Public Works and Government Services Canada
Travaux publics et Services gouvernementaux Canada

National Project Management System

NPMS Reference Manual: Vol. 1

NPMS Model, Continual Improvement, Deliverables and Roadmaps

http://source.pwgsc.gc.ca/branch/rp/sngp-npms/text/index-e.html

Contents

Introduction

Welcome

The National Project Management System (NPMS) is a national web based project management methodology developed by the Real Property Branch (RPB) with the participation of all regions to provide on-line project management guidance, best practices, tools, templates and project management and technical documentation. It also provides roadmaps (generic methodologies) for Asset, Space, Design-Bid-Build, Lease, and Contaminated Site Remediation projects; and the additional flexibility to develop new roadmaps for non-construction related projects to be managed within the same project management framework and methodology as is utilized for the traditional construction projects.

The NPMS is useful to members of senior management who need a quick overview of key principles and to service providers and suppliers who need to know what RPB will expect of them.

The system is supported by an *NPMS Policy* (See **Appendix 1**) that was issued by authority of the ADM of RPB, and an *NPMS Procedure* (See **Appendix 2**) that describes the components and requirements of the NPMS. The *NPMS Procedure* also defines project approval bodies for the NPMS control points. In addition, users can access the Simplified Project Plan from a link in **Annex A** of the *NPMS Policy* on the NPMS website.

Objectives

The NPMS accommodates:

- corporate asset planning processes such as Asset Management Planning
- annual corporate planning processes such as Annual Reference Level Update (ARLU) and the Building Management Plan
- Program of Works and portfolio of projects concepts
- Treasury Board Project Management policy
- Project Management Institute Body of Knowledge
- all real property project types (not restricted to design-bid-build projects)
- outsourcing strategies for projects

- project control points and key deliverables at each phase
- improved reporting and performance measurement.

Real Property Context

Project management in RPB is more than the delivery of distinct projects. It is part of a broader real property environment that involves the planning cycle, strategic portfolio management, asset management and operations. From a real property perspective, projects are an essential component of an asset's life cycle. They are essential to create or acquire an asset, to keep the asset operational through retrofits or modifications and to complete decommissioning at the end of the asset's useful life. Awareness of this broader context by project team members allows for a better integration of specific project objectives to RPB strategies. The NPMS methodology modernizes the project life cycle model with a more holistic view. It is built around the numerous lessons learned gathered from recent operational efficiency initiatives such as the "On Time On Budget" and the "Project Delivery System Toolkit" and recognizes the difficulties inherent to project start up activities in a public sector environment. It provides a generic project management model and adapts some of the Project Management Institute (PMI) concepts to describe the core project management functions in the context of the RPB business practices. As outlined in the RPB *NPMS Policy*, all real property projects will comply with the NPMS.

NPMS Reference Manuals

NPMS Reference Manuals have been created to allow users to print key areas of the NPMS website. They include this manual for the NPMS Model, Continual Improvement, Deliverables and Roadmaps, as well as manuals for the Knowledge Matrix and Knowledge Areas. A few sample templates are included in the manuals. However, users can obtain the latest version of all templates on the NPMS website.

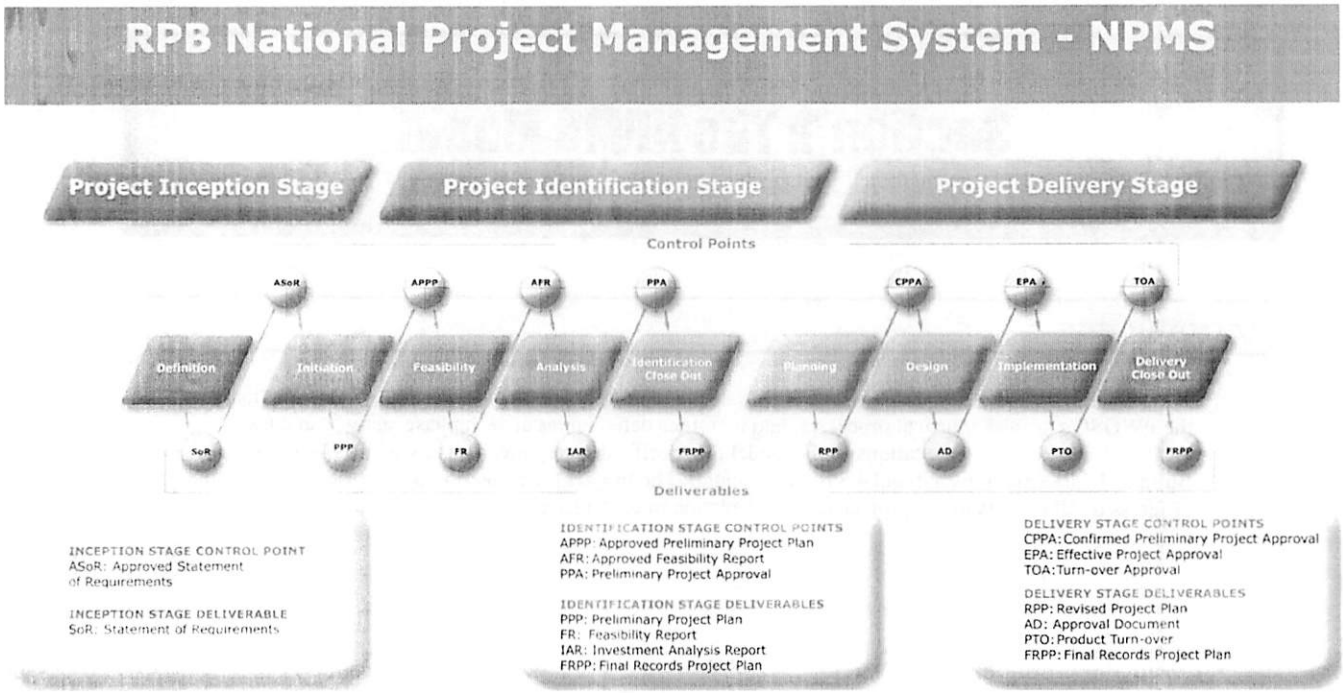
Technical and Related Documents and links to information are not included in the manuals. Users should go to the NPMS website to view these documents and follow the links.

Section 1: The NPMS Model

Introduction

The NPMS model is a key component of the system and provides distinct control points that are linked to the PWGSC's project approval processes, and identifies deliverables at each phase, activity and task. Generic Roadmaps are adaptations of the model for specific delivery mechanisms such as Design-Bid-Build or Lease (**Sections 4.4** and **4.5** of this manual). The Project Plan (**Section 3.3**) is used to record the progress of all aspects of the project at the completion of each phase.

1.1 The NPMS Model in Detail



Three Stages (Inception, Identification and Delivery)

Essentially three projects-in-one, the three stages facilitate outsourcing of the delivery stage. The Project Inception Stage provides an Approved Statement of Requirements, the Project Identification Stage provides a Preliminary Project Approval and a decision on the delivery mechanism. The Project Delivery Stage is a more predictable process focused on a well-defined final product.

Phases

The Phases' endpoints are control points that are critical to ensuring consistent corporate planning and reporting. Accordingly, ALL projects must be recorded by Phase in PWGSC's corporate systems as outlined in the *Business Rules – Project Set-up and Close-out.* The Project Plan (see **Section 3.3**) is the complete record of all the information on a project at the end of each Phase.

Activities within a Phase

This is the primary planning level for Project Leaders/Project Managers; the Activity level is used to customize Roadmaps by project type using Work Breakdown Structures (WBS).

Tasks within an Activity

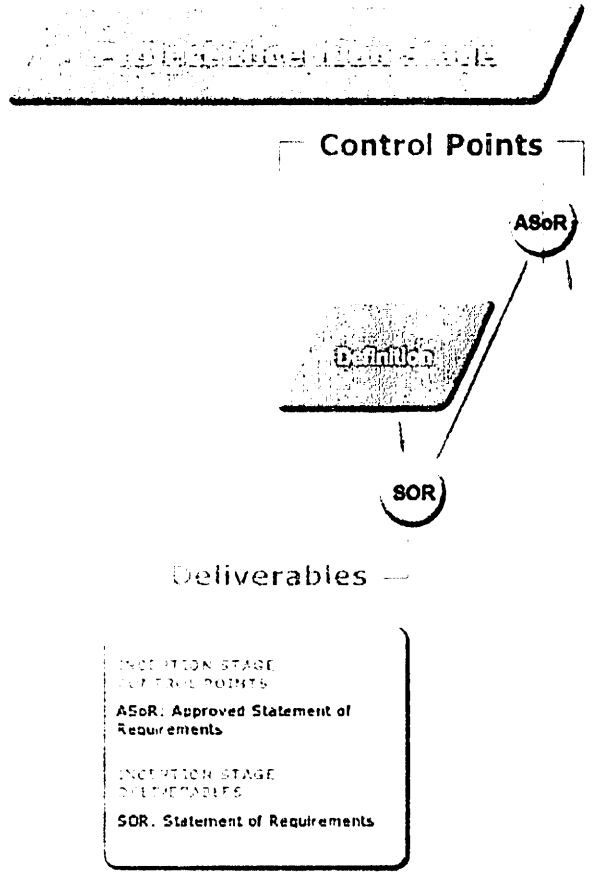
The further breakdown of an Activity into Tasks facilitates customization of the Roadmaps by Knowledge Area (See **NMPS Reference Manual: Volume 3**) or for the assignment of Roles & Responsibilities.

The end of each Task or Activity is signalled by the acceptance or approval of a key deliverable such as a preliminary project plan or a "Certificate of Substantial Performance". These milestones will vary according to the project type and are documented in the project roadmaps.

1.2 Project Inception Stage

The purpose of the Inception Stage is to provide a forum for vetting real property proposals to ensure that proposed projects are in keeping with PWGSC portfolio strategies and respond in the most effective manner possible.

Inception Stage Diagram



Definition Phase

Explanation

This phase consists of a formal assessment of proposed projects to ensure that proposals (including opportunities) are assessed against an established set of criteria, that results in a go/no go decision being made.

Control Point – Approved Statement of Requirements (ASoR)

The control point is a decision to either proceed or not to proceed. In the case of projects that are approved to continue, the Statement of Requirements requires client sign-off (where the requirement is client-specific) and approval by the appropriate authority level before any work on the request can start.

Deliverable – Statement of Requirements (SOR)

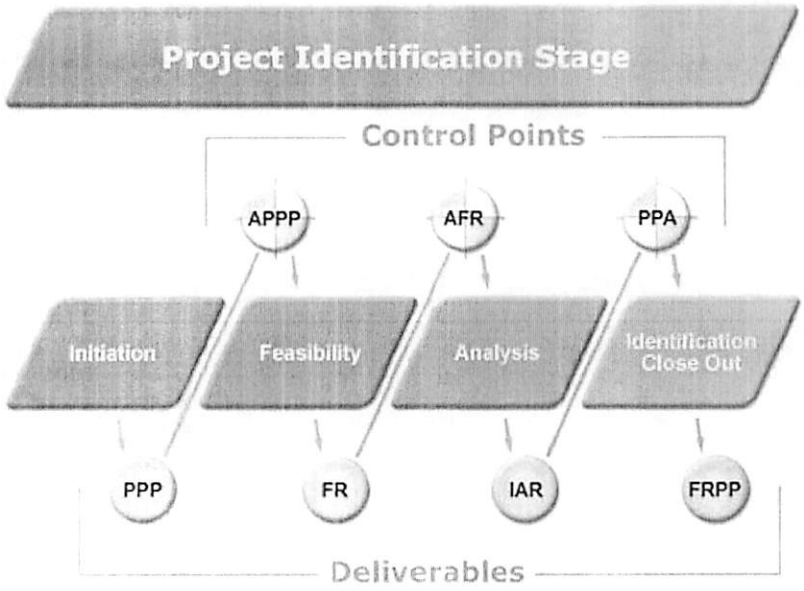
See **Section 3.2**.

1.3 Project Identification Stage

The purpose of the Identification Stage is to ensure that a project or a program of work (POW) submitted for PPA has been adequately developed and analyzed in the context of PWGSC Real Property Program and Centralized Portfolio management and represents the best investment solution.

The Project Identification Stage can also assist our custodian clients in identifying and developing the most appropriate projects for their departmental objectives and in support of the government agenda for real property.

Identification Stage Diagram



IDENTIFICATION STAGE CONTROL POINTS

APPP: Approved Preliminary Project Plan
AFR: Approved Feasibility Report
PPA: Preliminary Project Approval

IDENTIFICATION STAGE DELIVERABLES

PPP: Preliminary Project Plan
FR: Feasibility Report
IAR: Investment Analysis Report
FRPP: Final Records Project Plan

Initiation Phase

Explanation

The purpose of the Initiation Phase is to analyse the Statement of Requirements to provide an initial description of the project objectives, and related issues sufficient to allow for a preliminary assessment on approach of the project within departmental objectives (i.e., its necessity, its priority and the appropriate level of resources to commit to the next phase).

Deliverable: Preliminary Project Plan (PPP)

The preliminary project plan provides an essential, yet initial, overview of the project and all of its known parameters. It outlines the project's merit and conformity to government policy, objectives and programs. It should also include any known constraints related to time-frame, budget, etc. Depending on the type of project, the PPP will vary in content, length, and attachments required.

The Preliminary Project Plan should be produced with consideration given to the elements found in the NPMS Matrix - Initiation Phase. See NPMS Reference Manual: Volume 2.

Control Point: Approved Preliminary Project Plan

The purpose of the initiation phase control point is to allow for a preliminary assessment by the appropriate authority of the merits and suitability of the project for departmental objectives and programs. The APPP is a confirmation that the project supports departmental objectives and programs and should proceed to the feasibility phase for further development of the project requirements and identification of a range of solutions.

Feasibility Phase

Explanation

The purpose of the Feasibility Phase is to develop the project requirements and identify a range of solutions that meet those requirements. The Feasibility Report provides the information base to be used to evaluate solutions and determine the optimum project solution. Its level of detail will depend on the nature, complexity and sensitivities of the project.

Deliverable: Feasibility Report

See Section 3.5.

Control Point: Approved Feasibility Report (AFR)

The purpose of the feasibility phase control point is to allow a review by the appropriate authority of the information provided in the feasibility phase. The AFR is confirmation that the information provided is sufficiently developed and that the project should proceed to the analysis phase for an evaluation and selection of the optimum investment solution.

Analysis Phase

Explanation

The purpose of the Analysis Phase is to identify and substantiate the optimum solution that will satisfy the project requirements and constraints and to establish the project budget, schedule, controls, and evaluation criteria that will be put forward for preliminary project approval. The level of effort required for this phase is dependent on the nature, complexity and sensitivities of the project.

Deliverables

- Investment Analysis Report (IAR): see **Section 3.6**
- Treasury Board Submission (required for projects that require TB Approval): see **Section 3.7.**

Control Point: Preliminary Project Approval (PPA)

The purpose of the analysis phase control point is to allow a review by the appropriate authority of the IAR submission documents (e.g., IAR and associated documents to meet the Treasury Board Secretariat [TBS] requirements for PPA submission). The approval of the IAR submission is confirmation that the recommended investment solution is accepted and that the project as defined should proceed to the planning phase of the project delivery stage.

Identification Close Out Phase

Explanation

The purpose of the Identification Close Out Phase is to complete the project management activities relative to the Identification Stage of a project. It includes the completion of all contract administration activities, final evaluation of consultants related to the identification stage, the preparation of lessons learned, the completion of the final records project plan as per the conditions of the Preliminary Project Approval, and the closing of project files.

Deliverable: Final Records Project Plan (FRPP)

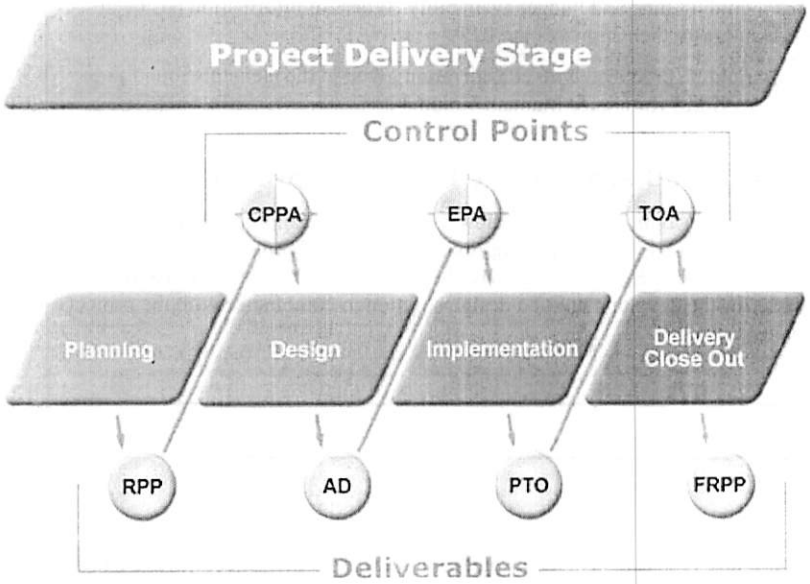
Final Records Project Plan (Identification Stage) (FRPP) serves to provide an overall assessment of the completed phases to date. It is an evolution of the original Preliminary Project Plan. The FRPP serves to provide the future Delivery Stage team members with a consolidated source of project information developed to that point in time, ensuring the continuity of project delivery in the next Stage.

Final Records Project Plan should be produced with consideration given to the elements found in the NPMS Matrix - Identification Close Out Phase. See NPMS Reference Manual: Volume 2.

1.4 Project Delivery Stage

The purpose of the Project Delivery Stage is to translate the approved project objectives and requirements into technical criteria to allow for detailed design and full implementation of the end product.

Delivery Stage Diagram



DELIVERY STAGE CONTROL POINTS

CPPA: Confirmed PPA
EPA: Effective Project Approval
TOA: Turn-over Approval

DELIVERY STAGE DELIVERABLES

RPP: Revised Project Plan
AD: Approval Document
PTO: Product Turn-over
FRPP: Final Records Project Plan

Planning Phase

Explanation

The purpose of the Planning Phase is to initiate project start up activities and to ensure that the project objectives and requirements provide sufficient detail to allow for the preparation of complete project instruction to the project team. The information presented in the Final Records Project Plan of the Project Identification Stage should be reviewed and completed or revised as required.

Deliverable: Revised Project Plan (RPP)

Revised project plan (RPP) represents the first phase of Delivery Planning. It is an evolution of the Identification Stage Project Plan. In cases where a substantial amount of time has passed since the receipt of the PPA, it is essential that all original identified requirements & drivers be verified/validated against current project conditions including time and budget availability. When all information has been confirmed, the appropriate authority then approves the RPP.

The Revised Project Plan should be produced with consideration given to the elements found in the NPMS Matrix - Planning Phase. See NPMS Reference Manual: Volume 2.

Control Point: Confirmed Preliminary Project Approval

The purpose of the planning phase control point is to allow a review by the appropriate authority of the project information and management approach. The approval of the revised project plan is confirmation that the project information and management strategy have been developed to a level of detail sufficient to proceed to the design phase for the development of a design solution in compliance with the project objectives and requirements.

Design Phase

Explanation

The purpose of the Design Phase is to establish the design team, develop a design complying with the project objectives and requirements and produce the approval documents required for Effective Project Approval.

Deliverable: Approval Document

Approval Document (AD) refers generically to the primary deliverable required to be put forward in an effort to seek Effective Project Approval (EPA). This document should confirm that all available project information is reflective of the current state of the project/product, and that all original project objectives (approved originally at PPA) can be achieved. In some cases (for example), a revised Investment Analysis Report (IAR) is used as the AD; for projects that require Treasury Board Approval, a Treasury Board Submission is required. The specific format for approval documents will vary according to the type of project delivery method, and project value.

The Approval Document should be produced with consideration given to the elements found in the NPMS Matrix - Design Phase. See NPMS Reference Manual: Volume 2.

Control Point: Effective Project Approval (EPA)

The purpose of the design phase control point is to allow a review by the appropriate authority of the approval document (e.g., design solution at a level of detail sufficient to meet TBS requirements for EPA submission). The EPA is confirmation that the design solution is accepted and that the project should proceed to the implementation phase for the development of detailed procurement documentation and acquisition of the product.

Implementation Phase

Explanation

The purpose of the Implementation Phase is to translate the approved design solution into procurement documentation to acquire and deliver the product that meets the project objectives and requirements.

Deliverable: Product Turn-over (PTO)

The Product Turn over document (PTO) refers generically to the documentation required to confirm acceptance of the work. Product Turn Over occurs when the client takes possession/ownership of the product, although there may be conditions attached. While the main functionality of the product is complete, safe, and usable, there may still exist components pending completion. The product is considered for Product Turn Over once it passes all mandatory regulatory considerations and receives.

The Product Turn-Over documentation is associated with the contractual documentation produced when accepting the work. Prior to accepting the work, consideration should be given to the elements found in the NPMS Matrix - Implementation Phase. See **NPMS Reference Manual,Volume 2.**

PTO Certificates:

Space Projects: Interim Certificate of Completion of Lessee's Improvements

Asset Projects: Certificate of Substantial Performance (Interim)

Control Point: Turn-over Approval (TOA)

The purpose of the implementation phase control point is to allow a review by the appropriate level of authority of the final product. The TOA is confirmation that the final product is accepted and that the project should proceed to the delivery close-out phase for the completion of the FRPP and project closing activities.

Delivery Close Out Phase

Explanation

The purpose of the Delivery Close Out Phase is to complete the project management activities relative to the Delivery Stage of a project and to provide an assessment of the project performance against its objectives and requirements. It includes the completion of all contract administration activities, final evaluation of project teams including consultants and contractors, preparation of lessons learned, and the completion of the final records project plan.

Deliverable: Final Records Project Plan (FRPP)

The FRPP serves to provide an overall assessment of the completed project. It is an evolution of the Delivery Stage Project Plan. Information such as evaluation reports, lessons learned, etc. are used to report and improve general project practices within Real Property. Summary information is compiled allowing all project administrative close-out activities be carried out.

The Final Records Project Plan be produced with consideration given to the elements found in the NPMS Matrix - Delivery Close Out Phase. See NPMS Reference Manual: Volume 2.

Section 2: Continual Improvement

2.1 Continual Improvement Framework

The continual improvement framework is the component of the National Project Management System (NPMS) that provides the governance structure and process for the approval and promulgation of new or amended documentation related to project management and project management services in the Real Property Branch (RPB).

Objectives

- to ensure that the NPMS becomes and remains the primary tool for managing real property projects by providing a consistent, web-based, national approach to project management, which can be adapted to other business lines.
- to ensure that the quality of NPMS documentation is consistent, relevant and continually enhanced.

Real Property Context

The Project Management Directorate has been delegated to lead the development of policies and practices related to the implementation of projects in RPB. However, as project management affects a wide range of activities and directorates within the organization, the Directorate relies on a network of representatives from across the branch to ensure that the related corporate objectives are successfully implemented and met, and are facilitated through the:

- RPB Project Management Improvement Steering Committee was established in August 2006 in order to provide the overall governance for recommendation and implementation of improved project management practices within PWGSC Real Property Branch. For additional information please see the Terms of Reference.
- NPMS Continual Improvement Team supports the RPB Project Management Steering Committee and provides a quality assurance role for the review, evaluation, amendment and continual improvement of national documentation. This team comprises:

National NPMS Continual Improvement Team

CI Team Leaders

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Rachelle Beaudry (HQ)
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Content Manager

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Website and Training Coordinator

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Regional NPMS Representatives for Project Management

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Regional NPMS Representatives for Accommodation and Portfolio Management

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Michelle Ferreira
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A continual improvement process has also been established to centralize the review and approval of new or amended proposals. All proposals are screened by regional representatives, reviewed nationally and tracked in 'Comments and Actions Taken Reports' produced by the CI content manager.

Inquiries

All stakeholders participating on a RPB project can propose improvements to the NPMS by contacting their CI representative.

Related Content

- NPMS CI Process – See **Section 2.2.**
- NPMS CI Team – See **Section 2.3.**

2.2 Continual Improvement Process

Process

The NPMS continual improvement process forms the basis of a quality management system and offers RPB the opportunity to become a world-class leader in effective and accountable project management. The process is designed for use by the project management community, as well as by those in other business lines and encourages their participation. The process is:

- compulsory;
- user friendly;
- accessible to all;
- accompanied by sound document and record control;
- equipped with a central repository for change activities;
- linked to other project management initiatives;
- evaluated regularly;
- rigorously maintained and well supported.

Content Management

All NPMS documentation updates, including input to the NPMS Website, are reviewed by the NPMS Team Leader, of the Advisory & Practices (Project Delivery) Directorate, Professional and Technical Service Management, HQ. In the case of changes that are considered consistent with the current intent of the NPMS documentation, the Team Leader can authorize updates to the NPMS. In the case of practices which remain solely within the mandate of a specific Directorate, with no cross-cutting implications, the associated Director can approve documentation updates on the NPMS website. In cases where updates would have cross-cutting impacts, approvals are required from the Real Property Branch Project Management Improvement Steering Committee for approval.

The documents are considered as 'living documents' and are subject to change. Regional representatives are dedicated to the users in their regions, while NCA representatives (the Team Leader and Content Manager) are dedicated to content as it applies on a national basis. The vast majority of new or amended documentation can be quickly incorporated into the website via the Project Office.

Tools

The main tool to facilitate the continual improvement process is the NPMS intranet web site, which is supported by a pre-established commitment by team members to comply with turnaround timeframes for improvements as established by the Content Manager. Most changes can be initiated through the use of e-mails. A 'Comments and Actions' report for continual improvement will provide the mechanism to facilitate the management of opportunity for improvement (OFI).

Users

Users include all stakeholders involved in the delivery of real property projects, i.e., project management, owner/investor, property management, leasing, client accommodation, etc. They are familiar with the NPMS model and utilize it for regular project management activities. They keep abreast of NPMS developments by regularly visiting the web site and reviewing recent developments, amendments and proposed changes. Users participate in the continual improvement process by providing suggestions and proposing improvements and recommendations for further consideration through their regional representative.

Recommendations for improvement - User-initiated

User

- requests the regional representative to consider an OFI on a topic, process, task, etc.

Regional representative

- reviews request, assesses its merit and ensures its applicability to the NPMS
- consults with other regional stakeholders, regions or national staff as required and obtains regional manager concurrence
- tables the request with the content manager to request a national review
- where the request is deemed to have national impact, the content manager has the proposal translated and initiates action to obtain comments from all team members
- where the request is approved, the website is amended accordingly by the Content Manager, and members are notified of the revisions so they can revise other documents or processes affected by the change
- where the request is rejected / accepted at any stage, the regional representative notifies the user of the decision.

Recommendations for Improvement - Department-initiated

The Team Leader will present the CI team with a request for improvement or change as a result of a departmental organizational initiative, revised legislation etc.

Team Leader

- Coordinates the activities of the CI team, including chairing CI team meetings,
- Analyzes and identifies the impacts of the request on the NPMS model
- Requests the content manager to initiate a national review
- Team Leader can authorize updates to the NPMS that remain within the context of the original content material.
- In the case of new materials which remain solely within the mandate of specific Directorate, with no cross-cutting implications, the Team Leader will seek approval from the associated Director to approve the new material prior to posting on the NPMS website.

- In cases where updates would have cross-cutting impacts, the Team Leader is to present the CI team input and recommends updates to the Real Property Branch Project Management Improvement Steering Committee for approval.

Content Manager

- arranges for translation of the proposal
- requests and coordinates input from regional representatives and other stakeholders
- coordinates final approval from the Team Leader to the changes required
- advises the website manager to amend the documents
- advises members of the approved revisions so they can revise other documents or processes affected by the change
- notifies the regional representatives where the request is rejected

2.3 Continual Improvement Team

Mandate

Reporting to the Real Property Branch (RPB) Project Office, the NPMS Continual Improvement Team (CI Team):

- provides a continual improvement framework of custodianship and sustainability for the management of change activities within the NPMS
- acts as a central authority for the development, review coordination of approval and dissemination of information related to the NPMS and the quality of its documentation
- promotes the use of the NPMS and its related documentation for the provision of project management services in the identification and delivery of projects in all real property business lines
- provides a quality assurance role for the review, evaluation, amendment and continual improvement of nationally consistent documentation related to project management services and the identification and delivery of projects

CI Team Membership

- Team Leader (NCA)
- Content Manager (NCA)
- Website Coordinator (NCA)
- Regional Representatives
- Specialists as required from a wide variety of internal professional, technical, contractual or legal disciplines, client or industry teams, etc., (at discretion of Team Leader)

Scope

All inclusive within the framework of the NPMS, team members:

- represent their respective regions, communicate issues, and interact to define and prioritize documentation requirements to enhance the NPMS and regional project management methods, practices, and issues
- assist training related to the implementation of the NPMS and ensure it is coordinated and effectively administered
- ensure that the NPMS documentation and processes remain compliant with Treasury Board policy, are issued at the appropriate organizational level, and are 'championed' as required as new initiatives with industry and Treasury Board
- review and coordinate the approval or rejection of proposals for improvement presented by regional representatives and develop implementation strategies as required

Roles and Responsibilities

Team Leader

- interacts with other real property organizations, Treasury Board and industry associations to promote the enhancement of the NPMS processes and practices
- ensures that NPMS documentation is approved by the Project Office and issued at the appropriate level in the organization based on its content (i.e., the documentation may reside in the NPMS website, but may be utilized by other real property management organizations)
- ensures members are kept informed of developments and actively participates in the continual improvement process
- schedules team meetings and develops meeting agenda with team member input
- advises team members when new or amended documentation is approved and available for use by staff (transparent decision-making process)
- coordinates, plans and manages audit functions
- manages senior management review meetings
- reports on NPMS's performance and user conformance on a national basis.

Content Manager

- reviews and analyzes content of requests received from the team leader or regional representatives to mitigate duplication of effort, ensures the content has a national implication
- edits, arranges for translation and forwards documentation to NPMS team members for review and comment, allowing reasonable response timeframes to permit adequate review, consideration of implications, and feedback from other stakeholder groups (timeframes are based on the complexity of the documentation content.)
  Note: feedback may also be requested from other groups within the organization (e.g., Real Property Contracting, Accommodation and Portfolio Management, etc., and on occasion industry associations and organizations)
- coordinates comments received and finalizes documentation (including translation)
- prepares a 'Comments and Actions' report to identify, by author, the comments received and the action taken for each opportunity for improvement (OFI)
- obtains approval of the team leader for final content, creates appropriate hyperlinks, identifies the area within the website for the document, and forwards to the website coordinator for input
- provides a continual improvement editing and data management function
- assists Team Leader with all audit, review and reporting functions related to the quality of NPMS documentation and process.

Website Coordinator

- provides 'user friendly' access to the NPMS web site and links to other project management web sites
- maintains the web site functionality

Regional Representative

- acts as primary contact for regionally initiated recommendations/amendments to the NPMS documentation or process

- identifies those proposed amendments or new initiatives which warrant national review and provides feedback on the decision to the proponent
- seeks and coordinates feedback from regional stakeholder groups
- forwards proposed recommendations, including regional management concurrence and justification and evaluation support, to the CI team content manager requesting a national team review
- participates in the review of tabled recommendations and reports on the progress of continual improvement initiatives
- provides feedback to users on recommendations provided by others which are under consideration by the national team
- coordinates performance measurement evaluations within the region related to certain initiatives
- participates, as required, to coordinate, schedule, and manage quarterly audit functions within regions
- incorporates regional feedback for the national senior management review meetings
- reports on NPMS effectiveness and conformance level of users (within the region)

2.4 Lessons Learned

Purpose

These Lessons Learned documents have been written for educational purposes, with the intention of benefiting from past experiences, whether good, bad, or indifferent, with the ultimate goal of doing things better" on future similar projects. The experiences referred to could come from one or a combination of projects. Where national security could be an issue, non-approved publication may result in legal prosecution.

These Lessons Learned documents are for the educational purpose of Project Managers only. Any unauthorized use or disclosure is prohibited. Users can obtain the most recent versions of these documents on the NPMS website.

- As Built Information for Buildings (Quality management)
- Building Renovations for High Security Facilities (Scope management)
- Claims Resolution - Initial Steps (Claims management)
- Clarity of Wording in Contracts - 'Energy Savings' Contracts (Procurement management)
- Client Deviations from Contractual Obligations (Communication management)
- Ensuring Due Diligence on PWGSC Construction Sites (Safety management)
- Exterior Cladding in Harsh Climates (Procurement management)
- Financial Reporting on Energy Savings Contracts (Financial management)
- Interference with the Contractor's Responsibilities (Procurement management)
- Interim and Final Acceptance (Procurement management)
- Lethbridge Research Centre Expansion Project
- Maintaining Security during Design and Construction of High Security Facilities (Safety management)
- Negotiating Contractual Changes - 'Energy Savings' Contracts (Procurement management)
- Qualifications of PWGSC's on Site Supervision Personnel (Procurement management)
- Realistic Scheduling (Time management)
- Recovering Flood Damage Costs in Buildings (Claims management)
- Specificity of Tender Documentation (Procurement management)
- Sub-Contracting of PWGSC's Contractual Responsibilities 'Energy Savings' Contracts (Procurement management)
- Taking the Work out of a Contractor's Hands (Procurement management)

Section 3: Deliverables

3.1 Deliverables Introduction

Each of the nine NPMS phases requires a specific deliverable to be completed in order to move on to the next phase. These deliverables are to be approved at the appropriate control point referenced in the NPMS model. Control point approval bodies are defined in the *NPMS Procedure* (see **Appendix 2**).

For each of the following NPMS deliverables and outputs, a guideline and template is provided on the NPMS website:

- Statement of Requirements
- Project Plan
- Project Charter
- Feasibility Report
- Approval Documents (Investment Analysis Report, Treasury Board Submission)

Under these links, examples of completed deliverables will be available once approved by the NPMS Continual Improvement Team.

3.2 Statement of Requirements

Explanation

First project approval document used to define the "problem or opportunity" in order to seek approval to develop a project up to the Analysis Phase. The Client is required to sign this document. The Statement of Requirements (SoR) provides a broad description of the nature of the requirement (e.g., to reconfigure space to enable more efficient use, consolidation, growth, asset integrity), overall timing and any special considerations. The requirement can be client specific, portfolio based, or asset based.

Relevant Phase

Definition Phase: This phase consists of a formal assessment of proposed projects to ensure that proposals (including opportunities) are assessed against an established set of criteria, that results in a go/no go decision being made. (Please see **Section 1.2.**)

Control Point

Approved Statement of Requirements: The control point is a decision to either proceed or not to proceed. In the case of projects that are approved to continue, the Statement of Requirements requires client sign-off (where requirement is client specific) and approval by the appropriate authority level prior to any work on the request to start.

Statement of Requirements Guidelines

Please see **Appendix 4.**

Statement of Requirements Template

Users can obtain the most recent copy of the template on the NPMS website.

3.3 Project Plan

Definition

The Project Plan (utilized in conjunction with a Project Charter (please see **Appendix 7**)) is the principal mechanism utilized by the Project Leader (PL)/Project Manager (PM) to formally define the goals and objectives of the project and to document its key functional, technical and administrative parameters throughout all stages of the National Project Management System (NPMS).

The Project Plan Guidelines are intended to be used for the preparation of the Project Plan throughout the lifecycle of the project - from the preparation of the initial Preliminary Project Plan, to the completion of the Final Records Project Plan (which is prepared at the closure of both the Project Identification and Delivery Stages).

Objectives

- to provide the official detailed record of all project activities from the initiation of the project to the final completion, warranties and evaluation.
- to foster more consistent initiation and delivery of projects across the Real Property Branch, and provide a single source of information on projects and their status.
- to help ensure that the ultimate objectives of the project are achieved.

Real Property Context

The project leader has overall accountability for the Project Plan, while the PM is responsible for maintaining and updating the plan. The completion of particular sections or elements of the plan may be delegated to the PM. Completion of a Project Plan is mandatory for every project, however the amount of content varies based on the size, complexity and sensitivity of the project. PM's are responsible to exercise judgment in its development and base the content and format on the project specifics as identified in the investment strategy. For PWGSC projects the PM assists the project leader in developing the plan. For other government department (OGD) funded projects, the PM provides input as soon as possible, however the front-end planning, feasibility studies and TB approval are often completed by the OGD, in which case, the PM is involved at the delivery stage only.

The Project Plan incorporates knowledge areas as defined by the Project Management Institute. The original plan is created during the initiation phase and is subsequently updated (as a minimum) at each control point of the NPMS or whenever substantial changes occur. Project Plans for more complex projects may also be updated at various additional milestones. Project Plans for PWGSC projects are approved by the appropriate regional or national authorities in accordance with the established dollar value thresholds. A new project leader, project manager, or other team member assigned to the project at any point would be able to refer to the plan and become familiar with the background, decisions taken to that point, and current status of the project.

Related Content

- Project Plan Guidelines: See **Appendix 5.**
- Project Plan Template: Users can obtain the most recent version of the template on the NPMS website.
- Simplified Project Plan: See **Appendix 6.**

Project Plan Guidelines

See **Appendix 5.**

General Notes and Information

The Project Plan is the document that defines the plan (systematic method) that will be used to meet the project objectives. It will include **why** this project is being initiated, **what** is to be done, **who** will be involved in its development and delivery, **when** it will be done and **how** it will be done. In addition to these basic questions, it includes **cost** information, **monitoring** and **control** strategies.

The Project Plan is a "living document" and takes on several forms during the life of the project. It initially starts out as a "Preliminary Project Plan" and then progresses to a "Project Plan" as more information becomes available. At the end of the second stage it becomes the "Final Records Project Plan for the Identification Stage". At the beginning of the Delivery Stage, the Project Plan is updated to detail the delivery plan to the end of the project. Once the project is completed, the "Final Records Project Plan for the Delivery Stage" captures the lessons learned and other pertinent project facts for later reference.

The content of the Project Plan Guidelines and Project Plan Template are, for the most part, structured around the Project Management Institute (PMI) Knowledge areas.

Assumptions on which information is based should be noted in all sections of the plan . Throughout the life of the project, client requested scope modifications and their associated impact should also be noted in the appropriate sections of the plan. The project team must periodically validate and/or modify assumptions as the project evolves. In general, as the project evolves, risks should be more accurately defined as well as their potential impact should be better understood and mitigated. Also, in the various sections of the project plan such as scope, schedule and cost, include the source of information for later reference in case verification of information is required (i.e., project leader, project manager, client, consultant, quantity surveyor, etc.)

Purpose of Preliminary Project Plan

The purpose of the Preliminary Project Plan (PPP) is to focus on the plan (systematic method) that will be taken to develop the project to the end of the Project Identification Stage at which point Preliminary Project Approval (PPA) will be obtained or denied.

In preparing the preliminary project plan, the NPMS Matrix should be consulted. The Matrix describes required practices within the context of the Treasury Board Project Management Policy and the Project Management Institute's Body of Knowledge that should be taken over the life of the project, and is presented by an NPMS phase.

See **NPMS Reference Manual, Vol.2 – NPMS Matrix** – Initiation Phase.

It is important to note the level of detail in the Preliminary Project Plan will evolve as the project is developed. Key aspects which should however be developed in the Preliminary Project Plan include the following:

- Section 2.0 Introduction - Description of the project background, describing the context for the project, the identified need and the reasons for initiating the project. Content for this section is largely based on the "Purpose" and "Background" sections of the SoR.
- Section 3.0 Scope Management - Specific project objectives (Section 3.1) and any project constraints / issues (Section 3.2.1). Content or this section should be based on the "Problem/Opportunity Definition" section of the SoR.
- Section 4.0 Schedule Plan - Important to include activities defined to PPA/LPA stage, and key timing factors
- Section 6.0 Cost Management - Must outline approved seed funding (received with ASoR), and anticipated costs to complete to PPA/LPA submission
- Section 11.0 Human Resources Management – Who will be the project team for this stage and their roles and responsibilities. In the preliminary stages of the plan, a simple outline of the project team and roles can suffice. The roles and responsibilities should however be developed in detail as the project approaches PPA/LPA.

Purpose of Final Records Project Plan for the Project Identification Stage

The purpose of Final Records Project Plan (FRPP) is to provide the Delivery Stage team with a consolidated source of information of the completed phases to date with which to launch the next stage. It also captures the lessons learned from the Project Identification Stage.

See: Final Records Project Plan

Purpose of Final Records Project Plan for the Project Delivery Stage

The purpose of the Final Records Project Plan (FRPP) for the Delivery Stage is to provide a record and an overall assessment of the completed project. It is an evolution of the Delivery Stage Project Plan. Information such as evaluation reports, lessons learned, etc. are used to report and improve general project practices within Real Property. Summary information is compiled allowing all project administrative close-out activities be concluded.

3.4 Project Charter

In the context of NPMS, a project charter is a high level agreement between the client department and PWGSC that is intended to establish a framework for the implementation of a real property project. It primarily concerns PWGSC space-based projects and projects carried out and funded by OGDs, but is not limited to these and may be used in other projects as deemed necessary by the project team. The intent of the charter is to obtain client agreement on all the key parameters of the project (scope, time, and cost) prior to LPA/PPA and to confirm client commitment to expend client funds and resources in developing and/or delivering the defined project. For PWGSC space projects, it is to be utilized in conjunction with the Statement of Requirements to articulate and confirm understanding and agreement related to project goals and objectives, guiding principles, roles and responsibilities, and issue resolution processes. For OGD funded projects, it is to be used in conjunction with the Specific Service Agreement (SSA).

This generic project charter template has been developed for use by the project team. Italicized comments reflect suggested guidelines, while comments in regular font are considered generic and can be used "as-is" such as the guiding principles, and roles responsibilities sections. The signatories to the charter are specific to the project and should reflect appropriate authorities in both the client and PWGSC communities.

General Notes:

- According to Treasury Board, project charters are "project" specific and do not replace Service Level Agreements (SLA) or the Memorandum of Understanding (MOU) which are concerned with overall program delivery and/or when there is joint funding of a project.
- The project charter should be congruous with these two last documents, as well as the Statement of Requirements and the Project Plan
- Roles and Responsibilities identified are typical for a space-based project and only reflect those positions that the client community would be familiar with. Additional PWGSC team members involved in the delivery of the project will be delineated in the HR section of the project plan.
- Timing: As a best practice, the project charter should be initiated as soon as possible after the Preliminary Project Plan and be updated before the next investment decision (PPA/LPA submission).
- A similar template is being developed for Asset-based/OGD projects.
- An MoU template is being developed for Major Crown Projects (MCPs)

Project Charter Templates

Simplified Project Charter: Please see **Appendix 7**.

Project Charter (space based project): Please see **Appendix 8**.

OGD Project Charter: Please see **Appendix 9**.

3.5 Feasibility Report

Definition

The Feasibility Report (FR) presents the project parameters and defines the potential solutions to the defined problem, need or opportunity. It expands on each of these potential solutions, providing sufficient detail and non-financial evaluations to permit the project leader to recommend to the approving manager all viable potential solutions that should be further analyzed in the next phase (IAR). The FR should also justify why any potential solutions were considered to be non-viable or considered to be non-compliant with government policy and/or project objectives and thus laid aside and must be substantiated by feasibility studies.

Explanation

The feasibility report should be produced with consideration given to the elements found in the NPMS Matrix - Feasibility Phase.

Relevant Phase

Feasibility Phase: The purpose of the Feasibility Phase is to develop the project requirements and identify a range of solutions that meet those requirements. The Feasibility Report provides the information base that will then be used, in the Analysis phase, to evaluate solutions and determine the optimum project solution. Its level of detail will depend on the nature, complexity and sensitivities of the project. Please see **Section 1.3** for more details.

Control Point

Approved Feasibility Report: The purpose of the feasibility phase control point is to allow a review by the appropriate authority of the information provided in the feasibility phase. The AFR is confirmation that the information provided is sufficiently developed and that the project should proceed to the analysis phase for an evaluation and selection of the optimum investment solution.

Feasibility Report Guidelines

Please see **Appendix 10.**

Feasibility Report Template

A link to the Feasibility Report Template is available on the website.

3.6 Investment Analysis Report

Definition

The Investment Analysis Report further studies the viable potential solutions approved by the reviewing manager (from the FR phase), investigates the pro's and con's of each viable potential solution, evaluates them against a predefined set of criteria, and makes a final recommendation of the single preferred solution. The process of writing the IAR includes (among other things) a series of financial and non-financial evaluations. These serve to justify the rationale behind the recommendation. The analysis of solutions must be objective, open, and transparent.

Explanation

The Investment Analysis Report should be produced with consideration given to the elements found in the *NPMS Matrix - Analysis Phase.*

Relevant Phase

Analysis Phase: The purpose of the Analysis Phase is to identify and substantiate the optimum solution that will satisfy the project requirements and constraints and to establish the project budget, schedule, controls, and evaluation criteria that will be put forward for preliminary project approval. The level of effort required for this phase is dependent on the nature, complexity and sensitivities of the project.

Control Point

Preliminary Project Approval.

Investment Analysis Reports Guidelines

Please contact your regional Owner Investor representative if you wish to obtain a copy of the guidelines.

3.7 Treasury Board Submission

A Treasury Board (TB) submission is an official document submitted by a minister on behalf of her or his department to seek approval or authority from TB ministers to carry out a proposal that otherwise the department would not be able to undertake, or would be outside its delegated authorities. The TB submission presents the business case in support of a proposed project. It should be a strategic document. TB submissions must be in both official languages (French and English). They should be clear and concise, use everyday language, and follow a logical storyline.

All TB submissions should explain in the "Remarks" section, the project management practices used, as per the NPMS, to develop the project.

Please note that, effective September 2007, the Treasury Board Submission requirements and templates have changed. The new approach supports managing for results by establishing clear responsibilities for departments to better define the expected outcomes of new and existing programs. Improving the quality of information and accountability for results are key elements of the new approach to managing spending across government.

More complete details can be found by visiting the following sites:

- A Guide to Preparing Treasury Board Submissions: http://www.tbs-sct.gc.ca/pubs_pol/opepubs/TBM_162/gptbs-gppct1_e.asp
- The blank TB submission template: http://www.tbs-sct.gc.ca/tbsf-fsct/300-1_e.asp
- TBS has developed an electronic tool to assist departments in preparing and reviewing Contract and Project Approval submissions: http://publiservice.tbs-sct.gc.ca/cmp/sct/100a_e.asp
- Although still in effect for PWGSC, the current TBS policies related to project management being the Project Approval Policy, the Project Management Policy, and the Management of Major Crown Projects Policy are being replaced by the Policy on the Management of Projects. These can be accessed at: http://www.tbs-sct.gc.ca/pubs_pol/dcgpubs/TBM_122/siglist_e.asp. Treasury Board Secretariat has adopted a phased implementation approach which started in 2007, and began with a group of departments that participated in a pilot. Following this pilot, groups of departments will be brought on board so that, by April 1, 2011, departments and agencies will have the systems and processes in place to meet the policy requirements.

Information on other departmental resources that could be useful in preparing a Treasury Board submission can be found on the PWGSC corporate web site: http://source.pwgsc.gc.ca/cab-tbs/text/index-e.html

As well, templates have been prepared for various types of RPB project TB submissions, which can be obtained by contacting the Accommodation and Portfolio Management and Real Estate Services, Real Property Branch TB Submissions Centre of Expertise.

Section 4: Roadmaps

4.1 Roadmaps Introduction

NPMS Roadmaps are guidance documents utilized to identify the generic activities and tasks, by stage and by phase, that are required in order to conform to the requirements of a specific design and construction project delivery methodology. These generic applications of the NPMS model may then be customized to suit a selected delivery methodology.

Objective

Ensure national consistency in the application of project management activities and tasks within various selected real property project delivery methodologies.

Real Property Context

The NPMS procedures apply to all space-based projects over 3,000 m^2 rentable (regions) or 5,000 m^2 rentable (National Capital Area / Parliamentary Precinct) and for asset-based projects, over $1M total value (including GST or HST[1] and excluding any client costs). For projects under these limits, the NPMS principles remain applicable, however the level of effort and extent of documentation will vary depending upon a number of factors including the project size and complexity as well as the sensitivity of the project. For these smaller projects, see the Statement of Principles for Asset-Based Projects < $1M / Space-Based Projects < 3,000 m^2 rentable (regions) or 5,000 m^2 rentable (National Capital Area / Parliamentary Precinct) in **Annex A** of the *NPMS Policy* (**Appendix 1**).

Generic roadmaps have been developed for asset and space based projects to identify the main activities required to manage the front-end of projects up to the end of the Identification Stage when the recommended option/solution is selected and approved:

- Asset Projects Roadmap – Inception and Identification Stages – see **Section 4.2**.
- Space Projects Roadmap – Inception and Identification Stages – see **Section 4.3**.

The Delivery Stage offers a selection of Roadmaps that have been developed to be used as the delivery mechanism for the approved option/solution. The following roadmaps are available:

- Design-Bid-Build Projects Roadmap – Delivery Stage – see **Section 4.4**.
- Lease Projects Roadmap – Delivery Stage – see **Section 4.5**.

Due to the specific nature of the requirements to manage a contaminated sites remediation project, a specific roadmap has been developed for these types of projects – see **Section 4.6**.

[1] HST: Harmonized Sales Tax. Applicable only in New Brunswick, Nova Scotia and Newfoundland and Labrador.

4.2 Asset Projects Roadmap

Introduction

This process is based on main activities and tasks required to manage the front-end of all asset-based projects up to the end of the Identification Stage. It is not intended to cover in detail activities related to any particular solution but rather provides a high level overview from the time an asset requirement is identified to the completion of an IAR that provides the recommended solution. The process is intended to be used as a guide for those having the role of Project Leader or Project Manager. Relevant links are indicated for specific business line information, processes and templates to be used.

The NPMS procedures apply to all asset-based projects over $1M total value (including GST or HST and excluding any client costs). For asset-based projects under $1M, the NPMS principles remain applicable, however the level of effort and extent of documentation will vary depending upon a number of factors including the project size and complexity as well as the sensitivity of the project. For these smaller projects, see the Statement of Principles for Asset-Based Projects <$1M / Space-Based Projects < 3,000 m^2 rentable (regions) or 5,000 m^2 rentable (National Capital Area / Parliamentary Precinct) in **Annex A** of **Appendix 1**.

Definition Phase

Objective

The purpose of the Definition Phase is to provide a forum for vetting real property proposals to ensure that proposed projects are in keeping with PWGSC portfolio strategies and respond in the most effective manner possible.

Description of the Work

This phase consists of a formal assessment of proposed projects to ensure that proposals (including opportunities) are assessed against an established set of criteria, that results in a go/no go decision being made.

Inputs

- Problem statement. The issue or opportunity can be client specific, portfolio based, or asset based.
- Current/ existing program strategies (E.g., Client plans, National Investment Strategy, Regional Investment Strategy, Community Based Investment Strategy, Asset Management Plans, Building Condition Reports).

Activities / Tasks

1. **Define Assessment**
    1. Review and identify stakeholders
    2. Consult with stakeholders and document request and/or issue or opportunity
    3. Review client / asset requirement and determine as to whether a project should be initiated and whether it is consistent with existing program strategies, client accommodation strategy and overall government priorities
    4. Consider potential for impacts / benefits and identify risks
2. **Summarize Decision**
    1. Identify funding source to provide seed money for project pre-planning to develop to PPA
    2. Obtain approval for initial assessment of risk and potential triggers
    3. Complete Checklist

Outputs

- Broad description of the nature of the request/issue/ opportunity.
- Assessment of the proposal's consistency with related existing program strategies.
- Completed Checklist

Deliverables

- Statement of Requirements (SoR) (see **Section 3.2**) with Tenant Requirement Package attached

Control point:

 Approved Statement of Requirements (ASoR)

Project Identification Stage

Initiation Phase

Objective

The purpose of the Initiation Phase is to analyze the Statement of Requirements to provide an initial description of the project objectives, and related issues sufficient to allow for a preliminary assessment on approach of the project within PWGSC objectives (i.e., its necessity, its priority and the appropriate level of resources to commit to the next phase).

Description of the Work

The Initiation Phase includes two major activities: (1) Initiate Project (the activity of initial project administration) and (2) Assess Viability (the activity of assessing the potential for the project).

Inputs

- Approved Statement of Requirements
- Other currently known project parameters
- Completed Checklist

Activities / Tasks

1. **Initiate Project**
    1. Identify human resources to set up Project Team
    2. Create Project File Structure
    3. Create SIGMA Work Breakdown Structure Element (WBSE)
    4. Create Preliminary Project Plan
2. **Assess Viability**
    1. Define Project Parameters
    2. Review of existing Building Evaluation Report
    3. Develop Capital Project Briefing Note (CPBN) (for capital project over $1M)
    4. Update Preliminary Project Plan
    5. Complete Checklist

Outputs

- Definition of project scope requirements
- Building Evaluation Report
- CPBN (for capital project over $1M)
- Completed Checklist

Deliverables

- Preliminary Project Plan (PPP)

Control point:

⊕ Approved Preliminary Project Plan (APPP)

Feasibility Phase

Objective

The purpose of the Feasibility Phase is to develop the project requirements and identify a range of solutions that meet those requirements. The Feasibility Report provides the information base that will then be used, in the Analysis phase, to evaluate solutions and determine the optimum project solution. Its level of detail will depend on the nature, complexity and sensitivities of the project.

Description of the Work

The function of this phase is to evaluate the project's potential for success, as well as to analyze the proposed project elements to ensure that they perform together as an operationally feasible concept. The Feasibility Phase includes two major activities: (1) Finalize Project Requirements (the activity to finalize the problem by verification of previous information and collection of more detailed requirements) and (2) Identify Viable Solutions.

Inputs

- Definition of project scope requirements
- Building Evaluation Report
- Approved Preliminary Project Plan
- CPBN (for capital project over $1M)
- Completed Checklist

Activities / Tasks

1. **Finalize Project Requirements**
    1. Evaluate existing building performance.
    2. Complete building conditions assessment for compliance to latest standards
    3. Validate and complete project parameters
    4. Assess consistency with ARLU (Annual Reference Level Update)
    5. Finalize asset requirement
2. **Identify Viable Solutions**
    1. Identify Options and establish preliminary cost estimate, timeline and risks for each viable option
    2. Produce Feasibility Report – see **Section 3.5.**
    3. Update Project Plan – see **Section 3.3.**

4. Complete Checklist

Outputs

- Building conditions assessment
- Updated Project Plan
- Completed checklist

Deliverables

- Feasibility Report (FR) – see **Section 3.5**.

Control point:

⊕ Approved Feasibility Report (AFR)

Analysis Phase

Objective

The purpose of the Analysis Phase is to thoroughly examine and evaluate the viable options identified in the Feasibility Phase to arrive at the optimum solution that will satisfy the client's requirements and the project's constraints. The recommended solution together with other viable options and their respective cost estimates, timelines, risks, controls and evaluation criteria, will be put forward in the Investment Analysis Report (IAR) to obtain management authorization and funding commitment by means of Preliminary Project Approval (PPA) for the project. The level of effort required for this phase is dependent on the nature, complexity and sensitivities of the project.

Description of the Work

The Analysis Phase includes two major activities: (1) Analyze Information (the activity of validating all relative documentation) and (2) Produce Approval Documents as per type of project (the activity of preparing an Investment Analysis Report and Submission Documents for Preliminary Project Approval).

Inputs

- Building conditions assessment
- Approved Feasibility Report
- Updated Project Plan
- Completed Checklist

Activities / Tasks

1. **Analyze Information**
    1. Validate data in Feasibility Report – see **Section 3.5**.
    2. Gather and Review all available Project Documentation
    3. Analyze Options

4. Recommend Optimum Solution
5. Identify any non-compliance with Federal Office Building Standards and obtain approval as required.
   Note - Non-compliances are to be identified throughout the duration of the project and may commence in the Initiation Phase.

2. **Produce Approval Documents as per type of project**
   1. Prepare IAR – see **Section 3.6.**
   2. If value of project over departmental delegation, prepare TB Submission Documents – see **Section 3.7.**
   3. Update Project Plan – see **Section 3.3.**
   4. Complete Checklist

Outputs

- ADM decision on request for non compliance with Federal Office Building Standards as required (TO COME)
- Validated Feasibility Report
- Completed approval Documents for PPA
- Completed TB Submission Documents if required
- Updated Project Plan
- Completed Checklist

Deliverables

- IAR (Investment Analysis Report) – see **Section 3.6.**

Control Point

⊕ Preliminary Project Approval

Identification Stage Close Out Phase

Objective

The purpose of the Identification Close Out Phase is to ensure an appropriate level of assessment, reporting, evaluation, handover exchange, and administrative closure has taken place that will provide enough directional detail to seamlessly proceed to the Delivery Stage.

Description of the Work

This final phase of the Identification Stage provides an executive summary of all significant developments, identifies any quality-related issues, and concludes with final stage closure.

Inputs

- ADM decision on non compliance request with Federal Office Building Standards as required

- Validated Feasibility Report – see **Section 3.5**
- Investment Analysis Report (IAR) – see **Section 3.6**
- TB submission document for PPA approval (if required) - see **Section 3.7**
- Revised Project Plan
- Completed Checklist

Activities / Tasks

1. **Close-Out** Stage activities
    1. Gather team and client feedback and document lessons learned
    2. Review project files for completeness
    3. Update Project Plan for Final Records Project Plan (FRPP) of Identification Stage
    4. Complete Checklist

Outputs

- Completed feedback
- Completed project files
- Completed Checklist
- Lessons Learned

Deliverables

- Final Records Project Plan (FRPP) of Identification Stage

Project Delivery Stage

Proceed to Design-Bid-Build Projects Roadmap – Delivery Stage –**Section 4.4.**

4.3 Space Projects Roadmap

This process is based on main activities and tasks required to manage the front-end of all space-based projects up to the end of the Identification Stage (including leased or crown-owned buildings). It is not intended to cover in detail activities related to any particular solution but rather provides a high level overview from the time a space requirement is identified to the completion of an IAR that provides the recommended solution. The process is intended to be used as a guide for those having the role of Accommodation Manager, Project Leader or Project Manager. Relevant links are indicated for specific business line information, processes and templates to be used.

The NPMS procedures apply to all space-based projects over 3,000 m^2 rentable (regions) or 5,000 m^2 rentable (National Capital Area / Parliamentary Precinct). For space-based projects under these limits, the NPMS principles remain applicable. However the level of effort and extent of documentation will vary depending upon a number of factors including the project size and complexity as well as the sensitivity of the project. For these smaller projects, see the Statement of Principles for Asset-Based Projects < $1M / Space-Based Projects < 3,000 m^2 rentable (regions) or 5,000 m^2 rentable (National Capital Area / Parliamentary Precinct) – see **Annex A** of the *NPMS Policy* (**Appendix 1**).

Definition Phase

Objective

The purpose of the Definition Phase is to provide a forum for vetting real property proposals to ensure that proposed projects are in keeping with PWGSC portfolio strategies and respond in the most effective manner possible.

Description of the Work

This phase consists of a formal assessment of proposed projects to ensure that proposals (including opportunities) are assessed against an established set of criteria, that results in a go/no go decision being made.

Inputs

- Problem statement. The issue or opportunity can be client specific, portfolio based, or asset based.
- Current/ existing program strategies (E.g., Client plans, National Investment Strategy, Regional Investment Strategy, Community Based Investment Strategy, Asset Management Plans, Building Condition Report).

Activities / Tasks

1. **Define Assessment**
    1. Review and identify stakeholders
    2. Consult with stakeholders and document request and/or issue or opportunity
    3. Review client / asset requirement and determine as to whether a project should be initiated and whether it is consistent with existing program strategies, client accommodation strategy and overall government priorities
    4. Consider potential for impacts / benefits and identify risks
2. **Summarize Decision**
    1. Identify funding source to provide seed money for project pre-planning to develop to PPA/LPA
    2. Obtain approval for initial assessment of risk and potential triggers
    3. Complete Checklist

Outputs

- Broad description of the nature of the request/issue/ opportunity.
- Assessment of the proposal's consistency with related existing program strategies.
- Completed Checklist

Deliverable

- Statement of Requirements (SoR) (see **Section 3.2**) with Tenant Requirement Package attached.

Control point:

⊕ Approved Statement of Requirements (ASoR)

Project Identification Stage

Initiation Phase

Objective

The purpose of the Initiation Phase is to analyze the Statement of Requirements to provide an initial description of the project objectives, and related issues sufficient to allow for a preliminary assessment on approach of the project within PWGSC objectives (i.e., its necessity, its priority and the appropriate level of resources to commit to the next phase).

Description of the Work

The Initiation Phase includes two major activities: (1) Initiate Project (the activity of initial project administration) and (2) Assess Viability (the activity of assessing the potential for the project).

Inputs

- Approved Statement of Requirements
- Other currently known project parameters (client requirements)
- Completed Checklist

Activities / Tasks

1. **Initiate Project**
    1. Identify human resources to set up Project Team
    2. Create Project File Structure
    3. Create SIGMA Work Breakdown Structure Element (WBSE)
    4. Create Preliminary Project Plan
2. **Assess Viability**
    1. Develop Client Requirements Package
    2. Determine the need to develop Functional Program
    3. Initiate Fit-up Compliance Monitoring Form
    4. Assess impact on client space envelope, identify any special requirements and confirm client funding commitment as required
    5. Define Geographic Boundaries for new space requirement
    6. Define Project Parameters
    7. Review of existing Building Evaluation Report for compliance (level 1)
    8. Initiate Project Charter – see **Section 3.4**.
    9. Update Preliminary Project Plan
    10. Complete Checklist

Outputs

- Completed Client Requirements Package
- Drafted project charter – see **Section 3.4.**
- Existing Building Evaluation Report for compliance (level 1)
- Completed Checklist

Deliverable

- Preliminary Project Plan (PPP)

Control point:

⊕ Approved Preliminary Project Plan (APPP)

Feasibility Phase

Objective

The purpose of the Feasibility Phase is to develop the project requirements and identify a range of solutions that meet those requirements. The Feasibility Report provides the information base that will then be used, in the Analysis phase, to evaluate solutions and determine the optimum project solution. Its level of detail will depend on the nature, complexity and sensitivities of the project.

Description of the Work

The function of this phase is to evaluate the project's potential for success, as well as to analyze the proposed project elements to ensure that they perform together as an operationally feasible concept. The Feasibility Phase includes two major activities: (1) Finalize Project Requirements (the activity to finalize the problem by verification of previous information and collection of more detailed requirements) and (2) Identify Viable Solutions.

Inputs

- Completed Client Requirements Package
- Approved Preliminary Project Plan
- Drafted project charter
- Existing Building Evaluation Report for compliance (level 1)
- Completed Checklist

Activities / Tasks

1. **Finalize Project Requirements**
    1. Evaluate existing building performance if applicable (Crown or lease)
    2. Complete building conditions assessment for compliance to latest lease standards (lease evaluation and crown-owned)
    3. Validate and Complete Project Parameters

4. Assess consistency with ARLU (Annual Reference Level Update)
5. Prepare Functional Program (if required)
6. Finalize Space Requirement

2. **Identify Viable Solutions**
    1. Verify availability of space within PWGSC's space inventory
    2. Identify Lease Acquisition Options as per the Framework and Processes for Leasing of Real Property in PWGSC
    3. Identify Options and establish preliminary cost estimate, timeline and risks for each option
    4. Produce Feasibility Report – see **Section 3.5.**
    5. Update Project Plan – see **Section 3.3.**
    6. Complete Checklist

Outputs

- Building conditions assessment
- Functional Program (if required)
- Finalized Space Requirement (Crown/space for lease acquisition as required)
- Updated Project Plan – see **Section 3.3.**
- Completed checklist

Deliverable

- Feasibility Report (FR) – see **Section 3.5.**

Control point

⊕ Approved Feasibility Report (AFR)

Analysis Phase

Objective

The purpose of the Analysis Phase is to thoroughly examine and evaluate the viable options identified in the Feasibility Phase to arrive at the optimum solution that will satisfy the client's requirements and the project's constraints. The recommended solution together with other viable options and their respective cost estimates, timelines, risks, controls and evaluation criteria, will be put forward in the Investment Analysis Report (IAR) to obtain management authorization and funding commitment by means of Preliminary Project Approval (PPA) for projects in existing leased premises or Lease Project Approval (LPA) when lease acquisition or renewal is required. The level of effort required for this phase is dependent on the nature, complexity and sensitivities of the project.

Description of the Work

The Analysis Phase includes two major activities: (1) Analyze Information (the activity of validating all relative documentation) and (2) Produce Approval Documents as per type of project (the activity of

preparing an Investment Analysis Report and Submission Documents for Preliminary Project Approval or Lease Project Approval).

Inputs

- Building conditions assessment
- Functional Program (if required)
- Finalized Space Requirement
- Approved Feasibility Report
- Updated Project Plan – see **Section 3.3**.
- Completed Checklist

Activities / Tasks

1. **Analyze Information**
    1. Validate data in Feasibility Report – see **Section 3.5**.
    2. Gather and Review all available Project Documentation
    3. Conduct Market Survey to establish market supply of space (if required)
    4. Conduct Market Analysis to establish rental rate
    5. Analyze Options
    6. Recommend Optimum Solution
    7. Identify any non-compliance with *Fit-up Standards* and obtain approval as required.
       Note – Non-compliances are to be identified throughout the duration of the project and may commence in the Initiation Phase.
2. **Produce Approval Documents as per type of project**
    1. Obtain client's funding confirmation for client's accommodation costs (if needed)
    2. Finalize Project Charter (not required if no fit-up)
    3. Prepare IAR – see **Section 3.6**.
    4. If value of project over departmental delegation, prepare TB Submission Documents for PPA/LPA – see **Section 3.7**.
       Note - In the case of a lease option recommendation, consideration could be given to also prepare a request for LCA authority.
    5. If recommended option from the IAR is to enter sole source negotiation, prepare briefing note.
    6. Update Project Plan – see **Section 3.3**.
    7. Complete Checklist.

Outputs

- ADM decision on request for non compliance with Fit-up Standards as required
- Validated Feasibility Report
- Market Survey Result
- Market Analysis Report
- Signed Project Charter

- Completed approval Documents for PPA or LPA
- Completed TB Submission Documents (**Section 3.7**), if required
- Completed Briefing Note for sole source negotiation if required
- Updated Project Plan (**Section 3.3**)
- Completed Checklist

Deliverable

- IAR (Investment Analysis Report) –see **Section 3.6**
- TB Submission (**Section 3.7**), if required
- Briefing Note (if Sole Source lease)

Control Point

⊕ Preliminary Project Approval (PPA) or Lease Project Approval (LPA)

Identification Stage Close Out Phase

Objective

The purpose of the Identification Close Out Phase is to ensure an appropriate level of assessment, reporting, evaluation, handover exchange, and administrative closure has taken place that will provide enough directional detail to seamlessly proceed to the Delivery Stage.

Description of the Work

This final phase of the Identification Stage provides an executive summary of all significant developments, identifies any quality-related issues, and concludes with final stage closure.

Inputs

- ADM decision on non compliance request with Fit-up Standards as required
- Validated Feasibility Report – see **Section 3.5**
- Signed Project Charter
- Approved Investment Analysis Report (IAR) – see **Section 3.6**)
- PPA/ LPA/LCA (TB submission, if required) and Briefing Note (if Sole Source lease)
- Revised Project Plan – see **Section 3.3**
- Completed Checklist

Activities / Tasks

1. **Close-Out** Stage activities
    1. Gather team and client feedback and document lessons learned
    2. Review project files for completeness

3. Update Project Plan for Final Records Project Plan (FRPP) of Identification Stage
4. Complete Checklist

Outputs

- Completed feedback
- Completed project files
- Completed Checklist
- Lessons Learned

Deliverable

- Final Records Project Plan (FRPP) of Identification Stage

Project Delivery Stage

Proceed to appropriate Delivery Stage Roadmaps:

- Lease Projects Roadmap - Delivery Stage - see **Section 4.5**.
- Design-Bid-Build Projects Roadmap - Delivery Stage – see **Section 4.4**.

4.4 Design-Bid-Build Projects Roadmap

Introduction

This Design-bid-build (DBB) Projects Roadmap is based on main activities and tasks required to manage the delivery of construction projects. DBB delivery methodology involves planning, architecture and engineering design by consultant or PWGSC, followed by engaging a contractor to construct the project based upon design. Contractual coordination for both design and construction is the responsibility of PWGSC.

This roadmap is not intended to cover in detail activities related to the DBB process but rather provides a high level overview for the Project Delivery Stage activities from the time that a Preliminary Project Approval has been obtained and the Identification Stage Close Out Phase activities have been completed. For steps to be taken during these front-end stages, see either:

- Space Projects Roadmap – Inception and Identification Stages– see **Section 4.3.**
- Asset Projects Roadmap – Inception and Identification Stages– see **Section 4.2.**

This roadmap is intended to be used as a guide for those having the role of Accommodation Manager, Project Leader, or Project Manager. Relevant links are indicated for specific business line information, processes and templates to be used.

The NPMS procedures apply to all space-based projects over 3,000 m^2 rentable (regions) or 5,000 m^2 rentable (National Capital Area / Parliamentary Precinct) and for asset-based projects, over $1M total value (including GST or HST and excluding any client costs). For projects under these limits, the NPMS principles remain applicable, however the level of effort and extent of documentation will vary depending upon a number of factors including the project size and complexity as well as the sensitivity of the project. For these smaller projects, see the Statement of Principles for Asset-Based Projects < $1M / Space-Based Projects < 3,000 m^2 rentable (regions) or 5,000 m^2 rentable (National Capital Area / Parliamentary Precinct) – **Annex A** of the *NPMS Policy* (**Appendix 1**).

Planning Phase

Objective

The purpose of the Planning Phase is to confirm the quality and completeness of the existing project information in an effort to develop and organize the project delivery strategy.

Description of the Work

During this phase, all previous parameters of the project are validated and an agreement for delivery is reached or re-confirmed between the project leader and project manager.

Inputs

- Preliminary Project Approval
- Approved Feasibility Report (AFR)
- Approved Investment Analysis Report (IAR) – see **Section 3.6**
- Functional Program (if required)
- Space Requirement
- Final Records Project Plan
- Project Charter– see **Section 3.4**
- Completed Checklists
- Other currently known project parameters

Activities / Tasks

1. **Start-up Stage**
    1. Refine Project Team
    2. Update Functional Program, as required
    3. Create / Update Project Plan – see **Section 3.3**
    4. Create / Update Project Charter – see **Section 3.4**
    5. Update Project File Structure (financial codes, confirm funds, etc.)
2. **Define Project Delivery**
    1. Confirm Functional and Technical Program
    2. Write Project Brief
    3. Define Consultant Scope of Work
    4. Complete Checklist

Outputs

- Updated Project Charter
- Completed Functional/Technical Program
- Project Brief
- Consultant Scope of Work
- Completed checklist

Deliverables

- Revised Project Plan

Control Point

⊕ Confirmed Preliminary Project Approval (CPPA)

Design Phase

Objective

To award all relevant consultant contracts to the most qualified bidders, as well as refine the proposed design concept into a detailed, and final design version of required specifications. This final design will typically require amendments to preliminary projections of time, cost, quality, and perhaps scope. All completed documents are compiled to form the basis for the EPA submission. This approval is required in order to proceed with construction implementation.

Description of the Work

Procurement of required resources makes way for detailed design and establishment of refined specifications. Reviews, approvals, and risk assessments are critical during this stage. Effective Project Approval (EPA) is sought upon completion and assembly of all detailed plans for project delivery.

Inputs

- Updated Project Charter – see **Section 3.4**
- Completed Functional/Technical Program
- Project Brief
- Consultant Scope of Work
- Updated Project Plan – see **Section 3.3**
- Completed Checklist

Activities / Tasks

1. **Procure Consultant Services**
    1. Prepare Request for Proposal (Solicitation Planning)
    2. Conduct Consultant Evaluation (Source Selection)

3. Award Consultant Contract (Consultant Evaluation Board Membership)

2. **Develop Design**
    1. Complete Analysis of Project Requirements
    2. Develop Concept and Design for approval by client
    3. Prepare furniture layouts for approval by client (if applicable)
    4. Prepare Furniture and Equipment and Systems Procurement Documents (if applicable)
    5. Review for non-compliance with Base Building and Fit-up Standards and obtain approval as required
3. **Prepare for Approval**
    1. Finalize cost estimates and schedules
    2. Update Investment Analysis Report
    3. Update Project Plan
    4. Complete Checklist

Outputs

- ADM decision on request for non compliance with Base Building and Fit-up Standards as required
- Awarded Consultant Contract
- Cost estimates
- Client signoffs on design documents (Concept and Preliminary Designs, vertical stacking, horizontal blocking, furniture, moves, cabling, security, etc.)
- Revised IAR and TB submission, if required – see **Section 3.7**.
- Updated project plan – see **Section 3.3**
- Updated project charter – see **Section 3.4**
- Completed checklist

Deliverables

- Approval Documents (AD) for Effective Project Approval (EPA)

Control Point

⊕ Effective Project Approval (EPA)

Implementation Phase

Objective

The purpose of the Implementation Phase is to produce an end product of acceptable quality which meets client requirements.

Description of the Work

The Implementation Phase is where all the plans and related strategies are put into motion. All construction-related (or physical 'work') activities are carried out.

Inputs

- ADM decision on request for non compliance with Base Building and Fit-up Standards as required
- Awarded Consultant Contract
- Cost estimates
- Client signoffs on design documents (Concept and Preliminary Designs, vertical stacking, horizontal blocking, furniture, moves, cabling, security, etc.)
- Revised IAR and TB submission, if required – see **Section 3.7**.
- Updated project plan – see **Section 3.3**
- Updated project charter – see **Section 3.4**
- Completed checklist

Activities / Tasks

1. **Finalize Design and Procure Construction Services**
    1. Complete Design and Construction Documents (Review and Acceptance of Consultant Design and Construction Documents)
    2. Finalize Design
    3. Compile Construction Tender Documents (Solicitation Planning, Project Specifications)
    4. Conduct Tender Call and Evaluation (Source Selection, Construction contracts)
    5. Award Construction Contract
2. **Construct**
    1. Administer construction Contract (Contract Administration)
    2. Review for non compliance with Base Building and Fit-up Standards and obtain approval as required
    3. Perform Commissioning during Construction (Commissioning Manual)
3. **Accept Work**
    1. Test Functional Performance (Commissioning Manual)
    2. Compile Commissioning Documents
    3. Assemble As-Built Documents
    4. Ensure Training is provided and Manuals delivered
    5. Issue Certificate of Substantial Performance (Interim)
    6. Return contracts securities (including hold-backs)
    7. Transfer Site to Real Property Manager
    8. Client Move-in
    9. Update Project Plan
    10. Complete Checklist

Outputs

- ADM decision on request for non compliance with Base Building and Fit-up Standards as required
- Signed Contracts
- Signed Certificate of Substantial Performance (Product Turn-Over)
- Completed Commissioning Report, O&M Manuals and As-Built Documentation
- Site transferred to Real Property Manager
- Updated project plan – see **Section 3.3**
- Completed checklist

Deliverables

- Product Turn-Over (PTO) (Certificate of Substantial Performance (interim))

Control Point

⌖ Turn-Over Approval (TOA)

Delivery Stage Close Out Phase

Objective

In an effort to improve overall project performance and client satisfaction, both product and process performance will be documented and assessed against pre-determined performance criteria. The process of Continual Improvement is imperative to the overall enhancement of project delivery within PWGSC. The basis for the continual improvement process is its encapsulation of both positive and negative elements of the project.

Description of the Work

The Delivery Close Out Phase is the final and arguably, the most integral stage of the project. It not only gives the team the opportunity to tie-up all loose ends, but it allows for a thorough assessment of all aspects of the projects. This assessment underscores any performance targets that were reached, surpassed or not met. In addition, the Continual Improvement Process provides a valuable method for highlighting successes as well as deficiencies reported throughout the life of the project. These records form the basis for systematic improvements to the way similar projects will be delivered in the future. The Close Out Phase includes two major activities: 1. Close-outs of contracts (the activity whereby all aspects of the performance and conformance of the end product with respect to specific equipment, installation or services provided are analyzed and evaluated), 2. Close Project (the activity of gathering and assessing project performance data).

Inputs

- ADM decision on non compliance request with Base Building and Fit-up Standards as required
- Signed Contracts
- Signed Certificate of Substantial Performance (Interim)
- Completed Commissioning Report, O&M Manuals and As-Built Documentation

- Site transferred to Real Property Manager
- Updated project plan – see **Section 3.3**
- Completed checklist

Activities / Tasks

1. **Close-outs of Contracts**
    1. Perform Post-Occupancy Inspection
    2. Issue Certificate of Completion (Final)
    3. Perform Warranty Activities
    4. Finalize Contract(s) (Construction Contract Close-Out Process)
2. **Close Project**
    1. Execute Final Space Measurement
    2. Ensure Occupancy Instrument is in place
    3. Gather End-User Feedback, and document lessons learned
    4. Finalize Records Project Plan (FRPP)
    5. Complete Administrative Close Out Activities for contracts (Construction Contract Close-Out Process)
    6. Complete Checklist
    7. Complete final recording of documents

Outputs

- Certificate of Completion (Final)
- Final Record Documents
- Consultant Evaluation Report
- Post-Occupancy Inspection Report
- Final space measurement
- Final Records Project Plan
- Lessons Learned

Deliverable

- Final Records Project Plan (FRPP)

4.5 Lease Projects Roadmap

Introduction

This Lease Projects Roadmap is based on main activities and tasks required to manage the delivery of lease projects. It is not intended to cover in detail activities related to the lease space acquisition process but rather provides a high level overview for the Project Delivery Stage activities from the time that a Lease Project Approval has been obtained and the Identification Stage Close Out Phase activities have been completed. For steps to be taken during these front-end stages, see the Space Projects Roadmap – Inception and Identification Stages (**Section 4.3**).

This roadmap is intended to be used as a guide for those having the role of Accommodation Manager, Project Leader, or Project Manager. Relevant links are indicated for specific business line information, processes and templates to be used.

The NPMS procedures apply to all space-based projects over 3,000 m^2 rentable (regions) or 5,000 m^2 rentable (National Capital Area / Parliamentary Precinct). For these smaller projects, the NPMS principles remain applicable. However, the level of effort and extent of documentation will vary depending upon a number of factors including the project size and complexity as well as the sensitivity of the project. For projects < $1M, see the Statement of Principles for Asset-Based Projects < $1M / Space-Based Projects < 3,000 m^2 rentable (regions) or 5,000 m^2 rentable (National Capital Area / Parliamentary Precinct) – See Annex A of the *NPMS Policy* (**Appendix 1**).

The methodology utilized for lease projects are governed by the Federal Real Property and Federal Immovables Act (FRPFIA) and its Regulations. The lease agreement signed between PWGSC and the landlord allows PWGSC to have lessee's improvements carried out by the landlord, in the leased premises; this at any time prior to and during the Term of the lease. To do so, PWGSC enters into one or more "Sub-agreement(s) for Lessee's Improvements" with the landlord, under which the landlord engages architectural and engineering consultants as well as contractors to provide and deliver the required design and construction services.

All other contracts (for example, furniture, move, etc.) fall under the contract regulations.

Planning Phase

Objective

The purpose of the Planning Phase is to confirm the quality and completeness of the existing project information in an effort to develop and organize lease project delivery strategy.

Description of the Work

During this phase, all previous parameters of the project are validated and an agreement for delivery is reached or re-confirmed between the project leader and project manager. The lease acquisition process will also be undertaken and recommendation for lease contract award concluded when lease renewal or lease acquisition are required.

Inputs

- LPA, and LCA (if obtained for projects which required TB submissions), and Sole Source approval, if required
- Approved Feasibility Report (AFR) – see **Section 3.5**.
- Approved Investment Analysis Report (IAR) – see **Section 3.6**.
- Market Survey
- Market Analysis Report
- Functional Program (if required)
- Space Requirement
- Final Records Project Plan
- Project Charter – see **Section 3.4**
- Completed Checklists
- Other currently known project parameters

Activities / Tasks

1. **Start-up Stage**
    1. Refine Project Team
    2. Update Functional Program, as required
    3. Update Project Plan – see **Section 3.3**
    4. Update Project Charter– see **Section 3.4**
    5. Update Project File Structure (financial codes, confirm funds, etc.)
2. **Undertake Leasing acquisition**
    1. Prepare Leasing Mandate when lease acquisition is required

2. Proceed with the acquisition process as per the LPA (Framework and Processes for Leasing of Real Property in PWGSC)
3. Prepare document for seeking Lease Contract Approval Note - Where TB approval was required for LPA, LCA authority may have been obtained in the Analysis Phase
4. Complete Checklist

Outputs

- Updated Project Charter – see **Section 3.4**
- Lease Contract Award Recommendation
- Completed Checklist

Deliverables

- Revised Project Plan

Control Point

⊕ Confirmed Lease Project Approval (CLPA) (Replacing CPPA in NPMS model)

Note – Prior to awarding the lease contract, LPA is to be confirmed to ensure that the terms and conditions of the proposed lease contract are within the approved project parameters. The LPA will need to be reaffirmed again in the Design Phase, once the fit-up costs are estimated.

Design Phase

Objective

The purpose of the Design Phase is to conclude a lease agreement, and come up with a final design solution which meets client functional and operational requirements while forming an integral part of the base building system in the leased premise. With all construction documents ready, and all other project expenses estimated, LPA will be either confirmed or modified, at the end of the Phase.

Description of the Work

The Design Phase includes four major activities: (1) Award Lease, (2) Procure, (3) Develop Design (the activity by which client functional and operational requirements are translated into spatial, architectural and engineering terms for construction purpose), and (4) Reaffirm LPA in light of full project costs, now including the estimated fit-up costs. Quality Assurance reviews, approvals and risk assessments are critical during this phase. This phase can resume in a Lease Contract Award, if no fit-up is required.

Inputs

- Updated Project Charter – see **Section 3.4**
- Lease Contract Award Recommendation
- Updated Project Plan – see **Section 3.3**
- Completed Checklist

Activities / Tasks

1. **Award Lease**
    1. Seek Lease Contract Approval
    2. Sign Lease Contract Award Letter
2. **Procure**
    1. Prepare RFP/TOR (mandate) for Consultant Services
    2. Procure consultant services
    3. Complete the Project Team
    4. Sign Sub-Agreement with Landlord for Consulting Services and/or Construction Documents (if provided by the Lessor)
3. **Develop Design**
    1. Develop Concept and Design for approval by client
    2. Prepare furniture layouts for approval by client
    3. Prepare Moving Plans for approval by client
    4. Prepare Furniture and Equipment and Systems Procurement Documents
    5. Obtain construction documents (specs and drawings)
    6. Review for Non-compliance with Fit-up Standards at each design activity and obtain approval as required
4. **Reaffirm LPA**
    1. Prepare cost estimate
    2. Confirm LPA
    3. Revise IAR – see **Section 3.6**. If revised, LPA needs to be sought
    4. Update Project Plan – see **Section 3.3**
    5. Complete Checklist

Outputs

- ADM decision on request for non-compliance with Fit-up Standards as required
- Signed Lease Contract award letter
- RFP/TOR (mandate) for Consultant Services
- Sub-agreement with landlord for consulting services as part of the design process
- Cost estimates
- Client signoffs on design documents (vertical stacking, horizontal blocking, furniture, moves, cabling, security, etc.)
- Revised IAR, if required – see **Section 3.6.**
- Updated project plan – see **Section 3.3**
- Updated project charter– see **Section 3.4**
- Completed checklist

Deliverables

- Approval Documents for Confirmed LPA or Revised LPA

Control Point

⊕ Revised LPA if required – based upon reaffirmed Lease Project Approval (CLPA) in light of both lease award letter and fit-up estimated costs (replacing the Effective Project Approval (EPA) on NPMS model)

Implementation Phase

Objective

The purpose of the Implementation Phase is to produce an end product of acceptable quality that meets client requirements.

Description of the Work

The Implementation Phase is where all the plans and related strategies are put into motion. All construction-related (or physical 'work') activities are carried out. The Implementation Phase includes the following three major activities: (1) Procure (the activity whereby tenders are called, submissions are evaluated, Sub-agreement(s) is(are) signed with the landlord and other contracts are awarded), (2) Construct (the activity whereby all contracts are administered in order to deliver the end product to the client), (3) Accept Work (the activity whereby the end product is inspected and accepted).

Inputs

- ADM decision on non compliance request with Fit-up Standards as required
- Awarded Lease Contract (signed Lease Agreement)
- RFP/TOR (mandate) for Consultant Services
- Sub-agreement with landlord for consulting services as part of the design process
- Cost estimates
- Client signoffs on design documents (vertical stacking, horizontal blocking, furniture, moves, cabling, security, etc.)
- If applicable, Confirmed LPA or Revised LPA Documentation (including revised IAR, if required)
- Updated project plan – see **Section 3.3**
- Updated project charter – see **Section 3.4**
- Completed checklist

Activities / Tasks

1. **Procure (construction and other contractors/suppliers)**
    1. Supervise Completion of Tender Documents
    2. Obtain tender calls by landlord
    3. Award Contracts to assure delivery of project

4. Sign Sub-Agreement with Landlord for Construction of Lease Premises

2. **Construct**
    1. Administer all contracts
    2. Review for Non-compliance with Fit-up Standards and obtain approval as required
    3. Proceed to site quality control of construction by landlord
3. **Accept Work**
    1. Inspection and commissioning of all deliverables
    2. Assemble as-built documents
    3. Ensure training is provided and manuals delivered
    4. Issue Interim Certificate of Completion of Lessee's Improvements
    5. Return contracts securities (including hold-backs)
    6. Transfer site to Real Property Manager
    7. Client Move-in
    8. Update Project Plan – see **Section 3.3**
    9. Complete Checklist

Outputs

- ADM decision on request for non compliance with Fit-up Standards as required
- Signed Contracts
- Sub-agreement with landlord for construction of lease premises
- Signed Interim Certificate of Completion of Lessee's Improvements (Product Turn-Over)
- Completed Commissioning Report, O&M Manuals and As-Built Documentation
- Site transferred to Real Property Manager
- Updated Project Plan – see **Section 3.3**
- Completed Checklist

Deliverables

- Product Turn-Over (PTO) (Interim Certificate of Completion of Lessee's Improvements)

Control Point

⌖ Turn-Over Approval (TOA)

Delivery Stage Close Out Phase

Objective

In an effort to improve overall project performance and client satisfaction, both product and process performance will be documented and assessed against pre-determined performance criteria. The process of Continual Improvement is imperative to the overall enhancement of project delivery within PWGSC. The

basis for the continual improvement process is its encapsulation of both positive and negative elements of the project.

Description of the Work

The Delivery Close Out Phase is the final and arguably, the most integral stage of the project. It not only gives the team the opportunity to tie-up all loose ends, but it allows for a thorough assessment of all aspects of the projects. This assessment underscores any performance targets that were reached, surpassed or not met. In addition, the Continual Improvement Process provides a valuable method for highlighting successes as well as deficiencies reported throughout the life of the project. These records form the basis for systematic improvements to the way similar projects will be delivered in the future. The Close Out Phase includes two major activities: (1) Close-outs of contracts (the activity whereby all aspects of the performance and conformance of the end product with respect to specific equipment, installation or services provided are analyzed and evaluated), (2) Close Project (the activity of gathering and assessing project performance data).

Inputs

- ADM decision on non compliance request with Fit-up Standards as required
- Signed Contracts
- Sub-agreement with landlord for construction of lease premises
- Signed Interim Certificate of Completion of Lessee's Improvements
- Completed Commissioning Report, O&M Manuals and As-Built Documentation
- Site transferred to Real Property Manager
- Updated Project Plan – see **Section 3.3**
- Completed Checklist

Activities / Tasks

1. **Close-outs of Contracts**
    1. Perform Post-Occupancy Inspection
    2. Issue Final Certificate of Completion of Lessee's Improvements
    3. Perform Warranty Activities
    4. Process final payments and close contracts as per financial and contracting regulations
2. **Close Project**
    1. Execute Final Space Measurement
    2. Ensure Occupancy Instrument is in place
    3. Gather End-User Feedback, and document lessons learned
    4. Finalize Records Project Plan (FRPP)
    5. Complete Administrative Close Out Activities
    6. Complete Checklist
    7. Complete final recording of documents

Outputs

- Final Certificate of Completion of Lessee's Improvements
- Final Records Documents
- Consultant Evaluation Report
- Post-Occupancy Inspection Report
- Final space measurement
- Final Records Project Plan
- Lessons Learned

Deliverable

- Final Records Project Plan

4.6 Contaminated Site Remediation Projects Roadmap

Introduction

Contaminated Sites Remediation/Risk Management sites are identified within the Departmental Contaminated Sites Management Plan created and submitted to Treasury Board Secretariat annually in accordance with Treasury Board Contaminated Sites Management and Real Property Environmental policies. Projects are executed to responsibly manage these sites within the financial envelope of the Departmental Sustainable Development Strategy (SDS) with potential support (i.e., for NCS Class 1 and 2 sites) from the Federal Contaminated Sites Action Plan (FCSAP).

The purpose of the following roadmap is to propose guidance through the inception, identification, and delivery stages to successfully develop and implement a remediation/risk management strategy for an identified contaminated site (e.g., as defined by Treasury Board policy). The project will have previously completed the required environmental site assessments (i.e., Phase 1, 2, and 3 Environmental Site Assessment with associated human health and ecological risk assessments, as necessary, which is equivalent to Steps 1-5 of CSMWG *Federal Approach to Contaminated Sites*) and remediation or risk management actions will have been identified as a requirement.

In accordance with the generic NPMS Model, the draft Contaminated Sites Roadmap encompasses the Project Inception Stage, Project Identification Stage (Initiation, Feasibility, Analysis, and Identification Stage Close Out) and Project Delivery Stage (Planning, Design, Implementation, and Delivery Stage Close Out).

Project Inception Stage

Definition Phase

Objective

Identify project with Statement of Requirements (SOR) – see **Section 3.2**

Inputs

1. Departmental Contaminated Sites Management Plan (CSMP)
2. Departmental Sustainable Development Strategy
3. Treasury Board Contaminated Sites Management and Real Property Environmental policies

Activities

1. Review Departmental Contaminated Sites Management Plan and
2. Review project priorities and financial envelope constraints
3. Select project
4. Identify broad project requirements
5. Prepare preliminary statement of project requirements (SoR) – see **Section 3.2**

Outputs

- Statement of Requirements (SoR) – see **Section 3.2**

Deliverable

- Statement of Requirements (SoR) – see **Section 3.2**

⊕ Approved Statement of Requirements (ASoR)

Project Identification Stage

Initiation Phase

Objective

Develop Preliminary Project Plan (PPP) and secure seed funding

Inputs

1. Federal Contaminated Sites Inventory (FCSI) listing
2. Contaminated Sites Management Plan
3. SDS/FCSAP guidance
4. Internal departmental guidance (e.g., draft Best Practice for Contaminated Sites Risk Management)
5. Results of Detailed Testing Program (Step 5 of the CSMWG *Federal Approach to Contaminated Sites*, including site investigation and risk assessment reports if complete)

Activities

1. Conduct/revise needs analysis
2. Identify potential project and preliminary project parameters
3. Identify project file structure
4. Identify potential funding source(s)
5. Identify initial project team
6. Develop initial high level project charter
7. Complete initiation checklist

Outputs

1. Preliminary project plan
2. Initial project team
3. SDS/FCSAP funding application
4. Initial project charter
5. Project File Structure
6. Completed initiation checklist

Deliverable

➢ Preliminary project plan

⊕ Approved Preliminary Project Plan (APPP) with associated approved seed funding

Feasibility Phase

Objective

Identify options for preliminary Remedial Action Plan/Risk Management Plan (RAP/RMP)

Inputs

- See Outputs of Initiation Phase

Activities

1. Step 7 (if not already completed) of the CSMWG *Federal Approach to Contaminated Sites*, including a detailed background information review to confirm site conceptual model and formulate detailed project requirements
2. Initiate any required activity under the *Canadian Environmental Assessment Act* (CEAA), if not already in progress.
3. Identify stakeholders, develop evaluation criteria and associated weighting for options to satisfy preliminary RAP/RMP (should include project risk)
4. Identification of preliminary options to RAP/RMP
5. Revise preliminary project plan
6. Complete feasibility checklist

Outputs

1. Revised preliminary project plan to include preliminary RAP/RMP options (equivalent to Feasibility Report)
2. Completed feasibility checklist

Deliverable

- Revised preliminary project plan with RAP/RMP (equivalent to Feasibility Report)

⊕ Approved Feasibility Report (AFR) (equivalent to Approved preliminary project plan with preliminary preferred RAP/RMP)

Analysis Phase

Objective

Detailed analysis of preliminary preferred RAP/RMP to develop an indicative cost estimate

Inputs

- See Outputs of Feasibility Phase

Activities

1. Update any required activity under the *Canadian Environmental Assessment Act* (CEAA).
2. Detailed development of RAP/RMP options based on confirmed evaluation criteria and approved Feasibility Report
3. Identification of preliminary approach to RAP/RMP
4. Develop indicative cost estimate for preferred RAP/RMP option(s).
5. Conduct evaluation of RAP/RMP options to identify preferred alternative.
6. Complete analysis checklist.

Outputs

1. Detailed RAP/RMP with indicative cost estimate.
2. Completed analysis checklist.

Deliverable

➢ Preferred detailed RAP/RMP (equivalent to Investment Analysis Report)

⊕ Internally approved detailed RAP/RMP

Identification Stage Close Out Phase

Objective

Confirm revised Preliminary Project Plan including preliminary preferred RAP/RMP with indicative cost estimate

Inputs

➢ See Outputs of Analysis Phase

Activities

1. Administrative closure for Project Identification
2. Updated FCSI entry and CSMP
3. Develop SDS/FCSAP funding application based on indicative cost estimate
4. Update Preliminary Project Plan with RAP/RM
5. Complete identification stage close out checklist
6. If project is cancelled, identify rationale for cancellation to address future inquiries.

Outputs

1. Revised Preliminary Project Plan with RAP/RMP
2. SDS/FCSAP funding application

4. Updated information for internal Departmental contaminated sites database (affects Sustainable Development Strategy Implementation Plan, FCSI and CSMP)
5. Completed identification stage close out checklist

Deliverable

- Revised Preliminary Project Plan with indicative cost estimate (equivalent to Final Records Project Plan)

⌖ Approved revised Preliminary Project Plan with RAP/RMP and associated funding application (equivalent to Final Records Project Plan)

Planning Phase

Objective

Obtain Preliminary Project Approval (PPA) for Remediation/Risk Management Project Delivery Plan

Inputs

1. Background ESA, HHRA, and ERA reports
2. Detailed RAP/RMP
3. Revised Preliminary Project Plan with RAP/RM
4. SDS/FCSAP funding
5. Initial Project Charter – see **Section 3.4**
6. Initial Project Team
7. Initial Project File Structure

Activities

1. Develop SOW to retain a qualified consultant to assist in specification development (as required based on scale of project).
2. Conduct gap analysis and confirm appropriateness of RAP/RMP if not previously involved
3. Update Initial Project Charter, Develop Remediation/Risk Management Project Delivery Plan (from Revised Preliminary Project Plan with RAP/RMP, and initial Project File Structure
4. Identify required supporting plans to be developed commensurate with scale of project
5. Identify internal and external resources to assist in Detailed Engineering in addition to Prime Consultant requirement
6. Complete planning checklist

Outputs

1. SOW to retain qualified consultant for detailed engineering
2. Updated Project Charter and Remediation/Risk Management Project Delivery Plan
3. List of supporting plans requiring development (e.g., Procurement Plan)
4. Completed planning checklist

Deliverable

➢ Remediation/Risk Management Project Delivery Plan (equivalent to Revised Project Plan)

⌖ Confirmed Preliminary Project Approval (CPPA)

Design Phase – Detailed Engineering

Objective

Obtain Effective Project Approval (EPA) to proceed to Project Implementation

Inputs

- Outputs of Planning Phase

Activities

1. Retention of Prime Consultant (as required based on scale)
2. Development, review and approval of detailed specifications and RFP to retain qualified Contractor(s)
3. Development, review, and approval of detailed work packages to define Work Breakdown Structure
4. Development, review, and approval of detailed supporting plans by Prime Consultant
5. Develop Substantive Cost Estimate
6. Develop project specific Status Reporting and Integrated Change Control tool specific to project implementation
7. Complete any required activity under the *Canadian Environmental Assessment Act* (CEAA).
8. Complete detailed engineering checklist

Outputs

1. Detailed specifications and substantive cost estimate (pre-tender estimate)
2. WBS identifying detailed schedule, cash flows, and key deliverables
3. RFP to retain qualified Contractor(s)
4. Detailed supporting plans (e.g., project specific status reporting and integrated change control specific to implementation)
5. Updated EA as required
6. Completed detailed engineering checklist

Deliverable

- Approval Document (equivalent to approved departmental funding application)

⌖ Effective Project Approval (EPA)

Project Implementation Phase

Objective

Implementation of the Remediation/Risk Management Project Delivery Plan leading to Approved Interim Certificate(s) of Completion

Inputs

1. Outputs from Design - Detailed Engineering Phase
2. Remediation/Risk Management Project Delivery Plan

Activities

1. Solicitation, reconfirmation with funding source for cost estimate associated with preferred tender, and retention of a remedial contractor
2. Implementation of tender specifications
3. Monitoring and Controlling Project Work (i.e., status monitoring, controlling and reporting)
4. Oversight of implementation and approval of change orders, as necessary
5. Approval of constructed works
6. Completion of activities required by CEAA
7. Complete project implementation checklist

Outputs

1. Tender specifications
2. Construction contract award
3. Updated Remediation/Risk Management Project Delivery Plan (if required)
4. Interim Certificate(s) of Completion
5. As-built documents
6. Status Reports and Change Orders
7. RAP/RMP Report
8. Site closure document
9. Completed project implementation checklist

Deliverable

- Interim Certificate of Completion (Product Turn Over)
- Approved Interim Certificate(s) of Completion (Turn Over)
- Acceptance of site closure document

Delivery Stage Close-Out Phase

Objective

Administrative project closure including appropriate records retention/distribution

Inputs

- Outputs of Implementation Phase

Activities

1. Issue Final Certificate of Completion
2. Perform Warranty Activities
3. Final revisions to Remediation/Risk Management Project Delivery Plan (if required)
4. Administrative Contract Closure
5. Prepare Record of Site Condition
6. Conduct post-project performance reviews (Consultant, Contractor)
7. Complete lessons learned and recommendations for improvement
8. File closure including appropriate document control and records retention
9. Complete delivery close out checklist

Outputs

1. Final Certificate of Completion
2. Final Record Documents including site closure document
3. Lessons Learned document
4. Final Records Project Plan (i.e., "as-built" Project Plan)
5. Completed delivery close out checklist

Deliverables

- Final Records Project Plan
- Filing and distribution of site closure document

Appendices

Appendix 1: NPMS Policy

TITLE: National Project Management System (NPMS) Policy

1. EFFECTIVE DATE: September 2007

2. CANCELLATIONS

This policy supersedes:

- 'Project Delivery System' (PDS) dated July 1989, series no. PM 39b,
- Architectural and Engineering Services Best Practice 'Project Delivery System Overview' dated June 2001,
- Former version of the National Project Management System (NPMS) Policy (April 2007).

3. AUTHORITY

This policy is issued under the authority of the Assistant Deputy Minister, Real Property Branch, Public Works and Government Services Canada.

4. CONTEXT

This policy is to be implemented in conjunction with:

- the "Real Property Branch National Project Management System Procedure", and
- the "National Project Management System Procedure – Project Funded by Other Government Departments (OGDs)".

5. POLICY STATEMENT

It is the policy of the Real Property Branch (RPB) of Public Works & Government Services Canada (PWGSC) to use a National Project Management System to ensure that all projects undertaken are planned, managed and delivered in a nationally-consistent manner that is transparent with regards to scope, schedule, and budget, and are fully compliant with all applicable regulations and Treasury Board policies.

6. SCOPE

This policy applies to RPB real property projects as follows:

- All projects requiring TB approvals.
- All asset-based projects > $1M total value, including GST or HST[1], and excluding client costs, if applicable.

[1] HST: Harmonized Sales Tax. Applicable only in New Brunswick, Nova Scotia and Newfoundland and Labrador.

- All space-based projects > 3,000 m^2 rentable (regions) or 5,000 m^2 rentable (National Capital Area / Parliamentary Precinct).

For all projects, the NPMS principles remain applicable, including the use of the project plan, however the extent of documentation will vary depending upon a number of factors including the project type, size and complexity, and sensitivity of the project. For asset-based projects < $1M total value and space-based projects < 3,000 m^2 rentable (regions) or 5,000 m^2 rentable (National Capital Area / Parliamentary Precinct), please refer to the Statement of Principles in Annex A (attached).

For projects carried out for and funded by other government departments (OGDs), the NPMS practices are to be applied in keeping with client approvals and governance, as per the OGD procedure.

7. DEFINITIONS

Real property projects - all asset acquisitions, including entering into a lease, fit-up of accommodation space, and construction and renovation of a built-work (building, bridge, dam, road, etc.).

National Project Management System - prescribes the basic minimum requirements that must be met in the project life cycle.

8. RESPONSIBILITIES

Assistant Deputy Minister, RPB: responsible for issuance of this RPB Policy on National Project Management System and the associated RPB Procedure on the National Project Management System.

Regional Directors General and Directors General, RPB: responsible for ensuring implementation of the Policy and the associated Procedure in their respective sectors of control.

Director, Advisory and Practices (Project Delivery): responsible for the continual improvement of the NPMS.

RPB employees involved in the management of projects: responsible for ensuring compliance with the Policy, through adherence to the associated NPMS Procedure.

9. REFERENCES

NPMS Procedure – see **Appendix 2.**

NPMS Procedure – Project Funded by Other Government Departments (OGDs) – see **Appendix 3**

NPMS Website: http://source.pwgsc.gc.ca/branch/rp/sngp-npms/text/index-e.html

NPMS Reference Manuals: http://source.pwgsc.gc.ca/branch/rp/sngp-npms/text/htusenpms-e.html

NPMS Model – see **Section 1.**

NPMS Roadmaps – see **Section 4.**

10. ENQUIRIES

Please direct enquiries about this policy to the Director General, Program Management Sector.

Annex A:
Statement of Principles for Asset-Based Projects < $1M / Space-Based Projects < 3,000 m^2 rentable (regions) or 5,000 m^2 rentable (National Capital Area / Parliamentary Precinct)

As stated in the *National Project Management System* (NPMS) Policy and Procedures, for all projects, the NPMS principles remain applicable, including the use of a project plan. However the extent of documentation will vary depending upon a number of factors including the project type, size, complexity and sensitivity of the project. This document is intended to clarify, for RPB asset-based projects of less than $1M[2] or space-based projects of less than 3,000 m^2 rentable (regions) or 5,000 m^2 rentable (National Capital Area / Parliamentary Precinct), the principles which should be followed.

Principles

The following principles are to be applied to encourage the concept of best value in the delivery of low-value, low-risk projects, to enable them to be handled as efficiently and expeditiously as possible within the context of the current NPMS model and authorities, while ensuring that client needs are met:

1. Project requirements are documented and vetted to ensure consistency with relevant portfolio strategies prior to initiating work on the project.
2. The solution undertaken has been assessed, including identification of risks, to ensure that the best investment solution is selected.
3. Project is planned such that appropriate approvals are obtained at all stages of the project development and delivery.
4. Appropriate project resources necessary to develop and deliver the project are engaged.
5. Project is monitored and controlled, including management of changes in project parameters.
6. Project is delivered respecting scope, time and cost objectives.
7. Project is closed out in a timely fashion, in conjunction with all relevant stakeholders.
8. Share lessons learned as appropriate.
9. Adequate project documentation is maintained.

Sample format for a simplified project plan template is provided for consideration. See:

- Simplified Project Plan for Asset-Based Projects < $1M / Space-Based Projects < 3,000 m^2 rentable (regions) or 5,000 m^2 rentable (National Capital Area/ Parliamentary Precinct) – See **Appendix 6.**

The NPMS project management knowledge areas (see **NPMS Reference Manual, Volume 2**) should be consulted in order to ensure compliance with related contractual, policy and legislative requirements related to the delivery of real property projects.

[2] Total value including GST or HST, and excluding client costs, if applicable

Appendix 2: NPMS Procedure

TITLE: National Project Management System (NPMS) Procedure

1. EFFECTIVE DATE: September 2007

2. CANCELLATION:

This procedure supercedes the former version of the National Project Management System Procedure (April 2007)

3. AUTHORITY:

This policy related document is issued under the authority of the Director General (DG), Professional and Technical Service Management Sector, Real Property Branch, Public Works and Government Services Canada.

4. CONTEXT:

This procedure is to be implemented in conjunction with the National Project Management System Policy.

5. PURPOSE:

- To describe the components and requirements of the National Project Management System, and
- To define project approval bodies and minimum approval levels of management for the National Project Management System Control Points.

6. SUMMARY OF THE PROCEDURE:

Projects, as defined within the scope of this procedure, are required to follow the guidance and use the templates referred to within the NPMS website. The level of detail of the project documentation and specific requirements for the various project types are described in the NPMS Roadmaps.

The NPMS Model consists of 3 stages and 9 phases, with defined deliverables and control points as follows:

- The Project Inception Stage provides a "go" or a "no-go" decision to proceed and an Approved Statement of Requirements,
- Project Identification Stage provides a Preliminary Project Approval (Lease Project Approval) and a decision on the delivery mechanism.
- The Project Delivery Stage is a transfer of the approved project objectives and requirements into full implementation of a final product.

Table 1 in Annex A (attached) presents the delegated Approval Bodies for the NPMS Control Points defined for asset projects > $1M total value, and space projects > 3,000 m^2 rentable (Regions) / 5,000 m^2 rentable (National

Capital Area (NCA)/Parliamentary Precinct (PP)). The project plan shall be updated prior to each control point approval.

6.1 Inception Stage:

- To provide a forum of vetting real property proposals to ensure that they are in keeping with PWGSC portfolio strategies and respond in the most effective manner possible.
- The Inception Stage is also intended to review proposed projects that represent an opportunity and as such have not been previously identified on any existing plan and/or could be characterized as high profile due to potential risk.
    - Phase 1 - Definition Phase
        - Assess the proposed project to ensure that the proposal (including opportunity) responds to established set of criteria that result in a go/no go decision.
            - Deliverable: Statement of Requirements (SoR)
            - Control Point: Approved Statement of Requirements (ASoR)

6.2 Identification Stage:

- To ensure that a project submitted for Preliminary Project Approval has been adequately assessed and analyzed within the context of the PWGSC Real Property Program and represents the best investment solution.
- To assist our custodian clients in identifying and developing the most appropriate projects for their departmental objectives and in support of the government agenda for real property.
    - Phase 2 - Initiation Phase
        - Identify the need or opportunity
        - Provide an initial description of the goals, objectives, requirements (key parameters) and related issues sufficient to allow for a preliminary assessment on the merit and suitability of the project.
            - Deliverable: Preliminary Project Plan (PPP).
            - Control Point: Approved Preliminary Project Plan (APPP).

    - Phase 3 - Feasibility Phase
        - Develop the project requirements
        - Provide the information base to evaluate the range of solutions meeting the project requirements.
            - Deliverable: Feasibility Report (FR).
            - Control Point: Approved Feasibility Report (AFR)

            Note - For space projects within Ministerial approval limits, approval of the Feasibility Report can be sought in the Investment Analysis Report (IAR) document as a combined approval. The requirement remains for ensuring effective options analysis and consultation with project stakeholders.

    - Phase 4 - Analysis Phase

- Identify and substantiate the optimum solution that will satisfy the project requirements and constraints
- Establish the project budget, schedule, controls, and evaluation criteria that will be put forward for preliminary project approval.
    - Deliverable: Investment Analysis Report (IAR)
    - Control Point: Preliminary Project Approval and/or Lease Project Approval (PPA and/or LPA)

    Note – In the case of a lease project which will result in the creation of a new building via a P3 delivery (example: build to lease and lease purchase), a PPA is required for spending authority to run the procurement process, followed by EPA once the procurement/solicitation of offers process is complete. The cost for the PPA is based on Lease Project Approval estimates and the cost for EPA is based on Lease Contract Authority.

- Phase 5 - Identification Close Out Phase
    - Complete the project management activities required to complete the project identification stage.
        - Deliverable: Final Records Project Plan (FRPP).

6.3 Delivery Stage:

- To translate the approved project objectives and requirements into technical criteria to allow for detailed design and full implementation of the end product.
    - Phase 6 - Planning Phase:
        - Initiate project start up activities;
        - Ensure that the project objectives and requirements provide sufficient detail to allow for the preparation of complete project instruction to the project team
        - In the case of a lease project, the planning phase includes the acquisition of the lease space
        - Review, and revise as required, the information presented in the Final Record Project Plan of the Project Identification Stage.
            - Deliverable: Revised Project Plan (RPP)
            - Control Point: Confirmed Preliminary Project Approval (CPPA) / Confirmed Lease Project Approval (CLPA)

        Note - For lease projects, the planning phase will include recommending the Lease Contract award.

    - Phase 7 - Design Phase:
        - Establish the project team
        - Develop a design complying with the project objectives and requirements
        - Produce the approval documents required for Effective Project Approval.
            - Deliverable: Approval Document (AD)
            - Control Point: Effective Project Approval (EPA) / Revised Lease Project Approval (RLPA) if required

        Note - For lease projects: 1. The design phase includes obtaining Lease Contract Approval (LCA)

2. For an existing facility, the Lease Project Approval obtained at the PPA/LPA control point includes authority to implement, therefore no EPA is required. The LPA is to be reaffirmed in light of the fit-up estimates developed in this phase. Should project parameters have changed significantly (i.e., project cost), a revised LPA would be sought during this phase.

3. In the case of a lease project which will result in the creation of a new building via a P3 delivery (example: build to lease and lease purchase), a PPA is required for spending authority to run the procurement process, followed by EPA once the procurement/solicitation of offers process is complete. The cost for EPA is based on Lease Contract Authority.

- Phase 8 - Implementation phase:
  - Translate the approved design solution into procurement documentation to acquire and deliver the product that meets the project objectives and requirements.
    - Deliverable: Project Turn-Over (PTO)
    - Control Point: Turn-over Approval (TOA)

- Phase 9 - Close-Out phase:
  - Complete the project management activities related to the delivery stage.
  - Provide an assessment of project performance against the project objectives and requirements.
    - Deliverable: Final Records Project Plan (FRPP)

7. SCOPE:

This procedure applies to RPB real property projects as follows:

- All projects requiring TB approvals.
- All asset-based projects > $1M total value, including GST or HST[1], and excluding client costs, if applicable.
- All space-based projects > 3,000 m^2 rentable (Regions) / 5,000 m^2 rentable (NCA/PP).

For all projects, the NPMS principles remain applicable, including the use of a project plan, however the extent of documentation will vary depending upon a number of factors including the project type, size, complexity and sensitivity of the project. For asset-based projects < $1M total value, and space-based projects < 3000 m^2 rentable (Regions) / 5,000 m^2 rentable (NCA/PP), please refer to: the Statement of Principles in Annex A of the National Project Management System Policy; and Annex B entitled "NPMS Lite" of this procedure regarding application of the NPMS principles to projects which fall below these thresholds.

For projects carried out for and funded by other government departments (OGDs), the NPMS practices are to be applied in keeping with client approvals and governance, as per the OGD procedure.

8. DEFINITIONS:

Real property projects - all asset acquisitions, including entering into a lease, fit-up of accommodation space, and construction and renovation of a built-work (building, bridge, dam, road, etc.).

Project - a defined undertaking with a beginning and an end to be executed to create a unique product or result.

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[1] HST: Harmonized Sales Tax. Applicable only in New Brunswick, Nova Scotia and Newfoundland and Labrador.

National Project Management System - prescribes the basic minimum requirements that must be met in the project life cycle and is comprised of the following elements:

- **NPMS Model**: The NPMS Model defines distinct control points that are linked to PWGSC's project approval processes, and identifies critical deliverable required at each phase.
- **NPMS Roadmaps**: The roadmaps are guidance documents that identify the generic activities and tasks required in each stage and phase of the NPMS. Roadmaps are intended to provide flexibility to define requirements for various types of project to satisfy specific needs.
- **NPMS Website:** The website provides on-line access to the requirements of the NPMS including the NPMS Model, Roadmaps, deliverable templates and technical guidance.
- **NPMS Reference Manuals**: The manuals were created to allow the NPMS users to print key areas of the NPMS website such as the NPMS model, the project plan, the continual improvement structure, and the roadmaps. Some of the templates are included in the manual; all of them are available from the website.
- **Continual Improvement Framework**: The framework provides the governance structure and process for approval and promulgation of new or amended documents related to the NPMS.

9. REFERENCES:

National Project Management System (NPMS) Policy

10. ATTACHMENTS:

- Annex A, "Project Approval Bodies for NPMS Control Points"
- Annex B, "NPMS Lite"
- Annex C, "NPMS Compliance Checklists"

11. ENQUIRIES: Please direct enquiries about this procedure to Director, Advisory and Practices (Project Delivery).

Annex A - Project Approval Bodies for NPMS Control Points

Table 1 delineates approval bodies for the NPMS control points (non financial). For financial project approvals at PPA/LPA or EPA control points, refer to Schedule 2, Delegation of Authorities (http://source.pwgsc.gc.ca/sog/delegation/) and most recent administrative restrictions.

For projects carried out for and funded by other government departments (OGDs), the NPMS practices are to be applied in keeping with client approvals and governance, as per the OGD procedure.

Table 1. Project Approval Bodies for Asset Based Projects > $1M (GST /HST included, client costs excluded)[2], and Space Based Projects > 3,000 m^2 rentable (Regions) / > 5,000 m^2 Rentable (NCA/PP)

NPMS Phase	NPMS Control Points	PWGSC Approval Body
Project Inception Stage		
Definition Phase	Approved Statement of Requirements (ASoR)	Regions - Regional Directors Accommodation & Portfolio Management (APM) National Capital Area (NCA) - Accommodation Projects: Director General, NCA Portfolio Management, Delegated to NCA Director Owner/ Investor - Asset-based Projects: Director General NCA Operations Parliamentary Precinct Branch - Director General, Parliamentary Precinct Branch (PPB) **Notes** **1) SoRs to initiate projects potentially >$10M to be copied to DG, APM & Real Estate Services** **2) SoRs to initiate projects potentially >$30M/20,000$m^2$r to also be copied to DG, Major Crown Projects** **3) Client Sign off of SoR required.**

[2] Value limit listed for Approval Bodies are for PWGSC project costs. In the case of the investment analysis report (IAR), the total project cost to the federal government is to be analyzed, including the tenant cost.

Project Identification Stage		
Initiation Phase	Approved Preliminary Project Plan (APPP)	Regions Accommodation Projects: - Regional Manager, Accommodation Management Asset Projects: - RM, Asset & Facility Management NCA - Accommodation Projects: Director, Solutions Structuring - Asset-based Projects: Asset Manager Note - If an Asset-Based project has not had seed funding approved through the BMP, sign-off of the PPP will also be required by Owner Investor. PPB - Director Planning, Integration, and Delivery
Feasibility Phase	Approved Feasibility Report (AFR)	Regions - Regional Manager, Owner Investor NCA - Accommodation Projects: Director, Solutions Structuring - Asset-based projects: Asset Manager PPB - Dir. Planning, Integration and Delivery - Optional recommendation from Project Review Committee Note - For space projects within Ministerial approval limits, approval of the Feasibility Report can be sought in the Investment Analysis Report (IAR) document as a combined approval.

Analysis Phase	Preliminary Project Approval (PPA) / Lease Project Approval (LPA) [3]	Refer to Schedule 2, Delegation of authorities and most recent administrative restrictions. http://source.pwgsc.gc.ca/sog/delegation/ Recommended by respective investment boards. Demonstration of NPMS compliance mandatory.[4] **Note** **1. Client sign-off on Project Charter required** (for space and OGD projects). 2. When a new leased asset is acquired (built or purchased), both PPA & EPA are required.
Project Delivery Stage		
Planning Phase	Confirmed Preliminary Project Approval (CPPA) / Confirmed Lease Project Approval (CLPA)	Project Leader[5] approves Revised Project Plan, confirming alignment with Preliminary Project Approval/ Lease Project Approval. Note - For lease projects, the planning phase will include recommending the Lease Contract award. **Note - Client sign-off on a revised Project Charter may be required should project scope definition dictate.**
Design Phase	Effective Project Approval (EPA) / Revised Lease Project Approval	Refer to Schedule 2, Delegation of authorities and most recent

[3] Lease Project Approval is defined as the net present value of the net rental costs of the fixed-term of the lease and all anticipated one-time (current dollar) PWGSC managed costs associated with bringing the property into inventory.

[4] All submissions to the Real Property Investment Board (RPIB) and Regional Investment Management Boards must demonstrate their compliance with the National Project Management System (NPMS) requirements and is a condition in order for projects to be considered for approval. In order to demonstrate compliance at PPA and EPA (LPA for lease projects), checklists (see Annex C) can be used and be submitted as a separate document or incorporated directly into the schedules in the IAR submissions.

[5] Where Project Leader function is carried out by a Property Manager, Property Manager approval is required for CPPA

	(RLPA) if required	administrative restrictions. http://source.pwgsc.gc.ca/sog/delegation/ Recommended by respective investment boards. Demonstration of NPMS compliance mandatory.[3] Note - For lease projects: 1. The design phase includes obtaining Lease Contract Approval. Refer to Schedule 2, Delegations of authorities. 2. For existing facilities, the Lease Project Approval obtained at the PPA/LPA control point includes authority to implement, therefore no EPA is required. The LPA is to be reaffirmed in light of the rent and fit-up estimates developed in this phase. Should project parameters have changed significantly (i.e., project cost), a revised LPA would be sought during this phase. 3. When a new leased asset is acquired (built or purchased), EPA is required and its cost based on the lease contract authority[6].
Implementation Phase	Turn-Over Approval (TOA) (Lease Project - Interim Certificate of Completion of Lessee's Improvements Asset Project - Certificate of Substantial Performance)	Property Manager Or Project Manager (where project has been delivered by a Project Manager)

[6] Lease contract authority is defined as the total dollars payable (in current dollars) to the Lessor over the fixed-term of the lease and option period, including potential future management fees for Lessee improvements.

Annex B - NPMS "Lite"

For all projects, the NPMS principles remain applicable, including the use of the project plan, however the extent of documentation will vary depending upon a number of factors including the project type, size and complexity, and sensitivity of the project. This "NPMS Lite" procedure defines simplifications to the NPMS process and deliverables, while still respecting the NPMS principles (INSERT LINK) as it applies to asset and space projects which fall under the mandatory limits as defined in the NPMS policy and this procedure.

The NPMS website including roadmaps and technical guidance should still be referenced in developing and delivering projects under this NPMS "Lite" procedure.

These procedures are directed for use by PWGSC staff developing and implementing PWGSC funded projects.

For projects carried out for and funded by other government departments (OGDs), the NPMS practices are to be applied in keeping with client approvals and governance, as per the OGD procedure.

For projects delivered by Alternate Forms of Delivery (AFD) contractors, the NPMS requirements have been integrated directly into contract requirements, although control points and names of deliverables may vary. Projects delivered by the AFD service providers remain governed by their contract, and are not affected by this procedure.

Table 2. NPMS "Lite" - Space Based Projects< 3,000 m^2 rentable (Regions)
< 5,000 m^2 rentable (NCA/PP)

NPMS Phase	NPMS Control Point	PWGSC Approval Body
Project Inception Stage		
Definition Phase	Regions Approved Statement of Requirements (ASoR) OR Approved Tenant Requirements Package (TRP) National Capital Area (NCA) Approved Statement of Requirements (ASoR)	Regions - Accommodation Manager, Accommodation Management Note – Applies to single client accommodation projects where there is no portfolio acquisition. All other projects to be approved by the RM, Accommodation Management. National Capital Area (NCA) - Director, NCA Accommodation Management Parliamentary Precinct Branch (PPB) - Director Planning, Integration and Delivery **Note - Client Sign off of TRP required.**

NPMS Phase	NPMS Control Point	PWGSC Approval Body
Project Identification Stage		
Initiation Phase	Approved Preliminary Project Plan (APPP) Note - Simplified formats acceptable	Regions - Regional Manager, Accommodation Management NCA - Director, Solutions Structuring PPB - Senior Project Leader if assigned or Senior Project Manager
Feasibility Phase & Analysis Phase	Preliminary Project Approval (PPA) / Lease Project Approval (LPA) Note - Investment Analysis Report includes Feasibility Report (FR) and can be approved simultaneously.	Refer to Schedule 2, Delegation of authorities and most recent administrative restrictions. http://source.pwgsc.gc.ca/sog/delegation/ **Note - Client sign-off on Project Charter required - simplified formats can be used.**
Project Delivery Stage - No Change from NPMS standard Application - See Annex A		

Table 3. NPMS "Lite" - Asset Projects LESS than $1M (GST /HST included, client costs excluded)

NPMS Phase	NPMS Control Point	PWGSC Approval Body
Project Inception Stage		
Definition Phase	Approved Statement of Requirement - Recommended BMP project listing	Projects less than $200K* - Asset Manager Projects Greater than $200K, less than $1M - Regional Manager, OI

NPMS Phase	NPMS Control Point	PWGSC Approval Body
		* Note - For AFD managed facilities, Asset Managers approval authority can be increased to $1M where AFD contract has exercised option for delivery of projects up to $1M.
Project Identification Stage		
Initiation Phase	Approved Preliminary Project Plan (APPP) Notes - Simplified formats acceptable	- Asset Manager
Feasibility Phase & Analysis Phase	Preliminary Project Approval (PPA) Note - - Investment Analysis Report includes Feasibility Report (FR) and can be approved simultaneously. - For small projects (generally less than $25K) project justification only required instead of FR/IAR.	Refer to Schedule 2, Delegation of authorities and most recent administrative restrictions. http://source.pwgsc.gc.ca/sog/delegation/
Project Delivery Stage - When deemed appropriate by the funding authority, EPA approval may also be provided concurrently with PPA approval as per Schedule 2, Delegation of authorities. - No other changes to Delivery Stage NPMS standard application, see Annex A.		

Lease Projects Checklist

	Date	Approved by*
Stage 1 - Project Inception		
Definition Phase		
Approved Statement of Requirements (ASoR)	_____	_____
Stage 2 - Project Identification		
Initiation Phase		
Approved PPP (APPP)	_____	_____
Feasibility Phase		
Approved Feasibility Report (AFR)	_____	_____
Preparation of Project Charter	_____	_____
Analysis Phase		
COE / Owner Investor / Analyst Review	_____	_____
Completion of IAR	_____	_____
Lease Project Approval (LPA)	_____	*RPIB*

* Refer to NPMS procedures - Annex A for approval authorities
http://source.pwgsc.gc.ca/branch/rp/sngp-npms/text/npmsproc-e.html

Asset Projects Checklist

	Date	Approved by*
Stage 1 - Project Inception		
Definition Phase		
Approved Statement of Requirements (ASoR)	_____	_____
Stage 2 - Project Identification		
Initiation Phase		
Approved PPP (APPP)	_____	_____
Feasibility Phase		
Approved Feasibility Report (AFR)	_____	_____
Analysis Phase		
Project Review Advisory Committee report**	_____	_____
Completion of IAR	_____	_____
Preliminary Project Approval (PPA)	_____	*RPIB*
Stage 3 - Project Delivery		
Planning Phase		
Revised Project Plan (RPP)	_____	_____
Design Phase		
Project Review Advisory Committee report	_____	_____
Effective Project Approval (EPA)	_____	*RPIB*

* Refer to NPMS procedures - Annex A for approval authorities:
http://source.pwgsc.gc.ca/branch/rp/sngp-npms/text/npmsproc-e.html

**Sign off by Project Review Advisory Committee Chair

Appendix 3: NPMS Procedure - Projects Funded by Other Government Departments (OGDs)

TITLE: National Project Management System (NPMS) Procedure - Projects Funded by Other Government Departments (OGDs)

1. EFFECTIVE DATE: August 18, 2008

2. AUTHORITY:

This policy related document is issued under the authority of the Director General (DG), Professional and Technical Service Management Sector, Real Property Branch, Public Works and Government Services Canada.

3. CONTEXT:

This policy is to be implemented in conjunction with the National Project Management System Policy.

4. PURPOSE:

To describe the components and requirements of the National Project Management System as applied to projects being undertaken for and funded by OGDs.

5. SUMMARY OF THE PROCEDURE:

For projects carried out for and funded by OGDs, the NPMS practices are to be applied in keeping with client approvals and governance. The following procedures, in conjunction with the NPMS website, which provides deliverable templates and knowledge area technical guidance, should be referenced in developing and delivering projects under this procedure.

Projects, as defined within the scope of this procedure, are required to comply, at a minimum, with the following procedures when entering into agreements and delivering OGD funded projects. For projects < $1M, simplified templates, consistent with NPMS principles, of the Project Charter and Project Plan can be used as defined within each Region:

1) Preparation of a Specific Service Agreement (SSA) & Project Charter

- Prior to commencing work, an SSA and Project Charter are to be established between the Client & the PWGSC Project Manager to confirm project objectives, scope, timing, and funding as well as establish their respective roles and responsibilities for the delivery of the project.
  Note The SSA and Project Charter agreements should be reviewed with the accountable Senior Project Manager

- The OGD representative having authority and the RPB service provider authority must sign the Specific Service Agreement & Project Charter, confirming client commitment to funding. (See: Delegation of Authorities Intranet Site)

- The Project Charter must be annexed to the SSA in order to confirm client commitment to expend client funds and PWGSC resources in developing and/or delivering the defined project. The Project Charter is also intended to confirm understanding and agreement related to project goals and objectives, guiding principles, roles and responsibilities, and an issue resolution processes.

- Prior to entering into the SSA agreement and finalizing the Project Charter, the project scope, funding and schedule objectives for the work being agreed to are to be reviewed and confirmed by the Project Manager. See Annex A for checklist of requirements.

2) Prepare Project Plan

- PWGSC Project Manager to review previous decisions and plans made by client, in order to understand the project requirements and confirm that the project, as requested by the OGD for PWGSC to deliver, can be undertaken in accordance with project goals and objectives or the relevant Preliminary Project Approval (PPA)/Lease Project Approval (LPA)/Effective Project Approval (EPA) requirements as obtained by the client.

- PWGSC Project Manager to prepare Project Plan for work to be undertaken by PWGSC including all internal and external goods and services providers.

- PWGSC Project Manager to update Project Plan as the project develops and decisions are made.

3) Delivery of Project

- Deliver project scope as requested in accordance with agreed project scope as per the SSA and Project Charter and all relevant contracting procedures (See NPMS Knowledge Areas – Procurement and Claims Management). Project Manager to ensure that project is reviewed for quality and accuracy (see NPMS Knowledge Area – Quality Management)

4) Project Close Out

- Lessons learned as per the NPMS Close-Out Phase to be documented and forwarded to regional NPMS Continual Improvement (CI) team representative.

- Prepare the Final Records Project Plan in order to document an overall assessment of the completed project including information such as evaluation reports, lessons learned.

- Project Manager to ensure that the project is administratively closed-out and includes completion of all contract administration activities.

- Gather and obtain client feedback.

6. SCOPE:

This procedure applies to RPB real property projects carried out for and funded by OGDs, who are therefore responsible for project approvals. The NPMS practices are to be applied in keeping with client approvals and governance. For projects < $1M, simplified templates, consistent with NPMS principles, of the Project Charter and Project Plan can be used as defined within each Region.

7. DEFINITIONS:

NPMS Continual Improvement(CI) team - The CI Team forms part of the continual improvement framework for National Project Management System (NPMS). Tne Team provides a quality assurance role for the review, evaluation, amendment and continual improvement of national documentation. This team is comprised of representatives from each Region and Head Quarters.

National Project Management System (NPMS) – The NPMS describes the basic minimum PWGSC requirements that must be met throughout the project life cycle. It is supported by a comprehensive website providing the related procedures, practices, templates, technical guidance and reference materials.

Project - a defined undertaking with a beginning and an end to be executed to create a unique product or result.

Project Charter - In the context of NPMS, a Project Charter is a high level agreement between the client department and PWGSC that is intended to establish a framework for the implementation of a real property project. The intent of the charter is to obtain client and PWGSC agreement on all the key parameters of the project (scope, time, and cost) and to confirm client commitment to expend client funds and PWGSC resources in developing and/or delivering the defined project. For OGD funded projects, it is to be used in conjunction with the Specific Service Agreement (SSA).

Project Leader (Client) – Is responsible to identify project requirements (scope) and to provide funding and overall leadership for the project. They are the principal contact between the client department and the project team. From a funding point of view, the OGD remains, throughout the project, the Project Leader as defined under TBS policy.

Project Manager (PWGSC) – Throughout the procedure, the term Project Manager is used when referring to the PWGSC function for the project, even when PWGSC may opt to assign a Project Leader or other staff to support the delivery of the PWGSC service provided to the OGD client.

Project Plan - The Project Plan (utilized in conjunction with a Project Charter) is the principal mechanism utilized by the PWGSC Project Manager (PM) to formally define the goals and objectives of the project and to document its key functional, technical and administrative parameters throughout all stages of the National Project Management System (NPMS).

Real Property Projects - all asset acquisitions, including entering into a lease, fit-up of accommodation space, and construction and renovation of a built-work (buildings, bridges, dams, roads, etc.)

Specific Service Agreement (SSA) - An SSA is a written agreement between RPB and a client organization that defines the scope of work to be undertaken, terms and conditions for providing the services, and the basis for

invoicing/payment. The SSA is negotiated between the OGD representative having authority, and the RPB service provider authority.

8. ROLES AND RESPONSIBILITIES:

Other Government Department (OGD)

- Carries out the function of the Project Leader, and is responsible for seeking and obtaining appropriate project approvals (PPA/LPA & EPA) and providing project funding
- In accordance with their own departmental governance, is responsible for activities that are carried out and equivalent to the NPMS project Inception & Identification Stages to clearly define scope, funding and timing and can hire PWGSC to assist on these activities, including approval of any major changes to changes in scope, timing or budgets for the project.

PWGSC - Real Property Branch

- Carries out the function of the Project Manager, and provides input to project Identification Stage (as requested)
- Is responsible to deliver the scope of work as defined in the SSA and Project Charter agreement with the requesting OGD
- Is the principal contact with the client Project Leader
- Performs the day-to-day management of the project, including management of project team members.
- In accordance with departmental delegations, approves project payments to external contracted services and performance quality assurance and acceptance of contracted work
- Informs OGD client Project Leader of any issues and changes in order to seek approvals in the event of changes in scope.

  Note – Real Property Branch, PWGSC provides services to Other Government Departments under agreements as a Common Service Organization (CSO) and as such does not fund claims and liabilities (TB Policy: Decision Making in Limiting Contractor Liability in Crown Procurement Contracts, September 2003). The presence of PWGSC in such a process does not remove the financial responsibilities of the client department, i.e. the client, and not PWGSC, is responsible for the funding of any costs associated with the project. Treasury Board policy states that liabilities arising from contracting activities are the responsibility of the originating department.

9. REFERENCES:

National Project Management System
http://source.pwgsc.gc.ca/branch/rp/sngp-npms/text/index-e.html

National Project Management System (NPMS) Policy
http://source.pwgsc.gc.ca/branch/rp/sngp-npms/text/npmspol-e.html

National Project Management System (NPMS) Procedure
http://source.pwgsc.gc.ca/branch/rp/sngp-npms/text/npmsproc-e.html

NPMS Continual Improvement Team

http://source.pwgsc.gc.ca/branch/rp/sngp-npms/text/contimprfrmwrk-e.html#a4

NPMS Project Charter
http://source.pwgsc.gc.ca/branch/rp/sngp-npms/text/prjchrtr-e.html

NPMS Project Plan
http://source.pwgsc.gc.ca/branch/rp/sngp-npms/text/prjplintro-e.html

NPMS Knowledge Areas
http://source.pwgsc.gc.ca/branch/rp/sngp-npms/text/prjoff-e.html

Delegation of Authorities Intranet Site
http://source.pwgsc.gc.ca/sog/delegation/

Treasury Board Policy on Decision Making in Limiting Contractor Liability in Crown Procurement Contracts
http://www.tbs-sct.gc.ca/pubs_pol/dcgpubs/Contracting/dmlc-pdlr_e.asp

10. ATTACHMENTS:

Annex A - SSA/Project Charter Checklist

11. ENQUIRIES: Please direct enquiries about this procedure to Director, Advisory and Practices (Project Delivery).

Annex A - SSA/Project Charter Checklist

This checklist is to be completed by the Project Manager prior to entering into an SSA agreement, confirming understanding of the project scope agreement. Completed checklist is to be kept in the project files.

Client Approvals

Highest Project Approval Obtained

PPA/LPA	Date: _____	Amount: _____
EPA	Date: _____	Amount: _____
Other_____	Date: _____	Amount: _____

Project Scope Definition

Clear objectives established for project

Clear objectives established for RPB role in project

Clear roles & responsibilities established for all parties involved

Project objectives and requirements provide sufficient detail to allow for the preparation of project instructions, appropriate for the development of the project i.e. Scope sufficiently defined by the requesting department to ensure adequate definition of project scope, time and cost objectives.

Project cost objectives reviewed and adequate resources allowed for within the project funding provided in the SSA and Project Charter agreements.

Project schedule/ timing objectives reviewed and considered to be adequate within the project objectives agreed to in the SSA and Project Charter agreements.

RPB Resources Necessary to Deliver Project

RPB project resource requirements reviewed and confirmed are adequately available to meet the project objectives including:

- Funded for RPB resources allowed for in SSA agreement, and
- RPB resources available

Contracting arrangements necessary to deliver the project confirmed will be available to meet project objectives

Project Manager Date Signed

Appendix 4: Statement of Requirements Guidelines

Statement of Requirements Guidelines

October 12, 2007

Table of Contents

SECTION I

Statement of Requirements

1.0 PURPOSE - Problem Statement

The purpose of Section 1 is to define the "problem or opportunity" in order to seek approval to develop a project up to the Analysis Phase, as per the National Project Management System. *Note - If only partial development of project - specify to what phase project is to be developed.*

Writer's Note - In a brief statement, define the "problem or opportunity" (not the solution or solution requirements) to be presented in this document.

E.g., Space Project - Project to be initiated to address space requirements for X department housed in xxx Street that is a leased facility, with an end of lease date scheduled to occur in XXX.

Asset Project - Project to be initiated to address issues associated with insufficient cooling demand capacity for XXX building (Crown-owned) resulting from increased occupancy density.

2.0 BACKGROUND

Writer's Notes - Identify whether project is space (accommodation related) or asset (base building) related.

Writer is to provide in this section, most up-to-date information available to provide background relevant to the problem statement. Relevant information could include:

- *References to previous related decisions, including related TB minutes (i.e., TB minute regarding approval to expand a client program and accommodations)*
- **Drivers (what is causing problem or opportunity - Strategic considerations, policy requirements, emergency situation);*
- *Stakeholders (relevant groups who may be implicated in the problem/opportunity).*
- *If location is known: civic address (town, province), the building name, the tower, the floor(s), the group or tenant occupying the space or adjacent space.*

For space projects identify:

- *Consistency with Accommodation Plan*
- *Potential for non-compliance with space fit-up standards*
- **Sample for drivers: new client program; client space modifications (expansion, reduction, changed use of space, consolidation), temporary storage or office space (swing space), etc...*

For asset type project:

- *Consistency with Asset Management Plan references in Building Condition Report*
- *Sample for drivers: additional/reduction of cooling load, new performance requirements (security, service), improving environmental performance (meeting Sustainable Development Commitments)*

* Note - Drivers - Refer here only to type of driver, and then define more specifically in section 3.

3.0 PROBLEM / OPPORTUNITY DEFINITION

Provide a broad description of the following:

- *Nature of the opportunity or problem - Nature of opportunity/what is not working/what is missing? (E.g., current inefficient use of space affording an opportunity for optimization to accommodate growth requirements; poor environmental performance of an asset)*
- *Overall timing considerations*
- *Highlights of any special issues, which could include the following:*

Space Based: *(samples of issues)*

- *Geographic boundaries*
- *Access to public transit, parking*
- *Suitability of space*
- *Source of funds*
- *Timing - duration of occupancy*
- *Security*
- *Emergency power*
- *Special purpose space*
- *Procurement*
- *New client program with additional FTEs requiring space*
- *Swing Space*
- *Strategies-Policies-Regulations-Standards violations*
- *Potential for non-compliance with space standards*
- *Etc.*

Asset Based: *(samples of issues)*

- *Source of Funds*
- *Health and Safety*
- *Environment and Sustainable Development*
- *Structural: capacity*
- *Operating and Maintenance Cost Reduction*
- *Timing*
- *Security*
- *Strategies-Policies-Regulations-Standards violations (E.g., accessibility)*
- *Etc.*

Identify whether problem could result in a capital or O&M solution. (Relevant for coding in PBMS. Refer to BMP Call Letter for coding references)

4.0 RISK CONSIDERATIONS

Identify key risk issues and potential mitigation strategies associated with the problem.

SECTION II

Approvals

1.0 CLIENT APPROVALS SOUGHT

i. Approval of Statement of Requirements

ii. Assignment of client representative(s) to the project team:
Client Representative(s)?

iii. Client funding (where applicable)

List the items and costs to be funded by the client in chart below (i.e., work related to security, cabling, furniture, additional costs related to non-compliance issues). In some cases this could be a percentage or portion of works to be for paid by the client.

Item	FY1 (actual F/Y)	FY2
TOTAL		
Client contribution %		
Client funding total		

CLIENT SIGNATURE(S)

Approved by:
(Authorized Client Representative(s) - with Financial Signing Authority) _____
Signature

Please print: _____
Name Title Date

Comments

2.0 PWGSC APPROVALS SOUGHT

i. Approval of Statement of Requirements

ii. Approval to initiate the documentation related to the development of this project to - *specify* (normally to PPA)

iii. Assignment of a PWGSC project team to consist of:

Project Director	?
Leasing Officer	?
Senior Project Leader	?
Client Accommodation Services Advisor (CASA) / Accommodation Manager	?
Senior Project Manager	?
Project Manager	?
Professional and Technical Resources	?
Senior Financial Advisor	?
Property Manager	?
Project OI Analyst	?
Other (specify)	?

iv. Spending Authority in the amount of $??? (GST included) to gather the client requirements, to prepare the Functional Program (if required), to develop a "Preliminary Project Plan", to undertake feasibility studies and to finalize the Investment Analysis Report until approval. See section 5.

3.0 RISK(S) of NOT PROCEEDING

Briefly identify the impact and associated mitigation strategies of not proceeding with the project.

4.0 APPROVAL AUTHORITY

- *REFER TO NPMS PROCEDURES TO IDENTIFY POSITION and obtain the appropriate approval(s) in signature block below* – see **Appendix 2** or *http://source.pwgsc.gc.ca/branch/rp/sngp-npms/text/npmsproc-e.html*

5.0 SOURCE of SEED FUNDING and Next Steps

Identify source of funding (seed money to develop project to PPA) in chart below. E.g., Special Initiatives Building Budget; Capital Vote 12 (Capital Project Briefing Note to be entered into system); Preplanning Leasing Budget; Client; Other, and your Next Steps.

#	Item	FY1 (actual F/Y)	FY2
1	Preliminary Plan		
2	Functional Program (if required)		
3	Consultant Feasibilities Studies		
4	PWGSC Feasibility Report		
5	Investment Analysis Report		
6	Miscellaneous		
	TOTAL		
	Total Client Funded (as per 1 iii)		
	Total PWGSC Funded		

PWGSC SIGNATURE(S)

Prepared by:
(PWGSC) _____
Signature

Please print: _____
Name Position Date

Prepared by:
(PWGSC) _____
Signature

Please print: _____
Name Project Analyst Date

Recommended by:
(PWGSC) _____
Signature

Please print: _____
Name Title Date

Conditions/Comments

Approved by:
(PWGSC) _____
Signature

Please print: _____
Name Title Date

Conditions/Comments

Appendix 5: Project Plan Guidelines

Guidelines for the Preparation of Project Plans

May 28, 2008

Public Works and Government Services Canada
Travaux publics et Services gouvernementaux Canada
Canada

Table of Contents

1.0 Executive Summary

(Prepare this section last) – Keeping in mind that the purpose of the Preliminary Plan is to bring the project to PPA/LPA, provide a concise summary of the project objectives, current scope of project and its source, forecast cost estimates and schedules, sensitive issues and potential risks. Indicate the environment of the project: crown-owned; leased space; partially managed by AFD; OGD; etc. Describe the key issues driving the project that have been evaluated and analyzed and that clearly demonstrate problem/opportunity need and how it provides best value while meeting economic or political objectives. ("Cut and paste" from the SOR/IAR/TRP if necessary but be sure the statements concise. Avoid pointing the reader to the full SOR/IAR since this is an executive summary and the reader should not have to go elsewhere to obtain the summary.) The summary is intended to provide the reader with a quick overview and good understanding of the essential aspects of the project. It would be a useful source of information for an individual preparing a ministerial briefing note.

2.0 Introduction

2.1 Purpose of Project Plan

The project plan defines the project objectives in detail and how this particular project will be developed, executed, monitored, and controlled.

2.2 Project Background

Provide background information to describe the context for the project, the identified need and the reasons for initiating the project. In the preliminary stages of the Plan this section should closely resemble the "Background" section of the SoR. As the project evolves, this section could include the results of preliminary feasibility studies and the recommendations of the investment analysis report (IAR) that justify proceeding. The actual reports should be identified in either the Annexes or References section of the project plan. Indicate in this section if other projects are related to this one. Is this project planned to be a multi-year and/or a multi-phase project?

3.0 Scope Management

3.1 Problem/Opportunity Definition

Describe the **major objectives** of the solution required to meet the defined problem/opportunity. The preliminary content for this section should closely resemble the "problem/opportunity" section of the SoR. The project objectives should also relate to the criteria the client would use to evaluate the project. Topics might include:

Space Based: (samples of issues)

- Geographic Boundaries
- Access to public transit, parking
- Suitability of space
- Source of funds
- Timing - Lease expiry
- Security
- Space Reduction

- Special purpose space
- New client program with additional FTEs requiring space
- Swing Space
- Strategies - Policies - Regulations - Standards violations
- Potential for non-compliance with space standards
- Etc.

Asset Based: (samples of issues)

- Source of Funds
- Health & Safety
- Emergency power
- Environment and Sustainable Development
- Structural: capacity
- Operating & Maintenance Cost Reduction
- Procurement
- Timing
- Security
- Strategies - Policies - Regulations - Standards violations (e.g. accessibility)
- Etc.

3.2 Scope Definition

Describe in detail the scope of the project needed to meet the stated objectives – it is important to keep in mind the requirements for both the *product scope* (the features and functions of a product or service) and *project scope* (the work required to deliver the product).

3.2.1 Constraints

Describe the project boundaries and constraints - what is included in the scope and what is not included, what are the important elements to consider during the delivery of this project -Topics might include:

- *Program Facility must remain operational during the construction period.*
- *"Swing space" required.*
- *Components must match existing.*
- *Dangerous goods or chemical present*
- *Site can only be accessed via winter roads*
- *Construction materials must be barged to a remote northern site*
- *Technology used must be easily maintained without the use of specialized tools or equipment*

- *Allowable effects on neighbours - noise, vibration, etc.*
- *End of lease (need to vacate the space)*
- *Client operational requirements - Busy time at the end of calendar year and tax period (Taxation department)*
- *Seasonal weather: work performed on the roof, on the ground, on the building envelope, etc.*
- *Shutdown timing (generator; backup system; etc.)*
- *Availability of knowledgeable staff (vacations; leaves; training; normal working hours, etc.)*
- *Access of site (security; travel; road conditions; during silent hours; etc.)*
- *Life systems during building occupation vs. silent hours (alarm system; elevator access; ventilation; telephone and communication lines; water supply; etc.)*
- *Availability of technical personnel for tests and inspections (City of XX; HRSDC; etc.)*
- *Language communication (all in English or all in French?)*

3.3 Security Clearance and Controls

Describe any special security requirements. For example, on RCMP, Correctional Service, Canada Revenue Agency or CSIS projects, what security clearance levels are required for PWGSC, consultants and contractor personnel? How will protected and sensitive documents be controlled? Will screening be needed for potential bidders during the tendering process? Will the scope include a threat and risk evaluation? Refer to departmental policies on security, such as the security requirements checklist available from http://www.tbs-sct.gc.ca/tbsf-fsct/dwnld/350-103.pdf, which provides guidance in this area.

4.0 Schedule Plan

4.1 Activity Definition and Sequencing

The Work Breakdown Structure (WBS) will not be detailed at the beginning of the project but will become more detailed as the project progresses from the identification to the delivery stages and through the various phases within each stage. Refer to appropriate NPMS roadmap for a description of key activities required for each Phase (http://source.pwgsc.gc.ca/branch/rp/sngp-npms/text/rdmps-e.html).

The WBS is the logical breakdown of the activities and tasks needed to complete the project, and it can be used for resource planning, cost estimating, scope monitoring, schedule control and risk management. Include "obtaining approvals" since this item could add significant time on larger projects. (Expand table to suit the project.)

4.2 Milestone Schedule

(Note this is a Milestone Schedule, not a fully detailed project schedule.) Based upon the activity definition and sequencing in 4.1 produce a milestone schedule based on the required activities for the project. A table containing all the phases and control points is provided as a starting point. Insert additional tasks to suit the size and complexity of your project. When developing the milestone schedule, the team should allow sufficient time for risk factors, reviews and times required for the various approvals.

(Insert additional Milestones in the table as required to suit the project size and complexity.)

Construction/Asset Project

Milestone	Responsibility (Name & Title)		Date	(F)orecast or (A)ctual
Stage 1 - Project Inception				
Approved Statement of Requirements*				A
Stage 2 - Project Identification				
Approved Preliminary Project Plan (APPP)*				A
Approved Feasibility Report (AFR)*				F
Completion of IAR*				etc.
Preliminary Project Approval (PPA)				
Stage 3 - Project Delivery				
Confirmed PPA (CPPA)				
Engagement of consultants				
Concept design approved				
Completion of design				
Effective Project Approval (EPA)				
Completion of working documents				
Completion of tendering process				
Award of contract				
Start of construction				
Turnover Approval (TOA) (Substantial completion)				
Final commissioning				
Move in				

Milestone	Responsibility (Name & Title)		Date	(F)orecast or (A)ctual
Final completion				
Final Records Project Plan (FRPP) (Close Out)*				
* Designates documents and templates found on the NPMS site				

Lease/Space Project

Milestone	Responsibility (Name & Title)		Date	(F)orecast or (A)ctual
Stage 1 - Project Inception				
Definition Stage - Start Date				
Approved Statement of Requirements*				A
Stage 2 - Project Identification				
Approved Preliminary Project Plan*				A
Signed Project Charter*				F
Approved Feasibility Report (AFR)*				etc.
Investment Analysis Report*				
Lease Project Approval (LPA)				
Final Records Project Plan (Identification Stage)*				
Stage 3 - Project Delivery				
Revised Project Plan (RPP)*				
Confirmed LPA				
Lease Contract Approval (LCA)				
Lease Award Letter				
Sub-agreement with Landlord for Consulting Services				
Client Sign-Off on Design documents				
Confirmed/Revised LPA				
Tender calls by Landlord for construction				
Sub-agreement with Landlord for construction				
Interim Certification of Completion				
Client Move-in Date				
Turn-Over Approval				

Milestone	Responsibility (Name & Title)		Date	(F)orecast or (A)ctual
Final Certificate of Completion				
Post Occupancy Inspection Report				
Final Records Project Plan (Delivery Stage)*				
* Designates documents and templates found on the NPMS site				

4.3 Change Management

4.3.1 Schedule

Describe the actions planned for maintaining the schedule. Variances to the schedule are to be explained in the Monthly Project Reports. All delays/advances should be recorded and justified such as: client request; PWGSC systems need; landlord requirements; consultant-limited resources; review by third party (HRSDC, City of XX, Fire Commissioner, etc.).

See Time Management Matrix:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/npmsmattmmgmt-e.html

See Time Management Knowledge Area:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/tmmgmtintro-e.html

4.3.2 Scope

Describe the tools, techniques and approach to be taken to control changes in scope, to determine who will have authority for such change, to identify who will pay for additional fees/costs, and to monitor the impact on other aspects such as the budget, schedule, and risks associated with the approved changes. Note that in the preliminary Plan this section may not be highly developed.

See Scope Management Matrix:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/npmsmatscpmgmt-e.html.

See Scope Management Knowledge Area:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/scpmgmtintro-e.html.

5.0 Financial Management

5.1 Funding Strategies

Describe the funding approvals required and the planned steps to obtain funds and approvals. (i.e. local, regional, HQ, TB or other). Indicate if the project is single funded (PWGSC or OGD) or multi-funded (PWGSC, OGD, etc). The information in this section should reflect what has been outlined in section 5.0 of the SoR.

5.2 Approved Funding

Indicate whether the approved funding is from an internal PPA or EPA or from a client department. Is the funding part of existing corporate plans? If so, provide the reference (e.g., provide the TB Minute number).

See Financial Management Matrix:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/npmsmatfinmgmt-e.html

See Financial Management Knowledge Area:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/finmgmtintro-e.html

6.0 Cost Management

6.1 Budget and Cash Flow

Determine whether the project is likely to be a long duration or a short duration project. If it will be a long duration project, escalation will have a significant impact and therefore the budget and cash flow will need to be presented in both constant and current dollars. The budget and cash flow for short duration projects can be presented in current dollars only.

6.2 Detailed Cost Estimates

Most Recent Detailed Project Estimate
Date:
Prepared by: (Firm and/or Name)
PWGSC Contact: (name and position)

Most Recent Detailed Construction Estimate
Date:
Prepared by: (Firm and/or name)
PWGSC Contact: (name and position)

6.3 Cost Management

Variance between the current budget estimates and approved funding will be reported on a monthly basis in the monthly project reports. Describe the methodology, controls and approvals proposed to control costs and manage changes, such as:

- Measures to manage cost due to scope modifications. Reviews of consultant work to ensure that the quality and design approaches are consistent with the budget and project intent
- Value engineering exercises
- Change order management

See Cost Management Matrix:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/npmsmatcstmgmt-e.html

See Cost Management Knowledge Area:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/cstmgmtintro-e.html

7.0 Risk Management

Risk analyses and plans are to be prepared following TB guidelines and the NPMS Risk Management Knowledge Area. Include a summary of the major risks identified and their potential impacts relative to cost, schedule, quality and political objectives of the project. Describe the

planned responses to mitigate, minimize or avoid impacts on costs, schedules and quality. The complete risk analysis and Risk Management Plan are to be included as an annex or a reference document. The potential impact costs associated with the risk analysis should also be included in the cost estimates shown in the financial section. Review the Risk Management Plan periodically and amend the Risk Management Plan to include new risks as they appear throughout the life of the project.

See Risk Management Matrix:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/npmsmatrskmgmt-e.html

See Risk Management Knowledge Area:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/rskmgmtintro-e.html

8.0 Procurement Management

This section covers the plans to procure the goods and services needed for the successful delivery of the project.

8.1 Consultant Acquisition

Describe the processes to be used for acquiring consultants for the Project Identification and Delivery Stages. For example, what consultants will be required? Will they be engaged through a one- or two-stage request for proposal (RFP) process, a standing offer, a sole source (when justified) contract, an expression of interest, the landlord, the prime consultant contract (for specialist consultants) or other means? On occasion, the client may have its own existing contract with a specialist - will this contract be extended or amended?

8.2 Product Acquisition

Describe the planned processes for realization of the project. Will the construction be delivered through design-bid-build, construction management, design-build, lease- purchase, lease fit-up or some combination of these? The reason for the choice should be explained. Reasons might include *the urgency of the project that emphasizes the type of project delivery such as: Fast Track, emergency conditions, weather permitted schedule, etc.*

Reference the generic roadmap to be followed here.
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/rdmps-e.html

8.3 Goods Acquisition

Describe the planned processes for acquiring purchased goods, such as furniture, IT equipment, scientific equipment, vehicles, long delivery items such as switchgear, security systems, etc.

See Procurement Management Matrix:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/npmsmatprocmgmt-e.html

See Procurement Management Knowledge Area:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/procmgmtintro-e.html

9.0 Quality Management

Within RPB the quality management activities are to be fully coordinated with the risk management knowledge area.

9.1 Project Reviews

Describe other methods, tools and techniques to ensure that the quality of the project is appropriate for the budget and that requirements are met. For example, who will participate in client reviews, in-house reviews, peer reviews or value-engineering workshops and how will they be conducted?

9.2 Commissioning Plan

Describe the approach to commissioning to be used. For example, who will devise the commissioning strategies and tests? Who will execute them? Who will verify and accept them? Will commissioning be done by in-house resources or by outside commissioning agents, consultants or contractors? Will the client be part of the commissioning team (clients sometimes have specialized knowledge in certain areas, such as bio-safety)? Describe the extent of the commissioning activities, taking into account whether the project will be Crown owned or leased to an OGD and the complexity of the project building systems. Please note that it may be difficult to complete this section during the preliminary phases of the project, it should however be fully developed as the project moves forward.

9.3 Authorities Having Jurisdiction

List the authorities who will need to be consulted and from whom approvals or permits will be required. Such authorities might include Labour Canada, TB, provincial bodies, municipal governments, Health Canada, Environment Canada, Fisheries and Oceans, Transport Canada, and the International Boundary Commission.

9.4 Project Evaluation

Describe the criteria, methods and techniques to be used to evaluate whether and how well the completed project meets the stated objectives. Will a lessons-learned evaluation session be conducted? If so, provide a list of planned participants. Determine what strategy will be used for documenting and communicating lessons learned as the project evolves (this should not be left until the end of the project).

See Quality Management Matrix:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/npmsmatqulmgmt-e.html

See Quality Management Knowledge Area:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/qmintro-e.html

10.0 Safety Management

Describe the actions proposed to meet the due diligence aspects of construction safety. If the construction takes place in areas occupied by federal employees or where the public might have access, how will their safety be ensured? What interaction will be required with provincial jurisdictions? Confirm who is the constructor? Who has the constructor's responsibilities? Is this a leased facility or crown-owned building? Do we have a H&S officer assigned to this project? What is this person's role and responsibilities?

See Safety Management Matrix:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/npmsmatsftymgmt-e.html

See Safety Management Knowledge Area:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/constsftymgmtintro-e.html

11.0 Human Resources Management

11.1 Project Team Structure

Provide a project organizational chart that shows the individuals required for all aspects of the project (appropriate for the scope and nature of the project). Ensure the type of services are listed as defined in the Work Breakdown Structure (WBS) in section 4.1, including but not limited to the following:

- *Project management*
- *Contracting and procurement*
- *Real estate services*
- *Consulting services (Architectural, Interior Design, Mechanical, Electrical, and Structural)*
- *Specialist consulting (Audio-Visual system, courtroom design; vibration analysis consultant, cabling consulting (voice, data, image), etc.)*
- *Geotechnical consulting*
- *Cost-estimating services*
- *Scheduling services*
- *Functional and Technical programming*
- *Interior Environment Consulting (acoustics, thermal comfort, lighting, art gallery, archives, etc.)*
- *Laboratory/Bio-safety Specialist*
- *Commissioning agent services*
- *Testing services*
- *Communication and information technology (IT) services*
- *Public relations services*
- *Environmental services*
- *Hazardous waste management services*
- *Wind and snow studies*
- *Metallurgical services*
- *Security systems*
- *Health and Safety Consultant*
- *Horticulturist (interior and exterior planting)*
- *Review committees (PRAC, COE, HRSDC, City of XX, etc.)*

List the resources required from internal or external sources, such as real estate, IT, and environmental services. Who are the third parties? If need be with multi-source funded projects, different coloured backgrounds in the staff boxes could be used to distinguish who pay for who (Consultants, specialists, contractors, suppliers, etc.)

(Include a team master list in the annexes to identify the name, department, position, phone #, email address, fax #, cellular #, etc. This can be very useful for a new member when they join the team.)

11.2 Roles and Responsibilities

Explain the roles and responsibilities of all members of the project team, refer to the Project Charter for client responsibilities. The organization structure should clearly show the authority and approval levels in the team structure for the project. This section should be used to further explain roles not covered in the Project Charter.

See Human Resources Management Matrix:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/npmsmathrmgmt-e.html

See Human Resources Management Knowledge Area:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/hrmgmtintro-e.html

12.0 Communications Management

12.1 Internal Communications Plan

"Internal communications" refers to communications between parties to the project. The internal communications plan should describe the type and manner of communications between members of the project team, including consultants, clients and contractors. Describe the lines and methods of communication, the types and frequency of reports, the requirements for ministerial briefing notes, and other forms of communication to be provided and to whom. What common software suite will be used as the standard written communication package between all team members? (This is more of an issue when dealing with OGD clients.)

The author is free to break this section down into subheadings to deal with each team component separately, i.e.

a) in-house PWGSC communication
b) consultant team
c) clients
d) contractors
e) landlord
f) AFD service providers
g) etc.

This section could be augmented with a graphic "Project Communication Diagram" with solid lines and dotted lines to show the type of communication that is expected.
No line means no communication.

12.2 External Communications Plan

"External communications" refers to communications with those outside the immediate project team. Planning for this type of communications can be politically sensitive and will require input from the communications officer. Provide details on how information will be handled for the media, members of the public, government public relations, members of Parliament, OGDs, agencies or specialist interest groups. Include planning for any opening, sod-turning or ribbon-cutting ceremonies in this section. If the communications plan is complex, include the main elements of the communications plan in this section and attach the complete plan as an annex.

12.3 Records Management

The need to maintain hard-copy records falls under the purview of the National Archives Act. A records management system is required for every project, in accordance with PWGSC records management policies. Describe how records outside of the basic requirements are to be established and maintained (e.g., on-site project office, use of Electronic Document Record Management).

See Communications Management Matrix:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/npmsmatcommmgmt-e.html

See Communications Management Knowledge Area:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/commmgmtintro-e.html

13.0 Environmental Management

All projects must have an environmental review. The responsibility for conducting an environmental assessment for an OGD project rests with that department, but PWGSC may be called on to do it on the client's behalf. The reviews can range from a cursory screening to a full-

scale review, depending on the nature and size of project. The type and extent of reviews required must be determined in consultation with PWGSC environmental experts. Attach or reference the full review document (CEAA-including exclusion report, Designated Substance Report, Waste management plan, Special site removals, etc.) In this section provide a brief synopsis of the required or completed environmental review. Project should be assessed to ensure requirements of the PWGSC and OGD Sustainable Development Strategies are met, as applicable.

See Environmental Management Matrix:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/npmsmatenvmgmt-e.html

See Environmental Management Knowledge Area:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/envmgmtintro-e.html

14.0 Claims Management

Provide information on the planned strategies for claims prevention. Describe proactive strategies, such as alternative dispute resolution mechanisms and escalation ladders to resolve potential claims quickly and at the lowest level. Describe any planned partnering sessions or education of consultants and contractors on specialized work. Claims often stem from poor-quality or unclear documents. Therefore, plans for mitigating claims arising from this risk should be covered in the quality management section.

In the event of a formal claim, record how much the claim was settled for; how it was funded (PWGSC, client, shared responsibility, etc.) and paid for (amendment, change order, etc.)? Who was involved in the negotiations and their position title at the time of the negotiation? Was litigation required?

See Claims Management Matrix:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/npmsmatclmgmt-e.html

See Claims Management Knowledge Area:
http://source.pwgsc.gc.ca/direction/bi/sngp-npms/text/clmsmgmtintro-e.html

15.0 Signatures

The Project Leader and the Project Manager (and the Property Manager - delete where not applicable) agree to deliver this project in accordance with this (Preliminary) Project Plan and amend the (Preliminary) Project Plan periodically as project parameters change.

	Project Leader	Project Manager	Approved By (see NPMS procedures for approval body)
Signature:			
Name:			
Date:			

*Note to Author: Documents that are appended to this (Preliminary) Project Plan are to be listed under "Annexes". Documents that are **not** attached but contain information important to the project are to be listed under "References". Refer to the list at the end of this Guideline for documents that could potentially be listed as either Annexes or References.*

Annexes: (attached)
The following documents are attached to this Project Plan for immediate reference:

Note to Author: (Expand table as needed)

Annex	Document Name	Version or Revision No.	Date
A			
B			
C			
D			
etc.			

References: (not attached)

Note to Author: Provide document name (or descriptive title) and where the document can be found either in the Central Records files or in the EDRM system. (Expand table as needed)

The following documents are not attached but contain pertinent information regarding this project. They can be located as noted below:

No.	Reference Document Name	Location (eg. - File No.; EDRM No.; Web Address; etc.)	File Volume No.
1			
2			
3			
4			
5			
etc.			

(The following are examples of documents that might be attached as either "Annexes" or noted as "Reference Documents". **The list is not intended to be obligatory or exhaustive.** The actual documents will depend on the specific project. Include what is appropriate for the size and complexity of the project.)

Ensure that the document information, wherever it is located, contains: date, who the document was prepared by (name, position, department/company), etc.

- Project Charter
- Preliminary Project Plan

- Project brief as part of Consultant RFP
- Feasibility Report and related studies
- IAR
- Preliminary project approval (PPA)
- Effective project approval (EPA)
- TB submissions and approvals
- Risk management plan
- List of reference documents and standards (e.g., technical and functional programs, building codes and specific standards issued by the client)
- Pre-Authorized Amendment Amount (PAAA)
- NPMS Road map
- Checklists
- CEAA
- List of reference documents and standards provided by PWGSC (Fitup Standards; AutoCAD Drawing's layers; Accessibility; etc.)
- Designated Substances Report (DSR)
- Cost management plan (including all dated estimates; all payments made; all contracts' amendments and change orders and claims added)
- Scope management plan (including references to client requirements documentation)
- Schedule management plan (specifying the baseline VS the other schedules prepared; current schedule with milestones)
- Tests and results report
- Inspections and results report
- List of websites for references used (with version of the website)
- Project team resources (staff, clients, consultants, specialists, suppliers, contractors, landlord, etc.)
- PWGSC Fit-up Standards: requests made to the review committee; certificate prepared by COE; etc.

Appendix 6: Simplified Project Plan

Simplified Project Plan for Asset-Based Projects <$1M / Space-Based Projects < 3,000 m^2 rentable (regions) or 5,000 m^2 rentable (National Capital Area / Parliamentary Precinct)

Location:
Project Title:
Project Number:
Client:

File No:
Version No:
Date:

Scope: **Statement of Requirement, Required [ ]** **Attached [ ]**

Cost (All Years):

	Fees	Disbursements	Consultant	Contract	Total
OGD					
PWGSC					
Total					

Time:

Milestones	Planned	Actual

Other Knowledge Areas for Consideration (Check applicable KA and describe below or attach description):

Risk		Procurement		Financial			
Quality		Communications		Environmental			
Safety		Human Resources		Claim			

Lessons Learned:

Notes:
1. This is a low complexity, low risk project requiring project file documentation only.
2. Each region to identify positions playing the role of project leader/project manager below.

Prepared by: (PWGSC) _____ Signature

Please print: _____ Name Project Leader (role of) Date

Prepared by: (PWGSC) _____ Signature

Please print: _____ Name Project Manager (role of) Date

Approved by: (PWGSC) _____ Signature

Please print: _____ Name Title Date

Appendix 7: Simplified Project Charter

Project Charter Template

(Low risk space-based project)

between

[Client Department]

and

Public Works and Government Services Canada

for

[Project Title]

PWGSC Project No.: [000000]

version No.: [00] Date: [2008-mm-dd]

Public Works and Government Services Canada | Travaux publics et Services gouvernementaux Canada

Canada

Table of Contents

1.0 Introduction

This project charter sets out the framework for the delivery of this project and establishes the relationship between *[Client Department]* and Public Works and Government Services Canada (PWGSC), and the terms that will be followed in the delivery of this project.

Initial project elements are described in the attached Preliminary Project Plan (PPP), which provides information on funding, project scope, anticipated schedules, implementation strategies, and other information necessary to define the project. The PPP forms an integral part of this project charter. The Project Leader will update the PPP once the Investment Analysis Report (IAR) is completed, at which time it becomes the Identification stage - Final Records Project Plan (FRPP). Following the Planning phase of the Delivery stage, the Project Manager will utilize the FRPP to produce a Revised Project Plan (RPP) and will update it at r intervals during the Delivery stage, to become the Delivery stage - Final Records Project Plan.

This project charter will be amended should changes to the scope, schedule, or funding cause the intent of the charter to be changed.

2.0 Project Objective

The project objective is to *[should be a summary statement exactly as stated in the original Statement of Requirements e.g. - The objective of this project is to provide 3500m² of office space and 200m² of SPS (special purpose space) at (insert site address if known or geographic boundaries as appropriate) with an in-service date of (insert appropriate date)].*

3.0 Roles and Responsibilities

Client Representative *[Name]*

1. Is responsible for identifying all client-specific requirements including the continuous interpretation of operational needs in the context of internal departmental and wider government objectives. For space based projects this means describing all general purpose office space, special purpose space, and other specific requirements such as the definition of security and IM/IT requirements.
2. Is responsible for articulating and providing data on quantity, classification level and role of personnel.
3. Is responsible for providing direction, review, and timely approval authorities for the development of preliminary and final fit-up plans and specifications, including security, IM/IT, and other special purpose requirements, procurements, installations, and other required client approvals as needed;
4. Is responsible for providing funds for client fit-up, including approved non-standard fit-up, and other client items such as furniture, security and IM/IT systems, and all space identified as reimbursing and/or expansion control space;
5. Is responsible for ensuring appropriate resources are assigned to the project thereby adequately addressing the size, scope, complexity, risk, visibility and administrative needs of the project;

6. Is responsible for vetting and authorizing client amendments (which may arise as a result of changes in internal or external factors) that affect established project parameters;
7. Is responsible for fully participating in the project team throughout all stages of the project including the Planning, Design, Implementation, and Closeout phases of the project Delivery stage.

Project Leader (*Name*)

1. Is responsible for the overall achievement of the approved project objectives.
2. Is responsible for working with the client department for providing the basic project requirements for the project and to identify and define the optimum project solution.
3. Is responsible for working with the client department to ensure the project requirements are provided to the Project Manager in conformance to the project schedule.
4. Establishes the overall project scope / budget / schedule / space standards and fit-up standards, including preliminary assessment of risk.
5. Ensures all project submissions are made and approvals obtained prior to initiating implementation of the work. Prepares the PWGSC internal funding document (2001L) required to undertake the work.
6. Ensures all relevant project submissions are made and approvals obtained for significant changes beyond the original or amended approvals prior to initiating the change.
7. Signs or coordinates the PWGSC signature requirements for project approvals, sub-agreements, changes orders, etc., as necessary to facilitate project delivery.
8. Calls and chairs project team meetings during the project Inception and project Identification stages, and monitors and reports on progress of the project to senior management, internal stakeholders, and external stakeholders.
9. Reviews and provides input to final project scope, space design, working drawings, tender drawings and specifications, estimates, schedules, and related project documents to ensure the intent of the project requirements are met.
10. Provides review comments and / or approvals within one week of receipt of documents, or as agreed between the parties.
11. Ensures the tenant signs the space plan.
12. Maintains internal stakeholder / external stakeholder liaison and resolves internal stakeholder / external stakeholder problems, conflicts, and coordination issues with respect to the delivery of the project.

Project Manager *[Name]*

1. Is responsible for completion of the project within the approved scope / schedule / budget. Provides project management during all phases of the project Delivery stage.

2. Receives funding from the Project Leader for PWGSC services to be provided based on a defined scope of work, schedule, and estimate as detailed in the Approved Investment Analysis Report.
3. Obtains tenant service funding (via SSA) from the tenant and / or secures funding from other stakeholders in the project.
4. Prepares supporting documents and provides input to assist the Project Leader in securing project approvals.
5. Establishes an appropriate organizational structure for managing the project and assigning and detailing roles and responsibilities.
6. Calls and chairs project management team meetings during the project Delivery stage.
7. Resources the project Delivery stage team using in-house and Landlord resources.
8. Defines and provides to the landlord the detailed project requirements and technical criteria for Design and Implementation to ensure compliance with fit up standards and space standards.
9. Provides oversight when the Landlord establishes existing site conditions to meet on-going operations / maintenance of his building.
10. Provides oversight when the construction contract will be tendered, awarded, and administered by the Landlord.
11. Authorizes the Delivery stage team and the Landlord to carry out design changes and additional work within the project scope and cost limits set by the Project Leader.
12. Recommends and secures approval from the Project Leader on changes to project scope, cost, and schedule.
13. Is responsible for updating the Revised Project Plan when significant changes in project scope, and/or cost and/or schedule are likely to occur.
14. Monitors and reports on project delivery progress and financial status of the project to the Project Leader.

4.0 Issues Resolution

Issues arising between PWGSC and the Client will be resolved between the PWGSC Project Leader and the Client Representative where possible. Issues that cannot be resolved at this level within a maximum of 15 days will be elevated to the next management level in their respective organizations.

5.0 Endorsement

The undersigned hereby agree to implement this project in accordance with this Project Charter. The signatories represent that they have the authority to act on behalf of their organizations.

CLIENT SIGNATURE(S)

Approved by:
(Authorized Client Representative(s) with Financial Signing Authority)

Signature

Please print:

Name | Title | Date

PWGSC SIGNATURE

Approved by:
(PWGSC)

Signature

Please print:

Name | Title | Date

Appendix 8: Space-based Project Charter

Project Charter Template

(space based project)

between

[Client Department]

and

Public Works and Government Services Canada

for

[Project Title]

PWGSC Project No.: [000000]
version No.: [00] Date: [2007-mm-dd]

Filing address:

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1. Introduction

1.1 Purpose

The purpose of this project charter is to establish a high level framework of management and governance between the *[Client Department]* and Public Works and Government Services Canada (PWGSC), for the planning and implementation of the *[project name]*. In conjunction with the Approved Statement of Requirements, it provides a description of the general principles, terms and conditions, and respective roles and responsibilities that need to be followed for the effective delivery and control of this project including the expenditure of public funds.

The charter will be amended in accordance with Treasury Board (TB) policy whenever changes to the scope, schedule, and budget (funding) move the project outside of the original intent of the charter (i.e., latest approved project baselines).

General Notes in the context of NPMS:

- A project charter is a high level agreement between the Client and PWGSC that is intended to establish a framework for the implementation of a real property project.
- The project charter primarily concerns space-based projects, but is not limited to these and may be used in other projects as deemed necessary by the project team.
- The intent of charter is to obtain client agreement on all the key parameters of the project (scope, time, and cost) while providing an authority to provide and expend client funds and resources in developing and/or delivering the defined project. It is to be utilized in conjunction with the Statement of Requirements to articulate and confirm understanding and agreement related to project goals and objectives, guiding principles, roles and responsibilities, and issue resolution processes.

1.2 Background

(Provide a brief background section to assist the reader in understanding the context of the project.)

2. Project Objectives

The main objectives of this project are:

- *(List the main objectives of the project, or simply provide a broad scope statement such as - The objective of this project is to design and fit-up X meters of space to meet the accommodation requirements of [Client Department] at 'X' location. Please note that there may be a number of sub-objectives (i.e., client consolidation, etc.) included as well.*

3. Guiding Principles

Collaboration

Throughout the development and implementation of this project, all stakeholders shall work together in a shared team approach, towards the achievement of all project objectives (outlined in Section 2), and to this end, fully participate in a partnership of mutual support, sharing relevant project information;

Professional and ethical values

All stakeholders shall work in a partnership of mutual support and collaboration embodying professional and ethical values, and shall share information relevant to the project subject to respective policies and regulations;

Minimum impacts to client's operations

Client business and a healthy work environment shall be sustained throughout the life of this project, including when necessary, adequate interim accommodations that meet the operational and functional requirements of the client, and by mitigating occupancy impacts until such time as functions are relocated to interim or permanent accommodation;

Standards, processes and policies

This project shall be planned and implemented in accordance with the PWGSC Real Property Branch standardized National Project Management System (NPMS) policy, as well as all related and applicable PWGSC and TB policies;

Respect of approved baselines

All stakeholders shall respect approved baseline budget, scope, and timeline limits, and shall maintain economies with respect to the design and selection of project solutions;

Respect of change management processes

All stakeholders shall respect change management processes noted in Section 6, and work to mitigate risk as outlined in the Project Risk Plan;

Sustainable Development

All stakeholders shall strive to respect established environmental policies, including the goals, objectives, and targets included within the PWGSC Sustainable Development Strategy.

4. Management Approach

4.1 National Project Management System (NPMS)

The implementation of this project will be undertaken within the general framework of the Real Property Branch (RPB) National Project Management System (NPMS). The RPB NPMS is the generic framework within which all PWGSC

real property projects are to be developed and implemented. The basic purpose of the NPMS is to ensure a quality end product, delivered on time, within scope, and within budget, and consistent with the requirements and all required control points for enhance accountability. The three stages of an NPMS-based project are: Project Inception, Project Identification, and Project Delivery. PWGSC will integrate the project in concert with applicable PWGSC and TB policies, procedures, and guidelines.

5. PROJECT PARAMETERS

5.1 Requirements

Provide a brief description of the (accommodation) requirements and explain the space requirements in terms of the Office Accommodation Framework (OAF) (office, special purpose, basement storage etc., noting FTEs/m²usable). A chart may be useful. If applicable, indicate parking requirements and the rationale for same.

5.2 Term of Space Requirement

Indicate the term of the space requirement and commencement date (if a lease is applicable - indicate the term of the option period).

5.3 Geographical Boundaries

If applicable, outline the geographical boundaries and provide a rationale for restrictions.

5.4 Project Scope, Cost and Funding

Office accommodation is to be designed and implemented in accordance with the Government of Canada Fit-up Standards. Refer to A3.2 in the Fit-up Standards Technical Reference Manual for detailed Funding Accountabilities. Approved special purpose space is funded to the fit-up cost limit and client departments are responsible for the cost of all items that exceed the approved space envelope and fit-up standards, including rent, fit-up and ongoing maintenance.

Funding responsibilities are traditionally solution dependant and will be agreed upon once an accommodation solution has been determined. Please note that if the funding arrangements have already been determined in whole or in part by a Service Agreement or MOU, then it should be referenced and/or appended to the Project Charter. (If figures for costs/funding have been determined, indicate accordingly using as a cashflow chart or table).

5.5 Project Milestones

To be provided as it becomes available as part of the preliminary project planning and project planning exercises.

6. Stakeholders and Governance

6.1 Main Stakeholders

- **Client Department** – clients and main end-users.
- **PWGSC** – custodian of the facility and sponsor of this project.

6.2 Other Stakeholders

(provide list if applicable)

6.3 Project Governance

This project will be managed by a joint [Client Department] / PWGSC project team, with PWGSC, as service provider, assuming the leadership role for project development and delivery;

In some cases, where cost complexity and risk warrant, project teams will report to a Project Steering Committee which will function as a forum to ensure good communication among stakeholders, monitor the overall project progress, resolve strategic delivery issues, and facilitate acceptances and approvals required in support of formal project funding and implementation submissions. The Committee will convene only as required and does not control the day-to-day activities of the project team.

6.4 Client Department Responsibilities

a) Identifying all client-specific requirements including the continuous interpretation of operational needs in the context of internal departmental and wider government objectives. For space based projects this means describing all general purpose office space, special purpose space, and other specific requirements such as the definition of security and IM/IT requirements.

b) Articulating and providing data on quantity, classification level and role of personnel.

c) Providing direction, review, and timely approval authorities for the development of preliminary and final fit-up plans and specifications, including security, IM/IT, and other special purpose requirements, procurements, installations, and other required client approvals as needed;

d) Providing funds for client fit-up, including approved non-standard fit-up, and other client items such as furniture, security and IM/IT systems, and all space identified as reimbursing and/or expansion control space;

e) Ensuring appropriate resources are assigned to the project thereby adequately addressing the size, scope, complexity, risk, visibility and administrative needs of the project;

f) Vetting and authorizing client amendments (which may arise as a result of changes in internal or external factors) that affect established project parameters;

g) Fully participating in the project team throughout all phases of the project including the planning, development, management, implementation, closeout, and evaluation phases of the project.

6.5 PWGSC Responsibilities

a) Managing all project requirements including the continuous interpretation of client department operational needs, internal departmental and wider government objectives, and participating in project evaluations to determine the extent to which the end-product met those needs and objectives;

b) Obtaining project approvals, funding and corresponding expenditure authorities for the completion of mandated office and special-purpose space fit-up and base building work;

c) Project implementation, contracting, and the expenditure of project funds in accordance with established project approvals and project baselines of quality, time, scope, and cost;

d) Acquiring and administering contracts for appropriate professional services for space planning, design and construction, and any business services to be provided by PWGSC through private sector contracts;

e) Managing contracts for fit-up, base-building construction, security, IM/IT and other special requirement work, and the procurement of related project scope items as may be necessary to the project such as furniture and cabling;

f) Completing timely technical reviews of planning, design, contract documentation and procurement plans;

g) Ensuring the project is implemented in accordance with all PWGSC and Treasury Board policies and standards.

6.6 PWGSC Responsibilities – Individual Roles and Responsibilities (refer to Appendix A)

7. Change and Risk Management

7.1 Throughout the planning and implementation of the project, a formalized process and methodology will be followed to assess, approve, and track all requests for change. The purpose of this process is to assess the benefit of the proposed change, control costs, and track and record decisions. Changes to scope may be broadly classified as originating from technical issues (such as on-site conditions), from client driven issues (program change), or from external or government-wide considerations. Stakeholder discipline and commitment to the 'change process' for defining, recording and approving change is a key element in the successful management of this project;

7.2 Although change may occur, PWGSC and the client remain accountable for delivering the project within the overall *approved* project parameters of scope, time, and cost and would work jointly to address and resolve changes identified during the course of the development and delivery of the project. If the proposed change cannot be achieved within the original 'approved' project parameters, then the entire project will have to be assessed and considered by the original approval bodies to ensure that the project is still viable and that any additional departmental or TB approval requirements are met.

7.3 A Risk Management Plan will be maintained and integrated within the change management process described above. Common approaches will be developed to reflect agreed levels of risk tolerance, prevention, reduction, mitigation and

recovery. Each project team member is accountable for a transparent approach to risk management, providing timely identification, advice and remedial action for events or conditions associated with individual responsibilities.

8. Issues Resolution

Issues arising between [Client Department] and PWGSC are to be resolved within the context of the Project Team. Issues that cannot be resolved at this level within [15 days] will be simultaneously elevated to the next management level in their respective organizations or to the appropriate Project Steering Committee (if one has been established).

9. Communication Plan

PWGSC, as manager of the project, will be responsible for external communications with the media in the event of inquiries pertaining to this project. However, should the inquiry impact the interests of [Client Department], then such releases will be actioned in coordination with [Client Department]. For its part, [Client Department] will be responsible for all internal communications with its staff.

In some cases, where there is a clear and evident need of high-level co-ordination of communication activities, it is recommended that a Joint Client/PWGSC Communications Team be established to develop a communications strategy to ensure consistent messaging, and to meet the respective communication goals and responsibilities as custodian and tenant.

10. Terms and Amendments of the Charter

This Project Charter comes into effect on the first day that it has been signed by all signatories. It remains in effect until terminated by mutual agreement, or until the project is deemed to be complete. The charter may be modified with the consent of all signatories to reflect changing conditions or requirements (such modifications may occur any time during the life of the project).

11. Endorsement

The undersigned hereby agree to implement this project in accordance with this Project Charter. The signatories represent that they have the authority to act on behalf of their organizations with respect to this charter, including the authority to provide funds detailed in Section 5.

CLIENT SIGNATURE (S)

Approved by: (Authorized Client Representative(s) with Financial Signing Authority)		Signature	
Please print:	Name	Title	Date

PWGSC SIGNATURE

Approved by: (PWGSC)		Signature	
Please print:	Name	Title	Date

Appendix A: Project Team - Individual Roles and Responsibilities

The size and make-up of space-based project teams will vary based on the size, complexity and type of real property project. Project team position titles may also vary, however the following represent typical position titles with a brief description of their primary roles and responsibilities:

Client Departmental Representative(s)

The client department representative(s) (CDR) is the sole point of contact with PWGSC for all project related issues and is responsible to provide their project financing, communications and approvals. The CDR directs and facilitates client participation in the NPMS including structured inputs, advice, direction and decisions, and manages the corresponding co-ordination and communication of project issues within their organizations. The CDR is responsible for:

- Representing their organization as a member of the Project Team through all phases of the project from initiation to occupancy and evaluation;
- Defining client operational and accommodation objectives, requirements and deliverables and communicating these to PWGSC as required;
- Authorizing assigned officers to initiate design and technical commitments and to request services on behalf of their organizations. They will resolve project work, contracting and service issues directly with the PWGSC project management team;
- Ensuring that inputs and outputs of project delivery related to their organization meets the agreed procedures and protocols;
- Managing compliance with the agreed project time, cost and scope baselines, including actions and approvals for required changes;
- Reviewing issues, decisions and directions in detail with the PWGSC project managers;
- Developing and resolving issues and requirements within their organizations, and conveying these as necessary to the project team, and/or the Project Management Committee and/or more senior departmental organizations as necessary;
- Developing specific accommodation and operational requirements, defined in terms of areas, working environments, furnishing and equipment, enclosures, telecommunications, planning and operational criteria;
- Assess, with PWGSC, the existing base building conditions, spaces, furnishing in regard to accommodation and operational requirements and planned alterations;
- Providing planning, design direction, and approval of conceptual planning, block planning and preliminary and final floor layouts, including review, input and acceptance of final or as-built and other documents at the completion of construction;
- Managing all client responsibilities with respect to client moves, including the provision of in-house staff for special purpose – IM/IT infrastructure and equipment installations, and as required, identify staged relocation plans from existing occupancies to new locations;
- Participating in the development of project controls and approve agreed procedures for program and design development, change management, risk management, time and cost management;

Appendix A
Project Team - Individual Roles and Responsibilities

- Providing knowledgeable direction for designing to meet special purpose operations, equipment and installations, including IM/IT and security requirements;
- Providing input to contract deficiency and warranty work.

PWGSC Team Members

The following members of the project team have been identified as typical for these types of projects. It should be noted that these are supported by the Project Plan and that the selection of the specific positions noted can be adjusted to meet the needs of the project and client.

Project Leader

The Project Leader is responsible for:

- The continuous interpretation of client operational needs and wider government objectives, and the validation of planned project end-product in that context;
- Interfaces with the senior management of the sponsoring department and participating departments; and serving as the spokesperson for the project;
- All internal aspects including general supervision of the project management framework to ensure that Project Manager will meet all objectives approved for the project;
- Fully defining all project parameters; specifically scope, time, cost, and quality;
- Preparing project approval documents and obtaining necessary project approvals and funding and, if necessary, obtain revised approvals and funding;
- Vetting proposals to amend objectives due to changed external or internal factors; and acting as the authority for the submission of such changes as well as for progress reporting to project approval authorities;
- Utilizing the PWGSC National Project Management System (NPMS) in the management of the project.
- Estimating the benefits and costs for project options;
- Ensuring that Project Managers perform adequate project planning to address the size, scope, complexity, risk, visibility and administrative needs of specific projects.
- Informing / updating senior management of project status;
- If required, notifying other federal government departments or agencies who may be affected by a specific project and inviting them to participate in an active or co-ordination role as appropriate;
- Establishing the context and resource allocations of a specific project and interfacing between the project team and senior management of the sponsoring department;
- Ensuring the project is managed in accordance with the Treasury Board approved management framework.

Appendix A
Project Team - Individual Roles and Responsibilities

Project Manager

The Project Manager is responsible for carrying out the more detailed day-to-day management of project activities. These responsibilities include:

- Establishing an appropriate organizational structure based on an agreed-upon scope for the project;
- Managing the project and assigning and detailing roles and responsibilities identified in pertinent internal and interdepartmental agreements;
- Negotiating and obtaining written agreements with participating departments when project-specific resource commitments or activities need to be documented in the interests of effective management of the project;
- Determining if the project requires an environmental screening as identified under the Canadian Environmental Assessment Act. If required, ensure completion of the screening prior to tendering the construction contract.
- Utilizing the PWGSC National Project Management System (NPMS) in the management of the project. This will include:
  - Providing support to the Project Leader during the development phases of the project
  - organizing the project using planning and analytical tools for work breakdown, responsibility assignment, and schedule preparation;
  - estimating the benefits and costs for project options;
  - assessing risk and planning for risk mitigation;
  - planning to phase the project where necessary or appropriate;
  - entering the project in the PWGSC current corporate business management systems (i.e., PBMS, SIGMA, etc.);
  - monitoring the project progress to ensure conformance to the Project Plan and updating the Plan as necessary;
  - reporting progress to internal management (and to Treasury Board if required); and providing input to briefing notes, TB submissions and other documentation as required to support the Project Leader;
  - identifying specific performance milestones in the Project Plan where withdrawal from, or termination of the project would be practical, should the project cease to be viable during execution.

Client Accommodation Service Adviser – CASA

The CASA provides a constant liaison between the occupant department and PWGSC, and is intimately familiar with the operations, culture and needs of the occupant department. The CASA is instrumental in assisting, and articulating client operational / space requirements to the Project Leader. When filling the role of the Project Leader, the CASA is also responsible to review the requests for non-compliance with Fit-up Standards and obtain approval as required.

Leasing Officer

Leasing Officer responsibilities include:

- Providing transactional leasing services, including commercial real estate and market research, lease acquisition and letting on a project basis

Appendix A
Project Team - Individual Roles and Responsibilities

- Conducting the direct negotiations of lease space acquisitions, lease surrenders and lettings consistent with cost, time and quality restraints, ensuring the timely initiation of new lease
- Preparing lease contracts documents for approval and execution; and arranges for registration of the lease in appropriate Land Registry Offices, including the renewal of existing contracts, and maintaining the integrity of the leasing process and assuring the optimum provision of accommodation.
- Participating on project teams responsible for the planning, implementation and delivery of leased accommodation projects and services; tracks, assesses and mitigates risk factors, and monitors performance throughout project delivery
- Conducting financial analyses for lease projects as part of the project development process.
- Preparing and implementing the process for Requests for Proposals and tender calls for lease and build to lease tender calls for space acquisition and with other specialists, reviews, analyzes and evaluates bids received.
- Representing the Department and/or the client at meetings with building owners, contractors, agents and other levels of government to discuss/resolve any issues/actions resulting from or related to lease or build to lease proposals or projects.
- Developing and maintaining knowledge of trends and developments in the realty field with respect to leasing, space management, appraisal/evaluation, construction and renovation costs, zoning activities, regional demographics, and localized attitudes towards real estate development.

Design Manager

The design manager assists the Project Manager by coordinating the contracting and management of the design stages of the project. He is also responsible for the coordination of all quality control related processes including:

- Acting as the chief liaison between the Project Team and the Design Consultant,
- Monitoring, coordinating requests, approvals and design changes to the Design Consultant;
- Evaluating the Design Consultant's services following completion of the project;
- Providing quality assurance, ensuring adherence to: the policies, standards, guidelines and procedures,
- Developing the Design Consultants scope of work plus review and provide input to the Project Brief under the direction of the Project Manager;
- Establishing the design approval process and timeframes to be followed with the PM and the client;

Asset / Property and Facilities Manager

Asset / property and facility managers are responsible for the management of property and facility operations and maintenance in crown-owned, leased or custodial assets/facilities. Responsibilities include:

- Participating as a full and integral team member at project team meetings;

Appendix A
Project Team - Individual Roles and Responsibilities

- Providing advice to the Project Manager(s) concerning proposed scopes of work;
- Reviewing and co-ordinates the application and installations of the accessibility standards related to base building installations with the accessibility co-ordinator where such work needs to be undertaken;
- Participating as a key member commissioning inspection team and ensures that each building as refitted is ready for occupancy. In the case of a lease project, ensure full lease compliance.
- Participating in project evaluations;
- Providing "base building" information and advice when required and assisting in the coordination of base building upgrades and client security requirements;
- Assisting in the coordination of fit-up work, to ensure minimal impact to building occupants;
- Ensuring continuity in the day-to-day building operations;
- Ensuring that all required funding for the yearly operation, maintenance, project and capital is secured;
- Assisting the Project Manager and Commissioning Manager in identifying building deficiencies as work is performed and monitor all corrective work to complete satisfaction of the PWGSC Asset Manager, the AFD Service Provider and the PWGSC project team;
- Establishing and monitoring an Emergency Evacuation and Response Plan with the local Municipal Fire Department;
- Reviewing the contractors' Health and Safety Plans, in order to ensure that they integrate with the Base Building Emergency Evacuation Plan.
- Providing a point of contact between the Project Manager and the AFD Provider.

Move Officer

The PWGSC move officer provides specific technical assistance to the project team and stakeholders in preparing and implementing all personnel, furniture and equipment moves.

Commissioning Manager

The commissioning manager provides planning and technical advice to the project team related to operation and maintenance issues. They are primarily concerned with quality assurance of the product (project) and its performance specifications.

Appendix 9: OGD Project Charter

Project Charter Template

(OGD projects)

between

[Client Department]

and

Public Works and Government Services Canada

for

[Project Title]

PWGSC Project No.: [000000]

version No.: [00] Date: [2008-mm-dd]

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[Upon completion of editing, update Table of Contents as follows: Right click on gray area of table, select 'update field', choose 'update entire table', then press the 'OK' button. Page numbers will be automatically updated.]

1.0 Introduction

This Project Charter establishes the project objectives and the relationship between the Client (project leader role) and PWGSC (project manager role) that will be followed in the delivery of this project. The terms and conditions and the services required to deliver the project will be explicitly described in the Project Plan and will be organized according to the knowledge areas defined by the National Project Management System (NPMS). The Project Plan provides the details on project scope, schedule, finances, risk, and other management strategies necessary to define and deliver the project and will form an integral part of this Project Charter.

Both the Project Charter and Project Plan will be amended in accordance with Treasury Board (TB) policy whenever changes outside of the approved scope, schedule, finances, or other significant changes to the project occur.

2.0 Project Objective

This Project Charter authorizes the PWGSC Project Manager to develop a project to produce *[should be a summary statement identifying the expected end result, its location, its total project cost, and an in-service/completion date]*. The project scope, schedule and costs for delivering the project will be detailed and confirmed in the Project Plan.

2.1 Project Plan Completion Date

A "draft" of the Project Plan, for Client review, will be completed by *[insert date]*; and the Project Plan, for Client signature and approval, completed *[insert time frame]* following receipt of the Client's review comments.

2.2 Project Plan Cost

Upon agreement of this Project Charter and the provision of funding through a Specific Service Agreement (SSA), PWGSC will proceed with development of the Project Plan, for a cost of *[insert cost]*.

3.0 Roles and Responsibilities *[note: this section is not to be modified]*

3.1 Project Leader Role (Client)

The Project Leader, through the normal chain of command to his/her deputy minister, and in compliance with PWSGC policies *[identify key policy e.g. NPMS Policy, RPB Risk Management Policy, etc.]* is accountable for:

- all external aspects including continuous interpretation of operational needs and wider government objectives, and the validation of planned project end-product in that context;
- interfaces with the senior management of the sponsoring department and participating departments; and serving as the spokesperson for the project;
- all internal aspects including general supervision of the project management framework to ensure that Project Manager will meet all objectives approved for the project;
- preparing project approval documents;
- vetting proposals to amend objectives due to changed external or internal factors; and acting as the authority for the submission of such changes as well as for progress reporting to project approval authorities;
- defining fully the scope for the project including the wider interests of the government;
- identifying any potential risks associated with the project;

- establishing an adequate project management framework, for detailed project definition and to complete project implementation;
- ensuring that Project Managers perform adequate project planning to address the size, scope, complexity, risk, visibility and administrative needs of specific projects;
- notifying other federal government departments or agencies who may be affected by a specific project and inviting them to participate in an active or co-ordination role as appropriate. The Project Leader is also responsible for ensuring that all relevant project submissions and approvals have been obtained prior to initiating any part of the project. It also includes the submission of updated project information to appropriate authorities for significant changes beyond the parameters established in the original or amended approvals;
- determining if the project requires an environmental screening as identified under the Canadian Environmental Assessment Act. If required, ensure completion of the screening prior to tendering the construction contract;
- establishing the context and resource allocations of a specific project and interfacing between the project team and senior management of the sponsoring department, participating departments and with the Treasury Board Secretariat. This includes ensuring that all relevant project submissions are made and that approvals are obtained prior to initiating any portion of the project;
- consulting as early as possible, with the Treasury Board Secretariat, particularly for larger projects of higher risk and complexity, proposing a suitable management framework;
- ensuring that a specific project is managed in accordance with the Treasury Board approved management framework.

3.2 Project Manager Role (PWGSC)

The Project Manager is responsible for carrying out the more detailed day-to-day management of project activities. These responsibilities include:

- establishing an appropriate organizational structure based on an agreed-upon scope for the project;
- managing the project and assigning and detailing roles and responsibilities identified in pertinent internal and interdepartmental agreements;
- negotiating and obtaining written agreements with participating departments when project-specific resource commitments or activities need to be documented in the interests of effective management of the project;
- utilizing the PWGSC National Project Management System (NPMS) in the management of the project;
- organizing the project using planning and analytical tools for work breakdown, responsibility assignment, and schedule preparation;
- developing the Project Plan in consultation with the Project Leader;
- estimating the benefits and costs for project alternatives;
- assessing and monitoring risk and planning for risk mitigation by systematically applying the PWGSC Risk Management approach and common methodology;
- planning to phase the project where necessary or appropriate;
- entering the project in the PWGSC current corporate business management system (SIGMA);
- monitoring the project progress to ensure conformance to the Project Plan and updating the Plan as necessary;
- reporting progress to internal management (and to Treasury Board if required);
- providing input to briefing notes, TB submissions and other documentation as required to support the Project Leader;

- identifying specific performance milestones in the Project Plan where withdrawal from, or termination of the project would be practical, should the project cease to be viable during execution.

4.0 Liability *[Note: This section is not to be modified]*

Real Property Branch, PWGSC provides services to Other Government Departments under agreements as a Common Service Organization (CSO) and as such does not fund claims and liabilities (TB Policy: Decision Making in Limiting Contractor Liability in Crown Procurement Contracts, September 2003). The involvement of PWGSC in such a process does not remove the financial responsibilities of the Client department; i.e. the Client, and not PWGSC, is responsible for the funding of claims. Treasury Board policy states that liabilities arising from contracting activities are the responsibility of the originating department.

5.0 Issues Resolution

Issues arising between the Client (project leader role) and PWGSC (project manager role) will be resolved between the two parties where possible. Issues that cannot be resolved at this level within *[insert timeframe]* will be simultaneously elevated to the next management level in their respective organizations.

The resolution mechanisms for all other issues that arise within the project team will be identified in the Project Plan.

6.0 Endorsement

The undersigned hereby agree to undertake this project in accordance with this Project Charter and any subsequent revisions appended to this document.

CLIENT SIGNATURE(S)

Approved by:
(Authorized Client Representative(s) with Financial Signing Authority)

Signature

Please print:

Name | Title | Date

PWGSC SIGNATURE

Approved by:
(PWGSC)

Signature

Please print:

Name | Title | Date

Revision No.: Last revised: August 28, 2008

Region: Project No.:

Appendix 10: Feasibility Report Guidelines

Guide for the Preparation of Feasibility Reports

April 5, 2007

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Feasibility Reports Guidelines

The Feasibility Report (FR) presents the projeci parameters and defines the potential solutions to the defined problem, need or opportunity. It expands on each of these potential solutions, providing sufficient detail and non-financial evaluations to permit the project leader to recommend to the approving authority all viable potential solutions that should be further analyzed in the next phase (Investment Analysis Report [IAR]). Further, for those options which are considered feasible, (based upon the non-financial evaluations), indicative/Class D estimates and schedules should be prepared as input to the financial analysis of options to be carried out in the Analysis phase. The FR should also justify why any potential solutions were considered to be non-viable or considered to be non-compliant with government policy and/or project objectives and therefore not considered further.

1.0 Executive Summary

Purpose:

The purpose of the Executive Summary is to provide a very brief overview of the most essential and decision-relevant information concerning the project.

Suggested Content:

1. Clearly state the problem/opportunity being assessed.
2. Identify any special issues that may need to be brought to the attention of Real Property Investment Board (or respective Regional Investment Boards). Mention should be made of any implications for the client(s) or other stakeholders.
3. List recommended options for analysis.

2.0 Problem Statement

Purpose:

The purpose of this section is to define the problem or opportunity being addressed as described in the project's Statement of Requirement. Briefly identify the main problem or key issue that the proposed project is seeking to address.

3.0 Proposed Project Requirements

Purpose:

This section provides pertinent details regarding the context for undertaking the proposed project.

Suggested Content:

ASSET BASED PROJECTS

This section will describe the major asset requirements of the proposed project.

1. Provide a description of the asset. It is generally appropriate to provide the details of the asset description in an appendix, with only a general overview and the most significant points included in the text of the FR. Elements of the asset description may include:
    - the age, area and other main characteristics of the asset;
    - the nature of any recent renovations that have been undertaken;
    - detailed information regarding those features of the asset of specific relevance to the project being proposed;
    - whether this is a heritage building, and whether there are any heritage considerations related to this project; and
    - whether the asset is being managed by an Alternative Forms of Delivery (AFD) contractor, and any implications this may have for the project.
2. Include a statement as to the overall condition of the asset and its main systems, including any limitations it may have. Identify upcoming project requirements for the asset, other than those associated with the current project. This information can be summarized from the Asset Management Plan, the Building Condition Report, or other relevant documents. Most of the information in this section may be presented in an appendix, with the main points referred to in the text of the FR.
3. Briefly discuss the operational, financial, and functional performance of the asset, and whether performance targets for the asset are being met. Identify any operational, financial or functional performance issues which may be relevant to the project. This information can be summarized from the Asset Management Plan.
4. Identify any future plans pertaining to the use of the asset. This may include information on the remaining useful life of the asset, or how long PWGSC may be planning to keep the asset.
5. Identify any strategic considerations of relevance to this project. Briefly discuss how the continued utilization of the subject property conforms to regional or local accommodation strategies. These strategies may be identified in a Community-Based Investment Strategy (CBIS), or they may be referred to in the Asset Management Plan.
6. Reference any related documents that report is based upon.
7. Describe any potential client impacts.

SPACE BASED PROJECTS

This section will describe the major clients requirements of the proposed project.

1. Present the client's requirements in terms of:
    - the existing amount of space occupied (where relevant); and
    - number of employees and/or full-time equivalent (FTEs) as validated by the client.
2. Identify the type of space required; the date by which the space is required; and for how long the space is required, and if known, within the context of all relevant client demand. for this location. Identify any special considerations that relate to either the client's requirements or the nature of the assets. Examples of this may include a client's requirements for a specific location or type of location, the enhanced security requirements of a highly sensitive department, or the special requirements posed by a heritage building. Summary information should be provided as to why these special requirements exist.
3. Consistency with Accommodation Plan.
4. Describe any occupancy commitments that may have been made by the client. The analyst should identify the term of this commitment and discuss what is likely to happen after the commitment expires.
5. Potential for non-compliance with space fit-up standards.
6. Project drivers i.e.,
    - New client program;
    - Client space modifications (expansion, reduction, changed use of space, consolidation);
    - Timing - duration of occupancy.
7. If applicable, identify potential future demand from other federal government departments that is relevant to this project.

Tips on writing this section:

There will likely be much detailed information associated with this section of the FR. The project team should present numeric information in the form of tables and/or appendices, as much as possible.

References:

- Real Property Investment Guide, Section 4.1, Define Client Needs.
- Client Department Sustainable Development Strategy (current).

4.0 Feasibility Assessment of Options

Purpose:

The purpose of this section is to list all possible options for satisfying the client requirements and to document the results of the feasibility assessment of each of the options. Documentation will include the rationale to support both viable options (an option deemed to be worthy of further analysis [within the IAR]) and non-viable options (an option will be eliminated from further consideration).

Suggested Content:

Provide the following information for each of the possible options:

1. Identify all non-financial factors that may have a bearing on the selection of the preferred options and focus on decisions that are implicit, leading up to the PPA/LPA approval. The relevant factors to considered may be different for each option (refer to NPMS knowledge areas http://source.pwgsc.gc.ca/branch/rp/sngp-npms/text/prjoff-e.html).
   Some of the factors which may be considered include:
   - How well each option satisfies the identified client requirements. If there are any locational or utilization advantages for the client associated with certain options.
   - Identify the results of the preliminary risk assessment of each option in terms of scope, time, cost and other considerations surrounding the project such as physical, infrastructure, technical, economics, political, legal, organizational and social factors, relative to enabling meeting the objectives for this project. i.e.,
     - To what extent each option is responsive to identified timing requirements;
     - If there are any differences between the options with respect to various policy and regulatory requirements such as for health, safety, sustainability, accessibility, heritage, contribution to the community, and federal presence.
2. Identify those options that are to be carried forward for further analysis, and those options which are clearly not practical and which will be eliminated from further consideration. Briefly state why the eliminated options are not being considered for further analysis. It should be noted that the status quo (or the do-nothing solution) should be considered as an option and form part of the analysis.

Tips on writing this section:

The results of the feasibility assessment should be presented in tables (rather than in text), with observations and conclusions discussed in the text, where possible. It is recommended to obtain guidance on this section from the respective Centres of Expertise. It is important to identify the key assumptions made.

References: The following is not an exhaustive list as there are numerous policies, procedures etc., that exist on the OARES website that can be referenced and all play a part in determining appropriate options to be considered in the IAR.

- Investment Analysis Policy
- Real Property Investment Guide, Sections 4.0 to 8.0
- PWGSC Sustainable Development Strategy (http://http://www.pwgsc.gc.ca/sd-env/sds2007/strategy/sadd-sds2007-tc-e.html)

- Real Property Branch. Risk Management Policy
- Real Property Branch. Integrated Risk Management Framework. March 2001 http://source.pwgsc.gc.ca/rps/sm/riskmngmt/content/download-e.html
- PWGSC Integrated Risk Management (IRM) Policy. November 2004
- PWGSC National Project Management System /Knowledge Area/Risk http://source.pwgsc.gc.ca/branch/rp/sngp-npms/text/rskmgmtintro-e.html

5.0 Recommended Options for Further Analysis

Summarize the key findings of the Option Ranking. Identify which options are preferred for further analysis during the Analysis phase in preparation of the IAR.

6.0 Approvals/Signatures

Prepared by: _____
Signature

Please print: _____ _____ _____
Name Position Date

Approved by: _____
Signature

Please print: _____ _____ _____
Name Position Date

Appendix 11: Glossary of Abbreviations

A

AB	Acquisitions Branch
ACEC	Association of Consulting Engineers of Canada
AD	Approval Document
ADR	Alternate Dispute Resolution
A&E	Architectural and Engineering
AFD	Alternate Forms of Delivery
AFR	Approved Feasibility Report
AHJ	Authorities having Jurisdiction
AMP	Asset Management Plan
APPP	Approved Preliminary Project Plan
ARB	Audit Review Board
ARLU	Annual Reference Level Update
ASoR	Approved Statement of Requirements

B

BATNA	Best Alternative to a Negotiated Agreement
BMP	Building Management Plan

C

CAPS	Capital Asset Planning System
CASA	Client Accommodation Services Advisors
CBIS	Community-based Investment Strategy
CCA	Canadian Construction Association
CCN	Contemplated Change Notice
CCRB	Contract Claims Resolution Board
CDAB	Contract Disputes Advisory Board
CEAA	Canadian Environmental Assessment Act
CEAA	Canadian Environmental Assessment Agency
CGSB	Canadian Government Standards Board
CI	Continual Improvement
CIQS	Canadian Institute of Quantity Surveyors

CIR	Continual Improvement Representative
CIT	Continual Improvement Team
CLC	Canada Labour Code
CO	Change Order or Contract Officer
COE	Centre of Expertise
CPBN	Capital Project Briefing Note
CPERF	Consultant / Contractor Performance Evaluation Report Form
CPM	Critical Path Method
CPMU	Claims Prevention and Management Unit
CPPA	Confirmed Preliminary Project Approval
CSA	Canadian Standards Association
CSB	Canadian Standards Board

D

DB	Design-Build
DBB	Design Bid Build
DDR	Designated Departmental Representative
DM	Design Manager
DP	Departmental Policy

E

E-DRM	Enterprise Document and Records Management
ELF	Electronic Forms
EMS	Environmental Management System
EPA	Effective Project Approval

F

FAQ	Frequently Asked Questions
FIP	Federal Identity Program
FMS	Financial Management System
FPES	Fire Protection Engineering Services
FR	Feasibility Report
FHBRO	Federal Heritage Buildings Review Office
FRPP	Final Records Project Plan

G

GC	General Conditions

GETS	Government Electronic Tendering Service
GSA	General Service Agreement
GSP	Government Security Policy

H

HCD	Heritage Conservation Directorate
HR	Human Resources

I

IAR	Investment Analysis Report
IDP	Integrated Design Process
IMB	Investment Management Board
ISC	Integrated Support Centre
ISO	International Organization for Standardization
IT	Information Technology

K

KA	Knowledge Area

L

LSA	Legal Services Advisor
LFU	Lease Fit-Up

M

MERX	Electronic Tendering Service
MOU	Memorandum of Understanding
MRO	Ministers' Regional Office

N

NAFTA	North American Free Trade Association
NBC	National Building Code
NBCC	National Building Code of Canada
NCA	National Capital Area
NCARB	National Council of Architectural Registration Boards (USA)
NCC	National Capital Commission
NIS	National Investment Strategy
NMS	National Master Specifications
NMSO	National Master Standing Offer

NPMS	National Project Management System
NPRAC	National Project Review Advisory Committee
NRC	National Research Council

O

OFI	Opportunity for Improvement
OGD	Other Government Department
OGGO	Office of Greening Government Operations

P

PAAA	Pre-approved Amounts for Anticipated Amendment
PBMS	Project and Business Management System
PIF	Project Information Form
PMBOK	Project Management Body of Knowledge
PMD	Project Management Directorate
PMI	Project Management Institute
PMP	Project Management Professional
PMSS	Project Management Support Services
POW	Program of Works
PPA	Preliminary Project Approval
PPEF	Pilot Project Evaluation Form
PPP	Preliminary Project Plan
PRAC	Project Review Advisory Committee
PTO	Product Turn-over
PTP	Professional and Technical Programs

Q

QA	Quality Assurance

R

RAIC	Royal Architectural Institute of Canada
REFIT	Real Estate Financial Investment Toolkit
RFP	Request for Proposal
RM	Regional Manager
RMP	Risk Management Plan

RPB	Real Property Branch
RPC	Real Property Contracting
RPCD	Real Property Contracting Directorate
RPT	Real Property Team
RPP	Revised Project Plan

S

SACC	Standard Acquisitions Clauses and Conditions
SDS	Sustainable Development Strategy
SELECT	Rotational sourcing selection
SIB	Service Integration Branch
SO	Standing Offer
SOA	Special Operating Agency
SOI	Standing Offer Index
SoR	Statement of Requirements
SOW	Statement of Work
SPM	Senior Project Manager
SSA	Specific Service Agreement

T

TB	Treasury Board
TBS	Treasury Board Secretariat
TOA	Turn-over Approval
TOR	Terms of Reference

W

WBS	Work Breakdown Structure
WBC	Workers Compensation Board
WHMIS	Workplace Hazardous Materials Information System
WSIB	Workplace Safety and Insurance Board