

Identification of Material

The following has been provided as reference material only. The information provides background information regarding the facilities in question as well as additional information on policies and requirements of PWGSC.

The Bidder Information Package contains the following:

1. Active Space with Occupancy Information
2. Asset Management Plan Procedure
3. Building Management Plan Call Letter
4. Building Heritage Information
5. Commercial Lettings
6. Energy Consumption
7. Historical Financials
8. Policies not available to public
9. Service Call Reports



Report Title: Listing of Buildings and their Occupants

Selection Criteria: All active assets in the Facilities Inventory System for windows (WinFIS) as of the run date : September 6, 2012.
The potential annual rent only represents an estimated revenue based on 100% occupancy and agreements being in place. For actual revenues, a report from OIS can be generated for this purpose.
The total rentable m² is based on current occupancy regardless of the accommodation status (either occupied by federal client, by a third party client or is vacant).
Includes assets in the operational and commissioned stages.
Excludes land, livable and parking areas.
RPU Name = DND Data Ctr. Ottawa Bldg. #16 - Tunney's Pasture - 40000527; Health Protection Building #7 - Tunney's - 40001098
Ministerial Name = Third Party

Notes: Only usable space categories as per the Framework for Office Accommodation and Accommodation Services are selected. The Office area refers to the space categories: A- Office, B- Retail and E- Computer.
The percentage of occupancy represents the total rentable area occupied by the client in relation to the total rentable area of the building.

Sort: RPU Name - group by, page break
Occupant Name

Listing of Buildings and their Occupants

As of September 6, 2012

National Capital Area

APAACST	AFD No.	Property	Cost Centre	RPU	Related Resp. Centre	CRC	AFMS RC	CSU/COE RC	DFRP No.	Total Rentable m²	Activity Start Date	Current Activity End Date	Rentable Area (m²)					% Occupied	Potential Annual Rent
													Highest and Best Use		Actual Use		Total		
													Office (A,B,E)	Other	Office (A,B,E)	Other			
<div>DND Data Ctr. Ottawa Bldg. #16 - Tunney's Pasture -- 101 Goldenrod Dr, Ottawa, ON (Crown-owned)</div> <div>AD11A06P40020745203524000052745203523275403206163206100875216,602.21962-01-013000-12-31</div> <div>Ministerial PortfolioOccupant No. and Name</div> <div>Third Party004028The Recreation Association of PSC101.20.0101.20.0101.20.6%\$0.00</div>																			
RPU Name: DND Data Ctr. Ottawa Bldg. #16 - Tunney's Pasture - 40000527 Total													101.2	0.0	101.2	0.0	101.2	\$0.00	
National Capital Area Total:													101.2	0.0	101.2	0.0	101.2	\$0.00	



Active Space with Occupancy Information - Grouped by Space Use Type

Province: ON
Asset Type: Crown-owned, Lease purchase
Buildings: Partial selection (1 / 120)
Space Usage Type: All (22/22)
Number of spaces with more than one active lease agreement: 0
Number of vacant spaces: 0

AFDMS

Run Date: Jul 12, 2012

Space Identification								Active Lease Agreement Information							
FIS cost centre	RPU	FIS space component number	Space start date	Space end date	Floor / location	Highest and best usage of the space	Rentable m ² / # rentable parking stalls	Lease agreement number	Tenant code	Tenant legal name	Tenant trading name	Lease start date	Lease current expiry date	Leased m ² / # leased parking stalls	Actual use of the leased space
Portfolio: 25 - Ottawa Downtown															
Province: ON - Ontario															
Building: 4520357 - Tunney's Pasture - Parking Parking Tunney's Pasture Ottawa, ON K1A0K9															
Space Use Type: Parking															
4520357	40000532	PK001	Apr-1-2005		PK/1	Z - Parking	10	Z4520357	21008	Miscellaneous Revenue	Parking Revenue	Apr-1-2005	Dec-21-2029	10	Z Parking
	40000533	PK001	Apr-1-2012		PK/001	Z - Parking	10	Z4520357	21008	Miscellaneous Revenue	Parking Revenue	Apr-1-2005	Dec-21-2029	10	Z Parking
Total for Building: 4520357 - Tunney's Pasture - Parking				Rentable space control total [m ²]: 0				Total leased m ² : 0.0				Total leased number of parking stalls: 20			
				Parking stalls control count: 20											
				Land control total [m ²]: 4,225											
Total for Province: Ontario				Rentable space control total [m ²]: 0				Total leased m ² : 0.0				Total leased number of parking stalls: 20			
				Parking stalls control count: 20											
				Land control total [m ²]: 4,225											
Total for Portfolio: 25 - Ottawa Downtown				Rentable space control total [m ²]: 0				Total leased m ² : 0.0				Total leased number of parking stalls: 20			
				Parking stalls control count: 20											
				Land control total [m ²]: 4,225											



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Province: ON

Asset Type: Crown-owned, Lease purchase

Buildings: Partial selection (1 / 120)

Space Usage Type: All (22/22)

Number of spaces with more than one active lease agreement: 0

Number of vacant spaces: 0

AFDMS

Run Date: Jul 12, 2012

Space Identification								Active Lease Agreement Information							
FIS cost centre	RPU	FIS space component number	Space start date	Space end date	Floor / location	Highest and best usage of the space	Rentable m ² / # rentable parking stalls	Lease agreement number	Tenant code	Tenant legal name	Tenant trading name	Lease start date	Lease current expiry date	Leased m ² / # leased parking stalls	Actual use of the leased space
Total for Report:				Rentable space control total [m ²]: 0				Total leased m ² : 0.0							
				Parking stalls control count: 20				Total leased number of parking stalls: 20							
				Land control total [m ²]: 4,225											



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FIS cost centre	RPU	FIS space component number	Space start date	Space end date	Floor / location	Highest and best usage of the space	Rentable m ² / # rentable parking stalls	Lease agreement number	Tenant code	Tenant legal name	Tenant trading name	Lease start date	Lease current expiry date	Leased m ² / # leased parking stalls	Actual use of the leased space
Portfolio: 25 - Ottawa Downtown															
Province: ON - Ontario															
Building: 4520369 - Standards Lab Building #4 - Tunney's Pasture 151 Tunney's Pasture Dr Ottawa, ON K1A0K9															
Space Use Type: SPS - Inside telecommunication/emergency facilities															
4520369	40000538	01007	Mar-1-2007		B1/007	O - SPS - Inside telecommunication/emergency facilities	0	NCA07010	14230	Atria Networks LP	Telecom Ottawa - Atria Network	Mar-1-2007	Jul-31-2012	0	O SPS - Inside telecommunication/emergency facilities
Total for Building: 4520369 - Standards Lab Building #4 - Tunney's Pasture			Rentable space control total [m ²]: 0 Parking stalls control count: 0 Land control total [m ²]: 0					Total leased m ² : 0.0 Total leased number of parking stalls: 0							
Total for Province: Ontario			Rentable space control total [m ²]: 0 Parking stalls control count: 0 Land control total [m ²]: 0					Total leased m ² : 0.0 Total leased number of parking stalls: 0							
Total for Portfolio: 25 - Ottawa Downtown			Rentable space control total [m ²]: 0 Parking stalls control count: 0 Land control total [m ²]: 0					Total leased m ² : 0.0 Total leased number of parking stalls: 0							
Total for Report:			Rentable space control total [m ²]: 0 Parking stalls control count: 0 Land control total [m ²]: 0					Total leased m ² : 0.0 Total leased number of parking stalls: 0							



Active Space with Occupancy Information - Grouped by Space Use Type

Province: ON
Asset Type: Crown-owned, Lease purchase
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Number of spaces with more than one active lease agreement: 0
Number of vacant spaces: 1

AFDMS

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Space Identification								Active Lease Agreement Information							
FIS cost centre	RPU	FIS space component number	Space start date	Space end date	Floor / location	Highest and best usage of the space	Rentable m ² / # rentable parking stalls	Lease agreement number	Tenant code	Tenant legal name	Tenant trading name	Lease start date	Lease current expiry date	Leased m ² / # leased parking stalls	Actual use of the leased space
Portfolio: 25 - Ottawa Downtown															
Province: ON - Ontario															
Building: 4520359 - R. H. Coats Building #1 - Tunney's Pasture 100 Tunney's Pasture Dr Ottawa, ON K1A0K9															
Space Use Type: Retail															
4520359	40000534	01002	Apr-1-2012		01/002	B - Retail	313.7	NCA10023	27997	Alterna Savings	Alterna Savings	Dec-1-1994	Nov-30-2013	313.7	B Retail
Space Use Type: Vacant															
4520359	40000534	GR003	Apr-1-2005		GR/003	A - Office	0.9								
Total for Building: 4520359 - R. H. Coats Building #1 - Tunney's Pasture				Rentable space control total [m ²]:314.6 Parking stalls control count: 0 Land control total [m ²]: 0				Total leased m ² : Total leased number of parking stalls:				313.7 0			
Total for Province: Ontario				Rentable space control total [m ²]:314.6 Parking stalls control count: 0 Land control total [m ²]: 0				Total leased m ² : Total leased number of parking stalls:				313.7 0			
Total for Portfolio: 25 - Ottawa Downtown				Rentable space control total [m ²]:314.6 Parking stalls control count: 0 Land control total [m ²]: 0				Total leased m ² : Total leased number of parking stalls:				313.7 0			
Total for Report:				Rentable space control total [m ²]:314.6 Parking stalls control count: 0				Total leased m ² : Total leased number of parking stalls:				313.7 0			



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FIS cost centre	RPU	FIS space component number	Space start date	Space end date	Floor / location	Highest and best usage of the space	Rentable m ² / # rentable parking stalls	Lease agreement number	Tenant code	Tenant legal name	Tenant trading name	Lease start date	Lease current expiry date	Leased m ² / # leased parking stalls	Actual use of the leased space
				Land control total [m ²]:				0							



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FIS cost centre	RPU	FIS space component number	Space start date	Space end date	Floor / location	Highest and best usage of the space	Rentable m ² / # rentable parking stalls	Lease agreement number	Tenant code	Tenant legal name	Tenant trading name	Lease start date	Lease current expiry date	Leased m ² / # leased parking stalls	Actual use of the leased space
Portfolio: 25 - Ottawa Downtown															
Province: ON - Ontario															
Building: 4520370 - Personnel Records Building #18 - Tunney's Pasture 161 Goldenrod Dr Ottawa, ON K1A0K9															
Space Use Type: Accessory A															
4520370	40000539	MS001	Apr-1-2005		MS/001	S - Accessory A	0.1	Z4520370	21008	Miscellaneous Revenue	Miscellaneous Revenue	Apr-1-2005	Dec-31-2029	0.1	S Accessory A
Total for Building: 4520370 - Personnel Records Building #18 - Tunney's Pasture				Rentable space control total [m ²]:0.1 Parking stalls control count: 0 Land control total [m ²]: 0				Total leased m ² : 0.1 Total leased number of parking stalls: 0							
Total for Province: Ontario				Rentable space control total [m ²]:0.1 Parking stalls control count: 0 Land control total [m ²]: 0				Total leased m ² : 0.1 Total leased number of parking stalls: 0							
Total for Portfolio: 25 - Ottawa Downtown				Rentable space control total [m ²]:0.1 Parking stalls control count: 0 Land control total [m ²]: 0				Total leased m ² : 0.1 Total leased number of parking stalls: 0							
Total for Report:				Rentable space control total [m ²]:0.1 Parking stalls control count: 0 Land control total [m ²]: 0				Total leased m ² : 0.1 Total leased number of parking stalls: 0							



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Space Identification								Active Lease Agreement Information							
FIS cost centre	RPU	FIS space component number	Space start date	Space end date	Floor / location	Highest and best usage of the space	Rentable m² / # rentable parking stalls	Lease agreement number	Tenant code	Tenant legal name	Tenant trading name	Lease start date	Lease current expiry date	Leased m² / # leased parking stalls	Actual use of the leased space
Portfolio: 25 - Ottawa Downtown															
Province: ON - Ontario															
Building: 4520354 - Statistics Canada Building #3 - Tunney's Pasture 150 Tunney's Pasture Dr Ottawa, ON K1A0T6															
Space Use Type: Office															
4520354	40000530	01016	Apr-1-2012		01/016	A - Office	78.7	NCA07017	4028	The Recreation Association of PSC	The Recreation Association	Sep-1-1996	Jul-31-2012	78.7	A Office
		B1003	Apr-1-2012		B1/003	A - Office	442.8	NCA07017	4028	The Recreation Association of PSC	The Recreation Association	Sep-1-1996	Jul-31-2012	442.8	A Office
Space Use Type: Retail															
4520354	40000530	B1006	Apr-1-2012		B1/006	B - Retail	12.5	NCA10021	14238	Yongji Wu & Jiabin Kong	Ling Ling Wu Shaojun (Tickets)	Mar-1-1993	Feb-28-2013	12.5	B Retail
Space Use Type: SPS - Inside storage/records															
4520354	40000530	B1010	Apr-1-2012		B1/010	C - SPS - Inside storage/records	163	NCA05014	13820	Bell Canada	Bell Canada	Jun-1-1994	Jul-31-2012	163	C SPS - Inside storage/records
Space Use Type: SPS - Inside telecommunication/emergency facilities															
4520354	40000530	B1031	Apr-1-2012		B1/031	O - SPS - Inside telecommunication/emergency facilities	0.1	NCA08001	14109	TM Mobile Inc. (Telus Mobility)	Telus Mobility	Dec-1-2007	Jul-31-2012	0.1	V SPS - Outside telecommunication
		B1032	Apr-1-2012		B1/032	O - SPS - Inside telecommunication/emergency	8.6	NCA10020	4102	MTS Allstream Inc.	Allstream	Jan-1-2001	Jan-20-2013	8.6	O SPS - Inside telecommunication/emergency



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FIS cost centre	RPU	FIS space component number	Space start date	Space end date	Floor / location	Highest and best usage of the space	Rentable m ² / # rentable parking stalls	Lease agreement number	Tenant code	Tenant legal name	Tenant trading name	Lease start date	Lease current expiry date	Leased m ² / # leased parking stalls	Actual use of the leased space
4520354	40000530					facilities									facilities
Space Use Type: SPS - Recreational/social/hospital/medical															
4520354	40000530	01200	Apr-1-2012		01/200	R - SPS - Recreational/social/hospital/medical	790.4	NCA05219	14237	Garderie Tunney's Daycare	Garderie Tunney's Daycare	Apr-1-2006	Jul-31-2012	790.4	R SPS - Recreational/social/hospital/medical
Space Use Type: Vacant															
4520354	40000530	01022	Apr-1-2012		01/022	A - Office	85.9								
Total for Building: 4520354 - Statistics Canada Building #3 - Tunney's Pasture				Rentable space control total [m ²]: 1,582 Parking stalls control count: 0 Land control total [m ²]: 0				Total leased m ² : 1,496.1 Total leased number of parking stalls: 0							
Total for Province: Ontario				Rentable space control total [m ²]: 1,582 Parking stalls control count: 0 Land control total [m ²]: 0				Total leased m ² : 1,496.1 Total leased number of parking stalls: 0							
Total for Portfolio: 25 - Ottawa Downtown				Rentable space control total [m ²]: 1,582 Parking stalls control count: 0 Land control total [m ²]: 0				Total leased m ² : 1,496.1 Total leased number of parking stalls: 0							
Total for Report:				Rentable space control total [m ²]: 1,582 Parking stalls control count: 0 Land control total [m ²]: 0				Total leased m ² : 1,496.1 Total leased number of parking stalls: 0							



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Number of vacant spaces: 1

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FIS cost centre	RPU	FIS space component number	Space start date	Space end date	Floor / location	Highest and best usage of the space	Rentable m ² / # rentable parking stalls	Lease agreement number	Tenant code	Tenant legal name	Tenant trading name	Lease start date	Lease current expiry date	Leased m ² / # leased parking stalls	Actual use of the leased space
Portfolio: 25 - Ottawa Downtown															
Province: ON - Ontario															
Building: 4520374 - Jeanne-Mance Building #19 - Tunney's Pasture 200 Elgantine Dr Ottawa, ON K1A0K9															
Space Use Type: Accessory A															
4520374	40001105	MS001	Apr-1-2012		MS/001	S - Accessory A	0.1	Z4520374	21008	Miscenllaneous Revenue	Miscenllaneous Revenue	Apr-1-2005	Dec-31-2029	0.1	S Accessory A
Space Use Type: Office															
4520374	40001105	01002	Apr-1-2012		01/002	A - Office	435.5	NCA07018	4028	The Recreation Association of PSC	The Recreation Association	Sep-1-1996	Jul-31-2012	435.5	A Office
		B1001	Apr-1-2012		B1/001	A - Office	21.5	NCA07018	4028	The Recreation Association of PSC	The Recreation Association	Sep-1-1996	Jul-31-2012	21.5	A Office
		B1004	Apr-1-2012		B1/004	A - Office	82.2	NCA07018	4028	The Recreation Association of PSC	The Recreation Association	Sep-1-1996	Jul-31-2012	82.2	A Office
Space Use Type: Retail															
4520374	40001105	01001	Apr-1-2012		01/001	B - Retail	1	NCA09015	27997	Alterna Savings	Alterna Savings	Mar-1-1993	Apr-30-2014	1	B Retail
Space Use Type: Vacant															



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Province: ON
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Number of vacant spaces: 1

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Space Identification								Active Lease Agreement Information							
FIS cost centre	RPU	FIS space component number	Space start date	Space end date	Floor / location	Highest and best usage of the space	Rentable m ² / # rentable parking stalls	Lease agreement number	Tenant code	Tenant legal name	Tenant trading name	Lease start date	Lease current expiry date	Leased m ² / # leased parking stalls	Actual use of the leased space
4520374	40001105	B1006	Apr-1-2012		B1/006	A - Office	49								
Total for Building: 4520374 - Jeanne-Mance Building #19 - Tunney's Pasture				Rentable space control total [m ²]: 589.3				Total leased m ² : 540.3				Total leased number of parking stalls: 0			
				Parking stalls control count: 0											
				Land control total [m ²]: 0											
Total for Province: Ontario				Rentable space control total [m ²]: 589.3				Total leased m ² : 540.3				Total leased number of parking stalls: 0			
				Parking stalls control count: 0											
				Land control total [m ²]: 0											
Total for Portfolio: 25 - Ottawa Downtown				Rentable space control total [m ²]: 589.3				Total leased m ² : 540.3				Total leased number of parking stalls: 0			
				Parking stalls control count: 0											
				Land control total [m ²]: 0											
Total for Report:				Rentable space control total [m ²]: 589.3				Total leased m ² : 540.3				Total leased number of parking stalls: 0			
				Parking stalls control count: 0											
				Land control total [m ²]: 0											

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Province: ON
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FIS cost centre	RPU	FIS space component number	Space start date	Space end date	Floor / location	Highest and best usage of the space	Rentable m² / # rentable parking stalls	Lease agreement number	Tenant code	Tenant legal name	Tenant trading name	Lease start date	Lease current expiry date	Leased m² / # leased parking stalls	Actual use of the leased space
Portfolio: 25 - Ottawa Downtown															
Province: ON - Ontario															
Building: 4520365 - Jean Talon Building #5 - Tunney's Pasture 170 Tunney's Pasture Dr Ottawa, ON K1A0K9															
Space Use Type: Retail															
4520365	40000535	B1007	Apr-1-2012		B1/007	B - Retail	40.5	NCA11006	4028	The Recreation Association of PSC	The Recreation Association	Sep-1-1996	Aug-31-2021	40.5	B Retail
		GR003	Apr-1-2012		GR/003	B - Retail	2	NCA09012	27997	Alterna Savings	Alterna Savings	Oct-1-2002	Apr-30-2014	2	B Retail
		GR007	Apr-1-2012		GR/007	B - Retail	504.1	NCA11006	4028	The Recreation Association of PSC	The Recreation Association	Sep-1-1996	Aug-31-2021	504.1	B Retail
Space Use Type: SPS - Outside telecommunication															
4520365	40000535	AT001	Apr-1-2012		AT/001	V - SPS - Outside telecommunication	0.1	NCA11009	14287	Rogers Communications Inc.	Fido Solutions Inc.	Jan-12-1995	Nov-30-2015	0.1	V SPS - Outside telecommunication
Total for Building: 4520365 - Jean Talon Building #5 - Tunney's Pasture				Rentable space control total [m²]: 546.7 Parking stalls control count: 0 Land control total [m²]: 0				Total leased m²: 546.7 Total leased number of parking stalls: 0							
Total for Province: Ontario				Rentable space control total [m²]: 546.7 Parking stalls control count: 0 Land control total [m²]: 0				Total leased m²: 546.7 Total leased number of parking stalls: 0							

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Number of vacant spaces: 0

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Space Identification								Active Lease Agreement Information								
FIS cost centre	RPU	FIS space component number	Space start date	Space end date	Floor / location	Highest and best usage of the space	Rentable m² / # rentable parking stalls	Lease agreement number	Tenant code	Tenant legal name	Tenant trading name	Lease start date	Lease current expiry date	Leased m² / # leased parking stalls	Actual use of the leased space	
Total for Portfolio: 25 - Ottawa Downtown				Rentable space control total [m²]: 546.7 Parking stalls control count: 0 Land control total [m²]: 0				Total leased m²: 546.7 Total leased number of parking stalls: 0								
Total for Report:				Rentable space control total [m²]: 546.7 Parking stalls control count: 0 Land control total [m²]: 0				Total leased m²: 546.7 Total leased number of parking stalls: 0								

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Province: ON
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Number of spaces with more than one active lease agreement: 0
Number of vacant spaces: 9

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FIS cost centre	RPU	FIS space component number	Space start date	Space end date	Floor / location	Highest and best usage of the space	Rentable m² / # rentable parking stalls	Lease agreement number	Tenant code	Tenant legal name	Tenant trading name	Lease start date	Lease current expiry date	Leased m² / # leased parking stalls	Actual use of the leased space
Portfolio: 25 - Ottawa Downtown															
Province: ON - Ontario															
Building: 4520817 - Graham Spry Building 250 Lanark Ave Ottawa, ON K1Z6R5															
Space Use Type: Vacant															
4520817	40000872	01002	May-28-1998		01/002	A - Office	4,076.7								
		02001	May-28-1998		02/001	A - Office	667.1								
		02002	May-28-1998		02/002	A - Office	2,087.2								
		03001	May-28-1998		03/001	A - Office	878								
		04001	May-28-1998		04/001	A - Office	881								
		05001	May-28-1998		05/001	A - Office	879.5								
		06001	May-28-1998		06/001	A - Office	878								
		07001	May-28-1998		07/001	A - Office	878.6								
		TE003	Apr-1-2005		TE/003	C - SPS - Inside storage/records	0.9								
Total for Building: 4520817 - Graham Spry Building				Rentable space control total [m²]:			11,227	Total leased m²:							
				Parking stalls control count:			0	Total leased number of parking stalls:							
				Land control total [m²]:			0								
Total for Province: Ontario				Rentable space control total [m²]:			11,227	Total leased m²:							
				Parking stalls control count:			0	Total leased number of parking stalls:							
				Land control total [m²]:			0								

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Asset Type: Crown-owned, Lease purchase
Buildings: Partial selection (1 / 120)
Space Usage Type: All (22/22)
Number of spaces with more than one active lease agreement: 0
Number of vacant spaces: 9

AFDMS

Run Date: Jul 12, 2012

Space Identification								Active Lease Agreement Information							
FIS cost centre	RPU	FIS space component number	Space start date	Space end date	Floor / location	Highest and best usage of the space	Rentable m² / # rentable parking stalls	Lease agreement number	Tenant code	Tenant legal name	Tenant trading name	Lease start date	Lease current expiry date	Leased m² / # leased parking stalls	Actual use of the leased space
Total for Portfolio: 25 - Ottawa Downtown				Rentable space control total [m²]: 11,227								Total leased m²:			
				Parking stalls control count: 0								Total leased number of parking stalls:			
				Land control total [m²]: 0											
Total for Report:				Rentable space control total [m²]: 11,227								Total leased m²:			
				Parking stalls control count: 0								Total leased number of parking stalls:			
				Land control total [m²]: 0											



Active Space with Occupancy Information - Grouped by Space Use Type

Province: ON
Asset Type: Crown-owned, Lease purchase
Buildings: Partial selection (1 / 120)
Space Usage Type: All (22/22)
Number of spaces with more than one active lease agreement: 0
Number of vacant spaces: 1

AFDMS

Run Date: Jul 12, 2012

Space Identification								Active Lease Agreement Information							
FIS cost centre	RPU	FIS space component number	Space start date	Space end date	Floor / location	Highest and best usage of the space	Rentable m ² / # rentable parking stalls	Lease agreement number	Tenant code	Tenant legal name	Tenant trading name	Lease start date	Lease current expiry date	Leased m ² / # leased parking stalls	Actual use of the leased space
Portfolio: 25 - Ottawa Downtown															
Province: ON - Ontario															
Building: 4520371 - Finance Building #2 - Tunney's Pasture 101 Tunney's Pasture Dr Ottawa, ON K1A0K9															
Space Use Type: Retail															
4520371	40000540	FF001	Apr-1-2012		01/001	B - Retail	0.1	NCA11014	13966	Ventrex Vending Services Inc.	Ventrex Vending	May-1-2011	Apr-30-2014	0.1	B Retail
Space Use Type: Vacant															
4520371	40000540	B1002	Apr-1-2012		B1/002	C - SPS - Inside storage/ records	134.1								
Total for Building: 4520371 - Finance Building #2 - Tunney's Pasture				Rentable space control total [m ²]: 134.2				Total leased m ² : 0.1				Total leased number of parking stalls: 0			
				Parking stalls control count: 0											
				Land control total [m ²]: 0											
Total for Province: Ontario				Rentable space control total [m ²]: 134.2				Total leased m ² : 0.1				Total leased number of parking stalls: 0			
				Parking stalls control count: 0											
				Land control total [m ²]: 0											
Total for Portfolio: 25 - Ottawa Downtown				Rentable space control total [m ²]: 134.2				Total leased m ² : 0.1				Total leased number of parking stalls: 0			
				Parking stalls control count: 0											



Active Space with Occupancy Information - Grouped by Space Use Type

Province: ON

Asset Type: Crown-owned, Lease purchase

Buildings: Partial selection (1 / 120)

Space Usage Type: All (22/22)

Number of spaces with more than one active lease agreement: 0

Number of vacant spaces: 1

AFDMS

Run Date: Jul 12, 2012

Space Identification								Active Lease Agreement Information							
FIS cost centre	RPU	FIS space component number	Space start date	Space end date	Floor / location	Highest and best usage of the space	Rentable m ² / # rentable parking stalls	Lease agreement number	Tenant code	Tenant legal name	Tenant trading name	Lease start date	Lease current expiry date	Leased m ² / # leased parking stalls	Actual use of the leased space
				Land control total [m ²]:				0							
Total for Report:				Rentable space control total [m ²]: 134.2								Total leased m ² : 0.1			
				Parking stalls control count: 0								Total leased number of parking stalls: 0			
				Land control total [m ²]: 0											

Active Space with Occupancy Information - Grouped by Space Use Type

Province: ON
Asset Type: Crown-owned, Lease purchase
Buildings: Partial selection (1 / 120)
Space Usage Type: All (22/22)
Number of spaces with more than one active lease agreement: 0
Number of vacant spaces: 2

AFDMS

Run Date: Jul 12, 2012

Space Identification								Active Lease Agreement Information								
FIS cost centre	RPU	FIS space component number	Space start date	Space end date	Floor / location	Highest and best usage of the space	Rentable m ² / # rentable parking stalls	Lease agreement number	Tenant code	Tenant legal name	Tenant trading name	Lease start date	Lease current expiry date	Leased m ² / # leased parking stalls	Actual use of the leased space	
Portfolio: 25 - Ottawa Downtown																
Province: ON - Ontario																
Building: 4520353 - Brooke Claxton Building #9 - Tunney's Pasture 70 Columbine Dr Ottawa, ON K1A0K9																
Space Use Type: Accessory A																
4520353	40000528	MS001	Apr-1-2012		MS/001	S - Accessory A	0.1	Z4520353	21008	Miscenllaneous Revenue	Miscenllaneous Revenue	Apr-1-2005	Dec-31-2029	0.1	S Accessory A	
Space Use Type: Retail																
4520353	40000528	01002	Apr-1-2012		01/002	B - Retail	1	NCA09014	27997	Alterna Savings	Alterna Savings	Jan-1-1995	Apr-30-2014	1	B Retail	
		GR011	Apr-1-2012		GR/011	B - Retail	39.5	NCA07020	4028	The Recreation Association of PSC	The Recreation Association	Sep-26-1996	Jul-31-2012	39.5	F SPS - Process/mailroom	
Space Use Type: SPS - Process/mailroom																
4520353	40000528	GR010	Apr-1-2012		GR/010	F - SPS - Process/mailroom	383.6	NCA07020	4028	The Recreation Association of PSC	The Recreation Association	Sep-26-1996	Jul-31-2012	383.6	F SPS - Process/mailroom	
Space Use Type: Vacant																
4520353	40000528	B1031	Apr-1-2005		B1/031	A - Office	0.9									
		GR007	Apr-1-2012		GR/007	F - SPS - Process/mailroom	127.5									
Total for Building: 4520353 - Brooke Claxton Building #9 - Tunney's Pasture				Rentable space control total [m ²]:			552.6	Total leased m ² :							424.2	
				Parking stalls control count:			0	Total leased number of parking stalls:							0	
				Land control total [m ²]:			0									

Active Space with Occupancy Information - Grouped by Space Use Type

Province: ON
Asset Type: Crown-owned, Lease purchase
Buildings: Partial selection (1 / 120)
Space Usage Type: All (22/22)
Number of spaces with more than one active lease agreement: 0
Number of vacant spaces: 2

AFDMS

Run Date: Jul 12, 2012

Space Identification								Active Lease Agreement Information							
FIS cost centre	RPU	FIS space component number	Space start date	Space end date	Floor / location	Highest and best usage of the space	Rentable m² / # rentable parking stalls	Lease agreement number	Tenant code	Tenant legal name	Tenant trading name	Lease start date	Lease current expiry date	Leased m² / # leased parking stalls	Actual use of the leased space
Total for Province: Ontario				Rentable space control total [m²]: 552.6				Total leased m²: 424.2				Total leased number of parking stalls: 0			
				Parking stalls control count: 0											
				Land control total [m²]: 0											
Total for Portfolio: 25 - Ottawa Downtown				Rentable space control total [m²]: 552.6				Total leased m²: 424.2				Total leased number of parking stalls: 0			
				Parking stalls control count: 0											
				Land control total [m²]: 0											
Total for Report:				Rentable space control total [m²]: 552.6				Total leased m²: 424.2				Total leased number of parking stalls: 0			
				Parking stalls control count: 0											
				Land control total [m²]: 0											



Report Title: Listing of Buildings and their Occupants

Selection Criteria: All active assets in the Facilities Inventory System for windows (WinFIS) as of the run date : September 20, 2012.
The potential annual rent only represents an estimated revenue based on 100% occupancy and agreements being in place. For actual revenues, a report from OIS can be generated for this purpose.
The total rentable m² is based on current occupancy regardless of the accommodation status (either occupied by federal client, by a third party client or is vacant).
Includes assets in the operational and commissioned stages.
Excludes land, livable and parking areas.
RPU Name = Carling Campus - Administration Building - 40003059; Carling Campus - Lab 1 - 40003048; Carling Campus - Lab 10 - East - 40003057; Carling Campus - Lab 10 - West - 40003072; Carling Campus - Lab 2 - 40003049; Carling Campus - Lab 3 - 40003050; Carling Campus - Lab 4 - 40003051; Carling Campus - Lab 5 - 40003052; Carling Campus - Lab 6 - 40003053; Carling Campus - Lab 7 - 40003054; Carling Campus - Lab 8 - 40003055; Carling Campus - Lab 9 - 40003056; Carling Campus - Land - 40003061; Carling Campus - Ottawa-Carleton Wildlife Centre - 40003112; Carling Campus - Parkade (Lot U) - 40003073; Carling Campus - Parking - 40003062; Carling Campus - Services - 40003058
Ministerial Name = Third Party

Notes: Only usable space categories as per the Framework for Office Accommodation and Accommodation Services are selected. The Office area refers to the space categories: A- Office, B- Retail and E- Computer.
The percentage of occupancy represents the total rentable area occupied by the client in relation to the total rentable area of the building.

Sort: RPU Name - group by
Occupant Name

Listing of Buildings and their Occupants

As of September 20, 2012

National Capital Area

APAACT	AFD No.	Property	Cost Centre	RPU	Related Resp. Centre	CRC	AFMS RC	CSU/COE RC	DFRP No.	Total Rentable m²	Activity Start Date	Current Activity End Date	Rentable Area (m²)					% Occupied	Potential Annual Rent	
													Highest and Best Use		Actual Use		Total			
													Office (A,B,E)	Other	Office (A,B,E)	Other				
Carling Campus - Administration Building -- 3500 Carling Ave, Ottawa, ON (Crown-owned)																				
AD11A06	32	P401731	4520929	40003059	4520929	327903	320908	320900	20622	3,913.7	2010-12-15	3000-12-31								
Ministerial Portfolio			Occupant No. and Name																	
Third Party			014288 Avaya Canada Corp.											1,880.9	0.0	1,880.9	0.0	1,880.9	48.1%	\$0.00
RPU Name: Carling Campus - Administration Building - 40003059 Total													1,880.9	0.0	1,880.9	0.0	1,880.9		\$0.00	
Carling Campus - Lab 10 - East -- 3500 Carling Ave, Ottawa, ON (Crown-owned)																				
AD11A06	32	P401731	4520929	40003057	4520929	327903	320908	320900	20622	11,228.7	2010-12-15	3000-12-31								
Ministerial Portfolio			Occupant No. and Name																	
Third Party			014285 Ciena Canada Inc.											11,228.7	0.0	11,228.7	0.0	11,228.7	100.0%	\$0.00
RPU Name: Carling Campus - Lab 10 - East - 40003057 Total													11,228.7	0.0	11,228.7	0.0	11,228.7		\$0.00	
Carling Campus - Lab 10 - West -- 3500 Carling Ave, Ottawa, ON (Crown-owned)																				
AD11A06	32	P401731	4520929	40003072	4520929	327903	320908	320900	20622	15,944.1	2010-12-15	3000-12-31								
Ministerial Portfolio			Occupant No. and Name																	
Third Party			014285 Ciena Canada Inc.											15,944.1	0.0	15,944.1	0.0	15,944.1	100.0%	\$0.00
RPU Name: Carling Campus - Lab 10 - West - 40003072 Total													15,944.1	0.0	15,944.1	0.0	15,944.1		\$0.00	
Carling Campus - Lab 2 -- 3500 Carling Ave, Ottawa, ON (Crown-owned)																				
AD11A06	32	P401731	4520929	40003049	4520929	327903	320908	320900	20622	8,871.0	2010-12-15	3000-12-31								
Ministerial Portfolio			Occupant No. and Name																	
Third Party			014288 Avaya Canada Corp.											324.7	222.8	324.7	222.8	547.5	6.2%	\$0.00
			014285 Ciena Canada Inc.											1,795.0	81.8	1,795.0	81.8	1,876.8	21.2%	\$0.00

Listing of Buildings and their Occupants

As of September 20, 2012

National Capital Area

APAACST	AFD No.	Property	Cost Centre	RPU	Related Resp. Centre	CRC	AFMS RC	CSU/COE RC	DFRP No.	Total Rentable m²	Activity Start Date	Current Activity End Date	Rentable Area (m²)					% Occupied	Potential Annual Rent					
													Highest and Best Use		Actual Use		Total							
													Office (A,B,E)	Other	Office (A,B,E)	Other								
Carling Campus - Lab 2 -- 3500 Carling Ave, Ottawa, ON (Crown-owned)																								
AD11A06	32	P401731	4520929	40003049	4520929	327903	320908	320900	20622	8,871.0	2010-12-15	3000-12-31												
Ministerial Portfolio			Occupant No. and Name																					
Third Party			014286 Ericsson Canada Inc.															31.5	0.0	31.5	0.0	31.5	0.4%	\$0.00
			014212 Nortel Networks Limited															814.4	1,512.5	814.4	1,512.5	2,326.9	26.2%	\$0.00

Listing of Buildings and their Occupants

As of September 20, 2012

National Capital Area

APAACT	AFD No.	Property	Cost Centre	RPU	Related Resp. Centre	CRC	AFMS RC	CSU/COE RC	DFRP No.	Total Rentable m²	Activity Start Date	Current Activity End Date	Rentable Area (m²)					% Occupied	Potential Annual Rent					
													Highest and Best Use		Actual Use		Total							
													Office (A,B,E)	Other	Office (A,B,E)	Other								
Carling Campus - Lab 6 -- 3500 Carling Ave, Ottawa, ON (Crown-owned)																								
AD11A06	32	P401731	4520929	40003053	4520929	327903	320908	320900	20773	31,569.7	2010-12-15	3000-12-31												
Ministerial Portfolio			Occupant No. and Name																					
Third Party			014288 Avaya Canada Corp.															116.9	0.0	116.9	0.0	116.9	0.4%	\$0.00
RPU Name: Carling Campus - Lab 6 - 40003053 Total																		116.9	0.0	116.9	0.0	116.9		\$0.00
Carling Campus - Lab 8 -- 3500 Carling Ave, Ottawa, ON (Crown-owned)																								
AD11A06	32	P401731	4520929	40003055	4520929	327903	320908	320900	20773	15,631.7	2010-12-15	3000-12-31												
Ministerial Portfolio			Occupant No. and Name																					
Third Party			014286 Ericsson Canada Inc.															7,120.1	0.0	7,120.1	0.0	7,120.1	45.5%	\$0.00
RPU Name: Carling Campus - Lab 8 - 40003055 Total																		7,120.1	0.0	7,120.1	0.0	7,120.1		\$0.00
Carling Campus - Lab 9 -- 3500 Carling Ave, Ottawa, ON (Crown-owned)																								
AD11A06	32	P401731	4520929	40003056	4520929	327903	320908	320900	20773	23,070.4	2010-12-15	3000-12-31												
Ministerial Portfolio			Occupant No. and Name																					
Third Party			014286 Ericsson Canada Inc.															23,070.4	0.0	23,070.4	0.0	23,070.4	100.0%	\$0.00
RPU Name: Carling Campus - Lab 9 - 40003056 Total																		23,070.4	0.0	23,070.4	0.0	23,070.4		\$0.00

Listing of Buildings and their Occupants

As of September 20, 2012

National Capital Area

APAACST	AFD No.	Property	Cost Centre	RPU	Related Resp. Centre	CRC	AFMS RC	CSU/COE RC	DFRP No.	Total Rentable m²	Activity Start Date	Current Activity End Date	Rentable Area (m²)					% Occupied	Potential Annual Rent					
													Highest and Best Use		Actual Use		Total							
													Office (A,B,E)	Other	Office (A,B,E)	Other								
Carling Campus - Ottawa-Carleton Wildlife Centre -- 3500 Carling Ave, Ottawa, ON (Crown-owned)																								
AD11A06	32	P401731	4520929	40003112	4520929	327903	320908	320900	20622	4,015.0	2010-12-15	3000-12-31												
Ministerial Portfolio			Occupant No. and Name																					
Third Party			014293 Ottawa-Carleton Wildlife Center															4,015.0	0.0	4,015.0	0.0	4,015.0	100.0%	\$0.00
RPU Name: Carling Campus - Ottawa-Carleton Wildlife Centre - 40003112 Total													4,015.0	0.0	4,015.0	0.0	4,015.0		\$0.00					
National Capital Area Total:													97,672.2	1,817.1	97,672.2	1,817.1	99,489.3		\$0.00					



Title: Asset Management Plan Procedure

1. Effective Date: June 27, 2012

2. Authority

This procedure is issued under the authority of the Assistant Deputy Minister, Real Property Branch (RPB), Public Works and Government Services Canada (PWGSC).

3. Context

In conjunction with the *Asset Management Plan (AMP) Policy*, this procedure is to be implemented in compliance with the key principles and directions established in the *National Investment Strategy* (NIS). The *Asset Management Plan Procedure* specifies the chronological steps and outlines the process and course of action for developing an Asset Management Plan, including a standard structure.

4. Scope

This procedure applies to all Crown-owned, capital lease and lease assets for which PWGSC is the custodian. It may apply to leased assets at the discretion of Regional Director, Accommodation Portfolio Management, and the Director, Owner-Investor NCA, and should be based on criteria established in Section 6.1 of the AMP Procedure under “Source Documents and Level of Detail”. Engineering assets and housing are excluded. For engineering assets, please refer to the *RPB Engineering Asset Management Plan Policy*.

5. Purpose

To provide a course of action and a standardized AMP template (Annex A) to align with the *Asset Management Plan Policy* in order to achieve consistency in the development of AMPs across the regions and in the National Capital Area (NCA).

6. Details

6.1. AMP Development Process

Inception includes:

- the identification of assets for which an AMP must be prepared; and
- the preparation of a Building Condition Report (BCR) and appraisal of the asset.

Development includes:

- the gathering of asset related evaluation data (i.e. from recent BCR and appraisal of the asset);
- the development of key performance indicators, such as the Facility Condition Index, as outlined in the Asset Performance Monitoring Procedure;
- the assessment of client and local portfolio demand;
- the analysis of evaluation data and investment options; and
- the identification of the recommended long term management plan for the asset.

AMPs are to follow a standard structure as detailed in Annex A of this document. The AMP document should provide:

- a current overview of the physical condition and the functional, operational and financial performance of the asset, set in the context of the current market environment and the remaining economic life of the asset, which must account for the chronological age of the asset under review, as well as the effective age of the asset if possible;
- options for the asset based on the information gathered and, in analyzing these options, taking into consideration government-wide and PWGSC objectives, priorities, and portfolio strategies; and
- a recommendation for a management plan for the asset, including the identification of multi-year repairs, maintenance, and improvements along with operational, performance, and financial targets for the maintenance, operation, revenue and expenditure streams of the asset.

Source Documents and Level of Detail

In order to ensure that best value for the Crown is achieved in the AMP process, the source, and the type and level of detail to be included in an AMP is to be assessed based on the nature of the asset, e.g. age, size, location, occupancy, market demand, PWGSC presence, risk, special purpose, office, etc., and its functionality in determining the possible long-term investment strategy.


In order to ensure consistency and accuracy of information, and to avoid duplication of work and reduce costs, an AMP must be developed from existing and current information sources, wherever possible, and in communication with all interested parties. An AMP is to refer to source documents or summarize rather than duplicate the information contained in these documents. In so doing, an AMP will include only that information that is relevant to the approval of the recommended long-term plan.

All AMPs must include basic information from the following source documents:

- the BCR (all levels)
- the Community-Based Investment Strategy (CBIS), when available
- the appraisal

Other possible information sources could include but are not limited to the following:

- the Building Management Plan (BMP)

- 
- the Asset Performance Monitoring Report
 - the Building Environmental Report Card
 - energy audits, clients consultations, site development and urban design analysis
 - Departmental systems such as SIGMA, the Facilities Inventory System (FIS), etc.

The AMP must also take into account government-wide and PWGSC's principles, standards and programs, such as, but not limited to, health and safety, security, environmental management and the Federal Identity Program.

6.2. AMP Approval

Approval of an AMP by the Regional Director, Accommodation Portfolio Management/ Owner/Investor (APM/OI), and the Director, Owner-Investor, National Capital Area (NCA), represents approval of the investment strategy for the asset.

6.3. Implementation

Implementation of the work plan described in the approved AMP.

6.4. AMP Updating Requirements

AMPs are to be updated in their entirety every five years. The AMP information in the Capital Assets Planning System (CAPS) must be updated annually to reflect planned and completed projects, following the annual building management planning exercise.

In addition, AMPs are to be updated, when changes warrant, to reflect:

- new policy initiatives;
- changes to the more global direction established in the CBIS or NIS or other national investment portfolio management strategies; and
- significant changes to the physical asset (e.g. major renovation) or to tenant demand.

6.5. AMP Deferral

There are situations where it may be appropriate to defer the preparation or update of an AMP. For example, when:

- the asset is in the process of disposal or transfer;
- the asset is in the process of a major retrofit;
- there is significant uncertainty about key tenants.

If the AMP is deferred, the last, most recent update to the AMP should be used as a reference guide for that asset.

7. Responsibilities

- 7.1. The **Director, Advisory and Practices, Assets and Facilities Management (PTSM)**, is responsible for providing functional guidance related to building condition reports, contextual analysis, and strategic expertise and advice in support of the development of AMPs in the regions.
- 7.2. The **Director, Advisory and Practices, Professional Services (PTSM)**, is responsible for providing building condition and contextual reports, and for providing expertise and advice in support of the development of AMPs.
- 7.3. The **RPB Property, Asset and Facilities Managers/Service Providers (PTSM)**, are responsible for:
- updating AMPs in accordance with this procedure and the *Asset Management Plan Policy* in consultation with APM/OI;
 - engaging technical and professional resources required to gather supporting data;
 - the accuracy and validity of the information contained in the AMP;
 - jointly recommending with the Regional Managers, APM/OI, the AMP for approval to the Regional Directors, APM/OI; and
 - implementation of the recommendations contained in the AMP, subject to the BMP process and funding cycle.
- 7.4. The **Regional Directors, PTSM**, are responsible for reviewing and challenging individual AMPs.
- 7.5. The **Office of the Chief Appraiser (OCA)** is responsible for:
- providing professional valuation services;
 - ensuring that the valuation products used in AMPs meet the Valuation Guidelines.
- 7.6. The **Regional Managers, APM/OI**, are responsible for:
- determining the information and level of detail required in the AMP; and
 - jointly recommending with the Property, Asset and Facilities Managers, the AMP for approval to the Regional Directors, APM/OI.
- 7.7. The **Regional Directors, Accommodation Portfolio Management (APM)**, and the **Director, Owner/Investor, National Capital Area (NCA)**, are responsible for:
- determining the AMP priorities for each fiscal year for Crown-owned properties, capital lease building and leased asset for which PWGSC is the custodian;
 - initiating the preparation of AMPs, including the BCR and appraisal;
 - providing the investment strategy for the AMP; and
 - reviewing and challenging individual AMPs.

8. Definitions

Effective age: A building's age based on its condition and use. Effective age takes into account major renovations made on the building and how it has been maintained. The effective age of a building is not its actual age.

Asset: For purposes of this procedure, asset refers to all land and immovables contained in a lease or on title in the case of Crown-owned.

Asset Management Plan (AMP): A comprehensive business plan that outlines the strategy for managing an asset over its economic life or the planning horizon. It takes into account government-wide and PWGSC policies and standards, sound business practices, the economic value of the asset and the short-term planning and maintenance of the asset. It consolidates detailed asset information, evaluates this information against performance objectives and establishes, in conjunction with community and national investment strategies, the long-term management direction for the asset.

Building Management Plan (BMP): A comprehensive plan that lays out the management of the asset over the next five years. A BMP should reflect the current Asset Management Plan (AMP) and support the *National Investment Strategy* (NIS), which outlines the objectives, guiding principles, and overall strategic direction for the investment activities of the PWGSC Real Property Program.

Capital Lease: A lease is considered a capital lease when at least one of the following criteria applies:

- The agreement specifies that ownership of the asset transfers to the lessee.
- The lessee can purchase the real property at a price below fair market value when the lease expires.
- The non-cancellable lease term is equal to 75% or more of the expected economic life of the asset.
- The present value of the minimum lease payments is equal to or greater than 90% of the fair value of the asset.

9. References

Treasury Board's [*Policy on Management of Real Property*](#)

Treasury Board's [*Policy on the Management of Projects*](#)

Treasury Board's [*Policy on Investment Planning - Assets and Acquired Services*](#) PWGSC's [*National Project Management System*](#)

PWGSC's *Integrated Investment Plan*

RPB's [*National Investment Strategy*](#)


RPB's *Investment Analysis Policy*

RPB's [*Asset Performance Monitoring Policy*](#)

RPB's *Asset Management Plan Policy*

Guide for the Preparation of Asset Management Plans

Office of the Chief Appraiser's *Valuation Guidelines*



10. Enquiries

Please direct enquiries about this procedure to the Director, National Portfolio Management, Accommodation and Portfolio Management and Real Estate Services.

ASSET MANAGEMENT PLAN (AMP) TEMPLATE

Introduction: this template has been prepared to facilitate the preparation of AMPs. It provides the framework for the development of an AMP, expands on the information required under each heading, and encourages consistency of practice and interpretation.

1. EXECUTIVE SUMMARY

Purpose: to provide a brief overview of the most essential information concerning the asset and the main findings, conclusions, and recommendations emerging from the AMP analysis. It should clearly identify and describe major required actions that must be taken or decisions that must be made.

Suggested Content

- Description of the asset (location, when it was built, rentable floor area, main use (maximum of one paragraph at the beginning of the Executive Summary)).
- Main findings and conclusions developed in each section of the AMP. This should include:
 - a description of the physical condition of the asset, identifying major problems or deficiencies;
 - a description of the operational, functional and financial performance of the facility, identifying key issues and conclusions pertaining to building performance;
 - a table (refer to Appendix 1) showing the total amount of major repair and capital spending recommended for each year over the upcoming five-year period, as well as the identification of the largest and most urgent projects recommended over this period;
 - the Options Analysis, which should consist of the options reviewed in order to determine an appropriate strategy for the asset, including a Financial Analysis Table (refer to Appendix 2);
 - the recommended investment strategy for approval;
 - the addressing of Risk Management, contingency funding, and main risk(s); and
 - a conclusion with the Executive Summary with a signature block.

2. ASSET DESCRIPTION

Purpose: to provide an overview in a table format of the pertinent factual information concerning the facility that will allow the reader to understand the nature of the asset and its key characteristics.

Suggested Content

- Refer to Appendix 3 for the Table Format.

3. ASSET CONDITION

Purpose: to identify key findings with respect to the physical condition of the facility (briefly summarized from the Building Condition Report (BCR)), and to identify total costs of the five and twenty-five-year work plans required to maintain the integrity of the asset.

Suggested content

- General statement that summarizes the overall physical condition of the facility.
- General overview of the asset (interior and exterior) and its various components.
- Summary of recent renovations.
- Specifics of condition of building's major systems and components that will be an issue within the next five years (e.g. architectural and structural, conveying systems, mechanical systems, electrical systems). For issues that will need to be addressed beyond the next five years, an appendix should be used.
- Summary of repair and capital work plans that are included as appendices
- Identification of the largest and most urgent projects required for the upcoming five-year period.
- The twenty-five-year work plan for the building proposed in the BCR, which should be evaluated in terms of its completeness in responding to all building deficiencies and recapitalization requirements, as well as whether it is realistic in terms of funding and implementation capabilities. Based on this evaluation, the BCR work plan may be modified to become the recommended work plan for the asset. This section of the AMP should indicate the total cost of the work plan over a five-year and twenty-five-year period, as well as the annual spending by year for the first five years.

4. FINANCIAL PERFORMANCE

Purpose: to evaluate the financial performance of the facility in its current configuration, and assuming the implementation of the recommended work plan. The focus of this section is on cost performance.

Suggested Content

- Past and current performance
 - Present three-years' actual results and forecast results for the current year, in accordance with the *Asset Performance Monitoring Procedure*.
 - Present Pro-forma Unit Values, in accordance with the *Asset Performance Monitoring Procedure*.
- Revenue Sources and Rentable Areas
 - Identify type of space and rentable areas.
 - Provide information on Rental Rate Structure.
- Operating costs
 - Please refer to the *Asset Performance Monitoring Procedure*.
- Forecasted/future financial performance
 - A five-year financial forecast.
 - A twenty-five-year financial forecast.

- Conclusions: Does the asset/property represent good investment value? Are operating costs in line with BOMA standards? How could financial performance be improved?

5. OPERATIONAL PERFORMANCE (as per the *Asset Performance Monitoring Policy*)

Purpose: to examine the ability of the facility to comply with all codes and standards in areas such as health and safety, security, accessibility, environmental standards, and energy efficiency. This section also considers the current approach to managing the asset, and whether daily operations, such as cleaning and maintenance, are being effectively carried out.

Suggested Content

- Operational performance is frequently verified through operational compliance audits, and is typically discussed in the BCR. This can be reported on in the AMP through a checklist indicating the successful completion of these audits and the date of the audit, followed by a discussion of any deficiencies. An operational compliance checklist may be presented in a table, as proposed in Appendix 4.
- The narrative that would follow the operational compliance checklist may include the following:
 - Description of the current approach to the management of the asset (Are daily operations, such as cleaning and maintenance, being effectively carried out? Are there any indications of user dissatisfaction with respect to daily operations?).
 - Discuss any areas of non-compliance with codes or standards identified in the operational compliance checklist. Describe any deficiencies that exist, as well as any remedial action that may be required (addressing areas of non-compliance only).
- The conclusion should indicate general level of operational performance, highlight areas for further action, and identify costs involved to bring the building into code compliance or to enhance the operating performance of the building. Ensure that any necessary projects have been incorporated into the work plan.

6. FUNCTIONAL PERFORMANCE

Purpose: refers to the ability of a facility to satisfy the program delivery requirements of its clients.

Suggested Content

- Client Satisfaction (e.g. results of client survey); what are the key functional requirements of users and are they being met?
- What deficiencies exist within the building that detract from its ability to fulfill its assigned role?
- What new systems, features, or components will be required in the facility as its role changes over the upcoming planning period?
- Comment on the extent to which the design and configuration of the building supports the building's functional role.
- Does the building have adequate space for the functions it supports?

- Comment on the efficiency of space utilization. Is it reasonable? How does it compare with other assets or standards for space utilization? Are there opportunities to optimize the use of space within the building?
- Conclusions that should address the longer-term suitability of the building, limitations on its use, its flexibility and adaptability to possible changes in utilization. The conclusion should also highlight any areas that have been identified for further action, and make any recommendations concerning improving functional performance of the building and or by recommending that a full functional study should be undertaken for the asset. Identify any costs involved to enhance the functional performance.

7. STRATEGIC CONTEXT

Purpose: to provide a strategic analysis of the NIS and CBIS as they relate to the facility.

Suggested Content

- Key elements and strategic directions from the NIS and CBIS, if appropriate, relevant to the asset.
- This section should include options that address and adhere to the CBIS, property-specific opportunities and limitations (e.g. government-wide and PWGSC priorities and objectives).
- A Strategic Building Location Assessment (i.e. where the building is located, whether or not there is public transit, major thoroughfares and amenities).
- Conclusions that should summarize the strategic role of the facility, taking into account the tenant's needs (OGD) and the asset's ability to provide value to federal government program requirements.

Information on defining a strategic value can be found in the *Asset Monitoring Performance Procedure*.

8. MARKET ANALYSIS

Purpose: to provide an overview of the market context, the neighbourhood context and the estimated market value of the facility.

Suggested Content

- Market Context
 - community and neighbourhood context (demographic information, economic prospects of relevance to the asset, description of surrounding area)
 - urban development trends (developments that may impact the asset)
 - factors driving local real estate market
 - future outlook for real estate market
- Market Survey
 - vacancy and rental rates specific to the local market
 - overview of local real estate trends including recent market activities
 - demand for real estate investment both within the public/private sectors
 - key findings/conclusions and implications
- Asset Valuation

- an appraisal
 - The appraisal is a key component of the overall asset management plan strategy. It provides valuation related information on how the asset is performing from a market value/position perspective. PWGSC's Valuation Guidelines requirements dictate that there are three types of valuation analysis that are acceptable for its AMP program and its business decision purposes.
 - All appraisal reports may include but are not limited to the following value related approaches/analysis:
 - Income Approach to valuation using the Discounted Cash Flow analysis
 - the Replacement Cost New of the building to determine the Facility Condition Index (FCI)
 - vacant land value
 - the improvement's replacement cost new, effective age, remaining economic life, and the depreciated replacement cost
 - brief discussion regarding highest and best use
 - exposure time analysis
 - The content of the appraisal reports must meet PWGSC's Valuation Guidelines. If additional information is required on the content requirements of these three reports, the respective regional manager, Valuation Program, should be contacted.
- full narrative report
- short narrative report
- form report
 - Each of these reports has their own content requirements. A full or short narrative report is to be completed for the asset when its Asset Management Plan exceeds (by two years) beyond the five year AMP cycle and where special circumstances warrant a more detailed market valuation analysis.
 - A Form Report may be completed when the update of the AMP is within the five-year cycle. This report can be a stand alone document attached as an appendix to the AMP or can be incorporated into the AMP document under the Market Analysis section for easier reading.
- Conclusions (summary of the above analysis and major findings)

9. OPTIONS ANALYSIS

Purpose: to examine the full range of options available for the facility and to recommend an approach for the facility that is realistic, and allows program requirements to be met in an effective and least-cost manner.

Suggested Content

- brief summary of key points concerning the evolving role of the facility from the Strategic Context section
- analysis of strengths, weaknesses, opportunities and threats facing the facility (SWOT Analysis) – use point form

- identification and discussion of factors or scenarios driving the options analysis (i.e. what are the program needs that may influence future options for the facility?)
- how this fits within the overall portfolio context
- identification of the full range of possible options concerning the future utilization of the facility
 - These options may include 1) Long term maintain; 2) Maintain and upgrade; 3) Conditional maintain; and 4) Disposal or transfer.
- evaluation of the suitability of each available option
 - The evaluation of options can frequently be qualitative, as options may be able to be eliminated as a result of readily-identifiable shortcomings. However, in some situations, it may be appropriate to undertake a more detailed analysis of the available options, including a financial analysis and a risk assessment.
- a conclusion
 - This should identify which option is preferred and why, and any related implications or risks associated with the preferred option

10. DEFINITIONS

Long term maintain: Generally the status quo, where the asset strategy is to continue operating the building and implement any recommended repair and capital projects.

Maintain and upgrade: This strategy is to operate and maintain the building with an additional requirement to upgrade the asset (i.e. renovation/expansion) to meet program requirements or current facility operational standards.

Conditional maintain: This strategy is to operate and maintain the building with each identified maintenance project subject to approval. Approval would be conditional on a continuing need for the building based on program requirements, or portfolio strategy.

Disposal or transfer: This strategy is to provide minimal maintenance for the asset until it is disposed or transferred.

11. SUMMARY AND RECOMMENDATIONS

Purpose: to briefly summarize the most important recommendations flowing from the AMP

Suggested Content

- Recommended investment strategy/management plan for the facility. Include all of the recommendations put forth in each section of the AMP with respect to improving the operational, functional, or financial performance of the facility. Identify whether the AMP strategy involves any change in the role of the facility.
- Develop an implementation plan covering all actions required to carry out the AMP strategy. This plan should include a recommended work plan for the asset identifying priority actions and their timing, planning steps (i.e. planned dates for each IAR on the various projects recommended), required approvals, and the persons responsible for implementation.

- Comment on the urgency of any required actions.
- Identify and discuss the potential strategic impact of the recommended strategy on programs, and on broader corporate strategies (i.e. CBIS).
- Identify any implications for other facilities.

12. APPENDICES

Purpose: to provide the detailed information needed to support the analysis and conclusions of the main sections of the AMP. The use of appendices for detailed information allows the main document to be shorter and more readable.

Suggested Content

- Site Plan, Floor Plans and/or Picture of Facility
- Building Condition Report
- twenty-five-year Work Plan
- Financial Analysis
- Options Analysis
- National Investment Strategy
- Federal Heritage Buildings Designation/Classification
- abbreviations used in the AMP (Appendix 5)

It is recommended that, when possible, appendices be referenced only with the appropriate web-link.

APPENDIX 1

FIVE-YEAR WORK PLAN TABLE TO BE INSERTED IN THE EXECUTIVE SUMMARY

	Years					Total
Repair						
Minor Capital (less than \$1M)						
Major Capital (greater than \$1M)						



APPENDIX 2

FINANCIAL ANALYSIS TABLE FOR OPTIONS CONSIDERED TO BE INSERTED IN THE EXECUTIVE SUMMARY

FINANCIAL ANALYSIS OF OPTIONS			
Options	25 Year PVCOA	Net Present Value (\$M)	Internal Rate of Return (%)
Option 1			
Option 2			

ASSET DESCRIPTION

DESCRIPTION						
Asset Name:			Type:			
Address:			Responsibility Centre:			
Client(s):			Occupancy Type: Management Responsibility: FHBRO Designation: FBI: Yes/No/When			
Site Area: Maximum Permitted Building Area: Land Use: Building Characteristics: Building Class:			Legal Description: Zoning:			
Public Utilities and Services: Site Access: Services:			Parking Available: Parking Requirement:			
Construction Date: Major Renovation Dates: Purchase Date: Purchase Price: Space Optimization: Federal Occupancy: Square Metres per FTE:			Floor Areas: Gross: Rentable (R): Office Storage Commercial Total Useable (U):			
OCCUPANCY						
Current Building Occupancy Rate: Portfolio CMA Vacancy Rate: Market Vacancy Rate:			Expiring OI's/Leases:		Projected Average Occupancy Rate:	
MARKET DATA						
Market Value (Stabilized Occupancy): Vacant Building Market Value (if applicable): Vacant Land Value:						
Effective Gross Rents: Market Actual Office Commercial Storage Capitalization Rate:			Maximum building Density Utilization: Highest and Best Use as Improved: Highest and Best Use:			
BUILDING CONDITION INDICATORS						
Chronological Age:		Effective Age:		Remaining Economic Life:		
FIVE YEAR CAPITAL AND REPAIR BUDGET						
	Year	Year	Year	Year	Year	TOTAL

REPAIR						
CAPITAL						
TOTAL						
25-YEAR CAPITAL PLAN						
Total 25 Year Capital Budget:		Total/m²:		Annual cost of Capital/m²:		
FINANCIAL ANALYSIS						
5 Year ROI: 5 Year Average: 25 Year ROI: NPV:		YR 1 YR 2 YR 3 YR 4 YR 5		Estimated Annual Cost of Accommodation (EACOA) (25 year): Gross rents Net rents O&M PILT CAPITAL HOLDING* Total EACOA *PV of Initial Investment Less Reversion Value		
OPERATIONAL /FUNCTIONAL INDICATORS						
AFD: Code/By-Law Compliance: Energy Efficiency Rating: Seismic Comments and Rating: Building Efficiency: Facility Condition Index: Churn Rate: Tenant Satisfaction:						
DESCRIPTION SUMMARY						
Architectural: Mechanical/Electrical: Accessibility: Environmental:						

OPERATIONAL PERFORMANCE CHECKLIST

Please check one of the following:

- i. Building operated as BOMA BEST asset ☐
- ii. Building operated as LEED asset ☐

GUIDELINE	NAME OF BUILDING
Accessibility Compliant	
Provincial Acts Compliant	
Provincial/National Building Code Compliant	
National Fire and Safety Code Compliant, Including Evacuation Plan Compliant	
Canada Labour Code Compliant	
TBS Temperature, Humidity and Ventilation	
Local By-Law Compliant	
Regularity of Testing Records	

TABLE 4.2 ENVIRONMENTAL ISSUES

ITEM	COMMENTS
Indoor Air Quality	
Energy Consumption	
Other Environmental Items	

Notes:

- 1) Discuss the environmental performance of the building, and its compliance with the sustainable development policies of the federal government. This should include the identification of any contaminants that may be present, and how they are being handled.
- 2) Discuss the performance of the building with respect to energy efficiency. Are energy costs in line with what might be expected for other buildings of similar size and use? Identify any factors that may cause energy costs to be high, as well as any actions that may be considered for reducing energy costs.

GLOSSARY

ABI – Annual Building Inspection
 ABP – Annual Building Plan
 A&E – Architecture and Engineering Services
 AFD – Alternate Forms of Delivery
 A&FM – Asset and Facilities Management
 AMP – Asset Management Plan
 APO – Asset Performance Officer
 ASC – Area Screening Canada
 ARLU – Annual Reference Level Upgrade
 ASHRAE – American Society of Heating, Refrigeration, Air Conditioning Engineers
 BMP – Building Management Plan
 BOMA – Building Owners and Managers Association
 BPR – Building Performance Review
 BCR – Building Condition Report
 CADS – Client Accommodation Demand Strategy
 CASA – Client Accommodation Services Advisors
 CBIS – Community Based Investment Strategy
 CSU – client Services Unit
 CSUD – Client Services Unit Director
 DFRP – Directory of Federal Real Property
 FHBRO – Federal Heritage Buildings Review Office
 FMS – Financial Management Services
 FIS – Facilities Inventory System
 IAR – Investment Analysis Report
 KPI – Key Performance Indicators
 IAQ – Indoor Air Quality
 NCA – National Capital Area
 NCO – National Capital Operations
 NCOE – National Centre of Expertise
 NCSUD – National client Services Unit Director
 NIS – National Investment Strategy
 NOI – Net Operating Income
 NPV – Net Present Value
 APMRES – Accommodation Portfolio Management / Real Estate Services
 O/I – Owner-Investor
 OI – Occupancy Instrument
 PBMIS – Project Based Management Information System
 PFM – Property and Facilities Management Services
 PILT – Payments In-Lieu of Taxes
 PWGSC – Public Works and Government Services Canada
 RD – Regional Director



RDG – Regional Director General
REFIT – Real Estate Financial Investment Toolkit
RIMB – Regional Investment Management Board
ROI – Return on Investment
RPS – Real Property Services
TADS – Tenant Accommodation Demand System
TOR – Terms of Reference

Real Property Branch

**NATIONAL CAPITAL AREA
SUPPLEMENTAL INSTRUCTIONS FOR THE
PREPARATION OF BUILDING MANAGEMENT
PLANS
2013/2014**



August 2012



NATIONAL CAPITAL AREA

SUPPLEMENTAL INSTRUCTIONS FOR THE PREPARATION OF BUILDING
MANAGEMENT PLANS

Real Property Branch

Together, we succeed!

**SUPPLEMENTAL INSTRUCTIONS FOR THE PREPARATION OF BUILDING
MANAGEMENT PLANS**

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Instructions for BMP Call Letter 2013-14

Prepared by Julie Waddell Smith, NCA Owner-Investor

NCA, June 11, 2012

INTRODUCTION

The National BMP Call Letter is the primary guide for developing your Building Management Plans. Study it. The National Call Letter and this supplement identify the primary issues and priorities that need to be addressed, and should be retained as a key reference documents for the day to day management of your assets long after the BMP is completed. The information in the NCA Supplemental Instructions is designed to capture NCA related processes and special instructions for specific topics pertaining to Crown-owned, Lease Purchase and Leased facilities.

This year the NCA Supplemental Instructions do not duplicate all of the information contained in the National BMP Call Letter. Instead, the Supplemental instructions provide only information that is specific to the NCA. The supplemental index or numerical references follow the same sequence as the National BMP Call Letter, as the National Call Letter is the primary reference document. You can find related documents and information that may assist you in completing the BMP exercise in the following thread of the shared P-drive:

P:\RPS\NCA AFMS COE\restore\NCA AFMS COE\BMP ~ PGI\BMP National Call Letter & Supplemental Instructions ~ Lettre d'appel Nationale & Instructions complémentaires\2013-2014.

It is recommended that each topic in the National and Supplemental Call Letters be read and understood before proceeding to the BMP exercise. Resources are available in each topic for clarification and we recommend you communicate with your local representative as needed.

The Regional Supplemental Instructions are not to be distributed to the Sale/Leaseback landlord or their service provider.

1.A.1.1 – PWGSC Integrated Investment Plan

The Building Management Plan (BMP) process forms a key part in the larger context of accommodation and investment planning in RPB and the department.



The elements of accommodation and investment planning in RPB and the Department are as shown in the associated graphic.

The National Portfolio Vision defines the portfolio's desired state across all regions of Canada.

The Regional Portfolio Strategies, such as the NCA Portfolio Strategy, are developed to support on-going portfolio management and decision-making within a region. It establishes portfolio requirements and objectives.

The Strategic Action Plan identifies the priorities and actions to implement the portfolio strategy and achieve the set objectives.

Asset Management Plans (AMP) and Building Management Plans (BMP) are greatly influenced by the Strategic Action Plan. AMPs and BMPs are the business planning documents for managing individual assets over their economic life or a planning horizon. The purpose of these documents is to ensure that investments are consistent, linked and responsive to both client needs and portfolio objectives and priorities.

Investment Priorities emerge from the Portfolio Strategy and its Strategic Action Plan. These priorities take the form of projects that are integrated into the Branch's Integrated Investment Plan.

To obtain a copy of the 2012 NCA Portfolio Strategy, please contact David Brannan, Director NCA Owner/Investor at 819-956-6329.

1.A.1.2 PWGSC Integrated Investment Plan – Crown-Owned / Lease-Purchase / Leased

Treasury Board (TB) approved the Departmental Integrated Investment Plan (IIP) on July 28th, 2011 and is currently in effect. The IIP strengthens RPB processes integration and the oversight of investments. The IIP complies with both TB policies on the Management of Projects and Investment Planning – Assets and Acquired Services, Real Property and Materiel Management.

The National Project Management System has been updated to reflect the use of Project Risk and Complexity Assessments (PCRA). As part of the IPP, all projects over \$1M must have a PCRA completed before being presented to Regional or National Investment Boards.

Director General, NCA Portfolio Management and the Director General, NCA Operations have project approval authority for Level 2 projects up to \$20M under IIP.

NCA Portfolio Management - Owner/Investor NCA is the primary NCA point of contact for PCRA's and project approvals. Sylvie Ouellet, O/I Governance Manager, and her team of Investment Analysts, assist project teams with PCRA's. The O/I Governance Manager is responsible for the regional quality assurance and control, in addition to being the point contact to the National Office for all NCA PCRA's, and through this process, updating the NCA IIP project list.

For more information about the Integrated Investment Plan for the NCA, please consult your National Call Letter or contact your IIP Regional Manager Owner Investor (RMOI): Sylvie Ouellet at 819-956-6353.

1.B NCA PORTFOLIO STRATEGIC DIRECTION

The NCA portfolio strategic direction is articulated in the *2012 NCA Portfolio Strategy*, prepared by NCA Portfolio Management. The *2012 NCA Portfolio Strategy* has been developed in the context of broader priorities and initiatives at the branch, departmental and government levels and within the applicable management and policy framework. As such, this strategy is rooted in providing modern, green, flexible and affordable office accommodation solutions to federal organizations, supported by the utilization of prudent portfolio management strategies in making relevant, informed and value-enhancing investment decisions.

The overall state of the portfolio was examined to assess its strengths and weaknesses and identify the areas that need attention over the next 5 to 10 years to maintain or move the portfolio to a desired state. The focus of this planning period is shifting from addressing expansion requirements to the need to rejuvenate the portfolio.

The objectives and directions for the coming years have subsequently been established and grouped into three streams that will provide directions while meeting the requirements of the federal government. These objectives are summarized in the following, and further detailed in Appendix M.

STRATEGIC DIRECTION

NCA Owner-Investor *per NCA 2012 Portfolio Strategy*

To achieve and maintain an optimal portfolio, the broad focus and direction of the portfolio can be grouped in three strategic streams:

AGILITY

- Contribute to the sustainable growth of the region;
- Increase flexibility, marketability and ability to respond to changing requirements;

QUALITY

- Provide accommodation that integrate innovation, accessibility, greening, health and safety.

AFFORDABILITY

- Achieve best value for money, considerate of budget austerity and of financial and HR capacity.

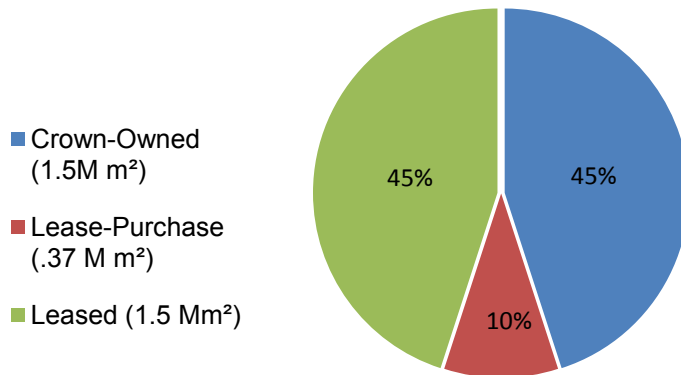
1.B. 1.1. - NCA INVENTORY PROFILE

The National Capital Area portfolio holds approximately 55% of the federal government's real property inventory. That represents approximately 3,99M m². The remaining 45% of the national portfolio is distributed within the other regions across Canada.

The NCA portfolio is not managed entirely by the Real Property Branch. Of the 3.99M m² of the NCA portfolio, approximately 280,000 m² is independently managed by the Parliamentary Precinct Branch (PPB). PPB managed assets are those located on the parliament hill and within close proximity, accommodating the Senate, House of Commons and the Privy Council Office. Another 31,000 m² is located in Nunavut, Arnprior and Renfrew which are outside of the National Capital. By taking the PPB managed assets, Nunavut, Arnprior and Renfrew out of the equation, the total RPB managed portfolio, referred to hereafter as the NCA Portfolio, is approximately 3.67 M m².

The NCA portfolio is comprised of three types of assets, crown-owned, lease-purchase and leased assets.

NCA Portfolio by Ownership Type (m2r)



1.B. 1.2 ASSET PRIORITIES

A detailed assessment of the condition and financial performance of the portfolio of owned, lease-purchase and leased assets was carried-out on the portfolio in order to identify pressure points, ensure proper prioritization and guide resource allocation to maintain, renovate or dispose of assets as required to rejuvenate the portfolio. Based on this exercise, assets have been tiered according to an Asset Priority 1, 2 or 3 as follows:

ASSET PRIORITIES

NCA Owner-Investor *per NCA 2012 Portfolio Strategy*

	PRIORITY 1	PRIORITY 2	PRIORITY 3
Definition	Assets satisfy current tenant requirements over the short term and are identified for major recapitalization or disposal in the 5-10 year horizon.	Assets reasonably meet tenant requirements and will not require major renovation or disposal over the medium term (10-15 years). Part of second wave of major portfolio recapitalization.	Assets will continue to meet tenant requirements for long-term. No major renovations or disposals within 10-15 year horizon.
Focus 2012-2022 (5-10 yr horizon)	Launch of major portfolio renovation program	Life cycle investments Launch of Minor and Major Capital Programs of Work	Life cycle investments
Focus 2022-2027 (10-15 yr horizon)	Life cycle investments	Launch of second wave of major portfolio renovations	Life cycle investments

Priority 1 Assets – Renovation and Disposal Program

Priority 1 assets represent approximately 35% of the portfolio by m2r, and are in need of major renovation or disposal over a 5-10 year horizon.

PWGSC will aim to initiate the major renovation of the assets according to the asset priorities noted above. This undertaking represents approximately 484,000 m2 or 25% of the NCA crown-owned and lease-purchase inventory.

An initial high-level assessment has facilitated the development of assets to be considered for renovation. More detailed studies and analysis will be conducted in order to confirm these conclusions in order to initiate necessary actions. This will include in-depth technical assessments at the individual asset level along with detailed functionality assessments to determine the scope and nature of work required. These activities will form a critical component in determining the requirement for, and degree of, tenant displacement necessary to facilitate subsequent action.

In some cases, it may be necessary to launch Major or Minor Capital Projects in advance of a Major Renovation. Where critical building elements are in need of more immediate attention (e.g. addressing structural integrity, or other components critical to building operation), these elements may be addressed as individual capital projects while the major portfolio renovation program is under development.

PWGSC will remove from inventory, through disposition, those assets that are no longer functional, can no longer support the operational needs of the federal government and are not financially viable. Necessary actions will be taken to enable the replacement of assets.

Priority 2 Assets – Life Cycle Investments and Minor & Major Capital Programs of Work

Priority 2 Assets are assets where quality, location, size, configuration and general state of repair will reasonably meet tenant requirements over the next 10 to 15 years. The focus for this 5-10 year planning period will be on life-cycle maintenance and the launch Minor or Major Capital Programs of Work.

Minor and Major Capital projects to be developed and launched as programs of work such as:

Building Revitalization Programs:

Elevator modernizations

Lobby modernizations

Washroom modernizations

Structural integrity projects - e.g. parking garages, cladding, podiums

High-Voltage Transfers

Transfer of High voltage assets to Hydro Ottawa

Energy efficiency improvements

PWGSC would like to take advantage a Hydro Ottawa Program to building owners in identifying potential energy efficiency projects. The program offers assistance with identifying, quantifying savings, and proposing energy-savings projects such as:

- Building equipment changes to improve energy efficiency – e.g. lighting, motors, fans
- Building energy-audits and recommissioning - measurement of current building energy consumption to identify potential projects for energy savings; undertaking energy improvement projects and then recommissioning the building

These types of programs support the rejuvenation of the portfolio, and the strategic objectives of improving agility, quality and affordability of our assets.

Priority 3 – Assets

Priority 3 assets will not require major renovation or disposal within the long-term horizon. Those include assets whose quality, location, size/configuration and general state of repair will meet tenant requirements over the next 15 years, and for which no major renovations are anticipated in the planning period, other than basic improvements, routine repair and preventive maintenance.

1.B. 1.3 ASSET RANKING

As part of the development of the 2012 NCA Portfolio Strategy, representatives of NCA Owner-Investor and NCA Operations assessed the condition and performance of NCA Crown-Owned and Lease-Purchase assets through a quantitative and qualitative analysis. Assets were analyzed based on a number of indicators based on relative condition and the extent or immediacy of major capital investments, and have been ranked as follows:

ASSET RANKING

NCA Owner-Investor *per NCA 2012 Portfolio Strategy*

Office & Non-Office facilities

	PRIORITY 1	PRIORITY 2	PRIORITY 3
Potential Renovation Program	Taxation Data Centre/ HQ Booth Admin Bldg Cdn Police Information Centre Lester B. Pearson Les Terraces de la Chaudière* L'Esplanade Laurier* National Police Service Sir Leonard Tilley & Annex West Memorial* Exhibition Commission Gvt of Canada Conference Centre Supreme Court 350 King Edward** Bisson Centre**	111 Sussex - Diefenbaker Bldg Connaught Building Place du Portage II Place du Portage III Saint Andrew Tower Sir Charles Tupper Asticou Centre National Printing Bureau Rideau Falls Lab Tunney's: DND Data Centre Bldg #16 Finance Building Tunney's Health Protection Bldg #7 Jeanne-Mance Bldg #19 Stats Can Bldg #3 Butler Hut Building #11 Finance Annex Bldg #14 General Records Bldg #15 Personal Records Bldg #18	C.D. Howe (reno underway) East Memorial Edward Drake Bldg & Annex La Salle Academy Louis Saint Laurent Maj. General GR Pearkes Bldg Mercury Centre Place du Centre Place du Portage IV Sir William Logan CMN Curatorial Centre Food Production Kitchen Gatineau Preservation Centre Mulligan Building National Library & Archives Old Zellers Bldg (reno underway) PBX Sub-station 61 RCMP Guardhouse Tunney's: Brooke Claxton Bldg #9-70 Jean Talon Bldg #5 RH Coates Bldg #1 Standards Lab Building
Disposals or Demos	Constitution Building Insurance Building Jackson Building Nicholson Building Plouffe Park Sir John Carling Federal Study Centre Film Storage 167 Bentley Lab		

* Replacement/Swing underway

**Revisiting long term strategy

For more information about the NCA Portfolio Strategy, consult your National Call Letter or contact David Brannan, Director NCA Owner/Investor.

1.2.A - PWGSC Integrated Investment Plan ~ Crown-Owned/Lease-purchase/Leased

Treasury Board (TB) approved the Departmental Integrated Investment Plan (IIP) on July 28th, 2011. This will strengthen RPB processes and improve efficiency, integration and the oversight of investments. The new risk-based regime for assessing projects took effect immediately upon the IIP approval by TB. The IIP will comply with both new TB policies on the Management of Projects and Investment Planning – Assets and Acquired Services, Real Property and Materiel Management.

The National Project Management System has already been updated to reflect the new PCRA and Organizational Capacity project management regime. All projects over \$1M now must have PCRA's completed before being presented to Regional or National Investment Boards. Under the new IIP delegations, both the Director General, NCA Portfolio Management and the Director General, NCA Operations will have project approval authority for Level 2 projects up to \$20M.

NCA Portfolio Management - Owner/Investor - NCA is the primary NCA point of contact for PCRA's and project approvals. Sylvie Ouellet is the O/I Governance Manager who will fulfill this role and she is supported by a team of Investment Analysts that will also be able to help project teams with their PCRA's. Note that Sylvie is responsible for the regional quality assurance and control, and finally is the conduit to the National Office for all NCA PCRA's (and through this process, updating the NCA IIP project list).

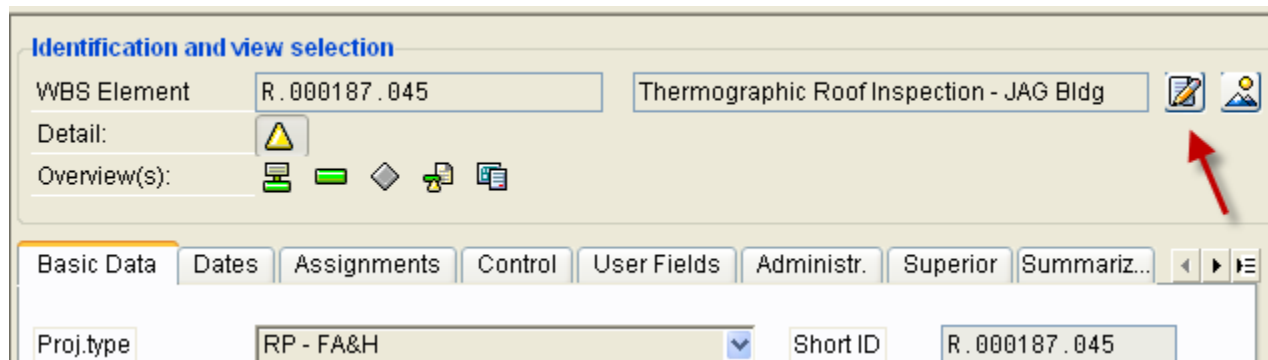
For more information about the Integrated Investment Plan for the NCA, please contact your IIP Regional Manager Owner Investor (RMOI): Sylvie Ouellet at 819-956-6353.

1.3.A - Project Priority System - B1~ Crown-Owned/Lease-purchase/Leased

The project priority system was revised to include instructions for conforming to the Real Property Asset Integrity Procedure. In accordance with this procedure, "a project within a priority B1 is being classified at a level of importance that demands its completion within the year it is planned. If unable to complete a B1 project within a year, it must be justified within the BPR process and the risk mitigation explained." Note that a B1 project is always identified in the planning year. It is not acceptable to plan in future planning years.

The following information is being provided to assist you in the identification of projects with a B1 priority:

If a project meets the criteria of a B1 priority but cannot be completed within the year, it can still be identified as a B1. However, in addition to being justified through the BPR process and the risk mitigation explained, it must carry the proper and very strong justification in both the project comment field in SIGMA (next to the name of the Work Breakdown Structure Element (WBSE) - see below - and in the project comment field in the BMP module project work plan.



The screenshot shows a software interface titled "Identification and view selection". It contains a "WBS Element" field with the value "R.000187.045" and a description "Thermographic Roof Inspection - JAG Bldg". Below this are "Detail:" and "Overview(s):" sections with various icons. At the bottom, there are tabs for "Basic Data", "Dates", "Assignments", "Control", "User Fields", "Administr.", "Superior", and "Summariz...". A red arrow points to a small icon in the top right corner of the window.

For AFD-management buildings, the justification is to be identified into the AFDMS project justification field of the proposed project transactions - 0 (PPTO). This should not be a regular occurrence but rather an exception. All B1 projects are audited annually against the criteria to ensure its proper application. B1 projects should be examined during monthly financial review

meetings. It is therefore essential for PFMs to ensure that all information is current and accurate. PFM/Service Provider should obtain a copy of all B1 projects for their building and ensure that project information is valid and that those that are completed or cancelled are identified as such.

1.3.B - Real Property Asset Integrity Procedure ~ Crown-Owned/ Lease-purchase/Leased

In response to the *National Call Letter* which identifies national objectives and priorities to be taken into consideration and guidelines to be followed in the development of the BMPs for Real Property Branch facilities, all Property and Facility Managers (PFMs), Asset Managers and Technical Authorities (AMs/TAs) and mandated maintenance personnel are to familiarize themselves and understand this procedure, which may be read at: <http://source.tpsgc-pwgsc.gc.ca/branch/rp/files/pdf/fm102-e.pdf> or:

P:\RPS\NCA AFMS COE\restore\NCA AFMS COE\Asset Integrity Procedure ~ Procédure à l'intégrité des biens immobiliers

The Real Property Asset Integrity Procedure was developed in response to the Office of the Auditor General's (OAG) Health and Safety Audit.

2 – Departmental Priorities

2.1.A - Environmental Priorities ~ Crown-Owned/Lease-Purchase

When considering environmental services activities such as an environmental assessment, all related expenditures should be funded directly to an asset or project. The Property and Facilities Manager or the Project Manager is responsible to obtain funding.

For more information contact your NCA Environmental Manager, Suzie Lemyre at (613) 993-3192.

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

2.1.1.1.A – Due Diligence Review ~ Crown-Owned/Lease Purchase

As indicated in the National BMP Call Letter all assets will have to undergo the environmental compliance process over the course of a three year cycle. The Due Diligence Review (DDR) process and the Environmental Report Cards (ERC) provide assessments and observation on regulatory compliance from which projects can be identified.

In the National Capital Area, Environmental Services is taking the lead in assuring that DDRs are conducted and recorded. This assures that the Department can remain on top of its obligation to be compliant with legislated regulatory requirements.

A list of buildings targeted for DDRs in FY 2013/14 is provided in Appendix N. PFMs are expected to identify their respective DDRs in the BMP following the instructions given in the National BMP Call Letter.

Environmental Services will contact the PFMs for the targeted buildings in the new year to initiate next steps.

2.1.1.3.A – Halocarbon Containing Equipment Standard Operating Procedures and Equipment Replacement ~ Crown-Owned/Lease Purchase/Leased

Item 2.1.1.3 of the National Call Letter points out the importance and necessity of having up to date Standard Operating Procedures in place.

Environmental Services in the NCA is in the process of updating the SOP template, and will have this exercise completed in the not too distant future. As well, they will be able to provide support to the PFM community in getting SOPs written and updated.

2.1.2.1.A – Energy Management Projects ~ Crown-Owned/ Lease-Purchase

To standardize the reporting and/or monitoring activities associated with the SDS Capital (qualifier Y) Projects, PFMs, AMs/TAs and the AFD Service Provider are instructed to include the prefix SDS in the project description field in the BMP and/or SIGMA or AFDMS to “label” the project as an SDS initiative and to identify the source of funds as Capital.

SDS O&M Projects are to be identified by using qualifier Q2.

Where a qualifier other than Q2 (O&M) or Y (Capital) is used to identify an SDS activity and/or the specified naming convention for SDS projects is not followed, an anomaly will be recorded and an explanation will be required.

For more information contact your National SDS Coordinator, Satish Bansal, at (613) 993-5081.

2.2.A – Programs Identified as National Priorities

The National BMP Call Letter identifies a number of items that are considered Departmental priorities. It should be noted that these are Program priorities, not project priorities. When identifying projects that fall within these specific programs you will note that the Project priority code that is to be assigned may not match the Program priority. This is normal and appropriate.

In all likelihood, the various projects you identify in your BMP as B1 priorities will be funded. If that is the case, consider using the Banking Day process to obtain funding for projects of lesser

Project priority that fall within the Departmental Program priority ranking, for example AMPs, TRAs, etc.

2.2.2.A - Asset Management Plans

The Asset Management Plan, (AMP) is a business plan that guides the management direction for an asset over its economic life and business planning period. The AMP provides a framework for optimizing an asset's financial and functional performance and is one of the key documents used in the asset's investment decisions.

Together with the BMP, the AMP is a crucial element of PWGSC's National Investment Strategy, contributing asset-level information that both reflects and supports national, regional, and community-based strategies for acquiring, managing, maintaining, renovating, restoring, and divesting assets, both owned and leased. All Capital Project Briefing Notes (CPBNs) must link to a specific AMP/E-AMP to obtain funding.

Policy mandates that the Asset Management Plan must be updated every five years. This is a mandatory requirement. However, AMPs can also be updated within a shorter period if and when significant changes to the asset such as major renovation program or programs of work have been completed.

In the NCA, the following assets are scheduled for completion of an AMP and BCR for planning period 2013/14:

- Centre Asticou
- Commemorative Arch & Phlanx Monuments
- Gatineau Preservation Centre
- Jean Edmonds Tower, Tunney's Pasture
- Main Stats, Tunney's Pasture
- Sir Leonard Tilley
- Finance Building #2, Tunney's Pasture
- Standards Lab Building #4 – Tunney's Pasture
- Rideau Falls Lab, Dam and Grounds
- Place du Portage III
- Place du Centre
- Cliff Street Heating Plant
- Heron Road Street Heating Plant
- Booth Street Heating Plant
- National Printing Bureau Heating Plant
- Tunney's Pasture Heating Plant

Note that if you had AMP/BCRs identified in last year's BMP that have not been funded/initiated or completed, you must re-identify them or identify carryover funding in this year's BMP. Note as well that if your most recent AMP/BCR is more than 5 years old you should identify a new APM/BCR project even if it has not been identified on the above list.

2.2.2.1.A-Seismic Screening ~ Crown-Owned/Lease-Purchase/ Leased

It is the responsibility of the PFMs to update the CAPS system at PBR time. Fields have been added into the BPR process to cover the following: seismic assessment date, effective seismic zone, and seismic screening results. For clarification, Seismic Screening is a cursory evaluation of building's earthquake resistance expressed as a Structural Priority Index score. It is derived from tabulating some basic facts about the building's design and components and then applying a formula to derive a score value. A score < 10 is a low priority for further evaluation, and a score > 20 is a high priority for further evaluation. In other words a low score implies that the asset has a low risk of sustaining damage in an earthquake, and higher score implies that the risk of damage is more significant.

A Seismic Assessment entails detailed analysis of a structure's components and construction with the objective of evaluating its resistance to damage from an earthquake. A seismic assessment should be undertaken as an integral part of major renovation initiatives or building refit. It should also be undertaken when a seismic screening score is high. Depending on results, deficiencies may need to be addressed sooner than later, as a standalone project.

PFMs are urged to ensure that a seismic screening has been done for every asset. The most opportune time to have this done is when embarking on having an AMP/BCR carried out. Consultants are familiar with the procedure, and inclusion assures that the CAP system captures the score at the end of the BCR process. As well, the screening will provide an indication of whether risk mitigation efforts should be undertaken in the near or distant future.

Where no seismic screening records exist, and the AMP/BCR cycle is some time away, it is advisable to create a project to have the seismic screening done in the interim. The screening can be arranged by consulting with your Professional Technical colleagues who may be able to perform the work themselves or engage the appropriate resources on your behalf. Refer to the National Call letter for priority classification, qualifier, and Group code information. The cost for seismic screening will vary depending on the size and complexity of the building; and the cost will also vary depending upon whether the screening is undertaken with the BCR or as a stand alone initiative. Budget 3 -5 K.

The PWGSC policy on seismic screening is found at the following link:

<http://source.tpsgc-pwgsc.gc.ca/rps/docentre/docs/pn/pn115-e.html>

2.2.3.A - Threat and Risk Assessments (TRA) ~ Crown-Owned/Lease-Purchase/Leased

When considering Threat and Risk Assessment Services, all related expenditures should be funded directly to an asset or project.

In general, collaboration is required with the Corporate Security Directorate (CSD) in determining the measures that are required to minimize security risks to your assets and the occupants within in your assets. CSD holds the expertise in this domain.

In buildings that are managed by PWGSC resources, a TRA is initiated by contacting CSD and arranging with them to conduct a TRA for you. Your initial responsibilities are to obtain funding, open a project, contact CSD and provide the information CSD requests. Subsequently CSD will conduct the TRA using in house or consultant resources. On completion of the TRA, CSD will provide the TRA to you for your review and action. You are then required to provide your action plan to CSD to inform and confirm them of the measures taken and progress being made on the recommended items. Any deviations from the recommendations should be identified and justified. Dialogue between CSD and the PFM should continue until the various recommendations have been addressed and/or documented. In some cases this could take months or years, depending on the cost of the measures and the availability of funding.

In the case of assets managed by a Service Provider (SP), the TRA process is initiated internally and the report is developed by in house (SP) resources. On completion of a draft document, the TRA is reviewed by the SP and then sent to the PWGSC Asset Manager/Technical Authority (AM/TA) for consideration and comment from a building and client perspective. A 2nd copy must be sent to PWGSC CSD for consideration and comment from a Government security perspective. A deadline for comments should be specified. Comments should then be returned to the SP and the TRA should then be adjusted and finalized. On completion, the document is resubmitted to the AM/TA, who must then send the document to CSD for retention. CSD will subsequently communicate with the AM/TA indicating acceptance or concerns. Concerns are to be resolved, documented, and actions need to be communicated to CSD as they would be in a non AFD setting.

TRA projects that have not been funded, initiated or completed through the 12/13 BMP or Banking Day processes are to be re-identified in the 13/14 BMP.

For further information on how to conduct a base building TRA, please contact your Regional Security contact or Base Building Security Operations Division, at 819-956-4766. For AFD managed facilities contact your Technical Support Manager.

2.2.3.B – Post Orders Regarding Elevator Entrapments ~ Crown-Owned/Lease Purchase/Leased

The National BMP Call letter discusses the requirement to conduct a Threat and Risk Assessment (TRA) every 5 years for each asset.

In addition to the general requirement to have TRAs prepared and maintained, the instructions provide a reminder to assure that Security Breaches and Violations are addressed as soon as possible after an incident; and to ensure that Post Orders for Guards are reviewed and kept current.

With regard to Post Orders, it is recognized that there are a variety of situations which governs direction to security guards. In buildings where PWGSC or our AFD service provider manages the guard force, the responsibility to maintain and update the Post Orders rests with the PFM or Service Provider FM. In the case of PWGSC management, The Corporate Security Directorate can be a source of advice and help. AFD has access to their own subject matter experts, who in turn have contacts within PWGSC. However, in the case of sites where the tenant or a landlord maintains the

guard force, a degree of consultation and negotiation is required in order to address the needs of PWGSC. These needs are in part identified in the TRA, and may also originate from other sources.

Elevator Entrapments

Elevator Entrapments are not always addressed optimally in Post Orders. Such events are a major concern to PWGSC management from the perspective of how we demonstrate genuine care and compassion to the stakeholders of the situation – most importantly to those who experience being entrapped. Too often we are perceived as not being involved and engaged in such situations. In order to improve our involvement and ability to follow up after such incidents it is essential to make every effort to have the following added to existing Post Order protocols regarding elevator incidents:

When persons are entrapped in an elevator, ensure that you:

get their names, phone number, office and cell, and ask if they want the security guard to notify someone at their office of their situation or to inform them that they will be delayed;

call the emergency number for the elevator maintenance contract or the National Service Call Centre at 1-800-463-1850;

if medical assistance is required, call 911;

confirm if they have any medical issues (i.e. claustrophobic) and maintain continuous communication with the individual(s) ;

inform them of the status of the efforts to free them;
have a guard or commissioner greet them once they are released and if possible obtain their contact information (phone number or email if not already provided

This addition assures that vital communication flows in both directions during an incident, and it ensures that follow up communication can take place after an event has occurred. This change to Post Orders and protocol benefits all parties including tenant organizations and lessors.

In locations where PWGSC does not provide post orders to the security guards, it is recommended that the PFM bring this issue forward and discuss the merits of this initiative with the parties who direct the security guards. In locations where there is no security guard presence, such as some leased locations, it is suggested that the topic be discussed with the lessor with a view to determining if there are ways to enhance their response to such events.

2.2.4.A - Treasury Board Accessibility Projects ~ Crown-Owned/ Lease-Purchase/ Leased

Where a qualifier other than C3 is used to identify a TB Accessibility Audit and/or the specified naming convention for TB Audits is not followed, an anomaly will be recorded and an explanation will be required.

2.2.4.B Accessibility Projects ~ Crown-Owned/Lease-Purchase/ Leased

All buildings for which accessibility audits were prepared (or exempted) are in the Accessibility Module of RPMS, which also includes the reports. Note that most reports reflect the conditions at the time at which the reports were prepared. Please note that it is the responsibility of the PFMs/Service Providers to update the CAPS system into the BPR process to capture the upgrades in the Accessibility Module.

Accessibility Module of RPMS Excel chart, which provides studies information, can be found on the following link:

P:\RPS\NCA AFMS COE\restore\NCA AFMS COE\BMP ~ PGI\BMP National Call Letter & Supplemental Instructions ~ Lettre d'appel Nationale & Instructions complémentaires\2013-2014

3 - Additional Criteria

3.2.A - Sprinkler Head Inventory and Replacement ~ Crown-Owned/Lease-Purchase

A list of the sprinkler head inventory currently in RPMS is available on the P drive at :

P:\RPS\NCA AFMS COE\restore\NCA AFMS COE\BMP ~ PGI\BMP National Call Letter & Supplemental Instructions ~ Lettre d'appel Nationale & Instructions complémentaires\2013-2014

3.2.B - Standpipe Flow Testing ~ Crown Owned/Lease Purchase

The design of Standpipe systems for buildings is specified in the National Building Code of Canada. Article 3.2.5.9 applies.

The National Fire Prevention Association 14 establishes the minimum requirements for the installation of standpipe systems. It also establishes testing procedures for such systems.

The requirements for the inspection, testing, and maintenance of water based Fire Protection Systems is governed by the National Fire Code, Article 6.4.1.1 and by National Fire Prevention Association 25, Article 13.5.2.2.

Recently HRSDC informed PWGSC that inventories and records pertaining to standpipe systems are lacking for some assets. Accordingly, corrective measures must be undertaken to document existing systems, and confirm code compliance. The documentation of systems and determination of deficiencies may require the services of a consultant. Ongoing inspection, maintenance and testing may be achieved with in house resources or through a service contractor. Where lacking, steps must be undertaken to put these measures in place. PFMs should plan corrective action under qualifier 2G.

Some Standpipe systems contain Pressure reducing Valves.

It has been established that the following buildings have standpipe systems containing Pressure Reducing Valves (PRVs):

1	Plouffe Park, 1010 Somerset St., Ottawa
2	Connaught Bldg., 556 MacKenzie St., Ottawa
3	C.D. Howe, 235 Queen St., Ottawa
4	John G. Diefenbaker, 111 Sussex Dr., Ottawa
5	Govt. Conference Centre, 2 Rideau St., Ottawa
6	Portage I, 50 Victoria, Gatineau
7	Portage II, 165 Hotel de Ville, Gatineau
8	Portage I and II Commercial Floor, Portage I Garage, 50 Victoria, Gatineau
9	Portage III, 11 rue Laurier, Gatineau
10	Jean Talon, 170 Tunney's Pasture Driveway, Ottawa
11	RH Coats, 100 Tunney's Pasture Driveway, Ottawa
12	Brooke Claxton, 70 Colombine Driveway, Ottawa
13	Jeanne Mance, 200 Eglantine Driveway, Ottawa
14	L'esplanade Laurier, 300 Laurier & 140 O'Connor St., Ottawa

These buildings require immediate assessment and follow up action to identify and correct deficiencies. It is probable that in some cases some redesign and modifications to supply as well as drainage systems may be required, which will spawn new projects. These deficiencies should be identified in the upcoming building performance reviews (BPRs) as well as BMPs. Funding to initiate the projects should be identified in Banking Day submissions, and additional funding requirements should be as well as subsequent BMPs. This will ensure that corrective measures can be initiated as soon as possible. Projects should be classified as B1 priority.

Buildings under AFD management will be assessed using the resources available to the service provider, and the findings and recommendations of the service provider shall be communicated to the Technical Authority without delay.

3.6.A- Real Property Management System (RPMS) ~Crown-Owned/Lease Purchase

As directed in the National BMP Call Letter the RPMS is to be used to the fullest. With regard to the NCA, budget amounts related to RPMS activities will be disseminated in September. Issues related to the content within RPMS, scheduling and records keeping should be addressed to the Maintenance Analysts, Maintenance Support Services, Operational Support Services. ***As a reminder, it is the responsibility of the respective Property and Facility Manager to ensure that facility inventory is kept up to date within RPMS.*** Fred Young from the AFMS COE has been assigned to assist the PFMs with the task of ensuring that the inventory is captured and on record. Going forward, PFMs must ensure that Maintenance Analysts are consulted and invited to participate with the project team when new or additional equipment is added. In this way inventory can be added to or deleted from RPMS and inspection and maintenance regimens can be adjusted.

Maintenance Analysts: Leslie Hamill, 613-990-7770 or Patricia McQuhae, 613-9900-7765, Jean-Serge Denis, 819-775-4104 (for UMS).

AFMS COE: Fred Young 613-990-8006 or Liette Groulx 613-993-7328

Note that within AFD the service provider does not use the RPMS. The service provider has a similar system in place and processes which accomplish the same objectives and should continue to use that system.

3.13.A – Accrual Accounting – Capitalization of Assets and Betterments ~Crown-Owned/Lease Purchase

NCA Process for recording of Betterments: Project coding helps to identify projects that should be capitalized. Betterments can be found in the following projects:

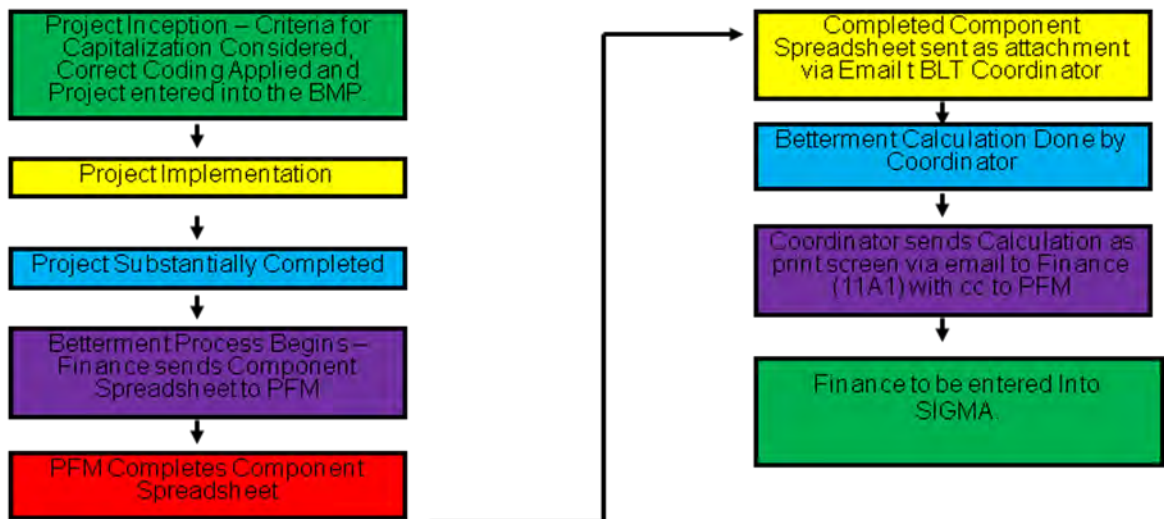
Y1, Y2, and Y3 – Capital Projects

X2 – Space Optimization in crown-owned and lease purchase,

T1 – Improvements on lease purchase.

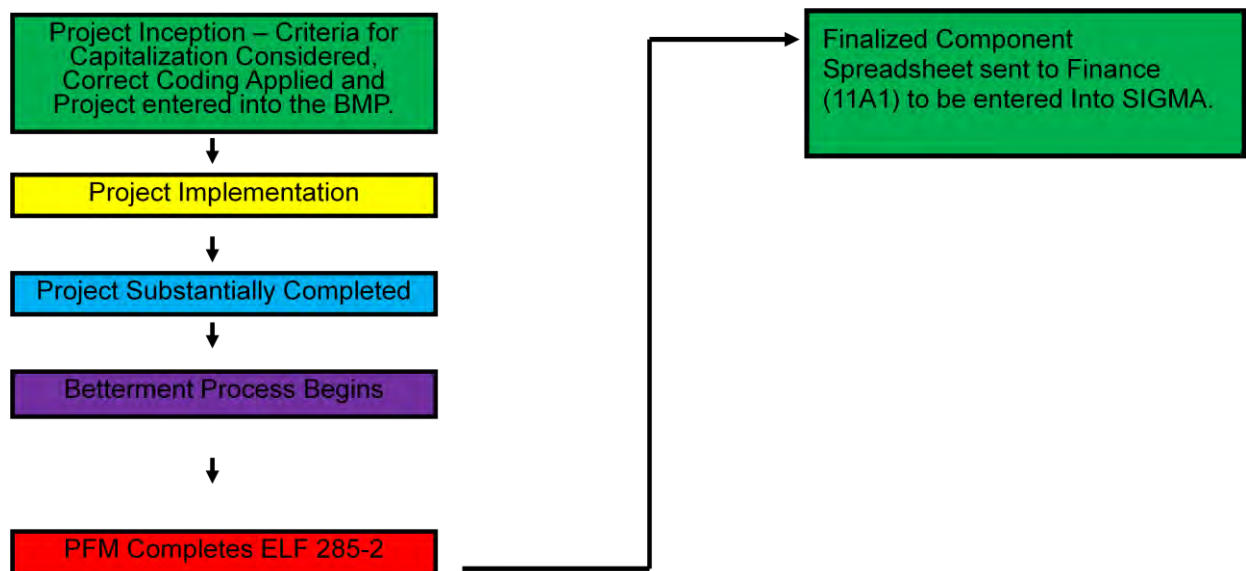
When projects are substantially completed Finance will send a component spreadsheet to the PFM responsible for the project/asset. The PFM must complete the component spreadsheet and return it as an e-mail attachment to the BLT coordinator. The BLT coordinator will perform the Betterment calculation, and subsequently send the calculation as a Print Screen to Finance with a cc to the PFM. Finance then enters the information into SIGMA. The BLT co-ordinator for the NCA is Jennifer Boudreau at 613-956-7730.

Process for Betterment Crown & Leased Purchase Flowchart



3.13.B – Accrual Accounting – Capitalization of Assets and Betterments ~ Leased

Note that the following process applies to leased assets. An ELF -285 form is required.



3.15.A - Capital Project Briefing Notes / Lease-Purchase Project Briefing Notes ~ Crown-Owned/Lease-Purchase

Qualifier Y3 should be used to identify any capital acquisitions planned to occur during the 5 year planning window of the BMP project work plan. As most capital acquisitions typically exceed the \$1 million threshold used to segregate major and minor capital activities, a CPBN should be prepared to identify the requirement for major capital funding. Where a qualifier other than Y3 is used to identify the project and/or the data in the project work plan and the CPBN Database does not match, an anomaly will be recorded and an explanation will be required.

Please refer to appendix I of the present document for details on how to create a new CPBN.

A quick reference is available on the P-Drive:

P:\RPS\NCA AFMS COE\restore\NCA AFMS COE\BMP ~ PGI\BMP National Call Letter & Supplemental Instructions ~ Lettre d'appel Nationale & Instructions complémentaires\2013-2014

3.16.A - Infrastructure Continuity Plans ~ Crown-Owned/Lease-Purchase

The National BMP Call letter stresses the importance of having an Infrastructure Continuity Plan (ICP) in place, updated, and tested for each asset. It also recommends that we solicit client/tenant involvement to ensure that client program requirements are protected.

An up to date ICP should contain a number of elements related to building operations such as contact lists for service providers and utilities, equipment inventory, SOPs, schematics, and other written reference documents; a communications plan; an Environmental Emergency Response Plan; and a Business Continuity Plan for the team and extended service providers that operate and service your buildings.

If you do not have an up to date ICPs in place, or if you have not tested the effectiveness of your ICPs in the last 2 years, you are urged to identify this requirement in your BMP. The amount you should budget will depend on the complexity of the assignment, however, 10K would be a recommended starting point.

Additional insight into this subject (in the form of a template) may be found on the PWGSC Intranet at: http://source.tpsgc-pwgsc.gc.ca/rps/afms/icp-pci/text/guides_app1-e.html

3.17.A - Fire Alarm Maintenance ~ Crown Owned/Lease Purchase

Note that Fire Alarm Maintenance is a new topic in the National BMP Call Letter. Audits will be performed to confirm that systems are properly maintained.

Ensure that your Fire Alarm System is maintained in accordance to governing codes and standards, and assure that maintenance activities, and corrective maintenance and repairs are well documented. In this regard obtain service reports, checklists and reports on any other related

activities from the MOA Specialist, (PWGSC managed), or your Service Providers (AFD) as work is undertaken.

3.18.A – PWGSC Elevating Devices Third Party Review ~ Crown Owned/Lease Purchase

The National Call letter has identified the requirement for a third party condition review of elevating devices as a result of direction given by the ADM, Real Property in 2011.

This work was initiated by P&TS COE and is well under way with a completion date projected for the end of July 2012 for the low and zero risk devices. The subsequent review and identification of priorities for these categories, including the generation of a plan of action resulting from these efforts will be developed leading up to the latter part of this calendar year 2012.

The preliminary phase of inspections for the high and medium risk devices are completed. The identification of issues and issuance of reports for medium category is to be finalized this summer while the high risk reports is now completed.

Because the action plan will be developed as the BMP planning window is closing, it is anticipated that urgent priorities (projects) may have to be cash managed through the Banking Day process. In any case, recommended elevator modification or upgrade projects will be identified by the P&TS COE and communicated to the RPTs, and it is expected that PFM s will keep close tabs on elevator issues and subsequent projects within their portfolio.

4 - BMP Development

4.1.A - Review Process ~ Crown-Owned/Lease-Purchase/Leased

Every effort will be made to assign funding to operating and/or capital activities identified as part of the annual BMP exercise at the earliest possible moment. Accordingly, the allocation of BMP-related funding to individual Real Property Teams (RPT) will be completed by mid-March 2013 for all BMP (including associated project work plans) submitted, reviewed and approved in accordance with the Schedule included in Appendix J of this document.

The Asset Managers/TAs, Project Directors/Project Managers as well as the Directors for each portfolio and the Owner/Investor Directorate are expected to challenge individual BMPs to ensure that project work plans are reasonable, that project timelines are realistic and that the BMPs as a whole respond to and reflect the operating strategy established at the portfolio and/or Sector level.

Please refer to the Roles and Responsibilities identified in Section 6 of this document for additional information on the challenge function.

4.1.2.A - Data Loads - Alternate Forms of Delivery Management System (AFDMS)

The transfer of operations and utilities (O&U) project and commercial revenue data, from the Alternate Forms of Delivery (AFD) Service Provider to AFDMS, will be done electronically. Data from AFDMS will be loaded into the BMP module, in accordance with the Schedule of Activities *identified in* the National BMP Call Letter (Section 4.3).

The AFD Service Provider will transfer data from their own O&M / project management system into AFDMS via a file transfer protocol (FTP) to complete BMPs for the buildings that they manage. The AFD Service Provider will include expenses related to rent/realty tax (for Lease-Purchase buildings - qualifiers K1 & K4/6B), Payments *in lieu of* Taxes (PILT qualifier 6A, PWGSC management of the AFD contract (qualifier 5E) and the Contractor Incentive Program Award (qualifier 5F).

The above-noted expenses will be identified to the AFD Service Provider by the responsible PWGSC Asset Managers/Technical Authorities (AMs/TAs). Data related to qualifiers K1, K4, 6A, 6B, 5E and 5F will be reflected in the Work Plan Monitoring (WPM) module of the Project and Business Management System (PBMS).

4.1.6.A - Building Performance Reviews (BPRs) ~ Crown-Owned/Lease-Purchase/Leased

Further to the annual National Call Letter for the preparation of the BPRs for PWGSC crown-owned, leased and leased-purchase building assets, this is a reminder that it is both a PWGSC policy and Alternate Forms of Delivery (AFD) contractual requirement to complete annual BPRs for its crown-owned and lease-purchase assets and every two years (annually if possible) for leased assets. Other Government Department (OGD) assets managed by PWGSC are governed by management agreements, including the requirement for BPRs. The date for completion of this exercise in the NCA has been established as follows:

Crown-owned and Leased Purchase buildings - BPR to be completed by July 31, 2012

Leased Asset and OGD asset - BPR to be completed by December 3, 2012

For more information on BPR's, please contact Liette Groulx at (613) 993-7328 or visit the P-Drive at:

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4.1.8.A - PWGSC-Managed Facilities - Real Property Service Centre Team - Accommodation Managers / Accommodation Officers (AMs/AOs), Project Managers (PMs) and Project Leaders (PLs)

Payroll costs related to Accommodation Managers (AMs), Accommodation Officers (AOs), Project Managers (PMs) and/or Project Leaders (PLs) working on and/or charging time to BMP-related projects and/or activities must be considered by PFMs when preparing the BMP for which they are responsible. All payroll costs should be passed through to the asset/facility at a multiplier of 1.8 X the Hourly Billable Rate (HBR). Costs of this nature should be planned against projects rolling to an asset/facility and not against the asset/facility itself.

4.1.8.B - Commercial Operations

Payroll costs related to the letting services provided by Commercial Operations should be passed through to the asset / facility at a multiplier of 1.8X the HBR. Payroll costs should only be directed to assets / facilities generating revenue from commercial and/or third-party lettings and should be reflected against qualifier V1. Costs of this nature should be planned against a project rolling to an asset/facility and not against the asset/facility itself. Only the buildings identified on the listing have been selected for review for fiscal 2013-2014. The 1.8 factor is included in the identified amounts and the building list is located on the following link:

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For more information about Commercial Letting fees please contact Christine Tascherau (819)-956-2779.

4.1.8.C – Billable Staff

Payroll costs related to billable staff (clerks, admin assistants, Business Managers, SPCOs, etc.) assigned to RPTs and/or COEs should be passed through to the assets, facilities and/or projects to which they provide support. Payroll cost must be at a multiplier of 1.8 X the HBR. Costs of this nature should be reflected against GLA 504100 and qualifier 5A. Each PFM is to obtain a list of cost from his/her Business Manager.

4.1.8.D - AFD-Managed Facilities

Payroll costs related to billable staff (clerks, admin assistants, Business Managers, SPCOs, etc.) providing support to AMs/TAs and/or PFMs assigned to the management of the AFD contract should be planned at the asset/facility level against GLA 504100 and qualifier 5E. Costs of this nature should be passed through at a multiplier of 1.8 X the HBR.

PWGSC payroll costs and related 02-12 expenditures associated with the management of the AFD contract are to be determined using the following formula:

AFD-Managed Facilities - Please refer to Section 4.1.9 of the National Call Letter, BMP Preparation, for information related to the calculation and/or identification of commercial and/or third party revenues in AFD-managed facilities.

$$\text{Asset / Facility rentable area} \times \frac{\text{Total Labor \& 02-12 Costs for the Portfolio}}{\text{Portfolio Rentable Area}}$$

The AM/TAs will calculate the payroll cost associated with any PWGSC activities in the AFD-managed assets for which the RPT is responsible. This includes time related to contract oversight as well as “core management activities”. Again, this amount should be prorated across the AFD-managed assets for which the RPT is responsible, using a formula similar to the one above. The total payroll cost associated with the AFD-related activities of the Technical Authority and the PWGSC- managed activities of the RPT will be entered by the Service Provider, under qualifier 5E at the asset/facility level.

Once the BMPs are completed, reviewed and approved, the total budget amount reflected against qualifier 5E (RPS Management of AFD Contract) will be allocated to the NCA TAs. The TAs will be responsible for both monitoring and forecasting payroll and/or 02-12 expenditures against the established budget. As the specified budget will be managed by the TAs at the AFD contract level, the “planned” budget identified against qualifier 5E in each AFD managed asset/facility must be removed from the Workplan Monitoring Module of PBMS to avoid overlap and/or duplication. AMs/TAs and/or PFM s must not enter payroll and/or 02-12 data directly into the BMP module. Instead, they must provide information to the AFD Service Provider, who will enter the data into AFDMS (via the FTP) against GLA 504100 and qualifier 5E.

Payroll costs related to Business Management resources providing support to the NCA TAs will be directed to the appropriate budget via SIGMA. Business Management time associated with AFD-related business support activities will be charged against projects established to capture costs related to contract oversight and/or core management activities.

NOTE: For additional information, please refer to the AFD Best Practice - Supplement for the NCA - RPO Labor and 02-12 expenditures:

<http://source.pwgsc.gc.ca/rps/afms/content/supplement-e.html>

4.1.8.E - Maintenance Service Officers (MSO)

A list showing the salary to be identified for the MSO assigned for your building can be found on the P drive. Cost of this nature should be identified under GLA 504100 and qualifier 1A. Any related questions should be directed to Jacques Moore at 819-775-4086 or Lyne Marion-Gauvreau at 819-775-4265.

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4.1.9.A - Revenues – NCA

Revenue Generated by Occupancy Instrument and/or Commercial Lettings:

Where revenue estimates are greater or less than the projections identified in TADS/OIS-OASRep at the asset/facility level and/or an incorrect GLA is used, an anomaly will be recorded and an explanation will be required. Please refer to the Chart of Accounts for detailed information on the GLAs to be used to identify revenue generated by reimbursing Occupancy Instruments and/or Commercial/Third-Party Lettings.

Note: Access to OASRep is recommended – if you do not already have it, you can submit an OSSRO request . The link below is provided for your reference - refer to Teacher in a book for AOSRep.

<http://source.tpsgc-pwgsc.gc.ca/rps/oares/tadsois/content/support-e.html>

4.1.9.B - Commercial Lettings

PWGSC-Managed Facilities - PFM's are expected to verify and/or update data related to commercial lettings using the PBMS BMP Revenue Module. Jennifer Boudreau from the AFMS COE will provide PFM's in the Crown owned-Crown managed and Lease Purchase buildings, by the end of August 2012, with a list of Commercial Lettings for each of their sites along with the forecasted revenues. As the PBMS BMP Revenue Module can only display those lettings that are in WinFIS, PFM's must ensure that any changes required to the Letting data is reported to Commercial Operations so that they may affect the changes in WinFIS, thus ensuring that the data is incorporated into the BMP.

For AFD managed buildings, the Service Provider is encouraged to contact the National Capital Manager, Commercial Operations, for information and/or clarification with respect to the commercial lettings for which they are responsible for.

4.2.3.A - Management Analysis – NCA ~ Crown-Owned/Lease-Purchase

The Management Analysis prepared for individual assets/facilities as part of the BMP exercise should provide detailed explanations with respect to the O&U, Project (both O&M and Capital) and/or Revenue anomalies recorded. Where detailed explanations are not provided or do not address the anomalies recorded, additional information / clarification will be solicited. You can refer to the following link for the Writer Guide.

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4.2.3.B - Key Asset Performance Indicators - Calculating ROI ~ Crown-Owned/ Lease-Purchase/Leased

The Return on Investment (ROI) is a commonly used performance indicator which is calculated as follows:

$\text{Net Operating Income} * 100 / \text{Market Value of Building} = \text{ROI (expressed as \%)}$
--

The objective is to manage the asset in a manner which attains the highest possible ROI. ROI plays a role in funding allocations as well as long term asset strategies such as recapitalization and redevelopment, or disposals. To calculate ROI, one must first understand the term Net Operating Income (NOI).

Net Operating Income (NOI) is calculated by subtracting total O&M expense and PILT from total revenue.

For Example:

Building has PILT of \$1,617,685

Total O&M expense of 3, 009,915 (operating, maintenance and repair projects)

Total Revenue of \$8,869,004 (OI rent and commercial leases/licenses)

$$\$8,869,004 - (\$3,009,915 + \$1,617,685) = \$4, 241,400$$

ROI calculation based in part on the NOI, and the market value of the asset:

$$\$4, 241,400 * 100 / \$70,300,360 = 6.03\%$$

The variables that have the most profound impact on ROI are income and expenditure. High income coupled with low expenditure result in better ROI. In reality, measures which lower operating and maintenance costs, such as bundling project work, intelligently de-scoping service contracts prior to re-tender, employing energy reduction strategies, and being vigilant concerning collecting rent and assuring that space is fully occupied contribute to optimum ROI. Unfortunately, factors such as the age of the building, its location, its layout, and market value are inflexible. These factors do not positively affect ROI and may in fact constrain the ability to improve on the situation.

When developing BMPs for Crown-owned office facilities, identify strategies to maintain and improve positive ROIs. Where ROIs are negative, propose a strategy to achieve positive results in the planning years.

4.2.4.A - Labor costs qualifiers: 1A, 2A, 2G, 2I, 2L, 4A, 4D, 5A & 5E

Where an increase in excess of 1.5 % (where 1.5 % is the percentage increase in the HBR for FY 2013/14) of the 2012/13 baseline (period 10 Forecast) at the qualifier level is identified, an anomaly will be recorded and an explanation will be required.

4.2.4.B - Utilities: qualifier 3

The utilities rates will be issued as an addendum in September 2012.

4.2.4.C - Payments in Lieu of Taxes -PILT Qualifier 6A ~ Crown-Owned

Where PILT estimates included in the BMP O&U plan are greater or less than the projections provided by the NCA PILT Directorate an anomaly will be recorded and an explanation will be required.

PFMs and the Service Provider are required to enter PILT under qualifier 6A using the attached PILT list. Please refer to Appendix K for a detailed list of PILT estimates for 2013/14, or

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4.2.5.A - Carryover Projects ~ Crown-Owned/Lease-Purchase

For carry-over projects, the same project number used in the previous year by the AFD Service Provider or by PWGSC should be used in the next BMP year in order to capture the full dollar value through the entire life of the project. Carry-over projects are to be identified in the "Project Approval" field in the BMP module.

With the exception of Major Capital Projects - qualifier Y1; the definition of a Carryover project for BMP Budget/Funding consideration is 'a project must have a free balance budget' (i.e. the previous year Budget was not or will not be all spent) or 'a contractual obligation' (i.e. purchase order).

For clarification on the definition of a 'carryover' project, please refer to the following extract: http://source.tpsgc-pwgsc.gc.ca/rps/ncs/nco/docs/pdf/sd_carry_over-e.pdf

4.2.5.B - Crown-Owned / Lease-Purchase Facilities

4.2.5.B.1 - Lease-Purchase Recapitalization Projects ~ Lease-purchase

All "capital-type" projects (commonly referred to as lease-purchase recapitalization projects) with a total estimated cost of \$1 million or higher must have a Capital Project Briefing Note (CPBN). Projects of this nature must also be identified in the BMP project work plans prepared for lease-purchase assets/facilities by the responsible PFM and/or the AFD Service Provider. The data used

to update existing and/or create new lease-purchase recapitalization projects in the project work plan must correspond to information contained in the CPBN Database maintained by National Portfolio Management in the Accommodation and Portfolio Management Sector. PFMs and/or the AFD Service Provider are reminded that qualifier T1 must be used to identify lease-purchase recapitalization projects.

Where a qualifier other than T1 is used to identify the project, the total estimated cost is less than \$1 million and/or the data in the project work plan and the CPBN Database does not match, an anomaly will be recorded and an explanation will be required.

4.2.5.B.2 - Space Optimization, Fit-up and Refit Projects ~ Crown-Owned/Lease-purchase

It is extremely important that the appropriate BCA qualifier be identified for space optimization, fit-up and refit activities planned for and/or underway in crown-owned and lease-purchase facilities. Qualifier X2 (space optimization) or Qualifier X5 (refit) should be used to identify activities in crown-owned and lease-purchase facilities. Qualifiers X3 (existing space) and X4 (new space) should be used to identify fit-up activities in lease-purchase facilities. The X3 or X4 qualifiers should not be used to identify fit-up in crown-owned facilities.

The fit-up in crown-owned space should be identified by qualifier Y. In addition to the foregoing, the amount of space (square metres rentable) optimized, fit-up and/or refits as part of individual accommodation-related projects must be identified as a suffix to the project description contained in the BMP and/or SIGMA or AFDMS. The suffix should be shown with 'M2rYx' (where x = the amount of space for each fiscal year in which the space identified will be optimized, fit-up and/or refit).

The space information is specific to a given planning year and must be updated on an annual basis for accommodation-related projects that span more than one fiscal year. This particular requirement has been added to streamline the Annual Reference Level Update (ARLU) exercise.

Where a qualifier other than X2 is used to identify a space optimization activity in a crown-owned and/or lease-purchase asset/facility, an anomaly will be recorded and an explanation will be required.

4.2.5.B.3 - Fit-up activity ~ Crown-Owned

Where a qualifier other than Y (capital) is used to identify a fit-up activity in a crown-owned asset/facility, an anomaly will be recorded and an explanation will be required. Qualifiers X3 and X4 are not to be used to identify fit-up activities in crown-owned assets/facilities.

4.2.5.B.4 - Refit activity ~ Crown-Owned/Lease-purchase

Where a qualifier other than X5 is used to identify a refit activity in a crown-owned and/or lease-purchase asset/facility, an anomaly will be recorded and an explanation will be required.

4.2.5.B.5 - Fit-up activity ~ Lease-purchase

Where a qualifier other than X3 (existing) and/or X4 (new) is used to identify a fit-up activity in a lease-purchase asset/facility, an anomaly will be recorded and an explanation will be required.

4.2.5.B.6 - Major Capital Projects ~ Crown-Owned

All capital activities with a total estimated cost in excess of \$1 million must have a Capital Project Briefing Note (CPBN). Projects of this nature must also be identified in the BMP project work plans prepared for crown-owned assets/facilities by the responsible PFMs and/or the AFD Service Provider. The data used to update existing and/or create new major capital projects in the project work plan must correspond to information contained in the CPBN Database maintained by National Portfolio Management in the Accommodation and Portfolio Management Sector.

To support the centralized reporting requirements surrounding major capital activities, PFMs and/or the AFD Service Provider are instructed to include the prefix “NCR XXXX” (where XXXX is the number assigned to the activity in the CPBN Database) in the project description field in the BMP and/or SIGMA or AFDMS. PFMs and/or the AFD Service Provider are reminded that qualifier Y1 must be used to identify major capital projects. The Y1 qualifier should not be used for capital activities with a total estimated cost less than \$1 million. Please refer to appendix J for instructions on how to create a new CPBN.

Where the qualifier Y1 is used to identify the project, the total estimated cost is less than \$1 million the data in the project work plan and the CPBN Database does not match, an anomaly will be recorded and an explanation will be required.

4.2.5.B.7 - Minor Capital Projects ~ Crown-Owned

Capital activities with a total estimated cost less than \$1 million should be identified using the Y2 qualifier.

Where a qualifier Y2 is used to identify the project and/or the total estimated cost \$1 million over multiple fiscal years, an anomaly will be recorded and an explanation will be required.

4.2.5.C - Leased Facilities

4.2.5.C.1 - Lease Program

BMPs must be prepared for every carry-over lease (qualifiers K1 and K4), including any leases that have a status of 'active' as of 31 March 2013. New/renewed leases that commence subsequent to 31 March, 2013 will be planned at the Program level under qualifiers K2, K3, K5 & K6 by the NCA Lease Program Manager. Data related to new/renewed leases will be entered into the BMP module by BRM. To secure information with respect to the leases scheduled to be designated as 'carry-over' in fiscal year 2013/14, please refer to the Regional Leasing Report distributed by the NCA Lease Program Manager.

A copy of the report can be obtained from the NCA Lease Program Manager's office. Please note that all Leases are planned to the end of the last option year unless notified otherwise by the NCA Lease Program Manager. PFMs are responsible for entering O&U data by GLA and qualifier into the PBMS BMP module for all carry-over leases. O&U data must be entered at the Lease # level.

For more information please, contact Marielle Proulx-Marcille at 819-956-5399.

4.2.5.C.2 - Tax Escalations and Operating Escalations~ Leased

PFMs should perform a thorough review of their Lease clauses and pay special attention to any "Net Lease Clauses" (ex: Annual reconciliation, etc..) and plan accordingly to their Lease provision configuration. PFMs should consult with Leasing Agent if required to ensure proper understanding of all the clauses.

As you know over the years, Leasing introduced more leases with Net Clauses on top of existing "Gross" standard Leases with CPI and basic Tax escalation clauses (on established base year), so we need to review each leases (specially New Leases) and plan and use the available templates accordingly to each Lease configuration.

Tax Escalations

Total Ontario tax calculation costs expected to increase by 2.5%. Unfortunately, there is no data available at this time for the total Québec tax calculation costs, therefore please use an increase percentage of 1.5%. Refer to section 4.1.11 of the National Call Letter for CPI information.

Operating Escalations

The increase calculation for the year 2013/14 has been estimated as follows: Total operating costs expected to increase by 2% (including CPI and utilities). In order to assist you, the Escalation office has developed a sample of a calculation sheet regarding each type of operating cost (based on actuals), CPI-utilities and tax. You would need to use the appropriate sheet regarding your lease. The sheet is available through your Business Managers.

The PFM must keep on file all indexations documents that were sent to him/her during the year so they may have the most up to date escalation cost for each lease. Sample lease escalation calculations are available on the P drive:

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For all questions related to lease and tax escalations, audits or assessments, and to obtain your calculation sheet for your building, contact Lucie Lamoureux at 819-956-6461.

4.2.5.C.3 - Rental Escalations (qualifier K4) ~ Leased

Where percentage increases over previous year actuals are greater or less than the projections provided by NCA APM Leasing, an anomaly will be recorded and an explanation will be required. Escalations (combination of operating GLA 505009 and utilities GLA 505012 - 2%; tax GLA 505010 - 1.5%).

4.2.5.C.4 - Lease Escalation Audits ~ Leased

PWGSC conducts audits in situations in which lease escalations have been claimed by a building owner. PFMs that would like to have an audit completed on the leased asset(s) that they manage and/or administer are instructed to program the activity in the applicable BMP under qualifier V3.

For all questions related to Lease escalation audits, contact Lucie Lamoureux at 819-956-6461.

4.2.5.C.5 - Lease Assessments ~ Leased

PFMs that would like to have a lease assessment completed should confirm that the property tax being charged to a building owner by the City of Ottawa and/or Gatineau is appropriate and are instructed to program the activity in the applicable BMP under qualifier V3.

For all questions related to lease and tax escalations, audits or assessments, and to obtain your calculation sheet for your building, contact Lucie Lamoureux at 819-956-6461.

4.2.5.C.6 - Basic Rent (qualifiers K1-K3) ~ Leased

Where projected rental costs are greater or less than the amounts stipulated in applicable Lease Agreements and/or identified in TADS/OIS-OAS Rep, an anomaly will be recorded and an explanation will be required.

Please contact the Lease Program Manager for information / clarification with respect to rental costs to be included in BMPs for leased buildings/facility.

4.2.5.C.7 - Repair Projects ~ Leased

Where a repair project of a significant dollar value (i.e.: in excess of \$25K) is planned for a leased buildings/facility, an anomaly will be recorded and an explanation will be required. Repair projects are not typically undertaken in leased assets/facilities.

4.2.5.C.8 - Space Optimization, Fit-up and Refit Projects ~ Leased

It is extremely important that the appropriate BCA qualifier be identified for space optimization, fit-up and refit activities planned for and/or underway in leased facilities. Qualifier X2 (space optimization) or Qualifier X5 (refit) should be used to identify activities in leased facilities. Qualifiers X3 (existing space) and X4 (new space) should be used to identify fit-up activities in leased facilities. In addition to the foregoing, the amount of space (square meters rentable) optimized, fit-up and/or refits as part of individual accommodation-related projects must be identified as a suffix to the project description contained in the BMP and/or SIGMA or AFDMS.

The suffix should be shown with 'M2rYx' (where x = the amount of space for each fiscal year in which the space identified will be optimized, fit-up and/or refit). The space information is specific to a given planning year and must be updated on an annual basis for accommodation-related projects that span more than one fiscal year. This particular requirement has been added to streamline the Annual Reference Level Update (ARLU) exercise.

PFM's should be aware of any "Space Based" projects approved during the current fiscal year and as such should work with the project team to determine whether or not the project will be completed within the fiscal year. Any "Space Based" projects that will not be completed within the fiscal year will become a "Carry-over" project and as such the PFM must ensure that the funding required to complete the project is included within their BMP for the appropriate lease. It will be up to the PFM to work with the project team to determine the amount of funding required to carry out/complete the work planned in the new fiscal (Planning) year and any subsequent years.

4.2.5.C.9 - Space Optimization~Leased

Where a qualifier other than X2 is used to identify a refit activity in a leased facility, an anomaly will be recorded and an explanation will be required.

4.2.5.C.10 - Fit-up Activities ~ Leased

Where a qualifier other than X3 (existing) and/or X4 (new) is used to identify a fit-up activity in a leased facility, an anomaly will be recorded and an explanation will be required.

4.2.5.C.11 - Refit in Leased Facilities ~ Leased

Where a qualifier other than X5 is used to identify a refit activity in a leased facility, an anomaly will be recorded and an explanation will be required.

5 - Additional Departmental instructions for BMP for the NCA

5.1 - NCA Tree program ~ Crown-Owned/Lease-Purchase

In Ottawa, ash trees represent approximately 25% of the city's urban forest. Due to the Emerald Ash Borer, an insect that is destroying mature urban trees in the City and surrounding areas, we anticipate losing a large portion of the urban forest in the next several years in the NCA. With the assistance of PWGSC horticulturist experts, the PFM should assess the trees on Crown land and forecast the required budgets to replace any dead trees and maintain trees on the federal sites we manage. PWGSC encourages tree maintenance and tree planting where possible.

You can contact our Horticulturist expert Joanna Wichers at 819-775-4268.

For additional information on the Tree Planting program of the City of Ottawa, you can consult their website at:

http://ottawa.ca/en/env_water/tlg/trees/index.html

5.2 - Commissioning policy

Real Property Branch (RPB), Public Works and Government Services Canada (PWGSC) have recently approved the new Commissioning Policy. This policy applies to all built works managed by RPB and/or its service providers. It states that "all such works shall be assessed for applicability of commissioning and that all commissioning activities identified through these assessments shall be carried out according to the PWGSC Commissioning Manual and the PWGSC Commissioning Guidelines."

Commissioning Policy can be found on the following link of the P-Drive:

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For more information on the Policy, please contact Paul Sra at 819-956-3972.

For any questions related to the commissioning of your current or upcoming projects, you can contact Mike Cavan, Head of Commissioning within Maintenance Support Services at 613-990-7735

5.3 - Geomatics work for 2013-2014

Over the years, many billable activities directly related to the management of the National Capital Area Operations portfolio, were centrally funded. This distorted the range of expenditures attributable to an asset, and it contributed to work taking place in the asset without the involvement or contribution of the property management team responsible for the asset.

Geomatics services, should be expended directly to an asset, or to a project. The following are some of the services that Geomatics provides to the PFM and to the Real Property community (Owner Investor, Accommodation Management, Leasing, Real Estate Services, and Legal Services):

Base update / new base - The creation / update of a complete architectural base drawing for the building as a whole. This is different than a collection of as-builts or a record drawing in that it is a measured drawing (as-found) that strictly follows the specifications of the Area Measurement Policy. It is updated every few years, or on request.

Space Calculation update / new - Once a base drawing has been created / updated, space calculations have to be made to reflect any modifications to the area and its use. These calculations, through the use of Tech2/Space Audit, feed into Winfis and eventually report up to Treasury Board. They also supply the critical space calculations to determine Occupancy Instruments.

Master base plan update - The creation / update of a site drawing of the area from just beyond the property line to the building footprint including underground utilities, infrastructure, topography (elevations) and basic landscaping information. It also includes roads, parking areas and walkways. For larger "campuses" (Tunney's Pasture, Confederation Heights) the plan covers the entire site within the property boundaries, including between all the buildings.

Land survey update - The update of the legal land survey includes information such as property boundary, rights of way, easements, titles, land rights, etc. It forms part of our Departments' Law Record Books and describes our land and property holdings.

Explanatory plan update - The explanatory plan is drawn or updated using the land survey as its source, but simplifies the information contained within to communicate the information in a manner easily understood by persons outside the discipline. Usually incorporate satellite imagery for context.

A list of buildings that will require funding for next fiscal year can be found on Appendix O of the present document.

PFMs are responsible for having projects created in SIGMA. This will assure that funding can be allocated to the respective projects.

Should funding not be allocated at the end of the BMP process, PFMs are to cash manage or submit their projects for Banking Day consideration.

Special note for AFD:

PFMs to provide project list to service provider for inclusion in BMP.

PFMs to have SIGMA project created to support project. The BMP interface will not do this automatically.

For more information, please contact the Manager, Geomatics COE at 613-244-3002.

5.4- Elevating Devices licensing

Elevating devices require licensing every year and this function is managed by the TSSA Toronto office. When budgeting for the elevating contract additional funds to cover the cost of licensing should be identified in the same project number utilized to pay for the elevating contract. Please refer to the following amounts to determine the required additional cost for licensing:

1. Elevator License (annual) :
Elevator serving 5 floors or less \$105.00
Elevator serving 6 floors or more \$120.00
2. Escalator or Moving walk (annual) : \$120.00
3. Elevating device other than above (annual) i.e. lift for persons with physical disabilities :
\$100.00

For more information about Elevating Devices Licensing contact Dave Ventura at 819-775-4088.

With AFD Managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

5.5- Maintenance Contract Qualifiers budget allocations

It is very important to allocate the right qualifiers to the identified funding on your maintenance contract summary listing into your BMP. Your contract summary will identify your contract amounts including the “As & When” clause if applicable. The contracts listing summary is divided in three lines, as follows:

Contract:

The contract amount is designated to a unique qualifier (i.e. Q2C for HVAC systems maintenance)

Technical:

The wages of the technician or the specialist are to be allocated to the 2A qualifier

Implementation:

The one time new contract implementation amount is to be allocated to the 2A qualifier

As & When Clauses in a contract:

In the past, maintenance specialist promoted the implementation of a comprehensive (all inclusive) maintenance contract on some equipment. This type of contract is a financial benefit to both you and your client because it is easier to budget and it installs piece of mind. However, as the inventory becomes older (>15yrs) and begins to approach the end of its useful life expectancy, maintainability comes at a much greater cost which in turn, begins to drive the cost of the contracts upwards and prospective contractors away.

In the first year of the contract the “inspection/Maintenance” would cover basic equipment preventive maintenance such as filter and belt changes as well as lubrication, cleaning, minor operational adjustments and service calls. In addition to this and as a complementing component, we have introduced a “As & When” clause to some contracts. This clause will provide a lump sum amount which, would be included in the contract documents (in other words “pre-approved”) and could be used over the duration of the term of the contract for maintenance related repairs or modifications/improvements to the equipment or system(s) that would enhance equipment serviceability, reliability, life expectancy and/or efficiency.

If some of the identified amounts of the “as & when” clause are utilized during the first year of the contract, the remaining balance would carry over to the next year for the duration of the term of the contract.

It is important to note that the full amount of the contract will vary from one year to the next during the term of the contract if any “as & when” expenditures occurred.

Note that the “As & when” amounts are included in the total contract amounts.

5.6 – Guidelines for Hot Water Conversion ~ Crown-Owned/Lease Purchase

Through the Energy Services Acquisition Program (ESAP), PWGSC is anticipating the conversion of the NCA Central Heating Plants (CHP) to low temperature hot water production for building heating. This change has many advantages for efficient operation and for future integration of renewable and waste energy resources. To support this initiative, asset based projects involving buildings undergoing major and minor mechanical renovations and new buildings shall be designed to be compatible with future central low temperature hot water heating supply source, while maintaining the interim capacity to interface with existing steam or high temperature hot water services. New mechanical equipment and systems shall be selected to ensure a cost effective incorporation into future conversion projects.

The building conversion parameters are to include a nominal district system supply water temperature at 70°C, with building system supply water temperature at 60°C and return temperature of 35-40°C. An energy transfer station, including heat exchangers and metering shall

be installed at each building interface at the time of system conversion. Projects involving systems which would be influenced by this change shall incorporate measures required to facilitate this conversion. Specific requirements for building conversion are outlined within the approved "Guidelines for Hot Water Heating System for Buildings Connected to Central Heating Plants in NCA" issued by Professional and Technical Services, National Capital Operations. Please refer to Guidelines for Hot Water Heating Systems on the following link to obtain additional details and contact information related to this requirement. P:\RPS\NCA AFMS COE\restore\NCA AFMS COE\Hot Water Conversion-guidelines ~ Conversion de l'eau chaude-lignes directrices

5.7 Monitoring Official Languages Compliance in Retail Lettings ~Crown-Owned/Lease Purchase

NCA Region: Commissioner of Official Languages Requirements

There are certain recommendations that the Commissioner of Official Languages (COL) has provided to PWGSC in order to promote the use of both official languages. These recommendations and the following linguistic monitoring apply to all leases and licenses that provide service and products directly to the public including retail leases, cafeteria agreements, daycare agreements and ATM licenses.

In June 2006, one of the PWGSC Action Plans associated with the COL recommendations was to change the NCA Region lease templates with respect to bilingual service and signage requirements to be implemented in all new lease documents going forward.

In addition to the preceding requirements, ongoing property management functions include reminding and encouraging retail tenants in the NCA of PWGSC's linguistic expectations and to monitor conformance of the bilingual lease requirements.

It should be noted that the signage and service provisions in third party templates have been changed from time to time. As a result, a particular retail area may have some leases with less stringent bilingual requirements, depending on the age of the particular governing lease document. The tenant's lease should be used to guide these requirements.

PFMs that have commercial tenants (retail lettings) are required to perform administrative monitoring inspections periodically (usually quarterly) to assess and document compliance with lease requirements. The requirement to comply with Federal Official Languages (OL) policy through the provision of signage, and services in both official languages is embedded within the lease covenants.

In cases where a tenant is having difficulty in complying with (OL) requirements, support can be obtained from PWGSC's Office of Official Languages. A tool kit containing information and various aids is available to help the retailer perform better in this regard. A representative from OL may also be available to discuss issues and make recommendations to improve the level of service in the official languages.

For more information regarding Commercial Lettings refer to the following link:

P:\RPS\NCA AFMS COE\restore\NCA AFMS COE\Commercial Letting ~ Manuel sur la location commerciale et au détail

6 - Roles and responsibilities

For a list of Asset by portfolio please refer to:

P:\RPS\NCA AFMS COE\restore\NCA AFMS COE\Asset by portfolio ~ Bien par portefeuille

Or :

P:\RPS\National Common\Asset by portfolio ~ Bien par portefeuille

6.0 - Asset Facilities Management Services Centre of Expertise (AFMS COE)

The AFMS COE is responsible for developing and communicating instructions of the NCA Supplemental Instructions members. They are also responsible for providing BMP training to the PFMs and their extended teams.

6.1 - Director General, National Capital Area Operations (DG, NCA Ops)

The DG, NCA Ops is responsible for approving operating and/or Capital funding requirements at a summary level, authorizing the NCA Region BMP budget and communicating same to the RPT/OSS Directors, NCA Portfolio Management Sector and Corporate Finance Branch. The Director General, NCA Ops is also responsible for identifying the breakdown of the notional reference levels to the RPT/OSS Directors.

6.2 - Real Property Team/OSS Directors (RPT/OSS Directors)

RPT/OSS Directors are responsible for reviewing, challenging and approving individual BMPs and for ensuring that project work plans are reasonable, that project timelines are realistic and that the BMPs, as a whole, respond to and reflect the operating strategies established at the portfolio and/or Sector level. RPT/OSS Directors must ensure that projects designed to address chronic issues are reflected in the BMP project work plan. RPT/OSS Directors are also responsible for reviewing the BMP Summary and Analysis Report to ensure that the funding requirements identified are within the notional reference levels established for their Directorate.

6.3 - Asset Managers/Technical Authorities (AMs/TAs) - AFD-managed facilities

AMs/TAs are responsible for ensuring that the BMPs prepared for AFD-managed assets are reasonable, identify project and/or program timelines that are realistic and include management strategies that are reflective of portfolio and/or Sector plans and priorities. They are also responsible for ensuring that the new 5 year project workplan prepared as part of the BMP exercise is reflective of the requirements identified in the most recently completed Asset Management Plan, is deliverable and is consistent with sound asset, property and project management principles.

AMs/TAs must ensure that the AFD Service Provider prepares and submits a Portfolio Management Plan (PMP) in accordance with the terms and conditions of the AFD contract. In addition, AMs/TAs are responsible for ensuring that the AFD Service Provider identifies “Other Revenues” in the BMPs prepared for the assets that they administer. ‘Other Revenues’ are typically defined as revenues earned from percentage rent, common area maintenance, housing and utilities. As well, the AMs/TAs are responsible to identify the HR costs to the Business Manager and to provide this information to the AFD Service Provider.

6.4.A-Property and Facility Managers (PFMs) – AFD –managed facilities

PFMs have a supporting role for ensuring that the BMPs prepared for AFD managed assets are reasonable, identify project and/or program timelines that are realistic and include management strategies that are reflective of portfolio and/or Sector plans and priorities. They are also involved in ensuring that the new 5 year project work plan prepared as part of the BMP exercise is reflective of the requirements identified in the most recently completed Asset Management, is deliverable, and is consistent with sound asset, property, and project management principles. The PFMs ensure that their AFD counterparts are provided with information that may not be readily available to the AFD service provider, such as details about Major Capital projects, the schedule and projected costs of Asset Management Plans, and miscellaneous information that originates within PWGSC.

The PFM must prepare and update major Capital Project Briefing Notes (CPBNs) in concert with the BMP process. All major capital projects, including space based refits must be identified in the BMP. Data that the AFD service provider incorporates into the BMP must correspond to information contained in the CPBN Database maintained by National Owner Investor in the Accommodation and Portfolio Management Sector.

6.4.B - Property and Facility Managers (PFMs) - PWGSC-managed facilities

PFMs in PWGSC-managed facilities are responsible for the preparation and presentation of comprehensive BMPs (including 5 year project workplans) for the assets that they administer. They are required to collect all of the data necessary to develop the BMP, to meet with AMs/AOs and/or SPMs /PMs with respect to existing and/or emerging projects, and to prepare/update Capital

Project Briefing Notes (CPBNs) for any major capital (Y1) and/or major lease-purchase recapitalization projects (T1) to be implemented and/or completed in the assets for which they are responsible.

All major capital and/or lease-purchase recapitalization projects must be identified in the project workplan section of the BMP. Data related to major capital and/or lease-purchase recapitalization projects must correspond to information contained in the CPBN Database maintained by National Owner-Investor in the Accommodation and Portfolio Management Sector. PFMs must also ensure that the 5 year project workplan prepared as part of the BMP exercise is reflective of the requirements identified in the most recently completed Asset Management Plan that is deliverable, conducive to project bundling and consistent with sound asset, property and project management principles. PFMs are expected to present the BMPs for the assets that they administer to the responsible Asset Manager and Director for review and approval.

6.5 - AFD Service Provider AFD-managed facilities

The AFD Service Provider is responsible for the preparation and presentation of comprehensive BMPs (including 5 year project workplans) and/or PMPs for the assets that they manage. The AFD Service Provider must ensure that the 5 year project workplan prepared for the assets that they administer is reflective of the requirements identified in the most recently completed Asset Management Plan, is deliverable and is consistent with sound asset, property and project management principles.

AFD BMPs and/or PMPs must be prepared in accordance with the terms and conditions of the AFD contract, the National BMP Call Letter and the NCA Supplemental Instructions. The AFD Service Provider is required to submit BMPs and/or PMPs to the AMs/TAs with whom they work via a File Transfer Protocol (FTP) between their own O&M/project management system and AFDMS. Individual AFD BMPs must also include an O&U plan, an all-inclusive project plan (including projects with a total estimated cost in excess of \$1 million), a commercial letting plan and a management analysis.

6.6 - NCA Portfolio Management/Owner-Investor (NCA-PM/O-I)

NCA-PM/O-I provides stewardship for the PWGSC National Capital Area (NCA) Region real property portfolio and develops and oversees the implementation of strategies to accommodate federal tenant space demand in sustainable, productive, and supportive workplace environments.

NCA-PM/O-I directs the development of asset management plans for Crown-owned properties and lease-purchase facilities in the NCA and provides direction for the planning and conduct of cost/benefit analyses and risk management considerations, to make recommendations and decisions on the optimum strategies and plans for the continuing management and investments in these assets. NCA-PM/O-I is responsible for identifying the Real Property Region for the NCA's goals, objectives and portfolio level priorities to be considered during the preparation of BMPs.

NCA-PM/O-I is also responsible for participating in the review of summary level BMP information and for approving RPT BMP funding requirements.

6.7 - NCA Portfolio Management/Accommodation Managers/ Officers (AMs/AOs)

AMs/AOs are responsible for preparing new and/or updating existing Occupancy Instruments (OIs), Tenant Requirement Packages (TRPs) and (for Nunavut - Housing Instruments / HIs) maintained in the Tenant Accommodation Demand System/Occupancy Instrument System (TADS/OIS) to facilitate the transfer of current and accurate occupancy information from TADS/OIS to the PBMS BMP module.

6.8 - Program Management Sector (PMS)

PMS is responsible for determining national operating and capital reference levels for each of the PWGSC Regions, including NCA Region, and for communicating same to the Regional Directors General (RDG's), the DG, NCA Portfolio Management and the DG, NCA Operations.

6.9 - Business and Resource Management (BRM)

BRM is responsible for coordinating the BMP exercise in the NCA, verifying data integrity and monitoring the overall process to ensure that individual tasks are completed in accordance with the Instructions and the schedule contained herein. BRM is also responsible for reviewing and analyzing both detailed and summary level BMP reports, to ensure that the notional reference levels established for the NCA Region are respected and that major project and/or program requirements are addressed.

6.10 - Business Managers

Business Managers provide support to Asset Manager/Technical Authority and extended team. They are responsible for coordinating the BMP exercise on behalf of the RPT and/or Centers of Expertise (COEs) to which they are assigned, and are the primary points of contact for information and/or clarification regarding the BMP process. Except for the AFD-managed portfolios, Business Managers are also responsible for verifying the accuracy of BMP data and for reporting any anomalies to the responsible PFMs and/or AMs.

In addition, Business Managers are expected to monitor the relative “health” of the BMP process within their RPT/COE, to respond to questions from RPT/COE staff and to identify any issues, concerns and/or potential obstacles to BRM. The Business Managers are responsible to establish a shared billable matrix (refer to 4.1.8.C and D) to reflect the shared percentage salary cost for each cost centre and provide it to the PFMs in their respective RPT.

6.11 – ADF Operations Manager

For AFD-managed portfolios, the Ops Manager is responsible to review the accuracy of BMP data and discuss any anomalies with the Service Provider. The Business Manager is also responsible for gathering of HR costs data, as provided by the AMs/TAs, for all portfolios as well as preparing the related spreadsheet. Please refer to Appendix B1 for a list of the NCA Ops Business Managers.

6.12 - Supervisor, Planning & Control Officers (SPCOs)

Except in AFD-managed portfolios, SPCOs are responsible for supporting the PFMs in the collection, validation and input of BMP-related data. SPCOs are also responsible for extracting financial data to support the development of explanations for variances between current and future year funding requirements at the building level. Please refer to Appendix B1 for a list of the NCA Ops SPCOs.

6.13 - Project Director (PD), Project Manager (PM) and Project Officer (PO)

PDs, PMs and/or POs are expected to meet with PFMs and/or AMs/TAs to provide up-to-date information on current and/or emerging repair, fit-up, recapitalization and capital projects (including carry-overs). PDs/PMs/POs are also expected to assist PFMs in the preparation and update of CPBNs for asset-related major capital and/or lease-purchase recapitalization projects over the course of the BMP exercise. BMP data-related to major capital and/or lease-purchase recapitalization projects must correspond to information contained in the CPBN Database maintained by National Portfolio Management in the Accommodation and Portfolio Management Sector.

PDs are responsible for reviewing the project workplans developed for the assets administered by the RPT/COE, to which they are assigned, to validate the proposed delivery schedules and confirm the associated cash-flow projections. In addition, except in AFD-managed portfolios, PDs should ensure that project workplans are deliverable, conducive to project bundling and reflective of the policies and/or procedures associated with the National Project Management System (NPMS).

6.14 – NCA P&TS COE Architects, Engineers and Technologists (P&TS COE)

P&TS COE acts as technical advisors to Asset Managers, Property Managers, Project Managers, Owner/Investor and Real Estate Advisors in NCA. P&TS COE comprises Centre of Expertise for Architectural & Interior Design, Mechanical & Electrical Engineering, Structural, Municipal & Geotechnical Engineering, Marine & Transportation Engineering, and Geomatics services -- technical experts who can help PFMs and/or AMs/TAs both in the preparation of the BMPs and in their prioritization and implementation.

P&TS COE has roles and responsibilities prior to, after, and during the BMP exercise. Prior to the BMP exercise, P&TS COE has a role in helping to prepare TORs and in the Quality Assurance of Building Condition Reports (BCRs) that form the background to the BMP preparation. After the BMPs are in place, P&TS COE contributes its technical expertise and database of information to the delivery of the approved BMP projects. During the BMP exercise, P&TS COE Architects, Engineers and Technologists can work with Project Managers and PFMs in doing studies to help define the Scopes of Work for the projects to be proposed in the BMP, Investigations and Reports, either in-house or through Standing Offers for Architectural and Engineering Services.

As the diverse P&TS COE team members are very knowledgeable of NCA Buildings and Engineering Assets, they can contribute their expertise in the Quality Assurance of technical reports, and in evaluating and prioritizing identified deficiencies and projects for the BMP exercise. They can also be a source of advice on the best sequencing of projects, potential bundling of projects, how to define end of life of specific systems, and what tests to do in order to justify proposed projects on Buildings and Engineering Assets. P&TS COE can advise on the technical aspects of the proposed BMP project workplan, including the inter-relation between different proposed projects, their feasibility, and technical risks. P&TS COE can also advise on the compliance of the proposed BMP projects to Real Property technical policies/best practices/code compliance, and advise on emerging technical issues that may impact the projects. This involvement, if organized early, is especially useful as P&TS COE also gets involved in the preparation of the BMP call letter, and participates in the review of summary level BMP information in the process of RPT BMP funding approvals.

7 - Inukshuk Awards

During the annual Inukshuk Award Ceremony, generally held in June each year, prizes are awarded to PWGSC PFMs as well as Service Provider for the best BMPs. Other awards such as *Behind the Scenes* and *Special Achievement Awards* are also awarded.

You can find the BMP Rating Criteria under following link:

P:\RPS\NCA AFMS COE\restore\NCA AFMS COE\BMP ~ PGI\BMP Rating Criteria ~ Critères d'évaluation PGI

Epilogue

It is widely accepted that the annual BMP is a planning and budget planning tool and reference document for each asset in a given portfolio. It is taken for granted that the facts and figures presented in each BMP will be rolled up together with all of the BMPs across the nation, and the total amount of money required to operate, maintain, and improve the assets will be identified. For those who are doing the exercise for the first time there is hope that a well executed BMP will result in most or all of the requested funding being allocated. For those who are well seasoned, there is the expectation that the Operations and Utilities component as well as some of the highest priority projects will be fully funded. The reality is that funding availability varies from year to year. One can never count on the resulting allocation of funds being sufficient to initiate all of the projected work for the upcoming year. That said, there are other mechanisms with which the PFM should be conversant.

Sometimes minor project funding can be found within the PFM's portfolio. A project that is found to cost less than projected can result in unneeded funding which can be used to initiate an unfunded project.

Cash management is a term used to describe the acceptance of risk by Management to initiate work on the proviso that funding will become available through out the year. Projects that are not funded can sometimes be initiated if the Business Manager and RPT Director support the cause. Because there is risk, such projects have to be carefully monitored. They are generally added to the Banking Day list; however there may be exceptions if money is lapsing elsewhere within the RPT portfolio.

Banking Day is a term that is used to describe a review and funding allocation process which occurs quarterly – June, September, and January. For a variety of reasons, not every available penny is allocated at the end of the BMP process (and start of the new fiscal year in April). Some of the funding held in reserve is made available on each Banking Day. In addition, not all funded projects can be implemented as planned. Therefore Banking Day serves as an opportunity to surrender the funding to be redistributed to other priorities. Accordingly, PFMs can submit requests and justifications through their Business Manager for consideration prior to each Banking Day. Similarly, PFMs are expected to surrender funds that cannot be used. Typically this becomes apparent in the fall or winter cycle. The downside to Banking Day is that funding that becomes available in January cannot save a project that hasn't been initiated. In reality it is a challenge to complete most projects within the fiscal year.

The foregoing is mentioned to provide some insight into how things work. There can never be enough money to do all the work that is planned. Similarly, a 100% of all planned work can never be accomplished, even with full funding, due to various unforeseen circumstances. Therefore it is essential to put your best effort into developing your BMPs to the highest standard so that you are prepared to implement your priorities regardless of the funding allocation outcome. Knowing that there are possible strategies can make a significant difference in what can be accomplished in a given year.

A final word about Major Capital Projects: Projects over \$1M must be identified in the BMP. Instructions are provided in this document concerning the qualifier to assign, and the requirement to initiate and update a Capital Project Briefing Note (CPBN). However, there are some common misunderstandings about the funding and project approval process for projects of this magnitude.

Although the BMP identifies the project and its dollar value, the actual funding approval is based on the CPBN submission and the accuracy of its facts; the ranking of the CPBN relative to other CPBNs; and the overall availability of funds. The point is that inclusion of the project in the BMP is required to help our colleagues identify total program funding requirements. However, the funding approval of projects over \$1M is not tied to the BMP. CPBN funding allocations are separate from BMP allocations.

Project Approval for Major Capital Projects (as opposed to Funding Approval) is tied to the Investment Analysis Process. In order to get funding approval, the Project Manager assigned to your project will have to present the IAR (PPA or EPA) that was developed for that project to the Investment Management Board (IMB) Committee. It is only once approval is received from this Committee that you actually get allocated with the funding required to move forward with your project.

Appendices

Appendix H - BMP Checklist

This checklist can also be found (less detailed) in the National Call Letter.

#	Crown/ AFD	L-P	Lease	Ref. #	Question	Yes	No	N/A
1	X			1.0	Have you provided copies of intranet documents to the AFD Contractor?			
2	X	X	X	1.1	Have you read the Real Property Business Plan in order to familiarize yourself with the key priorities?			
3	X	X		1.3.A	Did you obtain a listing of all B1 projects for your building?			
4	X	X	X	1.3.B	Have you familiarized yourself with the Real Property Asset Integrity Procedure?			
5	X	X		2.1.A	Have you made sure to fund your environmental priorities directly to an asset or project?			
6	X	X		2.1.1	Have you reviewed Departmental Policy 074?			
7	X	X		2.1.1.1	Have you complied with the Due Diligence review by planning the annual assessment for one third of your buildings? (Refer to appendix N)			
8	X	X		2.1.1.2	Have you planned for your emergency response plans and product release reporting procedures for your storage tank systems?			
9	X	X	X	2.1.1.3	Have you planned for your site specific halocarbon SOPs at all of your sites where there are halocarbon containing equipments which fall under PWGSC responsibility and accountability?			
10	X	X	X	2.1.1.3	If you have completed your halocarbon SOP, have you planned for its annual update?			
11	X	X	X	2.1.1.3	Have you evaluated your halocarbon containing equipment using the risk assessment tool?			
12	X	X	X	2.1.1.4	Have you reviewed the PCB regulatory compliance?			
13	X	X		2.1.2/ App. D	Have you reviewed the SDS targets and action plans and included any projects that are required for your facility to meet these targets?			

#	Crown/ AFD	L-P	Lease	Ref. #	Question	Yes	No	N/A
				2.1.2.A	Have you added the prefix SDS in the project description field in the BMP and/or SIGMA or AFDMS?			
14	X	X		2.1.2.1	Have you planned your energy projects and submitted them to Satish Bansal?			
15	X	X		2.1.2.2	Have you planned your BOMA "BEST" assessment and identified the completion date in your project plan?			
16	X			2.1.2.3	Do you have any contaminated sites projects? If so, you need to contact Laurent Lavergne at 819-993-5318.			
17	X	X	X	2.1.2.4	Have you completed your inventory of Hazardous Materials? Have you included funding to assess your inventory for alternative materials?			
18	X			2.1.2.5	Is your HVAC equipment free of CFCs?			
19	X	X	X	2.2.1	Have you completed your HVAC Standard Operating Procedures? Will you be reviewing them to ensure they are up-to-date?			
20	X	X	X	2.2.2	Is your asset due for an Asset Management Plan (AMP) or an E-AMP? If so, have you identified funding in your project plan?			
				2.2.2.A	If funding was not provided in the current year, did you identify it in this year's BMP?			
21	X	X	X	2.2.2.1	Have you included the seismic screening in the AMP requirements?			
22	X	X	X	2.2.2.1.A	Have you updated your BPR in the CAPs system to include seismic assessment date, effective seismic zone, and seismic screening results?			
23	X	X	X	2.2.3	Is your facility due for a Threat and Risk Assessment? If so, have you included funding?			
24	X	X	X	2.2.3.A	If no funding was approved in 2012/13, did you identify funding in this BMP?			
25	X	X	X	2.2.3.B	Have you updated your post orders and have you provided direction concerning elevator entrapments?			

#	Crown/ AFD	L-P	Lease	Ref. #	Question	Yes	No	N/A
26	X	X	X	2.2.4	Have you reviewed your accessibility report in RPMS?			
27	X	X	X	2.2.4	Does your facility meet accessibility requirements? If not, have you planned projects to meet the accessibility requirements? Have you informed your Regional Accessibility Specialist about any completed renovations that need to be updated in RPMS?			
28	X	X	X	2.2.4.B	Have you updated your BPR in the CAPS system to capture the upgrades in the Accessibility Module?			
29	X	X		2.2.5	Have you planned your electrical safety site specific operation and testing for all sites that are operated by PWGSC employees?			
30	X	X	X	2.2.6	Have you planned for your building cladding inspections in years 2013-2014 through to 2017-2018?			
31	X	X		3.1	Do you have an inventory of your pressure piping? If not, have you included funding to inventory and examine your pressure piping?			
32	X	X		3.2	Is your sprinkler head inventory completed? Do you have any outstanding sprinkler head replacement costs? Did you plan for these items in your BMP?			
				3.2.A	Did you consult the sprinkler head inventory on the P drive?			
33	X	X		3.2.B	Have you addressed standpipe inspections, maintenance, and testing; and have you identified projects to correct deficiencies?			
34	X	X	X	3.3	Have you identified funding for Potable Water testing?			
35	X	X	X	3.4	Have you reviewed the amended Departmental Policy 078 and the responsibility matrix? If your emergency evacuation plan needs to be created or updated, have you included funding to do so?			
36	X	X		3.6	Have you made sure that all maintenance activities are managed through the RPMS system?			
37	X	X		3.7	Do you have a Service/Management Agreement that includes the preparation of a BMP? If so, are you using the			

#	Crown/ AFD	L-P	Lease	Ref. #	Question	Yes	No	N/A
					BMP module?			
38	X	X		3.8	Have you completed an initial survey of your facility to determine the presence of asbestos containing material? Have you included any required funding to perform your annual reassessment?			
39	X	X		3.9	Do you have a Records Management system in place? If not, can you assure that all information is properly stored and protected?			
40	X	X		3.10	If you have heritage assets, have you reviewed the policy on those assets to ensure any work done conforms to the policy?			
41	X	X		3.11	Did you refer to the data available in CAPS when preparing your BMP?			
42	X	X	X	3.12	Have you installed tactile signage? If not, have you included tactile signage in your project plan?			
43	X	X	X	3.12	Does your facility meet FIP signage requirements? If not, have you planned projects to meet FIP requirements?			
44	X	X	X	3.12	Have you included funding for a Canada Woodmark sign?			
45	X	X	X	3.12	Do you require any flags or flagpoles to meet Departmental Policy No. 65?			
46	X	X	X	3.13	Have you ensured that projects meeting the criteria for capitalization are captured according to accrual accounting guidelines?			
47	X	X	X	3.14	Have you inspected and updated the inventory for Cultural Property?			
48	X	X		3.15	Do any of your projects, planned or active, require a Capital Project Briefing Note? Have you referenced your CPBN numbers in your project plan and project tombstone?			
49	X	X		3.15.A	If you have a major capital project to deliver in the next 5 years, did you prepare a CPBN for its funding?			
50	X	X		3.16 3.16.A	Have you identified funding for your Infrastructure Continuity Plan?			

#	Crown/ AFD	L-P	Lease	Ref. #	Question	Yes	No	N/A
51	X	X		3.17.A	Do you have a fire alarm maintenance contract that meets the governing codes and standards in place?			
52	X	X	X	4.1.6	Have you included projects identified in the BPR exercise in your BMP project plan?			
53	X	X		4.1.6.A	Did you follow the deadline of July 30, 2012 for preparing your BPR in a Crown-owned and Leased Purchase building?			
54			X	4.1.6.A	Will you meet the deadline of December 3rd, 2012 for preparing your BPR in a Leased asset / OGD asset?			
55	X	X	X	4.1.8	Did you calculate your payroll costs based on 1.8 X the Hourly billable rate?			
56	X	X	X	4.1.8.B	Did you identify costs related to Commercial Ops as a V1?			
57	X	X	X	4.1.8.C 4.1.8.D	Did you obtain a list of billable staff from your Business Manager?			
58	X	X	X	4.1.8.E	Did you identify the costs related to your MSO?			
59	X	X		4.1.9	Have you walked your building to determine physical existence and the number of commercial and retail letting occupants? Have you compared your inspection results against the WINFIS Rent Roll report to ensure all commercial and retail lettings are contained in the Rent Roll Report?			
60	X	X		4.1.9	Have you compared the WINFIS Rent Roll revenues to the letting agreement or in the case of where a Service Provider, to their reporting, to ensure the revenues are true and accurate?			
61	X	X		4.1.9	Have you provided information required to update other systems to the AMs/AOs, Manager, Space Accommodation, Leasing or Commercial Operations Officers, before beginning BMP Revenue Planning			
62	X	X		4.1.9	Have you determined if your commercial letting agreements have other revenue (e.g. percentage rent or			

#	Crown/ AFD	L-P	Lease	Ref. #	Question	Yes	No	N/A
					parking) which requires manual entry?			
63	X	X	X	4.1.9.B	Did you verify and/or update the data related to commercial lettings using the PBMS BMP Revenue Module?			
64	X	X	X	4.2.2	Have you done your Asset Classification Review?			
65	X	X	X	4.2.3	Management Analysis - Does your BMP reflect the strategies identified in your AMP			
66	X	X	X	4.2.3	Have you done your Unit Cost Analysis and compared it to last year's numbers?			
67	X	X	X	4.2.3	Have you explained, and identified corrective measures for ROIs of less than 2%?			
68	X	X	X	4.2.3.B	Have you identified strategies to maintain or improve a positive ROI?			
69	X	X	X	4.2.4 4.2.4.A	Have you examined your O&U plan to ensure that it correctly reflects the estimated and known increases over the next five years? Have you noted your assumptions in the comment field of each line item?			
70	X	X		4.2.5	Have you seed funded larger projects to bring them to shelf-ready stage for next year?			
71	X	X		4.2.5	Have you looked at your entire project plan over the five year horizon and tried to balance the workload and cost as evenly as possible over the five year window?			
72	X	X		4.2.5	Have you included the cost of swing space in your projects?			
73	X	X		4.2.5	Do your projects allow for the cost of compliance with CLC regulations?			
74	X	X		4.2.5 4.1.8	Are your project leaders chargeable to your projects? If so, is that reflected in your projects? If not, see section 4.1.8.			
75	X	X		4.2.5	Have your projects been reviewed by a Project Director or P & TS COE			

#	Crown/ AFD	L-P	Lease	Ref. #	Question	Yes	No	N/A
76	X	X		4.2.5	AFD-Managed facilities: Has the PWGSC representative identified all projects, regardless of cost, to the contractor for entry into the BMP?			
77	X	X	X	4.2.5.1	Have you used your CAPS report to plan for future projects up to and including 2017-2018?			
78	X	X		5.1	Have you planned your Emerald Ash Borer mitigations and tree replacement projects?			
79	X	X		5.2	Have you planned and budgeted for Commissioning on your projects?			
80	X	X		5.3	Do your buildings require Geomatics updating?			
81	X	X		5.4	Have you planned and budgeted for Elevator Licences?			
82	X	X		5.5	Have you planned and budgeted your maintenance contracts correctly?			
83	X	X		5.6	Do you have any projects planned that will be impacted by low temperature hot water conversion?			
84	X	X	X	5.7	Have you conducted an inspection to find if there are any deviations of the official languages in retail lettings?			

APPENDIX I – INSTRUCTIONS/PROCESS IN CREATING A NEW CPBN

To request a new CPBN please provide the CPBN Administrator (emails: Terri.Cameron@pwgsc.gc.ca or quentin.nahum@pwgsc.gc.ca) with the information identified in the list below:

1. Project Title:	A brief description to identify the key focus/scope of the project
2. Building #:	e.g. 7537012
3. RPSR Cost Center:	e.g. R8G5
4. Level 1 Project Number:	e.g. R.018334.001
5. Asset Code:	e.g. 7701510
6. Functional Area:	e.g. Marine Structures - RB03
7. Funding:	e.g. EAMC (see Funding Classifications below)
8. To: RMOI(s):	Full edit rights & email alerts
9. Cc:	Typically the Business Managers, the PFM and the Asset Managers. Full edit rights and/or Reviewers who wish to receive email alerts
10. Bcc:	Optional, the OPI contact - no edit rights/ email alerts
11. Region:	e.g. Pacific
12. Province:	e.g. BC
13. City:	e.g. Vancouver
14. Address:	e.g. 151 Robson
15. Building:	e.g. Skyway Access

Once the CPBN has been created, you will receive an email from the Administrator with the new CPBN #. Once received, complete the new CPBN by filling out the remaining fields on all of the following tabs;

General Information Générale	Project Approval/Approbation	Priority Ranking/Classement	Financial/Financier	Reports/Rapports
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Functional Codes - Most Commonly Used Codes in CPBN	
Common Use Facilities - Crown-Owned	RA00
Designated Facilities	RA02
Housing - Crown-Owned	RB00
Land Transportation	RB02
Marine Structures	RB03
Office Facilities - Crown-Owned	RA04
Office Facilities - Leased-Purchased	RA06
Special Properties - Crown-Owned	RB01
Surplus Properties	RB06

Funding Classifications
EAMC
FEDERAL HOLDINGS - ASSETS
FEDERAL HOLDINGS - PI
LEASE PURCHASELTVP
MAJOR CAPITAL - INFRASTRUCTURE
MINOR CAPITAL - EAMC
MINOR CAPITAL - FA
MINOR CAPITAL - FH
MINOR CAPITAL - INFRASTRUCTURE
NIS
SDS
SUPS

For more information related to the creation and update of a CPBN, please refer to the following websites :

http://source.tpsgc-pwgsc.gc.ca/si/oares/content/current/pno_29e.html

http://source.tpsgc-pwgsc.gc.ca/si/oares/content/current/pno_28e.html

Please note that the contact person identified on these sites is outdated. All questions related to CPBNs are to be directed to the CPBN administrator Terri Cameron at 613-994-3245.

Appendix J - Schedule of Activities for the BMP Process in the NCA

Activity	Action by	Completion Date
<u>BMP CALL:</u> Issue BMP Supplemental Instructions to NCA Stakeholders.	Director General NCA Ops	July
<u>Exchange of Information:</u> Property and Facility Managers are provided with information relating to:		
1. Service contracts,	OSS/MOA	Jul/Aug
2. Utilities	OSS/UMS	Sept.
3. Repair and capital project costs (including carry-overs),	PSs, PMs	Sept.
4. Client strategies, space optimization, fit up, refit and other client projects,	AMs/AOs Business Managers	Mid-Sept.
5. Establish matrix for non-billable staff reflecting shared % of Salary cost	Lease Program Manager	Mid-Sept.
6. Fit up projects for vacant space in carry-over leases		Mid-Sept.
<u>Team meetings:</u> meet with Project Managers P&TS/ COE and other team members to discuss funding required for emerging repairs, fit up, recapitalization and capital projects.	AMs/TAs PFMs	Sept.
<u>Tenant Meetings:</u> Meet jointly with major tenants to discuss occupant strategies and priorities that affect the BMP.	AMs/TAs PFMs	Sept.
AFD-managed buildings		Oct.
Non AFD-managed buildings		

<u>Revisions to Tombstone and Vacancy Data:</u> Communicate required changes to WinFIS	AMs/AOs	
AFD-managed buildings	AMs/TAs	Aug./Sept.
Non AFD-managed buildings	PFMs	Sept./Oct.
<u>Update of Commercial Letting Revenues (PWGSC- managed facilities):</u> Verify commercial letting data in the PBMS BMP revenue module and communicate required changes to WinFIS. (Consolidation with commercial operations required to verify commercial letting data)	AMs/AOs.	Sept. Oct.
AFD-managed buildings	AMs/TAs	
Non AFD-managed buildings	PFMs	
<u>BMP Data Entry:</u> Input O&U, project, and revenue data into the PBMS BMP Module:		
AFD-managed buildings	SPs/TAs	Sept to Nov 1st
Non AFD-managed buildings	PFMs	Sep to Dec 1st
<u>BMP Presentation to Asset managers / Directors</u>		
Final updates and changes in BMP Module	SPs/PFMs	Dec 7, 2012
<u>BMP Approval by RPT/OSS Directors:</u> approval and sign-off of individual BMP's to confirm support for the plans.	RPT/OSS Directors	Dec 14, 2012
<u>BMP CUT-OFF</u> Change BMP Status: Change BMP status to be submitted. Note: Once the status has been changed, PFMs and AMs/TAs are no longer able to change the BMP data.	BRM / AFDMS Teams	Dec 19, 2012 no exceptions

<u>BMP Roll-up and Analysis:</u> Analysis of summary and detail level information at the asset/facility, RPT and RPNCA levels Exception report prepared and submitted to the Director, BRM and the individual RPT/OSS Directors to identify variances, outstanding / unresolved issues and recommendations. Approved corrective action taken and resultant changes input into the BMP module.	BRM / RPT Directors	Jan 2013
<u>Coordination of Inukshuk Award:</u> Request for nominations sent to RPT/COE Directors	AFMS RCOE	April 2013
<u>Revision of Detail and Summary Level BMP Data:</u> BMP data revised and revised summary and detail level reports prepared by asset/facility to support Budget Allocations.	BRM (COS)	February 2013
<u>Program Management Sector (PMS):</u> determines operating and capital reference levels for allocation to the PWGSC regions (including NCA) and communicates the information to the Regional Directors General, the DG, NCA Ops and the DG, PPB via a memorandum from the ADM, Real Property Branch. The Director General NCA Ops confirms the reference levels to the RPT/COE Directors via the Director, BRM .	PMS	Mid-March 2013
<u>Budget Approval:</u> Approve and Allocate budgets to the RPT/OSS Directors.	DG, NCA Ops	Mid-March 2013
<u>Budget Input:</u> Confirm budgets in WPM and RC Budget Monitoring.	Business Managers	End, April 2013

Appendix K - PWGSC NCA Properties - 2012-2013 PILT Estimates ARLU

ASSET NUMBER	Roll Number	Property Description	2013-2014 ARLU Forecast
520001	06 14 020 801 49300	Lasalle Academy	\$502,924
520004	06 14 020 601 33800	Connaught Building	\$786,774
520005	7911 6534 00 6575	TERRAIN VACANT (BOUL. CARRIERE)	\$0 (leased)
520016	06 14 106 102 03700	Warner Building	\$109,324
520017	06 14 020 601 40400	Former Bank of Canada (350 King Edward)	\$430,588
520021	06 14 105 604 02801	Heating Plant	\$19,310
520023	06 14 021 001 34400	General Pearkes Building (NDHQ)	\$4,186,962
	06 14 031 301 73300 /		
520040	06 14 031 301 73350	Warehouse Building/Exhibition building	\$469,158
520068	06 14 116 505 00901	National Museum (Mulligan Building)	\$329,609
520069	06 14 116 201 00600	Sir Charles Tupper Building	\$1,234,602
520069	06 14 106 001 01400	Sir Charles Tupper Building - Parking Lot	\$72,056
520070	06 14 106 001 02800	Vacant Land Parcel 'A'	\$97,081
	06 14 106 001 10000	Vacant Land Parcel 'B'	\$0
	06 14 116 201 07500	Vacant Land Parcel 'D'	\$20,219
	06 14 116 201 07601	Vacant Land Parcel 'C'	\$0
520077	06 14 106 001 05300	Sir Leonard Tilley Building	\$1,216,848
520081	06 14 116 201 04700	Insurance Building	\$78,271
520082	06 14 106 001 02701	Taxation Data Centre	\$2,858,454
520089	06 14 063 301 29800	Parking Lot - 369 Le Breton St. South	\$9,928
520089	06 14 063 301 48800	Parking Lot - 289 Carling Ave.	\$10,906

ASSET NUMBER	Roll Number	Property Description	2013-2014 ARLU Forecast
520098	06 14 063 301 48900	NCC Office Bldg. - 291 Carling Ave.	\$23,116
520100	06 14 063 401 07700	Administration bldg., EMR Complex	\$243,921
520103	06 14 063 401 07800	EMR Complex, Sir WM Logan Building	\$1,764,204
520349	06 14 073 601 32901	Pump house	\$0
520351	06 14 073 601 30500	#11 Workshop-Butler Building	\$4,715
520352	06 14 073 601 31300	#16 D.N.D. Computer Building	\$666,585
520353	06 14 073 601 31500	#9 Brooke Claxton Building	\$1,133,092
520354	06 14 073 601 29900	#3 Bureau of Statistics	\$1,614,752
520357	06 14 073 601 29800	Tunney's Pasture - Surplus Land	\$224,715
520359	06 14 073 601 29901	#1 R.H. Coates Tower	\$1,894,681
520364	06 14 063 501 16100	Plouffe Park - (Domes Bldg)	\$81,820
	06 14 063 501 16200	Plouffe Park - Supply & Services Administration Building	\$62,882
	06 14 063 501 16300	Plouffe Park - Warehouse Building	\$113,448
520365	06 14 073 601 29902	#5 Jean Talon Tower	\$2,681,222
520366	06 14 073 601 31100	#15 General Records Centre	\$105,731
520367	06 14 073 601 30800	#7 Health Protection Building	\$304,941
520369	06 14 073 601 30900	#4 Standards Lab	\$115,525
520370	06 14 073 601 31400	#18 Personnel Records Building	\$337,494
520371	06 14 073 601 30200	#2 Finance Building & #14 Annex	\$435,800
520374	06 14 073 601 30901	#19 Jeanne Mance Building	\$1,609,408
520376	7911 6632 33 9611	PORTAGE I & II (520903 main #) (48%)	\$2,451,073
520377	7911 6632 33 9611	PORTAGE I & II (520903 main #) (38%)	\$1,940,433
520384	7911 6632 30 5916	PORTAGE * IV (47%)	\$6,062,678

ASSET NUMBER	Roll Number	Property Description	2013-2014 ARLU Forecast
520387	06 14 041 701 07400	Wellington (Metropolitan) Building	\$953,942
520390	06 14 041 701 02300	LANGEVIN BLOCK	\$609,012
520393	06 14 041 701 03500	NATIONAL PRESS BUILDING	\$141,423
520394	06 14 041 701 05000	POSTAL STATION "B"	\$291,146
520396	06 14 041 701 06000	Birks/Bates/Scroggins/Fisher Building	\$152,142
520397	06 14 041 701 07000	BOOTH BUILDING	\$117,528
520398	06 14 041 701 03300	VICTORIA BUILDING	\$530,259
520399	06 14 041 701 06800	LA PROMENADE BUILDING	\$1,649,019
520400	06 14 041 701 05100	HOPE BUILDING	\$48,119
520401	06 14 041 701 05600	BLACKBURN BUILDING	\$408,409
520402	06 14 041 701 05400	NORCANO BUILDING	\$1,950
520403	06 14 041 701 02500 / 06 14 041 701 03200	EMBASSY BLOCK	\$61,382
520403	06 14 041 701 03000	EMBASSY BLOCK	\$53,595
520406	06 14 041 701 22800	Marshall Building	\$92,311
520407	06 14 041 701 05200	O'BRIEN BUILDING	\$0
520408	06 14 041 701 02700 / 06 14 041 701 06300	FORMER BANK OF COMMERCE	\$11,328
520409	06 14 041 701 05300	NELMS BUILDING	\$4,275
520411	06 14 041 701 06500	Library of Parliament (former Bank of Nova Scotia Bldg.)	\$118,124
520413	06 14 041 701 03400	BANK OF MONTREAL BUILDING	\$90,207
520414	06 14 041 701 07100	Brouse-Slater Complex (Orme-Dover)	\$55,088
520417	06 14 020 901 27900	Lester B. Pearson Building, (DFAIT)	\$5,793,573

ASSET NUMBER	Roll Number	Property Description	2013-2014 ARLU Forecast
520423	06 14 041 701 02102 / 06 14 041 701 02103	JUSTICE BUILDING /Justice Annex	\$1,633,519
520429	06 14 041 701 02100 NL	NATIONAL LIBRARY OF CANADA	\$1,435,671
520432	06 14 041 701 04400	East Memorial Building	\$1,945,033
520433	06 14 062 901 02700	Trade & Commerce	\$1,059,851
520435	06 14 041 701 19100	Lorne Building	\$0
520471	7911 6533 56 4904	EMPLACEMENT RUE ST-REDEMPTEUR	\$0
520541	7911 6533 94 8286	IMPRIMERIE NATIONALE	\$1,183,077
520546	81017 6333 80 2464	CENTRE DE FORMATION BISSON	\$214,025
520563	81017 6234 59 4712	CENTRE DE FORMATION * ASTICOU	\$1,260,943
520571	06 14 031 301 71202 PWO	RCMP HQ - Main Building (Nicholson)	\$1,795,173
520625	7911 6632 33 9611	PORTAGE I & II (520903 main #) (14%)	\$714,896
520635	06 14 120 505 12400	Government of Canada Building	\$94,188
520647	06 14 031 301 71200 PWO	RCMP HQ - Land	\$201,155
520650	06 14 031 301 71203 PWO	RCMP HQ - Canadian Police Information Centre	\$669,614
520670	06 14 031 301 71201 PWO	RCMP HQ - Gatehouse	\$1,189
520776	06 14 020 601 04200	Constitution Bldg	\$1,159,359
520777	Multiple roll numbers	CENTRE DE PRESERVATION (T.V.)	\$3,977,572
520780	81017 5931 000390	CENTRE MACOUN (Former Museum of Nature, Aylmer)	\$191,060
520793	06 14 041 701 05500	SAXE BUILDING	\$6,870

ASSET NUMBER	Roll Number	Property Description	2013-2014 ARLU Forecast
520812	06 14 041 701 02100 SC	SUPREME COURT OF CANADA	\$1,037,029
520817	06 14 084 301 21800	Graham Spry Building	\$299,190
520859	06 14 021 001 00200	Conference Centre	\$350,956
520876	06 14 020 901 28000	Former Ottawa City Hall	\$3,725,137
520888	7905 7141 06 7510	EDIFICE ZELLER'S	\$225,769
520900	81017 6632 30 5916	Portage III * (53%)	\$6,836,636
520906	06 14 041 701 24900	Jackson Building	\$1,367,575
520919	7911 6632 21 7155	PLACE DU CENTRE	\$2,961,576
520924	06 14 041 801 07500	L'Esplanade Laurier (East and West Towers)	\$8,863,529
520925	06 14 105 602 05000	Vacant Land, 530 Tremblay Rd	\$142,016
520926	06 14 106 101 07350	Kitchen Facility	\$185,602
520929	06 14 120 210 36900	Norter Complex (Carling Campus)	\$5,903,645
520951	06 14 105 805 47700	Campanile Complex (Former Federal Training Centre)	\$351,675
520958	06 14 041 701 07500	St. Andrew's Tower	\$1,641,731
520960	06 14 106 001 05100	Edward Drake Building (Former CBC H.Q.)	\$785,623
520963	4800039600	RESIDENCE UNIT # 969,1300,1302 & 1304	\$84,934
520963	4800039800	PWGSC RESIDENCE UNIT # 1301 & 1303	\$8,003
524320	06 14 116 401 90827	Ottawa Airport New Terminal Building - PWGSC Lease (OW1257)	\$25,774
524583	06 14 116 401 90819	Ottawa Airport New Terminal Building - RCMP Lease (OW1262)	\$22,098
524597	06 14 116 401 90826	Ottawa Airport New Terminal Building - PWGSC * Lease (OW1286)	\$11,515

ASSET NUMBER	Roll Number	Property Description	2013-2014 ARLU Forecast
527569	4800040400	MULTI-RES HOUSING UNITS # 671 A, 673 A-F, 675 A-B	\$27,640
527583	4800040000	PWGSC MULTI-RES HOUSING UNITS # 677, 679, 681 & 683	\$39,847
527603	4800009900	PWGSC RESIDENCE 173	\$2,201
527604	4800010100	PWGSC RESIDENCE 177	\$2,265
527605	4800010200	PWGSC RESIDENCE 179	\$2,583
527606	4800004600	PWGSC RESIDENCE 180	\$3,430
527607	4800010300	PWGSC RESIDENCE 181	\$3,260
527608	4800004500	PWGSC RESIDENCE 182	\$3,561
527609	4800004300	PWGSC RESIDENCE 186	\$3,707
527610	4800004200	PWGSC RESIDENCE 188	\$3,529
527611	4800004800	PWGSC RESIDENCE 221	\$3,241
527612	4800005100	PWGSC RESIDENCE 245	\$4,294
527613	4800021300	PWGSC RESIDENCE UNIT # 323	\$2,330
527614	4800021200	PWGSC RESIDENCE UNIT # 339	\$3,092
527615	4800039900	MULTI-RES HOUSING UNITS # 462, 464, 466, 468, 470, 472	\$16,315
536004	06 14 041 701 02101	CONFEDERATION BUILDING	\$2,220,498
536005	06 14 041 701 01200	PARLIAMENT HILL - East Block (0.05)	\$318,284
536006	06 14 041 701 01200	PARLIAMENT HILL - Centre Block & Peace Tower (0.180)	\$1,145,822
536007	06 14 041 701 01200	PARLIAMENT HILL - Library (0.01)	\$63,657
536008	06 14 041 701 01200	PARLIAMENT HILL - Land (0.69 & 041 701 02100)	\$4,392,317
536009	06 14 041 701 01200	PARLIAMENT HILL - West Block (0.07)	\$445,597

ASSET NUMBER	Roll Number	Property Description	2013-2014 ARLU Forecast
	06 14 073 601 30100	Heating Tunnels	\$0
	06 14 120 210 02300 PWGSC	Communications Research Centre	\$0
	06 14 073 601 30000	#13 Heating Plant	\$0
	06 14 041 701 04800	DPW WORKSHOP & GARAGE	\$0
	06 14 074 101 00500	Vacant Land (Former temporary Building #8)	\$0
	06 14 041 701 04501	NATIONAL WAR MEMORIAL	\$0
	06 14 041 701 04600	NATIONAL WAR MEMORIAL	\$0
	06 14 041 701 02400	LAND - 10 METCALFE ST.	\$0
	Value review necessary upon completion of renovation.		

Notes:

- 1) Information Technology Services Branch (ITSB) owns the following property :
Macdonald-Cartier Data Centre \$176,105
- 2) Properties in Bold were added to the spreadsheet

Appendix L - Utility Rates

*Utility rates to be issued on addendum in September.

Annexe M -

The following table summarizes the objectives and targets of the 2012 NCA Portfolio Strategy.

Strategic Streams	Objectives	Target ¹
AGILITY	Align supply with long, medium and short-term demand	Hold 60 to 65% of the inventory in long-term holdings (>20 years).
		Hold 35% to 40% of the inventory in short to medium-term holdings (<20 years).
	Strategically locate office accommodation across sectors of NCA	Locate 80% of the office portfolio within 600 m of rapid transit stations (includes the downtown of Ottawa and Gatineau)
		Intensify development of crown-owned land at Tunney's Pasture (west sector) and Tremblay Road. Complex (east sector)
		Increase and maintain presence in Gatineau to no less than 25% of the office space portfolio by 2014.
QUALITY	Achieve sound marketable vacancy	Increase vacant marketable office space in inventory to 1.5% (46,500 m ²)
	Renovate or replace aging assets	Renovate or replace 35% of the owned and lease-purchase portfolio.
		Reduce the Facility Condition Index (FCI) of the owned and lease-purchase portfolio to below 10%.
	Apply greening/sustainability standards	Achieve LEED Gold or LEED Silver standards in 40% of the owned and lease-purchase portfolio.
		Reduce green house gas emission to 17% below

		2005-06 levels by 2020.
	Apply accessibility standards	Achieve 75% compliance with CANCSA B-651-2004 standards in all leased, owned and lease-purchase office portfolio.
	Innovate the workplace	Implement the Workplace 2.0 approach within 25% of the office portfolio.
AFFORDABILITY		Reduce presence in the downtown Ottawa by 10%.
	Reduce cost of accommodation	Reduce space utilization from approx. 18m ² r to approx. 16m ² r per person in all renovation and new space acquisition projects
Maximize the use of resources	Increase spending performance	Spend no less than 95% of approved annual capital and repair budget allocations.
	Increase project delivery capacity	Seek alternate financing solutions including public/private partnership arrangements.

Modernization of Central Heating and Cooling Plants (within the NCA): There are currently seven Central Heating and Cooling Plants (CHCPs) in operation within the NCA providing energy services to more than 100 federal buildings. The Energy Services Acquisition Program (ESAP) will transform how these services are acquired, with a view to greening government operations and ensuring the dependability and cost-effectiveness of these services over the long-term. Pending the availability of necessary funding, through the implementation of the Energy Services Acquisition Program (ESAP) a reduction of 25% of the energy consumption for the NCA could be achieved.

Appendix N –

The following are non – AFD buildings and CHPs identified for DDR in 2013/14.

Building Name	Non-AFD Buildings					
	First 3-year cycle			Second 3-year cycle		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
PPB Non-AFD Buildings						
CHCPs						
Booth Street Central Heating and Cooling Plant			X		X	
Canadian Government Printing Bureau Central Heating and Cooling Plant			X		X	
Central Experimental Farm Central Heating and Cooling Plant			X		X	
Cliff Street Central Heating and Cooling Plant			X		X	
Confederation Central Heating and Cooling Plant			X		X	

Building Name	Non-AFD Buildings					
	First 3-year cycle			Second 3-year cycle		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
National Research Council Central Heating and Cooling Plant			X		X	
Tunney's Pasture Central Heating and Cooling Plant			X		X	
Connaught Site, RCMP Headquarters (Shirley's Bay)			X			X
Constitution Building			X			X
DND Headquarters, Pearkes (MGen Georges) Building			X			X
Edward Drake Building			X			X
Health Protection Building			X			X
Insurance Building			X			X

Building Name	Non-AFD Buildings					
	First 3-year cycle			Second 3-year cycle		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
L'Esplanade Laurier			X		X	
Les Terrasses de la Chaudiere (LTDLCL)			X		X	
Mulligan Building			X		X	
National Defence Data Centre (Bldg #16, Tunney's)			X			X
Nitrate Film Storage			X			X
NCC Building (401 Lebreton Street)			Bldg decommissioned			
PBX Substation 61			No DRR completed, access by Bell only			
Pierre Elliot Trudeau Federal Justice Building			No DDR completed, not built yet/			
Place Vincent Massey			Leased			
Sir Leonard Tilley Building			X			X

Building Name	Non-AFD Buildings					
	First 3-year cycle			Second 3-year cycle		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Supreme Court of Canada			X			X

Appendix O – Geomatics Services

BMP PROJECT 2013-2014							BUILDING
BUILDING NAME	ACTIVITY	LABOUR	DISB.	CONTRACT	BRM	TOTAL	TOTAL
Bisson Centre Bisson	Base Building update	\$7,500.00	\$125	\$0	\$381	\$8,006	
	Space Calculation Update	\$1,865.77			\$93	\$1,959	
Booth Administration Building	Base Building update	\$7,950.00	\$100	\$0	\$403	\$8,453	
	Space Calculation Update	\$1,888.03			\$94	\$1,982	
CMN-Curatorial Centre (Nortel)	Base Building update	\$12,717.00	\$175	\$0	\$645	\$13,537	
	Space Calculation Update	\$2,064.46			\$103	\$2,168	
Constitution Building	Base Building update	\$5,100.00	\$0	\$20,500	\$1,280	\$26,880	
	Space Calculation Update	\$2,644.88			\$132	\$2,777	
DND Data Centre	Base Building update	\$17,100.00	\$100	\$0	\$860	\$18,060	
	Space Calculation Update	\$2,258.35			\$113	\$2,371	
Federal Study Centre	Base Building update	\$2,500.00	\$50	\$16,600	\$958	\$20,108	
	Space Calculation Update	\$2,230.52			\$112	\$2,342	
Govt' of Can (Uniform #2)	Base Building update	\$4,125.00	\$75	\$0	\$210	\$4,410	
	Space Calculation Update	\$1,661.94			\$83	\$1,745	
Graham Spry Building	Base Building	\$19,233.00	\$125	\$0	\$968	\$20,326	
	New Space Calculation	\$3,068.90			\$153	\$3,222	
La Salle Academy	Base Building update	\$11,260.00	\$0	\$0	\$563	\$11,823	
	Space Calculation Update	\$2,061.95			\$103	\$2,165	
Mulligan Building	Base Building update	\$9,530.00	\$100	\$0	\$482	\$10,112	
	Space Calculation Update	\$2,038.35			\$102	\$2,140	
National Library & Public Archives	Base Building update	\$5,000.00	\$50	\$36,700	\$2,088	\$43,838	
	Space Calculation Update	\$3,406.24			\$170	\$3,577	
National Printing Bureau	Base Building update	\$9,000.00		\$70,000	\$3,950	\$82,950	
	Space Calculation Update	\$5,004.07			\$250	\$5,254	
Old Zellers Building	Base Building	\$17,532.00	\$200	\$0	\$887	\$18,619	
	New Space Calculation	\$2,927.63			\$146	\$3,074	
RCMP - Heating Plant	Base Building update	\$1,400.00	\$80		\$74	\$1,554	
	Space Calculation Update	\$1,561.62			\$78	\$1,640	
RCMP - L.H Nicholson	Base Building update	\$4,920.00	\$80	\$32,000	\$1,850	\$38,850	
	Space Calculation Update	\$3,120.54			\$156	\$3,277	
RCMP - National Police Service	Base Building update	\$13,200.00	\$80	\$0	\$664	\$13,944	
	Space Calculation Update	\$2,089.46			\$104	\$2,194	
RCMP -Canadian Police Information Centre	Base Building update	\$15,300.00	\$80	\$0	\$769	\$16,149	
	Space Calculation Update	\$2,183.34			\$109	\$2,293	
Skyline Laboratories	Base Building update	\$25,350.00	\$90	\$40,000	\$3,272	\$68,712	
	Space Calculation Update	\$4,416.29			\$221	\$4,637	

Thomas D'Arcy McGee Building	Base Building update	\$19,300.00	\$60	\$27,000	\$2,318	\$48,678	
	Space Calculation Update	\$3,742.07			\$187	\$3,929	
Tunney's Pasture: Finance Annex - Bldg 14	Base Building update	\$6,497.00		\$0	\$325	\$6,822	
	Space Calculation Update	\$1,787.97			\$89	\$1,877	
Tunney's Pasture: General Record's	Base Building update	\$14,550.00	\$180	\$0	\$737	\$15,467	
	Space Calculation Update	\$2,227.84			\$111	\$2,339	
Tunney's Pasture: Jean Talon Building #5	Base Building update	\$22,200.00	\$50	\$36,000	\$2,913	\$61,163	
	Space Calculation Update	\$4,326.09			\$216	\$4,542	
Tunney's Pasture: Jeanne Mance - Bldg 19	Base Building update	\$8,547.00	\$50	\$23,000	\$1,580	\$33,177	
	Space Calculation Update	\$3,033.90			\$152	\$3,186	
Tunney's Pasture: Personnel Records	Base Building update	\$17,300.00	\$160	\$0	\$873	\$18,333	
	Space Calculation Update	\$2,342.84			\$117	\$2,460	
Tunney's Pasture: R.H. Coats Building #1	Base Building update	\$11,900.00	\$50	\$28,000	\$1,998	\$41,948	
	Space Calculation Update	\$3,444.94			\$172	\$3,617	
Tunney's Pasture: Standard Lab	Base Building update	\$8,580.00	\$60	\$0	\$432	\$9,072	
	Space Calculation Update	\$1,746.79			\$87	\$1,834	
Tunney's Pasture: Statistics Canada Main Building #3	Base Building update	\$13,150.00	\$50	\$24,000	\$1,860	\$39,060	
	Space Calculation Update	\$3,312.79			\$166	\$3,478	
Tunney's Pasture: Brooke Claxton- Bldg #9	Base Building update	\$22,000.00	\$180	\$0	\$1,109	\$23,289	
		\$2,569.59			\$128	\$2,698	
101 Colonel By (Pearkes Site)	Master Site Plan	\$11,500.00	\$600	\$500	\$500	\$13,100	
Booth Street Complex	Master Site Plan	\$11,500.00	\$600	\$500	\$500	\$13,100	
Graham Spry Site	Master Site Plan	\$15,000.00	\$600	\$900	\$500	\$17,000	
1300 Algoma St	Master Site Plan	\$12,500.00	\$600	\$500	\$500	\$14,100	
455-555 Blvd de la Carriere (Louis St-Laurent)	Master Site Plan	\$12,500.00	\$600	\$500	\$500	\$14,100	
MacDonald -Cartier Data Center	Master Site Plan	\$10,000.00	\$600	\$500	\$500	\$11,600	
Mercury Center - 3000 Merrivale	Master Site Plan	\$16,000.00	\$600	\$900	\$500	\$18,000	
Tunney's Pasture Complex	Master Site Plan	\$27,650.00	\$1,200	\$1,250	\$600	\$30,700	
Taxation Center - Confederation Heights	Master Site Plan	\$11,500.00	\$600	\$900	\$500	\$13,500	
Charles Tupper - Confederation Heights	Master Site Plan	\$11,500.00	\$600	\$900	\$500	\$13,500	

BUSINESS LINE	ACTIVITY	LABOUR	DISB.	CONTRACT	BRM	TOTAL	ASSETS	UNFUNDED
FTS	Base Update	\$295,976	\$2,025	\$353,800	\$32,590	\$684,391	26	
	New Base	\$36,765	\$325	\$0	\$1,855	\$38,945	2	
FIM	Space Calculation Update	\$69,031	\$0	\$0	\$3,452	\$72,482	26	
	New Space Calculation	\$5,997	\$0	\$0	\$300	\$6,296	2	
SLIM	Land Survey Update							
	Eplanatory Plan Update							
CETS	Master Base Plan	\$139,650	\$6,600	\$7,350	\$5,100	\$158,700	10 +	

Real Property Branch

NATIONAL CAPITAL AREA

SUPPLEMENTAL INSTRUCTIONS FOR THE PREPARATION OF BUILDING
MANAGEMENT PLANS

Real Property Branch

Together, we succeed!

Real Property Branch

NATIONAL CALL LETTER



BUILDING MANAGEMENT PLANS

2013-2014

July 2012

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1 Introduction

The National Building Management Plan (BMP) Call Letter identifies national objectives and priorities to be completed and guidelines to be followed for the development of 2013-2014 BMPs for Public Works and Government Services Canada (PWGSC) facilities within the Real Property Program.

BMPs are comprehensive plans that lay out the management of the asset over the next five years. They should reflect the current Asset Management Plan (AMP) and support the National Investment Strategy (NIS), which outlines the objectives, guiding principles and overall strategic direction for the investment activities of the PWGSC Real Property Program as well as the June 2011 Departmental Integrated Investment Plan.

To obtain a copy of the NIS, National Investment Strategy 2000-2005 or the Departmental Integrated Investment Plan, please contact "National Portfolio Management."

The BMP is the annual culmination of: the Property and Facility Manager's (PFM) and Asset Manager's(AM)/Technical Authority's (TA) knowledge and experience about an asset; their professional expertise in the property management field; and the recognition of the current climate within PWGSC and the Government as a whole.

Consultation is crucial to a good BMP. The PFM should ensure current information is reviewed and that whoever plays a part in the management of their building is consulted, i.e., **Project Management should review the project plan.**

Asset Managers and Technical Authorities should ensure that all PWGSC Intranet documents are provided to the Alternative Forms of Delivery (AFD) Contractor by September 1st. [Appendix A](#) has a complete list of all Intranet links contained within this document.

It is expected that the BMP planning information not be a cut and paste exercise of current year's planning to establish future years' projections, but become an accurate 5-year BMP that includes operating, repair and capital projections for each asset and thus the entire portfolio. The BMP planning exercise must pay particular attention to both those big-ticket items associated with life cycle replacements and items that are identified as very high priorities as identified in the Building Condition Reports (BCR).

In order to assist you in preparing project plans that span five years, we have included instructions on how to use the Capital Asset Planning System (CAPS) to generate life cycle activity reports compiled from BCR and BPR information ([Appendix C](#)). CAPS is available to both PWGSC and AFD contractors. This report should be used by the PFM to identify projects for the BMP and to forecast a Class D estimate in the appropriate year. All class D estimates include all soft costs and service provider fees. As such, deviation from costs should be explained. The CAPS list should also be used by the Asset Managers & TA's in carrying out quality assurance reviews of the proposed BMP plan in preparation for directors sign off, per the Asset Integrity Procedure, <http://source.tpsgc-pwgsc.gc.ca/bi-rp/fichiers-files/pdf/gi-fm102-eng.pdf>

More information on how to prepare your strategic project plan can be found in [section 4.2.5.1](#).

1.1 The Real Property Business Plan

BMPs should be developed in support of the Real Property's Integrated Branch Business Plan, dated April 1, 2012.

The Real Property Branch 2012-2013 Business Plan outlines the Branch's commitments and action plans designed to guide business operations in 2012-2013. Our common goal as a modern real estate organization is to employ best practice to provide value to government and clients through the provision of a well-managed real estate portfolio and quality services that are delivered by a professional and proud workforce.

At the forefront of the 2012-2013 agenda are five key themes (Accommodation/Portfolio Management / Workplace 2.0; Leverage the Private Sector; Other Government Department Business; Project Delivery; and Workforce: People and Culture) to strengthen our business and ensure we continue to deliver real property projects at the highest standard.

In 2012-2013, the Branch will:

- Support our employees, aim for excellence, and strengthen our organization to excel in real property management and service delivery,
- Advance towards a best practice organization through continuous improvement,
- Provide modern federal accommodation solutions,
- Address federal portfolio requirements,
- Be an effective service provider for other government departments and PWGSC real property programs,

- Deliver effective real property disposal services and achieve best value for the Crown, and
- Administer the Payments in Lieu of Taxes Program

You are strongly encouraged to read the Real Property 2012-2013 Integrated Branch Business Plan, soon to be available on [The Source](#), in advance of completing your BMPs. A draft can be obtained from the Branch Planning and Performance Team at [Planification Activites DGBI - RPB Business Planning](#)

1.2 PWGSC Integrated Investment Plan

To comply with the [Treasury Board \(TB\) Policy on Investment Planning – Assets and Acquired Services](#), PWGSC has developed a departmental Integrated Investment Plan (IIP). The departmental IIP was approved by Treasury Board on July 28th 2011 when PWGSC received a level 3 Organizational Project Management Capacity Assessment.

With the approval and implementation of the IIP, PWGSC now complies with both of the new TB policies on the Management of Projects and Investment Planning – Assets and Acquired Services, Real Property and Materiel Management. These build upon existing practices and establish further opportunities to integrate investment planning processes at PWGSC. Other sources of information such as the Regional Investment Strategy (RIS), Community Based Investment Strategy (CBIS), Asset Management Plan (AMP) and Engineering Asset Management Plan (E-AMP) (dams, bridges, etc...), Building Condition Report (BCR), and the BMP will be used to compile regional strategic action plans (SAPs) and their roll up to the new 25-year recapitalization plan.

To obtain a copy of the CBIS or equivalent document for your region, please contact your Regional Manager Owner Investor (RMOI):

Atlantic	Elizabeth Houghton	902-496-5434
Quebec	Alfonso Luponio	514-496-3779
NCA	David Brannan	819-956-6329
Ontario	Pamela Bacchus	416-512-5573
Western	Ben Coppens	780-497-3597
Pacific	Gillian Stroyan	604-775-9315

1.3 Project Priority System

The project priority system was revised in 2009 to include:

- expanded definitions for use;
- instructions for conforming to the [Real Property Asset Integrity Procedure](#); and,
- crosswalk to CAPS event priority system.

The revised project priority system can be found in [Appendix F](#) of this Call Letter.

Should you require assistance interpreting the descriptions or instructions, please contact Angela McCarthy at 613-736-3132 or via email.

1.4 NEW to the Call Letter and/or BMP Process

1.4.1 NEW - Changes to Programs Identified as National Priorities

Counterfeit Labelled Moulded Case Circuit breaker (MCCB) Replacement.

A National Management Action Plan has been approved to minimize the risk associated with any counterfeit-labelled moulded case circuit breakers (MCCBs) that may have been installed in Public Works and Government Services Canada (PWGSC) Crown-owned facilities. See section [\(2.2.5.1\)](#) for details.

1.4.2 NEW - Changes to Environmental Priorities

Building Environmental Performance Assessments

A standing offer agreement (SOA) to provide existing building environmental performance assessments has been entered into with Genivar. Genivar will be using BOMA Best to complete the assessments. See section [\(2.1.2.2\)](#) for details)

1.4.3 NEW - Changes to Additional Criteria

Fire Alarm Maintenance

Fire Alarm System performance, maintenance and replacement in Government of Canada buildings are critical for the Health and Safety of our employees and the public. Quarterly and annual audits are being carried out on these systems. See section [\(3.17\)](#) for details

Elevating Devices third party condition review

PWGSC Elevating Devices Third Party Condition Review In April 2011, the Assistant Deputy Minister, Real property Branch, mandated a third party condition review of all elevating devices in PWGSC Crown owned buildings on a national basis. See section [\(3.18\)](#) for details

1.4.4. NEW - Changes to Disposition Incentive Program and the Real Property Disposition Revolving Fund (RPDRF)

As part of PWGSC's contribution to the 2011 Strategic Review exercise, the department will streamline its financial framework by winding down the Disposition Incentive Program and the Real Property Disposition Revolving Fund (RPSRF). Please refer to section [\(4.2.5\)](#) for details.

1.4.5 Project and Business Management System (PBMS) BMP Module

PBMS BMP Module Version 11.7.1

The PBMS BMP module, version 11.7.1 is to be used across all regions to prepare the BMPs. Version 11.7.1 will be released tentatively October 4, 2012. Here are the BMP related release notes for 11.7.1 plus previous PBMS releases 11.7

PBMS BMP Module Version 11.7.1

Add Market Value (MAT) data for planning year 2013-2014
The "Market Value" data will be displayed in the Financial Summary Report and Financial Performance screen/report.

Amend the Filters of the Project Reports that were migrated from BI (Business Intelligence) Tools:

All PBMS and AFD projects will be included in the FY/PY the report is being executed for, regardless of dollar values in the financial columns.

PBMS BMP Module Version 11.7. 1- loaded on July19 2012

O&U Reports - Change Method of Printing Comments:

Comments for BMP's O&U Workplan Detail and O&U Workplan by Qualifier Detail reports will be printed directly under the appropriate data lines instead of on separate reports.

BMP-PBMS Project Comparison Reports – Add information

The appropriate Fiscal Year and Planning Year will now appear above their related columns to provide more information to users.

For PBMS BMP related issues, users should always contact their PBMS Regional Business Information Analyst (RBIA). They are:

National	Debbie Roots	613-736-3044
Atlantic	Mike Watt	902-496-5344
Quebec	Isabelle Chevrier	514-496-3302
NCA	Joanne Moore	819-956-7815
Ontario	Gabriella DeSimone	416-512-5737
Western	Bonnie Goulet	780-497-3528
Pacific	Sharon Low Kelvin Chan	604-775-9367 604-775-6803

1.5 Contact Information

Your National BMP team is:

- Angela Melanson 613-736-2748
- Angela McCarthy 613-736-3132

Subject Matter Experts (SMEs) are listed at the end of each issue. There is also a complete list of BMP contacts in [Appendix B](#).

2 Departmental Priorities

This section contains the Environmental and Sustainable Development Strategy (SDS) ([section 2.1](#)), and other programs identified as national priorities ([section 2.2](#)).

SDS is a departmental and ministerial priority, funded separately from the normal building vote 15 or vote 12.

The national priorities were arrived at using a program planning prioritization tool and were provided to Real Property Investment Board (RPIB). These programs are to be completed and funded in 2013-2014 through the normal building vote 15 or vote 12 annual allotments. They will be monitored throughout the fiscal year through national reports using the project group field in PBMS tombstone and operating and utility (O&U) qualifier reports. This section also includes programs/projects that are cyclical in nature which are required in the year they are due.

2.1 Environmental Priorities

[Departmental Policy 074](#) states that PWGSC must “carry out all its operations and activities in a manner that meets or exceeds all applicable environmental laws, codes, regulations, strive for excellence and continual improvement of its environmental performance, particularly in those areas outlined in the Departments SDS; and commit to the principles of environmental sustainable development and the prevention of pollution.

Green initiatives are now under one policy, which came into effect on November 9, 2011 and is available on The Source <http://publiservice.tpsgc-pwgsc.gc.ca/policy/text/p074-e.html>.

This commitment is achieved through the departments Environmental Compliance Management Program and its Federal Sustainable Development Strategy objectives.

For AFD managed facilities, contact your SNC Lavalin O &M Technical Support Manager.

Environmental Management / Sustainable Development Strategy Contacts

National	Samir Basaria	613-993-4390
Atlantic	Deborah Clements	902-496-5465
	Erika Toby Wagner	902-496-5096
Québec	Sébastien Yelle	514-496-3646
	Martin Tetreault	514-496-3716
NCA	Suzie Lemyre	613-993-3162
Ontario	Mohammad Murtaza	416-590-8289
	Lee Chan	416-512-5948
Western	Maria McGregor	204-984-4510
Pacific	Viera Veidner	604-775-9373

2.1.1 Regulatory Compliance

The Federal Government's commitment to greening its operations has grown in scope, depth and accountability since first established in the 1991 Code of Environmental Stewardship. The Code states, among other things, that the government commits itself to meet or exceed the letter and spirit of applicable federal environmental laws and, where appropriate, to be compatible with provincial and international standards. In 1995, the Code was reinforced through the Guide to Green Government, committing federal departments to meet or exceed federal environmental statutes and regulations and emulating best practices from the public and private sectors.

The Real Property inventory must be managed to ensure compliance with all applicable environmental law. Federal, provincial, territorial, and municipal by-laws (refer to [Departmental Policy \(DP\) 074](#)).

The Canadian Environmental Assessment Act (CEAA) and its regulations are the legislative basis for the federal practice of environmental assessment. In order to determine if a project is subject to the CEAA, project managers must fill out a CEAA checklist and provide it to their Environmental Services regional coordinator to determine if the proposed project will be subject to an environmental assessment (EA). If an EA is required an EA report will be undertaken. This report will assess the projects potential environmental impacts and proposed mitigation measures to reduce the impacts of these effects.

When establishing the costs of projects, Property and Facility Managers and Asset Managers/TAs must consider that Environmental Assessment costs may be incurred following project review for the applicability of Canadian Environmental Assessment Act (CEAA) and/or the Cabinet Directive on Policy, Plans and Programs.

The federal Species at Risk Act is part of the government's strategy for the protection of wildlife species at risk. The purposes of the Act are to prevent Canadian indigenous species, subspecies, and distinct populations from becoming extirpated or extinct to provide for the recovery of endangered or threatened species and encourage the management of other species to prevent them from becoming at risk.

The federal Species at Risk Act may also impact project costs. Implementing the requirements of the Species at Risk Act is addressed through the PWGSC National Species at Risk Act Protocol, which provides a framework and commitment to review, on an annual basis, the potential for Species at Risk on its properties and provides for the development of Species at Risk management plans.

It is recommended that you contact your regional Environmental Assessment or Species at Risk Coordinator within your regional Environmental Services office for further information.

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

Environmental Assessment Coordinators

National	Tamara Taub	613-993-5908
Atlantic	Donald Maynard	902-566-7533
Québec	Yves Simpson	418-649-2899
NCA	Rachelle Besner	613-993-6795
Ontario	Mohammad Murtaza	416-590-8289
Western	Peggy Bainard Acheson	204-984-4029
Pacific	Katrina Johnston	250-363-8623

Species at Risk Coordinators

National	Tamara Taub	613-993-5908
Atlantic	Stephen Barbour	902-496-5146
Québec	Marielle Fortin	418-649-2864
NCA	Rachelle Besner	613-993-6795
Ontario	Lee Chan	416-512-5948
Western	Chris Doupe-Edmonton Peggy Bainard-Acheson Winnipeg	780-497-3868 204-984-4029
Pacific	Katrina Johnston	250-363-8623

2.1.1.1 Due Diligence Review

AFD Managed Sites

The Due Diligence Review (DDR) process began in 2008/2009 in AFD-managed facilities. In these AFD-managed facilities, the DDR self-assessments are completed by SNC Lavalin Operations and Maintenance on-site staff and then verified by Regional SNC Lavalin O&M environmental coordinators for one third of the facilities. The DDRs are then reviewed for completeness and quality by Regional PWGSC environmental services to ensure regulatory compliance and contractual agreements with the AFD service provider.

Over the course of a three-year cycle all assets will have to undergo the environmental compliance review process.

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

Non-AFD Managed Sites

The DDR process and the Environmental Report Cards (ERCs) provide assessments and observation on regulatory compliance from which projects can be identified.

The PWGSC DDR process mimics the AFD system and uses the same questionnaire/audit protocol. Due Diligence Reviews will be conducted each year for one-third of PWGSC managed facilities.

The PWGSC Portfolio Manager is responsible for identifying facilities to undergo DDRs for fiscal year 2013-2014 and must ensure that all facilities have DDR's conducted within the three year cycle beginning in 2011-2012.

Applies to:	Crown-owned and Lease-purchase
Who should perform work:	PWGSC, AFD Contractor
Suggested project priority:	C1
Qualifier:	Q2
Estimated cost:	\$6,000 per audit
Project Group Code:	22 – Environmental Study

For more information on Due Diligence Reviews, please contact Gilles Brasseur at 613-993-5735.

Due Diligence Review Contacts

National	Gilles Brasseur	613-993-5735
Atlantic	Deborah Clements	902-496-5465
Québec	Martin Tétreault	514-496-3716
NCA	Tina Hearty-Drummond	613-993-5743
Ontario	Mohammad Murtaza	416-590-8289
Western	Terrie Boulton	204-984-6289
Pacific	Linda Pickett	250-363-0412

2.1.1.2 Petroleum Storage Tank Systems

Background:

Storage tank systems are regulated under the *Storage Tank Systems for Petroleum Products and Allied Petroleum Products Regulations* (SOR 2008-197) that came into force on June 12, 2008 pursuant to the *Canadian Environmental Protection Act 1999* (CEPA 1999). These regulations apply to owners and operators of all aboveground and underground storage tank systems that are on federal land or Aboriginal land and that contain petroleum products (e.g., fuel and used oil) or allied petroleum products (e.g., ethylene glycol). Under these regulations, PWGSC has legal responsibility for department-owned fuel storage tank systems (AFD and Non-AFD).

The *Storage Tank Systems for Petroleum Products and Allied Petroleum Products Regulations* apply to outdoor aboveground and underground storage tanks and containers that:

- have a capacity of more than 230 litres;
- operate at atmospheric pressure; and,
- are designed to be installed in a fixed location.

The regulations also apply to all piping and ancillary equipment associated with the tanks.

Regulatory Requirements

As of June 13, 2012, owners and operators of storage tank systems on federal and Aboriginal land are required to:

- Identify their storage tank systems with Environment Canada;
- Ensure that their tank system identification number is displayed in a readily visible location on or near the storage tank system;
- Complete a leak detection test for tanks installed before June 12, 2008, unless the storage tank system has an existing leak detection;
- Prepare an environmental emergency response plan.
- Permanently withdraw from service high-risk systems, as defined by the regulations, and;
- Install a product transfer area for all fuel storage tank systems designed to contain spills that may occur during the transfer process.

Description of Activity**(a) Storage Tank System Assessment:**

Assessments for PWGSC's storage tank systems will confirm regulatory compliance against the 2012 legal obligations. The cost for this service will be up to \$10,000.

Applies to:	Crown-owned and Lease-purchase
Who should perform work:	PWGSC, AFD Contractor
Suggested project priority:	C1
Qualifier:	P5
Estimated cost:	Up to \$10,000 per tank system
Project Group Code:	45

(b) Decommissioning of High-Risk Storage Tank Systems:

High-Risk storage systems are defined under the Storage Tank Systems for Petroleum Products and Allied Petroleum Products Regulations as:

- Leaking single-walled underground tanks and piping
- Aboveground tanks installed underground
- Underground tanks installed aboveground
- Partially buried tanks
- Single-walled underground tanks without corrosion protection and leak detection
- Single-walled underground piping without corrosion protection and leak detection
- Underground tanks manufactured in a material other than steel or fiberglass
- Aboveground tanks installed below grade or encased within filled secondary containment

High-Risk Storage Tank Systems are to be Permanently Withdrawn and Removed by June 12, 2012. Some storage tank systems received a temporary exemption by Environment Canada: the temporary exemption has expired and the storage tank systems are to be removed.

The costs for the complete removal of a high risk system and its replacement with a compliant tank system could cost in excess of \$150,000 for underground storage tank systems and \$75,000 for above ground tank systems. The cost estimate should include a Phase II Environmental Site Assessment to confirm that no surrounding structures and/or soil (groundwater) contamination is caused by

the tank system's removal and replacement.

Contact your Regional Storage Tank Coordinator for more information and to confirm if your storage tank system meets the criteria of a high-risk system.

Applies To:	Crown-owned and Lease-purchased Assets
Who Should Perform Work:	PWGSC, AFD Contractor
Suggested Project Priority:	C1
Qualifier:	P5
Estimated Cost:	\$150,000 for underground storage tank system \$75,000 for above ground storage tank system
Project Group:	44

For more information and for copies of the PWGSC registration and protocols, the PWGSC Product Transfer Area Risk assessment protocols, the PWGSC Generic Petroleum Environmental Emergency Response Plan(EERP) and product release reporting procedures as well as the Generic Statement of Work for compliance assessments, please contact your regional Storage Tank Coordinator listed below.

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

Petroleum Storage Tank Coordinators

National	Gilles Brasseur	613-993-5735
Atlantic	John White Jim Williamson	902-496-5156 902-496-5221
Québec	Sébastien Côté	514-496-3671
NCA	Patricia Godin	613-993-5778
Ontario	Martin Bouwma	416-512-5721
Western	Joan LaRue-van Es	204-984-7668
Pacific	Heather McDermott	604-775-5116

2.1.1.3 Halocarbon Containing Equipment Standard Operating Procedures and Equipment Replacement

The current [Federal Halocarbon Regulations \(FHR\) 2003](#) under the Canadian Environmental Protection Act (CEPA) 1999 prohibits activities or practices that could cause the release of a halocarbon found in PWGSC's heating, ventilation and air conditioning (HVAC) equipment. In addition, the FHR 2003 has specific administrative activities that must be strictly adhered to including record keeping and release reporting regardless of the equipment capacity.

Past Environment Canada inspections have resulted in the issuance of warning letters under the FHR 2003. One of the compliance management gaps noted by inspectors was the absence of appropriate site specific standard operating procedures (SOPs) for the management of halocarbon containing equipment. The current regulated requirements impact areas that fall within PWGSC's operations and maintenance activities.

The Action Plan for Improving Halocarbon Management, approved by the Deputy Minister (DM) in 2008, required the creation of site specific SOPs. This direction was reiterated on two other occasions. First, as a part of the Environmental Protection Alternatives Measure agreement signed with Environment Canada on September 22, 2009, and second, as direction issued by the A/Assistant Deputy Minister (ADM) and A/Associate Assistant Deputy Minister (AADM) on March 15, 2010.

Standard Operating Procedures

The Action Plan identified above requires the development of site specific standard operating procedures that seek to prevent inadvertent releases and instructs on-site and other service personnel how to maintain on-going compliance with the FHR 2003. The SOPs are to be completed for all sites and updated annually

Equipment Containing Halocarbons Replacement and/or Upgrading

In addition, at the request of the DM, the Action Plan approved in 2008 was updated in November 2009 to include a requirement to evaluate equipment containing halocarbons and to replace those at high risk of leaking/releasing halocarbons into the environment.

All equipment containing halocarbons are to be evaluated against the attached risk assessment tool. Note that this is a screening tool only and is not the sole decision trigger for replacing or upgrading equipment. A qualified person must then assess in detail the equipment rated as high risk according to the assessment tool. The qualified person will determine if replacing or upgrading it will reduce the risk of a leak/release of occurring. Equipment still deemed as high risk must be replaced or upgraded as per the recommendations from the qualified person. Going forward, the equipment containing halocarbon assessment is expected to be a part of normal PWGSC operations. Equipment identified as being a risk for leaking/releasing halocarbons should be dealt with accordingly.

Risk Assessment Tool

Criterion	Description	Score	Weight Factor	Total Weighted Points
Age of Equipment	Less than 25% of life cycle = 0 Between 26% and 50% of life cycle = 3 Between 51% and 75% of life cycle = 6 Between 76% and 100% of life cycle = 9 Greater than 100% of life cycle = 10		6	
Type of Halocarbon	If contains halocarbon 1-9 of FHR = 10 If contains halocarbon 10 of FHR = 3 If contains halocarbon 11-13 of FHR = 0		5	
History of Leaks/Releases In Past Five Years	No history of leaks = 0 One leak = 3 Two leaks = 7 More than Two leaks = 10		6	
Size of Unit	Small (less than 2 tons) = 2 Medium (2.0 to 4.9 tons) = 5 Large (5 tons or greater) = 10		2	
Maintenance History	Meets Facility Maintenance Guideline requirements = 0 Does not meet Facility Maintenance Guideline requirements = 10		2	
More Reliable Technology Exists	Yes = 10 No = 0		1	
A More Green Alternative Exists	Yes = 10 No = 0		1	
Runtime of Equipment	Less than 4 hours/day = 2 Between 4 and 8 hours/day = 6 More than 8 hours/day = 10		3	
History of Problems with Similar Model	None = 0 Mechanical related problems = 5 Halocarbon system related problems = 10		4	
			Total	0

Risk Levels:

Total number of points available = 300

High risk = Greater than 200 total points

Medium = Greater than 100 total points

Low = Less than 100 total points

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For more information on Halocarbon Containing Equipment, please contact Gilles Brasseur at 613-993-5735.

Applies to:	Crown-owned, Lease-purchase, Leased (where there is halocarbon containing equipment that falls under PWGSC responsibility)
Who should perform work:	PWGSC, AFD Contractors, Consultants
Suggested project priority:	B1
Qualifier:	P5
Estimated cost:	1)SOPs-New SOPs- \$5,000 to \$7,000 per site -SOP Annual update \$1,000 to \$2,000 2)Equipment replacement/upgrade -Depending on the specific equipment - \$5,000 to \$100,000
Project Group:	SOPs - 61 - Halocarbon Management & Chlorofluorocarbon (CFC) Assessment Replacement/Upgrade - 62 - Halocarbon & CFC Implementation

Halocarbon Containing Equipment Coordinators

National	Gilles Brasseur	613-993-5735
Atlantic	Deborah Clements Jim Williamson	902-496-5465 902-496-5221
Québec	Sébastien Coté Martin Tétreault	514-496-3671 514-496-3716
NCA	Rachelle Besner	613-993-6795
Ontario	Dan Burlac Brad Simpson	416-512-5715 416-512-5732
Western	John Hogg Terrie Boulton	780-497-3761 204-984-6289
Pacific	Jordan Stones	604-666-6321

2.1.1.4 Polychlorinated Biphenyls (PCB) Management: Compliance Investigations and Removal of PCB Equipment

Background:

Polychlorinated Biphenyls (PCBs) are synthetic compounds present in a large number of consumer, commercial and industrial products that were manufactured before 1977. PCBs were used as coolants and insulating fluids (transformer oil) for transformers and capacitors, especially in components of early fluorescent light fittings and electrical transformers, and as plasticizers in paints and cements, stabilizing additives in flexible PVC coatings of electrical wiring and electronic components, pesticide extenders, cutting oils, reactive flame retardants, lubricating oils, hydraulic fluids, and sealants (for caulking in schools and commercial buildings), adhesives, wood floor finishes and paints.

The Government of Canada, under the *Canadian Environmental Protection Act* 1999 (CEPA 1999), banned the production of PCBs and restricted the manner in which they are used and stored. PCBs are federally regulated under the federal *PCB Regulations* (SOR/2008-273) that came into effect in September 2008. These regulations were recently amended in March 2010 under the *Regulations Amending the PCB Regulations* (SOR/2010-57).

At PWGSC much of the equipment designed to contain PCBs has been removed from service; however, the oil in some equipment currently in use has been contaminated with PCBs over the years. The bulk of PWGSC's remaining PCB-containing equipment inventory is found in electrical transformers and light ballasts. Under the PCB regulations, PWGSC has legal responsibility for all department-owned equipment (AFD and Non-AFD) as an "owner of PCBs or PCB-containing equipment".

Regulatory Requirements

Both the *PCB Regulations* and the *Regulations Amending the PCB Regulations* set specific requirements for labeling, reporting, disposal and use of contaminated equipment. They also introduce provisions for reporting the destruction of PCB's and the reporting of the remaining PCB's in use with end-of-use target dates for specific equipment containing specific PCB concentration levels.

Applies to:	Crown-owned, Lease-purchase, Leased and Sale Lease Back (where there is equipment that falls under PWGSC responsibility/control)
Who should perform work:	PWGSC, AFD Contractors, Consultants
Suggested project priority:	C1
Qualifier:	P5
Estimated cost:	\$2,000 per building having PCB transformer
Project Group:	35 - Polychlorinated Biphenyl (PCB), Assessments

If a transformer exceeds the regulatory threshold limits, it must be registered immediately, or replaced or decommissioned. The cost for the replacement or decommissioning could amount to \$50K plus procurement of a new transformer. Please contact your Regional Coordinator for assistance in determining specific requirements and costs.

Applies to:	Crown-owned, Lease-purchase, Leased and Sale Lease Back (where there is equipment that falls under PWGSC responsibility/control)
Who should perform work:	PWGSC, AFD Contractors, Consultants
Suggested project priority:	B1 if transformer end-of-use deadline of Dec.31, 2009. C1 for all other.
Qualifier:	P5
Estimated cost:	\$50,000 per transformer to be decommissioned
Project Group:	34 - Polychlorinated Biphenyl (PCB), Implementation

For more information on PCBs inventories and decommissioning, please contact Gilles Brasseur at 613-993-5735.

PCB Coordinators

National	Patricia Godin	613-993-5778
Atlantic	Christopher Major	902-496-5082
Québec	Isabelle Lampron	514-496-3579
	Martin Tétreault	514-496-3716
NCA	Patricia Godin	613-993-5778
Ontario	Stephanie Ciccone	416-512-5755
Western	John Hogg	780-497-3761
Pacific	Heather McDermott	604-775-5116

2.1.2 Fourth (2006) and Fifth (2011) Federal Sustainable Development Strategies (FSDS)

Sustainable Development, which includes those activities above and beyond environmental regulatory compliance, is a departmental priority at PWGSC. The Federal Sustainable Development Strategy (FSDS) involves shrinking the environmental footprint beginning with government. Elements of the FSDS are outlined below.

- 1-Greening of federal procurement activities
- 2-Reduce GHG emissions from federal buildings
- 3-Reduce federal emissions from fleets
- 4-Improve performance of federal buildings through construction performance and operation
- 5-Ratio of departmental office employees to printing units
- 6-Reduce departments internal paper consumption
- 7-Management of contaminated sites under the contaminated sites action plan (FCSAP)
- 8-Reuse and recycling of surplus electronic and electrical equipment
- 9-Reduce environmental impacts of federal government meetings

Under the (FSDS), the department has committed to reduce Green house Gas (GHG) emissions from existing facilities by 17% by year 2020 from 2005-06 baselines. These GHG emission reductions are achieved through the implementation of energy efficiency measures.

2.1.2.1 Energy Management Projects

For fiscal year 2012-2013, PWGSC will follow the commitments outlined in the Federal Sustainable Development Strategy 2011-2013.

Achievement of energy efficiencies, where appropriate, are through implementation of projects identified through energy audits, recommissioning assessments, etc., or through the continued application of the Federal Buildings Initiative (FBI). Projects should be in line with the GHG plan which identifies all buildings to be targeted for energy projects and all O&M activities to be undertaken.

NOTE: All energy efficiency measures should be identified in the BMP using the appropriate qualifiers and SDS fields:

Capital projects: Y2 and designate as SDS in project field
O&M projects: Q2 and designate as SDS in project field
Suggested Prioritization Code: C1

All energy efficiency measures should be identified in the BMP using the appropriate project group codes:

1. Energy Efficiency Audit - Project Group Code 20
2. Energy Efficiency Implementation - Project Group Code 55
3. Energy Recommissioning Assessment - Project Group Code 56
4. Energy Recommissioning Implementation - Project Group Code 57
5. Energy Metering - Project Group Code 58
6. Energy Federal Building Initiative - Project Group Code 02

It is extremely important that the proposed BMP projects provide complete technical and financial analysis and justification, including payback.

Refer to [Appendix D](#) for SDS Tables.

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For more information on Energy Management Projects, please contact regional coordinators listed below.

Energy Management Project Coordinators

National	Satish Bansal	613-993-5081
Atlantic	Jim Williamson	902-496-5221
Québec	Maxime St-Denis	514-496-3543
NCA	Satish Bansal	613-993-5081
Ontario	Dan Burlac	416-512-5715
Western	John Hogg	780-497-3761
Pacific	Mike Gilbert	604-666-1468

2.1.2.2 Existing Building Operations Sustainability Analysis

A standing offer agreement (SOA) to provide existing building environmental performance assessments has been entered into with Genivar. Genivar will be using the BOMA BEST system.

PWGSC's SDS 2007-2009 committed to have 100% of existing Crown-owned office buildings assessed under the BOMA BEST by March 2010. This was completed. In response to the Federal Sustainable Development Strategy (FSDS) 2010, PWGSC has committed that starting in 2011-2012, and over the ensuing five years, all PWGSC Custodial Crown-owned and Lease-purchase office buildings over 1000 m2 in floor area will be reassessed using an industry recognized system under an open competitive system. The selected system has been identified as the BOMA BEST system.

Access to the system will be through a National Individual Standing Offer Agreement (NISOA) with Genivar. Direction on using the standing offer and completing the program will be available in a guideline supporting the recently approved Strategic Framework for Sustainability in Buildings. As part of the NISOA, Genivar has also established a support service to facilitate completion of the assessment process. It is anticipated that the process to access the NISOA will be much the same as for the original program. Information bulletins will be issued to provide necessary updates. Please contact Craig Boyle at (613)993-3054 for the assessment guideline.

The BOMA BEST assessments have the same structure as the earlier BOMA Go Green Plus Assessments and review a building's performance in the following areas:

Energy;

- water;
- Waste Reduction;

- Site ;
- Emissions;
- resources (materials, waste reduction and recycling);
- Indoor - Environment, Indoor Air Quality (IAQ) and Lighting;
- Sustainable Building Management.

Completing the assessments should be more efficient and simple for PFM's as the current assessment should be simply an update to the previous BOMA GO GREEN PLUS/BOMA BEST assessment.

The costs for assessments will be based on building size and the inclusive fees.

The fee structure is higher than in previous year reflecting an increase in BOMA Canada's charges and program administration costs. The cost of the annual national portfolio report is included in the assessment cost. In addition there are many enhancements including the development and retention of building operational sustainability scenarios for planning purposes.

Applies to:	Crown-owned, Lease-purchase assets with an area of 1,000m ² or greater.
Who should perform work:	PWGSC or AFD Contractors
Suggested project priority:	C4
Qualifier:	Q2
Estimated cost:	\$12,900 to \$17,950 per site
Project Group:	68 – Existing Building Environmental Assessment

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For more information on the assessment program, please contact Craig Boyle at 613-993-3054.

Existing Building Environmental Assessment Coordinators

National	Craig Boyle	613-993-3054
Atlantic	Jim Williamson	902-496-5221
Québec	Martin Tétreault	514-496-3716
NCA	Chris Jalkotzy	613-993-5994
Ontario	Dan Burlac	416-512-5715
Western	John Hogg	780-497-3761
Pacific	Mike Gilbert	604-775-9373

2.1.2.3 Contaminated Sites Projects

Requests for budget allocations to implement contaminated sites projects are prepared regionally and managed nationally. The National contact is Laurent Lavergne. He can be reached at 613-993-5318. Projects will be reviewed by a national review committee and approved allocations will be sent by BAR (budget adjustment request) to the regional budgets.

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

Applies to:	Crown-owned
Who should perform work:	PWGSC or AFD Contractors
Suggested project priority:	From B1 to C1
Qualifier:	Q2
Estimated cost:	\$4.1M Nationally
Project Group:	13 - Contaminated sites compliance
	14 - Contaminated sites study

For more information about Contaminated Sites Projects, please contact Laurent Lavergne at 613-993-5318 or Martin Brown at 819-956-7533.

Contaminated Sites Projects Coordinators

National	Laurent Lavergne Martin Brown	613-993-5318 819-956-7533
Atlantic	Melissa O'Reilly-Nash	709-772-8613
Québec	Sébastien Yelle	514-496-3646
NCA	Martine Lalande	819-956-2128
Ontario	Jennifer Shearn	416-512-5770
Western	Chris Doupe	780-497-3868
Pacific	Erin Shankie	604-666-0193

2.1.2.4 Hazardous Materials

The [National Joint Council Directive on Occupational Health and Safety, specifically Part X, Section 10.1.4, a and b](#), requires each facility to maintain records of hazardous materials present in the work place. Maintenance of these hazardous material inventories is on-going and they are to be updated annually. This is considered to be a minor activity and is part of the day-to-day operations of the facility.

Any hazardous substance that is not required for use in the workplace should be disposed of properly. Continued assessment and implementation of green alternatives for currently used hazardous products should be done to further reduce the amount of hazardous substance in the workplace. As in last fiscal year, specific funding should be requested under the umbrella of Occupational Health and Safety (OHS). The level of funding required will depend on the facility and product type. For example, cleaning products in office facilities should be a minor activity with a maximum cost of \$1.5K while a chemical used in a unique lab process or other special purpose facilities may require \$10K. Both the facility health and safety committees and your regional Environmental Services contact can assist in fine tuning the required funding level.

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For more information about Hazardous Materials, please contact Gilles Brasseur at 613-993-5735.

Hazardous Materials Coordinators

National	Gilles Brasseur	613-993-5735
Atlantic	Christopher Major	902-496-5082
Québec	Isabelle Lampron	514-496-3579
NCA	Gilles Brasseur	613-993-5735
Ontario	Stephanie Ciccone	416-512-5755
Western	Terrie Boulton	204-984-6289
Pacific	Heather McDermott	604-775-5116

2.1.2.5 CFCs in Heating, Ventilation and Air Conditioning Systems

As per 2003 SDS Target, Action Plan 1.3.1, the HVAC inventory in PWGSC crown owned buildings should be free of CFCs since March 2010 unless no alternative solutions are available.

In accordance with the [Federal Halocarbon Regulations \(FHR\) 2003](#), by March 2015, all chillers (defined in the FHR as air-conditioning systems or refrigeration systems that have a compressor, an evaporator and a secondary refrigerant) operating in Crown-owned buildings will be free of CFCs.

Chlorofluorocarbons (CFCs) are one of the most detrimental ozone-depleting substances and greener alternatives exist. For example, CFC-11 has 50 times the ozone-depleting potential and 50 times the global warming potential of hydro chlorofluorocarbons (HCFCs)-123. PWGSC plans to eliminate CFC refrigerants from its inventory and to do so before the March 2015 deadline.

As of January 1, 2010, making these conversions also makes operational and economic sense. Prior to this date, a chiller containing CFCs could be recharged again with a CFC and operated for up to one year before a conversion was made. Now, however, if a chiller containing a CFC leaks, loses its charge, breaks down, or otherwise goes off line and must be recharged, it cannot be recharged with a CFC. This means an immediate conversion or replacement is necessary and can be very expensive and inconvenient for building occupants.

Under the instruction of the Regional Aspect Coordinator for halocarbons, managers should review their equipment containing halocarbons in order to update and determine whether any pieces of CFC or halon containing equipment targeted for phase-out would have to be accounted for in upcoming capital work plans in their BMPs.

PROJECT GROUP CODES: 61 CFC ASSESSMENTS AND PLANS
62 CFC IMPLEMENTATION

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For more information about CFCs in HVAC Systems, please contact Gilles Brasseur at 613-993-5735.

CFCs in HVAC Systems Coordinators

National	Gilles Brasseur	613-993-5735
Atlantic	Deborah Clements Jim Williamson	902-496-5465 902-496-5221
Québec	Sébastien Côté Martin Tétreault	514-496-3671 514-496-3716
NCA NCA PPB	Suzie Lemyre	613-993-3162

Ontario	Dan Burlac Brad Simpson	416-512-5715 416-512-5732
Western	John Hogg Terrie Boulton	780-497-3761 204-984-6289
Pacific	Jordan Stones	604-666-6321

2.2 Programs Identified as National Priorities

The following table represents the results of the BMP program planning prioritization exercise. It is presented in order of priority from highest to lowest which represents the reduction of risk when doing a program versus not doing the program. When planning your projects, please ensure that these program projects are assigned the appropriate project priority using the amended project priority system found in [Appendix F](#) of this document.

Priority	Program Title	Cost for 2013-2014	Cost for Future Years (4)
1	Building Cladding Inspection	209,735	269,456
2	Accessibility Projects	5,370,352	8,332,606
3	Threat & Risk Assessments	1,400,000	2,800,000
4	Halocarbon Containing Equipment Standing Operating Procedure (SOP)	350,000	150,000
5	HVAC SOP	234,000	322,043
6	Electrical Safety Site Specific Operation and Testing Process	5,000	20,000
7	Asset Management Plans / BCRs	3,198,700	6,220,400
8	Counterfeit Labelled Moulded Case Circuit Breakers (MCCB's)	500,000	900,000

The remainder of this section will provide some detail on each of these national program priorities.

Please note that Halocarbon Containing Equipment SOP can be found under Environmental Priorities, [section 2.1.1.3](#).

2.2.1 Heating, Ventilation and Air Conditioning (HVAC) Standard Operating Procedures (SOP)

The [Canadian Occupational Safety and Health Regulations \(COSHR\), Part II](#), was amended in September 2000. A new division, Division III, HVAC Systems, was added to ensure the quality of building environmental air. These amendments require the implementation of written instructions for the operation, maintenance, and testing/verification of HVAC systems and the calibration of all sensors, probes and gauges on which the systems depend for efficient operation.

In crown-owned facilities managed by PWGSC or an AFD Service Provider, the requirement for the written operating instructions is met through the implementation of Building Systems Standard Operating Procedures (SOP) manuals (HVAC related sections). A generic Building Systems SOP manual and implementation cost estimate is available from the Regional Maintenance Managers.

The COSHR, Part II, Division III, art. 2.2.4, required that these written instructions be completed and in place by **October 1, 2005**. The manuals must be revised under circumstances stipulated in the Canada Labour Code (CLC) amendment with a maximum interval of five years between revisions.

Due to exceptional circumstances such as major ventilation system upgrade, the HVAC SOP project has been delayed for some facilities. As a result, this activity is maintained as a BMP item for 2013-2014.

Please see Canada Labour Code (CLC) Amendment <http://www.laws-lois.justice.gc.ca/eng/regulations/SOR-86-304/20060322/P1TT3xt3.html> for further details.

Applies to:	Crown-owned, Lease-purchase, Leased (where HVAC controls fall under PWGSC responsibility)
Who should perform work:	PWGSC or AFD Contractors (may be contracted out)
Suggested project priority:	B1 (completion of SOP) or C1 (for review of SOP)
Qualifier:	P1
Estimated cost:	Varies, however 8K is average cost for an update
Project Group:	09 - Building Code Compliance

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For more information about HVAC SOPs, please contact Alan Ham at 613-736-2878 or via email.

HVAC SOP Coordinators

National	Alan Ham	613-736-2878
Atlantic	Jim Williamson	902-496-4221
Quebec	Jean-François Breton	418-649-2841
NCA	Dave Ventura	819-775-4088
Ontario	Simon Wong	416-512-5911
Western	John Hogg	780-497-3761
Pacific	Peter Bosomworth	604-775-6884

2.2.2 Asset Management Plans (AMP) and Engineering Asset Management Plans (E-AMPs)

The Asset Management Plan (AMP) is a business plan that guides the management direction for an asset over its economic life and business planning period. The AMP provides a framework for optimizing an asset's financial and functional performance and is a key document used in making investment decisions. Together with the BMP, the AMP is a crucial element of the PWGSC National Investment Strategy, contributing asset-level information that both reflects and supports national, regional, and community-based strategies for acquiring, managing, maintaining, renovating, restoring, and divesting assets, both owned and leased. All Capital Project Briefing Notes (CPBNs) must link to a specific AMP/E-AMP to obtain funding.

Policy mandates that AMP's are updated every five years. This is a mandatory requirement. However AMP's can also be updated within a shorter period if significant changes to the asset have been completed (major renovation).

AMPs E/AMP's that are scheduled for an update in 2012-2013 are to be included in the BMP project plans with an estimate of cost (approx. \$75K) to cover the costs associated to with preparing or updating the BCR, the appraisal and the financial performance and option analysis (commonly known as the AMP). This cost should also include internal review fees related to the DRAFT BCRs.

Where an AMP is scheduled for a building, a base building threat and risk assessment along with a fire life safety audit, sustainability assessment and a

building capacity assessment must be included. In addition, deficiencies in compliance with federal accessibility, seismic screening and federal presence requirements must also be addressed.

Both the DRAFT BCR and final are to be reviewed to ensure technical and administrative compliance to the terms of reference and CAPS system. Reviews should be carried out by Technical Authorities together with the PFMs in regions. Administrative reviews are carried out by the NCOE AFM. Appraisal reviews are carried out by the National and Regional Appraisal Directorates. The financial performance and investment options are reviewed by Owner Investor.

The BMP should clearly detail additional technical studies required such as Functionality Assessments, level III inspections or Seismic Screening. These are additional studies completed if and when required.

Consideration should be given to producing a scaled down version of the appraisal report in order to eliminate duplication between the appraisal document and the AMP. The scaled down version should only include the three typical approaches to value these being, Direct Sales, Income Approach and Reproduction Cost New, with the latter approach being mandatory. Most of the appraisal information such as building description and market conditions are repeated and discussed in detail in the financial AMP section and therefore not needed. The Chief Appraiser can provide additional information on this matter.

When an AMP is scheduled, it must have its overall focus directed by the information provided by Regional Managers Owner Investor (RMOI). Regional reports are available from the RMOI. Also, where needed, a telecommunications audit, a base building threat and risk assessment, fire and life safety audit, sustainability assessment should be scheduled. In addition, deficiencies in compliance with federal accessibility, seismic screening and federal presence requirements must also be disclosed and addressed. For more information on telecommunications audits, please visit the following web address or consult your AMP Regional Coordinator.

For more information on Asset Management Plans, please see:
<http://source.tpsgc-pwgsc.gc.ca/rps/afms/content/bookshelf-e.html#d>

The E-AMP is a business plan that provides the management framework for the engineering asset (bridges, dams, etc...) over its economic life. The plan is to provide basic, concise and reliable information and data on the physical, functional, and operational performance including its strategic context to stakeholders and economic impact, and assessment of the risks related to the asset thereby providing the strategic framework for optimizing asset performance and business investment decisions. In other words, the objective of the E-AMP is to develop a viable strategy for both stewardship and, if appropriate, divestiture, including the maintenance and rehabilitation of the asset and these are to be based on the current condition and operational/functional performance.

The National Portfolio Management Directorate, under the guidance of the National Round Table (NRT), has an objective of achieving a more robust portfolio management approach. Directions for the work performed within the E-AMPs and AMPs are available in the National Portfolio Plan (NPP). The NPP applies to: Crown-owned, Lease-purchase, and special properties where PWGSC is the custodian. AMPs may be prepared for leased assets at the discretion of Owner-Investor. As PWGSC are Tenants in these buildings and no longer owners, Asset Management Plans and Capital Project Briefing Notes are not required for these assets. If a BCR is required (in order for example, to validate scopes for work for Schedule G) then it must be conducted in-house or contracted by PWGSC. Direction on this matter will be provided outside the National Call Letter.

Applies to:	Crown-owned, Lease-purchase, and special properties where PWGSC is the custodian. AMPs may be prepared for leased assets at the discretion of Owner-Investor.
Who should perform work:	PWGSC, Consultant
Suggested project priority:	C4
Qualifier:	P6
Estimated cost:	Please contact your regional AMP coordinator
Project Group:	08 - Asset Management Plan Document

Questions regarding possible future impacts on E-AMPs should be directed to Director, Engineering Asset Portfolio Management (604)666-5191.

Questions regarding possible future impacts on AMPs should be directed to Greg MacMillan at 819-956-6437.

Any questions regarding preparation for E-AMPs and AMPs should be directed to the regional AMP Coordinators.

AMP Coordinators

Atlantic	Marilyn Ferguson	902-496-5121
Québec	David Beauchensne	418-649-2735
NCA	Frank McCann (A)	819-956-6333
Ontario	Kevin Conner	416-512-5916
Western	Judi Bell	780-497-3674
Pacific	Jake Froese	604-775-8443

2.2.2.1 Seismic Screening

Our buildings are required by the RPB Policy on Seismic Resistance of PWGSC Buildings to be seismically screened as part of our efforts to mitigate risks from earthquakes in moderate to high seismic zones in Canada (applicable communities are listed in the Policy). This policy applies to crown-owned buildings currently in or to be added to the custody of PWGSC.

This screening is done once as part of the BCR cycle (estimated at \$3000 per building), and subsequently reported on through the BPR (see section [4.1.6](#) BPR for details)

As part of PWGSC's due diligence on having a plan to deal with the seismic vulnerabilities of our infrastructure as embodied in our Policy, this work is required to be done in a timely basis, in order to contribute to mitigating our risks and liabilities in our moderate to high seismic zones.

Results of the seismic screening are to be:

- submitted to the regional AER Discipline Manager for quality assurance, and then
- submitted to the Regional Asset Manager AFM for inventory of information
- results to be confirmed through the Building Performance Reviews submitted to the national Advisory & Practices (Asset & Facilities Management) directorate for collection of information nationally

Wording on terms of reference for the seismic screening, as well as the National Research Council (NRC) Screening manual are described in the policy. (Note: PWGSC is currently undertaking a project to revise the 1992 NRC Screening manual to reflect code changes. The plan is to have the revised Screening tool ready for use by summer of 2012. Seismic screening is to continue to be carried

out with the 1992 NRC manual, until such time as the revised tool becomes available for use. When the revised Screening tool is available and used on a building for the first time, both the NRC Screening manual and the revised Screening tool shall be used. Only the revised Screening tool shall be used for subsequent seismic screening of the same building in accordance with the AMP cycle.)

The Policy also requires that any planned major renovations should include seismic considerations (seismic assessment). This particular activity is a secondary initiative to assist in gathering preliminary data. When a seismic screening or assessment is done as defined in the Policy, the project information is:

Applies to:	Crown-owned, Lease-purchase, some leased assets at the discretion of Owner-Investor.
Who should perform work:	PWGSC or AFD Contractor
Suggested project priority:	C4
Qualifier:	C1
Estimated cost:	Varies
Project Group:	42 - Seismic Study

When projects are carried out to comply with seismic standards, the project information is:

Applies to:	Crown-owned, Lease-purchase, some leased assets at the discretion of Owner-Investor.
Who should perform work:	PWGSC or AFD Contractor
Suggested project priority:	B1 or B2
Qualifier:	P6
Estimated cost:	Varies
Project Group:	41 - Seismic compliance

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For more information on Seismic Screenings, please contact Simon Foo at 819-956-3402.

2.2.2.2 Building Condition Reports (BCRs)

BCRs are carried out by Engineers and technologists and are a critical element of the Asset Management Plan. They assess condition of assets through visual inspections, review of existing reports and consultation with Property Facility Managers to identify an assets repair and capital requirements over a 30 year horizon. All BCRs for PWGSC assets are completed using the Capital Asset Planning System (CAPS), Asset Validation Survey (AVS) tool and the Terms of Reference updated June 2010. A costing tool is used to establish BCR event costs. **These costs include soft costs (contingency, location factor and PWGSC / AFD fees).**

An industry benchmark known as the Facility Condition Index (FCI) is a reflection of an assets condition. It is based on the assets deferred maintenance. Deferred maintenance is repair and capital activities that were scheduled to be implemented but were deferred. The higher the differed maintenance, the higher the FCI, our national FCI target is under 12%. This performance indicator is reported on annually to senior management and published.

The mandatory use of CAPS and the BCR TOR is stipulated in the Asset Integrity Procedure which also ensures increased due diligence, follow up and documentation with regard to the recognition and implementation of Health and Safety projects and mandated maintenance. Audits are carried out to confirm compliance.

If you have any questions on the application of the BCR TOR, please contact Wade Czajkowski at (613) 736-3163 or Karen Hammerli at (613) 736-3106.

Please note that for AFD-managed buildings, BCRs are a PWGSC-managed project.

BCR Coordinators

National	Karen Hammerli	613-736-3106
Atlantic	Jim Tucker	902-496-5467
Quebec	Paul Chan	514-496-3682
NCA	Veronica Silva	613-956-8648
Ontario	Colin Erwin	416-512-5685
Western	Gary Desroches	780-497-3756
Pacific	Stewart Drever	614-775-7693

2.2.3 Threat and Risk Assessments

The [Policy on Government Security \(PGS\)](#) requires departments to complete Threat and Risk Assessments (TRAs) for sensitive information and assets as part of the risk management approach to security.

PWGSC as a custodian of buildings shall perform or ensure Base Building Infrastructure (TRAs) are conducted on all assets under its custody.

Base Building Security

Security safeguards provided by the custodian departments are to protect a facility but not the assets contained in the building. Basic building security provides a base or starting point for other security requirements (i.e.: minimum and enhanced safeguards) to be added to protect the specific assets held by the tenant.

A complete and current assessment of the threat to information and assets under PWGSC's custodial responsibility is needed at each site to determine the adequacy of existing or proposed safeguards. A useful TRA is one that provides the Property and Facility Manager (PFM) or Asset Manager (AM)/Technical Authorities (TAs) with an appreciation of the security status of the site in question and what needs to be planned and implemented through the BMP that would raise the security status to fully satisfactory.

The TRA process involves defining what requires protection, analyzing the relevant threats, assessing the corresponding risk, and making recommendations for the management of risk. PWGSC's Corporate Security Directorate (CSD) or the Regional Security Chief (RSC) reviews and approves the relevant TRA recommendations in conjunction with the Technical Authority/Asset Manager. This includes the TRA's for PWGSC owned assets that are AFD managed; for more information please refer to the AFD Management Handbook (Base Building Security Section).

To maintain compliance with the policy, a Base Building Infrastructure TRA is to be completed at least once every five years, or when the level of threat changes for a particular asset, or when additional safeguards or removal of safeguards are considered. To confirm if one is required for a specific asset, contact your RSC or Base Building Security Operations Division at (819) 965-4766.

Adequate funding for TRAs, must be considered for all building types in the BMP project plan. The cost is dependent on the size of the asset and procurement approach. PWGSC Security Analysts are available to complete TRAs and charge by the hour. Consult your RSC for rates. A Standing Offer is also available in NCA for completion of TRAs and is subject to the procurement regulations. The cost of having an AFD contractor complete a TRA is to be established by the Asset Manager/TA in consultation with the contractor, subject to the relevant AFD contract.

All draft TRAs shall be reviewed and approved by RSC or Base building Security Operations Division in Ottawa. All signed TRAs are to be sent to CSD through your RSC for filing and follow-up if recommendations have been made. Hard and soft copies must be provided in a secure manner. TRAs shall be designed at a minimum level of "Protected B". Contact your RSC for more information on proper handling, storing and transmitting of sensitive documents.

Applies to:	Crown-owned, Lease-purchase, Sale Lease Back, Leased, all management types
Who should perform work:	PWGSC Security Analyst, Consultant or AFD Contractor
Suggested project priority:	B2
Qualifier:	C1
Estimated cost:	10K is an estimation of associated costs to conduct a Base Building Infrastructure TRA. This amount is dependent on the size of the facility
Project Group:	47 - Threat and Risk Assessment

For further information on how to conduct a Base Building Infrastructure TRA, please contact your Regional Security Chief or Base Building Security Operations Division. For information on the NCA Standing Offer please contact Base Building Security Operations Division, at 819-956-4766.

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

Regional Security Contact (RSC)

Atlantic	Lucie Locas	902-496-5630
Quebec	Laurent Guérard	514-496-3612
NCA	Joffré St-Martin	819-956-4766
Ontario	John Von Zuban	416-512-5968
Western	Susan Nerbas	780-497-3512

Pacific	Cameron Brown	604-775-6639
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Security Breaches and Violations

All actual or suspected breaches or violations of security are to be immediately reported. All persons subject to [Departmental Policy-053](#) are responsible for reporting all actual and suspected breaches and violations of security to a supervisor, and to their Regional Manager responsible for Safety and Security or the Director, Corporate Security Directorate, as appropriate. Initial reports can be made in person or by telephone (819-956-4776), however a formal written report will have to be filed within a reasonable time frame after the incident by letter, e-mail or by using the General Occurrence Report (ELF Form PWGSC-TPSGC 46 (03/1999) and forwarded to the National Security Investigations Manager (819)956-4776.

Post Orders for Guards

If a building has security guard posts, each post must be provided with current, clear and concise post orders. In multi-tenant buildings, the Technical Authority/Asset Manager or Service Provider develops the post orders and the tenant's security organization can add any specific additional elements. In single tenant buildings, the tenant's security authorities develop the post orders. In both cases, these orders are approved by the Technical Authority/Asset Manager or Service Provider with input and authorization from PWGSC (CSD) as required. Upon request, CSD may assist in developing post orders.

There is no charge to the Technical Authority/Asset Manager for post orders that are written by PWGSC Corporate Security Directorate (CSD) personnel in the NCA as costs are included in an MOU between CSD and RPB NCA Operations.

2.2.4 Accessibility Projects

From 2005 to 2009, PWGSC undertook an Accessibility Audit Program to evaluate its Crown-owned, Leased and Lease-purchase facilities for compliance with the accessibility requirements of:

- The Treasury Board Accessibility Standard for Real Property. This policy identifies what elements of a federal facility are required to be accessible.
- The CAN CSA B651 95 "Barrier-Free Design" and the CANCSA B651 04 "Accessible Design for the Built Environment" standard. CSA B651 95 is the accessibility standard applicable to PWGSC Crown-owned facilities in the inventory prior to 2004 while CSA B651 04 is applicable to recently constructed facilities or facilities undergoing major renovations as well as leased facilities.

The Audit Program found a 78% level of compliance with CSA B651 95 and a 75% compliance with CSA B651 04.

The Regional Accessibility Specialists have entered the accessibility audit reports identifying the deficiencies related to the CSA B651 95 and 04 standards for the PWGSC facilities audited into the accessibility module of the Real Property Management System (RPMS) database.

To ensure remaining accessibility deficiencies in PWGSC facilities are corrected, Property and Facility Managers are to reference the Accessibility Audit reports and ensure the deficiencies are addressed through the BMP process.

In order that the accessibility module of RPMS can be kept up-to-date and used for accurate reporting on the status of accessibility in PWGSC facilities, the completed improvements are to be identified to the Regional Accessibility Specialists for entry into the RPMS database.

Property and Facility Managers are to ensure that funding for project review, quality assurance and/or data entry by the Regional Accessibility Specialist is covered under project funding allocations.

References:

[Treasury Board Accessibility Standard for Real Property](#)

[PWGSC Real Property Branch Accessibility Procedure](#)

[CAN/CSA B651 04 Accessible Design for the Build Environment](#)[Treasury Board 4.3B Tactile Signage: Sign System and Installation Guide](#)

Applies to:	Crown-owned, Lease-purchase, Leased
Who should perform work:	PWGSC or AFD contractor or Consultant
Suggested project priority:	varies
Qualifier:	varies
Estimated cost:	varies
Project Group:	04 - Accessibility Compliance

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For further information on Accessibility please contact George Ens at 819-956-2649 or Jemal Djari at 819-956-7888.

[Accessibility Coordinators](#)

Atlantic	John Owen	902-496-5347
Quebec	Claude Langlois Paul Chan	514-496-3697 514-496-3682
NCA	George Ens Jemal Djari	819-956-2649 819-956-7888
Ontario	Colin Erwin	416-512-5685
Western	Linda Olson-Lipinski	780-497-3762
Pacific	Tom Lloyd Bruce Twedde	604-666-6960 604-775-5920

2.2.5 Electrical Safety Site Specific Operation & Testing Process

The main purpose of the Departmental Policy [DP-058 Electrical Safety](#) is to ensure that only qualified persons, with required training and experience, are authorized to operate electrical equipment or installations.

In Crown-Owned and OGD facilities operated by PWGSC employees, PWGSC will provide site specific training on the operation and testing procedures to be used on electrical systems such as emergency generator, transfer switch, uninterrupted power supplies (UPS), etc., in their facilities.

This will also include the development of training procedures on electrical safety, including: single line diagrams, safety operation procedures, record keeping/log books, etc.

All facilities will be inspected in order to ensure that proper operating and isolating procedures for all electrical equipment are in place and that the building operators are familiar with them.

Applies to:	Crown-owned, Lease-purchase, OGD operated by PWGSC employees
Who should perform work:	PWGSC or consultant
Suggested project priority:	C1 Any Health & Safety (H&S) defects found should be prioritized as B1
Qualifier:	P0
Estimated cost:	I&R ONLY: \$2,000 to \$10,000 depending on building size
Project Group:	16 - Electrical Code Compliance

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For more information on Electrical Safety Site Specific Operation & Testing Process, please contact Pierre Nault at 613-736-3040.

Electrical Safety Site Specific Operation & Testing Process Coordinators

Atlantic	Robert Surette	902-496-5332
Quebec	Jacques Leblanc	514-496-3539
NCA	André Coté	819-957-1319
Ontario	Mark Beaulieu	416-512-5967
Western	Terry Baxter	780-497-3664
Pacific	Stewart Drever	604-502-5805

2.2.5.1 Counterfeit Labelled Moulded Case Circuit Breaker (MCCB) Replacement.

A National Management Action Plan has been approved to minimize the risk associated with any counterfeit-labelled moulded case circuit breakers (MCCBs) that may have been installed in Public Works and Government Services Canada (PWGSC) Crown-owned facilities.

The plan requires the inspection of all PWGSC Crown-owned facilities for the identification of counterfeit-labelled MCCB's by October 2013, and the replacement of any found to be counterfeit on a priority B1 basis.

Existing NMMS electrical inspection programs are being modified to identify any such circuit breakers in accordance with the National Management Action Plan. Training on the inspection program was provided 18 April 2012. The inspections should be performed by internal resources if available, or by third party vendors under supervision.

Counterfeit Labelled Moulded Case Circuit Breakers (MCCB's) are generally used circuit breakers that have been cleaned, possibly modified, relabelled with imitation labels, and sold as new. Should any of these counterfeit breakers be identified, they should be removed from service and replaced with new in accordance with the National Management Action Plan. Use Electrical Code Compliance project group code # 16 for both the inspection and subsequent replacement if required.

Applies to:	Crown-owned, Lease-purchase, managed by PWGSC or AFD
Who should perform work:	PWGSC or AFD Contractor (may be contracted out)
Suggested project priority:	C1 Replacement of any counterfeit labelled molded case circuit breakers discovered should be prioritized as B1
Qualifier:	P0
Estimated cost:	Inspection only: \$50 to \$13,750 depending on building size Replacement: \$2.5K - \$ 25K if counterfeit labelled breakers are found.
Project Group:	16 - Electrical Code Compliance

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For more information on Counterfeit Labelled Moulded Case Circuit Breaker (MCCB) Inspections and Replacement, please contact Paul Sra, at (819)956-3972.

2.2.6 Building Exterior Cladding Inspection

A significant number of RPB crown owned and leased purchase buildings are older than 25 years (the average being over 45 years).

A variety of site and building specific conditions have in some instances resulted in the progressive deterioration of walls and cladding systems; some resulting in visible deterioration. In other cases the deterioration, while not always visible, is such that it may affect the health and safety of the building occupants, visitors or pedestrian.

As a matter of exercising the due diligence required from a custodian department, an evaluation of the potential risks must be performed. This can only be accomplished through a rigorous periodical inspection program. These inspections identify the assets at risk and bring attention to those requiring further investigation and/or more immediate attention.

While all areas of a building must be periodically reviewed, specific, non typical areas (such as cladding above vehicular circulations and entranceways, or locations at air intake or exhaust) need to be examined as a priority.

Generally the program of inspection should follow these basic ground rules: Assets, particularly those that are clad in masonry or precast concrete panels, that have not had a level III study of the building envelope in the past 5 years and that fall within the following criteria need to have the study conducted as a priority.

- Any asset built on a campus, or as a stand-alone in a suburban lot, that is older than 25 years,
- Any asset in a downtown area, facing a sidewalk, that is older than 20 years,
- Any asset with reported history of falling cladding, spalling or that have not been fully retrofitted, or,
- Assets with reported cladding safety or moisture issues.

In 2010-2011, a TOR document was developed for intermediate Level III screening of all available buildings. This was to be used as a means of defining those buildings that required more detailed and full Level III investigations.

Based on the submission reports reviewed, the TOR for future intermediate Level III screenings will be revised during FY 2012-2013 in order to ensure a more adequate level of reporting, quality and consistency.

Full Level III investigations will be used in pilot projects that have been identified for further more intrusive investigations reporting and preliminary recommendations. Pilot sites will be identified to PFMs. Planning for Level III exterior cladding inspections other than pilot locations should be done for fiscal year 2014-2015 through 2017-2018. The scope of these inspections should be considered in the commissioning of future BCRs for those years to eliminate any duplication.

It is noted that this program focuses on inspections only. Capital expense planning for remediation activities is a secondary requirement as with any study.

Applies to:	Crown-owned, Lease-purchase, some leased assets at the discretion of Owner-Investor that fall within the defined parameters
Who should perform work:	PWGSC, AFD Contractor or consultant
Suggested project priority:	B2 Any H&S defects found should be prioritized as B1
Qualifier:	P5
Estimated cost:	\$45,000 to \$75,000 depending on building size
Project Group:	09 – Building Code Compliance

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For more information on Exterior Building Cladding Inspection, please contact Frederic Carrier at 819-956-8641.

3 Additional Criteria

This section includes other initiatives, procedures or policies that have a direct bearing on the development of your BMP.

3.1 Pressure Piping

This initiative consists of maintaining a national inventory of pressure piping systems and the requirements and priorities for testing the systems based on age, fluid type, operating conditions, etc., and if required, establish baselines.

The Canada Labour Code (CLC) does not specifically mention a requirement for high pressure piping inspection. The COSHR does not specifically address inspection frequency.

A guideline for the inspection of above ground pressure piping has been developed by the Engineering group, Real Property Branch, Advisory and Practices (Professional Services), PWGSC. Please contact Guy D'Amours or Pierre Nault for a copy of the guideline.

This guideline establishes a standard protocol for carrying out these inspections and for documenting the results in a consistent manner through the regions.

The issue is one of due diligence, ensuring safety and integrity of our aging systems before a failure occurs. This may also become a planning tool for PFMs and Asset Managers/TAs to identify future funding requirements.

A proactive stance is to be employed to ensure that all exposed pressure piping is properly identified and inspected to meet the intent of the CLC and COSHR.

Applies to:	Crown-owned, Lease-purchase
Who should perform work:	Building Systems Technician
Suggested project priority:	C1 Any H&S defects found should be prioritized as B1
Qualifier:	P1
Estimated cost:	Varies
Project Group:	09 - Building Code Compliance

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For further information about Pressure Piping, please contact Pierre Nault at 613-736-3040.

3.2 Sprinkler Head Inventory and Replacement

Property Managers, Regional Maintenance Managers and Asset Managers/TAs are reminded to ensure that they have an up-to date inventory of the sprinkler systems in each facility. This is in compliance with the National Fire Code of Canada (NFCC), Section 6.5, and allows you to determine the number and types of spare sprinklers to have on site. This will also serve to identify any potentially defective sprinklers you may have in case of a product recall or advisory.

The replacement of potentially defective (voluntary recall) Omega, Star and Central sprinklers should have been completed in all facilities. For information and sprinkler identification, see link: <http://www.sprinklerreplacement.com>

A defect advisory was published in August 2001 by the US Dept. of Energy, regarding Grinnell F950 sprinklers following numerous accidental activations. So far, 7 such "unexplained" activations have occurred in our buildings, 6 in Ontario region and 1 in Western region. For more info, see link: <http://www.cpssc.gov/cpsscpub/prerel/prhtml01/01201org.html>.

Should Grinnell F950 sprinklers be present, a risk analysis should be performed to identify the most vulnerable areas, i.e., electronic data processing areas, archived data/material storage, offices directly serving the public such as passports, etc., which may be adversely affected by an inadvertent sprinkler activation, and weigh the potential cost of loss or damage, embarrassment to the Crown, etc., against the immediate cost for replacement of the heads in these areas. The replacement of all Grinnell F-950 type heads should be identified in the BMPs over a long term period, (5-10 yrs.) depending on risk.

Attention should also be given to older facilities where sprinkler systems have been in use for 50 years or longer. The NFCC (6.5.4.13) requires sample testing to be performed after 50 years and every 10 years thereafter. Since the types and quantities of sprinklers vary greatly from building to building, it is recommended that an estimate be obtained from your sprinkler service provider.

All sprinklers should now be in the inventory database within the Real Property Management System (RPMS). This will allow our National Maintenance system to automatically generate work orders or inspection checklist sheets for maintenance and testing of all types of sprinklers that are managed by PWGSC. For more information on the maintenance system, see <http://rpms/content-rpms/index-e.html>.

Any inquiries about the sprinkler inventory should be sent to the following PWGSC email address at: <mailto:sgen-nmms@tpsgc-pwgsc.ca>

References:

<http://www.ul.com/canada/eng/pages/>

Applies to:	Crown-owned, Lease-purchase
Who should perform work:	PWGSC, AFD Contractor or Contractor
Suggested project priority:	C1 Any H&S defects found should be prioritized as B1
Qualifier:	P2 / 2G
Estimated cost:	varies
Project Group:	24 - Fire code compliance

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For more information about Sprinkler Head Inventory and Replacement, please contact Pierre Nault at 613-736-3040.

3.3 Drinking Water Testing

3.3.1 Drinking Water Testing, Crown-Owned and Lease-Purchase Facilities

Drinking Water Quality Management helps to ensure appropriate measures are in place in buildings to adhere to applicable laws and federal government standards and policies. Potable water quality management provides for due diligence by the prevention, detection, response, recovery and investigation of water related incidents.

Drinking water quality sampling is required at PWGSC crown-owned and lease-purchase properties. PWGSC samples and pays for the annual testing.

Drinking water sampling applies to cold water drinking fountains and cold water used for drinking and food preparation. It does not apply to hot water systems or related system components, nor does it apply to the purchase of drinking water.

Annual drinking water quality sampling

Applies to:	Crown-owned, Lease-Purchase
Who should perform work:	PWGSC or AFD Contractor
Suggested project priority:	C1
Qualifier:	2K
Estimated cost:	\$3,000 to \$5,500
Project Group:	39

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For more information about Drinking Water Testing in Crown, Lease-Purchase and Leased Facilities, please contact Rejean Bergeron at 613-736-3173 or by email rejean.bergeron@pwgsc.gc.ca

Drinking Water Coordinators

National	Rejean Bergeron	819-736-3173
Atlantic	Cory Alexander	902-496-5212
Québec	Nancy Dyke	514-496-3534
NCA	Rejean Bergeron	613-316-1842
Ontario	Claudia Simonato	416-512-5604
Western	John Hogg	780-497-3761
Pacific	Mike Gilbert	604-666-1468

3.3.2 Drinking Water Testing, Leased Facilities

The following information is provided to help define the PWGSC role as it pertains to drinking water testing in Leased facilities.

Some facts:

- The provision of drinking water is an employer responsibility under the Canadian Labour Code. Landlords also have responsibility for potable water as governed by the lease and provincial regulations;
- Most leases contain a clause that obligates the lessor/landlord to provide drinking water for drinking and food consumption, that meet the standards set-out in the Guidelines for Canadian Drinking Water.;
- The current lease clause does not specify the frequency of sampling. This is up to the landlord's discretion; and,
- When drinking water was audited by the Office of the Auditor General (OAG), Treasury Board was unwilling to support funding for testing at leased facilities where provision of potable water was a requirement of the lease.

Provisions:

- In Crown Assets: PWGSC samples and pays for the testing annually. PWGSC is responsible for the costs;
- In Leased premises: Where any existing lease contains the PWGSC drinking water clause, sampling and costs are the Landlord's responsibility; and,
- Any existing lease without the drinking water clause should include the clause at the time of lease renewal.

PWGSC has some responsibility in the case where buildings are leased on behalf of other government departments. PWGSC staff needs to be aware of the legislated testing requirements for drinking water in their geographic area and to communicate those requirements to tenant departments.

At some sites, provincial requirements may be more stringent than the standards set-out in the Guidelines for Canadian Drinking Water, such as The Ontario Minister of the Environment Safe Drinking Water Act, 2002 (testing at non-municipal sites). Therefore, facility managers should be familiar with current quality guidelines and initiatives in their geographic area. Leased space would fall mainly under provincial jurisdiction as the buildings are not Crown-owned by PWGSC.

In exercising our due diligence, PWGSC needs to ensure that drinking water testing in leased facilities is done on the same risk-based approach that we use in Crown-owned, AFD-managed and Lease-Purchase buildings. PWGSC managers can demonstrate due diligence in leased facilities through on-going monitoring of complaints; encouraging inspections; documentation and communication with landlords and stakeholders regarding their responsibilities.

Should the occupant department have concerns regarding drinking water the landlord should be requested to prove due diligence by providing pertinent water test results. If the landlord refuses, PWGSC can negotiate on behalf of the occupant department to provide funds for sampling and if there are no issues and the results are negative, the occupant department will absorb the cost. If the results are positive, (above MAC) the Landlord shall be asked to pay for the testing if they have not already done so. The landlord will also be asked to provide measures needed to remediate the water distribution systems and to supply an alternative source of drinking water while the remediation is being carried out.

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For more information about drinking Water Testing in Leased Facilities, please contact Rejean Bergeron at 613-736-3173

Drinking Water Coordinators

National	Rejean Bergeron	819-736-3173
Atlantic	Cory Alexander	902-496-5212
Quebec	Nancy Dyke	514-496-3534
NCA	Rejean Bergeron	613-316-142
Ontario	Claudia Simonata	416-512-5604
Western	John Hogg	780-497-3761
Pacific	Mike Gilbert	604-666-1468

3.4 Emergency Evacuation Plans and Procedures

The amendment of [Departmental Policy 078](#), Workplace Emergency Evacuation Plans and Procedures has created a realignment of roles and responsibilities to ensure compliance with the prescribed codes, standards and regulations regarding workplace emergency evacuation plans and procedures.

Public Works and Government Services Canada shall ensure that building emergency plans, emergency procedures and Building Emergency Organizations (BEOs) are established in all Crown-owned, leased and lease-purchase buildings under its control in accordance with the requirement set forth in the Canada Labour Code (CLC) (Part II), Canada Occupational Safety and Health Regulations (COSHR) (Part XVII - Safe Occupancy of the Workplace), the Treasury Board's Standard for Fire Safety Planning and Fire Emergency Organization (Chapter 3-1), and the National Fire Code of Canada (NFCC). Please see Departmental Policy 078:

<http://publiservice.tpsgc-pwgsc.gc.ca/policy/text/p078-e.html>

The work involves the one time creation, and implementation of workplace Emergency Evacuation Plans and Procedures (WEEPP) and the establishment of Building Emergency Organizations (BEOs) for work sites where PWGSC is the major occupying department. Both WEEPP and BEO must be completed as necessary to reflect current information. Please review the appendix contained within this policy: [Appendix Responsibility Matrix](#)

Applies to:	Crown-owned, Lease-Purchase, Leases
Who should perform work:	PWGSC or AFD Contractor
Suggested project priority:	B1
Qualifier:	P2
Estimated First-time Cost:	varies

Project Group:	19 - Emergency Evacuation Plan
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For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For more information about Emergency Evacuation Plans and Procedures, please contact Eugène Francoeur at 819 956-6960.

3.5 Buildings Online

The Buildings Online website is suspended as a temporary measure pending resolution of current systems constraints and an assessment of its utility and effectiveness in meeting the needs of the RP community. For more information, please contact Amy Miville at 613-736-3030.

3.6 Real Property Management System (RPMS)

All building owners are responsible and accountable for ensuring a safe and healthy work environment for their occupants. A number of codes and regulations, such as the National Fire Code, National Building Code, Canada Labour Code, and Treasury Board Policies, are in place to meet this requirement. PWGSC is responsible for its buildings as well as Other Government Departments (OGD) buildings maintained under management agreements with other departments.

The Real Property Management System (RPMS) is an integrated management system that incorporates the National Service Call Centre (NSCC), AFD Key Performance Indicators (KPI), National Maintenance Management System (NMMS), BOMA BEST, and Environmental modules into one system. It is a tool to manage, monitor and document all planned and unplanned work on building equipment and systems. It can be used for resource modeling. The documented history of the work/inspections is the proof of code compliance and due diligence as required by the applicable codes, regulations and legislation. This history is integral in the planning and budgeting activities for each building and to respond to audits and inspections by regulatory agencies.

Deferring maintenance activities is a big concern as it directly impacts the expected lifespan of the building and its systems. RPMS will allow Property Managers to identify and quantify deferred maintenance work and plan appropriate action.

Managers should ensure that the RPMS system is used to its fullest. All mandatory (code/regulation/legislation) inspections of equipment must be completed and documented in the appropriate time frame as dictated by the applicable code. All other types of work orders as well as service calls, from the NSCC, should be completed and closed in a timely fashion.

The [Real Property Asset Integrity Procedure](#), section 5.4 stipulates that all maintenance activities, especially mandated maintenance, for all PWGSC crown-owned and managed assets will be managed using the RPMS system. Property and Facilities Managers will ensure RPMS inventory information is accurate and complete. Upon completion of maintenance activities, PFMs are to update all information and ensure that work orders are closed. Automated notices for mandated work orders still open after scheduled closing date will be issued on a regular basis. Engineering and Technical Services National Centre of Expertise (NCOE) will audit open work orders on a quarterly basis for PWGSC-managed facilities. AFD Service Management Coordination will audit open work orders on a quarterly basis for AFD-managed facilities.

For more information about RPMS, please contact Guy D'Amours at (613)736-2929 or go to [The Real Property Management System](#).

3.7 Service Management Agreements

The BMP Module was developed to provide all regions with an easy to use tool for entering, viewing and reporting building management planning data for PWGSC assets as well as Other Government Department (OGD) assets managed by PWGSC.

If preparation of an annual BMP is part of a Service Management Agreement between PWGSC and an OGD, the Project and Business Management System (PBMS) BMP Module should be used for planning and reporting whether at the national or at the regional level. This will provide PWGSC and the client department with systematic feedback on the status of the agreement by allowing regular reporting of resource utilization, physical progress and forecast year-end results. This activity can be carried out using PBMS Work Plan Monitoring (WPM) Module, if the PBMS BMP Module has been used.

First time users of PBMS BMP Module for OGD BMPs (i.e., new agreements) must ensure that financial structures (PWGSC vs. OGD) are properly aligned to support PWGSC reporting to the client at the appropriate level of detail. Manual input of historical data for the first year will also be necessary to permit expenditure trends and variances to be identified and reported.

For further information refer to the, [Building Management Planning Manual 2000](#), section 8.0 BMP Procedures for Buildings Managed by PWGSC for other OGDs.

Master Agreements are negotiated by Account Executives. Although these are not project specific, they serve as an umbrella for the overall program of works for client departments.

3.8 Asbestos Management

Asset Managers/TAs and Property and Facility Managers must ensure their facility complies with [Departmental Policy 057](#), Asbestos Management. This will minimize health risks that may result from exposure to asbestos.

To comply with the policy, all Asset Managers/TAs and Property and Facility Managers shall arrange through the Regional Asbestos Coordinator, the undertaking, planning and coordination of all asbestos surveys. An initial, detailed survey of each location within the region shall be undertaken in order to determine the presence of asbestos containing material (ACM), including all friable and non-friable asbestos materials. Once the survey has been done, Asset Managers/TAs and Property and Facility Managers, in consultation with their Regional Asbestos Coordinator, shall ensure that the requirements for departmental asbestos management are fully implemented. These requirements include addressing deficiencies noted in survey, and the annual reassessment of ACM in exposed locations noted in the survey.

Applies to:	Crown-owned, Lease-Purchase
Who should perform work:	PWGSC or AFD contractor or Consultant
Suggested project priority:	B2
Qualifier:	varies
Estimated cost:	varies
Project Group:	06 - Asbestos Compliance
	07 - Asbestos Study

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager. Obtain a copy of the survey for your reference and forward electronic copy to PWGSC Regional Asbestos Coordinator

For more information about Asbestos, please contact Richard Farmer at 613-736-3218.

Asbestos Coordinators

Atlantic	Christopher Major	902-496-5082
Quebec	Sébastien Côté	514-496-3671
NCA	Richard Farmer	613-736-3218
Ontario	Stephan Moushian	416-512-5718
Western	John Hogg	780-497-3761
Pacific	Megan Shannon	604-775-5378

3.9 Records Management and Information Holdings

All employees have a responsibility to ensure that corporate information is retained and disposed of in accordance with [DP 044 - Records Management and Information Holdings](#)) Treasury Board Management of Government Information Holdings (MGIH) Policy, the Government Security Policy (GSP), and Royal Canadian Mounted Police (RCMP) guidelines. As such PWGSC must ensure the cost-effective and coordinated management of information holdings.

EDRM (Enterprise Document and Records Management) is a PWGSC initiative to provide a corporate record and document management application for the management of all documents. It automates the management and storage of documents and drawings and integrates the department's standard set of office automation tools such as Lotus Suite, Microsoft Outlook and standard Computer Assisted Design (CAD) tools such as AutoCAD.

Managers are to ensure that information is stored on EDRM where possible and that this system is utilized to its full capacity.

3.10 Heritage Conservation

To facilitate the implementation of RPB's obligations under the Treasury Board Secretariat's (TBS) Policy on the Management of Real Property, and to improve its reporting on compliance activities, RPB has adopted a revised Policy and a Procedure for the Stewardship of Federal Buildings.

The Regional Heritage Coordinator for your region (see list below) is to be contacted to:

- Confirm the designation status of the building;

- Coordinate submission of buildings for evaluation to the Federal Heritage Buildings Review Office (FHBRO);
- Confirm if any regionally-specific review processes apply;
- Identify if funds are to be included in the BMP to review planned projects; and,
- Assist, in the context of disposal of a federal heritage building, with communications with FHBRO, and provide input to the development of the disposal strategy.

To address any technical heritage conservation issues, in-house specialized expertise is available from Professional and Technical Services Management (PTSM) in all regions, and from the NCOE (Heritage Conservation Directorate PTSM) in NCR.

Designation status: Before undertaking any work on a building that is 40 years of age or more, confirm if the building has been evaluated by FHBRO and if so, its designation status - Classified or Recognized, or not designated. If the building has not yet been evaluated, but is 40 years of age or older, and a project is planned, including acquisition or disposal, then it must be submitted to FHBRO.

Submission for evaluation to FHBRO: The PWGSC Asset Manager is responsible to ensure that the submission form entitled 'Preliminary Information Sheet' is completed and submitted to FHBRO. The Regional Heritage Coordinator can complete the form and on the applicable regional procedure to follow. Depending on the number of submissions received by FHBRO from across Canada, evaluations may take several months, so the submission should identify any urgent interventions and FHBRO should be contacted regarding the expected schedule for evaluation.

Heritage Character Statement: For all buildings designated as either Classified or Recognized, FHBRO produces a Heritage Character Statement that provides details on the reasons for designation and the heritage character defining elements that must be protected. This document should guide all decisions on how projects are undertaken.

Reviews of Intervention - Classified federal heritage buildings: Under Treasury Board Policy, all projects on classified buildings that might impact on their heritage character must be submitted for review by FHBRO. The review requirements and timeframe will depend on the scale, scope and complexity of the project, and should be determined in consultation with FHBRO as early as possible in the project planning. The Regional Heritage Coordinator is to be copied on all correspondence with FHBRO.

For large complex projects, multiple reviews at different project stages may be required. In some cases FHBRO may request that a "Formal" Review of Intervention take place in front of the Federal Heritage Buildings (FHB) Committee. Further information on the formal review process is available in the [PWGSC Stewardship Procedure, 6.2.4](#).

If no regionally-specific review is required, the Project Manager (or delegate) prepares the project submission package for review by FHBRO. It is strongly recommended that projects involving classified heritage buildings first be reviewed by the Regional Heritage Coordinator and/or the Regional Professional & Technical (P&T) Heritage Conservation Expertise prior to being submitted for review by FHBRO.

FHBRO prepares a Review of Intervention Report, which analyzes the proposed design for its impact on the heritage character of the building, and if appropriate, makes recommendations to the custodian. This analysis is based on the Heritage Character Statement for the building and the [Standards and Guidelines for the Conservation of Historic Places in Canada](#). The report is sent to the Project Manager with a copy to the Regional Heritage Coordinator.

Reviews of intervention - Recognized federal heritage buildings: For Recognized buildings, Treasury Board Policy requires that departments must themselves obtain appropriate conservation advice. Project Managers must be able to demonstrate that they have obtained that advice either from a private sector consultant or from an internal PWGSC review. To do this, they should contact their Regional Heritage Coordinator to determine the level of review required and identify any regionally-specific process that may apply. Depending on the nature and scope of the project, the review may range from a simple email correspondence with the Regional P&T Heritage Conservation Expertise or the Regional Heritage Coordinator, to a more formal review involving conservation expertise from several disciplines. In the case of very large and complex projects to Recognized buildings, consultation with FHBRO may be warranted.

In all cases, the Project Manager will provide a written confirmation that they have obtained appropriate conservation advice either from a private sector consultant or through a review by internal PWGSC conservation experts. In either the consultant's work or the internal PWGSC review, the impact of the proposal on the heritage character of the building must be evaluated based on the Heritage Character Statement for the building and the [Standards and Guidelines for the Conservation of Historic Places in Canada](#). The Project Manager ensures that the project team considers this analysis as part of other design/project reviews.

Funds for reviews: The Regional Heritage Coordinator should be contacted early in the fiscal year to identify if additional funds will be required in order to complete the internal PWGSC reviews on Recognized or Classified buildings.

Disposals: All disposals of federal heritage buildings, whether considered "routine" or "strategic," must be submitted to FHBRO for review. In order to facilitate consultations with FHBRO and to promote a consistent departmental approach to disposals, it is recommended that Real Estate Advisors consult with the Regional Heritage Coordinator prior to notifying FHBRO that a building has been declared excess to program requirements.

Demolitions: In cases where the demolition of a designated heritage building is being considered, FHBRO must be consulted as early as possible in the process to review all reasonable options to be considered. Further information on the requirements for disposal and demolitions is available in the [PWGSC Stewardship Procedure 6.3.1 to 6.3.3](#).

The Heritage Conservations Directorate of PWGSC provides a range of professional and technical conservation services to PWGSC and OGDs, and is the Centre of Expertise providing national functional direction in heritage conservation.

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For information about Heritage Conservation, please contact Robert Pajot at 819-953-1960.

Heritage Conservation Coordinators

Atlantic	Joan Parsons-Doehler	902-496-5244
Québec	Sophie Dufour	418-649-2767
NCA	Yves Gagnon	819-956-2650
Parliamentary Precinct	Donald Macdonald	819-775-7347
Ontario	Isabelle Massicotte	416-512-5742
Western:	Damien Meardi	780-497-3986
Pacific:	Billy Ng	604-666-4570

Refer to the following documents for additional information on heritage obligations, processes, and standards:

RPB Policy for the Stewardship of Federal Heritage Buildings
<http://source.tpsgc-pwgsc.gc.ca/bi-rp/docs/pa-he/pa-he24-eng.html>

RPB Procedure for the Stewardship of Federal Heritage Buildings
<http://source.tpsgc-pwgsc.gc.ca/bi-rp/docs/pa-he/pa-he25-eng.html>

Treasury Board Policy on the Management of Real Property:
<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12042>

Standards and Guidelines for the Conservation of Historic Places in Canada:
<http://www.historicplaces.ca/en/pages/standards-normes.aspx>

3.11 Capital Asset Planning System

Asset and Facilities Management (AFM) uses the Capital Asset Planning System (CAPS) to facilitate the development of a National Portfolio Plan for all PWGSC assets.

A National Building Condition Report (BCR) Terms of Reference (TOR) is being used for the development of all BCRs nationally. As of August 2005, all BCRs are to be completed using the Asset Validation Survey (AVS), which is a component of the CAPS database. The BCRs will include all capital and repair life cycle events required over a 30 year horizon based on the theoretical life of the building components being assessed. **A costing tool is used to establish these costs which includes soft costs (contingency, location factor, PWGSC/AFD fees).** See BCR TOR for details. Regional representatives have been named in each region to act as regional subject matter experts (SMEs) and to provide or arrange training as required.

As of 2007-2008, BMPs are to be developed by PFM and reviewed by Asset Managers and TA's for quality assurance based on the data in CAPS which will cover the life cycle repair and capital requirements for the 5 year cycle. For instructions on producing the CAPS event listing refer to section 4.2.5.1. Training is available through Regional CAPS Representatives or contact the CAPS-SPIB mailbox.

As a result of the integration of Building Performance Reviews (BPR) into CAPS, the listing of planned events for each asset will be updated annually. The completed events will be marked as such and remaining events will be carried forward. This will ensure an accurate calculation of deferred maintenance and the Facility Condition Index (FCI) for each asset. The FCI is a key performance indicator for Owner Investor - Asset Management, and Accommodation and Portfolio Management.

CAPS will allow Asset Managers/Technical Authorities to identify capital and repair expenditure requirements for the next 5 years by asset and by portfolio which may identify opportunities for bulk purchasing and developing programs of works and other innovative management practices. CAPS will allow RPB to make national and regional portfolio decisions and to better manage the portfolio within limited annual funding levels.

CAPS Coordinators

Atlantic	Michele Chiasson	902-496-5182
Québec	Hugette Arseneau	514-496-3688
NCA	Jennifer Boudreau	819-775-4264
Ontario	Chris Conrad	416-590-8257
Western	Chantal Umphrey	780-497-3759
Pacific	Susan Trejo-Quinonez	604-775-9306

3.12 Federal Presence

The Federal Identity Program (FIP) is a Treasury Board Secretariat of Canada policy and applies to all institutions named in Schedules I, II and III of the Financial Administration Act (FAA), unless specifically exempted. Its objective is to improve federal presence in the lives of Canadians and consists of a policy and manuals that provide standards for various aspects of federal signage including tactile signage which is a requirement under the TB Accessibility Policy.

The FIP policy and signage manuals are available at: <http://www.tbs-sct.gc.ca/fip-pcim>.

All signage should be in good condition, compliant with FIP, and respectful of the Official Languages Policy, [Appendix A of the FIP policy](#).

Applies to:	Crown-owned, Lease-Purchase, Leased
Who should perform work:	PWGSC or AFD Contractor
Suggested project priority:	C4
Qualifier:	As appropriate for location of signage
Project Group:	23 - Federal Identity Program

The departmental policy 065, "Display of the Flag of Canada" has been cancelled effective 2010-10-07 and reissued as a Real Property Branch procedure. This procedure states that PWGSC will ensure that the Flag of Canada is prominently displayed in a dignified manner 24 hours a day, both on

the exterior and in the interior, of all PWGSC facilities. This procedural document can be located on the Real Property Branch Documentation Centre under PTSM at <http://www.tbs-sct.gc.ca/fip-pcim>

Applies to:	Crown-owned, Lease-purchase, Leased
Who should perform work:	PWGSC or AFD Contractor
Suggested project priority:	C4
Qualifier:	P5, P6 or P7 dependent on the location of the installation or 4C-507053 for annual O&U replacement of flags.
Project Group:	25 - Flag of Canada Display

The 'Canada' Wordmark is the global identifier of the Government of Canada and the TBS FIP office governs its use. In July 2011 TBS notified PWGSC that the 1998 Canada Wordmark Sign Initiative was considered complete. Requests will continue to be assessed on a site by site basis as the sale or purchase of assets or relocations of departments present the need to relocate, repair or upgrade existing signs. To ensure national consistency, all 'Canada' word mark sign proposals, both exterior and interior, must be made to AFM, Amanda Ford, to be approved by TBS FIP office before installation.

Applies to:	Crown-owned, Lease-purchase, Leased
Who should perform work:	PWGSC or AFD Contractor
Suggested project priority:	C4
Qualifier:	As appropriate for location of signage
Project Group:	03 - FIP Canada Wordmark

Standing Offer Services:

PWGSC currently has a National Master Standing Offer (NMSO) with Pattison Sign Group for federal signage which is available to all federal departments and agencies. The mandate of the standing offer is to offer consistent, economical, and FIP compliant signage throughout federal inventory. They are very knowledgeable and experienced with FIP and work closely with AFM and TBS FIP to ensure compliance. For these reasons, it is strongly recommended that the standing offer be used for all Federal Government signage requirements. You can view the standing offer at: http://soi.pwgsc.gc.ca/news/pdf_library/E60HS-10SIGN001HS.pdf

An online catalogue has been developed which contains all mandatory signage requirements for the Government of Canada as well as the products and services offered under the terms of the NMSO. It can be viewed at:
<http://www.epattison.com/cataloggovcan/fr/Index.php>

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For Federal Presence inquiries, please contact Amanda Ford at 613-736-3208.

3.13 Accrual Accounting - Capitalization of Assets and Betterments

As of April 1, 2001, all departments are required to capitalize the costs of their capital assets at the time of acquisition or construction. **It is the role of the Responsibility Centre (RC) Manager** to ensure that all acquisitions, transfers, betterments and disposals that meet the six capitalization criteria are captured and recorded.

The Policy on the Capitalization of Assets is available at:
<http://source.tpsgc-pwgsc.gc.ca/finance/text/ops/pdfs/Policy%20on%20the%20Capitalization%20of%20Assets.pdf>

Betterments

Crown-Owned and Lease Purchase Buildings and Work & Infrastructure

Definition:

Betterments are costs incurred to improve the service potential of an asset.

Criteria:

Expenditures for betterments (i.e., additions, improvements, replacements, rearrangements, and reinstallations) to an existing capital asset, which have minimum cost of \$25K, shall be capitalized as part of the historical cost of the asset when they significantly:

- i. extend the original life expectancy of the asset in question; or,
- ii. increase the service capacity, capability, efficiency or effectiveness of the capital asset; or,

- iii. lower the assets operating costs; or,
- iv. improve the quality of the assets output.

Process for recording of Betterments (Crown-owned and lease purchase)

"Inventory Data Sheets - Real Property Betterments" (Electronic Forms (ELF) # 285-1), must be completed, by the PFM or Project Leader, for all projects (minimum cost of \$25K) that could potentially extend the life of a facility. In order to facilitate the use of the form and its entry into the Betterment Life Tool (BLT), you are encouraged to use the component spreadsheet calculator available from your regional contact. Upon completion, these forms must be sent to the regional Accrual Accounting contact to calculate any extension of life. The Betterment Life Tool application has been sent to each region in order to streamline the process.

Betterments can be found in the following projects:

- Y1, Y2, and Y3 – Capital Projects
- X2 – Space Optimization in crown-owned and lease purchase,
- T1 – Improvements on lease purchase.

Leasehold Improvements

Definition:

Leasehold improvements are betterments made to a leased property. Betterments are expenditures relating to the alteration or modernization of an asset that appreciably prolong the item's useful life or improve its functionality.

Criteria:

A leasehold improvement must have the following characteristics:

- PWGSC is the lessee (rightly leased);
- PWGSC is paying for the improvements;
- The improvements are durable and bring benefits to PWGSC for at least 1 year;
- The improvements revert to the lessor at the end of the lease (cannot be detached from the leased property).

For an improvement to enhance the value of the leased property, the improvement should be "**inherently permanent**" and part of the structure.

Inherently permanent:

The following factors should be used to determine whether the improvement is inherently permanent:

- The added property is not capable of being moved;
- The added property is designed or constructed to remain permanently in place;
- The added property is not "readily" removable
- The added or existing property will sustain damage upon removal
- The added property is affixed to the land or the main asset

Leasehold improvements can be found in the following projects:

- X2 – Space optimization in leased buildings,
- X3 – Fit-up in renegotiation/replacement leases,
- X4 – Fit-up in expansion/temporary leases.

Inventory Data Sheets - Real Property Betterments" (Electronic Forms (ELF) # 285-2), must be completed, by the PFM or Project Leader, for all projects (minimum cost of \$25K), that could potentially extend the life of a facility.

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For more information about Accrual Accounting and Capitalization of Assets, please contact Wade Czajkowski at 613-736-3163.

Accrual Accounting Coordinators

National	Wade Czajkowski	613-736-3163
Atlantic	Michele Chiasson	902-496-5182
Quebec	Josée Dubeau	514-496-3655
NCA	Liette Groulx	819-775-4068
Ontario	Chris Conrad	416-590-8257
Western	Liz Richards	780-497-3595
Pacific	Carl Jung	604-836-2940

3.14 Cultural Property Inventory

PWGSC is the custodian of a significant collection of cultural property such as works of art and heritage, architectural and archaeological artifacts. All cultural property in the custody of RPB should be identified in the Cultural Property Inventory. Pertinent information on any PWGSC owned cultural property, which is not presently included in the inventory must be submitted for inclusion.

Asset Managers/TAs and Property and Facility Managers are to conduct annual inspections of the cultural property in their buildings and update the Cultural Property Inventory, even if no changes are required. Updated information should be submitted to Amy Miville @ amy.miville@pwgsc.gc.ca including any significant changes in condition or physical location of the cultural property. Required maintenance, cleaning or preservation work is to be funded through the operating and utilities or repair budget of the building.

For more information, refer to the Management of Cultural Property Best Practice, online at: <http://source.pwgsc.gc.ca/rps/afms/cpi/content/index-e.html>

AFM is currently investigating options to make the Cultural Property Inventory accessible to AFD contractors.

Applies to:	Crown-owned, Lease-Purchase, Leased
Who should perform work:	PWGSC or AFD Contractor
Suggested project priority:	C4
Qualifiers:	1B Cleaning of Furnishings 2I Preventive Maintenance (time) 2H Other Building Maintenance/Supplies P6 or P7 repair
Estimated cost:	varies
Project Group:	51 - Cultural Property (for projects only)

If you have any questions about the Cultural Property Inventory, please contact Amy Miville at 613-736-3030.

3.15 Capital Project Briefing Notes / Lease-Purchase Project Briefing Notes

A Capital Project Briefing Note (CPBN) is required for all capital projects planned in the BMP where the total project cost is \$1 million or higher. Also, all projects in Lease-Purchase assets that have a base building component of a project valued at \$1 million or higher are required to have a CPBN.

A CPBN is a compact set of crucial project information including general information, project description, project status and issue identification, approvals, priority ranking, scheduling and key financial data. It is the sole project-specific source of information for Headquarters when reporting on capital expenditures. A CPBN must highlight the issues surrounding the project and identify any contentious or controversial aspects and tie into the most current AMP.

The CPBNs are the basis for regular reporting to the Branch as required on the Real Property Program capital expenditures including reports to the TBS, the Minister, the Deputy Minister (DM), and the Assistant Deputy Minister (ADM). CPBNs are used to summarize capital program activity in the Integrated Investment Plan and the Annual Reference Level Update (ARLU), and represent projects derived from portfolio strategies.

The creation of a CPBN should be done within the context of the control points of the National Project Management System (NPMS). The requirement for a new capital project should be determined within a facility's AMP and Asset Managers/TAs are responsible for creating asset driven CPBNs. However, it is important that all major capital projects over \$1 million have CPBNs and are captured in the BMP. Accommodation Manager/Accommodation Officers (AM/AO), PFMs, Asset Managers/TAs, Project Managers, and Project Leaders prepare and update the briefing notes (note that this list varies from region to region). Asset Managers/TAs must ensure that all projects are referenced in the BMP. A reference to the CPBN number should be in the BMP in the project tombstone.

Lease-purchase reinvestment projects are funded from the operating budget. Due to the nature of the Branch's interest in these assets, and the related funding mechanisms, major base building reinvestment has been difficult to manage. The discipline of using CPBNs for these projects is intended to facilitate appropriate management attention and decision making related to these assets.

The briefing notes are updated and submitted four (4) times per fiscal year (May, August, November and February which is the deadline for next fiscal year's submissions). CPBNs should also be updated as soon as significant changes are known as they are sometimes used to provide information to the Minister and DM. Updated data is used for funding allocation, reallocation, project prioritization, portfolio and program management as well as forming the basis for information provided for the Departmental Performance Report (DPR) and the Report on Plans & Priorities (RPP), as well as each Supplementary Estimate application made by PWGSC to Treasury Board each year.

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For further information about Capital Project Briefing Notes, please contact Quentin Nahum at 819-956-7409.

3.16 Infrastructure Continuity Plans

Infrastructure Continuity Plans (ICPs) deal with the protection of PWGSC assets during disruption of services by ensuring functionality of response systems in the event of a building based system emergency. They are developed through a series of operating protocols and are designed to ensure a systematic, consistent approach to emergency event management, meet policy requirements and demonstrate due diligence. Information in a completed ICP assists in assessing the emergency and provides access to emergency contact and mitigation processes. Remediation delays can have a significant impact on critical business lines or services and the preservation of PWGSC assets. Occupant health and safety could also be negatively impacted through delays or the lack of a current comprehensive plan.

In order to maintain the ICPs at an acceptable level of readiness, plans should be updated on an ongoing basis to reflect tenant, supplier, personnel and system changes. A live test verification of the ICP should be conducted every two years to ensure the plan is appropriate and continues to meet expectations and current requirements.

The Property Management team should ensure that they solicit client involvement in the ICP development process to ensure client program requirements are protected.

Applies to:	Crown-owned, Lease-purchase
Who should perform work:	PWGSC, Contractor, or consultant
Suggested project priority:	B2
Qualifier:	C1
Estimated cost:	varies
Project Group:	31 - Infrastructure Continuity Plans

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager. Internal resources are to be used to complete and update ICP's as indicated in the SOW 2.3.11. Contact Warren Moulaison (613) 422-2791 for additional details on ICP's in AFD assets.

For more information and to initiate an ICP, please contact Michelle Brault at 613-736-3053.

3.17 Fire Alarm Maintenance

Fire alarm system performance and maintenance in Government of Canada buildings are critical for the health and safety of our employees and the public.

Fire alarm system inspections are required by code and policy. These inspections ensure systems are functioning as they should and limit the risk of system failures. In the Building Condition Reports, the fire alarm systems are assessed and a schedule for replacement based on life expectancy and condition through Annual Building Management Plans. These system replacement activities are rated at the highest priority possible for planned work associated to code and safety, and health-related projects and audits are carried out annually by PTSM NCOE.

There is a need to remind all property and facility managers to use the Real Property Management System (RPMS) for the management of all maintenance activities, including contracted maintenance, in crown-owned and crown managed assets. This is in accordance with the Asset Integrity Procedure section 5.4 that states "*All maintenance activities, especially mandated maintenance, for all PWGSC Crown-owned, and -managed assets will be managed using the Real Property Management System (RPMS)*". This will ensure maintenance activities for fire alarm systems are meeting code requirements, proper documentation for mandated maintenance and provide for easy departmental wide access to the information. Quarterly audits of mandated maintenance RPMS work orders are performed.

Codes followed by PWGSC for the fire alarms.

The National Building Code of Canada (NBCC) and the National Fire Code of Canada (NFCC) determine the requirements for Fire Alarm Systems. Both Codes refer to CAN/ULC Standard S536 for inspection and testing requirements of fire alarm systems and CAN/ULC Standard S524 for the installation of fire alarm systems. In addition, The National Building Code of Canada, Canadian Electrical Code and TB chapter 3.4 also contain fire alarms system requirements.

Fire alarm inspections frequency

There are daily, monthly and yearly inspection requirements. The central fire alarm panel is monitored daily by operations staff. Monthly and annual inspections are performed by in-house certified FA technicians or via private sector certified technicians under service contract agreements.

This applies to AFD managed facilities however the service provider's maintenance system is used to record activities.

In leased facilities, building owners carry out the required maintenance activities.

3.18 PWGSC Elevating Devices Third Party Review

In April 2011, the Assistant Deputy Minister, Real property Branch, mandated a third party condition review of all elevating devices in PWGSC Crown owned buildings on a national basis. This was communicated to regions through an RPB ADM briefing note.

The third party reviews use a multi-phased approach. The first phase addresses high risk devices. These are the devices for which the National Service Call Centre (NSCC) received more than ten justified service calls in a 12 months period.

The second phase addresses the remaining devices that are classified into three groups:

- Medium risk devices-those that NSCC received between five and nine service calls.
- Low Risk devices -those that NSCC received between one and four service calls.
- No Risk devices -where no calls were received in the 12 month period.

Each region is responsible for the management, financing and reporting of this third party review. The third party evaluation is to report on the monitoring results, condition, repair history, maintenance practices, and recapitalization plans for elevating devices. This review should identify repairs, with cost estimates, that

would extend the useful life cycle of elevators and make recommendations on modernization requirements including cost estimates and timing.

Corrective process:

All maintenance issues that were identified and covered in our standard elevating devices maintenance contract should have been corrected by March 31, 2012, for the high risk category, and as soon as possible during fiscal year 2012-2013 for the other categories.

The upgrades and modernization recommendations must be assessed for inclusion in the multi-year Building Management Plans for budgeting and downstream implementation. Regions will be asked to report annually on the progress of those recommendations. A national standard report is under development by PTSM NCOE and will be available for regions tentatively in June 2012.

Applies to:	Crown-owned
Who should perform work:	Elevating device firms
Suggested project priority:	B3
Qualifier:	2B Vertical /Horizontal Transportation
Estimated cost:	varies
Project Group:	Code 56 or 57

A

For AFD managed facilities, contact your SNC Lavalin O&M Technical Support Manager.

For further information please contact: Pierre Nault at 613-736-3040

Elevating Devices Coordinators

Atlantic	Robert Surette	902-496-5332
Québec	Jacques Leblanc	514-496-3539
NCA	Dave Ventura	819-775-4088
Ontario	Michael Barbu	416-512-5683
Western	John Hogg	780-497-3761
Pacific	Hector Chu-Joy	604-775-9368

4 BMP Development

4.1 General Information

This section contains information to guide you in developing your BMPs.

The BMPs for this cycle cover the planning years 2013-2014 through 2017-2018. They are to be prepared by the PFMs and Asset Managers/TAs for all Crown-owned, leased and lease-purchase facilities.

4.1.1 Data Gathering and Consultation

During the data gathering stage, it is important that PFMs and Asset Managers/TAs initiate communication with the Accommodation Managers (AM)/Accommodation Officers (AO) and Professional and Technical Service Management (PTSM) project managers for their buildings.

Specifically:

- AM/AOs are to ensure Occupancy Instrument (OI) data is accurate (i.e., rent, space calculations, etc...). Additionally, they are to provide PFMs and Asset Managers/TAs with information on Workplace 2.0 initiatives and fit-up¹ of existing space for reuse (previously referred to as refit) projects from the Client Accommodation Demand Strategy (CADS) exercise.
- PTSM project managers are to provide Asset Managers/TAs and PFMs with information on projects to be managed in-house.
- Regional Real Estate Services Managers are consulted on disposal process and the potential costs associated to asset disposal if applicable.

¹Fit-up occurs when work is required to alter space previously occupied by one federal organization, to meet the requirements of a different federal organization. The scope of the fit-up for reuse is determined by taking into consideration the life cycle approach, the functional requirements of the new client, existing conditions of the previously occupied space, PWGSC fit-up standards, and the duration of the new occupancy. The fit-up of existing space is not always directly associated with the term of an Occupancy Instrument (i.e. is not considered an entitlement at the end of a five year occupancy term).

4.1.2 AFD-Managed Facilities

In accordance with the Alternate Form of Delivery (AFD) contract, the National BMP Call Letter is to be provided to the AFD contractor by August through the Asset Manager/Technical Authority. The AFD contractor will prepare Building Management Plans (BMPs) and Portfolio Management Plans (PMPs) in accordance with the contract (including the 5th planning year), and then submit them to PWGSC AFD Asset Managers/Technical Authorities (TA) for review and preliminary approval.

In order to accomplish this, Asset Managers/TAs for AFD-managed facilities are to meet with the AFD contractor to review the National Call Letter and any regional instructions with regard to PWGSC objectives, priorities and procedures relative to the preparation of BMPs and PMPs. Asset Managers/TAs and AFD contractors should continue to meet throughout the development of the BMPs to minimize any need for revisions upon submission of final plans.

AFD contractors are to pull the required CAPS/BCR information from CAPS and the AMP in order to populate project information for the 5 planning years, including information on all projects (see [section 4.2.5.1](#) for more information). Asset Managers/TAs are to provide the AFD Contractor with information on Payments in Lieu of Taxes (PILT) (6A), Rent (K), Other Fixed Expenses (6B), Central Heating Plant charge rates, Real Property Services (RPS) Management of AFD Contract (5E), and Contractor Incentive Program Award (5F) by the end of the first week of October for input through the BMP. Asset Managers/TAs are to provide Management Analysis review and forward all revisions to the AFD contractor for their input through the Corporate Systems. Asset Managers and Technical Authorities should also ensure that all PWGSC Intranet documents are provided to the AFD Contractor.

4.1.3 PWGSC-Managed Facilities

The procedure for preparation of BMPs for PWGSC facilities managed by in-house resources accommodates five (5) planning years. PFMs are to use CAPS to identify future projects and costs. If you have a facility that is not in CAPS, you will have to consult your latest BCR to identify those projects. See [section 4.2.5.1](#) for further instructions. As in the past, PWGSC PFMs are responsible for the preparation of BMPs in accordance with the established process and format.

4.1.4 BMP Training

PBMS BMP Training will be available to Real Property staff as in previous years. This will be coordinated through Resource Management Training Directorate. The fall release of PBMS will occur on September 20th, and training in the National Capital Area (NCA) is scheduled for September/October. Users are encouraged to use the Teacher in a Book, located at the following URL: <http://source.tpsgc-pwgsc.gc.ca/rps/ims/bis/tcg/content/pgbmp/cntntscntn-e.html>

Training sessions are also available to those managing the AFD contract to highlight what is required to carry out oversight of the project plan.

If you have any difficulties using the module, please contact Angela Melanson (613)736-2748. If you have any questions related to training, please contact Angela McCarthy (613)736-3132. .

4.1.5 BMP Resources

The BMP Manual 2000, revised May 2001, is to be used as the detailed guide in the preparation of BMPs for RPB existing and planned assets. This manual includes definitions of terminology used in this Call Letter. In some instances, Call Letter instructions may differ from those in the BMP Manual. In such cases, the terms of the Call Letter will apply. The BMP Manual is available on the Asset & Facilities Management Services (AFMS) website.

http://source.pwgsc.gc.ca/rps/afms/docs/pdf/bmp_manual-e.pdf

For additional information concerning roles and responsibilities with respect to the preparation of BMPs for AFD-managed facilities, please contact Piero Babbini at 613-736-2819 and on financial matters please contact Denise Henri at 613-736-3283.

There is also a complete list of references in [Appendix A](#). Should you require additional reference information; the RPB Docs Centre can be accessed at: <http://source.pwgsc.gc.ca/rps/docentre/>

4.1.6 Building Performance Reviews (BPRs)

The BPR process was established to ensure a nationally consistent standard of evaluation for building performance on a regular basis. It is a primary source of input for the development of the BMP, as well as serving to update the BCR annually.

BPRs in crown owned assets are critical in both identifying changes in building performance that may influence an asset's project plan, and in accurately determining deferred maintenance in an asset. Deferred maintenance are planned major repair and capital activities that are differed. Building Performance Reviews (BPR), carried out by the Property Facility Managers (PFM) annually in Crown-owned assets, allows for the identification of new performance issues or Health & Safety issues to be added or adjusted within the identified program of works, in preparation for the development of the annual Building Management Plan. It also allows for the PFM to update information pertaining to items such as seismic assessments, life safety projects and the asset's deferred maintenance annually, by identifying completed projects from the past year.

BPRs are critical in leased assets as well. They offer an opportunity to ensure due diligence in asset stewardship and report non-performances, which influence lease renewals and may influence an assets project plan.

The AFD Contractor and PFMs for PWGSC-managed facilities will use the Capital Asset Planning System (CAPS), Asset Validation Survey (AVS) tool, to complete their BPRs for all crown-owned, leased and lease-purchase facilities. BPRs for crown-owned and lease-purchase facilities shall be completed annually and leased facilities are to be completed every two years. A BPR Call Letter will be issued in March of each year providing instruction and information on the completion of BPRs.

For more information on BPRs, please contact Wade Czajkowski at (613) 736-3163 or Karen Hammerli at (613)736-3106.

BPR Coordinators

National	Karen Hammerli	613-736-3106
Atlantic	Michele Chiasson	902-496-5182
Québec	Hugette Arseneau	514-496-3688
NCA	Jennifer Boudreau	819-775-4264
Ontario	Chris Conrad	416-590-8257
Western	Chantal Umphrey	780-497-3759
Pacific	Susan Trejo-Quinonez	604-775-9306

4.1.7 Your Guide to Qualifiers

For the preparation of the BMP, any of the qualifiers found in the guide can be used with the exception of J1, X1 and series E.

Projects with the following qualifiers will be capitalized: **T1, X2, X3, X4, Y1, Y2, Y3**

Refit projects (**X5**) are to be expensed.

The Guide to Qualifiers can be found on the following address:

<http://source.tpsgc-pwgsc.gc.ca/bi-rp/docs/md/md92-eng.html>,

or search for "Guide to Qualifiers" from the Source at:

<http://source.tpsgc-pwgsc.gc.ca/>

4.1.8 Payroll Costs

The mark-up of 1.8 times the Hourly Billable Rate (HBR) must be applied to Federal Accommodation and Federal Holdings (FA&H) payroll and O&U costs, FA&H projects, as well as projects conducted on behalf of Other Government Departments (OGD).

02-12 Expenditures

In accordance with the Financial Framework, 02-12 expenditures associated with services delivery, services coordination, and services management as well as administration positions are charged directly to responsibility centres in the Appropriation Federal Accommodation and Federal Holdings programs (FA&H). Where it is reasonable and practical to do so, 02-12 expenditures should be included in the BMP. This ensures that we are capturing, at the asset level, all the relevant operation and maintenance costs. As well, expenditures that are directly attributable to a specific project and have traditionally been charged against the project will continue to be charged to the project.

4.1.9 Revenues

Effective program management requires that we manage revenues forecast as accurately as possible to reduce any need for incremental funding.

PFMs and Asset Managers/TAs are required to be particularly diligent in the budgeting of revenue by asset from reimbursing tenants (Federal OI, TRP), commercial and retail lettings, parking and temporary occupancy licenses, (Third party OIs), and vacancies. Consultation with AM/AOs, the AFD contractor, Leasing or Commercial Operations Leasing Officers may be required.

Much of the revenue information will be drawn into the BMP, Management Analysis, and Revenue Planning section from other corporate systems. Because this data cannot be modified in the BMP, it is important to verify the accuracy of the data within these other systems and request any necessary corrections, before beginning BMP Revenue Planning.

PFMs should maintain files and retain copies of all OIs, commercial letting documents, letting control sheets and any other related financial correspondence for their records and future verification.

The revenue data is compiled in multiple sections as follows:

Federal OIs / TRPs tab

Revenue data for both reimbursing and non-reimbursing client tenants is retrieved from the Occupancy Instrument System (OIS). It also contains data from Tenant Accommodation Demand System (TADS) and displays the details of the requests for space as described in clients forecasted Tenant Requirement Packages (TRP). Validate this data with the respective AM/AOs and request they make any necessary changes in the OIS / TADS system (s).

Third Party OIs

All assets other than AFD- SNC Lavalin managed buildings (i.e. PWGSC managed, regardless if it is Crown Owned, Leased, Lease-Purchase, Sale Leaseback (MLPM), 73 Leikin Drive, Ottawa, (Minto) and 3500 Carling Campus, Ottawa (BLJC).

When verifying the commercial revenues also ascertain if the Leasing or Commercial Operations Officers will require funding for their billable time related to commercial lettings.

The Third Party OIs tab is available only if the selected cost centre is a non-AFD facility. Revenue data for commercial lettings is retrieved from the Windows Facilities Inventory System (WinFIS). Only the revenue data with determined rates, amounts and durations will be drawn into the BMP, therefore all variable revenue amounts such as percentage rents and parking will need to be forecasted in the Other Revenues module of Revenue Planning, further explained below.

For each asset containing commercial and retail lettings, PFMs should run a Lettings, Rent Roll report obtained from the Office Accommodation Services Reporting (OASRep, the WinFIS reporting program) and validate the data. PFMs should direct their requests for changes in WinFIS to their respective Leasing or Commercial Operation Officers.

Validation should ensure that all third party commercial letting occupancies within the asset are included in the Rent Roll report and all revenue components (base rent, operating costs, realty tax information etc) are correct and up to date in accordance with their respective letting agreements.

In the case of Sale Leaseback and 3500 Carling Avenue, information contained within the MLPMS and BLJCs monthly reporting provided to PWGSC should be compared with the WinFIS Rent Roll, and WinFIS updated to match the managers reporting on revenue components.

Other Revenues - contained in Revenue Planning BMP Module

PFMs shall manually enter commercial revenue data which was not drawn into the BMP because it is not captured in WinFIS. These revenues may include percentage rent, ATM or bank machine transaction fees (sometimes also referred to as percentage rent), parking revenues, temporary occupancy license fees (for park rentals, bake sales, United Way craft sales, etc.) or utility and/or operating cost recoveries collected apart from the rent. Avoid replicating revenue data already contained in Third Party OIs, as this will incorrectly duplicate the revenue forecast for that item.

For each Other Revenue entry, it is recommended you use the actual received revenue amount from the previous fiscal year as this year's forecast, unless there is information to the contrary (i.e. planned vacancy, replacement tenant, parking rate increase etc.). Depending upon your Region, your Business Managers, Business Clerk and/or Finance can assist you in retrieving this historical information in SIGMA.

BMP Revenue data is entered identified by a qualifier of "00" and the LOBJ (line object) identifies the source of revenue.

AFD Revenue Plan – AFDMS Commercial AFD – SNC Lavalin managed buildings

Revenue data for commercial lettings is retrieved from the Alternate Forms of Delivery Management System (AFDMS). Third Party OIs tab is not available in AFD facilities. TAs or Asset Managers should discuss and validate this information with the AFD contractor, and AFD will make any necessary changes in their system which will be drawn into the BMP.

Vacant

Vacant data and potential revenue for vacant Marketable space as well as Non-Marketable space data is retrieved from the WinFIS system. Validate this

data with the respective AM/AOs or Manager, Space Assignment, and request they make any necessary changes in the system.

Questions on revenues should be directed to Cyndee Hughes at (613)736-3056.

4.1.10 Hourly Billable Rates

Hourly Billable Rates (HBR) for 2013-2014 will be issued in the Fall of 2012 by Program Management Sector.

We continue to set the aggregate pricing objective for each Director General (DG) and Regional Director General (RDG) at 1.8 times direct labour costs. In order to achieve this objective, DGs and RDGs are expected to continue to implement practices conducive to its realization.

4.1.11 Assumptions

Inflationary Increases - In accordance with established budgetary procedures, inflationary increases are not to be broadly applied for any planning years.

However, if increases to such things as utilities, contracts, etc., are known, you should use this information, provided all assumptions are clearly documented. See [section 4.2.4](#) for further information.

Consumer Price Index (CPI) - To obtain CPI rates, please access the following website: <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/cpis01a-eng.htm>

4.1.12 Tenant Involvement in the BMP Process

As client input is an integral part of the development of BPRs and BMPs, PFMs and Asset Managers/TAs must obtain input from the AM/AOs. It is essential that the BMP include a global analysis of how the building responds to the functional requirements of the tenants (quality and quantity of space) and identify opportunities for implementation of Workplace 2.0 within the building to optimize space, improve the flexibility of the working environment and reduce overall costs. Client investments via tenant services projects and RPB investments via the BMP should be harmonized and targeted towards cost reduction. This overall assessment should be referenced in the Strategic Overview section of the BMP Management Analysis. While it is essential that the client understands the RPB plan for the asset and is assured their concerns and priorities have been fully considered, it is not the intention that clients formally approve BMPs.

4.1.13 Annual Reference Level Update (ARLU) and Budget Allocation

Real Property Branch (RPB) is accountable for the overall financial management of the Real Property Program Activities. Program Management Sector (PMS) is responsible for the preparation of the ARLU and the National budget allocation.

The ARLU submission is presented to Treasury Board Secretariat (TBS) at the end of the summer to secure funding at the program level. It is used as a financial and technical update of the reference levels for the next three fiscal years and gives PWGSC the opportunity to request adjustments for the current fiscal year through Supplementary Estimates.

Synchronized with the new Reference Levels approval, PMS undertakes a budget allocation exercise for the operation, maintenance, and recapitalization of facilities and assets under the administration of PWGSC. As a result of this exercise, each region receives an Original Net Operating Budget (indirect costs and building), a Revenue Target, a Capital Budget and an allocation for revenues to be collected in addition to their revenue target.

The objective of this exercise is to distribute the funding received in the most equitable and transparent manner while recognizing regional inventory, economic and geographic differences. The distribution of funds takes into account regional input to the ARLU, revisions made to the initial regional ARLU submission to reflect major changes, trends in previous fiscal years' expenditures, revenues and inventory as well as the availability of funds.

Once the regions receive their budget envelope, each RDG/DG is accountable to allocate the funds to individual buildings and projects in accordance with approved BMPs, starting from contractual obligations and critical essential building repairs before considering less time sensitive repairs or preventive maintenance work. Budgets for major capital projects (over \$1M) are allocated based on the national priority ranking system and managed on a project by project basis.

For more details on the ARLU and the Budget Allocation exercises, please refer to the annual ARLU call letter and the Budget Allocation Guide available from Claudie Gibeau at 819-956-6442.

4.1.14 BMP Review and Approval

All BMP project work plan listings will be reviewed for quality assurance by respective Asset Managers/Technical Authorities and signed off by the AM/TA for recommendation each December.

It is recommended that this oversight be carried through a review of the BMP project plan against the recommended CAPS event listing to ensure all big ticket items and high priorities are correctly captured. (For instructions please refer to section [4.2.5.1 Planning Projects for Future Years](#)). This review should also serve to ensure that all health and safety related projects are prioritized appropriately and include associated reference from the original identifying process or person and that justification and risk mitigation measures are addressed if and as required. For more information on project priorities and requirements, refer to [Appendix F](#) – Project Priority System and also to the Asset Integrity Procedure.

Copies of the project work plan listing and BMP cover page are to be signed-off by the Real Property Team Directors in NCA, and the Regional Directors PTS in the Regions, with the cover page signed and dated, pages of the work plan listing initialed and dated, and retained by the Real Property Team (RPT) for audit purposes.

Real Property Team (RPT) Directors are responsible for the overall review and approval of all BMPs and for recommending funding approval of BMPs to the Regional Directors General (RDGs) or Directors General (DG), Real Property NCA (RPNCA) in the National Capital Area (NCA).

RDGs and the DG NCA are also responsible to ensure assets in their region are classified according to established processes in each region and reviewed during the BMP process, [see section 4.2.2](#).

For Sale/Leaseback Buildings, the Landlord should be part of the approval process.

4.2 BMP Instructions

This section provides instructions on completing the management analysis, the operating and utilities (O&U) plan and the project plan. It also contains a section containing special instructions for sale/leaseback properties.

For additional information, please visit the Teacher in a Book or the BMP Manual 2000 [see sections \(4.1.4\)](#) and [\(4.1.5\)](#). You can also contact either Angela Melanson at 613-736-2748 or Angela McCarthy at 613-736-3132.

4.2.1 BMP Format

The BMP is to be organized as follows:

- Management Analysis - A narrative summary and assessment to support the BMP, including strategic overview, financial performance and key issues;
- Operating and Utilities Plan;
- Project Plan;
- Revenue Plan; and,
- AMP Summary.

4.2.2 Asset Classification Review

PWGSC Property Managers must review the Asset Information in the BMP Module to ensure that all details are correct. Special attention needs to be paid to the asset classification as health and safety requirements differ between different types of assets, i.e., office buildings have less complex health and safety requirements than do laboratories and engineering structures.

Regional Directors General (RDGs) and the Director General National Capital Area (DG NCA) are responsible to ensure assets in their region are classified according to established processes in each region and reviewed during the BMP process.

Asset Classification is identified as RPU - (Real Property Unit) Type in the asset information window. As indicated in the paragraph, please ensure that you accurately verify your assets. Below are the five RPU Types, with structures being further defined

RPU Types:

- 1) Building
- 2) Land
- 3) Parking Lot
- 4) Structure
- 5) Dwelling

Structures are further broken down into the following types:

1. Antenna
2. Satellite
3. Bridge
4. Tunnel
5. Wharf
6. Breakwater

7. Moorage
8. Dam
9. Generators

Should the information within the Asset Information screen be incorrect, please contact your local Windows Facilities Inventory System (WinFIS) group and consult your regional call letter for directions on how to have the information corrected.

4.2.3 Management Analysis

A Management Analysis is required for all Crown-owned and lease-purchase assets. It provides a narrative summary and assessment to support the contents of the BMP and includes:

Strategic Overview - A clear and objective assessment of the current condition of the asset and its future outlook, identification of critical issues, opportunities and risks, and recommendations for short and long-term operation and management of the asset with specific reference to the AMP.

Financial Performance - A summary and analysis of O&U and project plans, unit costs, revenue and expense plans, and Return on Investment (ROI).

For Crown-owned office facilities, unit cost and revenue data (per square meter) is to be identified at the asset level based on previous year actual costs. This information is available through the Asset Performance Monitoring Reports. Unit cost data is to be used to evaluate the relative performance of PWGSC assets as well as benchmark against Canadian public and private sectors through various benchmarking organizations. Significant variances are to be explained and any proposed corrective measures identified. The *Building Classification of Accounts* (BCA) was developed to facilitate these comparisons.

Unit cost and revenue data for Crown-owned office facilities can be obtained from the Asset Performance Monitoring Reports (APMR). Please contact your regional representative to obtain a copy of the APMR.

APMR Coordinators

Atlantic	Michele Chiasson	902-496-5182
Quebec	Mario Arés	514-496-3518
NCA	Liette Groux	819-775-4068
Ontario	Kevin Conner	416-512--5916
Western	Ken Stepan	780-497-3594
Pacific	Albert DeSiena	604-775-6884

For information about the Asset Performance Monitoring Report, please contact Chris Rose at 613-736-2836.

When developing BMPs for Crown-owned office facilities, strategies must be identified to achieve positive Return on Investments (ROIs). ROIs of less than 2% are to be explained and corrective measures identified. PFMs and Asset Managers/TAs are to calculate ROIs and compare these figures with those included in the APMR.

The Mass Appraisal Tool (MAT) is used to calculate market values. The BMP Module automatically calculates the market value using the annually updated MAT tables.

The Valuation Program of the Valuation and Payment in lieu of taxes (V&PILT) Programs Directorate is responsible for ensuring that the most current appraisal values for all properties are provided to the Windows Facilities Inventory System (WinFIS) for input into the system. PFMs and Asset Managers/TAs are responsible for verifying that WinFIS contains the most recent appraisal values and that the WinFIS appraisal date corresponds with or is more recent than the last AMP completion date. If necessary, PFMs and Asset Managers/TAs should contact their regional appraisal contacts as listed below, to verify the most recent appraisal date and market value.

For verification of PILT values, please contact Jennifer Hersey at 819-956-7444.

Appraisal Coordinators

Atlantic	Mark Freeze	902-496-5268
Quebec	Alain Paradis	514-496-3316
NCA	Gérard D'Aoust	819-956-7484
Ontario	Ken Lau	416-512-5569
Western	Mark Gislason	780-497-3752
Pacific	Gary Nakagawa	604-775-6231

For further information on ROIs refer to the [Asset Performance Monitoring Policy](#).

Operational Profile - includes Health and Safety, environmental management, government program requirements, occupant satisfaction, etc.

For AFD-managed facilities, the AFD contractor will prepare a Management Analysis for each BMP in accordance with the terms of the contract. This Management Analysis report will be submitted by the contractor through each scheduled BMP file transfer. PWGSC Asset Managers/TAs will be responsible to review information and advise their Contractor of any changes.

Please access the following link for a model and writer's guide to preparing the Management Analysis.

[Http://source.pwgsc.gc.ca/rps/afms/content/man_analysis-e.html](http://source.pwgsc.gc.ca/rps/afms/content/man_analysis-e.html)

4.2.4 Operating and Utilities Plan

The O&U costs are to be coded in accordance with the Building Classification of Accounts (BCA). For PWGSC-managed facilities, costs are to be coded at the Qualifier/General Ledger Account (GLA) level, while the costs for AFD-managed facilities are to be coded by the AFD contractor at the qualifier level. Consistent and accurate application of the BCA allows RPB to monitor performance, report nationally on a consistent basis and compare building O&U costs with industry norms. It is therefore important that no other qualifier/GLA combinations be used.

For AFD-managed facilities, RPB Labour (5E), Contractor Incentive Program Award (5F), PILT (6A), rent (K), other fixed expenses (6B), and Central Heating Plant charge rates are to be provided to the AFD contractor by the end of the first week of October for input through the BMP. Labour and 02-12 costs are to be planned for the overall cost of the AFD portfolio ("PWGSC Core Activities" and "AFD Contract Oversight") at the AFD asset level against qualifier 5E - RPS Management of AFD Contract, using the following formula: the total 02-12 and labour costs for the portfolio, divided by the portfolio rentable area, then multiplied by the building's rentable area. Please see Denise Henrie for a copy of the WinFIS AFD asset listing which will provide the building's rentable area. Although planned for at the asset level, payroll and 02-12 costs for the management of the AFD contracts are actually charged against the AFD portfolio during the year. Asset Managers/TAs are to provide both the portfolio and building square meter information to the AFD contractor so that they are able to calculate their 5E costs. Please contact Denise Henrie to obtain a copy of the breakdown for the allocation of AFD wages and benefits.

Once a dollar amount for a qualifier/GLA combination is entered into the BMP module, the same amount will automatically populate the four future year columns. Although you should not add an inflationary increase to the future years, you are expected to amend any dollar values where a definite increase or decrease is known. For example, you should **not** add a straight 2% cost of living increase in operating and utility costs in the out years (planning years +1, +2, etc....). In addition, your O&U projections should not reflect a cut and paste exercise of the costs in your 2012-2013 planning year. Your O&U plan should show known costs in contract changes, utility costs and other O&U line items. A look at the trend analysis over the past few years will show what, if any increase a particular line item is subject to in an average year. You should also show O&U increases if, for example, a vacant space in your building is to be occupied in any of the out years. Most O&U costs should reflect the increased occupancy. Please remember to note all of these assumptions in the comment box of each line item.

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Sale Leaseback Buildings Managed by Maple Leaf Property Management

Please use the following Qualifiers:

- K1- Basic Rent, Operating Costs and Parking Rent
- 3A- For Harry Hays and Canada Place only, payments are made directly to Enmax Corporation
- 6B- Insurance (paid directly to Aon Reed Stenhouse by AFM NCOE and recovered from the regions)

PWGSC PFMs are responsible to respond to PWGSCs BMP Call Letter and to ensure the accurate data is entered into the BMP module. Please note that the landlord will provide their budget submission to PWGSC 120 days before the beginning of the fiscal year (end of November) as per the lease requirement. This includes a budget for operating costs and a capital budget. PWGSC PFMs are responsible to enter the rent including parking, property taxes, and the 2% management fee. Landlord funded schedule G projects including substitutions are to be entered in PWGSC BMP module and SIGMA. PWGSC PFMs are responsible to ensure that accurate data is entered into the BMP module and SIGMA ([see section 4.2.5](#)) project plan for details on entering Larco funded Schedule G projects).

NOTE: PFMs must also plan for insurance, audit and parking appraisal fees, PWGSC labour and any other items such as but not limited to drinking water testing, special studies etc.

Management fee of 2% of **rent** should be coded to 5B-504076. The 2% fee is based on the following rent items: Basic Rent, O&M including amortization expense and Property Taxes. Rent paid for parking should not be included in the base rent for calculation of the management fee.

All rent costs should be programmed under K qualifiers and the following should be used: K1-505006 basic rent or K1-505021 for parking garages/K1-505001 for parking lots.

NOTE RE PARKING THAT DOES NOT FORM PART OF THE LEASE: Operating costs are not to be paid for parking facilities that do not form part of the lease.

Parking committees should have been established for each building to determine how to formulate the deduction from operating costs. PWGSC will continue to receive OI revenues for parking where applicable. Program rent costs for parking for the entire fiscal year 2013-2014 and out years. This should be coded to K1-505021 for parking garages and K1-505001 for parking lots.

Property taxes are to be paid to landlord ten days prior to the municipal due date. This should be coded to K1-505008 basic tax.

Insurance premiums are paid by AFM NCOE directly to Aon Reed Stenhouse and should be coded to 6B.

4.2.5 Project Plan

The BMP project plan is to identify all projects, **for the next five years**, other than tenant service work, planned for the building, regardless of the funding source, including repair projects >\$5K, capital projects, space optimization and refit/retrofit projects.

Project work plans should also identify funding required to develop projects to the shelf-ready stage (i.e., seed money) associated with preliminary project approvals (PPA). In fact, in order to deliver our repair program and avoid lapsing funds, larger projects should be seed-funded and brought to the shelf-ready stage in the year before the planned implementation.

Disposal Costs for real property interest or asset

As part of PWGSC's contribution to the 2011 Strategic Review exercise, the department will streamline its financial framework by winding down the Disposition Incentive Program and the Real Property Disposition Revolving Fund (RPDRF). No new disposal projects may be added to the Real Property Disposition Revolving Fund after March 2012. New disposals where PWGSC is the custodian will be funded through the Special Purpose Allotment. These projects must be planned in the BMP using the C2 qualifier.

In planning the BMP budget, consideration must be given to including costs for any real property interest or asset to be disposed. Regional Real Estate Managers are available to discuss disposal process and determine potential costs.

Note that disposal projects where Other Government Departments (OGDs) are the custodian, disposal projects will be recorded against the PTS Program using the Real Property Revolving Fund and funded via an OGD SSA.

Regional Real Estate Managers

National	Denis Plamondon	613-956-1598
Atlantic	Janice Snair	902-496-5265
Québec	Daniel Dufour	514-496-3443
NCA	Christine Taschereau	819-956-2779
Ontario	Bob Brick	416-512-5790
Western	Tracy Hayden	780-497-3768
Pacific	Lisa Banxachai	604-666-7401

It is important to note that the five year project plan is not **just** an exercise of completing one project over consecutive years but a balancing of five years' worth of project costs. The entire plan should be spread out as much as possible, over the five year window in order to lessen the financial impact in any given year. For example, if your project plan totals \$15 million over five years, the ideal five year plan would show a total of \$3 million in project work each year, rather than \$10 million in the planning year, then \$2 million in planning year +1, then \$1 million for each of the remaining planning years. The more balanced the five year project plans are, the easier it should be to ensure that all regions are allocated the resources they need to complete their project plans. Please refer to the life cycle event listing in CAPS. Instructions contained in [section 4.2.5.1](#).

Real Property projects managed by PWGSC are to follow the National Project Management System policies and principles as applicable to ensure that all projects undertaken are planned, managed and delivered in a nationally-consistent manner. Guidelines and templates can be found on the NPMS website: <http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/index-eng.html>.

Costs associated with the provision of swing space should be included in the cost of the project. Please ensure that the projects meeting the criteria for capitalization are captured according to accrual accounting guidelines. See [section 3.15](#) of this Call Letter for more information.

Sufficient resource costs should be identified within project funding to ensure the Department's Health and Safety compliance with CLC Part II and the contractor's compliance with the respective provincial/territorial Occupational Safety and Health (OSH) mandatory legislation for construction and maintenance projects. Corporate Environment, Safety, and Health (CESH) is involved in the health and safety element of the project as per the Department Policies, to ensure the Occupational Safety and Health (OSH) regulatory requirements are met on behalf of the Department, in all applications including AFD and lease-purchase.

For all projects involving expertise from PTSM, Accommodation Portfolio Management (APM) and Client Consultancy Services Directorate (CCSD), clarification should be given as to whether Project Leaders are to be chargeable to projects. As part of the project requirements, PTSM project managers are required to budget their fees following a set of guidelines. Ensure that all projects are reviewed with the Senior Project Manager early in the process to allow sufficient time for the definition and costing of new projects. Projects should be identified in accordance with the Project Priority System included in [Appendix F](#).

For all billable projects in Other Government Departments (OGD) managed, in PWGSC-managed and AFD-managed buildings that are carried out by in-house resources, payroll costs are calculated based on 1.8 x Hourly Billable Rate. For more information on project mark-up, see [section 4.1.8](#) of this Call Letter. It is critical that all associated project fees are charged to the project and not the building budgets.

When entering your project into SIGMA, please ensure that the project group code field is filled out correctly. This is to allow reporting on BMP projects. In order to ensure consistency of reporting over historical years, please select your project group code based on the description. With the release of version 10.6 of PBMS all Project Group Codes have been changed to reflect the SIGMA codes. Therefore, when inputting project group codes for projects, ensure that you utilize the newer SIGMA codes and not the older version. In [Appendix E](#) all project group codes are cross-walked from the PBMS codes to the SIGMA codes.

For AFD-managed buildings, the AFD contractor shall identify capital (Vote 12) and repair (Vote 15) projects based on the qualifier definition. All repair projects need to be reflected under the proper funding allocation. The application of the qualifier according to the Guide to Qualifiers (<http://source.tpsgc-pwgsc.gc.ca/bi-rp/docs/md/md92-eng.html>) will ensure correct coding application. Please contact Denise Henrie for the AFD project coding chart.

Please ensure that the projects meeting the criteria for capitalization are captured according to accrual accounting guidelines. See [section 3.13](#) of this Call Letter for more information.

Sale/Leaseback Buildings

Schedule G of each lease lists the projects that have been identified as Larco's responsibility to fund and complete. This list of projects must be entered in the BMP in a manner that does not cause them to roll up to the PWGSC funding envelope

For 2013-2014 planning exercise, the schedule G projects should be entered into SIGMA using the description SCH-G project title, leaving the funding set to \$1.00 under the appropriate planning year-putting in the \$1.00 is the only way to place the project under the correct planning year.

There is a project group code for PBMS BMP module only, called Leaseback - Larco, to facilitate reporting on these projects. Please ensure that the new project group code is used for all Larco funded projects. (Project Group Code 69).

Carry-Over

All PWGSC-managed carry-over projects should have an associated SIGMA project number. This project number should be given to the AFD Contractor to include as part of their electronic project information. A carry over project is a project that will not be completed in the original planning year. The "Project Planning Status" field must be identified using code 5 -- Carry-over Project. This applies to both PWGSC-managed carry-over projects and the AFD baseline carry-over projects.

NOTE: For carry-over projects, the same project number used in the previous year by the contractor should be used in the next BMP year in order to capture the full dollar value through the entire life of the project.

Multi-year project

All PWGSC projects planned over more than one year, (i.e.-mid life refit over 5 years) or a project that started in the original planning year that has multi year funding must be entered for planning purposes to obtain seed money for planning "Project Planning Status" field must be identified using code 3 Preplanning in Progress.

Repairs - Repairs are defined as those works and services, **valued in excess of \$5,000**, required by virtue of normal wear and tear or normal deterioration to the building, its service systems and the environs. As in previous years, a listing of projects over \$5,000 is to be provided. These projects should be coded to the appropriate qualifier (P0 to P9).

Capital - Capital improvements are defined as investments intended to acquire or improve a capital asset where the performance, value and capability of the asset are significantly increased or its useful or economic life is extended by more than one year as a result. Included are improvements to the structure of the building or systems, such as air conditioning, heating, lighting, elevators, sprinkler systems, etc.

4.2.5.1 Planning Projects for Future Years

As identified in the [introduction](#), this section provides instructions on populating the project plan for the BMP future years. It is laid out in steps, taking into account the differences between AFD-Managed and PWGSC-managed buildings, and based on a building that has BCR data in CAPS.

STEP 1: The CAPS Report

The first thing you need to do is ensure you have access to CAPS.

To obtain access to CAPS, please contact the National Administrator by email at SPIB.CAPS@tpsgc-pwgsc.gc.ca for a username and password. The National Administrator will send you instructions for first time entry into the system.

If you already had access to CAPS in the past, please cut and paste this link <https://recapp.pwgsc.gc.ca/tcps20> into Internet Explorer (CAPS does not function in other browsers), and login as you had before.

Instructions on how to print the appropriate report are available in [Appendix C](#).

For AFD-managed facilities, it is up to the AFD Contractor to enter CAPS and produce their own reports. CAPS information sessions have been provided to the AFD Contractor.

For assets not currently in CAPS, you will have to consult the latest Building Condition Report (BCR) to obtain the recommended project listing.

STEP 2: Reviewing the Event Listing to Create Projects

CAPS provides a listing of events that are “component” based. It does not always make sense to create one project per event. For example, look at the following events:

- Complete an Asset Management Report, 2013, \$15,690
- Complete an Appraisal, 2013, \$10,460
- Complete a Functionality Assessment, 2013, \$2,092
- Complete an Accessibility Audit, 2013, \$10,460
- Complete a Building Condition Report, 2013, \$57,530
- Complete a Water Quality Audit, 2013, \$5,230
- Complete a Telecommunications Audit, 2013, \$5,230

Since these seven events are due in the same year and can all be done together, it makes sense to group them under one project, “Asset Management Plan” with a cumulative estimate of \$106,692. In addition, contracting these events as one project will be more economical in terms of both cost and time.

With this example in mind, go through the event listing and group the events to create projects. Although it is important to consider the suggested implementation year, the year is not cast in stone. A short visit to look at the component in question can help determine if it will last a year or two longer so that economies can be achieved through event grouping. Please ensure that the projects meeting the criteria for capitalization are captured according to accrual accounting guidelines. See [section 3.13](#) of this Call Letter for more information.

STEP 3: Entering Projects into SIGMA and the Link to PBMS BMP

Now that you have your projects identified for the next five years, you need to enter them into SIGMA. The only fields available in the BMP project planning screen will be the "actuals to date" field where actual costs to date for the project should be entered, and the "non-PWGSC funding" field, where cost estimates for Schedule G, Larco funded projects are to be entered. All other fields and any changes must be done through SIGMA. The BMP Inclusion indicator still works in BMP.

Information entered into SIGMA will bridge to the BMP Module. Funding for projects, whether for planning or future years, needs to be done in the SIGMA funding module.

For AFD-managed facilities, the projects will bridge from AFDMS to BMP in their proper future years with the proper estimated funding. There will be no link to SIGMA.

For PWGSC-managed facilities, once you have the projects entered with the correct years and correct funding, as a final step, make sure that the BMP inclusion indicator is checked for each project.

4.3 Schedule of Activities

This section outlines in general terms the schedule and responsibilities for the 2013-2014 BMP exercise. Keep in mind that regional variances will occur. This section also includes the AFD schedule for data transfer.

Completion Date	Activity	By
30 June annually	Complete BPRs for incorporation into the BMP	AFD Contractor PWGSC PFMs
July 2012	Issue National Call Letter	AFM
July 2012	Provide copy of National Call Letter to AFD contractor	AFM PWGSC Asset Managers/TAs
1 November 2012	Submit BMPs/PMPs for AFD-managed facilities	AFD Contractor
November 2012	Review and approve BMPs/PMPs for AFD-managed facilities	PWGSC Asset Managers/Technical Authorities
November 2012	Prepare BMPs for PWGSC-managed facilities	PWGSC Property & Facility Managers
December 2012	Finalize BMPs for AFD-managed facilities	PWGSC Asset Managers/TAs
Mid-December 2012	Approve BMPs in principle for both PWGSC and AFD-managed facilities	RPT Directors
Mid-December 2012	Ensure assets in their region are classified according to established processes in each region and reviewed during the BMP process (see section 4.2.2.)	RDGs and the DG NCA
January 2013	SME review and analysis of BMP projects before BMP projects are finalized	Subject Matter Experts (SMEs)

March 2013	Copies of the project work plan listing and BMP cover page are to be signed-off by the Real Property Team Directors in NCA, and the Regional Directors PTS in the Regions, with the cover page signed and dated, pages of the work plan listing initialed and dated, and retained by the Real Property Team (RPT) for audit purposes.	Real Property Team Directors in NCA Regional Directors PTS in the Regions Real Property Team (RPT)
31 March 2013	Allocate budget	PMS/RDGs & RPNCA
1 April 2013	Approve workplans and implement BMPs for both PWGSC and AFD-managed facilities	PWGSC PFMs and AFD Contractor

4.3.1 AFD Schedule for Data Transfer

The following schedule provides cut-off dates for PWGSC information to be given to the Contractor Property Managers and the date when you can expect the updated information to appear in the BMP Module. If all parties in PWGSC and the Contractor adhere to this schedule, the BMP module should reflect accurate and timely information which Technical Authorities/Asset Managers and PFMs can use during BMP preparation. **Please remember that Management Analysis information will come in with each scheduled BMP file transfer.** The Contractor PMs, coordinated by the PFMs, are responsible for all Management Analysis revisions and analysis during the BMP exercise.

All systems will be unlocked for a short time in March to allow for final BMP adjustments.

Action	Party Responsible	Date
<u>Contractor Cut-off Date</u> PFM to ensure clear changes are given to the AFD Contractor PM by this date.	PWGSC/Contractor	Oct. 12, end of day
<u>File Transfer Protocol (FTP) Transfer Date</u> This is the date that the Contractor transfers their information into AFDMS.	Contractor	Nov. 1,
Information Appears in BMP Module	AFDMS/PBMS	Nov. 1,
Contractor Cut-off Date	PWGSC/Contractor	Dec. 31,
FTP Transfer Date	Contractor	Jan. 10,
Information Appears in BMP Module	AFDMS/PBMS	Jan.17,
Contractor Cut-off Date	PWGSC/Contractor	March 15,
FTP Transfer Date	Contractor	March 21,
Information Appears in BMP Module	AFDMS/PBMS	March 25

Appendix A - References

Please note that Asset Managers and Technical Authorities should ensure that all PWGSC Intranet documents are provided to the AFD Contractor.

The Source

<http://source.tpsgc-pwgsc.gc.ca/>

TB Policy on Investment Planning – Assets and Acquired Services

<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12037§ion=text>

Real Property Asset Integrity Procedure

<http://source.tpsgc-pwgsc.gc.ca/bi-rp/fichiers-files/pdf/gi-fm102-eng.pdf>

PWGSC Environmental Policy

<http://publiservice.tpsgc-pwgsc.gc.ca/policy/text/p074-e.html>

Canadian Environmental Protection Act, Storage Tank Regulations

<http://laws-lois.justice.gc.ca/eng/regulations/SOR-2008-197/index.html>

CEPA 1999 Federal Halocarbon regulations (FHR) 2003

<http://laws-lois.justice.gc.ca/eng/regulations/SOR-2003-289/index.html>

Sustainable Office Buildings:

<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/immeubles-buildings-eng.html>

Federal Sustainable Development Strategy:

<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/publications/renouvelable-sustainable-eng.html>

Canadian Occupational Safety and Health Regulations

<http://www.njc-cnm.gc.ca/directive/index.php?did=7&lang=eng>

Canada Labour Code Amendment for HVAC SYSTEMS

<http://www.laws-lois.justice.gc.ca/eng/regulations/SOR-86-304/20060322/P1TT3xt3.html>

Asset Management Plans, Telecommunications Audits

<http://source.pwgsc.gc.ca/rps/afms/content/bookshelf-e.html#eighteen>

Seismic Resistance of PWGSC Buildings

<http://source.pwgsc.gc.ca/rps/docentre/docs/pn/pn115-e.pdf>

Government Security Policy

<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=16578>

Treasury Board Accessibility Standard for Real Property

<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12044>

PWGSC Real Property Branch Accessibility Procedure

<http://source.tpsgc-pwgsc.gc.ca/bi-rp/docs/gl-am/gl-am14-eng.html>

Office Accommodation and Real Estate Services' Best Practice on Accessibility:
Custodian/Client Responsibilities.

http://source.tpsgc-pwgsc.gc.ca/si/oares/content/historical/pno_19e.html

CAN/CSA B651 Barrier-Free Design Standard:

<http://www.shopcsa.ca/onlinestore/GetCatalogItemDetails.asp?mat=2015478&scopes=crol>

Departmental Policy on Electrical Safety

<http://publiservice.tpsgc-pwgsc.gc.ca/policy/text/p058-e.html>

Information on Sprinkler Identification and Replacement

<http://www.sprinklerreplacement.com>

Sprinkler Voluntary Recall Information

<http://www.cpsc.gov/cpsc/pub/prerel/prhtml01/01201org.html>

Underwriters Laboratory Information on Sprinklers

<http://www.ul.com/canada/eng/pages/>

Real Property Management System

<http://rpms/content-rpms/index-e.html>

Workplace Emergency Evacuation Plans

<http://publiservice.tpsgc-pwgsc.gc.ca/policy/text/p078-e.html>

Appendix E – Responsibility Matrix

<http://publiservice.tpsgc-pwgsc.gc.ca/policy/text/p078-app-e.html>

Building Management Planning Manual, 2000 (revised May 2001)

http://source.pwgsc.gc.ca/rps/afms/docs/pdf/bmp_manual-e.pdf

Asbestos Management

<http://publiservice.tpsgc-pwgsc.gc.ca/policy/text/p057-e.html>

Records Management and Information Holdings

<http://publiservice.tpsgc-pwgsc.gc.ca/policy/text/p044-e.html>

RPB Policy on the Stewardship of Federal Heritage Buildings

<http://source.tpsgc-pwgsc.gc.ca/bi-rp/docs/pa-he/pa-he24-eng.html>

RPB Procedure for the Stewardship of Federal Heritage Buildings

<http://source.tpsgc-pwgsc.gc.ca/bi-rp/docs/pa-he/pa-he25-eng.html>

Treasury Board Policy on the Management of Real Property:

Http://www.tbs-sct.gc.ca/pubs_pol/dcgpubs/aas-gasa/pmrp-pgbi/pmrp-pgbi_e.asp

Standards and Guidelines for the Conservation of Historic Places in Canada:

<http://www.historicplaces.ca/en/pages/standards-normes.aspx>

Federal Identity Program

<http://www.tbs-sct.gc.ca/fip-pcim>

Official Languages Policy as it pertains to FIP

<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12314§ion=text#appA>

Real Property Branch Procedure for the Display of the Flag of Canada

<http://webdev.tpsgc-pwgsc.gc.ca/bi-rp/docs/ad/ad158-eng.html>

Standing Offer for Signage

http://soi.pwgsc.gc.ca/news/pdf_library/EJ116-055434001FE.pdf

On-Line Signage Catalogue

<http://www.epattison.com/psgcatalogs/IndexCCG1.aspx?id=CCG1>

Tactile Signage

http://www.tbs-sct.gc.ca/fip-pcim/man_4_b_3b-eng.asp

Policy on the Capitalization of Assets

<http://source.tpsgc-pwgsc.gc.ca/finance/text/ops/pdfs/Policy%20on%20the%20Capitalization%20of%20Assets.pdf>

Cultural Property Inventory

<http://source.pwgsc.gc.ca/rps/afms/cpi/content/index-e.html>

Teacher in a Book for BMP

<http://source.tpsgc-pwgsc.gc.ca/rps/ims/bis/tcg/content/pgbmap/cntntscntn-e.html>

RPS Documentation Centre

<http://source.pwgsc.gc.ca/rps/docentre/>

RPS Guide to Qualifiers

<http://source.tpsgc-pwgsc.gc.ca/bi-rp/docs/md/md92-eng.html>

Consumer Price Index (CPI)

<http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/cpis01a-eng.htm>

Asset Performance Monitoring Policy

<http://source.tpsgc-pwgsc.gc.ca/bi-rp/docs/gi-fm/gi-fm96-eng.html>

Writer's Guide to preparing the Management Analysis.

http://source.pwgsc.gc.ca/rps/afms/content/man_analysis-e.html

National Project Management System

<http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/index-eng.html>

Note: RPB documents are generally available through the [RPB Documentation Centre](#).

Appendix B – Contacts

Angela McCarthy
Program Manager
Advisory & Practices (A&P) - AFM, Professional & Technical Services Management
613-736-3132

Angela Melanson
Program Officer
Advisory & Practices (A&P) - AFM, Professional & Technical Services Management
613-736-2748

Piero Babbini
AFD SM Coordination
AFD, AFM, Professional & Technical Services Management
613-736-2819

Regional BMP Contacts

Atlantic -	Michele Chiasson-	(902) 496-5182
Quebec -	Mario Arès -	(514) 496-3815
Ontario -	Matthew Brady -	(416) 512-5722
NCA -	Liette Groulx -	(819) 775-4068
Western -	Liz Richards -	(780) 497-3595
Pacific -	Kathryn Turnbull -	(604) 658-2989

Appendix C - How to Print the CAPS Report

In the CAPS application a standard report has been created in each official language under the "user" "National Reports/Rapports nationaux". This report, labeled "BMP Event Listing" in English and "Liste des événements pour les PGI" in French, creates a list of events from the latest BCR, which has been updated by the annual BPR process (see 4.1.6). See the instructions below, to generate these reports.

- Login to CAPS To obtain access to CAPS, please contact the National Administrator by email at SPIB.CAPS@tpsgc-pwgsc.gc.ca for a username and password. The National Administrator will send you instructions for first time entry into the system. (see section 4.2.5.1 for further details)
- Click on RECAPP Active X. Then enter your username and password as instructed in the introductory email. Click OK.
- Click on "Report Manager."
- If you receive any prompts from Capital Planning Software Inc., click yes.
- Select the "Saved Setting" tab at the top right of the screen.
- In the user list on the left hand side, find the user National Reports/Rapports nationaux.
- Click on the small + sign to the left of this user and you will see a report labeled BMP Event Listing or Liste des événements pour les PGI.
- Click on the report you want to select and when the details display in the right hand window select the Structure/Instance tab at the top centre of the screen.
- By default, all office buildings in your region will be listed in the right hand column.
- If your asset has a different classification, select the appropriate classification from the "All Assets" classification list just to the left of the asset list. The asset listing on the right will update accordingly. Locate your asset and click on it once to highlight it.
- To run the report, click "Preview" at the bottom right corner of the screen.
- In a moment your report will display on screen.

-
- To print the report, go to “file print” and select “landscape” and “OK.” If you simply use the print icon, you may lose the cost and cumulative cost columns.
 - You can also save it electronically by clicking on the PDF button arrow on the toolbar. You will be prompted to select either a, .PDF, Excel, or rich text format for the file, a location to save to and a name for the file.
 - To return to Report Manager, you must close (not minimize) the current report.

If you have any difficulties printing the report, please contact your regional CAPS AFM administrator.

Atlantic - AFM	Michele Chiasson	902-496-5182
Quebec - AFM	Huguette Arseneau	514-496-3688
NCA - AFM	Jennifer Boudreau	819-775-4047
Ontario - AFM	Chris Conrad	416-590-8257
Western - AFM	Chantal Umphrey	780-497-3759
Pacific - AFM	Susan Trejo-Quinonez	604-775-9306

Appendix D - SDS Tables

At the time of this BMP Call Letter, the commitments in the Federal Sustainable Development Strategy V (FSDS) 2011-2013 will be on their final year of implementation and FSDS 2013-15 will be awaiting approval through the Report on Plans and Priorities process (anticipated spring/summer 2013). Targets from FSDS 2011-2013 will continue to be tracked and reported through the Departmental Performance Report.

This appendix contains two tables. Table 1 identifies the Federal Sustainable Development Strategy targets for 2011-2013. It identifies all the environmental and energy targets to achieve and the action plan to implement at the facility level under O&M and Minor Capital.

Table 2 identifies BMP planning information for FSDS projects from 2011-2013 under operations and maintenance (O&M) and Minor Capital. It identifies what the project name should be, what the work includes, which project group code to use, the estimated costs and who should do the project.

Table 1: Targets to achieve and action plan to implement at facility level under O&M or Minor Capital	
FSDS 2011- 2013 Target	Action Plan
<p>8.5 The federal government will take action now to reduce levels of greenhouse gas emissions from its operations to match the national target of 17% below 2005 by 2020.</p> <p>Performance Measure</p> <p>Percentage change in GHG emissions from fiscal year 2005-2006 to fiscal year 2012-2013</p>	<p>3.1.1.1 Where existing audits are outdated or do not exist, Energy Audits will be done in buildings over 1000 m² to identify energy conservation opportunities. Project Group Code # 20</p> <p>3.1.1.2 Buildings over 10,000 m² will go through Recommissioning Assessment Studies to find energy conservation opportunities in building control systems, etc. Project Group Code # 56</p> <p>3.1.1.3 All energy conservation opportunities identified in Energy Audits, Recommissioning and on-site assessments will be considered for implementation. The scope of work should meet the operational requirements and have a maximum payback period of ten years. Project Group Code # 55 or 57</p>

<i>Table 1: Targets to achieve and action plan to implement at facility level under O&M or Minor Capital</i>	
FSDS 2011- 2013 Target	Action Plan
	<p>3.1.1.4 Federal Buildings Initiative (FBI) projects shall be implemented where economically feasible. Project Group Code # 02</p> <p>3.1.1.5 Replacement of building or system components impacting energy consumption (base building lighting, boilers, chillers, envelope, ventilation systems etc) shall be based on a life cycle costing approach on the complete life of the new equipment.</p> <p>3.1.1.6 Renovations and mid-life refits of buildings where major HVAC renovation, significant envelope modification and major interior rehabilitation is required shall be designed to achieve a minimum energy efficiency of 10% better than the MNECB (1997) and shall use a life cycle costing approach on the complete life of the assessed building as required in an IAR. This activity includes buildings where floors are renovated on a time-phased basis.</p> <p>3.1.1.7 New construction: New (constructed) office buildings shall at a minimum be certified to LEED Gold and be 35% more energy efficient than the Model National Energy Code for Buildings (MNECB) (1997)..</p> <p>3.1.1.8 Buildings undergoing major renovation: where these are stripped to the original structure, the renovated building shall meet LEED Gold and be 30% more energy efficient than the MNECB (1997).</p> <p>3.1.1.9 Where PWGSC is acquiring an existing building: The minimum standard of energy efficiency shall be 30% less than the MNECB (1997). The cost to bring the building to this standard shall be considered in the selection process.</p> <p>3.1.1.10 Separate energy studies will be conducted for</p>

Table 1: Targets to achieve and action plan to implement at facility level under O&M or Minor Capital	
FSDS 2011- 2013 Target	Action Plan
	<p>all data centers and server rooms, that have a cooling requirement larger than 20 tonnes. Based on the cost effectiveness of recommendations, the implementation shall be planned with the acceptance of the client department.</p> <p>3.1.1.11 Replacement of major equipment (boilers, chillers etc.) to be designed to meet current building requirements.</p>

Table 2: BMP planning information for FSDS 2011-2013 Projects under O&M and Minor Capital ENERGY TARGETS					
Full Project Name to include in BMP	What the work includes	To enter in PBMS module	Estimated cost	Who should do project	Contact Names
Name identifying action identified in Energy Efficiency Audit <i>*Indicate payback period in the BMP module comments box</i>	Projects recommended by energy audits. Projects will be prioritized according to the "Guideline for Prioritization of Energy Projects.	Project Group Code 55 Energy: Energy Efficiency Implementation	Based on individual Energy Audit recommendations.	PWGSC or AFD Contractor	PTS National Energy Contact: Satish Bansal Regional Energy Contacts: Jim Williamson (Atl)

Table 2: BMP planning information for FSDS 2011-2013
Projects under O&M and Minor Capital
ENERGY TARGETS

Full Project Name to include in BMP	What the work includes	To enter in PBMS module	Estimated cost	Who should do project	Contact Names
FBI project for XXXXXX facility (Only 4 projects in NCA)	A federal program which allows third party Energy Saving Companies to provide front-end capital for the implementation of energy saving measures during a determined time period.	Project Group Code 02 Energy: Federal Buildings Initiative (FBI)	PWGSC fees for the development and management of the FBI contract (based on contract cost). Monitoring cost to be maintained in future BMPs until end of contract. <i>Communicate with regional contact.</i>	PWGSC	Maxime St. Denis (Que) Satish Bansal (NCA) Dan Burlac (Ont) John Hogg (West) Mike Gilbert (Pac) Communication with your respective Maintenance Management branch is strongly recommended to determine what type of facilities can benefit the most from these projects.
Energy Efficiency Audit	A thorough and professional examination and review of the existing energy systems	Project Group Code 37 Energy: Energy Efficiency Audit	\$15,000 to \$60,000 depending on size of building.	PWGSC or AFD Contractor	
Systematic building tune-up or recommissioning assessment of XXXXXX facility	Process for restoring systems/system components performance.	Project Group: Code 56 Energy: Recommissioning Assessment	Assessment \$20,000 to \$80,000 depending on size of building.	PWGSC or AFD Contractor	
Systematic building tune-up or Recommissioning	Process for restoring systems/system components	Project Group: Code 57 Energy: Recommissioning	Implementation based on recommendation of the assessment.	PWGSC or AFD Contractor	

Table 2: BMP planning information for FSDS 2011-2013
Projects under O&M and Minor Capital
ENERGY TARGETS

Full Project Name to include in BMP	What the work includes	To enter in PBMS module	Estimated cost	Who should do project	Contact Names
implementation	performance.	Implementation Comments: Expected energy savings			
Utility metering or sub metering for facility XXXXXX	Installation of energy meters to monitor facility or areas of significant use	Project Group Code 58 Energy: Energy Metering	Based on type of meter.	PWGSC or AFD Contractor	

Contact Persons:

Energy, Target 3.1.1 – Satish Bansal, 613-993-5081

Appendix E - Project Group Codes and Descriptions

Project Group	SIGMA Code	Description	Old PBMS Code
Accessibility Compliance	04	All project work that impacts on some accessibility component has to comply with the new CAN CSA B-651-04 Barrier-Free Design Standard or get an exemption approval. http://source.pwgsc.gc.ca/rps/oares/content/current/pno_21e.html	21
Accessibility Study	05	Studies/Audits or surveys that determine a building's accessibility compliance. The technical standard (CAN/CSA-B651-04) has applied to the accessibility requirements of real property acquired (including lease renewal), under construction or undergoing major refit since October 1st, 2004. It does not apply retroactively to accessibility requirements of real property in the inventory prior to 1 October 2004. They have to comply with the CAN/CSA-B651-95. http://source.pwgsc.gc.ca/rps/oares/content/current/pno_21e.html	22
Appraisal	01	Completion of an appraisal to determine the value of an asset. Note: If the appraisal is done as part of an Asset Management Plan (AMP) document, it should be costed and grouped with the AMP.	2
Asbestos Compliance	06	Projects that ensure a building complies with the Departmental Policy on asbestos. http://publiservice.tpsgc-pwgsc.gc.ca/policy/text/p057-e.html	23
Asbestos Study	07	Studies/surveys that determine a building's compliance with the asbestos policy. http://publiservice.tpsgc-pwgsc.gc.ca/policy/text/p057-e.html	24
Asset Management Plan Document	08	This project group is to be used for the completion or update of a building's AMP. It should not be used to identify projects that stem from the AMP Document.	25
Building Owners and Managers Association (BOMA) BEST (formerly Go Green Plus)	68	Project Group Code to be used for the completion of the assessment of a Crown-owned office building using the BOMA BEST (formerly Go Green Plus), including the third party verification. This project group code should not be used to identify projects that stem from the BOMA BEST assessment.	89

Project Group	SIGMA Code	Description	Old PBMS Code
Building Code Compliance	09	Projects that ensure compliance with Building Codes, the CLC or COSHR which are not Asbestos related or covered under another, more specific Project Group Code.	26
Building Condition Report	10	BCRs that are completed separately from the AMP Document must be identified within the BCR Project Group.	27
Capital Planning Software	11	Projects related to data entry or updates to CAPS. It should not be used to identify projects that stem from CAPS.	28
Chilled Water Study	12	Chilled water studies or surveys.	29
Contaminated Sites Compliance	13	Project costs and liabilities related to the management and restoration of environmentally contaminated sites.	30
Contaminated Sites Study	14	Studies/surveys that determine the level of contamination of sites or identify potential projects to clean up contaminated sites.	31
Cultural property	51	Cultural Property includes movable and fixed works of art and heritage, architectural and archaeological artifacts. Maintenance, cleaning, or preservation work of cultural property should be coded to this project group.	71
Deferred maintenance	15	Any projects resulting from Deferred Maintenance would be captured with this Project Group code.	32
Electrical Code Compliance	16	Projects which ensure electrical compliance with: All Provincial Codes; The National Building Code (NBC); The Canadian Electrical Code; The Canada Labour Code (CLC); and, the National Fire Code of Canada (NFCC). Counterfeit Labelled Moulded Case Circuit Breaker (MCCB) Replacement.	33
Elevator Code Compliance	17	Projects ensuring elevator compliance with the: Building Access Handbook; Elevating Devices Directive; Elevating Devices Safety Act; Elevators And Lifts Act; and, Elevator & Escalator Codes.	34
Elevator Study	18	Studies/surveys relating to elevators or elevator compliance. This is not to be used for projects stemming from an elevator study.	35
Emergency Evacuation Plan	19	Development of a building's Emergency Evacuation Plan. http://publiservice.tpsgc-pwgsc.gc.ca/policy/text/p078-e.html	36
Energy: Energy Efficiency Audit	20	Completion of an Energy Audit. This is not to be used for projects stemming from an Energy Audit. This is in support of SDS 2007-09 Activity 3.1.1.1: "Where existing audits are outdated or do not exist, Energy Audits will be done in buildings over 1000m2 to identify energy conservation opportunities".	37

Project Group	SIGMA Code	Description	Old PBMS Code
Energy: Energy Efficiency Implementation	55	An energy measure implementation will be a reviewed and approved program to implement a project resulting from an Energy Audit Report, or based on I&R recommendations of operational staff or the Energy Task Group.	76
Energy: Federal Building Initiative	02	The FBI assists federal departments and agencies to reduce energy and water consumption and greenhouse gas emissions in their facilities. Under the FBI's innovative saving financing arrangement, clients have the option of overcoming tight capital budgets by transferring the upfront expense and risk of projects to pre-qualified energy management firms. Following energy efficiency retrofits, departments or agencies pay the lower bills that result to utility companies and then pay their energy management firms the savings that result until project costs are recovered. Future savings are retained by the client.	13
Energy: Recommissioning Assessment	56	An Energy Recommissioning Assessment is the process of assessing buildings systems and operations, with a focus on items that will result in significant reductions in energy use and greenhouse gas emissions. Energy recommissioning entails the examination of original design and intent, existing systems operation and maintenance procedures, and recommends improvements based on the current operational requirements of the facility. As building systems are likely to evolve due to a multitude of changes in occupancy and minor building modernization projects, energy and operating performance may suffer and indoor air quality may degrade. Recommissioning can be viewed as a tune-up to optimize the performance of the systems. This is in support of SDS 2007-09 Activity 3.1.1.2: "Buildings over 5000m2 will go through Recommissioning Assessment Studies to find energy conservation opportunities in the control of systems, etc.:	77
Energy: Recommissioning Implementation	57	Energy Recommissioning Implementation will be a reviewed and approved program of measures identified in the Energy recommissioning assessment. While re-visiting the original design intentions for a facility, the approved program will encompass a series of measures that will directly improve the operation of a facility in terms of meeting the present day requirements of the occupants, in an economical and energy efficient manner.	78

Project Group	SIGMA Code	Description	Old PBMS Code
Energy: Energy Metering	58	Energy Metering involves the installation, adjustment and software/telephone connection of monitoring devices to determine how much energy a facility uses and to evaluate the progress of energy management measures. This process may involve both meters to measure the overall use of utilities by a facility or the use of meters to monitor specific areas of utility consumption anywhere within a facility.	79
Environmental Emergency Response Plan (EERP)	21	EERP is a requirement under the Canadian Environmental Protection Act (CEPA). This project group code should be used only if an EERP is being completed separately from of an Infrastructure Continuity Plan (ICP).	38
Environmental Study	22	Any Environmental studies/surveys should be identified using this Project Group code. This is not to be used for projects stemming from an Environmental Study.	39
Federal Identity Program (FIP)	23	The FIP is a government wide signage policy issued by the Treasury Board Secretariat (TBS). Projects associated with this program should be identified using this Project Group Code. http://www.tbs-sct.gc.ca/Pubs_pol/sipubs/TB_fip/siglist_e.html	40
FIP Canada Wordmark	03	The Canada Wordmark is governed by the Federal Identity Program (FIP). Projects to install or upgrade a Canada Wordmark, should use this Project Group code.	19
Fire Code Compliance	24	Projects ensuring compliance with the National Fire Code should use this Project Group code unless the project is better identified under a more specific project group code.	41
Flag of Canada Display	25	All projects that ensure the Flag of Canada is prominently displayed in a dignified manner 24 hours a day both on the exterior and in the interior of all PWGSC Crown-owned, lease-purchase, and leased facilities. http://publiservice.tpsgc-pwgsc.gc.ca/policy/text/p065-e.html	42
Functionality Assessment	26	The development of Functionality Assessment. This is not to be used for projects stemming from a Functionality Assessment.	43
Hazardous Materials Compliance	27	Projects leading to compliance with the Canada Labour Code (CLC), and the Canada Occupational Safety and Health Regulations (COSHR) on Hazardous Materials should use this Project Group code.	44

Project Group	SIGMA Code	Description	Old PBMS Code
Hazardous Materials Study	28	Studies/surveys relating to Hazardous Material Compliance should use this Project Group Code. This is not to be used for projects stemming from a Hazardous Materials Study.	45
Indoor Air Quality Improvements	29	Projects leading to improvement of indoor air quality. This should include HVAC projects that have a direct relation to improvements in indoor air quality (IAQ).	46
Indoor Air Quality Study	30	Studies/surveys to determine Indoor Air Quality, including Radon testing, should use this Project Group code. This is not to be used for projects stemming from an IAQ study.	47
Infrastructure Continuity Plans	31	A project to develop an Infrastructure Continuity Plan.	48
Leaseback - Larco	69	Sale/Leaseback Buildings - Projects that are being funded by the landlord/owner, Larco.	90
Major Crown Projects	67	Projects being managed by the Major Crown Project sector	88
National Tenant Satisfaction Survey	32	Costs relating to the completion of the National Tenant Satisfaction. This is not to be used for projects stemming from issues identified in the NTSS.	49
Not Applicable	33	Any project that does not fall into any of the other categories.	50
Ozone Depleting Substances (ODS): Halon System Assessment	59	No description being provided as these project types are no longer supported.	80
ODS: Halon Implementation	60	Plan for the removal, and where necessary, the replacement of halon containing fire extinguishing systems and portable fire extinguishers. These activities support completion of the halon target established in SDS 2000.	81
Halocarbon Management and Chlorofluorocarbon (CFC) Phase-out Assessments and Plans	61	Halocarbon containing equipment must be managed according to the Federal Halocarbon Regulation (FHR) (FHR - 2003). Additionally, the FHR (as well as SDS 2003) requires that specific ODS containing equipment be phased out by regulated target dates. Maintain a halocarbon containing equipment inventory for each building, where PWGSC has operational control, which includes FHR compliance registration audits with phase-out plan and risk analysis, evaluating issues such as equipment age, condition, compliance corrective options, annual leak test results, reports of spill/releases, etc.	82

Project Group	SIGMA Code	Description	Old PBMS Code
ODS: CFC Implementation	62	Phase-outs of specific ODS containing equipment are required under the Federal Halocarbon Regulation (FHR-2003) as well as SDS 2003. A prioritized list based on a regulatory compliance, risk assessment and cost benefit analysis shall be developed for resource commitments and corrective activity. Ensure phase-out plans have been included in the Asset Management Plans for the building and the status of this plan is reported within the Building Condition Report or Building Performance Review.	83
Polychlorinated Biphenyl (PCB): Implementation	34	Removal and/or replacement of PCB transformers. "All liquid filled transformers should have their dielectric sampled and tested to confirm PCB content in parts per million (PPM). All PCB Transformers with dielectric test results over 50 PPM will have to be replaced or decommissioned prior to March 31, 2008."	53
PCB: Assessment	35	Includes assessment of transformer dielectric to determine that each is PCB free and preparation of a standard I&R for PCB transformer removal and/or replacement. "All liquid filled transformers should have their dielectric sampled and tested to confirm PCB content in PPM. All PCB Transformers with dielectric test results over 50 PPM will have to be replaced or decommissioned prior to March 31, 2008".	54
Integrated Pest Management (IPM) Implementation	36	Implement a National Integrated Pest Management Plan (IPM) in a Facility – SDS target.	55
Integrated Pest Management Compliance	37	Establish methods to maintain and improve pest management processes after implementation of the National IPM Plan. This will include sanitation; building maintenance; and building modifications – SDS target.	56
Plumbing Code Compliance	38	Plumbing projects leading to compliance with the plumbing code.	57
Recycling Program: Implementation	52	Includes all work necessary to collect new or additional recyclable waste material streams (i.e. it's possible to have a paper collection in place, but there is a requirement to recycle glass bottles). Work includes educating not only the tenants but also changes to service contractors. Work may also include expansion of collection systems to different areas of the building including exterior.	73
Recycling Program: Ongoing Maintenance	53	After the collection system(s) has been installed, items such as signage need replacement, refresher education is required by the tenant and service providers, or containers go missing. Painting and repair of broken equipment is also a potential item.	74

Project Group	SIGMA Code	Description	Old PBMS Code
Seismic Compliance	41	Projects leading to compliance with the CSA-S832-06 Standard for Seismic Risk Reduction of Operational and Functional Components (OFCs) of Buildings.	61
Seismic Study	42	Studies/surveys to determine a building's level of compliance with Seismic Guidelines. This is not to be used for projects stemming from issues identified in a Seismic study.	62
Space Measurement	43	Space Measurement Projects. This is not to be used for space optimization projects.	63
High-Risk Storage Tank System Decommissioning	44	Cost must be determined to decommission a registered high-risk storage tank system in compliance with SOR 2008-197 requirements. All high-risk storage tanks systems (ASTs and USTs) belonging to PWGSC or on PWGSC-owned land must comply with applicable requirements of SOR 2008-197. All required storage tank system decommissioning costs resulting from this type of project should be identified and estimated, as well as included in the BMP.	64
Storage Tank Compliance Assessment	45	The <i>Petroleum Products and Allied Petroleum Products Regulations (SOR 2008-197)</i> under the <i>Canadian Environmental Protection Act 1999</i> require that applicable storage tank systems be registered, identified and made compliant to technical regulatory requirements. As a result, all storage tanks systems (Aboveground Storage Tanks (AST) and Underground Storage Tanks (UST)) belonging to PWGSC or on PWGSC-owned land must comply with applicable requirements of federal design and installation codes, as well as regulatory requirements of the <i>Petroleum Products and Allied Petroleum Products Regulations (SOR 2008-197)</i> . All required storage tank system upgrades resulting from compliance assessments should be identified and their cost estimated and included in the BMP	65
Telecommunications Infrastructure Audit	46	Audits or studies to assess a building's telecommunications infrastructure. This project group code should be used only if a Telecommunications Infrastructure Audit is being completed separately from an Asset Management Plan. This is not to be used for projects stemming from issues identified in a telecommunications audit.	66
Threat and Risk Assessment	47	Threat and Risk Assessments for a facility at the base building level. This is not to be used for projects stemming from issues identified in a TRA, or for projects that are being done to reduce the threat or risk to a facility.	67

Project Group	SIGMA Code	Description	Old PBMS Code
Threat and Risk Management	48	All projects which stem from a Threat and Risk Assessment or projects being done to reduce the threat or risk to a facility should use this project group code.	68
Waste Management Study/Audit	49	Waste Management Studies/Audits. This is not to be used for projects stemming from issues identified in a waste management audit.	69
Water Conservation Audit	63	Evaluation that identifies whether there is potential to implement cost effective water saving initiatives in a facility.	84
Water Conservation Audit Implementation	64	Water saving projects recommended in a water audit with a payback of 3 to 5 years which will not be implemented through the FBI program.	85
Water Audit Phase III	50	As per changes above, for future reference, this code is now covered under project group code 63.	70
Water Audit Implementation Phase IV	65	As per changes above, for future reference, this code is now covered under project group code 64.	86
Water Quality Sampling (drinking water/potable water)	39	Drinking water sampling applies to cold water drinking fountains and cold water used from kitchenette faucets for drinking and food preparation. It does not apply to hot water systems or related system components. Nor does it apply to the purchase of drinking water. This type of testing is usually part of the operating budget for a facility and should be coded to this project group code only when cost is extensive enough to justify coding it to a project.	58
Water Quality Comprehensive Study	66	As per changes above, for future reference, this code is now covered under project group code 39.	87
Water Quality Remediation (Drinking water/potable water)	40	Contaminated potable water distribution system needs remediation due to lead or other factors.	59

Appendix F - Project Priority System

Priority A

A1 Emergency - A condition/deficiency that has occurred. The condition/deficiency has already or will very shortly result in the shutdown of a building/support system or in an incident or discovered condition that will threaten human health, safety, and/or the environment. Emergency projects require immediate action and are not reflected in the BMPs, but rather are dealt with upon discovery or the deficiency occurring.

Examples of emergencies:

A critical building system has suddenly become inoperative (fire alarm panel and the building needs to be shut down);
Broken asbestos insulation has been discovered scattered on the floor;
A serious deficiency in a storage tank system is uncovered and if not addressed immediately will pose a health and safety risk to the environment;
Water line ruptures due to freezing and causes extensive water damage to carpet and wall partitions;
Appearance of mold detected upon relocation of furniture - need for immediate investigation;
Fire damage in electrical room.

At the completion (or partial completion) of any and all A1 Emergency projects, PFMs and AFDs will provide sufficient evidence that all required actions were carried out and demonstrate that there is no further risk to human health, safety and/or the environment. Any partially completed work will be fully documented and justified, i.e., temporary measures have been taken to remove the immediate health and safety risk to the building occupants and the environment, with permanent repairs to be completed upon receipt of full replacement parts/equipment. **All A1 priority projects will be subject to full audits by AM/TAs.**

Full disclosure is required where the project was identified and categorized as a lower priority in the BMP, but then recategorized to emergency category A1. In the most extreme instance that no project was forecast, i.e., it would have been planned to address the potential deficiency/condition as a lower level priority, then all BMP projects slated for completion in the current planning year must be reviewed and be re-evaluated to ensure proper funding for the balance of the year is available.

Priority B

A condition/deficiency that if left uncorrected next fiscal year, risks becoming a Priority A1 Emergency project. All BMP Priority B projects require completion in the year planned; incomplete projects will require detailed descriptions with justification as to why the project was not completed/performed.

B1 Health, Safety and Environment - A condition/deficiency that currently constitutes a regulatory violation, or poses a serious risk to human health, safety and/or the environment.

Examples for health and safety or environment:

Lack of Workplace Hazardous Materials Information System (WHMIS) program;
The absence of an asbestos program but asbestos is present and in poor condition;
No leakage testing of Ozone Depleting Substances (ODS) equipment;
Large quantities of hazardous chemicals stored close to open floor drains with no spill containment;
No fire stops in mechanical room;
No Pressure Piping Inventory and Inspection log.

If a project meets the criteria of a B1 priority but cannot be completed within a year, it can still be identified as a B1. However, in addition to being justified through the BPR process and the risk mitigation explained, it must carry the proper and very strong justification in both the project comment field in SIGMA (next to the name of the Work Breakdown Structure Element (WBSE)) and in the project comment field in the BMP module project work plan. For AFD-management buildings, the justification is to be identified into the AFDMS project justification field of the proposed project transactions - 0 (PPTO). This should not be a regular occurrence but rather an exception and all B1 projects will be audited annually against this criteria to ensure its proper application.

As provided by the Real Property Asset Integrity Procedure (RPAIP), all BCRs were to have been reviewed by the Regional Managers, Maintenance Management, Asset Managers, and/or Technical Authority for quality assurance and BPRs reviewed by the Asset Manager before submission into CAPS. Additionally, audits will be conducted of projects by the National Centre of Expertise (NCOE). Audits will ensure that priority coding and project titles are correct. In AFD-managed buildings, BPRs are the responsibility of the Facility Manager and Portfolio Manager of the AFD contractor. They are responsible for the content, and quality assurance of the BPR. The AFD service provider shall ensure that the completed BPR is submitted into CAPS, a copy of which is provided to the Technical Authority. In AFD-managed buildings BPRs will be reviewed on a random sampling basis as part of PWGSC's Quality Monitoring evaluation, to ensure conformance to the RPAIP.

The Capital Asset Planning System (CAPS), which has been populated using the BCRs and BPRs, provides an event listing of conditions/deficiencies/projects and prioritizes them, from Low priority to Very High priority. All Very High priority projects in the CAPS Event Listing (values between 80.01 - 100.00), which should contain a corresponding description in the Narrative area (in the CAPS System), that is a regulatory violation, or is a serious threat to health and safety, or the environment, are to be classified in the BMP using the B1 classification. All projects in the BMP with the B1 project priority must be cross-referenced to the original identifying process or person. PFMs are to use due diligence when classifying BMP Projects; they are not to disregard High Priority Events (values between 60.01 - 80.00) or Medium Priority Events (values between 40.01 - 60.00), as B1 classifications are not specifically restricted to Very High Priority Events in the CAPS System. PFMs are to remain the knowledgeable authority for their respective building and use discretion when classifying BMP Project Priorities.

Applying the B1 classification to a BMP project, a B1 priority project must be completed within the year planned. If a B1 project, in whole or in part, cannot be completed within the year or timeframe planned, there must be a valid reason. Those B1 projects that cannot be completed, or are deferred, require detailed documentation outlining how any potential risks are being mitigated, i.e., aggressive preventive maintenance is being introduced, temporary repairs/solutions are being completed until permanent parts are obtained.

All BMP project work plan listings will be reviewed for quality assurance by respective Asset Managers/Technical Authorities and signed off by the AM/TA for recommendation each December.

Copies of the project work plan listing and BMP cover page are to be signed-off by the Real Property Team Directors in NCA, and the Regional Directors PTS in the Regions, with the cover page signed and dated, pages of the work plan listing initialed and dated, and retained by the Real Property Team (RPT) for audit purposes.

For further validation, audits of projects will be performed by NCOE to ensure that all priority coding and project titles are correct.

Please note that it is a legislated requirement under the Canada Labour Code (Part II) that the Workplace Health and Safety Committee be advised of any issues that meet the criteria for a B1 project priority.

B2 Operational Efficiency - A condition/deficiency that threatens operational objectives and, if left uncorrected next fiscal year, could result in the tenants of Real Property Services incurring productivity losses which could outweigh the cost of the corrective work. Every effort should be made to ensure that no B2 projects are delayed so as to become B1 or A1 priority projects.

Examples for operational efficiency:

Lack of Security Elevator Card Access;
Lack of Seismic Bracing of Mechanical Equipment;
Requirement to remove asbestos floor tiles;
Requirement for a Lighting Retrofit Program;
Requirement for HVAC duct cleaning.

Utilizing the Capital Asset Planning System (CAPS), the listing of events that are categorized as High and Very High priority items (values between 60.01 - 100.00) with the Narrative area (in the CAPS System) descriptions reflecting that the event threatens the current building's operating efficiencies, these events are to be classified in the BMP at a B2 priority project. Further, as a B-level priority event, the project should be completed in the year it is planned. All BMP project work plan listings will be reviewed for quality assurance by respective Asset Managers/Technical Authorities and signed off by the AM/TA for recommendation each December.

Copies of the project work plan listing and BMP cover page are to be signed-off by the Real Property Team Directors in NCA, and the Regional Directors PTS in the Regions, with the cover page signed and dated, pages of the work plan listing initialed and dated, and retained by the Real Property Team (RPT) for audit purposes.

For further validation, audits of projects will be performed by NCOE to ensure that all priority coding and project titles are correct.

If a B2 project cannot be completed within the year planned, there must be a valid reason. Not completing a high-priority project, or deferring it, requires detailed documentation with valid justification and a description outlining how any potential risk is being mitigated, i.e., strengthen preventive maintenance procedures, provide individual task lighting while delaying the plan for lighting retrofit so that work can be performed simultaneously with the renovation of three floors planned by tenant next year.

B3 System Integrity - A condition/deficiency that, if left uncorrected next fiscal year, will result in the shutdown of a critical support system of a building and could result in program delivery disruptions and productivity losses by the tenants of Real Property Services.

Examples for system integrity:

Upgrade Security Access System - system no longer reliable;
Update building HVAC Standard Operating Procedures (SOP) - out of date/inaccurate;
Overhaul Diesel Generator - past maintenance period;
Modernize Elevator - parts no longer available.

Utilizing CAPS, the listing of event projects that are categorized as High and Very High priority items (values between 60.01 - 100.00), and the project descriptions (in the Narrative area of the CAPS System) identify that the project/event threatens the current building's system integrity; these projects/events are to be classified in the BMP using the B3 priority classification. Also, as B-level priority events, they should be completed in the year(s) planned. All BMP project work plan listings will be reviewed for quality assurance by respective Asset Managers/Technical Authorities and signed off by the AM/TA for recommendation each December.

Copies of the project work plan listing and BMP cover page are to be signed-off by the Real Property Team Directors in NCA, and the Regional Directors PTS in the Regions, with the cover page signed and dated, pages of the work plan listing initialed and dated, and retained by the Real Property Team (RPT) for audit purposes.

For further validation, audits of projects will be performed by NCOE to ensure that all priority coding and project titles are correct.

If a B3 project cannot be completed within the year planned, there must be a valid reason. Not completing the project, or deferring it for a valid reason, requires detailed documentation outlining how any potential risks are to be mitigated, i.e., maintenance staff have secured sufficient parts for an older building fire panel for next two (2) years, strengthen preventive maintenance procedures.

Priority C

A condition/deficiency that is not yet a B Priority but, if left uncorrected next fiscal year or beyond, may result in regulatory violations, operational inefficiencies and increased costs. Corrective action, including investigation and analysis, would demonstrate prudence and due diligence. The resulting findings of any investigation will likely result in projects being recommended that may fall into B Priority classification.

C1 Health, Safety and Environment - A condition/deficiency that does not pose a potential threat to human health, safety, and/or the environment in the immediate planning year, but could lead to a regulatory violation if left uncorrected next fiscal year, OR a deficiency/condition that does not comply with PWGSC Sustainable Development Strategy Commitments. A project that is determined to not pose an immediate threat to health, safety and environment in the immediate planning year should be coded to C1, Health, Safety and Environment.

Examples for health and safety or environment:

No Environmental Emergency Response Plan;
No energy, water or waste audits on file;
Small quantities of hazardous chemicals stored close to open floor drains with no spill containment;
Due to change over of tenants and retrofits, the Fire Safety has become out of date and requires updating;
Install catalytic converter to reduce diesel generator exhaust emissions.

Utilizing CAPS, Medium to High priority items in the Event Listing (values between 40.01 - 80.00); events related to health, safety and the environment may be coded in the BMP as a C1 classification.

C2 Operational Efficiency - A condition/deficiency that is certainly known to hamper operational efficiency and will not likely improve if continued to be left uncorrected, resulting in a higher priority project next fiscal periods.

Examples for operational efficiency:

Replace Fire Hoses in building;
Undertake study to review loading dock access for better security control;
Installation of lighting controls in unoccupied areas of a building;
Institute a re-lamping program over a three year period;
Replace washroom exhaust system with more energy efficient unit.

Utilizing CAPS, Medium to High priority items in the Event Listing (values between 40.01 - 80.00); operating efficiency type events may be coded in the BMP as a C2 classification.

C3 System Integrity - A condition/deficiency that is likely to result in increasing costs and will not improve if left uncorrected next fiscal year.

Examples for system integrity:

Replace garbage compactor - seals are worn and oil leaks are noticeable;
Bring generator emergency power to CCTV and card access system;
Replace carpet where tripping hazards are evident;
Inspect all VAV boxes in HVAC system and Balance HVAC system;
Inspection and report on humidification system.

Utilizing CAPS, Medium to High priority items in the Event Listing (values between 40.01 - 80.00); system integrity associated events may be coded in the BMP as a C3 classification.

C4 National Programs - Specific National Programs as clearly identified by Treasury Board or PWGSC Directives. Examples: Canada Wordmark, Tactile Signage, and Asset Management Plans.

Examples for national programs:

Asset Management Plans (every 5 years);
Building Condition Report (every 5 years);
Telecommunication Audit;
Signage.

Many of the reviews noted above may uncover potential or immediate risk; these projects should be coded to respective B priority categories.

Utilizing CAPS, Medium to High priority items in the Event Listing (values between 40.01 - 80.00); these events may be coded in the BMP as a C4 classification. As noted in the section Planning Projects for Future Years in the BMP Call Letter, it is greatly encouraged to group similar events due within the same year to be performed together.

Priority D

A condition/deficiency that could be improved/corrected for the general benefit of the asset and the occupants of federal buildings. The condition/deficiency does not threaten building systems, operations, human health, safety and/or the environment. Action should be taken where funding can be made available. Utilizing the Capital Asset Planning System (CAPS), Low to Medium priority items in the Event Listing (values between 0.00 - 40.00); these events may be coded in the BMP as a D classification.

D1 Asset Maintenance - A condition/deficiency that could be improved/corrected by repair or replacement but does not threaten building systems, operations, human health, safety and/or the environment.

Examples for general asset maintenance:

- Removal of vegetation from roof top;
- Replace loading dock bumpers;
- Installation of door kick plates;
- Replace sealant in expansion joints;
- Power wash building fascia.

D2 Appearance/Image - A condition for which work would improve the appearance or image of the building.

Examples for appearance/image:

- Replacement of worn/stained carpet in common areas;
- Relocation of trash compactor to rear of property;
- Refurbish elevator cabs, including improved lighting;
- Replace stained ceiling tiles in common corridors;
- Cyclical painting of stairwells.

D3 Environmental benefits - A non-emergency/regulatory situation that could be improved by the application of environmental best practices.

Example for environmental benefits:

Replacement of hazardous chemical cleaning products by non-WHMIS green products.

D4 Other - Any other condition/deficiency that could be improved/corrected but does not threaten building systems, operations, human health, safety and/or the environment.

Example for other projects:

Installation of picnic tables on grounds.

Priority X

Projects for which the key factor is a significant financial benefit to the Real Property Services Branch, including retention of current financial performance, where the work may not produce its own identifiable ROI. This priority may also include application of environmental best practices.

Examples for environment: energy/water/waste conservation practices and programs.

X1 Return within one year

X2 Return within two years

X3 Return within three years or more

Appendix G - Glossary

A&P	Advisory and Practices
ACM	Asbestos Containing Material
ADM	Assistant Deputy Minister
AADM	Associate Assistant Deputy Minister
AER	Architecture and Engineering Resources
AFD	Alternative Forms of Delivery
AFDMS	Alternative Forms of Delivery Management System
AFM	Asset Facilities Management
AFMS	Asset Facilities Management Services
AM	Asset Manager
AM/AO	Accommodation Manager / Accommodation Officer
AMP	Asset Management Plan
APM	Accommodation Portfolio Management
APMR	Asset Performance Monitoring Report
ARLU	Annual Reference Level Update
AVS	Asset Validation Survey
BAR	Budget Adjustment Request
BCA	Building Classification of Accounts for Building O&U Costs
BCR	Building Condition Report
BEO	Building Emergency Organization
BI Tools	Business Intelligence Tools
BLJC	Brookfield Lepage Johnson Controls
BLT	Betterment Life Tool
BMP	Building Management Plan
BOL	Buildings Online
BOMA	Building Owners and Managers Association
BPR	Building Performance Review
Bq/m ³	Becquerels per cubic metre
CAD	Computer Assisted Design
CADS	Client Accommodation Demand Strategy
CAM	Common Area Maintenance
CAPS	Capital Asset Planning System
CBIS	Community Based Investment Strategy
CC	Cost Centre
CCSD	Client Consultancy Services Directorate
CEAA	Canadian Environmental Assessment Act
CEPA	Canadian Environmental Protection Act
CESH	Corporate Environment, Safety, and Health
CFC	Chlorofluorocarbon
CLC	Canada Labour Code
COSHR	Canada Occupational Health and Safety Regulations
CPBN	Capital Project Briefing Note

CPI	Consumer Price Index
CSD	Corporate Security Directorate
CSU	Client Service Unit
DDR	Due Diligence Review
DG	Director General
DM	Deputy Minister
DP	Departmental Policy
DPR	Departmental Performance Report
EA	Environmental Assessment
E-AMP	Engineering Asset Management Plan
EDRM	Enterprise Document and Records Management
EERP	Environmental Emergency Response Plan
ELF	Electronic Forms
ERC	Environmental Report Card
ESD	Environmental Services Directorate
FAA	Financial Administration Act
FA&H	Federal Accommodation and Holdings
FBI	Federal Buildings Initiative
FCI	Facility Condition Index
FHBRO	Federal Heritage Building Review Office
FHiO	Federal House-in-Order
FHR	Federal Halocarbon Regulation
FIP	Federal Identity Program
FSDS	Federal Sustainable Development Strategies
FTP	File Transfer Protocol
FY	Fiscal Year
GhG	Greenhouse Gases
GLA	General Ledger Account
GSP	Government Security Policy
H&S	Health and Safety
HBR	Hourly Billable Rate
HC	Health Canada
HCFC	Hydro chlorofluorocarbons
HVAC	Heating, Ventilation, and Air Conditioning
I&R	Investigate and Report
IAQ	Indoor Air Quality
ICP	Infrastructure Continuity Plan
IPM	Integrated Pest Management
KPI	Key Performance Indicator
LTCP	Long-Term Capital Plan
MAT	Mass Appraisal Tool
MCCB	Moulded Case Circuit Breaker
MGIH	Management of Government Information Holdings
MLPM	Maple Leaf Property Management
MM	Maintenance Management

MNECB	Model National Energy Code for Buildings
MOU	Memo of Understanding
NBCC	National Building Code of Canada
NCA	National Capital Area
NCOE	National Centre of Expertise
NFCC	National Fire Code of Canada
NIS	National Investment Strategy
NMMS	National Maintenance Management System
NMSO	National Master Standing Offer
NPMS	National Project Management System
NPP	National Portfolio Plan
NRC	National Research Council
NRT	National Round Table
NSCC	National Service Call Centre
NTSS	National Tenant Satisfaction Survey
O&M	Operations and Maintenance
O&U	Operating and Utilities
OAG	Office of the Auditor General
OGD	Other Government Departments
OI	Occupancy Instrument
OIS	Occupancy Instrument System
OSH	Occupational Safety and Health
P&T	Professional and Technical
PBMS	Project and Business Management System
PCB	Polychlorinated Biphenyls
PDF	Portable document format
PFM	Property and Facility Manager
PGC	Project Group Code
PGS	Policy Government Security
PILT	Payment in lieu of Taxes
PMP	Portfolio Management Plan
PMS	Program Management Sector
PPA	Preliminary Project Approval
PPM	Parts per million
PTSM	Professional and Technical Service Management
PWGSC	Public Works and Government Services Canada
PY	Planning Year
RBIA	Regional Business Information Analyst
RC	Responsibility Centre
RCMP	Royal Canadian Mounted Police
RDG	Regional Director General
RIS	Regional Investment Strategy
RMOI	Regional Managers Owner Investor
ROI	Return on Investment
RP	Real Property

RPAIP	Real Property Asset Integrity Procedure
RPB	Real Property Branch
RPDRF	Real Property Disposition Revolving Fund
RPIB	Real Property Investment Board
RPMS	Real Property Management System
RPNCA	Real Property National Capital Area
RPP	Report on Plans and Priorities
RPS	Real Property Services
RPT	Real Property Team
RPV	Real Property Unit
RSC	Regional Security Chief
SOA	Standing Offer Agreement
SAP	Strategic Action Plan
SDS	Sustainable Development Strategy
SME	Subject Matter Expert
SOP	Standard Operating Procedure
TA	Technical Authority
TADS/OIS	Tenant Accommodation Demand System/Occupancy Instrument System
TB	Treasury Board
TBS	Treasury Board Secretariat
TOR	Terms of Reference
TRP	Tenant Requirement Packages
TRA	Threat and Risk Assessment
UPS	Uninterrupted Power Supply
V&PILT	Valuation and Payment in Lieu of Taxes
WinFIS	Windows Facilities Inventory System
WPM	Workplan Monitoring

Appendix H - BMP Checklist

#	Ref	Question	Yes	No	N/A
1	1.0	Have you provided copies of intranet documents to the AFD Contractor?			
2	1.1	Have you read the Real Property Business Plan in order to familiarize yourself with the key priorities?			
3	2.1.1	Have you reviewed Departmental Policy 074 and planned for your ERC?			
4	2.1.1.1	Have you complied with the Due Diligence review by planning the annual assessment for one third of your buildings?			
5	2.1.1.2	Have you planned for your emergency response plans and product release reporting procedures for your storage tank systems?			
6	2.1.1.3	Have you planned for your site specific halocarbon SOPs at all of your sites where there are halocarbon containing equipment which fall under PWGSC responsibility and accountability?			
7	2.1.1.3	If you have completed your halocarbon SOP, have you planned for its annual update?			
8	2.1.1.3	Have you evaluated your halocarbon containing equipment using the risk assessment tool?			
9	2.1.1.4	Have you reviewed the PCB regulatory compliance?			
10	2.1.2 App. D	Have you reviewed the SDS targets and action plans and included any projects that are required for your facility to meet these targets?			
11	2.1.2.1	Have you planned your energy projects and submitted them to Satish Bansal?			
12	2.1.2.2	Have you planned your BOMA "BEST" assessment and identified the completion date in your project plan?			
13	2.1.2.3	Do you have any contaminated sites projects? If so, you need to contact Laurent Lavergne at 613-993-5318			
14	2.1.2.4	Have you completed your inventory of Hazardous Materials? Have you included funding to assess your inventory for alternative materials?			
15	2.1.2.5	Is your HVAC equipment free of CFCs?			
16	2.2.1	Have you completed your HVAC Standard Operating Procedures? Will you be reviewing them to ensure they are up-to-date?			
17	2.2.2 2.2.2.1	Is your facility due for an Asset Management Plan or an E-AMP? If so, have you identified funding in your project			

#	Ref	Question	Yes	No	N/A
	2.2.2.2	plan? Have you included the seismic screening in the AMP requirements? Have you reviewed the BCR Terms of Reference?			
18	2.2.3	Is your facility due for a Threat and Risk Assessment? If so, have you included funding?			
19	2.2.4	Have you reviewed your accessibility report in RPMS?			
20	2.2.4	Does your facility meet accessibility requirements? If not, have you planned projects to meet the accessibility requirements? Have you informed your Regional Accessibility Specialist about any completed renovations that need to be updated in RPMS?			
21	2.2.5	Have you planned your electrical safety site specific operation and testing for all sites that are operated by PWGSC employees?			
22	2.2.6	Have you planned for your building cladding inspections in years 2014-2015, through to 2017-2018?			
23	3.1	Do you have an inventory of your pressure piping? If not, have you included funding to inventory and examine your pressure piping?			
24	3.2	Is your sprinkler head inventory completed? Do you have any outstanding sprinkler head replacement costs? Did you plan for these items in your BMP?			
25	3.3	Have you identified funding for Drinking Water testing?			
26	3.4	Have you reviewed the amended Departmental Policy 078 and the responsibility matrix? If your emergency evacuation plan needs to be created or updated, have you included funding to do so?			
27	3.7	Do you have a Service/Management Agreement that includes the preparation of a BMP? If so, are you using the BMP module?			
28	3.8	Have you completed an initial survey of your facility to determine the presence of asbestos containing material? Have you included any required funding to perform your annual reassessment?			
29	3.10	If you have heritage assets, have you reviewed the policy on those assets to ensure any work done conforms to the policy?			
30	3.12	Have you installed tactile signage? If not, have you included tactile signage in your project plan?			
31	3.12	Does your facility meet FIP signage requirements? If not, have you planned projects to meet FIP requirements?			
32	3.12	Have you included funding for a Canada Wordmark			

#	Ref	Question	Yes	No	N/A
		sign?			
33	3.12	Do you require any flags or flagpoles to meet Departmental Policy No. 65?			
34	3.13	Have you ensured that projects meeting the criteria for capitalization are captured according to accrual accounting guidelines?			
35	3.14	Have you inspected and updated the inventory for Cultural Property?			
36	3.15	Do any of your projects, planned or active, require a Capital Project Briefing Note? Have you referenced your CPBN numbers in your project plan and project tombstone?			
37	3.16	Have you identified funding for your Infrastructure Continuity Plan?			
38	4.1.6	Have you included projects identified in the BPR exercise in your BMP project plan?			
39	4.1.9	Have you walked your building to determine physical existence and the number of commercial and retail letting occupants? Have you compared your inspection results, against the WINFIS Rent Roll report to ensure all commercial and retail lettings are contained in the Rent Roll report?			
40	4.1.9	Have you compared the WinFIS Rent Roll revenues to the letting agreement or in the case of where MLPM or BLJC managers, to their reporting, to ensure the revenues are true and accurate?			
41	4.1.9	Have you provided information required to update other systems to the AMs/AOs, Manager, Space Accommodation, Leasing or Commercial Operations Officers, before beginning BMP Revenue Planning?			
42	4.1.9	Have you determined if your commercial letting agreements have Other Revenue (e.g. percentage rent or parking) which requires manual entry?			
43	4.2.2	Have you done your Asset Classification Review?			
44	4.2.3	Management Analysis - Does your BMP reflect the strategies identified in your AMP?			
45	4.2.3	Have you done your Unit Cost Analysis and compared it to last year's numbers?			
46	4.2.3	Have you explained, and identified corrective measures for ROIs of less than 2%?			
47	4.2.4	Have you examined your O&U plan to ensure that it correctly reflects the estimated and known increases over the next five years? Have you noted your			

#	Ref	Question	Yes	No	N/A
		assumptions in the comment field of each line item?			
48	4.2.5	Have you seed funded larger projects to bring them to shelf-ready stage for next year?			
49	4.2.5	Have you looked at your entire project plan over the five year horizon and tried to balance the workload and cost as evenly as possible over the five year window?			
50	4.2.5	Have you included the cost of swing space in your projects?			
51	4.2.5	Do your projects allow for the cost of compliance with CLC regulations?			
52	4.2.5 4.1.8	Are your project leaders chargeable to your projects? If so, is that reflected in your projects? If not, see section 4.1.8.			
53	4.2.5	Have your projects been reviewed by a Senior Project Manager?			
54	4.2.5	AFD-Managed facilities: Has the PWGSC representative identified, to the contractor, all projects, regardless of cost, for entry into the BMP?			
55	4.2.5.1	Have you used your CAPS report to plan your BMP?			

FHBRO HERITAGE CHARACTER STATEMENT

9 / BROOKE CLAXTON BUILDING, TUNNEY'S PASTURE, OTTAWA, ON

FHBRO Number:	04-053
DFRP Number:	08752
Resource Name:	9 / Brooke Claxton Building
Address:	Colombine Boulevard, Tunney's Pasture, Ottawa, Ontario
FHBRO Status:	"Classified" Federal Heritage Building
Construction:	1961-1964
Designer:	Balharrie, Helmer and Morin and Greenspoon, Freeland and Dunne
Original Function:	Administration Building, Department of National Health & Welfare (now Health Canada)
Current Function:	Unchanged
Modifications:	Reconfiguration of floors to meet the Department's space requirements and renovations for universal access
Custodian:	Public Works and Government Services Canada

Description of Historic Place

The Brooke Claxton Building is a 19-storey office tower, designed in the Modern International style with aspects of Brutalism. Planned specifically to become the focal point of Tunney's Pasture to house a major federal department, the tower is the dominant feature of the modern government complex and is prominently located at the main intersection of the campus at Columbine Boulevard and Holland Avenue where it retains a significant relationship with its associated landscape. The designation is confined to the footprint of the building.

Heritage Value

The Brooke Claxton Building is a "Classified" Federal Heritage Building because of its historical associations, and its architectural and environmental values.

Historical value:

As a purpose-built national headquarters for the Department of National Health and Welfare, now Health Canada, the Brooke Claxton Building is one of the best examples of the increased role of the federal government in ensuring minimal health standards for Canadians in the post-Second World War period. The building is closely associated with the extensive phase of construction sponsored by the Department of Public Works to consolidate departmental administrative functions into new modern facilities and it represents the movement to consolidate federal departments into suburban governmental nodes.

As the main headquarters for the Department of National Health and Welfare, the Brooke Claxton Building is directly associated with several flagship plans and Acts in the area of health and welfare, including: the Canada Pension Plan, the Canada Assistance Plan, Medicare, and the Canada Health Act. The building houses the departmental offices of the Minister of Health. Three noteworthy individuals are associated with this building: The Honourable Judy LaMarsh, the Honourable Marc Lalonde, and the Honourable Monique Bégin.

The Brooke Claxton Building is one of the best examples of the third development phase of Tunney's Pasture as a federal government campus. It speaks to the role of the federal government in the development of government campuses outside the downtown core. The height of the tower broke through the then 150 foot height restriction in Ottawa's downtown and influenced the development of

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FHBRO HERITAGE CHARACTER STATEMENT

9 / BROOKE CLAXTON BUILDING, TUNNEY'S PASTURE, OTTAWA, ON

modern Ottawa.

Architectural value:

Designed by the national partnership of two important Canadian architectural firms, Balharrie, Helmer and Morin of Ottawa, and Greenspoon, Freeland and Dunne of Montreal, the Brooke Claxton Building is a very good example of an office tower designed in the Modern International Style. Aspects of the later Brutalist style also contribute to its distinctive appearance. Subtle details and features bring richness and elegance to the building's simple, rectangular massing. The building's composition is characterized by its scale, balance and use of good quality materials. Chosen materials and finishes offer contrasts in textures and colours and contribute to the visual richness of façades and interior spaces. This regularity and balance continues through to the interior.

The Brooke Claxton Building possesses good functional design, and has proven to be effective as an office tower. The simple floor plan is easily understood and its layout has been flexible and functional. The excellent quality materials, innovative approaches and exceptional construction techniques contribute to the tower's lasting solidity.

Environmental value:

The Brooke Claxton Building reinforces the current heterogeneous character and multi-layered density of the Tunney's Pasture campus, which features a mixture of low-rise brick buildings and office towers against the silhouette of downtown towers. In keeping with the purposeful new direction of the third phase of development of Tunney's Pasture, the tower terminates the main axis of the campus and stands out as a familiar landmark. By virtue of its high profile, the building also marks the location of Tunney's Pasture in the western part of the city of Ottawa.

Character-Defining Elements

The following character-defining elements of the Brooke Claxton Building should be respected:

Its Modern Style, as manifested in:

- The simple rectangular massing;
- The subtle details and features which bring richness and elegance to the building, including: the wide, half-sunken base, the colonnade created by the extension of vertical pillars from the roof to the base, the recessed ground floor, the 16th floor set-back terrace, the non-glazed volume of the top three storeys, the linear, formed-concrete detailing, and the pre-formed concrete teardrops that appear to be suspended under the second floor;
- The balance of the building's modern aesthetic composition as illustrated by: the regular division of bays of its main and rear façades;
- The centrally placed main entrance surrounded by a studied mix of glass and black granite walls;
- The rich contrasting colours and textures of façade materials, particularly as exhibited through the smooth, light coloured concrete pillars, the slick transparent glass and black granite and the rough slate aggregate concrete;
- All features and materials of the interior that contribute to the elegance and richness of the building, including the regular and balanced interior lobby where a central hallway leads to a grand staircase, and the series of enclosed offices on the 16th floor which are differentiated by high ceilings and an outdoor terrace offering panoramic views; and
- The visual harmony of the tower with the expansive green space of the Ottawa River Parkway

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FHBRO HERITAGE CHARACTER STATEMENT

9 / BROOKE CLAXTON BUILDING, TUNNEY'S PASTURE, OTTAWA, ON

provided by the green exterior slate aggregate concrete walls.

Its good functional design, as illustrated in:

- The simple, easily understood floor plan with vertical circulation centralized in a structural core;
- The flexibility in the functional layout; and,
- The areas where users may appreciate the pastoral setting in which the building sits.

Its use of excellent quality materials assembled with exceptional craftsmanship as demonstrated in:

- The reinforced concrete and prefabricated components;
- The teardrop louver supports on lower panels, which were innovative for the time;
- The creativity brought to the concrete from the slate aggregate and the cast relief patterns;
- The remaining original windows; and,
- The materials and finishes at the base and interior which also contribute to the characteristic contrasts in texture and colour, including: the glass, polished black and grey granite and chrome.

The building's role in reinforcing the current heterogeneous character of the Tunney's Pasture campus, and in marking the location of Tunney's Pasture in the Western part of the city of Ottawa, as evidenced in:

- Its design as a dominating feature of the campus, its style, its materials and its intended use as a major federal department;
- Its location, terminating the main axis of the campus; and
- The integrity of the building's historic relationship with its associated landscape, particularly on the ground floor where the plaza and cafeteria offer a quiet place to enjoy the nature of the site and views of the Ottawa River, downtown Ottawa, Holland Avenue and the Tunney's Pasture complex.

For guidance on interventions, please refer to the *Standards and Guidelines for the Conservation of Historic Places in Canada*. For further information contact FHBRO.

January 2006

**FHBRO HERITAGE CHARACTER STATEMENT
7/HEALTH PROTECTION BUILDING (FORMER DEPARTMENT
OF HEALTH & WELFARE, FOOD AND DRUG LABORATORY)
HOLLAND AVENUE, TUNNEY'S PASTURE, OTTAWA, ONTARIO**

FHBRO number:	04-052
DFRP number:	08752
Resource name:	Health Protection Building (Former Department of Health & Welfare, Food and Drug Laboratory)
Address:	Holland Avenue, Tunney's Pasture, Ottawa, Ontario
FHBRO status:	"Recognized" Federal Heritage Building
Construction:	1953-1955
Designer:	Marani and Morris Architects
Original function:	Headquarters of the Food and Drug Directorate (now the Health Protection Branch of Health Canada)
Current function:	Unchanged
Modifications:	Extension of the front wing (south end) and addition of a new main entrance (1964-1966); replacement of the windows (1978) and of most interior finishes
Custodian:	Public Works and Government Services Canada

Description of Historic Place

The Health Protection Building is a large, low two-storey office building, crowned by two penthouses along its central spine. Its double-T plan results in generous courtyards. The building occupies a vast lot along the main axis of the campus, at an important intersection and across from the Brooke Claxton Building, the focal point of Tunney's Pasture. The designation is confined to the footprint of the building.

Heritage Value

The Health Protection Building is a "Recognized" Federal Heritage Building because of its historical associations, as well as its architectural and environmental values.

Historical value:

Constructed as the headquarters of the Food and Drug Directorate (now the Health Protection Branch of Health Canada), the Health Protection Building is a very good example of the role of the federal government in ensuring the safety and protection of Canadian consumers. Erected during the initial development phase of the Tunney's Pasture campus, the Health Protection Building also represents the consolidation of federal departments into suburban governmental nodes.

Architectural value:

Designed by the very prominent Toronto firm of Marani and Morris, the Health Protection Building is a good example of an institutional facility designed in the modern classical style. Its clean and almost austere expression derives from its strong horizontality and limited window patterns, only enlivened by stone mouldings around the openings and a variety of brick bonds. Functionally, the Health Protection Building was designed for specific uses, clearly distributed into the various wings. It was also constructed with standard durable materials and good craftsmanship.

Environmental value:

Despite the construction of the larger and taller Jean-Talon Building immediately to the south in the late 1970s, the Health Protection Building continues to reinforce, due to its scale, massing,

FHBRO HERITAGE CHARACTER STATEMENT 7/HEALTH PROTECTION BUILDING (FORMER DEPARTMENT OF HEALTH & WELFARE, FOOD AND DRUG LABORATORY) HOLLAND AVENUE, TUNNEY'S PASTURE, OTTAWA, ONTARIO

style and materials, the character of the group of low brick buildings constructed during the initial development phase of Tunney's Pasture. Although the south end of the front wing and a new main entrance were added in the mid-1960s, the relationship of the Health Protection Building to its flat terrain, walkways, generous lawns and informal, inviting exterior courtyards remains largely intact.

Character-Defining Elements

The following character-defining elements of the Health Protection Building should be respected:

Its aesthetic expression in the modern classical style, as illustrated in:

- Its clean horizontal lines and simple two-storey massing, along with one large penthouse visible above the main entrance and another visible from the rear courtyards;
- Its unadorned, light coloured façades, simply highlighted with brick facing in English bond, soldier bond near the parapets, artificial stone mouldings around the windows, and green enamel panels in some of the openings;
- The double-T plan, with its numerous façades and fenestration patterns varying slightly from one façade to another, expressing the different interior functions and providing three-dimensionality to otherwise smooth building planes.

Its good functional design, standard for institutional buildings of its era, as demonstrated in:

- The simple and adaptable double-T layout, with its central corridors and rooms on either side providing generous natural lighting and ventilation;
- Its functional organization distributed into four zones: Offices at the front of the building, a library behind, a wing of laboratories and a section for research on large live animals at the back, which included an extra high parapet to allow animals to walk on the roof.

Its use of standard durable materials assembled with good craftsmanship.

Its role in reinforcing the character of the group of low brick buildings constructed during the initial development phase of Tunney's Pasture, and as a familiar yet secondary landmark for the community of civil servants working on the campus, as evidenced in:

- Its scale, massing, style and materials;
- The intact relationship of the building to its flat terrain, walkways, generous lawns and exterior courtyards;
- Its low profile presence and expression, which reinforces the landmark status of the adjacent Brooke Claxton Building;
- Its prime location along the main axis of the Tunney's Pasture campus (Holland Avenue), at an important intersection (Columbine Boulevard).

For guidance on interventions, please refer to the *Standards and Guidelines for the Conservation of Historic Places in Canada*. For further information contact FHBRO.

November 2005

**FHBRO HERITAGE CHARACTER STATEMENT
STATISTICS CANADA BUILDING
(FORMER DOMINION BUREAU OF STATISTICS BUILDING)
HOLLAND AVENUE, TUNNEY'S PASTURE, OTTAWA, ONTARIO**

FHBRO number:	04-051
DFRP number:	08752
Resource name:	Statistics Canada Building (Former Dominion Bureau of Statistics Building)
Address:	Holland Avenue, Tunney's Pasture, Ottawa, Ontario
FHBRO status:	"Recognized" Federal Heritage Building
Construction:	1950-1953
Designer:	Ross, Patterson, Townsend & Heughan (now Duschenes & Fish Architectes)
Original function:	National Headquarters for the Department of Statistics Canada
Current function:	Unchanged
Modifications:	Addition of metal siding over the brick cladding of the fourth floor and removal of the coat of arms above the main entrance (1976); replacement of the windows and of most interior finishes; partial infilling of most of the exterior courtyards with ramps and other constructions
Custodian:	Public Works and Government Services Canada

Description of Historic Place

The Statistics Canada Building is an imposing office building composed of a four-storey central spine abutted by eight symmetrically placed, lower three-storey wings creating several courtyards. The generous setbacks and lawns, and the building's location at the head of a perpendicular street combine to make it a prominent address along the main axis of the Tunney's Pasture campus, despite its overall restrained expression. The designation is confined to the footprint of the building.

Heritage Value

The Statistics Canada Building is a "Recognized" Federal Heritage Building because of its historical associations, as well as its architectural and environmental values.

Historical value:

The Statistics Canada Building is one of the best examples of a purpose-built national headquarters, in this case following a significant expansion of the Department's mandate in support of new social and economic programs. As the first of many office buildings to be constructed at Tunney's Pasture, the Statistics Canada Building is also a very good example of the initial development phase of this campus and represents the consolidation of federal departments into suburban governmental nodes. It is moreover associated with Herbert Marshall, Dominion Statistician from 1948 to 1956, who played a key leadership role in transforming the Dominion Bureau of Statistics to meet the new challenges of the post-war period, increasing the profile of this organization in the international community, and more specifically ensuring the completion of the Statistics Canada Building.

Architectural value:

Designed by the well-known Montreal firm of Ross, Patterson, Townsend & Heughan (now Duschenes & Fish Architectes), the Statistics Canada Building is a good example of an institutional office facility designed in the modern Classical style, despite significant alterations

**FHBRO HERITAGE CHARACTER STATEMENT
STATISTICS CANADA BUILDING
(FORMER DOMINION BUREAU OF STATISTICS BUILDING)
HOLLAND AVENUE, TUNNEY'S PASTURE, OTTAWA, ONTARIO**

over the years. Its formal character primarily derives from its layout and massing, but is also reinforced by heavy stone pilasters at the end of each wing and central forecourts framed with low walls, pillars and light fixtures. Functionally simple and efficient, the Statistics Canada Building was constructed with standard durable materials and good craftsmanship.

Environmental value:

Due to its scale, massing, style and materials, the Statistics Canada Building continues to reinforce the early character of the site as a campus of low brick buildings. Its prime location and important function make it a prominent building on the campus.

Character-Defining Elements

The following character-defining elements of the Statistics Canada Building should be respected:

Its aesthetic expression in the modern Classical style, as illustrated in:

- Its horizontal lines, enhanced by the low massing, flat roof, buff-coloured brick and continuous bands of windows framed with stone mouldings, all typical of the buildings constructed during the initial phase of development of Tunney's Pasture;
- The contrasting verticality of its main entrances, with their heavy stone frames and generous glazing extending three storeys high, which express on the exterior the central lobby and vertical circulation core. Heavy stone pilasters are also used at each end of the building's eight wings to create a colonnade-like frame around the windows;
- The strong symmetry and formal institutional character of the main façades deeply set back from the street, which are reinforced by the axial approaches (in line with Sorrel Street to the west), long central entranceways framed by two sets of pillars capped with bronze lamps, and low stone walls delimiting the forecourts.

Its good functional design, standard for institutional buildings of its era, as demonstrated in:

- The simple and adaptable eight-wing double H layout, with its central corridors and rooms on either side providing generous natural lighting and ventilation.

Its use of standard durable materials assembled with good craftsmanship, as exemplified in:

- Its brick cladding, stone mouldings around the windows, structure made of concrete slabs and blocks, and terrazzo flooring inside;
- The bronze light fixtures in the forecourts and the marble-clad walls in the vestibules and lobby, which speak to the prestigious function housed in the building.

Its role in reinforcing the character of group of low brick buildings constructed during the early development phase of Tunney's Pasture, and as a familiar landmark for the community of civil servants working on the campus, as evidenced in:

- Its scale, massing, style, materials and important function;
- Its generous setbacks and lawns, despite the construction of the adjacent H.R. Coats Building and Jean-Talon Building in the 1970's, and the partial infilling of most of the exterior courtyards created by its eight-wing double-H plan;
- Its prime location along the main axis of Tunney's Pasture campus (Holland Avenue), and at the head of perpendicular Sorrel Street.

**FHBRO HERITAGE CHARACTER STATEMENT
STATISTICS CANADA BUILDING
(FORMER DOMINION BUREAU OF STATISTICS BUILDING)
HOLLAND AVENUE, TUNNEY'S PASTURE, OTTAWA, ONTARIO**

For guidance on interventions, please refer to the *Standards and Guidelines for the Conservation of Historic Places in Canada*. For further information contact FHBRO.

November 2005

Commercial Letting Financial Report / Rapport financier de location commerciale

Location / emplacement	Building / immeuble	Tenant / locataire	Lease Start Date / Bail date de début	Lease Expiry Date / Bail date d'expiration	Primary Usage / utilisation principale	m²
Tunney's Pasture / pré Tunney	Brook Claxton	1	3/7/1997	3/31/2014	Mailroom / salle de courrier	127.5
Tunney's Pasture / pré Tunney	Brook Claxton	2	9/26/1996	7/31/2014	Retail / vente au détail	846.2
Tunney's Pasture / pré Tunney	Brook Claxton	3	1/1/1995	4/30/2014	Retail / vente au détail	2.0
Tunney's Pasture / pré Tunney	R.H. Coats	1	12/1/1994	11/30/2013	Retail / vente au détail	627.4
Tunney's Pasture / pré Tunney	Standards Lab / laboratoire Standards	1	3/1/2007	7/31/2014	Inside telecomm./ télécom. l'intérieur	0.0
Tunney's Pasture / pré Tunney	Statistics Canada / Immeuble de Statistique Canada	1	6/1/1994	7/31/2014	Inside Storage / stockage l'intérieur	326.0
Tunney's Pasture / pré Tunney	Statistics Canada / Immeuble de Statistique Canada	2	9/1/1996	7/31/2014	Retail / vente au détail	1043.0
Tunney's Pasture / pré Tunney	Statistics Canada / Immeuble de Statistique Canada	3	12/1/2007	7/31/2014	Outside Telecomm. / télécom. l'extérieur	0.2
Tunney's Pasture / pré Tunney	Statistics Canada / Immeuble de Statistique Canada	4	1/1/2001	1/20/2013	Inside telecomm./ télécom. l'intérieur	17.2
Tunney's Pasture / pré Tunney	Statistics Canada / Immeuble de Statistique Canada	5	3/1/1993	2/28/2013	Retail / vente au détail	25.0
Tunney's Pasture / pré Tunney	Jeanne Mance	1	8/1/1999	3/31/2014	Office / bureau	49.0
Tunney's Pasture / pré Tunney	Jeanne Mance	2	9/1/1996	7/31/2014	Retail / vente au détail	1078.4
Tunney's Pasture / pré Tunney	Jeanne Mance	3	3/1/1993	4/30/2014	Retail / vente au détail	2.0
Tunney's Pasture / pré Tunney	Tunney's Pasture Parking / Stationnement pré Tunney	1	4/1/2005	12/21/2029	Parking Revenue	0.0
Tunney's Pasture / pré Tunney	Butler Hut / Enceinte Butler	-	-	-	-	-
Tunney's Pasture / pré Tunney	Finance Annex / Annexe de L'immeuble des Finances	-	-	-	-	-
Tunney's Pasture / pré Tunney	Finance Building / Immeubles Finances	-	-	-	-	-
Tunney's Pasture / pré Tunney	General Records / Archives Général	-	-	-	-	-
Tunney's Pasture / pré Tunney	Graham Spry	-	-	-	-	-
Tunney's Pasture / pré Tunney	Health Protection / Immeuble de la protection sanitaire					
Tunney's Pasture / pré Tunney	Data Centre / Centre de traitement informatique	1	1/1/1962	12/31/3000	Retail / vente au détail	101.2
Tunney's Pasture / pré Tunney	Jean Talon	-	-	-	-	-
Carling	Pavillion	1	12/19/2009	12/31/2012	Office / bureau	3913.7
Carling	Lab 10 East / Immeubles 10 est	1	3/19/2010	3/18/2016	Office / bureau	11228.7
Carling	Lab 10 West / Immeuble 10 ouest	1	3/19/2010	3/18/2016	Office / bureau	15944.1
Carling	Lab 2 / Laboratoire 2	1	12/19/2012	12/31/2012	Office / bureau	8871.0
Carling	Lab 2 / Laboratoire 2	2	3/19/2010	3/18/2016	Office / bureau	
Carling	Lab 2 / Laboratoire 2	3	9/24/2010	11/30/2013	Office / bureau	
Carling	Lab 2 / Laboratoire 2	4	12/17/2010	12/31/2013	Office / bureau	
Carling	Lab 3 / Laboratoire 3	1	12/19/2012	12/31/2012	Office / bureau	31179.6
Carling	Lab 3 / Laboratoire 3	2	9/24/2010	11/30/2013	Office / bureau	
Carling	Lab 3 / Laboratoire 3	3	5/28/2010	9/30/2013	Office / bureau	
Carling	Lab 5 / Laboratoire 5	1	12/19/2012	12/31/2012	Office / bureau	15342.6
Carling	Lab 6 / Laboratoire 6	1	12/19/2012	12/31/2012	Office / bureau	31569.7
Carling	Lab 8 / Laboratoire 8	1	9/14/2010	11/30/2013	Office / bureau	15631.7
Carling	Lab 9 / Laboratoire 9	1	9/14/2010	11/30/2013	Office / bureau	23070.4
Carling	Wildlife Centre / Centre de la faune	1	5/1/1992	4/30/2017	Office / bureau	4015.0

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Standards Lab Building #4 - Tunney's Pasture

Projet / Project: 830369

Superficie / Area (m2): 6189.8

Portefeuille / Portfolio:													
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	31,397	33,176	32,229	32,425	32,786	32,776	33,249	32,476	34,040	36,111	32,638	33,946	397,249
Coût / Cost	3,579.25 \$	3,782.09 \$	3,674.15 \$	3,696.41 \$	3,737.59 \$	3,736.48 \$	3,790.43 \$	3,702.23 \$	3,880.53 \$	4,116.67 \$	3,720.78 \$	3,869.81 \$	45,286.39 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	119	125	131	125	124	138	164	270	398	462	432	430	2,916
Coût / Cost	399.35 \$	421.25 \$	441.47 \$	421.25 \$	417.88 \$	463.38 \$	552.68 \$	909.90 \$	1,339.58 \$	1,556.94 \$	1,454.16 \$	1,449.10 \$	9,826.92 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	326	289	218	228	226	254	277	351	549	647	550	492	4,405
Coût Cost	8,526.31 \$	7,562.03 \$	5,697.64 \$	5,983.42 \$	5,909.98 \$	6,641.56 \$	7,241.79 \$	9,188.54 \$	14,375.32 \$	16,944.93 \$	14,404.50 \$	12,889.73 \$	115,365.76 \$
Refroidissemnt / Cooling (GJ)	6	90	166	222	205	100	35						824
Coût / Cost	173.38 \$	2,426.19 \$	4,471.20 \$	5,990.00 \$	5,520.26 \$	2,698.00 \$	944.30 \$						22,223.33 \$
Coût Total / Total Cost	12,678.28 \$	14,191.56 \$	14,284.45 \$	16,091.08 \$	15,585.71 \$	13,539.41 \$	12,529.20 \$	13,800.67 \$	19,595.42 \$	22,618.54 \$	19,579.43 \$	18,208.64 \$	192,702.40 \$

Commentaires /
Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Standards Lab Building #4 - Tunney's Pasture

Projet / Project: 830369

Superficie / Area (m2): 6189.8

Portefeuille / Portfolio:													
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	35,380	34,991	35,308	35,578	36,770	34,809	32,399	32,359	33,947	35,095	30,955	34,175	411,767
Coût / Cost	3,325.74 \$	3,289.12 \$	3,318.97 \$	3,344.36 \$	3,456.40 \$	3,272.05 \$	3,045.50 \$	3,041.75 \$	3,190.99 \$	3,298.96 \$	2,909.77 \$	3,212.44 \$	38,706.06 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	242	225	227	236	209	197	181	147	140	188	117	156	2,263
Coût / Cost	738.10 \$	684.73 \$	692.35 \$	719.80 \$	635.93 \$	600.85 \$	550.53 \$	448.35 \$	427.00 \$	571.88 \$	356.85 \$	475.80 \$	6,902.15 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	294	264	227	237	249	238	286	375	520	626	574	514	4,404
Coût Cost	7,076.38 \$	6,368.48 \$	5,470.82 \$	5,718.95 \$	5,999.82 \$	5,722.27 \$	6,882.62 \$	9,041.36 \$	12,516.39 \$	15,068.59 \$	13,837.06 \$	12,380.03 \$	106,082.76 \$
Refroidissemnt / Cooling (GJ)	10	118	159	246	225	128	25						910
Coût / Cost	232.95 \$	2,857.23 \$	3,855.71 \$	5,947.01 \$	5,439.63 \$	3,111.04 \$	602.25 \$						22,045.82 \$
Coût Total / Total Cost	11,373.17 \$	13,199.55 \$	13,337.85 \$	15,730.12 \$	15,531.77 \$	12,706.21 \$	11,080.90 \$	12,531.46 \$	16,134.38 \$	18,939.43 \$	17,103.69 \$	16,068.27 \$	173,736.79 \$

Commentaires /
Comments:

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Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: R.H. Coats #1 - Tunney's Pasture

Projet / Project: 830359

Superficie / Area (m2): 48659.6

Superficie / Area (m2): 48659.6	Portefeuille / Portfolio:												
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	580,029	660,767	595,569	553,670	577,437	552,445	559,011	601,943	550,304	558,056	614,743	646,914	7,050,889
Coût / Cost	66,123.29 \$	75,327.48 \$	67,894.91 \$	63,118.38 \$	65,827.77 \$	62,978.73 \$	63,727.26 \$	68,621.52 \$	62,734.70 \$	63,618.33 \$	70,080.72 \$	73,748.23 \$	803,801.33 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	1,240	1,400	1,460	1,405	1,410	1,400	1,390	1,320	1,140	1,275	1,395	1,305	16,140
Coût / Cost	4,178.80 \$	4,718.00 \$	4,920.20 \$	4,734.85 \$	4,751.70 \$	4,718.00 \$	4,684.30 \$	4,448.40 \$	3,841.80 \$	4,296.75 \$	4,701.15 \$	4,397.85 \$	54,391.80 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	689						200	271	1,526	2,308	1,824	1,009	7,826
Coût Cost	18,042.65 \$						5,238.00 \$	7,090.97 \$	39,964.21 \$	60,446.52 \$	47,771.13 \$	26,417.36 \$	204,970.84 \$
Refroidissemnt / Cooling (GJ)	12	872	2,043	2,450	2,351	1,735	628						10,091
Coût / Cost	317.59 \$	23,523.77 \$	55,132.53 \$	66,091.04 \$	63,429.67 \$	46,816.32 \$	16,945.06 \$						272,255.99 \$
Coût Total / Total Cost	88,662.33 \$	103,569.25 \$	127,947.64 \$	133,944.27 \$	134,009.14 \$	114,513.05 \$	90,594.62 \$	80,160.89 \$	106,540.71 \$	128,361.60 \$	122,553.00 \$	104,563.44 \$	1,335,419.96 \$

Commentaires /

Comments:

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Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

[Imprimé le/Printed : 21-Sep-2012](#)

Édifice / Building: R.H. Coats #1 - Tunney's Pasture

Projet / Project: 830359

Superficie / Area (m2): 48659.6

Superficie / Area (m2): 48659.6										Portefeuille / Portfolio:			
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	611,981	587,437	571,019	593,715	573,171	560,600	556,871	550,049	588,929	617,382	597,398	653,451	7,062,004
Coût / Cost	57,526.21 \$	55,219.11 \$	53,675.83 \$	55,809.17 \$	53,878.10 \$	52,696.42 \$	52,345.88 \$	51,704.59 \$	55,359.30 \$	58,033.95 \$	56,155.38 \$	61,424.39 \$	663,828.33 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	1,455	1,540	1,635	1,620	1,575	1,605	1,300	1,285	1,120	1,260	1,140	1,380	16,915
Coût / Cost	4,437.75 \$	4,697.00 \$	4,986.75 \$	4,941.00 \$	4,803.75 \$	4,895.25 \$	3,965.00 \$	3,919.25 \$	3,416.00 \$	3,843.00 \$	3,477.00 \$	4,209.00 \$	51,590.75 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	212	64					400	1,015	2,187	2,873	2,601	2,337	11,690
Coût Cost	5,107.68 \$	1,547.56 \$					9,636.00 \$	24,455.70 \$	52,688.28 \$	69,210.08 \$	62,655.01 \$	56,302.71 \$	281,603.01 \$
Refroidissemnt / Cooling (GJ)	119	1,829	2,060	3,004	2,788	1,574	509	302					12,185
Coût / Cost	2,892.82 \$	44,291.34 \$	49,881.86 \$	72,753.53 \$	67,531.59 \$	38,123.77 \$	12,334.27 \$	7,317.30 \$					295,126.47 \$
Coût Total / Total Cost	69,964.46 \$	105,755.01 \$	108,544.45 \$	133,503.70 \$	126,213.44 \$	95,715.44 \$	78,281.14 \$	87,396.83 \$	111,463.58 \$	131,087.02 \$	122,287.40 \$	121,936.10 \$	1,292,148.57 \$

Commentaires /

Comments:

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Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Personnel Records #18 - Tunney's Pasture

Projet / Project: 830370

Superficie / Area (m2): 21119.4

Portefeuille / Portfolio:													
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	175,234	183,514	190,410	197,570	159,722	152,778	185,104	184,784	188,227	192,778	185,476	192,879	2,188,476
Coût / Cost	19,976.71 \$	20,920.63 \$	21,706.73 \$	22,522.95 \$	18,208.33 \$	17,416.67 \$	21,101.87 \$	21,065.32 \$	21,457.90 \$	21,976.67 \$	21,144.21 \$	21,988.25 \$	249,486.24 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	265	243	95	134	241	365	283	215	409	454	417	410	3,529
Coût / Cost	891.37 \$	817.23 \$	320.15 \$	451.58 \$	812.17 \$	1,228.37 \$	952.03 \$	722.87 \$	1,378.33 \$	1,529.98 \$	1,405.29 \$	1,381.70 \$	11,891.05 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	761	271	16				350	750	1,100	1,225	1,000	695	6,168
Coût Cost	19,943.09 \$	7,092.52 \$	423.02 \$				9,166.50 \$	19,642.50 \$	28,809.00 \$	32,082.75 \$	26,190.00 \$	18,198.36 \$	161,547.74 \$
Refroidissemnt / Cooling (GJ)	17	218	363	480	450	275	150	15					1,969
Coût / Cost	469.23 \$	5,873.97 \$	9,805.55 \$	12,962.78 \$	12,141.00 \$	7,419.50 \$	4,047.00 \$	404.70 \$					53,123.73 \$
Coût Total / Total Cost	41,280.40 \$	34,704.34 \$	32,255.45 \$	35,937.31 \$	31,161.50 \$	26,064.53 \$	35,267.39 \$	41,835.38 \$	51,645.23 \$	55,589.40 \$	48,739.50 \$	41,568.31 \$	476,048.76 \$

Commentaires /
Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Personnel Records #18 - Tunney's Pasture

Projet / Project: 830370

Superficie / Area (m2): 21119.4

Portefeuille / Portfolio:													
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	156,000	162,797	157,583	168,263	162,834	152,553	155,556	152,778	159,722	166,667	152,778	166,667	1,914,197
Coût / Cost	14,663.99 \$	15,302.92 \$	14,812.78 \$	15,816.74 \$	15,306.37 \$	14,340.00 \$	14,622.22 \$	14,361.11 \$	15,013.89 \$	15,666.67 \$	14,361.11 \$	15,666.67 \$	179,934.47 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	155	195	88	47	46	55	49	49	323	311	105	151	1,573
Coût / Cost	472.75 \$	594.75 \$	268.40 \$	143.35 \$	138.78 \$	166.23 \$	149.45 \$	147.93 \$	985.15 \$	948.55 \$	320.25 \$	460.55 \$	4,796.13 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	472	119	10	10		62	398	878	1,347	1,350	1,143	1,180	6,969
Coût Cost	11,369.87 \$	2,878.09 \$	250.90 \$	229.58 \$		1,487.24 \$	9,586.78 \$	21,154.41 \$	32,446.66 \$	32,524.31 \$	27,530.43 \$	28,424.47 \$	167,882.75 \$
Refroidissemnt / Cooling (GJ)	50	397	462	582	483	271	156	6					2,408
Coût / Cost	1,213.05 \$	9,613.57 \$	11,197.10 \$	14,105.54 \$	11,701.56 \$	6,567.08 \$	3,781.37 \$	153.82 \$					58,333.09 \$
Coût Total / Total Cost	27,719.66 \$	28,389.33 \$	26,529.18 \$	30,295.21 \$	27,146.71 \$	22,560.55 \$	28,139.82 \$	35,817.27 \$	48,445.70 \$	49,139.52 \$	42,211.79 \$	44,551.69 \$	410,946.44 \$

Commentaires /
Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Statistics Canada #3 - Tunney's Pasture

Projet / Project: 830354

Superficie / Area (m2): 45264.9

Portefeuille / Portfolio:													
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	1,262,033	1,292,024	1,243,063	1,260,563	1,263,795	1,213,379	1,223,378	1,204,269	1,201,731	1,242,500	1,165,661	1,196,924	14,769,320
Coût / Cost	143,871.71 \$	147,290.77 \$	141,709.14 \$	143,704.16 \$	144,072.65 \$	138,325.24 \$	139,465.05 \$	137,286.70 \$	136,997.33 \$	141,645.00 \$	132,885.40 \$	136,449.29 \$	1,683,702.43 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	1,260	1,310	1,400	1,090	1,150	1,260	1,240	1,410	1,320	1,540	1,600	1,350	15,930
Coût / Cost	4,246.20 \$	4,414.70 \$	4,718.00 \$	3,673.30 \$	3,875.50 \$	4,246.20 \$	4,178.80 \$	4,751.70 \$	4,448.40 \$	5,189.80 \$	5,392.00 \$	4,549.50 \$	53,684.10 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	1,241	178					327	1,053	2,008	2,535	1,964	1,274	10,580
Coût Cost	32,502.77 \$	4,662.59 \$					8,557.63 \$	27,573.68 \$	52,581.70 \$	66,391.65 \$	51,438.68 \$	33,371.44 \$	277,080.14 \$
Refroidissemnt / Cooling (GJ)	972	1,026	1,410	1,663	1,483	1,015	616	754	502	625	828	940	11,834
Coût / Cost	26,219.14 \$	27,685.15 \$	38,035.27 \$	44,866.20 \$	40,015.88 \$	27,373.48 \$	16,621.35 \$	20,350.97 \$	13,545.17 \$	16,862.50 \$	22,350.42 \$	25,363.30 \$	319,288.82 \$
Coût Total / Total Cost	206,839.81 \$	184,053.21 \$	184,462.41 \$	192,243.66 \$	187,964.02 \$	169,944.92 \$	168,822.82 \$	189,963.05 \$	207,572.61 \$	230,088.95 \$	212,066.50 \$	199,733.53 \$	2,333,755.49 \$

Commentaires /
Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Statistics Canada #3 - Tunney's Pasture

Projet / Project: 830354

Superficie / Area (m2): 45264.9

Portefeuille / Portfolio:													
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	1,230,076	1,299,397	1,296,554	1,355,995	1,299,375	1,256,719	1,280,318	1,238,561	1,287,310	1,295,943	1,188,901	1,327,919	15,357,068
Coût / Cost	115,627.17 \$	122,143.28 \$	121,876.08 \$	127,463.51 \$	122,141.28 \$	118,131.58 \$	120,349.87 \$	116,424.77 \$	121,007.13 \$	121,818.65 \$	111,756.72 \$	124,824.40 \$	1,443,564.42 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	1,430	1,320	1,340	1,240	1,130	1,540	1,940	1,720	1,200	1,390	1,420	1,530	17,200
Coût / Cost	4,361.50 \$	4,026.00 \$	4,087.00 \$	3,782.00 \$	3,446.50 \$	4,697.00 \$	5,917.00 \$	5,246.00 \$	3,660.00 \$	4,239.50 \$	4,331.00 \$	4,666.50 \$	52,460.00 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	1,002	196					450	1,540	2,547	2,910	2,705	2,390	13,740
Coût Cost	24,145.62 \$	4,713.64 \$					10,840.50 \$	37,101.02 \$	61,349.76 \$	70,100.98 \$	65,172.01 \$	57,577.80 \$	331,001.34 \$
Refroidissemnt / Cooling (GJ)	1,166	1,228	1,397	1,952	1,598	1,032	651	755	717	700	917	1,048	13,161
Coût / Cost	28,228.82 \$	29,744.00 \$	33,837.21 \$	47,272.74 \$	38,702.81 \$	25,006.88 \$	15,778.17 \$	18,283.36 \$	17,362.10 \$	16,954.00 \$	22,215.23 \$	25,381.49 \$	318,766.82 \$
Coût Total / Total Cost	172,363.10 \$	160,626.92 \$	159,800.30 \$	178,518.24 \$	164,290.59 \$	147,835.46 \$	152,885.54 \$	177,055.16 \$	203,378.98 \$	213,113.13 \$	203,474.96 \$	212,450.19 \$	2,145,792.59 \$

Commentaires /
Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Jeanne-Mance #19 - Tunney's Pasture
Projet / Project: 830374
Superficie / Area (m2): 38471.5

Portefeuille / Portfolio:													
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	444,444	417,312	335,705	427,602	400,000	410,000	409,722	416,667	430,556	437,500	430,556	444,444	5,004,508
Coût / Cost	50,666.67 \$	47,573.56 \$	38,270.37 \$	48,746.62 \$	45,600.00 \$	46,740.00 \$	46,708.33 \$	47,500.00 \$	49,083.33 \$	49,875.00 \$	49,083.33 \$	50,666.67 \$	570,513.89 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	1,802	3,048	2,970	3,069	(481)	2,052	2,175	2,050	2,075	2,125	1,284	1,575	23,744
Coût / Cost	6,072.74 \$	10,271.76 \$	10,008.90 \$	10,342.53 \$	(1,620.97 \$)	6,915.24 \$	7,329.75 \$	6,908.50 \$	6,992.75 \$	7,161.25 \$	4,327.08 \$	5,307.75 \$	80,017.28 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	472						68	425	1,223	1,842	1,433	759	6,222
Coût Cost	12,351.25 \$						1,792.72 \$	11,130.75 \$	32,028.89 \$	48,241.98 \$	37,533.99 \$	19,875.13 \$	162,954.71 \$
Refroidissemnt / Cooling (GJ)	105	1,051	1,718	2,120	1,800	1,301	554	205	68			206	9,129
Coût / Cost	2,839.27 \$	28,351.33 \$	46,364.46 \$	57,202.67 \$	48,564.00 \$	35,097.79 \$	14,960.04 \$	5,530.90 \$	1,831.29 \$			5,557.32 \$	246,299.07 \$
Coût Total / Total Cost	71,929.93 \$	86,196.65 \$	94,643.73 \$	116,291.82 \$	92,543.03 \$	88,753.03 \$	70,790.85 \$	71,070.15 \$	89,936.26 \$	105,278.23 \$	90,944.41 \$	81,406.86 \$	1,059,784.95 \$

Commentaires /
Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Jeanne-Mance #19 - Tunney's Pasture

Projet / Project: 830374

Superficie / Area (m2): 38471.5

Portefeuille / Portfolio:													
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	472,222	471,262	472,222	457,249	527,778	527,778	500,000	472,222	527,778	513,889	500,000	527,778	5,970,178
Coût / Cost	44,388.89 \$	44,298.62 \$	44,388.89 \$	42,981.40 \$	49,611.11 \$	49,611.11 \$	47,000.00 \$	44,388.89 \$	49,611.11 \$	48,305.56 \$	47,000.00 \$	49,611.11 \$	561,196.69 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	2,610	3,540	2,500	2,400	2,200	1,600	1,500	1,700	1,600	1,700	1,550	1,600	24,500
Coût / Cost	7,960.50 \$	10,797.00 \$	7,625.00 \$	7,320.00 \$	6,710.00 \$	4,880.00 \$	4,575.00 \$	5,185.00 \$	4,880.00 \$	5,185.00 \$	4,727.50 \$	4,880.00 \$	74,725.00 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	47	50					200	1,037	2,084	2,578	2,011	1,483	9,489
Coût Cost	1,123.73 \$	1,204.50 \$					4,818.00 \$	24,974.40 \$	50,204.19 \$	62,096.95 \$	48,450.26 \$	35,727.23 \$	228,599.25 \$
Refroidissemnt / Cooling (GJ)	373	1,313	1,683	2,288	2,123	1,139	506	374	120	11			9,927
Coût / Cost	9,037.08 \$	31,805.73 \$	40,752.34 \$	55,409.42 \$	51,408.47 \$	27,581.37 \$	12,244.00 \$	9,049.14 \$	2,895.58 \$	254.35 \$			240,437.48 \$
Coût Total / Total Cost	62,510.20 \$	88,105.85 \$	92,766.23 \$	105,710.81 \$	107,729.58 \$	82,072.48 \$	68,637.00 \$	83,597.42 \$	107,590.88 \$	115,841.86 \$	100,177.76 \$	90,218.34 \$	1,104,958.42 \$

Commentaires /
Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Jean Talon #5 - Tunney's Pasture
Projet / Project: 830365
Superficie / Area (m2): 71074.8

	Portefeuille / Portfolio:												
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	678,974	754,216	720,383	742,244	733,187	698,094	701,730	642,209	680,556	711,944	683,889	754,722	8,502,149
Coût / Cost	77,403.02 \$	85,980.67 \$	82,123.67 \$	84,615.85 \$	83,583.34 \$	79,582.70 \$	79,997.19 \$	73,211.82 \$	77,583.33 \$	81,161.67 \$	77,963.33 \$	86,038.33 \$	969,244.93 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	2,450	2,469	2,534	2,240	2,348	2,448	2,502	2,642	2,341	2,625	2,460	2,415	29,472
Coût / Cost	8,254.82 \$	8,318.85 \$	8,537.90 \$	7,548.80 \$	7,912.76 \$	8,249.76 \$	8,431.74 \$	8,903.54 \$	7,887.49 \$	8,846.25 \$	8,290.20 \$	8,138.55 \$	99,320.64 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	700	58			33		400	1,000	2,000	2,500	2,200	1,500	10,391
Coût Cost	18,333.00 \$	1,527.01 \$			853.06 \$		10,476.00 \$	26,190.00 \$	52,380.00 \$	65,475.00 \$	57,618.00 \$	39,285.00 \$	272,137.08 \$
Refroidissemnt / Cooling (GJ)		1,100	2,350	3,400	3,000	2,000	575						12,425
Coût / Cost		29,678.00 \$	63,403.00 \$	91,732.00 \$	80,940.00 \$	53,960.00 \$	15,513.50 \$						335,226.50 \$
Coût Total / Total Cost	103,990.84 \$	125,504.53 \$	154,064.56 \$	183,896.65 \$	173,289.16 \$	141,792.46 \$	114,418.43 \$	108,305.36 \$	137,850.82 \$	155,482.92 \$	143,871.53 \$	133,461.88 \$	1,675,929.15 \$

Commentaires /
Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Jean Talon #5 - Tunney's Pasture

Projet / Project: 830365

Superficie / Area (m2): 71074.8

Portefeuille / Portfolio:													
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	708,759	711,990	727,557	721,915	696,012	664,292	669,638	677,259	705,222	705,371	672,799	789,146	8,449,960
Coût / Cost	66,623.32 \$	66,927.02 \$	68,390.39 \$	67,859.99 \$	65,425.09 \$	62,443.48 \$	62,945.98 \$	63,662.34 \$	66,290.88 \$	66,304.90 \$	63,243.15 \$	74,179.69 \$	794,296.22 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	2,794	2,861	3,146	2,794	2,747	3,060	2,919	2,675	2,525	2,650	2,749	3,162	34,078
Coût / Cost	8,520.18 \$	8,724.53 \$	9,595.30 \$	8,521.70 \$	8,376.83 \$	9,331.48 \$	8,902.95 \$	8,158.75 \$	7,699.73 \$	8,080.98 \$	8,382.93 \$	9,642.58 \$	103,937.90 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	450	75					450	1,050	2,225	2,700	2,550	1,850	11,350
Coût Cost	10,840.50 \$	1,806.75 \$					10,840.50 \$	25,294.50 \$	53,600.25 \$	65,043.00 \$	61,429.50 \$	44,566.50 \$	273,421.50 \$
Refroidissemnt / Cooling (GJ)	400	1,575	2,200	3,550	3,200	1,500	475						12,900
Coût / Cost	9,688.00 \$	38,146.50 \$	53,284.00 \$	85,981.00 \$	77,504.00 \$	36,330.00 \$	11,504.50 \$						312,438.00 \$
Coût Total / Total Cost	95,671.99 \$	115,604.79 \$	131,269.69 \$	162,362.69 \$	151,305.91 \$	108,104.95 \$	94,193.93 \$	97,115.59 \$	127,590.86 \$	139,428.87 \$	133,055.57 \$	128,388.76 \$	1,484,093.62 \$

Commentaires /
Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2011/2012

Édifice / Building: Health Protection Building
Projet / Project: 830352
Superficie / Area (m2): 18983

Portefeuille / Portfolio:													
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	129,633	125,466	115,918	110,257	112,766	110,389	122,811	125,000	138,889	145,833	133,333	138,889	1,509,183
Coût / Cost	\$14,778.14	\$14,303.10	\$13,214.64	\$12,569.29	\$12,855.27	\$12,584.36	\$14,000.42	\$14,250.00	\$15,833.33	\$16,625.00	\$15,200.00	\$15,833.33	\$172,046.90
Ajustement / Adjustment													
Puisance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	460	485	510	555	635	580	515	515	480	530	540	490	6,295
Coût / Cost	\$1,550.20	\$1,634.45	\$1,718.70	\$1,870.35	\$2,139.95	\$1,954.60	\$1,735.55	\$1,735.55	\$1,617.60	\$1,786.10	\$1,819.80	\$1,651.30	\$21,214.15
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	806	320	34		20	116	495	782	1,234	1,480	1,225	885	7,397
Coût Cost	\$21,109.40	\$8,379.31	\$884.90		\$532.50	\$3,040.36	\$12,973.99	\$20,478.84	\$32,309.02	\$38,761.20	\$32,082.75	\$23,175.04	\$193,727.30
Refroidissemnt / Cooling (GJ)	154	296	516	730	620	443	139	49	52				3,000
Coût / Cost	\$4,157.38	\$7,976.99	\$13,912.73	\$19,697.98	\$16,725.51	\$11,963.93	\$3,761.44	\$1,333.86	\$1,405.69				\$80,935.52
Coût Total / Total Cost	\$41,595.12	\$32,293.86	\$29,730.97	\$34,137.62	\$32,253.23	\$29,543.24	\$32,471.40	\$37,798.25	\$51,165.64	\$57,172.30	\$49,102.55	\$40,659.67	\$467,923.86

Comments:

Values displayed using *italics* indicate that estimated consumption.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Health Protection Building
Projet / Project: 830352
Superficie / Area (m2): 18983

Superficie / Area (m2): 18983										Portefeuille / Portfolio:			
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	148,812	134,581	131,999	136,454	130,078	132,408	144,711	151,853	144,610	142,034	129,080	141,155	1,667,774
Coût / Cost	\$13,988.34	\$12,650.65	\$12,407.86	\$12,826.71	\$12,227.31	\$12,446.31	\$13,602.85	\$14,274.16	\$13,593.33	\$13,351.19	\$12,133.50	\$13,268.54	\$156,770.75
Ajustement / Adjustment													
Puisance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	715	575	505	495	505	500	540	475	450	500	440	535	6,235
Coût / Cost	\$2,180.75	\$1,753.75	\$1,540.25	\$1,509.75	\$1,540.25	\$1,525.00	\$1,647.00	\$1,448.75	\$1,372.50	\$1,525.00	\$1,342.00	\$1,631.75	\$19,016.75
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	670	293	93	40	42	306	732	1,031	1,441	1,619	1,332	1,197	8,796
Coût Cost	\$16,132.08	\$7,060.74	\$2,235.45	\$958.03	\$1,015.95	\$7,375.79	\$17,627.26	\$24,846.97	\$34,710.41	\$39,007.42	\$32,087.52	\$28,830.72	\$211,888.34
Refroidissemnt / Cooling (GJ)	173	461	516	1,015	790	356	99	12					3,424
Coût / Cost	\$4,193.32	\$11,176.19	\$12,500.86	\$24,582.46	\$19,135.64	\$8,631.56	\$2,401.74	\$300.74					\$82,922.52
Coût Total / Total Cost	\$36,494.48	\$32,641.33	\$28,684.42	\$39,876.95	\$33,919.15	\$29,978.67	\$35,278.86	\$40,870.62	\$49,676.24	\$53,883.61	\$45,563.02	\$43,731.01	\$470,598.36

Comments:

Values displayed using *italics* indicate that estimated consumption.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2011 / 2012 / Public Service Report 2011/2012

Édifice / Building: Graham Spry

Projet / Project:

Superficie / Area (m2):

Superficie / Area (m2):	Portefeuille / Portfolio:												
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	112,000.42	104,599.81	104,700.09	108,799.97	104,824.17	92,088.83	91,636.68	95,912.67	115,315.09	116,242.10	99,679.33	98,969.81	1,244,769
Coût / Cost	\$11,807.21	\$11,190.25	\$12,813.45	\$12,847.10	\$10,683.24	\$10,844.04	\$9,803.74	\$10,031.27	\$12,285.24	\$11,812.34	\$10,866.97	\$10,449.47	\$135,434.31
Ajustement / Adjustment													
Puisance / Power (KW)													
Gaz naturel / Natural Gas (m³)	13,687.99	4,884.16	186.36	177.70	157.10	1,208.78	2,341.03	2,938.03	10,045.68	28,685.00	26,475.12	9,285.64	100,073
Coût / Cost	\$3,113.79	\$1,179.82	\$107.40	\$110.64	\$110.18	\$362.56	\$639.11	\$1,619.05	\$3,042.47	\$6,335.38	\$5,837.83	\$2,092.25	\$24,550.48
Ajustement / Adjustment													
Eau / Water (m³)	473.75	505.48	310.00	463.13	444.94	452.86	881.82	547.18	591.57	631.34	625.63	663.83	6,591.53
Coût / Cost	\$1,336.42	\$1,476.05	\$916.93	\$1,356.50	\$1,304.41	\$1,326.14	\$2,555.81	\$1,596.31	\$1,724.40	\$1,838.25	\$1,819.96	\$1,931.32	\$19,182.51
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)													
Coût Cost													
Refroidissemnt / Cooling (GJ)													
Coût / Cost													
Coût Total / Total Cost	\$16,257.43	\$13,846.12	\$13,837.78	\$14,314.24	\$12,097.83	\$12,532.74	\$12,998.65	\$13,246.62	\$17,052.10	\$19,985.97	\$18,524.76	\$14,473.04	\$179,167.30

Comments:

Values displayed using *italics* indicate that estimated consumption.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010 / 2011 / Public Service Report 2010/2011

Édifice / Building: Graham Spry

Projet / Project:

Superficie / Area (m2):

Portefeuille / Portfolio:

	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	102,592.99	108,071.09	109,179.95	120,861.67	105,815.57	99,817.07	103,079.44	115,845.15	125,980.39	129,296.36	119,239.11	129,363.75	1,369,143
Coût / Cost	\$11,525.27	\$12,694.67	\$11,237.27	\$14,686.63	\$10,222.62	\$9,228.43	\$10,027.49	\$12,411.03	\$12,803.70	\$12,432.96	\$13,351.72	\$13,328.86	\$143,950.66
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)	10,031.14	1,145.94	165.74	182.35	190.36	2,752.11	14,386.45	25,344.55	24,832.37	31,040.63	41,047.56	29,250.11	180,369
Coût / Cost	\$2,490.58	\$370.83	\$116.22	\$116.12	\$113.25	\$758.42	\$3,490.91	\$6,000.71	\$4,763.14	\$5,589.31	\$8,746.97	\$6,330.29	\$38,886.76
Ajustement / Adjustment													
Eau / Water (m³)	365.26	207.61	573.55	604.59	1,187.46	621.00	677.79	649.99	424.69	587.00	373.94	540.77	6,814
Coût / Cost	\$955.22	\$599.34	\$1,609.76	\$1,696.30	\$3,302.74	\$1,740.54	\$1,898.02	\$1,820.45	\$1,200.44	\$1,647.80	\$1,057.65	\$1,520.36	\$19,048.61
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chaufage / Heating (GJ)													
Coût Cost													
Refroidissemnt / Cooling (GJ)													
Coût / Cost													
Coût Total / Total Cost	\$14,971.07	\$13,664.84	\$12,963.25	\$16,499.05	\$13,638.61	\$11,727.39	\$15,416.43	\$20,232.20	\$18,767.27	\$19,670.07	\$23,156.34	\$21,179.51	\$201,886.04

Comments:

Values displayed using *italics* indicate that estimated consumption.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: General Records Centre #15 - Tunney's Pasture

Projet / Project: 830366

Superficie / Area (m2): 18220.5

Portefeuille / Portfolio:													
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	70,833	72,222	69,444	73,611	75,000	76,389	72,222	69,444	76,389	79,167	72,222	77,778	884,722
Coût / Cost	8,075.00 \$	8,233.33 \$	7,916.67 \$	8,391.67 \$	8,550.00 \$	8,708.33 \$	8,233.33 \$	7,916.67 \$	8,708.33 \$	9,025.00 \$	8,233.33 \$	8,866.67 \$	100,858.33 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	100	126	116	56	46	60	58	69	54	146	79	75	984
Coût / Cost	337.00 \$	424.62 \$	389.24 \$	187.04 \$	155.02 \$	202.20 \$	195.46 \$	232.53 \$	181.98 \$	492.02 \$	266.23 \$	252.75 \$	3,316.08 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	521	128					299	650	1,094	1,337	1,000	809	5,837
Coût Cost	13,639.12 \$	3,363.96 \$					7,819.47 \$	17,027.29 \$	28,649.77 \$	35,016.03 \$	26,190.00 \$	21,175.74 \$	152,881.37 \$
Refroidissemnt / Cooling (GJ)	75	115	182	269	201	112	59	50	64	86	85	100	1,398
Coût / Cost	2,019.92 \$	3,098.37 \$	4,913.96 \$	7,249.73 \$	5,414.98 \$	3,023.51 \$	1,599.49 \$	1,344.53 \$	1,730.88 \$	2,320.28 \$	2,293.30 \$	2,698.00 \$	37,706.94 \$
Coût Total / Total Cost	24,071.03 \$	15,120.29 \$	13,219.87 \$	15,828.43 \$	14,120.00 \$	11,934.04 \$	17,847.75 \$	26,521.01 \$	39,270.96 \$	46,853.33 \$	36,982.86 \$	32,993.16 \$	294,762.73 \$

Commentaires /
Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: General Records Centre #15 - Tunney's Pasture

Projet / Project: 830366

Superficie / Area (m2): 18220.5

Portefeuille / Portfolio:													
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	72,222	69,444	63,889	72,222	76,389	83,563	72,222	69,444	77,778	80,556	72,222	77,778	887,730
Coût / Cost	6,788.89 \$	6,527.78 \$	6,005.56 \$	6,788.89 \$	7,180.56 \$	7,854.95 \$	6,788.89 \$	6,527.78 \$	7,311.11 \$	7,572.22 \$	6,788.89 \$	7,311.11 \$	83,446.61 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	107	116	116	132	102	116	105	113	103	103	101	125	1,336
Coût / Cost	326.35 \$	352.28 \$	353.80 \$	402.60 \$	309.58 \$	353.80 \$	320.25 \$	344.65 \$	312.63 \$	312.63 \$	306.53 \$	379.73 \$	4,074.80 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	582	50					378	713	1,130	1,267	960	788	5,867
Coût Cost	14,031.21 \$	1,204.50 \$					9,095.18 \$	17,175.62 \$	27,225.08 \$	30,517.06 \$	23,119.48 \$	18,975.36 \$	141,343.50 \$
Refroidissemnt / Cooling (GJ)	100	120	143	245	191	114	68	53	73	75	61	74	1,317
Coût / Cost	2,429.72 \$	2,916.56 \$	3,467.47 \$	5,922.29 \$	4,629.22 \$	2,772.55 \$	1,639.31 \$	1,290.33 \$	1,757.85 \$	1,817.46 \$	1,472.60 \$	1,780.37 \$	31,895.71 \$
Coût Total / Total Cost	23,576.17 \$	11,001.11 \$	9,826.82 \$	13,113.77 \$	12,119.35 \$	10,981.30 \$	17,843.63 \$	25,338.38 \$	36,606.67 \$	40,219.37 \$	31,687.50 \$	28,446.57 \$	260,760.63 \$

Commentaires /
Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Finance #2 - Tunney's Pasture
Projet / Project: 830371
Superficie / Area (m2): 7911.7

Portefeuille / Portfolio:													
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	125,000	131,944	127,778	138,889	141,667	125,000	118,056	125,000	138,889	147,222	138,889	138,889	1,597,222
Coût / Cost	14,250.00 \$	15,041.67 \$	14,566.67 \$	15,833.33 \$	16,150.00 \$	14,250.00 \$	13,458.33 \$	14,250.00 \$	15,833.33 \$	16,783.33 \$	15,833.33 \$	15,833.33 \$	182,083.33 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	311	275	269	259	254	268	321	316	264	305	302	295	3,439
Coût / Cost	1,048.07 \$	926.75 \$	906.53 \$	872.83 \$	855.98 \$	903.16 \$	1,081.77 \$	1,064.92 \$	889.68 \$	1,027.85 \$	1,017.74 \$	994.15 \$	11,589.43 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	164						40	217	386	514	425	300	2,047
Coût Cost	4,304.81 \$						1,054.25 \$	5,684.92 \$	10,120.79 \$	13,461.66 \$	11,130.75 \$	7,857.00 \$	53,614.17 \$
Refroidissemnt / Cooling (GJ)		114	246	342	376	146	29						1,254
Coût / Cost		3,080.24 \$	6,644.87 \$	9,227.59 \$	10,143.66 \$	3,944.48 \$	789.02 \$						33,829.86 \$
Coût Total / Total Cost	19,602.88 \$	19,048.66 \$	22,118.07 \$	25,933.76 \$	27,149.64 \$	19,097.64 \$	16,383.37 \$	20,999.84 \$	26,843.80 \$	31,272.84 \$	27,981.82 \$	24,684.48 \$	281,116.80 \$

Commentaires /
Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Finance #2 - Tunney's Pasture

Projet / Project: 830371

Superficie / Area (m2): 7911.7

Portefeuille / Portfolio:													
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	131,944	130,556	127,778	138,889	138,889	118,056	125,000	127,778	138,889	145,833	138,889	144,444	1,606,944
Coût / Cost	12,402.78 \$	12,272.22 \$	12,011.11 \$	13,055.56 \$	13,055.56 \$	11,097.22 \$	11,750.00 \$	12,011.11 \$	13,055.56 \$	13,708.33 \$	13,055.56 \$	13,577.78 \$	151,052.78 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	85	81	83	52	53	58	81	197	186	350	323	270	1,819
Coût / Cost	259.25 \$	247.05 \$	253.15 \$	158.60 \$	161.65 \$	176.90 \$	247.05 \$	600.85 \$	567.30 \$	1,067.50 \$	985.15 \$	823.50 \$	5,547.95 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	147	63					68	264	457	518	440	372	2,328
Coût Cost	3,530.24 \$	1,522.14 \$					1,636.53 \$	6,350.46 \$	11,012.05 \$	12,474.54 \$	10,599.09 \$	8,959.64 \$	56,084.69 \$
Refroidissemnt / Cooling (GJ)	73	241	261	384	314	200	44						1,518
Coût / Cost	1,762.37 \$	5,843.22 \$	6,330.48 \$	9,311.99 \$	7,615.94 \$	4,844.00 \$	1,063.56 \$						36,771.57 \$
Coût Total / Total Cost	17,954.64 \$	19,884.63 \$	18,594.74 \$	22,526.15 \$	20,833.15 \$	16,118.12 \$	14,697.14 \$	18,962.42 \$	24,634.90 \$	27,250.37 \$	24,639.80 \$	23,360.92 \$	249,456.98 \$

Commentaires /
Comments:

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Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Finance Annex #14 - Tunney's Pasture
Projet / Project: 840373
Superficie / Area (m2): 7219

Portefeuille / Portfolio:													
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	23,056	23,611	22,222	22,778	22,222	19,444	20,833	20,833	20,833	22,222	19,444	22,222	259,722
Coût / Cost	2,628.33 \$	2,691.67 \$	2,533.33 \$	2,596.67 \$	2,533.33 \$	2,216.67 \$	2,375.00 \$	2,375.00 \$	2,375.00 \$	2,533.33 \$	2,216.67 \$	2,533.33 \$	29,608.33 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	15	15	15	15	15	15	15	15	15	15	15	15	180
Coût / Cost	50.55 \$	50.55 \$	50.55 \$	50.55 \$	50.55 \$	50.55 \$	50.55 \$	50.55 \$	50.55 \$	50.55 \$	50.55 \$	50.55 \$	606.60 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	75	17					25	150	345	322	301	202	1,436
Coût Cost	1,964.25 \$	438.45 \$					654.75 \$	3,928.50 \$	9,035.55 \$	8,433.18 \$	7,873.42 \$	5,283.31 \$	37,611.41 \$
Refroidissemnt / Cooling (GJ)													
Coût / Cost													
Coût Total / Total Cost	4,643.13 \$	3,180.67 \$	2,583.88 \$	2,647.22 \$	2,583.88 \$	2,267.22 \$	3,080.30 \$	6,354.05 \$	11,461.10 \$	11,017.06 \$	10,140.64 \$	7,867.19 \$	67,826.35 \$

Commentaires /
Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Finance Annex #14 - Tunney's Pasture
Projet / Project: 840373
Superficie / Area (m2): 7219

Superficie / Area (m2): 7219	Portefeuille / Portfolio:												
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	22,222	23,611	22,778	22,222	23,611	18,831	23,147	20,942	22,222	25,000	22,222	23,611	270,420
Coût / Cost	2,088.89 \$	2,219.44 \$	2,141.11 \$	2,088.89 \$	2,219.44 \$	1,770.11 \$	2,175.78 \$	1,968.58 \$	2,088.89 \$	2,350.00 \$	2,088.89 \$	2,219.44 \$	25,419.47 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	150	150	150	150	150	150	150	150	150	15	15	15	1,395
Coût / Cost	457.50 \$	457.50 \$	457.50 \$	457.50 \$	457.50 \$	457.50 \$	457.50 \$	457.50 \$	457.50 \$	45.75 \$	45.75 \$	45.75 \$	4,254.75 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	50						51	144	256	410	405	250	1,567
Coût Cost	1,204.50 \$						1,235.05 \$	3,478.33 \$	6,158.60 \$	9,874.93 \$	9,767.75 \$	6,022.50 \$	37,741.66 \$
Refroidissemnt / Cooling (GJ)													
Coût / Cost													
Coût Total / Total Cost	3,750.89 \$	2,676.94 \$	2,598.61 \$	2,546.39 \$	2,676.94 \$	2,227.61 \$	3,868.33 \$	5,904.41 \$	8,704.99 \$	12,270.68 \$	11,902.39 \$	8,287.69 \$	67,415.88 \$

Commentaires /
Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: DND Data Ctr. Ottawa #16 - Tunney's Pasture
Projet / Project: 830352
Superficie / Area (m2): 18983

	Portefeuille / Portfolio:												
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	1,006,563	1,065,736	1,043,655	945,857	987,474	993,190	1,003,677	982,814	1,011,507	1,046,792	960,771	1,073,142	12,121,178
Coût / Cost	\$94,616.90	\$100,179.23	\$98,103.52	\$88,910.58	\$92,822.57	\$93,359.89	\$94,345.66	\$92,384.53	\$95,081.65	\$98,398.42	\$90,312.43	\$100,875.37	\$1,139,390.75
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	1,613	1,769	1,723	1,763	1,450	1,861	1,592	1,578	1,634	1,753	1,718	1,591	20,043
Coût / Cost	\$4,919.65	\$5,393.93	\$5,253.63	\$5,377.15	\$4,422.50	\$5,676.05	\$4,855.60	\$4,812.90	\$4,982.18	\$5,346.65	\$5,238.38	\$4,852.55	\$61,131.15
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)		7,525			594								8,118
Coût / Cost		\$4,874.57			\$3,678.51								\$8,553.08
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	401	574	125	115	250	500	775	1,000	1,117	1,287	1,068	1,022	8,234
Coût Cost	\$9,668.18	\$13,828.19	\$3,011.25	\$2,770.35	\$6,022.50	\$12,045.00	\$18,669.75	\$24,090.00	\$26,903.06	\$31,009.37	\$25,721.41	\$24,611.00	\$198,350.07
Refroidissemnt / Cooling (GJ)	93	680	883	1,429	858	500	200	50		47		13	4,752
Coût / Cost	\$2,241.76	\$16,463.51	\$21,382.50	\$34,612.21	\$20,785.86	\$12,110.00	\$4,844.00	\$1,211.00		\$1,126.47		\$305.46	\$115,082.77
Coût Total / Total Cost	\$111,446.49	\$140,739.43	\$127,750.90	\$131,670.29	\$127,731.94	\$123,190.94	\$122,715.01	\$122,498.43	\$126,966.89	\$135,880.90	\$121,272.22	\$130,644.39	\$1,522,507.82

Commentaires /
Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Édifice / Building: DND Data Ctr. Ottawa #16 - Tunney's Pasture

Projet / Project: 830352

Superficie / Area (m2): 18983

Superficie / Area (m2): 18983						Portefeuille / Portfolio:							
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	1,040,831	1,116,816	1,056,548	1,080,020	1,074,953	1,055,586	1,102,579	1,032,227	1,081,583	1,126,944	1,073,022	1,136,667	12,977,776
Coût / Cost	\$118,654.72	\$127,317.01	\$120,446.45	\$123,122.28	\$122,544.65	\$120,336.80	\$125,694.03	\$117,673.90	\$123,300.47	\$128,471.67	\$122,324.53	\$129,580.00	\$1,479,466.50
Ajustement / Adjustment													
Puisance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	1,639	1,777	1,688	1,793	1,758	1,744	1,591	1,634	1,570	1,570	1,529	1,605	19,896
Coût / Cost	\$5,521.75	\$5,986.81	\$5,688.56	\$6,040.73	\$5,924.46	\$5,875.60	\$5,361.67	\$5,506.58	\$5,290.90	\$5,290.90	\$5,152.73	\$5,407.17	\$67,047.84
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)				8,966					3,308				12,274
Coût / Cost				\$8,064.83					\$3,040.24				\$11,105.07
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	646	193	136		2	2	500	679	1,048	1,183	1,018	773	6,180
Coût Cost	\$16,924.87	\$5,050.71	\$3,559.64		\$46.90	\$55.70	\$13,095.00	\$17,795.90	\$27,449.34	\$30,982.77	\$26,653.15	\$20,246.44	\$161,860.40
Refroidissemnt / Cooling (GJ)	29	288	1,075	1,056	926	400	100					37	3,910
Coût / Cost	\$794.21	\$7,756.96	\$28,992.92	\$28,488.83	\$24,977.21	\$10,792.00	\$2,698.00					\$987.08	\$105,487.22
Coût Total / Total Cost	\$141,895.54	\$146,111.48	\$158,687.57	\$165,716.67	\$153,493.22	\$137,060.09	\$146,848.70	\$140,976.38	\$159,080.95	\$164,745.34	\$154,130.41	\$156,220.68	\$1,824,967.02

Commentaires /
Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Campus Nortel
Projet / Project: R.047312.005
Superficie / Area (m2):

Superficie / Area (m2):	Portefeuille / Portfolio:												
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	7,484,904	7,551,892	7,451,085	7,959,994	7,853,630	7,459,070	7,619,164	7,417,981	7,580,313	7,618,987	7,060,603	7,468,863	90,526,486
Coût / Cost	651,698.75 \$	651,761.80 \$	673,873.68 \$	709,404.69 \$	692,937.70 \$	641,962.74 \$	660,339.04 \$	644,714.43 \$	676,384.41 \$	658,240.58 \$	645,823.93 \$	666,307.57 \$	7,973,449.32 \$
Ajustement / Adjustment	(13.27 \$)		(11.13 \$)		(22.40 \$)		(12.39 \$)	(240.10 \$)	(37.22 \$)	(24.73 \$)	(39.21 \$)	(25.00 \$)	(425.45 \$)
Puissance / Power (KW)	11,788	11,685	12,431	13,219	12,097	11,992	11,487	11,488	11,390	11,097	11,204		
Gaz naturel / Natural Gas (m³)	256,985	123,607	7,555	6,775	9,100	7,348	35,479	215,012	330,289	329,115	391,589	306,669	2,019,523
Coût / Cost	55,748.52 \$	27,943.04 \$	2,306.68 \$	2,166.29 \$	2,764.38 \$	2,337.43 \$	8,440.87 \$	48,283.74 \$	73,547.16 \$	72,238.86 \$	84,678.64 \$	66,574.24 \$	447,029.85 \$
Ajustement / Adjustment													
Eau / Water (m³)	9,758	12,742	10,374	16,225	8,878	21,323	11,239	13,961	10,996	13,604	11,317	13,928	154,345
Coût / Cost	27,821.36 \$	37,268.88 \$	30,688.37 \$	47,401.65 \$	26,356.90 \$	62,158.82 \$	33,150.63 \$	40,916.65 \$	32,423.70 \$	39,829.90 \$	33,371.43 \$	40,804.19 \$	452,192.48 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)													
Coût Cost													
Refroidissemnt / Cooling (GJ)													
Coût / Cost													
Coût Total / Total Cost	735,255.36 \$	716,973.72 \$	706,857.60 \$	758,972.63 \$	722,036.58 \$	706,458.99 \$	701,918.15 \$	733,674.72 \$	782,318.05 \$	770,284.61 \$	763,834.79 \$	773,661.00 \$	8,872,246.20 \$

Commentaires /
Comments:

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Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Campus Nortel
Projet / Project: R.047312.005
Superficie / Area (m2):

Superficie / Area (m2):									Portefeuille / Portfolio:				
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)									3,755,812	7,819,035	7,107,878	7,809,192	26,491,917
Coût / Cost						No data prior to purchase from Nortel			380,431.59 \$	706,166.39 \$	641,776.74 \$	676,937.39 \$	2,405,312.11 \$
Ajustement / Adjustment													
Puissance / Power (KW)									11,457	11,520	11,538	11,517	
Gaz naturel / Natural Gas (m³)									24,155	370,583	435,533	327,798	1,158,069
Coût / Cost									5,658.84 \$	81,224.57 \$	91,969.53 \$	69,536.91 \$	248,389.85 \$
Ajustement / Adjustment													
Eau / Water (m³)										7,139	15,035	19,626	41,800
Coût / Cost										20,761.88 \$	42,489.18 \$	55,204.51 \$	118,455.57 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)													
Coût Cost													
Refroidissemnt / Cooling (GJ)													
Coût / Cost													
Coût Total / Total Cost									386,090.43 \$	808,152.84 \$	776,235.45 \$	801,678.81 \$	2,772,157.53 \$

Commentaires /
Comments:

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Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Butler Hut #11 - Tunney's Pasture

Projet / Project: 830351

Superficie / Area (m2): 308.5

Portefeuille / Portfolio:													
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	13,200
Coût / Cost	125.40 \$	125.40 \$	125.40 \$	125.40 \$	125.40 \$	125.40 \$	125.40 \$	125.40 \$	125.40 \$	125.40 \$	125.40 \$	125.40 \$	1,504.80 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	15	15	15	15	15	15	15	15	15	15	15	15	180
Coût / Cost	50.55 \$	50.55 \$	50.55 \$	50.55 \$	50.55 \$	50.55 \$	50.55 \$	50.55 \$	50.55 \$	50.55 \$	50.55 \$	50.55 \$	606.60 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	16	16	16	16	16	16	16	16	16	16	16	16	192
Coût Cost	419.04 \$	419.04 \$	419.04 \$	419.04 \$	419.04 \$	419.04 \$	419.04 \$	419.04 \$	419.04 \$	419.04 \$	419.04 \$	419.04 \$	5,028.48 \$
Refroidissemnt / Cooling (GJ)													
Coût / Cost													
Coût Total / Total Cost	594.99 \$	594.99 \$	594.99 \$	594.99 \$	594.99 \$	594.99 \$	594.99 \$	594.99 \$	594.99 \$	594.99 \$	594.99 \$	594.99 \$	7,139.88 \$

Commentaires /
Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Butler Hut #11 - Tunney's Pasture

Projet / Project: 830351

Superficie / Area (m2): 308.5

Portefeuille / Portfolio:													
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	13,200
Coût / Cost	103.40 \$	103.40 \$	103.40 \$	103.40 \$	103.40 \$	103.40 \$	103.40 \$	103.40 \$	103.40 \$	103.40 \$	103.40 \$	103.40 \$	1,240.80 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	15	15	15	15	15	15	15	15	15	15	15	15	180
Coût / Cost	45.75 \$	45.75 \$	45.75 \$	45.75 \$	45.75 \$	45.75 \$	45.75 \$	45.75 \$	45.75 \$	45.75 \$	45.75 \$	45.75 \$	549.00 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	16	16	16	16	16	16	16	16	16	16	16	16	192
Coût Cost	385.44 \$	385.44 \$	385.44 \$	385.44 \$	385.44 \$	385.44 \$	385.44 \$	385.44 \$	385.44 \$	385.44 \$	385.44 \$	385.44 \$	4,625.28 \$
Refroidissemnt / Cooling (GJ)													
Coût / Cost													
Coût Total / Total Cost	534.59 \$	534.59 \$	534.59 \$	534.59 \$	534.59 \$	534.59 \$	534.59 \$	534.59 \$	534.59 \$	534.59 \$	534.59 \$	534.59 \$	6,415.08 \$

Commentaires /
Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Brooke Claxton #9 - Tunney's Pasture

Projet / Project: 830353

Superficie / Area (m2): 26873.2

Portefeuille / Portfolio:													
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	320,609	316,939	309,557	297,218	302,713	299,388	300,373	311,355	312,953	341,389	329,667	338,159	3,780,319
Coût / Cost	36,549.45 \$	36,131.07 \$	35,289.44 \$	33,882.80 \$	34,509.24 \$	34,130.27 \$	34,242.54 \$	35,494.43 \$	35,676.60 \$	38,918.33 \$	37,582.06 \$	38,550.18 \$	430,956.40 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	1,058	1,276	1,593	1,693	1,412	1,441	1,389	1,447	1,179	1,406	1,228	1,196	16,315
Coût / Cost	3,565.46 \$	4,298.44 \$	5,368.41 \$	5,703.73 \$	4,758.44 \$	4,856.17 \$	4,679.25 \$	4,874.71 \$	3,973.23 \$	4,738.22 \$	4,136.68 \$	4,028.84 \$	54,981.55 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	581	67					203	840	1,295	1,759	1,475	906	7,126
Coût Cost	15,217.07 \$	1,743.76 \$					5,319.43 \$	22,012.55 \$	33,913.72 \$	46,068.21 \$	38,630.25 \$	23,715.72 \$	186,620.70 \$
Refroidissemnt / Cooling (GJ)	4	339	876	1,236	1,050	1,143	430	187	125	25		175	5,591
Coût / Cost	119.14 \$	9,153.15 \$	23,638.42 \$	33,350.45 \$	28,329.00 \$	30,833.61 \$	11,600.99 \$	5,052.65 \$	3,372.50 \$	674.50 \$		4,721.50 \$	150,845.92 \$
Coût Total / Total Cost	55,451.12 \$	51,326.41 \$	64,296.28 \$	72,936.98 \$	67,596.68 \$	69,820.05 \$	55,842.20 \$	67,434.34 \$	76,936.04 \$	90,399.26 \$	80,348.99 \$	71,016.23 \$	823,404.58 \$

Commentaires /
Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Travaux publics et services gouvernementaux Canada / Public Works and Government Services Canada

Services de gestion des services publics - Région de la capitale nationale / Utilities Management Services - National Capital Region

Rapport des services publics 2010/2011 / Public Service Report 2010/2011

Édifice / Building: Brooke Claxton #9 - Tunney's Pasture

Projet / Project: 830353

Superficie / Area (m2): 26873.2

Portefeuille / Portfolio:													
	Avril/April	Mai/May	Juin/June	Juillet/July	Août/August	Septembre/ September	Octobre/ October	Novembre/ November	Décembre/ December	Janvier/ January	Février/ February	Mars/March	Total / Total
Electricité / Electricity (kWh)	319,444	268,415	319,444	275,394	301,504	287,158	317,483	329,154	343,193	346,863	340,095	365,956	3,814,105
Coût / Cost	30,027.78 \$	25,231.01 \$	30,027.78 \$	25,887.03 \$	28,341.37 \$	26,992.86 \$	29,843.44 \$	30,940.46 \$	32,260.12 \$	32,605.13 \$	31,968.96 \$	34,399.91 \$	358,525.83 \$
Ajustement / Adjustment													
Puissance / Power (KW)													
Gaz naturel / Natural Gas (m³)													
Coût / Cost													
Ajustement / Adjustment													
Eau / Water (m³)	1,215	1,313	1,527	1,455	1,474	1,906	1,438	1,400	1,179	1,302	1,145	1,370	16,721
Coût / Cost	3,705.75 \$	4,004.65 \$	4,657.35 \$	4,436.23 \$	4,495.70 \$	5,811.78 \$	4,385.90 \$	4,268.48 \$	3,594.43 \$	3,971.10 \$	3,490.73 \$	4,176.98 \$	50,999.05 \$
Ajustement / Adjustment													
Mazout / Oil type 2 (L)													
Coût / Cost													
Mazout / Oil type 6 (L)													
Coût / Cost													
Diesel / Diesel (L)													
Coût / Cost													
Propane / Propane (L)													
Coût / Cost													
Chauffage / Heating (GJ)	450	250	10			2	300	1,233	1,773	1,825	1,591	1,402	8,835
Coût Cost	10,840.50 \$	6,022.50 \$	240.90 \$			51.29 \$	7,227.00 \$	29,699.88 \$	42,700.67 \$	43,960.26 \$	38,318.52 \$	33,777.26 \$	212,838.78 \$
Refroidissemnt / Cooling (GJ)	300	700	867	1,349	1,156	672	140	20	3			53	5,260
Coût / Cost	7,266.00 \$	16,951.01 \$	21,007.84 \$	32,680.33 \$	27,991.80 \$	16,276.19 \$	3,391.42 \$	483.33 \$	64.35 \$			1,293.01 \$	127,405.29 \$
Coût Total / Total Cost	51,840.03 \$	52,209.17 \$	55,933.87 \$	63,003.58 \$	60,828.87 \$	49,132.11 \$	44,847.76 \$	65,392.14 \$	78,619.57 \$	80,536.49 \$	73,778.20 \$	73,647.15 \$	749,768.95 \$

Commentaires /

Comments:

Les valeurs en italiques indiquent qu'elles sont estimées / Values in italics indicate that they are estimated.

Tunney's Pasture Parking - Tunney's Pasture																									
Stationnement Pré Tunney - Pré Tunney																									
Qualif.	2005-2006	# of Proj / # de proj	11/12 m2	2006-2007	# of Proj / # de proj	11/12 m2	2007-2008	# of Proj / # de proj	11/12 m2	2008-2009	# of Proj / # de proj	11/12 m2	2009-2010	# of Proj / # de proj	11/12 m2	2010-2011	# of Proj / # de proj	11/12 m2	2011-2012	# of Proj / # de proj	11/12 m2	Total	Total # Projects /# total de projets	TOTAL PER m2/total par m2	
m2:																									
PMS / SGI	1	17		0.000	0		0			0			0			0			0			17			
	2	10,326		0.000	11,977		12,341			16,652			9,829			71,478			13,603			132,602			
	3	1,450		0.000	0		0			0			0			0			0			1,450			
	4	124,545		0.000	181,889		123,559			138,393			140,797			216,681			1,059,875			925,864			
	5	16,452		0.000	37,635		37,259			67,285			2,118			104,153			93,624			264,902			
Total PMS / SGI		152,791			231,500			173,158			222,330			152,744			392,312			1,167,102			2,491,937		
Letting Fees / frais de location																									
frais de location		0			0			0			0			0			0			0			0		
PDS / SLP (incl. AIP / PAI)	5K - 25K	12,206	2	25,527	1		4,202	1		0			0			0			0			41,936	4		
	25K - 1M	0		158,567	4		381,098	4		593,440	6		879,124	6		1,132,894	6		153,511	2		3,298,634	26		
	> 1M	0		0			0			0			0			0			0			0			
	T. Service / services aux l.	1,325	3	205	1		0			95,718	3		94,657	1		0			0			191,904	8		
	T. Direct / service aux l. direct	0		0			0			0			5,289	5		0			0			5,289	5		
Total PDS / SLP		13,531	5	184,299	6		385,300	5		689,158	9		979,070	12		1,132,894	6		153,511	2		3,537,764	43		
Grand Total / Coût total		166,323	5		415,799	6		558,459	5		911,488	9		1,131,814	12		1,525,206	6		1,320,613	2		6,029,701	43	
AIP / PAI	5K - 25K				0			0			0			0			0					0	0		
	25K - 1M				0			0			0		858,258	4		1,132,804	6					1,991,062	10		
	> 1M				0			0			0		0			0						0	0		
TOTAL AIP / PAI													858,258	4		1,132,804	6					1,991,062	10		

Jean Talon Building - #5 Tunney's Pasture - 170 Tunney's Pasture Dr Immeuble Jean Talon - #5 Pré Tunney - rue 170 Tunney																									
Qualif.	2005-2006	# of Proj / # de proj	11/12 m2	2006-2007	# of Proj / # de proj	11/12 m2	2007-2008	# of Proj / # de proj	11/12 m2	2008-2009	# of Proj / # de proj	11/12 m2	2009-2010	# of Proj / # de proj	11/12 m2	2010-2011	# of Proj / # de proj	11/12 m2	2011-2012	# of Proj / # de proj	11/12 m2	Total	Total # Projects/ # total de projets	TOTAL PER m2/total par m2	
m2: 60,905.9																									
PMS / SGI	1	586,179		9.624	604,803		9.930	609,788		10.012	685,629		11.257	1,065,511		17.494	1,058,138		17.373	1,118,904		18.371	4,610,048		75.691
	2	871,004		14.301	816,732		13.410	741,927		12.182	984,442		16.163	1,087,194		17.850	900,778		14.790	973,175		15.978	5,402,078		88.695
	3	1,154,478		18.955	1,612,243		26.471	1,473,055		24.186	1,439,411		23.633	1,528,478		25.096	1,484,094		24.367	1,675,929		27.517	8,691,759		142.708
	4	26,151		0.429	55,864		0.917	39,373		0.646	26,112		0.429	15,262		0.251	44,513		0.731	48,492		0.796	207,274		3.403
	5	242,723		3.985	338,547		5.559	410,954		6.747	233,296		3.830	491,782		8.074	298,709		4.904	302,225		4.962	2,016,011		33.100
Total PMS / SGI		2,880,535		47.295	3,428,188		56.287	3,275,097		53.773	3,368,891		55.313	4,188,226		68.766	3,786,232		62.165	4,118,725		67.624	20,927,169		343.598
Letting Fees / frais de		0			0			0			0			0			0			0			0		
PDS / SLP (incl. AIP / PAI)	5K - 25K	1,379,810	25	22.655	582,959	10	9.571	353,544	10	5.805	581,501	9	9.548	832,845	17	13.674	942,437	9	15.474	27,001	1	0.443	4,673,096	80	76.726
	25K - 1M	0		0.000	602,158	2	9.887	319,574	2	5.247	842,715	5	13.836	2,018,237	12	33.137	543,392	10	8.922	978,377	8	16.064	4,326,076	31	71.029
	> 1M	0			0			0			0			0			0		0	0		0.000	0		
	T. Service / services aux l.	736,077	47	12.085	431,640	9	7.087	1,103,219	5	18.113	228,688	3	3.755	173,771	2	2.853	523,840	3	8.601	527,619	6	8.663	3,197,235	69	52.495
T. Direct / service aux l. direct		245,845	57	4.036	433,329	87	7.115	285,756	72	4.692	326,751	82	5.365	187,973	67	3.086	238,279	90	3.912	207,195	71	3.402	1,717,933	455	28.206
Total PDS / SLP		2,361,732	129	38.777	2,050,085	108	33.660	2,062,094	89	33.857	1,979,655	99	32.503	3,212,826	98	52.751	2,247,948	112	36.909	1,740,193	86	28.128	13,914,340	635	228.456
Grand Total / Coût total		5,242,267	129	86.072	5,478,273	108	89.947	5,337,190	89	87.630	5,348,545	99	87.817	7,401,053	98	121.516	6,034,180	112	99.074	5,858,918	86	95.753	34,841,509	635	572.055
AIP / PAI	5K - 25K	0			0			0			0			0		0.000	0		0.000	0.000			0	0	0.000
	25K - 1M	0			0			0			0			1,617,646	16	26.560	1,164,857	8	19.126	0.000			2,782,503	24	45.685
	> 1M	0			0			0			0			0		0.000	0		0.000	0.000			0	0	0.000
TOTAL AIP / PAI														1,617,646	16	26.560	1,164,857	8	19.126				2,782,503	24	45.685
TOTAL AIP														1,617,646	16	26.560	1,164,857	8	19.126				2,782,503	24	45.685

Statistics Canada Building - #3 Tunney's Pasture - 150 Tunney's Pasture Dr Immeuble Statistique Canada - #3 Pré Tunney - rue 150 Tunney																									
Qualif.	2005-2006	# of Proj / # de proj	11/12 m2	2006-2007	# of Proj / # de proj	11/12 m2	2007-2008	# of Proj / # de proj	11/12 m2	2008-2009	# of Proj / # de proj	11/12 m2	2009-2010	# of Proj / # de proj	11/12 m2	2010-2011	# of Proj / # de proj	11/12 m2	2011-2012	# of Proj / # de proj	11/12 m2	Total	Total # Projects /# total de projets	TOTAL PER m2/total par m2	
m2:												39,238.2													
<u>PMS / SGI</u>	1	421,357		10.738	437,650		11.154	432,281		11.017	554,646		14.135	1,014,882		25.865	1,013,891		25.839	1,034,850		26.374	3,874,708		98.748
	2	746,007		19.012	635,260		16.190	646,730		16.482	725,635		18.493	922,690		23.515	863,014		21.994	703,874		17.938	4,539,336		115.687
	3	1,656,016		42.204	1,993,047		50.794	2,107,139		53.701	1,955,234		49.830	1,991,902		50.764	2,145,793		54.686	2,333,756		59.477	11,849,131		301.979
	4	21,078		0.537	47,924		1.221	25,975		0.662	30,066		0.766	20,832		0.531	48,211		1.229	37,569		0.957	194,085		4.946
	5	179,060		4.563	213,919		5.452	255,670		6.516	202,286		5.155	307,864		7.846	249,141		6.349	265,907		6.777	1,407,940		35.882
Total PMS / SGI		3,023,518			3,327,800			3,467,795			3,467,868			4,258,170			4,320,050			4,375,955			21,865,200		
<u>Letting Fees / frais de</u>		<u>0</u>			<u>0</u>			<u>0</u>			<u>0</u>			<u>0</u>			<u>0</u>			<u>0</u>			<u>0</u>		
<u>PDS / SLP</u> (incl. AIP / PAI)	5K - 25K	523,161	21	13.333	318,850	7	8.126	268,327	13	6.838	392,730	7	10.009	674,908	12	17.200	725,572	18	18.491	0		0.000	2,903,548	78	73.998
	25K - 1M	148,805	1	3.792	1,804,215	3	45.981	944,646	7	24.075	169,693	5	4.325	3,230,672	15	82.335	2,430,799	13	61.950	2,057,767	17	52.443	8,728,830	44	222.457
	> 1M	0			0			0			0			0			0			0		0.000	0		
	T. Service / services aux l.	2,813,325	68	71.699	1,164,866	26	29.687	1,762,364	24	44.914	1,082,595	22	27.590	691,056	11	17.612	620,560	7	15.815	831,658	9	21.195	8,134,766	158	207.318
T. Direct / service aux l. direct		269,037	45	6.856	427,904	82	10.905	315,267	64	8.035	268,327	60	6.838	212,637	86	5.419	353,566	88	9.011	226,795	81	5.780	1,846,738	425	47.065
Total PDS / SLP		3,754,328	135	95.680	3,715,835	118	94.699	3,290,604	108	83.862	1,913,344	94	48.762	4,809,273	124	122.566	4,130,497	126	105.267	3,116,221	107	79.418	21,613,883	705	550.838
Grand Total / Coût total		6,777,846	135	95.680	7,043,635	118	94.699	6,758,399	108	83.862	5,381,212	94	48.762	9,067,443	124	122.566	8,450,547	126	105.267	7,492,177	107	79.418	43,479,082	705	550.838
<u>AIP / PAI</u>	5K - 25K	0			0			0			0			0		0.000	0		0.000	0.000			0	0	0.000
	25K - 1M	0			0			0			0		2,173,947	14	55.404	2,515,813	19	64.116	0.000			4,689,760	33	119.520	
	> 1M	0			0			0			0		0			0		0				0	0		
	TOTAL AIP / PAI												2,173,947	14	55.404	2,515,813	19	64.116				4,689,760	33	119.520	

Standards Lab Building - #4 Tunney's Pasture - 151 Tunney's Pasture Dr Laboratoire Standard - #4 Pré Tunney - 151 rue Tunney																									
Qualif.		2005-2006	# of Proj / # de proj	11/12 m2	2006-2007	# of Proj / # de proj	11/12 m2	2007-2008	# of Proj / # de proj	11/12 m2	2008-2009	# of Proj / # de proj	11/12 m2	2009-2010	# of Proj / # de proj	11/12 m2	2010-2011	# of Proj / # de proj	11/12 m2	2011-2012	# of Proj / # de proj	11/12 m2	Total	Total # Projects / #total de projets	TOTAL PER m2/total par m2
m2: 4,463.5																									
<u>PMS / SGI</u>	1	49,909		11.181	49,782		11.153	39,427		8.833	47,782		10.705	79,694		17.855	86,771		19.440	85,564		19.170	353,365		79.168
	2	168,421		37.733	180,910		40.531	166,439		37.289	124,106		27.805	162,409		36.386	350,863		78.607	303,881		68.081	1,153,148		258.351
	3	198,128		44.388	255,860		57.323	194,584		43.594	197,920		44.342	153,999		34.502	173,737		38.924	192,702		43.173	1,174,227		263.073
	4	6,553		1.468	12,476		2.795	10,256		2.298	12,914		2.893	12,197		2.733	11,224		2.515	6,330		1.418	65,619		14.701
	5	45,849		10.272	44,795		10.036	55,208		12.369	81,694		18.303	82,974		18.589	52,620		11.789	74,953		16.792	363,139		81.357
Total PMS / SGI		468,859		105.043	543,823		121.838	465,914		104.383	464,415		104.047	491,273		110.064	675,215		151.275	663,429		148.634	3,109,498		696.650
<u>Letting Fees / frais de</u>		0			0			0			0			0			0		0			0			
<u>PDS / SLP</u> <u>(incl. AIP / PAI)</u>	5K - 25K	34,763	3	7.788	133,996	3	30.020	54,616	1	12.236	8,748	1	1.960	214,492	5	48.055	350,781	11	78.589	0		0.000	797,396	24	178.648
	25K - 1M	0		0.000	0		0.000	0		0.000	0		0.000	0		0.000	666,172	1	149.249	11,749	1	2.632	666,172	1	149.249
	> 1M	0			0			0			0			0			0			0		0			
	T. Service / services aux l.	0		0.000	0		0.000	0		0.000	0		0.000	0		0.000	0		0.000	0		0.000	0	0	0.000
	T. Direct / service aux l. direct	70,947	15	15.895	34,715	3	7.777	22,975	10	5.147	29,220	12	6.546	44,890	29	10.057	42,555	19	9.534	25,577	10	5.730	245,302	88	54.957
Total PDS / SLP		105,710	18	23.683	168,710	6	37.798	77,591	11	17.384	37,968	13	8.506	259,382	34	58.112	1,059,509	31	237.372	37,326	11	8.363	1,708,870	113	382.854
Grand Total / Coût total		574,569	18	128.726	712,533	6	159.636	543,506	11	121.767	502,382	13	112.553	750,654	34	168.176	1,734,724	31	388.647	700,756	11	156.997	4,818,368	113	1,079.504
<u>AIP / PAI</u>	5K - 25K	0			0			0			0			0		0.000	1,439	1	0.322	0.000			1,439	1	0.322
	25K - 1M	0			0			0			0		108,785	2	24.372	855,837	3	191.741	0.000			964,622	5	216.113	
	> 1M	0			0			0			0		0			0.000	0		0.000			0	0	0.000	
	TOTAL AIP / PAI													108,785	2	24.372	857,276	4	192.064				966,061	6	216.436

R. H. Coats Building - #1 Tunney's Pasture - 100 Tunney's Pasture Dr Édifice R.H. Coats - #1 Pré Tunney - 100 rue Tunney																										
Qualif.	2005-2006	# of Proj / # de proj	11/12 m2	2006-2007	# of Proj / # de proj	11/12 m2	2007-2008	# of Proj / # de proj	11/12 m2	2008-2009	# of Proj / # de proj	11/12 m2	2009-2010	# of Proj / # de proj	11/12 m2	2010-2011	# of Proj / # de proj	11/12 m2	2011-2012	# of Proj / # de proj	11/12 m2	Total	Total # Projects /# total de projets	TOTAL PER m2/total par m2		
m2:															40,829.1											
PMS / SGI	1	509,460		12.478	479,052		11.733	426,219		10.439	518,534		12.700	872,276		21.364	891,052		21.824	920,946		22.556	3,696,594		90.538	
	2	727,091		17.808	620,258		15.192	751,043		18.395	826,016		20.231	839,549		20.563	812,555		19.901	813,108		19.915	4,576,512		112.089	
	3	1,133,665		27.766	1,294,474		31.705	1,259,546		30.849	1,330,067		32.576	1,238,938		30.344	1,292,149		31.648	1,335,420		32.708	7,548,838		184.889	
	4	15,269		0.374	37,380		0.916	26,511		12.478	27,746		0.680	10,945		0.268	43,770		1.072	40,149		0.983	161,623		3.959	
	5	214,747		5.260	264,236		6.472	275,109		6.738	236,591		5.795	325,808		7.980	252,442		6.183	269,983		6.613	1,568,933		38.427	
Total PMS / SGI		2,600,232		63.686	2,695,401		66.017	2,738,428		78.899	2,938,954		71.982	3,287,516		80.519	3,291,968		80.628	3,379,606		82.774	17,552,499		429.902	
Letting Fees / frais de		0			0			0			0			0			0			0			0			
PDS / SLP (incl. AIP / PAI)	5K - 25K	47,626	6	1.166	3,088	1	0.076	64,501	3	1.580	11,569	1	0.283	1,807	1	0.044	0	0.000	21,779	1	0.533	128,590	12	3.149		
	25K - 1M	715,949	11	17.535	574,196	9		318,451	10	7.800	678,579	10	16.620	1,369,548	19	33.543	2,147,836	18	52.606	1,218,536	8	29.845	5,804,559	77	142.167	
	> 1M	0		0.000	0			0			0			0		0.000	0	0.000	0		0.000	0				
	T. Service / services aux l.	360,202	51	8.822	224,406	4	5.496	2,128,994	6	52.144	134,600	4	3.297	86,557	4	2.120	350,336	7	8.581	717,110	7	17.564	3,285,095	76	80.460	
	T. Direct / service aux l. direct	173,132	50	4.240	313,354	67	7.675	191,250	48	4.684	338,259	73	8.285	110,560	37	2.708	146,975	66	3.600	166,318	79	4.074	1,273,530	341	31.192	
Total PDS / SLP		1,296,908	118	31.764	1,115,044	81	13.247	2,703,197	67	66.208	1,163,007	88	28.485	1,568,471	61	38.416	2,645,148	91	64.786	2,123,744	95	51.482	10,491,775	506	256.968	
Grand Total / Coût total		3,897,140	118	95.450	3,810,444	81	79.263	5,441,625	67	145.107	4,101,961	88	100.467	4,855,987	61	118.934	5,937,116	91	145.414	5,503,350	95	134.256	28,044,273	506	686.870	
AIP / PAI	5K - 25K	0		0			0			0			0		0.000	0	0.000				0	0	0.000			
	25K - 1M	0		0			0			0			1,102,228	13	26.996	1,984,132	12	48.596				3,086,360	25	75.592		
	> 1M	0		0			0			0			0			0						0	0			
	TOTAL AIP / PAI												1,102,228	13	27	1,984,132	12	49				3,086,360	25	76		

Personnel Records Building - #18 Tunney's Pasture - 161 Goldenrod Dr																									
Immeuble Personnel Records - #18 Pré Tunney - 161 rue Goldenrod																									
Qualif.	2005-2006	# of Proj / # de proj	11/12 m2	2006-2007	# of Proj / # de proj	11/12 m2	2007-2008	# of Proj / # de proj	11/12 m2	2008-2009	# of Proj / # de proj	11/12 m2	2009-2010	# of Proj / # de proj	11/12 m2	2010-2011	# of Proj / # de proj	11/12 m2	2011-2012	# of Proj / # de proj	11/12 m2	Total	Total # Projects / # total de projets	TOTAL PER m2 / total par m2	
m2:												19,077.7													
PMS / SGI	1	63,623		3,335	66,143		3,467	61,442		3,221	67,239		3,524	102,961		5,397	119,100		6,243	114,949		6,025	480,508		25.187
	2	210,161		11,016	188,922		9,903	189,944		9,956	143,182		7,505	290,773		15,241	406,617		21,314	329,888		17,292	1,429,598		74.936
	3	336,536		17,640	361,199		18,933	342,619		17,959	399,588		20,945	367,900		19,284	410,946		21,541	476,049		24,953	2,218,788		116.303
	4	218,176		11,436	238,557		12,505	233,539		12,241	250,401		13,125	258,913		13,571	296,932		15,564	261,909		13,729	1,496,519		78.443
	5	71,080		3,726	106,367		5,575	125,647		6,586	83,985		4,402	131,762		6,907	158,056		8,285	182,365		9,559	676,897		35.481
Total PMS / SGI		899,575		47,153	961,188		50,383	953,191		49,964	944,395		49,503	1,152,309		60,401	1,391,651		72,946	1,365,161		71,558	6,302,309		330.350
Letting Fees / frais de		0		0			0			0			0			0			0			0			
PDS / SLP (incl. AIP / PAI)	5K - 25K	26,809	4	1,405	233,371	4	12,233	123,381	6	6,467	17,534	2	0,919	282,763	6	14,822	571,026	8	29,932	12,355	1	0,648	1,254,885	30	65.778
	25K - 1M	283,465	2	14,858	223,614	4	11,721	908,788	3	47,636	134,822	1	7,067	9,244	1	0,485	395,593	4	20,736	189,159	3	9,915	1,955,526	15	102.503
	> 1M	0		0	0		0	0		0	0		0	0		0	0		0	0		0,000	0		
	T. Service / services aux l.	4,788	3	0,251	39,903	4	2,092	81,069	7	4,249	287,409	6	15,065	14,975	3	0,785	0		0,000	0		0,000	428,144	23	22.442
T. Direct / service aux l. direct		14,612	3	0,766	4,170	2	0,219	1,710	1	0,090	4,817	3	0,252	14,077	2	0,738	1,287	2	0,067	734	1	0,038	40,673	13	2.132
Total PDS / SLP		329,674	12	17,281	501,059	14	26,264	1,114,949	17	58,443	444,582	12	23,304	321,059	12	16,829	967,905	14	50,735	202,247	5	9,954	3,679,228	81	192.855
Grand Total / Coût total		1,229,250	12	64,434	1,462,247	14	76,647	2,068,140	17	108,406	1,388,976	12	72,806	1,473,368	12	77,230	2,359,556	14	123,681	1,567,408	5	81,512	9,981,537	81	523.204
AIP / PAI	5K - 25K	0		0			0			0			0	0,000	12,856	1	0,674	0,000				12,856	1	0.674	
	25K - 1M	0		0			0			0			259,109	5	13,582	648,350	3	33,985	0,000			907,459	8	47.566	
	> 1M	0		0			0			0			0	0,000	0		0,000	0,000				0	0	0.000	
	TOTAL AIP / PAI												259,109	5	13,582	661,205	4	34,659				920,315	9	48.240	

Jeanne-Mance Building - #19 Tunney's Pasture - 200 Elgantine Dr Immeuble Jeanne-Mance - #19 Pré Tunney - 200 rue Elgantine																													
Qualif.	2005-2006	# of Proj / # de proj	11/12 m2	2006-2007	# of Proj / # de proj	11/12 m2	2007-2008	# of Proj / # de proj	11/12 m2	2008-2009	# of Proj / # de proj	11/12 m2	2009-2010	# of Proj / # de proj	11/12 m2	2010-2011	# of Proj / # de proj	11/12 m2	2011-2012	# of Proj / # de proj	11/12 m2	Total	Total # Projects / # total de projets	TOTAL PER m2/total par m2					
m2:																32,755.0													
PMS / SGI	1	469,530		14.335	409,001		12.487	338,644		10.339	383,372		11.704	479,971		14.653	509,125		15.543	505,706		15.439	2,589,643		79.061				
	2	512,451		15.645	530,391		16.193	525,555		16.045	527,282		16.098	764,867		23.351	806,122		24.611	931,851		28.449	3,666,668		111.942				
	3	850,420		25.963	988,581		30.181	1,006,228		30.720	1,043,513		31.858	1,021,316		31.180	1,104,958		33.734	1,059,786		32.355	6,015,015		183.637				
	4	29,388		0.897	44,084		1.346	33,951		1.036	25,297		0.772	10,228		0.312	28,766		0.878	20,975		0.640	171,713		5.242				
	5	166,848		5.094	194,115		5.926	260,153		7.942	141,417		4.317	229,746		7.014	174,060		5.314	202,539		6.183	1,166,339		35.608				
Total PMS / SGI		2,028,636		61.934	2,166,173		66.133	2,164,530		66.082	2,120,880		64.750	2,506,128		76.511	2,623,032		80.080	2,720,857		83.067	13,609,379		415.490				
Letting Fees / frais de		0			0			0			0			0			0			0			0						
PDS / SLP (incl. AIP / PAI)	5K - 25K	40,362	2	1.232	29,878	1	0.912	21,100	3	0.644	97,034	7	2.962	128,357	4	3.919	0	0.000	0	0.000	0	0.000	316,731	17	9.670				
	25K - 1M	147,394	4	4.500	184,066	4	5.619	847,652	13	25.879	537,314	15	16.404	2,754,561	18	84.096	1,407,541	15	42.972	644,632	9	19.680	6,523,161	78	199.150				
	> 1M	0		0	0		0	0		0	0		0	0		0.000	0	0.000	0	0.000	0	0	0	0					
	T. Service / services aux l. T. Direct / service aux l. direct	97,755	58	2.984	186,477	46	5.693	10,870	10	0.332	349,412	7	10.667	124,408	5	3.798	33,832	2	1.033	858,155	3	26.199	1,660,909	131	50.707				
		0		0.000	0		0.000	14,353	15	0.438	35,516	27	1.084	94,552	56	2.887	73,543	74	2.245	85,738	75	2.618	303,701	247	9.272				
Total PDS / SLP		285,512	64	8.717	400,421	51	12.225	893,975	41	27.293	1,019,276	56	31.118	3,101,878	83	94.699	1,514,916	91	46.250	1,588,525	87	48.497	8,804,502	473	268.799				
Grand Total / Coût total		2,314,149	64	70.650	2,566,593	51	78.357	3,058,504	41	93.375	3,140,156	56	95.868	5,608,005	83	171.211	4,137,948	91	126.330	4,309,382	87	131.564	22,413,881	473	684.289				
AIP / PAI	5K - 25K	0		0		0		0			0		0		0.000	0	0.000	0	0.000	0		0	0	0.000					
	25K - 1M	0		0		0		0			0		1,028,574	9	31.402	856,781	8	26.157	0.000		1,885,355	17	57.559						
	> 1M	0		0		0		0			0		0		0.000	0	0.000	0	0.000	0		0	0	0.000					
	TOTAL AIP / PAI												1,028,574	9	31.402	856,781	8	26.157			1,885,355	17	57.559						

Health Protection Building #7 - 200 Tunney's Pasture Drive - 520367																									
Immeuble de la protection sanitaire (Immeuble 7) - Pre Tunney - 200 Promenade Tunney's Pasture																									
Qualif.	2005-2006	# of Proj / # de proj	11/12 m2	2006-2007	# of Proj / # de proj	11/12 m2	2007-2008	# of Proj / # de proj	11/12 m2	2008-2009	# of Proj / # de proj	11/12 m2	2009-2010	# of Proj / # de proj	11/12 m2	2010-2011	# of Proj / # de proj	11/12 m2	2011-2012	# of Proj / # de proj	11/12 m2	Total	Total # Projects/ # total de projects	TOTAL PER m2/total par m2	
Rentable Sq. Metres:															10,317.00m²										
<u>PMS / SGI</u>	1	83,552		8.098	83,873		8.130	86,136		8.349	90,726		8.794	95,252		9.233	114,952		11.142	122,562		11.880	554,491		53.745
	2	425,677		41.260	402,376		39.001	393,081		38.100	459,963		44.583	521,927		50.589	503,232		48.777	367,954		35.665	2,706,256		262.310
	3	394,243		38.213	447,327		43.358	467,766			539,857		52.327	511,931		49.620	456,325		44.230	465,100		45.081	2,817,449		273.088
	4	0			0			0			100		0.010	0			514		0.050	483		0.047	614		0.060
	5	180,582		17.503	152,423		14.774	158,657		15.378	133,193		12.910	223,981		21.710	275,575		26.711	258,955		25.100	1,124,411		108.986
Total PMS / SGI		1,084,054		105.075	1,085,999		105.263	1,105,640		61.827	1,223,839		118.624	1,353,091		131.152	1,350,598		130.910	1,215,054		117.772	7,203,221		698.189
<u>Letting Fees / frais de location</u>		0			0			0			0			0			0						0		
<u>PDS / SLP</u> (Incl. AIP / PAI)	5K - 25K	66,038	3	6.401	23,041	1	2.233	21,345	1	2.069	109,230	2	10.587	69,154	3	6.703	10,390	1	1.007	5,908	1	0.573	299,198	11	29.001
	25K - 1M	167,804	6	16.265	270,825	9	26.250	627,154	9	60.788	854,879	3	82.861	778,562	4	75.464	269,290	11	26.102	664,651	9	64.423	2,968,515	42	287.730
	> 1M	0			0			0			0			0			0					0	0	0	
	T. Service / services aux l.	99,692			87,218			128,913			70,996			29,029			43,816			103,730			459,664	0	
T. Direct / service aux l. direct		28,469			29,175			22,784			28,512			27,276			30,149			29,999			166,365	0	
Total PDS / SLP		362,003	9	22.666	410,259	10	28.484	800,196	10	62.857	1,063,617	5	93.449	904,021	7	82.167	353,645	12	27.109	804,288	10	64.996	3,893,742	53	316.731
Grand Total / Coût total		1,446,057	9	127.740	1,496,258	10	133.747	1,905,836	10	124.685	2,287,456	5	212.072	2,257,112	7	213.318	1,704,243	12	158.019	2,019,341	10	182.768	11,096,963	53	1,014.920
<u>AIP / PAI</u>	5K - 25K													0			0						0	0	
	25K - 1M													0			0						0	0	
	> 1M													0			0						0	0	
TOTAL AIP / PAI														0	0		0	0					0	0	

Graham Spry Bldg - 250 Lanark Avenue Immeuble Graham Spry - 250 rue Lanark																														
Qualif.	2005-2006	# of Proj / # de proj	11/12 m2	2006-2007	# of Proj / # de proj	11/12 m2	2007-2008	# of Proj / # de proj	11/12 m2	2008-2009	# of Proj / # de proj	11/12 m2	2009-2010	# of Proj / # de proj	11/12 m2	2010-2011	# of Proj / # de proj	11/12 m2	2011-2012	# of Proj / # de proj	11/12 m2	Total	Total # Projects/ # total de projets	TOTAL PER m2 / total par m2						
m2:																11,694.5														
PMS / SGI	1	151,961		12.994	150,849		12.899	149,170		12.756	159,266		13.619	165,455		14.148	165,815		14.179	161,216		13.786	1,103,732		94.380					
	2	533,269		45.600	329,968		28.216	397,838		34.019	350,646		29.984	245,095		20.958	347,889		29.748	365,651		31.267	2,570,356		219.792					
	3	471,970		40.358	243,000		20.779	213,620		18.267	298,306		25.508	207,287		17.725	211,380		18.075	183,463		15.688	1,829,026		156.401					
	4	48,571		4.153	59,118		5.055	57,270		4.897	71,889		6.147	31,920		2.729	71,972		6.154	94,959		8.120	435,699		37.257					
	5	107,960		9.232	80,069		6.847	94,316		8.065	75,502		6.456	55,381		4.736	103,069		8.813	107,800		9.218	624,097		53.367					
Total PMS / SGI		1,313,731		112.338	863,004		73.796	912,214		78.004	955,609		81.714	705,138		60.297	900,125		76.970	913,090		78.079	6,562,911		561.196					
Letting Fees / frais de		0			0			0			0			0			0			0			0							
PDS / SLP (incl. AIP / PAI)	5K - 25K	9,857	2	0.843	9,550	1	0.817	17,609	2	1.506	20,385	2	1.743	91,494	4	7.824	22,446	2	1.919	0		0.000	171,341	13	14.651					
	25K - 1M	181,016	6	15.479	211,714	11	18.104	273,481	5	23.385	489,375	14	41.847	1,042,235	13	89.122	713,329	7	60.997	215,185	5	18.401	3,126,335	61	267.334					
	> 1M	0			0								113,972			551,880			2,191,723	1	13.218	2,857,575	1							
	T. Service / services aux l.	90,785	27	7.763	10,886	10	0.931	263,080	6	22.496	9,903	4	0.847	0		0.000	1,090	1	0.093	433,620	3	37.079	809,364	51	69.209					
T. Direct / service aux l. direct		0		0.000	0		0.000	7,139	5	0.610	8,806	5	0.753	8,565	4	0.732	6,469	6	0.553	47,475	21	4.060	78,454	41	6.709					
Total PDS / SLP		281,658	35	24.085	232,150	22	19.851	561,309	18	47.998	528,469	25	45.190	1,256,266	21	97.678	1,295,214	16	63.563	2,888,003	30	72.757	7,043,069	167	357.903					
Grand Total / Coût total		1,595,389	35	136.422	1,095,154	22	93.647	1,473,523	18	126.001	1,484,078	25	126.904	1,961,404	21	157.974	2,195,339	16	140.533	3,801,093	30	150.836	13,605,980	167	919.099					
AIP / PAI	5K - 25K	0			0			0			0			0		0.000	0		0.000	0.000		0	0	0.000						
	25K - 1M	0			0			0			0			558,674	8	47.772	465,766	4	39.828	0.000		1,024,440	12	87.600						
	> 1M	0			0			0			0			0		0.000	0		0.000	0.000		0	0	0.000						
TOTAL AIP / PAI														558,674	8	47.772	465,766	4	39.828				1,024,440	12	87.600					

General Records Centre - Bldg #15 Tunney's Pasture - 130 Goldenrod Dr																									
Immeuble General Records - #15 Pré Tunney - 130 rue Goldenrod																									
Qualif.	2005-2006	# of Proj/# de proj	05/06 m2	2006-2007	# of Proj/# de proj	06/07 m2	2007-2008	# of Proj/# de proj	07/08 m2	2008-2009	# of Proj/# de proj	08/09 m2	2009-2010	# of Proj/# de proj	09/10 m2	2010-2011	# of Proj/# de proj	10/11 m2	2011-2012	# of Proj/# de proj	11/12 m2	Total	Total # Projects / # total de projets	TOTAL PER m2 / total par m2	
m2:																17,044.2									
PMS / SGI	1	68,939		4,045	70,983		4,165	71,424		4,190	75,208		4,413	110,655		6,492	120,367		7,062	127,684		7,491	517,575		30.367
	2	206,904		12,139	173,676		10,190	204,866		12,020	191,594		11,241	297,806		17,473	376,962		22,117	348,955		20,474	1,451,808		85.179
	3	284,433		16,688	286,850		16,830	243,474		14,285	244,946		14,371	256,840		15,069	260,761		15,299	294,763		17,294	1,577,303		92.542
	4	9,239		0,542	14,184		0,832	14,295		0,839	11,542		0,677	26,855		1,576	18,073		1,060	21,608		1,268	94,187		5.526
	5	64,900		3,808	91,909		5,392	116,713		6,848	83,401		4,893	112,205		6,583	128,277		7,526	153,688		9,017	597,406		35.050
Total PMS / SGI		634,414		37,222	637,603		37,409	650,772		38,181	606,690		35,595	804,361		47,193	904,438		53,064	946,698		55,544	4,238,278		248.664
Letting Fees / frais de		0		0			0			0			0			0			0			0			
PDS / SLP (incl. AIP / PAI)	5K - 25K	56,712	5	3,327	603,975	13	35,436	255,382	6	14,984	190,883	8	11,199	70,463	3	4,134	675,402	10	39,627	0	0	0.000	1,852,817	45	108.707
	25K - 1M	0		0.000	116,235	1	6,820	274,011	4	16,076	446,503	2	26,197	180,396	1	10,584	10,751	1	0.631	831,750	4	48,800	1,027,896	9	60.308
	> 1M	0			0			0			0			0			0		0		0.000	0			
	T. Service / services aux l.	0		0.000	1,820	1	0,107	0		0	0.000	15,263	1	0,896	0		0.000	0	0.000	0	0.000	17,083	2	1.002	
T. Direct / service aux l. direct		22,473	6	1,318	4,155	2	0,244	6,330	2	0,371	0		0.000	4,393	2	0,258	12,666	7	0,743	49,719	6	2,917	50,017	19	2.935
Total PDS / SLP		79,185	11	4,646	726,185	17	42,606	535,723	12	31,431	652,649	11	38,292	255,253	6	14,976	698,819	18	41,000	881,468	10	51,717	2,947,813	75	172.951
Grand Total / Coût total		713,599	11	41,868	1,363,787	17	80,015	1,186,495	12	69,613	1,259,340	11	73,887	1,059,614	6	62,169	1,603,257	18	94,065	1,828,166	10	107,260	7,186,091	75	421.615
AIP / PAI	5K - 25K	0		0			0			0			0		0.000	15,221	1	0.893	0.000			15,221	1	0.893	
	25K - 1M	0		0			0			0			237,345	3	13,925	296,318	2	17,385	0.000			533,664	5	31.311	
	> 1M	0		0			0			0			0		0.000	0		0.000	0.000			0	0	0.000	
	TOTAL AIP / PAI												237,345	3	13,925	311,539	3	18,278				548,884	6	32.204	

Finance Building - #2 Tunney's Pasture - 101 Tunney's Pasture Dr Immeuble des Finances - #2 Tunney - 101 rue Tunney's Pasture																									
Qualif.		2005-2006	# of Proj / # de proj	11/12 m2	2006-2007	# of Proj / # de proj	11/12 m2	2007-2008	# of Proj / # de proj	11/12 m2	2008-2009	# of Proj / # de proj	11/12 m2	2009-2010	# of Proj / # de proj	11/12 m2	2010-2011	# of Proj / # de proj	11/12 m2	2011-2012	# of Proj / # de proj	11/12 m2	Total	Total # Projects / # total de projets	TOTAL PER m2/total par m2
m2:																		7,203.5							
PMS / SGI	1	87,101		12.092	79,286		11.007	76,058		10.558	94,156		13.071	156,857		21.775	163,606		22.712	162,713		22.588	657,064		91.215
	2	184,343		25.591	157,668		21.888	178,665		24.803	276,923		38.443	238,400		33.095	271,351		37.669	298,319		41.413	1,307,350		181.488
	3	250,048		34.712	314,265		43.627	273,535		37.973	276,968		38.449	260,335		36.140	249,457		34.630	281,117		39.025	1,624,609		225.531
	4	9,124		1.267	13,222		1.835	8,440		1.172	8,014		1.113	4,368		0.606	12,008		1.667	10,190		1.415	55,177		7.660
	5	62,025		8.610	52,644		7.308	66,507		9.233	64,834		9.000	63,318		8.790	95,284		13.227	106,678		14.809	404,612		56.169
Total PMS / SGI		592,642		82.271	617,085		85.665	603,206		83.738	720,895		100.076	723,278		100.406	791,706		109.906	859,017		119.250	4,048,813		562.062
Letting Fees / frais de		0			0			0			0			0			0			0			0		
PDS / SLP (incl. AIP / PAI)	5K - 25K	31,512	3	4.375	245,619	3	34.097	8,956	1	1.243	133,395	13	18.518	656,516	16	91.138	52,489	5	7.287	0		0.000	1,128,487	41	156.658
	25K - 1M	0			6,500	1	0.902	11,728	1	1.628	306,003	2	42.480	738,567	4	102.529	242,950	5	33.727	65,426	3	9.082	1,305,749	13	181.266
	> 1M	0			0			0			0			0			0			0		0.000	0		
	T. Service / services aux l.	25,557	12	3.548	5,150	4	0.715	0		0.000	11,594	5	1.610	0		0.000	77,051	1	10.696	52,853	3	7.337	119,352	22	16.569
T. Direct / service aux l. direct		0			0			0			11,580	1	1.608	14,541	9	2.019	21,915	11	3.042	26,057	13	3.617	48,036	21	6.668
Total PDS / SLP		57,069	15	7.922	257,269	8	35.714	20,684	2	2.871	462,572	21	64.215	1,409,624	29	195.686	394,405	22	54.752	144,335	19	20.037	2,601,624	97	361.161
Grand Total / Coût total		649,711	15	90.194	874,354	8	121.379	623,890	2	86.609	1,183,467	21	164.291	2,132,902	29	296.092	1,186,111	22	164.658	1,003,352	19	139.287	6,650,437	97	923.223
AIP / PAI	5K - 25K	0			0			0			0			0		0.000	0		0.000			0	0	0.000	
	25K - 1M	0			0			0			0			811,030	8	112.588	165,108	5	22.920			976,137	13	135.509	
	> 1M	0			0			0			0			0			0					0	0		
TOTAL AIP / PAI		811,030 8 112.588 165,108 5 22.920 976,137 13 135.509																							

Finance Annex Building - #14 Tunney's Pasture - 100 Yarrow Dr																									
Annexe de l'immeuble des Finances - #14 Pré Tunney -100 rue Yarrow																									
Qualif.	2005-2006	# of Proj / # de proj	11/12 m2	2006-2007	# of Proj / # de proj	11/12 m2	2007-2008	# of Proj / # de proj	11/12 m2	2008-2009	# of Proj / # de proj	11/12 m2	2009-2010	# of Proj / # de proj	11/12 m2	2010-2011	# of Proj / # de proj	11/12 m2	2011-2012	# of Proj / # de proj	11/12 m2	Total	Total # Projects /# total de projects	TOTAL PER m2/total par m2	
m2:															6,481.2										
PMS / SGI	1	24,091		3,717	23,503		3,626	24,242		3,740	25,215		3,890	24,888		3,840	26,083		4,024	26,203		4,043	148,022		22.839
	2	42,449		6,550	57,911		8,935	46,255		7,137	59,359		9,159	88,521		13,658	105,970		16,350	76,891		11,864	400,466		61.789
	3	46,909		7,238	57,945		8,941	60,832		9,386	69,844		10,776	66,556		10,269	67,416		10,402	67,826		10,465	369,503		57.012
	4	4,718		0.728	6,677		1,030	5,381		0.830	4,008		0,618	2,760		0,426	4,576		0.706	1,725		0,266	28,119		4.339
	5	21,657		3.342	32,551		5,022	49,417		7,625	28,875		4,455	51,118		7,887	32,101		4,953	26,126		4,031	215,719		33.284
Total PMS / SGI		139,825		21.574	178,587		27.555	186,127		28.718	187,301		28,899	233,843		36,080	236,146		36,436	198,771		30,669	1,161,830		179.261
Letting Fees / frais de		0		0			0			0			0			0			0			0			
PDS / SLP (incl. AIP / PAI)	5K - 25K	6,299	1	0.972	0	0	0.000	0		0.000	23,456	3	3,619	107,956	5	16,657	11,072	2	1,708	0		0.000	148,783	11	22.956
	25K - 1M	0		0.000	0	0	0.000	0		0.000	0		0.000	16,024	1	2,472	63,340	1	9,773	354,391	1	54,680	79,364	2	12.245
	> 1M	0			0			0			0			0			0			0		0.000	0		
	T. Service / services aux l.	4,206	1	0.649	0		0.000	2,570	1	0.397	2,694	1	0,416	0		0.000	0		0.000	0		0.000	9,470	3	1.461
	T. Direct / service aux l. direct	0		0.000	0		0.000	0		0.000	0		0.000	0		0.000	0		0.000	0		0.000	0	0	0.000
Total PDS / SLP		10,505	2	1.621	0	0	0.000	2,570	1	0.397	26,150	4	4,035	123,980	6	19,129	74,412	3	11,481	354,391	1	54,680	237,617	16	36.662
Grand Total / Coût total		150,329	2	23.195	178,587	0	27,555	188,697	1	29,115	213,451	4	32,934	357,823	6	55,209	310,559	3	47,917	553,163	1	85,349	1,399,447	16	215.924
AIP / PAI	5K - 25K	0			0			0			0		0	0		0.000	0		0.000	0.000		0	0	0.000	
	25K - 1M	0			0			0			0		70,599	3	10.893	66,121	2	10.202	0.000			136,720	5	21.095	
	> 1M	0			0			0			0		0			0			0			0	0		
	TOTAL AIP / PAI												70,599	3	10.893	66,121	2	10,202				136,720	5	21.095	

DND Data Centre Bldg. #16 Tunney's Pasture - 101 Goldenrod Dr.																														
Centre de traitement informatique de la défense nationale #16 Pré Tunney - 101 rue Goldenrod																														
Qualif.	2005-2006	# of Proj/# de proj	05/06 PER m2	2006-2007	# of Proj/# de proj	06/07 PER m2	2007-2008	# of Proj/# de proj	07/08 PER m2	2008-2009	# of Proj/# de proj	08/09 PER m2	2009-2010	# of Proj/# de proj	09/10 PER m2	2010-2011	# of Proj/# de proj	10/11 PER m2	2011-2012	# of Proj/# de proj	10/11 PER m2	Total	# Projec ts/# de proj	TOTAL PER m2						
m2:																	16,602.0													
PMS / SGI	1	137,979		8.311	158,706		9.559	173,923		10.476	200,591		12.082	205,376		12.371	221,018		13.313	207,036			1,304,629		78.583					
	2	323,318		19.475	492,089		29.640	534,370		32.187	500,920		30.172	659,735		39.738	758,481		45.686	737,568			4,006,481		241.325					
	3	1,210,922		72.938	1,647,758		99.251	1,574,714		94.851	1,556,349		93.745	1,559,070		93.909	1,414,536		85.203	1,825,145			10,788,494		649.831					
	4	0			0			18,320		1.103	20,349		1.226	0		0.000	44,754		2.696	58,630			142,053		8.556					
	5	311,612		18.770	275,681		16.605	289,742		17.452	187,750		11.309	233,408		14.059	219,857		13.243	303,703			1,821,753		109.731					
Total PMS / SGI		1,983.831		119.493	2,574.234		155.056	2,591.069		156.070	2,465.959		148.534	2,657.589		160.076	2,658.646		160.140	3,132.082			18,063.410		1,088.026					
Letting Fees / frais de location		0			0			0			0			0			0					0								
PDS / SLP (incl. AIP / PAI)	5K - 25K	166,689	2	10.040	508,881	10	30.652	422,665	10	25.459	118,300	9	7.126	437,507	12	26.353	253,895	13	15.293	3,027	1		1,910,966	56	115.105					
	25K - 1M	298,295	1	17.967	0		0.000	727,119	2	43.797	500,984	1	30.176	615,730	1	37.088	329,973	1	19.876	340,533	9		2,812,634	6	169.415					
	> 1M	0		0.000	0		0.000	0		0.000	0		0.000	0		0.000	0		0.000	0		0	0	0.000						
	T. Service / services aux l.	160,423		9.663	140,349		8.454	207,445		12.495	114,246		6.881	46,713		2.814	70,509		4.247	166,921			906,606	0	54.608					
T. Direct / service aux l. direct		45,811		2.759	46,949		2.828	36,664		2.208	45,882		2.764	43,893		2.644	48,515		2.922	48,274			315,988	0	19.033					
Total PDS / SLP		671.218	3	40.430	696.179	10	41.933	1,393.893	12	83.959	779.412	10	46.947	1,143.844	13	68.898	702.893	14	42.338	558.755	10		5,946.194	62	358.161					
Grand Total / Coût total		2,655.049	3	159.923	3,270.413	10	196.989	3,984.962	12	240.029	3,245.371	10	195.481	3,801.433	13	228.974	3,361.539	14	202.478				20,318.767	62	1,446.187					
AIP / PAI	5K - 25K													0			0					0	0							
	25K - 1M													0			0					0	0							
	> 1M													0			0					0	0							
TOTAL AIP / PAI														0	0		0	0					0	0						

CARLING CAMPUS - 3500 Carling Avenue																									
COMPLEX CARLING - 3500 rue Carling																									
Qualif.	2005-2006	# of Proj / # de proj	05/06 m2	2006-2007	# of Proj / # de proj	06/07 m2	2007-2008	# of Proj / # de proj	07/08 m2	2008-2009	# of Proj / # de proj	08/09m2	2009-2010	# of Proj / # de proj	09/10 m2	2010-2011	# of Proj / # de proj	10/11 m2	2011-2012	# of Proj / # de proj	11/12 m2	Total	Total # Projects/ # total de projects	TOTAL PER m2/total par m2	
m2:															195,735.0										
PMS / SGI	1	1,755,354		8.968	1,735,103		8.865	1,645,051		8.404	1,921,180		9.815	2,689,295		13.739	1,006,680		5.143	1,693,821		8.654	10,752,662		55
	2	3,848,610		19.662	3,608,886		18.438	3,768,565		19.253	4,191,019		21.412	4,763,592		24.337	4,895,682		25.012	11,116,888		56.796	25,076,355		128
	3	6,041,061		30.863	7,026,143		35.896	6,527,684		33.350	6,678,055		34.118	6,275,578		32.062	2,772,158		14.163	8,872,246		45.328	35,320,680		180
	4	544,585		2.782	488,472		2.496	627,187		3.204	481,803		2.462	619,121		3.163	1,971,504		10.072	2,734,513		13.970	4,732,673		24
	5	1,372,427		7.012	1,466,552		7.493	1,799,094		9.191	1,612,415		8.238	1,716,772		8.771	5,829,885		29.785	663,482		3.390	13,797,146		70
Total PMS / SGI		13,562,038		69.288	14,325,156		73.186	14,367,581		73.403	14,884,473		76.044	16,064,359		82.072	16,475,909		84.175	25,080,950		128.137	89,679,515		458.168
Letting Fees / frais de		0		0		0		0		0		0		0		0						0			
PDS / SLP (incl. AIP / PAI)	5K - 25K	288,262	31	1.473	349,091	24	1.783	171,224	12	0.875	311,159	29	1.590	1,075,638	56	5.495	1,147,141	66	5.861	96,877	6	0.495	3,342,515	223	
	25K - 1M	2,119,498	36	10.828	3,922,519	44	20.040	1,067,316	15	5.453	4,368,860	67	22.320	11,045,590	101	56.431	10,335,153	109	52.802	4,411,430	43	22.538	32,858,936	415	
	> 1M	0	0	0.000	0	0	0.000	479,000	0	2.447	0	0	0.000	146,737	1	0.750	710,540	1	3.630	199,016	1	1.017	1,336,277	4	
	T. Service / services aux l.	1,745,878	122	8.920	1,527,414	71	7.803	2,222,903	32	11.357	1,243,327	38	6.352	508,371	12	2.597	767,344	10	3.920	1,816,591	17	9.281	8,015,237	302	
T. Direct / service aux l. direct		498,563	110	2.547	510,938	102	2.610	975,520	263	4.984	499,329	139	2.551	477,684	218	2.440	527,982	226	2.697	525,361	237	2.684	3,490,016	1,295	
Total PDS / SLP		4,652,202	299	23.768	6,309,962	240	32.237	4,915,963	322	25.115	6,422,675	273	32.813	13,254,020	388	67.714	13,488,160	412	68.910	295,893	304	36.014	49,042,981	2,239	0.000
Grand Total / Coût total		18,214,239	299	93.056	20,635,118	240	105.424	19,283,544	322	98.519	21,307,147	273	108.857	29,318,379	388	149.786	29,964,069	412	153.085	25,376,843	304	164.152	138,722,497	1,935	458.168
AIP / PAI	5K - 25K																					0	0	0.000	
	25K - 1M																					0	0	0.000	
	> 1M																					0	0	0.000	
	TOTAL AIP / PAI																					0	0	0.000	

*Historical project totals are estimates and were based on a sample of like facilities and do not include AIP projects that were undertaken in 2009/10/11
**Information was gathered from a number of sources, with historical data not being acessable in PWGSC systems when this document was created.

Butler Hut Building - #11 Tunney's Pasture - 150 Chardon Dr																												
Enceint Butler - #11 Pre Tunney - 150 rue Chardon																												
Qualif.		2005-2006	# of Proj / # de proj	11/12 m2	2006-2007	# of Proj / # de proj	11/12 m2	2007-2008	# of Proj / # de proj	11/12 m2	2008-2009	# of Proj / # de proj	11/12 m2	2009-2010	# of Proj / # de proj	11/12 m2	2010-2011	# of Proj / # de proj	11/12 m2	2011-2012	# of Proj / # de proj	11/12 m2	Total	# Proj/# de proj	TOTAL PER m2/total par m2			
m2:																303.4												
PMS / SGI		1	0	0.000	0			0			0			0			0			0		0.000	0					
	2	2,497		8.230	1,693		5.580	1,914		6.309	6,964		22.952	8,340		27.488	10,337		34.069	14,318		47.191	31,744		104.628			
	3	4,093		13.490	5,619		18.519	5,319		17.532	5,712		18.827	5,205		17.156	6,415		21.144	7,140		23.533	32,363		106.668			
	4	3,993		13.161	603		1.986	597		1.968	628		2.068	5,389		17.762	770		2.539	97		0.319	11,980		39.484			
	5	2,142		7.060	2,828		9.321	3,966		13.072	3,997		13.175	2,185		7.203	3,690		12.162	5,277		17.394	18,808		61.992			
Total PMS / SGI		12,725		41.941	10,742		35.406	11,796		38.881	17,301		57.022	21,119		69.609	21,212		69.913	26,832		88.438	94,895		312.772			
Letting Fees / frais de		0			0			0			0			0			0			0			0					
PDS / SLP (incl. AIP / PAI)		5K - 25K	0	0	0	0	0	0	0	0	0	0	0	4,578	1	15.089	9,437	1	31.104	0		0.000	14,015	2	46.193			
	25K - 1M	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000	0	0	0.000	0		0.000	0	0	0.000			
	> 1M	0			0			0			0			0			0		0	0		0	0					
	T. Service / services aux l.	0		0	0		0	0		0	0		0	0		0.000	0		0.000	0		0.000	0	0	0.000			
	T. Direct / service aux l. direct	0		0	0		0	0		0	0		0	0		0.000	0		0.000	0		0.000	0	0	0.000			
Total PDS / SLP		0	0	0.000	0	0	0.000	0	0	0.000	0	0	0.000	4,578	1	15.089	9,437	1	31.104	0	0	0.000	14,015	2	46.193			
Grand Total / Coût total		12,725	0	41.941	10,742	0	35.406	11,796	0	38.881	17,301	0	57.022	25.697	1	84.698	30.649	1	101.018	26.832	0	88.438	108,910	2	358.966			
AIP / PAI		5K - 25K	0		0			0			0			0			0			0			0	0				
	25K - 1M	0			0			0			0			0			0			0			0	0				
	> 1M	0			0			0			0			0			0			0			0	0				
TOTAL AIP / PAI														0	0		0	0				0	0					

Brooke Claxton Building - #9 Tunney's Pasture - 70 Columbine Dr																									
Immeuble Brooke Claxton - #9 Pré Tunney - 70 rue Columbine																									
Qualf.	2005-2006	# of Proj / # de proj	11/12 m2	2006-2007	# of Proj / # de proj	11/12 m2	2007-2008	# of Proj / # de proj	11/12 m2	2008-2009	# of Proj / # de proj	11/12 m2	2009-2010	# of Proj / # de proj	11/12 m2	2010-2011	# of Proj / # de proj	11/12 m2	2011-2012	# of Proj / # de proj	11/12 m2	Total	Total # Projects / # total de projets	TOTAL PER m2 / total par m2	
m2:															21,093.1										
<u>PMS / SGI</u>	1	289,692		13.734	296,552		14.059	288,490		13.677	347,955		16.496	366,154		17.359	401,209		19.021	398,599		18.897	1,990,052		94.346
	2	474,832		22.511	502,491		23.823	495,084		23.471	635,044		30.107	570,844		27.063	762,143		36.132	788,647		37.389	3,440,439		163.107
	3	820,164		38.883	913,312		43.299	848,835		40.242	815,675		38.670	745,898		35.362	749,769		35.546	823,405		39.037	4,893,653		232.003
	4	24,810		1.176	42,268		2.004	31,309		1.484	31,319		1.485	7,478		0.355	37,435		1.775	30,010		1.423	174,619		8.278
	5	156,742		7.431	166,381		7.888	217,177		10.296	337,471		15.999	176,209		8.354	313,908		14.882	331,959		15.738	1,367,888		64.850
Total PMS / SGI		1,766,240		83.735	1,921,004		91.073	1,880,895		89.171	2,167,464		102.757	1,866,583		88.493	2,264,464		107.356	2,372,621		112.483	11,866,651		562.584
<u>Letting Fees / frais de</u>		<u>0</u>			<u>0</u>			<u>0</u>			<u>0</u>			<u>0</u>			<u>0</u>			<u>0</u>			<u>0</u>		
<u>PDS / SLP</u> <u>(incl. AIP / PAI)</u>	5K - 25K	462,166	12	21.911	236,252	4	11.200	48,284	5	2.289	322,281	7	15.279	822,690	16	39.003	478,550	11	22.688	0		0.000	2,370,223	55	112.370
	25K - 1M	0		0.000	243,212	3	11.530	754,505	6	35.770	605,646	3	28.713	656,870	5	31.141	799,877	4	37.921	328,318	6	15.565	3,060,109	21	145.076
	> 1M	0			0			0			0			0			0			0		0.000	0		
	T. Service / services aux l.	171,976	34	8.153	1,047,013	40	49.638	153,896	21	7.296	388,858	24	18.435	139,133	4	6.596	129,622	2	6.145	55,146	1	2.614	2,030,498	125	96.264
T. Direct / service aux l. direct		0		0.000	0		0.000	51,328	25	2.433	51,295	36	2.432	80,626	60	3.822	49,750	42	2.359	56,043	46	2.657	232,998	163	11.046
Total PDS / SLP		634,142	46	30.064	1,526,477	47	72.369	1,008,013	57	47.789	1,368,080	70	64.859	1,699,318	85	80.563	1,457,798	59	69.113	439,507	53	20.837	7,693,829	364	364.756
Grand Total / Coût total		2,400,383	46	113.799	3,447,481	47	163.441	2,888,908	57	136.960	3,535,544	70	167.616	3,565,901	85	169.055	3,722,262	59	176.468	2,812,128	53	133.320	19,560,479	364	927.340
<u>AIP / PAI</u>	5K - 25K	0			0			0			0			0		0.000	0		0.000	0.000			0	0	0.000
	25K - 1M	0			0			0			0			1,087,110	9	51.539	651,710	4	30.897	0.000			1,738,820	13	82.435
	> 1M	0			0			0			0			0		0.000	0		0.000	0.000			0	0	0.000
	TOTAL AIP / PAI													1,087,110	9	51.539	651,710	4	30.897				1,738,820	13	82.435



Title: Real Property Branch Policy on the Stewardship of Federal Heritage Buildings

1. Effective date: September 3, 2008

2. Cancellation

This policy supersedes *AMA: 8.25 Policy on the Treatment of Heritage Assets* (April 1, 1995).

3. Authority

This policy is issued under the authority of the Assistant Deputy Minister (ADM), Real Property Branch (RPB), Public Works and Government Services Canada (PWGSC).

4. Context

This policy should be read in conjunction with the *RPB Procedure for the Stewardship of Federal Heritage Buildings* (Procedure).

5. Policy statement

It is the policy of RPB to comply with the Treasury Board *Policy on the Management of Real Property*, as it relates to federal heritage buildings. To this end, all RPB employees involved in the management of Crown-owned buildings in the custody of the Minister of PWGSC are directed to adhere to the provisions of this policy and its associated Procedure.

6. Scope

This policy applies to all RPB employees involved in the management of Crown-owned buildings in the custody of the Minister of PWGSC, including those buildings managed by a third party.

7. Definitions

See associated Procedure, Appendix A: Definitions.

8. Responsibilities

Compliance with the Treasury Board policy requires that PWGSC respects and conserves the heritage character of the buildings for which it is custodian, while respecting other federal policy objectives. To achieve this, PWGSC is required to implement internal policies and procedures, assign responsibilities, and have access to the skills necessary to meet the intent and the specific requirements of the policy.

Listed below are the responsibilities assigned to the senior management of RPB. The delegated responsibilities for the implementation of compliance activities are summarized in the associated Procedure – Appendix B.

The **Director General, National Accommodation and Portfolio Management** (DG, NAPM): As described in the Procedure, most key operational responsibilities are delegated to other Sectors, however the DG, NAPM retains accountability to ensure that the implementation of this policy and the Procedure is monitored and reported. The DG, NAPM is also responsible to ensure that roles of the RPB Federal Heritage Buildings Review Office (FHBRO) Representative and National Heritage Coordinator are assigned.

The **Director General, Professional and Technical Service Management** (DG, PTSM), is responsible to provide functional leadership for the specialized conservation expertise which supports RPB compliance activities at the national and regional levels. At the headquarters level, PTSM provides strategic advisory services to all RPB sectors, as well as discipline leadership for regional employees with heritage conservation expertise.

The **RPB Directors General** and the **Regional Directors General** are responsible for overall implementation of this policy and the Procedure within their respective jurisdictions and according to their assigned financial authorities. They are also responsible to ensure that the role of Regional Heritage Coordinator is assigned and funded for their region.

9. References

Treasury Board [*Policy on Management of Real Property*](#)

Treasury Board [*Guide to the Management of Real Property*](#)

RPB Procedure for the Stewardship of Federal Heritage Buildings

10. Inquiries

Please direct inquiries about this policy to the Director General, Program Management Sector.



TITLE: Commissioning Policy

1. Effective Date: May 9, 2011

2. Authority

This policy is issued under the authority of the Assistant Deputy Minister, Real Property Branch, Public Works and Government Services Canada (PWGSC).

3. Context

This policy is issued pursuant to the *Federal Real Property and Federal Immovables Act*, (1991), which authorizes PWGSC to manage federal real estate. PWGSC, including the Real Property Branch, delivers its real property projects using the National Project Management System (NPMS) and commissioning is an integral part of the NPMS.

Implementation of this policy will ensure that commissioning is applied consistently across the country.

4. Scope


This policy applies to built works managed by RPB and/or its service providers. This includes new construction, renovations, and fit-up work in Crown-owned and leased premises. It also applies to new build-to-lease buildings and major leased building renovations under the custodianship of RPB.

5. Policy Statement

All built works managed by RPB and/or its service providers shall be assessed for applicability of commissioning. Such assessments shall take into account the size, scope and complexity of the project. All commissioning activities identified through these assessments shall be carried out in accordance with the *PWGSC Commissioning Manual* and the *PWGSC Commissioning Guidelines*.

6. Policy Details

Commissioning is a program of activities that advances built works from the inception of a project to its completion.



Commissioning measures, demonstrates, and documents that:

- real property assets meet the defined needs of the owner and the occupants;
- the assets operate satisfactorily within the design parameters;
- the process is officially accepted by operational staff;
- it is incorporated into various phases of the National Project Management System (NPMS) or the project delivery process of the service provider;
- the systems are correctly installed, and operate as intended;
- records are produced that can be used for re-commissioning, trouble shooting and re-calibration of components and systems and enforcement of warranty provisions; and
- the process is integrated with LEED and RPB's contribution to the Federal Sustainable Development Strategy.

The overall effectiveness of this policy will be monitored through audits, conducted by national/regional commissioning experts, on randomly-selected projects.

7. Definitions

Built works

Built works refers to buildings, and to engineering assets. The term “buildings” includes new construction, existing building renovations, and fit-ups.

Commissioning

Commissioning is a program of activities that advances built works from the inception of a project to its completion.

Continuous commissioning

Continuous commissioning refers to commissioning carried out throughout the life cycle of the building, on a continuous basis.

Leadership in Energy and Environmental Design (LEED)

LEED is a green building certification system that provides third-party verification of the environmental rating of a building or community, endorsed by the Canada Green Building Council. Commissioning is a pre-requisite for LEED certification.

National Project Management System (NPMS)

The National Project Management System is the project management methodology used by PWGSC for implementing its projects.



Project

A project is defined as the construction and/or repair of a building, bridge, structure, dock, wharf, sewer, water-main, utility service connections, etc., that is specifically dedicated to fulfilling a program requirement within a prescribed time frame.

Re-commissioning

Re-commissioning refers to commissioning activities performed after a building has been in operation; it applies to buildings that have already been commissioned.

8. Responsibilities

Director General, Professional and Technical Service Management

Responsible for:

- providing functional guidance and expertise in the application of the commissioning process to all regions, and
- monitoring results of audits on specific projects to ensure that the policy is applied consistently.

Regional Directors General and Directors General, NCA Operations

Responsible for implementing this policy in the regions, and the National Capital Area.

Project Leaders/Directors/Asset Managers

Responsible for securing appropriate funding for all required commissioning activities.

Project Managers

Responsible for ensuring that commissioning forms part of the projects they manage, and that it is carried out in accordance with this policy.

9. References

[Federal Real Property and Federal Immovables Act](#), 1991


[National Project Management System](#)

PWGSC Commissioning Manual, which includes

- CP.1 [PWGSC Commissioning Manual](#)
- CP.2 [Commissioning Glossary](#)

PWGSC Commissioning Guidelines, which include:

- CP.3 Guide to the development of the Commissioning Plan

- 
- CP.4 Guide to the preparation of the Building Management Manuals
 - CP.5 Guide to the preparation of Training Plans
 - CP.7 Commissioning for Facilities Management and Operation
 - CP.8 Guide to the preparation of Commissioning Reports
 - CP.9 Guide to the development of Check Lists
 - CP.10 Guide to the development of Report Forms and Schematics
 - CP.11 Guide to the preparation of the Commissioning Brief
 - CP.12 Guide to the development and Use of Commissioning Specifications
 - CP.13 Facility Maintenance Policy, Guidelines and Requirements

10. Enquiries

Please direct enquiries about this policy to:

Director General
Professional and Technical Service Management
Real Property Branch
Public Works and Government Services Canada



Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

Canada

[The Source](#) > [RPB](#) > [Documentation Centre](#) > PWGSC's Real Property Management Framework

PWGSC's Real Property Management Framework

What is a Real Property Management Framework?

A Real Property Management Framework (RPMF) describes the governance, policies, practices and procedures, and systems an organization uses to acquire, manage and dispose of real property to support programs, in accordance with all applicable legislation, regulations and central agency policies.

The PWGSC Real Property Management Framework is structured into two main sections. The first provides a broad overview of the Department's custodian role and the main elements of its RPMF. The main components include:

1. Governance;
2. Policies, Practices and Procedures; and
3. Business Information Systems.

The second section describes the main business elements that support the framework.

For more information, or to obtain a copy of PWGSC's Real Property Management Framework, please email Real Property Branch's Policy and Governance Directorate at CDP.PSC@tpsgc-pwgsc.gc.ca.

Date Modified: 2011-06-14



INVENTORY DATA ENTRY SHEET
Real Property Betterments

Please refer to the latest version of the "RPS Guide on the Application of the Capitalization of Assets"
Veuillez vous référer à la plus récente version du "Guide des SI sur l'application de la capitalisation des biens

FORMULAIRE D'ENTRÉE DE DONNÉES D'INVENTAIRE
Améliorations aux biens immobiliers

Facility Name Nom de l'édifice	Address Adresse
-----------------------------------	--------------------

Asset No. - N° des biens			Cost Centre Centre de coûts	GL Account Compte général	NATO Item Article OTAN**	Project Cost (GST/HST excl.) Coût du projet (sauf TPS/TVH)	Project In Service Date Date de mise en service du projet Y-A M D-J	Extend Life (Months) Vie prolongée (mois)	WBS Element Élément d'OTP
Region Région	Bar Code no. N° du code à barres	Buiding Immeubles							
		5		1_					

Project Description and Notes - Description du projet et notes

Submitted to BLT for analysis - Soumit à l'outil BLT pour analyse Name (print) - Nom (caractères d'imprimerie)	Signature	Telephone no. - N° de téléphone () _- _ []	Date Y-A M D-J
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Authorized by PWGSC Manager - Autorisé par le Gestionnaire de TPSGC Name (print) - Nom (caractères d'imprimerie)	Signature	Telephone no. - N° de téléphone () _- _ []	Date Y-A M D-J
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Verified by Financial Officer - Autorisé par Agent financier Name (print) - Nom (caractères d'imprimerie)	Signature	Telephone no. - N° de téléphone () _- _ []	Date Y-A M D-J
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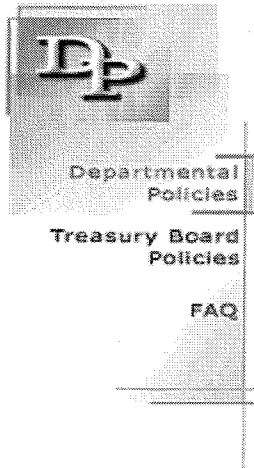
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DP 023

1996-06-20

SAFETY AND HEALTH COMMITTEES AND REPRESENTATIVES

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Annex A - Code of Practice - Safety and Health Committees and Representatives - PWGSC

Appendix 1 - Notice of Appointment - Safety and Health Committee Member/Representative

Appendix 2 - Monthly Activity Report

Appendix 3 - Safety Education and Training for Committee Members and Representatives

1. BACKGROUND

It is a primary requirement in the overall administration of the federal safety and health program for each government department and agency to implement a network of national, regional and workplace safety and health committees and representatives. The safety and health network of Public Works and Government

Services Canada is based on this requirement and is established to promote the cooperative effort of employer and employee representatives in successfully addressing safety and health issues.



2. CANCELLATION

This departmental policy supersedes D/D-187 dated 18-03-1993 of the former PWC, Departmental Manuals Series.



3. SCOPE

This departmental policy and code of practice apply to all employees of Public Works and Government Services Canada.



4. DEFINITIONS

Bargaining agent (agent négociateur) means a union that is designated as the representative of all employees in a bargaining unit and that is certified by the Public Service Staff Relations Board as a bargaining agent.

Department (ministère) means Public Works and Government Services Canada, (PWGSC).

Employee (employé) means a person employed by the department.

Employer (employeur) means a supervisor who is responsible for the work of one or more employees at the workplace.

Manager in charge of worksite (gestionnaire responsable du lieu de travail) means the person to whom the supervisor reports directly.

Safety officer (agent de sécurité) means a person designated as a Safety Officer by the Minister of Human Resources Development, pursuant to the Canada Labour Code, Part II.

Senior employer representative (représentant supérieur de l'employeur) means the individual with the delegated authority to make and carry out decisions of an operational nature, on behalf of the department, for the workplace.

Supervisor (superviseur) means the person at the workplace to whom the employee(s) report(s) directly.

Workplace (lieu de travail) means any place where an employee is engaged in work for the department.



5. POLICY

Public Works and Government Services Canada shall establish and maintain a network of Safety and Health Committees and Representatives at the national, regional and workplace levels as per applicable legislative requirements of the Canada Labour Code, Part II, the Canada Occupational Safety and Health Regulations and the Safety and Health Committees and Representatives Directive of the Treasury Board.



6. EFFECTIVE DATE

Immediately.



7. ROLES AND RESPONSIBILITIES

1. **Deputy Minister and Regional Directors General** are responsible for ensuring, in consultation with Branch/Agency Heads and Bargaining Agents, the establishment of Safety and Health Committees and Representatives, at the national, regional and workplace levels.
2. **Branch/Agency Heads** are accountable for the implementation of this departmental policy within their areas of responsibility. This accountability is further referenced in DP 007, Annex A - Accountability Framework for the Health and Safety Function.
3. **Senior Employer Representatives** are responsible for ensuring that the requirements of this departmental policy and code of practice with respect to the establishment of Safety and Health Committees and Representatives are implemented for all workplaces within their area of responsibility.
4. **Workplace Safety and Health Committees and Representatives** are responsible for:
 1. receiving and investigating complaints relating to employee safety and health issues, and taking the appropriate action to expeditiously process complaints;

2. participating in inquiries, investigations and instances of work refusal that pertain to occupational safety and health issues;
 3. assisting in identifying safety and health training requirements, appropriate training delivery and potential trainees;
 4. seeking the advice and consultation of persons who are technically or professionally qualified to advise on specific issues related to occupational safety and health;
 5. referring matters which cannot be resolved by the committee, and forwarding agenda items that have not been actioned within two committee meetings to the attention of the Regional Safety and Health Committee;
 6. preparing the required safety evaluation checklists in accordance with guidelines provided;
 7. conducting regular workplace safety inspections of all equipment and facilities, identifying situations that impact on the safety and health of employees and notifying the Manager in Charge of Worksite or Supervisor of unsafe conditions or practices that must be addressed;
 8. ensuring that complete and up to date records of work accidents, injuries and health hazards are maintained at the workplace;
 9. preparing and submitting all monthly reports relating to committee activities and all minutes of committee meetings to the Regional Manager responsible for Safety and Health within the required time frames;
 10. participating in the development, establishment, promotion and maintenance of safety measures and procedures;
 11. monitoring occupational safety and health measures, procedures and training to ensure that they remain current, adequate and appropriate.
5. **Managers in Charge of Worksites and Supervisors** are responsible for:
1. cooperating with, and supporting the activities of, Safety and Health Committees and Representatives

2. ensuring that Safety and Health Committees or Representatives are involved in investigations concerning workplace safety and health issues.
6. **Employees** are responsible for cooperating with, and supporting the activities of, Safety and Health Committees and Representatives
7. **Regional Managers responsible for Safety and Health** are responsible for:
 1. providing direction and advice to the Regional Safety and Health Committee;
 2. assisting the senior employer representative in establishing committees and representatives in accordance with legislated requirements;
 3. assisting committees and representatives in resolving workplace safety and health issues;
 4. reporting issues of compliance relating to Safety and Health Committees and Representatives to the Regional Director General and the Corporate Manager, Environment, Safety and Health;
 5. reviewing all Workplace Safety and Health Committee Monthly Activity Reports, minutes of meetings and Annual Activity Reports for completeness and continuity;
 6. forwarding all required reports to the Corporate Manager, Environment, Safety and Health and Human Resources Development Canada within the required time frames.
8. **Corporate Manager, Environment, Safety and Health**, is responsible for:
 1. monitoring and coordinating the activities of the network of Safety and Health Committees and Representatives;
 2. providing guidance and advice regarding departmental and external communication and reporting requirements;
 3. developing, implementing and maintaining a departmental reporting system to provide all pertinent information relating to the activities of committees and representatives;

4. preparing the employers' annual report of departmental Safety and Health Committee activities as prescribed by Human Resources Development Canada;
5. liaising, on behalf of the department, with regulatory bodies and central agencies on related matters;
6. determining training requirements and providing input in the development of training modules to meet the various requirements associated with the duties of committee members and representatives.



8. COMPLIANCE

Compliance with this departmental policy is mandatory and in accordance with all existing safety and health legislation. The refusal of an employee at any level to comply with this departmental policy or with the provisions of the prescribed codes, standards, regulations, and/or departmental policies will be considered as misconduct.



9. GUIDELINES

1. Monitoring

1. Minutes and reports from Workplace Safety and Health Committees and Representatives shall be monitored by the Regional Managers responsible for Safety and Health to ensure that all issues within their regions have been addressed completely and within reasonable time frames.
2. Departmental reporting shall be monitored by the Corporate Manager, Environment, Safety and Health.

2. Issue Resolution

Issues that cannot be resolved at the workplace level shall be reported to the Regional Safety and Health Committee. Issues that cannot be resolved at the Regional level shall be reported to the National Safety and Health Committee.

3. Reporting

The annual reporting process undertaken by the Corporate Manager, Environment, Safety and Health shall include the review, analysis and reconciliation of information relating to

the Safety and Health Committees of PWGSC. This shall be undertaken to ensure that all internal reporting is consistent and that this information corresponds with reports forwarded directly to Human Resources Development Canada.



10. PROCEDURES

See Annex A - Code of Practice - Safety and Health Committees and Representatives - PWGSC.



11. REFERENCES

Acts and Regulations:

- Official Languages Act;
- Canada Labour Code, Part II:
 - Safety and Health Committees and Representatives Regulations
 - Occupational Safety and Health - Policies and Publications

Treasury Board Publications:

- Committees and Representatives Directive;
- Procedures for National and Regional Safety and Health Committees;
- Policy on the Indemnification of and Legal Assistance for Crown Servants.



12. INQUIRIES

Departmental:

Corporate Manager
Environment, Safety and Health

Regional:

Regional Managers responsible for Safety and Health

Original Signed by
R.A. Quail

R. A. Quail
Deputy Minister and
Deputy Receiver General for Canada



Annex A - Code of Practice - Safety and Health Committees and Representatives - PWGSC

1. Establishing National and Regional Committees

1. Role of National and Regional Committees

National and Regional Committees shall be established to assist in the overall administration of the departmental safety and health program. These committees shall review the progress of the program, address specific issues and make appropriate recommendations.

Committees shall address only those matters that are within their authority or jurisdiction. No commitment shall be made that contravenes legislation, collective agreements or regulations governing terms and conditions of employment.

2. Composition of National and Regional Committees

1. National Committee

Management Representation

- Deputy Minister
- Assistant Deputy Minister, Real Property Services Branch
- Assistant Deputy Minister, Government Telecommunications & Informatics Services
- Assistant Deputy Minister, Human Resources
- Director General, Property Management Services

Employee Representation

National representation by the bargaining agent(s), as per the agreement made between the two parties.

Resource Persons

- Corporate Manager, Environment, Safety and Health

- Director, Staff Relations, Compensation and Systems
- Director, Education and Training
- Other Interested Parties - those who may be affected by agenda items
- Resources provided by the employee bargaining agent(s) as per the agreement made between the two parties
- Committee Secretary
- Recording Secretary

Chairpersons

There shall be a chairperson for each meeting. Chairpersons will alternate between management representatives and employee representatives.

Other Participants

Technical experts, specialists or other interested parties affected by items on the agenda may be invited to participate in the discussion of particular topics at a consultation committee meeting. These individuals shall be involved in an advisory capacity only.

2. Regional committees

Management Representation

- Regional Directors General
- Regional Directors

Employee Representation

Regional representation by the bargaining agent(s) as per the agreement made between the two parties.

Resource Persons

- Regional Manager responsible for Safety and Health (Advisor to Committee)
- Resources provided by the employee bargaining agent(s) as per the agreement made between the two parties
- Other Interested Parties - those who may be affected by agenda items
- Committee Secretary
- Recording Secretary (if applicable)

Chairpersons

There shall be a chairperson for each meeting. Chairpersons will alternate between management representatives and employee representatives.

Other Participants

Technical experts, specialists or other interested parties affected by items on the agenda may be invited to participate in the discussion of particular topics at a consultation committee meeting. These individuals shall be involved in an advisory capacity only.

2. Operating Procedures for National and Regional Committees

1. Alternates

The right to appoint an alternate in the event of absence of a regular member shall be recognized by the parties. Alternates shall be utilized prudently. The co-chairperson shall be notified as soon as possible when an alternate is to attend a meeting.

2. Meetings

1. *Frequency*

National and Regional Committees shall meet on a quarterly basis, according to a schedule established by the committee. Meetings of an urgent nature shall be scheduled as required.

2. *Location and Scheduling*

Regular meetings shall normally be scheduled to take place on the employer's premises during regular working hours. When an urgent meeting is necessary, the committee shall meet as required.

All reasonable effort shall be made to schedule meetings during regular working hours, respecting the work schedules of members. When this is not feasible, members shall be provided with an equivalent amount of time-off with pay.

3. *Agenda*

Members shall provide agenda items to the Committee Secretary appointed by management. Items shall be provided in sufficient time to allow for the timely distribution of the agenda and

supporting documentation to all members. (Agenda and supporting documentation must be distributed at least one week prior to the scheduled meeting.)

Items that have not been included in the agenda may be discussed with the approval of the parties.

4. Minutes

The Recording Secretary, provided by management, shall prepare the draft minutes of the meeting. The minutes shall report major issues raised, follow-up actions required and decisions made. The draft shall be circulated to the co-chairpersons for review, as soon as possible after the meeting. Once any necessary amendments have been made, the co-chairpersons shall sign the final version.

Minutes shall be distributed as soon as possible, according to the agreed schedule and distribution list. Minutes shall be posted locally and regionally.

Copies of the minutes of the quarterly meetings at the Regional level shall be forwarded to the Corporate Manager, Environment, Safety and Health and the appropriate Union Representatives.

3. Sub-Committees

Sub-committees may be established, by mutual agreement, to study particular topics or issues.

4. Language

Meetings shall be conducted in accordance with the provisions of the Official Languages Act. Minutes shall be prepared in bilingual format in areas designated as bilingual.

• Establishing Workplace Committees and Representatives

The senior employer representative shall ensure that a Safety and Health Committee is established, or a Representative selected, based on the following criteria:

Workplace Committees

A committee shall be established for each workplace with more than nineteen (19), but less than fifty (50) employees. This committee shall consist of at least two (2) persons, one of whom is an employee.

A committee shall be established for each workplace with more than fifty (50), but less than two hundred (200) employees. This committee shall consist of at least four (4) persons, of which two (2) shall be employees.

A committee shall be established for each workplace with more than two hundred (200) employees. This committee shall consist of at least six (6) persons, of which three (3) shall be employees.

NOTE: Committee Membership

In addition to the general rule of requirements for committees based on the number of employees, other factors shall be recognized in determining the requirements for the number of members. Some factors to be considered in determining the size of a committee are:

- Number of employees to be represented
- Degree of hazard related to the workplace
- Variety of activities related to functions
- Number of worksites to be represented
- Representation for different shifts, if applicable

Workplace Representatives

A representative shall be appointed by the bargaining agent(s) for each workplace with less than twenty (20) employees.

Exemptions

Exemptions from establishing Safety and Health Committees and Representatives shall not be sought from Human Resources Development Canada without the written approval of the Corporate Manager, Environment, Safety and Health. This approval shall not be granted without prior consultation with the bargaining agent(s).

Notification of Appointments/Resignations/Replacements

The senior employer representative shall inform the Regional Manager responsible for Safety and Health of each appointment, resignation or replacement by completing and forwarding a Notice of Appointment - Safety and Health Committee Member/Representative, Form No. PWGSC-TPSGC 2665 (See Annex A, Appendix 1).

Each full term of appointment is two years. The period of tenure of a committee member or representative may be extended for more than one term. The senior employer representative shall inform the Regional Manager responsible for Safety and Health of such an extension by completing and forwarding a Notice of Appointment - Safety and Health Committee Member/Representative, Form No. PWGSC-TPSGC 2665 (See Annex A, Appendix 1).

Vacancy of Office

A vacancy shall be filled within thirty (30) days after the next regular committee meeting.

- **Appointing Workplace Committee Members and Representatives**

Selection of Committee Members - Employee

The bargaining agent(s) shall select members for the Safety and Health Committee from among the employees of the workplace. Employee members shall be chosen from among those individuals that do not perform managerial duties, are not excluded or designated and are represented by a bargaining agent.

Selection of Committee Members - Employer

The senior employer representative shall select the member(s) to represent the employer from among those individuals who exercise significant managerial or supervisory functions. Individuals selected should demonstrate leadership and commitment to departmental safety principles, which will serve to enhance compliance to the applicable safety and health codes, standards and procedures. Employer representatives shall have the managerial authority to initiate corrective measures.

Selection of Safety and Health Representatives

In a workplace of less than twenty (20) employees, employees shall select the individual to be appointed as their representative. The employee shall be chosen from among those individuals that do not perform managerial duties, are not excluded or designated, and are represented by a bargaining agent.

When employees at the workplace are not represented by a bargaining agent, or should the bargaining agent(s) fail to select a representative, the senior employer representative shall ensure that the employees at the workplace select, by simple majority vote, their member(s) or representative.

Affiliation of Representatives

The Regional Safety and Health Committee shall determine the committee with which each Workplace Representative shall be affiliated.

Training for New Members and Representatives

Within six months of their appointment, new members and representatives shall attend the accredited training course,

"Effective Safety and Health Committees", provided by Training and Development Canada, or equivalent training sponsored by the department. Attendance at these courses shall be arranged on an ongoing basis through the office of the appropriate Regional Manager responsible for Safety and Health.

Safety Education and Training

Safety education courses are periodically provided by the department to assist committee members and representatives in attaining and maintaining the expertise required to undertake certain duties.

Canadian Safety and Health codes, standards and regulations are available through the office of the Regional Manager responsible for Safety and Health. Training modules, complete with films, video tapes, posters, exercise booklets and manuals are also available. (See Appendix 3, for a listing of courses and a suggested reading list for committee members and representatives.)

• Authority of Workplace Committees and Representatives

Safety and Health Committees and Representatives shall be recognized by the employer and the employees as having the authority to:

1. Request any information considered necessary to identify existing or potential hazards caused by materials, processes or equipment in the workplace.
2. Participate in all workplace investigations concerning safety and health issues.
3. Review all government and employer correspondence and reports relating to the safety and health of employees. (This shall not include medical records of any person, except with the consent of that person.)
4. Receive, consider and expeditiously dispose of complaints relating to safety and health of employees, with the cooperation of the employer and employees.
5. Develop, establish, promote and maintain safety awareness programs and procedures.

NOTE: No commitment shall be made by a Safety and Health Committee or Representative that contradicts legislation, collective agreements, or regulations governing terms and conditions of employment.

• Operating Procedures for Workplace Committees

Procedures

Procedures for the conduct of committee business and the assignment of duties to members are matters that shall be determined by the committee as a whole. (See Terms of Reference)

Chairpersons

Each committee shall include two chairpersons. One chairperson shall be selected from the representatives of the employees, and the other shall be selected by the representatives of the employer. The co-chairpersons shall alternate as agreed to in the committee's terms of reference.

Terms of Reference

When a committee is initially formed the conduct of business shall be determined. These decisions form the basis of committee procedures. Matters of committee policy and procedure are decided upon and formalized in writing. The following items shall be addressed by the terms of reference:

- Statement of Committee Purpose
- Scope of the Committee's Representation
- Functions of the Committee
- Composition of the Committee: number of members, procedures for selection or replacement of members
- Provisions for Committee Business: scheduling of meetings; quorum and attendance; chairing agreements; approval for alternates; special meetings; order of business and records to be kept.

Committees may wish to establish additional rules or procedures to reflect their particular needs.

Meetings

Regular monthly meetings of Safety and Health Committees shall be scheduled to take place on the employer's premises during normal working hours. A schedule of meeting dates covering a period of up to one year, and not less than six (6) months, shall be established and agreed upon by the co-chairpersons.

When an urgent meeting is necessary, the committee shall meet as required. All reasonable effort shall be made to schedule meetings during regular working hours, respecting the work schedules of committee members. When this is not feasible, members shall be provided with an equivalent amount of time-off with pay.

There shall be a chairperson present at each meeting.

Quorum

The quorum of a committee shall consist of a majority of the members of the committee, of which at least half are representatives of the employees and at least one is a representative of the employer.

Agenda

Committee agenda shall include, as pertinent:

- meeting date;
- time;
- location;
- names of co-chairpersons, members and the secretary;
- previous minutes (to be reviewed);
- safety inspection reports conducted by the committee/representative, or a qualified person as defined by regulations;
- employee accident/injury investigation reports and hazardous occurrence statistics;
- first-aid records, inspection certificates, hazardous occurrence reports;
- policies, procedures, directives and guidelines - new or revised;
- training (identified, planned or conducted);
- safety awareness/promotion activities;
- employee recommendations or complaints;
- new business;
- date of next scheduled meeting.

Alternates for Committee Members

The right to appoint an alternate in the absence of a regular member of the committee shall be recognized by both parties. When an alternate is to attend a meeting, the co-chairpersons shall be notified as soon as possible.

Language of Meetings and Minutes

Meetings shall be conducted in accordance with the provisions of the Official Languages Act. Minutes shall be produced in a bilingual format in areas designated as bilingual.

Resource Persons

Regional Managers responsible for Safety and Health, the Corporate Manager, Environment, Safety and Health, Health Canada or Human Resources Development representatives, or other specialists as appropriate, can act as resource personnel for the committee.

Consultations with safety specialists from outside the workplace, such as other government departments, provincial/municipal authorities or agencies, may be arranged locally or through the office of the Regional Manager responsible for Safety and Health.

Participation in Inquiries and Investigations

Safety and health committee members and/or representatives shall participate directly in inquiries and investigations. While the employer is responsible for conducting investigations, there is a mandatory obligation for committee members or representatives to actively participate in all inquiries and investigations. This activity shall not be limited to the review of accident or hazard reports.

Sub-Committees

Sub-committees may be established by mutual agreement to investigate local issues.

Posting of Names, Work Locations and Minutes

The chairperson representing the employer shall post and keep posted the names and work locations of all safety and health committee members and representatives of the workplace. The minutes of the most recent meeting shall be posted in a prominent location at the workplace, for a period of two months. Minutes shall be retained by the chairperson representing the employer. Minutes of the committee meetings are to be retained at the workplace for a period of two years.

Payment of Wages

Safety and health committee members are entitled to time from work, as is necessary to attend meetings, or to carry out other activities as a member of the committee. Time spent undertaking activities as a member of the committee shall, for the purpose of calculating wages owing, be deemed to have been time spent at work.

Information or Assistance

Committees or representatives that require information or assistance in implementing a safety and health program within the workplace should contact the office of their Regional Manager responsible for Safety and Health.

• Duties of Workplace Committee Members and Representatives

Chairpersons

The committee chairpersons are responsible for planning and conducting the committee meetings. Their duties include:

- assisting in establishing and formalizing the committee's terms of reference;
- scheduling the meetings;
- presiding over the meetings;
- ensuring that all agenda items are addressed and that each committee member is provided the opportunity to express concerns and opinions;
- delegating responsibilities to members;
- ensuring that the committee carries out all duties and responsibilities;
- ensuring that appropriate follow-up action is taken on recommendations submitted by the committee.

The chairperson representing the employer shall post and keep posted, in a prominent location, the names and work locations of all safety and health committee members and representatives of the workplace. This chairperson shall also ensure that the minutes of the most recent meeting are posted, and that all records pertaining to matters addressed by the committee, i.e., dispositions of complaints, workplace inspections and accident investigations are maintained at the workplace.

The chairperson representing the employer shall also ensure that the following reference materials are made available to the committee:

1. a current copy of the Treasury Board Handbook of Occupational Safety and Health;
2. an updated copy of the Canada Labour Code, Part II and supporting regulations;
3. policies and procedures, as required.

Secretary

The committee secretary shall be appointed by the employer, and is responsible for assisting the chairpersons in the conduct of committee business and for recording and posting the minutes of the meetings. The minutes shall be posted in a prominent location at the workplace for a period of two months.

The secretary is also responsible for:

- compiling the meeting agenda and distributing it to members prior to the meeting date;
- booking a meeting room;

- notifying members of the time and location of the next meeting;
- circulating the minutes of the previous meeting to each member;
- ensuring that all necessary documents, correspondence and information are available at the meetings;
- gathering information required by the committee;
- ensuring that a copy of the minutes and the monthly activity report are forwarded to:
 - The Regional Manager responsible for Safety and Health;
 - The Corporate Manager, Environment, Safety and Health;
 - The affiliated Safety and Health Representatives - for posting at their workplace;
 - The offices of the respective bargaining agents.

Other Roles and Responsibilities

Members of the committee may be assigned specific duties relating to committee responsibilities, i.e., participating in safety and health investigations; handling employee complaints; monitoring safety and health programs, measures and procedures in the workplace; assisting with refusal to work cases and establishing and promoting safety and health education programs for employees. The training requirements associated with particular duties shall be considered prior to assignment.

• Workplace Committee Reports

Activity Reports

1. Monthly Activity Reports

The Committee chairpersons shall submit a Monthly Activity Report (See Annex A, Appendix 2), to the office of the Regional Manager responsible for Safety and Health.

NOTE: Sections and items of this form should only be completed when there is information to report. Those sections or items for which there is a nil report should be left blank.

2. Annual Activity Reports

The committee chairpersons shall, no later than March 1 of each year, submit a report of the Safety and Health Committee Activities during the 12-month period ending December 31, of the preceding year. Committee activities are reported by completing the Human Resources Development Canada form, Lab 499, Safety and Health Committee Report.

NOTE: It is important that all sections and items of the form be completed. For those sections or items that are not applicable, N/A shall be printed in the appropriate space. This will indicate that the section or item was addressed, and that there was no activity or information to report.

This report shall be signed by both co-chairpersons.

The original of this report shall be distributed as follows:

The original report shall be forwarded to the local/district office of Human Resources Development Canada.

Copies of the report shall be forwarded to the Regional Manager responsible for Safety and Health and the Corporate Manager, Environment, Safety and Health.

The Regional Manager responsible for Safety and Health shall review the report and inform the Corporate Manager, Environment, Safety and Health of any errors or omissions.

The Corporate Manager, Environment, Safety and Health shall ensure that information relating to errors and omissions is forwarded to Human Resources Development Canada.

A copy of this report shall be posted for a period of two months, at the workplace, alongside committee minutes

3. Minutes of Committee Meetings

Copies of all minutes of Workplace Safety and Health Committee meetings shall be forwarded to the office of the Regional Manager responsible for Safety and Health, the office of the Corporate Manager, Environment, Safety and Health and to the appropriate Union Representatives.



Annex A - Appendix 1 - Notice of Appointment - Safety and Health Committee Member/Representative



Click here to view the Adobe Acrobat (also known as PDF) version of the Form PWGSC-TPSGC 2665.



Annex A - Appendix 2 - Monthly Activity Report



Click here to view the Adobe Acrobat (also known as PDF) version of the Form PWGSC-TPSGC 2.



Annex A - Appendix 3 - Safety Education and Training for Committee Members and Representatives

Training courses available to committee members and representatives are as follows:

- Accident Investigation, Reporting and Recording
- Asbestos Abatement
- Confined Space Entry
- Electrical Safety
- Fire Safety
- First Aid/CPR
- Job Safety Analysis
- Personal Protective Equipment
- Vehicle Safety - Operation
- W.H.M.I.S. Compliance
- Other (Dangerous Substances; Emergency Response; Ergonomics; Hazard Awareness; Indoor Air Quality; Marine Safety; Noise Control)

Suggested Reading for Committee Members and Representatives

- *Accident Investigation and Reporting*, Labour Canada
- *Accident Prevention Manual for Industrial Operations*, National Safety Council, Chicago, Ill.
- *Planning for Safety*, Labour Canada
- *Safety and Health Committees*, Labour Canada
- *The Right to Refuse Dangerous Work*, Labour Canada



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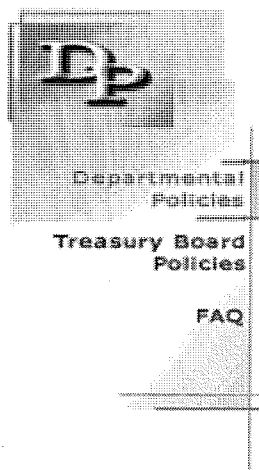
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DP 018

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HAZARDOUS OCCURRENCE INVESTIGATION, REPORTING AND RECORDING

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1. BACKGROUND

The requirement to investigate, report, and record each known hazardous occurrence is mandatory for government departments and agencies. Any accident, occupational illness or incident that occurs at a PWGSC managed building or worksite, or through the course of an employee's work that results in or has the potential to result in, injury to PWGSC employees, contractor's employees or

visiting public, damage to property or an escapement of hazardous material, is considered to be a hazardous occurrence.



2. SCOPE

This departmental policy and code of practice apply to all employees of Public Works and Government Services Canada and provide the information and procedures necessary to ensure departmental compliance with the investigation, reporting and recording requirements related to hazardous occurrences.



3. DEFINITIONS

See Annex A.



4. POLICY

Public Works and Government Services Canada shall, in accordance with applicable legislative requirements of the Canada Labour Code, Part II, and the Canada Occupational Safety and Health Regulations, Part XV, Hazardous Occurrence Investigation, Recording and Reporting, ensure that:

1. all hazardous occurrences are investigated, reported and recorded;
2. causes are determined;
3. corrective measures are promptly implemented.



5. EFFECTIVE DATE

Immediately.



6. ROLES AND RESPONSIBILITIES

See Annex B.



7. COMPLIANCE

Compliance with this departmental policy is mandatory and in accordance with all existing safety and health legislation. The refusal of an employee at any level to comply with this departmental policy or with the provisions of the prescribed codes,

standards, regulations, and/or departmental policies will be considered as misconduct.



8. GUIDELINES

Monitoring

1. Hazardous occurrence investigations, reports and records are reviewed on a quarterly basis by the network of Safety and Health Committees and Representatives and the Regional Managers responsible for Safety and Health.
2. These reviews ensure that all reported information is examined for accuracy and completeness, and that all requirements relating to corrective measures have been implemented. The quarterly review also ensures that all pertinent information has been forwarded, completely and accurately, to regional and departmental headquarters for input and analysis.
3. The Director, Environment, Safety and Health, prepares the annual departmental report on hazardous occurrences, as prescribed by Human Resources Development Canada. Information regarding the frequency and severity of occurrences, and trends within each region and throughout the department are identified and analyzed.
4. Where information indicates the necessity for the implementation of awareness campaigns with respect to certain occurrences, or changes to equipment or procedures, the Director will undertake corrective measures as required.



9. PROCEDURES

See Annex C - Code of Practice - Hazardous Occurrence Investigation, Reporting and Recording - PWGSC.



10. REFERENCES

Acts and Regulations:

- Canada Labour Code, Part II;
 - Canada Occupational Safety and Health Regulations, Part XV, Hazardous Occurrence Investigation, Recording and Reporting.

Treasury Board Publications:

- Procedures for accident investigation and reporting;
- A Guide to Accident Investigation;
- Risk Management Policy.

PWGSC Publications:

- DP 007 - Health and Safety Policy;
- DP 009 - Critical Incident Reporting Policy;
- DP 016 - First-Aid - PWGSC.

**11. INQUIRIES****Departmental:**

Director
Environment, Safety and Health

Regional:

Regional Managers responsible for Safety and Health



Original Signed by
R.A. Quail

R. A. Quail
Deputy Minister and
Deputy Receiver General for Canada



Annex A - Definitions

Department (ministère) means Public Works and Government Services Canada, (PWGSC).

District office (bureau de district) means the district office of Human Resources Development Canada that is closest to the workplace, and which is within the appropriate administrative region.

Employee (employé) means a person employed by the department.

Employer (employeur) means a supervisor who is responsible for the work of one or more employees at the workplace.

First-aid (premiers soins) means emergency primary treatment or care that conforms with the recommended practice of the St. John Ambulance or the Canadian Red Cross Associations, and that is provided by the department in response to an injury or illness of an employee arising out of, or in the course of employment.

Hazardous occurrence (situation comportant des risques) means an event occurring at a PWGSC managed building or worksite, or through the course of an employee's work that results in, or has the potential to result in, a fatality, injury, property damage or an escapement of a hazardous material. Types of hazardous occurrences include:

1. **Critical incident** (incident critique) means an unexpected event resulting in serious injury to persons, disruption of essential services or damage to equipment, material or the environment, which requires immediate action. Examples are given in DP 009.
2. **Disabling injury** (blessure invalidante) means an employment injury or occupational illness, experienced by an employee, that: a) Prevents an employee from reporting for work, or from effectively performing all duties connected with their regular work, on any day subsequent to the day on which the injury or illness occurred; b) Results in the loss of, or complete loss of use of, a body member or body part; c) Results in the permanent impairment of a body function.
3. **Minor injury** (blessure légère) means an employment injury or an occupational illness, which is not a disabling injury, nor a non-disabling injury, but for which first-aid treatment is required.
4. **Minor occurrence** (incident secondaire) means an accident that results in damage to property, or loss of material, the value of which is less than \$500.
5. **Near-miss** (alerte) means a hazardous occurrence that does not result in an injury, damage to property or the environment, but where the potential for injury or damage can be clearly demonstrated.
6. **Non-disabling injury** (blessure non-invalidante) means an employment injury or occupational illness that is not a disabling injury, but that requires professional medical treatment, and which results in lost time from work only on the day that the injury or illness occurs.

Manager in charge of worksite (gestionnaire responsable du lieu de travail) means the person to whom the supervisor reports directly.

Medical treatment (traitement médical) means professional medical care provided by a physician or nurse.

Qualified investigator (enquêteur qualifié) means a person who has the appropriate training required to perform hazardous occurrence investigations, coupled with the required degree of knowledge of the worksite and of the safe work procedures required for activities performed at the site.

Safety officer (agent de sécurité) means a person designated as a Safety Officer by the Minister of Human Resources Development, pursuant to the *Canada Labour Code, Part II*.

Senior employer representative (représentant supérieur de l'employeur) means the individual with the delegated authority to make and carry out decisions of an operational nature, on behalf of the department, for the workplace.

Supervisor (superviseur) means the person at the workplace to whom the employee(s) report(s) directly.

Workplace (lieu de travail) means any place where an employee is engaged in work for the department.



Annex B - Roles and Responsibilities

1. **Branch/Agency Heads** are accountable for the implementation of this departmental policy within their areas of responsibility. This accountability for the Safety and Health Function is further referenced in the Accountability Framework, *DP 007, Annex A - Accountability Framework for the Health and Safety Function*.
2. **Senior Employer Representatives** are responsible for ensuring that all workplaces within their area of responsibility implement the requirements of this departmental policy and code of practice.
3. **Director, Environment, Safety and Health** is responsible for:
 1. developing, implementing and maintaining a comprehensive system for the investigation, reporting and recording of hazardous occurrences;

2. developing, implementing and maintaining standard procedures for the collection and maintenance of information relating to hazardous occurrences;
3. implementing and maintaining an information system to meet internal and external departmental reporting requirements and providing information for analysis and review;
4. developing and implementing employee training modules for the various requirements associated with hazardous occurrences;
5. preparing the annual report of departmental hazardous occurrences, as required by Human Resources Development Canada;
6. providing guidance on various aspects of the internal and external communication and reporting requirements for departmental investigations, reports and records;
7. providing advice on obtaining qualified technical advisors and specialists for particular investigative purposes;
8. identifying inadequacies or inconsistencies with current legislation and regulations that hinder the implementation of comprehensive policy and procedures;
9. reporting inadequacies or inconsistencies with current legislation and regulations to the specific regulatory body and to the Treasury Board.

4.

Regional Managers responsible for Safety and Health are responsible for:

1. providing advice and guidance on investigation requirements and reporting processes;
2. ensuring that all required internal and external notification and reporting is made within the required time-frames;
3. determining the requirements of investigations, based on the severity of the occurrence, and the necessity for additional resources;
4. assisting, as required, in the appointment of qualified individuals to undertake investigations;

5. ensuring that, when required, assistance from technical advisors or specialists is obtained;
6. examining all Hazardous Occurrence Investigation Reports and Workers' Compensation Board forms for completeness and accuracy;
7. providing any additional information and/or comments and signing each investigation report in the appropriate section of the form;
8. forwarding all required reports to Human Resources Development Canada and the Workers' Compensation Board and distributing reports within the department as required;
9. ensuring that all pertinent information regarding each hazardous occurrence is forwarded to the office of the Director, Environment, Safety and Health, for entry into the Information System;
10. monitoring occurrences and investigation reports to ensure that corrective measures are implemented within the appropriate time-frames.

5.

Workplace Safety and Health Committees and Representatives are responsible for:

1. participating in the investigation of hazardous occurrences, according to the established terms of reference for the committee;
2. ensuring that required support is provided to Safety Officers and other investigators;
3. ensuring that any additional information and/or comments pertinent to the investigation are provided in the report;
4. ensuring the report is signed by the appropriate committee member;
5. undertaking follow-up measures to ensure that corrective action identified through investigation reports has been implemented within specified time-frames;
6. inspecting the Hazardous Occurrence Record forms at three month intervals, to verify proper maintenance, and

to ensure that all information required for the departmental records has been forwarded to regional headquarters.

6.

Managers in Charge of Worksite, upon being informed of a hazardous occurrence, are responsible for:

1. ensuring that emergency/medical assistance has been provided to the injured employee;
2. ensuring that the Regional Manager responsible for Safety and Health is informed, as soon as possible, upon receipt of information concerning an occurrence;
3. consulting with the Manager responsible for Safety and Health regarding the selection of an appropriate investigator, and/or the necessity for technical advisors or specialists;
4. appointing a qualified individual to undertake the investigation;
5. advising the Workplace Safety and Health Committee or Representative, as soon as possible, of the occurrence and who has been chosen to investigate;
6. ensuring that all reasonable assistance is provided to the investigator, or the investigating team;
7. ensuring that all reports and forms are accurately completed and distributed to the Regional Manager responsible for Safety and Health and the Workplace Safety and Health Committee or Representative;
8. monitoring occurrences to ensure that corrective measures have been implemented within the necessary time-frames as per the requirements of investigation reports;
9. ensuring that all minor occurrences or near-misses are recorded, and that complete records are maintained at the workplace.

7.

Investigators are responsible for:

1. consulting, when necessary, with the Regional Manager responsible for Safety and Health, regarding the requirements of the investigation;

2. investigating only those occurrences for which they possess the necessary qualifications;
3. undertaking a thorough investigation of the occurrence and determining the cause(s);
4. determining the corrective measures to be implemented and the time-frame in which these measures are to be in place;
5. completing the appropriate sections of the Hazardous Occurrence Investigation Report and including all relevant information.

8.

Supervisors are responsible for:

1. ensuring that prompt medical attention (including first-aid) is provided to an injured employee;
2. ensuring that employees and other individuals granted access to the site of the occurrence are protected from any associated hazards;
3. informing the office of the Manager responsible for Safety and Health and the Manager in Charge of the Worksite, as soon as possible, of the occurrence;
4. ensuring that investigators are provided easy access to the facility;
5. informing witnesses of their responsibility to provide information regarding the occurrence;
6. ensuring that, for an occurrence resulting in a fatality or serious injury, no person, unless authorized to do so by a Safety Officer, removes or in any way interferes with, or disturbs a wreckage, article or item related to the incident, except to the extent necessary to: 1) save a life, prevent injury, or relieve human suffering; 2) maintain an essential public service; 3) prevent unnecessary damage or loss of property;
7. completing a Workers' Compensation Employers' Report Form for non-disabling and disabling injuries and forwarding report to the Regional Manager responsible for Safety and Health;

8. ensuring that corrective measures are implemented within the necessary time-frames, as per the requirements of the investigation report;
9. recording minor occurrences and near-misses using the Hazardous Occurrence Record designed for this purpose, and properly maintaining these records.

9.

Employees are responsible for:

1. reporting to the employer, without delay, any accident or occurrence that caused, or had the potential to have caused, injury to themselves, injury to another person, property damage, material loss or escapement of a hazardous material;
2. cooperating with the investigator or investigating team and providing all known information relating to the occurrence.



Annex C - Code of Practice - Hazardous Occurrence - Investigation, Reporting and Recording - PWGSC

1.

Immediate Requirements in the Event of a Hazardous Occurrence

Employees shall report an occurrence to their immediate supervisor without delay.

The Supervisor shall ensure that appropriate action is taken as follows, depending on the nature and severity of the occurrence:

1. Emergency services and prompt medical treatment and transportation are provided;
2. Employees and other individuals granted access to the worksite are protected from any hazards associated with the occurrence;
3. The office of the Regional Manager responsible for Safety and Health and the Manager in Charge of Worksite are informed of the occurrence. (See Item 2. - Communication)

of a Hazardous Occurrence for details regarding notification requirements for the type of occurrence.)

NOTE: Critical Incidents

In the event of a critical incident employees shall follow the "Immediate Actions", described in DP 009 - Critical Incident Reporting Policy - Roles and Responsibilities. Requirements for the communication and notification of a critical incident must be implemented immediately.

When a critical incident has occurred and immediate requirements have been addressed, the incident shall be reported through the departmental reporting process described herein.

Minor Injuries

The First-Aid Attendant shall treat each minor injury and record the information relating to the occurrence as indicated in DP 016, Annex A - Code of Practice.

Minor Occurrences/Near-Misses

The Supervisor shall ensure that each minor occurrence or near-miss is investigated, and shall record all pertinent information using the Hazardous Occurrence Record. (See Appendix 1 - Hazardous Occurrence Record - Minor Occurrences/Near-Misses).

2.

Communication of a Hazardous Occurrence

The Supervisor, upon being notified of a hazardous occurrence, shall inform the office of the Regional Manager responsible for Safety and Health and the Manager in Charge of Worksite, immediately, if known, facts include:

1. a non-disabling or a disabling injury;
2. accidents resulting in property or environmental damage estimated to be \$500 or more. (See Reporting Initial Details of a Non-Disabling or Disabling Injury and Reporting Initial Details of Property or Environmental Damage.)

Worker's Compensation Employer's Report Form

NOTE: A non-disabling or disabling injury must be communicated promptly due to the reporting requirements of the Workers' Compensation Board. It is necessary for the

Supervisor to complete a Worker's Compensation Employer's Report Form. This form, if not available at the worksite, or through the local departmental office of the Human Resources Branch, can be obtained by contacting the office of the Regional Manager responsible for Safety and Health.

The Supervisor shall also report all injuries, minor occurrences and near-misses, as soon as possible, to the Workplace Safety and Health Committee or Representative.

Non-disabling or Disabling Injuries/Property or Environmental Damage

The Manager in Charge of Worksite, upon being notified of a hazardous occurrence resulting in the need for professional medical treatment, or resulting in property or environmental damage, shall ensure that the office of the Regional Manager responsible for Safety and Health is notified within 48 hours. (See Reporting Initial Details of a Non-Disabling or Disabling Injury, or Reporting Initial Details of Property or Environmental Damage. These items provide information regarding the requirements in communicating the initial details of the occurrence.)

Reporting Initial Details of a Non-Disabling or Disabling Injury

The following details shall be provided when communicating to the office of the Regional Manager responsible for Safety and Health, the notice of a hazardous occurrence resulting in a non-disabling or disabling injury:

- Date of Occurrence;
- Name of Employee;
- Classification/Occupation;
- District;
- Location of Occurrence;
- Nature of Injury or Illness;
- Indicate if occurrence will result in absence from work;
- Name of Attending Doctor (or Medical Assistant);
- Hospital or Clinic;
- Name of Reporting Supervisor;
- Telephone Number of Reporting Supervisor.

Reporting Initial Details of Property or Environmental Damage

The following details shall be provided when communicating to the office of the Regional Manager responsible for Safety and

Health, the notice of a hazardous occurrence involving property or environmental damage.

- Date of Occurrence;
- Location of Occurrence;
- Nature of Occurrence;
- Name of Reporting Supervisor;
- Telephone Number of Reporting Supervisor.

Communication of initial details of occurrences involving Non-Disabling/Disabling Injuries, Property or Environmental Damage shall be made by telephone, facsimile or e-mail.

NOTE: When a hazardous occurrence involves absence from work beyond the day of the injury, the Supervisor shall immediately report the date of the employee's return to work to the Office of the Regional Manager responsible for Safety and Health.

In the event of a Critical Incident, the Regional Manager responsible for Safety and Health shall, as soon as possible and no later than 24 hours upon being notified of the occurrence, inform the Director, Environment, Safety and Health and the appropriate Regional Office of Human Resources Development Canada.

3.

The Investigation Process

The investigation process shall be undertaken for each hazardous occurrence, in order to determine the cause(s) and to identify corrective action required to prevent a recurrence. Each hazardous occurrence shall be investigated by a qualified investigator. The nature and severity of the occurrence shall determine the extent of the investigation and the qualifications required.

Investigators shall possess the recognized training required to undertake a thorough investigation. Qualifications required by the Investigator shall depend on the severity of the occurrence. In addition, requirements relating to knowledge of the work and of the appropriate procedures related to the workplace shall be considered prior to appointment of an Investigator.

The Manager in Charge of Worksite shall consult the Regional Manager responsible for Safety and Health regarding any concerns relating to the qualifications necessary to properly investigate a particular occurrence.

Depending on the nature and/or severity of the occurrence, the Regional Manager responsible for Safety and Health may establish an investigating team. The team shall include the Manager in Charge of the Worksite and/or the Supervisor, a Safety and Health Committee Member or Representative, the Investigator and the Regional Manager responsible for Safety and Health. If required, the team may also include technical advisors and specialists, as well as additional members of the Regional Safety and Health Committee.

The Regional Manager responsible for Safety and Health shall, when it is deemed necessary, request the involvement of Human Resources Development Canada and/or Health Canada representatives.

Accident Reports - Provincial Authorities

Accident reports resulting from investigations of fires, electrical accidents, boilers/pressure vessels, gas explosions, elevator accidents, and similar occurrences that are undertaken by provincial authorities shall accompany any departmental investigation reports related to the hazardous occurrence.

Accident reports resulting from a police investigation of an accident involving a motor vehicle on a public road, shall accompany any departmental investigation reports related to the hazardous occurrence.

NOTE: These reports are required as part of the reporting and recording process, and shall be attached to the Hazardous Occurrence Investigation Report. (See Item 4. - Reporting and Recording.)

Minor Injuries/Minor Occurrences/Near-Misses

Investigations of minor injuries, occurrences and near-misses shall be carried out by the Supervisor, if qualified, and a member of the Workplace Safety and Health Committee or Representative.

Telework Arrangements

An employee working at home in a telework situation shall report a hazardous occurrence immediately to their Supervisor. The Supervisor shall inform the Manager in Charge of Worksite. The occurrence shall be investigated following consultation with the office of the Regional Manager responsible for Safety and Health.

Hazardous Occurrences Involving Individuals Other Than Employees

Investigation and reporting of a hazardous occurrence involving a contractor's employees or the visiting public shall be undertaken for all such occurrences. (As there is not an employer-employee relationship, there is no requirement to report to the Workers' Compensation Board or Human Resources Development Canada in these cases.)

The investigation and reporting shall be undertaken following departmental procedures. The Hazardous Occurrence Investigation Report shall be prepared and distributed. This information shall be utilized as part of the Security Management Information System. Recommendations shall be implemented and corrective action taken as required to prevent recurrence.

4.

Reporting and Recording

Reporting and recording requirements related to an occurrence are based on the nature of the occurrence.

Minor Injury

Minor injuries shall be recorded by the First-Aid Attendant. The date, time and location of the occurrence, employee name, brief description and cause of the injury shall be recorded. This information shall be maintained by the First-Aid Attendant, in the Standard First-Aid Treatment Record book. This information must be retained for 10 years following the occurrence.

Workplace Safety and Health Committees or Representatives shall review these records on a regular basis in order to determine if there are any trends related to minor injuries that may be due to hazardous conditions.

Minor Occurrences and Near-Misses

All minor occurrences and near-misses shall be recorded at the workplace by the Supervisor, using the Hazardous Occurrence Record Form. (See Appendix 1 for an example of this form, and instructions for completion.)

The Hazardous Occurrence Investigation Report

A Hazardous Occurrence Investigation Report (PWGSC-TPSGC 874) shall be completed for any occurrence that results in a non-disabling or disabling injury, property or environmental damage. The Hazardous Occurrence Investigation Report shall be forwarded to the Regional Manager responsible for Safety and Health, within 10 working days of the occurrence, or the

date that the occurrence was initially reported. (See Appendix 2 for an example of this report.)

The Workers' Compensation Employers' Report Form

A Workers' Compensation Employer's Report Form shall be completed by the Supervisor and forwarded within 48 hours for all occurrences involving non-disabling or disabling injuries. (See Item 2. - Communication of a Hazardous Occurrence.)

NOTE: Each Critical Incident shall be reported to the Safety Management Information System through the completion and submission of the Hazardous Occurrence Investigation Report Form (See Appendix 2).

Requirements for the communication and notification of a Critical Incident must be implemented immediately. (See DP 009 - Critical Incident Reporting Policy for additional information.)

Completion of the Hazardous Occurrence Investigation Report

The Manager in Charge of Worksite shall ensure that the investigation is undertaken and that the report is completed as follows:

The Investigator shall complete sections A to D of the Hazardous Occurrence Investigation Report in detail.

SECTION A. General Information

- Completed for occurrences involving employee injury. Includes information regarding the injured employee and the basic circumstances surrounding the occurrence. If applicable, estimated salary costs are also reported here, for replacement of the injured employee while absent from the workplace.

SECTION B. Investigation of Occurrence

- Provides a detailed and thorough description of the occurrence and the sequence of events leading to employee injury, property or environmental damage.

SECTION C. Property Damage

- Details the property or environmental damage and the estimated cost of repairs or environmental clean up.

SECTION D. Preventative Action

- Indicates preventative measures that have been taken since the occurrence.
- Provides recommendations for additional corrective action, if required, and the date by which this action must be implemented. Included is the name of the individual responsible for ensuring the implementation of corrective action.
- Includes the name, title and telephone number of the Investigator.

NOTE: In the case of hazardous occurrences investigated by Provincial Authorities, the accident reports shall be attached to the Hazardous Occurrence Investigation Report Form. The Manager in Charge of Worksite shall ensure that Section A of the form is completed by the Investigator, prior to implementing the Review and Sign Off Process. (See Accident Reports - Provincial Authorities for additional information.)

Review and Sign-Off Process for Completed Hazardous Occurrence Investigation Report

Manager in Charge of Worksite	Forwards the report to the Workplace Safety and Health Committee or Representative for comment and sign-off.
Workplace Safety and Health Committee or Representative	Provides comments, signs off without delay and returns to Manager in Charge of Worksite.
Manager in Charge of Worksite	Forwards the report to the office of the Regional Manager responsible for Safety and Health.
Regional Manager responsible for Safety and Health	Examines the report for completeness and accuracy, provides comments and signs off without delay.

Distribution of Completed Hazardous Occurrence Investigation Report

The office of the Regional Manager responsible for Safety and Health shall retain the original copy of the report and shall distribute the completed report as follows:

Copy Manager in Charge of Worksite

Copy Workplace Safety and Health Committee or Representative

The Manager in Charge of Worksite shall retain a copy of the completed report and distribute a copy of the report within 10 days of the occurrence, or the reported date, as follows:

Copy Investigator

Copy Injured Employee (If occurrence involved non-disabling or disabling injury)

The office of the Regional Manager responsible for Safety and Health shall forward, within 14 working days of the hazardous occurrence, or the reported date of the occurrence, the original report to the appropriate Regional Office of Human Resources Development and a copy of the report to the Director, Environment, Safety and Health.

NOTE: All records and reports related to a hazardous occurrence must be retained by the department for 10 years following the occurrence.

5.

Corrective Action and Follow-Up

The corrective action required and the time-frame for implementation of this action shall be determined through consultation with the Manager in Charge of Worksite, the Investigator and the Workplace Safety and Health Committee or Representative.

The time-frame required for implementation of corrective measures shall be based on the severity of the occurrence, the degree of injury or damage and the immediate possibility of recurrence.

Corrective action that has been identified as required by the Investigator, and indicated on the Hazardous Occurrence

Investigation Report, shall be implemented within the time-frame indicated.

The office of the Regional Manager Responsible for Safety and Health shall monitor the implementation of corrective measures to ensure that action is completed within the required time-frames.

The Workplace Safety and Health Committee or Representative shall follow-up on identified requirements to ensure that the corrective measures, as indicated by the Hazardous Occurrence Investigation Report, have been implemented within the time-frames indicated.



Annex C - Appendix 1 - Hazardous Occurrence Record - Minor Occurrences/Near-Misses



Click here to view the Adobe Acrobat (also known as PDF) version of the [Form PWGSC-TPSGC 99](#).

Instructions

The Hazardous Occurrence Record is used to register each minor occurrence or near-miss which is reported to the Supervisor. Information provided must be clearly written or printed.

- | | |
|--|--|
| 1. MINOR OCCURRENCE/
NEAR-MISS | The date and time when, and the location where the occurrence or near-miss took place. |
| 2. PROPERTY/ENVIRONMENTAL
DAMAGE | The estimated cost (must be less than \$500) of the property damage or environmental clean up. |
| 3. DESCRIPTION OF OCCURRENCE
AND CAUSE(S) | A brief explanation of the minor occurrence or near-miss, and the related cause(s). |
| 4. RECOMMENDATIONS FOR
CORRECTIVE ACTION | A brief explanation of the corrective action |

required to avoid recurrence and the date when action is to be implemented. (If no corrective action necessary provide reason).

5. CORRECTIVE MEASURES/
ACTION TAKEN

Indicate the corrective measures or action taken to avoid recurrence and the date that corrective measures were implemented.

EACH RECORDED ENTRY MUST BE MAINTAINED FOR TEN YEARS FOLLOWING THE HAZARDOUS OCCURRENCE.



Annex C - Appendix 2 - Hazardous Occurrence Investigation Report



Click here to view the Adobe Acrobat (also known as PDF) version of the Form PWGSC-TPSGC 874.



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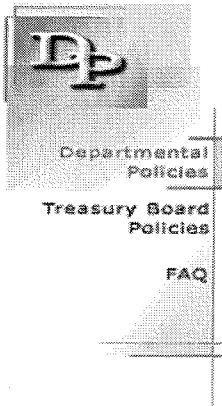
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DP 009

1996-12-04

CRITICAL INCIDENT REPORTING POLICY

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1. BACKGROUND

This policy is established to assist departmental employees at the site of a Critical Incident to:

1. contact appropriate departmental officials;
2. ensure compliance with the investigating and reporting requirements of central regulatory agencies;
3. be aware of actions to be taken during the early stages of an incident.



2. CANCELLATION

This departmental policy supersedes DM Directive 009 dated 24-03-95.



3. SCOPE

The guidelines apply to all employees of Public Works and Government Services Canada (PWGSC).



4. DEFINITIONS

Critical incident (événement critique) is an unexpected event resulting in injury to persons, damage to equipment, material or the environment, or the temporary disruption of essential services, and where immediate action is required. Examples are as follows:

1. an event resulting in death or serious injury to employees, client department personnel, contractors or the general public entering or occupying PWGSC facilities. This can include physically or psychologically traumatic events such as natural disasters, hostage takings, terrorism, rape, acts or threats of violence, accidents, suicides or homicides;
2. a fire or explosion causing equipment or property damage or threat to another property;
3. damage to a boiler or other pressure vessel resulting in fire or rupture of equipment;
4. the free fall of or damage to an elevating device rendering it unserviceable;
5. the uncontrolled release or spill of hazardous wastes or materials;
6. the implementation of rescue, revival or other similar emergency procedures;
7. a structural failure or collapse of a building, tower, crane, hoist, temporary construction support system or excavation; or
8. an electric shock, toxic or oxygen deficient atmosphere causing an employee to lose consciousness.

NOTE: When uncertain if an emergency is a Critical Incident, initiate the Critical Incident Reporting Plan ([Annex A](#) or [Annex B](#)).

Critical Incident Contact Levels (personnes-ressources - événements critiques)

- **First Level Contact** (personne-ressource de premier niveau) means the Manager in Charge of Worksite or the Supervisor;
- **Second Level Contact** (personne-ressource de deuxième niveau) means, in the Regions, the Regional Director or Agency Head of the Branch or Agency affected, in the National Capital Area, the Chief Operating Officer, or the Director General of the Branch or Agency affected;
- **Third Level Contact** (personne-ressource de troisième niveau) means, in the Regions, the Regional Director General, in the National Capital Area, the Assistant Deputy Minister or Chief Executive Officer of the Branch or Agency;

- **Fourth Level Contact** (personne-ressource de quatrième niveau) means the Assistant Deputy Minister, Real Property Services.

Department (ministère) means Public Works and Government Services Canada (PWGSC).

Employee (employé) means a person employed by the department.

First-aid (premiers soins) means emergency primary treatment or care that conforms with the recommended practice of the St. John Ambulance or the Canadian Red Cross Associations, and that is provided by the department in response to an injury or illness of an employee arising out of, or in the course of employment.

Manager in charge of worksite (gestionnaire responsable du lieu de travail) means the person to whom the supervisor reports directly.

Supervisor (superviseur) means the person at the workplace to whom the employee(s) report(s) directly.

Workplace (lieu de travail) means any place where an employee is engaged in work for the department.



5. POLICY

Public Works and Government Services Canada shall:

1. comply with the prescribed investigation, reporting and recording of critical incidents in all PWGSC facilities and operations;
2. report all incidents of a more serious nature immediately to the appropriate senior departmental officers.



6. EFFECTIVE DATE

Immediately.



7. ROLES AND RESPONSIBILITIES

1. The **Public Works and Government Services Canada Employee** at the site of a Critical Incident is responsible for:
 1. progressing through the notification levels **until an appropriate manager, director, director general, Branch Assistant Deputy Minister or the Assistant Deputy Minister, Real Property Services is contacted and assumes control**, regardless of the time of day (Annex A or Annex B);

IMMEDIATE ACTIONS

2. contacting emergency services as required (ambulance, fire department, police, environment) (Annex C or Annex D);

3. initiating urgently required corrective action appropriate to the incident (protect life, first-aid treatment, minimize property damage, etc.);
4. contacting the Regional Manager responsible for Safety and Health;
5. ensuring that evidence on the site is not disturbed until investigations have been completed;
6. cooperating with officials authorized to investigate the incident.

SUBSEQUENT ACTIONS

7. advising persistent news media personnel at site of emergency that: "A statement will be issued by the Department as soon as the facts have been determined. Until then, there is no information available."

2. The First Level Contact is responsible for:

1. being familiar with the contents of this policy;
2. ensuring that employees receive proper instructions on this policy;
3. ensuring that a copy of this policy, as well as a current list of emergency telephone numbers and notification levels are available to employees at each worksite;
4. obtaining and recording pertinent facts about the incident, including personal details on injured or dead persons involved;
5. ensuring that next of kin have been notified as outlined in Guidelines (Section 9.1);
6. advising Second Level Contact as required;
7. assisting employees on site to identify and implement the immediate and subsequent response to the incident;
8. ensuring that the Workplace Safety and Health Committee Representative and the Regional Manager responsible for Safety and Health have been notified.

3. The Second Level Contact is responsible for:

1. determining the necessary degree of response;
2. notifying the third level, the Regional Director General or the Assistant Deputy Minister or the Chief Executive Officer of the Branches or Agencies affected.

4. The Third Level Contact is responsible for:

1. notifying the Fourth Level Contact, Assistant Deputy Minister, Real Property Services;
2. consulting with Subject Area Specialists ([Annex E](#));
3. establishing a regional or branch Critical Incident Response Team if warranted.

5. The Fourth Level Contact is responsible for:

1. advising the Deputy Minister of the mishap;
2. consulting with Subject Area Specialists ([Annex E](#));
3. establishing a departmental Critical Incident Response Team, if warranted.

6. The **Corporate Manager, Environment, Safety and Health**, in the National Capital Area and the **Regional Manager responsible for Safety and Health** in regions, are responsible for:

1. contacting the National President(s) at headquarters and Regional Vice-President(s) in the Regions of the unions representing the employees involved;
2. providing guidance and advice to the Assistant Deputy Minister, Real Property Services in the National Capital Area and the Regional Director General in the regions;
3. initiating contact, through the appropriate program heads within central control/regulatory or other government departments and agencies in the National Capital Area and respectively in the regions, when involvement, cooperation/clarification and direction is required;
4. recommending corrective measures to prevent a reoccurrence of a similar incident.

7. The **Director General, Communications Branch**, in the National Capital Area and the **Regional Director, Communications**, in regions, are responsible for:

1. contacting news media and issuing official departmental releases;
2. providing assistance to Public Works and Government Services Canada employee on site in handling news media.



8. COMPLIANCE

Compliance with this departmental policy is mandatory and in accordance with all existing safety and health legislation. The refusal of an employee at any level to comply with this policy or with the provisions of the prescribed codes, standards, regulations, and/or departmental policies will be considered as misconduct.



9. GUIDELINES

1. Next of Kin Notification

The **First Level Contact** shall:

1. notify next of kin in the case of a serious accident along these lines: "A serious accident has occurred at the (location) and your (relationship) (full name) has been injured and taken to the (name) hospital at (location) for treatment. We will keep you informed of further details as they become available.";
2. ascertain if the next of kin requires assistance or transportation to join the injured, sick or deceased at the hospital, clinic or first aid treatment centre and provide such services at departmental expense;

3. ensure that the next of kin have been notified before releasing the names of seriously injured, deceased or other persons involved in the mishap;
4. ensure that notification is carried out in conjunction with the local police and medical authorities.

2. Accident Involving Contractor's Employees

The **First Level Contact** shall:

1. notify the contractor's office without delay;
2. report Critical Incidents involving contractor's employees at PWGSC worksites in the same manner as incidents involving PWGSC employees.



10. REFERENCES

Acts and Regulations:

- Canada Labour Code, Part II:
 - Canada Occupational Safety and Health Regulations, Part XV;
Hazardous Occurrence Investigation, Reporting and Recording.

Treasury Board Publication:

- Risk Management Policy.



11. INQUIRIES

National Capital Area:

Corporate Manager
Environment, Safety and Health

Regions:

Regional Manager responsible for Safety and Health

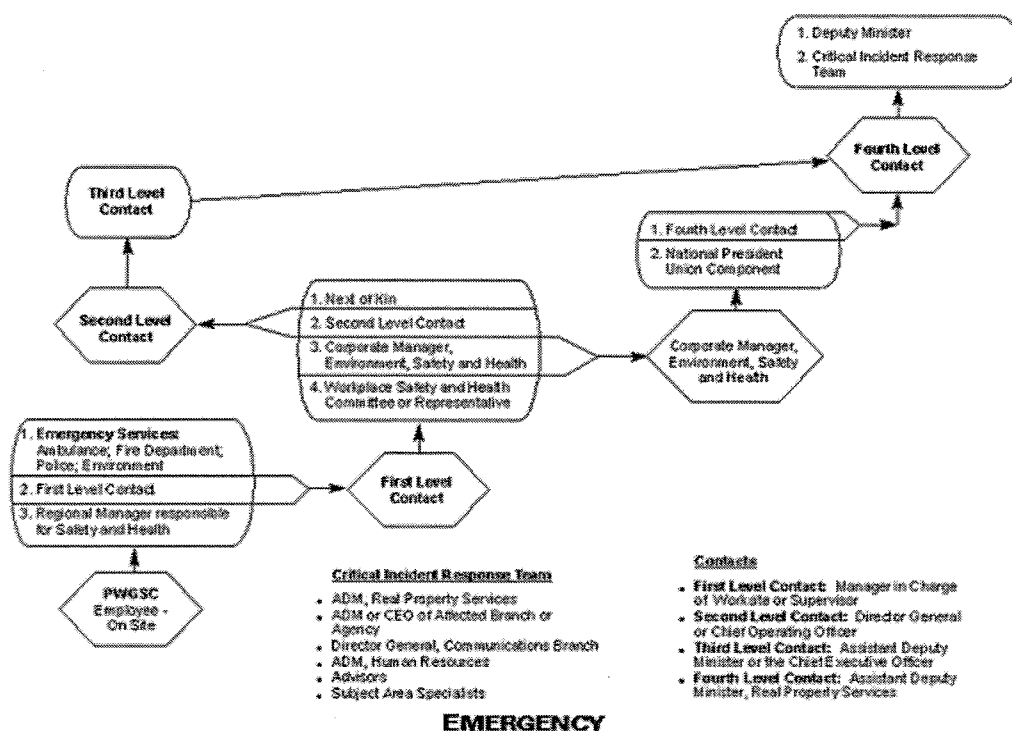


Original Signed by
R.A. Quail

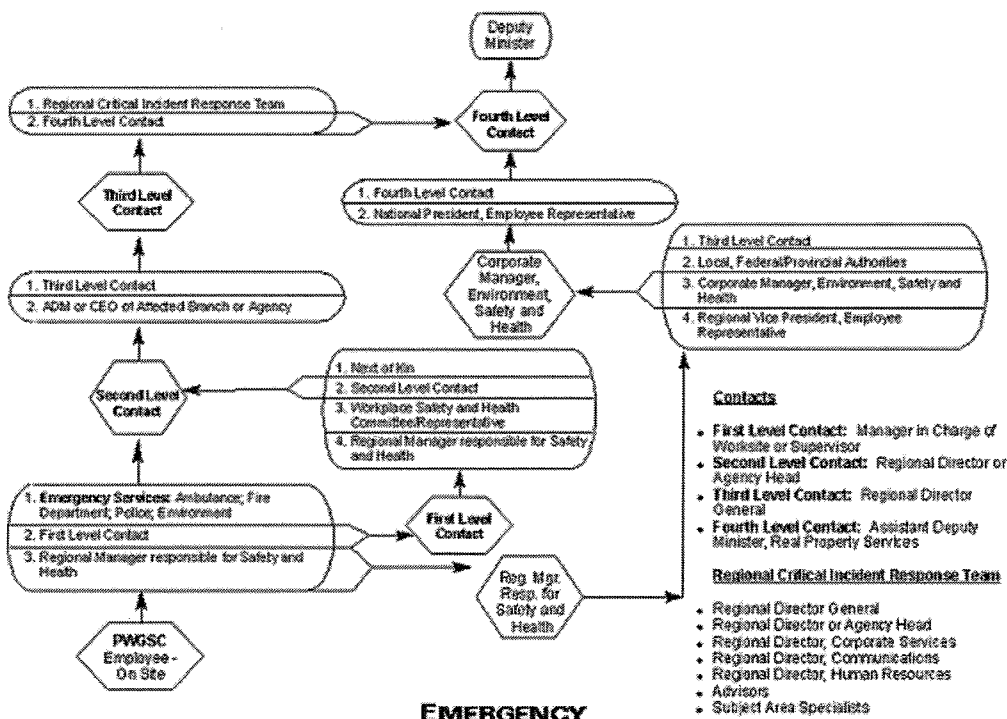
R. A. Quail
Deputy Minister and
Deputy Receiver General for Canada



Annex A - Critical Incident Reporting Notification Chart - National Capital Area



Annex B - Critical Incident Reporting Notification Chart - Regions



Annex C - Emergency Services (National Capital Area)

Click here to view the Adobe Acrobat (also known as PDF) version of the Form PWGSC-TPSGC 2816.

**Annex D - Emergency Services (Regions)**

Click here to view the Adobe Acrobat (also known as PDF) version of the Form PWGSC-TPSGC 2816-1.

**Annex E - Model Critical Incident Response Team**

Responsibility	Regions	Headquarters
Coordinator	Regional Director General	Assistant Deputy Minister, Real Property Services
Assistant Coordinator	Regional Director, Corporate Services	Director, Corporate Health and Safety, Security and Preparedness
Advisors	Regional Directors of Branches or Agencies Affected	Assistant Deputy Ministers of Branches Affected
	Regional Director, Human Resources Branch	Assistant Deputy Minister, Human Resources Branch
	Regional Manager responsible for Safety and Health	Corporate Manager, Environment, Safety and Health
	Regional Director, Communications	Director General, Communications Branch
Resource Services	Subject Area Specialists	Subject Area Specialists
	Legal Services	Legal Services
	Corporate Security	Corporate Security
	Public Rights	Public Rights
	Employee Assistance	Employee Assistance
	Staff Relations	Staff Relations
	Technical Experts	Technical Experts
	Environmental Services	Environmental Services

Emergency Preparedness

Emergency Preparedness



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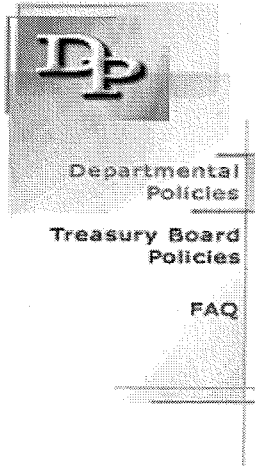
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DP 007 2007-12-19 HEALTH AND SAFETY POLICY

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Annex - Accountability Framework for the Health and Safety Function

1. BACKGROUND

This departmental policy (DP) is based on the following principles and requires an effective organization with the belief that:

1. health and safety is the responsibility of all employees;
2. every effort shall be made to prevent all accidents;
3. hazardous conditions shall be identified and corrected;
4. a network of health and safety committees and representatives shall be fundamental to the implementation of this DP;

5. health and safety policies, procedures and guidelines shall be established by management, in cooperation with the unions;
6. management at all levels shall be held accountable for the health and safety performance of their organization and the safety, health and well-being of their employees;
7. employees shall be trained in health and safety matters relative to their occupational needs and shall be provided with the proper equipment and procedures. Employees shall in turn be responsible for complying and working in a manner which safeguards themselves and their co-workers.



2. PURPOSE

To ensure that the health and safety at work of every person employed by the Department and every person allowed access to every workplace controlled by the Department is protected.



3. POLICY

Public Works and Government Services Canada shall:

1. ensure that the health and safety of every employee is protected in every workplace controlled by the Department as well as every activity carried out by employees in workplaces not controlled by the Department;
2. provide for the safety and well-being of clients, the public, and the protection of the environment in all its operations.



4. SCOPE

This DP is established for the prevention of all accidents, occupational illnesses, and incidents involving PWGSC employees and persons using properties controlled by PWGSC and/or properties associated with any departmental activity. The health and safety program includes, but is not limited to, the following elements:

1. occupational health and safety;
2. construction occupational health and safety, marine safety and public safety;
3. fire prevention and fire protection;
4. workers compensation claims and return to work programs;
5. protection of human life, health and the environment;
6. safety of vehicles and vessels, including those privately owned and leased when used on PWGSC business;

7. loss of or damage to equipment, material, facilities or the disruption of operations in buildings and facilities owned, used or leased by and under the control of the Department.



5. DEFINITIONS

Bargaining agent (*agent négociateur*) means a union that is designated as the representative of all employees in a bargaining unit and that is certified by the Public Service Staff Relations Board as a bargaining agent.

Department (*ministère*) means Public Works and Government Services Canada.

Departmental Safety Advisor (*Conseiller ministériel en matière de sécurité*) who is the Director, Corporate Environment, Health and Safety, is the occupational health and safety subject matter expert in the Department who provides advice so that unknowing contravention of any legislation or best practices can be avoided.

Employee (*employé*) includes managers, indeterminate and term employees as well as seasonal and casual employees.

Hazardous condition (*condition dangereuse*) means any workplace activity which creates an unsafe physical state.

Manager/supervisor (*gestionnaire /superviseur*) means the person at the workplace to whom the employee(s) report(s) directly.

National Health and Safety Policy Committee (*Comité national en matière de santé et de sécurité*) means a committee co-chaired by the Deputy Minister (or his designate) and the president of a participating component of the collective bargaining agents with representation at the Deputy Minister level and elected officials of the bargaining agents.

Workplace (*lieu de travail*) means any place where an employee is engaged in work for the Department.



6. ROLES AND RESPONSIBILITIES

As outlined in the Annex - Accountability Framework for the Health and Safety Function.



7. COMPLIANCE

Compliance with this DP is mandatory and in accordance with all existing health and safety legislation. The refusal of an employee at any level to comply with this policy or with the provisions of the prescribed codes, standards, regulations, and/or directives will be considered as misconduct.



8. GUIDELINES

1. Promotion

Health and safety awareness campaigns will be offered to employees as an effective means to reduce losses, workplace injuries and occupational illnesses.

2. Monitoring

The overall effectiveness of the health and safety activities of this DP will be demonstrated through the reduction of accidents and hazardous occurrences and, on an individual basis for managers and supervisors, through the performance appraisal system.

3. Coordination

A network of health and safety committees and representatives at the national, regional and local levels shall play an integral role within the Department. Health and safety committees at each level shall consist of equal representation between the unions and management and shall appoint a representative from both management and the union to act as co-chairs at alternate meetings. Meetings shall be held on a quarterly basis at the national and regional levels and there shall be a minimum of 9 "monthly" meetings per year at the workplace level. Committees shall be actively supported by health and safety advisors and provided with other specialized support services as requested.



9. PROCEDURES

Detailed procedures and allocation of specific responsibilities for the employer (PWGSC), employee, custodian, service agent, health and safety committees and representatives are promulgated through applicable DPs.



10. REFERENCES

Acts and Regulations:

- Canada Labour Code, Part II:
 - Canada Occupational Health and Safety Regulations;
 - Marine Occupational Safety and Health Regulations;
- Canadian Environmental Protection Act and Regulations;
- Criminal Code of Canada;
- National Building Code of Canada;
- National Fire Code of Canada;
- Transportation of Dangerous Goods Act;
- Transportation of Dangerous Goods Regulations.

Treasury Board Publications:

- Occupational Safety and Health - Policies and Publications.

**11. CANCELLATION**

This departmental policy replaces DP 007 dated 2004-06-11.

**12. INQUIRIES****Headquarters**

Director, Corporate Environment, Health and Safety.
819-956-6961

Regions

Regional Manager responsible for Environment, Health and Safety.



Original Signed by
François Guimont

François Guimont
Deputy Minister and
Deputy Receiver General for Canada



**Annex - Accountability Framework for the Health and Safety
Function** 

1. The **Deputy Minister** is accountable for the following:
 1. ensuring that the health and safety of every employee is protected in every workplace controlled by the Department as well as every activity carried out by employees in workplaces not controlled by the Department;
 2. ensuring the effectiveness and administration of this departmental policy (DP);
 3. issuing health and safety DPs;
 4. designating an Assistant Deputy Minister to carry out the following tasks:
 1. coordinating and communicating all aspects of the departmental health, safety and environmental protection programs;
 2. developing corporate health and safety policies, directives, procedures and guidelines in consultation with Regional Directors General, Branch Directors General, Regional Managers responsible for environment, health and safety, central agencies and the network of health and safety committees and representatives;
 3. reporting on health and safety, and environmental protection issues;
 4. ensuring that a properly structured health and safety organization and network of health and safety committees and representatives are established and maintained to implement and deliver the program requirements;
 5. exercising authority over departmental health, safety and environmental protection matters, and all personnel assigned to carry out this function;
 6. establishing and maintaining liaison and communicating on all health and safety related matters with central agencies, other government departments, and provincial/territorial/municipal authorities;
 7. administering the departmental hazardous occurrence investigations, reporting and recording systems;
 8. providing health and safety education and training programs to PWGSC employees and performing the function of the single authority for all health and safety education and training initiatives;
 9. conducting periodic evaluations, and reporting on the state of effectiveness of departmental operations and services with regard to health and safety;
 10. administering accident/injury compensation claims and coordinating the departmental case management program.



2. **Branch/Agency Heads and Regional Directors General** are responsible for the following:
 1. ensuring that the prescribed health and safety requirements form an integral part of the management control framework of their branch and organizational units;
 2. actively supporting the network of health and safety committees and representatives;
 3. ensuring that safe work practices and procedures are developed in all organizational units, with special emphasis on the operating facilities and services unique to a branch or agency;
 4. providing specialized support and operational expertise on health and safety matters to other branches;
 5. ensuring branch/agency training plans include health and safety education and training requirements;
 6. assisting in the periodic evaluation of the effectiveness of the health and safety program activities.



3. **The Director General, Corporate Services, Corporate Services, Policy and Communications Branch, CSPCB**, is responsible for the following:
 1. developing and implementing an effective accountability and governance framework for the health and safety function;
 2. ensuring that a properly structured health and safety organization and network of health and safety committees and representatives are established and maintained to implement and deliver the program requirements;
 3. providing advice to the Minister, Deputy Minister, Associate Deputy Minister and Assistant Deputy Ministers on environment, health and safety issues.



4. **The Director, Corporate Environment, Health and Safety, CSPCB**, is the **departmental safety advisor**, and is responsible for the following:
 1. providing functional guidance and direction to Regional Managers responsible for health and safety and other

- Branch/Agency personnel assigned to a health and safety management or administrative role;
2. planning, developing and coordinating departmental health and safety activities;
 3. preparing an annual report on the overall health and safety performance of the Department and recommending corrective measures for the reduction of accidents and incidents;
 4. reporting on all health and safety issues of a significant, critical or urgent nature directly to the Assistant Deputy Minister, CSPCB;
 5. entering workplaces (or designating the Regional Managers responsible for health and safety) to carry out inspections, investigations and evaluations and to report on the state of compliance with health and safety legislation, policies and procedures;
 6. ensuring the effectiveness of branch/regional health and safety activities and the provision and quality of health and safety training programs;
 7. ensuring that systems are established to monitor, record, report and evaluate health and safety activities on a continuous basis.



5. **Regional Directors, Corporate Services, Strategic Management and Communications**, are responsible for the following:

1. developing the regional health and safety governance framework;
2. implementing a health and safety program in the Region.



6. **Regional Managers, Health and Safety, Security and Emergency Preparedness** are responsible for the following:

1. advising senior management, managers, supervisors and employees about the legislative health and safety requirements pertaining to departmental operations;
2. assisting management at all levels to fulfill their roles and responsibilities as prescribed in the applicable acts, regulations, policies, codes, standards and procedures;
3. establishing, promoting and maintaining an effective departmental accident/injury prevention program;
4. recommending measures for improving health and safety performance;

5. providing a focal point for coordination, consultation and communication with employee representatives, other government departments and agencies;
6. participating in the development, promulgation and implementation of corporate health and safety DPs, protocols, guidelines and procedures;
7. ensuring prompt investigations, reporting and recording of hazardous occurrences, and the implementation of corrective measures;
8. coordinating the identification of departmental health and safety training requirements, the delivery of health and safety training requirements, and the delivery of health and safety education and training courses;
9. providing advice, guidance and functional direction to other PWGSC regional personnel designated to carry out a health and safety management function or administrative role;
10. monitoring workplaces and sites for compliance to health and safety legislation, codes, standards, policies, and regulations;
11. evaluating and reporting on the state of effectiveness of regional operations and services with regard to health and safety;
12. reporting directly to the Regional Director General on all health and safety issues of a significant or critical nature.

NOTE: In the NCA, the Area Manager, Corporate Environment, Health and Safety shall carry out the above duties and shall report to the Director, Corporate Environment, Health and Safety.



7. Regional Directors and Sector Heads in the National Capital Area (NCA) are responsible for the following:

1. implementing health and safety requirements in their organizational units;
2. coordinating, administering, and ensuring the effectiveness of health and safety program activities unique to the requirements of their organizational units;
3. actively participating in the network of health and safety committees and representatives;
4. ensuring that directors perform the roles and responsibilities of their respective organizations as specified in legislation, DPs and collective agreements;
5. ensuring the delivery of employee health and safety education and training requirements;

6. ensuring that prescribed workplace health and safety surveys, tests and inspections are carried out by qualified persons;
7. actively participating in the identification, development and implementation of departmental, branch and regional health and safety policies, directives, guidelines, codes of practice and procedures.



8. **Managers and Supervisors** throughout the Department are responsible for the following:

1. ensuring the implementation of the DPs, procedures and guidelines on health and safety;
2. ensuring that employees are trained in accordance with the health and safety requirements relative to their occupational and operational needs;
3. providing advice, information and active support to the health and safety activities of the Department as required;
4. identifying and correcting unsafe work conditions including mechanical defects and malfunctions;
5. allocating the financial and human resources to health and safety initiatives in their workplace as required;
6. ensuring compliance to the hazardous occurrence reporting system.

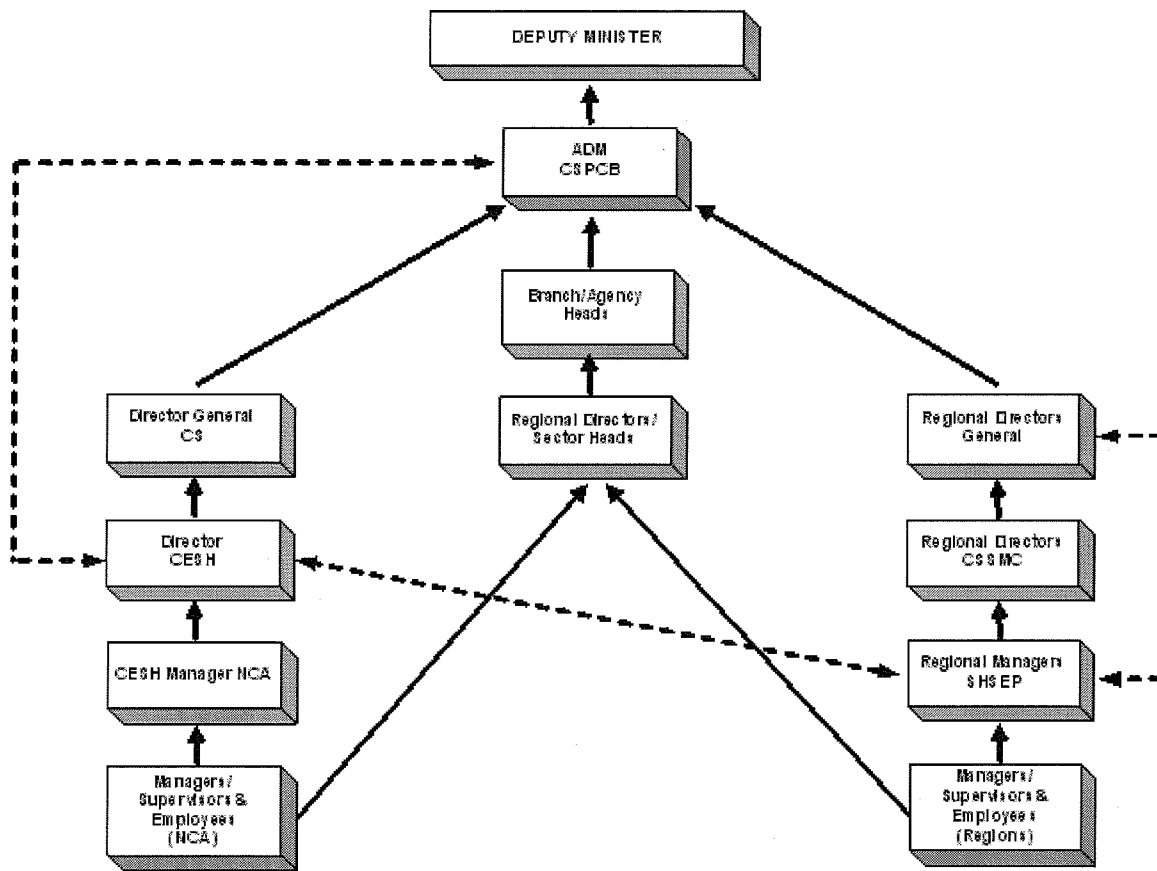


9. **Employees** are responsible for the following:

1. familiarizing themselves with and adhering to the relevant health and safety and environmental protection legislation, standards, practices, procedures, and DPs;
2. utilizing the proper personal protective equipment, clothing and devices provided to protect them and their fellow employees in the workplace;
3. reporting immediately all workplace accidents, injuries, illnesses, hazards and unsafe work conditions including mechanical defects and malfunctions to their supervisors;
4. cooperating with their managers, supervisors and workplace health and safety committee and/or representative in achieving the objectives articulated in this DP.



**Accountability Framework
for the Health and Safety Function**



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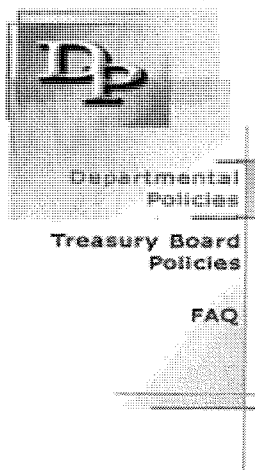
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DP 001

2012-04-24

Policy on Emergency Management in Public Works and Government Services Canada

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1. EFFECTIVE DATE

This departmental policy (DP) takes effect on: 2012-04-24



2. CONTEXT

Section 6 of the *Emergency Management Act (2007)* mandates each federal minister to identify the risks, the security threats and the potential emergencies related to his/her area of accountability; develop, maintain, test, and when required, implement emergency plans, and conduct training and exercises in respect of such plans.

As stated in the *Policy on Government Security (PGS)*, the Government of Canada (GC) depends on its personnel and assets to deliver services that ensure the health, safety, security and economic well-being of Canadians, and the effective functioning of government. As a common-service department for contracting, real property management, information technology (IT), translation and interpretation services, communications and in its role as Receiver General, issuing payments for the GC, Public Works and Government Services Canada (PWGSC) has an obligation to contribute to the overall preparedness of the federal government to respond to a wide range of emergencies, and must be prepared to shoulder its share of this wider responsibility, as well as to respond to interruptions in its own services.

PWGSC, as well as other departments of the GC listed in Schedules I, I.1, II, IV and V of the *Financial Administration Act*, is subject to and must follow the requirements on operational standards made under the PGS including the operational standard for business continuity planning (BCP); the PGS requires departments to implement a BCP program and to plan for emergencies or disruptions, which could disrupt the delivery of critical government services.

Furthermore, the Minister of PWGSC assumes additional responsibilities under other Acts, emergency management arrangements, interdepartmental / federal-provincial and international agreements, and Treasury Board policies. PWGSC has an important role to play, either as a primary or supporting department during emergencies that would have an impact on the national interest and on the safety, security and well-being of Canadians in Canada or abroad, and must therefore participate effectively in interdepartmental committees and federal government emergency management programs.

Many of PWGSC services are essential to the program delivery of client departments and may have a direct impact on the well-being of Canadians. Most PWGSC services are time-sensitive, have health, safety and financial implications and, in some cases, involve contractual and legal obligations. Extended disruption of these services could result in hardship to the public, financial loss to the government, clients and suppliers, and adverse political consequences. The continuity of departmental operations in a timely, coordinated manner will minimize negative consequences.

PWGSC, like every other organization, is at risk of potential disruptions that may be caused by any number of hazards such as accidents, natural disasters, power and energy disruptions, cyber attacks, pandemic outbreaks, etc.

All PWGSC employees have some responsibility for emergency management, as they contribute to fulfilling the Department's mission

to deliver high-quality services and programs that meet the needs of federal organizations and ensure sound stewardship on behalf of Canadians. Effective emergency management provides a value-added to our clients, and supports the Department's mission and quality management principles by mitigating the effects of any emergency and ensuring service availability during emergencies, and/or in times of crisis. This DP outlines the roles and responsibilities of PWGSC with respect to emergency management.

Although the mandates of individual branches, regions and special operating agencies (SOA) vary widely, it is the policy of PWGSC that each branch / region / SOA will produce emergency response plans and arrangements as part of their normal business, thus ensuring that identified critical services and associated assets, as well as the delivery of goods, remain available.



3. POLICY STATEMENT

Public Works and Government Services Canada shall:

1. develop and maintain a strategic emergency management plan to ensure, to the best extent possible, the continuity of departmental operations and response to critical requirements of clients, and to support, as required, the coordinated federal response during an emergency;
2. maintain emergency management responsibilities in the appropriate managerial accords across the Department;
3. maintain a departmental emergency operations coordination centre (EOCC) as the central coordinating point within the Department, to ensure an effective notification system, facilitate and control distribution of crisis information, and archive emergency and crisis data;
4. conduct emergency management training and exercises for departmental employees, and participate in interdepartmental exercises and drills;
5. participate in cooperative planning with other federal departments and agencies, provinces / territories and private sector organizations, to coordinate emergency management arrangements;
6. respond in a timely and efficient manner to emergencies within its areas of accountability, maintaining as much capability as possible to assist client departments and agencies in mitigating the effects of their emergencies,
7. arrange, to the best extent possible, for temporary storage and office space, provide engineering expertise, procurement, IT, telecommunications, government information and translation / interpretation services to other departments to support their

response, and arrange for provision of assistance in evaluating any damage to infrastructure.



4. SCOPE

This DP applies to all branches, regions and SOAs.



5. DEFINITIONS

Refer to Annex B - Definitions.



6. RESPONSIBILITIES AND ACCOUNTABILITIES

1. The **Deputy Minister** is responsible for emergency management for all PWGSC operations, and has the authority to declare a state of emergency.
2. The **Assistant Deputy Minister (ADM), Corporate Services and Strategic Policy Branch**, is responsible for the departmental emergency management function, and is the default Departmental **Emergency Response Coordinator (DERC)** who convenes the Emergency Response Group. In addition, the DERC represents PWGSC at interdepartmental committees related to emergency management.
3. **Branch / Regional / SOA Heads** are responsible for:
 1. ensuring that funds are available for resources, planning, training and testing ;
 2. developing and maintaining emergency management plans, such as business continuity plans, in support of the Minister's mandated responsibilities (including provisions for emergency response and resumption of operations) and conducting branch exercises, based on corporate policy and guidelines, thus providing for the safety and well-being of employees, limiting damages, ensuring ongoing emergency communications with departmental senior management, as well as ensuring notification and recall procedures for employees;
 3. funding or obtaining funding for their respective emergency management related arrangements such as: dedicated resources; logistics; supplies, and emergency accommodation (back-up facilities);
 4. planning for the continued delivery, to the best extent possible, of mandated services throughout any emergency;
 5. conducting risk assessments, proposing risk reduction mechanisms and implementing those mechanisms that have been selected;

6. ensuring staff with emergency management responsibilities receive thorough emergency management training in operational and response coordination functions as part of an essential services agreement under Part I, Section 4 of the *Public Service Labour Relations Act*;
 7. testing and verifying, on a regular basis, these plans through participation in national, departmental and branch / regional / SOA exercises, and revising said plans based on lessons learned;
 8. providing suitable representation to multi-level working groups developing emergency response guidelines and procedures;
 9. determining and planning for the provision of clients' special emergency requirements, ensuring continuous communications with said clients, and promoting awareness of clients' needs in emergencies;
 10. activating emergency plans, as required;
 11. providing suitable representation on emergency response teams;
 12. recording extraordinary events during emergencies for possible post-emergency legal, financial or analytical purposes.
4. In addition to their responsibilities listed above (6.3), **Regional Directors General** are responsible for:
1. managing emergencies in their respective regions, directing and controlling all regional resources in any emergency response the region may be required to provide;
 2. during emergencies requiring the possible redeployment of regional staff reporting to headquarter ADMs, staying in constant communication with relevant branch and headquarter staff to ensure the continued delivery of critical services to other federal institutions.
5. The **Assistant Deputy Minister, Departmental Oversight Branch**, is responsible for incorporating an evaluation of the state of emergency management as part of internal audit reports.
6. The **Director, Corporate Emergency Preparedness Directorate**, as the focal point of contact for emergency management activities within the Department, is responsible for coordinating:
1. government emergency management initiatives and the programs of Public Safety Canada in PWGSC to include emergency response coordination and preparedness for national emergencies;
 2. the development, implementation, testing, maintenance and activation of PWGSC emergency plans, as required, and the revision of these plans, based on lessons learned;
 3. the departmental participation in national and international exercises;

4. detailed procedural planning across PWGSC and in compliance with this DP, as well as the regular review, testing and maintenance of emergency plans developed;
 5. the development of notification procedures and the recall of senior management during emergencies;
 6. the liaison with central agencies, other federal departments and other levels of government, as the single point of contact for all communications to/from the Government Operations Centre, to address emergency response requirements;
 7. the maintenance of links with all levels of the federal emergency management community (Assistant Deputy Ministers Emergency Management Committee; various director general working groups; Federal Emergency Planning Group; Federal Operations Centres Working Group; justice network and business continuity planning community of practice);
 8. detailed monitoring and reporting on all incidents/emergency management activities in PWGSC;
 9. the management and maintenance of an EOCC with secure communications capabilities, thus ensuring timely and effective information flow. When required, PWGSC's EOCC will be activated in consultation with the DERC and following this activation, the Departmental Emergency Management Network (Corporate Security, Corporate Communications, Legal Services, Occupational Health and Safety and Labour Relations of Human Resources Branch as well as additional subject matter experts) will be notified;
 10. notifications / situation reports to/from the Emergency Response Group and/or the Emergency Management Network, as well as to/from the Government Operations Centre.
7. **Managers** are responsible for the development of the business continuity plans of their respective units, and for ensuring that emergency management duties of staff are clearly stated in the said plans.
 8. **Employees** must be familiar with this DP and their respective branch / regional / SOA emergency and business continuity plans.



7. COMPLIANCE AND REPORTING

It is mandatory to comply with this DP, which is subject to the PGS, Section 6 of the *Emergency Management Act*, and the *Federal Policy for Emergency Management*. Compliance with the PGS, as it pertains to the Business Continuity Plan and its related activities, will be evaluated through Management Accountability Framework assessments.



8. PROCEDURES

Departmental guidelines to implement this DP will be published in the Departmental Strategic Emergency Management Plan. Detailed procedures will be published in the regional emergency management plans, and those of branches and SOAs.



9. REFERENCES

Acts and Regulations:

- Canadian Environmental Protection Act;
- Defence Production Act;
- Department of Public Works and Government Services Act;
- Emergencies Act;
- Emergency Management Act;
- Energy Supplies Emergency Act;
- Financial Administration Act;
- National Defence Act;
- Official Languages Act;
 - Part IV Communications with and services to the public;
- Public Service Labour Relations Act;
- Security of Information Act;
- Seized Property Management Act;
- Special Economic Measures Act.

Treasury Board Publications:

- Contracting Policy (Emergency Contracting);
- Operational Security Standard - Business Continuity Planning Program;
- Policy on Government Security.

PWGSC Publications:

- Critical Incident Reporting Policy (009);
- Workplace Emergency Evacuation Plans and Procedures (078).

Public Safety Canada Publications:

- Federal Emergency Response Plan;
- Federal Policy for Emergency Management.



10. CANCELLATION

This DP supersedes the *Policy for Emergency Preparedness in PWGSC* dated 2005-10-17.

11. ENQUIRIES

Director, Corporate Emergency Preparedness Directorate
Corporate Services and Strategic Policy Branch
Telephone: 819-956-4555

Original Signed by
François Guimont

François Guimont
Deputy Minister and
Deputy Receiver General for Canada

ANNEX A - DEPARTMENTAL EMERGENCY PROCEDURES AND PLANS

1. Public Works and Government Services Canada (PWGSC) will maintain comprehensive policies, plans and procedures to fulfill its responsibilities under the *Emergency Management Act* and other legislation, Cabinet directives, or government policies, such as:

1. Strategic emergency management planning
2. Business continuity planning
3. Coordination with other federal government departments and agencies:
 1. National plans
 2. Communications strategy
 3. Emergency support function 10 - Government services

1. Strategic Emergency Management Planning

PWGSC will promote a common all-hazards planning approach and the integration of incident-specific plans, emergency response plans, and business continuity plans to harmonize plans from all branches, regions and special operating agencies (SOA) for a coordinated approach.

2. Business Continuity Planning

- PWGSC will continue to develop and maintain business continuity plans thereby ensuring that resources and information needed to deal with disruptions are in place and that critical services are delivered;
- the Department must ensure that branches / regions / SOAs, upon completion of their respective business continuity plans, communicate the content to all their employees;
- all employees must know the priority and time frame in which the critical services will be resumed, contact procedures, alternate location of work, and how information will be received / shared;
- personnel assigned to recovery teams must be briefed on the contents of the plan and made aware of their responsibilities and the procedures when their business continuity plans or recovery plans are activated;
- training and exercises will be developed and scheduled in order to validate business continuity plans, and to achieve and maintain high levels of competence and readiness as well;
- business continuity plans of all branches, regions and SOAs will be reviewed and validated regularly (either on a quarterly or a semi-annual basis) or as soon as changes to the threat environment have been identified, or upon organizational changes, and after an exercise to incorporate findings, thus ensuring that the said business continuity plans remain current and stand up to rigorous examination. (As appropriate, PWGSC will request, on a regular basis, information on clients' and suppliers' business continuity plans).

Through these business continuity planning activities, the Department will provide for the restoration of all critical services following any disruption, regardless of the cause.

3. Coordination with other Federal Government Departments and Agencies

1. National plans

With respect to preparedness to deal with national emergencies and under the current Government of Canada (GC) Acts and policies, including those listed in this departmental policy, PWGSC must develop and maintain plans for:

- ensuring the continued delivery of the Department's mandated services to federal government departments and agencies during emergencies;
- responding to emergencies involving or affecting properties or facilities in the custody of the Minister, PWGSC;
- providing extraordinary support to client departments and agencies for emergencies in their areas of responsibility;
- ensuring that arrangements are in place to address any provincial / territorial requests for federal assistance that are within the Department's mandate, and providing, upon request by the GC, acquisition assistance to a requesting province or territory in support of emergency response including, if required, engineering and construction resources or services, particularly from outside the affected province / territory;
- collecting, managing or disposing of property seized by the GC during emergencies.

2. Communications strategy

PWGSC will continue to use normal lines of communications with federal departmental contacts; however, if the emergency requires federal coordination, all communications will go through the Department's emergency operations coordination centre or the Corporate Emergency Preparedness Directorate.

Any media questions referred to Corporate Emergency Preparedness Directorate will be directed to Communications Branch who will monitor and recommend approaches to ensure communications officers or media spokespersons are kept informed on the specific emergency.

3. Emergency support function 10 - Government services (support to other federal institutions during national emergencies or emergencies requiring federal coordination)

As the department responsible for providing emergency support to other federal departments and/or agencies, as outlined in the Federal Emergency Response Plan (FERP), PWGSC must:

- provide procurement services for acquisition of goods and services;
- provide operational information on defence industry to clients as necessary;
- activate, if required, procedures for accelerated acquisition;
- stockpile requirements at client request, expense and site;
- maintain and manage assets and property seized by the GC during emergencies, pursuant to the *Seized Property Management Act*;
- under the advice and guidance of the Corporate Security Directorate, Departmental Oversight Branch, manage base building security;
- as the real property expert and manager for the GC, assist in emergency management and emergency response activities for all the facilities and buildings for which the Real Property Branch and the Parliamentary Precinct Branch provide office accommodation, architecture,

engineering, real estate and/or asset and facility management services;

- assist in the identification of engineering expertise for responding to emergencies of all types, such as: environmental emergencies (in support of Environment Canada) and/or emergencies requiring structural damage assessment to public facilities and/or GC critical infrastructure, if and when required by Public Safety Canada; facilitate and coordinate the removal of debris, demolition of structures, initial repairs to stabilize structures, construction of temporary facilities, engineering assistance for damage assessment, prioritizing of repairs and other similar tasks;
- facilitate and coordinate the acquisition and delivery of emergency engineering, construction, demolition and debris removal contracts, construction equipment, and construction material;
- determine with departmental clients the technology necessary for the continuation or expansion of critical information technology (IT) services, systems and applications and coordinate this capability within established resources;
- advise clients of available alternatives to disrupted IT services, if necessary;
- coordinate the provision to federal departments and agencies of emergency telecommunications systems to ensure effective response to emergencies;
- provide emergency translation, interpretation and terminology products and services to Parliament, the Judiciary and federal departments and agencies in English, French, Inuit, First Nations and other languages, as required;
- provide on-site logistics services in support of provincial / territorial meetings / activities hosted by the GC;

- advise provincial and territorial governments of alternatives to disrupted IT services, if required;
- provide these services to other levels of the federal government, and to international organizations upon request, depending on the availability of resources;
- assist in the provision of communications systems to provincial and territorial governments, to ensure effective response to incidents;
- issue socio-economic payments to provinces and territories, where applicable, as well as to individual Canadians.



ANNEX B - DEFINITIONS

All-hazard risk approach (*approche tous risques*) is an approach that recognizes that the actions required to mitigate the effects of emergencies are essentially the same, irrespective of the nature of the incident, thereby permitting an optimization of planning, response and support resources. Note: The intention of all-hazards approach is to employ generic emergency planning methodologies, modified as necessary according to the circumstances.

Business continuity plan (*plan de continuité des activités*) is a plan developed to provide procedures and information for the continuity and/or recovery of critical service delivery and business operations in the event of a disruption.

Crisis (*crise*) is any event or issue that threatens the Department's ability to meet its mandate and its commitments to clients; could result in serious financial loss, legal or contractual penalties, or loss of political or public confidence; could compromise the economic well-being and security of Canadians.

Critical service (*service critique*) refers to any service whose compromise in terms of availability, delivery and/or integrity would result in a high degree of injury to the health, safety, security or economic well-being of Canadians or to the effective functioning of the Government of Canada.

Emergency (*urgence*) is a present or imminent incident requiring the prompt coordination of actions, persons or property in order to protect the health, safety or welfare of people, or to limit damage to property or the environment.

Emergency management (*gestion des urgences*) is defined as the management of emergencies concerning all hazards including all activities and risk management measures related to prevention and mitigation, preparedness, response and recovery; includes business continuity planning.

Primary department (*ministère principal*) is a federal department with the legislated mandate related to a key element of/during an emergency. Depending on the nature of the emergency, there may be multiple primary departments.

Risk management (*gestion des risques*) refers to the use of policies, practices and resources to analyze, assess and control risks to health, safety, environment and the economy.

Supporting department (*ministère auxiliaire*) is a federal department that provides general or specialized assistance to a primary department during an emergency.

Threat (*menace*) refers to the presence of a hazard and an exposure pathway; threats may be natural or human-induced, either accidental or intentional.



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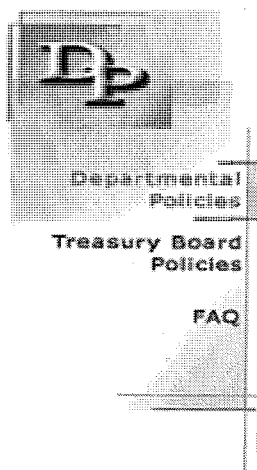
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DP104

2010-07-26

POLICY ON INFORMATION TECHNOLOGY SECURITY

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1. BACKGROUND

In response to the Treasury Board Secretariat (TBS) *Policy on Government Security*, Public Works and Government Services Canada (PWGSC) has adopted a distributed security structure to implement the Departmental Security Program. Within this context, the Information Technology Services Branch (ITSB) has been assigned overall responsibility for the Departmental Information Technology (IT) Security Program. The management of the Program has been delegated to the IT

Security Coordinator. This *Policy on Information Technology Security* has been developed in support of the Departmental IT Security Program.

This departmental policy (DP) is to be read in conjunction with the *Federal Accountability Act*, *DP 051 - Departmental Security Program* and the following TBS policy instruments: *Policy on Management of Information Technology*, *Policy on Government Security*, *Operational Security Standard: Management of Information Technology Security (MITS)*, *Policy Framework for Information and Technology* and any related supporting directives and standards.



2. PURPOSE

The purpose of this DP is to ensure the security of departmental electronic information, IT assets and related services. It establishes the safeguards required to ensure the confidentiality of information while stored, processed or transmitted; the integrity of information and processes, as well as the availability of the information and related systems and services. As well, safeguards applied to the assets used to gather, process, receive, display, transmit, reconfigure, scan, store or destroy information electronically are established and are considered under the realm of IT security.

This DP ensures a common understanding on the part of all key stakeholders of their roles, responsibilities and obligations with respect to IT security.

This DP complies with related departmental and TBS policies including the *Policy on Government Security* and other applicable laws and regulations.



3. POLICY

Public Works and Government Services Canada shall:

1. maintain and adequately fund an IT Security Program to safeguard electronic information, IT assets and related services based on PWGSC Information Technology Security Principles (Ref.: Annex B);
2. effectively manage IT security through continuous risk assessment and the implementation, monitoring

and maintenance of controls including prevention, detection, response and recovery;

3. monitor, assess and report on IT security activities;
4. ensure that IT security is an integral part of PWGSC programs, services and activities;
5. communicate to all stakeholders their role, responsibilities and accountability with respect to IT security. Refer to the following:
 - Information Technology Security Management (Annex C);
 - Application Security (Annex D);
 - Information Technology Operations Security (Annex E);
 - Information Technology Security Incident Management (Annex F).



4. SCOPE

This DP applies to users of IT in PWGSC Branches, Special Operating Agencies (SOA) and Regions. Users include employees, volunteers, temporary help agency staff, students, contractors, consultants, and business partners who have been officially authorized to use PWGSC IT.

As well, it applies to the private sector, other levels of government and companies processing sensitive government information and/or using sensitive IT assets for initiatives or contracts issued or administered by PWGSC, on or off-site, as included in the terms of the contract, and to all providers of IT services to PWGSC.



5. DEFINITIONS

Refer to Annex A.



6. ROLES AND RESPONSIBILITIES

1. The **Deputy Minister (DM)** is accountable for ensuring, under the realm of the Departmental Security Program, that an adequately funded and effective IT security program and supporting management and governance structures are established to safeguard sensitive electronic information and sensitive IT assets and related services under the ownership or control of PWGSC. The DM is also responsible for ensuring the Departmental IT Security Program is monitored and assessed as to its effectiveness, and if it remains appropriate to the needs of the Department. The DM will periodically report to TBS on the status of the Departmental IT Security Program as part of the overall reporting on the Departmental Security Program.

Additionally, the DM is responsible for supporting continuous communication initiatives to IT users with respect to their role, responsibilities and accountability.

The DM shall also appoint the departmental IT Security Coordinator and the Communication-Electronics Security (COMSEC) Authority.

N.B. In PWGSC both the responsibilities of the IT Security Coordinator and the COMSEC Authority are vested in the Director, IT Security Directorate.

2. The **Director General, Corporate Services**, is the Departmental Security Officer (DSO) responsible for the Departmental Security Program. (Ref.: DP 051 - Departmental Security Program, Section 5)
3. The **Chief Executive Officer (CEO) of Information Technology Services Branch (ITSB)** is responsible for:
 1. establishing and maintaining IT infrastructure and application security frameworks;
 2. ensuring that IT systems are certified and accredited prior to approving the systems for operation;

3. developing and publishing IT security guidelines, procedures and standards related to IT infrastructure, application and operations;
4. monitoring and reporting on the effectiveness of the IT infrastructure and application security and certification program to the appropriate certifying authority;
5. providing IT security training and awareness related to applications, operations and infrastructure;
6. monitoring of cyber threats and of unacceptable use of government IT and electronic networks and reporting incidents/violations to the IT Security Coordinator and Public Safety and Emergency Preparedness Canada;
7. determining action to be taken whenever a safeguard is bypassed;
8. establishing and maintaining a process to capture and handle digital data in support of investigations and post-incident analysis.

4. The **IT Security Coordinator** is responsible for:

1. establishing and managing the Departmental IT Security Program as part of the coordinated Departmental Security Program;
2. endorsing all DPs that have IT security implications;
3. ensuring review of the IT security related portions of Request for Proposals (RFPs) and other contracting documentation issued by PWGSC for PWGSC, including Security Requirements Checklists (SRCL);
4. endorsing all contracts for external providers of IT security services and/or IT assets issued for PWGSC;
5. working closely with program and service delivery managers to:
 - ensure IT security needs are met,

- provide advice on safeguards,
 - advise of the potential impact of new and existing threats,
 - advise on the residual risk of a program or service;
6. monitoring and reporting, to departmental senior management, compliance with the IT Security Program and this DP;
 7. designing, implementing and promoting an IT security awareness program;
 8. establishing and monitoring an effective process to manage IT security incidents;
 9. serving as the Department's principal IT security contact;
 10. ensuring that IT security incidents and deficiencies are addressed in a timely manner;
 11. alerting the DSO (Director General, Corporate Services) of potential and actual security problems;
 12. ensuring the development, and approval through the IM/IT governance process, of an architecture of safeguards to protect government information under departmental control;
 13. serving on the Departmental Security Committee and representing the Department with lead agencies for IT security matters;
 14. leading the certification and accreditation program for all departmental IT systems and applications;
 15. providing functional direction and training to departmental Information Systems Security Officers (ISSO);
 16. periodically reviewing this DP and its effectiveness;
 17. periodically monitoring and assessing the IT Security Program as to its effectiveness and

whether it remains appropriate to the needs of the Department;

18. reviewing and reporting to departmental senior management and the DSO on the results of internal audits.

5. **Branch / Agency Heads, Regional Directors General, and Directors General** are responsible for:

1. ensuring that the ISSOs, Local Registration Authorities (LRA) and COMSEC custodians are appointed;
2. establishing and coordinating IT security measures within their organization in support of, and in accordance with, the IT Security Program;
3. monitoring compliance with this DP by users in their organization and managing the outcome associated with any breaches of this DP in a quick, fair and decisive manner;
4. providing and ensuring adequate funding for regular and frequent review of IT security requirements, including the prompt reporting of any IT security anomalies and violations to their ISSO;
5. reporting on non-compliance to this DP to the IT Security Coordinator.

6. The **Deputy Chief Oversight Officer, Office of Audit and Evaluation**, is responsible for conducting periodic audits of departmental compliance with this DP and providing the results to the IT Security Coordinator.

7. The **Departmental COMSEC Authority** is responsible for:

1. ensuring custody of cryptographic materiel and records;
2. developing COMSEC procedures;

3. checking COMSEC practices and correcting deficiencies;
4. reporting to the DSO potential and actual COMSEC problems and ensuring that corrective measures are taken;
5. instructing personnel in the proper handling of COMSEC equipment and related security measures;
6. reviewing contracts issued by PWGSC for PWGSC for inclusion and adequacy of COMSEC security clauses;
7. addressing COMSEC security incidents and ensuring the timely application of corrective measures to prevent possible re-occurrence;
8. ensuring the disposal and destruction of superseded COMSEC materiel as stipulated in current doctrine and procedures;
9. appointing COMSEC Custodians and Alternate Custodians for the stewardship of departmental COMSEC materiel;
10. providing functional direction and training to departmental COMSEC Custodians;
11. monitoring COMSEC equipment and procedures of COMSEC Custodians in PWGSC;
12. monitoring COMSEC equipment in private sector and industry, as delegated by the Industrial Security Program.

8. **The Information System Security Officers (ISSO)** are responsible for:

1. acting as points of contact and promoting the IT Security Program within their line of business;
2. assisting in the interpretation of IT security policies and best practices within their line of business;

3. assisting in the implementation of an IT security awareness program;
 4. participating in the risk management process for IT applications, systems and services;
 5. working with the Unit Security Officer (USO), the Client Authority and the Regional Security Office or other security groups to ensure that all personnel in the IT environment are appropriately cleared;
 6. ensuring that IT security aspects are taken into consideration prior to purchasing IT equipment;
 7. ensuring that IT security aspects are included in the process for users leaving the organization; (Ref.: DP 029 - Employees Leaving PWGSC)
 8. ensuring appropriate access control to information systems and technology;
 9. ensuring that IT security aspects of IT assets are maintained throughout their life cycle;
 10. participating in the certification and accreditation of systems owned and developed for their line of business;
 11. monitoring access to information systems and reporting on IT security incidents, security breaches and potential security problems to the IT Service Desk at 1-866-995-6030 and the Regional Security Office and ensuring the timely application of corrective measures to prevent possible re-occurrence.
9. **Local Registration Authorities (LRA)** are responsible for performing Public Key Infrastructure (PKI) Credential issuance duties on behalf of PWGSC for services not available through the automated system or as required, based on operational requirements.

10. Directors, Managers and Supervisors are responsible for:

1. ensuring that the IT Security Program is implemented within their organizational units;
2. ensuring that IT security practices and procedures are respected;
3. ensuring that users under their purview receive IT security awareness training;
4. ensuring that this DP is disseminated and properly observed throughout areas under their control;
5. planning for required IT security activities;
6. establishing local procedures and safeguards for their organization's IT systems and the information stored in them;
7. ensuring that statements of sensitivity, threat and risk assessments, and contingency plans are developed and kept up-to-date for application systems or facilities under their control;
8. ensuring that all violations and breaches of IT security policies and standards are immediately reported to their ISSO;
9. ensuring that appropriate security requirements and clauses are included in IT related contracts, that suppliers meet these requirements and that these requirements are maintained for the entire duration of the contract;
10. responding to recommendations resulting from IT security reviews and confirming to the IT Security Coordinator that the issues have been resolved;
11. authorizing all changes to IT equipment and software through the formalized change control process;
12. monitoring compliance to this DP and reporting non-compliance or security incidents to their Branch / Agency Heads, Regional Directors

General, Directors General or Regional Directors.

11. Users are responsible for:

1. their actions or inactions with respect to IT security;
2. reading, understanding and complying with this DP and the Departmental IT Security Program to safeguard electronic information, IT assets and related services to which they have access, against unauthorized access, interruption or modification, and against theft or damage;
3. maintaining IT security measures, in accordance with the Departmental IT Security Program, at their workstations;
4. reporting all, actual or suspected, IT security anomalies and violations to their manager and ISSO or Regional Security Office. The ISSO or the user must also contact the IT Service Desk at 1-866-995-6030 as soon as possible.



7. COMPLIANCE

Monitoring on the effectiveness of this DP will be carried out in a variety of ways including, but not limited to, assessments under the Management Accountability Framework and the review of results of audits e.g. security audits.

Consequences of non-compliance with this DP can include any measure allowed by the Financial Administration Act.



8. REFERENCES

Acts and Regulations:

- Access to Information Act;
- Canadian Charter of Rights and Freedoms;
- Canadian Human Rights Act;
- Copyright Act;

- Criminal Code;
- Crown Liability and Proceedings Act;
- Department of Public Works and Government Services Act;
- Export and Import Permits Act;
- Financial Administration Act;
- Library and Archives of Canada Act;
- Patent Act;
- Privacy Act;
- Security of Information Act;
- Trade-marks Act.

Treasury Board Secretariat Publications:

- Access to Information - Policies and Publications;
- Integrated Risk Management Framework;
- Operational Security Standard: Management of Information Technology Security (MITS);
- Policy on Government Security;
- Policy on Information Management;
- Policy on Management of Information Technology;
- Policy on the Use of Electronic Networks;
- Privacy and Data Protection - Policies and Publications;
- Risk Management Policy;
- Telework Policy;
- Values and Ethics Code for the Public Service.

PWGSC Publications:

- DP 001 - Emergency Preparedness in Public Works and Government Services Canada;
- DP 002 - Policy on Access to Information and Privacy Acts;
- DP 014 - Protection of Personal and Private Information in the Workplace;
- DP 029 - Employees Leaving PWGSC;
- DP 044 - Records Management and Information Holdings;
- DP 051 - Departmental Security Program;
- DP 052 - Corporate Security Program;
- DP 053 - Reporting of Actual and Suspected Breaches and Violations of Security;
- DP 054 - Industrial Security Program;
- DP 062 - PWGSC Management Framework for Communications on the Internet and Intranet;
- DP 067 - Management of Electronic Mail;
- DP 082 - Integrated Risk Management (IRM) Policy;
- DP 103 - Policy on the Allocation and Usage of Information Technology;

- PWGSC Statement of Values and Ethics for the Public Service;
- Risk Management Guide/Handbook.



9. CANCELLATION(S)

This DP supersedes *DP 055 - Information Technology Security Program*, dated 2003-02-03.

As this DP has been written within the context of the current ITSB organizational structure, and is based on the Policy on Government Security, it may need to be reviewed if any of these change.



10. INQUIRIES

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Original Signed by
François Guimont

François Guimont
Deputy Minister and
Deputy Receiver General for Canada



ANNEX A - DEFINITIONS

Accreditation (*accréditation*) signifies that management has authorized the system or service to operate and has accepted the residual risk of operating the system or service, based on the certification evidence.

Authentication (*authentification*) is the procedure of identifying or verifying the eligibility of a workstation,

originator or individual to access specific categories of information; also refers to processes that provide protection against fraudulent transmissions by establishing the validity of a transmission, message, workstation or originator.

Availability (*disponibilité*) is the degree to which a system or resource, such as data, is ready when needed.

Backups (*copies de sauvegarde*) are copies of data and software files which allow for the recovery of information technology (IT) services if the active data or software is lost or corrupted.

Breach (of security) (*infraction [à la sécurité]*) occurs when any sensitive information and assets have been compromised. Without restricting its scope, a breach may include compromise in circumstances that make it probable that a breach has occurred.

Certification (*certification*) is the verification that the security requirements established for a particular system or service are met and that the controls and safeguards work as intended.

Client Authority (*représentant de clients*) is a member of a branch who is designated as a single point of contact with whom Information Technology Services Branch interacts with for change requests.

Classified information (*renseignements classifiés*) is information related to the national interest that may qualify for an exemption or exclusion under the *Access to Information Act* or *Privacy Act*, and the compromise of which would reasonably be expected to cause injury to the national interest. Classification categories include Confidential, Secret, or Top Secret (See designated information).

COMSEC, Communications-Electronic Security (*SECOM, sécurité des communications électroniques*) is the part of IT security protection resulting from applying cryptographic, emission, emanation, and transmission security measures to telecommunications, computers, and other related information-handling equipment.

Confidentiality (*confidentialité*) is the sensitivity of information or assets to unauthorized disclosure, recorded as classification or designation, each of which implies a degree of injury should unauthorized disclosure occur.

Configuration chart (*tableau de configuration*) is a chart of the current hardware, software, architecture and network

configuration, identifying all hardware units, their software and interconnections.

Contingency plans (*plans de secours*) are comprehensive statements of all the actions to be taken before, during and after a disaster (emergency condition causing an interruption), which, if followed, will ensure the required availability of the computers and data resources to maintain the continuity of operations.

Critical information (*information essentielle*) is information, the compromise of which, regardless of its sensitivity, would cause harm to an individual or to the Department's ability to effectively carry out an operation or activity.

Cryptography (*cryptographie*) is the discipline that treats the principles, means, and methods for safeguarding plain information by making it unintelligible. It also means reconverting the unintelligible information into intelligible form. (see encryption)

Custodians (*responsables*) are the persons responsible for the administration of the system, service or facility's functions, design, operations and data.

Department (*Ministère*) means Public Works and Government Services Canada (PWGSC).

Departmental COMSEC Authority, DCA (*responsable de la SECOM du Ministère*) is responsible for developing, implementing, maintaining, coordinating and monitoring a departmental COMSEC program that is consistent with the Policy on Government Security and its operational standards. (The specific responsibilities of the DCA are detailed in the COMSEC Material Control Manual [ITSG-10]).

Designated information (*renseignements désignés*) is information related to other than the national interest that may qualify for an exemption or exclusion under the *Access to Information Act* or *Privacy Act*. Categories include: "Protected A" for sensitive, "Protected B" for particularly sensitive, or "Protected C" for extremely sensitive. (See classified information)

Electronic authorization and authentication (*autorisation et authentification électroniques*) is an electronic means of identifying and verifying the rights or authorities of a legitimate user of an IT system or service (authorization), and of identifying and verifying legitimate system/service users and devices (authentication).

Encryption (*cryptage*) is the transformation of readable data into an unreadable stream of characters using a reversible coding process. (see cryptography)

Information holdings (*renseignements détenus*) means all information under the control of a department, regardless of physical mode or medium in which the information is stored. Materials held by federal libraries that were not prepared or produced by or for the government are excluded.

Information Technology, IT (*technologies de l'information, TI*) means the scientific, technological and engineering disciplines and the management practices used in electronic information handling, communication and processing; the fields of electronic data processing, telecommunications, electronic networks, and their convergence in systems; their applications and associated software and equipment together with their interaction with humans and machines.

IT facilities (*installations associées à la TI*) are physical settings used to contain IT equipment and services. The facility could be part of a building or a whole building such as: a data centre, a LAN (local area network) server room, a communications centre, a communication wiring closet, a workspace, etc.

Information Technology Security, ITS (*sécurité des technologies de l'information, STI*) means the protection resulting from an integrated set of safeguards designed to ensure the confidentiality of IT assets and information electronically stored, processed or transmitted; the integrity of the information and related processes and the availability of systems and services.

IT Security incident (*incident de sécurité relié aux TI*) includes breaches and violations of IT security. Breaches occur when sensitive electronic information has been compromised, or when the availability or integrity of information or IT services has been negatively impacted. Violations are acts or omissions that contravene any provision of departmental security policies and standards.

Information System Security Officer, ISSO (*agent de sécurité des systèmes de l'information, ASSI*) is an individual appointed from within the line organization, who receives functional direction and training in IT security from the IT Security Directorate.

IT services (*services en matière de TI*) are combinations of hardware, software, processes and procedures assembled to

provide specific support and which may process and store information.

Integrity (*intégrité*) is the accuracy and completeness of information and assets and the authenticity of transactions.

Interoperability (*interopérabilité*) is the ability of federal government departments to operate synergistically through consistent security and identity management practices.

Local Registration Authorities, LRA (*autorité locale d'enregistrement, ALE*) mean cleared and trusted individuals who register persons using the Public Key Infrastructure.

Malicious code (*code malveillant*) is a program created for mischievous or malicious purposes; it may cause changes to information, or software, or overload networks, or destroy information, or breach the security of systems; includes viruses, worms, Trojan horses, logic bombs, time bombs, and are usually triggered by a predetermined event or date. Some may spread copies of themselves through networks, diskettes or hardware.

Modems (*modems*) are functional units that modulate and demodulate signals in order to enable digital data to be transmitted over analog transmission facilities.

Owners (*propriétaires*) are persons responsible for the decisions concerning the system or service's functions and for the decisions concerning what information is collected and for what purpose; usually the senior manager responsible for the business function that the system or service is serving.

Private communication (*communication privée*) means any oral communication, or any telecommunication, that is made by an originator who is in Canada or is intended by the originator to be received by a person who is in Canada and that is made under circumstances in which it is reasonable for the originator to expect that it will not be intercepted by any person other than the person intended by the originator to receive it; includes any radio-based telephone communication that is treated electronically or otherwise for the purpose of preventing intelligible reception by any person other than the person intended by the originator to receive it.

Public Key Infrastructure, PKI (*infrastructure des clés publiques, ICP*) means a cryptographic key and certificate delivery system which makes possible secure electronic transactions and exchanges of sensitive information using a system of trusted third parties called "certificate authority". A

PKI provides privacy, access control, integrity, authentication and non-repudiation support to IT applications and electronic commerce transactions.

Regional Security Office (*bureau régional de sécurité*) is the office responsible for co-ordination of all physical security aspects, security investigations, user screening, issuing of user ID cards, completion of threat and risk assessments, and provision of advice on security measures.

Remote access (*accès à distance*) means any required connection to departmental IT systems from outside the existing PWGSC infrastructure. This would cover the ISDN (Integrated Services Digital Network) as well as dial-up connections.

Security standard (*norme de sécurité*) means the level of attainment regarded as a measure of adequacy; security requirements and guidelines approved for government-wide use. (Operational standards are contained in the Treasury Board Manual; technical standards are produced by the lead security agencies.)

Sensitive information (*renseignements de nature délicate*) means classified or designated information.

Stand-alone computers (*ordinateurs autonomes*) are computers that are not connected to any other computers or networks.

Statement of sensitivity (*énoncé de la nature délicate*) is a description of the confidentiality, integrity or availability requirements associated with the information or assets stored or processed in or transmitted by an IT system.

System Development Life Cycle (*cycle de vie du développement de système*) refers to procedures documented and implemented to guide and control the design, development, approval, test, documentation, implementation, maintenance and protection of production software and data items.

Threat and Risk Assessment (*évaluation de la menace et des risques*) means the evaluation of the nature, likelihood and consequence of acts or events that could place sensitive information and assets at risk.

Unit Security Officer, USO (*agent de sécurité de l'unité, ASU*) is a person responsible for the co-ordination of all physical security aspects, security investigations, user screening, issuing of user ID cards, completion of threat and

risk assessments, and provision of advice on security measures.

Users (*utilisateurs*) include employees, volunteers, temporary help agency staff, students, contractors, consultants, and business partners who have authorized use of the departmental corporate network, telecommunications systems, computer applications, or those who use PWGSC-owned IT equipment and services in federal government facilities, and off-site (e.g. at home, on the road, etc.) for the processing, storage or transmission of information.

Violation (*of security*) (*manquement [à la sécurité]*) means any act or omission that contravenes any provision of the Policy on Government Security. Such acts may include failure to classify or designate information in accordance with this DP; classification or designation, or continuation of same, in violation of this DP; unauthorized modification, retention, destruction or removal of sensitive information; and unauthorized interruption of the flow of sensitive information.



ANNEX B - PWGSC INFORMATION TECHNOLOGY SECURITY PRINCIPLES

1. Principles

The selection and application of appropriate security controls for an information system are important tasks that can have major implications on the operations and assets of PWGSC. Security controls are the management, operational and technical safeguards or countermeasures required to protect the confidentiality, integrity, and availability of a system and its information. The following principles must guide all departmental practices in the absence of any specific departmental policies, directives or standards:

1. Individual accountability

All users, regardless of their role, are fully accountable for their actions or inactions with respect to information technology (IT) security.

2. Awareness

Users must be provided with appropriate knowledge of, and be informed about, the existence and general extent of measures, practices and procedures for the security of information.

3. Information classification / designation

Information must be classified or designated according

to the Departmental Consolidated Information and Assets Classification and Designation Guide.

4. **System Life Cycle**
IT security must be an integral part of all systems application life cycle.
5. **Proportionality**
Security measures, costs, practices and procedures must be appropriate and proportionate to the confidentiality, integrity and availability requirements of the assets.
6. **Multi-disciplinary**
Measures, practices and procedures for the security of information systems should address all aspects of IT security including organizational, administrative, physical, environmental, personnel, hardware, software, communications and operational elements.
7. **Proven environment**
The assumption that an environment is secure can pose a greater risk than the absence of security. Until certified by an IT security authority, no environment should be considered secure.
8. **Interoperability and information exchange**
Interoperability and information exchange are enabled through effective and consistent security and identity management practices.
9. **Assurance of protection**
All security measures, practices and procedures whether automated or manual must be tested and used regularly to ensure proper operation.
10. **Access**
Information and other assets shall be accessed only by users having a need to know, the proper personnel security clearance or reliability status, and the proper authorization.
11. **Segregation of responsibilities**
Responsibilities must be segregated when possible so that no one person has complete control over a particular resource or process. In some cases dual responsibility must be implemented so manipulation of a resource cannot be accomplished without the knowledge of another person.

12. Least privilege
IT system users must be provided with the least amount and types of system privileges that still provides them with an unimpeded ability to perform their jobs.
13. Ethics
IT systems security must be applied in such a manner that the rights and legitimate interests of others are respected.
14. Integration
To create a coherent and comprehensive system of security, measures, practices and procedures for the security of individual IT systems must be coordinated and integrated with each other and with other measures, practices and procedures of the organization.
15. Violations and breaches
All users must act in a timely and coordinated manner to prevent, report and respond to suspected violations and breaches of IT security.
16. Reassessment
Because the security requirement may change over time, the security of IT systems must be reassessed periodically.
17. Monitoring
Monitoring practices and procedures must be coordinated to ensure a coherent and comprehensive verification system.
18. Risk management
This is the process by which managers inform themselves about security vulnerabilities, certify safeguards and assume residual risk. Risk management must begin with an evaluation of the sensitivity of the information followed by an assessment of threats and risks performed in an iterative process that involves steps to select, implement, certify, accredit, maintain, monitor and adjust safeguards. Risks must be managed by identifying, analyzing and assessing them, selecting risk-avoidance options, and designing and implementing cost-effective prevention and control measures.
19. Electronic privacy
The level of individual privacy is limited by the right of the Department to monitor electronic assets for effective and efficient operations including proper

usage by users. The Department must strive to ensure privacy between employees, and between employees and other entities.

20. Governance
IT security measures and safeguards are subject to the IM/IT governance process.
21. Mode of operation
PWGSC's networks operate in the system high, "Protected A" mode. This means that all personnel with access to the networks must have at least a reliability status screening. Information more sensitive than "Protected A" may not be stored or transmitted over PWGSC networks without additional safeguards.

ANNEX C - INFORMATION TECHNOLOGY SECURITY MANAGEMENT

1. Delegation of Authority
The Information Technology (IT) Security Coordinator must have a formal relationship with other departmental security groups. The IT Security Coordinator may delegate to employees and contractors certain security responsibilities. Delegated responsibilities must be officially documented.
2. Planning
Plans for the development of systems, services and facilities in PWGSC must contain activities for the implementation of required IT security measures.
3. Risk Management
The application of a risk management process is a key element in the Treasury Board Secretariat (TBS) Policy on Government Security.

Unless specifically exempted by the IM/IT governance process, all departmental systems, applications, servers, Web sites, and IT facilities must be accredited before going into production.

Owners and custodians must complete all of the following steps in order to acquire and maintain accreditation:

1. Statement of sensitivity
Owners and custodians must prepare and periodically update statements of sensitivity documenting the confidentiality, integrity and availability requirements for IT systems,

applications, services and facilities that process, store or transmit sensitive or critical information.

2. Threat and risk assessments

Owners and custodians must prepare and periodically update threat and risk assessments, analyzing the security vulnerabilities and recommending counter measures where required for IT systems, applications, services and facilities that process, store or transmit sensitive or critical information.

3. Certification

Owners and custodians must ensure that the appropriate certifying authority certifies the security aspects for all IT systems, applications, services and facilities that process, store or transmit sensitive or critical information to verify that IT security safeguards are present and operate as intended and that functional security requirements are met.

4. IT Security Reviews

Owners and custodians must review their statements of sensitivity and threat and risk assessments periodically or whenever the security environment changes in a manner which significantly alters the security requirements. The results of these reviews are to be transmitted to the appropriate certifying authority for review for compliance with policy and standards and for further action as deemed necessary through the IM/IT governance process. Should this process result in significant changes in configuration, the statement of sensitivity, the threat and risk assessment, or the certification testing (which may require changes to the security safeguards), owners and custodians must renew their accreditation.

5. Awareness and Training

All managers will ensure that users under their purview are informed of all applicable IT security policies, standards and procedures in accordance with their role and responsibilities.

The IT Security Coordinator is responsible for developing a departmental IT Security Awareness Program.

6. Royal Canadian Mounted Police (RCMP) and Communications Security Establishment Canada

(CSEC) Advice and Training

The IT Security Coordinator is responsible for coordinating all IT security-related consultations and training from the RCMP and CSEC.

7. Contracting for IT Services or Products

Managers must ensure that appropriate IT security clauses are included in contracts and Memoranda of Understanding.

Managers must ensure that their suppliers meet contractual IT security requirements.

As the contracting authority, PWGSC must ensure that appropriate IT security clauses are included in industrial contracts awarded through PWGSC.

8. IT Security Audits

Internal auditors conduct periodic audits of PWGSC IT that may result in recommendations to improve IT security measures.

The IT Security Coordinator must receive copies of all IT security audits. All plans to mitigate vulnerabilities are subject to the IM/IT governance process.

9. IT Security Report to Senior Management

The IT Security Coordinator is responsible for reporting on the status of IT security within PWGSC to the Departmental Security Officer (DSO).

10. Safeguarding of Information

Computer media and IT systems, applications, services or facilities must be safeguarded to protect information from unauthorized access.

11. Security Labelling of Information

Sensitive information stored or using IT resources must be labeled with the proper classification or designation level.

12. Disposal of Classified and Designated Information

Owners and custodians are responsible for ensuring that classified and designated electronic information and IT assets (including waste) are disposed of according to standards found in the CSEC ITSG-06 Clearing and Declassifying Electronic Data Storage Devices. This includes printouts and information held on hard disks, removable disks, diskettes, cassettes,

CD-ROMs, tapes and other information technology media.

13. Controlling Logical Access to Systems, Services and Information

Access to sensitive information must be strictly limited by physical, procedural and computer logical access controls and must be limited to users who have an operational requirement, have the proper security screening, and have the necessary authorization.

1. Access privileges

Owners and custodians will authorize and pre-establish access privileges prior to use of stand-alone computers, multi-user computers and networks.

2. User identifiers

Owners and custodians will assign a unique user identifier to each user before access to IT systems and information is granted. User identifiers shall only be active for the duration of the employment or specific task.

3. Passwords

Users must keep their passwords and pass codes private. Passwords shall be constructed and changed according to the IT security standards.

4. Access management

Owners and custodians shall ensure that users' privileges do not exceed their needs and authorization.

In the event of an employee departure, refer to DP 029 - Employees Leaving PWGSC.

14. Banner

Owners and custodians must ensure that the approved IT security banner is displayed to inform the user of the rules and regulations related to its use. The banner shall be presented to users, on a monthly basis, at the sign-on process before an IT connection is granted.

ANNEX D - APPLICATION SECURITY

1. Development of Information Technology (IT) Systems and Services

Project managers shall ensure that an approved PWGSC system development life cycle and

accompanying IT security processes are used to develop, maintain and dispose of departmental IT systems and services.

2. Installation of Software and Applications

Users must obtain written authorization before any software and/or applications are installed onto IT equipment owned by PWGSC. Contact IT Service Desk: 1-866-995-6030.

3. Maintenance

Owners and custodians must authorize all maintenance of IT software.

Maintenance staff members must be security screened as required by the level of the information to which they may have access.

During maintenance, sensitive information must be protected to prevent copying or misuse of the data.

4. Viruses and Other Malicious Codes

PWGSC shall provide anti-virus software to protect departmental computers.

Users must follow anti-virus software procedures for the detection of malicious codes. Users must immediately contact the IT Service Desk at 1-866-995-6030 if they suspect their IT equipment has become infected with a virus and/or malicious code.

ANNEX E - INFORMATION TECHNOLOGY OPERATIONS SECURITY

1. Operational Monitoring

Owners and custodians must monitor information technology (IT) resources for operational efficiency.

2. Threats and Vulnerabilities Monitoring

Owners and custodians must monitor IT resources to identify vulnerabilities and detect cyber threats, and must ensure that appropriate mitigation measures are taken.

3. Backups

Owners and custodians will ensure that regular backups are made and tested for electronic information and software under their control. Backups must be stored in a secure place away from active files. Backups of electronic information or software, critical to

operations or difficult to replace, must be stored off-site and in accordance with its level of sensitivity.

4. Physical and Environmental Security

Physical access to IT media, computers, LAN (local area networks) and telecommunications must be restricted to those with a 'need to know', a security screening and the required authorization.

Computer, LAN and telecommunications rooms must be protected by environmental safeguards, in accordance with the Government of Canada standards.

1. Construction of IT facilities

Project managers have the responsibilities of custodians during all phases of the construction of an IT facility and they must ensure that IT security is addressed.

2. Restricted zones

Security zones must be established as per standards for areas processing and storing sensitive information including areas such as: main-frames, mini-computers, LAN servers, communications equipment, IT media storage, telecommunications rooms, or when required by threat and risk assessments.

3. Protection of IT assets

Users must safeguard government assets (including information) in their custody either at the departmental workplace, at home or when travelling.

4. Positioning of equipment

Users must position workstation monitors, printers and facsimiles equipment in such a way that unauthorized persons cannot have access to, or view, the information.

5. Configuration Chart

Owners and custodians will maintain configuration charts for main-frame computers, mid-range computers and departmental IT networks installations. The charts must be labelled according to their sensitivity.

6. Maintenance

Owners and custodians will authorize all maintenance of IT equipment and provide adequate activity supervision.

Maintenance staff members must be security cleared to the level of the information to which they may have access.

7. Connectivity

Telecommunication connectivity shall be formally approved, controlled and monitored by the Information Technology Services Branch in accordance with the departmental IT security policies and standards.

Unauthorized installation, disablement and unapproved removal of telecommunication equipment shall be reported to the manager and to the IT Security Coordinator.

8. Use of Modems

Modems shall not be connected to networked workstations.

The approval for the installation or use of modems on PWGSC owned stand-alone computers, laptops and communication servers is subject to the IM/IT governance process. "Classified" systems must use the Communication-Electronics Security (COMSEC) approved modem connections.

9. Dial-in to Departmental Computers

A PWGSC approved remote access solution shall be required for all remote access to PWGSC computers.

10. Transmission of Information

Users must use encryption products and procedures that have been approved by the IT Security Coordinator. All "Protected B", "Protected C" and "Classified" information must be encrypted for transmission, regardless of the medium by which the information is being communicated, including the following:

1. Electronic information - PWGSC's principal network

PWGSC's principal network can be used to transmit information up to and including the security level of Protected A. Protected B information can only be transmitted on PWGSC's principal network, if it is encrypted in accordance with a PWGSC approved encryption standard.

Protected C and Classified information cannot be transmitted on PWGSC's principal network.

2. Telephone

In PWGSC, Secure Communication Interoperability Protocol (SCIP) is the authorized means by which voice communications are secured.

Users must abide by the Communications Security Establishment Canada (CSEC) Directives for the Application of Communications Security in the Government of Canada (ITSD-01) and the guidance from the COMSEC Material Control Manual for the custody and use of SCIP.

3. Fax

In PWGSC, secure fax transmission requires the use of SCIP.

Users must not program facsimile machines with non-governmental speed dial numbers, regardless of the level of sensitivity of the information being transmitted.

11. Interconnection of Computer Systems

Owners and custodians shall perform a threat and risk assessment to determine the impact of interconnection of systems.

12. Internet / Intranet

Owners and custodians must protect Internet and intranet access with a strong access device such as an approved firewall.

13. Electronic Authorization and Authentication

All equipment and processes for electronic authorization, authentication and digital signatures are subject to approval through the appropriate IM/IT governance process.

14. Voice Messaging Systems

Users shall not leave voice messages that contain sensitive information.

Owners and custodians must ensure that logical access controls are included into such system to prevent unauthorized access.

Owners and custodians must regularly monitor the voice messaging systems for irregularities and to detect

inactive accounts.

Users must use a password to protect their mailbox.

15. Operation Procedures

Owners and custodians shall ensure that IT security procedures for computer operations are developed, documented and made available to users.

16. Processing of Information

PWGSC's principal network can be used to process, store and transmit information up to and including the security level of Protected A. Protected B information can only be processed, stored and transmitted on PWGSC's principal network, if it is encrypted in accordance with a PWGSC approved encryption standard. Protected C and Classified information cannot be processed, stored or transmitted on PWGSC's principal network.

17. Use of "Privileged and Powerful Software"

1. Definition

The term "privileged and powerful software" includes the following:

1. all software intended to intercept, scan, quarantine, inspect, or otherwise handle third party data for purposes other than that intended by the original parties; or
2. software designed to by-pass security measures deployed on the PWGSC infrastructure.

Examples of such software include: intrusion detection scanners, port scanners, anti-virus scanners, network "sniffers", and protocol analyzers. This is not an exhaustive list; in case of doubt, the potential user should clarify the nature of the tool with the IT Security Coordinator.

2. Personal Liability

The use of "privileged and powerful software" may place the user in possible violation of a number of Canadian acts and statutes, namely: the Criminal Code, the Privacy Act, the Competition Act and the Canadian Charter of Rights and Freedoms. This policy statement addresses actions that may

trigger the application of some or all of this legislation. All users having access to "powerful and privileged software" in the care and control of PWGSC should note that PWGSC can only authorize activities that are not in contravention of the law. Users who take it upon themselves to act in a manner contrary to the Criminal Code or other acts and statutes can be held personally responsible for these actions in a court of law.

3. Unauthorized Uses

For example, the types of actions that may trigger legal action under the Criminal Code include the:

1. unauthorized use of port scanning software against PWGSC or outside targets;
2. unauthorized use of intrusion detection software;
3. unauthorized alteration or destruction of data (e.g. "hacking");
4. unauthorized use of specialized IT and telecommunications equipment designed to access private communications;
5. tampering of data that is considered "evidence" in a potential criminal case; this would apply to modification of data dealing with a hacking incident;
6. intentional and unauthorized viewing of third party information stored on electronic media.

4. Authority to Use

1. Prior to any use, written approval from the IT Security Coordinator must be obtained by a user of "privileged and powerful software". The granting of any approval will take into account operational requirements and the availability of clear and effective control procedures that will ensure that legal and policy requirements are adhered to. Authorization will be granted for a specific event or period, and will only be granted to the individual(s) named in the authorization.

2. For example, without approval as specified in 4(1), users are not authorized to:

- use any software or IT systems which are designed to by-pass security measures, or to interfere with the corporate IT infrastructure or data in any manner; or
- use any software or hardware whose purpose is to intercept, scan, inspect, quarantine, store, or modify third party data that is a "private communication".

ANNEX F - INFORMATION TECHNOLOGY SECURITY INCIDENT MANAGEMENT

1. IT Security Incidents, Breaches and Violations

All actual or suspected IT security anomalies and violations must be reported by the user to his/her manager and the Information System Security Officer (ISSO) or the Regional Security Office. The ISSO or the user must also contact the IT Service Desk at 1-866-995-6030, as soon as possible.

2. IT Security Investigations

The IT Security Coordinator shall provide IT technical assistance to investigative units.

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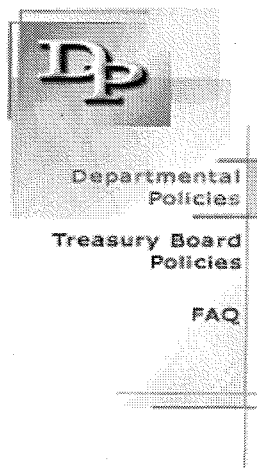
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DP 054

2007-10-16

INDUSTRIAL SECURITY PROGRAM

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1. BACKGROUND

The Government Security Policy mandates departments to support the efforts to protect national interest and the Government of Canada's business objectives by safeguarding employees and assets while ensuring the continued delivery of services. Public Works and Government Services Canada (PWGSC), as a common service department for contracting, real property management, information technology and telecommunications, is assigned responsibility for overseeing the management of the Controlled Goods Program and the associated implementation of the Controlled Goods Regulations, which is a domestic industrial security program, pursuant to the Defence Production Act. PWGSC is also the Delegated Security Authority for Canadian and international industrial security responsibilities in accordance with the North Atlantic Treaty Organization's "Security within the NATO" C-M (2002) 49 and its Supporting Security Directives (AC/35-D/2000 through D/2005), and various bilateral and multinational industrial security arrangements.



2. PURPOSE

This departmental policy (DP) outlines the roles and responsibilities of PWGSC related to the Industrial Security Program (ISP). The ISP is composed of two service lines: contract security (provided by the Canadian and the International Industrial Security Directorates [CISD/IISD]) and controlled goods (provided by the Controlled Goods Directorate), both of which are administered by the Industrial Security Sector (ISS), Consulting, Information and Shared Services Branch (CISSB), PWGSC.



3. POLICY

In accordance with the Government Security Policy, and pursuant to Part 2 of the Defence Production Act, and the Controlled Goods Regulations, Public Works and Government Services Canada shall:

1. administer the ISP;
2. provide advice to departments on the operational standards and technical documentation related to security in contracting. Security requirements are established by clients in the Security Requirements Check List (SRCL);
3. ensure compliance with international industrial security agreements, arrangements and memoranda of understanding;
4. develop the operational security standards technical documentation for security in government contracting.



4. SCOPE

This DP applies to all branches and special operating agencies (SOAs), both at headquarters and in the regions, and to all government programs or contracts and other arrangements administered by the Department.



5. DEFINITIONS

Breach of Security (*infraction à la sécurité*) means an action that results in the compromise of protected or classified assets (including information) or controlled goods.

Classified assets (*biens classifiés*) are assets whose unauthorized disclosure would reasonably be expected to cause injury to the national interest.

Classified contract (*contrat de nature délicate*) means any contract awarded to a private sector organization or individual involving access to CLASSIFIED information or assets.

Classified information (*renseignements classifiés*) means information related to the national interest that may qualify for an exemption or exclusion under the Access to Information Act or Privacy Act and the compromise of which would reasonably be expected to cause injury to the national interest.

COMSEC - Communications security (*COMSEC - sécurité des communications*) relates to cryptographic transmission and emission security measures applied to information stored, processed or transmitted electronically; a subset of information technology security.

Contracting process (*processus de passation de marchés*) includes bidding, negotiating, awarding, performance and termination of contracts.

Controlled Goods (*marchandises contrôlées*) are those military, strategic and military-related goods and technology, as well as dual-use goods and technology as included on the Export Control List, which is administered by Foreign Affairs and International Trade Canada, specifically those goods listed in the Schedule to the Export Control List made under Section 3 of the Export and Import Permits Act, more precisely:

Items listed under Group 2:

- Goods listed in item 2-1 that are prohibited firearms, as defined in paragraph (c) of the definition "prohibited firearm" in Subsection 84(1) of the Criminal Code;
- Goods listed in item 2-3 that are ammunition with a calibre greater than 12.7mm;
- Goods listed in items 2-2 and 2-4 to 2-22;

Items listed under Group 5:

- Goods listed in item 5504; and

Items listed under Group 6:

- All goods listed.

Controlled Goods Program (*programme des marchandises contrôlées*) is a domestic industrial security program that helps strengthen Canada's defence trade controls through registration, prevention, deterrence and detection, and helps prevent the proliferation of weapons of mass destruction and of conventional weapons.

Designated Security Authority (*autorité désignée en matière de sécurité*) is responsible for developing, implementing, maintaining, coordinating and monitoring a security program consistent with the Government Security Policy and associated standards.

Examination (*examiner*) refers to the inspection of controlled goods by any means so as to provide a person with detailed knowledge of the controlled goods' inherent properties and performance characteristics that would allow that person to use this knowledge so that the good could be reproduced or replicated, or the performance of a similar article could improve.

Industrial Security (*sécurité industrielle*) is a subset of national security concerned with the safeguarding afforded to Canadian and foreign CLASSIFIED and/or PROTECTED information and assets by private sector organizations and individuals.

National Interest (*intérêt national*) concerns the defence and maintenance of the social, political and economic stability of Canada.

NATO Security Committee (*Comité de la sécurité de l'OTAN*) is responsible for formulating NATO industrial security policy and making appropriate recommendations to the Council for the safeguarding of NATO classified information that is entrusted, or likely to be entrusted, to industry. This Committee considers matters of industrial security referred to it by the Council, a member nation, the Secretary General, the NATO Military Committee, Major NATO Commands and heads of NATO military and civil agencies.

Personal Information (*renseignements personnels*) means any information about an identifiable individual that is recorded in any form as defined in Section 3 of the Privacy Act including, without restricting the generality of the foregoing, race, age, marital status, education, medical, criminal, financial, employment records, identifying number, fingerprints, address, personal views, etc. Personal information does not include certain information concerning the position or functions of a government employee (para. 3(j)), the services performed by an individual under contract for a government institution (para. 3(k)), a discretionary benefit of a financial nature (para. 3(l)) and information about an individual who has been deceased for more than twenty years (para. 3(m)). Personal information is a subset of PROTECTED information.

Possess (*posséder*) means either actual possession, where the person has direct physical control over a controlled good at a given time, or constructive possession, where the person has the power and the intention at a given time to exercise control over a

controlled good, either directly or through another person or persons.

Protected assets (*biens protégés*) are assets whose unauthorized disclosure would reasonably be expected to cause injury to a non-national interest.

Protected information (*renseignements protégés*) is information related to other than the national interest that may qualify for an exemption or exclusion under the Access to Information Act or Privacy Act, and the compromise of which would reasonably be expected to cause injury to a non-national interest.

Registered person (*personne inscrite*) means an individual, corporation, partnership or any other business enterprise registered pursuant to the Controlled Goods Regulations.

Secret (*secret*) is a level of classification that applies to information or assets which, when compromised, could reasonably be expected to cause serious injury to the national interest.

Top Secret (*très secret*) is a level of classification that applies to information or assets which, when compromised, could reasonably be expected to cause exceptionally grave injury to the national interest.

Transfer (*transférer*) means, in respect of a controlled good, to dispose of it or disclose its content in any manner.



6. ROLES AND RESPONSIBILITIES

1. The **Deputy Minister** is accountable for safeguarding sensitive information and assets under the ownership or control of PWGSC and for ensuring compliance with the Controlled Goods Program.
2. The **Assistant Deputy Minister, Consulting, Information and Shared Services Branch, (CISSB)** is responsible for administering the ISP.
3. The **Director General, Industrial Security Sector, CISSB**, as the **Designated Security Authority (DSA) for industrial security in Canada**, is responsible for managing and directing an effective ISP in order to meet national, NATO and other international industrial security requirements.
4. The **Director, Canadian Industrial Security Directorate (CISD), Industrial Security Sector (ISS), CISSB**, is

responsible for:

1. safeguarding client department and foreign government CLASSIFIED / PROTECTED information provided to the private sector under PWGSC contracts;
2. managing a personnel security screening system for the Department and private sector organizations registered in the ISP;
3. managing a facility security clearance system for private sector organizations registered in the ISP;
4. granting security clearances and reliability status. Denying and revoking a reliability status;
5. ensuring that breaches of industrial security are reported and investigated;
6. ensuring that any breaches or violations of security relating to personal information are reported to the PWGSC Access to Information and Privacy Office and to the Departmental Security Officer;
7. maintaining a database of private sector organizations and individuals that have been authorized to access CLASSIFIED and/or PROTECTED information and assets;
8. providing industrial security education and training for contracting authorities and company security officers/authorized officials of private sector organizations;
9. ensuring compliance with the Government Security Policy in contracts affording access to government CLASSIFIED and/or PROTECTED assets, when the contracting authority is PWGSC, or when requested by another department;
10. on request, ensuring compliance with the Government Security Policy in contracts that are within delegated contracting responsibilities of departments, and affording access to government CLASSIFIED and/or PROTECTED assets.

5. The **Director, International Industrial Security Directorate (IISD), ISS, CISSB**, is responsible for:

1. negotiating and implementing international industrial security arrangements and memoranda of understanding with foreign countries, in consultation with both Foreign Affairs and International Trade Canada and ensuring their compliance in contracts that afford access to CLASSIFIED / PROTECTED foreign government information, and in contracts that afford foreign contractors access to CLASSIFIED / PROTECTED assets of the Government of Canada;
2. managing the Canadian elements of the United States/Canada Joint Certification Program;
3. managing the international industrial security document control system and NATO sub-registry;
4. managing the international visit clearance system;
5. ensuring that breaches of industrial security are reported to foreign industrial security officials;
6. providing education and training on the document control and visit clearance systems to contracting authorities and company security officers/authorized officials of private sector organizations.

6. The **Director, Program Harmonization and Services Directorate (PHSD), ISS, CISSB**, is responsible for:

1. in consultation with the Treasury Board Secretariat, participating in the review of the Government Security Policy including instruments such as the Security and Contracting Management Standard;
2. reviewing and updating the Industrial Security Manual;
3. participating in the development/review of policies for the ISS Directorates.

7. The **Director, Controlled Goods Program, ISS, CISSB**, is responsible for:

1. safeguarding controlled goods through compliance enforcement of the provisions of Part 2 of the Defence Production Act, and the Controlled Goods Regulations;

2. managing the Controlled Goods Program, including interdepartmental, national and international relations, with other agencies;
 3. managing the registration and exemption requirements arising out of the various provisions of the Defence Production Act and the Controlled Goods Regulations;
 4. ensuring that breaches of controlled goods security are reported, investigated and corrective measures taken to prevent recurrence;
 5. developing and implementing inspection and investigation standards;
 6. ensuring compliance with the Controlled Goods Program policies in all areas of activity, in particular the production, access, use or disposal of controlled goods and controlled goods information;
 7. maintaining a database of registered or exempt persons, with such database being available for consultation by registered private enterprises and public agencies;
 8. undertaking appropriate outreach activities to ensure awareness of the program and its objectives;
 9. ensuring ongoing communications as warranted with designated officials of registered persons (individual, corporation, partnership or any other business enterprise) under the Controlled Goods Program.
8. The **Director, Information Technology Security (ITS), Information Technology Services Branch (ITSB)**, is responsible for providing the Industrial Security Sector information technology security advice and assistance in support of the Industrial Security Program.
9. The **PWGSC Contracting Authorities** are responsible for:
1. specifying the necessary security requirement in the terms and conditions section of the contractual documentation;
 2. ensuring that contract documentation contains the necessary security clauses for the safeguarding of government assets, including IT systems;

3. confirming with CISC that prospective contractors meet contract security requirements prior to being given access to CLASSIFIED and/or PROTECTED information and assets and prior to the award of CLASSIFIED and/or PROTECTED contracts;
4. confirming that prospective contractors are registered, exempt or excluded under Part 2 of the Defence Production Act prior to their having access to controlled goods;
5. ensuring the screening of private sector organizations and individuals who have access to PROTECTED or CLASSIFIED information and assets, as specified in the standards;
6. ensuring that persons are appropriately registered, exempt or excluded from registration under the Controlled Goods Program, before accessing controlled goods.



7. GUIDELINES

The Controlled Goods Program is set out in Parts 2 (Regulation of Access to Controlled Goods) and 3 (Offence and Punishment) of the Defence Production Act, and the Controlled Goods Regulations.

In summary, the legislation:

1. prohibits the possession, examination and transfer of controlled goods except by persons registered for those purposes, or exempt from registration;
2. lays out the rules for the registration of persons accessing (examination, possession and transfer of) controlled goods and the security conditions registered persons are required to adhere to, under the Controlled Goods Regulations, for the safeguarding of controlled goods;
3. provides for the exclusion of persons (certain government and Crown Corporation employees) from Part 2 of the Defence Production Act, and for rules of exemption from registration (foreign temporary workers and visitors);
4. provides for on-site inspections for the purpose of ensuring registered persons are meeting the security conditions required by the legislation;

5. provides for stringent penalties for persons who violate the Defence Production Act and/or the Controlled Goods Regulations.



8. COMPLIANCE

Compliance with this DP is mandatory in accordance with the Government Security Policy, NATO's C-M (2002) 49 "Security within the NATO" and its Supporting Security Directives (AC/35-D/2000 through D/2005), bilateral and multinational industrial security arrangements, memoranda of understanding, the Defence Production Act, the Export Control List and the Controlled Goods Regulations.



9. REFERENCES

Acts and Regulations:

- Access to Information Act;
- Canada Labour Code;
- Canadian Charter of Rights and Freedoms;
- Canadian Security Intelligence Service Act;
- Controlled Goods Regulations;
- Criminal Code;
- Criminal Records Act;
- Defence Production Act;
- Emergency Preparedness Act;
- Export and Import Permits Act;
- Financial Administration Act;
- Interpretation Act;
- National Defence Act;
- Personal Information Protection and Electronic Documents Act;
- Privacy Act;
- Public Service Employment Act;
- Public Service Labour Relations Act.

Treasury Board Publications:

- Access to Information Guidelines;
- Government Security Policy;
- Privacy and Data Protection Policy.

PWGSC Publications:

- Departmental Consolidated Information and Asset Classification and Designation Guide;
- DP 051 - Departmental Security Program;
- DP 093 - Policy on the Handling of Contract Security Incidents;

- DP 104 - Policy on Information Technology Security;
- Industrial Security Manual.

NATO Publication:

- NATO's C-M (2002) 49 "Security within the NATO" and its Supporting Security Directives (AC/35-D/2000 through D/2005).

Other Documents:

- Bilateral and multinational industrial security arrangements and memoranda of understanding (CISD/IISD/PWGSC);
- Export Control List.

**10. CANCELLATION**

This policy supersedes DP 054 dated 1997-08-11.

**11. INQUIRIES**

Director General
Industrial Security Sector
Consulting, Information and Shared Services Branch
Telephone: 613 -948 -1776

Original Signed by
François Guimont

François Guimont
Deputy Minister and
Deputy Receiver General for Canada



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Last Updated: 2008-05-28

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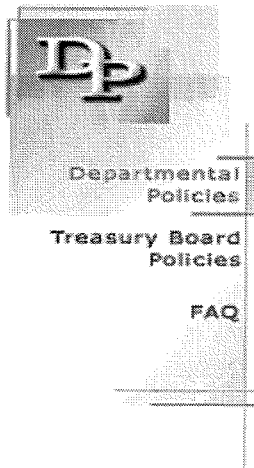
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DP 052

1997-07-11

CORPORATE SECURITY PROGRAM

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1. BACKGROUND

As indicated in [DP 051 - Departmental Security Program](#), Public Works and Government Services Canada (PWGSC) has adopted a distributed security structure to implement a departmental security program in accordance with the *Government Security Policy (GSP)*. Within this context, the Real Property Services Branch has been assigned overall responsibility for the corporate security program. This departmental policy establishes the departmental framework and policy for physical security and the protection of important assets, including personnel and sensitive information.



2. POLICY

Public Works and Government Services Canada shall:

1. protect sensitive information and other assets under control of the department in accordance with the *GSP* and the

associated security standards;

2. protect the safety and security of departmental employees in accordance with the *Canada Labour Code*, the *GSP* and associated security standards;
3. incorporate physical security requirements in all facilities administered as a custodian department
4. report and investigate actual or suspected security violations and breaches in respect of departmental information or assets, take necessary corrective action and maintain a record of all investigations and associated recommendations.



3. SCOPE

This departmental policy applies to all employees of PWGSC, including Special Operating Agencies (SOAs), and persons engaged under contract with the department.



4. DEFINITIONS

Classified assets (biens classifiés) mean assets, other than information, that are important to the national interest and therefore warrant safeguarding.

Classified information (renseignement classifié) means information related to the national interest that may qualify for an exemption or exclusion under the *Access to Information Act* or *Privacy Act* and the compromise of which would reasonably be expected to cause injury to the national interest.

Custodian departments (ministères gardiens) are departments having responsibility for the administration of a facility assigned to other departments for the conduct of government programs.

Designated assets (biens désignés) mean assets, other than information, that have been identified by the department as being important to operations by virtue of the function performed, or as being valuable and therefore warranting safeguarding; for example, cash and other negotiables; and information technology systems that require protection to ensure the confidentiality, integrity and availability of the information stored in them.

Designated information (renseignement désigné) means information related to other than the national interest that may

qualify for an exemption or exclusion under the Access to Information Act or Privacy Act.

Persons engaged under contract (personnel embauché à contrat) means personnel, other than PWGSC employees, engaged to carry out specific functions under contractual provisions with the Department.

Physical Security (sécurité matérielle) means protection, detection and response mechanisms used in the physical environment to control access to sensitive information and assets.

Sensitive Asset (bien de nature délicate) means classified or designated asset.

Sensitive information (renseignement de nature délicate) means classified or designated information.

Threat and Risk Assessment (TRA) (évaluation de la menace et des risques) means an evaluation, based on the effectiveness of existing or proposed security safeguards, of the chance of vulnerabilities being exploited.



5. ROLES AND RESPONSIBILITIES

1. The **Assistant Deputy Minister, Real Property Services**, is accountable to the Deputy Minister for the effectiveness and integrity of the corporate security program.
2. **Regional Directors General** are responsible for implementing the corporate security program in their respective regions.
3. The **Director, Operational Support Services, Real Property Services**, is responsible for implementing the corporate security program in the National Capital Area.
4. The **Director, Corporate Security and Emergency Preparedness**, is responsible for directing the operations of the corporate security program and its integration with departmental health, safety and preparedness programs.
5. The **Manager, Corporate Security Division**, is responsible for implementing the corporate security program, with specific responsibilities for:
 1. advising and assisting with all aspects of physical security and the protection of departmental assets, including personnel and sensitive information;

2. selecting or recommending appropriate safeguards for departmental assets and those facilities administered as a custodian in accordance with the GSP, minimum security standards and a standard threat and risk assessment (TRA) process;
3. coordinating the corporate security program in each region through Regional Managers responsible for Safety and Security;
4. developing and monitoring the implementation of a comprehensive training plan for corporate security personnel in the headquarters and regions;
5. managing a comprehensive departmental security awareness program for PWGSC employees and contractors engaged on behalf of the department;
6. establishing and managing an employee identification card process for the department;
7. investigating or coordinating the investigation of suspected thefts, vandalism, losses to the crown and violations or breaches of security by PWGSC employees and persons engaged under contract in conjunction with the Fraud Investigations and Internal Disclosures Directorate within the Audit and Ethics Branch where indicated;
8. coordinating the infrastructure of the Unit Security Officer (USO) network managed by Regional Managers responsible for Safety and Security;
9. advising on security programs for Ministerial Regional Offices (MROs) and the Parliamentary Precinct;
10. establishing and maintaining a personnel security screening service in conjunction with the Personnel Security Screening Section of the Industrial Security Division in SOSB.

6. **Regional Managers responsible for Safety and Security** are responsible for administering the corporate security program within their respective regions.

7. **Branch Heads and Chief Executive Officers** of SOAs are responsible for the application and funding of approved corporate security measures within their organizations.

8. **Managers** are responsible for:

1. administering the corporate security program within their organizational unit;
2. ensuring there is a Unit Security Officer available to advise on the implementation of any safeguards within their organizational unit.

9. **Unit Security Officers (USOs)** are responsible to their Managers and Regional Managers responsible for Safety and

Security for the implementation of specific safeguards within the organizational unit(s) for which they are appointed.

10. **Employees and Persons engaged under contract** are responsible for being aware of and complying with approved guidelines and procedures issued under the corporate security program.



6. COMPLIANCE

Compliance with this departmental policy is mandatory in accordance with DP 051 - Departmental Security Program, and the Government Security Policy.



7. GUIDELINES AND PROCEDURES

Detailed guidelines and procedures governing implementation of the corporate security program will be promulgated in a series of security documents which will also be available as part of the PWGSC Intranet.



8. REFERENCES

Acts and Regulations:

- Access to Information Act;
- Privacy Act;
- Canada Labour Code, Part II.

Treasury Board Publication:

- Government Security Policy.

PWGSC Publications:

- DP 051 - Departmental Security Program;
- DP 053 - Reporting of Actual and Suspected Breaches and Violations of Security.



9. INQUIRIES

Departmental:

Manager
Corporate Security Division
Corporate Security and Preparedness Directorate
Tel: (613) 736-2676

Regional:

Regional Managers responsible for Safety and Security

Original Signed by
R.A. Quail

R. A. Quail
Deputy Minister and
Deputy Receiver General for Canada



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Last Updated: 2007-11-29

Important Notices

Area Measurement Policy

PWGSC Spatial Information Management

EFFECTIVE DATE: August, 1998
REVIEW DATE: August, 2001
CANCELLATION(S): N/A

[[Français](#)]

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1. Background

One of the challenges faced by the Real Property Services Branch (RPSB) is to better manage its space inventory. Meeting this challenge requires accurate and verifiable space data. It has therefore become critical to our operation to ensure that the data we use has been collected consistently across the nation and that it is easily accessed and verifiable.

On March 15th 1996, the Director General of Office Accommodation Services, M. François Brazeau, announced the Renewal of Space Measurement / Management Methodology and Tools Project. The space measurement policy project was given the following three objectives:

- The first was to update the PWGSC internal Space Measurement policy (1977).
- The second was to relate PWGSC measurement methodology to other standards such as BOMA, IFMA.
- The third was to establish a Space Measurement Procedures manual to allow for a consistent national implementation of the policy

This document and its related documents, the *Area Measurement Guidelines and Procedures* and the *Relationship of Rentable to Usable Space -- PWGSC 1998*, are the result of the above-mentioned project. These documents were approved by Office Accommodation Services and endorsed by Property and Facilities Management on July 15, 1997.

2. Defining Area Measurement and Space Management

The project team, during the review process, identified one key challenge that is significant in approaching the management of space. That challenge is the understanding of the difference between area measurement and space management.

- *Area measurement* defines the areas or objects to be measured and how they should be measured. Examples of measured areas are rooms used for various purposes, floor areas occupied by building elements such as structural columns or voids in the floor referred to as a vertical penetrations.

- *Space management* uses these measured areas or objects to model space and allocate space for various uses. *Floor Rentable Area* is really a space management term. *Floor Rentable Area* is not measured but is derived by subtracting *Building Services Areas* and *Inside Parking Areas* from the *Interior Gross Area*, all of these being measured areas.

3. Understanding Space Management

A major responsibility of Real Property Services is to manage the Rentable Area for government general purpose facilities. In order to ensure value to the crown and to establish a solid base for creating productive work environments, RPSB goes beyond managing Rentable Area into establishing and understanding Usable Area. This value added service ensures that our Clients will have an appropriate quantity of space to meet their program requirements while managing the Crown's investment in real property.

4. Area Measurement Policy

The Real Property Services Branch of PWGSC will manage its space inventory using the following area measurement elements:

- Building Outside Gross
- Floor Inside Gross
- Building Services
 - Vertical Penetrations
 - Services Areas/Rooms
- Inside Parking
- Floor Common Areas
 - Washrooms, Electrical/Phone/Janitor Closets
 - Convectors
 - Building Structure
 - Perimeter Structure
 - Interior Structure
 - Elevator Lobby Area
 - Primary Circulation
 - Legislated Fire Egress Crossover and Refuge Areas
- Floor Usable Area
 - User Specific Area
 - User Common Support Area

For more information on the elements listed, refer to Annex A : "Definitions of Area Measurement Elements". The use of these elements provides the information required to establish the calculations of Rentable and Usable Areas used for Space Management. These calculations are defined in the document entitled *Relationship of Rentable to Usable Space - PWGSC 1998*. The following details how the area measurement policy will apply to the various components of the inventory:

1. All "Crown Owned" and "Leased to Purchase" facilities, regardless of Rentable Area or number of occupants, will be measured for the above elements and these will be recorded in electronic (CADD) drawings that model the facility and provide an electronic audit trail.
2. The above also applies to *long-term leased* facilities with more than 1000 m² in Rentable Area, regardless of the number of occupants.

3. It also applies to *long-term leased* facilities with less than 1000 m² in Rentable Area but with more than one occupant.
4. In *other facilities*, the need for measurement and graphic modelling will be at the portfolio manager's discretion.

5. Enquiries

For more information on this document, please contact Ted Eedson (613-736-2620)

Prepared by:

Space Management Renewal Project Team

PWGSC Spatial Information Management

Annex A

Definitions of Area Measurement Elements

1. Building Outside Gross

Building Outside Gross is the total *constructed area* of a building. It is the sum of the outside gross areas of all floors including levels below grade. Building Outside Gross is measured from the *exterior surface* of the building perimeter walls. Building Outside Gross is useful for construction budgeting but is generally not used in lease negotiations or for rentable and usable area calculations.

2. Floor Inside Gross

Floor Inside Gross is the area defined within the inside *Dominant Portion* of exterior walls on a floor.

2.1 **Building Inside Gross** is the sum of the *Floor Inside Gross* for all floors.

2.2 **Dominant Portion** is defined as the largest area of either solid or glass making up the inside *Finished Surface* of the total permanent outer building wall along a single plane.

2.3 **Finished Surface** is the wall surface, including glass, as prepared for the occupant's use.

3. Building Services

Building Services are those areas of a facility which are necessary for the operation of the facility and are not available for general occupancy. Building Services include *Vertical Penetrations* and *Service Areas/Rooms*.

3.1 **Vertical Penetrations** are voids in the floor. Measurement of *Vertical Penetrations* includes the floor area of their enclosing walls. Examples of areas included in this classification are:

- Public stairs, elevator shafts, flues, fire towers, fire hose cabinets (because of the pipes attached to them), stacks, pipe shafts, vertical air conditioning ducts and other vertical ducts *and* their enclosing walls.
- Atria, light wells and similar penetrations through the floor.
- Dumbwaiters and mail conveyor systems that service the entire building.

Note: Structural columns and openings for vertical runs of electric and/or telephone/data cable distribution are not considered *Vertical Penetrations*. Not included in this definition are vertical penetrations built for the private use of a tenant occupying more than one floor.

3.2 **Service Areas/Rooms** are floor areas necessary to the general operation of the facility and are not available for general occupancy. Measurement of *Service Areas/Rooms* includes the floor area of their enclosing walls except when adjacent to a *Vertical Penetration* in which case the area of the wall is included in the *Vertical Penetration*. Examples of *Service Areas/Rooms* include:

- Main entrance lobby including vestibules,
- Air conditioning, ventilation, machine and boiler rooms,
- Meter rooms, pipe rooms, garbage rooms,
- Loading docks servicing the entire building,
- Janitorial storage room servicing the entire building, and
- Concierge and/or security posts
- Interstitial Areas: These are areas of load bearing surfaces located below or above occupied building floors. These areas are not available for general occupancy because they either have inadequate clear headroom or they contain or provide access to building mechanical or electrical systems which primarily serve adjacent floors.

Note: Not included in *Service Areas/Rooms* are loading docks required as part of a process operation of an occupant (e.g. in a warehouse or manufacturing plant). These loading docks are included as part of the occupant's *Usable Area*.

1. Inside Parking

Inside Parking is the area inside the building envelope that is used for parking vehicles. A parking structure (parking garage) is considered Inside Parking.

2. Floor Common Areas

Floor Common Areas are the common use areas that service a floor. Such common use areas include

- Washrooms
- Janitor Closets
- Electrical and Telephone Closets
- Building Structure
- Convectors
- Elevator Lobby
- Primary Circulation
- Legislated Fire Egress Crossover and Fire Refuge Areas (in excess of Primary Circulation).

Measurement of *Floor Common Areas* includes the floor area of their enclosing walls except when adjacent to a *Building Service Area*, in which case the wall area is already measured as part of the *Building Service Area*. Areas that would normally be considered *Floor Common Areas* on floors without any *Usable Area* will be classified as *Building Services*.

Note: Within PWGSC, *Floor Common Areas* were formerly designated as *Accessory A* areas.

5.1 Washrooms, Electrical, Telephone and Janitorial are areas used for these functions and that service a single floor.

5.2 Building Structure is the area occupied by columns or other structural elements that prevent the use of the area for placement of furniture, equipment, circulation or other functions. This space classification is divided into two subgroups:

5.2.1 **Interior Structure** sub-classification includes columns and other such structural elements (structural walls) located in the interior of the building.

5.2.2 **Perimeter Structure** sub-classification includes columns and other such structural elements located on or near the building's perimeter.

Building Structure located within *Building Services Areas* (i.e. janitor's offices or mechanical rooms) will be included in the *Building Services Area* and not be identified separately.

5.3 Convectors are the areas occupied by window sills, convectors, baseboard heating units and radiators that prevent the occupant or tenant from using that area for furniture, equipment, circulation or any other function.

When a convector is part of the perimeter wall, the area of the convector will be measured to the *Dominant Portion* reference point.

Convectors located within *Building Services Areas* (i.e. janitor's offices or mechanical rooms) will be included in the *Building Services Area* and not be identified separately.

5.4 Floor Elevator Lobby is the area adjacent to the elevator entry points on a floor whether defined by walls or not.

5.5 Primary Circulation is defined as the area required for floor occupants to access exits, stairs, elevators and washrooms.

Primary Circulation is determined by identifying the *reasonable minimum circulation space* required to access these elements.

Bridges and tunnels that do not meet this definition but that cannot be readily used for other purposes are considered part of *Primary Circulation*.

Measurement of *Primary Circulation* includes the floor area of their enclosing walls except when adjacent to another *Floor Common Area* or a *Building Service Area*. In both these cases, the wall areas are already measured.

5.6 Legislated Fire Egress Crossover and Fire Refuge Areas are designated fire egress routes connecting existing stairs in excess of identified *Primary circulation* areas. *Legislated Fire Refuge Areas* are designated fire protected areas. Designated areas shall be referenced to the appropriate legislated requirements.

6. Floor Usable Area

Floor Usable Area is the space that is available for the occupant to establish productive work environments. Its area can be calculated using the equations defined in the document entitled *Relationship of Rentable to Usable Area - PWGSC 1998*. The *Floor Usable Area* may be calculated:

- by subtracting the measured *Floor Common Areas (on Single or Multiple Occupant Floors)* from the *Floor Rentable Area* or
- as the sum of the measured *User Specific* and *User Common Support Areas*.

6.1 User Specific Area is the *Floor Usable Area* allocated to a specific occupant (or group of occupants).

6.2 User Common Support Area is the area required to provide a support service to occupants. As these services are shared the space is not allocated to any specific occupant. These areas may include but are not limited to:

- shared conference rooms
- lounges or vending areas, food service facilities
- health or fitness centres, locker or shower facilities
- mail rooms, fire control rooms

Note: Within PWGSC, *User Common Support Areas* were formerly designated as *Accessory B* areas and were excluded from Usable Area.

Service Calls / Demands de service

CARLING - LABS 1-10 / labo 1-10

01-Apr-2012 - 13-Jul-2012

Level of Priority / Niveau de priorité	Normal		Urgent		Emergency / Urgence critique		TOTAL	
Service Class Summary / Résumé de classe de service	Calls / Demands	Completed / Terminé	Calls / Demands	Completed / Terminé	Calls / Demands	Completed / Terminé	Calls / Demands	Completed / Terminé
MAINTENANCE AND REPAIR / ENTRETIEN ET RÉPARATION	303	264	31	27	2	2	336	293
CAFETERIA / CAFÉTÉRIA	30	21	12	8	7	1	49	30
CLEANING / NETTOYAGE	39	29	5	4	4	2	48	35
ELEVATING DEVICES / DISPOSITIFS DE LEVAGE	5	5	2	2	2	0	9	7
FIRE AND LIFE SAFETY / SÉCURITÉ INCENDIE ET DE LA VIE	18	11	3	1	1	1	22	13
LOCKS KEYS / VEROUS CLÉS	34	27	0	0	1	0	35	27
MAIL DISTRIBUTION / DISTRIBUTION DU COURRIER	42	39	5	4	0	0	47	43
MEETING SERVICES / SERVICES RÉUNION	19	15	0	0	0	0	19	15
MOVE MANAGEMENT / GESTION DE DÉMÉNAGEMENT	30	22	3	2	0	0	33	24
SECURITY / SÉCURITÉ	13	9	0	0	0	0	13	9
WASTE DISPOSAL / ÉLIMINATION DE DÉCHETS	2	0	0	0	0	0	2	0
WORK PLACE SERVICES / SERVICES DE LIEU TRAVAIL	2	1	0	0	0	0	2	1



Grouping Service Requests

Grouping: Len Vaisanen

The remaining criteria are at the end of the report.

Service Class Summary	Total	Emergency	Urgent	Normal
Facility Management	5	0	0	5
8F - Moving & Relocation Serv.	2	0	0	2
8C - Furniture & Equipment	3	0	0	3
Plumbing	1,149	2	165	982
2F - Plumbing	1,149	2	165	982
Vertical and Horizontal Transportation	199	18	40	141
2B - Elevators	193	18	39	136
2B - Vertical/Horizontal Transportation	6	0	1	5
Other Building Maintenance	284	0	23	261
2H - Lab Equipment	8	0	5	3
2H - Furnishings	76	0	1	75
2H - Other Building Maintenance	200	0	17	183
Environmental	80	0	33	47
6A - Environmental	80	0	33	47
Cleaning	3,147	0	87	3,060
1B - Cleaning	1,683	0	62	1,621
2D - Interior Lighting	1,464	0	25	1,439
Structural/Roof	684	1	121	562
2E - Power Doors	36	0	3	33
2E - Architectural/Structural	648	1	118	529
HVAC	2,092	0	134	1,958
2C - HVAC	2,092	0	134	1,958
Large Garbage/Recycling Containers	6	0	0	6
1D - Waste Removal	6	0	0	6
Roads and Grounds	214	0	68	146
4B - Roads and Grounds	214	0	68	146
Electrical	1,100	1	304	795
2D - Electrical	1,100	1	304	795
Fire and Life Safety	213	19	148	46
2G - Fire and Life Safety	213	19	148	46

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Grouping Service Requests

Service Class Summary	Total	Emergency	Urgent	Normal
Security	103	0	62	41
4E - Security	103	0	62	41
Totals	9,276	41	1,185	8,050

Service Delivery Method Summary	Total	Emergency	Urgent	Normal
Alternate Form of Delivery	8,333	39	971	7,323
Leased Service Delivery	0	0	0	0
PWGSC Managed Service Delivery	540	1	160	379
Totals	8,873	40	1,131	7,702

Priority Summary	Total
Emergency	41
Normal	8,050
Urgent	1,185
Totals	9,276

Summary by Building

Location	Address	Received	Cancelled	Completed	Emergency	Urgent	Normal
Finance Annex (Building 14)	Tunney's Pasture - 100 Promenade Yarrow Driveway	21	2	19	0	3	18
Butler Hut (Building 11)	Tunney's Pasture - 150 Promenade Chardon Driveway	4	2	2	0	2	2
Jean Talon Building (Building 5)	Tunney's Pasture - 170 Promenade Tunney's Pasture Driveway	1,648	75	1,562	6	208	1,434
Finance Building (Building 2)	Tunney's Pasture - 101 Promenade Tunney's Pasture Driveway	334	4	330	1	18	315
Standards Laboratory (Building 4)	Tunney's Pasture - 151 Promenade Tunney's Pasture Driveway	80	4	76	1	21	58
National Defence Data Centre (Building 16)	Tunney's Pasture - 101 Promenade Goldenrod Driveway	177	14	88	0	50	127

Report ID 23005





Grouping Service Requests

Location	Address	Received	Cancelled	Completed	Emergency	Urgent	Normal
Brooke Claxton Building (Building 9)	Tunney's Pasture - 70 Promenade Columbine Driveway	1,034	30	1,004	9	106	919
Main Statistics Building (Building 3)	Tunney's Pasture - 150 Promenade Tunney's Pasture Driveway	1,246	51	1,192	9	166	1,071
Health Protection Building (Building 7)	Tunney's Pasture - 200 Promenade Tunney's Pasture Driveway	674	25	338	2	135	537
R.H. Coats Building (Building 1)	Tunney's Pasture - 100 Promenade Tunney's Pasture Driveway	1,737	76	1,654	5	193	1,539
Pedestrian Tunnel/Bus Shelter	Tunney's Pasture	2	2	0	0	0	2
Jeanne Mance Building (Building 19)	Tunney's Pasture - 200 Promenade Eglantine Driveway	1,779	53	1,726	7	150	1,622
Personnel Records Centre (Building 18)	Tunney's Pasture - 161 Promenade Goldenrod Driveway	34	2	32	1	23	10
Tunney's Pasture Grounds/Parking	Tunney's Pasture Grounds/Parking	129	22	103	0	43	86
Graham Spry Building	250 Lanark	377	8	369	0	67	310
Totals		9,276	370	8,495	41	1,185	8,050

Report Criteria

Grouping: Len Vaisanen
 Regular Hours Service Requests Only: No
 After Hours Service Requests Only: No
 Client: All
 Emergency Service Requests Only: No
 End Date: 31 Mar 2012
 Contains data as of: All
 Outstanding Service Requests Only: No
 Service Activity: All
 Service Class: All
 Service Provider: All
 Start Date: 01 Apr 2011

Report ID 23005

Created 18 Sep 2012 02:32:16 PM GMT

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