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› [Policy on the Planning and Management of Investments](#)

# Policy on the Planning and Management of Investments

## Note to reader

The requirements in the amended *Policy on the Planning and Management of Investments* take effect on May 13, 2021 and replace the following instruments:

- *Contracting Policy*
- *Policy on Decision Making in Limiting Contractor Liability in Crown Procurement Contracts*
- *Policy on Management of Materiel*
- *Policy on Management of Real Property*
- *Directive on the Sale or Transfer of Surplus Real Property*

## 1. Effective date

1.1 This policy was amended and takes effect on May 13, 2021.

1.2 This policy replaces the following Treasury Board policy instruments:

- *Contracting Policy* (April 11, 2019)
- *Policy Framework for the Management of Assets and Acquired Services* (November 1, 2006)

- Policy on Decision Making in Limiting Contractor Liability in Crown Procurement Contracts (September 1, 2013)
- Policy on Investment Planning: Assets and Acquired Services (December 10, 2009)
- Policy on Management of Materiel (November 1, 2006)
- Policy on the Management of Projects (December 10, 2009)
- Policy on Management of Real Property (November 1, 2006)
- Policy on the Planning and Management of Investments (April 11, 2019)
- Procurement Review Policy
- Directive on the Sale or Transfer of Surplus Real Property (November 1, 2006)

- 1.3 The requirement of subsection 4.1.6 will come into effect on April 11, 2021.
- 1.4 The requirement to designate a senior official or senior officials in the areas of procurement, real property and materiel management, found in subsection 4.1.1 of this policy, will come into effect on May 13, 2021.
- 1.5 The requirements of subsections 4.1.17, 4.1.18 (including subsections starting with 4.1.18), 4.1.19, 4.1.20, 4.1.21, 4.1.22, 4.1.23, 4.1.24, 4.1.25 and 4.1.26 will come into effect on May 13, 2021.
- 1.6 Projects approved under the rescinded Policy on the Management of Projects or the rescinded Project Approval Policy will be automatically transitioned to the Policy on the Planning and Management of Investments and the Directive on the Management of Projects and Programmes in keeping with a timetable set by the Comptroller General of Canada.

## 2. Authorities

- 2.1 This policy is issued pursuant to the following:
- section 7 and subsections 9(1.1), 9(2) and 149(1) of the Financial Administration Act
  - subsection 16(4) of the Federal Real Property and Federal Immovables Act
  - section 31 of the Public Service Employment Act
- 2.2 The Treasury Board has delegated to the President of the Treasury Board the authority to issue, amend and rescind directives that are related to this policy.
- 2.3 The Treasury Board has delegated to the Comptroller General of Canada the authority to issue, amend and rescind appendices of this policy and related directives, with the exception of Appendix A: Contracting Approvals of the Directive on the Management of Procurement.

## 3. Objectives and expected results

- 3.1 The objective of this policy is that the Government of Canada has the necessary assets and services in place to support program delivery to Canadians.
- 3.2 The expected results of this policy are as follows:
- 3.2.1 Assets and services are well managed;
  - 3.2.2 Decisions are based on an assessment of full life-cycle costs and demonstrate best value and sound stewardship;

- 3.2.3 Governance and oversight are effective;
- 3.2.4 Integrated and collaborative practices are in place; and
- 3.2.5 The workforce has the required knowledge, experience and skills.

## 4. Requirements

- 4.1 Deputy heads are responsible for the following:
  - 4.1.1 Designating a senior official or senior officials who are responsible for supporting the deputy head's accountability for all requirements under this policy, including the capacity, competency, and knowledge of the department's workforce in project and programme management, procurement, real property, and materiel management;
  - 4.1.2 Ensuring that the department's processes, systems and controls for the planning and management of investments:
    - 4.1.2.1. Are commensurate with the level of risk and complexity of the investment decisions;
    - 4.1.2.2. Enable effective life-cycle management;
    - 4.1.2.3. Integrate input and include an effective internal challenge from the department's functions for project and programme management, procurement, real property, materiel management, information technology, finance,

human resources, security, and legal services;  
and

4.1.2.4. Are fair, open and transparent;

4.1.3 Ensuring that investment decisions:

4.1.3.1. Are aligned with results as set out in the  
Departmental Results Framework;

4.1.3.2. Consider areas of significant risk in achieving  
departmental objectives;

4.1.3.3. Are documented and communicated across the  
department;

4.1.3.4. Are informed by timely and accurate performance  
information;

4.1.3.5. Demonstrate best value and sound stewardship,  
taking into account the life-cycle costs of assets  
and services;

4.1.3.6. Uphold the obligations of the Crown with respect  
to Indigenous peoples;

4.1.3.7. Demonstrate strategic consideration of market  
conditions and alternative and innovative  
approaches to procurement;

4.1.3.8. Consider inputs from project and programme  
management, procurement, real property,

materiel management, and other applicable internal and external stakeholders;

4.1.3.9. Consider opportunities to advance government socio-economic and environmental objectives, such as accessibility and reducing greenhouse gas emissions; and

4.1.3.10. Leverage opportunities for interdepartmental collaboration, including government-wide portfolio solutions;

4.1.4 Ensuring that information is available to:

4.1.4.1. Enable performance measurement and reporting, both within the department and government-wide, related to the state and management of investments; and

4.1.4.2. Support planning, budgeting and accounting for allocating resources;

4.1.5 Approving an investment plan that:

4.1.5.1. Documents the department's priorities, strategies and planned investments for the upcoming five years, including a list of planned and approved projects and programmes of \$2.5 million or greater and the associated procurement plans, strategies or options for each;

- 4.1.5.2. Meets the operational requirements of the department within existing reference levels and confirmed sources of funds; and
- 4.1.5.3. Is submitted every three years to the Treasury Board of Canada Secretariat (TBS) in accordance with Appendix A: Mandatory Procedures for Investment Plans;
- 4.1.6 Submitting to TBS annually an updated list of planned projects and programmes for the upcoming five years, with the associated procurement plans, strategies or options for each, and the criteria used for prioritizing the projects and programmes included in the list; and
- 4.1.7 Ensuring that concept cases for digital investments are completed in keeping with Appendix B: Mandatory Procedures for Concept Cases for Digitally Enabled Projects;

### **Approval authorities**

- 4.1.8 When Treasury Board authority is required, ensuring that no action is taken with respect to planned investments without the required authorities in place, including:
  - 4.1.8.1 Projects when the assessed level of complexity and risk exceeds the assessed department capacity class of the sponsoring minister as outlined in Appendix C: Project Approval Limits of the Directive on the Management of Projects and Programmes;
  - 4.1.8.2 All programmes;

- 4.1.8.3 Procurements of goods, services or construction that exceed limits in Appendix A: Contracting Approvals of the Directive on the Management of Procurement; and
- 4.1.8.4 Real property transactions that exceed limits in the Transaction Approval Limits and Conditions for the Acquisition or Disposition of Real Property;

## Function-specific requirements

### Project and programme management

#### Project and programme approval authority limits

- 4.1.9 Ensuring that when a department is seeking project approval authority above the \$2.5 million limit:
  - 4.1.9.1. The department's capacity to manage projects and programmes is accurately assessed using the Organizational Project Management Capacity Assessment Tool; and
  - 4.1.9.2. The resulting capacity class is submitted for the Treasury Board's consideration at least once every three years, normally as part of the consideration of the department's investment plan;

#### Project and programme governance

- 4.1.10 Ensuring that the governance of all projects and programmes:



- 4.1.10.1. Is proportionate to the project's or programme's materiality, needs, complexity, risk and scope;
- 4.1.10.2. Provides for effective and timely decision-making, communication, control and oversight;
- 4.1.10.3. Is supported by appropriate structures and processes such as committees, quality assurance and the use of independent reviews; and
- 4.1.10.4. Includes processes to ensure decisions that:
  - 4.1.10.4.1. Take into account the interests of key stakeholders;
  - 4.1.10.4.2. Reflect, where appropriate, input from functional experts;
  - 4.1.10.4.3. Focus on achieving business outcomes and benefits; and
  - 4.1.10.4.4. Are documented and communicated to key stakeholders;
- 4.1.11 Ensuring that, for enterprise projects and programmes:
  - 4.1.11.1. Key stakeholders are provided with an opportunity to participate in the governance;
  - 4.1.11.2. A governance committee structure is established that includes a Senior Board consisting of participating deputy heads, an assistant deputy

minister or equivalent committee, and a director general committee; and

- 4.1.11.3. Deputy heads who are members of the Senior Board sign off on the project and programme sponsor appointment letter;

#### Project and programme sponsors

- 4.1.12 Ensuring that all projects and programmes have a sponsor who is:
  - 4.1.12.1. Designated at the outset of the planning phase;
  - 4.1.12.2. The single point of accountability; and
  - 4.1.12.3. At the appropriate management level to be accountable for successful implementation of the project or programme;
- 4.1.13 Appointing an assistant deputy minister or equivalent as the sponsor for:
  - 4.1.13.1. All projects that have a project complexity and risk assessment level of 4;
  - 4.1.13.2. All digitally enabled projects that have a project complexity and risk assessment level of 3 or 4; and
  - 4.1.13.3. All programmes;
- 4.1.14 Signing appointment letters that document the responsibilities and authorities of the sponsor for:

- 4.1.14.1 All projects that have a project complexity and risk assessment of 4;
  - 4.1.14.2 Projects over \$100 million that have a project complexity and risk assessment of 3; and
  - 4.1.14.3 All programmes;
- 4.1.15 Ensuring that the sponsor for all digitally enabled projects or programmes that have a project complexity and risk assessment level of 3 or 4 is either the business owner or a delegated representative of the business owner;

### **Procurement**

- 4.1.16 Ensuring that government-wide policies and programs that leverage procurement to achieve socio-economic and environmental policy objectives obtain Treasury Board approval before being implemented, and that performance of those approved policies and programs are measured;

### **Real property and materiel**

- 4.1.17 Acquiring and administering real property and materiel only in support of their mandated programs;
- 4.1.18 Ensuring that real property and materiel are managed using a life-cycle approach that:
- 4.1.18.1 Bases investment decisions on real property portfolio strategies and materiel strategies;
  - 4.1.18.2 Reduces greenhouse gas emissions and is consistent with the principles of sustainable

development;

- 4.1.18.3 Respects their heritage value;
- 4.1.18.4 Minimizes the risk of damage or loss;
- 4.1.18.5 Safeguards controlled goods;
- 4.1.18.6 Ensures that they are accessible and barrier-free unless reasonably not required;
- 4.1.18.7 Optimizes best value, including socio-economic and environmental considerations; and
- 4.1.18.8 Optimizes their useful life through adequate maintenance and reinvestment;
- 4.1.19 Ensuring disposal or divestment of real property and materiel that no longer support program requirements;
- 4.1.20 Ensuring that costs and risks are minimized for underutilized and surplus real property and materiel, and when disposal or divestment is not possible;
- 4.1.21 Ensuring that due diligence is undertaken in the acquisition and disposal or divestment of real property and materiel;
- 4.1.22 Justifying the consideration received or given by the government in relation to the market value determined according to Appendix B: Mandatory Procedures for Appraisals and Estimates of the Directive on the Management of Real Property;

- 4.1.23 Obtaining ministerial approval to acquire or dispose of real property when it is inappropriate or not in the public interest to have an open solicitation of offers;
  - 4.1.24 Seeking ministerial approval for the sale of materiel that is being sold or donated at less than market value or to a limited market, unless this approval has been delegated by the Minister to the deputy head;
  - 4.1.25 Ensuring that the proceeds of sale are sought only when reporting requirements outlined in Appendix C: Mandatory Procedures for Reporting of the Directive on the Management of Real Property are satisfied; and
  - 4.1.26 Investing the proceeds of sale of real property, when accessed, in real property.
- 4.2 The Secretary of the Treasury Board is responsible for establishing and documenting processes for TBS's review of investment plans.
- 4.3 The Comptroller General of Canada is responsible for the following:
- 4.3.1 Providing government-wide leadership and supporting the professional development of the communities for investment planning, project management, procurement, real property, and materiel management;
  - 4.3.2 Providing guidance and recommending corrective action regarding the following:
    - 4.3.2.1. Compliance with this policy and its supporting instruments;

- 4.3.2.2. Performance of the functions involved in investment planning and management within departments; and
      - 4.3.2.3. The investment planning and management functions across government;
    - 4.3.3 Ensuring that there are opportunities to review and align Treasury Board-approved programs that leverage procurement for socio-economic and environmental policy objectives; and
    - 4.3.4 Providing opportunities for sharing best practices and lessons learned government-wide;
  - 4.4 The Chief Information Officer of the Government of Canada is responsible for reviewing and endorsing concept cases for digital investments that have been submitted as required by Appendix B: Mandatory Procedures for Concept Cases for Digitally Enabled Projects.

## 5. Roles of other government organizations

- 5.1 Roles of other departments related to procurement, real property and materiel management are identified in supporting directives.

## 6. Application

- 6.1 This policy and its supporting instruments apply to all departments, as defined in section 2 of the *Financial Administration Act* except those

included within the meaning of paragraph (c), unless otherwise excluded by other acts, regulations or orders in council.

- 6.2 This policy does not apply to activities, initiatives or projects or programmes funded by the Government of Canada using transfer payments.

### **Agents of Parliament:**

- 6.3 The following organizations are considered agents of Parliament for the purposes of the policy, and are solely responsible for monitoring and ensuring compliance with the policy within their organizations, and for responding to cases of non-compliance in accordance with any Treasury Board instruments that address the management of compliance:
- Office of the Auditor General of Canada
  - Office of the Chief Electoral Officer
  - Office of the Commissioner of Lobbying of Canada
  - Office of the Commissioner of Official Languages
  - Office of the Information Commissioner of Canada
  - Office of the Privacy Commissioner of Canada
  - Office of the Public Sector Integrity Commissioner of Canada
- 6.3.1 For greater certainty, the definition of “project” does not include the performance of audits, investigations, or other statutory mandate activities of agents of Parliament; and
- 6.3.2 The following sections of this policy do not apply to agents of Parliament:
- subsection 4.1.7

- subsection 4.1.8, including 4.1.8.1, 4.1.8.2, 4.1.8.3 and 4.1.8.4
- subsection 4.1.9, including 4.1.9.1 and 4.1.9.2
- subsection 4.1.16
- subsection 4.3.2, including 4.3.2.1, 4.3.2.2, and 4.3.2.3
- section 7, including subsection 7.1
- Appendix A: Mandatory Procedures for Investment Plans, subsections A.1.2.7, and A.1.3 including A.1.3.1, A.1.3.2 and A.1.3.3
- Appendix B: Mandatory Procedures for Concept Cases for Digitally Enabled Projects, subsection B.1.4, including B.1.4.1 and B.1.4.2

6.4 Subsections 4.1.5.3 and 4.1.6 of this policy do not apply to small departments and agencies.

### **Small departments and agencies**

- 6.4.1 For the purposes of this policy, small departments and agencies are defined as organizations that have reference levels that include revenues credited to the vote of less than \$300 million per year or that have been, for the purposes of this policy, designated as small departments or agencies by the President of the Treasury Board on the recommendation of the Secretary of the Treasury Board; and
- 6.4.2 Organizations whose reference levels change so as to bring them above or below the \$300 million threshold will not be redefined as large or small departments or agencies unless their reference levels remain above or below the threshold



for three consecutive years, to allow for stability and transition, unless otherwise determined by the President of the Treasury Board upon the recommendation of the Secretary of the Treasury Board;

- 6.5 The requirements of subsection 4.1.9 and its related subsections apply to departments seeking a project approval authority limit greater than \$2.5 million; and
- 6.6 For interpretation of this policy and the related *Directive on the Management of Real Property*, mandatory procedures, and standards in the province of Quebec, “real property” means “immovable” within the meaning of civil law of the province of Quebec and includes the rights of a lessee in respect of such an immovable.

## 7. Consequences of non-compliance

- 7.1 For an outline of the consequences of non-compliance, refer to the *Framework for the Management of Compliance* (Appendix C: Consequences for Institutions and Appendix D: Consequences for Individuals).

## 8. References

- 8.1 Legislation
- *Access to Information Act*
  - *Accessible Canada Act*
  - *Alternative Fuels Act*
  - *Canadian Human Rights Act*
  - *Constitution Act, 1982*

- *Cultural Property Export and Import Act*
- *Defence Production Act*
- *Department of Public Works and Government Services Act*
- *Employment Equity Act*
- *Export and Import Permits Act*
- *Federal Accountability Act*
- *Federal Real Property and Federal Immovables Act*
- *Federal Sustainable Development Act*
- *Financial Administration Act*
- *Income Tax Act*
- *Indian Act*
- *Oceans Act*
- *Official Languages Act*
- *Privacy Act*
- *Shared Services Canada Act*
- *Special Economic Measures Act*
- *Surplus Crown Assets Act*
- *United Nations Act*
- *Federal Real Property and Federal Immovables Regulations*
- *Government Contracts Regulations*

## 8.2 Related policy instruments

- *Policy on Financial Management*
- *Policy on Government Security*
- *Policy on Green Procurement*
- *Policy on Internal Audit*
- *Policy on Results*
- *Policy on Service and Digital*
- *Policy on Transfer Payments*

- *Directive on Government Contracts, Including Real Property Leases, in the Nunavut Settlement Area*
- *Directive on the Management of Procurement*
- *Directive on the Management of Projects and Programmes*
- *Directive on the Management of Real Property*
- *Directive on the Management of Materiel*

## 9. Enquiries

9.1 For interpretation of any aspect of this policy, contact Treasury Board of Canada Secretariat Public Enquiries.

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# Appendix A: Mandatory Procedures for Investment Plans

## A.1 Procedures

A.1.1 These procedures provide details on the requirements set out in subsection 4.1.5 of the *Policy on the Planning and Management of Investments*.

A.1.2 The department's investment plan must:

A.1.2.1 Demonstrate the existence of an investment management framework to direct the prioritization, planning, acquisition, use and maintenance, and disposal or divestment of real property, materiel, and information technology assets and services;

- A.1.2.2 Be consistent with strategic government-wide initiatives; align with departmental strategic planning, including the departmental results framework established pursuant to the Policy on Results; and be responsive to current and future program requirements;
- A.1.2.3 Include procurement information that demonstrates consideration of market conditions, supplier feedback, the duration or renewals of contracts, the recommended procurement approach, any potential for single compliant bidders or serial incumbents, any key risks, Indigenous procurement, and any additional socio-economic and environmental public procurement priorities;
- A.1.2.4 Provide a summary of the department's capacity for project and programme management and procurement, and for managing real property, materiel, and information technology assets and services, including identification of specific capacity issues;
- A.1.2.5 Provide an assessment of previously planned investments against intended results, including an overview of lessons learned, challenges to and opportunities for improving elements of the investment planning framework, and organizational planning and resourcing capacity;

- A.1.2.6 Describe departmental investment priorities, prioritization criteria, and planned spending on real property, materiel, and information technology assets and services for the upcoming five years;
  - A.1.2.7 Include sufficient information on planned projects and procurements to support an informed decision by the Treasury Board as to which projects and procurements would warrant its consideration; and
  - A.1.2.8 Include performance and risk management plans to identify and address areas of greatest risk in achieving departmental results, and identify and address significant gaps in investment performance.
- A.1.3 As part of the development of the investment plan:
- A.1.3.1 The Treasury Board of Canada Secretariat (TBS) is consulted in determining which investments to highlight in the departmental investment plan;
  - A.1.3.2 TBS is advised, in a timely manner, of any significant deviations from the departmental investment plan. Following consultations with TBS, if requested, the departmental investment plan is to be revised and submitted to TBS; and
  - A.1.3.3 If requested by TBS, the departmental investment plan is to be submitted to Treasury Board for

approval. The Treasury Board's decision to approve will be based on several factors, including:

- A.1.3.3.1 The significance and risk of a department's planned investments;
- A.1.3.3.2 The department's management performance as determined through appropriate management accountability mechanisms and other monitoring activities; and
- A.1.3.3.3 The magnitude of changes in planned investments or capacity to deliver.

## Appendix B: Mandatory Procedures for Concept Cases for Digitally Enabled Projects

### B.1 Procedures

- B.1.1 These procedures provide details on the requirements set out in subsection 4.1.7 of the *Policy on the Planning and Management of Investments*.
- B.1.2 These procedures apply to all potential investments in Government of Canada digitally enabled projects for which the department is willing to invest a minimum of the following amounts in order to address a problem or take advantage of an opportunity :

- B.1.2.1 \$2.5 million for departments that do not have an approved Organizational Project Management Capacity Class or that have an approved Organizational Project Management Capacity Class of 1;
- B.1.2.2 \$5 million for departments that have an approved Organizational Project Management Capacity Class of 2;
- B.1.2.3 \$10 million for departments that have an approved Organizational Project Management Capacity Class of 3;
- B.1.2.4 \$15 million for National Defence; and
- B.1.2.5 \$25 million for departments that have an approved Organizational Project Management Capacity Class of 4.

### **Preparing and submitting the concept case**

- B.1.3 The deputy head is responsible for ensuring that a concept case is prepared in accordance with the Concept Case Template and approved by the business owner (assistant deputy minister level or above).
- B.1.4 The business owner is responsible for:
  - B.1.4.1 Ensuring that the concept case is reviewed by the appropriate departmental investment oversight body to confirm that it merits inclusion in the departmental investment plan; and

B.1.4.2 Approving and submitting the concept case to the Treasury Board of Canada Secretariat for review by the Chief Information Officer of the Government of Canada.

B.1.5 For concept cases that may result in a joint or enterprise digitally enabled project or programme, the initiative lead is designated as the business owner and, as such, is responsible for providing the concept case on behalf of all implicated departments.

## Appendix C: Definitions

### **access (accès)**

With respect to controlled goods, the capacity to examine, possess or transfer controlled goods.

### **acquisition (acquisition)**

A transaction that adds assets or services to a department's or Government of Canada's program or service delivery capabilities by: purchase; lease; acceptance of a surrender or resiliation of a lease; licence; exchange; acceptance of a gift, devise, or legacy; easement; acceptance of a relinquishment of an easement or by abandonment of a servitude; expropriation; transfer of administration from another department or agent Crown Corporation; or a transfer of administration and control from the provincial Crown.

### **advance contract award notice (préavis d'adjudication de contrat)**

A notice posted on the Government of Canada-approved electronic tendering system for a minimum of 15 calendar days to notify suppliers that a department intends to award a good, service or construction contract to a pre-identified supplier and that the department is willing to consider an alternative, qualified supplier.



**appointment letter (lettre de nomination)**

A letter that sets out responsibilities of the project or programme sponsor, including:

- Delivering an output that respects the identified and agreed to capabilities of the project or programme;
- Making decisions so as not to disadvantage the realization of intended outcomes and benefits of the project or programme;
- Exercising effective governance, including comprehensive engagement of stakeholders, timely decisions, and appropriate escalation of issues; and
- Honest and transparent reporting of project status, issues and risks.

**appraisal (évaluation)**

An adequately supported written opinion of the market value of the real property as of a specific date that evaluates the real property rights, interests or benefits involved according to accepted appraisal practices, undertaken by a recognized professional.

**archaeological site (site archéologique)**

A place or area where the significance of the tangible evidence of past human activity is located in situ on, below or above ground or on lands under water as determined by a qualified archaeologist using archaeological research methods.

**assets (actifs)**

Tangible and intangible items of value, excluding money or records, that have an expected life beyond one year, whether they are Crown-owned, leased or accessed through other arrangements.

**benefit (avantage)**

A measurable improvement that contributes to departmental objectives, including strategic objectives.

**best value (optimisation des ressources)**

The extent to which a solution or investment achieves the optimal balance of resource expenditure and realization of outcomes, including socio-economic and environmental returns, throughout the asset or service life cycle. For acquisitions, the lowest price is not always representative of best value.

**bid (soumission)**

A proposal, quotation or tender submitted in response to a solicitation.

**bidder (soumissionnaire)**

A legal entity, person, joint venture or company that has submitted a bid in response to a solicitation.

**business owner (propriétaire fonctionnel)**

An individual who is responsible for the business or program area for which the project, procurement or programme is established. The business owner is responsible for:

- Defining the required capabilities, intended business outcomes, and benefits of a project, procurement or programme at its outset; and
- The achievement of the business outcomes and benefits following implementation.

**climate resiliency (résilience climatique)**

The capacity of structures to support operations in the context of climate change.

**commercial vehicle (véhicule commercial)**

On-road passenger and cargo-carrying vehicles with a gross vehicle weight rating (GVWR) of 4,536 kg (10,001 lb.) and above, including but not limited to, straight trucks (such as van body trucks, dump trucks and flatbed trucks), highway tractors (semis) and buses used to transport more than 15 passengers, including the driver.

**commodity grouping (groupe de produits)**

A collection of frequently bought commodities, each of which is managed as a standard group with its associated risk assessment, financial caps and

clauses.

**common service provider (fournisseur de services communs)**

A department or organization, including a special operating agency, designated by Cabinet decisions, law or policy as a central supplier of designated services to support the requirements of other departments.

**competitive contract (contrat concurrentiel)**

A contract that is entered into by soliciting more than one bid.

**competitive procurement (approvisionnement concurrentiel)**

The solicitation of bids from more than one supplier.

**complex procurement (approvisionnement complexe)**

A procurement that involves some level of complexity, such as:

- being a component of a project;
- being meant for government-wide or enterprise usage or having horizontal implications;
- including components that are public-facing, transformational, or that have a high level of uncertainty.

**concept case (cas conceptuel)**

An examination of a business problem or opportunity for which a digitally enabled project may be established and that includes a description of the conceptual future state and intended outcome or outcomes that are expected to result from the investment.

**conservation (conservation)**

Any action or process that is aimed at safeguarding the character-defining elements of a property so as to retain its heritage value and extend its physical life. This may involve preservation, rehabilitation, restoration or a combination of these actions or processes.

**contaminated site (site contamin  )**

A site at which substances occur in the environment at concentrations that:  
(1) are above background levels and pose, or are likely to pose, an

immediate or long-term hazard to human health or the environment; or (2) exceed the levels specified in policies and regulations. A real property may have more than one contaminated site.

**contract (contrat)**

A binding agreement entered into by a contracting authority and a contractor to procure a good, service or construction.

**contract value (valeur du contrat)**

The total amount in Canadian dollars to be paid under a contract or contractual arrangement, including:

- the price of the goods, services or construction to be delivered over the term, including all options and amendments;
- all disbursements and other related costs charged by a contractor or entity (including travel, shipping, overhead, profit, administration, tools and materials, fees, etc.); and
- all applicable taxes (including any non-recoverable tax paid to a foreign government and any value added tax paid to a government in Canada).

**contracting authority (autorité contractante)**

A person who has delegated contracting authority to enter into a contract or contractual arrangement on behalf of a department or agency.

**contractor (entrepreneur)**

A legal entity, person, joint venture or company that has entered into a contract to provide goods, services or construction.

**contractual arrangement (entente contractuelle)**

A written arrangement to procure goods, services, or construction, for payment or other appropriate consideration, that is subject to Treasury Board contracting limits, and that is signed by a contracting authority and a representative of one or more government entities, countries or international organizations, or other public entities.

**controlled goods (marchandises contrôlées)**

Goods, including components and their associated technologies (for example, blueprints, technical specifications), that primarily have a military or national security significance, including “defense articles” that are controlled by the United States International Traffic in Arms Regulations (ITAR). The Controlled Goods List contained in the Schedule to the Defence Production Act details the specific controlled goods that are domestically controlled.

**custodian (gardien)**

A department whose minister has responsibility for the administration of real property for the purposes of that department.

**digitally enabled project (projet numérique)**

A set of business change activities that result in the transformation of business processes and/or new or revised models of operation or service, and for which the use of information or digital technologies is critical to obtaining the business outcome.

**disposal (disposition)**

The removal of an asset from a department’s holdings.

In the context of real property, a transaction that alienates real property from a department’s inventory by sale, lease, surrender or resiliation of a lease, licence, exchange, gift, easement, relinquishment of an easement, abandonment of servitude, transfer of administration to another department or an agent Crown corporation, or transfer of administration and control to the provincial Crown.

**divestment (dessaisissement)**

Also called **divestiture**, divestment is the disposal of materiel, including controlled goods, in any of a variety of ways through transfer, donation, trade-in, sale, recycling, full demilitarization, or conversion to waste.

**donation (don)**

The provision by contribution, gift or bequest by a person, group or organization of funds, goods, facilities or services without cost to the

recipient. The contribution is made without expectation of any benefit in return (other than public acknowledgement, if agreed to by both parties, and a tax receipt if applicable). Recipients may include other levels of government, Indigenous organizations, other national governments, or charitable organizations.

**enterprise project or programme (projet ou programme de projets organisationnel)**

A project or programme where the output is a common solution that is to be adopted by multiple departments.

**environmental condition (condition environnementale)**

A measure that assesses the state of the environment on and around the real property, relative to its intended use, by identifying the presence or potential presence of any hazardous substances or petroleum products on or in the air, building materials, soil, groundwater and sediment, if any.

**environmental performance (rendement environnemental)**

A measure that assesses the real property's compliance with applicable regulations relative to its intended use and environmental impacts, including energy use, waste management, water consumption, greenhouse gas emissions, and release of other pollutants.

**estimate (estimation)**

An opinion, judgment or calculation of the market value of real property, in writing as of a specific date that evaluates the real property right, interests or benefits involved and provides sufficient information and analysis to support the conclusion. An estimate must be undertaken by a person who is experienced in real estate, established in a real estate-related business (such as appraisal, brokerage or, banking), or employed in the federal public service with appropriate competencies.

**evaluation criteria (critères d'évaluation)**

In the context of procurement, a benchmark, standard or yardstick against which the accomplishment, conformance, performance and suitability of a

person, alternative, activity, product or plan is measured to select the best supplier. Criteria may be qualitative or quantitative in nature.

**examine (examiner)**

For the purposes of this policy and its associated directives, for controlled goods, to consider in detail or make subject to an analysis in order to discover essential features or meaning.

**expected life (durée de vie prévue)**

The estimated time that an asset can be expected to contribute to operations once it is installed or in use and assuming routine maintenance is practised.

**fair (équitable)**

In real or potential transactions, treating all parties without discrimination or favouritism while conforming to established rules.

**federal heritage property (bien patrimonial fédéral)**

Property that is a UNESCO World Heritage site, national historic site, federal heritage building, heritage lighthouse, or heritage railway station on federal lands. It can include an Indigenous heritage site, a cultural landscape, an archaeological site, an engineering work or other place that has been formally recognized for its heritage value.

**financial cap (plafond financier)**

In the context of limitation of liability, the maximum amount or amounts specified in the contract for which a contractor can be liable to the Crown.

**financial performance (rendement financier)**

A performance measure that assesses the cost of operating and maintaining an asset relative to established financial standards or targets.

**first party (première partie)**

In the context of limitation of liability, in a contract, the party that is the Crown or the contractor.

**fleet (parc automobile)**

For the purposes of this policy and its associated directives, a group of vehicles owned or leased by a department, agency or other government organization.

**fleet card (carte de parc automobile)**

A card provided by a private sector contractor for fleet management support services to be used for the purchase of fuel, operation and maintenance expenses related to government vehicles, including charging batteries in electric vehicles, where feasible.

**former public servant (ancien fonctionnaire)**

A former employee of a department or agency as defined in the Financial Administration Act, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police.

**full demilitarization (demilitarisation complète)**

For controlled goods, means an action that permanently prevents materiel from being repaired, restored or reverse-engineered.

**functionality (fonctionnalité)**

A performance measure that assesses how effectively an asset meets defined program and service requirements.

**goods (biens)**

Items delivered or to be delivered under a contract.

**governance (gouvernance)**

The way in which departments organize themselves to collaboratively conduct and implement a policy, project, programme, framework or horizontal initiative, including the planning, development and implementation of process and control structures for decision-making, reporting and evaluation.

**government electronic tendering system (service électronique d'appels d'offres du gouvernement)**



A computer-based system that provides suppliers with information related to procurements.

**government vehicle (véhicule gouvernemental)**

Crown-owned vehicles used in support of ongoing departmental operations and program delivery.

**heritage value (valeur patrimoniale)**

A value determined by assessing the aesthetic, historic, scientific, cultural, social or spiritual importance or significance for past, present and future generations.

In the context of real property, heritage value is embodied in character-defining materials, forms, location, spatial configurations, uses, and cultural associations or meanings.

In the context of materiel, heritage value is the value assigned to a resource derived from its association with an aspect or aspects of human history, including historical associations, aesthetic and functional qualities or significance, environmental associations, scientific significance, and spiritual or cultural associations. Heritage value can reflect both physical (tangible) as well as symbolic (intangible) attributes. It can be derived from an association with many periods in history, a single episode, or from the interaction of nature and human activities. The heritage value of a resource is determined through evaluation using established criteria that set out which items are to be considered heritage resources and what constitutes their heritage value.

**hybrid-electric vehicle (HEV) (véhicule hybride électrique)**

A hybrid-electric vehicle is propelled by both an internal combustion engine and an electric drivetrain that draws power from on-board batteries that cannot be recharged by plugging into the grid. A hybrid-electric vehicle uses a gasoline engine, regenerative braking and the energy produced from coasting to operate.

**indemnification (indemnisation)**

A legally binding promise whereby one first party undertakes to accept any responsibility for losses or damages that another party may suffer or be liable for. The term usually refers to the obligation to pay money to compensate for damages suffered by a first or third party.

**Indigenous group (groupe autochtone)**

A First Nations, Inuit or Métis group, community or people that holds rights recognized and affirmed by section 35 of the Constitution Act, 1982 and represented by a council, government or other entity that is authorized to act on their behalf.

**investment (investissement)**

The use of resources for assets and services required to support program delivery with the expectation of receiving future benefits.

**investment planning (planification des investissements)**

The process of allocating and reallocating resources, from all sources available to a department, to both existing and new investments, in a diligent and rational manner to support program outcomes and government priorities.

**joint project or programme (projet ou programme de projets conjoint)**

A project or programme sponsored by one department, the output or outputs of which are for the use of a second department, or a project or programme undertaken by a group of departments, the output or outputs of which are for the use of one or more partner departments.

**land vehicle (véhicule terrestre)**

A self-propelled piece of equipment used primarily for transporting passengers or cargo on land. Land vehicles include:

- Light-duty vehicles, including executive vehicles
- Commercial vehicles, medium and heavy trucks, buses
- Industrial, construction, and farm vehicles and equipment
- Snowmobiles, motorcycles and off-road vehicles

For the purpose of this policy and its associated directives, Canadian Military Pattern trucks and equipment, and armoured vehicles, are excluded from this category.

**liability (responsabilité)**

The legal obligation to do something or refrain from doing something including the responsibility of associated costs.

**life-cycle costs (coûts du cycle de vie)**

The total cost of ownership over the life of an investment.

**life-cycle management (gestion du cycle de vie)**

The management of investments along the entire continuum, including planning, acquisition, use and maintenance, and disposal or divestment or close-out.

**light-duty vehicle (véhicule léger)**

Consists of on-road passenger and cargo carrying vehicles with a gross vehicle weight rating (GVWR) up to 4,535 kg (10,000 lb.), including, but not limited to, sedans, hatchbacks, station wagons, vans, pick-up trucks, multi-purpose vehicles, sport utility vehicles, light-duty cube vans and motorcycles.

**limitation of contractor liability (limitation de la responsabilité de l'entrepreneur)**

The establishment by contract of a predetermined financial cap to limit the responsibility of the contractor.

**limited market (marché restreint)**

A market that can take only a specified amount or type of asset that artificially restricts the number of individuals who are potential buyers of an asset.

**limited tendering (appel d'offres limité)**

A procurement method where, in specific circumstances, a contracting authority may deviate from certain procedural obligations of the applicable

trade agreements in a particular procurement.

**lump-sum payment (paiement forfaitaire)**

A sum that is paid in one single payment instead of instalments.

**lump-sum payment period (période d'application du paiement forfaitaire)**

In procurement, the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment for public servants whose employment is terminated under an initiative to adjust government spending. The lump-sum payment period does not include the period of severance pay.

**market rent (loyer selon le marché)**

The most probable rent that a property should bring in a competitive and open market reflecting all conditions and restrictions of the lease (licence) agreement, including permitted uses, use restrictions, expense obligations, terms, concessions, renewal and purchase options, and tenant improvements. (Source: Dictionary of Real Estate Appraisals, Fifth edition)

**market value (valeur marchande)**

The most probable price that an asset should bring in a competitive and open market as of the specified date under all conditions requisite to a fair sale, the buyer and seller each acting prudently and knowledgeably, and assuming the price is not affected by undue stimulus.

**materiel (matériel)**

All movable assets (excluding money, records and seized assets) acquired by His Majesty in right of Canada.

**non-competitive contract (contrat non concurrentiel)**

A contract that is entered into without soliciting bids.

**open (ouvert)**

Providing parties with opportunities for their input into a real or potential transaction.

**outcomes-based procurement (approvisionnement axé sur les résultats)**

A procurement strategy that ties remuneration to a contractor's ability to meet, or exceed, defined program outcomes in a meaningful and measurable way.

**personal use (usage personnel)**

Consists of any use of government materiel, including land vehicles, by a Government of Canada employee for purposes not related to their employment.

**physical condition (état physique)**

A measure that identifies the physical state of repair of an asset relative to its current and long-term service delivery requirements.

**physical performance (rendement physique)**

A measure that assesses the real property's operating efficiency relative to its physical state of repair and its current and long-term service delivery requirements.

**possess (possession)**

For controlled goods, means either actual possession, where the person has direct physical control over a controlled good at a given time, or constructive possession, where the person has the power and the intention at a given time to exercise control over a controlled good, either directly or through another person or persons.

**procurement (approvisionnement)**

The process related to obtaining goods, services or construction from the planning to the completion of the procurement life cycle.

**procurement life cycle (cycle de vie de l'approvisionnement)**

The continuum of effective and efficient management of procurement phases including planning, acquisition and execution, use and maintenance, and disposal and close-out.

**procurement strategy (stratégie d'approvisionnement)**

A strategy that defines, in general terms, how a good, service or construction will:

- be procured to obtain best value;
- include, at the highest level, the determination to proceed competitively or non-competitively; and
- include applicable approaches in support of sustainable benefits or other national objectives, priorities or programs.

**program (programme)**

Individual or groups of services, activities or combinations thereof that are managed together within the department and that focus on a specific set of outputs, outcomes or service levels.

**programme (programme de projets)**

A group of related projects and change management activities that together achieve beneficial results for a department.

**programme management (gestion des programmes de projets)**

The coordinated management of projects and change management activities to achieve beneficial results.

**project (projet)**

An activity or series of activities that has a beginning and an end. A project is required to produce defined outputs and realize specific outcomes in support of a public policy objective, within a clear schedule and resource plan. A project is undertaken within specific parameters for time, cost and performance.

**project management (gestion de projet)**

The systematic planning, organizing and control of allocated resources to accomplish identified project objectives and outcomes. Project management is normally reserved for focused, non-repetitive, and time-limited activities that have some degree of risk, and for activities beyond the usual scope of program (operational) activities.

**project or programme sponsor (promoteur de projet ou de programme de projets)**

An executive who is accountable for the successful planning, definition, implementation, transition and close-out of a project or programme, and who represents the interests of the business owner.

**public purpose (fins publiques)**

For federal departments and agent Crown corporations, “public purpose” means program need; for provinces and municipalities, “public purpose” generally refers to infrastructure and public amenities. Other public purposes could be considered if they are non-commercial and are for the common good. For Indigenous groups, “public purpose” can refer to uses that provide socio economic benefits.

**real property (biens immobiliers)**

Any right, interest or benefit in land, which includes mines and minerals, and buildings, structures, improvements and other fixtures on, above or below the surface of the land or water (submerged land). Federal real property is any real property belonging to His Majesty, including any real property of which His Majesty has the power to dispose.

**real property transaction (transaction liée à des biens immobiliers)**

An acquisition or disposal of real property as defined in this policy.

**related persons (personnes apparentées)**

Persons related to the authorized user by a blood relationship, by marriage, by common-law partnership, or by adoption, and who reside within the same household as the authorized user.

**remediation (assainissement)**

Improving a contaminated site to prevent, minimize or mitigate damage to human health or the environment. Remediation involves developing and applying a planned approach that monitors, removes, destroys, contains, or otherwise reduces the exposure of contaminants to receptors of concern.

**request for expression of interest (demande d’expression d’intérêt)**

A document used to gather information on supplier interest in an opportunity or information on supplier capabilities and qualifications.

**request for information (demande de renseignements)**

A document issued to potential suppliers to gather general supplier, service or product information.

**request for proposal (demande de proposition)**

A document used to request suppliers to supply solutions for the delivery of goods or services or to provide alternative options or solutions.

**risk (risque)**

The uncertainty that can create exposure to undesired future events and outcomes. Risk is the expression of the likelihood and impact of an event that has the potential to affect the achievement of a department's objectives.

**risk management for contaminated sites (gestion du risque des sites contaminés)**

In the context of contaminated sites, the selection and implementation of a strategy of control for risk to human health or the environment, followed by monitoring and evaluation of the effectiveness of that strategy. This may include direct remedial actions or other strategies that reduce the probability, intensity, frequency or duration of the exposure to contamination.

**security breach (atteinte à la sécurité)**

For controlled goods, the unauthorized examination, possession or transfer of goods identified in the Export Control List and the Controlled Goods List contained in the Schedule of the Defence Production Act. A security breach includes, among other things:

- Loss of controlled goods, such as by theft or disappearance, including through a breach of controlled technical data as a result of computer hacking or cyber attack;



- Unauthorized examination, possession or transfer of controlled goods, including their technical data, by anyone, including unauthorized employees; and
- Appearance of wilful damage to or tampering with controlled goods.

**seized asset (actif saisis)**

Any property seized under the authority of any act of Parliament or pursuant to any warrant of any rule of law in connection with any designated offence.

**senior designated official (cadre supérieur désigné)**

A person responsible for supporting the deputy head in fulfilling their function-specific policy requirements.

**serious fire (incendie majeur)**

A fire that meets any of the following criteria:

- Involves death or serious injury;
- Results in a \$250,000 loss or greater in direct costs;
- Causes a significant interruption of essential federal services;
- Requires the suppression services of a local fire department;
- Necessitates immediate action to prevent reoccurrence; or
- Impacts the heritage value of one or more federal heritage properties.

**service (service)**

For the purposes of this policy and its associated directives, a service is obtained through formal arrangements such as contracts, memoranda of understanding, and letters of agreement, to support the realization of specific outcomes.

**sound stewardship (intendance judicieuse)**

The demonstration of diligence in managing and controlling the administration of public funds to achieve best value through:

- Management processes that are clearly defined, transparent, regularly tested and validated;

- Financial and non-financial performance measurement; and
- Reporting at the transaction and business process levels.

**special purpose real property (biens immobiliers à vocation particulière)**

Real property other than general purpose office space administered by Public Services and Procurement Canada (for example, laboratories and penitentiaries).

**standing offer (offres à commandes)**

A standing offer is an offer from a potential supplier to provide goods and/or services at pre-arranged prices, under set terms and conditions, when and if required. It is not a contract until the government issues a “call-up” against the standing offer.

**stock-taking (prise d’inventaire)**

The procedure of counting and reconciling actual holdings against physical or digital records for stocking accounts. The aim is to resolve discrepancies and update physical and digital records regarding the balance of stock on hand, identification, condition and location of materiel.

**substantive transfer of risk (transfert substantiel des risques)**

Where the limitation of liability of the contractor to be included in the contract is significantly less than the potential financial liability that might reasonably be expected, based on the circumstances and potential losses that might arise from specified risks, taking into account their probability.

**supplier (fournisseur)**

A person or legal entity that provides or could provide goods, services or construction.

**supply arrangements (arrangements en matière d’approvisionnement)**

A supply arrangement is a method of supply used by departments to procure goods and services. Many supply arrangements include ceiling

prices that allow client departments to negotiate the price downward based on the specific requirement.

**surplus real property (biens immobiliers excédentaires)**

Real property that is no longer required in support of a department's programs.

**third party (tierce partie)**

Any party other than those entering into the contract or contractual arrangement.

**third-party valuation (évaluation par un tiers)**

The valuation of materiel by a person deemed to have expertise in the sale of materiel of that type who is not employed by the divesting department.

**transfer (transfert)**

The conveyance of materiel from one department to another. When used in the context of controlled goods, includes divestment of materiel and disclosure of the content of controlled goods in any manner, including outside the federal domain.

**transparent (transparent)**

Information is provided in a manner that facilitates decision-making and public scrutiny.

**utilization (utilisation)**

A performance measure that assesses the intensity of use of an asset relative to its capacity or potential.

**zero-emission vehicle (ZEV) (véhicule à émission zéro)**

- a. Plug-in hybrid electric vehicle: A plug-in hybrid electric vehicle is propelled by both an internal combustion engine and an electric drivetrain that draws power from on-board batteries that are recharged by plugging into the grid or by the gasoline engine. Compared with hybrid-electric vehicles, these vehicles offer a much greater electric-only range.

- b. Battery-electric vehicle: A battery-electric vehicle is propelled entirely by an electric drivetrain that draws power from on-board batteries that must be recharged by plugging into the electricity grid.
- c. Hydrogen internal combustion engine vehicle: A hydrogen internal combustion engine vehicle is propelled entirely by an internal combustion engine that burns hydrogen.
- d. Fuel-cell electric vehicle: A fuel-cell electric vehicle is propelled entirely by an electric drivetrain that draws power at least in part from on-board conversion of hydrogen to electricity in a fuel cell.

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