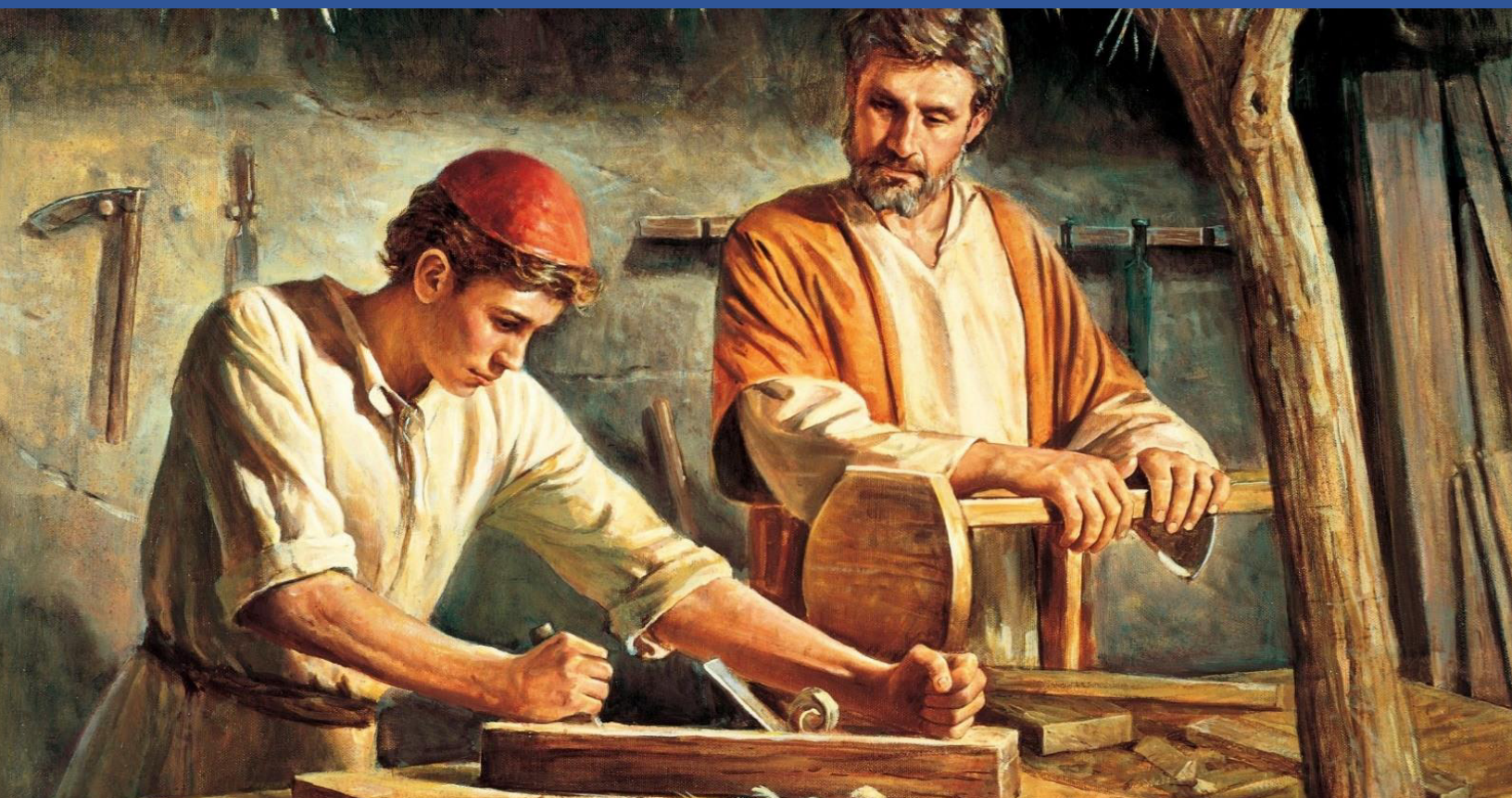


CAPITAL PROJECTS GUIDE

RCAV Property & Infrastructure Office



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And Jesus said,

**“And indeed, which of you here,
intending to build a tower, would not
first sit down and work out the cost to
see if he had enough to complete it?**

**Otherwise, if he laid the foundation and
then found himself unable to finish the
work, anyone who saw it would start
making fun of him and saying,**

**‘Here is someone who started to build
and was unable to finish.’”**

Luke 14:28-30

Message from our Delegate for Infrastructure

Dear Priests, Principals, and Parish Building Committee Members:

In 2016, a committee met to discuss issues that had been raised covering Capital Projects in the RCAF. Of the many recommendations that came from the final report was the need to develop a project management guide and templates for both small and large projects.

The requirement for a flowchart outlining the steps in the process, who is responsible for each step and timelines for decision making at each point in the flowchart was identified as a priority.

Much work has been done over the past few years to better understand what works and what doesn't work in the planning and delivery of Capital Projects for all parties including the various offices at the Pastoral Centre (Property & Infrastructure, Finance and Development), as well as pastors, their building and finance committees, and school principals. This document is the collaboration of the multi-disciplinary team that brings forward best practices and required archdiocesan processes and approvals that will facilitate smooth and predictable outcomes for your projects from a scope, budget and schedule perspective.

In 1 Corinthians, chapter 14 verse 40 we are reminded that all things should be done decently and in order. This guide seeks to help us handle capital project tasks in a decent and orderly manner.

My heartfelt thanks to Archbishop Michael for his encouragement and guidance in the composition of this document. I would also like to express my gratitude to all members of the project team and others involved with the production of this guide.

This is a living document with the most current version being maintained on the RCAF website. As such, printed versions are uncontrolled. We, the project team, pray it will be a welcome and helpful resource for advancing missional and pedagogical-focused projects that will be transformative for your parish and school communities.

May St. Joseph continue to pray for us in being good stewards of our parish capital projects.



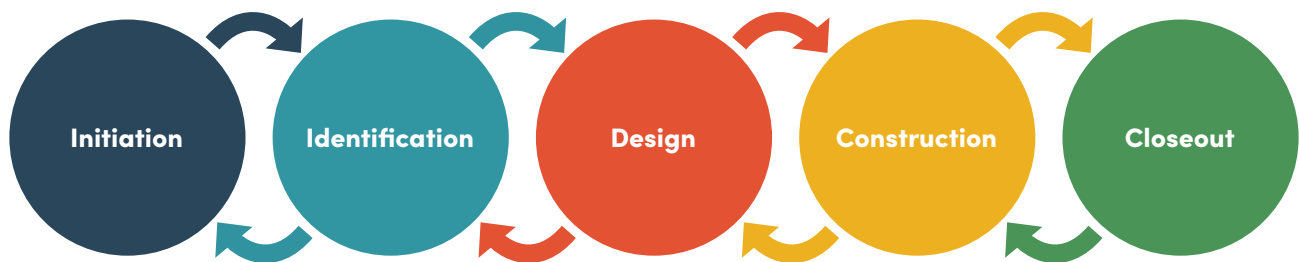
Rev. Stanley Galvon
Archbishop's Delegate
for Infrastructure and Property Stewardship

2.0 Project Phase Overview

P&I Projects are managed in 5 phases: **Initiation, Identification, Design, Construction, and Close Out.**

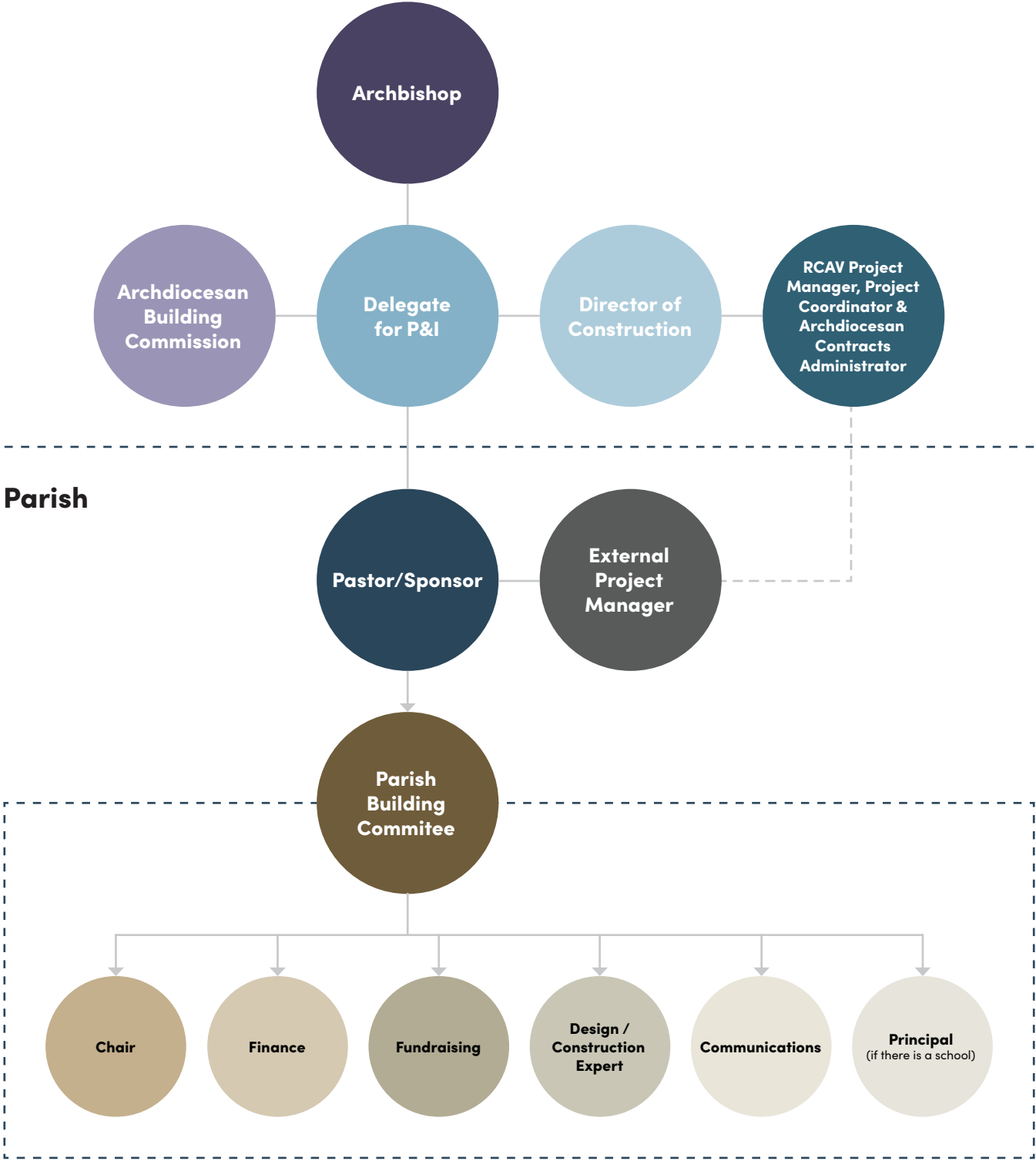
In each of these phases, the Project Team will be required to work together under the leadership of the Pastor and External Project Manager to create the content or outputs that will help the Project move to the next phase. Sets of approved templates are designed to assist Pastors and Parish Building Committees with creating, documenting, and controlling the process. The Property and Infrastructure Office Team are available as a resource at any time for consultation on project related questions.

The diagram below illustrates the interaction of Project Phases:



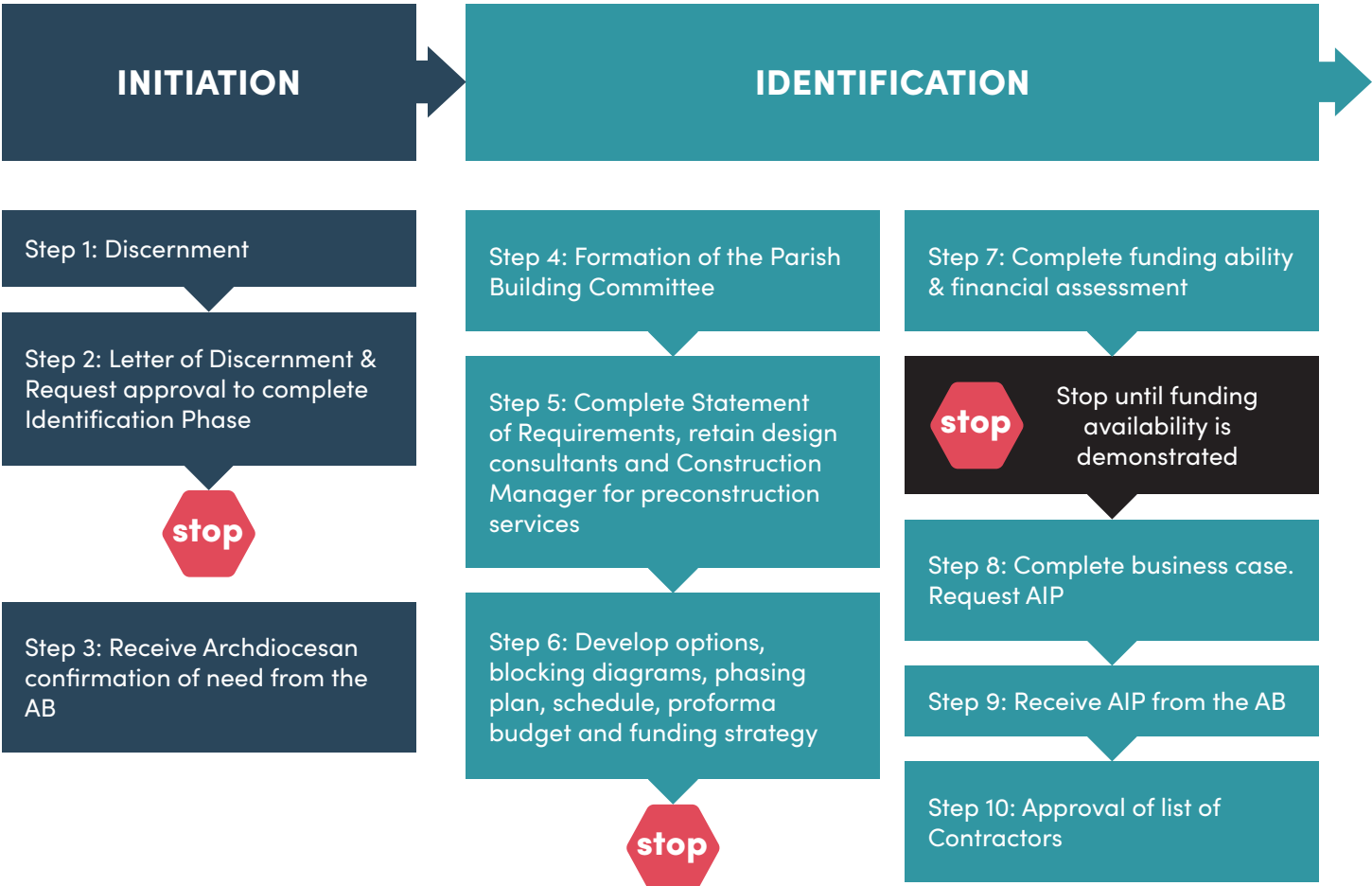
Note: It is not only acceptable, but anticipated, that a project will move backwards as well as forwards throughout its life cycle.

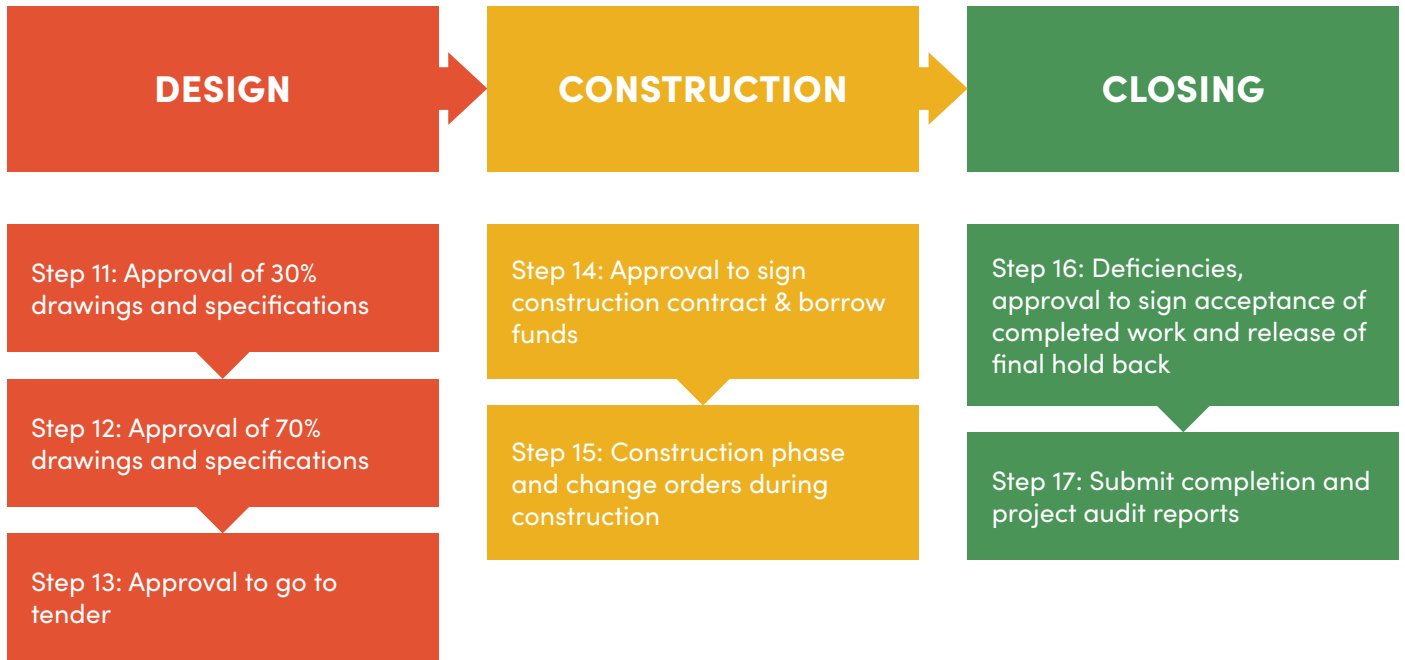
3.0 Property & Infrastructure and Parish Organization Chart



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4.0 Horizontal Timeline with Stops





5.0 Roles and Responsibilities

Without deliberation, plans come to nothing.
Plans succeed where counsellors are many.

Proverbs 15:22

5.1 Archbishop (+AB)

The Archbishop in Vancouver has the legal title of Corporate Sole. This means that the legal title of properties in the Archdiocese of Vancouver is under his name. Church canon law ensures that the patrimony of each parish is respected in property transactions.

5.2 Archdiocesan Building Commission (ABC)

Archbishop appointed advisory group, chaired by the Dfl and administered by the Property and Infrastructure office; all projects above the fiscal authority of the +AB are required to solicit comments and address concerns of the ABC.

The ABC provides practical assistance in constructing facilities to serve the Archdiocese of Vancouver. The ABC is typically involved with projects such as the building and renovation of churches, schools, halls, rectories, and offices. The Dfl chairs the ABC which operates in conjunction with the Property and Infrastructure Office.

5.3 Archdiocesan Contracts Administrator (ACA)

Works in the P&I Group. Assists to prepare and administer all consultant, contractor and insurance contracts. Administers the Builders Lien Act.

5.4 Archdiocesan Finance Council (AFC)

Archbishop appointed advisory group, chaired by the +AB and administered by the CFO; all projects above the fiscal authority of the +AB are required to solicit comments and address concerns of the AFC. Once the parish's submission is approved by the ABC, the parish works with the CFO to submit its project proposal to the Archbishop. This application will be presented by the CFO to the AFC.

5.5 Architect

A consultant retained by the Parish; all consultants are to be vetted through the DoC prior to engagement and contracted through the ACA.

5.6 Catholic Independent Schools of the Vancouver Archdiocese (CISVA)

Administrator of Catholic schools in the Archdiocese of Vancouver.

5.7 Chief Financial Officer (CFO)

Archbishop appointed diocesan financial administrator of the Archdiocese of Vancouver.

5.8 College of Consultors (CoC)

Canonical & Archbishop appointed advisory group. The CoC assists the diocesan bishop in the governance of the diocese in accord with the provisions of Church law. For exercises of ecclesiastical governance, canon law requires that the diocesan bishop consult the college, and even obtain its consent. The college is comprised of no less than six priests and no more than 12. It is a required body in the diocese.

5.9 Controller

The Controller is responsible for all areas relating to general accounting and financial reporting, participates in safeguarding of Archdiocesan assets and is accountable for payroll administration.

This function also supports the CFO, the Archdiocesan Curia, and provides information and support to parishes and schools.

5.10 Construction Manager (CM)

Typically, a CM provides pre-construction services such as constructability and design assist, phasing, safety, and pricing; and later construction management services; all consultants are to be vetted through the DoC prior to engagement and contracted through the ACA.

5.11 Delegate for Infrastructure (Dfl)

Archbishop appointed representative for capital projects and Chair of the ABC. The Dfl acts on behalf of the +AB as a liaison with pastors and stakeholders to enable the proper planning, construction, and upkeep of properties and infrastructure.

5.12 Design Consultants - Architectural, Structural, Mechanical/Electrical plus others as needed.

Project design consultants which include architects, engineers and other specialists report to the Pastor. All consultants are to be vetted through the DoC prior to engagement and contracted through the ACA.

5.13 Development Office (DO)

As a central resource of the RCAV, the Development Office ensures that fundraising activities are organized professionally and that donated funds are used properly. Development team members are fund-raising professionals who embrace Catholic values of faith, excellence, service, virtue, and family.

5.14 Director of Construction (DoC)

Assists pastors and parish communities in planning, developing, and constructing capital projects.

5.15 External Project Manager (EPM)

Every Capital Project will require the hiring of a professional 3rd party project manager who is capable of, and will have delegated responsibility for, the entire project from start to end. This is a critical position. The DoC has a vetted list of qualified EPMs for the Pastor and Parish Building Committee to select from. In the event they wish to select an EPM who is not on the list, the EPM must be vetted by the DoC prior to signing the contract.

5.16 Liturgical Committee

Archbishop appointed diocesan advisory group; all projects involving churches or chapels are required to solicit advisory comments and direction.

5.17 Parish Building Committee (PBC)

A Parish Building Committee (PBC) is appointed by the pastor and is typically made up of people who will be able to guide him in his decision making and the stewardship of the project. A typical PBC includes:

Pastor: the leader

Chair: this person is typically someone who will be the liaison between the building committee and the external project manager consultants, contractors and the RCAF.

Finance: a person from your finance committee who maintains focus on budgetary impacts.

Fundraising: if required, this person is helpful in crafting/stewarding the capital campaign and coordinating with the RCAF Development Office if necessary.

Design/Construction Expert: Working with the external PM, they will apply their experience to translate design and construction language into plain English so that the committee and pastor can make informed decisions in a timely manner.

Communications: a dedicated person who can control messaging and have the voice of the project in addition to the Pastor.

Principal: if the project involves a school, then representation from the school or school community (PEC) is required.

5.18 Parish Facilities Manager (PFM)

Person or company retained by the parish to maintain assets in accordance with Maintenance Manuals.

5.19 Parish Finance Council (PFC)

Pastor appointed financial management committee.

5.20 Pastor

Is the Archbishop's Representative and administrator responsible for all parish and school projects.

5.21 Property & Infrastructure Office (P&I)

The P&I Office exists to provide procedural and project advisory services for all major building construction and renovation projects in the Archdiocese of Vancouver.

It oversees, manages and coordinates the development and execution which include churches, parish halls, schools, and residences, from the initial design to finalization and acceptance of construction, according to the policies and procedures of the Archdiocese of Vancouver.

5.22 RCAV Project Coordinator (RCAV PC)

Works in P&I Group. Supports the Director of Construction, the RCAV Project Manager, and the Archdiocesan Contract Administrator in helping the pastors and parishes with their capital projects.

5.23 RCAV Project Manager (RCAV PM)

Works in P&I Group. Liaises with the Project and Design Teams to monitor the design and construction work as well as project close out.

5.24 Sacred Art & Architecture Commission

Archbishop appointed diocesan advisory group for art and architecture; all projects involving artwork, churches or chapels are required to solicit advisory comments and direction.

6.1 Development Office

The mission of the Development Office is to connect caring donors to ministries, organizations, communities, and individuals in need within the Archdiocese of Vancouver.

As a central resource, the Development Office ensures that fundraising activities are organized professionally and that donated funds are used properly. Development team members are fund-raising professionals who embrace Catholic values of faith, excellence, service, virtue, and family.

There are three typical funding sources for capital projects:

1. Cash on hand – accumulated savings or transaction
2. Financing – loan
3. Fundraising

The Development Office of the Archdiocese of Vancouver can help a parish determine if a capital campaign (fundraising) should be deployed. If the parish anticipates significant fundraising, the Archdiocese may require a Fundraising Feasibility Study to gain Approval in Principle. The Development Office can help the parish team determine the best path forward for fundraising.

6.2 Feasibility Study

Feasibility Study: An in-depth examination and assessment of the fundraising potential of a parish. When conducted by professional fundraising consultants, feasibility studies can cost tens of thousands of dollars. Conducting a feasibility study “in-house” is much cheaper but not advised if the project requires more than \$2M of fundraising, due to increased project risk if a shortfall occurs. The Development Office can help assess this risk and determine the scope of feasibility needed and offer recommendations for fundraising consultants. The Development Office and CFO will work with parish finance committee and pastor to develop the funding stack for the project business case.

6.3 Fundraising Terminology

Advance Gifts: Gifts given or pledged in advance of a public announcement of a campaign. Advance gifts are solicited before a campaign is announced because the success or failure of a campaign may depend on the size of the advance gifts.

Bequest: A transfer, by will, of personal property such as cash, securities, or other tangible property.

Campaign Costs: Expenditures that are deemed essential to the planning and operation of a campaign and that are directly related to campaign budget projections.

Capital Campaign: A carefully organized, highly structured fundraising program using

volunteers supported by RCAV staff and consultants to raise funds for specific needs, that are to be met within a specific time frame, and with a specific fiscal goal. Allows donors to pledge gifts that can be paid over a period of years.

Case: Carefully prepared reasons why a charitable institution merits support.

Donor Recognition: The policy and practice of recognizing gifts, first through immediate acknowledgment by card or letter and subsequently through personalized notes, personal expressions of appreciation directly to donors, published lists of contributors, and other appropriate ways.

Endowment: Principal maintained in a permanent fund to provide income for general or restricted use of an agency, institution, or program.

Gift-in-Kind: A contribution of equipment or other property on which the donor may place a monetary value and claim a deduction for income tax purposes.

Gift Range Chart: A chart of gifts that enables campaign leaders to know, in advance of a campaign, the size and number of gifts likely to be needed at each level of giving in order to achieve the campaign goal. The chart focuses the attention of campaign leaders on the sequence of gifts that will be needed.

Letter of Intent: A pledge form stated in less formal, no legalistic terms for use by potential donors who view the pledge card as a contract and refuse to commit themselves to multiple - year gift payments because of this contractual aspect.

Life Insurance Gifts: The irrevocable assignment of a life insurance policy for charitable disposition for which the present value is fully tax deductible, as are the premiums paid by the donor.

Matching Gift: A gift that is made on condition that it be matched within a certain period, either on a one-to-one basis or in accordance with some other formula; also, a gift by a corporation matching a gift by one of its employees.

Memorial: A gift made to perpetuate the memory of an individual. A Memorial should not be confused with a gift to honor a living person.

Pledge: A signed and dated commitment to make a gift over a specified period, generally two or more years, payable according to terms set by the donor, with scheduled monthly, quarterly, semi-annual, or annual payments.

7.1 History of Process Mapping

Process mapping, also known as workflow mapping, is a technique used to visually represent the steps and activities involved in a process or workflow. It provides a clear and structured overview of how a process functions, highlighting the sequence of activities, decision points, inputs, outputs, and interactions between different participants.

With the advent of computer technology in the late 20th century, process mapping tools and software became more sophisticated and widely available. Today, process mapping is used in various industries and nonprofit sectors, including manufacturing, healthcare, information technology, finance, and religious organizations.

7.2 Why Do We Use Process Mapping?

Process mapping serves several important purposes:

- **Understanding and Communication:** Process mapping helps individuals and teams gain a clear understanding of how a process works. By visualizing the steps, inputs, outputs, and decision points, it becomes easier to comprehend the overall flow and identify areas for improvement. It also facilitates effective communication and collaboration among participants by providing a common language and visual reference.
- **Process Improvement:** Process mapping is an essential tool for process improvement initiatives. It allows organizations to identify bottlenecks, inefficiencies, and areas of waste within a process. By analyzing the map, teams can brainstorm and implement changes to streamline the process, reduce costs, enhance quality, and improve overall performance.
- **Standardization and Consistency:** Process mapping enables organizations to standardize their procedures and ensure consistent execution. By documenting and visualizing the ideal or desired process flow, organizations can establish best practices and guidelines for employees to follow. This reduces variation, enhances quality control, and enables smoother handoffs between different individuals or offices.
- **Training and Onboarding:** Process maps serve as valuable training and onboarding resources for new employees. They provide a step-by-step guide to familiarize newcomers with the process and its associated tasks. By using process maps, organizations can reduce the learning curve, accelerate employee integration, and maintain consistency in how work is performed.

7.3 The Role of Swim Lanes in Workflows

Swim lanes, also known as swim lane diagrams or cross-functional flowcharts, are a specific type of process map that incorporates visual divisions into lanes or columns representing different individuals, offices, or functions involved in the process. Swim lanes provide a structured way to illustrate the responsibilities, interactions, and handoffs between different participants within a workflow.

7.4 The Use of Swim Lanes in Workflows Offers Several Advantages

- **Clarity and Accountability:** By assigning specific lanes to different individuals or offices, swim lanes make it clear who is responsible for each step in the process. This enhances accountability and reduces ambiguity, ensuring that everyone understands their role and contributes to the overall workflow.
- **Visibility of Handoffs:** Swim lanes make it easy to visualize and track handoffs between different individuals or offices. It highlights the dependencies and interactions between participants, enabling better coordination and communication. This is particularly useful in complex processes involving multiple participants.
- **Process Optimization:** Swim lanes provide a framework for identifying bottlenecks and inefficiencies within a workflow. By examining the flow of activities across different lanes, teams can identify delays, redundancies, or gaps in responsibilities. This enables targeted process improvements and facilitates collaboration between teams to optimize the overall workflow.
- **Cross-Functional Understanding:** Swim lanes promote cross-functional understanding and collaboration. By visualizing the workflow in a shared diagram, individuals from different offices can gain insights into each other's roles. This shared understanding facilitates effective teamwork, reduces silos, and promotes a holistic approach to process management.

In summary, process mapping enables organizations to understand, communicate, improve, and standardize their processes. Swim lanes, as a specific technique within process mapping, provide a structured representation of workflows, enhancing clarity, accountability, visibility, and cross-functional collaboration.

7.5 Numbering of Steps in the Maps

For ease of identifying and referencing the boxes in each map, the boxes have been numbered. When discussing steps, it is easier to identify or refer to the box by number rather than by “swim lane” or content. For example, in Identification Map 5 of 5 there are a total of 28 boxes, numbered 1 to 28. The boxes are numbered in sequence along the path of “YES” from 1 to 25 to reaffirm the approval process. The first box along the path of “NO” is then numbered 26, 27 and 28 and appear nonsequential.

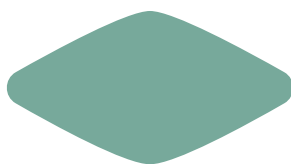
7.6 Order of Swim Lanes in the Maps

Every effort was made to keep the order of roles consistent within the maps. For example, it will be noticed that in some cases the Pastor swim lane may be at the top and in others his swim lane may be mid map. The overall readability of each map was considered when positioning the roles swim lanes.

7.7 Legend



Process



Decision



Note



Output



Flow Line



Path of Yes



Path of No



Duration

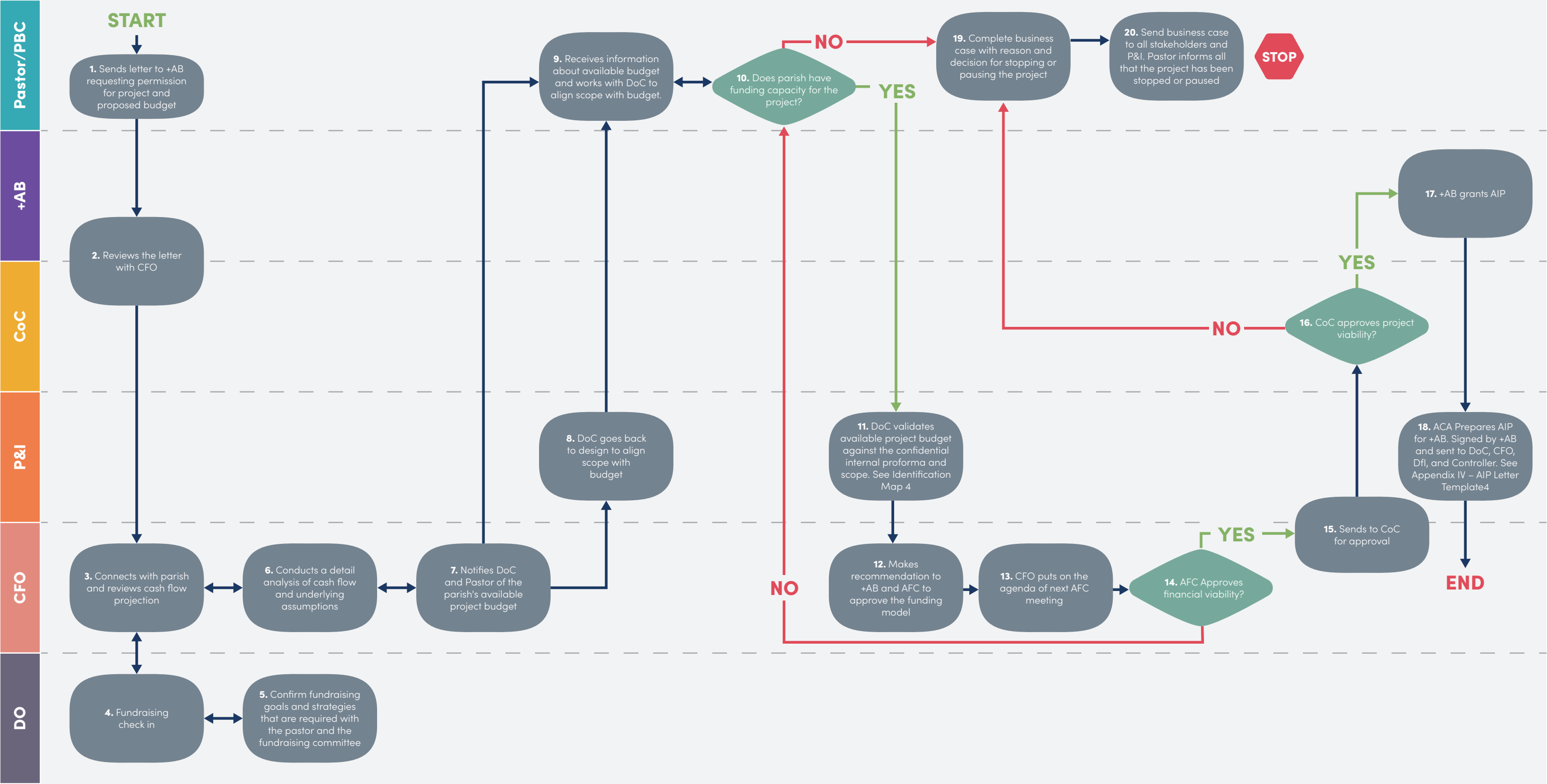
8.0 Process Maps

8.1 Project Funding Map

The Project Funding map has been placed in the initiation phase. Unlike all other maps which follow the project phase sequence, this map will be relevant throughout Initiation, Design, and Construction. There are several outputs in this map and keeping these on one map has proven to be the most effective. Other maps point back to this one when relevant.

Project Funding/ Approval in Principle

This map is not in sequence



LEGEND

+AB – Archbishop
ACA – Archdiocesan Contracts Administrator
AFC – Archdiocesan Finance Council
AIP – Approval in Principle
CFO – Chief Financial Officer
CM – Construction Manager

CoC – College of Consultors
DfI – Delegate for Infrastructure
DO – Development Office
DoC – Director of Construction
PBC – Parish Building Committee
P&I – Property & Infrastructure Office

OUTPUT

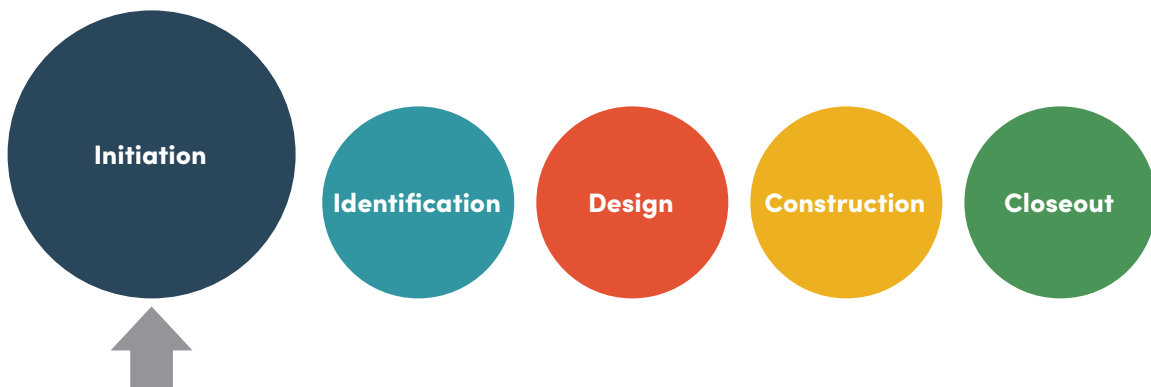
Approval in Principle (AIP) Letter

8.2 Initiation Phase Overview

The purpose of project initiation is to develop a preliminary proposal for the most appropriate project, within specific time and budget frames, that addresses specific missional or pedagogical goals. Underpinned by benefits and goals that have been identified and agreed upon by the community's guiding strategic Campus Master Plan (CMP), this is an exploratory phase of discernment for a project.

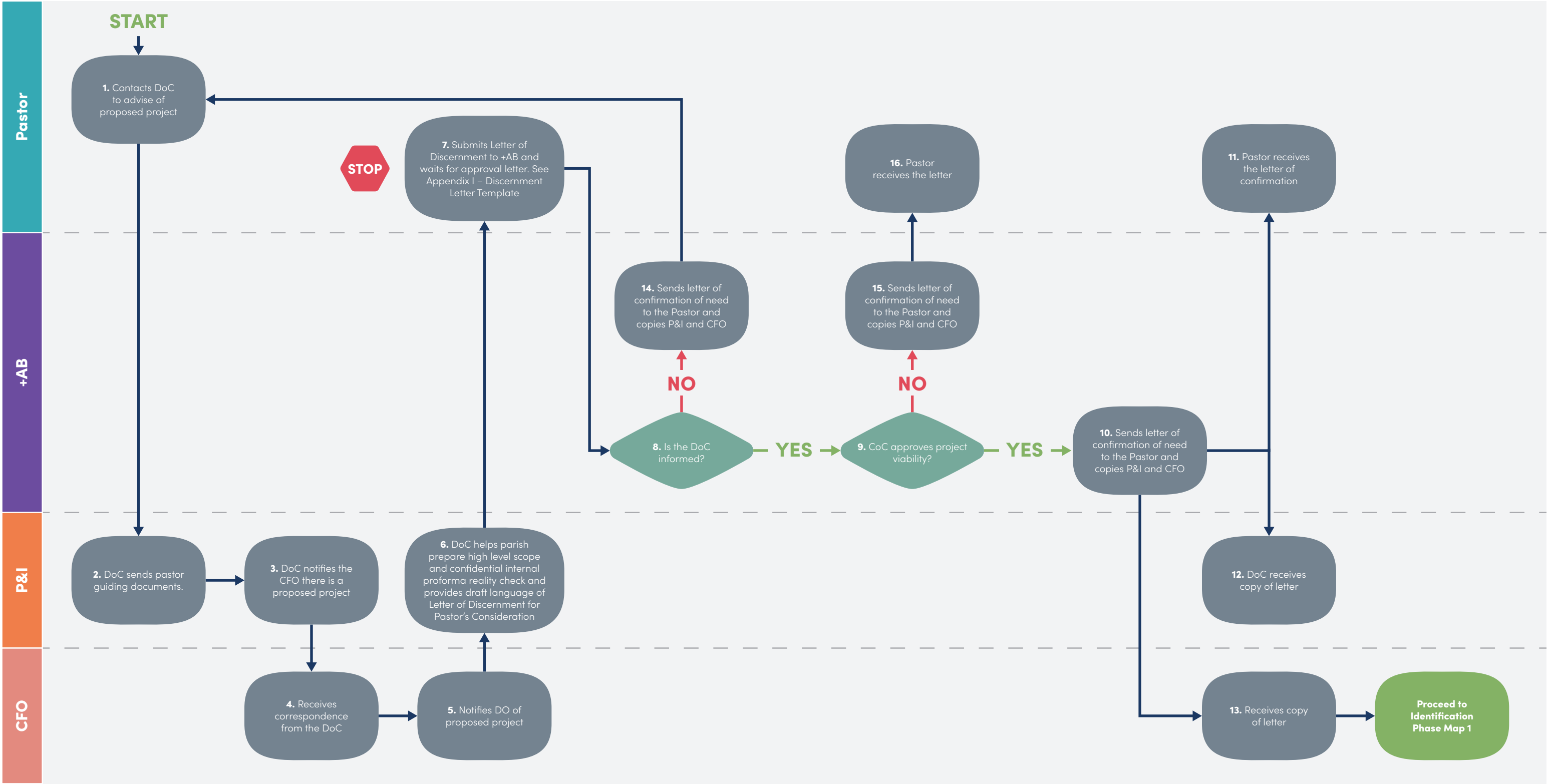
The CMP is a foundational document that puts all capital projects in its proper context of "Who are we and how are we being called to advance the mission of the church?" To better understand this, refer to Appendix XI - "CMP – A Guide."

The pastor must request and receive permission (and guidance) from the Archbishop before moving past this stage.



8.2.1 Discernment Map

Initiation Phase Map 1 *Discernment*



LEGEND

+AB – Archbishop
CFO – Chief Financial Officer
DO – Development Office
DoC – Director of Construction
P&I – Property & Infrastructure Office

OUTPUT

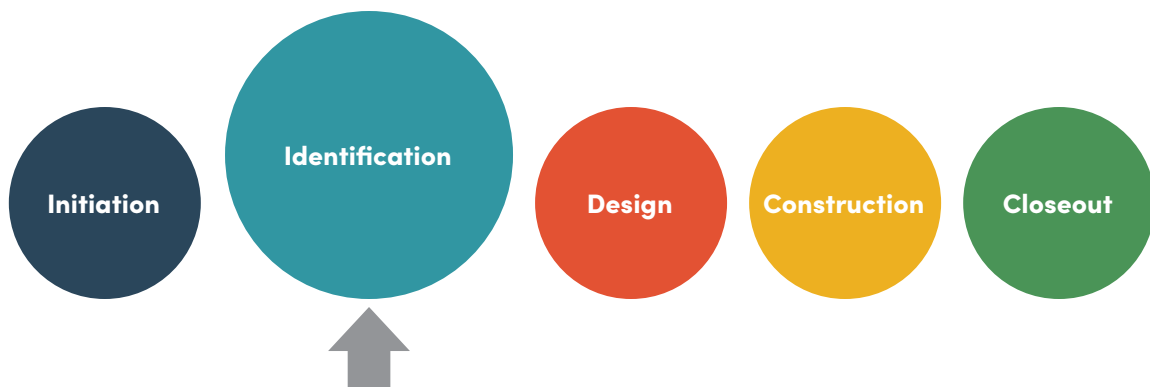
Letter of Discernment

Letter of Confirmation of Need

8.3 Identification Phase Overview

Identification is the phase where the community clearly lays out the justification for a project, what its objectives will be, and how the project will be organized and paid for in the form of a business case. This helps ensure that everyone knows what's going on right from the outset and records decisions that are structured and defensible. In this phase, the Parish Building Committee and budget will be established, consultants engaged to gather key planning information that will help the project identify the project's key features, criteria for success, and develop two or more options that can be used to achieve the desired project goals. Using a Structured Decision-Making process, the community will identify a preferred option that best achieves the previously stated goals and objectives and is within their means to fund. This process is captured in the business case and presented for approval from decision-makers in the community and diocese. Without an approved business case, a project risks being derailed due to a lack of direction, lack of accountability, lack of funds and/or a lack of engagement from people who hold an interest in the project.

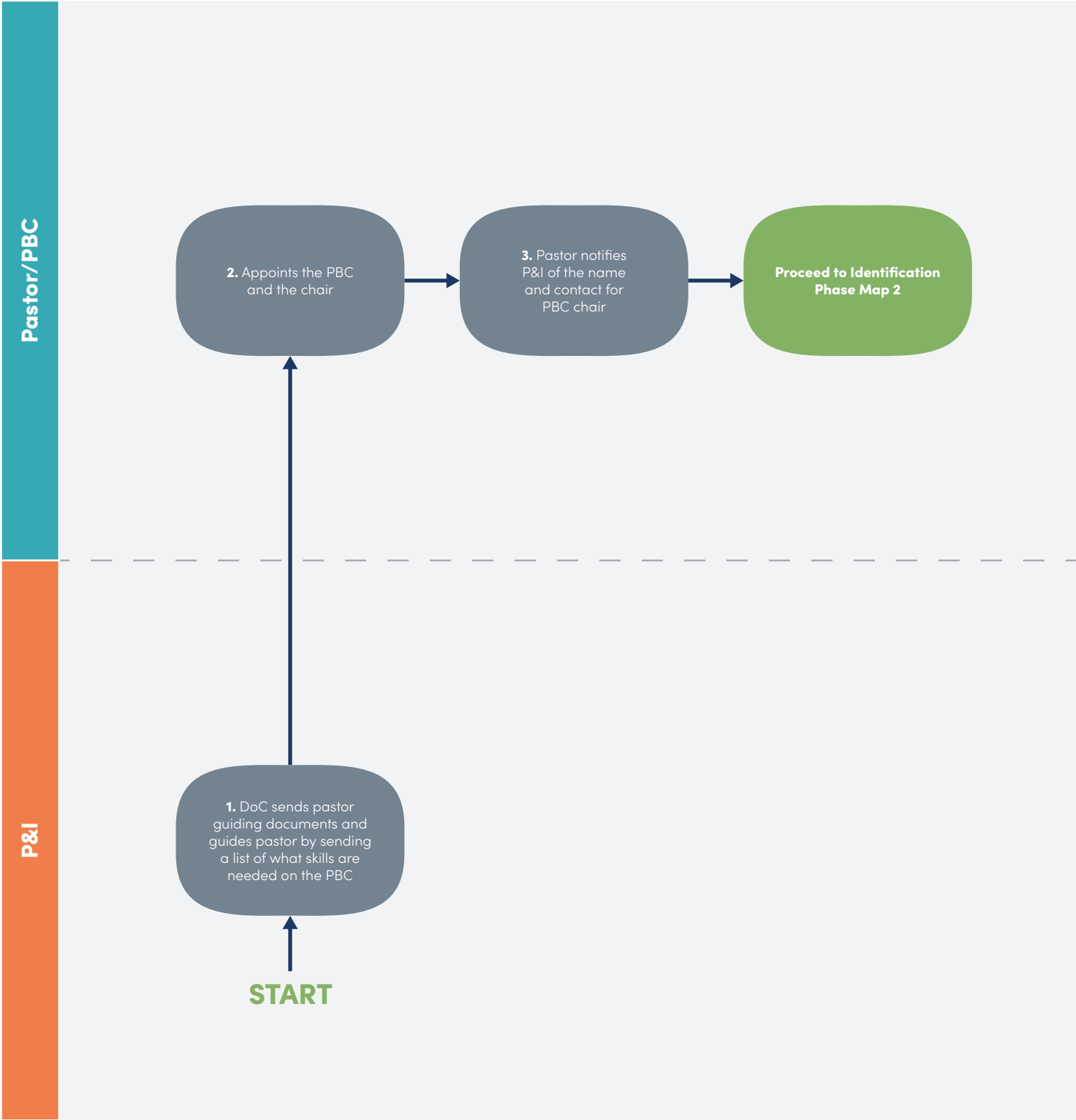
Since pastors and volunteers may change over the course of a project, your business case is also a historical document — meaning that decisions are recorded/substantiated for everyone's benefit and revised versions of the plan can be issued over the project life cycle as necessary. The end milestone for this stage is "Approval in Principle" from the Archbishop. The Approval in Principle is required to continue with the project into detailed design, tendering and construction.



8.3.1 Formation of a Parish Building Committee Map

Identification Phase Map 1

Formation of Parish Building Committee



LEGEND

DoC – Director of Construction
PBC – Parish Building Committee
P&I – Property & Infrastructure Office

OUTPUT

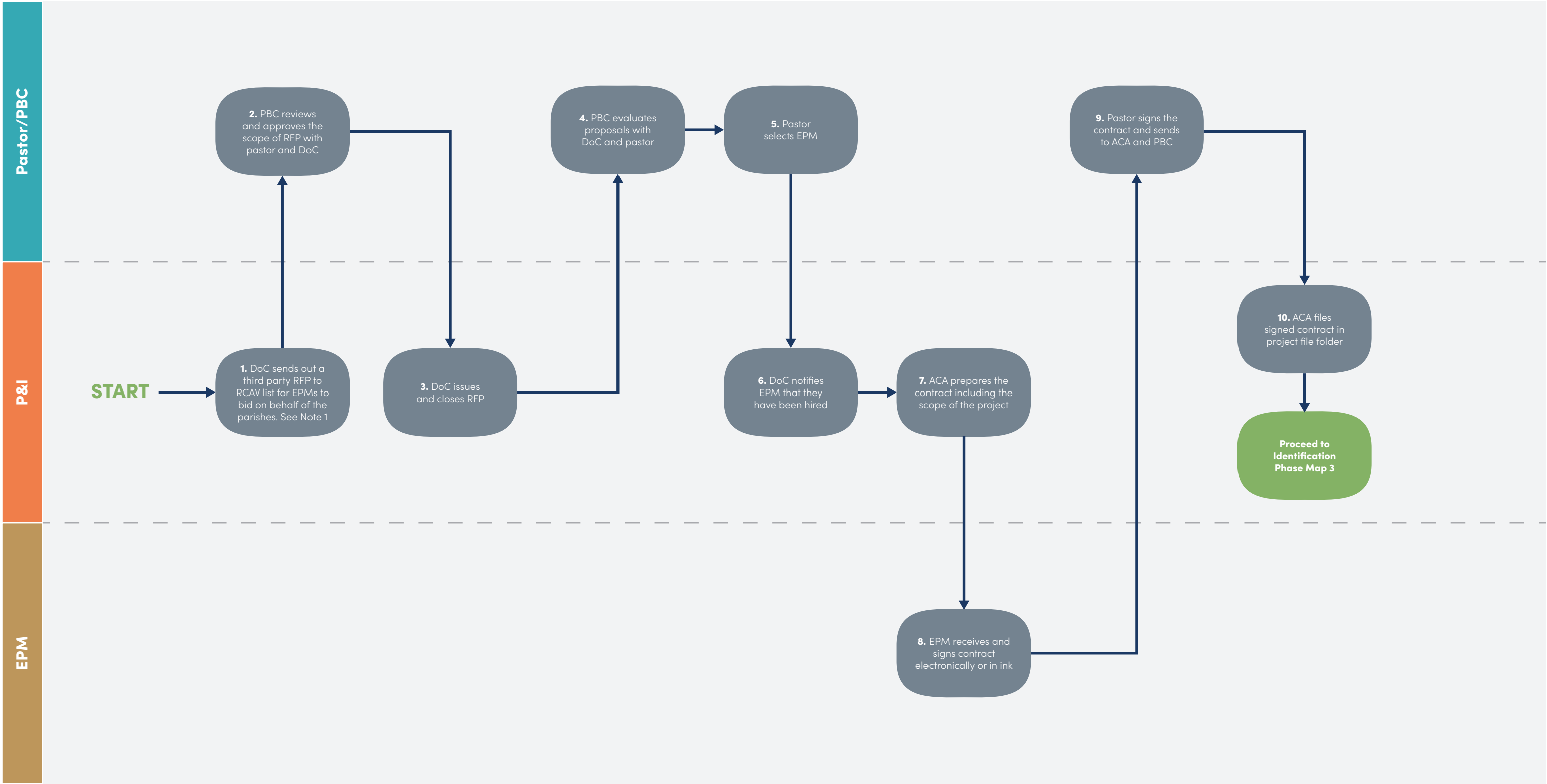
Formation of PBC

Note 1: Always send correspondence to Pastor and copy chair of the committee and secretary

8.3.2 Hiring and Approval for an External Project Manager Map

Identification Phase Map 2

Hiring and Approval for an External Project Manager



LEGEND

ACA – Archdiocesan Contracts Administrator
EPM – External Project Manager
PBC – Parish Building Committee
P&I – Property & Infrastructure Office
RFP – Request for Proposal

OUTPUT

EPM signed contract

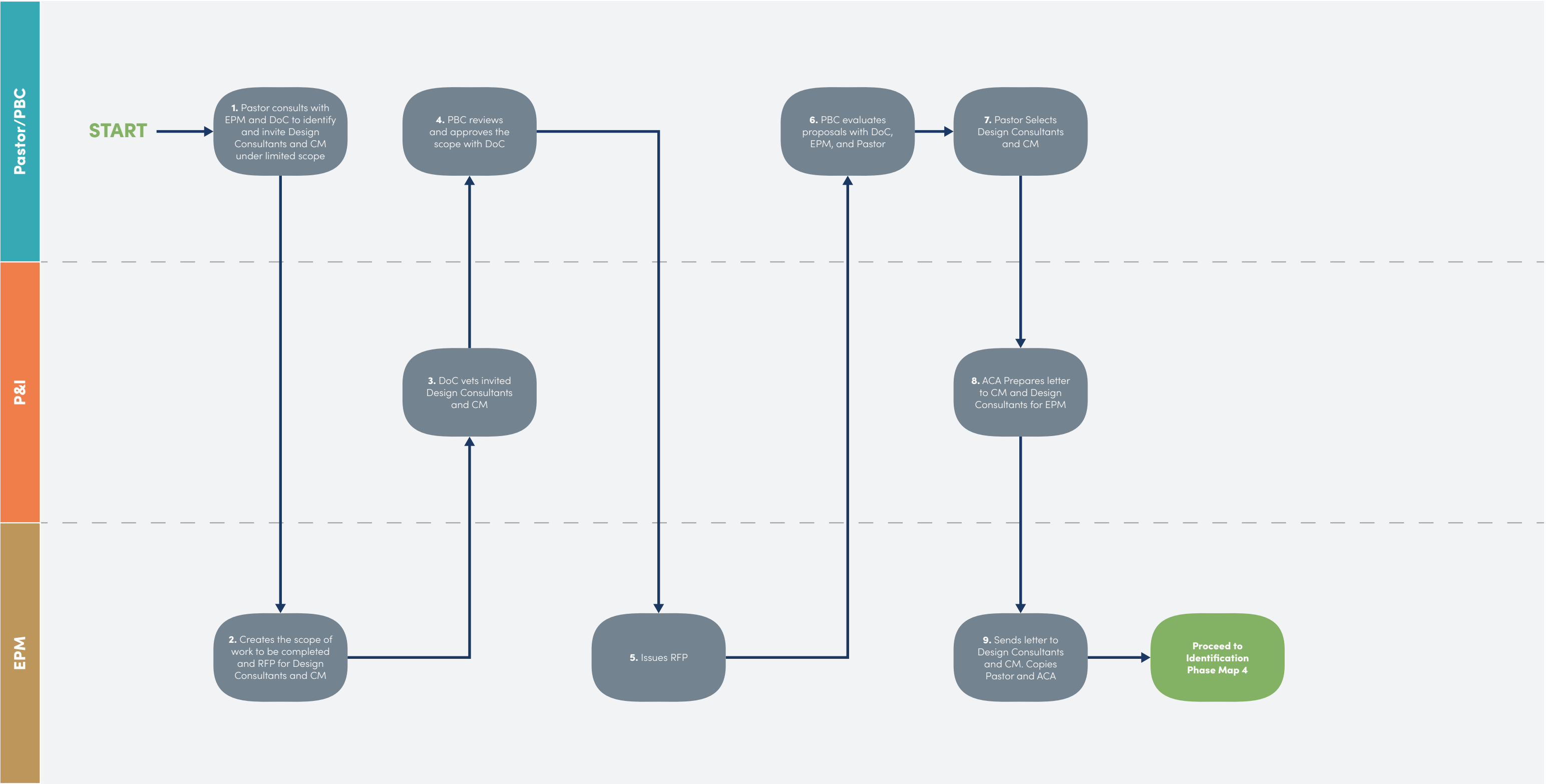
RFP opens and closes

Note 1: Pastor with PBC may include their EPM but they need to be vetted by DoC

8.3.3 Retain Construction Manager and Design Consultants Map

Identification Phase Map 3

Retain Construction Manager and Design Consultants



LEGEND

ACA – Archdiocesan Contracts Administrator
CM – Construction Manager
EPM – External Project Manager
PBC – Parish Building Committee
P&I – Property & Infrastructure Office
RFP – Request for Proposal

OUTPUT

ACA Retention of CM and Design Consultants

8.3.4 Create Statement of Requirements (SoR) and Confidential Internal Proforma Map

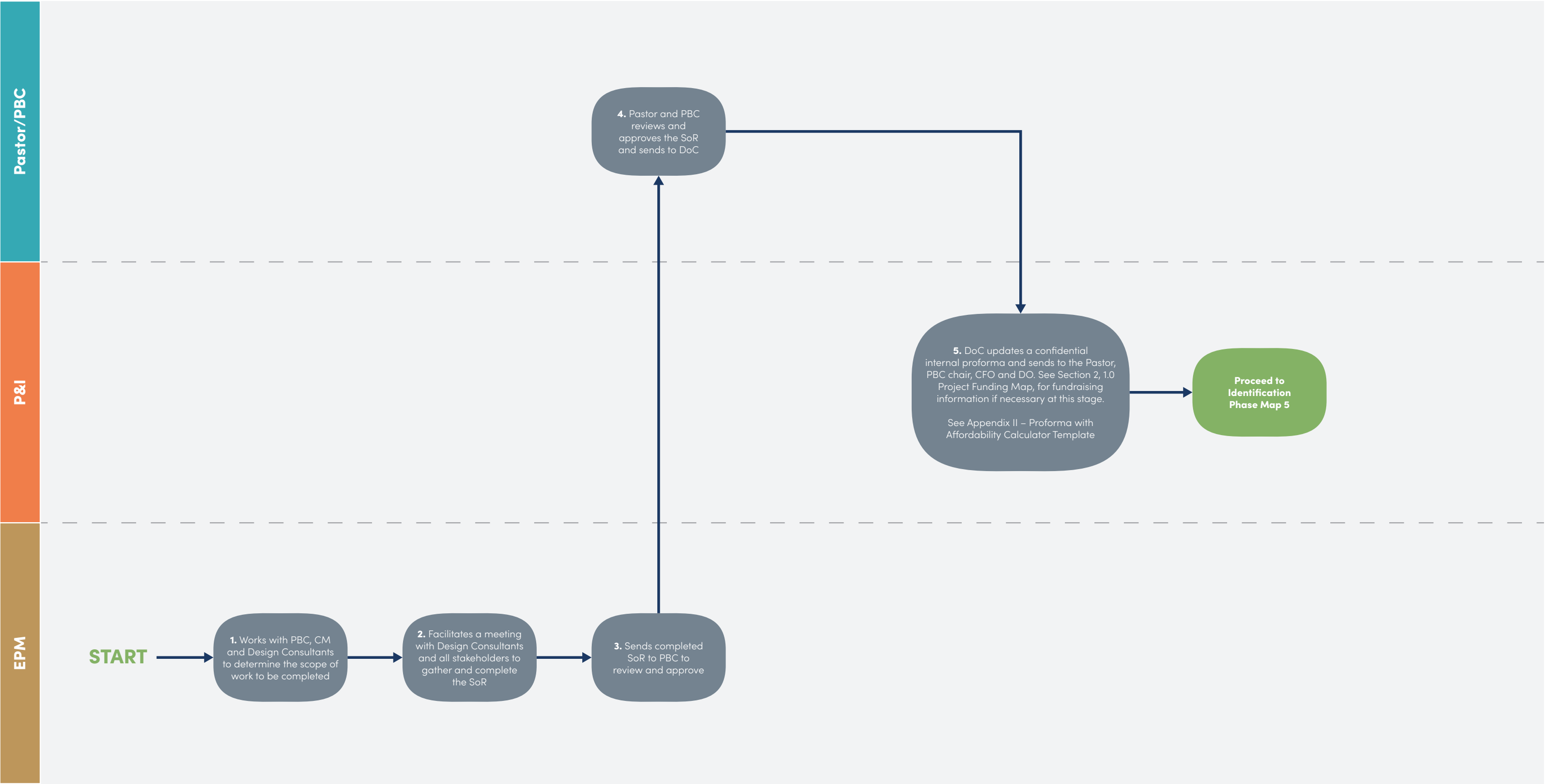
Statement of Requirements: A statement of requirements is a planning document that outlines the needs for a project that addresses the identified needs (versus “wants”). Sometimes referred to as a “functional program,” it typically includes tabulated lists of operational spaces, areas, features and requirements but also includes budgetary information.

Pro forma: A proforma is a financial statement that leverages hypothetical data or assumptions that forecasts project performance. It assembles the total project costs, inclusive of all aspects such as “hard” demolition and construction costs, “soft” consulting, permitting, furniture and equipment costs, land purchase or sale, project contingencies and any other revenues.

An **internal proforma** is prepared by the DoC, contains privileged information and is private to the pastor and his building committee. It is not intended to be shared with consultants or contractors.

Identification Phase Map 4

Create Statement of Requirements and Confidential Internal Proforma



LEGEND

CFO – Chief Financial Officer
CM – Construction Manager
DoC – Director of Construction
DO – Development Office
EPM – External Project Manager
PBC – Parish Building Committee
P&I – Property & Infrastructure Office
SoR – Statement of Requirements

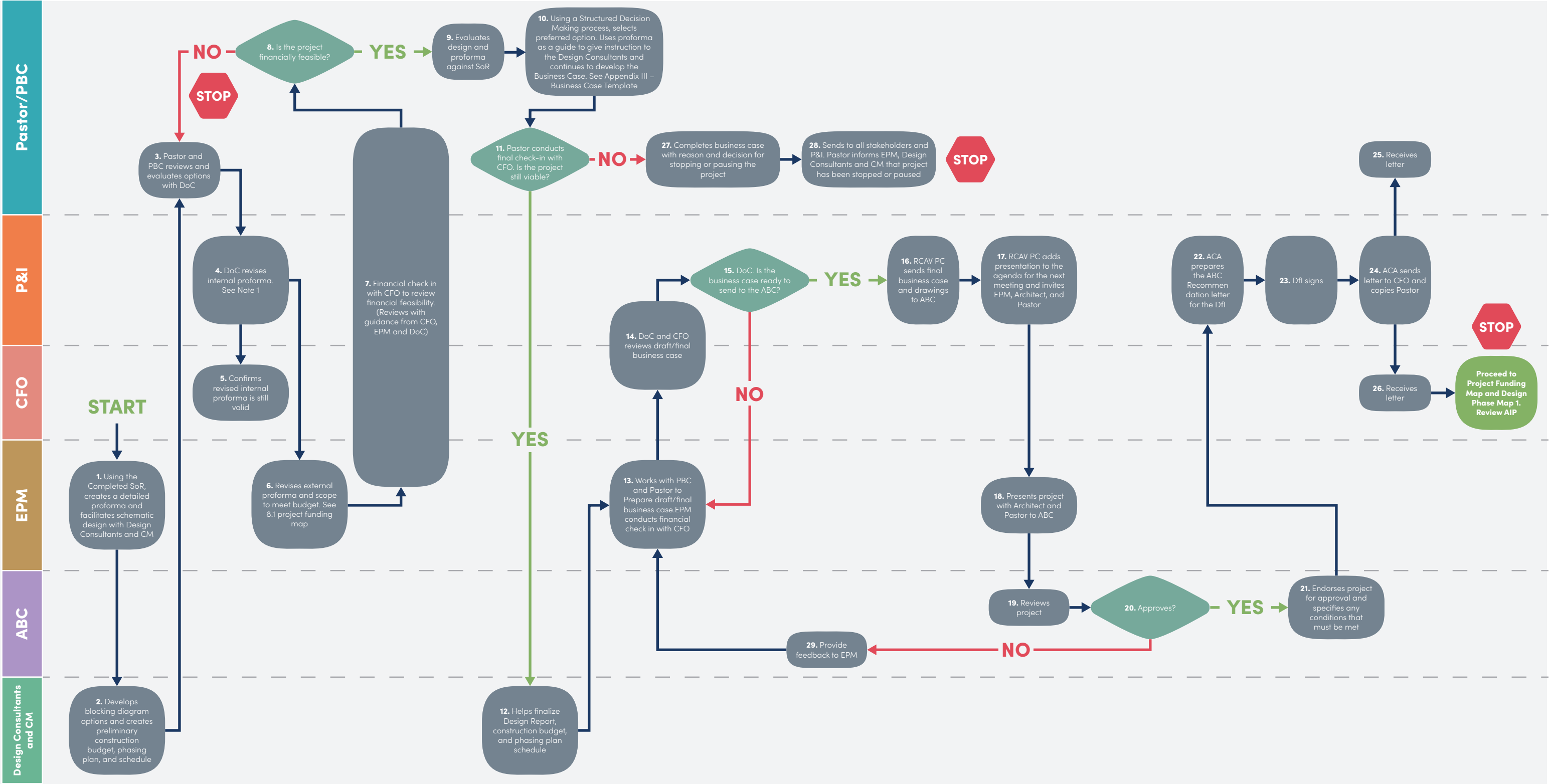
OUTPUT

Completed Statement of Requirements and Confidential Internal Proforma

8.3.5 Schematic Design/Create Options with Budget/ Select Preferred Option Map

Identification Phase Map 5

Schematic Design/Create Options with Budget/Select Preferred Option



LEGEND

ABC – Archdiocesan Building Commission
ACA – Archdiocesan Contracts Administrator
AIP – Approval in Principle
CFO – Chief Financial Officer
CM – Construction Manager
DoC – Director of Construction

Dfl – Delegate for Infrastructure
EPM – External Project Manager
PBC – Parish Building Committee
P&I – Property & Infrastructure Office
RCAF PC – RCAF Project Coordinator
SoR – Statement of Requirements

OUTPUT

Completed Building Commission Recommendation Letter

Completed Design Report

Completed Copyright of schematic design

Completed Blocking Diagram Options

Note 1: Liturgical committee and Sacred Art and Architecture committee are consulted if necessary

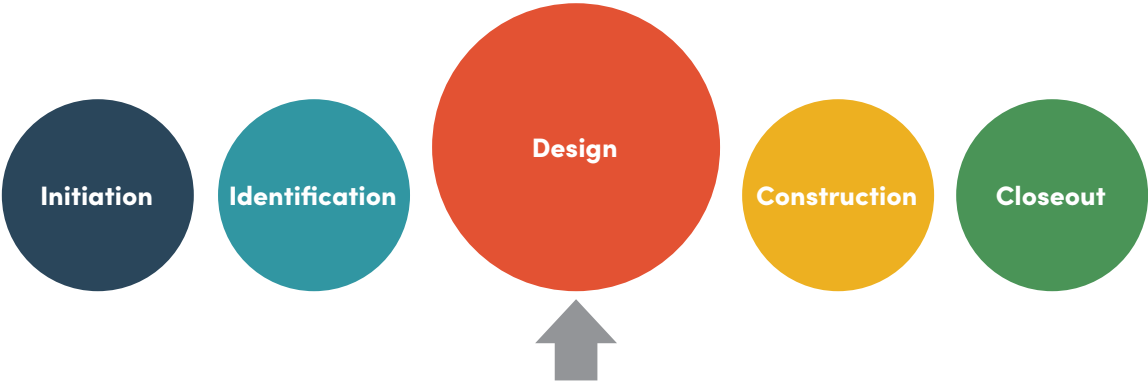
Design Option Selected

Completed Business Case

Note 2: P&I secure copyright and work product

8.4 Design Overview

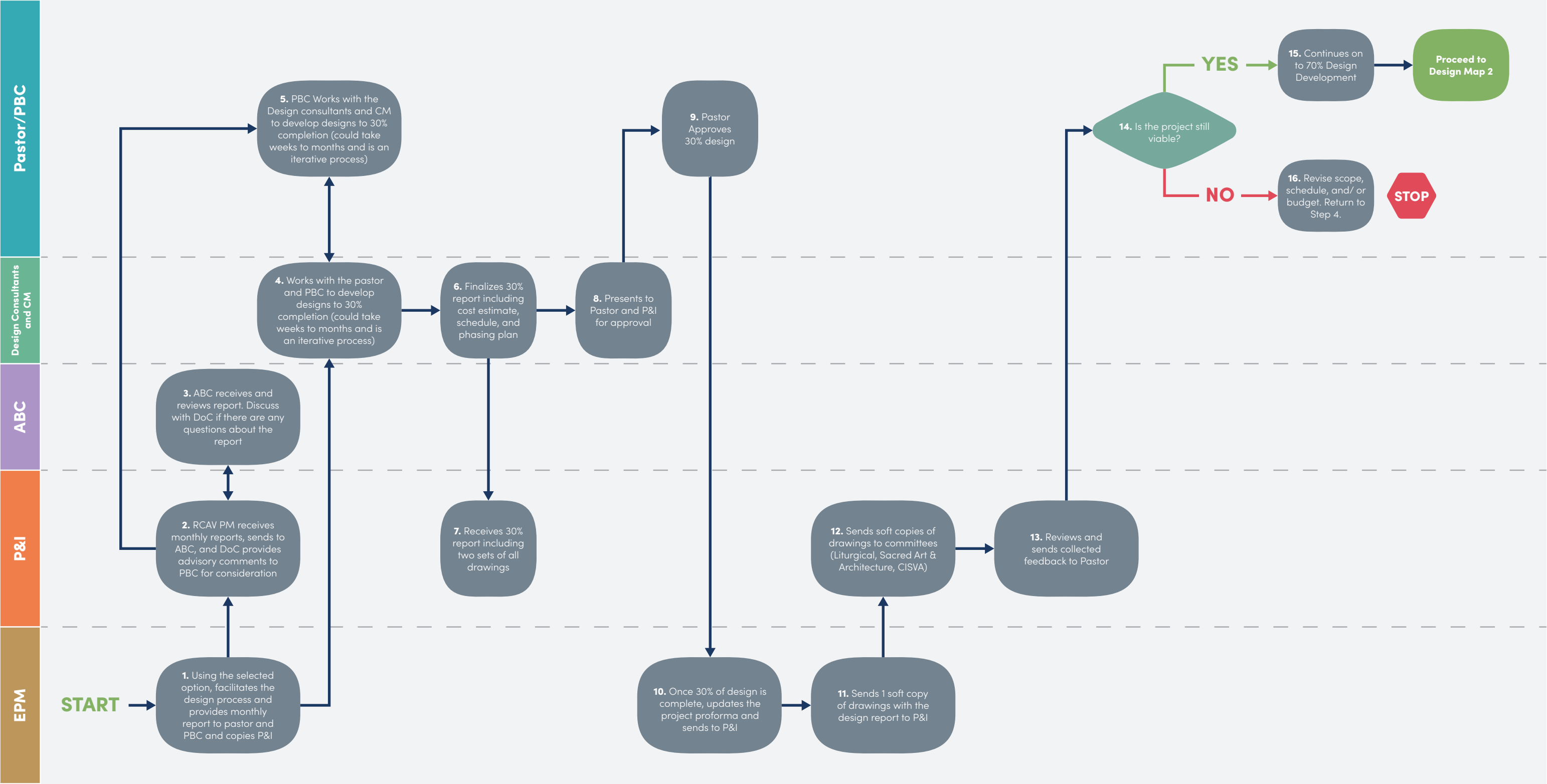
Design is an iterative phase of developing detailed design that is checked and re-checked against scope, budget and schedule. All major scopes of work are planned out and coordinated in detail. The aim is to prepare the preferred option that can be used to achieve the desired project goals for tender and construction, such that it meets or exceeds the terms of the approved business case. The Owner will need to be vigilant in maintaining focus on the quality and budget whilst achieving the project goals and drivers listed in the Business Case.



8.4.1 30% Design Development Map

Design Phase Map 1

30% Design Development



LEGEND

ABC – Archdiocesan Building Commission

CISVA – Catholic Independent Schools of the Vancouver Archdiocese

CM – Construction Manager

DoC – Director of Construction

EPM – External Project Manager

PBC – Parish Building Committee

P&I – Property & Infrastructure Office

RCAV PM – RCAV Project Manager

OUTPUT

Monthly progress report from EPM

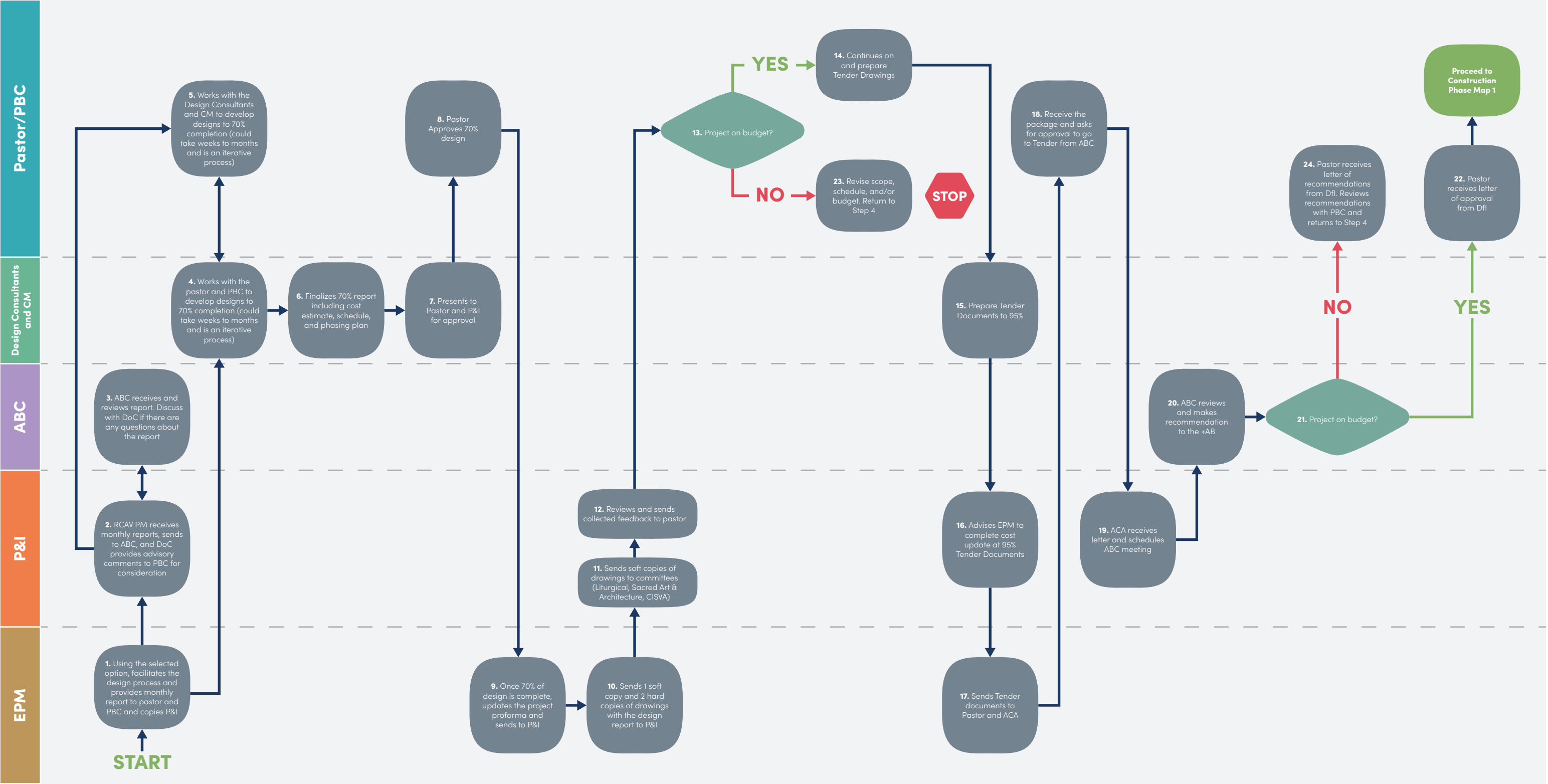
30% Design Report with cost estimate

Submission with drawings/work produced to date

8.4.2 70% Design Development and Approval to go to Tender Map

Design Phase Map 2

70% Design Development and Approval to go to Tender



LEGEND

ABC – Archdiocesan Building Commission

ACA – Archdiocesan Contracts Administrator

CISVA – Catholic Independent Schools of the Vancouver Archdiocese

CM – Construction Manager

DoC – Director of Construction

EPM – External Project Manager

PBC – Parish Building Committee

P&I – Property & Infrastructure Office

RCAV PM – RCAV Project Manager

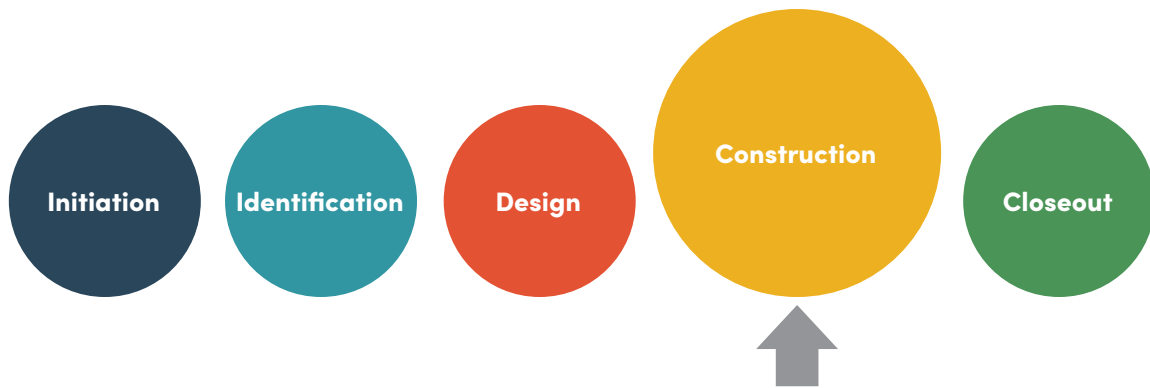
OUTPUT

Letter of approval to go to tender. See Appendix 5 – Request for Approval for Final Drawings to go to Tender Template

Monthly progress report from EPM

8.5 Construction Overview

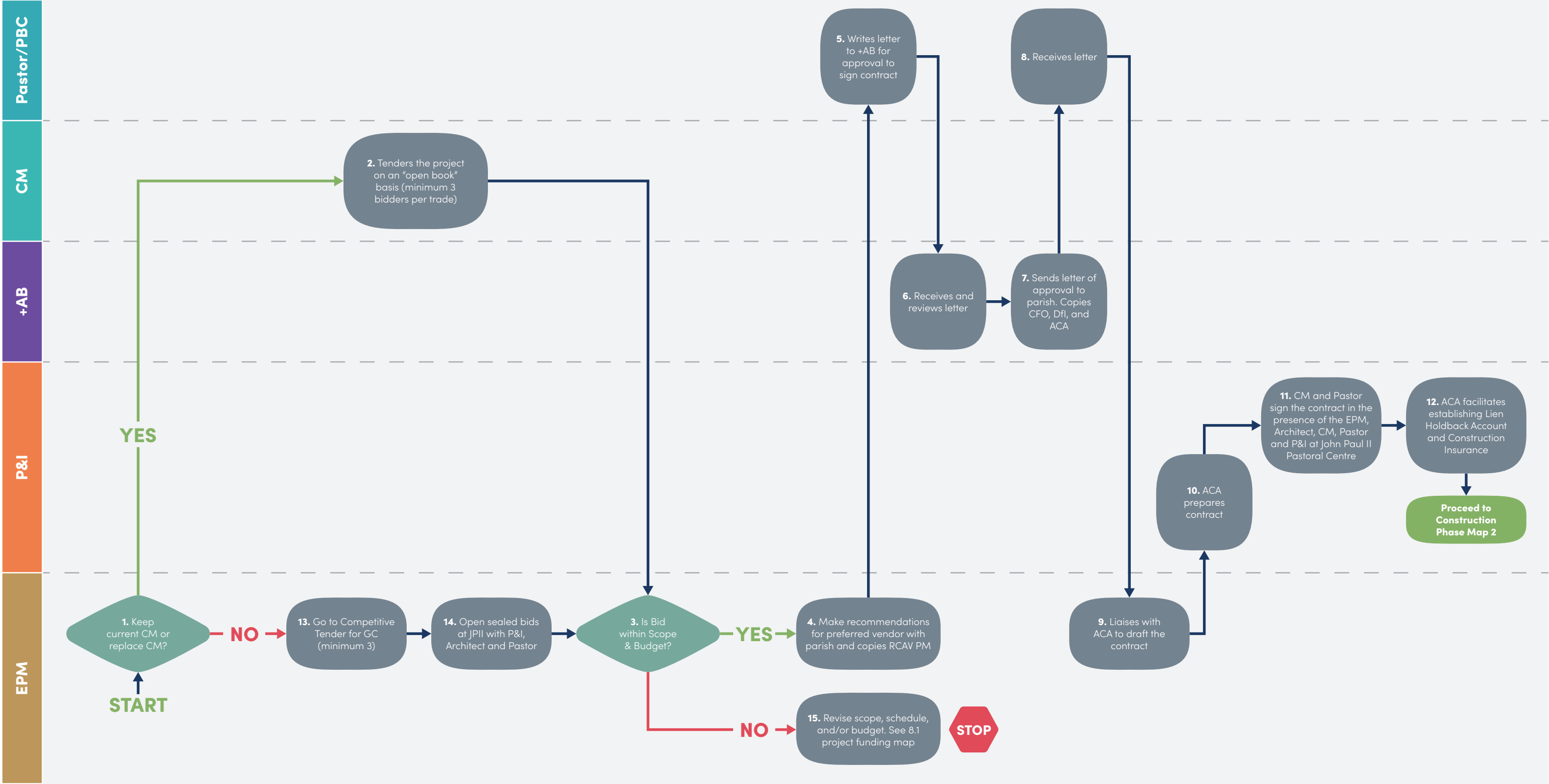
This phase includes all tender and procurement activities ahead of construction as well as the actual construction of the project. The parish building committee and their EPM will be meeting with the contractor and consultants monthly to review progress, resolve issues, and pay invoices in accordance with the contract documents.



8.5.1 Tender and Approval to Sign Construction Contract V1 Map

Construction Phase Map 1

Tender and Approval to Sign Construction Contract



LEGEND

+AB – Archbishop
ACA – Archdiocesan Contracts Administrator
CFO – Chief Financial Officer
CM – Construction Manager
Dfi – Delegate for Infrastructure

EPM – External Project Manager
GC – General Contractor
PBC – Parish Building Committee
P&I – Property & Infrastructure Office
RCAV PM – RCAV Project Manager

OUTPUT

Letter of request to +AB to sign construction contract

Letter of approval from +AB to parish

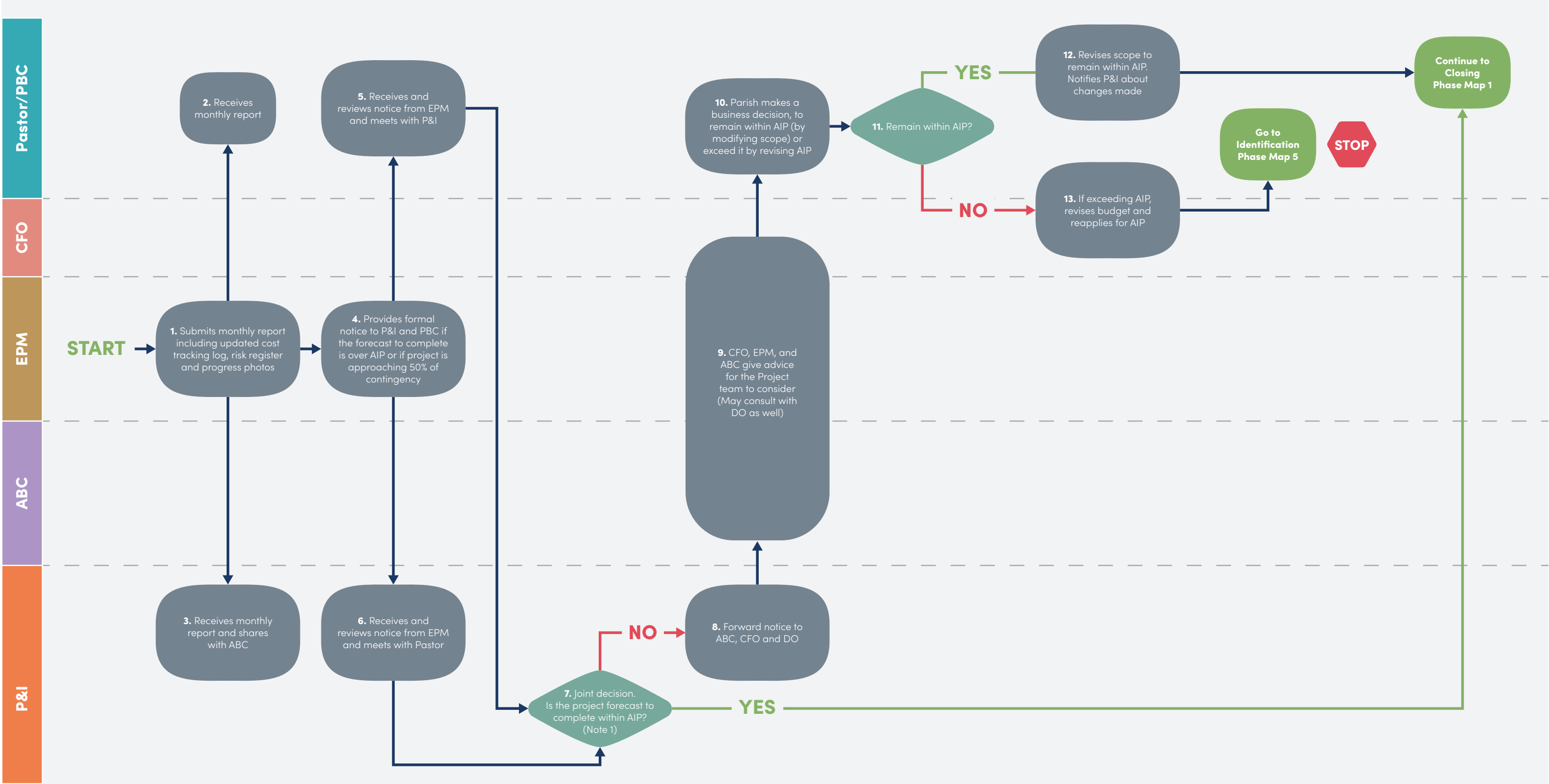
Open Lien Holdback account

Obtain Construction Insurance

8.5.2 Project Tracking & Potential Changes During Construction Map

Construction Phase Map 2

Project Tracking and Potential Changes During Construction



LEGEND

ABC – Archbishop’s Council
AIP – Approval in Principle
CFO – Chief Financial Officer
DO – Development Office
EPM – External Project Manager
PBC – Parish Building Committee
P&I – Property & Infrastructure Office

OUTPUT

Note 2: All change orders are to be approved and signed by the Pastor only

8.6 Project Close Out Overview

As construction nears completion, this is where the time commitment and workload from the Pastor increases. The parish's Facility Manager will need to be shadowing the commissioning and functional testing of all mechanical, electrical systems and equipment to understand how they are designed to work, be maintained, and operated. Working with the ACA, the parish will also close-out the Lien Holdback, confirm and accept the completion of construction deficiencies and receive copies of the Maintenance Manuals and "as-built" Record Drawings. Lastly, the parish's Facility Manager will diarize the various maintenance activities and schedule the 1-year warranty review.

Built into project schedules are deliverables with timelines. An estimated final close to the project takes into consideration the amount of time needed to fully assess the success of the project. This could be days, weeks, or months depending on the scope of the deliverables.

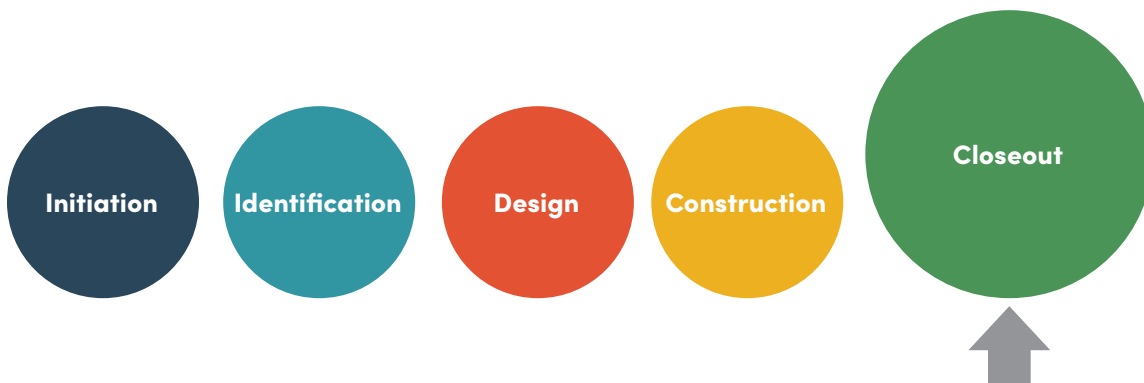
No matter what the outcome, it's imperative that the parish ensure that there is a scheduled post-evaluation – time booked to debrief and document the process so that the full benefits of lessons learned can be shared. The post-evaluation is an opportunity for discovery, not for criticism and blame. The form of this is through a series of audit reviews from the building committee, contractor and lead consultant(s).

The purpose of this audit is to articulate what went well in the project, as well as the challenges that could be addressed differently in future projects. It also has a section at the end of the document for the team to make recommendations on whether they believe there would be value in repeating the project again.

In this phase the project moves from construction into operations. Audits, evaluations, functional start up of building systems and equipment take place during this phase.

Preventative maintenance, and contracts are put in place as well as multiple training sessions for the facility managers. Typically training happens twice: once immediately before handover and occupancy, and the second approximately 6-8 months later (before expiry of the 1-year warranty), during the opposite season.

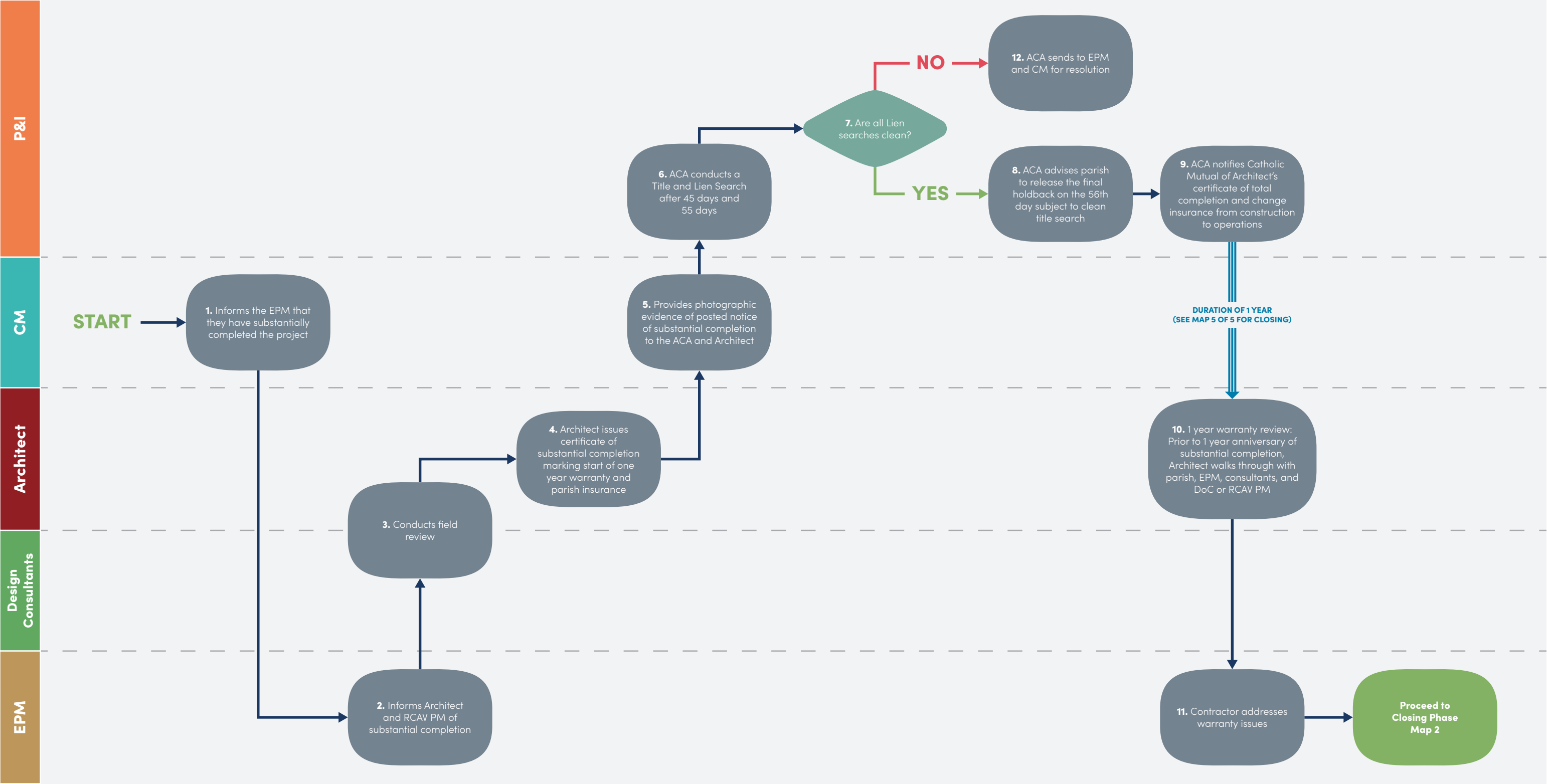
Working with the ACA, all Liens and Holdbacks are released prior to the project closing.



8.6.1 Substantial Completion, Release of Lien Hold-Back Map

Closing Phase Map 1

Substantial Completion, Release of Lien Hold-Back



LEGEND

ACA – Archdiocesan Contract Administrator
CM – Construction Manager
DoC – Director of Construction
EPM – External Project Manager
P&I – Property & Infrastructure Office
RCAV PM – RCAV Project Manager

 – Duration

OUTPUT

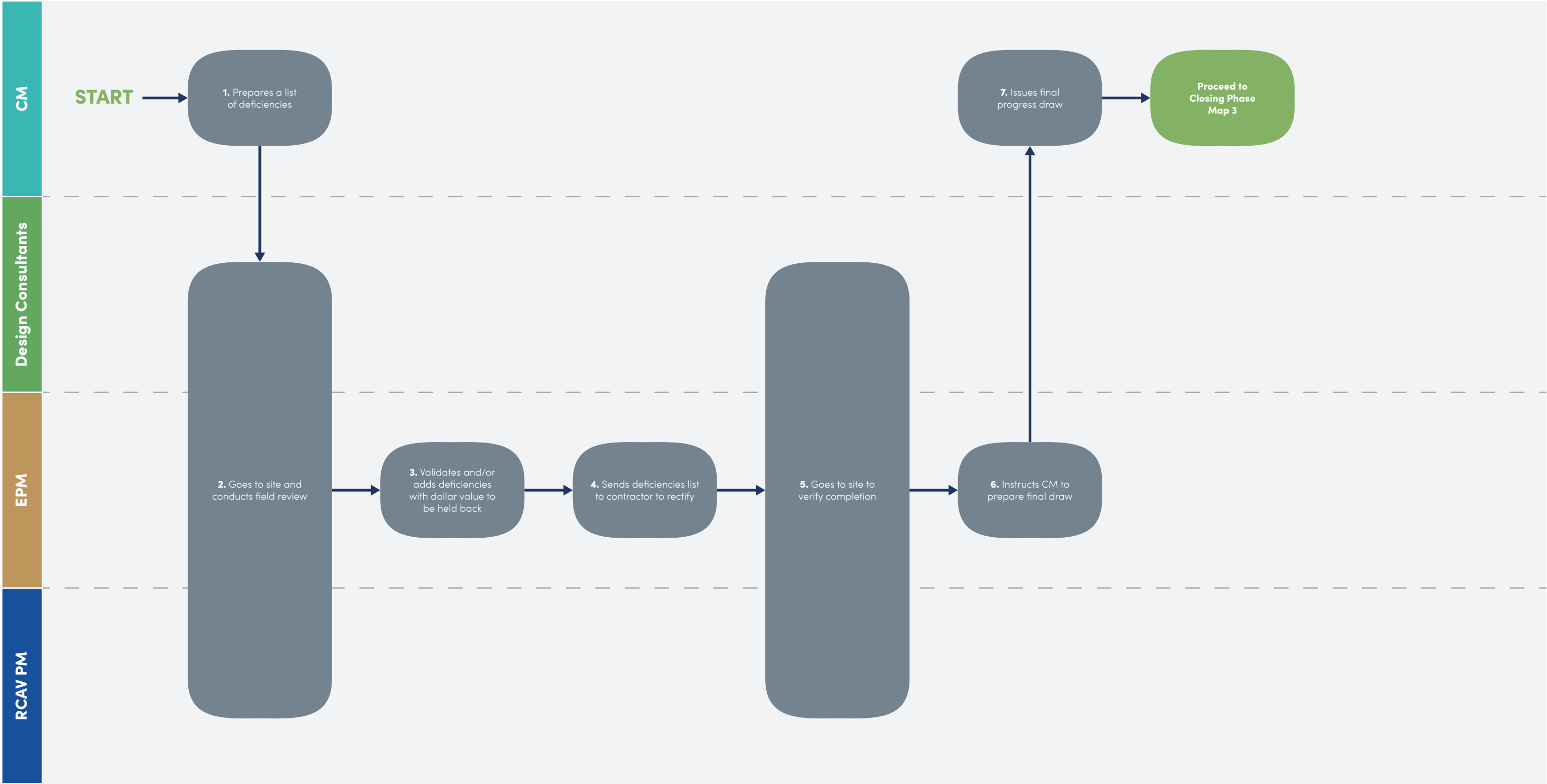
See Appendix VI:
Catholic Mutual
Building Report
Form

Complete 1 year
warranty report

8.6.2 Release of Deficiency Hold-Back and Approval of Final Progress Draw Map

Closing Phase Map 2

Release of Deficiency Hold-Back and Approval of Final Progress Draw



LEGEND

CM – Construction Manager
EPM – External Project Manager
RCAV PM – RCAV Project Manager

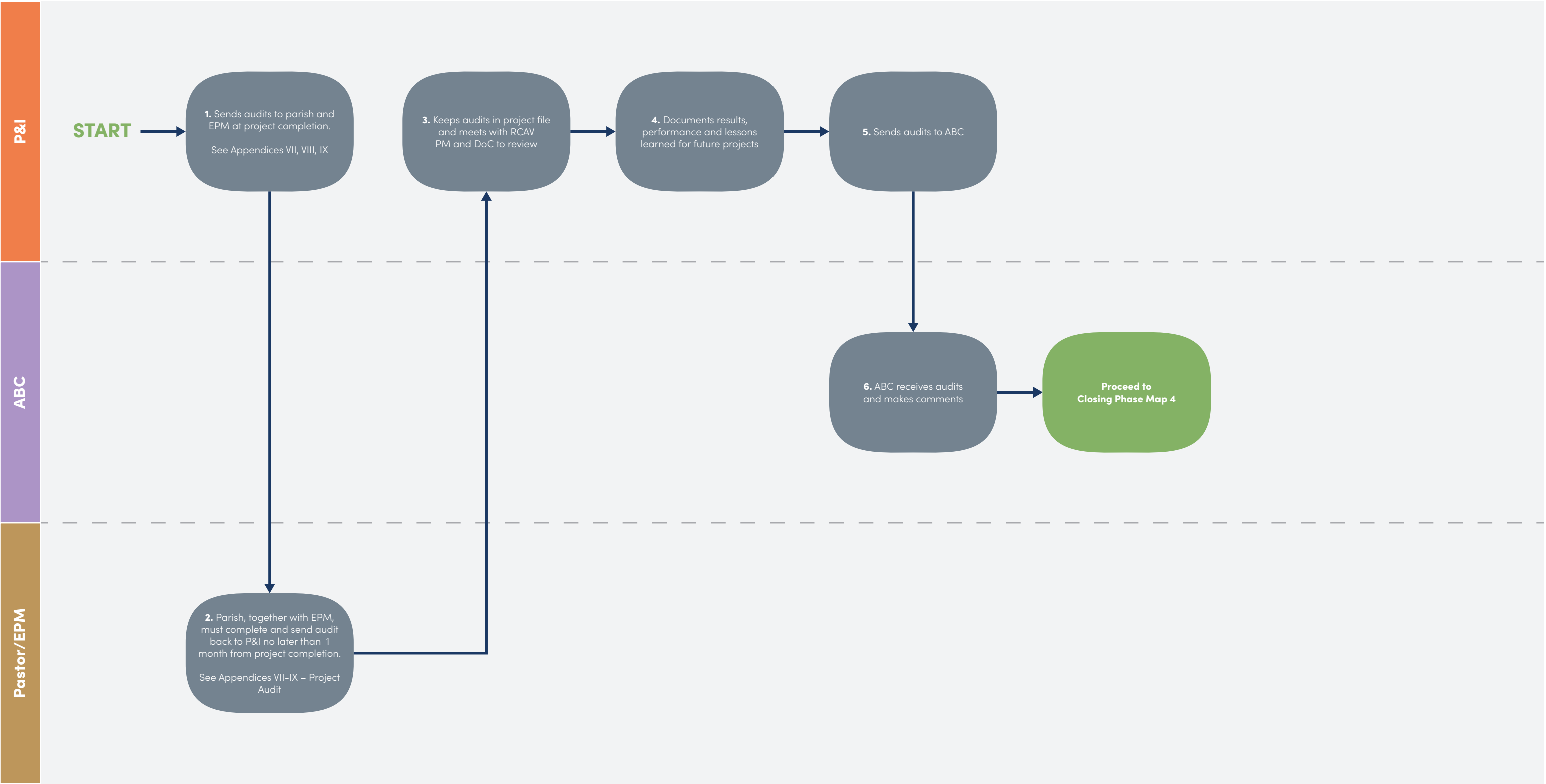
OUTPUT

Deficiencies List

8.6.3 Project Completion and Audit Map

Closing Phase Map 3

Project Completion and Audit



LEGEND

ABC – Archdiocesan Building Commission
DoC – Director of Construction
EPM – External Project Manager
P&I – Property & Infrastructure Office
RCAF PM – RCAF Project Manager

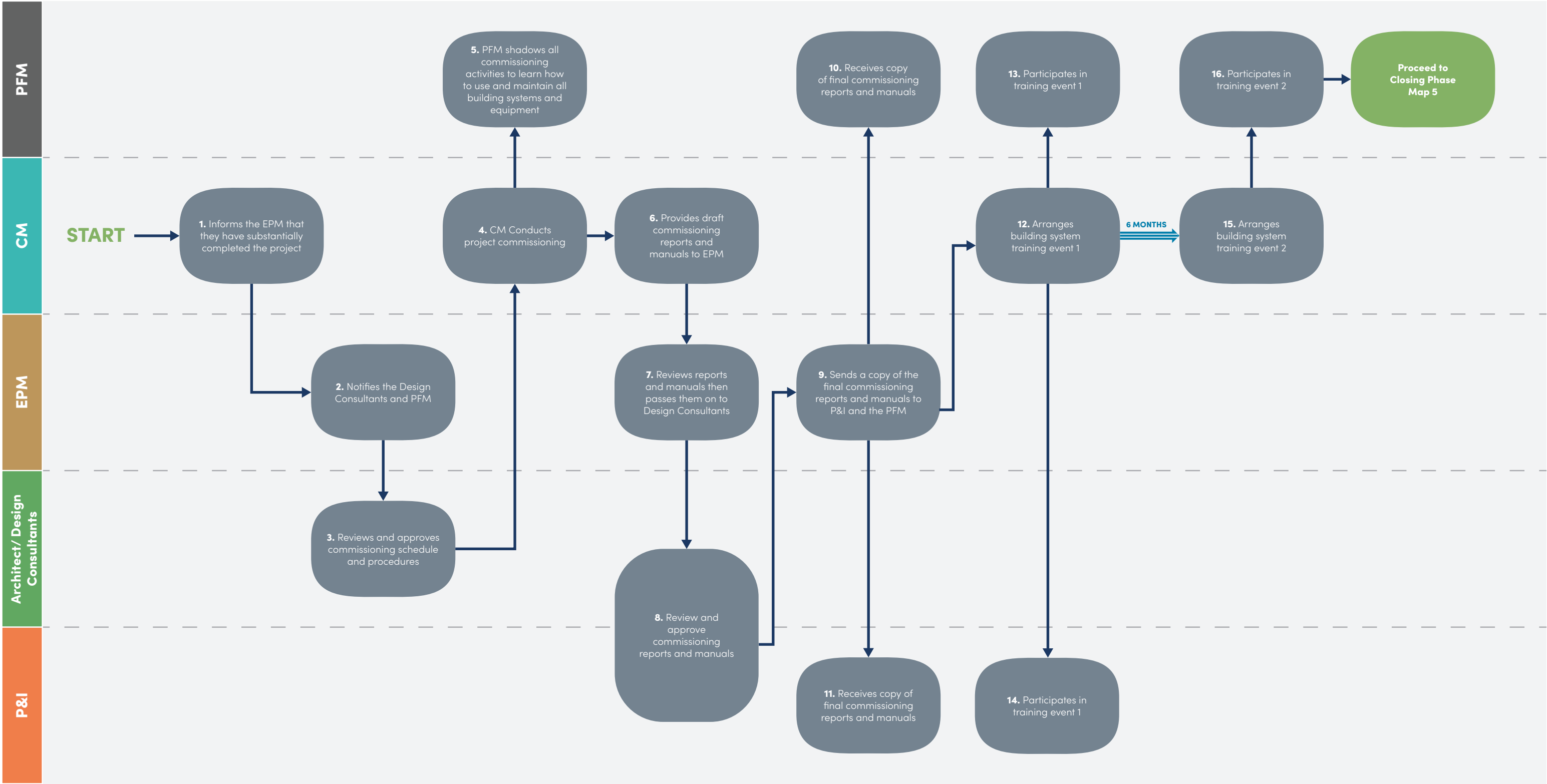
OUTPUT

Completion of audits and lessons learned

8.6.4 Functional Start Up (Commissioning) of Building Systems and Equipment Map

Closing Phase Map 4

Functional Start Up (Commissioning) of Building Systems and Equipment



LEGEND

CM – Construction Manager

EPM – External Project Manager

PFM – Parish Facilities Manager

P&I – Property & Infrastructure Office

– Duration

OUTPUT

Receives copy of final commissioning reports and manuals

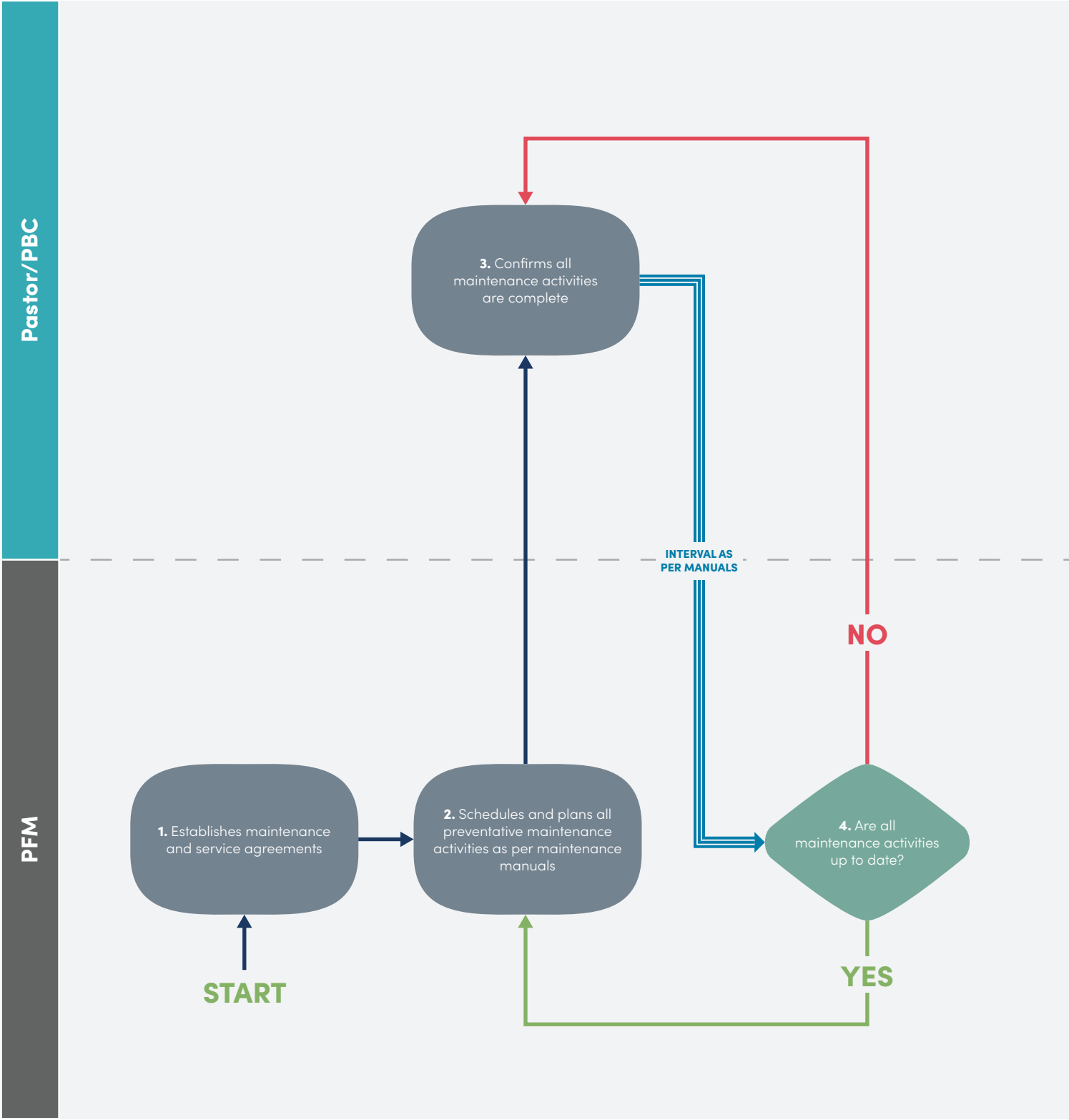
Training event 1

Training event 2

8.6.5 Preventative Maintenance & Contracts Map

Closing Phase Map 5

Ongoing Preventative Maintenance and Stewardship



LEGEND

PBC – Parish Building Committee
PFM – Parish Facilities Manager

 – Duration

OUTPUT

1 year review

Appendix X – RCAV building checklist



Appendix I – Discernment Letter Template

- Discernment Letter Template – Projects
- Discernment Letter Template – Maintenance & Repairs

Appendix II – Proforma with Affordability Calculator Template

Appendix III – Business Case Template

Appendix IV – Approval in Principle Letter Template

Appendix V – Request for Approval for Final Drawings to Go to Tender Template

Appendix VI – Catholic Mutual Building Report Form

Appendix VII – Project Audit – Architect (Parish – School Use)

Appendix VIII – Project Audit – Contractor (Architect use)

Appendix IX – Project Audit – Contractor (Parish – School use)

Appendix X – RCAV Building Checklist

Appendix I Discernment Letter Template – Maintenance & Repairs

< PARISH LETTERHEAD >

< DATE >

Most Rev. <NAME>
Archbishop of Vancouver
John Paul II Pastoral Centre
4885 St. John Paul II Way
Vancouver, BC
VSZ OG3

RE: Request for Approval to <REPAIR/REPLACE BUILDING SYSTEM OR ITEM>

Your Grace,

Please accept this letter as our formal request to ask for your blessing and permission to spend up to <\$AMOUNT> (inclusive of 15% construction contingency) to <STATE PROJECT>. The scope of this interior work includes....

The project is necessary because our <BUILDING>, which was built in <DATE>, needs...

We have tendered the project and have received 3 compliant bids (attached). As such, we would like to award this work to <CONTRACTOR> for <\$AMOUNT>, inclusive of all permits and value added taxes. We have also informed and discussed this project with the Parish Finance Council and Parish Pastoral Council. The work will be paid for through our savings at the Chancery Office.

Thank you for your consideration and we pray that, with God's help, we may be able to serve the needs of our parish community for many years to come.

Yours sincerely in Christ,

<Co-Signed by Pastor and Chair of Parish Finance Council>

Appendix I Discernment Letter Template – Projects

<PARISH LETTERHEAD>

< DATE >

Most Rev. <NAME>
Archbishop of Vancouver
John Paul II Pastoral Centre
4885 St. John Paul II Way
Vancouver, BC
VSZ OG3

RE: Request for approval to discern the feasibility of <PROJECT NAME>

Your Grace,

Please accept this letter as our formal request to ask for your blessing and permission to spend up to <\$AMOUNT> from our Chancery account to begin the Identification Phase discernment process of reviewing and exploring an options analysis for the <PROJECT NAME/SCOPE> at <PARISH>. This will include an architectural and structural options analysis investigation and cost estimates for the <PROJECT>.

The project is necessary because <STATE PROJECT DRIVERS>. As we do this, we will revisit our Campus Master Plan and programmatic needs to ensure we can deliver the best outcomes and the building will work with our long-term pastoral and missionary needs. The timing of this important future project is required for the <STATE BENEFITS>.

We have preliminarily begun by meeting with Director of P&I to understand the policies and procedures required, as well as need to appoint a building committee. We have also informed and discussed this project with the Parish Finance Council and Parish Pastoral Council.

Thank you for your consideration and we pray that, with God's help, we may be able to serve the needs of our parish community for many years to come.

Yours sincerely in Christ,

<Co-Signed by Pastor and Chair of Parish Finance Council or provide minutes showing approval from finance council meeting>

Appendix II Proforma with Affordability Calculator Template

<Insert Parish Name>		Rev 1		<Insert Date>	
<Insert Project Name>	Number	Rate	Area (m2)	Cost	Notes
Construction Costs					
Construction	\$ -	100%	0	\$ -	Schematic Design construction only cost estimate from Quantity Surveyor (QS) or Construction Manager (CM); Excludes Contractor General Requirements & Fee Allowance
Demolition	0	\$ -		\$ -	TBD - Lumpsum or allowance per structure
Hazmat testing and abatement	0	\$ -		\$ -	TBD - Lumpsum or allowance per structure
Sub-Total Building Only				\$ -	
Site Development				\$ -	Per QS/CM Design Estimate (excludes General Requirements & Fee Allowance)
City Engineering & DP Construction Improvements	Allowance			\$ -	TBC
Sub-Total Construction Cost				\$ -	
Contractor General Requirements		16.0%		\$ -	TBC - Allowance
Bonding		\$ 1,000		\$ -	TBC - Allowance (per \$1M Construction)
Fee		0.0%		\$ -	Allowance
Contingency - Construction	Allowance	20%		\$ -	Depending on risk, can decrease to 8% after tender close
Contingency - Escalation	1	6.8%		\$ -	Insert number of years until close of tender; Rate TBC
Sub-Total Construction Cost				\$ -	
				\$ -	Construction Cost \$/m2
Soft Costs					
Sunk Costs - ASME/Geo/Survey/other				\$ -	TBC - Insert total value of fees committed (to AIP)
Cost to Complete - ASME/Geo/Survey/other				\$ -	TBD - Insert consultant proposals (to end of construction)
Cost Consultant				\$ -	TBC - Insert total value of fee
Project Manager	0	\$6,500		\$ -	TBD - Insert duration of months until tender + construction
Commissioning				\$ -	TBC - Insert total value of fee
Insurance	Allowance			\$ -	TBD
Permits				\$ -	TBD - City Board of Variance/DP/BP
CAC's (Community Amenity Contributions)				\$ -	TBD - from City
DCC's (Development Cost Charges)				\$ -	TBD - from City
I.T. / FF&E (furniture, fixtures & equipment)	Allowance	\$0	0	\$ -	TBD - Reuse? New? Partial new?
Contingency - Soft costs		7.5%		\$ -	Depending on risk, can decrease after tender close
Project Cost				\$ -	(rounded '000)
				\$ -	Project Cost \$/m2
GST		5%		\$ -	
GST Rebate		50%		\$0	Catholic rebate (50% for parish; 68% for schools)
Land					
Land Purchase - <name>				\$ -	TBC
Land Sale - <name>				\$ -	TBC (insert sale as negative number)
Closing Costs	Allowance			\$ -	TBC
Total Project Cost				\$ -	(rounded '000)
Revenues & Debts					
Outstanding parish loans, debts & obligations				\$0	insert as positive number; don't double-count sunk costs
Chancery Deposits & Grants				\$0	insert as negative number to determine shortfall
Demonstrated Cashflow				\$0	insert as negative number to determine shortfall
Donations and Gifts				\$0	insert as negative number - count only after they have been received and are converted to cash deposits
Loan Financing Required to Balance Shortfall				\$0	This number must be \$0 or less to prove affordability

Printed copies of this document are not controlled

<NAME OF PROJECT>

CAPITAL PROJECT DEFINITION BUSINESS CASE FOR APPROVAL IN PRINCIPLE

<<< This template and the notes provided give guidance for writing a Definition Business Case to support Approval in Principle (AIP). To increase usability and limit unnecessary text, this template has been designed to maximize the use of tables and bullet lists.

The template is intended to be scalable for all projects where a Business Case is required (ie. projects over \$300K that are not single-scope boiler or roof replacements. Confirm with the CFO). The level of detail should be commensurate with the project phase, the funding amount requested, and the size/complexity of the project. Some sections may not apply to all projects and a simple "not applicable" type note should be added if there is no value added from completing the section. Please work with the CFO, Director of Development and Director of Construction & Property Renewal to ensure your project is appropriately captured and adequately described.

The current phase Business Case should build from the previous phase(s) of the project or historical improvements with the result that the current Business Case will be a comprehensive document that describes project lifecycle progress and decisions. Once complete, delete all orange & italicized text from the final copy.>>>



Archdiocese
of Vancouver

Office of the CFO

<Date>



Document Information and Revision History:

Author	Role	Date
<<name>>	<<role>>	<<date>>

Change History:

Version	Reason for Version	Date
<<version>>	<<comments>>	<<date>>



1 Thesis Statement

<<<Clearly and concisely provide a high-level summary of the purpose of the Business Case – two or three sentences. Add a list with a breakdown of source(s) and types of funding. >>>

2 Description of Problem/Opportunity

2.1 Description of the Issues & their Implications

<<< Clearly and concisely describe the problem/opportunity (i.e., the issue) being addressed by the project in terms of its underlying drivers. Why are you considering this initiative? What is driving the need to do this? Examples may include the below, or other reasons:

- Operating risk related to a facility's health or condition – e.g. an asset is at end of life or in need of renewal and this will affect operations; poor seismic withstand, etc*
- Ability of the facility to meet current and future occupant's operational priorities*
- Response to Archdiocesan edict or government requirements*

The project drivers must relate to one or more of the Archdiocesan Priorities & Goals that address the pastoral mission:

- 1. Make every Sunday matter.*
- 2. Get closer to Jesus.*
- 3. Strengthen Marriages & Families*
- 4. Develop parish leadership & support.*

If applicable, the project drivers could relate to one or more of the CISVA Strategic Priorities:

- 1. Vision for Learning*
- 2. Evangelization*
- 3. Governance*
- 4. Leadership*
- 5. Sustainability*

Use the table below to elaborate on the parish's project drivers and how they relate to the Archdiocesan and/or CISVA's priorities, goals & values.

Describe the issue in as measurable and detailed a manner as required to support the project justification, without providing excessive and irrelevant information.

Do not include possible options or solutions in this section. >>>



Project Drivers – Priorities & Values	Issues & Risks	Implications

2.2 Background & Context

<<< Include appropriate background information and history to add context to the description of the problem/opportunity. This section should be brief and only include information directly relevant to the business case decision at hand. >>>

2.3 Stakeholders

<<< In addition to the potential impact that issues may have on the parish, identify who will be affected if issues are not resolved. Consider the impact to stakeholders, in particular the wider community of stakeholders. >>>

3 Options

<<< For the Definition Business Case at the AIP Stage, this section needs to clearly and succinctly identify and describe the viable project options, and describe the rationale for the recommended option in relation to the overall Campus Master Plan (CMP) and ability to financially service the development. Objectively list and briefly describe the shortlist of all viable project options considered.

Viable options may include:



1. *Status quo or Deferral – continue to maintain and repair existing facility and plan for increased maintenance and asset replacement costs. You must specifically include a medium-term deferral (> 5 years) sub-option in addition to status quo*
2. *Major renovation/expansion of existing facility*
3. *Build new facility on existing or new site*
4. *Other*

All other options that have been previously considered (but eliminated from further evaluation/ consideration) should be mentioned, including the reason(s) why they were eliminated, for the purpose of documenting the project's decision-making process.

Summarize the options from the Definition Phase and have a validation statement (i.e. previous decision for the preferred option is still valid) where there has been no change to the recommended option. Do not include all details of each option; simply refer to the relevant sections in the consultant project and costing reports, which should be included in an appendix.

The Options developed in this section will be used to construct the Consequence Table. The Consequence Table is a structured decision making tool and required for all projects.

The options need to be honestly and rigorously evaluated by how well they achieve Project Objectives. Project Objectives are “what really matter” to the Parish/School in terms of the risks and/or opportunities for which the project is being undertaken. They must also align with the Archdiocesan Priorities & Values. Examples of Project Objectives could include: enhance worship, minimize lifecycle cost or environmental impact, improve building lifespan, improve learning outcomes, improve employee/public safety, increase operating efficiency and capacity, minimize risks, etc.

Measures are the specific units of measurement for the Criteria. A Criterion's measure should be stated in quantitative, tangible, and verifiable terms wherever possible (e.g., percentages, dollars, durations/times, etc.).

The Consequence Table should provide for an appropriate level of comparison of options to meet the justification of the project, including benefits, drawbacks, residual risks (operational and project) and costs (project and lifecycle). The Criteria and Measures used should provide for an appropriate structured decision-making approach to the evaluation of options using financial, social, environmental, and other non-financial factors. The conclusions of the Consequence Table will support the recommended option. Project Objectives should not be “cherry-picked” to best display the project team's preferred option as this bias is not a defensible justification.

Complete the Structured Decision-Making Consequence Table in the business case using the previously defined Project Objectives/Criteria and Measures. If the table structure does not allow for adequate description of any objective/criteria/measure, expand on the points in text/bullet points below the table. >>>

Structured Decision-Making Consequence Table:

Project Objective /Criteria	Measure	Alt. # 1	Alt. # 2	Alt. # 3	Alt. # 4



Provide a written summary of the Consequence Table and its conclusions, drawing on the key factors that differentiate the options. The summary should clearly identify when a trade-off has been made between conflicting objectives. This summary should be broken into Structured Decision Making sections for Financial, Environmental, Social and other Non-Financial considerations. The Financial section should include a table comparing the project costs, total cost of ownership (that shows the improvement in the context of the entire parish campus), and the impact of revenue and cashflow requirements are for each viable option>>>

3.1 Recommendation

<<< Concisely state in 5 or 6 sentences the project team's recommended option, summarizing the key factors considered in the option analysis to support the recommended option. Any residual risk(s) of the risks described above not addressed by the recommended option should be described. >>>

Then summarize the Goals and Benefits of the recommended option by tagging them back to the original project drivers listed above (ie. copy and paste the first 3 columns from the table in section 2.1). To keep the project focused, every design decision should be able to be clearly referenced back to this table.

Project Drivers – Priorities & Values	Issues and Risks	Implications	Goals & Benefits



4 Recommended Option

4.1 Scope and Implementation Approach

<<< Summarize the scope of the project (the project deliverables), for both the current phase in detail and the whole project, in summary. If needed for further clarification, describe what scope of work is not included in the project. For clarity, include a summary of the key development, procurement, construction, or resourcing considerations that are being contemplated, in response to the risk register, where applicable>>>

4.2 Schedule

<<< Provide the current schedule for key project milestone dates and decision points for both the current phase and the total project. Forecast dates should reflect realistic expectations and not optimistic or best-case timing. The baseline schedule, dated Month/Year includes the following milestones :>>>

Activity/Milestone	Forecast Date

4.3 Project Cost Proforma

<<< Provide a cost estimate table for the current phase that includes major work breakdown structure elements. Work with the Director of Construction and CFO to adequately develop the proforma. Attach the reference cost estimates in the appendix. >>>



Cost Estimate Table:

Major Cost Element	Current Phase Estimate (\$)	Total Project Estimate (\$)
Hard Costs – Spent to Date		
Hard Costs – Construction		
Hard Costs – Demolition		
Hard Costs – Hazmat Testing & Abatement		
Hard Costs – Site and Off-Site Development		
A. Subtotal – Hard Costs		
General Requirements & Fee		
Bonding & Insurance		
Contingency – Construction (x%)		
Contingency – Escalation (x%)		
B. Total Construction Cost		
Soft Costs – Sunk Costs		
Soft Costs – Consultants (ASME/Geo/Survey/PM)		
Soft Costs – Permitting & Approvals		
Soft Costs – IT/FF&E (including artwork)		
Insurance		
Contingency – Soft Costs (x%)		
GST (5%)		
GST Catholic Rebate (50% Church; 68% Schools)		
C. Subtotal – Soft Costs		
Land – Purchase/Sale (incl. closing costs)		
IDC (Total)		
D. Sub-Total – Land Costs		
E. Total Project Cost (B+C+D)	'00,000	
Revenue – Chancery Savings		
Revenue – Other funding sources (specified)		
Revenue – Donations (only those converted to cash)		
F. Sub-Total – Revenue		
Total Loan Required (E - F)		

<<<Additionally, there must be a description of post-project changes to operating or maintenance costs (increases or decreases) that have been validated by Properties & Infrastructure Group. The commitment of this funding must be identified. Historically, new church and school construction will typically require an increase to the annual Facilities O&M, and will need to be approved by the Parish Finance Council or PEC before the project is tendered. As such, it is recommended that the estimated O&M cost be identified, and budget approved before the final drawings & specifications are completed (ie. 75% design completion).>>>



4.4 Project Execution Risk Management Register

<<< Summarize the key project risks and their significance in terms of likelihood and severity, and any risk mitigation measures. The likelihood and severity measures should be as quantifiable and meaningful as possible. Ensure you consider any site specific or unique risks to this project. >>>

Project Risk	Likelihood (H/M/L)	Severity (H/M/L)			Description / Mitigation
		\$	Sche dule	Other	
	H	H	M	L	
	M				
	L				

5 Appendices

<<< Amend and remove list of documents as appropriate. Below constitute minimum requirements >>>

- Appendix A: Request Letter to Archdiocesan Finance Council from Pastor & Parish/PEC
- Appendix B: Project Proforma (Total Project Cost)
- Appendix C: Confirmation to undertake O&M from Parish/PEC Finance Council(s)
- Appendix D: Campus Master Plan (incl. ariel photos and mapping of existing site)
- Appendix E: Facility Condition Report & Seismic Assessment
- Appendix F: Consultant Design Report (incl. drawings, survey, geotechnical & hazmat reports, etc.)
- Appendix G: Construction Cost Report (incl. construction schedule, phasing & safety plans)
- Appendix H: Letter from Archdiocesan Building Commission (attached by CFO)

6 Business Case Approval

Business Case is approved and complies with the Policies & Procedures of the RCAF Property & Infrastructure and Finance groups.

Submitted by	Role	Date
XXX Preparer	Project Manager	

Reviewed By	Signature	Date
XXX Chair, Parish Finance Council		
XXX Chair, Parish Building Committee		
XXX Principal and/or PEC Chair (if applicable)		

Approved By	Signature	Date
Fr. XXX Pastor & Project Initiator		

Received By	Signature	Date
Sean F. Rodrigues Director, Property & Infrastructure		
Sean O'Brien, CGA CFO & Project Sponsor		

Appendix IV Approval in Principle Template

< Parish Letterhead >

< DATE >

Archbishop of Vancouver
John Paul II Pastoral Centre
4885 St. John Paul II Way
Vancouver, BC
VSZ OG3

RE: Request for Approval in Principle AIP

Dear Your Grace,

Please accept this letter as our formal request to ask for your blessing and permission to spend up to the amount of < INSERT PROJECT COST> to < INSERT PROJECT DESCRIPTION>, located at <INSERT PARISH NAME >.

- Details of capital project
 - What is being developed in this project?
 - Why is it necessary?
 - Who does it benefit?
 - How does this project influence safety?
- Project financing
 - Savings
 - Projected loans
 - Fundraising
 - Other details of project financing plan

Thank you for your consideration and we pray that, with God's help, we may be able to serve the needs of our parish community for many years to come.

Yours sincerely in Christ,

<Co-Signed by Pastor, Chair of the Building Committee and Chair of Parish Finance Council>

< Parish Letterhead >

< DATE >

Archdiocesan Building Commission
John Paul II Pastoral Centre
4885 St. John Paul II Way
Vancouver, BC
VSZ OG3

RE: Request for Approval for Final Drawings and Tender

Dear Building Commission,

Please accept this letter as our formal request to ask for approval of our final drawings and permission to tender for the < INSERT PROJECT NAME > project, located at <INSERT PARISH NAME >.

We have addressed and incorporated all comments provided to us by the Building Commission and the project team has completed the final review and coordination as well as update the risk register & pre-tender cost estimate. We have also informed and discussed this project with the Parish Finance Council and Parish Pastoral Council and confirm that we have the necessary funds in place to execute the contract as outlined in our approved business case.

Thank you for your consideration and we pray that, with God's help, we may be able to serve the needs of our parish community for many years to come.

Yours sincerely in Christ,

<Co-Signed by Pastor, Chair of the Building Committee and Chair of Parish Finance Council>

10843 OLD MILL RD, OMAHA NE 68154
1-800-228-6108

A

BCD

(1)

E

INTERIOR COMPONENTS			
Enter as percentage-each section must add up to 100%			
WALL PARTITION TYPE		INTERIOR WALL FINISH	
BRICK, SOLID		DRYWALL	
POURED CONCRETE		PAINT	
CONCRETE BLOCK		PLASTER	
DEMOUNTABLE		PLY/FIBER BOARD	
FOLDING		CERAMIC TILE	
GLASS BLOCK		QUARRY TILE	
STUDS/GIRTS		TEXTURED	
OTHER (type) _____		WALLPAPER	
NONE		WOOD PANEL	
		OTHER (type) _____	
		NONE	
FLOOR FINISH		CEILING FINISH	
BRICK		DRYWALL	
CARPET		PAINT	
SEALER		PLASTER	
HARDWOOD		PLY/FIBER BOARD	
GYM-HARDWOOD		SUSPENDED ACOUSTICAL TILE	
GYM-SYNTHETIC		TILE-ACOUSTICAL	
MARBLE		TEXTURED FINISH	
TERRAZO		WALLPAPER	
TILE-ASPHALT		WOOD PANEL	
TILE-VINYL		OTHER (type) _____	
TILE-CERAMIC		NONE	
TILE-QUARRY			
OTHER (type) _____			
NONE			
HEAT SYSTEM		COOL SYSTEM	
HOT WATER/RADIATORS		CHILLED WATER	
ELECTRIC BASEBOARD		EVAPORATIVE COOLER	
FORCED WARM AIR		FORCED COOL AIR	
HEAT PUMP		HEAT PUMP	
ROOF TOP UNIT		ROOF TOP UNIT	
THRU WALL UNIT		THRU WALL UNIT	
SUSPENDED UNIT		WINDOW UNIT(S)	
OTHER (type) _____		OTHER (type) _____	
NONE		NONE	
FIRE PROTECTION (enter each type up to 100%)		PLUMBING/ELEVATORS	
SPRINKLERS		TOTAL # of FIXTURES	
FIRE ALARMS (pull stations)		Count to include toilets, sinks, drinking fountains, etc.	
AUTOMATIC DETECTION		# of ELEVATORS	

ANY ADDITIONAL COMPONENT DATA

BUILDING SKETCH

Indicate footprint of item with exterior measurements

SQUARE FOOTAGE CALCULATION WORKSHEET

Use this area for calculation of square footage, story height, and exterior perimeter

	SQFT	STORY HEIGHT	PERIMETER
FIRST FLOOR _____	_____	_____	_____
SECOND FLOOR _____	_____	_____	_____
THIRD FLOOR _____	_____	_____	_____
TOTAL 0 _____	_____	_____	_____
UNFINISHED BASEMENT _____			
FINISHED BASEMENT _____			
EXPECTED USE OF FINISHED BASEMENT (Hall, Kitchen, Classroom, Storage, etc.) _____			
CRAWL _____			

SITE PLAN

In order to insure proper risk assessment, please provide directional proximity of this item to closest existing item owned by parish.
 Accurate distance (in feet) must be noted between items

ARCHITECT AUDIT

Architect Audit Program

The Archdiocese of Vancouver intends to conduct performance audits based on the criteria established in the attached Architect Audit Form.

The Archdiocese may use these performance audit findings and conclusions in any way deemed necessary including but not limited to, corrective action, Architect eligibility for assignments, and as a selection criterion by Parishes/Schools in the Archdiocese for future contracts or Agreements.

Deliverables must be submitted on or before the due date and be of acceptable quality (per Parish/School review) to be considered on time. Partial or full use of services and/or deliverables by the Parish/School does not constitute acceptance of sub-standard work or release the Architect from liabilities due to any errors or omissions.

When: The Architect Audit Form is required to be completed by the Project Manager/ Building Committee Chair at the end of the project (or at interim phases, if appropriate).

How Used: The Architect will be scored on applicable criteria using the Performance Rating Scale on the Architect Audit Form. The scores from all applicable criteria categories will be averaged for an overall score average. An average overall score of 4.0 is considered as Satisfactory. Completed audits are to be signed and submitted to the Pastor/Archbishop's Representative who will then send it to the RCAV Property & Infrastructure Office within 10 business days of the Audit Date.

ARCHITECT AUDIT FORM

Project Title: _____ Audit Date: _____

Architect: _____

Architect Key Contact: _____ Phone: _____

Type of Audit Performed: ☐ End of Project ☐ Interim (phase: _____)

Contracted Cost of Services: _____ Contracted Schedule: _____ (No. of months)

Cost Additions (Reductions): _____ Completed Schedule: _____ (No. of months)

Completed Cost of Services: _____ Schedule Variance: _____ (No. of months)

SCORING: Very Poor Poor Low Pass Satisfactory Very Good
 1 2 3 4 5

A. Cost/Budget	Score
1. Provided clear and well-coordinated scope of work, schedule and cost of services	
2. Made good faith effort to collaboratively resolve negotiation issues	
3. Finished architect work within budget, including Parish-generated amendments	
4. Identified and implemented cost savings/efficiencies or ways to maintain overall project costs	
5. Limited the number of Contractor-initiated Change Orders	
Average Score (Total Score / Number of sub-criteria rated)	
Comments:	

B. Technical Quality	Score
1. Met Parish's/School's programmatic and design requirements and maintained key issues	
2. Met work product standards with minimal review and correction	
3. Responded to Parish's/School's comments in subsequent submission	
4. Identified and implemented value-added design services to maintain project budget and schedule	
5. Coordinated work with other consultants to maintain budget & avoid potential construction claims	
6. Performed and documented QA/QC in a clear, concise manner	
Average Score (Total Score / Number of sub-criteria rated)	
Comments:	

C. Communication	Score
1. Produced clear, concise oral and written communication and progress reporting	
2. Responded promptly to Parish/School, Contractor and Municipal comments/requests/submissions	
3. Notified Parish/School early regarding project 'issues' with well-considered options for possible mitigation	
4. Parish/School was kept informed of project scope, schedule, budget, and community impact	
Average Score (Total Score / Number of sub-criteria rated)	
Comments:	

D. Management	Score
1. Submitted accurate and timely progress reports, schedules and invoices	
2. Conducted meetings and presentations efficiently and professionally	
3. Responsive; adapted to changes and coordinated with Parish, Contractor and other consultants effectively and collaboratively	
4. Maintained continuity on staff assignments and managed other consultants effectively	
Average Score (Total Score / Number of sub-criteria rated)	
Comments:	

E. Schedule	Score
1. Met interim milestones or due dates to meet tender date and complete project within Parish's/School's overall project schedule including amendments (with minimal prompting)	
Comments:	

Overall Average Performance Rating (Total score/number of criteria rated)
(Round to nearest 0.5): _____

LEGAL AND ADMINISTRATIVE PROCEEDINGS:

Are you aware of any legal or administrative proceedings, professional liability errors or omissions, assessed damages, demands for direct payment, contract failures, contract terminations, involving this Architect on this contract? What is the status of any pending dispute? What was the final outcome of any completed dispute?

Comments:

Dollar amount of assessed or projected damages/penalties:

Additional General Observations, Comments or Recommendations

PROJECT MANAGER / BUILDING COMMITTEE CHAIR
(Name)

Signature

Date

PASTOR / ARCHBISHOP'S REPRESENTATIVE (Name)

Signature

Date

CONTRACTOR AUDIT

Contractor Audit Program

The Archdiocese of Vancouver intends to conduct performance audits based on the criteria established in the attached Contractor Audit Form.

The Archdiocese may use these performance audit findings and conclusions in any way deemed necessary including, but not limited to, corrective action, Contractor eligibility for assignments, and as a selection criterion by Parishes/Schools in the Archdiocese for future contracts or Agreements.

Partial or full use of the work by the Parish/School does not constitute acceptance of sub-standard work or release the Contractor from any warranties or guarantees.

When: The Contractor Audit Form is required to be completed by the Project Manager/Building Committee Chair and Architect at the end of the project (or at interim phases, if appropriate).

How Used: The Contractor will be scored on applicable criteria using the Performance Rating Scale on the Contractor Audit Form. The scores from all applicable criteria categories will be averaged for an overall score average. An average overall score of 4.0 is considered as Satisfactory. Completed audits are to be signed and submitted to the Pastor/Archbishop's Representative who will then send it to the RCAV Property & Infrastructure Office within 10 business days of the Audit Date.

CONTRACTOR AUDIT FORM

Project Title: _____ Audit Date: _____

Contractor: _____

Contractor Key Contact: _____ Phone: _____

Did Contractor execute this project using its own employees? ☐ YES ☐ NO

Type of Audit Performed: ☐ End of Project ☐ Interim (Phase: _____)

Contracted Cost: _____ Contracted Start Date: _____

Cost Additions (Reductions): _____ Contracted End Date: _____

Completed Cost: _____ Actual End Date: _____

SCORING: Very Poor Poor Low Pass Satisfactory Very Good
 1 2 3 4 5

A. Safety	Score
1. Provided Site-Specific Safety Manual and performed "Toolbox" Field Level Risk Assessments (FLRAs)	
2. WorkSafeBC Lost Time Incident Rating (Score 1 if > 1.0; 5 if < 1.0; no other scoring is permitted)	
3. Maintained a clean and well organized construction site; kept public safe at all times	
Average Score (Total Score / Number of sub-criteria rated)	
Comments:	

B. Cost/Budget	Score
1. Provided clear and well-coordinated scope of work, schedule of values and cost of services	
2. Made good faith effort to collaboratively resolve negotiation issues	
3. Identified cost savings/efficiencies or ways to maintain overall project costs	
4. Value for money - Contractor claims and pricing for change orders and extras were reasonable	
Average Score (Total Score /Number of sub-criteria rated)	
Comments:	

C. Schedule	Score
1. Met contract requirements and achieved Occupancy within Parish's/School's overall project schedule	
2. Completed deficiencies and project close out requirements (including O&M Manuals) in a timely way	
Average Score (Total Score /Number of sub-criteria rated)	
Comments:	

D. Quality Management	Score
1. Overall workmanship was of high caliber with great attention to detail	
2. Provided QA/QC manual ahead of work initiation and monitored performance of all work	
3. Coordinated work with other trades as required to maintain overall project quality and schedule	
4. Rectified substandard work to full satisfaction of Parish/School and Architect without dispute	
5. Provided fully annotated record drawings, Parish's/School's O&M manuals and equipment/material spares	
Average Score (Total Score / Number of sub-criteria rated)	
Comments:	

E. Management & Communication	Score
1. Responsive; adapted to changes requested by Parish/School and Architect	
2. Coordinated with Parish/School, Architect and trades effectively and collaboratively	
3. Notified Architect early regarding project 'issues' with options for mitigation – problem solving	
4. Completed and submitted accurate and timely project paperwork (i.e. change orders, submittals, drawings, schedules, reports, invoices etc.) promptly and in proper form	
5. On-site supervisory personnel have the knowledge, management skills and experience to run a project of this size and scope	
6. Maintained continuity on staff assignments and managed sub-contractors effectively	
Average Score (Total Score / Number of sub-criteria rated)	
Comments:	

Overall Average Performance Rating (Total score/number of criteria rated)
(Round to nearest 0.5): _____

ARCHITECT (Name and Title) Signature Date

PASTOR / ARCHBISHOP'S REPRESENTATIVE (Name) Signature Date

CONTRACTOR AUDIT

Contractor Audit Program

The Archdiocese of Vancouver intends to conduct performance audits based on the criteria established in the attached Contractor Audit Form.

The Archdiocese may use these performance audit findings and conclusions in any way deemed necessary including, but not limited to, corrective action, Contractor eligibility for assignments, and as a selection criterion by Parishes/Schools in the Archdiocese for future contracts or Agreements.

Partial or full use of the work by the Parish/School does not constitute acceptance of sub-standard work or release the Contractor from any warranties or guarantees.

When: The Contractor Audit Form is required to be completed by the Project Manager/Building Committee Chair and Architect at the end of the project (or at interim phases, if appropriate).

How Used: The Contractor will be scored on applicable criteria using the Performance Rating Scale on the Contractor Audit Form. The scores from all applicable criteria categories will be averaged for an overall score average. An average overall score of 4.0 is considered as Satisfactory. Completed audits are to be signed and submitted to the Pastor/Archbishop's Representative who will then send it to the RCAV Property & Infrastructure Office within 10 business days of the Audit Date.

CONTRACTOR AUDIT FORM

Project Title: _____ Audit Date: _____

Contractor: _____

Contractor Key Contact: _____ Phone: _____

Did Contractor execute this project using its own employees? ☐ YES ☐ NO

Type of Audit Performed: ☐ End of Project ☐ Interim (Phase: _____)

Contracted Cost: _____ Contracted Start Date: _____

Cost Additions (Reductions): _____ Contracted End Date: _____

Completed Cost: _____ Actual End Date: _____

SCORING: Very Poor Poor Low Pass Satisfactory Very Good
 1 2 3 4 5

A. Safety	Score
1. Provided Site-Specific Safety Manual and performed "Toolbox" Field Level Risk Assessments (FLRAs)	
2. WorkSafeBC Lost Time Incident Rating (Score 1 if > 1.0; 5 if < 1.0; no other scoring is permitted)	
3. Maintained a clean and well organized construction site; kept public safe at all times	
Average Score (Total Score / Number of sub-criteria rated)	
Comments:	

B. Cost/Budget	Score
1. Provided clear and well-coordinated scope of work, schedule of values and cost of services	
2. Made good faith effort to collaboratively resolve negotiation issues	
3. Identified cost savings/efficiencies or ways to maintain overall project costs	
4. Value for money - Contractor claims and pricing for change orders and extras were reasonable	
Average Score (Total Score / Number of sub-criteria rated)	
Comments:	

C. Schedule	Score
1. Met contract requirements and achieved Occupancy within Parish's/School's overall project schedule	
2. Completed deficiencies and project close out requirements (including O&M Manuals) in a timely way	
Average Score (Total Score / Number of sub-criteria rated)	
Comments:	

D. Quality Management	Score
1. Overall workmanship was of high caliber with great attention to detail	
2. Provided QA/QC manual ahead of work initiation and monitored performance of all work	
3. Coordinated work with other trades as required to maintain overall project quality and schedule	
4. Rectified substandard work to full satisfaction of Parish/School and Architect without dispute	
5. Provided fully annotated record drawings, Parish's/School's O&M manuals and equipment/material spares	
Average Score (Total Score / Number of sub-criteria rated)	
Comments:	

E. Management & Communication	Score
1. Responsive; adapted to changes requested by Parish/School and Architect	
2. Coordinated with Parish/School, Architect and trades effectively and collaboratively	
3. Notified Architect early regarding project 'issues' with options for mitigation – problem solving	
4. Completed and submitted accurate and timely project paperwork (i.e. change orders, submittals, drawings, schedules, reports, invoices etc.) promptly and in proper form	
5. On-site supervisory personnel has the knowledge, management skills and experience to run a project of this size and scope	
6. Maintained continuity on staff assignments and managed sub-contractors effectively	
Average Score (Total Score / Number of sub-criteria rated)	
Comments:	

Overall Average Performance Rating (Total score/number of criteria rated)
(Round to nearest 0.5): _____

LEGAL AND ADMINISTRATIVE PROCEEDINGS:

Are you aware of any legal or administrative proceedings, invoked bonds, assessed damages, demands for direct payment, payment bond claims, contract failures, contract terminations, or penalties involving this Contractor on this contract? What is the status of any pending dispute? What was the final outcome of any completed dispute?

Comments:

Dollar amount of assessed or projected damages/penalties:

Has a Lien been placed on the project? ☐ YES ☐ NO Details:

Additional General Observations, Comments or Recommendations

PROJECT MANAGER / BUILDING COMMITTEE CHAIR
(Name)

Signature

Date

PASTOR / ARCHBISHOP'S REPRESENTATIVE
(Name)

Signature

Date



Archdiocese of Vancouver
PROPERTY AND INFRASTRUCTURE

JOHN PAUL II PASTORAL CENTRE

4885 Saint John Paul II Way
Vancouver, BC | T: 604-683-0281
V5Z 0G3

RCAF Building Checklist – Preventative Maintenance

May 1, 2024

Congratulations! You have the newest RCAF infrastructure that if properly maintained can reach its life expectancy and beyond!

Please take the time to read and review the Project Closeout Manuals & Completion Documentation. This package, along with the as-builts drawings (record drawings of actual on-site changes) need to be stored in a safe, dry location, and always remain in the building. Do not lend out the original copy to contractors or volunteers. It is imperative to be aware of warranty timelines, contractors to call to facilitate warranty repairs, and ensure the components are maintained as required to not void warranty.

It's highly recommended to employ a competent facilities operator with knowledge of building systems. This will ensure important mechanical systems are viewed daily and are within safety parameters. Each electrical and mechanical room is to have a log tracking sheet filled in daily. The facilities operator will also coordinate the appropriate contractors suitable to rectify building issues as they arise and ensure all required inspections and services are completed per service agreements.

○ **Mechanical service agreement covering HVAC, plumbing, and controls**

Today's mechanical systems are far more technologically advanced compared to systems of the past. In unison with daily visual checks from a competent facilities operator, mechanical service agreement covering both plumbing and HVAC (heating, ventilation, and air conditioning) will ensure your buildings equipment is running optimally and extend lifespan of the buildings' most costly mechanical infrastructure. Possible items included in the service agreement are RTU and boiler servicing, backflow water preventor annual verification, gas, chemical treatments, belt changes, etc. This will result in extending heating/cooling performance, improving air quality, and reducing energy costs. Your building may incorporate a DDC (Direct digital control) system to control the HVAC system, or to automate the entire building by also controlling other mechanical and electrical systems. The system is able to measure several variables in your building, such as the



temperature, humidity, energy usage and so on. This data is sent to the operator in real-time, which allows for a quick response time for any issues that pop up, as well as the ability to study the data and make tweaks to the system to improve efficiency.

- **Fire Safety service agreement**

To ensure your building remains safe and occupiable, life safety devices are required to be inspected/serviced and tagged annually. This includes fire alarm systems, emergency lights, sprinkler systems, backflow preventors, fire extinguishers, restaurant systems, fire suppression systems, and emergency generators. Commercial kitchen safety devices are to be inspected/serviced and tagged every six months. Typically, one service agreement will ensure all the above life safety devices are covered.

- **Landscaping service agreement**

Besides keeping your building aesthetically pleasing, landscaping needs to be kept up with irrigation water lines functioning properly. Trees and shrubs will require pruning to ensure they don't grow too close to the building, thus preventing eventual damage to the building envelope. In the fall, it is required that water irrigation lines be blown out to prevent frost damage to pipes.

- **Electrical service agreement**

Electrical service agreements are commonly overlooked. Every three years electrical transformers should be serviced, with thermal heat scans completed to electrical panels. Per requirements of BC Safety Authority, the Electrical Operating Permit is required to be renewed **every year** by a certified electrical company including municipality fees.



- **Drains and Catch basin cleaning**

It's essential for keeping drains and catch basins clean and unobstructed. Part of the facility operator task is to ensure drain covers are clear. Drains and catch basin service agreement can be set up to ensure catch basins are cleared out annually or semi-annually, if required.

- **Security alarm contract**

Monitored security contracts are ideal to further protect buildings when they are unoccupied. This can include security cameras. If security cameras are installed, "CCTV in operation" signs need to be posted for public viewing.

- **Roofing inspection and gutter cleaning service agreement**

An annual roofing inspection service agreement is required to maintain many extended roof warranties on new roof structures. Located beside the roof hatch there should be a roof access log filled in prior to any authorized person accessing the roof. Safety on roof is of utmost importance. WorkSafe BC requires a minimum of 6 feet clearance between a person and the edge of the roof parapet. If the building is equipped with roof anchors, annual visual engineer inspections are required with load testing every 5 years. Gutter cleaning needs to be completed semi annually to prevent backup and hidden building envelope damage.

- **Elevator service agreement**

Elevator and platform lifts service agreements with ongoing preventative maintenance and safety inspections are required by law. Elevators are one of the costliest pieces of equipment in the building. It is imperative that all preventive maintenance is completed to ensure long life expectancy of equipment.

Additional notes:

New Concrete Sidewalks & Stairs (exterior) - Rock salt is discouraged; use concrete safe ice melter instead use: 96% Pure Calcium Chloride Snow & Ice Melt Pellets or equivalent.



Archdiocese of Vancouver

PROPERTY AND INFRASTRUCTURE

What is a Campus Master Plan?

A Campus Master Plan (CMP) is a comprehensive, long-term strategic document that outlines the vision, goals, and physical development of a community's campus as it relates to *the mission of the church*.

There is a natural tendency to focus on a "site plan" showing the physical or functional renewal of the campus with biased justification of "what we need" (now) but its real purpose is to *ensure* (strong language) that it correctly identifies the ideal future state in broad terms such that the CMP can be used as a litmus test to see if what follows supports and delivers the community's missional mandate and goals for years to come. This framework ultimately converts into a site plan that typically shows the potential layout of buildings, landscaping, infrastructure, and considerations for future growth or expansion – but with much deeper context and stewardship. Since all a "plan" is, is an idea frozen in time, the plan needs to respectfully consider that the future community may have alternative ideas and therefore allow flexibility by not encumbering future decision making.

As such, it's important to ask the right questions to ensure that the CMP correctly identifies the *foundational missional and pedagogical vision* (future state) of the community. These questions will help guide the planning process and inform key decisions. It's also important to be honest and realistic. It's more important to not allow this to become a "personal project" for anyone. If done well, the CMP will be a reference document that will stand the test of time and not collect dust.

Below are several categories with probing questions to both consider and document. These questions are only suggestions that will hopefully initiate and focus your discernment.

1. Who are we?

- What do we say when we describe our community? What impressions or feelings do we have? Are these newly held opinions or are they long established? What has changed?
- If someone else (member of the public or another parish or school) were to describe our parish, and separately our school, what would they say?
- What gives us this identity?

2. Mission and Vision Alignment

- Look at the above questions and ask them from a future state perspective: In the future, how do we want to describe our community? What would we like someone else to say about us? What impressions do we want to convey?
- What are the long-term goals and values of our church/school community? What are the larger Deanery or Regional goals? How should our campus respond to them?
- How should the campus support the educational, spiritual & social mission of the church?
- What things foster and telegraph a stronger sense of a (welcoming) faith community?

3. Current and Future Needs

- What are the current demographics of our community?
- What are the evolving municipal demographics as related to the Official Community Plan?
- What is the anticipated 20-30yr growth trends for school enrollment or church membership?



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- How will the campus need to adapt to accommodate future spiritual, educational, community, or other needs?
- What types of academic, social, and spiritual programs are we doing currently? Critically, should we continue to deliver them? What is anticipated in the future? Should we facilitate these? Would we have better outcomes if we collaborate with another parish?
- What are the needs of the broader church community, and how can the campus be a resource for the wider area (e.g., shared spaces, outreach programs)? Should we facilitate these?

4. Space and Functionality

- How is the current space being used; are there any inefficiencies (under/over used areas)?
- How do the buildings support both the educational and spiritual missions of the campus? Are there adequate spaces for spiritual, academic, extracurricular and other activities, such as halls, meeting rooms, classrooms, auditoriums, gyms, and outdoor spaces?
- What are the challenges with the existing campus...for the current and also desired spaces (e.g., overcrowding, outdated facilities, safety, lack of spaces)?
- How will spaces be used for multi-purpose activities, and can the design allow for flexibility over time?
- Are there enough spaces that promote collaboration and engagement?

5. Campus Infrastructure

- What is the current facility condition of the infrastructure (architectural, structural, M&E)?
- Are transportation facilities adequate (traffic flow/access, EV stations, parking, bike racks)?
- How accessible is the campus to individuals with disabilities, and does it meet universal accessibility standards (hearing, visual, ambulatory, mental, etc)?
- Are there safe, efficient pathways throughout the campus, and are they easy to navigate?

6. Sustainability and Environmental Considerations

- How can the campus reduce its environmental footprint (e.g., energy-efficient buildings, water conservation, renewable energy)?
- What green spaces are needed to provide natural areas for students and community members and promote environmental sustainability?
- How should we account for stormwater management, drought, wildfire or other ecological concerns?
- Can the campus integrate outdoor classrooms, gardens, or other spaces for environmental education?

7. Community Engagement and Input

- Who should be consulted in the planning process (core (8-12pple) and secondary)? Parishioners, staff, students? What about surrounding parishes? First Nations?
- What are the key concerns and priorities for interested and affected parties (e.g., safety, parking, green spaces)?
- What are the short-term and long-term needs of the parish and school in terms of comfort, safety, and accessibility on campus?

8. Security and Safety

- What are the current security and safety concerns? Are they changing and evolving? Are there sufficient measures in place to ensure safety on the campus (e.g., lighting, security personnel, emergency procedures)?
- How can the campus layout enhance safety whilst still being welcoming and open?



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- What are the considerations for evacuation routes, safe zones, and other safety features?
- How should security technologies (e.g., surveillance, access control) be integrated into the campus design?

9. Technology Integration

- How will technology infrastructure (Wi-Fi, infrared, A.I., “tap”, smart classrooms, etc.) be integrated on campus?
- How will technology contribute to the future educational goals (e.g., online learning, hybrid classrooms, remote collaboration)?

10. Phasing and Implementation

- What are the identified immediate, medium-term, and long-term priorities for development or renovation on your campus?
- How can the CMP be phased in a way that minimizes disruption to current operations?
- What is the timeline for each phase of the plan, and how will priorities be managed?
- What are the budget constraints, and how can development of each phase be funded (e.g., fees, grants, assessments, donations, fundraising)?

11. Aesthetics and Design

- How can the design of the campus reflect the community’s identity and values?
- What architectural or landscape feature is anchoring and unifying all the components of the CMP together?
- Is it important that the buildings have an identical architectural style, or can they be of a similar style that is tied together but is also reflective of the community at that point in time?
- How will the campus integrate natural features (e.g., trees, gardens) to enhance the physical environment?
- What materials, colors, and designs should be incorporated to create a welcoming and functional environment?

12. Flexibility and Adaptability

- How will the campus design allow for flexibility in its use as the needs of the community evolve?
- Can spaces be easily reconfigured for different uses or expanded as necessary?
- How will future technological, educational, and environmental changes be accommodated?

13. Cultural and Community Impact

- How will the campus interact with the surrounding neighborhood or community?
- How do we acknowledge and express our relationship with local First Nations?
- How will the design of the campus ensure that it is culturally inclusive and representative of the parish and school’s diversity? It’s history?
- How can the CMP accommodate both educational and social/community functions? Will the campus serve as a hub for community events, outreach programs, or joint ventures with local organizations? Does this form part of the parish and school’s growth?

Summary of Key Considerations:

The Campus Master Plan should address the long-term vision, community needs, space utilization, sustainability, safety, technology, and adaptability whilst ensuring alignment with the church’s mission. By asking these questions during the planning process, you can develop a comprehensive, yet flexible and well-rounded plan that meets both immediate needs and future aspirations.

