



Administration Policy

Policy Title: Project Management for Capital Projects
Adopted By: Executive Leadership Team
Effective Date: 10 May 2023
Last Updated: 10 May 2023
Responsible Service: Infrastructure and Engineering

1. PURPOSE

1.1. The purpose of this policy is to ensure capital project outcomes are achieved by providing a standard foundation for capital project management at The City of Calgary.

2. POLICY STATEMENT

2.1. The City shall follow sound project management practices appropriate to the level of risk and complexity associated with Capital Projects.

3. DEFINITIONS

3.1 *In this administration policy:*

- a. **“Annual Investment Programs”** means a recurring capital program focused on maintaining or upgrading current, in-service assets or for ongoing purchases of similar assets;
- b. **“Capital Project”** means an investment that is planned, delivered and evaluated on its own merit and has a well-defined scope, cost and schedule resulting in new or substantially improved assets;
- c. **“Project Manager”** means any employee of The City or employee of an organization in a contractual relationship with The City in the role of managing a project and is the person that is accountable and responsible for project leadership, key results, deliverables and administration on a day-to-day basis; and
- d. **“Project Sponsor”** means a designated employee of The City who provides strategic guidance and defines, promotes and supports the key results of a project.

4. APPLICABILITY

4.1. This policy, along with related practices, applies to individuals involved in the management of Capital Projects where The City of Calgary is responsible for overseeing the initiation, planning, executing, monitoring and controlling, and closing of the project and associated deliverables and outcomes; and the Capital Project has been defined and approved in The City’s capital plan.

4.2. This policy does not apply to individuals involved in the management of Annual Investment Programs, such as lifecycle, maintenance, or operational programs, that do not meet the definition of a Capital Project.

5. LEGISLATIVE AUTHORITY

5.1. In response to Audit Committee reports AC2011-54, AC2011-60 and Notice of Motion NM2011-33 the City Manager directed the development of a mandatory, corporate-wide project management framework which was adopted by the Administration Leadership Team in ALT2012-008.

6. ROLES AND RESPONSIBILITIES

6.1. The Business Unit Director is responsible for ensuring resources are in place to demonstrate alignment and compliance with The City of Calgary Project Management Practices and The City of Calgary Project Sponsorship Practices.

6.2. Project Managers are responsible for:

- a. Leading project planning;
- b. Managing and executing projects;
- c. Ensuring project outcomes and deliverables are met; and
- d. Following recognized and consistent project management processes as established in *The City of Calgary Project Management Practices*.

6.3. Project Sponsors are responsible for:

- a. Providing guidance on vision, mandate and expectations;
- b. Overseeing engagement and issue management with senior management and Council;
- c. Following recognized and consistent project management processes as established in *The City of Calgary Project Sponsorship Practices*.

6.4. The Project Management Governance and Technology section is responsible for:

- a. Developing, stewarding and supporting *The City of Calgary Project Management Practices* and *The City of Calgary Project Sponsorship Practices*;
- b. Facilitation and chair of the Corporate Project Management Framework Steering Committee; and

6.5. The Project Management Governance and Technology and Facilitation Services sections are jointly responsible for developing and delivering services that promote and facilitate compliance with *The City of Calgary Project Management Practices* and *The City of Calgary Project Sponsorship Practices*.

7. CONSEQUENCES OF NON-COMPLIANCE

- 7.1. City employees who fail to adhere to this administration policy and its related standards, procedures and practices may be subject to disciplinary action in accordance with either the Labour Relations or Exempt Employee policies.
- 7.2. Employees of companies under contract to The City who fail to adhere to this administration policy and its related standards, procedures and practices may be subject to disciplinary action in accordance with their company's contract. The contracted company may also be subject to action in accordance with their contract.

8. HISTORY

Policy Action	Date	Report Number	Description
Minor Revision	10 May 2023	N/A	Updated definitions, organization structure and policy template. Approved by Chief Engineer, Director Engineering & Business Services (Service Director for Infrastructure and Engineering)
Amendment	June 21, 2016	ALT2016-0528	Revised Policy
New Policy	May 1, 2012	ALT2012-008	New Policy