



CAPITAL ASSET REFERENCE GUIDE for Public Post-Secondary Institutions

Ministry of Infrastructure

Module 3 – Project Considerations

February 2025

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1.0 Capital Project Requirements

1.1 Overview

The Ministry provides oversight during project implementation to ensure that Government policies are followed and assists the Institution in delivering the project within the approved scope, budget, and schedule as per the funding approval letter. Institutions will be required to sign and submit a project Memorandum of Understanding (MOU) with the Ministry. This ensures Institutions and the Ministry are aware of their responsibilities in the management of capital projects. The level of authority, monitoring and control from the Ministry depends on each Institution's demonstrated success in the delivery of capital projects (see CAMF). The Ministry may invoke additional controls for projects that are deemed to be high risk and/or where an Institution has not demonstrated its capacity or experience to successfully deliver a capital project.

Throughout project implementation, including design, construction, and commissioning, Institutions are required to provide the Ministry with information at specific milestones (or upon Ministry request) to confirm projects are progressing as planned and achieving the intended goals of scope, budget, and schedule. Project specific reporting requirements, such as the frequency and detail of information on project schedule and cash flow, are typically outlined in the covering letter sent to the Institution with the first COA.

1.2 Project Phases

Depending on the type of the proposed project, capital planning, approval, implementation, reporting and close out process require specific deliverables. For instance, constructing a new academic building on a campus (New Priority Investment Program: New Development Project) has a different capital planning and approval process than renovating lecture theatres (Routine Capital Project).

Effective and efficient project governance is essential for capital infrastructure projects. This includes establishing a project Steering Committee.

The following table provides an overview of the typical capital planning process and summarizes the process which includes planning, approvals, implementation, close out tasks, and associated phases and deliverables.

Note: The approval letter and/or the Project MOU issued by the Ministry may identify additional project-specific requirements depending on the project scope, complexity, and risk profile.

Table 1-1. Capital Planning Process & Deliverables

PROCESS	PHASE
PLANNING	Initiate
	Evaluate
	Define
APPROVAL	Approve
IMPLEMENTATION	Progress Reporting
CLOSE OUT	Close Out

2.0 Project Governance

The project must establish robust governance to ensure appropriate oversight through all stages of the project life cycle. A Memorandum of Understanding will typically be signed between the Ministry and Institution to outline key obligations of the parties.

The governance includes establishing and maintaining a capital project steering committee to guide the development of the capital project to completion and occupancy. The Capital Project Steering Committee is to meet monthly to closely monitor the status of the project.

It is important for the Institution to establish effective and clear membership and voting structure for the Capital Project Steering Committee, including a spending matrix with clear approval thresholds. The Institution and Steering Committee must ensure approvals are appropriate for the role and responsibility, spending limits are relative to the cost and risk of the project, the Institution’s Board policies on spending limits are respected, and in scope and within budget decisions can be made on a timely basis to mitigate schedule delays and cost escalation.

The Project Director is to ensure creation and distribution of concise meeting materials for the Capital Project Steering Committee.

Meeting materials are to be distributed to the Capital Project Steering Committee ideally five business days in advance of the meeting. The PSI can include a Ministry representative(s) as a full voting member of the Capital Project Steering Committee; however, in some instances, a Ministry representative is invited to attend meetings as a non-voting member, with the option to provide input on relevant matters. The latter approach allows the representative to still participate actively, ensuring they have a voice in discussions, while maintaining some independence from decision-making.

The Capital Project Steering Committee cannot vote to change the terms and conditions outlined in the funding letter and must engage/seek approval from the Ministry on significant changes in capital project funding.

3.0 Procurement - Project Delivery Models

Institutions have flexibility in selecting the most appropriate procurement method for goods and services in accordance with the principles and policies set out in the CAMF and any specific approval instructions or conditions required by the Ministry as stated in the approval letter.

3.1 Introduction

The selection of the most appropriate project delivery option is dependent on a number of factors such as time constraints, risk tolerance, budget/cost issues, quality/functional objectives, project scope complexity, cash flow and funding constraints. This section highlights key procurement models used in the public post-secondary sector:

1. Design-Bid-Build
2. Design-Build
3. Integrated Project Delivery
4. Construction Manager at Risk – Guaranteed Maximum Price (GMP)
5. Construction Manager – Fixed Fee (CM as agent)
6. Progressive Design-Build

Procurement options are evaluated for both the Concept Plan Report and the Business Plan Report due diligence activities.

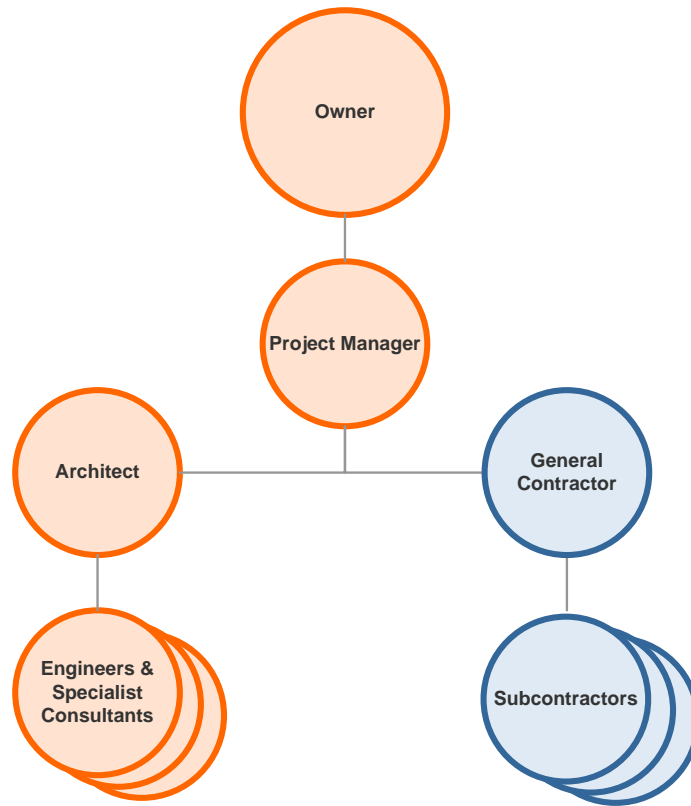
3.2 Design-Bid-Build

Description

- Traditional approach, also known as Stipulated Price Contract or Stipulated Lump Sum.
- Typically used on a well-defined project of a routine nature where there is no requirement for a fast-track schedule overlapping design and construction, and an Owner risk requirement exists for a fixed price prior to starting construction.

- Characterized by:
 - Three distinct phases that occur sequentially:
 1. Design
 2. Bid or Tendering
 3. Build or Construction
 - Separate contracts:
 1. Owner and Architect
 2. Owner and Contractor
- Owner acts as Project Manager (PM) or hires a project management firm as its representative
- The Owner/PM hires an architect, engineers, and other specialist consultants, to prepare a program, drawings, and specifications for the total project scope under the Owner/PM's direction
- The Owner/PM (or the Architect) hires cost consultants to monitor the project scope and provide cost advice as the design develops
- Competitive lump sum tenders are solicited by posting tenders on BC Bid and receiving quotes from interested bidders, then a single General Contractor is selected based on the lowest price, compliant with the tender documents
- The General Contractor constructs and commissions the facility under a single lump sum/stipulated price contract, which is administered by the Owner/PM and assisted by the architect, engineers, and other specialist consultants

Figure 3.2-1. Design-Bid-Build Project



Advantages	Disadvantages
<ul style="list-style-type: none"> • Common use and familiarity • Costs are known early • Competitive market pricing with minimal contingency in the contractor's price • Design is resolved prior to construction start • Scope of project and quality requirements of the Owner is usually well defined • Architects administer the contract with the builder • Owner transfers full construction performance risk to the contractor 	<ul style="list-style-type: none"> • Schedule is lengthy due to sequential process of design, tender, and construction activities • Sequential schedule prevents coordination and communication • Often minimal or no contractor input to design • Costly to incorporate major changes or revised Owner requirements into the project and may lead to delay claims • Minimal opportunity for value engineering and constructability reviews after tenders are received

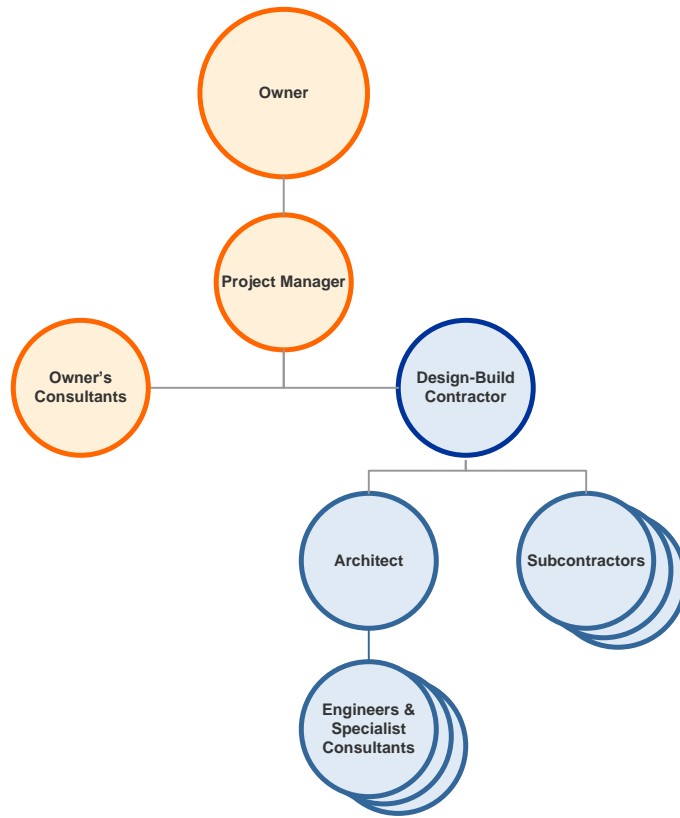
<ul style="list-style-type: none">• Construction health and safety risk is clearly with the contractor	<ul style="list-style-type: none">• Contract price and hence budget performance are not known until drawings completed and tendered; risk of cost overrun and re-design to reduce costs• Any cost savings or unspent contingencies revert to the contractor
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3.3 Design Build

Description

- Typically used when the Owner can develop functional and performance requirements to a high degree and requires single source responsibility for total project delivery on a fast-track schedule
- Owner/PM retains an architect, engineers, and other specialist consultants (Owner's consultants) to complete a space program, project concept and performance specifications
- Owner/PM selects a short list of pre-qualified design-build contractors, where appropriate, to submit designs and fixed price tenders for the project based upon the Owner's stated requirements. Please see the following link for best practices: [Recommended Best Practices for Pre-Qualification](#)
- Each design-build contractor retains its own architect, engineers, and other specialist consultants to assist in the development of its own unique design solution
- The successful design-build contractor completes the following, using its own architects, engineers, and other specialist consultants:
 - Design
 - Drawings
 - Detailed specifications
 - Constructs and commissions the new facility

Figure 3.3-1 Design-Build Project



Advantages	Disadvantages
<ul style="list-style-type: none"> • Design and construction are overlapped to reduce the overall schedule • Total design and construction costs are theoretically fixed prior to design and construction start subject only to changes in the Owner's requirements • Allows more than one design solution to be developed to fulfill the intent of the Owner's requirements • Competitive design-build process can result in creative and cost-effective design solutions • Single source responsibility for delivery of the total project 	<ul style="list-style-type: none"> • Owner does not have direct control over the design team • Owner's requirements must be very well defined at the outset • Limited flexibility for the Owner to introduce changes in requirements • Savings resulting from value engineering during the design phase or favorable market conditions accrue to the contractor • Evaluation and comparison of the various design-build solutions is difficult to ensure best value in terms of price, performance, and function, including accounting for lifecycle costs

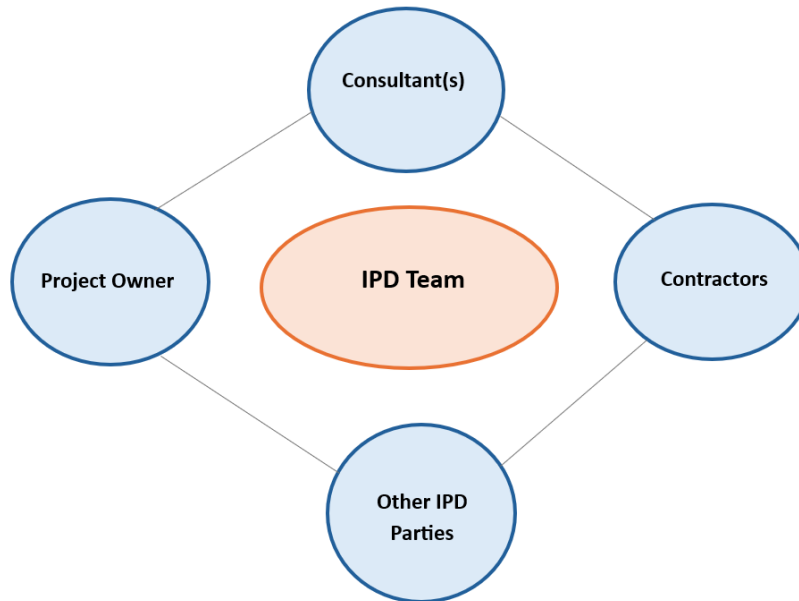
<ul style="list-style-type: none"> • Design and construction risk is theoretically transferred to the contractor 	<ul style="list-style-type: none"> • Owner requires a strong consultant team to be actively involved to enforce requirements of the contract and perform adequate due diligence through the process • Design-build tendering process is costly to the bidders—some form of compensation may be required to losing design-build teams that are not successful as the low bidder • Design innovations developed by the unsuccessful teams remain the respective “copyrights” of the contractors
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3.4 Integrated Project Delivery (IPD)

Description

- An integrative approach where all construction disciplines work as one firm, including the owner, architect, general contractor, building engineers and subcontractors.
- Distinguished by a multi-party contract (CCDC30) between the owner, design professional, builder, and major trades, where risk and reward are shared, and each party's success is dependent on project success.
- The pricing structure is cost plus with a target price. The profits of the design/construction team are identified and allocated to a risk pool that remains at risk subject to the achievement of mutually agreed project objectives.
- The intent is to increase productivity, reduce wasted resources and reduce conflicts by ensuring equal interest in risk; reward exists to motivate all parties to deliver the project on time and on budget.
- Begins with an extensive visioning and planning process involving all project stakeholders, including the contractor, the sub-trades, and end-users, which leads to a greater understanding of the Owner's requirements by consultants and contractors.
- Once the base program is agreed upon, there is no “scope creep.” The team commits to build the base program for the target price and any chosen added value incentive items where the Owner has chosen to spend its share of excess contingency. When the IPD model is used correctly, projects finish on time, on budget, and with minimal change orders.

Figure 3.4-1. Integrated Project Delivery



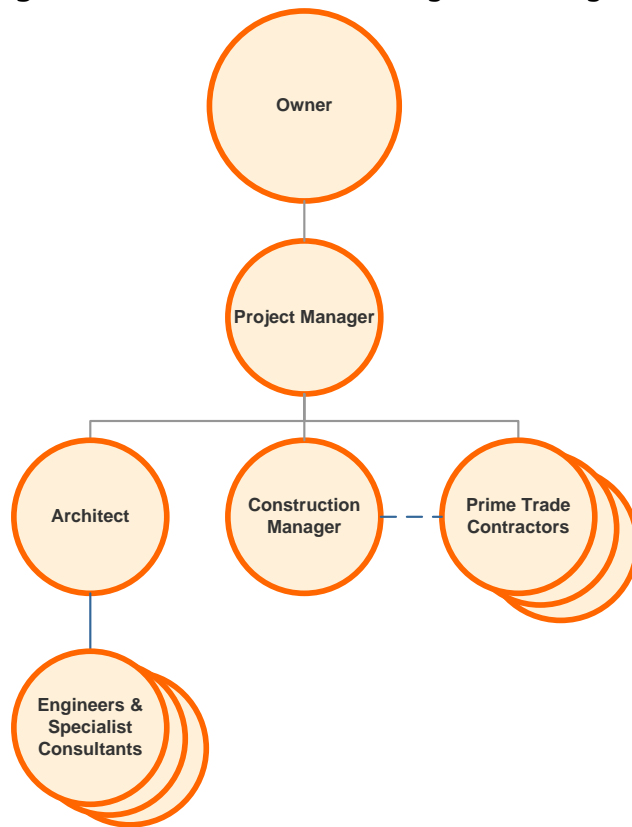
Advantages	Disadvantages
<ul style="list-style-type: none"> • IPD team is motivated to reduce rework and waste on the project to increase the total profit pool. • Inspires innovation by encouraging team members to share ideas and collaborate on new solutions. • Partners work collaboratively to solve issues within budget and schedule, mostly eliminating change orders. • The collaborative nature of IPD can help to reduce conflict between project participants. • Budget is transparent, based on multiple data points, and updated as information becomes available to the team until Target Price is locked in. • If the project is a success, all parties can benefit financially. 	<ul style="list-style-type: none"> • Requires significant owner resources throughout the project life cycle. • May have higher upfront costs due to the need for team development and communication. • Requires careful and early selection of the parties who have the skills, experience, and compatibility to work together, which can limit the pool of potential candidates and reduce the competitive bidding process. • IPD can be more complex to implement and manage than traditional project delivery methods. • Project phases do not easily align with government approval process. • May not be suitable for small, less complex projects.

3.5 Construction Manager, Fixed Fee (CM as Agent)

Description

- Typically used when the Owner is not risk averse and prefers a hands-on involvement in the project working closely with the Construction Manager (CM) or doing the construction management directly with its own staff
- Owner/PM retains an architect, engineers, and specialist consultants, who initially prepare a program, then subsequently prepare drawings and specifications under the direction of the Owner/PM for a series of separate and sequential trade contract tenders. Design and construction activities run concurrently and are overlapped
- The Owner/PM retains a construction management company (Construction Manager) on a fee-for-services basis who is responsible for:
 - Constructability and value engineering input during the design
 - Arranging competitive trade contract tenders
 - Managing schedule and construction costs
 - Managing all construction activities
- Competitive separate trade contract tenders are issued and received by the CM sequentially throughout the course of the project as per the project schedule
- Trade contracts are awarded based on CM's recommendations
 - Separate trade contractors may be pre-qualified by the CM
 - The CM manages and administers separate trade contracts with oversight and inspection from the architect, engineers, and other specialist consultants
- Contracts are typically between the Owner and the individual trade contractors, wherein the CM is acting as an agent for the Owner, with limited liability risk and virtually no financial risk

Figure 3.5-1 Construction Management – Agency



Advantages	Disadvantages
<ul style="list-style-type: none"> • Design process can be managed to control scope and quality • Flexibility exists during the design and construction phases to overcome problems, incorporate changes, and vary schedule requirements • Design and construction overlap to reduce the overall schedule and achieve an earlier construction start and hence occupancy • Construction Manager provides value engineering and constructability input to the design • Cost savings due to budget under-runs, favorable market conditions, design and construction innovation 	<ul style="list-style-type: none"> • Total costs are not firmly known until all trade packages are in place • Final costs may still vary depending on changes, unforeseen conditions or other adjustments. Contractor’s own forces work needs to be clearly identified • The Owner must exercise a great degree of “due diligence” in selection of the construction management firm, as the Construction Manager is typically acting in a relationship that involves trust and confidence • Coordination challenges due to multiple contracts

<p>revert to the Owner, in whole or in part</p> <ul style="list-style-type: none"> • Owner retains and manages project contingencies as deemed appropriate 	<ul style="list-style-type: none"> • Requires significant owner resources throughout the project life cycle • Requires owner experience and skill to effectively measure and manage project risks
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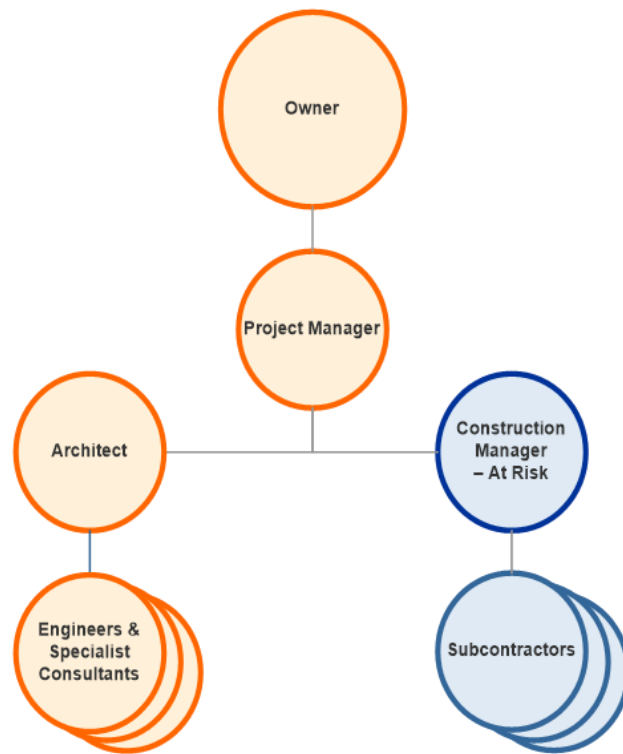
3.6 Construction Manager at Risk – Guaranteed Maximum Price (GMP)

Description

- Typically used where the project is straightforward and not overly complex, and the Owner is somewhat risk averse, but wishes to enjoy many of the same benefits of the Construction Management approach with the added benefit of “a not to exceed” figure before construction proceeds
- Owner/PM retains an architect, engineers and specialist consultants who prepare a program, drawings, and specifications under the Owner/PM’s direction for a series of separate and sequential trade contract tenders
- Design and construction activities run concurrently and are overlapped
- Owner/PM retains a Construction Manager (CM)
 - Design Phase: CM provides constructability and value engineering input
 - Construction phase: CM acts as a general contractor under a GMP form of contract
- The selected CM develops a detailed budget (GMP) for the project
- The architect, engineers, and other specialist consultants, in conjunction with the CM with a GMP contract, complete drawings and specifications for separate, sequential sub-trade contract tenders
- CM obtains competitive sub-trade tenders and Owner/PM’s approval to award each separate sub-trade contract

At project completion, the Owner/PM reconciles the final cost of the project with the GMP CM based on actual costs incurred by the GMP CM plus the GMP CM’s fee including all approved changes, with the GMP price originally established. Any cost overrun beyond the GMP contract price is absorbed by the GMP CM. Any cost under-run below the GMP reverts to the Owner or is shared between the parties based upon the cost sharing formula. Any incentives to meet schedule are also applied.

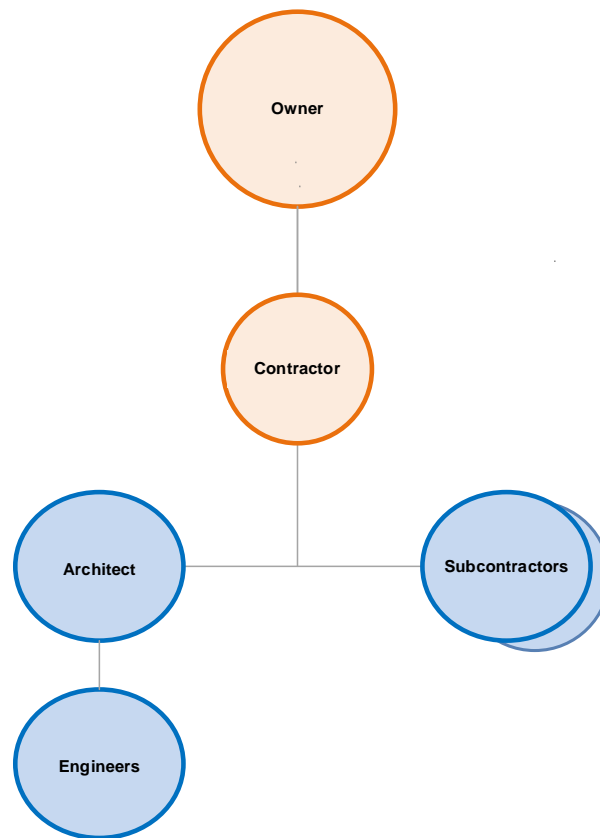
Figure 3.6-1 Construction Management – At Risk



Advantages	Disadvantages
<ul style="list-style-type: none"> • Advantages similar to Construction Management (agency model) with the following additional benefits: • Owner has the benefit of a not-to-exceed cost figure during project development, assuming no changes are made to the scope of the contract • Risk of cost performance is transferred to the Contractor after the GMP is established 	<ul style="list-style-type: none"> • Owner and Contractor share in any costs savings regardless of reason • Owner is reliant on the ability of the Contractor to develop a GMP and negotiate competitive sub-trade prices • Owner must have a high degree of trust and confidence in the Contractor's integrity not to overly inflate the GMP price • Owner requires a strong and knowledgeable Owner's team to review and approve/accept the initial GMP price and administer the GMP contract

	<ul style="list-style-type: none">• The Owner and Contractor run the risk of haggling over changes (i.e., changes inside or outside the original GMP amount)• The Contractor may propose to do some of the work with own forces, hence reducing the competitive advantages of sub-trade tendering• Fee for overhead and profit, which is part of the GMP, is higher, due to additional risk assumed by the Contractor
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3.7 Progressive Design Build



The Progressive Design Build builds on Design-Build project delivery model and may help provide a better solution for cost and schedule risks. This is typically used in complex, high-risk projects such as transportation and health care.

- Contract for design and construction is separated into two distinct phases
- Takes a collaborative approach between the project owner and its contracting partner during the early work of projects such as project requirements and design work
- Design-builder works closely with the owner(s) and their design consultants on programming and provides input on feasibility and constructability of preliminary designs
- Contractor provides comprehensive costs estimates to owner for development of the project budget
- Once the detailed design is more than 60% complete, the contractor provides the owner with a guaranteed maximum price
- If the owner and the contractor cannot agree on either budget or design, the owner can use an “off ramp” built in the Progressive Design Build agreement
- Typically, the owner will use the design to bid out the construction phase of the project separately

- If the owner accepts the Design-Build proposal they will enter phase 2, construction, and if the designs have not been finalized the contractor will complete the specification and begin procurement of sub-contractors and vendors
- The rest of the project will continue to be based on the Design-Build Model

Advantages	Disadvantages
<ul style="list-style-type: none"> • Increases owners' control of the project by early decision making • Can help to provide more realistic schedules and costs to reduce risks • Design-Build contractor becomes the single point of accountability • Allows for flexibility and collaboration where expertise and ideas are integrated • Reduces upfront work design consultants • Allows consultants to better understand project requirements 	<ul style="list-style-type: none"> • Requires the owner to prioritize the qualifications of the design-builder over the price competition • Regulations often require competitive procurement for subcontractors • If the owner invested significant time and resources, they may hesitate to use the off-ramp clause • Off-ramping may lead to financial concerns • It is a relatively new model compared to other models

3.8 Timeline Illustration for Project Delivery Models

Project delivery schedules differ from one option to the next. Table 3.7-1 provides an illustrative example of project schedules for delivery options including Design-Bid-Build, Design-Build, Integrated Project Delivery, Construction Manager at Risk (GMP), and Construction Manager – Fixed Fee (CM as Agent).

The examples highlight major activities and sample durations only. Project scheduling should always be completed by a knowledgeable and experienced individual to help improve accuracy. Institutions may also consider the following points when developing specific project schedules:

- Has sufficient work been completed in the business planning stages to identify project and faculty staff requirements in advance of design? The design activity duration should consider the level of planning work already completed.
- How will fast-tracking or overlapping of activities affect the project and the Institutions risk exposure? For example, status of design, permits and approvals

affects when trade contracts should be awarded and when construction should realistically commence.

- If necessary, what is the optimal timing and process for converting from a construction at fee to construction at risk (fixed fee) contract? How long will this take and when should it commence?
- Are there any external factors that might impact the proposed schedule? For example, weather or construction labour limitations, funding mechanisms and timing, Board approvals etc.
- How are existing faculty operations affected by the project and how can impact be suitably reduced and scheduled? For example, scheduling construction work to be done during the summer break and allocation of temporary space.

4.0 Risk Management

4.1 Risk Management Overview

A risk management framework provides guidance in the identification, evaluation, response, and monitoring and control of response to risks that arise throughout the project lifecycle. The framework, when used effectively, can help to increase the chances of project success in terms of implementing the project in accordance with the approved scope, schedule, and budget.

Risk management has five key process steps as indicated in the Figure 4.1-1.

For more details, refer to the CAMFs' [Risk Management for Government & Provincial Public Sector](#).

Figure 4.1-1. Risk Management Process

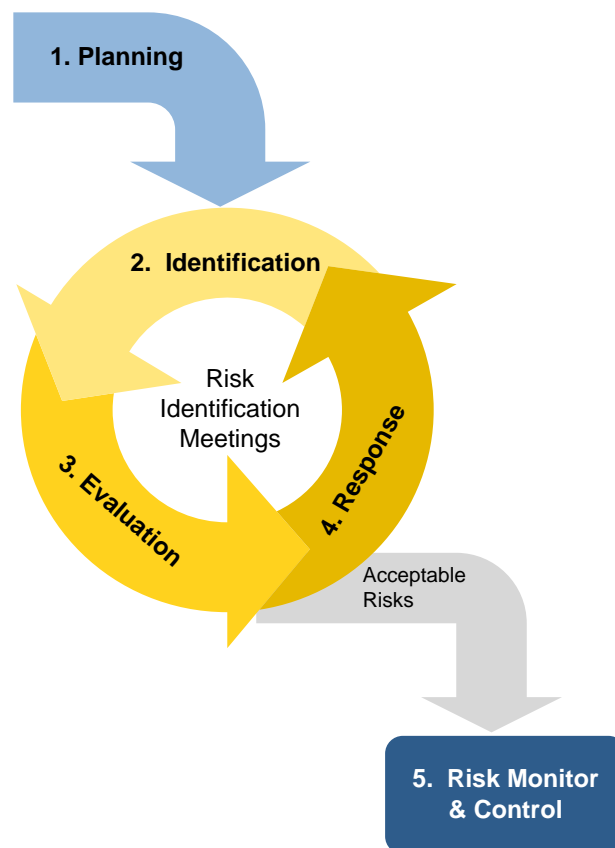


Figure 4.1-2. Risk Management Flowchart

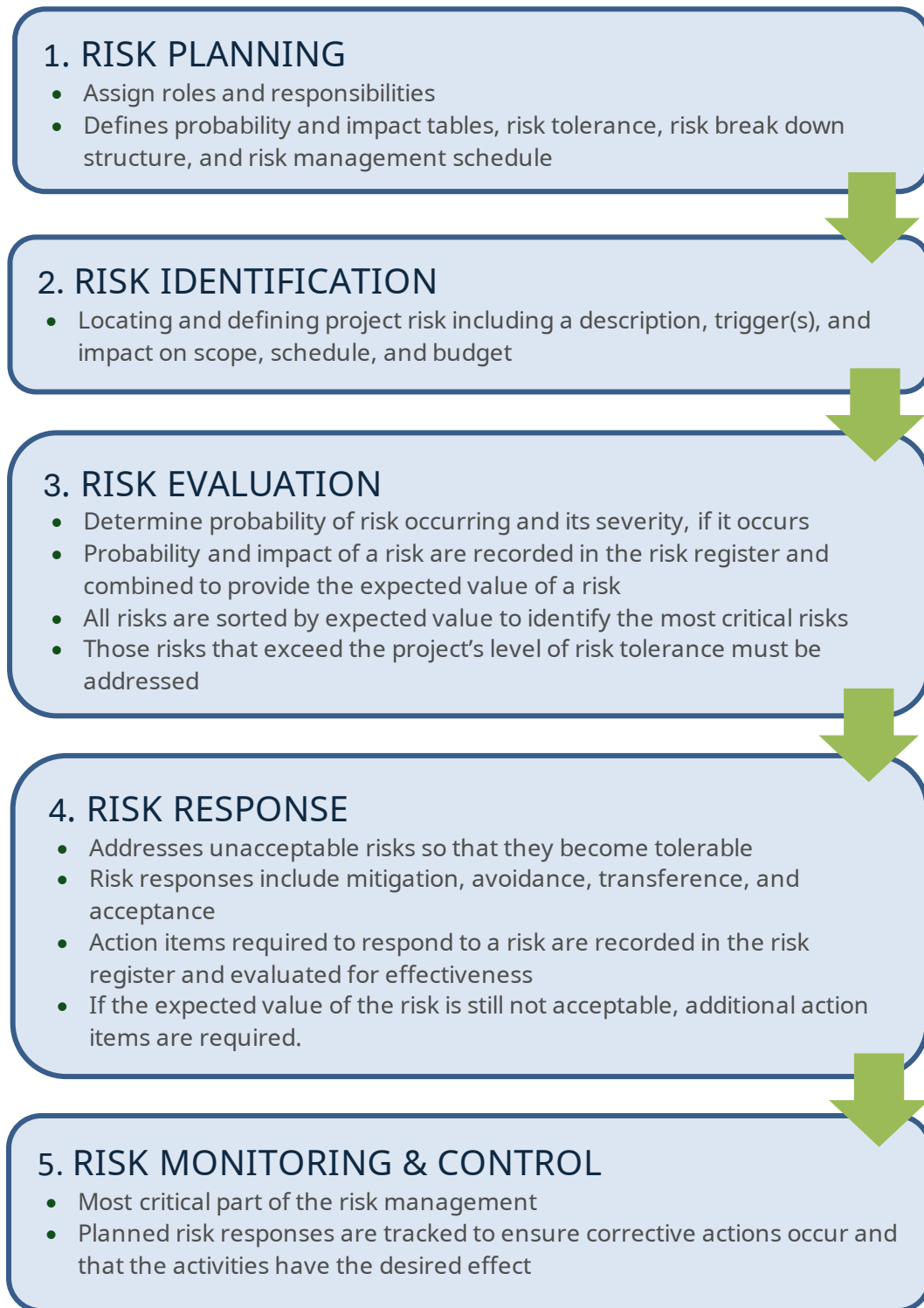
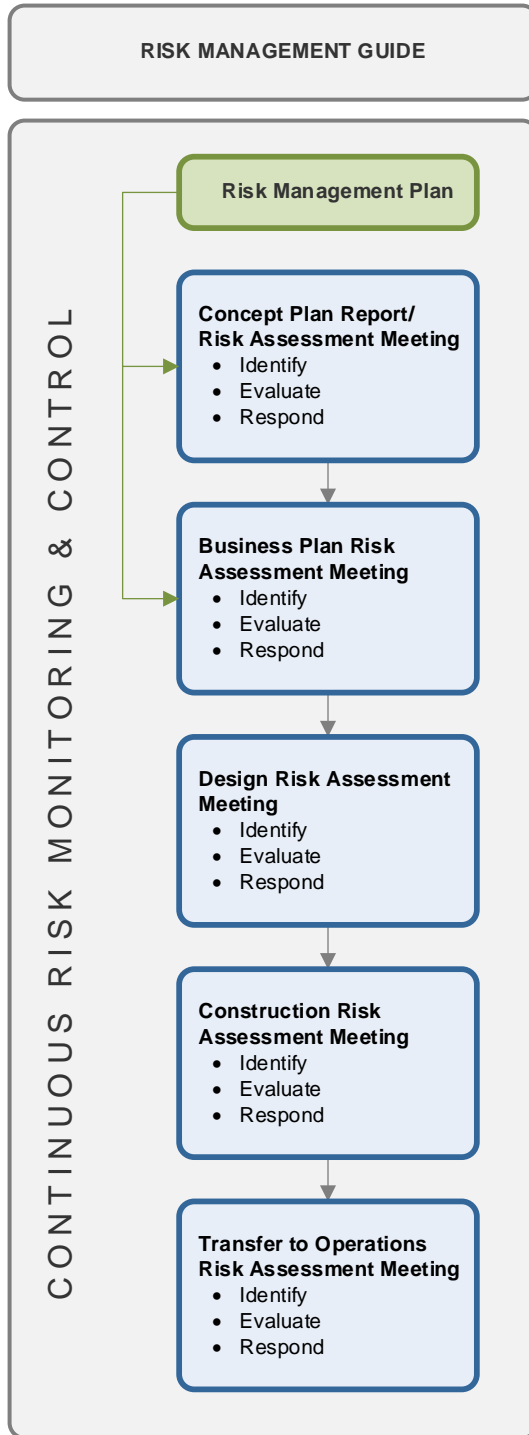


Figure 4.1-3 Overview of the Risk Management Guide in the Context of the CARG



4.2 Risk Reporting

During the planning phase, the proposed project’s risks are incrementally assessed throughout the initiation, evaluation, and definition phases. The implementation phase requires that risks are actively managed through the use of a [Standard Risk Register \(.xlsx\)](#). In addition to the Risk Register projects will need to also include a Capital Infrastructure Project Risk Screen (see [government website](#) for Template 6). Additional information can be found here: [Risk Management Guideline for the B.C. Public Sector](#).

During implementation, risks are monitored and evaluated, as indicated in the “Risk Monitor & Control” and “Risk Evaluation (With Response)” portions of the risk register in Table 4.2-1.

A [Standard Risk Register \(.xlsx\)](#) is to be completed for the types of projects indicated below and updated regularly throughout the project lifecycle, and submitted to the Ministry.

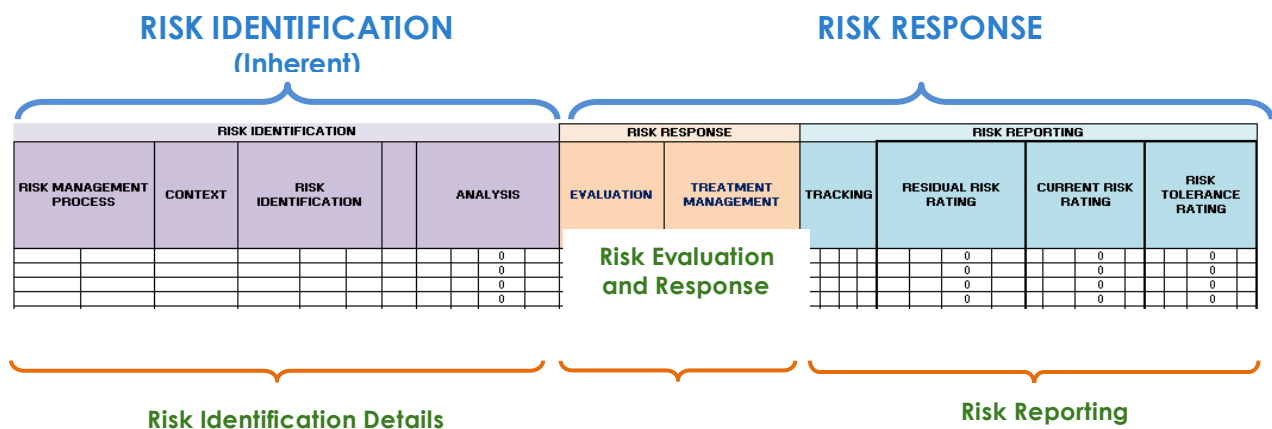
A project risk register is mandatory for the following projects:

- New Development Projects and Whole Asset Replacement & Renewal Projects
- Student Housing Projects

A project risk register may be required, as per the Ministry, for the following projects:

- CNCP: Carbon Neutral Capital Program¹
- Routine Capital: Major Projects ¹ and Routine Capital: Emergency Projects

Table 4.2-1 Risk Register – Risk Monitor, Control, and Evaluation (With Response)



¹ A risk register is not typically required for projects under \$5 million, although the Ministry may request that a risk register be completed if the project is deemed to be high risk.

5.0 Project Approval

5.1 Approval Letter

Once a project is approved, the Ministry issues an approval letter with the approved scope, budget and schedule, details on reporting requirements as well as project-specific terms and conditions.

5.2 Certificate of Approval

The Certificate of Approval (COA) is a funding document certifying that all Ministry requirements have been met. Project funding cannot be released until the COA has been issued. A COA is issued under a project-specific identification number and, if required, future releases of funds are provided under a revision to that original number. Prior to the initial COA issue or COA revision, Ministry staff prepares a Capital Project Summary for the project for the institution to review and return to the Ministry. The typical COA process is as follows:

- The initial COA is issued for the funding approved by the Ministry, for up to 90% of total Ministry contribution. For larger scope projects, COAs may be issued annually in accordance with the cashflow schedule for the project.
- A final COA for the release of the 10% holdback is issued once the project closeout documents have been received and approved by the Ministry. Prior to the final COA, Institutions must submit a signed Project Closeout Form.

For cost-shared projects, COAs will not be issued until all other sources of funding have been committed and endorsed by the Institution. Until a COA is issued to the Institution, the Institution may be taking a risk if they proceed with the project.

6.0 Project Reporting

6.1 Overview

Throughout project implementation, including design, construction, and commissioning, Institutions are required to provide the Ministry with information at specific milestones (or upon Ministry request) to confirm projects are progressing as planned and achieving the intended goals of scope, budget, and schedule.

Project specific reporting requirements, such as the frequency and detail of information on project schedule and cash flow, are typically outlined in the covering letter sent to the Institution with the first COA.

6.2 Progress Reporting

The level of authority, monitoring and control from the Ministry depends on each Institution's demonstrated success in the delivery of capital projects (see CAMF). As such, the Ministry has the option of requesting more detail and reporting, for example, a procurement audit, variance reporting, etc. Further reporting may be requested during implementation.

6.3 Quarterly Financial Reporting

All projects receiving provincial capital funding are required to provide quarterly Cashflow Forecasts. In addition, all self-financed projects over \$50M are required to provide financial reporting.

For further information, contact PSFS.CapitalFinance@gov.bc.ca.

Progress Reporting for New Priority Investment Projects, Student Housing Projects, Routine Capital and CNCP Projects

Specific reporting requirements will be detailed in the project approval letter and generally will include the following:

Project Reporting Requirements

	New Priority Investments	Student Housing	Routine Capital	Carbon Neutral Capital
Project Reporting	Monthly Project Status Report	Monthly Project Status Report	Quarterly Project Report and Cashflow as requested	N/A
Annual Accountability Report			Required	Required

Refer to the [government website](#) for Template 7 - Quarterly Project and Cashflow Report and Template 9 - Annual Accountability Report.

Health and Tech Seat

For Health and Tech Seat Expansion programs, refer to the Approval Letter for specific requirements. For more information Institutions may contact psfs.post-secondaryprogsbr@gov.bc.ca.

6.4 Project Closeout

Project closeout information is dependent on the type of projects institutions have completed.

Close Out Reporting for New Priority Investment Projects, Student Housing Projects, Routine Capital, CNCP Projects, Seat Expansion and IM/IT projects

Specific reporting requirements will be detailed in the project approval letter and generally will include the following:

Close Out Reporting Requirements

	New Priority Investments	Student Housing	Routine Capital	Carbon Neutral Capital	Seat Expansion Programs	IM/IT Programs
Project Close Out Report	Required	Required	If requested	Required	Required	Required
Capital Project Closure Form	Required	Required	If requested	Required	Required	Required

Refer to the [government website](#) for Template 10 - Project Close out Report, Template 10a - CNCP Project Close Out, and Template 11 - Project Closure Form.

7.0 Audits

7.1 Procurement Audits

In accordance with Section 10.6 Audits, Reviews & Oversight of the [CAME](#), the Ministry retains the right to conduct a procurement audit to ensure that the procurement processes during the planning, design, construction, and commissioning phases align with the policies and objectives of CAMF. Institutions need to ensure the process is competitive: fair, open, and transparent. This assists to verify that Institutions are accountable to the Province as well as the public.

7.2 Financial & Compliance Audits

The Ministry reviews project close out documents prepared by Institutions in depth and, upon satisfactory submission, releases the final 10 percent funding hold-back to the Institutions through a final COA issuance.

The Ministry may require Institutions to submit a financial and compliance audit undertaken by a certified, independent third party. This pertains to the following types of projects:

- New Priority Investment Projects
- Whole Asset Replacement & Renewal Projects
- Student Housing Projects
- Carbon Neutral Capital Program Projects
- Major Routine Capital Projects

The financial and compliance audit is meant to ensure that incurred costs are in accordance with Ministry-approved funding for the project. The Ministry will provide specific audit objectives and criteria when the request is issued to the Institution.