For details and instructions on how to complete this document, click [ ¶ ] icon under Home tab to display Hidden Text.

**Document Purpose**

A critical step in the p[roject life-cycle](http://blog.method123.com/category/project-life-cycle/) is the creation of the Project Charter. Without this document, the project is like a ship without a rudder. There is nothing to steer you in the right direction.

The Project Charter is a crucial formal document in planning out the project, it describes the project at a high level – what the objectives are, how it will be carried out, and who the stakeholders are and is prepared by the Project Manager in consultation with Project Sponsor and other key stakeholders.

The Project Charter assists Project Managers set the direction for the project and gain buy in from key stakeholders as to how the project will be organized and implemented. It will also help you to control the scope of your project, by defining exactly what it is that the project has to achieve.

A Project Charter:

* is a statement of scope, objectives, goals and people who are participating in a project.
* begins the process of defining the roles and responsibilities of stakeholders
* initiates the transition from the Pre-Project to Project Initiation phase.
* formally authorizes the project to proceed and forms the agreement between the Project Manager and the Project Sponsor.
* functions like a Work Order by setting out the high-level expectations for delivery and commits the organization to providing the identified capital (and/or operating) budget, resources, and project support.

A completed and authorized Project Charter provides a clear set of expectations for the Project Manager, provides information to develop the Project Delivery Plan, which is the baseline for monitoring progress and performance, and is a reflection of the benefits identified in the Business Case.

Refer to Project Management Manual Section 4.5 Project Charter.

Introduction

*Project Charter Change Control*

This section serves to control the development and distribution of all revisions made to the Project Charter **after** the initial dates of signatures in the Authorization section.

| **Revision Number** | **Date of Revision** | **Brief Description of Change** | **Author(s)** | **Approved by** |
| --- | --- | --- | --- | --- |
| 1 |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

*Project Details*

|  |  |
| --- | --- |
| Project Name: | Enter Project Name in full |
| Project ID: | Enter Project ID |
| City File No.: | Enter City File number |

*Purpose of the Project Charter*

Provides the purpose of the Project Charter.

The project charter is a “document issued by the project sponsor, formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.”1

The project charter includes most elements of a preliminary project scope statement, describing what is and what is not included in the project. It also assists in controlling changes to scope of the project throughout its duration or life cycle. The intent is to contain, in a single document, all activities of the initiating process group 2 as defined in A Guide to the Project Management Body of Knowledge.2

1. Project Management Institute (2017). A Guide to the Project Management Body of Knowledge, Sixth Edition, p. 715.

2. Those processes performed to authorize and define the scope of a new phase or project or that can result in the continuation of halted project work.

The Project Charter is a “document issued by the project initiator or sponsor, formally authorizes the existence of a project, and provides the Project Manager with the authority to apply organizational resources to project activities.”

The Project Charter includes most elements of a preliminary project scope statement, describing what is and what is not included in the project. It also assists in controlling changes to scope of the project throughout its duration or life-cycle. .

*Executive Summary*

Provide a brief summary of the project’s most important aspects based on known information either found in the Business Case or other related documents answering the questions:

* How and why the project was initiated?
* Who will use the final deliverable(s) of the project?
* Who will be impacted by the project?

More detailed elements will be covered in the following sections, project goals and objectives, milestones, key deliverables, major risks, project cost estimate, etc.

Click here to enter brief summary of the project’s most important aspects.

Approval and Authority to Proceed

This section contains the signatures of the key stakeholders: the Project Sponsor, City Project Manager, and Business Owner which shows they agree with the roles and the description of the project as it appears in the Project Charter.

The Project Charter formally authorizes the project, and provides the Project Manager with the authority to apply organizational resources to project activities described herein.

Revisions made after the dates of Approval are to be tracked in the Project Charter Change Control section.

We approve the project, as described within, and authorize the project team to proceed.

|  |  |
| --- | --- |
| \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Project Sponsor signature  Click to enter full name of Project Sponsor  Click to enter Position Title & Organization | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Date |
| \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  City Project Manager signature  Click to enter full name of City Project Manager.  Click to enter Position Title & Organization | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Date |
| \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Business Owner signature  Click to enter full name of Business Owner  Click to enter Position Title & Organization | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Date |

**Project Organization**

*Project Governance*

Illustrate how the project is governed and the corporate governance bodies that may be involved in the approval process. In other words, it shows how decisions are made, and who makes which decisions.

A diagram should be used. Also include any required committees.

Illustrate how the project is governed, and the corporate governance bodies involved in approval process.

*Project Team Structure*

Use an organizational chart to depict the project team structure as well as the relationship between team members.

Illustrate how the team interacts with, or relates to the governance structure for the project.

For small projects, the team member names can be included. For larger projects, the organizational chart should name the groups or entities that form the project teams.

Insert Organizational Chart depicting Project Team Structure.

*Roles and Responsibilities*

Define the roles and responsibilities assigned to each member of the project team as well as any stakeholders and working groups that have a significant influence on the project

Include all committees and entities identified in the above sections: Project Governance, and Project Team Structure.

| **Name** | **Organization** | **Role** | **Responsibilities** |
| --- | --- | --- | --- |
|  |  | City Project Manager | As per PMM |
|  |  | Project Sponsor | As per PMM |
|  |  | Business Owner | As per PMM |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

*Project Facilities and Resources*

If applicable, describe the project’s requirements for facilities and resources, such as office space, special facilities, computer equipment, office equipment or other specialized equipment.

Identify the project team member responsible for obtaining the specific resources needed to support the project.

| **Resource** | **Description** | **Team Member Responsibility** |
| --- | --- | --- |
|  |  |  |
|  |  |  |
|  |  |  |

*Key Stakeholders*

Identify key internal/external stakeholders and their role in the project contex;, who are affected by or influence the project (eg: government regulatory agencies, consultants, third-party partners, customers, users, etc.)

This is the starting point for further stakeholder management and analysis.

Reference the directory path and file name if a Stakeholder Assessment and Communication Plan has been started.

Refer to Project Management Manual Section 4.4.

| **Stakeholder (Name, Title, and Department or Organization)** | **Interest** |
| --- | --- |
|  |  |
|  |  |
|  |  |

Stakeholder Assessment and Communication Plan, if available, is filed at:

**Project Scope**

The Project Scope provides the documented basis for making all project decisions and is used to direct project effort and communicate project scope to stakeholders. The scope should also document the relationship between the product, services, or results of the project being created and the business need that the project will address. (The need is derived from the Business Case developed in Investment Planning).

Scope is a high-level description of the features and functions that characterize the product, service, or result to be delivered by the project.

*Project Summary*

Describe what will be accomplished in the project and define why the project was initiated. Should define scope, cost and schedule elements at a high level, How significant is it for the City of Winnipeg.

Define Scope, Cost and Schedule elements at a high level.

*High Level Objectives*

Define measurable outcomes of the expected accomplishments described in the project scope statement. Define how you will measure success for each of the high-level objective. Use quantifiable criteria that have to be fulfilled so that project can be performed successfully. Reminder Project Objectives are concrete and measurement criteria confirm if an objective has been met.

Add rows as required.

| **#** | **Objective** | **Measurement Criteria** |
| --- | --- | --- |
|  |  |  |
|  |  |  |
|  |  |  |

*Boundaries*

Describe what is included in the product, service or result of the project and all known key characteristics, Detail by phase if several launch or deployment dates are planned.

Out of Scope is work that is beyond the current scope of the project. Out of Scope work is identified to reduce ambiguity and confusion, and sets expectations. Identify items that are not to be included in this project.

Add rows as required.

| **Activities In Scope** | **Activities Out of Scope** |
| --- | --- |
| 1. | 1. |
| 2. | 2. |
|  |  |

*Milestones*

Describe the schedule, showing the dates of the main milestones or events in the project. (eg: phases, stages, decision gates, approval of a deliverable, etc.), and their projected end dates.

This table can also represent a high-level project schedule.

Add rows as required.

| **Project Milestone** | **Description** | **Projected End Date** |
| --- | --- | --- |
| 1. |  |  |
| 2. |  |  |
|  |  |  |

*Deliverables*

Identify the high-level key deliverables the project must deliver in order to achieve the stated objectives. Also include internal project deliverables required in the Project Management Process for review and approval.

These are tangible items not activities. Include such things as project documentation: Project Delivery Plans, Public Engagement Plan, Lessons Learned, etc.,

Identify the stakeholder(s) responsible for approving each deliverable

Determine the criteria that will be used to assess the quality and completion of each deliverable.

Add rows as required.

| **Deliverable** | **Stakeholder** | **Acceptance Criteria** |
| --- | --- | --- |
| 1. |  |  |
| 2. |  |  |
|  |  |  |

*Significant Dependencies/Synergies*

Describe Departments, Divisions, Branches, or other Agencies or Community Groups that will be impacted by this project.

This refers to other capital projects with SIGNIFICANT synergies/dependencies; i.e. the proposed project couldn’t proceed without Project B; or there are significant cost savings by delivering projects together. This area only needs to be completed if applicable as most projects do not have significant dependencies with other projects or events.

Add bullets as required.

* List other capital projects or Departments, Divisions, Branches, or other Agencies with SIGNIFICANT synergies/dependencies.

Project Cost Estimate and Sources of Funding

Record a summary of cost estimates for all of the resources (human, material and financial) required to produce the deliverables and meet the objectives established for the project.

Start with the Basis of Estimate, enclosed in the Business Case from Investment Planning, and to ensure the full project scope is covered, refer to the items listed in the initial Work Breakdown Structure (WBS) and key deliverables section above.. Don’t forget to include one-time as well as on-going costs. Ie. Project Management costs.

State the various sources of funding that will be used to support the project. It should be clear to the Project Sponsor and Project Manager where the funds come from and the level of resources required and committed to the project.

If funding source unknown, indicate “TBD” (To Be Determined)

Indicate the location (directory, file name) of the Project Budget Summary, if developed.

Refer to Project Management Manual Section 5.4.3.

*High Level Summary of Project Costs*

| **Cost Detail** | **Estimate** |
| --- | --- |
| Construction Costs | $ |
| Engineering Costs | $ |
| Contingencies Costs | $ |
| Overhead/Admin Charges | $ |
| Corporate Interest | $ |
| Other (specify) | $ |
|  | $ |
| **Total Cost of Project:** | **$** |

Basis of Estimate, if available, is filed at:

*Funding Sources*

|  | **Funding Sources** | **Description of Fund** | **Amount** | **Approval Date** |
| --- | --- | --- | --- | --- |
|  | City of Winnipeg - CAPEX |  | $ |  |
|  | City of Winnipeg - OPEX |  | $ |  |
|  | Province of Manitoba |  | $ |  |
|  | Federal Government of Canada |  | $ |  |
|  | Other contributions |  | $ |  |
|  |  |  | $ |  |
|  |  |  | $ |  |
| **Total Funding** | | | **$** | |

Comments:

Enter explanation for Funding Sources

**Flexibility Matrix**

Both the Project Manager and the Project Sponsor need to be aligned as to what element is flexible.

For example, will the priority be “No budget increases” or “No change in scope (requirements);”

The Project Manager can only control a maximum of two of the three of the project management triangle elements.

Enter only one ‘X’ in each row and only one ‘X’ in each column in the orange shaded area to reflect the Project Sponsor’s agreement on the relative “give” of each element of the project management triangle. In discussions with Project Sponsor, document any agreed to limits that provide the project manager authority to independently adjust each element.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Adjustability/**  **Element** | **Least** | **Moderately** | **Most** | **Comments** |
| **Scope** |  |  |  |  |
| **Schedule** |  |  |  |  |
| **Budget** |  |  |  |  |

**Risks and Opportunities**

Identify and describe **critical and high level risks or opportunities**, how important they are and indicate the plan to mitigate the risks or opportunities.

For each risk/opportunity listed in the table, also list the level of degree of probability and impact (high, medium, low). This informs the reader how important each item is.

Identify the possible mitigation actions in order to lessen the impact or lower the probability of the risk occurring.

Note any events including those noted in the same section in the Business Case.

Reminder this initial risk assessment does not replace the full risk assessment conducted during the planning phase and documented within the Project Delivery Plan (PDP) Both these activities come after the Project Charter is developed.

Refer to Project Management Manual Section 5.9

| **No.** | **Risk/Opportunity Description** | **Probability (High, Medium, Low)** | **Impact (High, Medium, Low)** | **Planned Mitigation** |
| --- | --- | --- | --- | --- |
| 1 |  |  |  |  |
| 2 |  |  |  |  |
| 3 |  |  |  |  |
|  |  |  |  |  |

Risk Analysis and Evaluation Matrix file, if available, is filed at:

**Public Engagement**

Consult with the Office of Public Engagement if you have any questions about this assessment table or interpreting the requirement for public engagement. Email [city-engage@winnipeg.ca](mailto:)

Questions to help determine if public engagement is required:

1. Were you directed by Council to consult the public?  Yes  No
2. Is there a legislated requirement to consult the public?  Yes  No
3. Were you directed by the Director of Customer Service and Communications to   
   consult the public?  Yes  No
4. Is the project approved in the Capital Budget?  Yes  No

4.a Will the public’s input help define or influence the final outcome?  Yes  No

If you answer ‘yes’ to questions 1, 2, or 3, you **must** proceed with public engagement.

If you answer ‘no’ to questions 1-3, and answer ‘yes’ to question 4, proceed to question 4a to determine if you should proceed with public engagement.

If you answer ‘no’ to question 4a, you should reconsider the purpose of engaging with the public. You are likely informing the public and should contact the communications lead for your department to develop a Communications Strategy.

Is Public Engagement Required?  Yes  No

|  |  |
| --- | --- |
| **Attachment(s):** Enter the title(s) of the attached documents, or enter “0” if none. | 1. Business Case |