

ANNEX B

**STATEMENT OF WORK
FOR
REAL PROPERTY – 2**

**PROPERTY MANAGEMENT SERVICES,
PROJECT DELIVERY SERVICES
AND
OPTIONAL SERVICES**

**PUBLIC WORKS AND GOVERNMENT
SERVICES CANADA
(PWGSC)**

TABLE OF CONTENTS – ANNEX B

2.1	Background	6
2.1.1	<i>The Real Property Role.....</i>	<i>6</i>
2.2	Introduction	7
2.2.1	<i>Purpose and Scope.....</i>	<i>7</i>
2.2.2	<i>Overview of Requirements.....</i>	<i>8</i>
2.3	Property Management Services	10
2.3.1	<i>Building Performance Reviews</i>	<i>10</i>
2.3.2	<i>Service Calls</i>	<i>12</i>
2.3.3	<i>Energy Management</i>	<i>15</i>
2.3.4	<i>Operational Regulations, Standards and Guidelines</i>	<i>17</i>
2.3.5	<i>Maintenance Management.....</i>	<i>20</i>
2.3.6	<i>Building Cleaning</i>	<i>23</i>
2.3.7	<i>Materiel Management</i>	<i>24</i>
2.3.8	<i>Other Building Services.....</i>	<i>26</i>
2.3.9	<i>Grounds Upkeep and Landscaping</i>	<i>28</i>
2.3.10	<i>Building Infrastructure Continuity Plans</i>	<i>29</i>
2.3.11	<i>Building Emergency Plans</i>	<i>30</i>
2.3.12	<i>Business Continuity Plan</i>	<i>32</i>
2.3.13	<i>Commercial Operations</i>	<i>33</i>
2.3.14	<i>Facilities Management Services.....</i>	<i>37</i>
2.3.15	<i>Tenant Service Work</i>	<i>40</i>
2.4	Project Delivery Services	42
2.4.1	<i>Project Delivery Methodology</i>	<i>42</i>
2.4.2	<i>Managing Projects within Cost Categories.....</i>	<i>49</i>
2.4.3	<i>Tenant Service Project Delivery Work.....</i>	<i>53</i>
2.4.4	<i>Commissioning of Projects.....</i>	<i>55</i>
2.5	Optional Services	58
2.5.1	<i>General</i>	<i>58</i>
2.5.2	<i>Optional Property Management Related Services – Facilities Management Services</i>	<i>58</i>
2.5.3	<i>Optional Property Management Related Services – Asset Management Plans and Building Condition Reports</i>	<i>61</i>

2.5.4	<i>Optional Project Delivery Related Services – Projects Over \$1,000,000.00</i>	63
2.5.5	<i>Optional Commercial Operations Related Service – Leasing</i>	64
2.6	Requirements Related to All Services	66
2.6.1	<i>Contract Relationship Management</i>	66
2.6.2	<i>Tenant Relationship Management</i>	67
2.6.3	<i>Portfolio Service Integration</i>	69
2.6.4	<i>Quality Management</i>	70
2.6.5	<i>Subcontract Management</i>	74
2.6.6	<i>Management of PWGSC Contracts</i>	75
2.6.7	<i>Occupational Health and Safety</i>	76
2.6.8	<i>Environmental Protection and Sustainable Development</i>	81
2.6.9	<i>Stewardship of Heritage Character of Buildings</i>	84
2.6.10	<i>Critical Incidents</i>	86
2.6.11	<i>Risk Management</i>	86
2.6.12	<i>Physical Security Services</i>	88
2.7	Contract Governance and Work Authorization	90
2.7.1	<i>Contract Governance and Work Authorization</i>	90
2.8	Planning, Budgeting and Expenditure Management	91
2.8.1	<i>Annual Planning and Budgeting</i>	91
2.8.2	<i>Building Management Plan</i>	91
2.8.3	<i>Portfolio Management Plan</i>	93
2.8.4	<i>Expenditure Management</i>	93
2.9	Data, Information Management and Reporting	95
2.9.1	<i>Data Management, Transfer and Reporting</i>	95
2.9.2	<i>Information Management, Transfer and Reporting</i>	98
2.10	Contract Initiation, Transition and Completion	104
2.10.1	<i>Contract Initiation</i>	104
2.10.2	<i>Contract Transition</i>	107
2.10.3	<i>Contract Completion</i>	112
	Appendix “A” - PWGSC’s Quality Monitoring Program	116
3.1	PWGSC’s Quality Monitoring Program	116

3.1.1	<i>Introduction</i>	116
3.1.2	<i>PWGSC's Quality Monitoring Activities</i>	116
3.1.3	<i>PWGSC's Quality Management Terminology</i>	117
Appendix "B" – Occupational Health and Safety		120
3.2	Elements of a Health and Safety Program and of a Site Specific Health and Safety Plan	120
3.2.1	<i>Introduction</i>	120
3.3	Elements of an Occupational Health and Safety Program	120
3.3.1	<i>Introduction</i>	120
3.3.2	<i>Health and Safety Policy</i>	120
3.3.3	<i>Identify and Control Hazards</i>	121
3.3.4	<i>Identify People and Resources Required to Deal with Emergencies</i>	121
3.3.5	<i>Statement of Responsibilities</i>	121
3.3.6	<i>Inspection Policy and Procedure</i>	121
3.3.7	<i>Training Plan for Workers and Supervisors</i>	121
3.3.8	<i>Investigate Accidents, Dangerous Occurrences and Refusal to Work</i>	122
3.3.9	<i>Communications and Record Keeping Procedures</i>	122
3.3.10	<i>Involvement of Workers in the Program</i>	122
3.3.11	<i>Evaluation and Monitoring of the Program</i>	122
3.4	Elements of the Contractor's Site Specific Health and Safety Plan	122
3.4.1	<i>List of Elements of a Site Specific Health and Safety Plan</i>	122
3.5	Summary of Contractor's Responsibilities Related to the Canada Labour Code (CLC) Part II	123
Appendix "C" – Performance Measurement Framework		129
3.6	Introduction	129
3.6.1	<i>Scope</i>	129
3.6.2	<i>Objective</i>	129
3.6.3	<i>Key Performance Indicators (KPI)</i>	130
3.6.4	<i>Performance Measurement</i>	131
3.6.5	<i>Performance Indicator Framework</i>	134
3.7	Evaluation of Property Management Services	136
3.7.1	<i>Introduction</i>	136
3.7.2	<i>Asset Integrity Key Performance Indicator Score Determination</i>	136

3.7.3	APM1: Energy Consumption Trend	137
3.7.4	APM2: Environmental Stewardship	139
3.7.5	APM3A: Completion of Scheduled Maintenance Comprising of APM3A-1: Completion of Scheduled Mandated Maintenance and APM3A-2: Completion of Scheduled Life Cycle Maintenance	142
3.7.6	APM3C: Service Call Response	144
3.7.7	Satisfaction Key Performance Indicator Score Determination.....	145
3.7.8	SPM1: Property Management Services Quality Management	145
3.7.9	SPM2: Critical Incidents	147
3.7.10	SPM3A: Service Call Satisfaction	148
3.7.11	SPM3B: First Call Resolution	150
3.7.12	SPM4A: Cleaning Inspection Results	152
3.7.13	SPM5: Commercial Operations	153
3.7.14	Financial Key Performance Indicator Score Determination	155
3.7.15	FPM1: Planning Operation and Maintenance Expenditures.....	155
3.7.16	FPM2: Forecasting Year End Operation and Maintenance Expenditures At The End Of Period Eight 157	
3.7.17	FPM3: Planning Commercial Revenues.....	157
3.7.18	FPM4: Commercial Accounts Over 15 Days	158
3.8	Evaluation of Project Delivery Services	160
3.8.1	Introduction	160
3.8.2	Asset Integrity Key Performance Indicator Score Determination	160
3.8.3	APD1: Project File Audit.....	160
3.8.4	APD2: Project Quality	161
3.8.5	Satisfaction Key Performance Indicator Score Determination.....	162
3.8.6	SPD1: Project Delivery Services Quality Management	163
3.8.7	SPD2: Project Completion Survey.....	164
3.8.8	SPD3: Project Timeliness.....	164
3.8.9	Financial Key Performance Indicator Score Determination	166
3.8.10	FPD1: Forecasting Year End Project Expenditures At The End Of Period Eight	167
3.8.11	FPD2: Construction Cost Control.....	167
3.8.12	FPD3: Project Costs Efficiency	172
	Appendix “D” – Electronic Business Information Requirements	173
3.9	Electronic Business Information Requirements	173

3.9.1	<i>Instructions</i>	<i>173</i>
3.9.2	<i>Summary of Electronic Business Information Requirements Based on Statement of Work References.....</i>	<i>174</i>
Appendix "D-1" - IM/IT Requirements		181
3.10	IM/IT Requirements.....	181
3.10.1	<i>Introduction</i>	<i>181</i>
3.10.2	<i>IM/IT Requirements</i>	<i>181</i>
Appendix "E" – Building Classification of Accounts		182
3.11	Building Classification of Accounts	182
3.11.1	<i>Introduction</i>	<i>182</i>
3.11.2	<i>Building Operating and Utilities Costs</i>	<i>182</i>
3.11.3	<i>Project Costs</i>	<i>192</i>
3.11.4	<i>Advisory Services.....</i>	<i>195</i>
3.11.5	<i>Accommodation Services</i>	<i>195</i>
3.11.6	<i>Revenues.....</i>	<i>196</i>
Appendix "F" – Portfolio Listing		197
3.12	Portfolio Listing – Carling Campus and Tunney's Pasture	197
3.12.1	<i>Portfolio Listing.....</i>	<i>197</i>

Annex B – Statement of Work

2.1 Background

2.1.1 *The Real Property Role*

2.1.1.1 Pursuant to the Department of Public Works and Government Service Act, and as stated in the Treasury Board Policy on the Management of Real Property, PWGSC acts as a common services provider to the Government of Canada and is the designated custodian of general-purpose office accommodation in Canada, provided on an obligatory basis to departments, and sets the standards for them.

2.1.1.2 PWGSC manages one of the largest and most diverse portfolios of real estate in the country. PWGSC provides federal departments and organizations with affordable, productive work environments and a full range of optional, fee-for-service real property services to support the Government of Canada in the delivery of programs to Canadians.

2.1.1.3 PWGSC is committed to:

- safe, healthy, secure, affordable and environmentally sustainable real property solutions and workplaces that contribute to productivity and to the success of client programs and objectives;
- responsible stewardship of government assets and maintenance of their value on behalf of all Canadians; and
- a high level of client satisfaction based on timely delivery of integrated and customized services.

2.1.1.4 The PWGSC Real Property Branch's National Service Management Strategy (NSMS) advocates leveraging the private sector to build service capacity and agility. This is achieved through developing services, people and mechanisms. More specifically the NSMS identifies services that offer the greatest opportunity for building capacity by leveraging the private sector, and develops delivery mechanisms for identified service priorities to enable effective out-tasking. This effectively represents a shift of focus for in-house resources away from delivering services directly to managing the services delivered by private sector service providers.

2.1.1.5 PWGSC has a responsibility to maintain property management and project delivery services for all tenants, as well as sustainably managing the assets throughout their life-cycle. PWGSC tenants include other government departments as well as third-party organizations occupying real property and space.

2.2 Introduction

2.2.1 Purpose and Scope

2.2.1.1 This Statement of Work sets out the Work that the Contractor must perform and reflects Canada's current requirements for all inclusive Property Management Services and Project Delivery Services. It also makes provision for certain Optional Services which the Department may assign in whole or in part, and at specific or at all sites at any time during the term of the Contract to the Contractor. The Work is to be performed at the assets listed in Schedule "C. This list is comprised of two clusters of assets, each associated with a campus-like environment. The assets at each campus typically share common infrastructure such as utilities, roads and grounds, and integrated systems. Without limiting the generality of the foregoing, details of the Work are set out in this Statement of Work under the sections listed below.

- Building Performance Reviews
- Service Calls
- Energy Management
- Operational Regulations, Standards and Guidelines
- Maintenance Management
- Building Cleaning
- Materiel Management
- Other Building Services
- Grounds Upkeep and Landscaping
- Building Infrastructure Continuity Plans
- Building Emergency Plans
- Business Continuity Plan
- Commercial Operations
- Facilities Management Services
- Tenant Service Work
- Project Delivery Methodology
- Managing Projects within Cost Categories
- Tenant Service Project Delivery Work
- Commissioning of Projects
- Optional Property Management Related Services – Facilities Management Services
- Optional Property Management Related Services – Asset Management Plans and Building Condition Reports
- Optional Project Delivery Related Services – Projects Over \$1,000,000.00
- Optional Commercial Operations Related Services - Leasing
- Contract Relationship Management
- Tenant Relationship Management
- Portfolio Service Integration

- Quality Management
- Subcontract Management
- Management of PWGSC Contracts
- Occupational Health and Safety
- Environmental Protection and Sustainable Development
- Stewardship of Heritage Character of Buildings
- Critical Incidents
- Risk Management
- Physical Security Services
- Contract Governance and Work Authorization
- Annual Planning and Budgeting
- Building Management Plan
- Portfolio Management Plan
- Expenditure Management
- Data, Information Management and Reporting
- Information Management, Transfer and Reporting
- Contract Initiation
- Contract Transition
- Contract Completion

2.2.1.2 Each section in this Statement of Work is further sub-divided under two headings – Context and Scope of Services. The Context supplies a brief overview of the section and important information about Canada. The Scope of Services states the Work that the Contractor must provide to meet Canada’s requirements as described herein.

2.2.2 *Overview of Requirements*

2.2.2.1 PWGSC’s goal is to obtain the best value for taxpayers’ dollars for the provision of common and central services for the government of Canada, with due regard to prudence, probity and transparency. By focusing on what it does best, that is, providing cost effective service including real property services to government, PWGSC helps departments and agencies focus on what they do best which is to serve Canadians. PWGSC is a client-driven organization, based on four fundamental elements: risk management, responsiveness, ease of doing business and value for money. The Contractor must support and contribute to these Departmental objectives, and to apply its full expertise for the benefit of Canada and Canadians.

2.2.2.2 Canada regards the use of the private sector for the delivery of property management services and project delivery services as a long-term business relationship in which the parties work together in an environment of mutual respect and trust. PWGSC will hold regular meetings with the Contractor to develop and implement a common vision and shared values that will govern the relationship

and take into account the optimal utilization of dedicated resources including financial, human and others.

- 2.2.2.3 Canada requires the Contractor to support PWGSC in implementing accommodation policies, standards and programs, while being aware of federal policy objectives, client operational needs, and the necessity to deliver solutions which provides best value to Canadians. An example of this is the Treasury Board Policy on Management of Real Property which ensures that federal real property is managed in a sustainable and financially responsible manner, throughout its life cycle, to support the cost-effective and efficient delivery of government programs.
- 2.2.2.4 Canada requires the Contractor to establish close business and operational ties with PWGSC. The Contractor must maintain a cooperative and professional approach when liaising with Canada's tenants and ensure a high level of ongoing tenant satisfaction.
- 2.2.2.5 The Contractor is required to establish and execute a code of conduct governing its personnel's interaction with Canada's tenants and subcontractors.
- 2.2.2.6 Canada requires the Contractor to deliver services on a level equal or superior to that specified in this Statement of Work. Canada requires the Contractor to propose, implement, and maintain creative and innovative approaches in the services and apply its full expertise for the benefit of Canada and Canadians.
- 2.2.2.7 Canada requires the Contractor to manage the quality of its services and to meet quality management requirements including quality control, internal and external quality assurance, and continual improvement functions.
- 2.2.2.8 This Contract is performance-based. A regime of outcome-oriented Key Performance Indicators will be used to measure the Contractor's performance in the areas of asset integrity, satisfaction, and financial performance.

2.3 Property Management Services

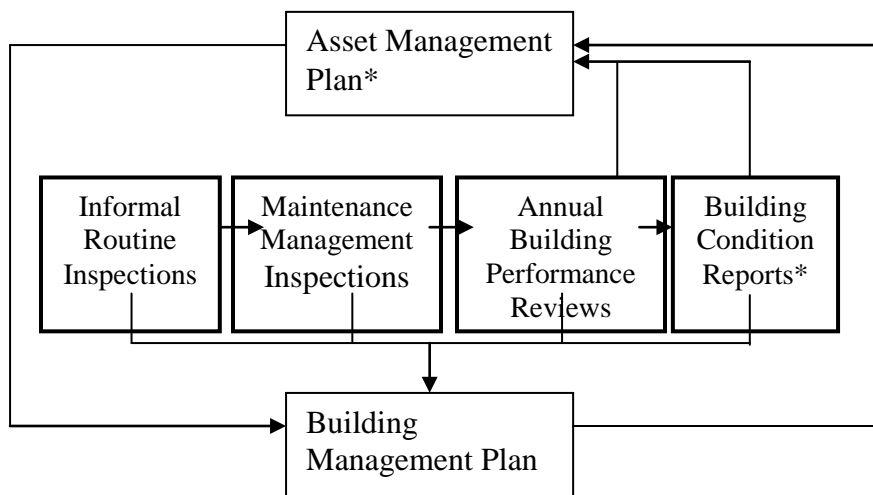
2.3.1 Building Performance Reviews

Context

2.3.1.1 Regular evaluation of asset performance is essential for directing day-to-day property management operations, ensuring tenant satisfaction, preparing annual Building Management Plans and, input to Asset Management Plans. Evaluating asset performance is one of the property manager's core responsibilities.

2.3.1.2 A professional property management framework for reviewing and evaluating asset performance is set out below.

2.3.1.3 Figure - Framework for Evaluating Building Performance



*Prepared by PWGSC

2.3.1.4 Informal visual inspections – Property managers and building operating staff take every opportunity to walk through assets, inspect equipment rooms and occupied space, and to interact with tenants. The purpose is to assess the day-to-day operation of the asset on a regular basis.

2.3.1.5 Maintenance management program inspections – Building operations staff, trades personnel and technologists conduct formal scheduled inspections and maintenance routines on building systems and equipment as part of the maintenance management program. The purpose is to provide safe and reliable equipment, optimize equipment life, reduce costs and ensure that the integrity

and value of the asset is maintained. Deficiencies are either rectified immediately or scheduled to be completed as a project.

2.3.1.6 Annual Building Performance Reviews – The property manager and building operator perform an annual review of asset performance, including a review of financial and human resources, tenant satisfaction, physical condition, and compliance with environmental, health and safety and other priorities. Results of this review provide primary input for the development of the annual Building Management Plan and contribute to ensuring the integrity and value of the asset.

2.3.1.7 Building Condition Reports and Asset Management Plans – Technologists, engineers and architects prepare Building Condition Reports that provide an in-depth assessment of mechanical, electrical, architectural, structural and building envelope components. These reports are prepared approximately every five years by PWGSC to be used as input to the Asset Management Plan, also prepared every five years by PWGSC. Building Condition Reports and Asset Management Plans may also be prepared on an ad hoc basis, as required.

Scope of Services

2.3.1.8 The Contractor must undertake visual inspections of building components at regular intervals based on operational requirements and best industry practices.

2.3.1.9 The Contractor must undertake maintenance management program inspections at regular intervals based on operational requirements and best industry practices. The Contractor must document the results of the maintenance management program inspections.

2.3.1.10 The Contractor must conduct formal Building Performance Reviews annually and prepare reports covering the following scope:

- asset background information;
- tenant interview information;
- service calls analysis;
- life safety systems evaluation;
- preventive maintenance;
- utility management assessment;
- environmental management assessment;
- assessment of compliance with government programs on accessibility and signage;
- assessment of compliance with heritage policies and legislation, and with guidelines in Asset Management Plans;
- building physical condition assessment;
- list of quality non-conformances, deficiencies and corrective actions required; and
- conclusions, including an overall assessment of the asset, and recommendations of the Contractor's property manager.

- 2.3.1.11 The Contractor must assess the condition of various building components. These assessments may be used to inform the preparation of reports such as the Asset Management Plan and the Building Condition Report, as well as assist in decision making with respect to pursuing repair and/or capital projects. Further, with respect to project development, these reports may inform the preparation of a Statement of Requirement, which is the definition of project requirements. Such reports could include Level 3 Studies, Accessibility Audits, Seismic Studies/Assessments, and Functionality and Serviceability Assessments.
- 2.3.1.12 The Contractor must submit the annual Building Performance Review reports by June 30th each year to the Technical Authority in a format as prescribed by the Technical Authority:
- 2.3.1.13 The Contractor must assist PWGSC in the Department's preparation of Asset Management Plans and Building Condition Reports by providing information on asset performance, as well as advice and recommendations on asset management strategies.
- 2.3.1.14 The Contractor must provide information on building performance in the timeline and format as outlined in this Statement of Work or as directed by the Technical Authority.

2.3.2 *Service Calls*

Context

2.3.2.1 Service calls provide an opportunity for personal interaction with tenants. A courteous response to a tenant's service call and prompt follow up action create a powerful impression about PWGSC's overall level of service. With a view to making it easy to do business with PWGSC, the Department's National Service Call Centre provides tenants with one point of contact for service calls. Tenants can call one central 1-800 number for service at any time of the day or night.

2.3.2.2 PWGSC's National Service Call Centre works as follows:

- the tenant calls the National Service Call Centre;
- the National Service Call Centre records the call and dispatches the service call to the contractor;
- the contractor responds to the service call;
- the contractor informs the National Service Call Centre of status and completion;
- the National Service Call Centre closes the service call; and
- the National Service Call Centre contacts tenant to review satisfaction with the service.

2.3.2.3 The contractor and PWGSC use data captured from service calls to monitor building management services and identify trends.

2.3.2.4 There are three service call priorities:

- Emergency – a deficiency or breakdown that requires immediate attention to prevent imminent danger to tenants, the general public, or the environment, and which could bring about a shutdown of the facility, disruption and loss of production for the tenants;
- Urgent – a deficiency or breakdown that requires immediate attention to reduce the potential for danger or discomfort to tenants, the general public, the environment or the facility; and
- Normal – other issues such as deficiencies or breakdowns that do not impair current operations or pose any danger to tenants, the general public, the environment or the asset.

2.3.2.5 PWGSC personnel will categorize assets in advance as either urban or remote using the following criteria:

- Urban – where the contractor has a presence in the community, city or town, with staff or subcontractor and is available to respond to building emergencies within specified time frames; and
- Remote – where building staff is situated more than 30 minutes travel time away from the building and special arrangements must be made by a contractor in advance to respond to building emergencies within the specified time frames.

2.3.2.6 PWGSC, at its discretion, can re-categorize assets from remote to urban and vice versa at any time during the contract. The Technical Authority may adjust the applicable response time for specific remote locations where the contractor has provided sufficient justification.

2.3.2.7 A service call will be considered closed when the National Service Call Centre receives notice that the issue has been satisfactorily addressed and related actions completed.

2.3.2.8 The National Service Call Centre identifies the percentage of service calls that were not reported by the contractor as “complete” or on “hold” within 24 hours of the response to the service call.

2.3.2.9 It is the contractor’s responsibility to notify the National Service Call Centre of the status of the service call. The reported date and time of this notification will be as of the time when the update is submitted to the National Service Call Centre by the contractor.

2.3.2.10 The National Service Call Centre procedures document outlines the terms and associated definitions used in the management of service calls.

Scope of Services

2.3.2.11 The Contractor must:

- maintain and provide to PWGSC's National Service Call Centre a current list of contacts at the Portfolio and asset level and immediately advise the National Service Call Centre of any changes via e-mail;
- immediately receive and acknowledge emergency and urgent service calls from the National Service Call Centre by live voice contact on a 24 hours per day, 365 days per year basis;
- respond to service calls from the National Service Call Centre on a 24 hours per day, 365 days per year basis by reporting to the location identified in the service call and beginning an investigation within the maximum response time standards shown in Table – Maximum Response Time to Service Calls;
- update the National Service Call Centre on the status and results of responses to service calls within 24 hours of responding to the service call;
- advise the National Service Call Centre by e-mail or electronic data file as soon as Work is complete; and
- analyze service call reports from the National Service Call Centre, identify trends and variances from the norm, prepare action plans and undertake any required corrective action.

2.3.2.12 Table – Maximum Response Time to Service Calls

Priority	Urban	Remote
Emergency	30 minutes	1 hour
Urgent	60 minutes	3 hours
Normal – during business day	4 hours	24 hours
Normal – during unoccupied hours	By Noon of next business day	By the end of next business day as governed by regular hours of operation defined for the asset.

2.3.3 *Energy Management*

Context

2.3.3.1 Effective management of utilities is a critical service. Utility costs constitute approximately 30% of building operating costs and are the largest variable expenditure item in the Operation and Maintenance budget for a building.

2.3.3.2 PWGSC is committed to setting an example of leadership in reducing greenhouse gas (GhG) emissions, with a particular focus on reducing energy consumption in its Real Property inventory. Through past Sustainable Development Strategy commitments, the Department has made significant progress in reducing energy usage and GhG emissions. An example of a successful initiative is the Federal Buildings Initiative.

2.3.3.3 In October 2010, the first government-wide Federal Sustainable Development Strategy (FSDS) was tabled in Parliament. It outlines specific targets and implementation strategies for federal departments and agencies to adhere to, including targets related to greening government operations. A specific greening government operations target is to reduce levels of GhG emissions from PWGSC's - Real Property operations to match the government-wide target of 17% below 2005/06 levels by 2020. In its 2011-14 Sustainable Development Strategy, PWGSC proposes to meet the FSDS GhG emissions target. It is therefore vital that contractors provide comprehensive energy management services aimed at assisting PWGSC in meeting this objective.

Scope of Services

2.3.3.4 The Contractor must provide comprehensive energy management services and to this end the Contractor must:

- provide for the most economical utility;
- budget for building energy;
- administer and analyse energy use by collecting and providing associated building energy consumption and building area data;
- manage energy use; and
- prepare energy management strategies and plans to be provided to the Technical Authority upon request.

2.3.3.5 With respect to providing for the most economical utility, the Contractor must:

- arrange for contracts by tender or negotiations for provision of fuel oil, natural gas and electricity at the lowest possible rates, except where a bulk purchase has been arranged by PWGSC where the contractor manages the purchase agreement as PWGSC's agent;
- where applicable, present utility contracts for execution to the Technical Authority;

- investigate and capture incentive and subsidy programs offered by utility companies, and the federal and provincial governments; and
- investigate utility procurement opportunities with other commercial or industrial organizations to reduce the cost of the utilities through economies of scale, and present proposals to the Technical Authority for their consideration.

2.3.3.6 With respect to budgeting for building energy, the Contractor must:

- review multi-year records of actual consumption and established monthly and annual averages and trends;
- in the review consider projected changes that affect energy consumption such as, tenant occupancy levels, tenant operations, levels of service, building upgrades, operating procedures and schedules; and
- prepare detailed time-phased utilities budgets for each asset indicating estimated monthly consumption and costs for each utilities component such as, electricity, fuel oil, natural gas, purchased steam, water and sewage.

2.3.3.7 With respect to administering and analyzing energy use, the Contractor must:

- administer utility contracts as PWGSC's agent by ensuring delivery is in accordance with contracts, and audit delivery slips and invoices;
- read meters and dip fuel tanks regularly and compare to billing data and record building consumption data;
- through the use of industry standard energy management software maintain information on energy consumption and on changes affecting energy consumption;
- certify utility invoices for payment and pay promptly to avoid late payment penalties;
- pay, at its own expense, any late payment penalties; and
- analyze energy use monthly, indicate deviations from planned consumption and provide reasons for variances and recommended corrective action to the Technical Authority.

2.3.3.8 With respect to managing energy use, the Contractor must:

- identify and implement ongoing adjustments to building operations to ensure efficient building energy performance, including rescheduling operations to reduce demand during peak loads, implementing a load-shedding strategy, tuning up equipment, monitoring Heating Ventilation and Air Conditioning and lighting systems efficiency, instituting optimum equipment servicing and minor repairs;
- establish a program to reduce energy utilization outside of tenant hours of operation through actions such as temperature set back, and equipment shut down; and
- ensure meters are inspected and calibrated regularly.

2.3.3.9 With respect to preparing and implementing energy management strategies and plans, the Contractor must:

- benchmark energy performance against that of three comparable facilities where appropriate benchmarks exists;

- set energy targets to meet targets set out in the Department's Sustainable Development Strategy; implement the targets, monitor and collect performance data and report progress to the Technical Authority as requested to allow the Department to report to Parliament against these targets;
- update previous comprehensive energy audits to reflect any changes that have occurred;
- complete comprehensive energy audits and surveys within the first year of the Contract where no audit has previously been completed and funding has been approved and identify opportunities for minor and major energy retrofits and upgrades;
- develop detailed proposals for energy retrofits, complete with a business case, options, information on reduction in energy consumption and GhG emissions, cost payback, return on investment and priorities;
- submit proposal with associated business case to the Technical Authority for approval as per the Work Authorization process as described in the Terms and Conditions;
- adjust energy targets and monitor actual energy savings following implementation of approved projects;
- submit commissioning reports on completed energy retrofits to the Technical Authority; the commissioning reports must include validation of the energy saving realized over the twelve months period following the in operation date of the retrofit project; and
- incorporate proven energy efficient technologies into projects.

2.3.4 *Operational Regulations, Standards and Guidelines*

Context

2.3.4.1 CANADA is committed to providing tenants with a productive, healthy and safe work environment. Indoor air quality, thermal comfort, lighting, acoustics and water quality are fundamental components of a productive work environment. These components must be addressed not only in building design and commissioning, but also in day-to-day operations and maintenance.

2.3.4.2 The terms of tenant use of PWGSC assets is laid out in the Occupancy Instrument or lease. Hours of use are described therein. Normal working hours are considered to be 7 a.m. to 6 p.m. local time, Monday through Friday, but could include additional hours and/or days up to and including 24/7 operations. Where a tenant requests additional hours or days of operation beyond those described in their Occupancy Instrument or lease on a temporary basis; this is described as extended hours and constitutes additional services to the tenant. PWGSC recovers the cost of additional services including extended hours of operation from the tenant

Scope of Services

2.3.4.3 The Contractor must:

- operate buildings in the Portfolio 24 hours per day, 365 days per year;
- ensure that buildings are available for tenant use during normal working hours, this being 7 a.m. to 6 p.m. local time, Monday through Friday, or any other period of time as may be directed by the Technical Authority, specified in the federal tenants' Occupancy Instruments, federal tenant leases and/or tenant third-party leases;
- calculate the cost of tenant requests for extended hours of building use or availability, and report the extended hours of use or availability and the associated cost to the Technical Authority;
- coordinate day-to-day operational activities including those carried on during extended hours of building use or availability with the tenants as required.

2.3.4.4 The Contractor must operate building systems and equipment during the hours the building is available to tenants in accordance with the following Regulations, standards and guidelines, as amended from time to time:

- American Society of Heating, Refrigerating and Air-conditioning Engineers (ASHRAE) Standard 55-2010, Thermal Environmental Conditions for Human Occupancy, except that, during the coldest winter days, a minimum of 25% relative humidity rather than 30% as per ASHRAE, is acceptable;
- ASHRAE Standard 62.1-2010, Ventilation for Acceptable Indoor Air Quality,
- Canadian Standards Association Z204-94, Guidelines for Managing Indoor Air Quality in Office Buildings;
- Health Canada. (1995). Indoor Air Quality in Office Buildings: A Technical Guide;
- National Joint Council—Occupational Health and Safety Directives; and
- Canada Occupational Health and Safety Regulations (SOR/86-304).

2.3.4.5 The Contractor must comply with applicable regulations, standards and guidelines, whether identified specifically herein, and any additional regulations, standards and guidelines or specific requirements that may be added from time to time and must identify the impact of such changes, if any, on the annual approved Building Management Plan.

2.3.4.6 Notwithstanding the requirements 2.3.4.4, the Contractor must meet the requirements set out in the following articles and tables.

2.3.4.7 Table - Indoor Air Quality Performance Standards for Office Buildings

Temperature	Winter 20 to 23.5°C Summer 23 to 26°C The optimum operating temperature is 22°C during the winter and 24.5°C during the summer.
Relative humidity	Winter 30 to 40% [ASHRAE 55a-1995] Summer 60% maximum
Ventilation	10 litres/second/person for office and general areas; 25 litres/second per toilet or urinal for toilet facilities.
Air motion	0.05 to 0.15 m/s typical. Drafts must be avoided.
Carbon monoxide	< 9 parts per million; > 5 parts per million indicate pollution entrainment and the source must be controlled. [Health Canada]
Formaldehyde	< 0.1 parts per million [<0.3 parts per million at any time during building commissioning and refit] [Health Canada]
Total Volatile Organic Compounds	< 1 mg/m ³ [<5 mg/m ³ during commissioning and refit] [Health Canada]
Particulates	< 50 ug/m ³ by weight [Health Canada; US EPA PM10 Standard] All supply air must be passed through filters rated at 85% Minimum Efficiency Reporting Value norm Dust Spot Efficiency.
Microbials	Total airborne counts < 150 cfu/m ³ winter and < 500 cfu/m ³ summer, and < 9 cfu/m ³ for any species and < 4cfu/m ³ for any species not found outdoors.

2.3.4.8 Lighting at the desk top level in the premises and at the floor level in other areas must not be less than the maintained illuminance level stipulated with the Canadian Occupation Health and Safety Regulations (SOR/86-304), Part VI, Schedule 1 through 4 (January 2012).

2.3.4.9 Table - Acoustic Norms for Office Buildings

Noise level ranges	Executive offices: NC - 25 to 30, RC - 30 (N), 35 dBA
	Private offices, boardrooms, meeting or conference rooms, libraries: NC 25 to 35, RC - 30 (N), 35 dBA
	Training rooms: NC - 25 to 30, RC - 30 (N), 35 dBA
	Office-type workstations: NC - 35 to 45, RC - 40 (N), 47 dBA*
	Washrooms, locker rooms, corridors, cafeterias: NC - 40 to 45, 45 dBA

	Noise Criteria is a single number rating system of background noise based on the sound, pressure levels (dB) and characteristics between 63 and 8000 Hz, as related to its speech interference affects.
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* Considered to be the optimum background noise level to be provided by sound masking systems.

Table - Domestic Water Supply Standards for Office Buildings

Domestic Hot Water	Stored in hot water tanks: 60°C – MD 15161 – 2006 Control of Legionella in Mechanical Systems.
	Delivered at taps: 35 to 43° C – Canada Labour Code – Part IX – Sanitation – 9.18 – Wash Basins.
Drinking Water	<p>Standard based on the <u>Guidelines for Canadian Drinking Water Quality – Summary Table</u> (December 2010) and the <u>PWGSC Potable Water Sampling Procedures Manual</u>:</p> <p>Lead - Maximum Acceptable Concentration (MAC) of 0.01 mg/L (faucets should be thoroughly flushed before water is analysed);</p> <p>Heterotrophic Plate Count (HPC) – No MAC is specified for HPC in water supplied by a public, semiprivate, or private drinking water systems. Instead, increases in HPC concentrations above the baseline levels are considered undesirable;</p> <p>Total Coliforms – The MAC in water leaving a treatment plant in a public system and throughout semi-public and private drinking water systems is none detectable per 100 mL; and</p> <p>Escherichia coli (E-coli) – The MAC in public, semi-public and private drinking water systems are none detectable per 100 mL.</p>

2.3.5 *Maintenance Management*

Context

2.3.5.1 PWGSC views preventive maintenance as a cornerstone of its operational philosophy. Preventive maintenance has many benefits, including:

- contributing to a productive work environment for tenants;
- increasing reliability of assets and equipment;
- extending equipment life;
- reducing maintenance and repair costs;
- ensuring maintenance is carried out as intended by designers and manufacturers;
- reducing energy consumption by enabling equipment to operate under optimal conditions;
- enabling facility and equipment performance analysis;
- ensuring maintenance adheres to safety, health and environmental standards mandated by applicable legislation;
- optimizing useful life and operational performance at minimum life cycle cost; and

- enabling effective decision making by providing necessary and sufficient information.

2.3.5.2 Preventive maintenance allows operating and maintenance staff to spend less time on crisis management, emergency repairs and breakdowns. Instead, the focus is redirected toward optimizing operations, inspections, maintenance routines, and projects.

2.3.5.3 The objective of the PWGSC Facility Maintenance Policy is to provide service excellence in the maintenance of facilities so as to meet the requirements of occupants, Canada, and the public in a manner consistent with regulatory and other policy constraints, at an acceptable life cycle cost.

2.3.5.4 The PWGSC Facility Maintenance Guidelines include the PWGSC mandated preventive maintenance checklists (level one), PWGSC's life cycle preventive maintenance checklists (level two), and PWGSC's system and equipment coding structure.

Scope of Services

2.3.5.5 The Contractor must ensure the operational capability of the assets at all times. In managing the maintenance of assets the Contractor must:

- adhere to safety, health and environmental laws, codes and regulations, and meet the most stringent requirements, where concurrent laws, codes and regulations apply; where there are concerns regarding what requirements are to be applied, direction should be sought from the Technical Authority;
- adhere to PWGSC's Facility Maintenance Policy and Guidelines, as amended from time to time, including PWGSC's system and equipment coding structure;
- ensure tenant satisfaction, support tenants' operations and meet their requirements for reliability;
- ensure a productive work environment;
- protect asset integrity;
- comply with warranty requirements;
- optimize the useful life and operational performance of systems and equipment at minimum life cycle cost; and
- make effective decisions on maintenance activities, repairs and replacements.

2.3.5.6 The Contractor must utilize an electronic maintenance management system to facilitate the delivery of maintenance management services and maintain and update maintenance management data and information in order to keep information on this system current and complete.

2.3.5.7 The Contractor must implement a comprehensive preventive maintenance program that incorporates best industry practices and, to this end, must:

- assemble and maintain an inventory of equipment, which must include systems that require inspection, testing and servicing which must be provided to the Technical Authority upon request;
- establish and maintain preventive maintenance checklists, tailored from the PWGSC preventive maintenance checklists included in the PWGSC Facility Maintenance Guidelines, that detail the various inspection tasks, maintenance routines and frequencies based on legislated requirements, tenant operational requirements, manufacturers' recommendations, age, condition and history of equipment and other relevant factors which must be provided to the Technical Authority upon request;
- plan and schedule inspections and related maintenance activities;
- inspect and maintain equipment and systems, correct minor deficiencies, schedule and implement maintenance and repairs identified during inspections, and record and retain associated maintenance and repair records which must be provided to the Technical Authority upon request;
- collect performance data based on planned activities not performed on schedule which must be provided to the Technical Authority upon request ;
- prepare and analyze preventive maintenance logs and reports which must be provided to the Technical Authority upon request;
- analyze building systems and equipment failures;
- identify equipment and systems approaching the end of their useful lives;
- identify performance of different types of equipment, and make comparisons and recommendations to the Technical Authority on which equipment provides best overall life cycle value; and
- evaluate and fine-tune the preventive maintenance program annually.

2.3.5.8 The Contractor must:

- schedule and coordinate maintenance activities to achieve the least disruption to tenant operations;
- provide a minimum of two weeks advance notice to the Technical Authority and tenants of any proposed shutdowns and other Work that may disrupt tenant operations, to allow time for contingency planning; and
- plan and coordinate Work to minimize the number of such shutdowns and disruptions.

2.3.5.9 With respect to mandated maintenance required by legislation, the Contractor must:

- review PWGSC's mandated preventive maintenance checklists included in the PWGSC Facility Maintenance Guidelines which may be amended from time to time;
- make modifications to meet legislation;
- use preventive maintenance checklists as modified; and
- provide performance data and justification to the Technical Authority why the associated planned maintenance activities were not performed on schedule.

2.3.5.10 With respect to life cycle maintenance, the Contractor must:

- perform maintenance activities required as per the Department's life cycle preventive maintenance checklists and frequencies included in the PWGSC Facility Maintenance Guidelines; and
- where there may be increased costs for required additional maintenance activities, these activities are to be proposed as enhanced checklists in the Building Management Plan.

2.3.6 *Building Cleaning*

Context

2.3.6.1 PWGSC is committed to achieving levels of tenant satisfaction in cleaning services comparable to industry benchmarks. PWGSC's overall performance is often judged based on the quality of cleaning services, since it is a highly visible service and directly affects tenants' satisfaction. An effective facility cleaning program is central to PWGSC's commitment to provide tenants with a safe, healthy and productive work environment.

2.3.6.2 Janitorial services must maintain a level of cleanliness consistent with use of the space, specific needs of the occupants, industry standards, and applicable policy and regulatory requirements. PWGSC and tenants may, from time to time, make adjustments to cleaning frequencies or service levels outlined in the Occupancy Instrument.

Scope of Services

2.3.6.3 The Contractor must:

- perform building cleaning to ensure tenant and PWGSC satisfaction and provide a clean, healthy and productive work environment;
- use environmentally friendly "green" products where cost neutral or where any incremental cost has been approved in the Building Management Plan;
- provide a level of service consistent with the use of the space, specific needs of the tenants, industry standards, locally accepted norms and applicable regulatory requirements and make necessary adjustments to the level of service to reflect changes that may occur;

- establish tasks and frequencies for cleaning operations to meet the required level of cleaning services;
- provide patrol cleaning, routine cleaning, scheduled cleaning operations, project cleaning, and emergency cleaning;
- evaluate the effectiveness of its cleaning by,
 - developing a generic cleaning inspection checklist, that is consistent with PWGSC's prescribed format for capturing cleaning results based on building specific elements as set out in Appendix "D-1", IM/IT Requirements,
 - tailoring the generic cleaning inspection checklist to suit all assets, and
 - conducting cleaning inspections and completing the checklists monthly;
- provide performance data to the Technical Authority based on cleaning inspection results; and
- with respect to cultural property services, respect the cleaning requirement of said cultural property as articulated in this Statement of Work (Other Building Services).

2.3.7 *Materiel Management*

Context

2.3.7.1 PWGSC is required to record and track in its Departmental asset management system capital assets and controllable assets including capital assets, attractive items, and off-road equipment. These terms are described in the Controllable Assets in PWGSC policy and the PWGSC DP079 Management and Reporting of Capital Assets policy. Controllable and capital assets must be recorded and tracked by PWGSC in its Departmental Automated Materiel Management Information System.

2.3.7.2 It is the policy of the Department to capitalize the cost of a capital asset at the time of acquisition and amortize the cost over its useful economic life. Any expenditure that involves a betterment, alteration or modernization of a capital asset, which appreciably prolongs the asset's period of usefulness, increases its value, or improves its utility, must also be capitalized.

2.3.7.3 Controllable assets and the existing inventory of maintenance and other equipment and supplies, identified in Government Furnished Equipment lists, will be made available to the contractor by the Technical Authority.

2.3.7.4 The Government Furnished Equipment inventory excludes cultural property and Plant-Life Inventory. These assets are treated separately as described in this Statement of Work (Other Building Services).

Scope of Services

2.3.7.5 With respect to the policy on Controllable Assets in PWGSC and the policy on Management and Reporting of Capital Assets, PWGSC DP079, the Contractor must:

- report, in a manner directed by the Technical Authority, any newly acquired capital asset, purchased on behalf of Canada, by the fifth day of the month following the acquisition date;
- identify and tag items on controllable asset lists in a manner directed by the Technical Authority; and
- ownership of the assets purchased on behalf of Canada must remain with Canada and be returned to Canada upon completion of the contract.

2.3.7.6 With respect to the maintenance of the Government Furnished Equipment inventory, the Contractor must:

- verify the accuracy of the Government Furnished Equipment lists for each asset 30 days following the Contract Operational Start Date;
- maintain and include in the inventory of Government Furnished Equipment, capital assets, controllable assets, building equipment and supplies, other items supplied by Canada, and any asset that is purchased on behalf of Canada;
- ensure that inventories of assets including maintenance and operational consumables, supplies and spare parts, and controllable assets are maintained at appropriate levels for the proper operation of each asset; and
- perform an inventory of Government Furnished Equipment on an annual basis as at March 31st and provide the Technical Authority with a copy of the inventory by June 30th . The inventory must include capital assets, controllable assets and other items purchased on behalf of Canada, including but not limited to the following,
 - building equipment such as shop tools, portable power tools, hand tools, other general building equipment, and specialized tools or equipment such as motorized lifting devices, portable power generators and compressors, and specialized window cleaning equipment,
 - building supplies and spares such as basic Operation and Maintenance consumables, spare parts, as well as general shop supplies, and
 - other items such as furniture, computer equipment and peripherals, software, office equipment, audiovisual equipment, mailroom equipment, vehicles and off-road equipment.

2.3.8 Other Building Services

Context

2.3.8.1 A number of other building services are critical to Canada's objective of providing an aesthetic, healthy and user-friendly business environment for tenants. These services also contribute to the identity and public image of the federal government, its presence, operations and facilities across the country.

2.3.8.2 Canada provides contractors with initial Cultural Property Inventory prior to operational start dates.

2.3.8.3 Canada provides contractors with initial Plant-Life Inventory identifying interior plants that require maintenance prior to operational start dates.

Scope of Services

2.3.8.4 The Contractor must perform the other building services described below.

- With respect to parking facilities for tenants, the Contractor must:
 - manage parking lots, including signage, maintenance and access control;
 - monitor and enforce parking regulations as directed by the Technical Authority; and
 - monitor and maintain parking meters.
- With respect to signage services, the Contractor must:
 - provide signage services including needs identification, procurement, installation, maintenance and removal of base building primary and common-use signage including building exterior signage, land, grounds, street/traffic signage, main and floor directory boards, direction finding and room identification, common-use signs and special-purpose tenant signage; and
 - ensure that implementation of signage for federal departments is in accordance with Treasury Board's Federal Identity Program policy and take into account that services associated with tenant specific signage are subject to provisions of the Occupancy Instrument, or can be provided to the tenant as a tenant service work.
- With respect to flag related activities, the Contractor must perform day-to-day activities related to the Canadian, provincial and territorial flags associated with a given asset (flags are typically displayed 24 hours a day). The Contractor must raise, lower or place flags at half-mast and arrange for worn flags to be appropriately disposed of and replaced when notified by the Technical Authority and/or in accordance with instructions provided by the Technical Authority as outlined by the Office of Protocol, Heritage Canada.
- With respect to ceremonial support, the Contractor must assist Canada and tenants in planning, coordinating and delivering ceremonial activities for events held in buildings or grounds including official openings, press conferences, unveiling of plaques, monuments or works of fine art, and visits from dignitaries.

- With respect to special event support, the Contractor must provide assistance, as directed by the Technical Authority when Canada provides other organizations with short-term occupancy agreements to conduct specific special events or promotions in building lobbies and atriums, or at the federal site.
- With respect to cultural property services, which include monuments, the Contractor must:
 - assume responsibility for maintenance, cleaning and preservation of cultural property identified by the Technical Authority and located at the assets where the service provider is engaged;
 - ensure that maintenance and cleaning procedures are designed to preserve the cultural property; follow, wherever instructions are provided, the written direction of the artist, and any supplemental advice obtained from the Canadian Conservation Institute or similar organization;
 - advise the Technical Authority and seek the advice of the Canadian Conservation Institute, or similar organizations, in the event of vandalism, structural failure, accidental damage or any other unforeseen change in the integrity of the cultural property; and
 - review and update the Cultural Property Inventory on an annual basis as at March 31st and provide the Technical Authority with a copy of the inventory by June 30th for each asset.
- With respect to interior ornamental plant maintenance, the Contractor must:
 - maintain interior ornamental plants, including potted or hydroculture plants as well as atrium and permanent plantings to a quality and size equal to or surpassing foliage No. 1 grade as described in the interior plant specification section of the Guide to Specifications for Interior Landscaping (published by the Associated Landscape Contractors for America);
 - review and update the Plant-Life Inventory on an annual basis as at March 31st and provide the Technical Authority with a copy of the inventory by June 30th, for each asset; replace and dispose of plants that no longer possess good physical characteristics or fail to fulfill their aesthetic function with plant material of the same type and with similar physical characteristics; and
 - obtain the appropriate identification numbers and affix them accordingly, if new plants are acquired.
- With respect to pest control services, the Contractor must:
 - provide pest control services in conformity with Integrated Pest Management practices set out in the Treasury Board Manual Chapter 2-15 Pesticides Directives;
 - safeguard the treatment area during the application of insecticides and pesticides;
 - ensure that the treatment area is thoroughly ventilated before tenants are permitted to reoccupy the space following fumigation or treatment;
 - should the use of registered control products prove necessary, within the context of integrated pest management practices, to combat plant disease and pest infestation after having exhausted physical means;

- ▶ ensure that the competent provincial and municipal authorities have approved insecticides or pesticides proposed for use in pest control operations,
- ▶ ensure that the individual performing the application of pesticides is in possession of an active pesticide operator's licence, and
- ▶ an active pesticide exterminator's licence in accordance with provincial and municipal regulations; and
- ensure that pest control products conform to the Workplace Hazardous Materials Information System.

2.3.9 *Grounds Upkeep and Landscaping*

Context

2.3.9.1 Canada ensures that grounds and associated land including landscaping surrounding the assets in its care are maintained to preserve their aesthetic appeal, cleanliness, functionality, safety and, by way of consequence, their investment value.

2.3.9.2 In the National Capital Region, the National Capital Commission provides grounds and upkeep including landscaping to Canada, for some properties, by subcontracting out the work. The National Capital Commission is funded by Treasury Board for the basic level of maintenance. The National Capital Commission charges a fee for services not set out in its terms of reference.

Scope of Services

2.3.9.3 With respect to grounds and land upkeep including landscaping for assets not managed by the National Capital Commission, the Contractor must:

- maintain lawns;
- inspect and maintain flowerbeds, trees, shrubs and vines;
- provide bulbs and annuals as required and replace dead or missing perennials, shrubs, turf, and trees;
- inspect and repair pavement including parking areas, roads, walkways, bicycle paths and hiking paths including wooded area;
- inspect and repair fences and walls;
- inspect and maintain courtyards and terraces including exterior furnishings;
- inspect, maintain and repair exterior mechanical and electrical systems, such as fountains, pools, ponds, irrigation, lighting, and emergency phones;
- prepare grounds and landscaping for winter;
- remove snow and ice from building entrances and exits, steps, ramps, sidewalks, driveways and parking areas, to ensure public safety and support tenant operations, and ensure monuments, trees, shrubs, fences and walls of buildings are free of blown, ploughed or piled snow;
- carry out spring cleanup and prepare grounds and landscaping for summer;
- perform Work in compliance with Canada's environmental standards;
- collect litter and empty garbage from waste receptacles; and

- sweep hard surfaces.

2.3.9.4 With respect to grounds, land upkeep and landscaping for assets managed by the National Capital Commission, the Contractor must:

- administer the arrangements between Canada and the National Capital Commission for provision of grounds and landscaping services as identified in Article 2.3.9.3; and
- carry out services, described above, that are not performed by the National Capital Commission.

2.3.10 *Building Infrastructure Continuity Plans*

Context

2.3.10.1 Under the Emergency Management Act, Canada is required to have plans to deal with emergencies to ensure uninterrupted service to tenants in the event of an emergency or disruption and for implementing these plans when an emergency occurs. An important component of emergency planning is a Building Infrastructure Continuity Plan.

2.3.10.2 A Building Infrastructure Continuity Plan aims at maintaining or restoring building operations in the event of an emergency or a system failure, and mitigating any impact on the tenants' operations. Building Infrastructure Continuity Plans must be prepared in consultation with building tenants to ensure they reflect critical tenant operational priorities and are integrated with the tenants' own Business Continuity Plans. Key elements of a Building Infrastructure Continuity Plan include:

- an emergency response flow chart;
- a communication strategy;
- a critical contacts list;
- information on critical tenant operations;
- information on major building systems;
- impact of a malfunction on building operations; and
- back-up and recovery procedures.

Scope of Services

2.3.10.3 The Contractor must:

- maintain and include in the Building Infrastructure Continuity Plan information on building systems, including tombstone data such as:
 - manufacturer, model, and serial numbers;
 - Operation and Maintenance manuals;
 - supplier contacts;
 - equipment use;

- system redundancies;
- impact of system failure on building operations;
- system recovery and impact mitigation plan; and
- resource requirements;
- prepare, maintain and update as required the Building Infrastructure Continuity Plan, and provide a copy to the Technical Authority by June 30th of each year and when requested by the Technical Authority ;
- provide trained personnel to ensure they are prepared to manage emergency events or disruptions in accordance with the Building Infrastructure Continuity Plan;
- test the Building Infrastructure Continuity Plan annually to validate it and determine the level of preparedness of the asset; note opportunities for and make improvements;
- should Canada evaluate through testing the Building Infrastructure Continuity Plan, participate in the evaluation and provide recommendations for and make improvements; and
- activate the Building Infrastructure Continuity Plan in the event of an emergency situation or system failure.

2.3.11 *Building Emergency Plans*

Context

- 2.3.11.1 Building owners, such as Canada, and tenants must work together to fulfill their respective responsibilities for life safety. This includes preventing incidents and planning for emergency situations such as fire, bomb threats, demonstrations, power outages, disruption in water supply, and spillage of hazardous materials, passengers trapped in elevator cars, earthquakes, tornadoes, floods and violence against employees. This is stated as an employer responsibility in the Canada Occupational Safety and Health Regulations Part XVII, “Safe Occupancy of the Workplace”.
- 2.3.11.2 Building owners’ responsibilities for fire safety in buildings in use are set out in the National Fire Code of Canada, and provincial and municipal codes and regulations.
- 2.3.11.3 Federal government responsibilities for life safety of federal employees are set out in the Canada Occupational Safety and Health Regulations under the Canada Labour Code.
- 2.3.11.4 The requirement for environmental emergency response plans is described in this Statement of Work (Environmental Protection and Sustainable Development).

Scope of Services

2.3.11.5 The Contractor must:

- fulfill the owner's building emergency planning responsibilities as set out in the National Fire Code of Canada and provincial and municipal codes and regulations; and
- actively support building tenants in meeting their employer responsibilities including ensuring coordination of life safety planning activities for their employees.

2.3.11.6 The Contractor must prepare, regularly update and implement a fire safety plan for each asset, in cooperation with the fire department, other applicable regulatory authorities and the tenants' workplace health and safety committees and representatives and such fire safety plan must include:

- emergency procedures to be used in the event of a fire or other emergency and including for example, sounding the fire alarm, notifying the fire department, instructing occupants on procedures when the alarm sounds, evacuating occupants including those requiring special assistance, and controlling a fire or other emergency;
- appointment and organization of the Contractor's supervisory staff to carry out fire safety and emergency duties;
- training of the Contractor's supervisory staff and other occupants on their responsibilities for fire safety and emergencies in accordance with the Building Emergency plan and fire safety plan;
- documents including diagrams complete with the information required in section 2.8 of the National Fire Code entitled "Emergency Planning";
- requirements and frequency for holding fire drills;
- control of fire hazards; and
- inspection and maintenance of building facilities provided for occupant safety.

2.3.11.7 The Contractor must:

- keep a copy of the fire safety and emergency evacuation plan at a central location in the lobby of each building and make it readily accessible to police, fire and ambulance service personnel;
- provide a copy of the fire safety and emergency evacuation plan to the Contractor's supervisory staff in each building and to Emergency Wardens;
- post fire safety and emergency evacuation procedures, complete with floor schematic diagrams, in the elevator lobby or entrance area of each floor and adjacent to the exit stairwells on each floor;
- conduct fire drills for the Contractor's supervisory staff, as required in accordance with section 2.8 of the National Fire Code, entitled "Emergency Planning";
- participate in and assist with the coordination of emergency evacuation drills conducted by the building tenants, upon the request of tenants;

- provide building employees with the required information concerning the location, operation and use of portable fire protection equipment and emergency equipment installed in the workplace;
- inspect, test and maintain life safety and fire protection and control equipment, including: portable extinguishers, fire alarm and voice communications systems, standpipe and hose systems, automatic sprinkler systems, water supply systems, emergency power systems, emergency lighting, smoke control measures, special fire suppression systems, elevators, fire escapes, exits and stairways, in accordance with the National Fire Code of Canada Part 2 “Building and Occupant Fire Safety”, Part 6 “Fire Protection Equipment” and Part 7 “Fire Emergency Systems in High Buildings”;
- maintain records on site pertaining to inspection, testing and maintenance in accordance with the National Fire Code;
- provide support to tenants upon request, in their development of emergency procedures related to other emergencies, such as bomb threats, explosions, earthquakes, power failure, chemical accident or spills, emergency or medical response, demonstrations, persons trapped in elevator cars and violence against employees; and
- notify the Technical Authority when tenants do not fulfill their obligations regarding building emergency planning activities as stated above.

2.3.12 Business Continuity Plan

Context

- 2.3.12.1 Under the Emergency Management Act, Canada is required to have plans to deal with emergencies, and to implement these plans when an emergency occurs. Internal PWGSC directives require an emergency management system to ensure continuity of Department operations and uninterrupted service to the Department’s tenants in the event of an emergency or disruption. As contractors deliver key services to Canada’s tenants, Canada therefore expects contractors to have an emergency management system. An important component of an emergency management system is a contractor’s own Business Continuity Plan.
- 2.3.12.2 A contractor’s Business Continuity Plan should describe how it will continue its business and provide ongoing services to its clients in the event of an emergency or disruption that renders their workplace unusable or limits workforce capacity. A contractor provides services to Canada at three levels: asset, portfolio and corporate. The day-to-day operations and service to Canada occur predominantly at the asset level, making this aspect of the Business Continuity Plan the most critical. For a given asset, a contractor’s staffs include front-line management staff, technical and administrative support staff, building operations staff, and subcontractors. Ensuring provision of these in-house staff and critical subcontractor services is a prime focus of a contractor’s Business Continuity Plan. While Portfolio and corporate level services are important, they are not as crucial to daily operations.

Scope of Services

- 2.3.12.3 The Contractor must develop Business Continuity Plans to ensure continuity of its critical business functions in each asset and for the Portfolio, including:
- identification of business functions and assessment of the impact of their loss;
 - determination of critical functions, priorities and recovery times;
 - prepare, maintain and update the Business Continuity Plans including recovery strategies;
 - train staff to ensure they are prepared to manage continuity of critical business functions in accordance with the Business Continuity Plans;
 - test the Business Continuity Plans annually to validate it and determine the level of preparedness; note opportunities for and make improvements; and
 - activate the Business Continuity Plans in the event of an emergency or disruption.
- 2.3.12.4 The Contractor's Business Continuity Plans should be prepared in consultation with building tenants' Business Continuity Plans. Should a building tenant not provide a Business Continuity Plan, the Contractor must notify the Technical Authority and proceed with the preparation of its Business Continuity Plan independent of the building tenants Business Continuity Plans.
- 2.3.12.5 The Contractor must provide a copy of the Business Continuity Plan to the Technical Authority on June 30th each year, when updates are made, and when requested by the Technical Authority.

2.3.13 *Commercial Operations*

Context

- 2.3.13.1 A primary role of PWGSC is to provide accommodation to federal departments and agencies so they are able to carry out their program responsibilities. The Department does, however, have commercial revenue generating operations in some of its properties.
- 2.3.13.2 In accordance with federal policy, Treasury Board and PWGSC policies and the principles of PWGSC's National Investment Strategy, the Department seeks opportunities to earn revenue through the wider use of its real property including buildings, land, grounds and bridges. Third-party commercial occupancies may also provide opportunities to meet the government's objective of reducing the holding cost of vacant space. As an essential element in strategic Portfolio planning, third-party occupancies are to be actively sought for space not required for immediate program use. This approach is in keeping with management plans for the asset, and in alignment with direction from the Technical Authority.

Scope of Services

2.3.13.3 The Contractor must manage, keep accounts and report on third-party commercial occupancies and agreements including:

- retail leases in a major urban centre where there is a demonstrated demand from the public and harmony with the surrounding streetscape, involving operations which can range from multi-level retail shopping centres in major office towers, to small ground-level retail tenancies in office buildings;
- retail leases, in other locations, where there is a clearly identified market demand for amenities, convenience goods or services;
- office leases for space temporarily not required for federal program use; and
- other third-party agreements such as rooftop licences, tenant promotions, food and beverage outlets, non-profit occupancies, co-locations, telecommunications agreements, storage agreements, temporary occupancy licences, lease terminations, assignments, sublets, amending agreements, renewals, extensions, and parking agreements.

2.3.13.4 In managing third-party commercial occupancies and agreements, the Contractor must:

- conduct its affairs to achieve the following objectives,
 - provide a business environment, which attracts and retains prosperous businesses, enhances rentable value of adjacent space, and creates an ambiance and atmosphere, from a public perspective, complimentary to the federal government,
 - monitor and enforce tenant activities in accordance with covenants and conditions of the lease including tenant dispute resolution and timeliness of reporting tenant sales figures,
 - apportion where applicable, fair and equitable common area costs, and
- manage third-party leases and agreements in accordance with the terms and conditions, and advise the Technical Authority should any deviations occur;
- collect rents for and on behalf of Canada, and obtain, where applicable, tenant sales figures and calculate the rent to be paid;
- provide the Technical Authority with regular monthly reports on revenue deposited , providing Canada revenues from the rents collected;
- cause the books and records of any tenant to be inspected or audited or both, whenever the Contractor or the Technical Authority consider it necessary;
- apportion common area costs, realty taxes, Payments In Lieu of Taxes and other charges, where applicable including, but not limited to, reconciling the previous year's costs as well as estimating the next year's escalations;
- take reasonable and proper steps, including issuing demands for payment and collection action when deemed appropriate, to ensure rent and other amounts payable are received on time and deposited to a bank account specified in writing by the Technical Authority;
- advise the Technical Authority, on a monthly basis, of vacant space and space anticipated to become vacant in the next 60 calendar days.

- act as the representative of Canada by preparing letters, conducting briefings and performing any other management-related tasks in so far as it relates to relations between Canada and commercial tenants;
- investigate and take necessary action to resolve complaints regarding tenants;
- address requests and complaints regarding thefts, damage and injuries suffered or allegedly suffered in assets;
- monitor and inspect to ensure that tenants conform to statutory provisions and regulations where Canada could be held legally responsible for tenants' actions;
- monitor tenant and promotional activity for observance of covenants during established hours of business, including where applicable, weekends and public holidays;
- supervise dealings with tenants on behalf of Canada and establish and maintain a suitable scheme of liaison between tenants and Canada;
- recommend, from time to time, to the Technical Authority for their approval, rules and regulations for improved operation of properties and make reasonable efforts to have new rules and regulations observed by tenants;
- notify the Technical Authority immediately of any damage to any properties, any claims against the properties and any circumstances that might give rise to such claims;
- develop and implement plans, to be approved by the Technical Authority, concerning the installation and removal of tenants and minimize any disturbance to operations and other tenants during tenant move-in and move-out;
- provide support to Canada with respect to tenant bankruptcy actions;
- ensure that the Technical Authority is advised of changed and new third-party occupancy agreements, using the PWGSC Letting Control Sheets and related documentation;
- maintain updated files with relevant information, correspondence, agreements and rent justifications, and make files available to the Technical Authority upon request;
- administer and manage Payments In Lieu of Taxes and tax requirements in respect to third-party occupancies;
- ensure that tenant insurance certificates are kept current and comply with the agreements;
- obtain from tenants at year end a certificate from the tenants' auditors confirming the accuracy of the sales figures reported;
- represent Canada at merchant association functions, where applicable; and
- plan and oversee the development and coordination of promotional activities, where applicable, as well as the development and preparation of related communiqués and advertising material in conjunction with Canada ensuring the Technical Authority is properly notified of activities.

2.3.13.5 With respect to accounting control and reporting requirements for third-party commercial occupancies and agreements, the Contractor must:

- implement an accounting control process for managing the financial relationship with every tenant in a manner that produces a complete audit trail that traces

transactions that include from the initial account entry to final settlement including separate recording of the amount of rent, operating and maintenance costs, percentage rent, temporary occupancies, parking, realty taxes, additional rents, other charges or costs and taxes collected;

- establish revenue and expense data, such as tenant inducement costs and landlord's base building Work, for commercial operations activity to be used in the Building Management Plan and Asset Management Plan;
- report monthly variances to the Technical Authority on revenue deposited against forecasted revenue for a specified period;
- report monthly to the Technical Authority on each given lease contract, the collectible rental amounts in arrears more than 15 days and more than 30 days using the reporting transactions identified in Appendix "D", Electronic Business Information Requirements or ad hoc reports, as required;
- report to the Technical Authority using the reporting transactions identified in Appendix C to this Statement of Work or ad hoc reports on retail sales indicating actual sales for the current month and previous month, actual sales to date and previous sales to date, actual to date per Square Metre, previous to date per Square Metre and previous yearly total per Square Metre; and
- report revenues excluding provincial and federal sales taxes.

2.3.13.6 With respect to parking management, the Contractor must:

- manage commercial parking facilities to maximize revenues, including establishing market rates for both short and long term parking for Technical Authority approval, marketing available space, revenue collection, administration of fines for delinquent vehicles, access control, signage, maintenance and administrative functions.
- provide the Technical Authority with regular monthly reports on revenues deposited on behalf of Canada from the parking and other associated fees collected.

2.3.13.7 In evaluating the effectiveness of its letting operations approach, the Contractor must:

- develop a generic commercial operations checklist;
- tailor the checklist to suit the needs of each commercial operations transaction;
- complete the commercial operations checklist annually; and
- provide performance data to the Technical Authority in the format as described in this Statement of Work or as directed by the Technical Authority.

2.3.14 Facilities Management Services

Context

- 2.3.14.1 Facilities management is the practice of coordinating the physical workplace with the people and work of the organization and providing productive work environments. There are five key facilities management functions. These are:
- accommodation management and accommodation planning;
 - space management and space optimization;
 - space layout and design;
 - project and contract management; and
 - moves and relocations management.
- 2.3.14.2 Canada is committed to providing productive work environments. These services extend beyond the provision of space to include the delivery and management of the elements of a business environment to meet tenant program needs.
- 2.3.14.3 The cluster of assets at the Carling Campus have a number of third party tenants, each requiring specific facility management work at specific sites for a specific period of time during the term of the contract.
- 2.3.14.4 The provision of facilities management services to the third party tenants at the Carling Campus is a contractual obligation of PWGSC. The existing third party tenant leases at the Carling Campus were assumed as part of the acquisition of the Carling Campus in December 2010. These third party tenant leases are for a specific period of time during the term of this contract. The facilities management services provided to each specific tenant are defined in the lease agreements with the third party tenants.
- 2.3.14.5 Some facilities management services compliment services required elsewhere in this Statement of Work such as signage services, project delivery services, and environmental services.

Scope of Services

- 2.3.14.6 The Contractor must provide Work related to one or more facilities management aspects at the Carling Campus as defined in the third party tenant lease agreements or as directed by the Technical Authority which could include:
- accommodation planning;
 - space management;
 - space layout and design;
 - relocation management;
 - cable plant management;

- furniture and office equipment management;
- tenant sustainable development;
- conference and boardroom booking management and hospitality services;
- tenant health, safety and fire protection;
- parking administration and management;
- security; and
- administrative services.

2.3.14.7 With respect to accommodation planning, the Contractor must:

- develop accommodations plans, business cases, business objectives, Investment Analysis Reports, and identify strategies for space- reduction incentives; and
- perform tenant needs analysis and manage the space supply and demand relationship, including preparation and maintenance of the space inventory.

2.3.14.8 With respect to space management, the Contractor must:

- determine the supply and demand requirements and manage space allocation;
- develop space management standards to meet third party tenant needs;
- inventory, document, track and report on space supply and usage.

2.3.14.9 With respect to space layout and design, the Contractor must:

- determine space, fit-up, furniture and signage needs;
- prepare concepts, detailed plans and specifications, and associated cost estimates;
- prepare detailed estimates for furniture and equipment; and
- prepare justifications, recommend best options.

2.3.14.10 With respect to relocation management, the Contractor must plan and execute relocation projects.

2.3.14.11 With respect to cable plant management, the Contractor must:

- coordinate and implement the initial surveys and assessment of various cable plants;
- maintain and regularly update cable plant records and drawings;
- perform installations as part of renovation and refit projects;
- perform alterations to existing systems to accommodate tenant relocation and requirements for changes and additions;
- test, maintain, repair and in the event of damage restore services; and
- perform upgrades to existing cable plants where required.

2.3.14.12 With respect to furniture and office equipment management, the Contractor must:

- develop a requirements package, including specifications;
- coordinate the delivery and installation of furniture and equipment;
- manage the furniture inventory, including location drawings;
- keep an inventory of the furniture and its location on behalf of the tenant;
- provide installation and repair of furniture, fixtures and equipment; and

- provide inventory list of PWGSC owned furniture and office equipment and location drawings as requested by the Technical Authority.
- 2.3.14.13 With respect to tenant sustainable development programs, the Contractor must:
- provide solid waste management and recycling, and co-ordinate hazardous waste management;
 - identify to tenants and the Technical Authority areas of risk and support projects to meet tenant sustainable development objectives.
- 2.3.14.14 With respect to conference and boardroom booking management and hospitality services, the Contractor must:
- track usage, analyze needs and gaps and recommend improvements;
 - provide a Web-based room reservation service;
 - provide audio-visual, telephone and data communication support;
 - provide teleconference and videoconference support;
 - provide support for provision of food services; and
 - provide support for provision translation services.
- 2.3.14.15 With respect to parking administration and management, the Contractor must as directed by the Technical Authority:
- manage the internal allocation of parking spaces provided to the tenant by tracking assignments, and report to the Technical Authority on utilization following the parking policy implemented by PWGSC July 1, 2011; and
 - develop internal allocation processes for the tenant.
- 2.3.14.16 With respect to security, the Contractor must:
- provide a location with a fully staffed emergency management centre with security guard presence 24 hours per day 7 days a week;
 - provide additional security requirements at the tenants expense as requested by the tenant and/or the Technical Authority; and
 - monitor compliance using the latest technology and procedures to ensure that tenant departmental assets, employees and visitors are protected.
- 2.3.14.17 With respect to administrative services, the Contractor must provide to the third party tenants Work which could include:
- mailroom administration;
 - internal courier services;
 - full shipping and receiving department responsible for tracking inbound and outbound materials;
 - packaging photocopying services;
 - postage machines based on sufficient mail volumes;
 - special event support;
 - provision of paper to printer stations;
 - provision of toner and maintenance kits to legacy equipment;
 - shredding;

- first response to equipment issues; and
- photocopier and printer support.

2.3.14.18 The Contractor must provide to the Technical Authority performance data as required to support performance indicators required for facilities management services.

2.3.15 *Tenant Service Work*

Context - Tenant Service Work Description

- 2.3.15.1 Effective delivery of tenant services is important to ensuring a high level of tenant satisfaction. PWGSC endeavours to ensure client satisfaction in the services it provides to its tenants.
- 2.3.15.2 While most of the tenants' real property requirements are obligations on PWGSC by virtue of the Occupancy Instrument (OI) or the lease agreement, there may be other real property operations and maintenance work requirements, and project work requirements that are outside the terms of the OI or lease agreement and thus the responsibility of the tenant. Where these other requirements are consistent with the scope of services in this Statement of Work, the required work may be delivered by PWGSC through its contractor at the tenant's cost. The tenant's work requirements when fulfilled by PWGSC or its contractor is referred to as Tenant Service Work.
- 2.3.15.3 With respect to Tenant Service Work, the tenant is responsible for defining for PWGSC or its contractor their specific work requirements, for obtaining internal approvals, and for funding their tenant service work. However, PWGSC and its contractor may assist the tenant analyse and define their requirements, identify solutions, and estimate costs to implement a solution.
- 2.3.15.4 Tenant Service Work can consist of property management services, referred to as Tenant Service Property Management Work, and project delivery services, referred to as Tenant Service Project Delivery Work. Tenant Service Property Management Work is described within this subsection. Tenant Service Project Delivery Work is described in Project Delivery Services in this Statement of Work.
- 2.3.15.5 For some Other Government Department (OGD) tenants, Tenant Service Work below a specific value, currently set at less than \$40,000.00 inclusive of all costs, applicable fees and taxes, is directed by the tenant to the contractor by-passing the Technical Authority. This is referred to as a Tenant-direct Work. In Tenant-direct Work, the tenant provides their work-specific requirements such as scope of work, schedule and cost directly to the contractor and the contractor provides the service directly to the tenant. Tenant-direct Work is delivered in accordance with the PWGSC contract. The Technical Authority must be made aware of certain Tenant-direct Work before it proceeds, and certain Tenant-direct Work may require approval of the Technical Authority or other parties. In the case of Tenant-direct Work, the

contractor tracks usage and regularly reports this usage to the Technical Authority. Tenant-direct Property Management Work is tenant direct allocated work to provide property management services, whereas Tenant-direct Project Delivery Work is tenant direct allocated work to provide project delivery services.

2.3.15.6 Table: Summary of Tenant Service Work

	Tenant-direct Property Mgmt Work	Tenant-direct Project Delivery Work	Tenant Service Property Mgmt. Work	Tenant Service Project Delivery Work
	\$0 < work value < \$40,000	\$0 < work value < \$40,000	\$0 < work value < \$ 1 M	\$0 < work value < \$1 M
Tenants must direct work to PWGSC	yes, but certain OGD Tenants are excepted (as given in the next row)	yes, but certain OGD Tenants are excepted (as given in the next row)	yes, no exceptions	yes, no exceptions
Certain OGD Tenants who may direct work to the Contractor	yes	yes	no (over \$40,000 handled as Tenant Service as per the above line)	no (over \$40,000 handled as Tenant Service as per the above line)

Context - **Tenant Service Property Management Work**

2.3.15.7 Tenant Service Property Management Work consists of additional levels of service for work already provided by PWGSC and their contractor in the asset. This may include such things as more frequent service, such as cleaning three times a day versus once a day, services of a longer duration, such as providing security twenty-four hours a day versus during just the core business hours, and higher levels of service, such as more cooling to certain areas of a building. These examples are due to a tenant's additional usage of the asset beyond the base usage offered and supplied by PWGSC.

Scope of Services

2.3.15.8 The Contractor must perform Tenant Service Property Management Work including Tenant-direct Property Management Work in accordance with this Statement of Work.

2.3.15.9 The Contractor must perform Tenant Service Property Management Work assigned to it by the Technical Authority in conformity with the specific Work requirements provided by the Technical Authority.

2.3.15.10 For Tenant-direct Property Management Work the Contractor must:

- perform Work assigned to it by OGD tenants in conformity with the specific Work requirements provided by the tenant department;

- seek written advice from the Technical Authority of which OGD tenants are authorized to utilize the Tenant-direct Work provision;
- report to and seek the approval of the Technical Authority, in advance of the Work being undertaken, for any Work requests that,
 - could have a negative impact on the asset's integrity, tenant satisfaction or asset's financial performance,
 - could involve the Contractor charging the costs of resource utilization that Canada has reimbursed to the Contractor as an allowable PMS cost under the Contract; in such cases, the Contractor must reimburse Canada for such costs, and any unearned fees relating thereto,
 - due to the Work volume, could adversely impact the Contractor's ability to deliver services described within this Statement of Work,
 - potentially contravene the provisions of the Occupancy Instruments between the tenant(s) and Canada,
 - are not clearly reflective of the scope of services given in this Statement of Work;
- notify the Technical Authority in advance of Work being undertaken in PWGSC-managed, OGD-owned assets; the Technical Authority will determine whether the OGD owner needs to be notified of the proposed Work and their approval obtained, and if required the Contractor must undertake notification and obtain approval;
- obtain the tenant's approval (authorization) of the Work via a Work Authorization; invoice the tenant directly for the Work, in accordance with Contract's Basis of Payment; and
- track expenditures by Work Authorization, by asset and by portfolio and provide to the Technical Authority.

2.3.15.11 The Contractor must with respect to Tenant Service Property Management Work and Tenant-direct Property Management Work track and report status, expenditures, and completed Work upon request by the Technical Authority.

2.4 Project Delivery Services

2.4.1 *Project Delivery Methodology*

Context

2.4.1.1 Canada undertakes a wide array of real property projects including:

- new construction;
- repairs;
- improvements intended to extend the life of the asset and enhance its performance;
- enhancement of existing assets to prevent or delay functional obsolescence;
- base building and fit up alterations to meet tenants' operational requirements; and

- fit ups and refits including space optimization.

2.4.1.2 PWGSC's project identification and associated planning is integrated with the asset management process, including the Asset Management Plan, Building Performance Review, Building Condition Report, Building Management Plan and funding approval processes.

2.4.1.3 The management of projects is key to providing value for money and demonstrating sound stewardship in program delivery. A comprehensive approach to managing projects, which is integrated across the department and is appropriate for the level of project risk and complexity, ensures the realization of project outcomes.

2.4.1.4 The Treasury Board Policy on the Management of Projects requires that federal departments have appropriate internal capacity for managing projects. The objective of this policy is to ensure that the appropriate systems, processes and controls for managing projects are in place, at a departmental, horizontal or government-wide level, and support the achievement of project and program outcomes while limiting the risk to stakeholders and taxpayers.

2.4.1.5 PWGSC has developed its National Project Management System (NPMS), the departmental methodology for project management which prescribes the basic minimum requirements that must be met in the project life cycle (<http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/index-eng.html>). NPMS is based on the Project Management Institute's (PMI) nine core knowledge areas from the Body of Knowledge and adapts and aligns these with the Treasury Board Policy on the Management of Projects, PWGSC National Project Management System Policy, and legal and regulatory context. In addition, NPMS adds safety, environmental, financial and claims management knowledge areas.

2.4.1.6 The following NPMS principles are applicable for PWGSC projects in order to ensure value and that business objectives are met:

- Projects are prioritized based on departmental strategic objectives and aligned with the Integrated Investment Plan.
- Project requirements are documented and vetted to ensure consistency with relevant portfolio strategies before initiating work on the project.
- The solution undertaken has been assessed, including identification of risks, to ensure that the best investment solution is selected.
- Projects are planned such that required approvals are obtained at all stages of the project.
- Project resources necessary to develop and deliver the project are planned and secured throughout the life of the project.
- Projects are monitored and controlled, including management of changes in project parameters.
- Projects achieve their business outcomes.

- Impact of organizational change resulting from project implementation is evaluated and managed.
- Projects are delivered respecting scope, time and cost objectives.
- Projects are closed out in accordance with the Project Plan, ensuring relevant stakeholder participation and sign-off.
- Lessons learned are shared.
- Project documentation is maintained.

2.4.1.7 PWGSC is required to capitalize the costs of its real property capital, betterments and leasehold improvements projects when projects are ready for use or in-service. These costs will be amortized over the remaining useful life rather than expensed in the year of acquisition. This requirement and related processes are described in the Departmental Policy on Management and Reporting of Capital Assets (DP 079).

Scope of Services

2.4.1.8 The Contractor must deliver a program of projects with individual total project values of from \$5,000.00 to less than \$1,000,000.00 inclusive of all costs, and applicable fees and taxes. Hereunder, total project values given are inclusive of all costs, and applicable fees and taxes.

2.4.1.9 The Contractor must manage each project through the stages of project delivery – definition, initiation, feasibility/analysis, planning, design, contracting, construction, commissioning, close-out and evaluation.

2.4.1.10 The Contractor must ensure that its approach to project delivery is consistent with:

- The Project Management Institute’s Project Management Body of Knowledge;
- Life cycle management principles, by
 - maintaining and maximizing the value of Canada real property assets over their entire life cycle,
 - ensuring the structural, architectural, mechanical, and functional integrity of the assets, considering objectives set out in Asset Management Plans,
 - recommending solutions consistent with the standard of architectural and engineering components of buildings, and
 - ensuring that the heritage character of heritage buildings is maintained in accordance with the Policy on the Management of Real Property and the Real Property Branch Procedure for the Stewardship of Federal Heritage Buildings.
- Cost effectiveness, by
 - ensuring best value for Canada and its tenants, and
 - ensuring that the viable options are considered.
- Environmental Protection and Sustainable Development, by
 - integrating environmentally sound and sustainable solutions into project delivery to meet federal environmental legislation and objectives, and
 - providing energy-efficient solutions.

- Functionality, by,
 - providing safe and productive accommodation,
 - ensuring a high level of ongoing tenant satisfaction,
 - respecting relevant government policies,
 - respecting tenants' work environments and minimizing disruptions, and
 - ensuring projects are delivered in accordance with approved timelines, budgets and scope.
- 2.4.1.11 With respect to project identification and associated planning, the Contractor must make use of Building Performance Reviews, Building Management Plans, Asset Management Plans, Building Condition Reports, and other means as required.
- 2.4.1.12 With respect to the quality of materials, the Contractor must design and implement projects to include materials of a quality consistent with the architectural characteristics, building design, functional use and the strategic direction for the asset.
- 2.4.1.13 With respect to project cost estimating, the Contractor must ensure that project cost estimates are accurate and adhered to through the project's delivery and provide performance data to the Technical Authority by:
- developing a reliable estimated project cost and identifying the estimated project cost in the Building Management Plan and, where one is required, the Investment Analysis Report;
 - comparing the estimated project cost at project approval to the actual project cost at project completion; and
 - indicating variances and the reasons for these.
- 2.4.1.14 With respect to project cost estimates, the Contractor must prepare project cost estimates consistent with the NPMS cost estimate definitions based on the following classification:
- Class A (pre-tender) estimate, based on complete construction drawings and specifications, prepared prior to calling competitive tenders, and sufficient to enable detailed evaluation of tenders; the accuracy of Class A estimates is generally expected to be within 5% to 10% of the actual contract award price for new construction;
 - Class B (substantive) estimate, based on design development drawings and outline specifications for the project, including the design of major systems and subsystems, and the results of site investigations;
 - Class C estimate, based on a comprehensive list of requirements and assumptions, including a full description of the preferred option's concept design, construction /design experience and market conditions; and
 - Class D estimate, based on a comprehensive list of project requirements and assumptions.

- 2.4.1.15 With respect to project timelines, the Contractor must ensure that project scheduling is accurate and adhered to through the project's delivery and provide performance data to the Technical Authority by:
- developing a program of project Work based on the Building Management Plan (BMP) project list and funding provided by the Technical Authority by March 31 of each fiscal year and negotiating project completion milestones based on the available funding; comparing the actual level of completion to the negotiated milestones; and
 - indicating variances to the Technical Authority and the reasons for these variances.
- 2.4.1.16 With respect to the management of project risk, the Contractor must manage this risk consistent with the PWGSC Real Property Procedure on Risk Management by assessing, documenting and managing internal and external risk and developing and implementing contingency and mitigation plans.
- 2.4.1.17 With respect to project year-end forecasting, at the end of period eight, that is November 30th, the Contractor must ensure that forecasts are accurate and provide to the Technical Authority performance data by:
- identifying cash flow variances for each project, for the Asset, and for the Portfolio; and
 - providing revised cash flows if projects are not delivered as planned.
- 2.4.1.18 With respect to projects managed by the Contractor to be capitalized, the Contractor must complete and submit electronically to the Technical Authority the Inventory Data Entry Sheets for Real Property Betterments and Leasehold Improvements supplied by the Technical Authority, monthly upon completion of projects together with the PWGSC Project Invoicing Detail.
- PWGSC - TPSGC 285-1 , Inventory Data Entry Sheet – Real Property Betterments
 - PWGSC - TPSGC 285-2 Inventory Data Entry Sheet – Leasehold Improvement
- 2.4.1.19 With respect to the requirements of Quality Management given in this Statement of Work, the Contractor must ensure project file documentation is completed including ensuring that applicable core project deliverables are complete and included on the project file by:
- preparing and maintaining a project file in a format and containing the project documentation outlined by the Technical Authority and providing a copy of the project file to the Technical Authority upon completion of the contract;
 - preparing a generic project file checklist for projects for review and acceptance by the Technical Authority to measure the completeness and accuracy of project file documentation;
 - prior to project commencement, tailoring the generic project file checklist to suit the needs of each project to be reviewed;
 - conducting a project file audit by completing the project file checklist at project completion, tabulating and providing to the Technical Authority the total responses

to the project file checklist, together with an analysis of results and recommendations for further action intended to address identified deficiencies; and

- cooperate and participate with PWGSC during quality inspections and provide resources and information as requested by Technical Authority.

2.4.1.20 With respect to the requirements of Quality Management given in this Statement of Work , the Contractor must ensure project completion by:

- developing a generic project completion survey questionnaire for projects for review and acceptance by the Technical Authority to measure Canada and tenant satisfaction with respect to the Contractor's project delivery services;
- prior to project commencement, tailoring the generic project completion survey to suit the needs of each project to be surveyed;
- conducting a project completion survey, by completing interviews with representative project stakeholders, including tenant representatives for tenant service projects;
- tabulating and providing to the Technical Authority the total responses to project completion surveys, together with an analysis of results and recommendations for further action intended to address identified deficiencies; and
- cooperate and participate with PWGSC during quality inspections and provide resources and information as requested by Technical Authority.

2.4.1.21 With respect to the requirements of Quality Management given in this Statement of Work, the Contractor must ensure overall project quality including, but not limited to, design, workmanship and materials, licences and permits, coordination and commissioning, project cost estimates, and project scheduled by:

- developing a generic project quality checklist and project assessment procedure to measure project quality for projects for review and acceptance by the Technical Authority;
- prior to the commencement of the project, tailoring the generic project quality checklist and the assessment procedure to suit the needs of each project to be reviewed;
- completing the project quality checklist at project completion;
- provide performance data by identifying total project costs and construction costs;
- tabulating and providing to the Technical Authority the total responses to the project quality checklist, together with an analysis of results and recommendations for further action intended to address identified deficiencies; and
- cooperate and participate with PWGSC during quality inspections and provide resources and information as requested by Technical Authority.

2.4.1.22 Canada reserves the right to select projects for delivery through its own internal resources and/or through third parties, rather than through the Contractor and will advise the Contractor in advance of such projects as part of the project planning process. The Contractor will be required to participate in these projects, working collaboratively with the other stakeholders, in the execution of their work.

Therefore, the Contractor must coordinate and cooperate in activities, such as:

- acting as the constructor;
- providing on-site coordination and other project support;
- notifying tenants;
- obtaining required tenant approvals;
- providing access to building services areas and equipment rooms;
- conducting system shut downs;
- conducting commissioning; and
- updating standard operating procedures of building systems.

2.4.2 *Managing Projects within Cost Categories*

Context

2.4.2.1 For projects, regardless of total project value, the principles of the NPMS methodology remain applicable. However, the requirements for project identification, approval and implementation activities are commensurate with project value, complexity and risk. To this end, PWGSC generally expends more effort developing and managing projects as the dollar value increases, this being reflective of a linear relationship with both risk and complexity. For asset based projects with a value of \$1,000,000.00 and more, PWGSC follows the full NPMS procedure, whereas for projects of lesser value it follows the "NPMS Lite" procedure. NPMS Lite defines simplifications to the full NPMS procedure and deliverables, while still respecting NPMS principles as defined in the NPMS Policy and the NPMS procedure.

2.4.2.2 As given in the NPMS, a project commences with a Statement of Requirements (SOR) which is the definition of the project requirements. Prior to this, unless directed to do differently in the Building Management Plan Call Letter, any work supporting identification of a project such as inspections, condition assessments, reviews, and the resulting outputs, such as reports, are considered to be operations and maintenance and as such is budgeted as a building operating cost under Property Management Services.

2.4.2.3 After the project requirements are identified and approved, PWGSC undertakes project identification to develop and consider options to achieve the objective(s), and select the best option, this underlying a project approval process where management provides input and their approval to proceed with the project.

2.4.2.4 Within the project identification stage, PWGSC completes studies, produces plans and reports, completes forms, etc. including, for example, the following:

- schedules and work breakdown structures;
- cost plans and estimates;
- project plans;
- Investigation and Reports, and Feasibility Studies;
- Investment Analysis Reports;
- Risk Management Plans;
- Project Complexity and Risk Assessments (PCRA)
- Canadian Environmental Assessment Act (CEAA) Checklists, and Environmental Assessments.

2.4.2.5 Within the project delivery stage, PWGSC undertakes design including engineering design, and physical work including repairs, construction, and in some cases deconstruction. PWGSC may revise and/or refine the schedules and work

breakdown structures, cost plans and estimates, project plan, Risk Management Plans and/or PCRA prepared in the project identification stage.

2.4.2.6 The identification of the project requirements and activities undertaken in the project identification and implementation stages, are considered project activities and are budgeted as project costs. Project costs may also include work activities normally associated with building operations and maintenance, and charged as an operating cost under Property Management Services; examples include extra cleaning and security that may be required as a result of the project. Where work activities normally associated with building operations result in costs to the project, they must be clearly shown to be in addition to normal building operations and maintenance and attributable to the project.

2.4.2.7 With this Statement of Work, Projects are managed within two categories grouped by cost and characterized by different levels of effort and approaches to planning, budgeting, approval and control, as follows:

- projects from \$5,000.00 to less than \$25,000.00; and
- projects from \$25,000.00 to less than \$1,000,000.00.

2.4.2.8 Work with a total value of less than \$5,000.00, inclusive of all costs, and applicable fees and taxes, is considered operations and maintenance and is therefore treated as PMS work and is billed under the associated Basis of Payment.

2.4.2.9 Each year, the contractor identifies and plans projects in the \$5,000.00 to less than \$25,000.00 category as part of the Building Management Plan process and at the beginning of the fiscal year obtains the Technical Authority's approval for an envelope of expenditures in each asset based on this list of projects, for which individual project approval is not required. Post BMP approval, the Technical Authority may direct the contractor to substitute individual projects and realign its project priorities to reflect Canada's discretion, to account for emergency projects, and other unforeseen requirements. This category of projects is controlled at the envelope level.

2.4.2.10 Within the \$5,000.00 to less than \$25,000.00 category, during the course of the year, the contractor may modify the scope, budget or schedule of any of the planned projects, this without the Technical Authority's approval, providing the less than \$25,000.00 limit for individual projects is not exceeded, and the approved expenditure level for the envelope is not exceeded. In this context, projects removed from the original approved list of projects may be rescheduled to a future year as appropriate.

2.4.2.11 Projects in the \$5,000.00 to less than \$25,000.00 category are not subject to the same level of planning and approval as those in the higher cost category, but must be consistent with the National Project Management System and be performed in conformity with the highest professional standards of project management appropriate to the project.

- 2.4.2.12 Projects falling within the \$25,000.00 to less than \$1,000,000.00 category of projected expenditure are planned, budgeted, and initially approved through the Building Management Plan process. The contractor identifies and plans these projects in the BMP and obtains the Technical Authority's approval for individual projects as an approved list of projects in each asset. However, unlike projects falling within the \$5,000.00 to less than \$25,000.00 category, these projects are controlled individually and require the contractor to return to the Technical Authority for additional approvals at key stages of the project.
- 2.4.2.13 For projects falling within the \$25,000.00 to less than \$1,000,000.00 category, post BMP approval, the contractor performs an investigative study and presents a business case in the form of an Investment Analysis Report to the Technical Authority. This Investment Analysis Report describes the options available, analyses these options and makes a recommendation for the Technical Authority's approval to proceed further with the project. When the Technical Authority approves the Investment Analysis Report and provides the funding to proceed with specific projects, it is with the understanding that they:
- may request a design review of a project following approval of the option;
 - may, for individual projects of greater complexity within this category, require the contractor to submit a comprehensive project plan;
 - may direct the contractor to substitute projects and realign its project priorities to reflect such things as a change in business priorities, or to account for emergency projects and other unforeseen requirements; and
 - must notify the Technical Authority in advance of any modifications to projects which may be subject to the Technical Authority's approval. These modifications to the project could include significant alterations to the project scope and/or project schedule and, increases in the approved project budget. Technical Authority approval is required before either the approved budget is exceeded, and or contracts are tendered and awarded.
- 2.4.2.14 For projects falling within the \$25,000.00 to less than \$1,000,000.00 category, the contractor identifies to the Technical Authority any projects that are more complex and/or have an elevated level of risk as compared to other projects in this category. For these projects, the Technical Authority may:
- require that the contractor complete a Project Complexity and Risk Assessment to validate the project's risk and complexity;
 - select the project for delivery through its own internal resources and/or through a third party, rather than through the contractor; and
 - impose additional project management responsibilities and/or activities on the contractor including additional reporting requirements.

Scope of Services

2.4.2.15 The Contractor must, with respect to projects falling within the \$5,000.00 to less than \$25,000.00 category:

- identify, plan and submit a list of projects annually to the Technical Authority, in the Building Management Plan, for the Technical Authority's approval of an envelope of expenditure for these projects for the coming fiscal year;
- for each project provide a description of project scope, start and completion dates and an estimate of the total project cost;
- provide monthly reports to the Technical Authority of modifications to the scope, budget or schedule and/or outcomes of planned projects;
- inform the Technical Authority of additions to the original approved project listing and obtain their approval;
- apply a standard of project management consistent with the Project Management Institute's Project Management Body Of Knowledge principles and appropriate for each project;
- subcontract in accordance with Sub-section, Subcontract Management in this Statement of Work; and
- with respect to Project Delivery Methodology , conduct a project quality checklist, a project completion survey questionnaire and a project file checklist for a statistically valid random sample of projects in this category.

2.4.2.16 The Contractor must, with respect to projects falling within the \$25,000.00 to \$1,000,000.00 category:

- identify, plan and submit proposals for individual projects annually to the Technical Authority as part of the Building Management Plan for the Technical Authorities' approval of individual projects for the coming fiscal year;
- for each project identified in the Building Management Plan, provide the project requirements, the anticipated project scope, estimated start and completion dates, and an estimate of the total project cost; this project identification constitutes a Statement of Requirements, and once the project is accepted through the Building Management Plan approval process subsequent Work is considered project-related;
- upon the Technical Authority's approval of each project, for each project complete studies, including investigation and reports, to develop options to address the problem statement;
- upon the Technical Authority's direction to do so, prepare and submit a business case in the form of an Investment Analysis Report to the Technical Authority for their preliminary project approval to proceed with and fund each project; in the Investment Analysis Report include the project scope, a problem statement, project objective(s), an analysis of options available, the recommended option and justification, estimated total project cost (class D cost estimate), preliminary schedule, an assessment of risk, implementation strategy, and issues; make use of the Investment Analysis Report template furnished by the Technical Authority;
- identify to the Technical Authority projects that are more complex and/or have an elevated level of risk as compared to other projects in this category;

- upon the Technical Authority's preliminary project approval, for each project conduct a design review and complete a final design, prepare a Class A estimate and tender documents;
- upon the Technical Authority's direction to do so, reconfirm the project scope, schedule and cost, through an amended Investment Analysis Report and seek the Technical Authority's effective project approval to proceed to tender the construction portion of the project;
- apply a standard of project management consistent with the Project Management Institute's Project Management Body Of Knowledge principles and appropriate for each project;
- carry out subcontracting as set out in Sub-section Subcontract Management in this Statement of Work;
- provide the Technical Authority with monthly reports of proposed modifications to the scope, budget, schedule and/or outcomes of planned projects and of any changes to the original approved project; and
- with respect Project Delivery Methodology, conduct a project quality checklist, a project completion survey questionnaire and a project file checklist for each project.

2.4.2.17 The Contractor must update Building Management Plan approved list of projects to reflect changes directed by the Technical Authority during the fiscal year.

- At the Technical Authority's request, the Contractor must develop and present a project management plan, for individual projects falling within the \$25,000.00 to less than \$1,000,000.00 category, including the consideration for scope, schedule, costs and risk.

2.4.3 *Tenant Service Project Delivery Work*

Context

2.4.3.1 With respect to Tenant Service Work described within this Statement of Work, Tenant Service Project Delivery Work consists of project-related Work for tenant specific needs. For example, the tenant may have new construction or major repair needs such as relating to heating, ventilation, and air conditioning (HVAC) equipment owned by the tenant but installed in the PWGSC asset. It could also relate to levels of construction beyond those provided by PWGSC in accordance with the PWGSC Fit-up Standards. For example, the tenant may need sound proof offices or floor to slab partition walls.

2.4.3.2 With respect to Tenant Service Project Delivery Work, like PWGSC, Other Government Department (OGD) tenants are obligated to respect the Treasury Board Policy on the Management of Projects. As such, tenant departments may have their own project management system. PWGSC cooperates with the tenant department to assist them in ensuring the project follows their project management system. Where the tenant does not specifically direct PWGSC to follow their project management

system, or parts thereof, PWGSC adheres to their National Project Management System principles to deliver tenant service project work.

Scope of Services

- 2.4.3.3 The Contractor must perform Tenant Service Project Delivery Work including Tenant-direct Project Delivery Work in accordance with this Statement of Work.
- 2.4.3.4 The Contractor must perform Tenant Service Project Delivery Work assigned to it by the Technical Authority in conformity with the specific Work requirements provided by the Technical Authority.
- 2.4.3.5 For Tenant-direct Project Delivery Work the Contractor must:
- perform Work assigned to it by OGD tenants in conformity with the specific Work requirements provided by the tenant department;
 - seek written advice from the Technical Authority of which OGD tenants are authorized to utilize the Tenant-direct Work provision;
 - report to and seek the approval of the Technical Authority, in advance of the Work being undertaken, for any Work requests that,
 - could have a negative impact on the asset's integrity, tenant satisfaction or asset's financial performance,
 - could involve the Contractor charging the costs of resource utilization that Canada has reimbursed to the Contractor as an allowable PDS cost under the Contract; in such cases, the Contractor must reimburse Canada for such costs, and any unearned fees relating thereto,
 - due to the Work volume, could adversely impact the Contractor's ability to deliver services described within this Statement of Work,
 - potentially contravene the provisions of the Occupancy Instruments between the tenant(s) and Canada,
 - are not clearly reflective of the scope of services given in this Statement of Work;
 - notify the Technical Authority in advance of Work being undertaken in PWGSC-managed, OGD-owned assets; the Technical Authority will determine whether the OGD owner needs to be notified of the proposed Work and their approval obtained, and if required the Contractor must undertake notification and obtain approval;
 - obtain the tenant's approval (authorization) of the Work via a Work Authorization; invoice the tenant directly for the Work, in accordance with Contract's Basis of Payment; and
 - track expenditures by Work Authorization, by asset and by portfolio and provide to the Technical Authority upon request.
- 2.4.3.6 The Contractor must:
- with respect to Tenant Service Project Delivery Work, and with respect to Project Delivery Services Quality Management requirements as given in this Statement of

Work, specifically ensuring overall project quality, project completion, and project file documentation,

- assess Tenant Service Project Delivery Work in the same manner as described therein
- include Tenant Service Project Delivery Work in the total responses proposed therein
- also report separately the total responses specific to Tenant Service Project Delivery Work and Tenant-direct Project Delivery Work and provide to the Technical Authority.

2.4.3.7 The Contractor must with respect to Tenant Service Project Delivery Work and Tenant-direct Project Delivery Work track and report status, expenditures, and completed Work upon request by the Technical Authority.

2.4.4 ***Commissioning of Projects***

Context

2.4.4.1 Canada believes that projects should undergo a commissioning process which is appropriate for the size, scope and complexity of the project. Commissioning activities extend through the phases of a project from concept to occupancy and operation. Effective commissioning of projects results in reduced life cycle costs, cost-effective maintenance, systematic project documentation for knowledge transfer and a surprise-free operation for both the owner and the operational and maintenance staff.

2.4.4.2 The importance PWGSC gives to commissioning is reflected in its extensive commissioning policy and procedure suite. These include:

- PWGSC/Real Property Branch Policy on Commissioning;
- Procedure for Applying the Real Property Branch Commissioning Policy;
- PWGSC Commissioning Manual and PWGSC Commissioning; Guidelines (various); and
- Re-commissioning Manual for Buildings.

2.4.4.3 As per the PWGSC/Real Property Branch Policy on Commissioning, “All built works managed by Real Property Branch and/or its service providers must be assessed for applicability of commissioning. Such assessments must take into account the size, scope and complexity of the project. Commissioning activities identified through these assessments must be carried out in accordance with the PWGSC Commissioning Manual and the PWGSC Commissioning Guidelines.”

2.4.4.4 Project commissioning, the responsibility of the Project Manager, is to be distinguished from project commissioning management as performed by the Commissioning Manager. Project commissioning includes:

- preparation and implementation of the commissioning plan;
- integrating project commissioning needs into the design;
- preparation of manuals and drawings;
- undertaking inspections, testing, and balancing; and
- training the end users.

2.4.4.5 For project commissioning management, the Commissioning Manager and their team, while not responsible for the commissioning plan or commissioning activities, is an important stakeholder in projects, representing the owner’s interest in the project. The Commissioning Manager and their team:

- participate in the phases of the project;
- facilitate and are accountable for the overall commissioning process;
- ensure that the project product is designed, installed, tested, operated, and maintained according to the operational requirements of the owner;
- ensure the components of the commissioning process are completed, whether undertaken by the contractor or others; and
- accept the end product on behalf of the owner.

2.4.4.6 The contractor’s commissioning management approach and associated activities are to be consistent with those of PWGSC.

2.4.4.7 Project commissioning, is treated as a project cost and budgeted under Project Delivery Services.

2.4.4.8 Where the project is delivered by the contractor, commissioning management is treated as a property management service and budgeted under Property Management Services.

2.4.4.9 Where the project is delivered by PWGSC and/or by third parties as directed by PWGSC, commissioning management is treated as a project delivery service and budgeted under Project Delivery Services.

Scope of Services

2.4.4.10 The Contractor must undertake commissioning for the projects under its management, consistent with the approaches in the above referenced commissioning policies, manuals and guidelines, including, but not limited to:

- assigning a Commissioning Manager and performing commissioning management ;
- identifying operational requirements, issues and concerns;
- providing input and comments during the design phase;
- documenting the concept of operation;
- preparing and issuing operating manuals;
- training operating staff;
- inspecting and testing equipment and systems;
- placing equipment and systems in operation;
- balancing the systems;
- evaluating performance against the design specification; and
- transferring required data and information .

2.4.4.11 For projects delivered by PWGSC and/or by third parties as directed by PWGSC, the Contractor must assign a Commissioning Manager and perform commissioning management.

2.5 Optional Services

2.5.1 General

2.5.1.1 Canada has identified certain building-related services, which it may require the Contractor to provide, upon notice, on an optional basis, and in whole or in part, and at specific or at all sites at any time during the term of the Contract. These include:

- Lease Administration Services;
- Facilities Management Services;
- Delivery of projects over \$1,000,000; and
- Commercial Operations related Services.

2.5.1.2 Should Canada wish to exercise its option to require these services of the Contractor, it will request that detailed supporting plans and budgets be submitted to the Technical Authority by the Contractor as appropriate, and as specific requirements arise.

2.5.1.3 There is no guarantee, however, that Canada will require the Contractor to provide any optional services. Canada reserves the right to deliver any of these optional services through its own delivery mechanism or through third parties, rather than through the Contractor. In the event that Canada does require the Contractor to deliver, in whole or in part, at specific or at all sites, any optional services, it may be for a limited period of time.

2.5.1.4 Canada may establish additional Performance Indicators and associated requirements for optional services.

2.5.2 *Optional Property Management Related Services – Facilities Management Services*

Context

2.5.2.1 Facilities management is the practice of coordinating the physical workplace with the people and work of the organization and providing productive work environments. There are five key facilities management functions. These are:

- accommodation planning;
- space management;
- space layout and design;
- project and contract management; and
- moves and relocations management.

2.5.2.2 Canada is committed to providing productive work environments. These services extend beyond the provision of space to include the delivery and management of the elements of a business environment to meet tenant program needs.

2.5.2.3 These facilities management services will be defined for a specific tenant through either a service level agreement between PWGSC and the federal tenant or through a lease agreement with a third party tenant.

2.5.2.4 Some facilities management services complement services required elsewhere in this Statement of Work such as signage services, project delivery services, and environmental services.

Scope of Services

2.5.2.5 The Contractor must provide optional services related to one or more facilities management aspects at the Technical Authority's request which could include:

- accommodation planning;
- space management;
- space layout and design;
- relocation management;
- cable plant management;
- furniture and office equipment management;
- tenant sustainable development;
- conference and boardroom booking management;
- tenant emergency response planning;
- tenant health, safety and fire protection;
- parking administration and management;
- security; and
- administrative services.

2.5.2.6 With respect to accommodation planning, the Contractor must:

- develop long term and master accommodations plans, business cases, business objectives, Investment Analysis Reports, and identify strategies for space-reduction incentives; and
- perform tenant needs analysis and manage the space supply and demand relationship, including preparation and maintenance of the space inventory.

2.5.2.7 With respect to space management, the Contractor must:

- determine the supply and demand requirements and manage space allocation;
- develop space management standards to meet federal tenant needs in accordance with PWGSC fit up standards;
- develop space management standards to meet third party tenant needs;
- inspect existing space to ensure compliance with PWGSC accommodation standards; and
- inventory, document, track and report on space supply and usage.

2.5.2.8 With respect to space layout and design, the Contractor must:

- determine space, fit-up, furniture and signage needs;
- prepare concepts, detailed plans and specifications, and associated cost estimates;
- prepare detailed estimates for furniture and equipment; and
- prepare justifications, recommend best options and obtain approvals from the Technical Authority and/or authorized tenant representative.

2.5.2.9 With respect to relocation management, the Contractor must plan and execute relocation projects.

2.5.2.10 With respect to cable plant management, the Contractor must:

- coordinate and implement the initial surveys and assessment of various cable plants;
- maintain and regularly update cable plant records and drawings;
- perform installations as part of renovation and refit projects;
- perform alterations to existing systems to accommodate tenant relocation and requirements for changes and additions;
- test, maintain, repair and in the event of damage restore services; and
- perform upgrades to existing cable plants where required.

2.5.2.11 With respect to furniture and office equipment management, the Contractor must:

- develop a requirements package, including specifications;
- prepare documentation for approval by the Technical Authority for procurement of furniture and equipment through the PWGSC Standing Offer contracts;
- coordinate the delivery and installation of furniture and equipment;
- manage the furniture inventory, including location drawings and database utilizing a Computer Aided Facilities Management computer tool;
- keep an inventory of the furniture and its location on behalf of the tenant; and
- provide installation and repair of furniture, fixtures and equipment.

2.5.2.12 With respect to tenant sustainable development programs, the Contractor must:

- develop, plan and implement tenant department Sustainable Development Strategies related to the tenant's occupied space;
- provide database and data integrity, to comply with service levels, standards, policies and regulations for non-hazardous waste activities;
- provide solid waste management and recycling, and co-ordinate hazardous waste management;
- review existing systems, conduct gap analysis and develop implementation and action plans; and
- identify areas of risk or opportunity and support projects to meet tenant sustainable development objectives.

2.5.2.13 With respect to conference and boardroom booking management, the Contractor must:

- track usage, analyze needs and gaps and recommend improvements;

- provide a Web-based room reservation service;
 - provide audio-visual, telephone and data communication support;
 - provide teleconference and videoconference support;
 - provide support for provision of food services; and
 - provide support for provision of translation and/or interpreter services.
- 2.5.2.14 With respect to tenant emergency response planning, the Contractor must:
- develop emergency response plans for tenants to meet legislated requirements; and
 - support tenants in implementing emergency response plans.
- 2.5.2.15 With respect to tenant health, safety and fire protection, the Contractor must:
- assist the tenant in fulfilling the tenant's legislated obligations and ensure that the tenant is following up on their due diligence; and
 - notify the Technical Authority when tenants do not fulfill their obligations regarding health, safety and fire protection activities as stated in this Statement of Work.
- 2.5.2.16 With respect to parking administration and management, the Contractor must:
- manage the internal allocation of parking spaces provided to the tenant by tracking assignments, and reporting to the Technical Authority on utilization following the parking policy implemented by PWGSC July 1, 2011; and
 - develop internal allocation processes for the tenant.
- 2.5.2.17 With respect to security, the Contractor must provide personnel security through the development of policies and standards. The Contractor must monitor compliance using the latest technology and procedures to ensure that tenant departmental assets, employees and visitors are protected.
- 2.5.2.18 With respect to administrative services, the Contractor must provide mailroom administration, internal courier services, photocopying services, and special event support.
- 2.5.2.19 The Contractor must provide to the tenant and/or the Technical Authority performance data as required to support performance indicators required for facilities management services.

2.5.3 *Optional Property Management Related Services – Asset Management Plans and Building Condition Reports*

Context

- 2.5.3.1 Effective property management and project delivery requires systematic and comprehensive planning and budgeting. In view of the age of the PWGSC asset inventory and given the significant investments required to re-capitalize these assets, the importance of a rigorous analysis of the inventory through the

preparation of Asset Management Plans is critical to the effective and efficient life-cycle management of this inventory.

2.5.3.2 At the portfolio level, direction for the management of assets is given in the PWGSC Integrated Investment Plan (IIP), Regional Investment Strategies (RIS) and Community Based Investment Strategies (CBIS) among others, these all looking towards a long-term planning horizon. At the individual asset level, the Asset Management Plan (AMP) and Building Condition Report (BCR), are utilized to describe the medium-to-long term plan for the asset, with both informing the preparation of the annual Building Management Plan (BMP).

2.5.3.3 The AMP is a comprehensive business plan that outlines the strategy for managing an asset over its economic life. 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.

2.5.3.4 The BCR, which is an assessment of the condition of the asset components, provides the detailed technical information on which the AMP is based. It examines such components as site-related, architectural, structural, vertical and horizontal transportation, mechanical and electrical. The BCR provides recommended action required to maintain the asset in operating condition for a thirty year period. It identifies the required major repairs and capital projects and estimates the cost of these projects.

2.5.3.5 Relative to BCR's, PWGSC makes use of a database application to retain data and, based on this data, summarize asset condition information.

2.5.3.6 The data in the BCR and subsequently, the AMP, must be updated every five years to ensure its accuracy and provide the best information possible to aid managers in making capital and repair investment decisions.

Scope of Services

2.5.3.7 As optional services, the Contractor must provide one or more of the following optional services, at the Technical Authority's request:

- preparation of Asset Management Plans;
- preparation of Building Condition Reports.

2.5.3.8 With respect to providing AMP, the Contractor must:

- gather the asset-related evaluation data;
- establish an appropriate AMP evaluation team inclusive of members as directed by the Technical Authority;

- analyse the evaluation data and provide an overview of the physical condition, 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;
- identify the investment options for the asset based on the information gathered;
- analyse the investment options taking into consideration PWGSC community and national investment strategies;
- recommend a long-term management plan for the asset including the identification of multi-year performance and financial targets for the operation, revenue and expenditure streams of the asset.

2.5.3.9 With respect to providing BCR's, the Contractor must:

- validate the existing asset component list and make updates as required;
- inspect and evaluate the asset components and provide: a description, date installed or last replacement date, component condition, their expected/remaining life and proposed replacement date; a detailed narrative if the component's condition is deemed unsatisfactory; the replacement cost if component is proposed to be replaced;
- for components proposed to be repaired or replaced provide: indication whether the proposed work is a capital or repair project; the justification for the proposed work; a description of the proposed work; the strategy for completing the proposed work; the estimated cost of the proposed work; the implications of delaying the proposed work;
- prepare a report that summarizes the results of the inspections, evaluations and proposed work and includes such items as: the documents reviewed; an executive summary; design parameters and deficiencies; summary overviews of condition for architectural, structural, site, vertical transportation, mechanical, and electrical; compliance status with respect to Treasury Board Secretariat Occupation Health and Safety Directive (temperature and humidity targets), regulatory testing, accessibility, and building and building system codes as amended from time to time.

2.5.4 *Optional Project Delivery Related Services – Projects Over \$1,000,000.00*

Context

2.5.4.1 The Department is currently assessing the merits of including project Work \$1,000,000.00 and above inclusive of all costs and applicable fees and taxes in this Contract,

2.5.4.2 Should this approach be adopted, the granting of any project Work to the Contractor beyond the current under \$1,000,000.00 threshold would be entirely at the Department's discretion with no guarantee of Work or any amount thereof.

Scope of Services

2.5.4.3 As optional services, the Contractor must deliver projects in the \$1,000,000.00 and above cost category, in conformity with the requirements set out in this Statement of Work (Project Delivery Services), and with the specifications provided for projects in the from \$25,000.00 to less than \$1,000,00.00 category.

2.5.4.4 The Contractor must provide performance data as required to support performance indicators for Optional Project Delivery Services.

2.5.5 *Optional Commercial Operations Related Service – Leasing*

General

2.5.5.1 In addition to the commercial operations services set out in this Statement of Work (Commercial Operations), Canada may require the Contractor to provide related optional leasing services for commercial office space and retail space.

Context

2.5.5.2 As noted in this Statement of Work (Commercial Operations), PWGSC's primary role is to provide accommodation to federal departments and agencies to allow them to carry out their program responsibilities. PWGSC, however, also conducts commercial operations in some of its properties.

Scope of Services

2.5.5.3 As optional services, the Contractor must provide leasing services for:

- retail space in an urban centre where there is a demonstrated demand from the public and harmony with the surrounding streetscape. Operations can range from multi-level retail shopping centres in major office towers to small ground-level retail tenancies in office buildings;
- retail space in other locations where there is a clearly identified market demand for convenience goods or services;
- office space for space temporarily not required for federal program use; and
- temporary occupancies and licences related to retail space and office related temporary occupancies and licences over 30 days in length.

2.5.5.4 With respect to providing leasing services referenced in Article 2.5.5.3, above, the Contractor must:

- market Crown-owned or administered space to third-party tenants;
- evaluate and assess the performance and merchandising capabilities of commercial tenants, where applicable;

- negotiate terms and conditions of new leases, agreements, and temporary occupancies;
- prepare lease and agreement documentation and submit same to the Technical Authority for approval and execution; and
- negotiate and prepare lease surrenders, sublets, assignments and related documentation with private sector tenants and recommend acceptance or rejection to the Technical Authority to ensure maximum revenue yield and optimum space utilization.

2.5.5.5 In arranging third-party leases and agreements, the Contractor must:

- ensure third-party occupancies do not adversely affect other tenants or other government programs;
- achieve rents comparable to similar commercial property;
- provide supporting documentation in the project file including a written market analysis that describes the nature, quality and location of the space, other local commercial or retail activity, local economic conditions and market activity;
- ensure that investments required by Canada in third-party occupancies are based on an analysis of investment cost and anticipated future benefits including a consideration of risk;
- select the most appropriate type of third-party agreement instrument such as lease agreement, licence agreement, temporary occupancy agreement or memorandum of understanding;
- address the issues of ownership, liability, security, construction, maintenance, and removal of third-party improvements; and
- ensure that third-party agreements take into consideration applicable land use controls as well as federal, provincial, and municipal government regulations and policies that relate to accessibility, environment, heritage, health and safety, the Official Languages Act and signage.

2.5.5.6 The Contractor must provide to the Technical Authority performance data as required to support performance indicators required for optional commercial operations services.

2.6 Requirements Related to All Services

2.6.1 *Contract Relationship Management* **Context**

2.6.1.1 The Department regards the use of the private sector for the delivery of property management, project delivery services and optional services as a long-term business relationship in which the parties will work together in an environment of mutual respect and trust.

2.6.1.2 There are several points of contact in relation to this Contract. Some of the key contacts are:

- the Technical Authority who is the PWGSC manager responsible for technical aspects of the contract;
- the Contract Authority who is the PWGSC representative responsible for the contractual aspects;
- the multidisciplinary PWGSC teams providing a single point of service to the Department's tenants; and
- tenant representatives who are responsible for services related to accommodation.

Scope of Services

2.6.1.3 The Contractor must appoint a relationship manager and must institute appropriate measures to manage the Contract relationship with the Department at the Contractor's corporate, Portfolio and building management levels.

2.6.1.4 At the corporate management level, the Contractor must at a minimum:

- organize semi-annual meetings at the executive level with PWGSC, co-chaired by the Contractor's relationship manager;
- develop and achieve, in collaboration with PWGSC, a common vision, goals and values that govern the relationship;
- share best practices and experiences that can benefit the Department;
- identify strategic business improvements to Departmental services to reduce costs;
- monitor overall performance and progress in meeting Departmental priorities and objectives;
- identify and address strategic issues;
- anticipate tenants' requirements and monitor satisfaction;
- modify and continually improve the contract relationship; and
- develop joint communication strategies as requested by the Technical Authority .

2.6.1.5 At the Portfolio management level, the Contractor must at a minimum:

- organize monthly meetings at the Portfolio management level co-chaired by the Contractor's Portfolio manager and the Technical Authority;

- review ongoing quality management and performance reports and discuss associated issues;
- address and resolve operational issues;
- share ideas and experiences and identify opportunities to improve property management, project delivery and optional services and relationships; and
- organize semi-annual meetings including PWGSC and Contractor's staff at the Portfolio and asset levels to achieve a strong contract relationship.

2.6.1.6 At the asset management level, the Contractor must at a minimum:

- ensure engagement and collaboration between Contractor's property managers and other first line managers within PWGSC ; and
- provide a proactive response to requirements of PWGSC.

2.6.2 *Tenant Relationship Management*

Context

2.6.2.1 PWGSC and tenant departments sign building specific Occupancy Instruments outlining the provision and utilization of office accommodation and services.

2.6.2.2 In the case of third-party occupancies, the lease or other agreement outlines the provision and utilization of space and services.

2.6.2.3 Client Consultancy and Real Property Solutions Sector provides leadership and focus for the national client relationship management activities of Real Property Branch and the management of Real Property Solutions as a business line. Sector Account Executives prepare strategies that include client profiles, strategic client demand for office space and business opportunities for new service options and for improving service delivery processes. Account Executives also lead the negotiation of national service agreements between Real Property Branch and key client organizations and assess and monitor client satisfaction and the performance of the Real Property Business line against a benchmarked standard. In support of the Real Property Branch operational teams and Client Consultancy and Real Property Solutions Sector's role, the contractor assumes responsibility for managing the day-to-day relationship with tenants.

2.6.2.4 PWGSC is committed to providing productive work environments for its tenants. The quantity, quality and location of space must meet tenant department program needs and must be balanced with broader government objectives such as value for money, and sustainable development, and must respect government standards such as the PWGSC Fit-up Standards, and the Treasury Board Accessibility Standard for Real Property.

2.6.2.5 In spring 2010, PWGSC introduced a new department-wide Client Service Strategy to enable a consistent, disciplined approach to client service. The Client Service Strategy repositions client satisfaction as the Department's new focus, and promotes renewed service offerings using comprehensive service agreements,

clear service standards and innovative service offerings. Tenant satisfaction is one of the key performance areas for PWGSC. PWGSC carries out National Tenant Satisfaction Survey, every two years. The main objectives of this survey are to determine tenant satisfaction in government buildings under the responsibility of PWGSC, and to enable the Department to better understand and improve the needs of the occupants in these buildings.

2.6.2.6 PWGSC uses its “Buildings Online” Web site for communications between Property and Facility Management, Asset Managers/Technical Authorities and its federal building tenants. This Public Service intranet site contains building related information on such items as hours of operation, emergency numbers, procedures, parking, conference facilities, and daycare. The site also provides information on services and amenities in the area, including information on public transit.

Scope of Services

2.6.2.7 The Contractor must implement a comprehensive tenant relationship management program. To this end, the Contractor must:

- provide and manage normal and additional building services as outlined in Occupancy Instruments and leases or other agreements for third-party occupancies and advise the Technical Authority of any new tenant requests for services not contained in the Occupancy Instruments, leases or other agreements;
- ensure that existing and/or new tenant services are delivered in accordance with the requirements set out in this Statement of Work (Project Delivery Services, Property Management Services, Facilities Management Services, and Optional Project Delivery Services over \$1,000,000) as appropriate or as directed by the Technical Authority.
- develop and implement a tenant communications program including a list of tenant contacts, written communications on essential matters, tenant programs and newsletters;
- establish and execute a code of conduct, and provide related training to ensure Contractor personnel act in a professional manner when dealing with tenants;
- prepare analysis and action plans to address results of Canada administered tenant surveys;
- plan and schedule Work in consultation with tenants to ensure the least disruption to their operations or programs; and
- provide information required by PWGSC for tenant information packages and for PWGSC’s “Buildings Online” Web site.

2.6.3 *Portfolio Service Integration*

Context

2.6.3.1 PWGSC has established a National Service Management Strategy which sets out capacity-building priorities for the Real Property Branch. The National Service Management Strategy defines the Real Property Branch Service Management Model which guides the development of relationships sought by PWGSC with service providers. The National Service Management Strategy defines service administration and service delivery.

2.6.3.2 Portfolio service integration is an important result of service administration and service delivery. Portfolio service integration is aimed at providing responsive services that meet client operational needs, consistent with accommodation policies and standards, considering broad federal policy objectives, and best value.

2.6.3.3 Portfolio service integration is the responsibility of contractors to work collaboratively with stakeholders to ensure that work is delivered and administered in an efficient and effective manner.

2.6.3.4 PWGSC may engage third-parties to support its ongoing work and operational work within the portfolio of assets.

Scope of Services

2.6.3.5 The Contractor must perform portfolio service integration of the service administration and/or service delivery services which may be provided by PWGSC or by third parties and as directed by the Technical Authority.

2.6.3.6 The Contractor must;

- collaborate with third parties; and
- provide transparent access to quality, performance, process and procedural information to enable these third parties to perform their roles as directed by the Technical Authority. Non-disclosure arrangements and other measures must be collaboratively established with these third parties, consistent with Access to Information legislation, to protect information that the Contractor deems proprietary.

2.6.3.7 The Contractor must perform portfolio service integration for the Portfolio during planning, delivery and reporting cycles. Key activities where portfolio service integration may occur include:

- building management planning;
- performance of the constructor role for the Portfolio;
- project delivery services for projects delivered by the Contractor,

- participation in quality assurance and reporting for projects delivered by PWGSC, or by third-parties;
- support of its quality monitoring activities, audits, or for the delivery of selected projects;
- delivery of optional services that have been exercised;
- coordination with federal, provincial and municipal authorities having jurisdiction; and
- environmental protection and conservation.

2.6.4 *Quality Management* **Context**

2.6.4.1 PWGSC is committed to quality management and continual improvement and has established a quality management framework in keeping with the principles underlying the International Organization for Standardization's ISO 9000 family of standards to meet its quality objectives. The framework is intended to foster high level performance, a good working environment, mutual trust, cooperation and accountability, while recognizing the contractor's role as a service provider in performing quality management through its quality management system, and PWGSC's role to exercise due diligence through external quality monitoring. The objectives of the framework include promoting quality and efficiency in service delivery and continual improvement.

2.6.4.2 Quality is driven by senior management commitment, and a mind-set focused on quality should permeate all levels of the contractor's organization. The contractor's quality management system ensures that PWGSC service delivery requirements are performed as required and that quality non-conformances are addressed through a continual improvement process to prevent their recurrence. Scheduled PWGSC quality monitoring reviews will provide a forum for identifying quality non-conformances and for discussing quality non-conformances raised by the contractor, the Technical Authority and recurring problems raised by the contractor. PWGSC will conduct external quality monitoring activities it deems appropriate to assure that requirements are being met and may raise quality non-conformances to address service or process deficiencies. Only the Technical Authority will be authorized to close quality non-conformances raised by PWGSC. Details of PWGSC's external quality monitoring activities are described in Appendix "A", PWGSC's quality monitoring program, with definitions of quality-related terms.

Scope of Services

2.6.4.3 The Contractor must operate a quality management system that includes the services set out in this Statement of Work, including Optional Services as directed by the Technical Authority. The Contractor must utilize the quality management system to manage and report on the quality of service delivery, conduct performance measurement and provide performance data for the Performance Indicators identified in Appendix “C”, Performance Measurement Framework.

2.6.4.4 The contractor’s quality management system must;

- define and formalize the contractor’s quality policies and processes with the goal of meeting or exceeding PWGSC and regulatory requirements in a timely and value-added manner;
- be based on sound management practices, providing the contractor’s employees and stakeholders with a thorough understanding of how the contractor conducts its business; and
- demonstrate the contractor’s commitment to quality, client satisfaction and continual improvement through objective evidence.

2.6.4.5 The Contractor must include the following, as a minimum, in its quality management system by the Contract Operational Start Date:

- a documented corporate policy on quality management enunciated by the Contractor’s senior management and communicated throughout the Contractor’s organization;
- a designated management representative at the Portfolio level, appointed by senior management, with the authority and responsibility to develop, implement, maintain and improve the Contractor’s quality management system and ensure that Canada’s requirements are communicated throughout the Contractor’s organization;
- a quality plan indicating how the Contractor will meet the quality and continual improvement requirements set out in this Statement of Work (Quality Management), including timelines and resources;
- documented quality control and assurance processes and procedures, supported by,
 - performance measurement and reporting deliverables, metrics, baselines and benchmarks to facilitate measurement, reporting, analysis, corrective action and continual improvement of service delivery and related business processes,
 - quality control and assurance checklists, and,
 - capabilities to monitor, identify, verify, analyze and report quality non-conformances and to manage their resolution through preventive and corrective action,
- automated capabilities, whose data can be validated and verified by the Technical Authority, to record, track, search, sort, query, comment, and report on quality

non-conformances, subsequent preventive and corrective action, and their resolution; and

- documented protocols and schedules for conducting management reviews.

2.6.4.6 The Contractor must develop, maintain and utilize standard operating procedures, which must be submitted to the Technical Authority for record purposes on June 30th each year and when requested by the Technical Authority.

2.6.4.7 Beginning on the Contract Operational Start Date, the Contractor must:

- conduct quality control and assurance and establish an appropriate flow down of requirements to suppliers;
- collect and provide performance data to support performance measurement as set out in Appendix “C”, Performance Measurement Framework, by implementing and maintaining a fair and statistically representative performance data sampling methodology to provide PWGSC an accurate indication of overall service quality;
- submit the Performance Indicator data elements described in Appendix “D-1”, IM/IT Requirements, using an Extensible Markup Language structure as directed by the Technical Authority;
- participate in monthly meetings coordinated by the Technical Authority to review performance results and to ensure a continuous understanding of performance status;
- manage quality non-conformance information by,
 - ▶ documenting and tracking quality non-conformances from the time that they are identified to close-out,
 - ▶ documenting and tracking PWGSC’s recommendations for improvement;
 - ▶ reporting quality non-conformances monthly and
 - ▶ ensuring that data is readily and electronically accessible to PWGSC;
- resolve quality non-conformances to the satisfaction of the Technical Authority by,
 - ▶ identifying the root cause of quality non-conformances,
 - ▶ including PWGSC input during the planning of corrective actions,
 - ▶ carrying-out corrective actions,
 - ▶ seeking Technical Authority review of planned corrective action, approval of the scheduled completion dates and approval to close quality non-conformances raised by the Technical Authority,
 - ▶ taking action to minimize the escalation of minor quality non-conformances into major ones, and
 - ▶ providing evidence that corrective actions have eliminated the causes of quality non-conformances; and
- conduct management reviews.

2.6.4.8 Within one year of the Contract Operational Start Date, or within one year of exercising an optional service, the Contractor must:

- document its business processes, accountabilities and procedures for the delivery of services set out in this Statement of Work, as directed by the Technical Authority and disseminate them through the Contractor’s organization;

- establish a formal document and records management process for controlling documents and records;
- have a fully implemented quality management system in place that is compliant with the requirements of the most recent International Organization for Standardization's ISO 9001:2008, Quality management system - Requirements standard for quality management systems;
- provide an updated quality plan as requested by the Technical Authority;
- should PWGSC choose to complete one, support a comprehensive third-party audit of the Contractor's quality management system, to confirm the adequacy of the quality management system considering the status of service delivery processes and performance results up to that time;
- using the results of the PWGSC audit, the Contractor must make appropriate adjustments to their quality management system; and
- operate the quality management system and resolve quality management system deficiencies in a timely and responsive manner.

2.6.4.9 Within two years of the Contract Operational Start Date or within two years of exercising an optional service, the Contractor must have a fully implemented quality management system in place that has been successfully registered against the most recent International Organization for Standardization's ISO 9001:2008, Quality management system - Requirements standard for the services set out in this Statement of Work. The quality management system must be implemented at every asset where the Contractor delivers these services on behalf of Canada, and the Contractor must maintain its registration for the remaining duration of the Contract. The registrar must be a nationally accredited third party, including, but not limited to, registrars accredited by the Standards Council of Canada or the National Accreditation Board. The Contractor must provide the Technical Authority with a copy of the certification.

2.6.5 Subcontract Management

Context

- 2.6.5.1 While the contract for the delivery of services in the portfolio of assets is between the Department and the contractor, it is anticipated that the contractor will deliver some of the work called for in this Statement of Work through subcontractors.
- 2.6.5.2 As independent entities, contractors select their own subcontractors. It is imperative that these selection processes be fair, open and transparent and that qualified subcontractors have the opportunity to be considered for work.
- 2.6.5.3 The Department believes that competitive bidding and open tendering processes will yield the best value at lowest cost for subcontracted services.

Scope of Services

- 2.6.5.4 Where the Contractor chooses to deliver services through a subcontractor, the Contractor must:
- prepare tender and contract documents that clearly set out the required materiel and services;
 - following the use of a competitive process, enter into contracts with qualified subcontractors providing best value at the lowest cost;
 - manage subcontractors and ensure they provide the required materiel and services in a manner consistent with the terms and conditions of this Contract and achieve timely delivery of quality deliverables providing best value at the lowest cost;
 - establish quality and performance requirements and monitor subcontractor performance, including quality of deliverables, adherence to schedules and costs;
 - provide for dispute resolution, initiation of subcontract amendments and payments; and
 - respond to any industry or Canada inquiries concerning the awarding of subcontracts and notify the Technical Authority of any unresolved inquiries.
- 2.6.5.5 The Contractor must have a competitive subcontracting process, including a prequalification process, reflecting best practices, which include:
- placement of advertisements in major newspapers, trade or association journals or an electronic bulletin board to invite subcontractors to qualify for Work ;
 - evaluation of the qualifications of the subcontractors who express an interest in qualifying for Work;
 - development and utilization of a list of prequalified bidders on an equalized rotational basis;
 - opportunity for other interested suppliers to qualify on a regular basis; and
 - provision of the name of the successful supplier and the value of the subcontract to the unsuccessful bidders upon request.

2.6.5.6 The Contractor must:

- ensure its subcontracting processes are open, transparent and fair, and reflect best practices;
- conduct competitive bidding; and
- provide access to subcontracted Work to the industry, including small and medium size enterprises.
- tender Work with an estimated value of less than \$100,000, inclusive of costs and applicable fees and taxes, including to pre-qualified contractors, with clearly documented selection criteria in a manner that ensures competitive bidding, and reflects an open, transparent and fair tendering process;
- tender Work with an estimated total value of \$100,000.00 or more, inclusive of all costs and applicable fees and taxes, using an open tendering process such as advertising in major newspapers, trade or association journals or an electronic bulletin board;
- in the unlikely event where it is necessary to deviate from the requirements herein, document the deviation, including the rationale;
- document subcontracting; and
- provide documentation to the Technical Authority upon request.

2.6.6 *Management of PWGSC Contracts*

Context

2.6.6.1 PWGSC will identify certain Departmental contracts or agreements, which may remain in force for the duration of the contract period which may be administered by a contractor. These contracts or agreements are for services such as the inspection and maintenance of vertical transportation systems, the inspection and certification of boilers and pressure vessels, removal of hazardous materials, cable management, energy projects under the auspices of Natural Resources Canada's Federal Buildings Initiative and the bulk purchase of utilities.

2.6.6.2 PWGSC also awards regional and national master standing offers for goods and services such as bulk fuel, removal of hazardous materials, and cable management.

2.6.6.3 PWGSC is also committed to contracting with certain organizations. Examples of these organizations are:

- the National Capital Commission for grounds and landscaping activities in the Ottawa, Gatineau area;
- the Canadian Corps of Commissionaires for security guard services; and
- the Canadian National Institute for the Blind and the Federal Employees' Recreational Association for cafeteria services.

Scope of Services

2.6.6.4 The Contractor must administer the contracts, call ups authorized to be made by the contractor against standing offers, standing offers and agreements described in this Statement of Work. The Contractor must coordinate with these contractors and must, on behalf of Canada:

- prepare the necessary contractual documentation for the Technical Authority to sign;
- manage delivery of the Work;
- monitor and report on contract performance, including quality of deliverables, adherence to schedules and costs;
- resolve disputes, and initiate contract amendments for Technical Authority approval;
- make payments for goods and services delivered; and
- collect and remit revenue deposited where applicable.

2.6.6.5 If PWGSC requests the Contractor to utilize any such standing offer, a written request will be forwarded to the Contractor by the Technical Authority authorizing the Contractor to use the particular standing offer.

2.6.7 Occupational Health and Safety

Context

2.6.7.1 Canada is committed to:

- a safe and healthy workplace for its employees;
- the safety and well being of tenants, the public and contractors; and
- the protection of the environment in its operations.

2.6.7.2 As a federal government department, PWGSC is governed by the health and safety provisions in the Canada Labour Code Part II. This is also true of PWGSC's federal government tenants.

2.6.7.3 PWGSC site-specific health and safety documentation is developed from the Department's safety program, which includes legislated responsibilities set out in the Canada Labour Code Part II and the Department's internal policies.

Scope of Services

2.6.7.4 The Contractor must oversee occupational health and safety and ensure compliance with occupational health and safety legislation, policies, programs and the site specific safety plan in each asset.

2.6.7.5 The Contractor must provide occupational health and safety services that account for the following requirements:

- provincial occupational health and safety legislation for the Contractor, their subcontractors and the public;
- the Canada Labour Code and its regulations for federal employers and their employees; and other requirements set out in this section.

In the case of any conflict between any of the above requirements, the more stringent of the requirements must be applied.

2.6.7.6 The Contractor must assume control of and exercise responsibility for the Workplace with respect to occupational health and safety matters in relation to the Work being carried out in the Workplace, such as projects, operations, maintenance and repairs carried out by the Contractor, its subcontractors, as well as work and activities carried out by PWGSC, tenants and their contractors and subcontractors.

2.6.7.7 The Contractor must ensure the health and safety of persons granted access to the Workplace is protected.

2.6.7.8 The Contractor must adopt the measures set out in the Canada Labour Code Part II, to support PWGSC, tenant departments and other government department custodians in meeting their responsibilities as employers under the Canada Labour Code. A non-exclusive summary list of related responsibilities is included in Appendix B - Occupational Health and Safety.

2.6.7.9 The Contractor must comply with and ensure adherence to applicable legislation governing occupational health and safety.

2.6.7.10 The Contractor must act as constructor for the Workplace and for the Work in the Workplace, except where approved in writing by the Technical Authority. The Contractor must develop and implement a documented Occupational Health and Safety Program with associated policies, procedures and Work instructions incorporating applicable legislation governing occupational health and safety, and accounting for PWGSC's, other government department custodians', and tenants' occupational health and safety obligations and instructions received from them. The Occupational Health and Safety Program must include, but not be limited to, the following elements:

- a health and safety policy;
- identification and control of hazards and emergencies;
- emergency procedures and identification of people and resources required to respond to and address emergencies;
- a statement of responsibilities of the Contractor's managers, supervisors, employees and persons granted access to the Workplace;
- inspection policy and procedures;
- a training plan for the Contractor's managers, supervisors and employees;
- procedures for investigation of accidents, dangerous occurrences and refusals to work;
- communications and record keeping procedures;
- procedures for including the Contractor's subcontractors and other associated workers in the Occupational Health and Safety Program; and,
- evaluation and monitoring of the Occupational Health and Safety Program.

The required content of the Contractor's Occupational Health and Safety Program is further described in Appendix B - Occupational Health and Safety.

2.6.7.11 The Contractor must prepare and implement a written site-specific health and safety plan for each asset. Site specific health and safety plans must conform to the Contractor's Occupational Health and Safety Program and incorporate applicable legislation governing occupational health and safety, and PWGSC's, other government department custodians', and tenants' obligations and instructions received from them regarding site-specific health and safety requirements. The content of the site specific health and safety plans must include a code of practice for safe operating procedures and other requirements which are further described in Appendix B - Occupational Health and Safety.

2.6.7.12 The Contractor must ensure persons granted access to the Workplace comply with the site-specific health and safety plan.

- 2.6.7.13 The Contractor must prepare and implement a project specific health and safety plan for Work involving two or more contractors (including the Contractor themselves). The project specific health and safety plan must conform to the site specific health and safety plan, and be tailored to the type of Work to be performed.
- 2.6.7.14 The Contractor must ensure that persons, granted access to the Workplace comply with the project specific health and safety plan.
- 2.6.7.15 The Contractor must identify and assess health and safety risks, potential hazards, accidents, activities and processes, and eliminate or mitigate risks, hazards, accidents and non-conformances through implementing such things as safety training and hazard communication procedures.
- 2.6.7.16 The Contractor must identify:
- personnel responsible for the Occupational Health and Safety Program;
 - emergency action plans for handling emergency Work where it is not practical to follow normal procedures; and
 - key personnel and health and safety requirements necessary for the Work to take place
- 2.6.7.17 The Contractor must develop specific health and safety requirements, and safe Work procedures and practices including a job hazard analysis for critical tasks to address the hazards associated with the Work, and when the Contractor performs maintenance on equipment, the Contractor's employees and subcontractors must be fully aware of the requirements as per applicable occupational health and safety legislation, including, but not limited to, maintenance, industrial, construction and project regulations, window washing, lockout and tag out procedures, work permits, building emergency evacuation plans and the Workplace Hazardous Materials Information System.
- 2.6.7.18 The Contractor must implement health and safety training and hazard communication procedures to ensure that all persons granted access to the Workplace are made aware of and follow procedures, work instructions and other requirements including site specific health and safety plans, project specific health and safety plans, and safe work procedures.

- 2.6.7.19 The Contractor must ensure the appropriate parties acquire the necessary inspections, approvals and permits from authorities having jurisdiction, including, for example, building permits and confined space entry permits, prior to the performance of Work including asbestos abatement Work, raised platform Work, trenching and excavation Work, hot Work, and live steam Work.
- 2.6.7.20 The Contractor must hold regular meetings of the Contractor's health and safety committee or representative(s), as prescribed by the applicable legislation governing occupational health and safety matters related to the Work, and attend PWGSC's, other government department custodians', and tenants' health and safety committee meetings, upon their request, to facilitate communication between the Contractor and these parties on Workplace health and safety issues.
- 2.6.7.21 The Contractor must identify, and address non-conformances to the occupational health and safety requirements.
- 2.6.7.22 The Contractor must complete accident reports and hazardous occurrence investigation reports as prescribed by the applicable Occupational Health and Safety Act, and in accordance with PWGSC policies and provide copies to the Technical Authority immediately.
- 2.6.7.23 The Contractor must provide to the Technical Authority, upon request, information and reports related to occupational health and safety, including but not limited to the Occupational Health and Safety program, site specific health and safety plans, project specific health and safety plans, hazard identification, health and safety training, life safety systems and equipment inspection, maintenance, testing and non-conformances.
- 2.6.7.24 The Contractor must coordinate and take control of the Work in the asset and take responsibility for the health and safety of persons granted access to the Workplace. The Contractor must:
- maintain ongoing overall control of the Work with respect to occupational health and safety management;
 - establish and maintain a contact list of Contractor personnel responsible for health and safety;
 - manage contractor access to the asset, in conjunction with building security;
 - assign Work sites to contractors, and coordinate and schedule use of elevators, loading dock and Work site access routes;
 - identify and communicate issues related to scheduling of Work;
 - provide an orientation to contractors granted access to the asset; and supply information including the site specific occupational health and safety plan, a description of the occupational health and safety responsibilities and procedures for contractors, a hazard assessment, a code of practice for safe Work procedures,

including a job hazard analysis for critical tasks, and emergency preparedness procedures;

- attend and provide input to contractors' project meetings and health and safety committee meetings;
- act as the first point of contact with authorities having jurisdiction;
- submit the documentation required by authorities having jurisdiction, such as notices of project and related information;
- maintain copies of communication, reports and orders arising from visits by an authority having jurisdiction;
- control access to mechanical and electrical rooms and other building operations locations and oversee Work in these locations;
- organize and lead meetings with stakeholders as required for health and safety and construction co-ordination;
- co-ordinate construction activity;
- co-ordinate with tenants on building issues, and issues related to contractor Work in the building;
- participate in identifying occupational health and safety requirements for tenant and facilities management units performing Work;
- monitor the compliance of persons granted access to the Workplace with occupational health and safety legislation, the site specific occupational health and safety plan and other occupational health and safety procedures, and issue instructions as required to address occupational health and safety matters;
- obtain regular feedback from health and safety personnel and workers to identify issues;
- implement resolutions to issues related to occupational health and safety; and
- maintain records related to occupational health and safety.

2.6.8 *Environmental Protection and Sustainable Development*

Context

2.6.8.1 PWGSC is committed to an industry wide leadership role in upholding and promoting Canada's policy objectives of environmental protection and sustainable development. Our contractors are expected to reflect this leadership in their performance. The Department's commitments to environmental protection and sustainable development are reflected in its Sustainable Development Strategies, and its associated policy suite including its Sustainable Buildings Policy, Environmental Policy and Asbestos Management Policy.

2.6.8.2 Canada is legislated to prevent pollution and protect the environment and human health under the 1999 Canadian Environmental Protection Act (CEPA) and its regulations. A key aspect of CEPA is the prevention and management of risks posed by toxic and other harmful substances; it also manages environmental and human health impacts of products of biotechnology, marine pollution, disposal at

sea, vehicle, engine and equipment emissions, fuels, hazardous wastes, environmental emergencies and other sources of pollution.

2.6.8.3 Canada must ensure that it manages its assets in such a manner as to demonstrate due diligence in its compliance with applicable legislation including CEPA and its regulations. Through its' Due Diligence Review (DDR) process, PWGSC and its' contractors collaboratively manage regulatory compliance. Contractors conduct annual compliance self-assessments in the individual buildings to identify any non-compliance. PWGSC then carries out two levels of audits for quality management purposes. Non-compliances are addressed through the quality management process. This can include rectifying non-compliances immediately, or where systemic issues are identified, environmental compliance-related initiatives may be highlighted within the Building Management Plan (BMP) Call Letter and initiated through the BMP process. The DDR process is detailed in PWGSC's Due Diligence Review Guide.

2.6.8.4 As elucidated in the Federal Sustainable Development Act, , and through the Commissioner of Environment and Sustainable Development, Canada prepares once every three years the Federal Sustainable Development Strategy (FSDS) inclusive of goals, targets and associated implementation strategies. It provides an integrated, whole of government strategy to achieve environmental sustainability, and links sustainable development planning and reporting with the government's core expenditure planning and reporting system.

2.6.8.5 In October of 2010 Canada tabled the first FSDS, focusing efforts in the areas of climate change and air quality, maintaining water availability and quality, protecting nature and shrinking the environmental footprint of government operations. Of particular note, Canada has established a national target of a 17% reduction by 2020 in greenhouse gas emissions relative to 2005 levels.

2.6.8.6 As given in the FSDS, federal departments and agencies must incorporate environmental management into their operations by preparing Sustainable Development Strategies (SDS) containing targets and plans that comply with and contribute to the FSDS goals and targets.

2.6.8.7 To support its Sustainable Development Strategy targets, PWGSC has an implementation plan in which it identifies specific activities and performance measures for each of the targets given in the three-year SDS. Real property activities in support of the SDS targets are published by the Department and are included in the annual BMP Call Letter. SDS-specific building level activities are planned for as part of the BMP process. In relation to the SDS program, PWGSC must satisfy twice yearly reporting requirements. Additional requirements may be identified in future Sustainable Development Strategy programs.

Scope of Services

2.6.8.8 Through developing and implementing an environmental management system, the Contractor must integrate environmental protection and sustainable development into their delivery of Property Management Services, Project Delivery Services, and Optional Services, including, but not limited to, the following considerations:

- asbestos management;
- halocarbon management;
- hazardous materials and hazardous waste management;
- integrated pest management;
- non-hazardous solid waste management, waste reduction and recycling;
- polychlorinated biphenyls (PCB) management;
- management of petroleum and allied petroleum storage tanks;
- water conservation, waste water management and potable water quality management;
- contaminated sites;
- environmental emergency management including the preparation of asset-specific environmental emergency response plans; and
- indoor air quality management.

2.6.8.9 Through their environmental management systems, the Contractor must account for the following project-specific considerations:

- environmental assessment;
- construction, renovation, demolition and deconstruction waste management; and
- incorporation of sustainable design, environmentally responsible goods and services, and life cycle management practices.

2.6.8.10 With respect to regulated systems, building equipment and components, and materiel, the contractor must:

- prepare and maintain an inventory;
- comply with regulatory requirements with respect to operation and maintenance, modifications, installations, removal from service, and disposal;
- notify the Technical Authority in advance of any planned modifications, installations, removal from service, and disposals;
- ensure regulatory compliance and mitigate risk of non-compliance;
- develop and implement a compliance monitoring and management program aligned with PWGSC's Due Diligence Review process to demonstrate regulatory compliance and due diligence;
- complete regular compliance self-assessments; and
- cooperate and participate with PWGSC during quality inspections and provide resources and information as requested by the Technical Authority.

2.6.8.11 With respect to PWGSC's Sustainable Development Strategy, the Contractor must develop and execute activities identified in the annual BMP Call Letter,

monitor progress, and report to the Technical Authority in the timeline and format as described by the Technical Authority and when requested by the Technical Authority on performance against these plans.

2.6.8.12 The Contractor must:

- determine whether proposed activities qualify as Canadian Environmental Assessment Act applicable projects as defined by the Canadian Environmental Assessment Act;
- if an Environmental Assessment is determined to be required, advise the Technical Authority and conduct necessary studies and assessments; and
- comply with mitigation measures and follow-up requirements consequent to environmental assessments of projects.

2.6.8.13 The Contractor must:

- arrange for the collection, storage, transfer and final disposal of hazardous waste, in accordance with legislative requirements and in accordance with PWGSC best practices, provided these are not in conflict with applicable law; and
- for PCB's, the Contractor must contact the Technical Authority to arrange for the removal and disposal.

2.6.8.14 With respect to environmental emergency management, the Contractor must take immediate action to mitigate the impact of environmental incidents.

2.6.8.15 The Contractor must:

- collect, maintain and make available annual environmental information and data as specified by the Technical Authority; data and information must be available no later than May 1 following the end of the prior Fiscal Year; and
- cooperate and participate with PWGSC during quality inspections and provide resources and information as requested by the Technical Authority.

2.6.9 *Stewardship of Heritage Character of Buildings*

Context

2.6.9.1 Canada is committed to protecting the heritage character of its buildings. Its contractors are expected to reflect this commitment in their performance.

2.6.9.2 In 2008, Real Property Branch adopted the Real Property Branch Procedure for the Stewardship of Federal Heritage Buildings. The intent behind the Procedure is to ensure that Real Property Branch meets its obligations under Treasury Board Secretariate's Policy on the Management of Real Property. The Procedure identifies roles and responsibilities and implementation processes.

2.6.9.3 TBS's Policy on the Management of Real Property requires that 40 years after construction, federally owned buildings be submitted to Federal Heritage Buildings Review Office (FHBRO) for evaluation, to determine their heritage status. The resulting heritage assessment will provide one of three statuses: Classified, Recognized, or Not Designated. In rendering its designation decision, for each building designated as either Classified or Recognized, FHBRO produces a Heritage Character Statement that provides details on the reasons for the designation and the heritage character defining elements that must be protected. Collectively, this information guides decisions on how projects (interventions) are undertaken in that building.

2.6.9.4 Additionally, the Policy on the Management of Real Property requires that any subsequent interventions within a heritage building respect and conserve the heritage character of the building, this in accordance with Parks Canada's Standards and Guidelines for the Conservation of Historic Places in Canada. For Classified buildings, FHBRO reviews the proposed intervention and analyzes and comments on the proposed design for its impact on the heritage character of the building. PWGSC normally will include FHBRO as a project stakeholder given the importance and influence FHBRO's opinion could have on the project. For Recognized buildings, the same considerations as given above for Classified buildings apply, except PWGSC is permitted to examine and provide its own advice with respect to the intervention through internal or external heritage conservation subject matter experts.

2.6.9.5 Disposals or demolitions of federal heritage buildings must be submitted to FHBRO for review.

2.6.9.6 Heritage requirements and activities including monitoring and reporting on compliance with the Policy on the Management of Real Property are coordinated regionally by PWGSC Regional Heritage Conservation Coordinators and nationally by the PWGSC National Heritage Coordinator.

Scope of Services

2.6.9.7 The Contractor must :

- attend information sessions offered internally by Canada or offered by Federal Heritage Buildings Review Office on managing heritage buildings, at the request of the Technical Authority;
- comply with the Policy on Management of Real Property; and
- adhere to Real Property Branch Procedure for the Stewardship of Federal Heritage Buildings.

2.6.10 Critical Incidents

Context

- 2.6.10.1 A critical incident 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.
- 2.6.10.2 PWGSC has established a Critical Incident Policy, Departmental Policy DP-009, to ensure:
- notification of appropriate Departmental officials are contacted;
 - compliance with the investigation and reporting requirements of central regulatory agencies; and
 - awareness of actions to be taken during the early stages of an incident.

Scope of Services

- 2.6.10.3 The Contractor must:
- respond to and manage critical incidents to minimize the impact and risk related to the safety of personnel, assets, and equipment;
 - prepare critical incident reports in compliance with established PWGSC procedures for documenting and reporting these events and in accordance with Departmental Policy DP-009 as amended from time to time; and
 - notify the Technical Authority of critical incidents.

2.6.11 Risk Management

Context

- 2.6.11.1 PWGSC is committed to incorporating risk information into its decision-making processes. Integrated risk management at PWGSC involves implementing a risk-smart culture in which risk management principles inform business planning, decision making and support operational process.
- 2.6.11.2 Risk Management within PWGSC is guided by the Treasury Board Policy on Management of Real Property (with the associated Guide) and the Treasury Board Framework for the Management of Risk. The former aims to ensure real property is managed in a sustainable and financially responsible manner, throughout its life cycle, to support the cost-effective and efficient delivery of government programs. Risk management is a key element of sound stewardship and value for money in the management of real property. To fulfil its requirements PWGSC must:
- use risk management to assist decision making at every step of real property life cycle management;

- identify risk in the planning stages, encompassing the total expected lifetime of an asset, and be integrated with an organization-wide risk management process; an accurate lifetime costing of real property assets will include an estimate of the cost to mitigate potential risk and/or deal with its consequences; and
- consider risk at the asset, portfolio and contract levels

2.6.11.3 The Treasury Board Framework for the Management of Risk is a principles-based approach to risk management that provides the flexibility to departments and agencies to tailor management solutions to their mandate and objectives. To meet the principles of the Framework PWGSC applies its own Policy (Policy on Integrated Risk Management [DP-082]). This policy requires that risk management principles be integrated into business planning, decision-making and operational processes.

Scope of Services

2.6.11.4 The Contractor must:

- identify and manage potential risks, factors and types of risks associated with the management of assets and the delivery, by the Contractor, Work as described in this Statement of Work;
- identify operations and assets at risk, and any related potential perils, factors, and types of risks for subsequent assessment and analysis;
- minimize risk by thorough analysis of identified risks in order to assess their potential threat to operations and assets, and to determine the degree of exposure in terms of frequency and severity; and
- use the results of its analysis of identified risks to,
 - avoid risk by eliminating or reducing the risk by considering alternatives to current or proposed activities;
 - develop and implement cost-effective risk control practices such as loss prevention and reduction, including health and safety training, early detection, security precautions, emergency procedures or design changes, when acceptance of the risk is inevitable;
 - minimize financial consequences by ensuring subcontractors have insurance, or by transferring the financial exposure to insurers; and
 - plan and budget measures for potential containment, compensation, restoration and recovery.
- Prepare and provide a risk management plan to the Technical Authority upon request;

2.6.12 *Physical Security Services*

Context

- 2.6.12.1 As custodian of federally owned assets, PWGSC is responsible for providing an enhanced level of security to ensure the ongoing safety of asset contents and tenants and to preserve the integrity and value of assets, land and grounds.
- 2.6.12.2 Tenants obtain expert advice on base building physical security from Canada. Design of physical security measures when constructing or modifying assets, based on an assessment of threat and risk to their sensitive information and assets, is the responsibility of Canada and tenants.
- 2.6.12.3 Canada's corporate security authorities must approve changes to the physical security of a base building.
- 2.6.12.4 Physical security requirements apply on an asset-by-asset basis and typically respect long-standing arrangements with tenants. Responsibility for security may vary from one asset to another, but is based on the general principle that in single-tenant assets, the tenant assumes the primary responsibility for ensuring that security services are in place. The tenants may request additional levels of security from PWGSC through the Occupancy Instrument or undertake security themselves. In multiple-tenant assets, primary security services are retained and managed by PWGSC on behalf of tenants in accordance with the terms of respective Occupancy Instruments.
- 2.6.12.5 Perimeter security, including the grounds and land around the building assets, is the responsibility and prerogative of Canada.

Scope of Services

- 2.6.12.6 The Contractor must:
- provide base building and perimeter security in conformity with the provisions of Occupancy Instruments and/or in keeping with direction from the Technical Authority;
 - provide, where required, security guard services for the general security of the building envelope and common areas and to this end operate an appropriate number of guard posts supplied with current post orders, which define tasks and provide a clear distinction between mandatory and discretionary guard actions and limitations applying thereto;
 - identify and implement proper access control practices and ensure compliance with these practices;
 - cooperate with tenant security programs where applicable;
 - immediately notify the Technical Authority and the tenant, deficiencies that could affect the security of a asset; and

- administer and manage existing contracts with the Canadian Corps of Commissionaires; for new requirements including where an existing contract has expired or been terminated, abide by Canadian Corps of Commissionaires' right-of-first refusal granted to them in Canada's Standing Offer.
- 2.6.12.7 With respect to security violations, theft and vandalism, the Contractor must:
- communicate security incidents and losses to the Technical Authority and where applicable the tenant's department security officials and third-party tenants immediately;
 - investigate incidents of actual or suspected breaches and violations of security, assault, theft, vandalism or other losses to the Crown as they relate to the base building, its contents and grounds and land;
 - assist the tenant's departmental security officials and third-party tenants with their investigations of actual or suspected breaches and violations of security, assault, theft, vandalism or other losses;
 - endeavour to identify responsible parties, security vulnerabilities and efforts to prevent recurrence; and
 - submit its investigation report to the Technical Authority so that it may be determined, in consultation with resident security experts, whether a further internal investigation is warranted.
- 2.6.12.8 The Contractor must ensure that contracts with organizations other than the Canadian Corps of Commissionaires conform to Canadian General Standards Board specification CAN/CGSB 133.1-99 "Security Guards and Security Guard Supervisors".
- 2.6.12.9 The Contractor must provide security specifications in plans, request for proposals and tender documentation for projects.
- 2.6.12.10 Determine the appropriate security criteria for each project based on security requirements and the threat and risk assessment.
- 2.6.12.11 The Contractor must ensure that security is addressed in all phases of projects.
- 2.6.12.12 The Contractor must:
- Upon Technical Authority approval to do so, prepare base building infrastructure threat and risk assessments in a format outlined by the Technical Authority; and
 - submit the base building infrastructure threat and risk assessment to the Technical Authority upon request.

2.7 Contract Governance and Work Authorization

2.7.1 *Contract Governance and Work Authorization*

Context

2.7.1.1 Canada requires that work undertaken be:

- with respect to this Statement of Work;
- adequately described in writing, including the work to be performed, a description of the deliverables, milestone dates for the deliverables, a breakdown of estimated costs, and an total estimated cost; the estimated costs are to be established in accordance with the Basis of Payment;
- approved in writing before it is commenced.

2.7.1.2 Work is approved through the use of the Work Authorization process.

2.7.1.3 Most property management services are identified in an annual Building Management Plan. The work outlined in a Building Management Plan is authorized through a single Work Authorization.

2.7.1.4 The Technical Authority approves Work Authorizations on behalf of PWGSC. OGD tenants who are authorized to do so by PWGSC may also approve Work Authorizations on behalf of their departments for tenant-direct projects.

Scope of Services

2.7.1.5 Before commencing Work described in this Statement of Work, Work requested by the Technical Authority, and/or Work requested by an authorized OGD tenant, the Contractor must obtain approval of the Work.

2.7.1.6 The Contractor must follow the Work Authorization process described in the Contract including making use of the Work Authorization Form for identification and approval of Work.

2.7.1.7 With respect to a Work Authorization, where there is a change to the Work, deliverables, dates, or costs, the Work Authorization must be amended.

2.8 Planning, Budgeting and Expenditure Management

2.8.1 *Annual Planning and Budgeting*

Context

- 2.8.1.1 Effective property and project management requires systematic and comprehensive planning and budgeting. For PWGSC, these processes culminate in Building Management Plans. The Building Management Plan is prepared within the context of the overall management strategy for the asset as set out in the Asset Management Plan.
- 2.8.1.2 The management planning and budgeting requirements, described in this Statement of Work, are designed to blend with major Departmental processes and systems. The annual Building Management Plan exercise is initiated by a call letter to the contractor, normally in August. PWGSC may also provide a regional call letter or other instructions augmenting the requirements of the National Building Management Plan Call Letter to capture specific regional inputs.
- 2.8.1.3 The PWGSC Integrated Investment Plan (IIP), Regional Investment Strategy (RIS), Community Based Investment Strategy (CBIS), 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 25-year recapitalization plan.

2.8.2 *Building Management Plan*

Scope of Services

- 2.8.2.1 The Contractor must:
- submit annually to the Technical Authority, taking into account the content of the AMP, a BMP for each asset that must be prepared in response to the annual BMP Call Letter, which identifies national objectives, issues and priorities that must be taken into consideration in the Building Management Plan process, and specifies the deadline for submitting the plan (November 1st);
 - establish a 7 year expenditure and revenue profile for each building, to be adjusted annually, and include the previous year's actual costs, the current year's forecast, the Building Management Plan planning year and extended cost projections for the four subsequent years;
 - set out financial information in accordance with Appendix "E", Building Classification of Accounts, of this Statement of Work;
 - complete the Building Performance Reviews and reflect the results in the BMP;

- deliver BMP, and make formal BMP presentations to the Technical Authority for approval;
- structure the BMP to include:
 - expected Operation and Maintenance costs, including repair Work less than \$5,000.00, inclusive of all costs, and applicable fees and taxes (Work valued at less than \$5,000.00 is treated as an operating cost and budgeted under Property Management Services);
 - a prioritized project plan listing supported by an individual project justification for projects \$5,000.00 and above, inclusive of all costs, and applicable fees and taxes, including those delivered by Canada;
 - revenue projections from all sources;
 - a financial summary including trend analysis;
 - a human resource utilization plan for the planning year which sets out the Contractor's recommended organization and its direct labour costs including justification of any modification from the current year;
 - Payments In Lieu of Taxes , PWGSC labour costs, Occupancy Instruments Revenues, and payment of rent in Lease-Purchase buildings, which is information to be obtained from the Technical Authority; and
 - a management analysis comprising a quantitative analysis and narrative synopsis of the BMP, as well as asset issues, options, opportunities and risks;
- comply with the detailed requirements for each component of the BMP set out in the Department's Building Management Planning Manual and augmented as necessary by additional instructions from the Technical Authority;
- ensure that the project plan reflects a balance in project resource requirements over the five year planning horizon, and that opportunities for achieving economies of scale by combining similar individual projects for delivery are identified;
- ensure that the plans respect the format specified by the Technical Authority;
- if revisions are proposed by the Technical Authority, such as adjustments to funding to match available and/or approved funding, incorporate these by identifying inherent risks, proposing alternatives and options, and resulting impacts of the revisions;
- obtain the approval of the Technical Authority for any modification to approved BMP's;
- revise BMP during the year to reflect approved modifications;
- and monitor and report monthly to the Technical Authority, in a format outlined by the Technical Authority, the status of the implementation of the Building Management Plan.

2.8.2.2 Where the custodian of the asset is an Other Government Department, the Contractor must follow the BMP preparation process outlined by the Technical Authority.

2.8.3 *Portfolio Management Plan*

Scope of Services

2.8.3.1 The Contractor must:

- submit annually to the Technical Authority, taking into account any direction given in the annual BMP Call Letter including the deadline for submitting the plan (November 1st), an overall Portfolio Management Plan (PMP) which includes:
 - the individual BMP's, the Operation and Maintenance Plan and a Project Plan that has been prioritized at the Portfolio level;
 - a quantitative analysis and a narrative synopsis of the PMP, as well as portfolio level issues, opportunities and risks; and
 - revenue projections from all sources and a financial analysis including trend analysis, all at the Portfolio level, with financial information set out in accordance with the Building Classification of Accounts.

2.8.3.2 The Contractor must submit annually one month in advance of the PMP a human resource utilization plan for the planning year which sets out the Contractor's recommended organization and direct labour costs including justification of any modification from the current year to the Technical Authority for review and approval;

2.8.3.3 The Contractor must adjust individual BMP's and the overall PMP, with Technical Authority approval, to reflect:

- proposed budget allocations for Operation and Maintenance, Capital, and Repair Projects;
- forecast-to-year-end results and reviews; and
- other Technical Authority-directed changes during the year.

2.8.4 *Expenditure Management*

Context

2.8.4.1 Implementation of operations, maintenance, repair and renovation activities requires an established work management system which comprises proven and consistent professional methods for work initiation and authorization, work implementation and control, inspection and documentation of completed work, and payment.

2.8.4.2 Canada requires contractors to manage and control expenditures and to provide reports on to the Technical Authority upon request.

Scope of Services

2.8.4.3 The Contractor must, with respect to the management and control of budgets:

- perform Work using a work management system to assign and control Work, track progress, inspect and certify satisfactory completion;
- include a detailed description of a works management system as part of standard operating procedures which must be provided to the Technical Authority upon request.
- manage and control funds at the asset level so as not to exceed the approved budget allotment;
- report monthly on progress, status of expenditures and forecasts to year-end against the approved budget in accordance with the Building Classification of Accounts on allowable costs;
- prepare a forecast each year, at the end of period eight that is November 30th, of the total Operation and Maintenance and project delivery costs expected for the Portfolio for the year ending March 31. This forecast must be provided to the Technical Authority no later than the first day of December;
- submit reports to the Technical Authority, in accordance with the requirements set out in the Data, Information Management and Reporting section of this Statement of Work,
- submit ad-hoc reports to the Technical Authority on request.

2.8.4.4 The Contractor must, with respect to expenditure management, manage expenditures for the Work, including:

- pay staff in accordance with terms of their employment;
- pay promptly subcontractors' invoices for Work satisfactorily performed in accordance with the terms of the subcontract; and
- pay subcontractors' invoices by the date required to obtain available discounts;
- pay, at the Contractor's own expense and account, costs, losses, damages or penalties for late payment of subcontractors' invoices;
- retain information on each element of cost for audit purposes.

2.8.4.5 The Contractor must provide associated performance data for expenditure management as indicated by the Technical Authority.

2.9 Data, Information Management and Reporting

2.9.1 *Data Management, Transfer and Reporting*

Context

- 2.9.1.1 On a regular basis Canada deals with significant amounts of data. Data will be required to produce various levels of information for Canada, consisting of, but not limited to, data for reports that address specific issues.
- 2.9.1.2 Canada employs various financial, managerial and operational information systems in managing data and delivering its real property services. These systems have been instrumental in providing mandatory reporting practices and best-practice tools to support Canada's commitment to service excellence.
- 2.9.1.3 The data is stored in a variety of ways and often transmitted between internal systems, departments and agencies of Canada, always with an eye for secure transmission and safe long term storage. The large amounts of data are used for such things as historical reference, reporting requirements, responding to inquiries, and aiding in decision making.
- 2.9.1.4 The secure transmission and safe long term storage of data is a high priority for, and of utmost importance to Canada. Canada handles data using a Managed Secure File Transfer (MSFT) Service that permits departments to securely send and receive files using algorithmic encryption. Through the use of encryption, Canada can send, receive and store files in a secure manner across its network environment.
- 2.9.1.5 Data required by Canada, is transferred securely by electronic methods from the sources to a Secure File Transfer Server where it is captured and processed by Canada's systems. This ensures safe communication and internal protection of Canada's data.
- 2.9.1.6 The MSFT Service is composed of the Secure File Transfer (SFT) client running at the contractor's site and a Secure File Transfer Server, at a PWGSC site.
- 2.9.1.7 Canada creates reports from electronic data provided by the contractor. These electronic information requirements are included in Appendix "D", Electronic Business Information Requirements. Management and operational data elements described in Appendix "D-1", IM/IT Requirements are submitted using an Extensible Markup Language (XML) structure.
- 2.9.1.8 Canada's electronic data requirements may change from time to time.

Scope of Services

- 2.9.1.9 The Contractor must transfer data, as outlined by the Technical Authority through a secure network via a Canada data Standard Electronic File Transfer Protocol where it will be collected and processed by Canada's systems. These data requirements are included in Appendix "D", Electronic Business Information Requirements, and in Appendix "D-1", IM/IT Requirements.
- 2.9.1.10 The Contractor must at all times respect the integrity, and ensure the security of the data being supplied and in the format and delivery method required by Canada, which may change from time to time over the life of the Contract.
- 2.9.1.11 The contractor must submit data elements by using an Extensible Markup Language (XML) structure.
- 2.9.1.12 The Contractor must utilise encryption software compatible with Canada's as identified by the Technical Authority to encrypt and transmit files within the MSFT service. Canada will supply the approved products for the secure transfer of data.
- 2.9.1.13 The Contractor must configure the Secure File Transfer to run Java applications as prescribed by the Technical Authority
- 2.9.1.14 The Contractor must set up a network workstation which must comply with, minimum hardware, software and connectivity requirements as outlined by the Technical Authority in order to communicate with Canada's systems. Current minimum requirements include:
- Windows XP, Pentium 400 1GB Ram, or,
 - Unix, no minimum, or,
 - Linux on Intel, Pentium 400 1GB Ram.
- 2.9.1.15 The Contractor must ensure all network workstations accessing the Managed Secure File Transfer have at a minimum, a version of Java 2 Runtime Environment, Standard Edition installed. The current minimum version is 1.4.2_08.
- 2.9.1.16 The Contractor must install on network workstations accessing the Managed Secure File Transfer system as required, Java Cryptography Extension Jurisdiction Policy Files that remove restrictions on the encryption strengths.
- 2.9.1.17 The Contractor must ensure that all enabled ports through the Contractor's SFT network firewall will communicate with the MSFT service. The Managed

Secure File Transfer service information along with the PWGSC domain name will be provided separately by the Technical Authority.

- 2.9.1.18 The Contractor must provide a complete and thorough data and information dump on an annual basis. This will include a transfer of all data and information required to manage and maintain assets that is not currently identified as a reporting requirement elsewhere in this Statement of Work. This data and information dump must take place no later than June 30th of each year as of March 31st. This data and information dump will be transferred in a manner and format prescribed by the Technical Authority.
- 2.9.1.19 The Contractor must use applicable identifier codes and standards provided by the Technical Authority for assets, and implement the changes to these coding standards within 60 calendar days of notification of the changes by the Technical Authority, or in a timeline prescribed by the Technical Authority.
- 2.9.1.20 Technologies will continue to advance. As a result, the means of exchanging data between the Contractor and Canada may be adapted to take advantage of such advances. Canada's electronic data, minimum hardware, software, and connectivity requirements may change from time to time as the Contract and Contractor relationship evolves.
- 2.9.1.21 The contractor must respect the integrity, and ensure the security of the data being supplied.

2.9.2 *Information Management, Transfer and Reporting*

Context

2.9.2.1 Canada has diverse reporting requirements. Canada requires information to carry out property, facilities, and asset management functions related to its assets and to fulfill its strategic real property advisory role.

2.9.2.2 PWGSC also has diverse reporting requirements and must report to central agencies and to Parliament on matters related to the real property holdings for which it is custodian.

2.9.2.3 Canada depends on information to verify that the contractor has performed services outlined in the contract and to certify that services have been received prior to payments being made.

2.9.2.4 Information management refers to the creation, capture, storage and retrieval of information including electronic, printed or other formats, generated through the delivery of services identified in this Statement of Work. In the context of this section, reporting generally refers to an analysis or summary of captured information in order to clarify a specific situation and provide in-depth knowledge.

2.9.2.5 The information associated with the delivery of services in this Statement of Work is categorized in three groups:

- Operational information is typically stored in and available at the assets to which it pertains and consists of information required to manage the assets. This information includes, but is not limited to, Computer Aided Design and Drafting information, building-specific information and other printed or electronic information documenting operating procedures.
- Real property management information includes both financial information and information related to operation and maintenance, planning and project delivery for the assets. This real property management information belongs to Canada.
- Strategic corporate information includes both financial information and information that collectively provides Canada with a view of the performance of its national Portfolio of properties whether managed internally or through contractors. This information belongs to Canada.

Scope of Services

- 2.9.2.6 The contractor must provide data and information in the format as outlined by the Technical Authority.
- 2.9.2.7 Technologies will continue to advance over the term of the contract. As a result, the means of exchanging data and information between the contractor and Canada may be adapted to take advantage of such advances. Canada's electronic information requirements may change from time to time as the Contract and Contractor relationship evolves.
- 2.9.2.8 The Contractor must prepare and submit to the Technical Authority real property management, and asset specific operational information as specified in this Statement of Work.:
- 2.9.2.9 The Contractor must utilize an electronic property and facility maintenance management system to facilitate the delivery of maintenance management services and maintain and update maintenance management data and information
- 2.9.2.10 The Contractor must utilise an electronic time management system that will record, monitor and report on time charges for individuals being billed for activities directly related to delivery of Work within this Solicitation.
- 2.9.2.11 The Contractor must prepare and submit to The Technical Authority Key Performance Indicator data on the dates and in the format specified in Appendix "D", Electronic Business Information Requirements to this Statement of Work or as directed by the Technical Authority.
- 2.9.2.12 The Contactor must provide quality reports to the Technical Authority in order to meet quality management requirements set out in this Statement of Work, including:
- a management summary indicating,
 - the total number of opened, closed and outstanding quality non-conformances for each asset for the preceding period; and
 - the trend for the number of opened, closed and outstanding quality non-conformances for the preceding 12 month period;
 - a detailed listing of the status of opportunities for improvement, complaints and quality non-conformances for the preceding period for each asset, organized according to the individual categories of services set out in this Statement of Work for property management services, project delivery services and optional services with the following,
 - the originator, together with contact information, i.e. the Contractor, external auditor, Quality Management System Registrar or the Technical Authority sign-off and date,

- the root cause analyses of quality non-conformances, together with proposed preventive and corrective actions to resolve them, scheduled completion dates, the name of the reviewer and space for the Technical Authority sign-off and date;
 - follow-up providing evidence that actions have eliminated the causes of quality non-conformances; and
 - follow-up for quality non-conformances raised by the Technical Authority and space for the Technical Authority sign-off and date;
 - the findings of audit reports for audits completed during the preceding month.
- 2.9.2.13 The Contractor must provide as and when requested data and information required by the Technical Authority and the Contract Authority to manage the Contract, including custom or ad hoc reports, special reports, lists, justifications or other types of information, in the format to be mutually agreed to by the Technical Authority and/or the Contract Authority and the Contractor.
- 2.9.2.14 Electronic, hardcopy and other information must be provided by the Contractor to the Technical Authority in accordance with the schedules set out in this Statement of Work and annexes or as agreed with the Technical Authority.
- 2.9.2.15 The Contractor must ensure the accuracy and completeness of information and data through quality control and assurance of data.
- 2.9.2.16 The Contractor must ensure file formats and standards are consistent with PWGSC standards articulated in this Solicitation.
- 2.9.2.17 The Contractor must store, backup, organize and protect information with regard to security and disaster recovery. Protection of information must be included in Business Continuity planning with respect to the protection and continued transfer of information to Canada.
- 2.9.2.18 The Contractor must apply and adhere to PWGSC security procedures for the protection of information regarding the assets under its control. All data and information being transferred to Canada must follow Canada's applicable information protocols and policies, and be managed with the appropriate level of security.
- 2.9.2.19 With respect to optional services, the Contractor must apply the reporting requirements detailed in this Statement of Work and implement any additional data and information management and reporting requirements related to optional services as determined by the Technical Authority.
- 2.9.2.20 The Contractor must implement changes to the means of exchanging data and information between the Contractor and Canada in a timeline as prescribed by the Technical Authority to take advantage of technological advances.
- 2.9.2.21 With respect to PWGSC-prescribed forms, provided to the Contractor by PWGSC in both printed copy and electronic formats, the Contractor must, in accordance

with PWGSC policies, procedures and practices as amended from time to time, unless directed otherwise, complete and submit to the Technical Authority using the electronic format prescribed by the Technical Authority.

- 2.9.2.22 With respect to documentation required to demonstrate regulatory compliance, the Contractor must maintain and secure this documentation, and assist Canada in conducting performance monitoring activities.
- 2.9.2.23 With respect to the reporting of critical incidents, the Contractor must meet the requirements established in this Statement of Work.
- 2.9.2.24 With respect to asset operational information provided to the Contractor by the Technical Authority as of the Contract Operational Start Date, the Contractor must keep asset operational information current during the term of the Contract, in a manner consistent with best industry practices, and return the most current information to the Technical Authority at the Contract completion date and when requested by the Technical Authority.
- 2.9.2.25 With respect to architectural, mechanical and electrical drawings and specifications including shop drawings, as-built drawings, single-line diagrams and other graphical representations, the Contractor must:
- provide change information to the Technical Authority in an electronic form consistent with PWGSC standards
 - where original drawings are in non-electronic or other form that is not compliant with the noted document, convert the original information to the electronic form consistent with the noted document, and detail the costs of information conversions separately within project estimates.
 - maintain, store, and update electronic master drawing files as needed and keep these drawings up to date, as part of regular building management practices;
 - Provide electronic and hard copy drawings to the Technical Authority when requested, in a secure manner directed by the Technical Authority; and
- 2.9.2.26 where Canada is delivering project services within a building, the contractor must receive drawings from the Technical Authority upon completion of projects, and incorporate them into the asset's existing document archive.
- 2.9.2.27 With respect to Computer Aided Design and Drafting drawings, the Contractor must:
- ensure that drawings are filed with other project information using a document and records management methodology respecting policies on document security; and
 - transfer Computer Aided Design and Drafting drawings, as and when requested, by the Technical Authority and as outlined in this Statement of Work, along with any appropriate transmittal forms, to specific Canada contacts.

- 2.9.2.28 With respect to Computer Aided Design and Drafting master drawing files, the Contractor must:
- provide mechanical, electrical, architectural and structural information from construction projects to the Technical Authority as it becomes available,
 - maintain and update master drawing files,- of Computer Aided Design and Drafting master files, with the exception of single line electrical diagram Computer Aided Design and Drafting master files,
 - update single-line electrical diagram Computer Aided Design and Drafting master files and provide electronic copies to the Technical Authority as requested by the Technical Authority.
- 2.9.2.29 With respect to Computer Aided Design and Drafting construction drawings, the Contractor must ensure they are collected in the approved format at the project tender stage and, where requested, and requested by the Technical Authority, transferred to the Technical Authority.
- 2.9.2.30 With respect to Computer Aided Design and Drafting as-built drawings, the Contractor must:
- ensure as-built drawings represent the project as constructed;
 - ensure as-built drawings are delivered to the Technical Authority within 30 calendar days after project close-out, and verified for completeness and accuracy with the understanding that drawings not conforming to PWGSC standards will not be accepted;
 - ensure that all master drawings are updated as requested by the Technical Authority.
- 2.9.2.31 With respect to single-line electrical diagrams, the Contractor must:
- promptly update these drawings after completion of Work and ensure they are posted in the main electrical room or where required by the users, and that the drawings show how power is distributed from the source, typically the service entrance, to the feeders, sub-distribution panel board level, major loads and equipment; and
 - ensure that single-line electrical drawings are kept current and in accordance with PWGSC Departmental (Policy DP 58) on electrical safety.
 -
- 2.9.2.32 With respect to operation and maintenance manuals including manufacturers' literature for installed equipment, and equipment warranties, the Contractor must:
- obtain and maintain information relevant to asset systems or equipment from suppliers and manufacturers; and
 - ensure that, where Canada is delivering project services within a building, applicable manuals, and other information received from the Technical Authority upon completion of projects, are properly incorporated into the asset's existing document archive.

2.9.2.33 With respect to Letting Information the contractor must:

- transmit Leasing and Letting information electronically, or as directed by the Technical Authority.
- use Canada standard electronic forms to capture Lease Justifications, and Lease and Letting Control information
- initiate sections of these electronic forms and submit to a site to be determined.
- Canada will complete their sections as well as the sign off and return the form to the service provider.

2.9.2.34 With respect to project-specific data and information, the Contractor must:

- assemble project specifications with the use of, and in accordance with, the Canada National Master Specification, or another specification standard that may be identified by the Technical Authority, in a format acceptable to Canada
- ensure that project specifications are incorporated into documents for each construction project and establish, at a minimum, quality, workmanship and installation criteria;
- retain originals of signed tender drawings in a secure area not accessible to the public or unauthorised staff;
- ensure copies of drawings required for operational purposes are held in a secure area of the building and represent printed copies of the originals, whether Computer Aided Design and Drafting or hard copy, and that access be granted only to authorized personnel;
- store hard copy tender drawings in flat file cabinets, organized and protected with due regard to their safety and security;
- file drawings with other project information using a document and records management methodology, and maintain an electronic list for ease of reference; and
- make and send copies of drawings and other project specific data and information to Canada, when requested by the Technical Authority, and as directed within this Statement of Work .

2.9.2.35 With respect to the asset operational information and reporting requirements arising from legislation, the Contractor must:

- ensure documentation is updated continuously, and records are available on site at all times; and
- maintain these records in an electronic system so that the records are kept readily available to Canada and the Contractor for the legislated period of time.

2.10 Contract Initiation, Transition and Completion

2.10.1 Contract Initiation

Context

- 2.10.1.1 Canada is committed to ensuring a seamless continuation of services through the initiation of the contract.
- 2.10.1.2 Contractors may be requested by Canada to occupy space in a Portfolio asset, to conduct business related to the work required at that space.
- 2.10.1.3 A contract initiation period is between the date of Contract Award and the Contract Operational Start Date. On the Contract Operational Start Date, the contractor becomes responsible for delivery of all elements of the Statement of Work. This contract initiation period is necessary to ensure:
- continuity of tenant programs and operations;
 - planning for Statement of Work implementation;
 - a thorough understanding by the contractor of Canada, its structure, practices, regulations and operations as well as specifics of the portfolio and its component assets and sites;
 - planning and coordination prior to the Contract Operational Start Date;
 - continuity of building operations;
 - finalization of contractor management processes and operational procedures;
 - contractor staffing;
 - establishment of contractor relationships and lines of communication with key parties, including the Technical and Contract Authorities, Real Property Branch teams, tenants and other third party contractors;
 - development and testing of contractor information systems and protocols; and
 - provision of information on Government Furnished Equipment, and where applicable Government Furnished Accommodation, Government Furnished Information, plant-life inventory, and cultural property inventory.

Scope of Services

- 2.10.1.4 The Contractor must no later than thirty calendar days following Contract Award:
- appoint a dedicated manager, to act as point of contact to the Technical Authority to coordinate initiation;
 - implement a detailed initiation plan and framework, reviewed and accepted by the Technical Authority, for the elements of this Statement of Work and respecting the requirements from the Request for Proposals and commitments of the Contractor's submission; the initiation plan is an articulation of how the Contractor will address the elements required to develop the corporate infrastructure necessary to deliver all elements of this Statement of Work effective the Contract Operational Start Date; the Contract Operational Start Date

is August 15th, 2013; on this date, the Contractor is responsible for delivery of all elements of the Statement of Work with respect to the Carling Campus; on April 1st, 2014, the Contractor is responsible for delivery of all elements of the Statement of Work with respect to Tunney's Pasture; these elements include, but are not limited to human resources, training, insurance, security, standard operating procedures, emergency response, communications, and environmental management systems;

- establish and implement a detailed operational initiation plan, reviewed and accepted by the Technical Authority, for the operational elements of this Statement of Work; The operational initiation plan is an articulation of how the Contractor will address the initiation of the operational aspects of this Statement of Work. These elements include, but are not limited to the securing of the necessary subcontracted services such as for elevator management, fire alarm systems, cleaning contracts, as well the compilation of the necessary information such as architectural plans, Building Management Plans, Asset Management Plans, and maintenance records.
- develop and implement a comprehensive human resources plan, reviewed and accepted by the Technical Authority, including early identification and hiring of a Portfolio manager and identification of how required staff will be in placed, trained and security cleared as of the Contract Operational Start Date;
- develop and implement a communications plan and strategy, reviewed and accepted by the Technical Authority, with roles and responsibilities, including provisions for informing tenants and suppliers of the new Contract, in collaboration with the Technical Authority, in order to reassure tenants that they will not experience disruptions or reductions in the level of service;
- develop and disseminate to the Technical Authority a comprehensive list of contact information for key personnel in the Contractor's organization; and
- develop a plan for familiarization of the Portfolio and component assets and sites, as well as applicable federal government and PWGSC policies, directives and procedures.
- develop contingency plans, reviewed and accepted by the Technical Authority, which cover contract initiation accountabilities in the event that any stakeholder is unable to meet the proposed timelines.
- Initiate when necessary during the contract initiation period the contingency plan(s) which cover contract initiation accountabilities in the event that any stakeholder is unable to meet the proposed timelines.

- 2.10.1.5 The Contractor must, no later than sixty calendar days following Contract Award, develop and implement an information management and information technology plan and strategy, reviewed and accepted by the Technical Authority, to demonstrate technical capability to provide data deliverables as outlined in the Electronic Information Business Requirements and the IM/IT Requirements in this Statement of Work.
- 2.10.1.6 The Contractor must no later than sixty calendar days prior to Contract Operational Start Date:
- establish insurance coverage as outlined in Annex “F” Insurance for the duration of the Contract based on the Contractor's assessment of risks and exposures;
 - notify suppliers including utility suppliers of the new Contract to ensure proper billing and continuity;
 - review the Building Management Plans and where applicable the Portfolio Management Plan(s) as prepared by others and identify to the Technical Authority changes to either plan proposed to be implemented on the Contract Operational Start Date or thereafter;
 - develop a health and safety program, reviewed and accepted by the Technical Authority; and
 - provide the titles of its officers proposed to be engaged in each of the levels of negotiation as described in Dispute Resolution in this Solicitation reviewed and accepted by the Technical Authority.
- 2.10.1.7 The Contractor must no later than thirty calendar days prior to Contract Operational Start Date:
- validate and, where necessary, establish operational procedures, including standard operating procedures, and review safety, security and emergency preparedness and environmental procedures;
 - where required, update plans and procedures provided by the Technical Authority as part of Initiation, such as Site Specific Health and Safety Plans, Building Infrastructure Continuity Plans and Building Emergency Plans; demonstrate evidence of an effective communication and data network between its head and Portfolio office, and with Canada, as directed by the Technical Authority;
 - develop and implement a plan for subcontracting, reviewed and accepted by the Technical Authority, and identify how the following will be implemented as of the Contract Operational Start Date:
 - continuity of services will be ensured,
 - subcontracts will be in place and
 - how corresponding security provisions will be implemented;
 - validate the inventory of agreements, files, and reports necessary for commercial operations;
 - review and implement Performance Indicator Baselines set out in the Request for Proposals.
 - for those Performance Indicators for which a Baseline was not set out in the Request for Proposals agree with the Technical Authority on a Baseline; and

2.10.1.8 The Contractor must on Contract Operational Start Date:

- commence delivery of all elements of this Statement of Work;
- occupy space in a Portfolio asset (referred to as Government Furnished Accommodation), as directed by the Technical Authority;
- in Government Furnished Accommodation, only conduct business related to this Statement of Work;
- ensure that required staff is in place, trained and security cleared;
- implement the health and safety program, including establishing occupational health and safety committees at the asset level, where appropriate;
- validate utility readings;
- implement the quality management plan, initiate quality management activities, develop internal quality control and quality assurance routines, consistent with the requirements of the Quality Management section of this Statement of Work, to provide performance data for Performance Indicators outlined in the Performance Measurement Framework section of this Statement of Work;
- implement the existing Building Management Plan(s), and where applicable the associated Portfolio Management Plan(s), including any changes previously proposed and agreed to by the Technical Authority, as directed by the Technical Authority.

2.10.1.9 The Contractor must within thirty calendar days following Contract Operational Start Date:

- verify the accuracy of the Government Furnished Equipment lists for each asset.

2.10.2 Contract Transition

Context

2.10.2.1 Canada is committed to ensuring a seamless continuation of services through any transition during the term of the contract.

2.10.2.2 Canada reserves the right to add or remove asset(s) from the contract upon reasonable prior notice. The period of time which constitutes reasonable prior notice is at Canada's discretion.

2.10.2.3 A transition includes adding or removing asset(s) other than during Contract Initiation or Contract Completion. The transition period is between the date of notification of the proposed addition and the Transition Operational Start Date for the asset(s) being added. On the Transition Operational Start Date, the contractor becomes responsible for delivery of all elements of the Statement of Work for the asset(s) being added. In the case of a removal, the transition period is between the date of notification of the proposed removal and the Transition

Operational End Date. On the Transition Operational End Date, for the asset(s) being removed, the contractor finishes delivering all elements of the Statement of Work except for those identified within this section that are indicated to occur after the Transition Operational End Date. This contract transition period is necessary to ensure:

- continuity of tenant programs and operations;
- planning of Statement of Work implementation;
- a thorough understanding by the Contractor of Canada, its structure, practices, regulations and operations as well as specifics of the portfolio and its component assets and sites;
- planning and coordination prior to the Transition Operational Start or End Date;
- continuity of building operations;
- finalization of contractor management processes and operational procedures;
- contractor staffing; the nature and number of the human resources required will be dependant upon the scale and number of assets in the transition.
- establishment of contractor relationships and lines of communication with key parties, including the Technical and Contract Authorities, Real Property Branch teams, tenants and other third party contractors; and
- that Canada is provided with all data and information collected and maintained by the contractor during the contract period; this includes data and information associated with operating and maintaining equipment, such as operating data, service records, inspections, and test results, project files, updated drawings and plans, such as single-line diagrams; it also includes information on Government Furnished Equipment, and where applicable Government Furnished Accommodation, Government Furnished Information, plant-life inventory, and cultural property inventory.

Scope of Services

With regard to the addition of asset(s)

- 2.10.2.4 The Technical Authority will provide the Contractor with reasonable notice for addition of assets. The Contractor must no later than thirty calendar days following notification of addition of asset(s):
- appoint a dedicated manager, to act as point of contact to Canada to coordinate transition;
 - establish and implement a detailed transition plan and framework, reviewed and accepted by the Technical Authority, for the elements of this Statement of Work; The transition plan is an articulation of how the Contractor will address the elements required to augment the corporate infrastructure necessary to deliver all elements of this Statement of Work for the asset(s) being added effective the Transition Operational Start Date. These elements include, but are not limited to HR, training, insurance, security, procedures, emergency response, communications, and environmental management systems;

- establish and implement a detailed operational transition plan, reviewed and accepted by the Technical Authority, for the operational elements of this Statement of Work; The operational transition plan is an articulation of how the Contractor will address the transition of the operational aspects of this Statement of Work. These elements include, but are not limited to the securing of the necessary subcontracted services such as for elevator management, fire alarm systems, cleaning contracts, as well the compilation of the necessary data including architectural plans, Building Management Plans, Asset Management Plans, maintenance records;
- develop and implement a comprehensive human resources plan, reviewed and accepted by the Technical Authority, including how required staff will be in place, trained and security cleared as of the Transition Operational Start Date; develop and implement a communications plan and strategy, reviewed and accepted by the Technical Authority, with roles and responsibilities, including provisions for informing tenants and suppliers, in collaboration with the Technical Authority, in order to reassure that the tenants will not experience disruptions or reductions in the level of service;
- develop and disseminate to the Technical Authority a comprehensive list of contact information for key personnel in the Contractor's organization; and
- develop a plan for familiarization of the Portfolio and component assets and sites as well as applicable federal government and PWGSC policies, directives and procedures.

2.10.2.5 The Contractor must no later than sixty calendar days prior to Transition Operational Start Date:

- establish insurance coverage as outlined in Appendix "G" Insurance for the duration of the Contract based on the Contractor's assessment of risks and exposures;
- notify suppliers including utility suppliers to ensure proper billing and continuity;
- develop and implement an information management and information technology plan and strategy, reviewed and accepted by the Technical Authority, to demonstrate technical capability to provide data deliverables as outlined in the Electronic Information Business Requirements and the IM/IT Requirements in this Statement of Work;
- Account for the additional asset(s) in their health and safety program; and
- review the BMP(s) and where applicable the PMP(s) as prepared by others and identify to the Technical Authority changes to either plan proposed to be implemented on the Transition Operational Start Date or thereafter; .

2.10.2.6 The Contractor must no later than thirty calendar days prior to Transition Operational Start Date:

- validate and, where necessary, establish operational procedures and review safety, security and emergency preparedness and environmental procedures;

- where required, update plans and procedures provided by the Technical Authority as part of Transition, such as Site Specific Health and Safety Plans, Building Infrastructure Continuity Plans and Building Emergency Plans;
- demonstrate evidence of an effective communication and data network between its head and Portfolio office, and with Canada as directed by the Technical Authority;
- develop and implement a plan for subcontracting, reviewed and accepted by the Technical Authority, and identify how continuity of services will be ensured, and how subcontracts will be in place and corresponding security provisions will be implemented as of the Transition Operational Start Date;
- validate the inventory of agreements, files, and reports necessary for commercial operations;
- review and implement Performance Indicator Baselines set out in the Request for Proposals;
- for those Performance Indicators for which a Baseline was not set out in the Request for Proposals, the Technical Authority will identify a Baseline;
- develop and if required, implement contingency plans, reviewed and accepted by the Technical Authority, which covers the transition accountabilities in the event that any stakeholder is unable to meet timelines.

2.10.2.7 The Contractor must on Transition Operational Start Date:

- commence delivery of all elements of this Statement of Work for the asset(s) being added;
- ensure that required staff is in place, trained and security cleared;
- implement the health and safety program, including establishing occupational health and safety committees at the building level, where appropriate;
- validate utility readings;
- implement the quality management plan, initiate quality management activities, develop internal quality control and quality assurance routines, consistent with the requirements of the Quality Management section of this Statement of Work, to provide performance data for Performance Indicators outlined in the Performance Measurement Framework section in this Statement of Work;
- implement the existing BMP(s), and where applicable the associated PMP(s), including any changes previously proposed and agreed to by the Technical Authority, as directed by the Technical Authority.

With regard to the removal of asset(s):

2.10.2.8 The Technical Authority will provide the Contractor with reasonable notice for removal of assets. The period of time which constitutes reasonable prior notice is at Canada's discretion. The Contractor must no later than thirty calendar days following notification of removal of asset(s):

- appoint a dedicated manager, to act as point of contact to Canada to coordinate transition;
- establish and implement a detailed transition plan and framework, reviewed and accepted by the Technical Authority;
- report to the Technical Authority the status of Work including projects that will not be 100% complete before the Transition Operational End Date;
- notify its employees and subcontractors of the impending removal of asset(s) from the Contract; and
- report to the Technical Authority the status of equipment maintenance, licences, permits and certifications.

2.10.2.9 The Contractor must provide to the Technical Authority sixty calendar days prior to the Transition Operational End Date:

- a detailed listing of the subcontracts in place;
- disclose any dispute with subcontractors and tenants;
- documentation on existing warranties;
- documentation on outstanding quality non-conformances;
- documentation on contracts managed on behalf of Canada;
- updated plant-life inventory;
- documentation on software licenses and database agreements; and
- documentation on commercial operations items and files, agreements, leases, reports and other documentation managed on behalf of Canada;
- an updated list of Government Furnished Equipment, and Government Furnished Accommodation, and Government Furnished Information;
- updated inventory of environmentally regulated equipment which includes PCB, petroleum storage tanks, ozone depleting substances;
- an updated cultural property inventory;
- emergency evacuation plans;
- environmental emergency response plans;
- fire safety plans;
- building infrastructure continuity plans;
- site specific health and safety plans;
- list and details of critical incidents for the last 12 months; and
- list and soft copies of existing studies and reports including but not limited to , AMP(s), BCR(s);
- list of Material Safety Data Sheets;

- data and information collected during the term of the Contract to deliver the elements of this Statement of Work;
- information, lists, and reports as requested by the Technical Authority; and
- a complete and thorough data and information dump in a format as prescribed by the Technical Authority. This will include a transmittal of all data and information required to manage and maintain assets that is not currently identified as a reporting requirement elsewhere in this Statement of Work.

2.10.2.10 The Contractor must provide to the Technical Authority on the Transition Operational End Date:

- a declaration that suppliers and subcontractors have been paid for the Work up to the Transition Operational End Date;
- Government Furnished Equipment, and Government Furnished Accommodation (returned in its original condition), and Government Furnished Information; and
- validate and sign off on utility readings.

2.10.2.11 The Contractor must provide to the Technical Authority thirty calendar days following the Transition Operational End Date;

- a complete and thorough data and information dump in a format as prescribed by the Technical Authority. This will include a transmittal of all data and information required to manage and maintain assets that is not currently identified as a reporting requirement elsewhere in this Statement of Work.

2.10.2.12 The Contractor must provide to the Technical Authority sixty calendar days following the Transition Operational End Date;

- a financial reconciliation including revenues and necessary data to determine applicable performance fees and deliverables related to Work.

2.10.3 *Contract Completion*

Context

2.10.3.1 This Sub-section outlines the activities required of the contractor prior to the Contract Completion Date.

2.10.3.2 A contract completion period begins 330 days before the Contract Operational End Date and extends until the Contract Completion Date. This contract completion period is necessary to ensure:

- continuity of tenant programs and operations;
- planning of Statement of Work transition to the identified responsible party which could include a service provider for a new contract;
- planning and coordination prior to the Contract Operational End Date;

- continuity of building operations; and
- that Canada is provided with all data and information collected and maintained by the contractor during the contract period; this includes data and information associated with operating and maintaining equipment, such as operating data, service records, inspections, and test results, project files, updated drawings and plans, such as single-line diagrams; it also includes information on Government Furnished Equipment, and where applicable Government Furnished Accommodation, Government Furnished Information, plant-life inventory, and cultural property inventory.

Scope of Services

- 2.10.3.3 The contractor must no later than three hundred and thirty days prior to the Contract Operational End Date:
- appoint a dedicated manager, to act as point of contact to Canada to coordinate completion;
 - establish and implement a detailed completion plan and framework, reviewed and accepted by the Technical Authority, for the elements of this Statement of Work; the completion plan is an articulation of how the Contractor will address the elements required to wrap up all elements of this Statement of Work effective the Contract Operational End Date; the Contract Operational End Date is March 31, 2017; on this date, the Contractor finishes delivering all elements of this Statement of Work except for those identified within this section that are indicated to occur after the Contract Operational End Date.
- 2.10.3.4 The Contractor must no later than one hundred and eighty calendar days prior to the Contract Operational End Date:
- report to the Technical Authority on the status of Work including projects that will not be 100% complete before the Contract Operational End Date;
 - report to the Technical Authority the status of equipment maintenance, licences, permits and certifications; and
 - notify its employees and subcontractors of the impending completion date.
- 2.10.3.5 The Contractor must provide to the Technical Authority no later than one hundred and twenty calendar days prior to the Contract Operational End Date:
- a detailed listing of the subcontracts in place;
 - documentation on existing warranties;
 - documentation on outstanding quality non-conformances;
 - documentation on all contracts managed on behalf of Canada;
 - review and update the plant-life inventory;
 - documentation on software licenses and database agreements; and
 - documentation on commercial operations items and files, agreements, leases, reports and other documentation managed on behalf of Canada.

- 2.10.3.6 The Contractor must provide to the Technical Authority no later than sixty calendar days prior to the Contract Operational End Date:
- an updated list of Government Furnished Equipment, and Government Furnished Accommodation, and Government Furnished Information;
 - an updated cultural property inventory;
 - updated inventory of environmentally regulated equipment which includes PCB, petroleum storage tanks, ozone depleting substances;
 - emergency evacuation plans;
 - environmental emergency response plans;
 - fire safety plans;
 - building infrastructure continuity plans;
 - site specific health and safety plans;
 - list and details of critical incidents for the last 12 months;
 - list and soft copies of existing studies and reports including but not limited to, Asset Management Plans, Building Condition Reports, Designated Substance Reports;
 - list of Material Safety Data Sheets; and
 - data and information collected during the term of the Contract to deliver the elements of this Statement of Work;
 - information, lists, and reports as requested by the Technical Authority;
 - a complete and thorough data and information dump in a format as prescribed by the Technical Authority. This will include a transmittal of all data and information required to manage and maintain assets that is not currently identified as a reporting requirement elsewhere in this Statement of Work.
- 2.10.3.7 The Contractor must provide to the Technical Authority upon the Contract Operational End Date:
- a declaration that suppliers and subcontractors have been paid for the Work up to the completion date;
 - Government Furnished Equipment, and Government Furnished Accommodation, and Government Furnished Information;
 - validate and sign off on utility readings.
- 2.10.3.8 The Contractor must provide to the Technical Authority thirty calendar days following the Contract Operational End Date:
- a complete and thorough data and information dump in a format as prescribed by the Technical Authority. This will include a transmittal of all data and information required to manage and maintain assets that is not currently identified as a reporting requirement elsewhere in this Statement of Work.

2.10.3.9 The Contractor must provide to the Technical Authority sixty calendar days following the Contract Operational End Date:

- a financial reconciliation including revenues and necessary data to determine applicable performance fees and deliverables related to Work.

Appendix “A” - PWGSC’s Quality Monitoring Program

3.1 PWGSC’s Quality Monitoring Program

3.1.1 *Introduction*

3.1.1.1 The Quality Monitoring Program ensures that the Contractor self-assesses its performance and consequently PWGSC minimizes the amount of oversight. As part of PWGSC’s due diligence, this program ensures that Contract requirements are being met and the quality of the Contractor’s workmanship and the accuracy of their performance measurement data are acceptable. A further objective is to foster continual improvement and client focus, as well as to facilitate the identification and resolution of non-conformances.

3.1.1.2 PWGSC quality monitoring is to be performed by undertaking detailed, multidisciplinary evaluations of the Contractor’s Quality Management System, applicable processes activities and performance data in selected assets and projects to verify that the Contractor’s Quality Management System is effective and to confirm PWGSC requirements are being met and that performance measurement reports are accurate.

3.1.1.3 Definitions of quality related terms are provided in PWGSC’s Quality Management Terminology section of this Appendix.

3.1.2 *PWGSC’s Quality Monitoring Activities*

3.1.2.1 The Contractor is required to participate as an observer and guide in quality monitoring activities conducted by PWGSC, to facilitate awareness of site-specific issues that affect service delivery and to develop a shared understanding of established processes and observed quality non-conformances and concerns.

3.1.2.2 As a result of its quality monitoring activities, the Technical Authority may provide suggestions to improve the Contractor’s Quality Management System, processes or relationship with PWGSC. The Contractor is not obliged to implement these; however, the Contractor will be required to record them as opportunities for improvements to the Contractor’s Quality Management System.

3.1.2.3 PWGSC uses Asset Integrity, Satisfaction, and Financial Key Performance Indicators and their contributing Performance Indicators to evaluate the Contractor’s performance as described in Appendix “C”, Performance Measurement Framework. The Performance Indicators provide the means to quantitatively monitor and measure the Contractor’s performance and continual improvement and to develop a relationship focused on required outcomes of well-defined processes that are measured as objectively as possible. The Contractor through

its Quality Management System and PWGSC through its quality monitoring activities provide performance data to measure and improve the effectiveness of service delivery.

3.1.2.4 PWGSC will adopt the Contractor's processes for measuring performance, where appropriate, including the use of Contractor quality assurance and control checklists to support PWGSC quality monitoring activities. Where the Contractor does not measure specific items using checklists, the Technical Authority will validate the data and results by reviewing the effectiveness of the Contractor's Quality Management System, applicable processes and performance data.

3.1.2.5 The Technical Authority will amend Contractor performance data and applicable Performance Indicators scores if:

- the Technical Authority determines that quality non-conformances identified as closed remain outstanding; or
- the Technical Authority finds a discrepancy in the Contractor's Performance Indicator data and following a root cause analysis conducted by the Contractor and Technical Authority, the discrepancy is the result of a substantial error, omission or misrepresentation on the part of the Contractor, or a significant shortcoming or defect in the Contractor's Quality Management System, in which case the affected data will be adjusted at the Portfolio level for the affected period.

3.1.3 PWGSC's Quality Management Terminology

3.1.3.1 In this Statement of Work, the following International Organization for Standardization's ISO 9000 family of standards terminology related to quality management is used.

3.1.3.2 A major quality non-conformance is the non-fulfillment of a requirement that:

- either could, or has adversely affected tenants with respect to their health or safety, the level of service, tenant operations, or asset integrity;
- contravenes established legislation, mandatory requirements or environmental, health and safety procedures such as a code or directive violation;
- is part of a recurring problem or part of an accumulation of observed quality non-conformances that collectively could indicate a systemic problem with the Contractor's Quality Management System;
- indicates that an established process(es) or element(s) that directly impact the quality of service delivery have not been fully implemented, followed as documented, or have been inadequately documented to ensure control of the process(es);
- indicates performance results have not been accurately reported;
- shows defects in workmanship affecting asset integrity or compromises PWGSC's role in fulfilling its due diligence obligations;

- initially raised as a minor quality non-conformance by the Technical Authority that is not completed within the required timeframe and then is declared a major quality non-conformance by the Technical Authority;
- shows accurate data has not been provided in a timely manner; or
- indicates untimely payment to subcontractors.

3.1.3.3 A minor quality non-conformance is the non-fulfilment of a requirement that:

- could not or does not adversely affect,
 - tenants with respect to their health or safety;
 - the level of service;
 - tenant operations; or
 - asset integrity;
- does not immediately affect or impair a process or service delivery;
- does not contravene mandatory requirements such as environmental, health or safety legislation or procedures;
- is not part of a recurring problem; or
- is not part of an accumulation of observed minor quality non-conformances that collectively could indicate a systemic Quality Management System problem or;
- indicates that an established process or element not having a direct impact on the quality of service delivery has not been fully implemented or has been inadequately documented to ensure control of the process.

3.1.3.4 An outstanding non-conformance is the state of an active quality non-conformance, identified by either the Contractor, Technical Authority or a third party, when:

- the root cause has not been identified and corrective action to eliminate the nonconformity and/or prevent its recurrence has not been assigned within five days of the date on which the quality non-conformance was identified;
- appropriate action to eliminate the nonconformity and/or prevent its recurrence has not been completed by the specified completion date; or
- the effectiveness of the action has not been verified by the Contractor within the specified timeframes indicated in the action plan.

3.1.3.5 An on hold non-conformance as indicated by the Technical Authority is the state of an active but temporarily suspended quality non-conformance that is subject to and awaiting resolution. Quality non-conformances placed on hold will not be considered outstanding unless the Contractor fails to address required actions within the specified timeframes.

3.1.3.6 A closed non-conformance is the state of a quality non-conformance satisfying the following criteria:

- the quality non-conformance has been formally documented utilizing the Contractor's quality non-conformance tracking tool as part of the Contractor's continual improvement process;

- the Contractor has performed an analysis of the cause of the quality non-conformance;
- the Technical Authority has reviewed the Contractor's suggested corrective action and has approved the completion date for quality non-conformances;
- the corrective action has been fully implemented eliminating the cause of the quality non-conformance preventing its recurrence; and
- the Technical Authority has reviewed the effectiveness of the corrective action taken for quality non-conformances and is satisfied with the results.

Appendix “B” – Occupational Health and Safety

3.2 Elements of a Health and Safety Program and of a Site Specific Health and Safety Plan

3.2.1 *Introduction*

3.2.1.1 This Appendix “B”, Occupational Health and Safety outlines the elements of an occupational health and safety program and of a site specific health and safety plan and summarizes the Contractor’s responsibilities related to the Canada Labour Code (CLC) Part II.

3.3 Elements of an Occupational Health and Safety Program

3.3.1 *Introduction*

3.3.1.1 This Section, Elements of an Occupational Health and Safety Program, describes the elements of an occupational health and safety program. This list of elements is not exclusive. The requirement for the Contractor to develop and implement a documented occupational health and safety program is described in subsection, Occupational Health and Safety.

3.3.2 *Health and Safety Policy*

3.3.2.1 The occupational health and safety policy states the employer’s policy on the protection and maintenance of the health and safety of its workers. The occupational health and safety policy also accounts for PWGSC’s, other government department custodians’, and tenants’ occupational health and safety obligations and instructions received from them; this is to ensure that the Contractor supports PWGSC, tenant departments and other government department custodians in meeting their responsibilities as employers under the Canada Labour Code. This is a statement of principles and general rules that serve as a guide for action. The employer must consult with the occupational health committee or occupational health and safety representative, or directly with workers when setting up the program. The policy is written, communicated and posted. There are human and financial resources allocated to implement the occupational health and safety program.

3.3.3 *Identify and Control Hazards*

3.3.3.1 All hazards from equipment, machinery, work areas and work processes are identified and assessed. Current operations must comply with occupational health and safety legislation and industry codes of practices. A plan must be in place to control hazards, including biological or chemical substance handled, used, stored, produced or disposed of at the place of employment and, where appropriate, monitoring of the work environment. This is understood to be inclusive of application of WHMIS practices.

3.3.4 *Identify People and Resources Required to Deal with Emergencies*

3.3.4.1 Procedures for dealing with emergencies, such as fires, explosions and major releases of hazardous materials, incidents of violence or natural hazards must be developed. The resources needed to respond to and address emergencies must be identified.

3.3.5 *Statement of Responsibilities*

3.3.5.1 A statement of responsibilities refers to a written statement of the duties and responsibilities of the employer, supervisors and workers regarding occupational health and safety. A system for accountability ensures these responsibilities are carried out.

3.3.6 *Inspection Policy and Procedure*

3.3.6.1 An inspection policy and procedure which provides for regular inspections of premises, equipment, work methods and work practices, at appropriate intervals, ensures that prompt action is undertaken to correct any hazardous conditions found.

3.3.7 *Training Plan for Workers and Supervisors*

3.3.7.1 A training plan for workers and supervisors which describes safe work practices and procedures and which also includes steps employees should follow to reduce risk of injury and loss in the case of emergency from a natural or other disaster.

3.3.7.2 A training plan links the occupational health and safety policy with specific job practices and is intended to raise awareness and skill levels to an acceptable level. Training sessions are meant to ensure that employees understand and can apply the information provided.

3.3.8 *Investigate Accidents, Dangerous Occurrences and Refusal to Work*

3.3.8.1 This element includes procedures on how to promptly investigate accidents, to deal with dangerous occurrences, and refusals to work due to occupational health and safety concerns. Accidents and incidents are investigated to document events so steps can be taken to prevent recurrence.

3.3.9 *Communications and Record Keeping Procedures*

3.3.9.1 The occupational health and safety program includes the maintenance of records and statistics. This must include reports from inspections and incident investigations, training reports and minutes from occupational health and safety committee meetings. There must be a provision for making this information available to the occupational health and safety committee or occupational health and safety representative, as applicable and, upon request, to an officer, the union representing workers at the workplace or, if there is no union, workers at the workplace.

3.3.10 *Involvement of Workers in the Program*

3.3.10.1 A strategy must be developed and implemented for worker participation in occupational health and safety activities, including audit inspections and investigations of accidents, dangerous occurrences and refusals to work.

3.3.11 *Evaluation and Monitoring of the Program*

3.3.11.1 Management meetings must be held to review occupational health and safety activities and incident trends and to determine necessary courses of action and to evaluate how well an occupational health and safety program is functioning.

3.4 Elements of the Contractor's Site Specific Health and Safety Plan

3.4.1 *List of Elements of a Site Specific Health and Safety Plan*

3.4.1.1 The elements of a site specific health and safety plan are:

- company safety policy statement;
- responsibilities of managers, supervisors, workers;
- safety orientation;
- first aid service (regular and after hours);
- occupational health and safety committee meetings;
- accident incident investigations;
- emergency response plan;

- employer occupational health and safety program;
- security;
- fire protection;
- personal protective equipment;
- vehicle and equipment responsibilities;
- lifting and moving equipment and material;
- fuel storage;
- temporary electrical equipment;
- safe operating procedures;
- unique job requirements or hazards: confined space entry, demolition, asbestos removal and control, utilities isolation, vermin control; and
- environmental action plan.

3.5 Summary of Contractor's Responsibilities Related to the Canada Labour Code (CLC) Part II

Pursuant to subsection, Occupational Health and Safety (OH&S), the Contractor must perform the following Work set out under the Contractor's Responsibilities in the table below and as directed by the Technical Authority This list is not exclusive.

<u>Number</u>	<u>Code Reference</u>	<u>Summary of Federal Employer's Responsibilities Set Out in Canada Labour Code (CLC) Part II</u>	<u>Contractor's Responsibilities (to address requirements of the SOW and the Contractor's Provincial Legislative responsibilities)</u>
General	S124	Ensure Occupational Health and Safety of Employees are Protected	Assume control and exercise responsibility for the workplace. Ensure the health and safety of all persons granted access to the workplace.
A	General	Establish, Consult With and Support H&S Committees	
1	135.(1) 136	Establish an OH&S committee or appoint an OH&S representative, as applicable.	Establish Contractor's OH&S committees or appoint an OH&S representative, as applicable.
2	S125 (1) (z 05, z06)	Consult with OH&S committees in planning and implementing changes which may affect H&S	Consult with Contractor's OH&S committee in planning and implementing changes which might affect OH&S. Upon request, attend tenants' OH&S committee meetings and consult with tenants' OH&S committees.

<u>Number</u>	<u>Code Reference</u>	<u>Summary of Federal Employer's Responsibilities Set Out in Canada Labour Code (CLC) Part II</u>	<u>Contractor's Responsibilities (to address requirements of the SOW and the Contractor's Provincial Legislative responsibilities)</u>
3	S125 (1) (z 07, z08, z10, z11, z15, z18, z19)	Cooperate with OH&S committees and provide them resources. Respond to recommendations. Provide copies of hazard reports, etc. Meet with OH&S representatives to address OH&S matters. Provide information requested by OH&S committees. Consult with OH&S committees on implementation and monitoring of OH&S programs.	Cooperate with Contractor's OH&S committees and provide them resources. Respond to recommendations. Provide copies of hazard reports, etc. Meet with Contractor's OH&S representatives to address OH&S matters. Provide information requested by OH&S committees. Consult with Contractor's OH&S committees on implementation and monitoring of OH&S programs. Upon request, meet with tenants' OH&S representatives, and consult with tenant OH&S Committees. Provide information requested by the tenants' OH&S committees.
4	S125 (1) (z 12)	Ensure OH&S committee inspects each month all or part of the workplace so that every part of the workplace is inspected at least once a year.	Ensure Contractor's OH&S committees inspects each month all or part of the workplace so that every part of the workplace is inspected at least once a year. Provide copies of Contractor's OH&S committees' inspection reports to PWGSC. Respond to building issues identified by Contractor's and tenants' OH&S committees.
<u>B</u>	<u>General</u>	<u>Develop and Implement Policy and OH&S Program</u>	
1	S125 (1) (z 09)	Develop OH&S policy and programs in consultation with OH&S Committees.	Develop OH&S policy and programs in consultation with Contractor's OH&S Committees. Comply with tenants' OH&S policies and programs. Provide copies of Contractor's OH&S

<u>Number</u>	<u>Code Reference</u>	<u>Summary of Federal Employer's Responsibilities Set Out in Canada Labour Code (CLC) Part II</u>	<u>Contractor's Responsibilities (to address requirements of the SOW and the Contractor's Provincial Legislative responsibilities)</u>
			policy, programs and site specific OH&S plans to PWGSC and tenants.
2	S125 (1) (z 03, z04)	Develop, implement and monitor a prescribed OH&S program for prevention of hazards in the workplace, including training, consultation with OH&S committee.	Develop, implement and monitor a prescribed OH&S program for prevention of hazards in the workplace, including training, consultation with Contractor's OH&S committees.
3	S125 (1) (d, e, f, z17)	Post / make available copies of relevant OH&S documentation – Canada Labour Code Part II and Regulations, H&S policy, etc.	Make Contractor's OH&S documentation available to PWGSC and to tenants.
<u>C</u>	<u>General</u>	<u>Ensure the Workplace is Safe</u>	
1	S125 (1) (a, b, h, i, j, n, o, p, r, u)	Ensure building and all related components meet prescribed standards. Ensure employees have safe entrance, exit and occupancy of workplace, first aid & health services, potable water, sanitary and personal facilities.	Ensure building and all related components meet prescribed standards. Ensure tenants' employees and Contractor's employees have safe entrance, exit and occupancy of workplace, potable water, sanitary and personal facilities. Ensure Contractor's employees have first aid and health services.
2	S125 (1) (k, t)	Ensure machinery, equipment, vehicles and tools are safe and meet prescribed standards.	Ensure building related machinery, equipment and tools are safe and meet prescribed standards.
3	S125 (1) (m)	Ensure building equipment and systems are used, operated and maintained in accordance with prescribed standards – i.e. electrical, HVAC, elevators, boilers, etc.	Ensure building equipment and systems are used, operated and maintained in accordance with prescribed standards – i.e. electrical, HVAC, elevators, boilers, etc.

<u>Number</u>	<u>Code Reference</u>	<u>Summary of Federal Employer's Responsibilities Set Out in Canada Labour Code (CLC) Part II</u>	<u>Contractor's Responsibilities (to address requirements of the SOW and the Contractor's Provincial Legislative responsibilities)</u>
4	S125 (1) (o)	Comply with prescribed standards for fire safety and emergency measures.	Comply with prescribed standards for building fire safety and emergency measures. Cooperate with tenants on fire drills.
5	S125 (1) (v)	Adopt and implement prescribed safety codes and standards	Adopt and implement prescribed safety codes and standards.
6	S125 (1) (x)	Comply with direction of designated safety officials	Comply with direction of designated safety officials.
7	S125.1, S125.2	Identify, label, store and control hazardous materials to meet in prescribed standards. Provide complete MSDS sheets. Investigate employee exposures, keep records of exposures and provide information to medical staff.	Identify, label, store and control hazardous materials to meet in prescribed standards. Provide complete MSDS sheets. Investigate Contractor's employee exposures, keep records of exposures and provide information to medical staff.
8	S125 (1) (z16)	Take steps to prevent and protect against violence in the workplace.	Take steps to prevent and protect against violence in the workplace.
9	S125 (1) (y)	Ensure people granted access to site don't endanger OH&S of employees or themselves.	Ensure people granted access to the Workplace don't endanger OH&S of employees or themselves.
10	S125 (1) z02	Respond to reports from employees about hazardous circumstances.	Investigate and respond to reports from tenants and all other sources about hazardous circumstances.
<u>D</u>	<u>General</u>	<u>Train Employees on Potential Hazards, on Hazardous Materials and Responding to Emergencies</u>	

<u>Number</u>	<u>Code Reference</u>	<u>Summary of Federal Employer's Responsibilities Set Out in Canada Labour Code (CLC) Part II</u>	<u>Contractor's Responsibilities (to address requirements of the SOW and the Contractor's Provincial Legislative responsibilities)</u>
1	S125 (1) (q) (s) (z14)	Provide employees with information, training and supervision to ensure OH&S at work. Ensure employees know of health hazards. Ensure people other than employees know of health hazards.	Provide Contractor's employees with information, training and supervision to ensure OH&S at work. Ensure Contractor's employees know of health hazards. Ensure all people granted access to the workplace are aware of health hazards.
2	S125 (1) (z, z01)	Ensure supervisors, managers, members of OH&S committees and OH&S representatives are trained and informed of their duties.	Ensure Contractor's and its subcontractors' supervisors, managers, members of OH&S committees and OH&S representatives are trained and informed of their duties.
<u>E</u>	<u>General</u>	<u>Supply Protective Equipment and Ensure Employees Know How to Use It</u>	
1	S125 (1) (l) (w)	Provide prescribed safety equipment and clothing to employees. Ensure all people granted access are familiar with and use them.	Provide prescribed safety equipment and clothing to Contractor's employees. Ensure all people granted access to the workplace are familiar with and use prescribed safety equipment and clothing.
2	S125 (1) (z13)	Develop and implement a program for provision of protective equipment, clothing, etc if required, in consultation with OH&S Committees.	Develop and implement a program for provision of protective equipment, clothing, etc for Contractor's employees, in consultation with the Contractor's OH&S Committees. Ensure Contractor's subcontractors develop and implement a program for provision of protective equipment, clothing, etc for their employees.
<u>F</u>	<u>General</u>	<u>Report Accidents, Hazardous Occurrences and Critical Injuries</u>	
1	S125 (1)	Investigate and report accidents	Investigate and report accidents

<u>Number</u>	<u>Code Reference</u>	<u>Summary of Federal Employer's Responsibilities Set Out in Canada Labour Code (CLC) Part II</u>	<u>Contractor's Responsibilities (to address requirements of the SOW and the Contractor's Provincial Legislative responsibilities)</u>
	(c)	and hazardous occurrences.	and hazardous occurrences for Contractor's and its subcontractor's employees. Upon request, investigate and report accidents and hazardous occurrences relating to the public and employees of PWGSC, tenants and their contractors and subcontractors.
2	S125 (1) (g)	Maintain occupation health and safety records.	Maintain occupational health and safety records for Contractor's employees.

Appendix “C” – Performance Measurement Framework

3.6 Introduction

3.6.1 *Scope*

3.6.1.1 This Appendix “C”, Performance Measurement Framework, sets out the methodology for evaluating Contractor performance for Work identified in this solicitation not including Optional Services, and includes:

- Objective, Key Performance Indicators, Performance Measurement and Performance Indicator Framework, that define the objective of the framework and the Key Performance Indicators and Performance Indicators that make up the framework, and describe the formulae used to derive performance scoring;
- Evaluation of Property Management Services and Evaluation of Project Delivery Services define the Performance Indicators and the methodology used to measure performance for Property Management Services and Project Delivery Services;
- Performance Indicators, Ranges and Scoring Equations, that contains the values established by Canada for the performance minimums, baselines and benchmarks of each Performance Indicator; and
- Portfolio specific performance minimum, baseline and benchmark values for applicable performance indicators

3.6.1.2 Canada may establish additional Performance Indicators and associated requirements for Optional Services.

3.6.1.3 Canada reserves the right to add, modify and/or remove Performance Indicators during the term of the Contract upon reasonable prior notice.

3.6.2 *Objective*

3.6.2.1 The objective of the performance measurement framework is to promote continual improvement, client focus and to facilitate the identification and exchange of information on performance issues based on the Contractor’s performance measurement processes and data. As part of Canada’s due diligence, the framework is also aimed at ensuring that contract requirements are being met. The Contractor is responsible for generating accurate performance data and for analyzing and assessing performance. Canada’s quality monitoring activities and the Contractor’s performance data will provide an indication of the Contractor’s success in achieving Canada objectives related to asset integrity, client and tenant satisfaction and financial performance.

3.6.3 Key Performance Indicators (KPI)

3.6.3.1 Performance of the Work in each of the areas of Property Management and Project Delivery will be evaluated utilizing the three Key Performance Indicators that follow:

- the Asset Integrity Key Performance Indicator, which is an indicator of the Contractor's success in operating, maintaining and improving Canada assets throughout their life-cycles, given PWGSC strategic objectives;
- the Satisfaction Key Performance Indicator, which is an indicator of the Contractor's success in meeting tenant and Canada expectations as reflected by their satisfaction with service delivery; and
- the Financial Key Performance Indicator, which is an indicator of the Contractor's success in achieving required financial performance results.

3.6.3.2 The Contractor's performance score is calculated from a roll-up of individual performance scores from a group of Performance Indicators, which are aggregated under each of the three Key Performance Indicators. The relationship between Key Performance Indicator scoring and the performance fee determination are set out in Performance Fee Payment, of the Contract.

3.6.3.3 Figure - Performance Indicator Framework, provides an overview of the Key Performance Indicator framework, including each of the corresponding Performance Indicators, for Project Management Services and Project Delivery Services.

3.6.3.4 Should optional services be required by Canada, Performance Indicators may be incorporated as part of the existing Key Performance Indicator framework. For each Performance Indicator, the associated performance minimums, baselines and benchmarks will be established at that time.

3.6.4 *Performance Measurement* **Evaluation**

- 3.6.4.1 Contractor performance is monitored by Canada throughout the year using information from various sources including audit evaluation, performance data provided by the Contractor and data provided by the Technical Authority from its National Service Call Centre, from critical incidents and from tenant surveys. Performance data reported by the Contractor to the Technical Authority is used to calculate the Performance Indicator results. Some of the data provided by the Contractor is used to track continual improvement. The evaluation of the Contractor's annual performance is completed after March 31st of each year.
- 3.6.4.2 The Technical Authority will meet annually with the Contractor to review and identify opportunities for continual improvement of the Performance Indicator performance minimum, baseline and benchmark for the coming year.
- 3.6.4.3 For the first year of the Contract, values for the performance minimums, baselines and benchmarks for each Performance Indicator will be provided by the Technical Authority to the Contractor during Contract Initiation. For the second and remaining years of the Contract, these values will be established by June 15th of the following Fiscal Year and provided by the Technical Authority. If agreement cannot be reached by June 15th, the values from the previous Fiscal Year will remain in effect until otherwise resolved.
- 3.6.4.4 The evaluation period for Year 1 of the contract is defined as August 15th, 2013 to December 31st, 2013. Canada will suspend the Performance Fee Payment for the evaluation period of Year 1 of the Contract. The Contractor must however fulfill obligations of Appendix C including monitoring and reporting in this period.

Performance Indicator Scoring

3.6.4.5 Performance Indicator scoring is a two-step process:

- Step 1 involves computing a Performance Indicator result.
- Step 2 involves using the Performance Indicator result determined in Step 1 to compute a corresponding Performance Indicator score.

Performance Indicator Results

3.6.4.6 The formula used to determine a Performance Indicator result is outlined for each relevant Performance Indicator in Evaluation of Property Management Services and Evaluation of Project Delivery Services.

3.6.4.7 A Performance Indicator result equal to or greater than the benchmark is assigned the maximum performance score. If a Performance Indicator result is within the performance range, a performance score is computed. If a Performance Indicator result is equal to or less than the performance minimum, a result of zero is assigned.

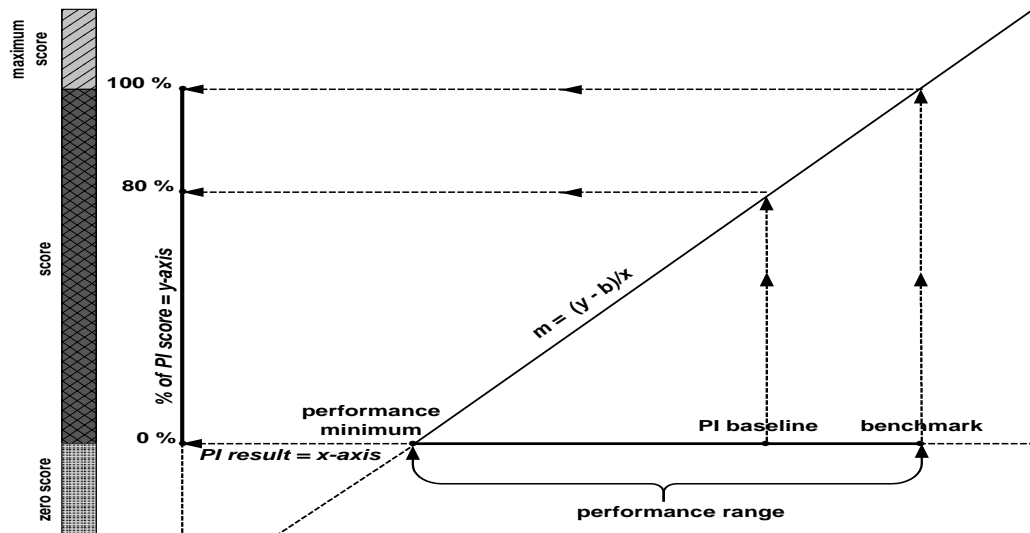
Performance Indicator Scoring

3.6.4.8 Performance Indicator scoring is based on the calculated Performance Indicator result in relation to a performance range. The performance range is defined by the performance minimum and the benchmark. The performance minimum is the low extreme of the performance range, while the benchmark is the high end.

3.6.4.9 The performance score is computed using a formula based on the equation for a straight line, $y = mx + b$, where:

- y is the Performance Indicator score;
- m is the slope of the line;
- x is the Performance Indicator result; and
- b is the point where the straight line intersects the y axis.

3.6.4.10 Figure - Performance Indicator Scoring



3.6.4.11

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ated in Figure – Performance Indicator Scoring, the Performance Indicator score is determined based on the Performance Indicator result in relation to a performance range, which is defined by the performance minimum, baseline and the benchmark values. The Performance Indicator score is calculated using the formula $y = mx + b$.

Key Performance Indicator Scoring

3.6.4.12 The maximum performance score available for each Performance Indicator is established by Canada in relation to the appropriate Key Performance Indicator. Each Key Performance Indicator is allocated a total of 100 points; the maximum scores for each of the Performance Indicators are listed in Figure - Performance Indicator Framework.

3.6.4.13 Performance Indicators may be suspended, added, or modified for a given Fiscal Year:

- When a Performance Indicator is suspended, the maximum points associated with that Performance Indicator are removed from the total points available for its related Key Performance Indicator. For example, if a Performance Indicator worth 20 points is suspended, the Key Performance Indicator score will be based on 80 points rather than 100 and the remaining Performance Indicators will be adjusted and agreed on by the Technical Authority and the Contractor.
- When a Performance Indicator is added or modified, the maximum points associated with all of the Performance Indicators in the Key Performance Indicator

will be redistributed and agreed on by the Technical Authority and the Contractor to maintain the 100 points in the Key Performance Indicator.

- 3.6.4.14 If Canada is unable to perform an evaluation, the maximum points associated with that Performance Indicator will be removed from the total points available for its related Key Performance Indicator. If an evaluation cannot be made by Canada due to the Contractor's inability or unwillingness to provide the required information, the Contractor will be awarded a score of zero for that evaluation.

Performance Data Utilization

- 3.6.4.15 Performance data provided by the Contractor and Canada will be collected and analyzed. Performance data and results produced by Canada will be shared with the Contractor.

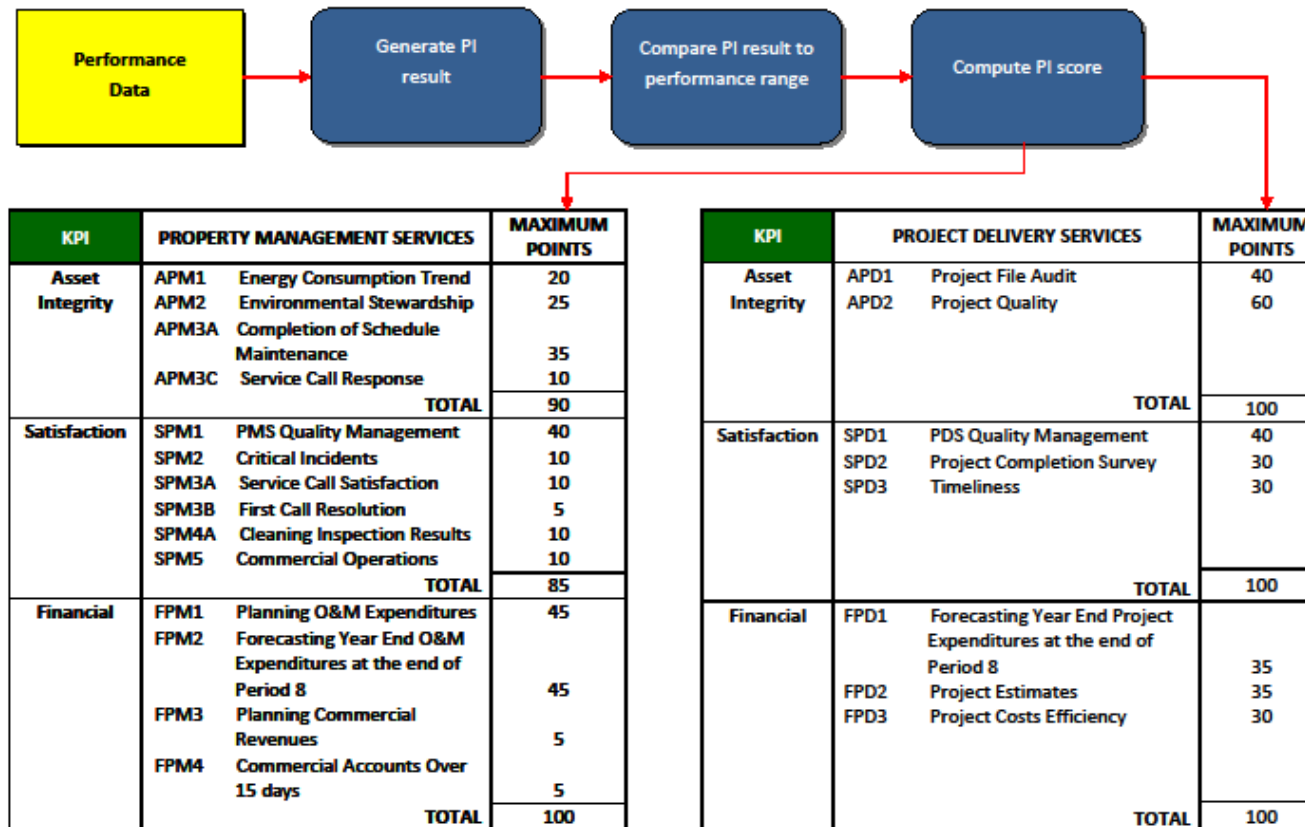
CANADA Quality Monitoring

- 3.6.4.16 If discrepancies arise within the Contractor's performance data, the Technical Authority may amend the submitted information and override the Performance Indicator result and score of the affected Performance Indicator.

3.6.5 Performance Indicator Framework

- 3.6.5.1 The Performance Indicator framework indicated in Figure – Performance Indicator Framework illustrates how individual Performance Indicator scores are rolled up to produce Key Performance Indicator scores.

3.6.5.2 Figure - Performance Indicator Framework



3.6.5.3 The Figure – Performance Indicator Framework illustrates the Performance Indicator Framework for Property Management Services and Project Delivery Services. Performance data is used to compute a Performance Indicator result, which is then used to derive a Performance Indicator score. Individual Performance Indicator scores are aggregated to provide a Key Performance Indicator score for a given Portfolio.

3.7 Evaluation of Property Management Services

3.7.1 Introduction

3.7.1.1 The overall Property Management Services performance will be determined by adding the contributions of the Asset Integrity, Satisfaction and Financial Key Performance Indicators, as detailed in the following Sub - sections.

3.7.2 Asset Integrity Key Performance Indicator Score Determination

3.7.2.1 The Asset Integrity Key Performance Indicator score will be determined by totalling the final scores for each of the following Performance Indicators:

3.7.2.2 Table – Performance Indicators for Asset Integrity

Performance Indicators for Asset Integrity	Maximum Points
APM1. Energy Consumption Trend	20
APM2. Environmental Stewardship	25
APM3-A. Completion of Scheduled Maintenance	35
APM3-C. Service Call Response	10
TOTAL	90

3.7.2.3 APM1 – Energy Consumption Trend to APM3C – Service Call Response inclusive, define each of these Performance Indicators, provide the formula used to determine a sample Performance Indicator result, and show Canada’s standard Performance Indicator scorecard to illustrate how the Performance Indicator result is translated into a sample Performance Indicator score.

3.7.2.4 Canada has established performance minimums, baselines and benchmarks for each Performance Indicator..

3.7.3 *APM1: Energy Consumption Trend*

Purpose

3.7.3.1 This Performance Indicator measures the Contractor's success in managing energy consumption over time. The Performance Indicator takes into account variations in temperature from year to year.

Context

3.7.3.2 The Performance Indicator is calculated based on building level energy consumption data, stated in energy consumed by type of energy unit, such as Kwh of electricity. litres of diesel fuel. Energy units are then converted to Mega-Joules. Where a building is not metered individually for energy consumption, the calculations will be based on the sum of the buildings that are commonly metered.

3.7.3.3 The adjusted energy consumption (where applicable) in MJ for any building may be adjusted by the Technical Authority when significant changes occur in the following areas:

- number of occupants;
- hours of operation of the building;
- infrastructure or equipment that consume energy;
- building envelope;
- other areas that may impact energy consumption; or
- buildings added or removed.

3.7.3.4 The Performance Indicator is calculated after March 31 using actual – not estimated – energy consumption data. The building adjusted energy consumption value is determined by the Contractor by use of a building energy consumption profile, by energy type, generated from base year energy consumption data and weather information, which is agreed upon by the Technical Authority. Weather information is obtained from Environment Canada for a particular city and location. The Technical Authority is to review and validate the methodology. For buildings where weather does not affect energy consumption, or, where a particular energy type is not affected by weather patterns, the energy consumption will be a direct comparison to the base year consumption. This building adjusted energy consumption data is compared to the actual building energy consumption data aggregated to the portfolio level to determine a percent deviation from the adjusted value. This percent deviation is the performance indicator result.

3.7.3.5 For Year 1 of the contract, the evaluation period is defined as August 15th, 2013 to December 31st, 2013. In the second and subsequent years, the evaluation period

is defined as January 1st to December 31st, inclusively. The base year to develop to building consumption profile is the 2013 calendar year.

3.7.3.6 To develop a building energy consumption profile for buildings added to the contract, energy consumption data for 12 consecutive months to be provided by PWGSC, effective contract start

3.7.3.7 Calculation of Performance Indicator Result

BMJM: Building MJ/m²/value for the Month

ABMJM: Adjusted Building MJ/m² value for the Month

PMJM: Portfolio MJ/m²/ value for the Month

APMJM: Adjusted Portfolio MJ/m² value for the Month

PMJCY: Portfolio MJ/m²/value for the Current - Year

APMJCY: Adjusted Portfolio MJ/m² value for the current year.

BECMJ: Building Energy Consumption in Mega-Joules per month

ABECMJ: Adjusted Building Energy Consumption in Mega-Joules per month

PIGSM: Portfolio Internal Gross Area in m²

PDAV: Percentage Deviation from Adjusted Value (Performance Indicator Result)

Σ: Sum

M: Month

n: Number of buildings in the portfolio

Calculation 1:

$$BMJM_{1 \rightarrow 12 \text{ months}} = (\Sigma BECMJ_{1 \rightarrow n}) \div PIGSM$$

Calculation 2:

$$PMJCY = \Sigma PMJM_{1 \rightarrow 12 \text{ months}}$$

Calculation 3:

$$APMJM_{1 \rightarrow 12 \text{ months}} = \Sigma ABECMJ_{1 \rightarrow N} \div PIGSM$$

Calculation 4:

$$APMJCY = \Sigma APMJM_{1 \rightarrow 12 \text{ months}}$$

Calculation 5:

$$PDAV = \{(PMJCY - APMJCY) \div APMJCY\} \times 100$$

Calculation of Performance Indicator Score

3.7.3.8 The Performance Indicator score is calculated based on the performance indicator result relative to the performance minimum, baseline and benchmark values. For results greater than or equal to the performance minimum a score of 0 (zero) is applied. For results less than or equal to Benchmark the total available points are applied.

3.7.4 *APM2: Environmental Stewardship* **Purpose**

3.7.4.1 This Performance Indicator measures the Contractor's success in achieving CANADA's environmental performance requirements.

Context

3.7.4.2 This Performance Indicator focuses on specific elements of a building's structure, operation and management in relation to sustainable development and environmental commitments as outlined in CANADA's Sustainable Development Strategy and Environmental Management System. These documents are amended a minimum of once every five years to reflect any changes to regulatory requirements in addition to PWGSC's environmental performance targets.

3.7.4.3 Environmental performance assessments for each building are generally conducted on a five-year cycle. Therefore, approximately one-fifth of the Portfolio is assessed each year. Environmental assessments determine whether the building environmental performance is equivalent to a level required to achieve certification based on the standard chosen by the department. These audits will provide an environmental assessment score which will be the basis for evaluation of environmental stewardship.

3.7.4.4 PWGSC conducts a due diligence environmental audit on each building in accordance with PWGSC's Due Diligence Review Guide for Public Works and Government Services Canada to mitigate and manage environmental risks and liabilities to the Crown. The latter document is amended periodically to reflect any changes in regulatory requirements. The Due Diligence process evaluates the service provider's success with respect to compliance to environmental legislation and Treasury Board directives. Any non-compliance to environmental legislation uncovered through the due diligence process will be addressed through the quality management process and will be recorded in the SPM1 – Quality Management performance indicator.

3.7.4.5 Where a 3rd party assessment tool is used to assess environmental performance, the performance results will be imported directly into PWGSC's performance

module from the 3rd party's website. The contractor is responsible for supplying the list of buildings to be used to import the data used to calculate the performance score.

Performance Indicator Determination

3.7.4.6 This Performance Indicator is determined differently in the first year of the Contract than in second and subsequent years. The Performance Indicator for the first year of the Contract is based on how well the Contractor has addressed the deficiencies identified in each environmental audit conducted in the first Contract year. For each asset audited in the first year of the Contract, the Contractor will be assessed in the following areas:

- the preparation of a comprehensive action plan to mitigate the deficiencies related to the environmental audit;
- the development of a detailed cost estimate to implement the action plan; and
- the inclusion of a Building Management Plan entry of deficiency mitigation measures and associated costs.

3.7.4.7 For the first year of the Contract, 100% of the available performance score will be assigned if the Performance Indicator benchmark is met.

3.7.4.8 The Performance Indicator for the second and subsequent years of the Contract is based on the sum of environmental assessment results for buildings greater than 100,000 square feet and the environmental assessment result for buildings less than 100,000 square feet. The assessments are currently completed by use of the Building Owners and Managers Association (BOMA) BEsT program.

3.7.4.9 Calculation of Performance Indicator Result

Year 1

PR: Portfolio Audit Result

PR = 100% if an action plan, cost estimate and entry in the corresponding Building Management Plan exists for each deficiency in each building

PR = 0 if a deficiency is not addressed in the action plan, cost estimate or Building Management Plan

Year 2

Two results are calculated for this PI; one for large buildings (100,000 square feet and greater) and one for small buildings less than 100,000 square feet. There is no Portfolio Result for this Performance

Indicator.

BGRSB: BOMA Go Green rating for small building

BGRLB: BOMA Go Green rating for large building

TSF: Total square feet of all buildings surveyed under BOMA Go Green Plus

SBSF: Total square feet of small buildings (less than 100,000 Square Feet)

LBSF: Total square feet of large buildings (greater and equal to 100,000 Square Feet)

TSB: Total number of small buildings

TLB: Total number of large buildings

PTSFS: Proportion of total square feet occupied by small buildings

PTSFL: Proportion of total square feet occupied by large buildings

LBR: Large Building Result

SBR: Small Building Result

SBAPP: Small building available performance points

LBAPP: Large building available performance points

TPAPP: Total portfolio available performance points

SBPS: Small building performance score

LBPS: Large building performance score

PPS: Portfolio performance score

Calculation 1: Calculate the Result (average) for small buildings and Result (average) for large buildings:

$$SBR = NBGRSB / TSB + TSB$$

$$LBR = NBGRLB / TLB + TLB$$

Calculation 2: Calculate the total square feet of all buildings surveyed in the Portfolio:

$$TSF = (N SBSF / TSB) + (N LBSF / TLB)$$

Calculation 3: Calculate the proportion of the TSF belonging to large Buildings and small

Buildings:

$$PTSFS = (N SBSF / TSB) / TSF$$

$$PTSFL = (N LBSF / TLB) / TSF$$

Calculation 4: Calculate the Available Perf. Points for small buildings (SBAPP) and round to the

nearest whole number. Calculate the Available Perf. Points for large buildings (LBAPP).

$$SBAPP = \text{ROUND} (TPAPP \times PTSFS, 0)$$

$$LBAPP = TPAPP - SBAPP$$

Calculation 5: Calculate the performance score for the large buildings (LBPS) out of the

available performance points (LBAPP) based on the Performance Minimum, Baseline and Benchmark.

Calculate the performance score for the small buildings (SBPS) out of the available performance points (SBAPP) based on the Perf. Min., Baseline and Benchmark.

Calculation 6: Calculate the Portfolio Performance Score (PPS)

$PPS = LBPS + SBPS$

Calculation of Performance Indicator Score

- 3.7.4.10 The Performance Indicator score is calculated based on the performance indicator result relative to the performance minimum, baseline and benchmark values. For results less than or equal to the performance minimum a score of 0 (zero) is applied. For results greater than or equal to Benchmark the total available points are applied.

3.7.5 *APM3A: Completion of Scheduled Maintenance Comprising of APM3A-1: Completion of Scheduled Mandated Maintenance and APM3A-2: Completion of Scheduled Life Cycle Maintenance*

Purpose

- 3.7.5.1 This Performance Indicator measures the Contractor's success in delivering maintenance activities in compliance with PWGSC's Facility Maintenance Policy and Guidelines.

Context

- 3.7.5.2 The Performance Indicator is based on data provided by the Contractor on the status of all scheduled maintenance activities and is comprised of two parts:

- For APM3A-1: the quantity of mandated maintenance activities that were scheduled for a given month, and the quantity of mandated maintenance activities that were not completed within 30 days of their targeted start date; and
- For APM3A-2: the quantity of life-cycle maintenance activities that were scheduled for a given month, and the quantity of life-cycle maintenance activities that were not completed within 45 days of their targeted start date.

- 3.7.5.3 Mandated maintenance activities by their very nature have a higher priority than life-cycle activities. As a result the performance targets established in the baseline agreements are more stringent for mandatory maintenance activities. All

maintenance activities must be completed within the allotted timeframe for this performance indicator to achieve full marks.

3.7.5.4 Calculation of Performance Indicator Result

PR: Portfolio Result

Σ : Sum

n: Number of reported buildings in the Portfolio

For APM3A-1 Mandated Maintenance;

TSM: Total Scheduled Mandated Maintenance activities for each building

UM: Uncompleted within 30 days of schedule, Mandated Maintenance activities for each building

$$PR = \frac{\sum UM}{TSM} \rightarrow n$$

For APM3A-2

TSLM: Total Scheduled Life-cycle Maintenance activities for each building

ULM: Uncompleted within 45 days of schedule, Life-cycle Maintenance activities for each building

$$PR = \frac{\sum ULM}{TSLM} \rightarrow n$$

Calculation of Performance Indicator Score

3.7.5.5 The Performance Indicator score is calculated based on the performance indicator result relative to the performance minimum, baseline and benchmark values. For results less than or equal to the performance minimum a score of 0 (zero) is applied. For results greater than or equal to Benchmark the total available points are applied.

3.7.6 APM3C: Service Call Response

Purpose

3.7.6.1 This Performance Indicator provides an indication of the Contractor's effectiveness in dealing with PWGSC's National Service Call Centre by measuring the Contractor's success in responding to tenant-initiated service calls.

Context

3.7.6.2 The Contractor responds to tenant service calls related to building operation and maintenance as directed by PWGSC's National Service Call Centre. The National Service Call Centre monitors the elapsed time between dispatch of a service call and the reported time of response, as well as the status of the service, which is defined as either "Completed" or "On Hold".

3.7.6.3 The Portfolio Performance Indicator result is calculated as follows: the percentage of service calls addressed within the allowable response time, minus the sum of the percentage of service calls that were not updated within the expected update period and the percentage of re-dispatched service calls.

3.7.6.4 Calculation of Performance Indicator Result

MRT: Percent of service calls responded to within the Maximum Response Time

EUP: Percent of service calls not updated within the Expected Update Period

RSC: Percent of Re-dispatched Service Calls

PR: Portfolio Result

Calculation:

$PR = \{MRT - (RSC + EUP)\}$

3.7.6.5 The measurement of elapsed time for the percent of service calls not updated within the expected update period will not include weekends and statutory holidays.

Calculation of Performance Indicator Score

3.7.6.6 The Performance Indicator score is calculated based on the performance indicator result relative to the performance minimum, baseline and benchmark values. For results less than or equal to the performance minimum a score of 0 (zero) is applied. For results greater than or equal to Benchmark the total available points are applied.

3.7.7 *Satisfaction Key Performance Indicator Score Determination*

3.7.7.1 The Satisfaction Key Performance Indicator score will be determined by totalling the final scores for each of the following Performance Indicators:

3.7.7.2 Table – Performance Indicators for Satisfaction

Performance Indicators for Satisfaction	Maximum Points
SPM1. PMS Quality Management	40
SPM2. Critical Incidents	10
SPM3A. Service Call Satisfaction	10
SPM3B. First Call Resolution	5
SPM4A. Cleaning Inspection Results	10
SPM5. Commercial Operations	10
TOTAL	85

3.7.7.3 Canada has established performance minimums, baselines and benchmarks for each Performance Indicator. ance Minimum, Baseline and Benchmark Values for Fiscal Year 2013-2014.

3.7.8 *SPM1: Property Management Services Quality Management* **Purpose**

3.7.8.1 This Performance Indicator measures the Contractor’s success in identifying, reporting and resolving quality non-conformances, improving service delivery, and achieving continual improvement with respect to property management services.

Context

3.7.8.2 This Performance Indicator is measured using outstanding quality nonconformances identified and reported by the Contractor and/or by the Technical Authority, and quality nonconformances identified by the Technical Authority or as part of the PWGSC's Quality Monitoring aggregated over the year.

Quality non-conformances will be identified as either major or minor. Major quality non-conformances are weighted by a factor of four. Major and minor quality non-conformances identified by either the Technical Authority or as part of PWGSC's Quality Monitoring, but not previously identified by the Contractor in its monthly quality report, are weighted by a factor of three.

3.7.8.3 Calculation of Performance Indicator Result

PR: Portfolio Result

NPINCM: Total number of PWGSC Identified Major Non-conformances in each month that were either not identified, nor noted as outstanding by the Contractor

NPINCN: Total number of PWGSC Identified Minor Non-conformances in each month that were either not identified, nor noted as outstanding by the Contractor

NOCINCM: Total number of Outstanding Contractor Identified Major Non-conformances

NOCINCN: Total number of Outstanding Contractor Identified Minor Non-conformances

PR: Yearly Portfolio Average Result

n: Number of Months Reported

Σ: Sum

Calculation :

$$PR = \{((NPINCM \times 4 + NPINCN) \times 3) + (NOCINCM \times 4 + NOCINCN)\}$$

Calculation of Performance Indicator Score

3.7.8.4 The Performance Indicator score is calculated based on the performance indicator result relative to the performance minimum, baseline and benchmark values. For results greater than or equal to the performance minimum a score of 0 (zero) is applied. For results less than or equal to Benchmark the total available points are applied.

3.7.9 *SPM2: Critical Incidents*

Purpose

3.7.9.1 This Performance Indicator measures the Contractor's success in preventing and responding to Critical Incidents as well as the compliance with established procedures for reporting and documenting these events. Although this indicator primarily evaluates the impact of an event that was preventable or foreseeable by the Contractor, it also addresses the Contractor's success in managing critical incidents when they happen regardless of cause.

Context

3.7.9.2 A Critical Incident, due to the nature or duration of the event, results in one or more of the following conditions, referred to as "impact factors":

- loss of productivity;
- injury to individuals;
- damage to property or asset integrity; and
- damage to the environment.

3.7.9.3 Critical Incidents are evaluated based on the Contractor's success in documenting and reporting events once they have occurred, including their responsibility related to preventing or foreseeing the event.

3.7.9.4 When a Critical Incident is identified, the Contractor's actions with regard to reporting within the first 24 hours will be evaluated as follows:

- whether the event was reported to CANADA as per agreed procedures; and
- the extent to which required reporting documentation was complete and timely.

3.7.9.5 Failure of the Contractor to satisfy the reporting items indicated above will result in a point being added to the Critical Incident result for each item.

3.7.9.6 For Critical Incidents that are deemed by the Technical Authority to be preventable or foreseeable, the Contractor will be considered to have been “at fault”. Once an “at fault” incident has been identified, the number of impact factors affected by the event will be multiplied by a weighting factor of four.

3.7.9.7 The result for this Performance Indicator will be the sum of all individual Critical Incident results for the year.

3.7.9.8 Calculation of Performance Indicator Result

PR: Portfolio Result for the year

CIR: Individual Critical Incident Results for each building in the Portfolio for the year

NIF: Number of affected Impact Factors for each at-fault incidents, for each building in the Portfolio

PNS: Procedure items Not Satisfied per critical incident for each building in the Portfolio

DNS: Documentation items Not Satisfied per critical incident for each building in the Portfolio

Σ : Sum

n: Number of reported buildings in the Portfolio

Calculation 1:

$$CIR_{1 \rightarrow n} = (NIF_{1 \rightarrow n} \times 4) + PNS_{1 \rightarrow n} + DNS_{1 \rightarrow n}$$

Calculation 2:

$$PR = \Sigma CIR_{1 \rightarrow n}$$

Calculation of Performance Indicator Score

3.7.9.9 Performance Indicator score is calculated based on the performance indicator result relative to the performance minimum, baseline and benchmark values. For results greater than or equal to the performance minimum a score of 0 (zero) is applied. For results less than or equal to Benchmark the total available points are applied.

3.7.10 *SPM3A: Service Call Satisfaction*

Purpose

3.7.10.1 This Performance Indicator measures the Contractor’s success in responding to service calls in a timely, professional and effective manner.

Context

3.7.10.2 The National Service Call Centre has implemented a survey process to determine the level of caller satisfaction with the Contractor in responding to service calls. The results of the National Service Call Centre's satisfaction surveys combined with specific questions in PWGSC's tenant survey are considered indicators of the Contractor's effectiveness in meeting the expectations of building tenants.

3.7.10.3 On a monthly basis, the National Service Call Centre will perform a random sampling of completed service calls on an ongoing basis for each Portfolio, for a minimum of 10% at the Portfolio level. The originator of the service call will be asked to rate service delivery elements, which will include but not be limited to:

- timeliness;
- ease of doing business; and
- quality of Work.

3.7.10.4 Each element will be rated on a scale of 1 to 4 or Not Applicable:

- 1 = Unsatisfactory
- 2 = Fair
- 3 = Good
- 4 = Excellent
- NA = Not Applicable

3.7.10.5 The monthly Portfolio Performance Indicator result will be the average of the overall ratings for each element; it will be rolled up to produce an annual Portfolio result.

3.7.10.6 Calculation of Performance Indicator Result

QR: Average Response Value

TRV: Total Response Value

TNR: Total Number of Responses

PR: Portfolio Result

MR: Monthly Result

NBR: Number of survey questions

N: Number of reported months

n: Survey question number

Σ: Sum

Calculation 1:

$$QR_{1 \rightarrow n} = TRV \div TNR$$

Calculation 2

$$PR_{1 \rightarrow N} = (\sum QR_{1 \rightarrow n} \times 25) \div NBR$$

Calculation of Performance Indicator Score

- 3.7.10.7 Performance Indicator score is calculated based on the performance indicator result relative to the performance minimum, baseline and benchmark values. For results less than or equal to the performance minimum a score of 0 (zero) is applied. For results greater than or equal to Benchmark the total available points are applied.

3.7.11 *SPM3B: First Call Resolution*

Purpose

- 3.7.11.1 This Performance Indicator measures the Contractor's success in meeting the expectations of tenants by "getting things right the first time".

Context

- 3.7.11.2 First call resolution measures those service calls that are closed upon completion of work and remain closed thereafter. PWGSC has the capability to track and report service call satisfaction based on the Contractor's ability to resolve tenant issues with the first service call. Additional service calls placed by tenants for the same issue are an indication of inferior performance.
- 3.7.11.3 Re-opening closed service calls occurs when the tenant:
- reports work as not complete at a time that is past the maximum service call response time; or
 - is not satisfied with the work that was done and has requested that the service call be re-opened.
- 3.7.11.4 A re-opened service call is one with a work status marked as "Complete" that must be re-dispatched to the Contractor. A re-opened service call appears as re-opened in the month in which it was re-opened as opposed to the month in which the first service call originated. Each re-opening of the same service call will count as an individual re-opening in the month in which it occurs.
- 3.7.11.5 The total number of service calls not resolved with a first call will be extracted from the National Service Call Centre and used to calculate the first call Portfolio result.
- 3.7.11.6 Calculation of Performance Indicator Result
- FCMPR: First Call Monthly Portfolio Result
- PR: First Call Annual Portfolio Result

TPSCM: Total number of Portfolio Service Calls for the Month
 TPSCRM: Total number of Portfolio Service Calls Re-opened for the Month
 Σ: Sum
 m: Number of months reported in the Fiscal Year

Calculation 1:

$$\text{FCMPR}_{1 \rightarrow m} = \{(\text{TPSCM} - \text{TPSCRM}) \div \text{TPSCM}\}_{1 \rightarrow m} \times 100$$

Calculation 2:

$$\text{PR} = [\Sigma (\text{TPSCM} - \text{TPSCRM})_{1 \rightarrow m} \div \Sigma \text{TPSCM}_{1 \rightarrow m}] \times 100$$

Calculation of Performance Indicator Score

- 3.7.11.7 Performance Indicator score is calculated based on the performance indicator result relative to the performance minimum, baseline and benchmark values. For results less than or equal to the performance minimum a score of 0 (zero) is applied. For results greater than or equal to Benchmark the total available points are applied.

3.7.12 SPM4A: Cleaning Inspection Results

Purpose

- 3.7.12.1 This Performance Indicator measures the Contractor's success in cleaning and its demonstration of continual improvement.

Context

- 3.7.12.2 The building cleaning Performance Indicator results will be determined using data from the Contractor's quality assurance inspections. Canada has a prescribed format for capturing cleaning results based on building-specific elements. Typically, there are a number of elements per building. The Contractor will establish an approach to provide building cleaning inspection data according to the Canada prescribed reporting format.
- 3.7.12.3 This Performance Indicator is based on monthly data provided by the Contractor's cleaning inspections. The monthly result is an average of all inspection results for all building in the portfolio of the specific month. The building result is an average of all inspections done to date in the specific building.
- 3.7.12.4 The annual Portfolio result is the average of all inspection results for all buildings in the Fiscal Year.

3.7.12.5 Calculation of Performance Indicator Result

IR: Cleaning Inspection Result

CER: Cleaning Element Result

NCIER: Number of Cleaning Inspection Elements Reported

PR: Portfolio Annual Result

n: Total Number of cleaning inspections for the portfolio in the fiscal year

Σ: Sum

Calculation 1:

$$IR_{1 \rightarrow n} = (\Sigma CER_{1 \rightarrow n} \div NCIER) \times 100$$

Calculation 2:

$$PR = [\Sigma IR_{1 \rightarrow n}] \div n$$

Calculation of Performance Indicator Score

- 3.7.12.6 The Performance Indicator score is calculated based on the performance indicator result relative to the performance minimum, baseline and benchmark values. For results less than or equal to the performance minimum a score of 0 (zero) is applied. For results greater than or equal to Benchmark the total available points are applied.

3.7.13 *SPM5: Commercial Operations*

Purpose

- 3.7.13.1 This Performance Indicator measures the Contractor's success in managing third-party operations and attaining commercial operations objectives.

Context

- 3.7.13.2 The Contractor will submit a list of buildings by category type to the Technical Authority for approval. The Contractor will use a commercial operations checklist accepted by the Technical Authority to evaluate each of the following objectives:
- Objective 1: providing a business environment that attracts and retains prosperous businesses, enhances rentable value of the adjacent space, and creates an ambiance and atmosphere that is complimentary to the federal government from a public perspective;
 - Objective 2: monitoring and enforcing tenant activities in accordance with covenants and conditions of the lease, including tenant dispute resolution and timeliness of reporting tenant sales figures;
 - Objective 3: apportioning, where applicable, fair and equitable common-area costs;
 - Objective 4: ensuring rent escalations are accurately calculated and allocated to tenants in accordance with the covenants and conditions of the lease, and that tenants are provided with sufficient notice regarding lease escalations and the collection of rent inclusive of escalations;
 - Objective 6: pursuing the creative use of space and the development of promotional and marketing opportunities to enhance sales.
- 3.7.13.3 The Portfolio result for this Performance Indicator will be the sum of the building results divided by the number of buildings reported. It will be provided to the Technical Authority expressed as a percentage.
- 3.7.13.4 Calculation of Performance Indicator Result
COR: Commercial Operations checklist Result for each objective by building
BR: Building Result

PR: Portfolio Result
 NBR: total Number of applicable objectives
 CTR:category type result

n_{cd} : number of Category type C and D buildings
 t: number of category type results (CTR) applicable to the portfolio
 n: number of reported buildings in the portfolio(exclude Category Type E buildings)
 z: number of buildings in specified category
 m: specific objective
 Σ : Sum

a: category A building
 b: category B building
 c: category C building
 d: category D building

Calculation 1:

$$BR_{1 \rightarrow n} = (\Sigma COR_{1 \rightarrow m}) \div NBR$$

Calculation 2: If type C or D buildings exist in the portfolio, they will be combined to create one result for C and D buildings

$$CTR_{cd} = (\Sigma BR_c + \Sigma BR_d) \div n_{cd}$$

Calculation 3 :

$$CTR_{a \rightarrow b} = (\Sigma BR_{a \rightarrow b}) \div z$$

Calculation 4 :

$$PR = \{ (\Sigma CTR_{1 \rightarrow t}) \div t \}$$

Calculation of Performance Indicator Score

- 3.7.13.5 The Performance Indicator score is calculated based on the performance indicator result relative to the performance minimum, baseline and benchmark values. For results less than or equal to the performance minimum a score of 0 (zero) is applied. For results greater than or equal to Benchmark the total available points are applied.

3.7.14 Financial Key Performance Indicator Score Determination

3.7.14.1 The Financial Key Performance Indicator score will be determined by totalling the final results for each of the following Performance Indicators:

3.7.14.2 Table – Performance Indicators for Financial

Performance Indicators for Financial	Maximum Points
FPM1. Planning Operation and Maintenance Expenditures	45
FPM2. Forecasting Year-end Operation and Maintenance Expenditures at the end of Period 8	45
FPM3. Planning Commercial Revenues	5
FPM4. Commercial Accounts Over 15 Days	5
TOTAL	100

3.7.14.3 FPM1 – Planning Operation and Maintenance Expenditures to FPM4 – Commercial Accounts Over 15 Days inclusive, define each of these Performance Indicators and provide the formula used to determine the Performance Indicator result and show Canada's standard Performance Indicator scorecard to illustrate how the sample Performance Indicator result is translated into a sample Performance Indicator score.

3.7.14.4 Canada has established performance minimums, baselines and benchmarks for each Performance Indicator. These values are set out in Portfolio Specific Performance Minimum, Baseline and Benchmark Values.

3.7.15 FPM1: Planning Operation and Maintenance Expenditures **Purpose**

3.7.15.1 This Performance Indicator measures the Contractor's success in preparing accurate Operation and Maintenance estimates during the annual planning cycle and realizing the deliverables in accordance with the approved Portfolio Management Plan.

Context

- 3.7.15.2 The Performance Indicator is based on performance data generated through the planning, budgeting and expenditure management activity. As of April 1st of the Fiscal Year, approved Portfolio Management Plan amounts are established at the Portfolio level for each of the five financial Operation and Maintenance categories listed in Appendix “E”, Building Classification of Accounts. As of March 31st of the Fiscal Year, the Technical Authority will compare the actual Operation and Maintenance expenditures to the approved Portfolio Management Plan amount to determine an average variance.
- 3.7.15.3 During the Fiscal Year, allocated funds may be adjusted to accommodate changes to the Portfolio inventory, such as new buildings added or existing buildings removed.
- 3.7.15.4 The Portfolio Management Plan amount approved as of April 1st of the Fiscal Year may be revised by the Technical Authority as a result of an event beyond the control of the Contractor. In this case, the Technical Authority will compare actual Operation and Maintenance expenditures to the revised Portfolio Management Plan amount.
- 3.7.15.5 Calculation of Performance Indicator Result
- B: Portfolio Operation and Maintenance Budget from the approved Portfolio Management Plan
A: Portfolio Operation and Maintenance Actual
PR: Portfolio Result
n: Building Classification of Accounts categories
Σ: Sum
- Calculation :
- $$PR = [\{ (\Sigma A_{1 \rightarrow n}) - (\Sigma B_{1 \rightarrow n}) \} \div (\Sigma B_{1 \rightarrow n})] \times 100$$
- Calculation of Performance Indicator Score**
- 3.7.15.6 If the performance indicator result is better than the Benchmark values, all available points will be applied. If the performance indicator result is between the baseline and benchmark values, a score proportional to the performance result will be applied. If the performance indicator result is outside of the baseline values, a score of 0 (zero) will be applied
- 3.7.15.7 Figure - FPM1 – Planning Operation and Maintenance Expenditures

3.7.16 FPM2: Forecasting Year End Operation and Maintenance Expenditures At The End Of Period Eight

Purpose

- 3.7.16.1 This Performance Indicator measures the Contractor's success in forecasting Fiscal Year-end Operation and Maintenance expenditures for the complete program at Period Eight.

Context

- 3.7.16.2 This Performance Indicator is based on performance data generated through the planning, budgeting and expenditure management activities.
- 3.7.16.3 At the end of Period Eight that is November 30th of each Fiscal Year, the Contractor prepares a forecast of the total Operation and Maintenance costs expected for the entire Fiscal Year ending March 31. At the end of the Fiscal Year, Canada will compare actual Operation and Maintenance costs to the Contractor's Period Eight forecast amount to provide a Portfolio result.

- 3.7.16.4 Calculation of Performance Indicator Result

PPEF: Portfolio Period Eight Operation and Maintenance Forecast

PA: Portfolio Operation and Maintenance Actual

PR: Portfolio Result

Calculation:

$$PR = \{(PA - PPEF) \div PPEF\} \times 100$$

Calculation of Performance Indicator Score

- 3.7.16.5 If the performance indicator result is better than the Benchmark values, all available points will be applied. If the performance indicator result is between the baseline and benchmark values, a score proportional to the performance result will be applied. If the performance indicator result is outside of the baseline values, a score of 0 (zero) will be applied.

3.7.17 FPM3: Planning Commercial Revenues

Purpose

- 3.7.17.1 This Performance Indicator measures the Contractor's success in accurately estimating commercial revenues during the annual planning cycle.

Context

- 3.7.17.2 This Performance Indicator is based on performance data generated through the revenue management activity. At the start of the Fiscal Year, a Portfolio Management Plan amount for commercial revenues is established at the Portfolio level for commercial leases in place. At the end of the Fiscal Year, the Technical Authority will compare actual revenue to the approved Portfolio Management Plan amounts to determine a variance.
- 3.7.17.3 During the Fiscal Year, the Portfolio Management Plan revenue amount is adjusted by the Technical Authority to accommodate changes to the Portfolio inventory when new leases are added or existing leases removed.
- 3.7.17.4 The Technical Authority will not penalize the Contractor in situations where a variance is created as a result of the Contractor's ability to negotiate a higher lease rate that results in a variance between the Portfolio Management Plan revenue amount and the commercial revenue actual collected.
- 3.7.17.5 A Portfolio Management Plan amount approved at the start of the year may be revised by the Technical Authority as a result of an event beyond the control of the Contractor. In this case, the Technical Authority will compare the actual amounts to the revised Portfolio Management Plan amount.
- 3.7.17.6 Calculation of Performance Indicator Result
- PR: Portfolio Result
CRF: Portfolio Management Plan Commercial Revenue Amount
CRA: Commercial Revenue Actual

Calculation:

$$PR = \{(CRA - CRF) \div CRF\} \times 100$$

Calculation of Performance Indicator Score

- 3.7.17.7 If the performance indicator result is better than the Benchmark values, all available points will be applied. If the performance indicator result is within the performance minimum and benchmark values, a score proportional to the performance result will be applied. If the performance indicator result is outside of the performance minimum values, a score of 0 (zero) will be applied.

3.7.18 *FPM4: Commercial Accounts Over 15 Days*

Purpose

- 3.7.18.1 This Performance Indicator measures the Contractor's success in managing and collecting commercial rent.

Context

3.7.18.2 The Performance Indicator is based on performance data generated through revenue management activity. This Performance Indicator measures the Contractor's performance in collecting rent on time by measuring the amount of commercial rent overdue by 15 days or more, expressed as a percentage of the total receivables.

3.7.18.3 The Portfolio result is calculated as the sum of the monthly variances divided by the number of months reported.

3.7.18.4 Calculation of Performance Indicator Result

PR: Portfolio Result

MR: Monthly rent overdue by 15 days

MRD: Monthly Rent Due

m: Number of months reported in the Fiscal Year

Σ: Sum

Calculation:

$$PR = [(\sum MR)_{1 \rightarrow m} \div \sum MRD_{1 \rightarrow m}] \times 100$$

Calculation of Performance Indicator Score

3.7.18.5 The Performance Indicator score is calculated based on the performance indicator result relative to the performance minimum, baseline and benchmark values. For results less than or equal to the performance minimum a score of 0 (zero) is applied. For results greater than or equal to Benchmark the total available points are applied.

3.8 Evaluation of Project Delivery Services

3.8.1 Introduction

3.8.1.1 The overall Project Delivery Services performance will be determined by adding the contributions of the Asset Integrity, Satisfaction and Financial Key Performance Indicators, as detailed on the following pages. All projects included in the Portfolio Contract Baseline as approved on March 31, and as amended throughout the fiscal year will be evaluated.

3.8.2 Asset Integrity Key Performance Indicator Score Determination

3.8.2.1 The Asset Integrity Key Performance Indicator score will be determined by totalling the final scores for each of the following Performance Indicators:

3.8.2.2 Performance Indicators for Asset Integrity

Performance Indicators for Asset Integrity	Maximum Points
APD1. Project File Audit	40
APD2. Project Quality	60
TOTAL	100

3.8.2.3 APD1 – Project File Audit and APD2 – Project Quality define each of these Performance Indicators and provide the formula used to determine the Performance Indicator result and show Canada’s standard Performance Indicator scorecard to illustrate how the sample Performance Indicator result is translated into a sample Performance Indicator score.

3.8.2.4 Canada has established performance minimums, baselines and benchmarks for each Performance Indicator. These values are set out in Portfolio Specific Performance Minimum, Baseline and Benchmark Values.

3.8.3 APD1: Project File Audit

Purpose

3.8.3.1 This Performance Indicator measures the Contractor’s administration and diligence in completing, gathering and maintaining required project file documentation.

Context

3.8.3.2 The Contractor will use a project file audit checklist approved by the Technical Authority. The Contractor's project file audit checklist results, expressed as a percentage, are used for this Performance Indicator.

3.8.3.3 The annual Portfolio result is the average of all project file audit results.

3.8.3.4 Calculation of Performance Indicator Result

PFR: Project File Audit Results for an individual project

PR: Portfolio Project File Audit Results

m: Total number of projects for the Fiscal Year

Σ: Sum

Calculation :

$$PR = (\Sigma PFR_{1 \rightarrow m}) \div m$$

Calculation of Performance Indicator Score

3.8.3.5 The Performance Indicator score is calculated based on the performance indicator result relative to the performance minimum, baseline and benchmark values. For results less than or equal to the performance minimum a score of 0 (zero) is applied. For results greater than or equal to Benchmark the total available points are applied

3.8.4 APD2: Project Quality

Purpose

3.8.4.1 This Performance Indicator measures the Contractor's success in managing and delivering project services in terms of overall project quality.

Context

3.8.4.2 The Contractor will use a project quality checklist approved by the Technical Authority for this Performance Indicator. The checklist will provide an indication of the Contractor's success in meeting requirements identified in the approved Investment Analysis Report as compared to the objectives attained at project close-out.

3.8.4.3 The project quality result for each project is the percentage of checklist items satisfied, divided by the total number of items on the checklist. The Contractor provides the result to the Technical Authority as a percentage.

3.8.4.4 The annual project quality result will be the average of the total project results.

3.8.4.5 Calculation of Performance Indicator Result

PQR: Project Quality Result for the project

PR: Portfolio Project Quality Result

m: Total number of projects for the Fiscal Year

Σ: Sum

Calculation:

$$PR = (\Sigma PQR_{1 \rightarrow m}) \div m$$

Calculation of Performance Indicator Score

3.8.4.6 The Performance Indicator score is calculated based on the performance indicator result relative to the performance minimum, baseline and benchmark values. For results less than or equal to the performance minimum a score of 0 (zero) is applied. For results greater than or equal to Benchmark the total available points are applied

3.8.5 Satisfaction Key Performance Indicator Score Determination

3.8.5.1 The Satisfaction Key Performance Indicator score will be determined by totalling the final results for each of the following Performance Indicators:

3.8.5.2 Article – Performance Indicators for Satisfaction

Performance Indicators for Satisfaction	Maximum Points
SPD1. PDS Quality Management	40
SPD2. Project Completion Survey	30
SPD3. Project Timeliness	30
TOTAL	100

3.8.5.3 SPD1 – Project Delivery Services Quality Management to SPD3 – Project Timeliness inclusive, define each of these Performance Indicators and provide the formula used to determine the Performance Indicator result and show Canada's standard Performance Indicator scorecard to illustrate how the sample Performance Indicator result is translated into a sample Performance Indicator score.

3.8.5.4 Canada has established performance minimums, baselines and benchmarks for each Performance Indicator. These values are set out in Portfolio Specific Performance Minimum, Baseline and Benchmark Values.

3.8.6 *SPD1: Project Delivery Services Quality Management*

Purpose

3.8.6.1 This Performance Indicator measures the Contractor's success in identifying, reporting and resolving quality non-conformances, improving service delivery and achieving continual improvement with respect to project delivery services.

Context

3.8.6.2 This Performance Indicator is measured monthly using outstanding quality non-conformances identified and reported by the Contractor and by the Technical Authority and quality non-conformances identified by the Technical Authority, or as part of PWGSC's Quality Monitoring, aggregated over the year.

3.8.6.3 Quality non-conformances will be identified as either major or minor. Major quality non-conformances are weighted by a factor of four. Major or minor quality non-conformances identified by either the Technical Authority or as part of PWGSC's Quality Monitoring, but not previously identified by the Contractor in its monthly quality report, are weighted by a factor of three.

3.8.6.4 Calculation of Performance Indicator Result

PR: Portfolio Result

NPINCM: Total number of PWGSC Identified Major Non-conformances, that were either not identified, nor noted as outstanding by the Contractor

NPINC�: Total number of PWGSC Identified Minor Non-conformances, that were either not identified, nor noted as outstanding by the Contractor

NOCINCM: Total number of Outstanding Contractor and PWGSC Identified Major Non-conformances

NOCINC�: Total number of Outstanding Contractor and PWGSC Identified Minor Non-conformances

Calculation:

$$PR = \{((NPINCM \times 4 + NPINC�) \times 3) + (NOCINCM \times 4 + NOCINC�)\}$$

Calculation of Performance Indicator Score

3.8.6.5 The Performance Indicator score is calculated based on the performance indicator result relative to the performance minimum, baseline and benchmark values. For results greater than or equal to the performance minimum a score of 0 (zero) is applied. For results less than or equal to Benchmark the total available points are applied.

3.8.7 *SPD2: Project Completion Survey*

Purpose

3.8.7.1 This Performance Indicator measures the Contractor's success in managing PWGSC and tenant satisfaction with respect to project delivery services.

Context

3.8.7.2 This Performance Indicator component will use performance data results from responses to survey questions on the overall level of satisfaction with project delivery services at project completion.

3.8.7.3 The Contractor will use the results, expressed as a percentage, for each project greater than \$25,000.00. The sum of these results will be averaged to determine a Portfolio result.

3.8.7.4 Calculation of Performance Indicator Result

PCS: Project Completion Survey results for each project greater than or equal to \$25,000.00

PR: Portfolio Project Survey Result

M: Number of projects for a Fiscal Year greater than or equal to \$25,000.00

Σ: Sum

Calculation:

$$PR = (\Sigma PCS_{1 \rightarrow M} \div M)$$

Calculation of Performance Indicator Score

3.8.7.5 The Performance Indicator score is calculated on the performance indicator result relative to the performance minimum, baseline and benchmark values. For results less than or equal to the performance minimum a score of 0 (zero) is applied. For results greater than or equal to Benchmark the total available points are applied.

3.8.8 *SPD3: Project Timeliness*

Purpose

3.8.8.1 This Performance Indicator measures the Contractor's success in delivering the baseline program of work to an agreed upon set of completion milestones..

Context

3.8.8.2 On March 31, funding levels and project lists which will form the Contract project baselines against which the Contractor will be evaluated will be provided to the Contractor for analysis and development of a program of work. The project list will include all applicable cost categories. If the funding level and project lists are not provided to the Contractor by April 30, the Contractor will be awarded full available points for the performance indicator.

3.8.8.3 On or before May 30, the Technical Authority and the Contractor will have agreed to a percent project completion milestone for period 3 (June 30), period 6 (September 30) and period 9 (December 31) based on the total of the combined funding levels for all applicable cost categories. The cost categories are identified in Appendix D Chapter 2.

3.8.8.4 Projects may from time to time be added to the program of work but are not subject to evaluation and will not be added to the funding baseline. Projects may be removed from the baseline throughout the year with the Technical Authority's approval and the project costs will be subtracted from the baseline budget amount being evaluated.

3.8.8.5 The performance minimum, baseline and benchmark values against which the negotiated milestones are evaluated are set at 75%, 85% and 95% respectively. Tracking of project delivery will be done on a quarterly basis with scores allocated to each quarter as shown in the following table.

3.8.8.6 Table – SPD3 Performance Indicator Points Distribution

Quarter	Date	Points available	Cumulative Total
1	June 30	6	6
2	September 30	9	15
3	December 31	15	30

3.8.8.7 Calculation of Performance Indicator result

PQR = Portfolio Quarterly Result

TE1 = Total Expenditure year to date for Cost Category 2 ($\geq 5K$ and $\leq 24,999.99$) projects

TE2 = Total Expenditure year to date for Cost Category 3 ($\geq 25K$ and 999,999.00) projects

Q = number of quarters (3)

B = Baseline budget amount

B_R = Baseline budget residual amount (new budget value as a result of project being removed from baseline applies to 2nd and 3rd quarters only)

P = Milestone Percentage

M = milestone dollar amount (B x P for 1st quarter, B_R x P for 2nd and 3rd quarters)

$$PQR_{1 \rightarrow Q} = ((TE1 + TE2)/M) \times 100$$

Calculation of Performance Indicator Score

3.8.8.8 The Performance Indicator score is calculated based on the performance indicator result relative to the performance minimum, baseline and benchmark values. For results less than or equal to the performance minimum a score of 0 (zero) is applied. For results greater than or equal to Benchmark the total available points are applied.

3.8.9 Financial Key Performance Indicator Score Determination

3.8.9.1 The Financial Key Performance Indicator score will be determined by totalling the final results for each of the following Performance Indicators:

3.8.9.2 Table – Performance Indicators for Financial

Performance Indicators for Financial	Maximum Points
FPD1. Forecasting Year-end Project Expenditures at the end of Period 8	35
FPD2. Project Estimates	35
FPD3. Project Costs Efficiency	30
TOTAL	100

3.8.9.3 FPD1 – Forecasting Year End Project Expenditures At The End of Period Eight to FPD3 – Project Costs Efficiency inclusive, define each of these Performance Indicators and provide the formula used to determine the Performance Indicator result and show Canada's standard Performance Indicator scorecard to illustrate how the sample Performance Indicator result is translated into a sample Performance Indicator score.

3.8.9.4 Canada has established performance minimums, baselines and benchmarks for each Performance Indicator. These values are set out in Portfolio Specific Performance Minimum, Baseline and Benchmark Values.

3.8.10 FPD1: Forecasting Year End Project Expenditures At The End Of Period Eight

Purpose

- 3.8.10.1 This Performance Indicator measures the Contractor's success in forecasting Fiscal Year-end project expenditures for the complete program at Period Eight.

Context

- 3.8.10.2 Canada requires significant advance notice in order to re-profile budgets. To facilitate the budget re-profiling process, Canada relies on forecasts supplied by the Contractor on expected budget shortfalls or surpluses.
- 3.8.10.3 At the end of Period Eight the Contractor uses a forecast of the total project delivery costs expected for the entire Fiscal Year ending March 31. At the end of the Fiscal Year, Canada compares the actual amounts to the Period Eight forecast. The variance is the Performance Indicator result.

- 3.8.10.4 Calculation of Performance Indicator Result

TPDSF: Total Project Delivery Services Period Eight Project Forecast

TPDSA: Total Project Delivery Services Actual at Fiscal Year End

PR: Project Year-end Result

Calculation:

$$PR = \{(TPDSA - TPDSF) \div TPDSF\} \times 100$$

Calculation of Performance Indicator Score

- 3.8.10.5 If the Performance Indicator result is better than the Benchmark values, all available points will be applied. If the performance indicator result is between the baseline and benchmark values, a score proportional to the performance result will be applied. If the performance indicator result is outside of the baseline values, a score of 0 (zero) will be applied.

3.8.11 FPD2: Construction Cost Control

Purpose

- 3.8.11.1 This Performance Indicator measures the Contractor's success in controlling construction costs to the level described in the final approved Work Authorization, while planning and delivering work as described in the project scope of work.

Context

- 3.8.11.2 Canada is committed project planning that ensure cost effective ‘on time on budget’ project delivery services.
- 3.8.11.3 This Performance Indicator uses the total project value as indicated on the final approved Work Authorization for projects greater than or equal to \$25,000.00 up to a total of \$999,999.00, and the value of the work order issued by the Contractor to the sub-contractor for projects between \$5,000 and \$24,999.99.
- 3.8.11.4 The final total project cost is the total project cost as identified in the last approved project change order. Change orders may be deemed allowable as determined by the Technical Authority, to accommodate for agreed changes as a result of site conditions beyond the Contractor’s control. The value of all change orders that are deemed allowable by PWGSC will be added to the cost indicated on the final approved Work Authorization
- 3.8.11.5 The Performance Indicator result is based on the number of projects whose variance, as measured by the difference in total project costs as identified in the final approved Work Authorization and the final project cost including change orders is 10% or less for cost category 2 and 3 project.
- Category two – projects \$5,000.00 to \$24,999.99;
 - Category three – projects \$25,000.00 to \$999,999.99.
- 3.8.11.6 The total points allocated to this performance indicator are distributed proportionally to cost category 2 projects and to cost category 3 projects as a function of the total dollar value of these 2 ranges.
- 3.8.11.7 The scoring process is comprised of the following steps;

First

- Determine if the project is successful: a successful project is one where the variance between the final approved Work Authorization amount and the Total Project Cost is less than or equal to the Allowable Variance (AV).

Next

- Calculate the Result (% successful projects) for projects in Cost Category 2
- Calculate the Result (% successful projects) for projects in Cost Category 3

Next

- Calculate the proportion of the entire final approved Work Authorization amount (\$\$) belonging to Category 2 with respect to the total value of work for Categories 2 projects.
- Calculate the available performance points for projects in Cost Category 2 as a proportion of the total available performance points, based on the value of the entire final approved Work Authorization amount calculated above to the nearest whole number. For example, if the total of the final approved Work Authorization amounts of Cost Category 2 projects represent 35% of the entire portfolio's final approved Work Authorization amount then 35% of the Available Performance Points (currently set to 35) is 12.25, when rounded this is 12.
- The available performance points for projects in Category 3 is then the remainder of the points: $35 - 12 = 23$ points

Then

- Calculate the Performance Score achieved for projects in Cost Category 2 out of the available points for the category, based on performance values of; performance minimum, Baseline and Benchmark
- Calculate the Performance Score achieved for projects in Cost Category 3 out of the remaining available points for the category, based on performance values of; performance minimum, Baseline and Benchmark

Finally

- Add the Performance Scores achieved for a final score.

3.8.11.8 Calculation of Performance Indicator Result

X = the total number of projects

% Variance = $(\text{Total Project Cost} - \text{Approved WO Amount}) / \text{Approved WO Amount} * 100_{1 \rightarrow x}$

This PI has 2 results calculated; one for projects in Category 2 (\$5,000.00 to \$24, 999.99) and one for projects in Category 3 (25,000.00 to 999,999.00). There is no Portfolio Result for this Performance Indicator.

SP1 - For projects in Category 2 (\$5,000.00 to \$24,999.99), the number of projects with a variance % (see calc. in 2.1) equal to or less than the Allowable Variance (AV). These projects are deemed successful.

SP2 - For projects in Categories 3 (\$25,000.00 to \$999,999.00), the number of projects with a variance % (see calc. in 2.1) equal to or less than the allowable variance (AV). These projects are deemed successful.

AV – Allowable variance: 10% for categories 2 and 3.

QP1 - The total number projects in Category_2 (\$5,000.00 to \$24,999.99K)

QP2 - The total number projects in Category_3 (\$25,000.00 to \$999,999.99).

VQP1 - The sum of the Approved Work Order Amount (\$\$) of projects in Category_2 (\$5,000 to \$24,999.00)

APP1 - The available perf. points to be allocated to Category 2

APP2 - The available perf. points to be allocated to Category 3

PVQP1 - Proportion of entire Approved Work Order Amount (\$\$) belonging to Category 2 projects

PVQP2 - Proportion of entire Approved Work Order Amount (\$\$) belonging to Category 3

PR1 - Performance Result for Category 2 projects (% successful projects)

PR2 - Performance Result for Category 3 (% of successful projects)

TPAPP = Total Portfolio Available Performance Points

PES1 – Performance Score for projects in Category 2

PES2 - Performance Score for projects in Category 3

PPS – Portfolio Performance Score

Calculation 1: Calculate the Result (% successful projects) for projects in Category 2 and for projects in Cost Category 3

- $PR1 = (SP1/QP1) \times 100$
- $PR2 = (SP2/QP2) \times 100$

Calculation 2: Calculate the proportion of entire Approved Work Order Amount belonging to Category 2 projects.

$$PVQP1 = \Sigma (VQP1_{1 \rightarrow QP1}) / (\Sigma (VQP1_{1 \rightarrow QP1}) + \Sigma (VQP2_{1 \rightarrow QP2}))$$

Calculation 3: Calculate the Available Performance Points for projects in Category 2 based on the proportion of the total value of the Approved Work Authorization Amount and round to the nearest whole number.

$$APP1 = PVQP1 * TPAPP$$

Calculation 4: Calculate the Available Performance Points for projects in Category 3

$$APP2 = TPAPP - APP1$$

Calculation 5:

Calculate the Performance Score (PES1) achieved for projects in Category 2 out of the available points for the category, based on performance values of; performance minimum, Baseline and Benchmark.

$$PES1 = PR1 * APP1$$

Calculate the Performance Score (PES2) achieved for projects in Category 3 projects out of available points for the category, based on performance values of; performance minimum, Baseline and Benchmark

$$PES2 = PR2 * APP2$$

Calculation 6: Calculate the Portfolio Performance Score.

$$\text{Portfolio Performance Score: } PES1 + PES2$$

Calculation of Performance Indicator Score

- 3.8.11.9 The Performance Indicator score is calculated based on the performance indicator result relative to the performance minimum, baseline and benchmark values as indicated in Article 2.18.. For results less than or equal to the performance minimum a score of 0 (zero) is applied. For results greater than or equal to Benchmark the total available points are applied..

3.8.12 FPD3: Project Costs Efficiency

Purpose

- 3.8.12.1 This Performance Indicator measures the Contractor's success in efficiently managing project costs.

Context

- 3.8.12.2 The Performance Indicator is expressed as a variance between the total construction costs and the total project costs.
- 3.8.12.3 The Contractor will evaluate each project to determine project costs efficiency.
- 3.8.12.4 An efficiency percentage is established for each project completed during the Fiscal Year and an average efficiency percentage is determined for the Portfolio.

3.8.12.5 Calculation of Performance Indicator Result

TPC: Total Project Costs (in dollars) for each project

TCC: Total Construction Costs (in dollars), , for each project

PE: Project Cost Efficiency for each project

PR: Portfolio Project Efficiency

n: Total number of projects reported for the Fiscal Year

Σ: Sum

Calculation 1:

$$PE_{1 \rightarrow n} = \{(TPC_{1 \rightarrow n} - TCC_{1 \rightarrow n}) \div TPC_{1 \rightarrow n}\} \times 100$$

Calculation 2:

$$PR = \{(\Sigma TPC_{1 \rightarrow n} - \Sigma TCC_{1 \rightarrow n}) \div \Sigma TPC_{1 \rightarrow n}\} \times 100$$

Calculation of Performance Indicator Score

- 3.8.12.6 The Performance Indicator score is calculated based on the performance indicator result relative to the performance minimum, baseline and benchmark values. For results greater than or equal to the performance minimum a score of 0 (zero) is applied. For results less than or equal to Benchmark the total available points are applied.

Appendix “D” – Electronic Business Information Requirements

3.9 Electronic Business Information Requirements

3.9.1 *Instructions* **Context**

3.9.1.1 Appendix “D”, Electronic Business Information Requirements provides a description and mapping of electronic data to be provided by the contractor for Canada’s data repository and for the Performance Indicators described in Appendix “C”, Performance Measurement Framework.

3.9.1.2 The Contractor is to submit data to Canada in a pre-determined format herein after referred to as “transactions”.

3.9.1.3 The detailed format of transactions and associated processing rules are described in Appendix “D-1”, IM/IT Requirements.

3.9.1.4 Appendix “D-1”, IM/IT Requirements outlines the technical specifications for the format and submission of electronic information between the Contractor and CANADA.

3.9.1.5 Transactions are to be submitted on a scheduled basis as outlined in this Statement of Work or as agreed to between the Contractor and the Technical Authority.

3.9.1.6 Electronic data submitted in transactions by the Contractor will be used by Canada to produce business reports from its own electronic systems.

Scope of Services

3.9.1.7 The Contractor must:

- submit to the Technical Authority the data related to the transactions outlined in this Statement of Work according to the technical specifications described in Appendix “D-1”, IM/IT Requirements;

3.9.1.8 The Contractor must transfer electronically to the Technical Authority the information requested in this Statement of Work in the manner and format as identified or as directed by the Technical Authority.

3.9.2 Summary of Electronic Business Information Requirements Based on Statement of Work References

3.9.2.1 This Article provides references to IM/IT transactions categorized for each main service outlined in this Statement of Work.

3.9.2.2 – Statement of Work and IM/IT Transaction References

Statement of Work and IM/IT Transaction References	
Statement of Work Reference	Appendix “D-1”, IM/IT Requirements Transaction Reference
Requirements Related to All Services	
Contract Relationship Management	None required
Tenant Relationship Management	None required
Quality Management	Refer to Article 2.19.2.5.
Contract Management	None required
Occupational Health and Safety	CET0, CET1, CET2, , CET3, CET4
Environmental Protection and Conservation	STR0, STR1, EIT0, PAC0, PPT0, PPT1, PPT2, HAZO, CET0, CET1, CET2, CET3, CET4, , PCR0, RMQ0, RMQ1, , PUT0, AMPO, ENVO, WTR0
Stewardship of Heritage Character and Design Quality	None required
Critical Incidents	CET0, CET1, CET2, , CET3, CET4, SPM1
Risk Management	None required
Planning, Budgeting and Expenditure Management	
Annual Planning and Budgeting Requirements	OMP0, RAPO, PPT0, FPM1, PFM2, PFM3
Expenditure Management	OMP0, OMA0, RAPO, RMF0, PAC0, PPT0, PPT1, PCS0, RCP0, RCF0
Information Management and Additional Reporting	
Information Management	None required
Property Management Services	
Building Performance Review	None required
Building Operations	UCT0,
Maintenance Management	CET0, CET1, CET2, , CET3, CET4, SPM1
Building Cleaning	SPM4A
Materiel Management	EOT0, GFE2

Statement of Work and IM/IT Transaction References	
Statement of Work Reference	Appendix “D-1”, IM/IT Requirements Transaction Reference
Other Building Services	PLI0, CP10, CPI1
Grounds Upkeep and Landscaping	None required
Physical Security Services	None required
Emergency Planning	None required
Commercial Operations	RSA0, CON0, CON1, CON2, CON3, CON4, CON5, CON6, RSM0, SCI0, LAS0, , CAT0, LSE0, LSE1, LSE2
Project Delivery Services	
Project Delivery Services	PPT0, PPT1
Projects \$5,000 to \$25,000	PAC0, PPT0, PPT1, CFE2
Projects Between \$25,000 and \$200,000	PAC0, PPT0, PPT1, PCS0, GFE2
Tenant Service Projects	PAC0, PPT0, PPT1, PCS0, GFE2
Commissioning of Projects not Managed by the Contractor	PAC0, PPT0, PPT1, PCS0, GFE2
Contract Initiation and Completion	

3.9.2.3 Table - Schedule and Frequency of Transactions

Schedule and Frequency of Transactions			
Appendix “D-1” IM/IT Requirements Transaction Reference	Transaction Name	Minimum Submission Frequency	Schedule (To Be Received By 15:00 Hours Ottawa Time)
AMPO	Asbestos	Monthly	5th of the month
CON3	Contract Revenue Type	Monthly	5th of the month
CON 4	Invoiced Revenue (Receivables)	Monthly	5th of the month
CAT0	Collection Activities	Twice a month	5th and 20th of the month
CET0	Critical Event	Monthly and as required	5th of the month
CET1	Critical Event Equipment	Monthly and as required	5th of the month
CET2	Critical Event Effect	Monthly and as required	5th of the month

Schedule and Frequency of Transactions			
Appendix “D-1” IM/IT Requirements Transaction Reference	Transaction Name	Minimum Submission Frequency	Schedule (To Be Received By 15:00 Hours Ottawa Time)
CET5	Critical Event Corrective Action	Monthly and as required	5th of the month
CPI0	Cultural Property Inventory	Annually or when moved or damaged	1 ST May
CPI1	Cultural Property Inventory Photographs	Annually or when moved or damaged	1 ST May
CON0	Contract Information (Leases)	Twice a month	5th and 20th of the month
CON1	Contract Option Index	Monthly	5th of the month
CON2	Contract Leased Space Index	Monthly	5th of the month
CON5	Revenue Deposited	Monthly	5th of the month
EIT0	Equipment Identification	Monthly and as required	5th of the month
ENVO	Environmental Information	Annual	1st of May
GATO	Government Furnished Equipment Acquisitions	Monthly	5th of the month
GFE2	Government Furnished Equipment (GFE) Inventory by Item	Contract start, every two years, Contract end	1st of May, as of 31st of March
HAZO	Hazardous Material Holding	Annual	1st of May
LAS0	Leasing Activity Status	Monthly	5th of the month
OMA0	Operation and Maintenance Monthly Actual/Forecast Costs	Monthly	5th of the month
OMP0	Operation and Maintenance Annual Plan	Annual and as required	1st of November, and as required by Building Management Plan process
PAC0	Project Actual Costs	Monthly	5th of the month
PCR0	Polychlorinated Biphenyls Removal	Monthly and as required	5th of the month
PCS0	Project Completion Status	Monthly	5th of the month

Schedule and Frequency of Transactions			
Appendix “D-1” IM/IT Requirements Transaction Reference	Transaction Name	Minimum Submission Frequency	Schedule (To Be Received By 15:00 Hours Ottawa Time)
PLI0	Plant Life Inventory	Annually	1st of May, as of 31st of March
PPT0	Proposed Projects	Monthly	5th of the month, and as required by the Building Management Plan process
PPT1	Proposed Project Equipment	Monthly	5th of the month
PUT0	Pesticide Usage	Annual	1st of May
RAP0	Revenue Annual Plan	Annual and as required	1st of November, and as required by the Building Management Plan process
RMF0	Revenue Monthly Forecast	Monthly	5th of the month
RMQ0	Recycled Material - Quantities	Annual	1st of May
RSA0	Annual Retail Sales Forecast	Monthly	5th of the month
RSM0	Retail Sales Monitoring Activities	Monthly	5th of the month
SCI0	Space Component Information	Monthly	5th of the month
STR0	Storage Tank Inspection	Annual	1st of May
STR1	Storage Tank Technical Guidelines Compliance	Annual	1st of May
UCT0	Utility Consumption	Monthly	5th of the month
WTR0	Waste Water Management	Quarterly	5 th day of the month

3.9.2.4 Performance Indicator Frequency and Schedule identifies transactions related to the Performance Indicators described in Appendix “C”, Performance Measurement Framework and the associated frequency for reporting of data, the due date, and the source of data.

3.9.2.5 Table - Performance Indicator Frequency and Schedule

Performance Indicator Frequency and Schedule				
Appendix “D-1” IM/IT Requirements Transaction Reference	Transaction Name	Reporting Frequency	Due Date	Data Source
APM1	Energy Consumption Trend	Monthly	17th of each month	Contractor
APM2	Environmental Stewardship	Annually	17th of April	CANADA
APM3A	Completion of Scheduled Maintenance	Monthly	17th of each month	Contractor
APM3B	Tenant Survey Results on Operation and Maintenance	Biennially	17th of April	CANADA survey conducted every second year
APM3C	Service Call Response	Monthly	17th of each month	CANADA
SPM1	Property Management Services Quality Management	Monthly	17th of each month	CANADA and Contractor
SPM2	Critical Incidents	As they occur	17th of each month	Contractor
SPM3A	Service Call Satisfaction	Monthly	28th of the month	CANADA
SPM3B	First Call Resolution	Monthly	28th of the month	CANADA
SPM3C	Tenant Survey Results on Building Services	Biennially	17th of April	CANADA survey conducted every second year
SPM4A	Cleaning Inspection Results	Monthly	17th of each month	Contractor
SPM4B	Tenant Survey Results on Building Cleaning	Biennially	17th of April	CANADA survey conducted every second year
SPM5	Commercial Operations	Annually	17th of April	Contractor

Performance Indicator Frequency and Schedule				
Appendix “D-1” IM/IT Requirements Transaction Reference	Transaction Name	Reporting Frequency	Due Date	Data Source
FPM1	Planning Operation and Maintenance Expenditures	Annually	Contract Start and 17th of April each year	Contractor
FPM2	Forecasting Year-end Operation and Maintenance Expenditures at the end of Period 8	Annually	30th of November and 17th of April	Contractor
FPM3	Planning Commercial Revenues	Annually	Start of Fiscal Year and 17th of April of each year	Contractor
FPM4	Commercial Accounts Over 15 Days	Monthly	17th of each month	Contractor
APD1	Project File Audit	Monthly	17th of each month	Contractor
APD2	Project Quality	Monthly	17th of each month	Contractor
SPD1	Project Delivery Services Quality Management	Monthly	17th of each month	Contractor and CANADA
SPD2	Project Completion Survey	Monthly	17th of each month	Contractor
SPD3	Project Timeliness	Monthly	17th of each month	Contractor
FPD1	Forecasting Year-end Project Expenditures at the end of Period 8	Annually	30th of November and 17th of April	Contractor
FPD2	Project Estimates	Monthly	17th of each month	Contractor
FPD3	Project Costs Efficiency	Monthly	17th of each month	Contractor
QM2	Continual Improvement Initiative	Monthly	17 th of each month	Contractor

Performance Indicator Frequency and Schedule				
Appendix “D-1” IM/IT Requirements Transaction Reference	Transaction Name	Reporting Frequency	Due Date	Data Source
QM3	External ISO Audit	Upon completion	17 th of the month	Contractor
QM4	Internal Audit	Upon completion	17 th of the month	Contractor
QM5	Contractor Quality Management System Management Review	Annually	17 th of April	Contractor

Appendix "D-1" - IM/IT Requirements

3.10 IM/IT Requirements

3.10.1 *Introduction*

IM/IT Requirements outlines the detailed technical specifications for the management of this mechanism and related information. The IM/IT Requirements are divided into three chapters:

- **Chapter 1**, entitled "Management and Operational Information", contains information and specifications on the transactions needed to support the reporting requirements of the Contractor(s) into the department's information repository.
- **Chapter 2**, entitled "Code Tables", contains General Code Tables used by the department to identify entities such as facilities, classification of accounts, and mechanical systems. These General Code Tables support Chapters 1 and 3.
- **Chapter 3**, entitled "Key Performance Indicators and Quality Management", contains information on the IM/IT reporting requirements for the Quality Management and Performance Measurement Framework and the supporting Performance Indicators.

The IM/IT Requirements detail the transactions and pertinent data elements to be submitted, as outlined in Appendix "D", Electronic Business Information Requirements.

3.10.2 *IM/IT Requirements*

The IM/IT Requirements, Chapters 1, 2 and 3, considered as part of this Statement of Work, are found in Annex J, IM/IT Requirements.

Appendix “E” – Building Classification of Accounts

3.11 Building Classification of Accounts

3.11.1 Introduction

3.11.1.1 The Building Classification of Accounts identifies the “qualifiers” needed to meet Departmental requirements. Canada uses the term “qualifiers” to describe objects of expenditure and revenue, or expenditure and revenue accounts, in its real property management business. The breakdown of qualifiers into the particular subsets described in this Appendix allows Canada to monitor performance, to report on a consistent basis nationally and to compare Canada building and portfolio operating costs to industry norms. Canada uses these qualifier codes in the planning, monitoring, forecasting and reporting of expenditures. The qualifier is used to categorize types of costs based on similar activities in both Canada and Other Government Department facilities, whether managed internally or by contractors. Consistent and accurate application of the Building Classification of Accounts is a primary requirement of Canada contracts.

3.11.1.2 It is understood that:

- the Building Classification of Accounts is not restricted to contracts and is not designed to be a cost or fee schedule; instead, cost and fee elements are provided in the Contract, which takes precedence over the Building Classification of Accounts;
- the list of items below is not exhaustive; qualifiers and like items are updated as required by Canada to reflect the business needs; and
- where reference is made to “in-house dedicated or allocated staff” in this Appendix “E”, Building Classification of Accounts, it means Canada’s internal staff in PWGSC-managed facilities or the Contractor’s internal staff.

3.11.2 Building Operating and Utilities Costs **Cleaning**

3.11.2.1 This category 1 refers to all items required for both daytime and night-time cleaning of offices, public areas, atriums, elevators, rest rooms, windows, drapes, blinds, furnishings and other building areas and components. It includes billable labour and associated travel for in-house staff, service contracts, materials and supplies, upkeep and replacement of equipment and parts and trash removal expenses.

3.11.2.2 Table - Cleaning

Cleaning		
Qualifiers		General Description
1A	Payroll	Total billable labour and associated travel costs for in-house dedicated and allocated cleaning staff, as well as building services officers performing cleaning-related duties.
1B	Service Contracts	Cleaning services contracted from the private sector, including interior building cleaning, window washing, cleaning of carpets, drapes, blinds, furniture and furnishing. Includes: Laundry and dry cleaning services, interior building cleaning, window cleaning and cleaning of furnishings including drapes, blinds, furniture and rugs. It does not include cleaning of uniforms, which is covered under qualifier 1C.
1C	Supplies and Materials	Ordinary cleaning supplies and materials plus upkeep or replacement of cleaning equipment and parts. Includes: Laundry and dry cleaning services for uniforms, clothing and uniforms, cleaning preparations and household chemicals including toiletries, other miscellaneous products including walk-off mats and garbage bags, cleaning equipment and replacement parts including vacuums, floor sweepers and polishers.
1D	Trash Removal	All trash removal including recycling, as well as removal of chemical, hazardous and toxic waste. Includes: Waste disposal including private sector and municipal services, recyclable waste removal and hazardous waste removal.

Operating, Maintenance and Minor Repairs

- 3.11.2.3 This category 2 includes all expenses for vertical and horizontal transportation, heating, ventilation, air conditioning, electrical, structural, roof, plumbing and other building maintenance including common areas and general upkeep. Billable labour as well as associated travel and training costs for dedicated and allocated in-house staff are included in qualifier 2A entitled Payroll and qualifier 2I entitled “Preventive Maintenance”, as appropriate. Contract services, designated materials, supplies and replacement parts required by in-house staff to operate and maintain the building are included in the specified qualifiers. Repairs less than \$5,000 in value, other than those relating to roads, grounds or security, are included in qualifier 2J entitled, “Minor Repairs Under \$5,000”.

3.11.2.4 Table - Operating, Maintenance and Minor Repairs

Operating, Maintenance and Minor Repairs		
Qualifiers		General Description
2A	Payroll	Total billable labour costs, as well as travel and training costs, for all in-house dedicated and allocated operating staff performing operating, maintenance and minor repair-related duties. Includes: Travel costs for employees taking courses, tuition fees and courses related to the operation of the building; labour; automotive gasoline.
2B	Vertical and Horizontal Transportation	Service contracts related to elevators, escalators, dumbwaiters, and special elevating devices for persons with disabilities, dock levellers, cranes and hoists including related licences and safety inspection fees. Also includes materials, supplies and replacement parts. Includes: Vertical and horizontal transportation service contracts, including licences and inspection fees, materials handling equipment and replacement parts.
2C	Heating, Ventilation, Air Conditioning	Service contracts related to heating, ventilation, air conditioning systems, including licences and safety inspection fees. Also includes materials, supplies and replacement parts. Includes: heating, ventilation, air conditioning service contracts, licences and inspection fees, chemicals and related products such as alcohol and antifreeze, hand and power tools valued at less than \$1,000, refrigeration, air conditioning, pumps, compressors, furnaces, steam plant, drying equipment and replacement parts including filters, gaskets, hardware and other parts.
2D	Electrical	Service contracts related to interior lighting, automatic doors and gates, clocks, uninterrupted power supply, lightning rods and other electrical systems including licences and safety inspection fees. Also includes materials, supplies and replacement parts. Includes: Electrical service contracts, licences and inspection fees, fluorescent tubes, light bulbs, starters, all electrical lighting, distribution and control equipment including fixtures and supplies valued at less than \$1,000, hand and power tools valued at less than \$1,000.
2E	Structural and Roof	Service contracts related to the building structure or roof. Also includes materials, supplies and replacement parts. Includes: Structure or roof related service contracts, structural or roof equipment and replacement parts.

Operating, Maintenance and Minor Repairs		
Qualifiers		General Description
2F	Plumbing	<p>Service contracts related to domestic water and sewage services, and plumbing including licences and inspection fees. Also includes materials, supplies and replacement parts.</p> <p>Includes: Scientific services and plumbing service contracts including licences and inspection fees, plumbing equipment and fittings, hand and power tools valued at less than \$1,000. It excludes water testing which is covered under qualifier 2K.</p>
2G	Fire and Life Safety	<p>Service contracts related to fire alarms, emergency generators, voice communication systems, smoke detectors, monitoring of carbon monoxide, sprinkler supervisory and water flow alarms, dry chemical systems, testing or replacement of fire hoses and fire extinguishers, sprinkler suppliers and other related fire and life safety equipment including licences and inspection fees. Also includes materials, supplies and replacement parts. It does not include service contracts related to security systems, which are covered under qualifier 4E.</p> <p>Includes: Fire protection, life support, alarm service contracts, first aid supplies, miscellaneous hardware, fire fighting, rescue, safety equipment and replacement parts.</p>
2H	Other Building Maintenance and Supplies	<p>Service contracts, materials, supplies and replacements parts not specified in the other qualifiers of category 2.</p> <p>Includes: Transportation, moving of equipment, laundry and dry cleaning services, business services not elsewhere specified, other building maintenance service contracts, temporary help services, non-professional personal service contracts, indoor horticultural services, pest control, rental of machinery, wood and lumber, chemicals and related products including paints and glues, basic metal products including hardware, nuts and bolts, clothing and uniforms, house furnishings including carpets, rugs, curtains and bedding, bottled drinking water, other miscellaneous products, other building maintenance supplies, hand and power tools valued at less than \$1,000, petty cash purchases, materials, supplies and signage acquired from private sector.</p>

Operating, Maintenance and Minor Repairs		
Qualifiers		General Description
2I	Preventive Maintenance	Billable labour and related travel costs for in-house trades and technical specialists such as plumbers, electricians and technologists carrying out scheduled preventive maintenance inspections of buildings and equipment. More specifically, this includes: preparation of inspection schedules and scopes; actual inspections, including the cost of minor tune-up and routine maintenance items; and the writing of reports identifying future work requirements. Any corrective work inclusive of labour and materials valued at less than \$5,000 per item, generated from preventive maintenance inspections and performed by in-house trades and technical specialists, is to be charged against qualifier 2J. If the corrective work is over \$5,000 in value, the costs are to be coded to the appropriate P qualifier.
2J	Minor Repairs less than \$5,000	This qualifier includes all building Operation and Maintenance minor repairs of value less than \$5,000 each, other than those relating to roads, grounds or security which are charged to qualifier 4G. These are usually unplanned repairs that do not carry an individual project number.
2K	Potable Water Testing	This qualifier includes the cost of scientific testing and sampling of potable water. Repairs or improvements related to potable water supply should be coded against qualifier 2J if less than \$5,000 in value or to the appropriate P qualifier if over \$5,000 in value.
2L	Masonry Inspection	This qualifier includes the cost related to periodic reviews of masonry, exterior cladding and building envelopes. Billable labour and related travel costs for in-house trades and technical specialists carrying out scheduled inspections of buildings. More specifically, this includes: preparation of inspection schedules and scopes; actual inspections, including the cost of routine maintenance items; and the writing of reports identifying future work requirements. Any corrective work inclusive of labour and materials valued at less than \$5,000 per item, generated from Masonry Inspections. The general inventory needs on-going review of masonry condition and potential hazards. As well, any studies that are done need to be adapted to the level of risk as well as to known existing or past problems. Furthermore, we need to consistently look at all areas of the building, not just typical areas, and need to include non-typical situations such as decorative masonry. Associated costs should be charged to 2L.

Utilities

3.11.2.5 This category 3 refers to all utilities expended to the building including electricity, natural gas, fuel oil, steam, hot water and chilled water for the generation of light, power, heat and cooling, as well as water for domestic and other uses. Includes energy that is sub-metered, even if income is received for it.

3.11.2.6 Table - Utilities

Utilities		
Qualifiers		General Description
3A	Electricity	Includes: Electricity consumption.
3B	Natural Gas	Includes: Natural gas, propane.
3C	Fuel Oil	Includes: Light fuel oil for heating, diesel fuel.
3D	Steam and Hot Water	Includes: High temperature hot water from Central Heating and Cooling Plant, steam from Central Heating and Cooling Plant and steam purchased from third party.
3E	Chilled Water	Includes: Chilled water from Central Heating and Cooling Plant, chilled water purchased from third party.
3F	Water and Sewage	Includes: Water and water rates, sewage.
3G	Energy Retrofit Projects - Third Party Funding	Includes: Payment for energy retrofit projects involving third party financing.

Roads and Grounds

3.11.2.7 This category 4 refers to all expenses related to exterior maintenance not including the building structure or related remote mechanical equipment. Includes landscaping and snow removal as well as equipment, materials, supplies and repairs valued at less than \$5,000. These services are either performed by in-house dedicated or allocated staff or contractually.

3.11.2.8 Table – Roads and Grounds

Roads and Grounds		
Qualifiers		General Description
4A	Roads and Grounds - Payroll	Total billable labour costs for in-house dedicated or allocated staff performing roads and grounds-related activities.

Roads and Grounds		
Qualifiers		General Description
4B	Roads and Grounds - Service Contracts	Services contracted from individuals or firms from the public and private sectors including grounds maintenance, snow removal and landscaping. Includes: Snow removal carried out by private sector contractors, grounds upkeep service contracts, and miscellaneous municipal services including snow removal.
4C	Roads and Grounds - Other Expenses	Activities not covered in other category 4 qualifiers, including maintenance materials and equipment such as fertilizer, ice melt chemicals, lawn mowers, snow blowers and other related equipment and materials. Also includes exterior federal identity signs, flags and decorations. Includes: Automotive gasoline, lubricating oils and grease, textile, fabricated materials including flags, rope and twine, chemicals and related products including fertilizer and ice melt chemicals, etc., basic metal products including steel culvert, bridge materials, guard rails, road signs, pipe, hardware and other related products, miscellaneous manufactured articles and hardware, hand and power tools valued at less than \$1,000, lawn and garden equipment and replacement parts, repairs to other equipment, wood and lumber, horticultural products including seeds, greenhouse or nursery stock and signage acquired from the private sector.

Security

3.11.2.9 Qualifiers 4D, 4E and 4F of this category relate to the security of tenants and building. Security services can be contracted out or provided in-house. Also includes materials, supplies and equipment necessary to operate a security program.

3.11.2.10 Table - Security

Security		
Qualifiers		General Description
4D	Security - Payroll	Total billable labour costs for in-house dedicated or allocated security personnel.
4E	Security - Service Contracts	Services related to building security contracted from individuals or firms from the public and private sectors. Includes: Protection services, including intrusion alarms, closed circuit TVs, commissionaires and other related services.
4F	Security - Other Expenses	Materials, supplies and equipment such as access cards, keys and batteries related to the security program. Includes: Photographic films and supplies, miscellaneous hardware such as screws, bolts, keys and nails and other miscellaneous manufactured articles such as access cards, batteries and other articles.
4G	Minor	Includes all minor repairs to roads, grounds and security of less than \$5,000

Security		
Qualifiers		General Description
	Repairs less than \$5,000	each in value.

Administration

3.11.2.11 This category 5 includes billable labour costs of in-house property managers and other administrative staff dedicated or allocated to the building, as well as administrative costs directly related to the operation and maintenance of the building such as travel and communication equipment. The category includes management and professional fees.

3.11.2.12 Table - Administration

Administration		
Qualifiers		General Description
5A	Payroll	All billable labour costs for property managers and other administrative staff.
5B	Management Fees	Private sector realty management services and property management services fees.
5C	Professional Fees	Professional fees related to the operation of a building such as accounting and audit services from programs, legal services and surveys.
5D	Other Admin. Expenses	Administrative expenses related to the operation and maintenance of a building such as pagers, radios and travel. Includes: Travel, courier services, telephone and voice services, postage and parcel post, advertising services, portable phones and pocket pagers, printing services, translation services, office furniture and supplies, office informatics equipment, licences and permits, automotive gasoline and other indirect or overhead costs.
5E	Real Property Branch Management of Contract	All billable labour costs for asset managers, including Service Integration Team Asset Managers in the National Capital Area, the Technical Authority in National Capital Area, property and facilities managers, personnel performing quality assurance functions, and other Canada administrative staff for contractor managed facilities.
5F	Contractor Incentive Program Award	Amounts related to the Contractor Incentive Program.

Fixed Expenses

3.11.2.13 This category 6 of qualifiers includes payments in lieu of taxes as well as realty taxes and insurance costs reimbursed to the landlord in lease-purchase facilities.

3.11.2.14 Table - Fixed Expenses

Fixed Expenses		
Qualifiers		General Description
6A	Payments in lieu of taxes	Payments In Lieu Taxes related to Crown-owned buildings.
6B	Other Fixed Expenses	Realty taxes and insurance costs reimbursed to the landlord in lease purchase facilities.

Rental Expenses

3.11.2.15 This category K involves rent expenditures in leased facilities and lease-purchased facilities and distinguishes between three types of lease inventory.

- Carry-over and exercised options are leases, which began in a previous Fiscal Year and are carried over to the current Fiscal Year. For example, a lease beginning on March 30, 2014, would become a carry-over lease on April 1, 2014. Options are regarded as an extension of a carry-over lease.
- New leases begin in the current Fiscal Year and become carry-over leases at the beginning of the following Fiscal Year. All expenditures associated with the lease in the Fiscal Year it commences or any preceding year, are classified as new lease expenditures. New leases are further subdivided into existing inventory, which are renegotiated and renewed, or replacement leases, where there is no increase in the total lease inventory as a result of the new leases.
- New inventory, which are expansion or temporary leases, where there is an increase in the total lease inventory as a result of the new leases.

3.11.2.16 Table - Rental Expenses

Rental Expenses		
Qualifiers		General Description
K1	Rent Expense - Basic Carry-Over or Option	As noted in Article 2.21.2.15.
K2	Rent Expense - Basic Renegotiation and Replacement	As noted in Article 2.21.2.15.
K3	Rent Expense - Basic Expansion Space	As noted in Article 2.21.2.15.
K4	Rent Expense - Escalation Carry-Over or Option	As noted in Article 2.21.2.15.
K5	Rent Expense - Escalation Renegotiation and	As noted in Article 2.21.2.15.

Rental Expenses		
Qualifiers		General Description
	Replacement	
K6	Rent Expense - Escalation Expansion Space	As noted in Article 2.21.2.15.
K7	Rent Expense - Escalation Previous Years Cost	As noted in Article 2.21.2.15.

Facilities Management - Other Government Department

3.11.2.17 This category 8 is to be used where Canada, Real Property:

- has entered into an agreement to deliver integrated property and facilities management services in Other Government Department owned buildings; or
- has entered into an agreement to provide facilities management services to Other Government Department tenants in Canada owned buildings; or
- provides facilities management services for Canada occupancies in Canada owned buildings.

3.11.2.18 Table - Facilities Management - Other Government Department

Facilities Management - Other Government Department		
Qualifiers		General Description
8A	Payroll	All billable labour costs for property and facilities managers and other administrative staff involved in facilities management services
8B	Professional and Special Services	Non-Professional personnel services; management consulting services; catering; translation; interpretation services.
8C	Furniture, Equipment and Supplies	Procurement; repair and maintenance; storage; rental; service contracts; screens; artwork.
8D	Health, Safety Security and Cleaning Maintenance	Service contracts, cameras, security services; equipment, radios, flashlights; supplies including ID cards, photos and temporary passes; key systems including locks, specialty equipment and access cards; threat and risk assessments; first aid and CPR supplies cleaning furnishings (blinds, drapes, furniture etc .
8E	Telecommunications	Telephone services and line charges; radio systems, including fixed and mobile units; pagers; cellular phones.
8F	Moving	Contract costs
8G	Parking and Fleet Management	Signage, card replacement, rental of cars and trucks, fuel for vehicles.
8H	Tenant Services funded through Management Agreement	Where budgeted centrally by the tenant department, requests from tenants for various services would be coded against this qualifier; a tenant department may request a breakdown of the costs associated with these requests to allocate costs internally
8I	Administration	This qualifier is similar to category 5, in that it is used to capture fees and overhead costs associated with service delivery by Canada

Facilities Management - Other Government Department		
Qualifiers		General Description
		Real Property. It covers: facilities management fees; travel; office equipment and supplies; and telecommunications

3.11.3 *Project Costs*

Repair Projects More Than \$5,000

3.11.3.1 Table – Repair Projects More Than \$5,000

Repair Projects More Than \$5,000		
Qualifiers		General Description
P0	Repairs - Electrical	As noted in Article 2.21.3.1.
P1	Repairs – Heating, Ventilation Air Conditioning	As noted in Article 2.21.3.1.
P2	Repairs - Fire Protection, Life Support, Alarm, Security	As noted in Article 2.21.3.1.
P3	Repairs – Vertical and Horizontal Transportation	As noted in Article 2.21.3.1.
P4	Repairs - Water and Sewage including plumbing	As noted in Article 2.21.3.1.
P5	Repairs - Grounds	As noted in Article 2.21.3.1.
P6	Repairs - Building - Exterior (includes Asset Management Plans)	As noted in Article 2.21.3.1.
P7	Repairs - Building - Interior	As noted in Article 2.21.3.1.
P8	Repairs - Building - Structure	As noted in Article 2.21.3.1.
P9	Repairs - Building - Roof	As noted in Article 2.21.3.1.

Tenant Service, Space Optimization, Fit-ups and Refits

3.11.3.2 This category X refers to all expenditures related to Tenant Service, Space Optimization, Fit-ups and Refits. Qualifiers X2 and X5 are to be used for construction projects to realign occupancies in carry-over leases (refer to Article 2.21.2.15. for the definition). If the intent is to recover space or improve space utilization qualifier X2, Space Optimization is to be used. If the intent is to realign existing space qualifier X5, Refit is to be used. The assumption is that this space has already been subject to fit-up and therefore there is reusable existing accommodation construction, and the space would not require a further full fit-up during the course of the lease. It is also assumed that no fit-up would ever be done on a carry-over lease. Any work required would be done as a refit or space optimization at a lower unit cost than a standard fit-up. X2 and X5 are also used as the qualifier for any similar work in Crown and Lease-Purchase properties. X2 is capitalized. X5 is expensed.

3.11.3.3 Qualifiers X3 and X4 are to be used for construction projects in new leases. It is assumed that the accommodation must be fully constructed or fit up for occupancy. Therefore, the construction in both cases is described as fit-up. Qualifier X3 is to be used for leased space which already exists in the inventory,

whether or not it is the original space and Qualifier X4 is to be used for leased space which is added to the existing inventory. The general assumption is that a renewed lease would not normally be subject to fit-up because it has already been done at the time of the original occupancy. However, if the occupancy has been for a lengthy period and the original fit-up is in poor condition or the original fit-up was deficient in some respect, the space can be fit-up again, not refitted at the beginning of the renewal period.

3.11.3.4 Table - Tenant Service, Space Optimization, Fit-ups and Refits

Tenant Service, Space Optimization, Fit-ups and Refits		
Qualifiers		General Description
X1	Other Government Department Tenant Services	Services requested by a tenant in CANADA space for which the tenant must provide funding.
X2	Space Optimization (Carry-over Lease, Crown, Lease-Purchase)	Projects to recover space or improve space utilization.
X3	Fit-ups Renegotiation and Replacement Leases	Fit-up projects related to new leases for space which already exists in the inventory.
X4	Fit-ups Expansion and/or Temporary Leases	Fit-up projects related to new leases for space which is added to the existing inventory.
X5	Refit (Carry-over Lease, Crown, Lease-Purchase)	Refit projects to realign the existing space.

Lease-Purchase Improvements

3.11.3.5 Table – Lease-Purchase Improvements

Lease-Purchase Improvements		
Qualifiers		General Description
T1	Improvements: Lease Purchase	This qualifier is to be used for improvements in lease-purchase facilities. It excludes space optimization, fit-ups and refits which are covered in category X.

Capital

3.11.3.6 This category Y can only be used for Capital expenditures (Vote code 12). The capital budget must be managed as two distinct entities:

- projects equal to and over \$1,000,000, major capital; and
- projects less than \$1,000,000, minor capital.

- 3.11.3.7 Budgets are allocated regionally as two distinct budgets, where the minor capital is a lump sum amount based on regional inventory, and major capital is allocated project-by-project based on national priority.
- 3.11.3.8 The minor capital budget is managed and allocated to projects by and within the Portfolio.
- 3.11.3.9 Movement of cash between minor and major capital, because the allotments are separately controlled, requires an authorization through the Canada banking day mechanism which is a process within the Real Property Branch that is used to reallocate budgets within the Branch, based on pressures or opportunities identified both regionally and nationally.

3.11.3.10 Table - Capital

Capital		
	Qualifiers	General Description
Y1	Capital Projects equal to or over \$1,000,000	Major construction projects, major retrofits of assets. The threshold of \$1,000,000 is for the cumulative value of the project carried out over one or more years.
Y2	Capital Projects less than \$1,000,000	Upgrades to assets such as masonry upgrades, lighting upgrades and base building systems upgrades.
Y3	Capital Acquisition	Acquisition of buildings or engineered works.

Green Plan

3.11.3.11 Table – Green Plan

Green Plan		
	Qualifiers	General Description
Q2	Green Plan	Greening and sustainable development issues are very high profile and project expenditures related to these initiatives need to be captured specifically. However, if a repair project is a regular project with environmental components, it should be captured in the “P” series, such as P1 or P4. The use of Q2 should be limited to projects that specifically address Kyoto commitments and the Department’s Sustainable Development Strategy

3.11.4 *Advisory Services*

3.11.4.1 Table – Advisory Services

Advisory Services		
	Qualifiers	General Description
C1	Asset Facilities Management Services Advisory and Other Services	This qualifier should be used for Asset and Facilities Management Services (AFMS) advisory services and professional expertise that is not exclusive to any other specific qualifier category, including Cleaning, Utilities, Roads and Grounds, or Administration. Includes tenant satisfaction surveys, ceremonial and protocol expertise.
C2	Office Accommodation and Real Estate Services Advisory and Other Services	Office Accommodation and Real Estate Services include land and business geographics land information, legal land surveys, surveys, maps, and information management; development strategies; land planning; strategic investment services; divestitures; expropriations; disposals and acquisitions.
C3	Architectural and Engineering Services Advisory and Other Services	Studies undertaken by Architectural and Engineering Services personnel, Architectural and Engineering Services research and development projects, quality management reviews, hydrographic and dredging projects and strategic advice. It excludes environmental studies, which are captured under qualifier Q2.

3.11.5 *Accommodation Services*

3.11.5.1 Table – Accommodation Services

Accommodation Services		
	Qualifiers	General Description
V1	Accommodation Service Leasing and Letting	Leasing Services in Office Accommodation and Commercial Operations Services including retail space.
V2	Accommodation Service Implementation	This qualifier is used to record costs associated with implementation of a lease, with the exception of refits or fit-ups.
V3	Accommodation Service Advisory	Activities such as appraisal services, municipal grants services and accrual accounting for building related projects that may increase the capital value of a building.

3.11.6 ***Revenues*** **Revenues**

3.11.6.1 This category 00 includes all revenues invoiced and received (receivables and deposits) in payment of the rent, licences, fees and reimbursement of expenses incurred for the realization of repair, maintenance or project work. Additional codes must be used by the Contractor to record revenues transactions and are detailed in Appendix “D-1”, IM/IT Requirements.

3.11.6.2 Table - Revenues

Revenues		
	Qualifiers	General Description
00	Commercial Revenues	All revenues related to commercial operations as entered in Canada Financial Systems. Includes: rental and parking and reimbursement of expenses incurred for the realization of repair, maintenance or project work

Appendix “F” – Portfolio Listing

3.12 Portfolio Listing – Carling Campus and Tunney’s Pasture

3.12.1 Portfolio Listing

3.12.1.1 Table – Portfolio

Carling Campus		Tunney’s Pasture	
Building Name	Rental Space (sq. m.)	Building Name	Rental Space (sq. m.)
Building 1	6100	Brooke Claxton	26873
Building 2	9300	Finance	7911
Building 3	30100	Graham Spry	11695
Building 4	5300	Jean Talon	71074
Building 5	47200	Jeanne Mance	38471
Building 6 & 7	31700	Statistics Canada	45265
Building 8 & 9	33100	Personnel Records	21119
Building 10	21000	RH Coats	48659
Pavilion	3100	Standard Lab	6190
		Butler Hut	308
		Finance Annex	7219
		General Records	18220