

Appendix C. Financial System Implementation and Support

Statement of Work

National Arts Centre

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1. Organization Overview

The National Arts Centre (NAC) is a complex organization that provides a broad spectrum of programming. The NAC has six artistic disciplines – the NAC Orchestra, English Theatre, French Theatre, Dance, Indigenous Theatre and Popular Music and Variety, which showcases established and emerging Canadian singer-songwriters. The NAC has a growing education program, and in its recent strategic plan, the organization increased its focus on public spaces and public programming. The NAC is also rented for concerts, events, and touring shows.

Historically, the NAC has hosted over 1,300 performances each year with a total attendance of over 550,000. The NAC has welcomed thousands of people to free public programming in its spaces. Over one million people annually have taken part in performances or events at the NAC. The COVID-19 pandemic has transformed how the NAC presents performances and interacts with audiences. Now, almost all performances and programs additionally take place online, whether livestreamed or recorded, paid or offered free of charge. The NAC maintains a rich variety of online and free programming, even after safely welcoming audiences back to the NAC for in-person performances and events. The NAC has four principal halls for performances. Southam Hall is the largest venue, with a maximum capacity of 2,030 seats. The Theatre has a capacity of 850 seats, but its most common configuration allows 747 seats. The Studio seats 250. The Fourth Stage has a 180-seat capacity. All venues are available to be rented for concerts and events. Other spaces such as the Canada Room and the foyer can be used for general admission performances, conferences, and catered events. The architectural rejuvenation of the NAC, completed in 2017, created a new entrance and lobby, as well as new spaces for performances, learning and engagement.

The NAC also uses its facilities for special event rentals, such as receptions, meetings, and weddings. Typically, special events bring well over 100,000 guests to the NAC and earn over \$3 million annually. The NAC operates its own restaurant onsite, called 1 Elgin. The restaurant normally earns over \$2 million each year. The NAC also features a coffee shop, Equator Coffee.

The NAC operates a 900-space parking deck on its property. Audiences attending performances at the NAC can pay for parking on a per-visit basis or with a parking pass. The NAC also issues monthly parking passes for daytime use to people who work downtown Ottawa. Parking operations typically earn around \$4 million in net revenue annually.

The NAC Foundation raises funds to support the NAC. It functions as the development department, although it is a separate charitable organization. The NAC Foundation engages individual, foundation and corporate donors and sponsors at all giving levels. The Foundation contributes to the NAC in the form of an annual grant, ranging from \$6 to \$9 million. The Foundation is a distinct legal entity, with its own CEO and Board of Directors, but it shares all other resources with the NAC (i.e., Finance, IT, Human Resources, etc.).

While the pandemic has posed its challenges, the NAC is committed to “leading and supporting the growth of a renewed performing arts sector — not a resurrection of the old, but instead a transformation into something new.” The NAC intends to be adaptable, to embrace innovation, and to provide greater

access and opportunities for engagement with the performing arts for all.

1.1 Financial System Objectives

The NAC's current Financial System is no longer supported and lacks key functionality that is now standard in most Financial Systems. To bridge these functional gaps employees must rely on manual processes that are effort-intensive and exposed to risk for errors. The NAC must implement a new platform to gain efficiency in everyday work and provide better insight into its business. Use of the current platform is restricted primarily to members of the Finance Department; however, financial workloads are widely distributed across all departments of the NAC. These departments all require timely access to information related to their financial performance to run the business. This means that the new solution is to meet departmental requirements to budget, forecast and track key performance indicators that are relevant to the functional activities of each line of business (e.g., artistic programming, event production support, catering, box-office sales, infrastructure management, parking, etc.)

The NAC's goal is to enable more efficient operations by implementing a modern financial system that enables automation, integration, and digitization. This will create an outstanding experience for artists, audiences and employees.

A review was conducted and generated generic target state processes from which NAC stakeholder requirements were derived. As the Finance Department is the champion of the financial system transformation, the new system is to meet all core financial processes, keeping in mind the NAC business make-up is diverse. The following departments were consulted to identify their requirements for the new NAC Financial System:

- Programming departments (responsible for performances) – Music, Dance, English Theatre, French Theatre, Indigenous Theatre, Popular Music and Variety and Creation Fund.
- Commercial departments (revenue generating entities) – Operations, Parking, Food and Beverage and Box Office.
- Other departments – Production, Marketing, Digital Engagement, Information Management/Information Technology (IM/IT), Human Resources, Strategy and Corporate Communications, and Development.

The consultations resulted in detailed requirements and this statement of work for the system implementation. The major project activities, anticipated benefits and deliverables are outlined within this Statement of Work.

The NAC team would like to take a phased approach to the implementation of the functionality of its new financial system as per the following proposal, while striving to ensure that phases 1 and 2 are tested and deployed by April 1, 2023.

- Phase 1 – Implementation of Core Financial functions including General requirements, Payables, Revenue, Budgeting and Forecasting, Project Accounting, Accounting Operations and Reporting
- Phase 2 – Implementation of Expense Management
- Phase 3 – Integrations with other NAC systems – Designing and enabling the integrations is not

in scope of the Vendor implementation.

1.2 Objectives of the Engagement

The objectives of the engagement are to license, implement and support a new modern Financial System at the NAC.

At a high level the objectives of the Financial System are to:

- Enhance quality of data output and simplify data input.
- Streamline internal and external reporting.
- Improve efficiency and efficacy of budgeting.
- Improve tracking and reporting of projects, purchase orders and contracts.
- Compartmentalize multiple entities.
- Automate approvals, non-value-add activities, and repetitive tasks.
- Digitize travel, credit card purchases and expense reporting and approvals.
- Generate invoices and manage accounts receivable.
- Support a paperless environment.
- Consistent access to all compliance reports including Annual System Organization Control (SOC) reports.

The NAC does not have the capacity to configure and implement the Financial System itself, so the Vendor will be expected to play a primary role in the project implementation.

Anticipated configuration and implementation activities include:

- Develop, maintain, and report on a project management plan.
- Design To-Be NAC business processes to optimize the Financial System.
- Provision a Software-as-a-Service Financial System solution to meet NAC requirements.
- Design, configure and deploy the new Financial System solution to meet the NAC requirements.
- Keep into consideration the possible integrations between the new Financial System and the following systems:
 - Payroll and HR Information System (Ceridian Dayforce)
 - Event Ticketing and CRM system (TBD)
 - Parking System (Amano McGann)
 - Food & Beverage system (Carterease)
 - Payment processing systems (Windcave/Moneris)
 - Rental Information (Excel)
 - Fundraising solution (Raisers Edge)
 - Banking system (RBC)
 - Expense Claim Management (if it is separate from the Financial software)
- Test the configured new Financial System to ensure that it meets NAC requirements.
- Provide quality assurance that the solution and deliverables meet NAC requirements.
- Convert and load existing NAC financial data for use in the new Financial System.
- Plan for and deploy the new Financial System in the production environment.

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Transformation of the NAC and adoption of a new Financial System requires Vendor support for the following:

- Development, coordination, and implementation of an organizational change management plan.
- Development and delivery of training to administrators and end users (NAC employees).
- Knowledge transfer to NAC Finance Staff and system administrators who will operate, sustain, support, and maintain the solution.
- Documentation of information required to operate and support the solution.

2. Implementation Activities & Approach (Phases 1, 2 & 3)

The section highlights activities and approach that the NAC envision the delivery to follow. The activities listed below applies to all phases of the solution implementation.

2.1 Project Initiation and Planning

2.1.1 Summary

Following contract award, the NAC expects that initiation and planning activities are to take place to establish common frameworks and methods for the management of solution delivery.

2.1.2 Scope

2.1.2.1 In-Scope

The following are activities that are related to project initiation and planning for the new Financial System solution:

1. Project scheduling
2. Project team organization and resourcing
3. Implementation methodology
4. Risk management
5. Issue management
6. Project communications and meetings
7. Project financial management

2.1.2.2 Out-of-Scope

Activities that are beyond the scope in the design and planning of the project are as follows:

- Decisions on solution design
- Configuration of software / solutions

2.1.3 Project Initiation and Planning Objectives

Objective	How objective will be realized:
Project Initiation	Key members of the NAC and Vendor teams will meet to establish a preliminary outline for planning activities that will include sharing of contact information, establishing regular points of contact, a review of the Statement of Work, and formalizing the approach to develop the Project Plan.
Project Planning	Working collaboratively with the NAC, the Vendor will develop and communicate a plan that includes a schedule, descriptions of deliverables, project milestones, exit criteria, project team resourcing, testing plan, scope change management process, project communications plan, organizational change management, employee training, and risk and issue

Objective	How objective will be realized:
	management processes.
Formal Project Kick-off	All members of the NAC and Vendor teams will attend a formal project kick-off meeting where key elements of the Project Plan will be presented.

2.2 Detailed Requirements and Design

2.2.1 Summary

This phase of work will provide the NAC and the Vendor with the opportunity to align on the requirements and design the implementation of the new Financial System.

2.2.2 Scope

2.2.2.1 In-Scope

Services necessary to design the new Financial System solution are included. The details of the solution are identified within this document. The high-level scope of the solution is listed below; Business Requirements are listed separately.

2.2.2.2 Out-of-Scope

Activities that are beyond the scope in the design of the project are as follows:

Implementation of the system or any of the integrations to other NAC systems (the systems are listed in section 1.2 of this document).

2.2.3 Business Requirements and Design Objectives

Objective	How objective will be realized:
Validate Future State Business Processes	Working collaboratively with NAC, the Vendor will propose amendments to current workflows to translate into digital processes managed by the system as required.
Validate the Future State Technical Architecture	Working collaboratively with the NAC, the Vendor will define the future state architecture of the solution that will be necessary to support the implementation of the new NAC Financial System.
Provision Access to the Solution	As necessary, to achieve any of the project objectives, the Vendor is to provision access or support NAC provisioned access to one or more instances of the solution. During design activities these instances will not be used as production environments, nor will the NAC be charged licensing fees for the use of these products by the Vendor.
Technical Design	Based on the architecture of the proposed solution, and knowledge of the

Objective	How objective will be realized:
Documents	NAC, the Vendor will create a detailed technical design document that specifies the form and function of all solution components. These documents should include visual representations of the solution architecture, object model, data model, user experience and descriptions of associated functional specifications.

2.2.4 Expected Benefits

The NAC expects to realize the following benefits from the Design Phase

Benefit	Description
Risk Mitigation	Completing upfront solution design will allow the NAC stakeholders to understand the impact of the proposed implementation and plan required risk mitigations ahead of time.
Internal Standardization	Achieve internal alignment on the future state business processes, organizational responsibilities, data structures and data governance responsibilities prior to the initiation of development activities.
Solution Fit	Broad confirmation of solution design fit with organizational stakeholders and the project team.

2.3 Solution Implementation

2.3.1 Summary

This portion of the engagement will culminate with a functional, SaaS Financial System ready for production use by the NAC. It is expected that the Vendor will configure, test, and deploy the solution capabilities in a phased approach, implementing higher priority business processes first. Each iteration will consider and incorporate requisite elements of the organizational change management strategy, train and transfer knowledge to NAC users and solution administrators. Formal acceptance by the NAC of the solution capabilities will be required for each iteration/phase.

2.3.2 Scope

2.3.2.1 In-Scope

This phase includes all software and services required for the implementation of the end-to-end solution. The high-level scope of the solution is listed below, the details are included in the Business Requirements.

The Vendor will be responsible to provide implementation services for the solution that include:

1. Configuring, and developing the technology solution,

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2. Data preparation, conversion and loading,
3. Testing the technology,
4. Reporting,
5. Deployment and post-implementation stabilization activities,
6. Contributing to change management activities that include organizational readiness, communications, training, and knowledge transfer, and
7. Providing solution documentation including processes, designs, configurations, development, test results, and others for project deliverables.

The Vendor must take into consideration that NAC resources that will be assigned to the project according to their availability, and as specified in the section 2.5 of this Statement of Work.

The Vendor should ensure that the deliverables, services and solution are of adequate quality for the NAC.

2.3.2.2 Scoping Considerations

The implementation phase solution is to further enable the benefits of future project phases and not cause material re-work or limit the intended project benefits. The high-level scope of the solution is listed below and the details are included in the Business Requirements.

2.3.2.3 Out-of-Scope

The following are beyond the scope of this project phase:

Enabling integrations to other NAC Solutions (the systems are listed in section 1.2 of this document)

2.3.3 Solution Implementation Objectives.

Objective	How objective will be realized:
Implement technologies that support core financial management processes at the NAC	<p>Working in collaboration with the NAC, a unified solution will be configured, validated and deployed in a phased approach. The solution will enable the NAC to perform the following high-level activities:</p> <p>Phase 1</p> <ul style="list-style-type: none"> - Management Accounting (Budgeting, Planning, Forecasting, Cost Accounting and Performance Measurement) - Revenue Accounting (Customer Data Management, Invoicing, Accounts Receivables Processing) - Accounts Payable (Vendor Data Management, Procurement, Receiving, and Payment Processing) - Project Accounting (Capital Projects, Revenue Projects) - General Accounting (Fund Management, Asset Accounting) - Internal Control (Implement Controls, Monitor Controls,

Objective	How objective will be realized:
	<p>reports)</p> <ul style="list-style-type: none"> - Financial Reporting (Standard Financial Statements, Periodic Reporting, Ad Hoc Reporting) <p>Phase 2</p> <ul style="list-style-type: none"> - Expense Management & Reporting (Travel Expense configuration, Expense Requisition and Workflow approvals, Expense Claims including Third Party submissions, Personal Payment, and Reporting and Disclosure) <p>Phase 3</p> <ul style="list-style-type: none"> - Integrations with other NAC systems (The list of systems are included in section 1.2)
<p>Simplify, enhance, and standardize business processes (Phase 1, 2 & 3)</p>	<p>Working as a joint team, the NAC and Vendor, will identify opportunities to align existing processes, leverage common workflows, enforce common standards, and generate efficient work processes. Key components of enhanced performance in this area include:</p> <ul style="list-style-type: none"> - Agreement on common data standards. - Standardization of roles / responsibilities / workflows. - Enable workflow-based notifications, alerts, assignments, and approvals. - Elimination of redundancy with respect to data entry, reviews, approvals, and documentation. - Identification of the value delivered to the NAC by each process and maximizing that value. - Minimizing costs (e.g., time, effort, and frequency) associated with each process. <p>The Vendor will be responsible for facilitating and validating the design of new business processes within the NAC prior to initiating solution development/configuration activities. The new business processes are to be documented by the Vendor throughout the implementation to be part of the final delivery.</p>
<p>Implement standardized data models that align with corporate data models (Phase 1, 2 & 3)</p>	<p>Working in collaboration with the NAC, the Vendor will identify opportunities to implement common data standards to support:</p> <ul style="list-style-type: none"> • Analysis of data within the new financial system • The analysis and combination of data from other NAC systems

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Objective	How objective will be realized:
	<p>that are intended to interact with the financial system</p> <ul style="list-style-type: none"> • The use of reporting and analysis platforms such as Power BI to enable reporting and analysis
<p>Deploy workflow enabled notifications, alerts, assignments, approvals (Phase 1, 2 & 3)</p>	<p>Working as a joint team, the NAC and the Vendor, will configure, validate and implement a technology solution that supports the implementation of workflows and associated automations to support efficient financial management processes. These workflows and automations should have a measurable positive impact on the quality of process outputs and/or efficiency of the processes.</p>
<p>Standardize financial reports and configurable dashboards (Phase 1, 2 & 3)</p>	<p>Working as a joint team, the NAC and Vendor, will leverage the reporting capabilities of the solution to design, configure / build and deploy reports within the technology solution that supports workflows and communication of data stored within the new Financial System. These reports and dashboards will leverage standard reporting features where it is practical to do so and configure NAC specific reports where a functional need has been identified.</p>
<p>Implement the solution and its governance and controls (Phase 1, 2 & 3)</p>	<p>Working as a joint team, the NAC and the Vendor will ensure that the configured technology solution meets the standards for traceability of data changes. This includes governance and controls of financial data, personal data, information that is designated as sensitive and changes to the solution configuration that impact these controls. Additional details about these requirements are included in the Business Requirements.</p>
<p>Optimize collaborative features and functionality (Phase 1, 2 & 3)</p>	<p>Working together as a joint team, the NAC and the Vendor will ensure that the technology solution leverages existing collaborative technologies that are currently deployed by the NAC implementation of MS Suite of products. This includes limiting the implementation of duplicate or overlapping functionality to instances that are essential to the operation of the configured solution.</p>
<p>Testing the solution (Phase 1, 2 & 3)</p>	<p>The Vendor will complete required testing activities to ensure the solution meets the Business Requirements. At a minimum, the Vendor will include unit testing, component integration testing/functional testing, system integration testing and</p>

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Objective	How objective will be realized:
	<p>performance testing.</p> <p>The NAC will complete final user acceptance testing for which the Vendor will be required to provide support and resolve defects.</p>
<p>Data Conversion and Migration (Phase 1, 2 & 3)</p>	<p>The Vendor will propose an approach to the conversion of all data required for the end-to-end solution. This includes the conversion of at least one year of historical data from the current NAC Financial System as well as complete vendor and Customer records.</p> <p>To support the data conversion and migration activities, the NAC will work with the Vendor to provide the necessary data conversion to the final solution. The NAC will be responsible for:</p> <ol style="list-style-type: none"> 1. Identification of the records that must be converted in the current NAC Financial Solutions 2. Data cleansing of the records and data identified for conversion 3. Working with the Vendor to stage the data. <p>All other data conversion activities, such as mapping and loading the staged data into the final solution, will be within the scope of the Vendor's activities.</p>
<p>Solution Deployment (Phase 1, 2 & 3)</p>	<p>The Vendor's scope of activities is to address all solution deployment activities including solution dry-run cutovers, go-live cut-over and support through to post go-live stabilization/warranty period. This deployment approach will incorporate a stabilization over a quarterly period to demonstrate successful monthly and quarterly reporting and closure activities where NAC users will use the system in parallel with current production systems.</p>
<p>Organizational Change Management (Phase 1, 2 & 3)</p>	<p>To support Organizational Change Management activities the Vendor will work with the NAC to complete the following activities:</p> <ol style="list-style-type: none"> 1. Support the implementation of activities associated with the Organizational Change Management Plan. 1. Delivery of training to the NAC project team (including train the trainer training and training material) 2. Performing formal knowledge transfer in support of the Change Management Plan. 3. Transfer of knowledge necessary to operate, sustain, support, or maintain the solution. This knowledge will include information with respect to business processes, the

Objective	How objective will be realized:
	operation and maintenance of the proposed solutions, and the use of standardized methodologies for enterprise systems development.

2.3.4 Expected Benefits

The National Arts Centre expects to realize the following benefits from the implementation phase.

Benefit	Description
Simplified and standardized financial processes	An intuitive user interface that ensures all data is captured and data is only entered once.
Automated notification, assignment, and approval workflows	Improved and personalized tracking of workload to ensure that users are aware of assigned tasks, able to communicate the status of activities within the workflow and are enabled to focus efforts on value added tasks.
Timely and comprehensive support to decision makers	<p>The ability to conduct analysis using a common financial tool will provide organizational decision makers with near real-time information on Performances/Events, Projects, and other business activities.</p> <p>The ability to conduct analysis on data from the Financial System to improve future financial performance.</p>

2.4 Process Management & Documentation

Currently the NAC leverages MS Teams and SharePoint as a collaborative platform and for project management. It is the desire of the NAC to continue to use it as a common tool for document management, tracking of project documentation and deliverables.

2.5 Project Staffing

The NAC expects the Vendor to propose a project team that is appropriately scaled to the scope of the project. The Vendor is expected to propose named individuals with the requisite combination of knowledge, experience, skills, and credentials to successfully achieve the stated project objectives. The Vendor is to ensure the Core Team Structure fulfills the following:

- Adequate segregation of duties
- Impartial escalation in the project hierarchy
- Adequate and appropriate subject matter expertise is available
- Effective oversight and review of project deliverables

2.5.1 Core Team Structure

The proposed team structure is outlined below. Vendors are permitted to recommend alternative project roles/resourcing based on their prior experience or implementation methodology. The Core Team structure will be finalized based on the Vendor’s proposal and may vary slightly by individual project phase.

Not all NAC resources will be dedicated to the project full-time. The allocation of different project roles will vary depending on the project phase.

2.5.2 Key Project Roles and Responsibilities

The key roles and responsibilities with the project team are generally as follows:

Role	Key Responsibilities
Project Sponsor (NAC)	<ul style="list-style-type: none"> - Accountable for the overall success of the program - Confirm and assist NAC project manager and business owner with appropriate organizational support and resources to complete their role - Attends Steering Committee meetings to represent the NAC - Ensures NAC Business Owner, Project Manager and Vendor resources are adequately fulfilling their roles - Assist the NAC Project Manager and Business owner to resolve cross-functional business process decisions and resourcing requests - Stays abreast of project activities and decisions to quickly facilitate timely decisions escalated by the business owner and project manager - Acts as an escalation point for contractual or delivery issues that may impact project success
Project Sponsor (Vendor)	<ul style="list-style-type: none"> - Vendor designated Project Executive to whom NAC communications may be addressed and who has the authority to represent and commit the Vendor to all aspects of this agreement - Responsible for the overall delivery of Vendor services to NAC - Ensures adequate support and commitment from the Vendor organization - Coordinates with the NAC Project Sponsor to proactively address issues and escalated risks that could impact project success - Attends Steering Committee meetings to represent the Vendor - Will coordinate resolution of issues raised by the NAC Project Sponsor and, when necessary, escalate such issues within the Vendor organization - Will report to the NAC Project Sponsor any problems and issues

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Role	Key Responsibilities
	impacting supplier provision of the Services that require NAC attention
Business Owner (NAC)	<ul style="list-style-type: none"> - Responsible for project success from the NAC Finance Department perspective, ensuring the platform delivered meets the Business Requirements - Coordinates and works closely with the Project Managers (both NAC and Vendor) to deliver project activities - Defines and communicates clear and compelling business objectives and ensuring that objectives are obtained - Reviews and supports decisions made by functional team - Resolves issues escalated by functional team with respect to Business Requirements, process, strategy, and communications - Supports the planning, managing, controlling, and coordinating the activities of the NAC Team in accordance with the project plan - Responsible for gathering and validating the detail level requirements needed for system configuration - Identification and management of business team issues and risks - Promotes the integration of business processes, data, application, and technology into a unified solution - Coordinates input from NAC departments on decisions, processes, and solution design
Project Manager (NAC)	<ul style="list-style-type: none"> - Responsible for the delivery of project scope within the agreed upon schedule, quality, and budget - Responsible for the management of project risks and issues - Will work with the Vendor Project Manager to ensure effective development and management of the Project Schedule and critical path defined within it - Will manage and coordinate the day-to-day delivery of NAC Contributions and deliverables, including project activities of NAC core-team personnel - Responsible for escalating to the NAC Project Sponsor any issues impacting the ability to meet project commitments - Responsible for thorough and transparent Steering Committee updates on project status, issues, challenges, and risks - Maintains project communications through the project team - Ensures coordination/interaction among NAC technical and Vendor teams involved - Facilitates decisions escalated by the overall project team with respect to technical solutions, Vendor management and project

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Role	Key Responsibilities
	delivery and approach.
Project Manager (Vendor)	<ul style="list-style-type: none"> - In conjunction with the NAC Project Manager, provides Project Management services for the project and end-to-end solution. This includes the development and management of the overall Project Plan for the end-to-end solution - Will establish and maintain project communications through the project team on dependencies, milestones, and ongoing project work streams within the project for the entire end-to-end solution, including Reporting - Responsible for ensuring the Project is delivered on-time, on budget with the appropriate level of quality - Responsible for ensuring project issues and risks are actively managed and reported - Responsible for escalating to the Vendor Project Sponsor any issues impacting the ability to meet project commitments - Responsible for developing and managing the Project Schedule and critical path defined within it - Will work with the NAC Project Manager to coordinate activities and manage dependencies - Will work closely with the NAC to see that the solution is designed, developed, tested, and functions according to the requirements
Finance Subject Matter Experts (Vendor/NAC)	<ul style="list-style-type: none"> - Responsible for planning, managing, controlling, and coordinating the activities related to business analysis - Serves as the functional subject matter expert on financial management, controls, and best practices for the solution implementation - Responsible for gathering of detailed functional requirements needed for the detailed design and solution configuration - Promotes the integration of financial business processes, data, applications, and technology into a unified solution - Ensures that the solution implements the stated functional requirements with the appropriate level of testing and quality to meet exit criteria - In conjunction with the NAC team members, provides support and assistance in the creation of test plans, cases, and scenarios for System Integration
Technical Lead (NAC)	<ul style="list-style-type: none"> - Serves as the NAC lead subject matter expert for all technical elements related to the NAC

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Role	Key Responsibilities
	<ul style="list-style-type: none"> - Works with the joint project team to ensure that the solution aligns with NAC technology standards and requirements - Participates in the analysis and development of technical deliverables and solution components - Supports the provisioning of technology resources for the team - Works with the Vendor throughout the project for knowledge transfer related to the technical support of the solution after go-live. - Responsible for ensuring the effective implementation of non-functional (technology) requirements within the solution - Responsible to participate in the review and acceptance of technical deliverables - Responsible for identifying dependencies, risks and issues related to NAC technologies - Responsible for making recommendations to project leadership, monitoring progress of technical deliverables, and taking action as needed to ensure technical objectives are achieved
Technical Lead/Architect (Vendor)	<ul style="list-style-type: none"> - Responsible for the design of the System – including the prototypes, user interfaces and application components – according to the release plan outlined in this agreement - Serves as the lead subject matter expert for all technical elements of the solution and leads members of the Vendor team in the performance of iterative build activities - Responsible for ensuring the effective implementation of Business Requirements within the solution - Responsible for working with the team members to verify their understanding of the Business Requirements - Responsible for ensuring the application components have been reviewed and that proper feedback is provided - Responsible for identifying dependencies, risks and issues related to the application and making recommendations, monitoring, and acting as needed - Lead and/or participate in the analysis and development of architectural deliverables and solution components - Liaises with the NAC technology team on solution design, technical issues, risks and manages activities and schedules to account for cross dependencies
Organizational Readiness Champion	<ul style="list-style-type: none"> - Provide leadership and direction for project change management - Ensure that stakeholders are engaged throughout the project and understand and accept the solution

Role	Key Responsibilities
(NAC)	<ul style="list-style-type: none"> - Responsible for the change management activities related to the project, including NAC staff training on financial system operation - Drive the performance to ensure the NAC realizes the expected benefits of the financial system implementation and to minimize disruptions due to change
Other Roles	<ul style="list-style-type: none"> - The Vendor is expected to identify any additional roles that are necessary for the success of the initiative. These proposed roles are also to include an associated list of responsibilities. It is expected that provided resources defined above meet (or responsibilities of the roles will be adjusted to meet) the requirements for: <ul style="list-style-type: none"> • Business Analysis • Solution Build and Configuration activities • Data Architecture and Conversion • Quality Management and Testing • Change Management • Training

2.6 Out-of-Scope

The following aspects of the Financial Systems Renewal are not within the scope of the Vendor’s solution.

2.6.1 Business Process Outsourcing

Business process outsourcing is not in-scope. The transaction processing that is currently being run internally will remain as such.

2.6.2 Facilities

The NAC will provide a virtual workspace for the Vendor’s resources working on the project. This means that the NAC will provide the necessary access to virtual and physical infrastructure that is required to successfully implement the solution. The Vendor will provide the tools and equipment necessary for their resources to implement the proposed solution.

3. Project & Implementation Deliverables

The following project deliverables are expected to be completed as part of this project. These deliverables are aligned to the NAC delivery methodology. All deliverables are to be completed in English except for training material, which must be delivered in English and French.

The NAC will work collaboratively with the Vendor to complete the deliverables below. It is expected that the NAC will sign-off on the deliverables before they are considered in effect. Some of the deliverables below will be produced for each of the phases of the delivery.

Deliverable Title (Format)	Ownership	Description
Project Core Team Kick Off (Meeting/Sessions and Supporting Documentation)	Joint NAC and Vendor	Project Core Team Kick off presentations and sessions for Core Team and Extended Team which will include MS PowerPoint collateral and supporting documentation.
Project Team Orientation Session(s) (Meeting/Sessions and Supporting Documentation)	Joint NAC and Vendor	Session(s) to cover high level functionality overview, configuration approach, development methodology, key terminology and training of tools and activities to be used on the project. Following this session team members should have adequate knowledge of the solution function to support detailed design.
Implementation Approach	Vendor	The Implementation approach will describe how the Vendor plans to manage and control the project execution. It will include: <ul style="list-style-type: none"> • The anticipated phases • The WBS for the project and per phase (where appropriate) • The project schedule and milestones, • Acceptance criteria, • Project team resourcing, • Testing plan, • Scope change management process, • Project communications plan; and

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Deliverable Title (Format)	Ownership	Description
		<ul style="list-style-type: none"> • Risk and issue management process
Project Schedule	Vendor	<p>The Project Schedule includes tasks, activities, and dependencies for the entire end-to-end solution. The schedule is a living document that will contain all project milestones and deliverables and clearly specifies assigned resources from either the Vendor or the NAC.</p>
RACI (Responsible, Accountable, Consulted and Informed) Matrix	Joint NAC and Vendor	<p>The Vendor and NAC project managers will identify which roles are Responsible for which tasks and actions, who is Accountable, and, where appropriate, who needs to be Consulted or Informed.</p>
Status Reports	Vendor	<p>The Vendor and NAC Project managers will ensure standard and consistent contents and formatting for project and Steering Committee status reports.</p>
RAID (Risk, Actions, Issues and Decision) Log (MS SharePoint List)	Joint NAC and Vendor	<p>The Risk, Actions, Issues and Decision Log will leverage NAC MS Teams (SharePoint) to log, evaluate, monitor, control, and close project decisions, issues, actions and risks.</p>
Solution Environment Strategy Document	Vendor	<p>The Vendor will specify the required technical environments, and the required environment management strategy to effectively execute and deliver all phases of the project. The environment strategy is to consider the requirements to segregate project activities and to support the solution (e.g., Testing, Training, Production, etc.). The strategy document will also specify how the project will get delivered by specifying:</p> <ul style="list-style-type: none"> • The purpose of each environment/instance. • Data/configuration refresh strategy and frequency for each environment/instance.

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Deliverable Title (Format)	Ownership	Description
		<ul style="list-style-type: none"> • If the environment / instance is required for implementation, ongoing NAC operations, or both. • Any additional resource implications related to the environment (e.g., additional licensing, services levels or costs).
Organization Change Management Strategy and Plan	Vendor	The Change Management Strategy and Plan will detail the approach for NAC to transition stakeholders from the current financial system to the new financial system with the objective of having all stakeholders 'ready and able' to do work effectively and efficiently on Day 1 and beyond.
Training Strategy and Plan	Vendor	The Training Strategy and Plan will detail the approach to develop and deliver training to the right end users in the right format at the right time to support successful adoption of the new processes and solution by all end users.
Testing Strategy and Plan	Vendor	<p>The Test Strategy and Plan will guide the detailed planning, execution and control of project testing activities. The document will include:</p> <ul style="list-style-type: none"> • The approach to testing that is being taken, • test types and test levels, • high-level objectives, • assumptions used for planning purposes, • known risks and issues, • types and number of iterations of testing, • roles & responsibilities, • reporting on key testing metrics, • defect and issue categories and tracking, • defect and issue resolution process, • test cycle entry/exit criteria, and • mechanics of requirements traceability

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Deliverable Title (Format)	Ownership	Description
		<p>This document is expected to incorporate acceptance criteria between the Vendor and the NAC for different test phases/environments. This should include how and where user-acceptance testing will be conducted, the scope of the tests, required roles and responsibilities, timeline, and the NAC sign-off process.</p>
Deployment Strategy and Plan	Vendor	<p>The Vendor will draft a deployment plan explaining the strategy followed for deploying the solution to all agreed upon environments, how changes will be promoted from one environment to the next, data migration and conversion plans and Go Live plans.</p> <p>The plan will include the Go Live or Dry Run criteria, checklist clarifying the steps to prepare for Go Live, execute the cutover to production and initial production testing required.</p>
Detailed System Requirements	Vendor	<p>The detailed Business Requirements facilitate the effort required to design, build, test, and implement business processes.</p> <p>Working with business subject matter experts, the project team will acquire an understanding of the new or impacted business processes by documenting detailed Business Requirements that will be used to design the end-to-end solution.</p> <p>The system requirements will include traceability to the Business Requirements.</p>
Application Configuration Documentation	Vendor	<p>The Configuration Document outlines the various settings which will enable the transactions to be executed according to Business Requirements and the process design. This document will be updated to reflect the actual configuration. Additional configuration documents will be created for new</p>

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Deliverable Title (Format)	Ownership	Description
		modules or functionality.
Technical Configuration Documentation	Vendor	The Configuration Document outlines the various settings which will enable the physical and virtual infrastructure that is associated with the solution. This document will reflect the actual configuration of the solution at the final solution is accepted by the NAC
Security Configuration Document	Vendor	<p>The Security Configuration document is to provide the following:</p> <ul style="list-style-type: none"> • Users/Groups • Roles • Security Profiles (Users to Profiles) • Access Profiles (Rights granted to role)
Solution Architecture Design	Vendor	The Solution Architecture documentation contains details of the design and structure of the solution. It contains implementation/configuration-level details that will identify the various logical elements and their function within the solution.
Test Scripts	Vendor	<p>Test Scripts aligns with Business Requirements and will be traced back to these requirements. These test scripts will focus on testing the functionalities driven by the settings configured per the Configuration Documents.</p> <p>All test scripts that will be developed by the Vendor and will be reviewed with the NAC to make sure they align to the user acceptance test scripts.</p>
Vendor Test Results & Compliance evidence	Vendor	The results of all testing activities (Unit, Functional, Performance, Integration, Usability, Accessibility) and compliance evidence will be communicated to the NAC. Overall responsibility for this segment will be with the Vendor, but NAC team members will

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Deliverable Title (Format)	Ownership	Description
		participate to facilitate knowledge transfer.
User Acceptance Test Results	Joint NAC and Vendor	<p>The User Acceptance Test Results contain the complete results of the user-driven process of testing the business functions and processes. The results demonstrate pass/fail by test case and business requirement. The results demonstrate whether the exit criteria for the testing phase have been achieved or not.</p> <p>Learnings from the completed testing will be applied, and data conversions will be included. The outcomes of this testing will inform necessary changes to the step-by-step implementation plan.</p> <p>Responsibility to complete the UAT test will be with the NAC with the Vendor providing support and ensuring knowledge transfer is complete.</p>
Production Deployment	Vendor	<p>The Vendor will be responsible for production deployment and Go Live activities. Following a decision resulting from a Go/No Go evaluation, the Vendor will follow the steps outlined in the deployment plan to launch the solution.</p> <p>After completing the steps and tests necessary, a Summary report of the results from data conversion and cutover testing will be provided to the NAC.</p> <p>The results will demonstrate the exit criteria for the testing phase have been achieved with the request for the NAC to sign-off and launch the application in a dry run or production mode.</p>
End-User Training Material	Joint NAC and Vendor	The End-User Training Material. This material will be used by the Vendor to train SMEs and trainers in the NAC and will be later used by NAC trainers to train the wider community of users as needed.

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Deliverable Title (Format)	Ownership	Description
Deliver 'Train the Trainer' Training	Vendor	The Vendor will deliver Train the Trainer training to NAC Trainers who will be conducting end-user training. The training will be provided in both English and French, wherever possible. The Vendor will be responsible for training program development and the provision of course materials.
Stabilization Phase	Joint NAC and Vendor	The Vendor will provide sufficient resources to support an initial limited release of the system to NAC end users who have been trained in the use of the system. The Vendor will be responsible for providing technical support during the stabilization period. It is expected that the solution will go into a stabilization phase following the launch of each of the phases.
Project Closure Report	Vendor	<p>The Project Closure Report shall be delivered after all Deliverables have been approved by NAC within 30 calendar days following the project end date.</p> <p>The Stabilization Phase exit criteria must be met and all deliverables for the total project are completed, approved, and posted in SharePoint.</p>