FEDERAL GOVERNMENT · INTERDEPARTMENTAL GOVERNANCE & TRANSFORMATION

One governance and delivery seat aligned a dozen-plus federal organizations, the provinces, and the territories — none reporting to one another — into a single shared decision structure and a public national platform for environmental decision-making.

A Government of Canada open science-and-data platform created under the national impact-assessment regime — where the real challenge was not data integration but building accountability across deputy-minister-level organizations that did not report to one another, and turning dispersed evidence into something the public and decision-makers could trust.

CLIENT **Government of Canada — federal environment & science portfolio (anonymized)**	ROLE **Project Manager**	ENGAGEMENT MODEL **One delivery and governance seat across two co-leading departments and a dozen-plus partner organizations**
DURATION **2018 – 2023 · multi-release national program**	PLATFORM / INFRASTRUCTURE **Hybrid AWS / Azure / a federal shared-services / IT-infrastructure department · built on the Federal Geospatial Platform · open-source CMS**	PROGRAM SCALE **Over 146,000 knowledge products by early 2023 · a dozen-plus federal departments, provinces, and territories**

01 Mandate

Canada's environmental evidence on cumulative effects — the changes to land, water, air, and biodiversity that accumulate across many projects over time — was dispersed across a dozen-plus federal departments, the provinces, the territories, and external repositories. It directly underpinned national impact-assessment decisions and public trust in them, yet no single accountable structure owned it and no public window onto it existed.

The mandate was as much governance as technology: stand up a shared decision structure across two co-leading departments and a dozen partner organizations — none with authority over the others — under Treasury Board expenditure authority and federal enterprise-architecture review, and only then consolidate the dispersed evidence into one public platform. The accountability had to be created before the platform could exist.

02 Delivery context

Accountability where none existed

The platform was co-led by two departments, fed by a dozen more, and populated with provincial, territorial, and external content — none of which reported to the delivery seat or to one another. There was no line authority to direct a contributing organization. Delivery ran on governance design, clear accountability, and influence rather than command — creating a shared accountability structure where none had previously existed.

Treasury Board and federal architecture gates

This was not a single-department project run on internal approvals. Treasury Board held project approval and expenditure authority, and the solution architecture had to be endorsed through the Government of Canada Enterprise Architecture Review Board and departmental architecture boards. Every major commitment cleared federal investment and architecture gates — the level of oversight a federal executive recognizes immediately, and most project managers never touch.

03 Approach

Governance designed, then run

A federated model was selected over centralized and decentralized options — a unifying strategy and common processes with distributed delivery across departments. It was made operational with a multi-tier decision structure (an ADM steering committee, a director-general committee, a project management board, and project coordination and delivery) and a RACI matrix across eight governance areas, so every class of decision had exactly one accountable owner across organizations that did not share a reporting line.

Architecture and investment decisions taken through federal review

Rather than build greenfield, the platform reused and extended existing federal investment — built on the Federal Geospatial Platform and run on hybrid AWS, Azure, and a federal shared-services / IT-infrastructure department infrastructure. Significant choices were taken as documented option analyses routed through the enterprise-architecture review boards and funded through Treasury Board authority, not made unilaterally by the delivery team.

Release-based delivery with the public in the loop

Once the governance held, the platform was delivered in successive releases, each adding federal and provincial content, time-enabled datasets, and user-experience features — with public feedback, survey instruments, and engagement campaigns built into the cadence so the platform was shaped by the people meant to use it rather than handed down complete.

04 Outcome

A shared governance structure was created where none had existed — giving a dozen-plus organizations with no common reporting line one accountable decision model — and on that foundation the dispersed national evidence was consolidated into a single public platform supporting environmental impact-assessment decisions. The platform grew across successive releases past 146,000 knowledge products by early 2023, integrating datasets from federal departments and multiple provinces on hybrid federal cloud, with its architecture cleared through federal enterprise review and Treasury Board investment authority. Internal program economics are held confidential; the achievement is the governance and the consensus that made the integration possible at all.

FEDERAL GOVERNANCE ARCHITECTURE	HOW IT WAS SET
Governance model	**Federated — selected over centralized / decentralized**
Decision tiers	**ADM steering · DG committee · project board · delivery**
Accountability	**RACI across eight governance areas**

FEDERAL GOVERNANCE ARCHITECTURE	HOW IT WAS SET
Architecture authority	GC Enterprise Architecture Review Board + departmental boards
Investment authority	**Treasury Board — project approval and expenditure**

05 What this demonstrates

GOVERNANCE DESIGN

Federal governance design.

Selected and operated a federated governance model — ADM, DG, and project-board tiers with RACI across eight governance areas — so a dozen-plus departments shared one accountable decision structure.

STAKEHOLDER & CONSENSUS LEADERSHIP

Consensus building without authority.

Created alignment across co-leading departments, partner organizations, provinces, and territories despite no direct reporting relationships — the core skill the engagement proves.

DELIVERY LEADERSHIP

Governance-enabled national integration.

Built the shared governance model that made national-scale data integration possible; the platform — 146,000+ knowledge products by 2023 — followed from the governance, not the reverse.

ARCHITECTURE & INVESTMENT GOVERNANCE

Federal architecture and investment governance.

Cleared solution architecture through the GC Enterprise Architecture Review Board and departmental boards, under Treasury Board project and expenditure authority.

PUBLIC-SECTOR DELIVERY

Public-sector and Indigenous-knowledge stewardship.

Integrated provincial and territorial data and stewarded Indigenous knowledge appropriately within a public-facing platform.

OUTCOME

146,000+ knowledge products consolidated into one public platform — across a dozen federal departments, the provinces, and the territories, none reporting to one another.

The platform supported national environmental decision-making and public trust; the rarer achievement underneath it was a shared governance structure built where no accountability had existed.

SOURCE & ABOUT

Anonymized in line with Government of Canada engagement protocol: department names, individuals, platform branding, and program budget are withheld. Drawn from source program artifacts held by the practice — the project management plan, the governance model and RACI, release plans, and program dashboards.

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 source-substantiated program engagements.