

Appendix

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Glossary

Appendix H: Glossary

Term	Definition/Explanation
A Guide to the Project Management Body of Knowledge, Sixth Edition (PMBOK)	A set of standard terminology and guidelines for project management published by the Project Management Institute, providing a general guide to managing most projects most of the time.
ADKAR	<p>Prosci's ADKAR Model is an individual Change Management Model. It outlines the five building blocks of successful change, whether that change occurs at home, in the community or at work.</p> <p>The name "ADKAR" is an acronym based on the five building blocks:</p> <ul style="list-style-type: none"> A Awareness of the need for change D Desire to participate and support the change K Knowledge on how to change A Ability to implement required skills and behaviors R Reinforcement to sustain the change.
Advisory Committee	<p>A group of high-level stakeholders who provide guidance on the overall direction of the project or the business.</p> <p>Advisory Committees may provide direction to the project within their mandated area of responsibility.</p>
Alternative project delivery	Methods of delivery that are not design-bid-build. Alternative methods include design-build, variations of design-build, construction management, and P3. The Project Management Manual has additional requirements for assessing P3s, and treats them differently in this regard.
As-constructed drawings	<p>The result of revising construction drawings such that the details on the drawings represent what and how the final product was constructed.</p> <p>The two types of as-constructed drawings are:</p> <p>Drawings represent exactly how the project was constructed and are stamped by an engineer (for example: underground works).</p> <p>Drawings produced by the Contractor and not stamped by an engineer.</p>
Asset (Facility) Strategic Plan	A plan that outlines how an asset group or a specific asset will meet the needs of an organization based on the organization's strategic plan or other internal or external force. The view is long term, meeting the organization's strategic vision and the lifecycle of the specific asset.
Asset Management System (AMS)	A set of interrelated or interacting elements that establish policies and objectives on how Assets are to be managed. These elements include governance (policy & administrative standards), processes and technology that work together to achieve those objectives.
Asset Management Plan	A tactical plan for managing infrastructure assets to deliver an agreed level of service at an acceptable level of risk.
Asset Risk	Asset Risk relates to the consequences and likelihood of asset failure on the delivery of service.
Association for the Advancement of Cost Engineering International (AACE)	Non-profit association that provides its members resources to enhance their performance, and provides certification in cost management disciplines, including cost engineering, cost estimating, planning and scheduling, decision and risk management, project management, project control, cost/schedule control, earned value management, claims, and more.
Association of Professional Engineers and Geoscientists of the Province of Manitoba	Professional association that governs and regulates the practice of professional engineering and professional geoscience in the Province of Manitoba.

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(APEGM)	
Basis of Estimate (BoE)	<p>A document that defines the scope of the project, and ultimately becomes the basis in the change control process.</p> <p>When prepared correctly, any person with capital project experience can use the BoE to understand and assess the estimate, independent of any other supporting documentation. A well-written BoE achieves those goals by clearly and concisely stating the purpose of the estimate being prepared (i.e. cost study, project options, funding, etc.), the project scope, pricing basis, allowances, assumptions, exclusions, cost risks and opportunities, and any deviations from standard practices.</p> <p>In addition, the BoE is a documented record of pertinent communications that have occurred, and agreements that have been made between the estimator and other project stakeholders.</p>
Bid Transmittal	<p>After the bid submission deadline; Materials Management prepares the standard scoring matrix and posts it, together with the Bids, to an FTP site. Materials Management emails the FTP site link to the Contract Administrator.</p>
Bottom-up Estimating	<p>Approximating the size (duration and cost) and risk of a project (or phase) by breaking it down into its smallest work components, estimating the effort, duration, and cost of each component, and aggregating them into a full estimate.</p>
British Standards Institution (BSI)	<p>Multinational business services provider whose principle activity is producing standards and supplying standards-related services.</p>
Business Case (BC)	<p>A document that identifies valid needs verified through the needs assessment process. The Business Case is meant to serve as a consolidated information source for each investment: documenting needs, evaluating options, identifying influencers and constraints, and defining the solution.</p> <p>For further details, refer to the Investment Planning Manual.</p>
Business Owner (BO)	<p>The entity in the project organizational structure that accepts receipt (ownership) of the final product, service, or result (deliverables).</p> <p>Can be the Control & Use Owner on most projects.</p> <p>Equivalent to the client role in a Consultant delivered project.</p> <p>For more information on detailed Responsibilities and Authorities attached to this role, refer to PMM <i>Section 5.7</i>.</p>
Business Partners	<p>The people or organizations that the project partners with to fulfill a specific role, such as: Consultant, training, or support.</p>
Business Unit (BU)	<p>An organizational term to define the specific level or business area within the City organization. Can be used to define a Department, Division or Branch level.</p>
Canadian Registered Safety Professional (CRSP)	<p>An organization of safety professionals in Canada.</p>
Capital Budget Expenditures (CAPEX)	<p>An expenditure incurred against a capital account for fixed assets or to add to the value of an existing fixed asset.</p>
Capital Investment Plan (CIP)	<p>A plan that provides a detailed understanding of anticipated investments into tangible capital assets over multiple years.</p>
Certificate of Recognition (COR™)	<p>The (COR™) is an occupational health and safety accreditation program that verifies a fully implemented safety & health program which meets national standards.</p>
Challenge Session	<p>A process by which Business Cases are vetted through where they are scrutinized by a panel of business unit and Department Managers to ensure they</p>

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	provide a comprehensive view and justification for the required investment.
Change Control Process	<p>A formal process that ensures changes to a project, product, system, or approach are introduced in a controlled and coordinated manner.</p> <p>Effective project change control processes allow the proper focus to be maintained to complete projects on-time and within budget. It properly integrates or postpones requests for changes to the project's scope that may result in revisions to the project's budget and completion schedule.</p> <p>Change control processes provide an efficient and effective method of change control within a Project Delivery Framework.</p>
Change Manager (ChM)	<p>The City of Winnipeg has certified Change Managers located in every department who form a Change Management Working Group sponsored by the CAO.</p> <p>Project Managers are required to know who their Departmental Change Managers are, and consult with them during the initiation phase of all projects.</p> <p>For a list of Department Change Managers, refer to the Distribution List in: MS Outlook, CITY-ADKAR-Change-Managers.</p>
Change Order (CO)	<p>A document within the change management process required to change: a baseline control document, planning or design document, contract, or specification.</p>
Change in Scope of Services (CSS)	<p>A request to change the agreed scope and objectives of the project to accommodate a need not originally defined to be part of the project for Consultant Contracts.</p>
Change Work Order (CWO)	<p>A request to change the agreed scope and objectives of the project to accommodate a need not originally defined to be part of the project for Construction/Services/Goods Contracts.</p>
Chief Administrative Officer (CAO)	<p>City of Winnipeg employee holding the position of Chief Administrative Officer.</p>
Chief Asset and Project Management Officer (CAPMO)	<p>City of Winnipeg employee holding the position of Chief Asset and Project Management Officer.</p>
Chief Financial Officer (CFO)	<p>City of Winnipeg employee holding the position of Chief Financial Officer.</p>
City's General Insurance	<p>The City's General Insurance includes the following:</p> <ul style="list-style-type: none"> • All risk property insurance • Automobile liability coverage (City vehicles) • Workers compensation coverage • General liability insurance
Commissioning	<p>The sequence of activities required for a project to become fully operational (intended purpose), and meet the output specifications provided in the performance testing and commissioning plan.</p> <p>On some in-house projects, may be also known as "Go Live".</p>
Commissioning Completion Certificate	<p>The certificate issued by an architect or engineer designated by the Project Manager, and approved by the Project Sponsor and/or Business Owner confirming that the project has met the commissioning requirements provided in the performance testing and commissioning plan.</p>
Commercial General Liability (CGL)	<p>An insurance policy that provides protection from third-party claims of bodily injury or property damage that allegedly arise as a result of the Contractor's operations or work on the construction project from persons not associated with the project.</p>

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Completed Operations Extension	Completed operations insurance will continue beyond the expiry date of the Wrap Up Liability Policy for a predetermined period, which is typically, 12, 24 or 36 months and covers a contractor's liability for property damage or injuries to a third party once contracted operations cease.
Construction Cost Estimate	An estimate of the initial capital cost of a constructed facility not including projected operations and maintenance costs. This forms part of the Basis of Estimate document.
Construction Manager (CM)	The role of the individual in a specific project delivery method. This individual is responsible to construct the product. The role involves managing many contracts, and coordinating resources to meet their contractual requirements. The construction manager service can be provided as <i>pay for service</i> or <i>at risk</i> . At risk, the construction manager is committed to delivering a specific project at a defined cost and time, and can face financial penalties if not delivered.
Construction Review Record (CRR)	A document used to capture the findings of a construction inspection.
Consultant	Vendor contracted by the City to provide engineering or other specialist services for a project.
Contract Administrator (CA)	The individual whose role is identified in a contract with specific responsibilities and authority.
Contractor	Vendor contracted by the City to provide goods and services including construction contracts.
Control & Use Owner (C&U)	Person who is responsible for ownership of the asset on the City's behalf. Typically accepts the final project product, service, or result.
Course of Construction Insurance or Builders Risk Insurance	Insures buildings or projects under construction against the costs of repair or replacements in the event of a loss. It is designed to protect owners and contractors from the devastating impact caused by fires, collapse, floods/water, vandalism, wind, theft, and other unwelcome sudden and accidental events that occur on construction sites.
Critical Path Method (CPM)	A critical path is the sequence of project activities which add up to the longest overall duration. This determines the shortest time possible to complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date (i.e. there is no float on the critical path). A project can have several, parallel, near critical paths. An additional parallel path through the network with the total durations shorter than the critical path is called a sub-critical or non-critical path.
Customers/Users	The people who use the project deliverables to improve their lives or work. They are sometimes involved directly within the project in the form of focus groups and/or test users.
Daily Construction Report (DCR)	A template that is used to record the daily events on a construction site.
Design Build (DB)	A project delivery method where the vendor is contracted to design the product and also build the facility to the requirements identified and approved by the owner.
Design-Bid-Build (DBB)	The traditional approach for project delivery where separate entities provide services for the design and construction of a project.
Design-Build-Maintain	A procurement delivery method where a vendor is retained to: prepare the design, construct the product, and maintain the finished product

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(DBO/M)	however not operate the facility. For example: build a community centre and maintain the facility however not have employees operate the facility.
Design-Build-Operate (DBO)	A procurement delivery method where a vendor is retained to: prepare the design, construct, and operate the finished product.
Direct costs	A price that can be completely attributed to the production of specific product, service, or result. Direct costs refer to materials, labor, and expenses related to the production of a product.
Earned Value Management (EVM)	A management technique used for project delivery for integrating and reporting on scope, schedule, and resources.
Emergency Standard Operating Procedure (ESOP)	Procedures developed in advance of a defined emergency event that is used when that emergency event occurs. Operating in an environment that is not a standard way of operating a facility or service due to an unplanned event.
Errors and Omissions (E&O) (also known as Professional Liability)	A form of third party liability insurance that helps protect professional advice and service providing individuals and companies, such as designers, engineers, architects, accountants, lawyers etc., from bearing the full cost of defense and damages expenses for committing an error or omission in performance of professional duties, from claims made by clients. Commercial General Liability policies will typically not respond to claims for professional errors and omissions. A mistake which causes a financial harm to another can occur in almost any transaction in many professions.
Estimate at Completion (EAC)	An estimate of the projected financial status at project completion.
Estimated costs	The forecasted cost of a project or deliverable.
Executive Policy Committee (EPC)	The Executive Policy Committee is comprised of: <ul style="list-style-type: none"> • Mayor • Chairpersons of the Standing Committees • any other members of Council appointed by the Mayor The general duties of the Executive Policy Committee include: <ul style="list-style-type: none"> • formulating and presenting recommendations to Council respecting policies, plans, budgets, by-laws and other matters that affect the city as a whole • ensuring the implementation of policies adopted by Council.
Facilities	Building assets that provide a service to the Public or the Public Service.
Factory Acceptance Testing (FAT)	Pre-defined test that the supplier (factory) of a piece of equipment is required to perform before that piece of equipment is transported to the job site. Purpose is to ensure quality assurance and quality control on the equipment prior to transport.
Field Instruction (FI)	A standard document that direct the contractor to take a specific action. The formal change order process should be followed concurrently to obtain required approvals and link up with the Field Instruction.
Financial Reporting Standards	Accounting principles generally accepted in Canada as recommended in the Handbook of the Canadian Institute of Chartered Accountants (GAAP), American Financial Accounting Standards Board (FASB) standards, or International Financial Reporting Standards (IFRS), as applicable, or as may be amended or replaced.

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First Party	The City of Winnipeg.
Freedom of Information and Protection of Privacy Act (FIPPA)	An act that defines the rules for what and how information can be shared when requested.
Functional Managers	Managerial employees in different departments who supply technical expertise to the project.
General Conditions (GCs)	Boilerplate clauses that apply generically to all similar types of work. GCs for City of Winnipeg Consultant Services and Bid Opportunities are published and updated on the City's website.
Guaranteed Maximum Price (GMP)	A form of contract where the Contractor provides a guarantee to the Owner that the product or service will be completed at a maximum price. The scope of the product or service is much defined with specific risks assigned to the Owner and the Contractor based on their ability to control.
Implementation Phase or Construction Phase	The phase that commences immediately following the completion of the Preliminary Design Phase and ends on the Commissioning Completion Date of the capital project.
Indemnity Clause	A statement, which provides legal exemption from liability for damages or injury.
Inspection and Test Plan (ITP)	A quality assurance / quality control plan that outlines the specific test that will be conducted to verify quality. The ITP also includes the other key elements as in any plan: who, what, when where and why.
Insurance Policy	This is a contract between the insurer and the insured, known as the policyholder, which determines the claims which the insurer may be legally required to pay. In exchange for an initial payment, known as the premium, the insurer promises to pay for losses that would be covered under the policy language.
Insurer	A for-profit company licensed by the Superintendent of Insurance for Manitoba that agrees to indemnify for losses under specific conditions.
International Organization for Standardization (ISO)	An international standard-setting body composed of representatives from various national standards organizations that promotes worldwide proprietary, industrial, and commercial standards.
Intervention	An intentional effort, either in the form of a capital project or a change in operational practice, required when an asset is at risk of service delivery failure, an enhanced level of service is required, additional demand needs to be accommodated, or new legislative requirements need to be met.
Issue	Disagreement among any parties including controversy, conflict, claim, disagreement, or difference of opinion that requires resolution. An issue must be entered into the issue register and resolved via a formal process once the issue has been identified as unresolvable by the initial originating parties.
Letter of Intent (LOI)	A formal document that is issued to the vendor selected via the procurement solicitation process. The letter states the intent of the Owner to enter into a formal contract. The letter provides legal authorization for the vendor to proceed while the formal contract is prepared for signature.
Level of Service (LOS)	Level of service is a qualitative measure used to describe the operating condition of a particular asset from a customer/user perspective. Levels of service can be grouped into three separate categories: Essential Level of Service: Aspects of service required by existing legislation/regulation or with regard to public health, such as Health and Safety,

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	<p>Environmental Protection, or Hazardous Materials.</p> <p>Quality Level of Service: Aspects of service that are discretionary to the City or business unit however affects the quality of life and experience of residents and users, such as the availability of primary amenities, reliability of building components, etc.</p> <p>Image Level of Service: Aspects of service which maintain image or appearance, such as the availability of secondary amenities, or the visual appeal of landscaping, finishes, etc.</p>
<p>Lifecycle Costing (LCC)</p>	<p>A technique that establishes the total cost of an asset, or its part throughout its cycle life, while fulfilling performance requirements.</p> <p><i>Refer to Whole-Life Costing for explanation of difference between Whole-Life Costing and Lifecycle Costing.</i></p>
<p>Likelihood</p>	<p>When performing a Risk Assessment, Likelihood relates to the probability or frequency of the failure occurring within a planning horizon, and is often represented by the estimated return period or remaining life of the asset.</p>
<p>Loss Prevention/Loss Reduction</p>	<p>Any measure which reduces the probability or frequency of a particular loss but does not eliminate completely all possibility of that loss. Loss reduction deals with minimizing the actual loss.</p>
<p>Materials Management Policy</p>	<p>Policy that governs the materials management functions and most types of procurement for the City of Winnipeg.</p>
<p>Members of the public</p>	<p>The people in the public who are affected by the project.</p>
<p>Microsoft Project</p>	<p>Scheduling software provided by Microsoft Corporation.</p>
<p>Monte Carlo Simulation Method (MCS)</p>	<p>A sophisticated quantitative technique for analyzing risk and quantifying the contingency value.</p> <p>As with the three-point range estimate, the output of MCS is a probability distribution for total cost of the project.</p>
<p>Multi-Criteria Prioritization (MCP)</p>	<p>An approach to evaluate and rank projects contribution to a range of service and business priorities, to allow for the development of the best-value Investment Plan for a given level of funding.</p>
<p>Net Present Value (NPV)</p>	<p>The total present value of a time series of cash flows.</p> <p>NPV is a standard method for using the time value of money to appraise projects.</p>
<p>Non-Conformance Report (NCR)</p>	<p>A formal report to the Contractor that details what specific element does not conform to the contract design specification.</p>
<p>Office of Public Engagement</p>	<p>The Office of Public Engagement leads the direction of the City's public consultation and engagement activities, ensuring that there is consistency and transparency in gathering and considering input from residents on City projects.</p> <p>The Office of Public Engagement is an office within the Customer Service and Communications Branch. The Manager and Public Engagement Officers are interested in early involvement in projects with public engagement to provide support during project planning and execution.</p>
<p>Operating Expense (OPEX)</p>	<p>A category of expenditure that a business incurs as a result of performing its normal business operations.</p>
<p>Operation and Maintenance Manuals (O&M Manuals)</p>	<p>Manuals that provide concise descriptions, technical details, operating and maintenance instructions and schedules, commissioning records, log books, catalogues, principles of operation, method of operation, and other information that will enable the ongoing operation and maintenance of the plant and equipment.</p> <p>The comprehensive descriptions are accompanied by diagrams and other illustrations to facilitate knowledge and understanding about the operation of the</p>

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	<p>plant and equipment. Examples include hydraulic flow diagrams, electric wiring diagrams, electronic circuit plans, and mechanical air flow diagrams.</p>
Operations and maintenance	Work and services necessary to operate and maintain project facilities.
Organizational Change Management (OCM)	A formal process to manage change to how individuals work within an organization. This change is created with the initiation of a project.
Over-expenditure	<p>Contract over-expenditure: the accumulated expenditure approved exceeds the purchase order amount (contract award amount) for that specific contract. Budget over-expenditure: the accumulated expenditure for a specific budget line item exceeds the cumulative amount of approved budget for that specific project.</p>
Performance Bond	A surety bond issued to guarantee the completion of a project by another contractor should the original contractor fail to meet their obligations.
Performance Testing and Commissioning Plan	A plan that demonstrates a project can be readily and reliably operated to achieve the predetermined specifications.
Performance Verification Tests	The testing of systems and subsystems of a project and the entire project to confirm that the project meets or exceeds the performance requirements stipulated in the specifications.
Portfolio / Program / Project Management Office (PMO)	<p>An entity within an organization that is used to manage investments either at the portfolio or program or project level. Each level addresses a specific Business Need within an organization. Portfolio – Doing the right Investment. Ensuring the investments meet strategic needs. Providing governance and training across the organization. Program – Managing a major program initiative. Ensure resources are directed to achieve the benefits identified in the Business Case. Project – Ensuring the investment is done right. Providing support to the Project Manager and ensuring the processes and procedures are followed.</p>
Process and Instrumentation Diagrams (P&IDs)	An engineering drawing that shows the interconnection of process equipment and the instrumentation used to control the process.
Procurement Plan	The documented defining of the steps and approach for how and when procurement will take place.
Professional Liability (also known as Errors and Omissions)	A form of third party liability insurance that helps protect professional advice and service providing individuals and companies, such as designers, engineers, architects, accountants, lawyers etc., from bearing the full cost of defense and damages expenses for committing an error or omission in performance of professional duties, from claims made by clients. Commercial General Liability policies will typically not respond to claims for professional errors and omissions. A mistake which causes a financial harm to another can occur in almost any transaction in many professions.
Program	A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.
Program Plan	A document defining a program's benefits and how those benefits will be realized.
Progress Estimate (PE)	<p>The formal document that identifies the items on the Contract in which the Contractor will be paid for. The PE is signed off by the Contractor and Contract Administrator prior to processing.</p>

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Project	A temporary endeavor undertaken to create a unique product, service, or result.
Project Charter (PC)	A document issued by the Project Sponsor that formally authorizes the existence of a project and provides the Project Manager with the authority to apply organizational resources to project activities.
Project Delivery Plan (PDP)	A document defining how the project will be executed, monitored, and controlled.
Project Execution Plan (PXP)	Documents defining how a Consultant will execute, monitor, and control a project, similar in content to a Project Delivery Plan.
Project Management Institute (PMI)	Non-profit organization with globally recognized standards, providing advocacy for a project management and certification program for members.
Project Management Manual (PMM)	The document prepared by the City of Winnipeg that provides a standard approach for delivering capital projects.
Project Manager (PM)	City of Winnipeg employee assigned the responsibility for managing a project.
Project Plan	A formal, approved document that outlines how the Project Manager will deliver the project as defined in the Project Charter. The Project Plan references and uses the tools within the IMS for both project execution and project control. The primary goal of the Project Plan is to obtain approval for how the project will be delivered and managed.
Project Quality Management Plan (QMP)	The Project Quality Management Plan outlines the quality requirements for the project and product, and how the project will achieve compliance.
Project Record Index (PRI)	A record that tracks all issues identified by the Project Manager; the ID number that is generated is used to track this event from birth to grave.
Project Schedule	The planned dates, durations, and sequencing for delivering the project; usually defined in terms of Tasks and Deliverables.
Project Sponsor	The Project Sponsor authorizes use of resources for the project, approves major deliverables, and signs off on each project phase. The individual within the business unit who is responsible to deliver the project and assign the Project Manager.
Project Team members	The resources who perform the technical project work and produce the project deliverables.
Projects IN Controlled Environments 2 (PRINCE2)	A project management methodology developed by the Government of the United Kingdom.
Property Insurance	A policy of insurance that protects the physical property (i.e.: building, equipment, contents against certain losses arising from, but not limited to fire, theft, and other weather-related perils.)
Proposed Change Notice (PCN)	A document that is forwarded to the Contractor or others wherein the proposed change in the work is outlined and pricing for the change is requested.
Public	All persons who may be interested in a decision made by the City.
Public Engagement (PE)	Public engagement is a process whereby the City facilitates dialogue with and between the public and stakeholders to collect input which supports better decision making by the City. Public engagement is required for projects that are Council directed, include a legislated requirement to consult the public, were directed to consult by the Director of Customer Service and Communications. If the project is approved in

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	<p>the capital budget, it may require public engagement. If the public's influence will help define or influence the final outcome of the capital budget project, engagement should be considered.</p> <p>On major projects that may have significant and/or long-term impacts socially, economically, or aesthetically, a platform for public consultation and input during the design process may be required or desirable.</p> <p>If the Clean Environment Commission determines that a public review hearing is required in advance of a project proceeding, the first step of this process is an advertisement in the newspaper regarding the proposed hearing for the project that invites public response. Based upon the amount and nature of the response, a decision will be made regarding the need for a public hearing. If the hearing proceeds, the public has an opportunity to make representations regarding the proposed project. Another way by which public consultation may be required or mandated is through the Community Committee or City Council responding to public pressure.</p> <p>During the design process, Public Engagement may be advantageous to provide the public with proper project information and to receive feedback from the public. In recent times, there has been an increased usage of public relations Consultants to assist the City and project Consultants with the preparation and delivery of a clear, concise, and comprehensive message regarding the proposed project.</p> <p>Another opportunity for Public Engagement is official opening ceremonies for completed major projects. These official openings commemorate the completion of the project and recognize the efforts of the City in completing the projects for the benefit of the public.</p>
Publicly Available Specification (PAS)	<p>Organization is called PAS55.</p> <p>Optimal management of physical assets was a Publicly Available Specification published by the British Standards Institution. It has been superseded by ISO 55000 series of Asset Management standards.[1][2]</p> <p>This PAS provides guidance and a 28-point Requirements Checklist of good practices in physical asset management.</p>
Public-Private-Partnership (P3)	<p>A Public-Private Partnership is an alternative approach for project delivery where the private sector assumes a major share of the risks and responsibilities in terms of financing, operating, and maintaining public infrastructure.</p>
Purchase Order (PO)	<p>A contractually binding document that sets out the details, prices, and terms and conditions of a purchase.</p>
Quality Assurance (QA)	<p>The process of reviewing and auditing the project as a whole or in part for fitness of use in terms of quality standards.</p> <p>Quality assurance makes sure the right things are being done, and in the right way.</p>
Quality Control (QC)	<p>The process of monitoring, evaluating, and inspecting actions, results, and products during their execution.</p> <p>Quality control makes sure the results of what is being done are what is expected.</p>
Request for Information (RFI)	<p>A formal document used to communicate a request to clarify or more clearly identify requirements of a specific baseline document.</p>
Request for Proposals (RFP)	<p>A formal request for vendors to provide a product, service, or result in accordance with the way it is defined in the RFP.</p>
Request for Qualifications (RFQ)	<p>A formal procurement process where proponents are requested to submit their qualification for a specific project. The qualification is then analyzed against pre-determined requirements. Those proponents meeting the qualification standard can bid on the next stage in the procurement process.</p>

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Results	<p>An output from performing project management processes and activities. Results include outcomes (i.e.: integrated systems, revised process, restructured organization, tests, etc.) and documents (i.e.: policies, plans, studies, procedures, specifications, reports, etc.).</p> <p>* Project Management Institute (2017). A Guide to the Project Management Body of Knowledge, Sixth Edition, p. 720.</p>
Risk	<p>An uncertain event or condition that if it occurs has a positive or negative impact on one or more project objectives.</p> <p>* Project Management Institute (2017). A Guide to the Project Management Body of Knowledge, Sixth Edition, p. 720.</p>
Risk Analysis	<p>This is the process of studying the nature of risk to determine the level of a risk. Risk analysis includes a systematic use of available information to determine how often specified events may occur and the magnitude of their consequences.</p>
Risk Assessment (RA)	<p>The overall process of risk identification, risk analysis and risk evaluation.</p>
Risk Management	<p>A process of well-defined steps that when taken in sequence, support better decision making by contributing to greater insight into risks and their impacts. This includes how to effectively manage potential opportunities and adverse effects.</p>
Risk Management Plan (RMP)	<p>A document describing how project risk management will be structured and performed on the project.</p>
Risk Register	<p>The record of risk events identified and assessed and actions developed to address those risk events.</p>
Risk Tolerance	<p>This refers to the willingness of the organization to accept, mitigate or avoid risk.</p>
Risk Transfer	<p>A risk response strategy whereby the shifting of the burden of loss for a risk to another party through legislation, contract, insurance or other means.</p>
Safety Plan	<p>A plan that details how safety requirements will be implemented on a work site. The goal is to think about safety in advance of doing any activities in order to prevent accidents.</p> <p>The plan also outlines responsibilities and general response procedures in case an incident does occur.</p>
Small Employer Certificate of Recognition (COR™)	<p>COR™ for small employers.</p>
Stakeholders	<p>Any group or representatives of a group who may be interested in providing input prior to a decision being made by the City.</p> <p>This may include: residents groups, businesses, special interest groups, community organizations, government agencies, and any other organization or representative of an organization interacting with the City.</p>
Standard Deviation (SD)	<p>In statistics and probability theory, the Standard Deviation (represented by the Greek letter sigma, σ) measures the amount of variation or dispersion from the average.</p> <p>A low Standard Deviation indicates that the data points tend to be very close to the mean (also called Expected Value); a high Standard Deviation indicates that the data points are spread out over a large range of values.</p>
Standard Operating Procedure (SOP)	<p>Procedural manual containing the steps for how an individual or group of individuals are to operate a facility, piece of equipment or system.</p> <p>The Procedure ensures consistency, and is a Quality Assurance process document.</p>

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Advisory Committee	A group of high-level stakeholders who provide guidance on the overall direction of the project or the business. Advisory Committees may provide direction to the project within their mandated area of responsibility.
Strategic Plan	A plan that outlines an organization's long-term vision (10 to 20 years) of where an organization wants to be and how to proceed there strategically.
Strategic Risk	Strategic Risk relates to business, environmental or regulatory factors impacting service delivery.
Supplemental Conditions (SC)	A section of the Bid Opportunity or Request for Proposals that supplements or modifies the General Conditions, and sets out terms and conditions specific to the Contract.
Tangible Capital Asset (TCA)	Tangible Capital Assets are those capital assets of an enterprise such as property, plant, and equipment, that have physical characteristics or presence. The City uses this process called Depreciation to allocate part of the asset's expense (value) to each year of its useful life, instead of allocating the entire expense (value) to the year in which the asset is purchased.
The City of Winnipeg (the City)	The City of Winnipeg as continued under the City of Winnipeg Charter.
Third Party	A person or entity outside of the City of Winnipeg organization, who may be a party to a contract or a vendor or claimant.
Top-down Estimating	Approximating the size (duration and cost) and risk of a project (or phase) by comparing the project, as a whole, to similar projects. The comparison may be made directly using analogous estimating, through an algorithm as in parametric estimating, or from the experience of estimating experts.
Useful Life	The shortest time span associated with the asset's physical, technological, commercial, and legal life.
Users / customers	The people who use the project deliverables to improve their lives or work. They are sometimes involved directly within the project in the form of focus groups and/or test users.
Value Engineering (VE)	An exercise that uses engineering effort to reduce construction costs, optimizes lifecycle costs, or improves quality.
Value for Money (VfM)	Term used to assess whether the City has obtained the maximum benefit from the goods and services it acquires and/or provides, within the resources available to it. VfM measures the cost of goods and services and evaluates the mix of quality, cost, resource use, fitness for purpose, timeliness, and convenience to determine whether, when evaluated as a whole, they constitute good value. Achieving VfM may be described in terms of the three Es – economy, efficiency, and effectiveness.
Value Management	A structured team-based approach that uses concepts and methods to create sustainable value for both the City and stakeholders. Value management identifies functional requirements of projects/contracts to achieve optimum function for minimum cost. The aim of value management is to reconcile stakeholders' views and to achieve the best balance between satisfied needs and available resources.
Vendors	The people and organizations the project procures to provide products, services, and/or results to fill the gaps in the Project Team's knowledge of abilities, or to enhance the quality of the final product.
Whole-Life Costing	The total cost throughout its life including planning, design, acquisition, and support costs and other costs directly attributable to owning or using the asset,

APPENDIX H: GLOSSARY

Term	Definition/Explanation
	<p>including disposal costs; or</p> <p>An economic assessment considering all agreed projected significant and relevant cost flows over a period of analysis expressed in monetary value. The projected costs are those needed to achieve defined levels of performance, including reliability, safety, and availability.</p> <p>Whole-life Costing vs Lifecycle Costing</p> <p>Lifecycle Costing refers to the periodic replacement of assets based on typical asset life spans, whereas whole-life costing evaluates investment options, based on an evaluation encompassing all of the relevant costs of ownership over a defined time span.</p> <p>Broadly, lifecycle costs are associated directly with constructing and operating an asset, while whole-life costs include other costs such as land, income from the asset, and support costs associated with the asset. The expertise of the construction industry is best placed to deliver lifecycle costs which clients can use to calculate Whole-life Costs.</p>
<p>Work Breakdown Structure (WBS)</p>	<p>A hierarchical representation of the work to be executed in a project to accomplish the project objectives and create the required deliverables.</p>
<p>Workplace Safety and Health Act (WSHA)</p>	<p>An Act intended to “secure workers and self-employed persons from risks to their safety, health and welfare arising out of, or in conjunction with, activities in their workplaces”.</p> <p>Federal, provincial, and territorial governments are used as a guideline in Manitoba for drinking water quality.</p>
<p>Wrap Up Liability Insurance</p>	<p>This a liability policy of insurance that serves as all-encompassing insurance that protects all contactors, subcontractors, owners, etc., working on large construction projects, typically valued at over \$10,000,000.</p>

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