DEFENCE · NATIONAL SECURITY · MEGA-PROGRAM COORDINATION

Civil, electrical, cooling, telecom, compute, and operations had to come together as one capability — two defence data centres and ~4,850 users across eight regions, built greenfield and brought live in about ten months under a single program.

A national defence organization's greenfield ICT program — not a server install but the orchestration of multiple engineering and technology disciplines into one operational capability, on a single cross-discipline critical path, end to end in roughly ten months.

CLIENT	ROLE	ENGAGEMENT MODEL
A national defence organization (anonymized)	Program Manager — ICT infrastructure deployment	Single accountable program lead across procurement, build, integration, and handover
DURATION	**SCOPE / PLATFORMS**	**PROGRAM SCALE**
~10 months · greenfield build to operational handover	Two Tier-I data centres · enterprise compute, storage, network · wireless backhaul, VoIP/ PABX · thin-client estate	~4,850 users · eight regions · two data centres built, integrated, and handed over

01 The mandate

A national defence organization needed modern, secure IT for thousands of users across dispersed locations — and none of it existed yet. Two Tier-I data centres, the regional network to reach the users, the end-user estate of thin clients and telephony, and the power and cooling to run it all had to be built from nothing, in parallel, in a defence-grade environment. Greenfield, not modernization — there was no system to extend, only an empty floor to fill.

The real challenge was never any single system. It was orchestrating civil works, electrical, cooling, compute, storage, network, telecom, and operations — each its own discipline, contractor, and lead time — into two working, integrated, secure facilities on one schedule, where a delay in any one stream stopped all the others.

02 The delivery context

Systems of systems, not a server install

Compute, storage, network, wireless backhaul, VoIP and PABX voice, secure application access, power, and cooling were each independent systems that only delivered value once integrated into a single working capability. Greenfield made it harder still: nothing existed to build on, so every discipline came online from zero and had to converge — physical and digital — into facilities that worked as one.

Many contractors, one defence-grade schedule

Civil, power, HVAC, infrastructure, and telecom contractors each owned a piece, inside a regulated defence environment with its own security protocols. A slip in any one discipline stalled the others. The program was the only seat holding the integrated critical path across all of them, with deviations beyond tolerance escalated before they could cascade.

03 How the engagement was run

One cross-discipline critical path

Civil, power, cooling, and IT were sequenced on a single baselined schedule so the trades and the technology build interlocked — civil and electrical completing before IT could begin, hardware delivery timed to the build, integration following the facilities. Risk and issue registers, a change registry, and tolerance-based escalation kept the many moving parts visible and the deviations controlled rather than discovered late. Critical-path leadership across disciplines was the job.

Integrated into one operational capability

The independent systems — data-centre compute and storage, the regional wireless backhaul, the private VoIP and PABX voice network, secure application access, and the thin-client estate — were integrated with each other and with existing operations and security protocols, so the organization received a single functioning capability rather than a collection of installed parts.

Built to operational readiness, then handed over

The program did not stop at implementation. More than thirty training sessions brought the network operations centre, support, telephony, thin-client, and application teams up to competence before handover — so the organization could operate and sustain what it had been given from day one, not learn it afterward. Procurement was engineered around a master bill of materials and channel partners, with delivery sequenced to the build and inventory reconciled against the bill of quantities.

04 Outcome

In about ten months, a defence organization went from no modern IT capability to two operational Tier-I data centres serving roughly 4,850 users across eight regions — compute and storage, redundant power and cooling, a regional wireless backhaul, a private VoIP and PABX voice network, and a full thin-client estate, integrated into one working capability and handed over to a trained operations team. Multiple engineering and technology disciplines, each on its own contractor and lead time, were brought together on a single critical path. Commercial figures are held confidential; the directional result is a complete, operational, greenfield capability stood up and sustained at speed.

BUILT, INTEGRATED, AND HANDED OVER	SCALE
Tier-I data centres	**Two — greenfield, from the ground up**
Users supported	**~4,850 across eight regions**
Compute estate	**~370 machines across the two centres**
End-user and voice estate	**~4,850 thin-client and VoIP endpoints**
End to end	**Built, integrated, and handed over in ~10 months**

OUTCOME POSTURE

Two operational Tier-I data centres. ~4,850 users. Eight regions. About ten months.

Not an IT install but a mega-program: multiple engineering and technology disciplines brought together into one operational capability, greenfield, on a single critical path, in a defence-grade environment.

05 What this demonstrates

Systems integration at scale.

Brought multiple independent engineering and technology disciplines — civil, power, cooling, compute, storage, network, telecom, voice — together into one operational capability.

OFFERED TODAY AS: SYSTEMS INTEGRATION

Cross-discipline critical-path leadership.

Held one integrated schedule across civil, electrical, HVAC, infrastructure, and telecom contractors, where a slip in any discipline stalled the rest.

OFFERED TODAY AS: PROGRAM MANAGEMENT

Greenfield delivery at speed.

Stood up two Tier-I data centres and a multi-region network from nothing — built, integrated, and handed over in about ten months.

OFFERED TODAY AS: INFRASTRUCTURE PROGRAM DELIVERY

Operational readiness, not just implementation.

Reached operational readiness through 30+ training sessions across network operations, support, telephony, thin-client, and application teams before handover.

OFFERED TODAY AS: OPERATIONAL READINESS & TRAINING

Defence-grade integration and supply chain.

Integrated with existing operations and security protocols in a regulated defence environment, with procurement driven from a master bill of materials and reconciled inventory.

OFFERED TODAY AS: SECURE DELIVERY & PROCUREMENT

SOURCE ARTIFACTS AND DISCLOSURE

Anonymized for the defence and confidential nature of the engagement: the organization, location, vendor product specifics, and commercial figures are withheld; scale figures are reported as recorded in the program's own documentation. Drawn from source program artifacts held by the practice — the program description, the scope and bill of materials, and the training and handover records.

Premium Framework Inc. is an independent IT project, program, and PMO leadership practice — founded 2011 — serving federal government, provincial agencies, public-sector institutions, and large enterprise organizations in regulated, high-stakes environments. The Delivery Track Record series presents named, source-substantiated program engagements.

Talk to a delivery expert

sz@premiumframework.ca · **+1 613-600-2803** (Mon–Fri, 9–5 ET) · **calendly.com/it_delivery_management**

Tailored briefs for specific sectors or program types are available on request. Additional engagements held under confidentiality are available for discussion under NDA.