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VME

Statement of Work  
For  
Real Property Services

Public Works and Government  
Services Canada  
(PWGSC)

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# 1 Introduction

## 1.1 General

1.1.1 The Statement of Work (SOW) sets out general requirements for the delivery of real property services, and individual requirements for Property Management Services, Project Delivery Services and Optional Services to support buildings and other real property assets that constitute the Contract Inventory.

1.1.2 PWGSC is committed to responsible stewardship of government buildings:

- a) providing workplaces that are safe, healthy, secure and affordable, contributing to the productivity of government Tenants and their programs;
- b) maintaining a high level of Custodian and Tenant satisfaction based on timely delivery of integrated and customized services; and
- c) ensuring that buildings are managed effectively in a manner that is financially, socially, functionally and environmentally sustainable.

1.1.3 PWGSC's Real Property Branch (RPB) is responsible for the oversight and service administration of the Work and acts in this capacity as a Custodian, and on behalf of other federal Custodians. There are two primary authorities for the Contract:

- a) the Technical Authority (TA), appointed by RPB; and
- b) The Contract Authority, appointed by PWGSC's Acquisitions Branch, who is responsible for the contractual aspects.

1.1.4 The TA acts as the main point of contact for the Contractor on technical matters associated with the Contract and is responsible for approving Work with certain exceptions related to Tenant services. The TA coordinates Work and reviews Contractor plans, proposals and other submissions requiring acceptance or approval. The TA is supported by subject matter experts within RPB, and by specialists representing the interests of Other Government Department (OGD) Custodians.

1.1.5 The TA, or their delegated representative, is responsible for authorizing Work, and for acceptance and approval requirements set out in the SOW, including:

- a) accepting products, processes, information, documentation and other deliverables on behalf of Canada, and deeming these acceptable, or accepted;
- b) agreeing with the applicability of accepted industry or commercial practices, meaning that they can be demonstrated, through compliance with standards or other means to represent a consensus of commercial or industrial good practice, sometimes referred to as best practices;
- c) approving the release of funding; and

- d) directing, requesting and otherwise providing guidance regarding certain types of Work, with the exception of some Tenant Services that meet certain conditions.

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## 1.2 Definitions

*Asset Type* – building and other asset designation for which service levels, processes and other requirements vary as set out in the Building Management Plan (BMP), based on the nature and purpose of the asset, its criticality, its location and the Custodian’s requirements. Examples include:

- a) general purpose facilities, including office buildings;
- b) remote facilities, including isolated or northern buildings;
- c) special purpose facilities, including:
  - i. laboratories,
  - ii. campus and multi-building site special purpose facilities, such as central plants, distribution networks and other associated infrastructure,
  - iii. border crossings,
  - iv. hangars,
  - v. storage buildings,
  - vi. residences, and
  - vii. police detachments;
- d) campuses and multi-building site ;
- e) parks, grounds and roads; and
- f) monuments and gravesites.

*Custodian* – Federal Minister assigned responsibility for administration of real property under the *Federal Real Property and Federal Immovables Act*.

*Constructor* – the Constructor, Prime Contractor, Principal Contractor or Contractor, as the prime accountable authority for health and safety and Occupational Health and Safety (OHS), in relation to construction, as defined in provincial jurisdictions and their pertinent legislation and regulations.

*Memorandum of Understanding (MOU)* – an instrument or formal agreement between PWGSC and Tenants, and similar agreements between OGD Custodians and Tenants, that, create a Custodian-Tenant relationship by conferring certain real property rights of use or benefits and obligations on the part of the two parties.

*Occupants* – people present in a federal building, whether leased or owned, under the authority of Tenants.

*Occupational Health and Safety (OHS) Control Authority* – the accountable authority for OHS, in relation to ongoing base building operations and property management services.



*Occupancy Instrument (OI)* – the formal agreement for the occupancy of space between PWGSC and Tenants, and similar agreements between OGD Custodians and Tenants.

*Portfolio* – groupings of buildings and other assets under the Contract Inventory organized in various ways for management purposes, including by Custodian, by geography and by Asset Type.

*Registrar* – a third party, in the context of ISO 9001:2008, deemed acceptable and accredited by the Standards Council of Canada or the Registrar Accreditation Board, responsible for assessing the conformance of the Contractor’s quality management system to that standard, and for granting its certification, and subjecting it to a program of annual surveillance visits and a three yearly re-certification audit.

*Tenant* – a federal Department whose occupants are present in buildings, subject to the provisions of Occupancy Instruments, leases or other agreements.

*Quality Monitoring* – the quality-related role played by the TA, including verification of the Contractor’s performance and deliverables, and oversight of its Quality Management System (QMS) outputs, as part of Service Administration.

*Sections* – sections of the SOW.

*Transition Period* – the period between Contract Award and the Contract Operational Start Date which provides for ongoing operations by the Contractor.

*Workplace* – the workplace as defined in the Canada Labour Code (CLC) Part II.

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### **1.3 Acronyms**

AMP – Asset Management Plan  
BCR – Building Condition Report  
BIM – Building Information Modeling  
BMP – Building Management Plan  
BPR – Building Performance Review  
CADD – Computer Aided Design and Drafting  
CBSA – Canadian Border Services Agency  
CDRL – Contract Deliverable Requirements List  
CEAA 2012 – Canadian Environmental Assessment Act  
CEPA – Canadian Environmental Protection Act  
CLC – Canada Labour Code  
CMMS – Computerized Maintenance Management System  
COHSR – Canada Occupational Health and Safety Regulations  
CSA – Canadian Standards Association  
DDR – Due Diligence Review  
DID – Deliverable Item Description  
DSO – Departmental Security Officer  
EMS – Environmental Management System  
NFPA – National Fire Protection Association  
FHBRO – Federal Heritage Buildings Review Office  
GFA – Government Furnished Accommodation  
GFE – Government Furnished Equipment  
GFI – Government Furnished Information  
HVAC – Heating, Ventilation and Air Conditioning  
HR – Human Resources  
IAR – Investment and Analysis Report  
IM/IT – Information Management and Information Technology  
KPI – Key Performance Indicator  
LEED – Leadership in Energy and Environmental Design  
m – metre  
NMS – National Master Specification

NRCan – Natural Resources Canada  
NSCC – National Service Call Centre  
OGD – Other Government Department  
OHS – Occupational Health and Safety  
OI – Occupancy Instrument  
O&M – Operations and Maintenance  
OMP – Optimized Maintenance Program  
O&U – O&M and Utilities  
OPM – Organizational Project Management  
PCRA – Project Complexity and Risk Assessment  
PMBOK – Project Management Body of Knowledge  
PDF – Portable Document Format  
PI – Performance Indicator  
PILT – Payments In Lieu of Taxes  
PMI – Project Management Institute  
POP – Program of Projects  
PWGSC – Public Works and Government Services Canada  
QMS – Quality Management System  
RPB – Real Property Branch  
RCMP – Royal Canadian Mounted Police  
SDS – Sustainable Development Strategy  
SOP – Standard Operating Procedures  
SOW – Statement of Work  
SRCL – Security Requirements Checklist  
TA – Technical Authority  
WHMIS – Workplace Hazardous Materials Information System  
WMS – Work Management System

## **1.4 Contract Inventory Overview**

1.4.1 The Contract Inventory consists of portfolios with buildings, including office buildings, housing, laboratories, and other special purpose buildings. The buildings are typically stand-alone, however, in certain cases they are located as part of multi-building sites or campuses. Building requirements vary according to the associated Asset Type. The contract inventory also includes other assets, such as monuments, gravesites, and undeveloped land.

1.4.2 The majority of rentable area in the Contract Inventory is for offices and other general purpose buildings under the custodianship of PWGSC. These buildings accommodate various government departments and agencies. Other assets in the Contract Inventory are under the custodianship of Canada Border Services Agency (CBSA), Natural Resources Canada (NRCan) and Royal Canadian Mounted Police (RCMP), which are collectively referred to as Other OGD Custodians.

## **1.5 Purpose and Scope**

1.5.1 PWGSC's strategic objectives in engaging the Contractor include:

- a) obtaining responsive real property services in a manner that:
  - i. enables PWGSC and other federal Custodians to focus resources on service administration and Tenant relationships, and
  - ii. maximizes the benefits from the Contractor's service delivery expertise;
- b) managing risk effectively, including ensuring due diligence and compliance with applicable legislation, regulation and policy;
- c) improving the financial, social and functional, and environmental sustainability of government accommodations; and
- d) being able to demonstrate best value in services provided by, or through the Contractor, considering cost, quality, competition and transparency.

## **1.6 Total Responsibility for Service Delivery**

1.6.1 The Contractor is required to assume total responsibility for service delivery, and, within the scope of the Contractor's role, to provide the services and meet the requirements in the SOW, and to act independently and make decisions required to achieve acceptable performance levels.

1.6.2 The Contractor is responsible for its Service Delivery Regime, and has maximum flexibility to innovate and provide best value in service delivery, within established budgetary, policy and legislative constraints, including the systems, processes, procedures, operational performance measures, and organization needed to fulfill the Contract requirements

1.6.3 The Contractor is accountable to the TA for the delivery of services, and is required to report and be answerable to the TA for the performance and consequences of the services provided.

1.6.4 The Contractor is required to obtain written acceptance from the TA for certain deliverables and processes, to seek and follow direction from the TA in delivering certain services, and to obtain acceptance of the Contractor's Service Delivery Regime, through a Collaborative Review Process in accordance with the Manage Contract Transitions Section.

1.6.5 The Contractor is required to collaborate with Custodians in determining applicable policies, standards and guidelines appropriate to each Asset Type.

1.6.6 The Contractor is required to collaborate with third parties engaged by Custodians, to support certain activities within the Contract Inventory, including, for example, to support oversight and to deliver selected projects.

## **1.7 Improving the Sustainability of Real Property Assets**

1.7.1 PWGSC has developed a comprehensive approach to planning, implementing, and monitoring improvements to the sustainability of its assets and operations and ensuring compliance with applicable environmental legislation. This approach aims to balance financial, social and functional, and environmental sustainability objectives, and to ensure:

- a) implementation of national, regional and community-based investment strategies, consistent with direction set out in Asset Management Plans (AMPs);
- b) financially sound and affordable investments;
- c) attainment of social and functional goals; and
- d) reduction of the environmental impact of its assets and operations, to meet Custodian Sustainable Development Strategies and other environmental targets.

1.7.2 PWGSC evaluates these objectives by considering them from a long-term, full lifecycle viewpoint.

## **2 General Requirements**

### **2.1 Overview**

2.1.1 Provide real property services for the Contract Inventory listed in Schedule "1", Property Management Services Baseline and Contract Inventory List, and in so doing, provide the deliverables listed in the Contract Deliverable Requirements List (CDRL) in Annex B, in accordance with the associated Deliverable Items Descriptions (DIDs).

2.1.2 Provide Optional Services as-and-when-required, as directed.

2.1.3 Support Custodians in meeting Tenant operational needs, considering applicable legislation, regulation, policies and standards.

2.1.4 Collaborate with Custodians, and work together in an environment of mutual respect and trust.

- 2.1.5 Participate in regular meetings to develop and implement a common vision and shared values that will govern the relationship.
- 2.1.6 Establish close business and operational relationship through the TA and with other stakeholder organizations as directed.
- 2.1.7 Maintain a cooperative and professional approach when liaising with Tenants and ensure a high level of Tenant satisfaction.
- 2.1.8 Ensure that the Contractor's employees and other resources under the Contractor's authority interact with PWGSC, OGD Custodians, Tenants, Occupants, the public and other contractors in accordance with an acceptable Code of Conduct.
- 2.1.9 Plan and schedule Work in consultation with Tenants to minimize disruption to operations or programs.
- 2.1.10 Deliver solutions that provide the optimal utilization of allocated human, financial and other resources, and provide best value to Canadians, considering Federal policy objectives set out in the Treasury Board (TB) Policy on Management of Real Property.
- 2.1.11 Manage the quality of products and services and continually evaluate and propose new industry processes and innovations to improve the efficiency and effectiveness of services for acceptance, and implement these in the Service Delivery Regime.
- 2.1.12 Use processes and tools that promote efficient sharing of information and knowledge across the Contractor's and Custodians' organizations.

## **2.2 Apply an Acceptable Service Delivery Regime**

### **2.2.1 General**

2.2.1.1 Assume Total Responsibility for Service Delivery and apply an accepted Service Delivery Regime that meets the requirements of the SOW, covering:

- a) the Contractor's core organization and other Human Resources (HR) under the Contractor's authority, or otherwise fulfilling the requirements of the SOW on behalf of the Contractor; and
- b) processes and systems for meeting the General Requirements and the requirements for Property Management Services, Project Delivery Services and Optional Services.

2.2.1.2 Deliver the services and be accountable for achieving outcomes as measured by the four Key Performance Indicators (KPIs) described in the Apply an Acceptable Performance Measurement Regime Section.

2.2.1.3 Work collaboratively with other stakeholders to promote service integration, ensuring that services are delivered and administered in an efficient, effective, healthy and safe manner, without surprises.

2.2.1.4 Provide and be responsible for integrated services whether these services are delivered by the Contractor or by others:

- a) collaborate with third parties providing services in or for the Contract Inventory;

- b) include activities performed by others as part of Building Management Plans (BMPs);
- c) act as Constructor for construction projects and as OHS Control Authority for the buildings, campuses and multi-building sites included in the Contract Inventory;
- d) participate in planning, Tenant liaison and communications, commissioning, and quality assurance, including environmental protection and conservation, for projects delivered by Custodians, or by third parties;
- e) coordinate with and respond to requirements of authorities having jurisdiction;
- f) provide transparent access to the Contractor's quality documentation, performance, process and procedural information to enable others to perform their roles, as directed; guided by non-disclosure arrangements and other measures that will be collaboratively established, consistent with the Access to Information Act, to protect information that the Contractor deems proprietary;
- g) determine how to provide services that will meet the performance outcomes over the assets' lifecycle;
- h) implement approved solutions, in collaboration with the TA, ensuring appropriate due diligence, and ensuring that adequate funding is identified in plans to cover proposed costs;
- i) identify opportunities to reduce the total cost of ownership in support of PWGSC's objective of providing quality, sustainable real property services that provide best value, and lower total occupancy and Tenant service costs; and
- j) improve the quality of related products and services, and reduce costs, where possible, through acceptable industry practices.

## **2.2.2 Manage Quality**

2.2.2.1 Use a certified Quality Management System (QMS) that meets the specific needs of the services and requirements set out in the SOW, including the General Requirements, and the requirements for Property Management Services, Project Delivery Services and Optional Services, when these are required:

- a) ensure that the scope of the QMS covers the locations and portfolios, buildings, campuses, multi-building sites and other assets included in the Contract Inventory, and is extended in its scope to cover additions and changes during the Contract Term;
- b) ensure the QMS is based on sound management practices, providing the Contractor's resources and stakeholders with a thorough understanding of how its business is conducted;
- c) demonstrate a commitment to quality that fosters continual improvement, customer satisfaction, mutual trust, cooperation and accountability;
- d) use the QMS to manage and report on the quality of services, conduct performance measurement and provide performance data for the Performance Indicators (PIs) identified in Annex A;
- e) gather objective evidence of performance, proactively identify opportunities to improve services, and rectify nonconformities through a continual improvement process to prevent their recurrence; and
- f) provide unlimited access without delay to ongoing Registrar audit and follow-up reports.

2.2.2.2 Within one year of the Contract Operational Start Date:

- a) demonstrate that an acceptable document and records management process is in place for QMS information;
- b) demonstrate that a QMS, compliant with the requirements of the most recent International Organization for Standardization's ISO 9001:2008, Quality Management Systems - Requirements of the latest release, is in place;
- c) support second-party audits of the QMS, conducted on behalf of the TA, for the duration of the Contract period, to confirm the adequacy of the QMS considering the ongoing status of service delivery processes and performance results;
- d) respond to audit findings and adjust the QMS accordingly during the Contract period;
- e) ensure that the QMS is in place at every site where the Contractor delivers the services set out in the SOW; and
- f) operate the QMS and resolve QMS deficiencies in a timely and responsive manner.

2.2.2.3 Within two years of the Contract Operational Start Date:

- a) demonstrate that the QMS has been successfully certified by a Registrar;
- b) provide the TA with a copy of the Registration Certificate and maintain the registration for the duration of the Contract, subject to ongoing audits as deemed appropriate by the Registrar;
- c) extend the scope of the QMS registration to cover Optional Services, as-and-when required, and as directed; and
- d) submit records of Registrar audit findings to the TA for review without delay.

2.2.2.4 Manage quality in accordance with the QMS:

- a) submit evidence to the TA to support oversight and demonstrate that services and deliverables meet requirements;
- b) conduct quality assurance and establish an appropriate flow down of requirements to suppliers;
- c) use and continually improve information generated in accordance with the Performance Measurement Regime;
- d) use the QMS to manage nonconformity information:
  - i. document and track nonconformities from the time that they are identified to close-out,
  - ii. assess and implement TA recommendations for improvement and document and track these,
  - iii. report nonconformities monthly, and
  - iv. ensure that data is readily and electronically accessible to the TA;
- e) resolve nonconformities to the satisfaction of the TA consistent with ISO requirements:
  - i. identify the root cause of quality nonconformities,
  - ii. carry-out corrective actions and act to minimize the escalation of minor nonconformities into major ones,
  - iii. include TA input during the planning of corrective actions,
  - iv. obtain the TA's acceptance of planned corrective action, the scheduled completion dates and agreement to close nonconformities raised by the TA,
  - v. provide evidence that corrective actions have eliminated the causes of quality nonconformities and regularly conduct effectiveness verifications; and



f) conduct management reviews and internal audits.

2.2.2.5 Participate in scheduled PWGSC quality monitoring reviews which will provide a forum for identifying nonconformities, whether raised by the Contractor, the TA or their designated representatives, or the QMS Registrar.

2.2.2.6 Collaborate with, and support the TA in conducting quality monitoring, including activities to support due diligence such as:

- a) TA sign-off of Section 34 of the Financial Administration Act, as amended from time to time;
- b) regulatory compliance;
- c) health and safety compliance;
- d) improvements in Tenant and Occupant satisfaction; and
- e) demonstration of attainment of best value, based on the sustainability of services and solutions provided.

2.2.2.7 Support second-party and other quality audits deemed appropriate by the TA to assure that requirements are being met. The TA may raise nonconformities to rectify service or process deficiencies, and may raise these nonconformities as Contract-wide nonconformities, applicable to each Portfolio, if they are deemed to be systemic. Only the TA is authorized to close TA-raised nonconformities.

## **2.2.3 Apply an Acceptable Performance Measurement Regime**

### **2.2.3.1 General**

2.2.3.1.1 Apply an acceptable Performance Measurement Regime based on acceptable service delivery performance measurement data and information that will enable assessment of performance.

2.2.3.1.2 Ensure that the Performance Measurement Regime is:

- a) *results-oriented*, focusing on outputs and outcomes;
- b) *selective*, concentrating on significant indicators of performance and reasonable cost of measurement;
- c) *reliable*, producing data and information that are accurate and consistent over time;
- d) *accessible*, providing on-going availability of results to the TA; and
- e) *lifecycle-based*, enabling continual improvement over time.

2.2.3.1.3 Provide performance measurement data and information for each Asset Type in accordance with the Performance Indicators (PIs) identified in Annex A.

2.2.3.1.4 Indicate success in terms of each of the following KPIs, at the Portfolio and Contract levels:

- a) *Asset Integrity KPI*: success in sustaining the value and condition of assets and complying with applicable policy, legislation and regulations;
- b) *Satisfaction KPI*: success in meeting TA expectations, promoting Tenant satisfaction, safeguarding the well-being of Occupants and promoting ease of doing business;
- c) *Financial KPI*: success in delivering services that provide best value; and
- d) *Information Integrity KPI*: success in ensuring that required information is trustworthy, available and easily accessible.

### **2.2.3.2 Define Acceptable Performance Measurement Data and Information**

2.2.3.2.1 Establish performance measurement data and information for each service appropriate to the designated Asset Type and Portfolio levels, identifying:

- a) *inputs*, in terms of financial and non-financial resources used to deliver activities, produce outputs and accomplish outcomes;
- b) *activities*, in terms shown as processes required to meet General Requirements and to produce Service Delivery products; and
- c) *outputs* in terms of direct products generated from the service delivery processes.

2.2.3.2.2 Establish capabilities to provide performance measurement data and information to measure performance against performance minimums and maximums, and specific service level benchmarks set by PWGSC.

2.2.3.2.3 Obtain acceptance of performance measurement data and information, through the Collaborative Review Process set out in the Manage Contract Transitions Section, to a level of detail acceptable to PWGSC, including:

- a) service delivery processes for each Asset Type;
- b) PI relationship to the production of Service Delivery products, common across each Custodian portfolio by Asset Type;
- c) aggregation of PIs for each Asset Type, by the Contractor, to a set of Portfolio-level KPIs; and
- d) aggregation of each Portfolio-level set of KPIs by the Contractor, to one Contract-level set of KPIs.

### **2.2.3.3 Measure Performance and Improve the Performance Measurement Regime**

2.2.3.3.1 Measure and report performance in accordance with the accepted Service Delivery Regime:

- a) calculate PIs and KPIs at the Portfolio and Contract levels, as required, to facilitate payment for services and the assessment of services no later than 17 days after the end of each month;
- b) provide the TA with access to performance measurement data and information required to calculate each PI; and
- c) participate in monthly meetings coordinated by the TA:
  - i. analyze performance as indicated by PIs in advance,
  - ii. prepare a summary to ensure understanding of performance status, and
  - iii. present the summary and an action plan to the TA to support a collaborative review of performance results.

2.2.3.3.2 Implement mechanisms to ensure the accuracy, reliability, consistency and completeness of information, in accordance with the Manage Information, Reports and Keep Records Section.

2.2.3.3.3 Inform the TA of performance information required from PWGSC's National Service Call Centre (NSCC), including their frequency, if they are a recurring requirement.

2.2.3.3.4 Identify and recommend continual improvement opportunities for the PI performance minimums, maximums and service level benchmarks for the following year, and submit these to the TA by May 15 of each year for consideration as part of the Management Review with the TA.

2.2.3.3.5 Incorporate changes to the Performance Measurement Regime resulting from the addition or suspension of PIs, including revising the Performance Measurement Plan, as directed.

## **2.3 Manage Contract and Service Administration Relationships**

### **2.3.1 General**

2.3.1.1 Work collaboratively with the TA and other stakeholders, as directed, at the various levels of management of the Contractor's, PWGSC's and OGD Custodians' organizations, to:

- a) cooperatively monitor the performance of the contract;
- b) respond to strategic issues; and
- c) continually improve operation under the contract.

2.3.1.2 Interact with various organizations, as directed, in a manner that promotes Custodian, Tenant and Occupant satisfaction, and sound stewardship, including:

- a) Government organizations, including:
  - i. Tenants,
  - ii. Custodian authorities,
  - iii. various federal regulatory authorities such as Environment Canada and Human Resources and Skills Development Canada – Labour Program, and other Federal stakeholders,
  - iv. PWGSC National and Regional centres of expertise, including those related to supporting the implementation of accommodation policies, standards and programs, related to federal policy objectives and Tenant operational needs; and
- b) third parties, including:
  - i. Registrars assessing ISO conformance;
  - ii. other contractors and organizations engaged by the TA and Custodians participating in Service Administration,
  - iii. other contractors providing services,

- iv. municipal, provincial and territorial regulatory and other authorities having jurisdiction,
- v. third party tenants,
- vi. public service union representatives, as directed, and
- vii. landlords.

2.3.1.3 Ensure operational resources have corporate work wear, including uniforms bearing the Contractor's corporate identification and personal protective equipment of an acceptable appearance and standard.

2.3.1.4 Represent PWGSC in negotiations with municipal authorities or partners as directed, for example, regarding policing, servitudes for water, sewage and electricity and other utilities.

## **2.3.2 Maintain Effective Relationships with the TA and Custodians**

2.3.2.1 Designate a Relationship Manager as the Contractor's designated representative for managing the Contract-level relationship with the TA, with the required authority to commit the Contractor, and institute appropriate measures to manage Contract relationships with PWGSC at the Contractor's corporate, Contract, Portfolio, and building management levels.

2.3.2.2 Ensure an effective corporate management relationship with PWGSC:

- a) participate in executive meetings, including PWGSC, OGD and Contractor executives as requested;
- b) organize semi-annual Executive Management Meetings, and other management and team meetings, as requested; and
- c) organize and participate in monthly operations and project update meetings.

2.3.2.3 Propose ideas and share experience gained in working with the Contractor's other clients.

2.3.2.4 Provide flexibility and responsiveness in adjusting to changing Custodian priorities and requirements during the term of the contract:

- a) work collaboratively with the TA;
- b) obtain TA approval for changes in Work, within scope and budget;
- c) organize monthly meetings co-chaired by the Contractor's Relationship Manager and the TA;
- d) participate in other monthly meetings and committees with the TA and other stakeholders, as directed, including:
  - i. Regional meetings;
  - ii. National Project Delivery Committee meetings,
  - iii. National Operations Committee meetings,
  - iv. bi-annual Quality Monitoring workshops,
  - v. bi-annual Contract level meetings, and
  - vi. National sessions sponsored by PWGSC, that may involve other Contractors engaged in a similar capacity;

- e) provide input to strategic decisions and direction to:
  - i. promote the Contractor's ownership, accountability and pride in work,
  - ii. Support Custodians' asset and portfolio management; and
- f) provide advice and support to the TA in making recommendations for requirements to be included in Annual National BMP Call Letters, Custodian Call Letters, Custodian National Investment Strategies and Community-Based Investment Strategies.

2.3.2.5 Undertake activities to ensure effective building management and engagement and collaboration between Contractor's property managers, project managers and the TA, and other designated PWGSC representatives, and interact directly with various resources that support the TA, as requested, including:

- a) multidisciplinary PWGSC real property teams;
- b) PWGSC National and Regional Centres of Expertise;
- c) PWGSC functional authorities for certain services;
- d) the NSCC; and
- e) other government and private sector entities that may be included in the delivery of projects, the provision of specialized services not included in the SOW, or to support quality monitoring.

2.3.2.6 Identify and respond to new requirements, strategic issues, risks and problems, and:

- a) monitor stakeholder satisfaction;
- b) anticipate Tenant requirements;
- c) develop joint communication strategies as requested; and
- d) resolve operational issues.

### **2.3.3 Maintain Effective Relationships with Tenants**

2.3.3.1 Act as the primary point of contact for Tenant representatives responsible for their accommodations and manage the day-to-day relationship with Tenants and Occupants.

2.3.3.2 Provide Tenant services in accordance with a Tenant Relationship Management Program:

- a) include procedures for providing Tenant services and delivering Tenant Service Projects as set out in the Provide Tenant Services and Tenant Service Project Delivery Services Section;
- b) develop and implement a Tenant Communications Program, including a listing of Tenant contacts, written communications such as newsletters, desk-drops and e-mails, to promote effective communications with Tenants;
- c) establish a methodology for determining the level of Tenant satisfaction; and
- d) conduct periodic Tenant satisfaction surveys, analyze results to determine issues affecting Tenant satisfaction and develop action plans to respond to problems and issues.

- 2.3.3.3 Initiate communications in a manner that supports the TA in having coordinated awareness of issues, risks, problems and the status of a wide range of activities for which the Contractor is responsible.
- 2.3.3.4 Make every attempt to resolve conflict informally in advance of raising a formal Dispute.
- 2.3.3.5 Ensure that the TA is aware of ongoing activity related to Tenant-direct activities which involve direct relationships between the Contractor and Tenants.
- 2.3.3.6 Ensure integration of services:
- a) assume responsibility for health and safety;
  - b) coordinate work carried out by other contractors delivering services; and
  - c) manage commissioning for projects delivered by others.
- 2.3.3.7 Provide reporting and specific performance measures to indicate the degree to which Tenant requirements are being met.
- 2.3.3.8 Encourage Tenant and Occupant use of the NSCC and direct Tenants at appropriate times to initiate action through the NSCC.

## **2.4 Provide Tenant Services**

- 2.4.1 Apply acceptable processes and procedures for delivering Tenant Services and Tenant Service Projects, which are *Category IV Projects*, as set out in Provide Project Delivery Services Section.
- 2.4.2 Deliver Tenant Services in a manner consistent with the requirements set out in the most current release of the TB Guide to the Management of Real Property and PWGSC Guidance for Departments Requiring Tenant Services.
- 2.4.3 Deliver Tenant Services in accordance with Occupancy Instruments (OIs) or leases, signed by the Tenants, which outline services to be provided.
- 2.4.4 Perform, budget and track Tenant Services above levels set out in the OI, as Tenant Service Projects, in accordance with the requirements set out in the Provide Property Management Services, Provide Project Delivery Services, or Provide Optional Services sections as appropriate:
- a) as Property Management Services, if the service constitutes additional property management services above those set out in the OI, e.g. provision of additional levels of security, cleaning, or hours of service for Heating, Ventilation and Air Conditioning (HVAC) systems;
  - b) as Project Delivery Services, in accordance with requirements for Project Categories as set out in the Provide Project Delivery Services Section, if the service constitutes a project, and is directly associated with a construction project or special study project, special-purpose Tenant signage, or commissioning of projects undertaken by Custodians or third parties; or

c) as Optional Services, if the service constitutes an Optional Service, such as facilities management services.

2.4.5 Perform, budget and track Tenant-direct Projects, which are Tenant Service Projects below a specific value, as directed by the Tenant, provided a suitable Memorandum of Understanding (MOU) or similar agreement in the case of OGD Custodians, is in place with the Tenant which includes the conditions under which the Tenant-direct mechanism can be used.

2.4.6 Support Custodians in providing productive work environments for Tenants.

2.4.7 Provide normal and additional building services as outlined in OIs, and charge back costs for additional services.

2.4.8 Advise the TA of new requests by Tenant, and:

- a) consult with the Custodian and the TA to ensure that an MOU or similar agreement, in the case of OGD Custodians, is in place with the Tenant, outlining the provision and use of office accommodation and services, to determine whether Tenant-direct service mechanisms can be utilized;
- b) obtain the approval of the Custodian and TA to establish specific protocols for the delivery of services before providing services to Tenants;
- c) refer to the Provide Lease Administration Services Section for specific requirements for services in leased facilities;
- d) assist Tenants in analyzing and defining requirements, identifying options, estimating implementation costs and obtaining project approval;
- e) advise the TA of Tenant requests for services not covered by the OIs, leases or other agreements;
- f) calculate the cost of extending the hours of operation requested by the Tenant, recover and report the cost as a Tenant Service Project; and
- g) ensure that the Tenant is aware that it is their responsibility to authorize and pay for Tenant services undertaken on their behalf.

## **2.5 Manage Existing Government Contracts**

2.5.1 Manage contracts or agreements that Custodians have in place that may remain in force during the Contract, as directed, including contracts or agreements for services such as:

- a) inspection, maintenance and certification of vertical transportation systems, boilers and pressure vessels;
- b) removal of hazardous materials, cable management, energy projects under the auspices of NRCan's Federal Buildings Initiative, and bulk purchase of utilities;
- c) regional and national master standing offers and supply arrangements for goods and services such as bulk fuel, removal of hazardous materials, cable management and furniture;
- d) contracts with certain organizations with whom PWGSC has commitments, including:
  - i. the National Capital Commission for some grounds and landscaping activities,
  - ii. the Canadian Corps of Commissionaires for security guard services,

- iii. ARC Industries for waste, recycling and plant maintenance, and
- iv. the Canadian National Institute for the Blind and the Federal Employees' Recreational Association for cafeteria services;
- e) prepare the contractual documentation for execution;
- f) coordinate delivery of the Work;
- g) monitor and report on performance, including quality, adherence to schedules and costs;
- h) resolve informal disputes, and initiate formal dispute resolution processes if required;
- i) initiate contract amendments for execution;
- j) recommend payment for goods and services delivered; and
- k) collect and remit revenue where applicable.

## **2.6 Accept Novation of Contracts**

2.6.1 Accept the novation of contracts, assuming the liabilities and receiving the rights and benefits, for which existing suppliers and service providers agree to the novation, examples of which include contracts for cleaning, grounds maintenance, fire extinguisher services, inspection and maintenance of vertical transportation systems, inspection and certification of boilers and pressure vessels, cable management, and bulk purchase of utilities.

## **2.7 Manage Government Furnished Accommodations**

2.7.1 Manage Government Furnished Accommodations (GFA) as directed.

## **2.8 Manage Incidents and Critical Incidents**

2.8.1 Use acceptable incident and critical incident protocols in response to unexpected events 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, consistent with PWGSC Critical Incident Reporting Policy DP-009, and OGD Custodian and Tenant policies, and:

- a) minimize the risk and reduce the impact of incidents on the safety of people and assets; and
- b) maintain performance and Tenant satisfaction.

2.8.2 Manage and act without delay in response to unexpected events that could result in injury to persons, damage to equipment, material or the environment, or the temporary disruption of essential services, and where immediate action is required.

2.8.3 Notify designated authorities, respond and take corrective measures within defined timeframes.

2.8.4 Communicate in accordance with defined criteria, advising the TA on progress during incidents, including the following milestones for critical incidents:



- a) incident problem identified;
- b) responders called and on site;
- c) response to incident underway;
- d) incident resolved and report submitted; or
- e) incident escalating to critical incident or emergency, potentially leading to building shutdown.

2.8.5 Submit critical incident reports in compliance with PWGSC, OGD Custodian and Tenant procedures with acceptable format, quality, conciseness, and response timelines.

2.8.6 Comply with investigation and reporting requirements of regulatory authorities.

2.8.7 Collect data and analyze incident trends to identify root causes in accordance with QMS requirements and recommend measures to reduce incidents, and identify improvement opportunities, including operational deficiencies, inadequate asset maintenance, and shortcomings in BMPs or Building Performance Reviews (BPRs).

2.8.8 Provide communications and information services support to the TA to assist them in responding to:

- a) incident-related requests originated by PWGSC, OGD Custodians, and Tenant senior management;
- b) responding to ministerial inquiries;
- c) preparing briefing notes;
- d) responding to media questions; and
- e) responding to Access to Information requests.

## **2.9 Ensure Health and Safety**

### **2.9.1 General**

2.9.1.1 Assume control and exercise responsibility for the Workplace regarding OHS matters in relation to Work being carried out to fulfill the requirements of the SOW, whether carried out by the Contractor or its subcontractors, as well as related activities carried out by Custodians, Tenants and their contractors and subcontractors.

2.9.1.2 Meet health and safety requirements for the campuses, multi-building sites and buildings included in the Contract Inventory, and for work, except as specifically excluded, in writing by the TA, whether carried out by:

- a) the Contractor and its subcontractors;
- b) Custodians and their contractors and subcontractors; or
- c) Tenants and their contractors and subcontractors.

2.9.1.3 Represent the Custodians on Tenant health and safety committees as directed.

2.9.1.4 Support Custodians in complying with the most current version of the Canada Labour Code (CLC) Part II, and support Custodians and Tenants in meeting their responsibilities as employers under the CLC, and the NJC Standard for Fire Safety Planning and Fire Emergency Organization - Chapter 3-1.

2.9.1.5 Meet the more stringent of requirements if there is conflict among requirements, and advise the TA, if it is not evident which requirements are more stringent.

2.9.1.6 Comply with the requirements of authorities having jurisdiction, and, unless otherwise directed:

- a) act as Constructor for construction project work; and
- b) act as OHS Control Authority for:
  - i. other Work carried out to meet the requirements of the SOW, and
  - ii. other work carried out by third parties.

## **2.9.2 Apply an OHS Program**

2.9.2.1 Apply an acceptable OHS Program, including activities consistent with CAN/CSA-Z1000-06 (R2011) - Occupational Health and Safety Management Standard of the latest issue, with associated policies, procedures and work instructions incorporating measures to comply with applicable legislation, and PWGSC's, OGD Custodians' and Tenant direction and obligations, including:

- a) an OHS policy;
- b) identification and control of hazards and emergencies;
- c) emergency procedures and identification of people and resources required to deal with emergencies;
- d) building emergency evacuation plans, posted in each building or facility in the Contract Inventory;
- e) a statement of responsibilities of the Contractor's managers, supervisors, employees, other resources under the Contractor's authority, and persons granted access to the Workplace;
- f) inspection policy and procedures, including those set out in the CLC;
- g) a training plan for the Contractor's workers, supervisors and other resources under the Contractor's authority;
- h) procedures for investigation of accidents, dangerous occurrences and refusal to work;
- i) communications and record-keeping procedures;
- j) procedures for involvement of the Contractor's workers in the program; and
- k) regular evaluation and monitoring of the program.

2.9.2.2 Prepare and follow an acceptable Site-specific OHS Plan for each building, in collaboration with Tenant OHS committees, which meets the requirements of the OHS Program, including a site-specific OHS Code of Practice for safe operating procedures and other requirements.

- 2.9.2.3 Prepare and follow a Project-Specific OHS Plan for each project involving more than one contractor. Ensure the Project-Specific OHS Plan is tailored to the type of Work to be performed on the project and conforms to the Site-Specific OHS Plan.
- 2.9.2.4 Identify personnel responsible for the OHS Program and Site-specific, and Project-specific OHS Plans, emergency action plans for handling emergency Work when normal procedures cannot be followed, and key personnel and safety requirements necessary for the Work to take place.
- 2.9.2.5 Implement OHS training and hazard communication procedures.
- 2.9.2.6 Assess OHS hazards and risks, and implement controls to eliminate or mitigate the these.
- 2.9.2.7 Ensure the health and safety of persons granted access to the Workplace are protected, including federal government employees, resources under the Contractor's authority, Custodians' contractors' and subcontractors' employees, and the public.
- 2.9.2.8 Ensure that persons granted access to the Workplace comply with Site-specific and Project-specific OHS Plans.
- 2.9.2.9 Coordinate and control Work in buildings, on campuses and at multi-building sites, and take appropriate safeguards to protect health and safety:
- a) maintain ongoing overall control of activities regarding OHS management;
  - b) establish and maintain a contact list of human resource under the Contractor's authority responsible for OHS;
  - c) manage other contractors' access to the building, in conjunction with building security;
  - d) assign project work sites to other contractors, and coordinate and schedule use of elevators, loading dock and work site access routes;
  - e) identify and communicate issues related to scheduling of Work;
  - f) provide an orientation to contractors granted access to the site; and supply information including the Site-specific OHS plan, a description of the OHS 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;
  - g) attend and provide input to contractors' project meetings and health and safety committee meetings, as directed;
  - h) act as the point of contact with authorities having jurisdiction and submit documentation required by them, such as notices of projects and related information;
  - i) maintain copies of communication, reports and orders arising from visits by authorities having jurisdiction;
  - j) control access to mechanical and electrical rooms and other building operations locations and oversee Work in these locations;
  - k) organize and lead meetings with stakeholders as required for health and safety and construction co-ordination;
  - l) coordinate construction activity;
  - m) coordinate with Tenants on building issues, and issues related to contractor Work in the building;
  - n) participate in identifying OHS requirements for Tenant and facilities management units performing electrical Work;

- o) monitor the compliance of other contractors with OHS legislation, Site-, and Project-specific OHS plans and other OHS Standard Operating Procedures (SOPs), and issue instructions to contractors as required to resolve OHS issues;
- p) obtain regular feedback from health and safety personnel and workers to identify issues;
- q) implement resolutions to contractor issues related to construction co-ordination and other aspects related to OHS; and
- r) maintain records of necessary documents related to OHS.

2.9.2.10 Ensure that appropriate parties acquire necessary approvals and permits from authorities having jurisdiction, including 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.

2.9.2.11 Develop specific OHS requirements, and safe work procedures and practices, including a job hazard analysis, for critical tasks, to eliminate or mitigate foreseeable hazards associated with the Work to be performed at the workplace.

2.9.2.12 Ensure that resources under the Contractor's authority are fully aware of, and adhere to requirements in accordance with applicable OHS legislation, when performing Work, including maintenance, industrial, construction and project regulations, window washing, lockout and tag-out procedures, work permits and building emergency evacuation plans.

2.9.2.13 Maintain a list of chemicals and label them in accordance with Workplace Hazardous Materials Information System (WHMIS) requirements and comply with CCOHSR, Part X, Hazardous Substances.

2.9.2.14 Provide eye and hearing protection, safety footwear and other protective equipment suitable to the tasks to be performed.

### **2.9.3 Report on Health and Safety**

2.9.3.1 Provide support to the designated Custodian OHS authority on completing accident reports and hazardous occurrence investigation reports, as prescribed by the applicable OHS Act and in accordance with PWGSC policies, and provide copies to the TA without delay.

2.9.3.2 Provide OHS information and reports related to the Work in accordance with the requirements of the Canada Occupational Health and Safety Regulations (COHSR), NJC Directives and Custodian policies.

2.9.3.3 Provide Site-, and Project-specific OHS Plans, hazard identification, safety training, life safety systems and equipment inspection, maintenance, testing and nonconformities, as-and-when-requested.

## **2.10 Respond to Service Calls**

2.10.1 Follow acceptable processes in responding to service calls.

2.10.2 Interact with the NSCC and Tenants, as directed, and in accordance with the NSCC Procedures Document, which outlines the terms and associated definitions used in the management of service calls for different priority responses, namely Emergency, Urgent, and Normal responses, for Urban, Remote and Isolated locations.

2.10.3 Maintain and provide to the NSCC a current list of contacts at the Contract and building level, and advise the NSCC immediately of changes via e-mail.

2.10.4 Acknowledge Emergency and Urgent service calls from the NSCC by live voice contact within 10 minutes, 24 hours per day, 365 days per year.

2.10.5 Respond to service calls from the NSCC 24 hours per day, 365 days per year, in accordance with the response times indicated in Table 1:

- a) report to the location identified in the service call;
- b) begin an investigation within the maximum permissible response time standards,
- c) provide an update of the service call status to the NSCC by e-mail or electronic data file as soon as Work to close the service call is complete;
- d) undertake the Work required; and
- e) update the NSCC on the status and results of responses to service calls within 24 hours of responding to the service call.

2.10.6 Analyze service call reports from the NSCC, identify trends and variances from the norm, prepare action plans and undertake required corrective action.

Table 1 – Maximum Response Times for Service Calls			
Priority	Urban	Remote	Isolated
Emergency	30 minutes	1 hour	24 hours
Urgent	60 minutes	3 hours	48 hours
Normal – during business day	4 hours	24 hours	Same time on 5 <sup>th</sup> subsequent business day as the time the service call was acknowledged
Normal – during	Noon of	End of next business day, as governed	Same time on the 5 <sup>th</sup> subsequent business day as the

unoccupied hours	following business day	by regular hours of operation defined for the building	time the service call was acknowledged
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## 2.11 Manage Risk

2.11.1 Apply a Risk Management Program, with acceptable risk management processes, roles and responsibilities and management system capabilities.

2.11.2 Support Custodians in meeting risk management policy requirements, including the TB Policy on Management of Real Property (with the associated Guide), the TB Framework for the Management of Risk, and the PWGSC Policy on Integrated Risk Management [DP-082].

2.11.3 Manage risk effectively:

- a) identify and manage potential risks, factors and types of risks associated with campuses, multi-building sites, buildings, services and production of expected results set out in the SOW;
- b) identify operations and assets at risk, and related potential perils, factors, and types of risks for subsequent assessment and analysis; and
- c) minimize risk by conducting thorough analyses of identified risks to assess their potential threat to operations and buildings, Occupants and the public, and to determine the degree of exposure in terms of frequency and severity.

2.11.4 Use the results of analyses of identified risks to:

- a) inform the preparation of BMPs and Portfolio Plans;
- b) reduce or eliminate risk by considering alternatives to current or proposed activities;
- c) develop and implement cost-effective risk control practices such as loss prevention and reduction, including safety training, early detection, security precautions, emergency procedures or design changes, when acceptance of the risk is inevitable; and
- d) plan and budget measures for potential containment, compensation, restoration and recovery.

2.11.5 Report risk monthly using an acceptable Risk Dashboard.

## 2.12 Foster Sustainability

### 2.12.1 Apply a Sustainability Program

### **2.12.1.1 General**

2.12.1.1.1 Apply an acceptable Sustainability Program to support Custodians in continually improving the sustainability of their assets and operations, balancing financial, social, functional, and environmental considerations.

2.12.1.1.2 Employ capabilities, processes and approaches that will foster sustainability in Property Management Services, Project Delivery Services, and Optional Services, including:

- a) familiarization with, and an approach to ensuring ongoing awareness of heritage stewardship, and environmental and sustainability-related legislation, regulations and policies to which Custodians are subject, and guidelines, plans and targets associated with Custodian sustainability strategies;
- b) tools and approaches that will improve options analysis;
- c) change management strategies;
- d) communications and training strategies for project delivery and building operations staff;
- e) linkages to the Harmonized Management Systems and continual improvement strategies;
- f) documented processes, procedures and automated tools;
- g) processes to evaluate, monitor and report on the program; and
- h) sustainability reporting consistent with Global Reporting Initiative™ G3.1 Guidelines.

2.12.1.1.3 Include approaches to sustainable design and selection of sustainably produced or recycled materials, with reference to locally-derived, sustainably-managed renewable resources.

2.12.1.1.4 Incorporate sustainable practices into Operations and Maintenance (O&M) processes, tools, and supplies.

2.12.1.1.5 Ensure that the Sustainability Program provides for consideration of financial, social and functional, heritage conservation and environmental factors in service delivery, tailored to the needs of specific services, with a balanced approach to support:

- a) financially sound investments;
- b) attainment of Custodian Sustainable Development Strategy (SDS) targets and sustainability-related objectives set out in Custodian departmental Reports on Plans and Priorities;
- c) a socially responsible approach to management of real property; and
- d) good decision-making.

2.12.1.1.6 Apply lifecycle management as a foundation for the sustainability program, using appropriate tools, taking into account the variety of factors that influence the lifecycle of buildings, building components and systems and the long-term impact of financial, functional and social, and environmental decisions:

- a) provide best value in Property Management Services, Project Delivery Services and Optional Services, through a long-term view of the costs and benefits of available options, considering information provided in Asset Management Plans (AMPs), and calculation of payback periods for identified options;
- b) support real property decision-making as part of Investment Analysis Reports (IARs) as set out in the Provide Project Management Services Section:
  - i. assess lifecycle resource consumption and environmental burdens in project investment analyses,
  - ii. conduct lifecycle costing, and
  - iii. evaluate social impacts and make recommendations based on these;
- c) provide an Optimized Maintenance Program (OMP) covering the needs of each Asset Type, as part of the Sustainability Program, in accordance with the Apply an Optimized Maintenance Program Section, to optimize O&M strategies for each portfolio; and
- d) apply learning organization concepts to encourage innovation and the exchange of building lifecycle information among those responsible for the provision of Property Management, Project Delivery and Optional Services.

#### **2.12.1.2 Assist Custodians in Sustainability Planning**

2.12.1.2.1 Identify opportunities and support Custodians in preparing SDSs to meet Federal SDS requirements, by assisting in establishing objectives and plans, and, for PWGSC, including the Sustainable Buildings Policy and Environmental Policy.

2.12.1.2.2 Include proposals in BMPs to meet targets identified by Custodians in their respective SDSs, and demonstrate the linkages to how SDS targets will be achieved through specific projects.

2.12.1.2.3 Identify opportunities to assist Custodians in greening Government operations, as directed, including activities to:

- a) reduce greenhouse gas and other air polluting emissions;
- b) provide for green procurement;
- c) reduce potable water consumption;
- d) remediate contaminated sites;
- e) improve the management of waste; and
- f) improve the environmental performance of vehicles involved in delivering services.

2.12.1.2.4 Identify opportunities to assist Custodians in greening government assets, including:

- a) adoption of the Building Owners and Managers Association of Canada (BOMA Canada) BEST environmental assessment program; and
- b) ensuring that existing office buildings renovated under the Contract meet the energy efficiency targets set out by Custodians.



2.12.1.2.5 Identify opportunities and assist Custodians in meeting requirements related to electronic waste consistent with the Federal Electronic Waste Strategy, as amended from time-to-time.

### **2.12.1.3 Apply an Energy Management Program**

2.12.1.3.1 Apply an Energy Management Program, as part of the Sustainability Program, to guide the supply, management and use of energy and to meet Custodian plans and targets in this area.

2.12.1.3.2 Apply an Energy Management Strategy for each portfolio and each building that reflects acceptable industry practices and standards, including requirements for providing the most cost-effective, reliable supply of energy in a manner that fosters sustainability:

- a) set energy targets to support the attainment of Custodians' SDS commitments;
- b) conduct strategic analyses and energy performance benchmarking, using acceptable tools, and propose energy performance targets for the portfolio that will meet Custodian commitments set out in the most current version of its Report on Plan and Priorities;
- c) identify energy retrofit projects and develop business cases, priorities and proposed timeframes for implementation;
- d) identify energy efficient technologies to be incorporated into other planned projects;
- e) coordinate energy investments with planned mid-life rehabilitation programs;
- f) engage Tenants in fulfilling the Energy Management Strategy and promote effective energy use;
- g) establish an optimum energy performance level for each asset, and identify operational efficiencies and adjustments to building operations to achieve optimum energy performance, such as staggering equipment start up and shut down to take advantage of off peak time of use charges to reduce demand during peak loads;
- h) review projected changes that affect energy consumption such as occupancy levels, Tenant operations, levels of service, building upgrades, operating procedures and schedules, prepare detailed time-phased utilities budgets for each building, campus and multi-building site asset, indicating estimated monthly consumption and costs for each utilities component; and
- i) investigate and recommend to the TA adoption of incentive and subsidy programs offered by utility companies, and the federal and provincial governments.

2.12.1.3.3 Obtain certification for energy management achievements through industry recognized certification programs.

2.12.1.3.4 Apply the Energy Management Program to the development process of each Portfolio Plan, each building BMP and each Campus Plan, including developing proposals for energy management requirements tailored to unique facilities, including:

- a) campus central plants and associated energy distribution networks;
- b) residential facilities;
- c) small special purpose buildings; and
- d) other unique buildings as they are added to the Contract Inventory and identified by their respective Custodian.

## **2.12.2 Provide Portfolio Sustainability Planning Input**

2.12.2.1 Provide annual sustainability planning input for each Portfolio as part of the Portfolio Plan, describing the capacity, activities, processes and performance measurement data and information that will be applied to attain, report on, and continually improve financial, social and functional, and environmental sustainability results arising from the services provided.

2.12.2.2 Provide sustainability plan inputs to Custodian planning processes, including the BMP and AMP updates.

2.12.2.3 Ensure that appropriate performance measures are developed as part of the Service Delivery Regime to guide how sustainability considerations will inform:

- a) Tenant relationships, Tenant Services Projects and Tenant-direct Projects;
- b) Property Management Services;
- c) Project Delivery Services; and
- d) Optional Services.

## **2.12.3 Improve Financial Performance**

2.12.3.1 Identify and recommend opportunities for continual improvement of the Service Delivery Regime processes and procedures and make recommendations for changes to improve efficiencies and reduce costs.

2.12.3.2 Benchmark building O&M and Utilities (O&U) costs against acceptable sources of industry data.

2.12.3.3 Review O&U costs to identify potential areas for improvement, efficiencies and cost-reductions.

2.12.3.4 Monitor, evaluate and make recommendations on new technologies and systems that could reduce operating costs.

2.12.3.5 Review portfolio and contract O&U costs and make proposals on opportunities to reduce costs across portfolios and the Contract, and take advantage of strategies such as cost synergies, bulk purchasing, and pooling or centralizing of certain resources and inputs.

2.12.3.6 Identify, evaluate, and make recommendations on projects that best contribute to improving efficiencies and reducing life cycle costs.

## **2.12.4 Improve Social and Functional Performance**

2.12.4.1 Identify and recommend continual improvement opportunities that will benefit Tenants, the public and the community, through activities consistent with RPB's Good Neighbor Policy.

- 2.12.4.2 Implement communications and advocacy programs to foster sustainable practices with resources under the Contractor's authority, and with Custodians, Tenants and Occupants.
- 2.12.4.3 Identify opportunities, and develop and implement approved building initiatives and services to improve Tenant and Occupant satisfaction, and building performance.
- 2.12.4.4 Support Custodians in implementing government space optimization programs, as directed.
- 2.12.4.5 Provide advice in support of the development of Campus Master Plans and Community Based Investment Strategies, as directed.
- 2.12.4.6 Create and maintain mutually beneficial relationships with industry associations, the public, non-governmental organizations, and provincial, territorial and municipal stakeholders as applicable.
- 2.12.4.7 Conserve heritage assets in accordance with the Apply an acceptable Heritage Conservation Program Section.

## **2.12.5 Improve Environmental Performance**

### **2.12.5.1 Use a Certified Environmental Management System**

2.12.5.1.1 Apply a Certified Environmental Management System (EMS) that meets the specific needs of the services and requirements set out in the SOW and consistent with the Ensure that Standards-based Management Systems are Harmonized Section.

2.12.5.1.2 Within one year of the Contract Operational Start Date:

- a) demonstrate that an EMS, compliant with the requirements of the most recent International Organization for Standardization's ISO 14001: Environmental management systems □ Requirements with Guidance for Use, of the of the latest release, is in place;
- b) support second-party audits of the EMS, conducted on behalf of the TA, for the duration of the Contract period, to confirm the adequacy of the EMS;
- c) ensure that the EMS is in place at every site where the Contractor delivers the services set out in the SOW; and
- d) respond to audit findings and adjust the EMS accordingly during the Contract period.

2.12.5.1.3 Within two years of the Contract Operational Start Date:

- a) demonstrate that the EMS has been successfully certified by a Registrar;
- b) provide the TA with a copy of the Registration Certificate and maintain the registration for the duration of the Contract, subject to ongoing audits as deemed appropriate by the Registrar; and
- c) submit records of Registrar audit findings to the TA for review without delay.

## **2.12.5.2 Undertake other Environmental Performance Improvement Activities**

2.12.5.2.1 Meet applicable environmental acts and regulations and establish processes that meet the requirements of the PWGSC Policy on Strategic Environmental Assessment DP074 and Directive DP074-1, and OGD Custodian policies pertaining to Special Purpose Facilities.

2.12.5.2.2 Have an acceptable Environmental Regulatory Compliance Program, and demonstrate that it complies with PWGSC's and OGD Custodians' environmental regulatory requirement using the EMS.

2.12.5.2.3 Conduct benchmarking and collect, maintain and make environmental data available, as directed, using acceptable, industry-recognized tools such as Greenup, Leadership in Energy and Environmental Design (LEED) and Green Globes tools.

2.12.5.2.4 Support Custodians in achieving commitments set out in their respective SDSs and the sustainability requirements of the annual National BMP Call Letter:

- a) undertake approved Work to meet Custodian SDS targets and monitor progress, and report quarterly and when requested, on performance against these plans; and
- b) provide information to the TA that Custodians require, as directed, to determine whether proposed activities qualify as projects as defined by the Canadian Environmental Assessment Act (CEAA) 2012, as amended from time to time, and whether an Environmental Assessment is required:
  - i. conduct studies and assessments as may be required as an outcome of this determination, and
  - ii. comply with mitigation measures and follow-up requirements, as directed, consequent to environmental assessments of projects.

## **2.13 Apply an Acceptable Heritage Conservation Program**

### **2.13.1 General**

2.13.1.1 Apply an acceptable Heritage Conservation Program in support of Custodians' commitments to responsible custodianship of its portfolio of built and movable heritage assets and to ensure the coordinated delivery of Property Management Services, Project Delivery Services and Optional Services to meet departmental obligations for protection of heritage character.

2.13.1.2 Designate an authority with acceptable qualifications to provide oversight to the Heritage Conservation Program and to be the primary contact person, as directed, to act as liaison with the Regional and National Heritage Coordinators.

### **2.13.2 Protect Built Heritage Assets**

2.13.2.1 Ensure familiarity with associated policies, procedures, standards and guidelines.

- 2.13.2.2 Attend information sessions offered by PWGSC or by the Federal Heritage Buildings, Federal Heritage Buildings Review Office (FHBRO) on managing heritage buildings, as requested, and ensure that resources receive acceptable training.
- 2.13.2.3 Ensure services for heritage assets respect and conserve heritage character in accordance with the Procedure for the Stewardship of Federal Heritage Buildings, FHBRO guidelines, and Parks Canada's Standards and Guidelines for the Conservation of Historic Places in Canada, and assist in meeting related obligations under the TB Policy on the Management of Real Property.
- 2.13.2.4 Provide professional and technical conservation services using a multidisciplinary team approach including specialized architectural, engineering, landscape architecture, technical, and historic material conservation expertise required to ensure heritage buildings, landscapes and associated infrastructure are maintained holistically.
- 2.13.2.5 Ensure that resources assigned to manage heritage assets or projects have appropriate experience, knowledge and understanding of heritage conservation.
- 2.13.2.6 Identify requirements and opportunities, and undertake Work to assist custodians in meeting their commitment to the stewardship of heritage assets.
- 2.13.2.7 Attend as observer the assessment of assets for heritage classification by government authorities.
- 2.13.2.8 Protect the heritage character of Recognized and Classified heritage buildings within the Contract Inventory:
- a) ensure familiarity with heritage values to be protected based on heritage character statements, statements of significance, and any other guidance documents available to ensure full coordination of property and project management services;
  - b) ensure O&M Work is consistent with protection of the heritage character of heritage assets provide specialist conservation services to undertake heritage recording of heritage assets and produce heritage recording reports;
  - c) ensure base building information related to civil, structural, architectural, mechanical, landscape, electrical construction and systems as well as significant modifications over time is organized and available;
  - d) provide specialized expertise to document baseline conditions and conduct inspections on a regular basis to monitor conditions over time and provide input into maintenance and project plans and priorities;
  - e) condition documentation information over time to measure performance with respect to the objective to protect heritage character;
  - f) develop conservation maintenance plans, conservation guidelines;
  - g) conduct special studies in accordance with the Provide Special Study Project Services Section, as required to ensure understanding of historic construction, construction history, structural performance, material characteristics and conditions, building envelope performance, environmental impacts, and to determine primary causes of deterioration of heritage components and assemblies;
  - h) develop options and solutions that minimize impact on heritage values, while including appropriate conservation treatments;

- i) develop conservation approaches and treatments guided by the Standards & Guidelines for the Conservation of Historic Places in Canada;
- j) develop options to meet functional requirements with least harm to heritage character;
- k) submit reports, plans, and specifications to FHBRO for review for Classified Heritage Assets;
- l) co-ordinate requirements and activities, as directed, through PWGSC Regional Heritage Conservation Coordinators and nationally through the PWGSC National Heritage Co-ordinator, to support monitoring and reporting on compliance with TB Policy on the Management of Real Property;
- m) ensure appropriate review and oversight of deliverables and services provided by third parties on designated assets;
- n) review FHBRO intervention review reports and ensure reviews are taken into account in project delivery;
- o) supplement commissioning activities by providing maintenance information that includes documentation of conservation treatments, materials and methods, and as well as technical maintenance guidelines; and
- p) provide conservation expertise in construction project development for disposals of federal heritage buildings.

### **2.13.3 Protect Movable Heritage Assets**

2.13.3.1 Ensure familiarity with associated policies and procedures.

2.13.3.2 Attend information sessions offered internally by PWGSC or by the Canadian Conservation Institute, on identifying and managing moveable heritage assets, as requested.

2.13.3.3 Identify requirements and opportunities, and undertake Work to assist custodians implementing the sections of the TB Policy on Management of Material related to the management of movable heritage assets.

2.13.3.4 Ensure that Property Management service activities respect and protect moveable heritage assets policy.

### **2.14 Harmonize Standards-based Management Systems**

2.14.1 Eliminate redundant capabilities among management systems using the ISO 9001 certified QMS as the base, or reference system where possible.

2.14.2 Harmonize other management systems to ensure that there is no overlap or redundancy in capabilities needed to fulfill the requirements of the SOW for:

- a) meeting energy management system requirements, while maintaining consistency with the requirements ISO 50001: Energy Management standard, of the latest issue;
- b) meeting environmental management system requirements, while maintaining compliance with the ISO 14001 standard, of the latest issue;

- c) meeting OHS management system requirements, while maintain consistency with the CAN/CSA-Z1000-06 - OHS Management standard of the latest issue; and
- d) providing capabilities to manage, track and report on:
  - i. incidents and critical incidents, and
  - ii. business administration system requirements, including HR management, financial management and Work tracking capabilities.

## **2.15 Manage Information, Report and Keep Records**

### **2.15.1 General**

2.15.1.1 Manage information, including its creation, capture, organization, storage and retrieval in electronic, printed and other formats, generated through the delivery of services.

2.15.1.2 Provide the deliverables set out in the CDRL and the Security Requirements Checklist (SRCL).

2.15.1.3 Provide reporting, analysis and summaries of captured information as well as other events to clarify specific situations and provide in-depth knowledge to the TA and other key stakeholders.

### **2.15.2 Collect and Organize Information**

2.15.2.1 Collect and organize information and manage records and data necessary to:

- a) meet legislative and policy requirements for business administration and auditing purposes, including the Library and Archives Act, Financial Administration Act, the Department of Public Works and Government Services Act, the Federal Real Property and Federal Immovables Act, and TB policies on Information Management;
- b) support service delivery and meet reporting requirements arising from legislation governing the delivery of services described in the SOW;
- c) identify gaps in information; and
- d) track and report performance and quality results.

2.15.2.2 Manage the quality of information and data to ensure its accuracy and completeness, and ensure file formats and standards are consistent with PWGSC standards, as directed.

2.15.2.3 Use the Classification set out in the TB Guideline for Employees of the Government of Canada: Information Management (IM) Basics for hardcopies and project files.

2.15.2.4 Use applicable asset identifiers as amended from time-to-time to report on performance.

### **2.15.3 Provide Information Access and Reporting**

- 2.15.3.1 Prepare and submit real property management information and building operational information electronically, including planning, inspection and maintenance, O&U, project, performance, quality and other information, as directed.
- 2.15.3.2 Meet information management and reporting requirements related to Optional Services, as directed.
- 2.15.3.3 Access Custodian systems and attend user training and support on these systems as arranged by the TA, as directed, to facilitate the sharing of information and enable the Contractor to enter and update information related to the requirements set out in the SOW.
- 2.15.3.4 Provide access to the Contractor's operational reporting systems, and provide client application licences and training required, where this would facilitate Service Administration by the TA.
- 2.15.3.5 Support the TA by providing timely access to information collected and retained as required to respond to ad hoc requests, including requests under the Access to Information Act.
- 2.15.3.6 Provide monthly quality reports in ISO 32000 Portable Document Format (PDF) format.
- 2.15.3.7 Complete Custodian-prescribed forms, in print and PDF formats, and as directed.

### **2.15.4 Provide Technical Documentation**

- 2.15.4.1 Provide technical documentation, including:
  - a) architectural, mechanical, structural and electrical drawings and specifications, including Building Information Modeling (BIM) data, shop drawings, as-built drawings, single-line diagrams and other graphical representations;
  - b) convert original information to electronic format, as directed, if changes are made to assets for which original drawings are in non-electronic or other form that is not compliant with accepted standards.
- 2.15.4.2 Manage and maintain Custodian-provided Computer Aided Design and Drafting (CADD) drawings throughout the lifecycle of projects and return these in accordance with the requirements of the most recent PWGSC National CADD standards, currently 2011:
  - a) ensure that CADD drawings are filed with other project information using an acceptable document and records management methodology; and
  - b) transmit CADD drawings with appropriate transmittal forms, as directed.
- 2.15.4.3 Provide CADD master drawing files:



- a) provide mechanical, electrical, architectural and structural information from construction projects to the TA as it becomes available, for updating of CADD master files, with the exception of single line electrical diagram CADD master files; and
- b) update single-line electrical diagram CADD master files and provide electronic copies.

2.15.4.4 Ensure that CADD construction drawings are available in the approved format at the project tender stage and, transmitted to the TA, as directed.

2.15.4.5 Provide CADD as-built drawings and ensure that they represent the project as constructed.

2.15.4.6 Provide electrical diagrams:

- a) update single-line diagrams, and installation and other drawings after completion of Work for buildings, multi-building sites and campuses, 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
- b) ensure that electrical as-built and single line drawings are kept current and in accordance with PWGSC Policy DP 058 Electrical Safety or equivalent OGD policy.

2.15.4.7 Provide project-specific information:

- a) assemble project specifications with the use of, and in accordance with the PWGSC National Master Specification, in a format acceptable to the TA, typically in PDF Format;
- b) retain originals of signed tender drawings in a secure area not accessible to the public or operational staff;
- c) ensure copies of drawings required for operational purposes are held in a secure area of the building, and that access is only granted to authorized personnel;
- d) store hard copy tender drawings in flat file cabinets, organized and protected with due regard to their security;
- e) assemble and file drawings with other project information and project deliverables using an acceptable document and records management methodology, and maintain an electronic list for ease of reference; and
- f) send copies of drawings and other project-specific information to the TA, as directed.

2.15.4.8 Provide Geomatics information, in accordance with PWGSC's National CADD Standard, TB and PWGSC Policies on Information Management, TB Metadata Standards and the TB Standard on Geospatial Data, as required.

2.15.4.9 Report on cultural property services and interior ornamental plant maintenance.

2.15.4.10 Provide O&U, project, health and safety, and environmental protection and conservation information and other information, as-and-when-requested.

2.15.4.11 Provide ad hoc reports and other types of information and electronic data, in the format required in an acceptable electronic format, as-and-when-requested.

## **2.15.5 Maintain Information Security and Privacy**

2.15.5.1 Ensure that the information collected, stored, and transmitted is secured in accordance with the relevant legislation and applicable TB policies and the SRCL.

2.15.5.2 Ensure that information privacy is protected in accordance with the Privacy Act, the Personal Information Protection and Electronic Documents Act, and applicable TB policies.

2.15.5.3 Adhere to Custodian security procedures for the protection of sensitive information and buildings under the Contractor's control.

## **2.15.6 Retain and Protect Information**

2.15.6.1 Store, back-up, organize and protect information with due regard to security and disaster recovery.

2.15.6.2 Maintain and ensure the integrity of documentation required to demonstrate regulatory compliance and meet legislative reporting requirements, and assist the TA in Quality Monitoring activities, ensuring that these records are available in an electronic system so that they are readily available for the legislated period of time.

2.15.6.3 Keep building O&U information current during the term of the Contract, in a manner consistent with acceptable industry practices and in accordance with the requirements of the SRCL and the TB Policy on Information Management.

## **2.15.7 Adjust to Changing IT Standards and Interfaces**

2.15.7.1 Implement changes to the means of exchanging information with Custodians to benefit from technological advances, in a timely manner, as directed.

# **3 Business Administration Requirements**

## **3.1 Manage Expenditures and Collect Revenues**

3.1.1 Use an acceptable Work Management System (WMS) that ensures disciplined methods for:

- a) Work initiation and authorization;
- b) Work implementation and control, including time tracking at the individual resource level;
- c) inspection of completed Work; and
- d) payment and tracking progress and expenditures.

3.1.2 Manage costs and revenues, and control budgeted costs:

- a) manage O&U, the Program of Projects (POP) as described in the Develop Plans Section, and other Work in accordance with approved funding in BMPs, Portfolio Plans and the Contract Plan;
- b) ensure full utilization of available funding by monitoring budgets, making proposals to adjust budget line items and seeking authorization to do so;
- c) provide monthly progress reports on BMP, Portfolio Plan and Contract Plan implementation, including:
  - i. status of revenues and expenditures, and
  - ii. variances from the plan and forecasts to year-end against those plans, at the level of detail indicated in those plans and in accordance with the specified Building Classification of Accounts;
- d) prepare annual forecasts of total revenues and costs for each Portfolio and the Contract, beginning at the end of period five (August 30), for the year ending March 31;
- e) update annual forecasts monthly and provide these to the TA;
- f) obtain and retain information and justification of expenditures in sufficient detail to support Contract invoicing requirements and audits of the Contract; and
- g) submit reports on:
  - i. O&U budget status as required by Custodians,
  - ii. project activity and status,
  - iii. third-party occupancy activity as required by Custodians, and
  - iv. other budget ad-hoc reports as required.

3.1.3 Collect revenues due to Canada, maintain records of revenues for each Portfolio and for the Contract as a whole.

## **3.2 Manage Procurement and Contracting**

3.2.1 Apply acceptable procurement and contracting processes to ensure best value in the provision of required materiel and services.

3.2.2 Prepare procurement, tender and contract documents setting out required materiel and services, ensuring that requirements are fully and clearly defined and that subsequent amendments are minimized.

3.2.3 Use acceptable industry standards, when available, in specifying requirements.

## **3.3 Meet Accounting Requirements**

3.3.1 Use an acceptable accrual accounting methodology in recognizing Property Management Services, Project Delivery Services, and Optional Services revenues and expenses.

3.3.2 Submit accrual-related transaction reports to the TA that are timely, accurate and easy to reconcile.

- 3.3.3 Ensure that milestone payments are identified and aligned with their corresponding invoices.
- 3.3.4 Define acceptable reconciliation accounting reports for use by the TA, and document the format for these as part of the Contract Plan.
- 3.3.5 Prepare and submit financial reports, as directed.
- 3.3.6 Conduct accounting for third-party leases and agreements to manage the financial relationship with each Tenant with a complete audit trail, tracing transactions from initial account entry to final settlement, including separate recording of the amount of rent, O&U costs, percentage rent, temporary occupancies, parking, realty taxes, additional rents, other charges or costs and taxes collected.

### **3.4 Meet Audit, Reporting and Liaison Requirements**

- 3.4.1 Provide complete and transparent access to systems, information and records that support business administration processes.
- 3.4.2 Provide support and coordinate with PWGSC, OGD Custodians and other parties engaged for audit purposes on behalf of Canada.
- 3.4.3 Plan, support and collaborate in the conduct of a Comprehensive Audit at the Readiness Checkpoint, which is that time when the Contractor and the TA confirm that the Contractor's Service Delivery Regime is sufficiently mature to enable a comprehensive audit to assure that it meets accepted requirements:
  - a) to be scheduled at a mutually acceptable time before the end of the second year of the Contract; and
  - b) to validate that the full range of services are being performed, and performance is being measured in accordance with acceptable outputs of the Final Process Review, as described in the Manage Contract Transitions Section.
- 3.4.4 Collaborate with other parties engaged by Custodians to support the Comprehensive Audit at the Readiness Checkpoint.

## **4 Provide Property Management Services**

### **4.1 Provide Cleaning Services**

- 4.1.1 Perform interior and exterior cleaning to ensure a sanitary and healthy work environment that promotes Tenant and Occupant satisfaction, enhances Tenants' corporate images, and preserves the value of assets.
- 4.1.2 Maintain an acceptable level of cleanliness in accordance with the OI and appropriate to the use of the space, the Asset Type, specific Tenant needs, acceptable industry standards, and applicable policy and regulatory requirements:
  - a) establish acceptable tasks and frequencies for cleaning operations to meet the required level of cleaning services;

- b) adjust the level of service to reflect changes as required;
- c) use environmentally-friendly products certified in accordance with acceptable industry standards such as products with the eco-logo or green seal logo;
- d) protect heritage finishes from damage that could be caused by cleaning operations;
- e) provide additional cleaning services above those provided for in the OI, as a Tenant Service, on a Tenant-reimbursing basis;
- f) clean cultural property in accordance with the Provide Cultural Property Services Section; and
- g) provide multi-material recycling and waste removal services.

## **4.2 Operate Building Systems and Equipment**

### 4.2.1 Operate building systems and equipment 24 hours per day, 365 days per year:

- a) ensure that services provide best value;
- b) ensure that buildings are available, meet Tenant operational requirements in accordance with OIs, and provide healthy and safe work environments during normal working hours, or as directed; and
- c) coordinate day-to-day operational activities, consistent with the Maintain Effective Tenant Relationships Section, including those carried on during extended hours of operation with Tenants as required.

### 4.2.2 Operate building systems and equipment in accordance with acceptable industry standards, and government policies and guidelines of the most current release, including:

- a) American Society of Heating, Refrigerating and Air-conditioning Engineers (ASHRAE) Standards for Thermal Environmental Conditions for Human Occupancy and Ventilation for acceptable Indoor Air Quality;
- b) CSA S832, Seismic Risk Reduction of Operational and Functional Components (OFCs) of Buildings;
- c) Health Canada Guidelines for Indoor Air Quality and Drinking Water Quality;
- d) National Joint Council – Occupational Health and Safety (OHS) Directive;
- e) Canada OHS Regulations (SOR/86-304);
- f) PWGSC publications:
  - i. MD 15161-2006 Control of Legionella in Mechanical Systems,
  - ii. PWGSC publication MD15128, Laboratory Fume Hood,
  - iii. MD250005, Energy Monitoring and Control Systems (EMCS) Design Guidelines,
  - iv. MD16001, Air Filters for HVAC Systems,
  - v. MD15116, Computer Room Air-Conditioning Systems, and
  - vi. MD15129, Guidelines for Perchloric Acid Fume Hoods and Their Exhaust Systems; and
- g) National Energy Code for Buildings.

4.2.3 Establish SOPs compliant with CLC Part II of the most current version, keep them current, and provide copies of these as requested.

4.2.4 Maintain records on site pertaining to inspection, testing and maintenance in accordance with the National Fire Code 2010, of the most current release, and make structural drawings and assessments available to emergency responders.

4.2.5 Resolve issues and problems related to health and safety and the provision of acceptable working environments, and provide reports related to resolution of these problems, as-and-when-requested.

4.2.6 Implement acceptable industry practices to prevent indoor air quality problems.

### **4.3 Manage and Provide Maintenance Services**

#### **4.3.1 Apply an Optimized Maintenance Program**

4.3.1.1 Apply an Optimized Maintenance Program (OMP) to guide the management of maintenance activities.

4.3.1.2 Ensure that the OMP maximizes building availability, identifies the best opportunities to perform maintenance, minimizes disruptions to Tenants and reduces lifecycle cost;

4.3.1.3 Use an acceptable Computerized Maintenance Management System (CMMS) software application;

4.3.1.4 Use a reliability-centered approach to:

- a) minimize unscheduled repairs,
- b) eliminate unnecessary maintenance activities,
- c) position maintenance materiel and resources to reduce costs, time or quality of work,
- d) analyze failure data to identify maintenance problems and challenges, and improve reliability and operating efficiency, and
- e) rationalize spares, consumables and supply requirements;

4.3.1.5 Apply Portfolio Maintenance Strategies consistent with the OMP, appropriate to each Asset Type and each Portfolio, coordinated with other enablers, including QM continual improvement activities and ongoing performance measurement, considering occupancy requirements and relevant Portfolio factors such as:

- a) Tenant operations and reliability requirements,
- b) class, age, construction details, condition of assets, heritage designation, and exposure conditions, and
- c) O&M costs;

4.3.1.6 Ensure that the Portfolio Maintenance Strategies cover the systems, equipment and components that influence overall building availability, including:

- a) inspection, testing and maintenance of life safety and fire protection and control equipment;
- b) HVAC systems;
- c) electrical supply and distribution systems;
- d) structural and architectural components;
- e) results of seismic screening and assessments, carried out in accordance with PWGSC Policy on Seismic Resistance of Buildings;
- f) vertical transportation systems;
- g) energy systems;
- h) fire and safety systems;
- i) water, sewer and plumbing systems;
- j) the building envelope; and
- k) storage tanks and associated piping systems.

4.3.1.7 Assess each building and recommend the optimum balance between repairs and predictive, preventive and corrective maintenance, considering relevant factors such as:

- a) the nature of operations, Tenant reliability requirements and provisions of occupancy agreement;
- b) maintenance service requirements set out in the most recent commissioning report;
- c) the class of building, age and condition of asset, structure, construction details, risk of hidden deterioration, exposure conditions, systems and equipment;
- d) failure rates;
- e) service call trends;
- f) capital investment strategy;
- g) cost; and
- h) heritage designation.

4.3.1.8 Ensure that systems and equipment requiring maintenance are identified and record applicable data, drawings, manuals and other information in the CMMS.

#### **4.3.2 Provide Maintenance Services**

4.3.2.1 Provide maintenance services in accordance with Portfolio Maintenance Strategies.

4.3.2.2 Ensure that systems and equipment are appropriately identified, labeled and that associated information is included in the CMMS.

4.3.2.3 Undertake maintenance based on evidence of need, including predictive, preventive and corrective maintenance, in accordance with acceptable industry practices:

- a) ensure a safe, healthy and productive work environment for Occupants;
- b) meet Tenant requirements for building availability, and system and equipment reliability;
- c) ensure cost-effective operations and that asset and equipment systems perform at peak efficiency;
- d) comply with warranty requirements;
- e) preserve asset integrity and the value of capital investments, and realize the maximum economic life expectancy of systems and equipment;
- f) demonstrate due diligence and minimize legal exposure to Canada; and
- g) provide effective analysis, decision-making and planning for future repair programs, capital investments and re-commissioning of assets.

4.3.2.4 Manage, assemble, organize and retain system and equipment data, drawings and manuals and schedules:

- a) identify, schedule and implement predictive, preventive and corrective maintenance inspections, tests, analyses, surveys, checks, treatments, tasks and monitoring based on legislated requirements and acceptable industry standards and practices;
- b) plan and schedule maintenance to minimize disruption of Tenant operations and to minimize related costs;
- c) coordinate scheduling of maintenance that might disrupt Tenant operations with the TA and the Tenant; and
- d) provide a minimum of two weeks advance notice, or other period, as directed, to the TA, Occupants, and Tenants of proposed shutdowns and other Work that may disrupt Tenant operations, to allow time for contingency planning.

4.3.2.5 Inspect and maintain equipment and systems, correct minor deficiencies, schedule and implement maintenance and repairs identified during inspections, and record activities related to the maintenance service.

4.3.2.6 Monitor maintenance activities on a continual basis to ensure compliance with life safety, health and environmental legislation.

4.3.2.7 Provide certification annually that inspection, testing and maintenance of life safety, health and environmental systems and equipment have been performed in accordance with legislative requirements and policy, and that life safety, health and environmental systems and equipment meet legislative requirements.

4.3.2.8 Take corrective action based on building maintenance management data:

- a) benchmark operating, maintenance and repair costs; and
- b) analyze issues and trends in key areas, such as system and equipment failures and unscheduled repair costs and make recommendations for improvements.



4.3.2.9 Analyze maintenance problems, prepare reports and maintain records and data to achieve the optimum balance between repairs and predictive, preventive and corrective maintenance.

4.3.2.10 Measure maintenance results, including building, system and equipment availability, downtime, and O&U costs, and provide maintenance management information as requested.

4.3.2.11 Use maintenance information as inputs to planning and project identification for capital improvements, repairs and re-commissioning.

4.3.2.12 Monitor the effectiveness of Portfolio Maintenance Strategies and the OMP, and make improvements and adjustments to practices, processes and resources to reflect the results of experience, to meet requirements of legislated and regulatory changes, manufacturer recalls, changes in industry practices and cost effectiveness.

#### **4.4 Provide Environmental Management Services**

4.4.1 Manage Environmental Services using the EMS.

Provide support, identify requirements and undertake Work to ensure compliance with the Canadian Environmental Protection Act (CEPA) other applicable environmental legislation and regulations, such as the Transportation of Dangerous Goods Act (TDGA), CEAA 2012, Species at Risk Act, The Navigable Waters Protection Act (NWPA), The Canada Water Act (CWA) and the Fisheries Act, as amended from time to time.

4.4.2 Ensure that Contractor resources receive appropriate training on environmental requirements.

4.4.3 Collect, maintain and make available environmental performance data, as directed:

- a) ensure that data is available no later than May 1; and
- b) conduct environmental benchmarking, reporting and data management services as directed.

4.4.4 Conduct environmental assessments associated with projects and other related initiatives as part of Project Delivery Services.

4.4.5 Increase environmental awareness and encourage green travel for Contractor employees and other resources under the Contractor's authority performing Work.

4.4.6 Provide services and apply prudent environmental processes and practices, and use environmentally-friendly products in the delivery of the Property Management Services, Project Delivery Services and Optional Services:

- a) ensure regulatory compliance and mitigate risk to Custodians of non-compliance and regulatory violations for system O&M, modifications, installations, removal from service, disposal and reporting;
- b) conduct annual compliance self-assessments for individual buildings, to identify non-compliance;

- c) support PWGSC in conducting Quality Monitoring and Due Diligence Review (DDR) process audits as set out in PWGSC's DDR guidance documents;
- d) identify, recommend and implement approved opportunities to reduce greenhouse gas emissions;
- e) manage halocarbons, and meet PWGSC reporting requirements in accordance with the Environmental Code of Practice on Halon 1/RA-3;
- f) include recycling of construction materials as part of non-hazardous waste management and recycling;
- g) conduct waste audits and make recommendations for improvements;
- h) manage contaminated sites and hazardous waste, as directed, including Polychlorinated Biphenyls (PCBs);
- i) identify species at risk;
- j) advise the TA when seeking permits and arranging for the removal or disposal of PCBs;
- k) arrange, as-and-when requested, for the collection, storage, transfer and final disposal of hazardous waste as defined by the legislative authority having jurisdiction, in accordance with legislative requirements and Custodian practices, provided these are not in conflict with applicable law, and, in case of conflict, seek guidance from the TA;
- l) manage petroleum and associated storage tanks;
- m) manage asbestos;
- n) implement integrated pest management;
- o) reduce water consumption;
- p) manage water run-off;
- q) manage wastewater;
- r) minimize paper consumption; and
- s) manage other environmental concerns and initiatives as directed.

4.4.7 Include environmental emergency response planning input as part of building-specific environmental emergency response plans in emergency planning and take immediate action to manage and mitigate the impact of environmental incidents and emergencies.

4.4.8 Maintain an inventory of regulated systems, building equipment and components.

## **4.5 Provide Property Management Services for Campuses and Multi-building Sites**

4.5.1 Manage, operate and maintain campus and multi-building site infrastructure serving a group of contiguous buildings that share grounds or common areas not covered within the scope of individual buildings and their associated BMPs:

- a) ensure that common services are provided to buildings in accordance with building operational requirements;
- b) ensure that property ownership limits for campuses and multi-building sites are fully understood, with readily accessible plans illustrating ownership available at appropriate sites;

- c) maintain civil infrastructure, services and grounds not covered within the scope of individual buildings, including:
  - i. land and wooded areas,
  - ii. civil infrastructure forming part of the Contract Inventory, including:
    - 1) sidewalks, roads, bridges and parking lots,
    - 2) pedestrian tunnels and bridges,
    - 3) sanitary sewer system piping and drainage ditches,
    - 4) water distribution system piping,
    - 5) fences and walls,
    - 6) utility and telecom tunnels and cabling, and
    - 7) storm drainage systems;
- d) manage, operate and maintain other infrastructure as directed, including:
  - i. grounds security, including associated physical electronic surveillance, video monitoring systems and cameras, and alarm and access controls,
  - ii. water resources and systems, including drinking water sources, and its storage, distribution, maintenance, and monitoring, flushing, cross-connections, backflow prevention devices,
  - iii. energy systems, including:
    - 1) emergency standby generation and distribution,
    - 2) street lighting, and
    - 3) distribution systems for electrical and other utilities, such as natural gas, pad mounted transformers, electrical vaults and fire hydrants, and
  - iv. campus-wide and multi-building site energy management and control systems and the interfaces with individual building management systems; and
- e) identify improvement opportunities for campus-wide and multi-building site energy management services.

4.5.2 Coordinate and ensure that there is no conflict or overlap of requirements where other parties such as the National Capital Commission are providing related services, for example, for public roadways and agreements providing for public access.

4.5.3 Develop an acceptable, tailored OMP maintenance strategy for campuses and multi-building sites.

4.5.4 Perform maintenance appropriate to the Asset Types included with the campus or multi-building site, consistent with the Manage and Provide Maintenance Services Section.

4.5.5 Identify improvement opportunities and provide services in accordance with the Manage Energy and Utilities Section.

4.5.6 Manage water resources and systems.

4.5.7 Manage energy services, including:

- a) electrical and thermal utilities and distribution, including natural gas and electricity, and liaison with authorities;
- b) campus- and multi-building-wide energy monitoring and metering, utility billing to individual buildings, and associated data acquisition and analysis;
- c) building time-scheduling, and management of electrical power systems, including emergency power, dispatching, monitoring and operations,;
- d) planning for new and increased electrical loads and metering; and
- e) street light servicing.

4.5.8 Provide campus and multi-building site O&M services in accordance with applicable Sections of the SOW for services not covered under specific building grounds, as directed, including:

- a) parking, signage, flag-related activities, ceremonial support, special event support and care of exterior cultural property, e.g. monuments and gravesites, and pest control;
- b) grounds upkeep and landscaping; and
- c) physical security services.

4.5.9 Provide campus and multi-building site Project Delivery Services in accordance with the Project Delivery Services Section and deliver approved construction projects, including renewal and replacement of existing infrastructure assets, and new assets as directed.

4.5.10 Update site plans, utility distribution plans and CADD drawings;

4.5.11 Provide or arrange for the provision of utility locating services as appropriate, as requested;

4.5.12 Undertake special studies for land and real estate information and transaction support, including management of rights, easements and surveys, and in support of other related services set out in the Manage Third-Party Leases and Agreements Section;

4.5.13 Coordinate Work, as directed, with other organizations responsible for IT, and utilities providers, regarding IT infrastructure management; and

4.5.14 Provide environmental protection and conservation services, including: management of environmental quality and compliance programs for:

- a) sanitation and garbage pick-up,
- b) potable domestic and drinking water,
- c) surface water quality and monitoring,
- d) groundwater and wastewater pollution prevention and monitoring, and

- e) underground storage tanks, and related Special Study Projects, including routine and special sampling, investigations, inspections, studies, and report preparation;

4.5.15 Establish required Heritage Conservation capabilities to meet campus and multi-building site requirements.

4.5.16 Maintain common use furnishings and fixtures such as bicycle racks, picnic tables and other conveniences as directed.

## **4.6 Manage Energy and Utilities**

4.6.1 Provide for the most cost-effective, reliable supply of energy and utilities:

- a) arrange for contracts by tender or negotiations for the reliable provision of fuel oil, natural gas and electricity at the lowest possible rates, except where bulk purchase has been arranged by PWGSC or the OGD Custodian;
- b) present utility contracts managed on behalf of the Custodians to the TA for execution;
- c) investigate and recommend subscription to incentive and subsidy programs offered by utility companies, and federal and provincial governments; and
- d) investigate procurement opportunities with other commercial or industrial organizations to reduce the cost of commodities through economies of scale, and present related proposals to the TA for execution.

4.6.2 Use an Energy Management System that is consistent with the requirements of CAN/CSA-ISO 50001:11 - Energy management systems - Requirements with guidance for use (Adopted ISO 50001:2011, first edition, 2011-06-15) of the most current release, and in accordance with requirements set out in the Harmonized Management Systems Section.

4.6.3 Administer and analyze energy and utility use:

- a) administer utility contracts, ensuring delivery is in accordance with contracts, and validate delivery slips and invoices;
- b) track invoice quantity and cost data and review utility charges to ensure that rates are correct and to identify savings;
- c) compare meter readings with billing data and record building consumption data;
- d) maintain information on energy and utility consumption and on changes affecting energy consumption using an industry-recognized Energy Monitoring and Analytic Database application tool, compatible with PWGSC's energy reporting system, to manage and report building and campus energy and water usage;
- e) provide associated building energy consumption and building area data and measure performance;
- f) certify utility invoices for payment and pay promptly to avoid late payment penalties;
- g) pay, at the Contractor's own expense, late payment penalties; and
- h) analyze energy and utility use monthly, indicating deviations from planned consumption, reasons for variances and recommended corrective action.

4.6.4 Manage building and portfolio energy in accordance with an Energy Management Program:

- a) manage energy use and adjust building operations to ensure efficient energy performance:
  - i. schedule operations to reduce demand during peak loads,
  - ii. implement load-shedding strategies,
  - iii. tune-up equipment,
  - iv. monitor HVAC and lighting systems efficiency, and
  - v. institute optimum equipment servicing and minor repairs;
- b) establish measures to reduce energy utilization outside of Tenant operating hours through actions such as temperature set back, and equipment shutdown;
- c) regularly inspect and calibrate meters in accordance with manufacturers' recommendations;
- d) identify and recommend opportunities for installation of additional meters to improve the collection, charge-back and tracking of energy use;
- e) perform energy audits within the first year of the contract if an audit has not previously been completed, and funding has been approved:
  - i. update previous energy audits on a five-year cycle, to reflect changes that have occurred,
  - ii. identify opportunities for operational adjustments, minor and major energy retrofits, and upgrades, and
  - iii. develop detailed proposals for energy retrofits, complete with business case, options, cost payback, return on investment and priorities;
- f) engage building Tenants in implementing the Energy Management Program;
- g) re-commission energy systems on a three- to five-year cycle, in accordance with BMPs;
- h) implement approved energy retrofit projects and track and report on results as requested;
- i) incorporate energy efficient technologies in project design activities; and
- j) collect energy performance data, monitor results achieved from implementing the Energy Management Program, including actual energy savings, report annually, and conduct benchmarking.

4.6.5 Plan and implement approved proposals as part of the BMP process and meet approved energy management requirements tailored to each Asset Type.

## **4.7 Provide Grounds Upkeep and Landscaping Services**

4.7.1 Provide grounds upkeep and landscaping services for each Asset Type in the Contract Inventory:

- a) perform Work in compliance with acceptable environmental standards;
- b) maintain lawns;
- c) maintain common use fixtures and furnishings, including bicycle racks and picnic tables as requested;
- d) maintain flowerbeds, trees, shrubs and vines;

- e) provide bulbs and annuals as required and replace dead or missing perennials, shrubs, turf, and trees;
- f) conduct tree replanting programs;
- g) control pests using integrated pest management practices in accordance with the Provide Pest Control Services Section;
- h) maintain pavement, parking areas, roads, walkways and bicycle paths;
- i) maintain hiking paths including wooded areas;
- j) maintain fences and walls;
- k) maintain courtyards and terraces, including exterior furnishings;
- l) maintain exterior signage;
- m) maintain exterior mechanical and electrical systems, such as fountains, pools, irrigation and lighting;
- n) prepare building grounds for winter;
- o) 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, plowed or piled snow;
- p) carry-out spring cleanup and prepare building grounds for summer;
- q) collect litter, empty garbage from waste receptacles;
- r) empty and maintain ashtrays;
- s) sweep hard surfaces; and
- t) protect heritage features from damage from grounds upkeep and landscaping services.

4.7.2 Maintain monuments and gravesites in accordance with the Manage Heritage Assets and Provide Cultural Property Services Sections.

4.7.3 Provide landscaping services and maintain and upkeep vacant land and wooded areas, as directed, considering risks to health and safety and due diligence requirements.

4.7.4 Clear brush and engage certified arborists to remove hazards, and maintain wooded areas.

4.7.5 Administer the arrangements between PWGSC and the National Capital Commission, which provides grounds and landscaping services to PWGSC for some properties in the National Capital Area as directed. [Include only in Contract covering NCA Portfolios]

## **4.8 Provide Security Services**

### **4.8.1 General**

4.8.1.1 Provide Physical Security Services in accordance with Custodian security requirements and the Treasury Board of Canada Policy on Government Security, to ensure that individuals, information, assets and services are safeguarded, and that critical services and operations continue in the event of emergencies.

4.8.1.2 Cooperate with Tenants and support them in developing, planning and implementing Tenant security programs.

#### **4.8.2 Identify and Comply with Physical Security Requirements**

4.8.2.1 Comply with Custodian physical security requirements and as directed by Departmental Security Officers (DSOs), considering security threats, including:

- a) unauthorized access;
- b) work-related violence;
- c) unauthorized disclosure of protected and classified information;
- d) loss of availability of assets,
- e) monetary or heritage loss; and
- f) loss of asset integrity.

4.8.2.2 Identify the physical security needs of Custodians and Tenants, considering different threats resulting from the nature of their operations, their location or the attractiveness of their assets, such as:

- a) police establishments;
- b) laboratories;
- c) research facilities;
- d) border crossings;
- e) offices with prominent public officials or high-profile offices; and
- f) offices in high-crime areas.

4.8.2.3 Continually assess risks, implement, monitor and maintain appropriate internal management controls, and prevent, detect, respond to, and recover from security threats, issues, problems and breaches.

#### **4.8.3 Provide Physical Security Services**

4.8.3.1 Provide physical security services to ensure that the layout and design of facilities and measures in place are sufficient to delay and prevent unauthorized access to government assets. Identify projects, develop and collaborate in the conduct of threat and risk assessments, and undertake improvements, as directed.

4.8.3.2 Provide protection, detection, response and recovery services without delay:



- a) provide security for the building envelope and grounds in conformity with the provisions of OIs, and meet additional Tenant security requirements as Tenant Services, on a Tenant-reimbursing basis;
- b) provide physical, procedural and psychological barriers to delay or deter unauthorized access;
- c) provide appropriate devices, systems and procedures to signal the occurrence of attempted unauthorized access;
- d) report security incidents to DSOs and undertake approved corrective actions in a timely fashion;
- e) investigate incidents of actual or suspected breaches and violations of security, assault, theft, vandalism or other losses as they relate campuses, multi-building sites, base buildings, their contents and grounds;
- f) submit acceptable investigation reports to support decision-making regarding the need for further internal investigation; and
- g) restore full levels of service delivery following incidents.

4.8.3.3 Provide access controls for restricted-access areas and space in a manner that maintains compliance with life safety requirements of the National Building Code of Canada, National Fire Code of Canada and related codes, standards and guidelines administered by the National Fire Protection Association (NFPA).

4.8.3.4 Provide security design, construction and modification services in accordance with the Provide Project Delivery Services Section:

- a) prepare base building infrastructure Threat and Risk Assessments, in accordance with the National BMP Call Letter, at five-year intervals or whenever the threat level is altered warranting a new assessment, as directed;
- b) identify and incorporate security requirements applicable to each construction project stage;
- c) submit proposed changes to base building physical security for approval by DSOs;
- d) determine security criteria for projects based on baseline security requirements and a threat and risk assessment suited to each Asset Type;
- e) include required security specifications in plans, requests for proposals and tender documentation for construction projects; and
- f) identify options and balance security concerns with protection of the heritage character of heritage assets.

4.8.3.5 Provide project-specific security services as part of Project Delivery Services, and coordinate physical security services with those providing security services in support of projects delivered by third parties.

4.8.3.6 Provide security guard services required for the general security of campuses, building envelopes, grounds and common areas, as directed:

- a) operate an appropriate number of guard posts and provide up-to-date post orders, defining tasks and distinguishing between mandatory and discretionary guard actions and limitations;
- b) administer and manage contracts with the Canadian Corps of Commissionaires and abide by their right-of-first-refusal to provide services in accordance with the PWGSC Standing Offer for PWGSC buildings; and

- c) ensure that services provided by organizations other than the Canadian Corps of Commissionaires conform to Canadian General Standards Board specification CAN/CGSB 133.1-2008: “Security Guards and Security Guard Supervisors”, as amended from time to time.

#### **4.8.4 Provide Campus and Multi-building Site Security Services**

- 4.8.4.1 Provide specific campus and multi-building site security services in collaboration with Tenants, as directed.

### **4.9 Conduct Building Performance Reviews**

4.9.1 Conduct regular visual inspections of buildings, multi-building site and campus assets at intervals commensurate with operational requirements.

4.9.2 Conduct BPRs and submit BPR Reports in accordance with PWGSC’s BPR Call Letter, for acceptance, consistent with the due date and format identified, or as directed, for each building, multi-building site and campus asset as required:

- a) research relevant information on the assets and their serviceability;
- b) inspect each asset in accordance with acceptable practices, including consideration of the asset type, age, construction details cladding system, and potential for hidden deterioration;
- c) consult with designated Tenant representatives; and
- d) provide information to support asset planning and budgeting.

### **4.10 Develop Plans**

#### **4.10.1 General**

4.10.1.1 Submit annual plans, for approval, for buildings and other assets, including:

- a) an HR Plan;
- b) BMPs for each building, multi-building site or other campus asset, as required;
- c) Campus Plans and Multi-building Site Plans as directed;
- d) a Portfolio Plan for each Portfolio; and
- e) a Contract Plan.

4.10.1.2 Ensure that planning is undertaken considering:

- a) the respective Custodians’ objectives, strategies and priorities;

- b) opportunities to improve building Facilities Condition Indices (FCIs), where these have been established, and extend the life of assets; and
- c) sustainability, in accordance with the Foster Sustainability Section.

4.10.1.3 Integrate planning and budgeting with PWGSC processes and systems.

#### **4.10.2 Develop HR Plans**

4.10.2.1 Provide annual HR plans for the planning year, one month in advance of the required BMP submission date, at each level in the Contractor's organization, i.e. building, portfolio and corporate levels, setting out:

- a) the Contractor's recommended organization, for resources under the Contractor's authority, indicating the names of personnel, including property managers, operators, maintainers, and business administrators;
- b) resources to meet the requirements of the SOW:
  - i. in each type of position,
  - ii. at each level of compensation, and
  - iii. at associated costs;
- c) other allowable HR costs in accordance with the basis of payment;
- d) total recommended allowable HR costs summarized for each level in the Contractors organization; and
- e) a justification of the HR organization and costs.

4.10.2.2 Present the HR Plan to the TA and to the respective Custodians, respond to questions and adjust accordingly to obtain approval of the plan.

#### **4.10.3 Develop Building Management Plans**

4.10.3.1 Submit annual BMPs for each Custodian building, campus asset, and leased space, consistent with requirements set out in PWGSC's BMP Manual, and as directed:

- a) participate in BMP familiarization presentations as required;
- b) collaborate in BMP preparation kick-off meetings as requested, to confirm objectives and priorities;
- c) analyze relevant Custodian documentation to reflect the Custodian's real property priorities, strategies and plans, considering the recommendations provided in the Building Performance Review, the AMP, building-specific strategies, plans and other relevant information;
- d) adhere to the directions in PWGSC's National BMP Call Letter, supplemental instructions for Custodian Portfolios, and the TA's instructions, setting out associated objectives, priorities, issues, timing, content, format, benchmarks and other aspects to be considered;

- e) identify building-related revenues and expenditures not forming part of the Work, incorporating information supplied by the TA, such as:
  - i. PWGSC labour costs,
  - ii. projects being undertaken by Custodians, including major capital projects, energy retrofits, and Custodian labour costs,
  - iii. Payments In Lieu of Taxes (PILT), and
  - iv. OI revenues and payment of rent in lease-purchase buildings;
- f) identify incremental costs of meeting changes in industry standards and government policies and guidelines; and
- g) provide financial information in accordance with Annex D, Building Classification of Accounts.

4.10.3.2 Present the BMPs to the TA, and to the respective Custodians, respond to questions and adjust accordingly to obtain approval of BMPs.

4.10.3.3 Submit changes to the Work that affect the budget set out in the BMP, as the basis for obtaining authorization.

#### **4.10.4 Develop Campus and Multi-building Site BMPs**

4.10.4.1 Submit annual BMPs for each campus and multi-building site, consistent with the requirements set out in the Develop Building Management Plans Section, for the campus and multi-building site assets and services not included in the individual building BMPs.

4.10.4.2 Identify revenues and expenditures for campuses and multi-building sites not forming part of the Work under the Contract, incorporating information supplied by the TA, including:

- a) PWGSC labour costs;
- b) projects being undertaken by OGD Custodians, including major capital projects, energy retrofits, and Custodian labour costs; and
- c) PILT.

4.10.4.3 Identify incremental costs of meeting changes in industry standards and government policies and guidelines.

4.10.4.4 Provide financial information in accordance with Annex D, Building Classification of Accounts.

4.10.4.5 Present the Campus and Multi-building Site BMPs to the TA and to the respective Custodians, respond to questions and adjust accordingly to obtain approval of the plans.

4.10.4.6 Obtain approval to undertake changes to the Work that affect the budget set out in Campus and Multi-building site BMPs.

#### **4.10.5 Develop Portfolio Plans**

- 4.10.5.1 Submit Portfolio Plans for each Portfolio by the BMP submission date, including roll-ups of information provided in the BMPs and Campus and Multi-building Site BMPs.
- 4.10.5.2 Provide annual Portfolio financial summaries for each of CBSA, NRCan, RCMP, and PWGSC, including assets of other Custodians as part of PWGSC portfolios.
- 4.10.5.3 Provide a strategic portfolio overview, including:
- a) a Portfolio Sustainability Planning section;
  - b) a Portfolio management analysis;
  - c) an O&U Plan;
  - d) a Performance Measurement Plan;
  - e) the Portfolio-level HR information, based on the Approved HR Plan, with justification of modifications from the previous year; and
  - f) other directions set out in call letters and other supplemental instructions, as directed.
- 4.10.5.4 Develop the POP as an integrated program, with projects and their requirements organized in accordance within four Project Categories, characterized by cost and tailored approaches to planning, budgeting, approval and control:
- a) *Category I Projects*: Projects between \$5000 and \$25,000;
  - b) *Category II Projects*: Projects between \$25,000 and \$1,000,000;
  - c) *Category III Projects*: Projects \$1,000,000 and greater, which are covered under the Optional Services Section; and
  - d) *Category IV Projects*: Tenant Service Projects.
- 4.10.5.5 Base each POP on BPRs, BMP project lists, AMPs, BCRs, and other means as required:
- a) identify prospective projects for the Portfolio, in accordance with call letters and using the AMPs as inputs;
  - b) include Category I and II Projects as line items in the POP, and plan and prioritize them based on the individual BMP project priority listings, once project funding has been allocated;
  - c) negotiate the inclusion of projects based on available funding, commensurate with funding provided in April of each fiscal year;
  - d) treat the cost of requirements definition and project management activities for Category II and III Projects as project costs; and
  - e) include back-up projects to ensure full utilization of budgeted funding.
- 4.10.5.6 Provide financial information in accordance with Annex D, Building Classification of Accounts.
- 4.10.5.7 Identify opportunities for achieving economies of scale in resourcing similar Work activities.
- 4.10.5.8 Present the Portfolio Plans to the TA, and to the respective Custodians, respond to questions, and adjust plans as directed to obtain approval.

4.10.5.9 Obtain approval to undertake changes to the Work that affect the budget set out in the Portfolio Plans.

#### **4.10.6 Develop the Contract Plan**

4.10.6.1 Submit an annual Contract Plan for approval, including:

- a) a strategic overview and management analysis for each Custodian;
- b) the Contract-level HR information, based on the Approved HR Plan, with justification of modifications from the previous year; and
- c) a roll-up of the Portfolio Plan information, including:
  - i. budgets,
  - ii. total contract expenditures and revenues for each Custodian,
  - iii. roll-up of the individual POPs, and
  - iv. work to be completed by others and resources to be provided by others, and Sustainability Plans.

#### **4.10.7 Support Asset Management Planning**

4.10.7.1 Provide information and participate in meetings to support the development of Custodian AMPs, Building Condition Reports (BCRs) and related inputs, and undertake Special Study Projects as-and-when-requested as set out in the Provide Special Study Project Services Section.

#### **4.10.8 Plan for Contingencies and Emergencies**

##### **4.10.8.1 Provide Assistance for Development and Exercising Emergency Plans**

4.10.8.1.1 Collaborate with landlords, Custodians and Tenants to fulfill their respective responsibilities and support emergency response planning in accordance with the TB Operational Security Standard - Business Continuity Planning (BCP) Program:

- a) develop building emergency plans for Tenants to meet legislated requirements as requested, as Tenant Service Projects; and
- b) support Tenants in implementing emergency response plans.

4.10.8.1.2 Cooperate with the Building Fire Emergency Organization, led by the Tenant with the most employees in each building, if one exists.

4.10.8.1.3 Support Custodians and Tenants in fulfilling their legislated health and safety obligations, in Custodian and leased buildings, as set out in Occupational Safety and Health Regulations under the CLC, and assist Tenants in conducting due diligence, including:

- a) meeting the requirements of COHSR Part XVII, “Safe Occupancy of the Workplace”;
- b) meeting the requirements of the National Fire Code of Canada, and provincial and municipal codes and regulations;
- c) preparing, regularly updating and implementing a fire safety plan for each building, in cooperation with the fire department, other applicable regulatory authorities and Tenant workplace health and safety committees and representatives, including:
  - i. emergency procedures to be used in the event of a fire and includes, for example, sounding the fire alarm, notifying the fire department, instructing Tenants on procedures when the alarm sounds, evacuating Occupants, including those requiring special assistance,
  - ii. appointment and organization of supervisory staff to carry out fire safety duties,
  - iii. promoting supervisory staff and other Tenants’ familiarity with the fire safety plan,
  - iv. documents including diagrams complete with the information required of the National Fire Code entitled “Emergency Planning”,
  - v. requirements and frequency for holding fire drills,
  - vi. control of fire hazards, and
  - vii. inspection and maintenance of building facilities provided for Tenant safety;
- d) keeping a copy of the fire safety and emergency evacuation plan at a central location in the lobby of each building and making it readily accessible to police, fire and ambulance service personnel;
- e) providing a copy of the fire safety and emergency evacuation plan to supervisory staff in each building and to Emergency Wardens;
- f) posting 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 in accordance with applicable legislation; and
- g) conducting fire drills for supervisory staff, as required by the National Fire Code section on “Emergency Planning” and COHSR Canada Part XVII, “Safe Occupancy of the Workplace”.

4.10.8.1.4 Participate in, and assist with the coordination of emergency evacuation drills conducted by the Tenants, upon the request of Tenants.

4.10.8.1.5 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.

4.10.8.1.6 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”.

4.10.8.1.7 Support Tenants as-and-when-requested, to assist them in developing 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.

4.10.8.1.8 Notify the TA if it is apparent that Tenants are not fulfilling their obligations regarding building emergency planning activities.

#### **4.10.8.2 Develop Campus and Multi-building Site Emergency Plans**

4.10.8.2.1 Develop Emergency Plans for each campus and multi-building site, compiling individual Emergency Plans for major infrastructure and assets consistent with the requirements set out in the Develop Infrastructure Continuity Plans Section:

- a) submit individual Building Emergency Plans consistent with the Develop Building Emergency Plans Section, and Infrastructure Continuity Plans for each central plant, including emergency planning requirements for grounds common infrastructure;
- b) provide information on campus infrastructure, including:
  - i. equipment and component tombstone data such as manufacturer, model, and serial numbers, O&M manuals, supplier contacts, equipment use, system redundancies,
  - ii. impact of system failure on campus operations, system recovery and impact mitigation plan, and resource requirements, and
  - iii. current structural drawings, structural/seismic assessment reports, condition documentation and assessment reports and drawings to enable efficient evaluation of damage and risks under post-disaster or earthquake situations;
- c) prepare campus egress plans for emergency evacuation;
- d) collaborate with Custodians and municipal authorities for buildings and other infrastructure not included in the Contract Inventory, as directed;
- e) prepare, maintain and annually update Campus Emergency Plans, and provide updated information to the TA;
- f) train building personnel to ensure they are prepared to manage emergency events in accordance with Campus Emergency Plan;
- g) test each Campus Emergency Plan annually to validate and determine the level of preparedness of the campus;
- h) participate in Custodian audits and formal evaluation of the testing of Campus Emergency Plans, and provide recommendations for improvements; and
- i) activate Campus Emergency Plans in emergencies or on failure of common services.

4.10.8.2.2 Develop Infrastructure Continuity Plans for each building:

- a) comply with the Emergency Management Act;
- b) prepare, maintain and annually update plans, and provide updated information to the TA;



- c) provide information on building systems, including equipment and component tombstone data such as manufacturer, model, and serial numbers, O&M manuals, supplier contacts, equipment use, system redundancies, impact of system failure on building operations, system recovery and impact mitigation plan, and resource requirements;
- d) train Contractor building personnel and other resources under the Contractor's authority to ensure they are prepared to respond to emergencies in accordance with plans;
- e) familiarize building Occupants with the plans as directed;
- f) collaborate with Tenants to ensure that Tenant Business Resumption Plans are coordinated with Infrastructure Continuity Plans;
- g) test plans;
- h) participate in PWGSC audits and evaluations of the testing of plans, and recommend improvements; and
- i) activate plans in emergencies or on system failure.

#### **4.10.9 Support Tenant Business Continuity and Business Resumption Planning**

4.10.9.1 Provide information and support Tenants as-and-when-requested, in preparing their business continuity and business resumption plans, and charge-back and recover associated costs.

### **4.11 Provide Commissioning Management Services**

#### **4.11.1 General**

4.11.1.1 Apply an acceptable Commissioning Management Program to commissioning activities, consistent with the requirements of CSA Z320 Building Commissioning Standard, considering PWGSC Commissioning policy and associated guidance, including PWGSC's Re-commissioning Manual for Buildings.

4.11.1.2 Designate a Commissioning Program Manager to act as the single point of accountability for commissioning, to manage the Commissioning Management Program and to provide oversight to individual Commissioning Managers.

4.11.1.3 Ensure that an assessment is undertaken, using an acceptable tool, to determine commissioning requirements appropriate to the size, scope and complexity of specific undertakings, whether in support of retro-commissioning, re-commissioning to meet certain environmental program requirements, or project commissioning.

4.11.1.4 Provide expertise to assess the extent of commissioning required for specific initiatives, ensure O&M concerns are resolved, ensure the quality of commissioning documentation and activities, and be responsible for effective communication with project team members, including Custodians, landlords, operators and property managers.

4.11.1.5 Provide advice and identify opportunities to improve building performance through commissioning, including establishment of re-commissioning and retro-commissioning priorities based on a five-year cycle congruent with energy audits and the preparation of Buildings Condition Reports.

4.11.1.6 Undertake acceptable measures to ensure independence from Contractor organizational units and other resources under the Contractor's authority providing Project Delivery Services, to avoid conflicts of interest in project acceptance.

#### **4.11.2 Manage the Commissioning Process**

4.11.2.1 Provide commissioning management services:

- a) ensure the quality and effective integration of project outputs into building operations on behalf of Custodians, including project acceptance;
- b) manage commissioning activities for projects delivered by other parties within the Contract Inventory, and the provide property management services to support commissioning activities;
- c) ensure that the design intent is achieved through the commissioning process;
- d) liaise with specialty professionals, such as heritage conservation specialists, and regulatory authorities having jurisdiction;
- e) ensure the timely transfer, of warranty management documents, as-built drawings, and updated base drawings to building operating and maintenance staff; and
- f) carry out commissioning assessments, and ensure that commissioning responsibilities cover the complete project lifecycle, from concept to occupancy and operation.

4.11.2.2 Represent the Custodians' interest and provide commissioning management services for projects carried out by Custodians or other contractors engaged by them:

- a) assign a Commissioning Manager and perform commissioning management as the Custodians' representative, including the engagement of third-party commissioning expertise, as directed;
- b) participate as appropriate throughout the lifecycle of projects;
- c) facilitate and be accountable for the overall commissioning process;
- d) ensure that project deliverables and outputs are designed, installed, tested, operated, and maintained according to operational requirements;
- e) ensure the commissioning process is completed, whether undertaken by the contractor or others;
- f) ensure that the asset is effectively placed into operation by:
  - iv. documenting the concept of operation,
  - v. providing operating manuals,
  - vi. training operating staff,
  - vii. testing equipment and systems,

- viii. placing equipment and systems in operation,
  - ix. balancing the systems,
  - x. evaluating performance against the intended design specification, and
  - xi. ensuring that required data is transferred from builders or designers to the appropriate PWGSC database; and
- g) accept end products on behalf of Custodians.

4.11.2.3 Budget for commissioning management as part of Property Management Services for projects to be delivered by the Contractor.

4.11.2.4 Budget for commissioning management under Project Delivery Services for projects delivered by Custodians or other contractors engaged by them.

## **4.12 Provide Inventory Management Services**

4.12.1 Provide services in accordance with PWGSC DP079 and OGD Custodian policies on Controllable Assets Management and Reporting of Capital Assets:

- a) report newly acquired capital assets, purchased as allowable cost items, by the fifth day of the month following the acquisition date;
- b) manage moveable heritage assets in accordance with the Manage Heritage Assets Section;
- c) identify and tag items on controllable asset lists; and
- d) return these assets to Custodians by the Contract Completion Date.

4.12.2 Maintain the Government Furnished Equipment (GFE) inventory:

- a) maintain capital assets, controllable assets, building equipment and supplies, other items supplied by Custodians, and assets that constitute allowable costs, and include these in the inventory;
- b) ensure that assets inventories, including O&M consumables, supplies and spare parts, and controllable assets are maintained at appropriate levels for the proper operation of each building; and
- c) provide the inventory every year, updated prior to Contract Completion, including capital assets, controllable assets and other items purchased as allowable costs in the inventory, including:
  - i. 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,
  - ii. building supplies and spares such as basic O&M consumables, spare parts, and general shop supplies, and
  - iii. other items such as furniture, building automation and control equipment, peripherals, networks and system-related equipment, software, audiovisual equipment, mailroom equipment, vehicles and off-road equipment.

## **4.13 Provide Communications and Information Services**

4.13.1 Assist Custodians in meeting evolving, unique-to-government information, communication and audit requirements related to service delivery or the assets themselves:

- a) provide English and French communications services of an acceptable standard , including environmental scans, research, analysis and evaluation of communications requirements, plans and activities;
- b) provide business communications services, including financial, administrative, technical and operational communications services, such as for incidents and critical incidents, using acceptable software applications;
- c) provide advice and operational planning support for information services;
- d) gather information on issues, risks and problems related to the requirements set out in the SOW:
  - i. collate information,
  - ii. review files and reports,
  - iii. conduct interviews, and
  - iv. analyze correspondence and audit findings;
- e) respond without delay to urgent, ad hoc reporting and communications requirements;
- f) prepare technical and business content in support of strategic plans, presentations and briefing notes and responses to requests for information;
- g) edit documents to be submitted to the TA that have been prepared by financial and technical specialists, project managers and property managers, as required; and
- h) prepare reports, presentations, executive summaries, and other communication materials using various applications, as directed.

## **4.14 Provide Third-Party Leasing Services**

### **4.14.1 General**

4.14.1.1 Provide services for leasing Government space to third parties consistent with acceptable industry practices, including leases and other agreements to maximize revenue and optimize space utilization, unless otherwise directed, for:

- a) retail space ranging from multi-level retail shopping centres in major office towers to small ground-level retail tenancies in office buildings, to meet demand for amenities, convenience goods or services;
- b) office space temporarily not required for federal program use; and
- c) other purposes, such as:
  - i. rooftop licences,
  - ii. tenant promotions,

- iii. cafeteria and food and beverage outlets,
- iv. non-profit occupancies,
- v. co-locations,
- vi. telecommunications agreements,
- vii. storage agreements,
- viii. temporary occupancy licences for special events, and
- ix. parking agreements associated with the third-party agreements.

4.14.1.2 Provide services to establish third-party leases, occupancy agreements and licences:

- a) prepare commercial retail plans and perform leasing studies, as-and-when-requested, including consideration of investment costs, anticipated future benefits and risk, and recommend the types of tenancy most suited to the space;
- b) arrange for the provision of lease brokerage services, as allowable costs, as required;
- c) market and undertake sales activities, as directed, aimed at prospective third-party tenants;
- d) evaluate and assess the past performance and likelihood of success of prospective third-party tenants, and recommend tenancies for approval;
- e) ensure third-party occupancies do not adversely affect other government Occupants;
- f) ensure that third-party agreements take into consideration:
  - i. applicable land use controls,
  - ii. federal, provincial, and municipal government regulations, and
  - iii. policies related to accessibility, environment, heritage, health and safety, the Official Languages Act and signage;
- g) recommend the appropriate type of third-party agreement instrument such as a lease agreement, licence agreement, temporary occupancy agreement, or a memorandum of understanding;
- h) undertake studies for leases, to analyze investment costs and anticipated future benefits, including consideration of risk;
- i) incorporate measures to ensure that issues of ownership, liability, security, construction, maintenance, and removal of third-party improvements are identified and effectively dealt with;
- j) negotiate and prepare the following for approval and execution by the TA:
  - i. new leases, licences and other occupancy agreements, and
  - ii. lease surrenders, sublets and related documents; and
- k) provide supporting documentation in the project file, including market analyses describing the nature, quality and location of the space, other local commercial or retail activity, local economic conditions and market activity.

**4.14.2 Manage Third-Party Leases and Agreements**

4.14.2.1 Manage third-party leases and agreements to maximize revenue, provide a business environment that attracts and retains prosperous businesses, enhances rentable value of adjacent space, and creates an ambiance and atmosphere, from a public perspective, complementary to the federal government.

4.14.2.2 Manage and keep accounts for third-party leases and agreements in accordance with acceptable industry practice:

- a) ensure third-party occupants comply with covenants and conditions of leases and agreements, and act to resolve deviations;
- b) collect rents;
- c) inspect and audit the books and records of tenants as appropriate, and as directed;
- d) monitor potential lease expiration dates and advise the TA of these within one or two years of the expiration, depending on the scope of the lease, as directed;
- e) advise the TA monthly of vacant space and space anticipated to become vacant in the coming 60 days;
- f) prepare related letters, conduct briefings and perform other management tasks as required in managing relations between Custodians and third-party tenants;
- g) provide support to the Custodian in the event of tenant bankruptcy actions;
- h) advise the TA of changed and new third-party agreements, using the PWGSC Letting Control Sheets and similar documentation for OGD Custodians;
- i) maintain updated files with relevant information, correspondence, agreements and rent justifications, and make files available as-and-when-requested;
- j) administer and manage PILT and tax requirements;
- k) obtain a certificate at year-end from tenant auditors, or through other acceptable means, confirming the accuracy of reported sales figures;
- l) represent Custodians at merchant association functions, as applicable; and
- m) plan and oversee the development and coordination of promotional activities, related communiqués and advertising material, as applicable, in collaboration with the Custodian, ensuring that the Custodian is properly notified of activities.

4.14.2.3 Conduct accounting, manage expenditures and report on third-party occupancies:

- a) conduct accounting in accordance with the Business Administration Requirements Section;
- b) establish revenue and expense data, such as tenant inducement costs and base building Work, for third-party leases, include this in the BMP and provide it for inclusion in the AMP; and
- c) report the transactions identified in Annex F monthly, indicating provincial and federal sales taxes separately, and provide ad hoc reports, as requested, including:
  - i. variances on revenue actuals against forecast for specified periods,
  - ii. collectible rental amounts more than 15 days, and more than 30 days in arrears, and
  - iii. retail sales, indicating:

- 1) actual sales for the current month and previous month,
- 2) actual sales-to-date and previous sales to date,
- 3) actual-to-date and previous-to-date per square metre, and
- 4) previous yearly total per square metre.

4.14.2.4 Manage parking facilities to maximize revenues, recommend pricing for approval, market and sell available space, collect revenue, control access, and provide signage, maintenance and administrative services.

4.14.2.5 Develop and implement plans for approval by Custodians, concerning the occupancy defaults and breaches of lease and agreement covenants.

## **4.15 Provide Lease Administration Services**

### **4.15.1 General**

4.15.1.1 Provide lease administration services in accordance with the requirements of other sections, unless designated as landlord responsibilities in the lease.

### **4.15.2 Define Tenant Requirements and Coordinate with Landlords**

4.15.2.1 Act as the Tenant representative and support Tenants by collaborating with them to understand their needs and formally define their requirements.

4.15.2.2 Determine whether the landlord will carry out the work to meet specific Tenant requirements:

- a) coordinate with landlords and provide documented Tenant requirements to them;
- b) determine the landlord's capability and willingness to undertake the work; and
- c) if a landlord will or will not undertake the work, advise the TA and proceed as directed.

### **4.15.3 Manage the Acceptance of Leased Space**

4.15.3.1 Inspect and assess base building Work and initial Tenant improvement Work, and other Work required under new and renewed leases, as-and-when-requested:

- a) conduct accessibility audits for verification of barrier-free occupant space;
- b) confirm that building systems are tested, operate as required, and meet lease standards;
- c) witness commissioning of projects and repairs;
- d) identify deficiencies and advise the TA on recommended remedial actions if space does not meet requirements;

- e) obtain validations and certifications required under leases from landlords the required date of occupancy; and
- f) verify that validations and certifications meet lease requirements and advise the TA to rectify deficiencies.

4.15.3.2 Coordinate initial Tenant improvements and those undertaken during the term of leases by landlords, as-and-when-requested:

- a) provide advice to project sponsors, whether PWGSC, OGD Custodians or Tenants, and coordinate with landlords of their behalf as projects progress;
- b) assist project sponsors in defining requirements and obtain Tenant approval to proceed;
- c) act as the Tenants' representative for Tenant improvements;
- d) review and validate landlord designs and estimates, advise the project sponsor accordingly, and negotiate revisions as required;
- e) prepare and process documentation for approval by the TA and landlord; and
- f) monitor the work, witness commissioning, confirm that deficiencies have been resolved, and recommend acceptance and payment to landlords as appropriate.

#### **4.15.4 Provide Lease Planning Services**

4.15.4.1 Prepare BMPs for each leased asset with acceptable content similar to the requirements set out in the Prepare Building Management Plans Section, accommodating for differences between leased and government assets, and for variances from lease-to-lease.

4.15.4.2 Recommend a level of lease administration services, for acceptance to meet operational requirements, taking into account the size and location of the space, the nature of Tenant operations and other relevant factors.

#### **4.15.5 Ensure Leased Space and Services Provided by Landlords Meet Requirements**

4.15.5.1 Monitor and verify that leased space and services provided by landlords meet lease requirements, using acceptable commercial practices:

- a) apply an acceptable Program of Leasing Inspections to each leased space and common areas, setting out inspection requirements to confirm that PWGSC and Tenant operational requirements are being met;
- b) confirm that the space and services continue to meet lease requirements;
- c) examine landlord validations, verifications and certifications required by leases, and other available landlord records and documentation;
- d) perform ad hoc assessments and evaluations, as directed;
- e) engage specialists and conduct tests and measurements as required to verify performance;
- f) analyze service call records and consult with Tenants to determine issues affecting their satisfaction; and



- g) identify and document deficiencies in leased space or services, noting continual or recurring deficiencies, provide advice to the TA, Custodians and Tenants, and act promptly to seek remedial actions by landlords.

#### **4.15.6 Manage Tenant Relationships in Leased Space**

4.15.6.1 Provide services in accordance with an acceptable Tenant Relationship Management Program as set out in the Manage Contract and Service Administration Relationships Section.

4.15.6.2 Maintain effective communications with landlords and provide feedback to them on issues and follow-up action being taken.

#### **4.15.7 Meet Health and Safety Requirements and Respond to Incidents in Leased Space**

4.15.7.1 Seek direction from the TA without delay in the event of incidents resulting in damage to, or unavailability of leased space:

- a) provide advice; and
- b) coordinate measures to mitigate damage, monitor repairs and relocate Tenants as-and-when-requested.

4.15.7.2 Meet OHS requirements:

- a) manage health and safety in leased space in accordance with an acceptable Lease Administration OHS Program, considering the requirements of the Ensure Health and Safety Section;
- b) tailor the requirements in the Lease Administration OHS Program to the needs of each lease and provide OHS services accordingly; and
- c) confirm on a continuing basis, that landlords are fulfilling their OHS responsibilities, and that they are:
  - i. acting as Constructor for work performed by them and their contractors;
  - ii. meeting requirements for OHS related to building O&M, repairs, fire safety and evacuation plans, and
  - iii. protecting the health and safety of persons granted access to the workplace, where landlords control security.

4.15.7.3 Assess incidents, critical incidents and emergencies and provide related advice to the TA and to Tenants.

#### **4.15.8 Provide Lease-related Security Services**

4.15.8.1 Provide security services for common areas and leased space as set out in the Provide Security Services Section, as-and-when-requested.

4.15.8.2 Confirm that landlords meet lease requirements for base building security services and continue to do so in the event of a change of ownership of the building.

4.15.8.3 Identify and document deficiencies in landlord security services, provide advice to the TA and Tenants, and act promptly to seek remedial action by landlords.

#### **4.15.9 Provide Project Delivery Services in Leased Space**

4.15.9.1 Coordinate with landlords, undertake alterations, initial fit-ups and leasehold improvements, as directed, and coordinate services on behalf of Tenants, whether carried out by the landlord, other contractors or PWGSC.

#### **4.15.10 Manage Expenditures for Leased Space**

4.15.10.1 Identify and validate rental payments due under leases, advise the TA on rental payments and provide administrative support to the TA related to making rental payments, validating the rent roll, and recommending payment.

4.15.10.2 Review landlord documentation for operating cost and tax adjustments on a sampling basis as-and-when-requested, verify that requested payments or proposed reductions are in accordance with leases, and advise the TA.

4.15.10.3 Audit landlord documentation for tax and operating cost adjustments, as-and-when-requested.

4.15.10.4 Provide administrative support to contest tax assessments for leases as-and-when-requested.

4.15.10.5 Track total consideration allowable under the lease approval and advise the TA in advance of potential situations where total consideration might exceed the allowable ceiling.

#### **4.15.11 Conduct Building Performance Reviews for Leased Space**

4.15.11.1 Conduct BPRs for each leased asset with acceptable content similar to the requirements set out in the Conduct Building Performance Reviews Section, as directed, accommodating for differences between leased and government custodian assets, and for variances from lease-to-lease.

#### **4.15.12 Provide Additional Services for Leased Space**

4.15.12.1 Deliver services that are not landlord responsibilities under some leases, as directed, in accordance with the requirements set out in the respective sections pertaining to these services.

#### **4.15.13 Act to Resolve Disputes with Landlords**

4.15.13.1 Act to resolve disputes with landlords promptly and effectively.

4.15.13.2 If a dispute cannot be resolved by the Contractor:

- a) provide a report to the TA describing the nature of the dispute, action taken by the Contractor, options, remedies and recommendations;
- b) meet PWGSC officials as-and-when-requested, to plan how to proceed to resolve these disputes; and
- c) provide support in executing the approved plan.

## **4.16 Provide Parking Services**

### 4.16.1 Provide parking services:

- a) develop acceptable procedures for allocating and charging for parking, and assisting Custodians in complying with the TB Policy on Management of Real Property:
  - i. on behalf of PWGSC, in accordance with PWGSC's Custodial Parking Policy, and
  - ii. on behalf of OGD Custodians, in accordance with their respective policies;
- b) provide advice and guidance on the implementation of Custodian parking policies, and assist in monitoring and evaluating compliance;
- c) act as parking authority for Tenants, Occupants and visitors;
- d) provide accessible parking in accordance with the requirements of the TB Accessibility Standard for Real Property;
- e) accommodate Tenant requirements as set out in the Provide Facilities Management Services Section;
- f) manage and maintain parking facilities and associated systems, equipment and components, including pay stations, meters, signage and access control as requested;
- g) apply parking rates established by the PWGSC for short- and long-term parking, unless directed to establish acceptable market rates;
- h) collect and submit parking fees monthly;
- i) act as authorized Constables under the Government Property Traffic Regulations:
  - i. provide the position title and number of resources responsible for parking enforcement, including employees and other resources under the Contractor's authority to act in this capacity,
  - ii. undergo training provided by RCMP, and
  - iii. administer fines for parking infractions; and
- j) provide the TA with regular monthly reports on funds received.

## **4.17 Provide Other Building Services**

### **4.17.1 Provide Signage Services**

#### 4.17.1.1 Provide signage services:

- a) comply with TB Federal Identity Program and Custodian policies; and
- b) conduct needs identification, procurement, installation, maintenance and removal of base building primary and common-use signage, including:
  - i. building exterior signage,
  - ii. main and floor directory boards,
  - iii. direction-finding and room identification, and
- c) common-use signs

4.17.1.2 Provide Tenant-specific signage in accordance with OIs, and, as required, as Tenant Service Projects.

#### **4.17.2 Provide Flag-related Services**

4.17.2.1 Fly, raise, lower or place Canadian, provincial and territorial flags at half-mast in accordance with Custodian protocols.

4.17.2.2 Arrange for worn flags to be appropriately disposed of and replaced.

#### **4.17.3 Provide Ceremonial Support Services**

4.17.3.1 Assist the TA and Tenants in planning, coordinating and delivering ceremonial activities for events held in campuses, buildings and grounds, including official openings, press conferences, unveiling of plaques, monuments or works of fine art, and visits from dignitaries.

4.17.3.2 Provide special event support, including assistance, as directed, when Custodians provide other organizations with short-term occupancy agreements to conduct specific special events or promotions in building lobbies and atriums, or at federal sites.

#### **4.17.4 Provide Cultural Property Services**

4.17.4.1 Provide cultural property services:

- a) maintain, clean and preserve cultural property and monuments;
- b) establish maintenance and cleaning procedures that will preserve the cultural property following, wherever possible, written direction from the artist, and supplemental advice obtained from the Canadian Conservation Institute, from an acceptable material conservation specialist, or as directed;
- c) ensure that building cleaning services take into consideration specialized requirements and competencies for cleaning cultural property;
- d) advise and seek the advice of the Canadian Conservation Institute, or as directed, in the event of vandalism, structural failure, accidental damage or other unforeseen change in the integrity of the cultural property; and
- e) review and update the information in the Cultural Property Inventories for the Portfolio and provide an annual report.

#### **4.17.5 Provide Interior Landscaping, Interior Ornamental Plant and Green Roof Services**

4.17.5.1 Maintain interior landscaping assets such as green walls and water features and green roofs.

4.17.5.2 Maintain permanent plantings to a quality and size equal to or surpassing foliage No. 1 grade as described in acceptable industry specifications.

4.17.5.3 Maintain interior ornamental plants, including potted or hydroculture plants, atrium and permanent plantings:

- a) review, maintain and update the Ornamental Plant-Life Inventory annually as at March 31st and provide the inventory data to the TA by May 1st, for each building;
- b) replace and dispose of Custodian 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;
- c) obtain appropriate identification numbers and affix them accordingly, if new Custodian plants are acquired; and
- d) provide and maintain Tenant-owned plants as Tenant Service Projects.

#### **4.17.6 Provide Pest Control Services**

4.17.6.1 Provide acceptable pest control services in conformity with Integrated Pest Management practices set out in the TB Manual Chapter 2-15 Pesticides Directives:

- a) safeguard the treatment area during the application of insecticides and pesticides;
- b) ensure that the treatment area is thoroughly ventilated before Tenants are permitted to reoccupy the space following fumigation or treatment;
- c) use only insecticides and pesticides that have been approved by provincial and municipal authorities having jurisdiction;
- d) ensure that individuals performing the application of pesticides possess active pesticide operator's licences and pesticide exterminator licences in accordance with provincial and municipal regulations; and
- e) ensure that pest control product documentation conform to WHMIS requirements.

### **5 Provide Project Delivery Services**

#### **5.1 Provide Project Management Services**

##### **5.1.1 General**

5.1.1.1 Support Custodians in complying with TB Policy on the Management of Projects.

- 5.1.1.2 Recommend project priorities based on Custodian strategic objectives and aligned with Custodian integrated investment plans.
- 5.1.1.3 Ensure that required approvals are sought and obtained without delay during the project lifecycle.
- 5.1.1.4 Manage organizational change required as a result of project implementation.
- 5.1.1.5 Include definition of heritage requirements in planning, managing and executing projects involving heritage assets.
- 5.1.1.6 Ensure effective communications with stakeholders throughout the lifecycle of projects.
- 5.1.1.7 Apply acceptable project management processes, in consultation with Custodians.
- 5.1.1.8 Manage risk effectively:
  - a) assess project risk using an acceptable toolset;
  - b) triage projects according to their level of risk, complexity and cost; and
  - c) apply acceptable industry practices, considering PWGSC's Project Complexity and Risk Assessment (PCRA) methodology.
- 5.1.1.9 Apply flexible workforce and resource management mechanisms to respond to unforeseen projects.
- 5.1.1.10 Develop, maintain and submit project documentation, as directed.
- 5.1.1.11 Close out projects in accordance with the Project Plan, ensuring relevant stakeholder participation and sign-off.
- 5.1.1.12 Document lessons learned, and ensure that these are shared across the Contractor's project organization.

## **5.1.2 Manage Projects within Cost Categories**

### **5.1.2.1 Manage Category I Projects**

- 5.1.2.1.1 Submit a proposed prioritized Category I Project Listing as part of the BMP, to obtain approval of the overall cost envelope for these projects for the coming fiscal year.
- 5.1.2.1.2 Substitute projects approved in the BMP as required, and realign project priorities to reflect the Custodian's discretion and to account for emergency projects and other unforeseen requirements.
- 5.1.2.1.3 Do not exceed the \$25,000 limit for individual projects and the approved cost for the overall envelope.
- 5.1.2.1.4 Conduct a project assessment of a statistically valid, random sample of projects.

### **5.1.2.2 Manage Category II Projects**

- 5.1.2.2.1 Submit a proposed prioritized Category II Project Listing as part of the BMP.

5.1.2.2.2 Develop and present project initiation and planning deliverables, as directed, for each Category II Project included in the Approved BMP, including a plan with:

- a) a scope management description, and a short-form IAR, developed in accordance with the PWGSC template, at the preliminary design stage, for approval;
- b) a schedule management description, including the start and end dates at the planning stage, a project network diagram at the definition stage and a project schedule at the execution stage;
- c) a cost management description, including indicative estimates at the planning stage, and substantive estimates at the final design and tendering stage;
- d) a risk management description, including risk areas and triggers for risk mitigation action at the planning stage, overall risk ranking at the definition stage and a risk response plan at the execution stage;
- e) an amended IAR at the final design stage, prior to tendering, for approval;
- f) a request for approval to award the contract, with justification, if the cost of the selected bid exceeds substantive estimates by more than 25%; and
- g) a final cost report at the execution stage on substantial completion.

5.1.2.2.3 Submit requests for approval to substitute Category II projects on a project-by-project basis.

5.1.2.2.4 Conduct a project assessment for each project.

### **5.1.2.3 Manage Category III Projects**

5.1.2.3.1 Manage Category III Projects in accordance with Category II Projects and additional management provisions, as directed, commensurate with the risk and complexity of the project, to be determined collaboratively.

5.1.2.3.2 Complete a long-form IAR developed in accordance with the PWGSC template.

### **5.1.2.4 Manage Category IV Projects**

5.1.2.4.1 Manage Category IV Projects, except for Tenant-direct Projects:

- a) analyze statements of requirements;
- b) develop proposals for solutions, including scope statements, cost estimates, and schedules to respond to these requirements;
- c) support the development of business cases;
- d) obtain written Tenant approval to proceed with each project;
- e) notify the TA in advance of projects that may require approval of the TA if the project could:
  - i. have a negative impact on asset integrity, the heritage character of heritage assets, Tenant satisfaction or financial performance,

- ii. involve the Contractor charging the costs of resource utilization that PWGSC has been reimbursed to the Contractor as an allowable Property Management Services or Project Delivery Services allowable cost under the Contract – in such cases, reimburse these, and related unearned fees, or
  - iii. potentially contravene the provisions of the OI or lease; and
- f) notify the TA in advance of modifications to the project that may be subject to approval.

5.1.2.4.2 Manage Tenant Service Projects in buildings under OGD custodianship, except for Tenant-direct Projects, as directed by the Tenant:

- a) analyze statements of requirements;
- b) develop proposals for solutions, including scope statements, cost estimates, and schedules to respond to these requirements;
- c) support the development of business cases;
- d) obtain Tenant approval to proceed with each project; and
- e) notify the TA and OGD Custodian representatives in advance of modifications to projects that may require approval.

5.1.2.4.3 Ensure that Tenant Service Project file documentation meets the same requirements as for Category I and II projects.

5.1.2.4.4 Ensure that Tenant Service Project file documentation meets same requirements as for Category III as set out in the Provide Optional Services Section.

5.1.2.4.5 Report completed Tenant Service Projects as directed.

5.1.2.4.6 Manage Tenant-direct Projects, which are Tenant Service Projects below a specific value, within their approval authority as directed by the Tenant:

- a) negotiate the scope of Work, schedule and cost directly with the Tenant, treat them as the client for purposes of the project, and ensure Work meets their requirements;
- b) report Tenant-direct Projects to the TA, and seek advance approval for undertaking Tenant-direct Projects that could:
  - i. have a negative impact on asset integrity, the heritage character of heritage assets Tenant satisfaction or financial performance,
  - ii. involve the Contractor charging the costs of resource utilization that PWGSC has been reimbursed to the Contractor as an allowable Property Management Services or Project Delivery Services under the Contract – in such cases, reimburse these, and related unearned fees, or
  - iii. potentially contravene the provisions of the OI between the Tenant(s) and Custodians;
- c) undertake Tenant-direct Projects in OGD Custodian buildings as directed – the TA may direct that approval of the Custodian is required to proceed; and
- d) report and invoice Tenant Service and Tenant-direct Projects separately from other BMP projects.



5.1.2.4.7 Perform annual budget reconciliations, to be validated and included in audited statements to ensure that funds recovered from Tenants for Tenant Service Projects that constitute Property Management Services are reallocated to O&U Budgets.

5.1.2.4.8 Undertake Tenant alterations in accordance with government standards of the most current release, such as the Government of Canada Workplace 2.0 Fit-up Standards, Federal Office Building Standards, and the TB Accessibility Standard for Real Property.

### **5.1.3 Apply an Acceptable Project Management Regime**

5.1.3.1 Apply an acceptable Project Management Regime that is consistent with the most current versions of the Project Management Institute's (PMI's) American National Standards Institute (ANSI) standards and associated guidelines, including:

- a) the Standard for Program Management - ANSI/PMI 08-002-2008;
- b) the Standard for Portfolio Management - ANSI/PMI 08-003-2008;
- c) A Guide to the Project Management Body of Knowledge (PMBOK Guide) - ANSI/PMI 99-001-2008);
- d) Construction Extension to the PMBOK Guide; and
- e) Practice standards for Earned Value Management, Project Configuration Management, Work Breakdown Structures, Project Risk Management and Scheduling.

5.1.3.2 Consider guidance set out in the Organizational Project Management (OPM) Maturity Model (OPM3) Standard, consistent with the most current versions of ANSI/PMI 08-004-2008 in developing overall project management organizational capabilities.

5.1.3.3 Apply the Project Management Regime at the POP level, and to each project, in a manner suited to:

- a) the needs of Custodian project management policy frameworks and systems □ for PWGSC, this is the National Project Management System; and
- b) the complexity and risk of each project.

5.1.3.4 Provide monthly updates to the approved POP Listing, indicating changes to the project listings as directed during the year, and provide changes to the original approved project listing in a monthly report.

5.1.3.5 Collaborate with Custodian project design reviews, conducted as part of DDR processes, investment approval decision support, and quality monitoring, as directed.

### **5.1.4 Initiate and Plan Projects**

5.1.4.1 Develop options to meet requirements in a manner that ensures:

- a) consistency with relevant Custodian portfolio strategies;

- b) that viable options and risk are considered; and
  - c) that the recommended option provides best value for Custodians and Tenants.
- 5.1.4.2 Develop project charters in accordance with Custodian requirements, as directed.
- 5.1.4.3 Recommend design solutions consistent with the existing standard of building architectural and engineering components.
- 5.1.4.4 Provide project planning activities in accordance with the Manage Heritage Assets Section, and:
- a) ensure project objectives include protection of heritage character;
  - b) provide a multi-disciplinary team approach, including specialized architectural, engineering, technical and material conservation expertise;
  - c) apply a holistic conservation approach;
  - d) develop options and solutions that minimize impact on heritage values, while including appropriate conservation treatments; and
  - e) document interventions and provide maintenance information resulting from project work.
- 5.1.4.5 Establish and plan projects with acceptable milestones, and decision points in accordance with Custodian project management frameworks, considering the guidance template provided at Annex E.
- 5.1.4.6 Seek and obtain approval of the National Capital Commission, for projects involving exterior modifications or design changes to federal buildings within the National Capital Area as directed. [Include only in Contract covering NCA Portfolios]
- 5.1.4.7 Prepare project cost estimates consistent with acceptable industry practices, and as required to support Custodian approval processes.
- 5.1.4.8 Prepare project Statements of Requirement (SORs) as part of project initiation, support the TA and conduct studies, submit forms, reports and plans:
- a) develop and consider options to achieve project objectives, and participate in selecting the best option; and
  - b) prepare documents to support project approval, which will vary with the estimated cost, and the assessed complexity and risk of the project.
- 5.1.4.9 Prepare and submit project initiation and planning documents for approval in accordance with the requirements for the applicable Project Category, including:
- a) input to briefing notes required to support Custodian approval of capital projects;
  - b) requirements definition and feasibility studies;
  - c) short-, and long-form IARs; and
  - d) completed CEAA 2012 procedures and environmental assessments.

### **5.1.5 Monitor and Control Project Performance**

5.1.5.1 Ensure that accountability for outcomes is clear, appropriate controls are in place according to the level of project complexity and risk, key project stakeholders are consulted, and outputs and outcomes will be monitored and reported.

5.1.5.2 Provide additional project oversight requirements for selected projects as directed.

5.1.5.3 Monitor and control change and manage change orders in accordance with Work authorization requirements.

5.1.5.4 Notify the TA prior to undertaking modifications to projects that require approval, such as changes to the impact on base building systems, scope, cost, schedule, and impact on tenants.

5.1.5.5 Measure cost, schedule and quality, track deviations from plan, and provide associated performance data:

- a) establish baseline estimated project costs using data indicated in the approved IAR for Category II and III Projects to determine and improve estimating accuracy;
- b) compare estimated and actual project costs at project completion; and
- c) indicate reasons for variances.

5.1.5.6 Cooperate and participate with the TA during quality monitoring inspections and provide resources and information, as directed.

### **5.1.6 Execute Projects**

5.1.6.1 Conduct more detailed planning and design Work as required to respond to unanticipated conditions arising during the performance of physical Work, including repairs, construction, and in some cases deconstruction.

5.1.6.2 Modify and refine schedules, work breakdown structures, cost plans and estimates, project plans, risk management plans and PCRA's prepared during the project identification stage.

### **5.1.7 Close Out Projects**

5.1.7.1 Use an acceptable project quality checklist, and Project Assessment Procedure, to validate project quality, including design, workmanship and materials, licences and permits, coordination and commissioning, project cost estimates, and project schedule:

- a) tailor the project quality checklist and the assessment procedure to suit the needs of each project to be reviewed prior to project execution;
- b) complete the project quality checklist at project completion;
- c) provide performance data and an assessment of cost estimating, scheduling and scope results obtained against plan; and

- d) submit the tabulated responses to the project quality checklist, together with an analysis of results and recommendations, to rectify deficiencies and document lessons learned.

5.1.7.2 Complete project file documentation and deliverables, and include these in the project file:

- a) ensure that as-built drawings are provided at the end of each project , and that building drawings are current;
- b) submit an acceptable Generic Project File Checklist for each Project Category to measure the completeness and accuracy of project file documentation;
- c) tailor the Project File Checklist to suit the needs of each project; and
- d) conduct a project file review and ensure the project file is complete.

5.1.7.3 Demonstrate project completion:

- a) develop an acceptable generic Project Completion Survey for each Project Category to measure Custodian and Tenant satisfaction regarding project delivery services,
- b) tailor the Project Completion Survey to suit the needs of each project to be surveyed prior to project execution;
- c) conduct project completion surveys, including interviews with commissioning managers, for base building projects or Tenant representatives for Tenant Service Projects; and
- d) submit responses to project completion surveys, together with an analysis of results and recommendations for further action, intended to rectify deficiencies.

5.1.7.4 Conduct project assessments covering the scope of the Project Management Regime.

### **5.1.8 Provide Project Management Support to Projects Delivered by Others**

5.1.8.1 Participate, as directed, in projects selected by Custodians for delivery by alternative means, either through Custodian resources or through other parties rather than through the Contractor, as advised during the BMP planning process, and collaborate with stakeholders during their execution, and:

- a) act as the Constructor or Prime Contractor, depending on the jurisdiction, concerning OHS, unless directed otherwise;
- b) provide on-site coordination and other project support;
- c) communicate and coordinate with Tenants;
- d) facilitate and provide access to building services areas and equipment rooms;
- e) plan and conduct system shutdowns; and
- f) provide commissioning management in accordance with the Provide Commissioning Management Services Section.

## **5.2 Provide Construction Project Services**

### **5.2.1 Deliver Construction Projects**

5.2.1.1 Deliver construction projects in accordance with approved timelines, budgets and scope, including:

- a) new construction projects;
- b) repair, heritage conservation and replacement projects;
- c) improvements to extend the life of buildings, enhance their performance or prevent or delay functional obsolescence; and
- d) alteration, fit-up and refit projects, including space optimization projects.

5.2.1.2 Ensure that structural, electrical, architectural, mechanical, and functional integrity of buildings is maintained.

5.2.1.3 Design and implement projects incorporating materials, methods and workmanship of a standard consistent with existing architectural and heritage characteristics, building design, functional use and the strategic direction for the building.

5.2.1.4 Protect heritage character defining elements from damage during construction activities.

5.2.1.5 Provide information to enable Custodians to comply with policies on capitalization of costs.

5.2.1.6 Submit completed monthly Inventory Data Entry Sheets supplied by Custodians for Real Property Betterments and Leasehold Improvements upon completion of projects to be capitalized, together with the Project Invoicing Detail Report, and other forms as requested by Custodians.

5.2.1.7 Provide an implementation plan for approved projects as a deliverable, with associated performance measures.

5.2.1.8 Measure scheduling performance, track deviations from plan, and provide associated performance data.

### **5.2.2 Provide Commissioning Services**

5.2.2.1 Provide commissioning services in accordance with the Provide Commissioning Management Services Section.

5.2.2.2 Carry out commissioning activities in accordance with the Commissioning Assessment Conducted for each project:

- a) prepare and implement a commissioning plan;
- b) identify operational requirements, issues and concerns;
- c) provide input and comments during the design phase;
- d) develop commissioning specifications for testing of equipment, sub-system, systems and integrated systems;
- e) document the concept of operations;
- f) prepare and issue operating manuals;

- g) train operating staff;
- h) inspect and test equipment and systems;
- i) place equipment and systems in operation;
- j) balance equipment and systems;
- k) evaluate performance against the intended design specification; and
- l) ensure that required data is transferred from the project team to the property management operations staff as appropriate.

5.2.2.3 Budget for project commissioning as an integral part of individual projects.

5.2.2.4 Retain a third-party commissioning consultant as part of the project delivery team, as directed, based on the project assessment  use of Contractor in-house commissioning services may be acceptable if these resources are appropriately qualified and measures are in place to ensure their independence from the design and construction leads.

### **5.2.3 Provide Claims Management Services**

5.2.3.1 Manage project claims to resolution, including claims made by sub-contractors against the Contractor, or by the Contractor against consultants or other contractors.

### **5.2.4 Manage Project Warranties and Provide Warranty Information**

5.2.4.1 Manage project warranties until project close-out and provide warranty information to property managers to enable subsequent warranty management.

## **5.3 Provide Special Study Project Services**

5.3.1 Undertake special study projects, involving one-time or recurring services that may involve specialized technical expertise, analysis and superior business and technical written communications competencies of acceptable standards, as directed, including:

- a) specialty areas, such as:
  - i. sustainability,
  - ii. performance measurement,
  - iii. architecture,
  - iv. security,
  - v. interior design,
  - vi. urban studies,
  - vii. engineering,
  - viii. heritage conservation,

- ix. environmental and contaminated sites,
- x. zero-based building O&U reviews, and
- xi. illumination;
- b) studies to ensure understanding of historic construction, construction history, structural performance, material characteristics and conditions, building envelope performance, environmental impacts, and to determine primary causes of deterioration of heritage components and assemblies;
- c) conversion services to transfer hard-copy asset information to CADD and other electronic formats;
- d) services and building studies that do not involve construction, including:
  - i. post-occupancy evaluations, and
  - ii. coordination and planning of professional and technical specialized discipline services;
- e) support for various corporate real estate studies, such as:
  - i. commercial retail plans, in accordance with associated call letters, as directed,
  - ii. divestitures and disposal actions,
  - iii. real property agreements, licensing and easements,
  - iv. market analysis and leasing studies and assessment of fair market value,
  - v. master planning and planning studies, and
  - vi. stakeholder and public consultation; and
- f) professional and technical expertise in areas such as:
  - i. legislative environment,
  - ii. feasibility studies, investigations and reports,
  - iii. documentation and communications services, and
  - iv. northern and remote sites.

5.3.2 Provide plans for special study projects, including scope, schedule, cost, risk management, definition of processes and procedures, specialized expertise and resource, reporting and information and deliverables, as directed.

## **6 Provide Optional Services**

### **6.1 General**

- 6.1.1 Provide Optional Services as-and-when-requested, including:
- a) AMP and BCR services;
  - b) delivery of Category III Projects; and
  - c) facilities management services.

6.1.2 Develop supporting acceptable plans, processes, performance measures and procedures for Optional Services, as-and-when-requested.

6.1.3 Plan for the delivery of Optional Services, once approved for delivery, as part of BMP and portfolio planning processes.

## **6.2 Develop Asset Management Plans and Conduct Condition Assessments**

### **6.2.1 General**

6.2.1.1 Develop AMPs, and Building and Campus Infrastructure Condition Reports as special study projects in accordance with the Provide Special Study Projects Section. Undertake acceptable measures to ensure independence from Contractor organizational units, and other resources under the Contractor's authority, providing property management and project delivery services, to avoid conflicts of interest in the assessment of building condition, the adequacy of Work currently being performed, and in recommending Work.

### **6.2.2 Develop Asset Management Plans**

6.2.2.1 Develop AMPs in accordance with applicable PWGSC policies and procedures and PWGSC terms of reference for AMPs.

### **6.2.3 Develop Level 2 and Level 3 Building Condition Reports**

6.2.3.1 Develop Level 2 and Level 3 BCRs in accordance with applicable PWGSC policies and procedures and PWGSC Terms of Reference for BCRs.

### **6.2.4 Develop Campus and Multi-building Site Infrastructure Condition Reports**

6.2.4.1 Develop Campus and Multi-building Site Infrastructure Condition Reports covering subjects such as civil infrastructure, grounds security, water resource and energy assets, consistent with the requirements for Level 2 and Level 3 BCRs.

## **6.3 Provide Category III Project Delivery Services**

6.3.1 Deliver Category III Projects in accordance with the requirements set out in the Provide Project Management Services Section for Category II projects, and meet supplementary requirements, including decision support, risk management, documentation, and other project management requirements, as directed.

6.3.2 Complete a long-form IAR developed in accordance with the PWGSC template, and proceed with additional management provisions, as directed, commensurate with the risk and complexity of the project, to be determined collaboratively.



## **6.4 Provide Facilities Management Services**

- 6.4.1 Provide facilities management services to Custodians and Tenants in accordance with service level agreements between Custodians and Tenants, or lease agreements with third-party tenants, as directed, for Custodian-owned and leased buildings.
- 6.4.2 Provide plans, with defined budgets, schedule, scope and risk, appropriate performance measures and reporting.
- 6.4.3 Protect the heritage character of heritage assets as part of interior fit-ups and signage in accordance with Manage Heritage Assets Section, and conservation guidelines.
- 6.4.4 Manage regular and handicapped Tenant-administered parking to meet operational requirements on a reimbursing basis:
  - a) administer and manage parking and the allocation of parking spaces provided to the Tenant by tracking assignments, collecting parking fees, and reporting; and
  - b) develop internal allocation processes for the Tenant.
- 6.4.5 Manage and plan space:
  - a) develop business cases, business objectives, IARs, and identify strategies for space-reduction incentives;
  - b) perform Tenant needs analysis and manage the space supply and demand relationship, including preparation and maintenance of the space inventory;
  - c) determine supply and demand requirements and manage space allocation;
  - d) manage space to meet Tenant needs in accordance with Custodian space fit-up standards;
  - e) develop space management standards to meet third-party Tenant needs;
  - f) inspect existing space to ensure compliance with Custodian accommodation standards; and
  - g) use Web-based tools to document, track and report on space supply and usage.
- 6.4.6 Conduct space layout and interior design:
  - a) determine space, fit-up, furniture and signage needs;
  - b) prepare concepts, detailed plans and specifications, and associated cost estimates;
  - c) prepare detailed estimates for furniture and equipment; and
  - d) prepare justifications, recommend best options and obtain approvals.
- 6.4.7 Provide space measurement services for Tenant space.
- 6.4.8 Manage Tenant relocations and plan and execute relocation projects.
- 6.4.9 Manage cable plant:
  - a) coordinate and implement surveys and assessments;

- b) perform installations as part of renovation and refit projects;
  - c) alter and upgrade existing systems to accommodate Tenant relocation and requirements for changes and additions;
  - d) maintain and regularly update records and drawings; and
  - e) test, maintain, repair and in the event of damage, restore services.
- 6.4.10 Support the management, acquisition and installation of Tenant furniture and office equipment:
- a) develop requirements packages and specifications;
  - b) prepare documentation for approval for procurement of furniture and equipment through PWGSC Supply Arrangements;
  - c) use PWGSC Supply Arrangements and associated tools to acquire furniture;
  - d) coordinate the delivery and installation of furniture and equipment and act as Constructor;
  - e) provide installation, maintain product spares, and repair furniture, fixtures and equipment;
  - f) manage the furniture inventory, including location drawings and database utilizing a Computer Aided Facilities Management tool; and
  - g) keep an inventory of the furniture and its location on behalf Tenants.
- 6.4.11 Provide sustainability-related services to Tenants:
- a) develop, plan and implement sustainability projects related to Tenant-occupied space;
  - b) identify areas of risk or opportunity and support projects related to sustainability objectives;
  - c) provide data to comply with service levels, standards, policies and regulations for hazardous waste activities;
  - d) provide hazardous waste services;
  - e) provide data to comply with service levels, standards, policies and regulations for non-hazardous waste activities;
  - f) provide pollution prevention and coordinate with hazardous waste management;
- 6.4.12 review existing systems, conduct gap analyses and develop implementation and action plans.
- 6.4.13 Provide specialist heritage conservation advice and services to:
- a) identify potential heritage collections;
  - b) assess heritage value of collections;
  - c) manage records on their nature and condition; and
  - d) advise on protection and maintenance.
- 6.4.14 Manage Tenant conference and boardroom booking:
- e) track usage, analyze needs and gaps and recommend improvements;
  - f) provide a Web-based room reservation service;
  - g) provide audio-visual, telephone and data communication support;

- h) provide teleconference and videoconference support;
- i) provide support for provision of food services consistent with TB and Custodian policy and directives; and
- j) provide support for provision of translation services.

6.4.15 Provide specialized cleaning services for museum-quality assets and installations located in buildings.

6.4.16 Provide support to Tenants for Tenant emergency response planning and Tenant health, safety and fire protection.

6.4.17 Develop Tenant personnel security policies and standards.

6.4.18 Manage and keep inventories of Tenant keys, and manage and issue access cards and security passes on behalf of Tenants.

6.4.19 Monitor compliance with Tenant OHS and fire protection requirements to ensure that Tenant assets, employees and visitors are protected.

6.4.20 Provide Tenant mailroom administration, internal courier services, photocopying services, and special event support.

## **7 Manage Contract Transitions**

### **7.1 Manage the Contract Initiation Period**

#### **7.1.1 General**

7.1.1.1 Work collaboratively with the TA during the Contract Transition Period to obtain acceptance of the Service Delivery Regime.

7.1.1.2 Designate a manager as a point of contact for the TA to coordinate activities during the Transition Period.

7.1.1.3 Submit a Contract Transition Plan for acceptance, setting out how transition activities will be delivered, key contacts, and the associated schedule, milestones, resource requirements and costs.

#### **7.1.2 Obtain Acceptance of the Service Delivery Regime**

##### **7.1.2.1 General**

7.1.2.1.1 Demonstrate a thorough understanding of:

- a) the requirements set out in the SOW;
- b) Custodian organizations, their practices and operations, and the legislative, regulatory and policy framework to which they are subject;

- c) Tenant and third-party agreements in place; and
- d) the Contract Inventory and Portfolio Structure.

7.1.2.1.2 Describe and participate in activities leading to acceptance of the Service Delivery Regime:

- a) provide a detailed, phased description of the Service Delivery Regime for acceptance;
- b) indicate the names and roles of key personnel within the Contractor's organization and for other resources under the Contractor's authority;
- c) manage a Collaborative Review Process with the TA, Custodian representatives and other stakeholders, during the Contract Transition period, leading to acceptance of the Contractor's proposed Service Delivery Regime, and assumption of Total Responsibility for Service Delivery by the Contractor during Transition; and
- d) support a Comprehensive Audit at the designated Readiness Checkpoint.

#### **7.1.2.2 Collaborate in Process Reviews**

7.1.2.2.1 Plan, host and administer Collaborative Process Reviews, each of which will be approximately two weeks in duration, to be held in one or more locations to be determined, with required follow-up by the Contractor, and acceptance once outputs have been deemed acceptable, including:

- a) Preliminary Process Review, to be held approximately three months after Contract Award;
- b) Intermediate Process Review, to be held approximately six months after Contract Award; and
- c) Final Process Review, to be held approximately nine months after Contract Award.

7.1.2.2.2 Undertake corrective actions required as a result of the Final Process Review to obtain final acceptance.

7.1.2.2.3 Update the Performance Measurement Plan to reflect Collaborative Review Process outputs.

#### **7.1.2.3 Establish an Initial Response Capability for Campus and Building Emergencies**

7.1.2.3.1 Consult with the incumbent contractor, PWGSC, Custodian representatives and Tenants and review existing Building Emergency Plans, and Campus and Infrastructure Continuity Plans.

7.1.2.3.2 Map the roles and responsibilities to the Contractor's organization and establish the full capability to respond to emergencies as of the Contract Operational Start Date.

#### **7.1.3 Undertake the Transition to Full Operations**

7.1.3.1 Undertake the transition to full operations:

- a) participate in workshops as required;

- b) indicate the designated management representative at the Contract level, and individuals to be involved in the Collaborative Review Process, appointed by senior management, with the accountability and authority to develop, implement, maintain and improve the QMS and ensure that requirements are communicated throughout the Contractor's organization;
- c) collaborate with the TA, and other stakeholders as directed, potentially including incumbent contractors;
- d) minimize disruption to Tenants and ensure continuity of Tenant programs and operations leading up to the Contract Operational Start Date;
- e) plan and coordinate activities leading up to the Contract Operational Start Date;
- f) undertake staffing and resourcing;
- g) establish relationships with key parties, including the TA and CA, Tenants and other contractors providing services within the Contract Inventory;
- h) develop and test Contractor information systems and protocols;
- i) process information on the GFE, Ornamental Plant, and Cultural Property Inventories, and on GFA, Government Furnished Information (GFI); and
- j) ensure continuity of building operations and uninterrupted service call response.

7.1.3.2 Within 30 days following Contract Award:

- a) designate the manager who will act as point of contact for the TA, to coordinate Collaborative Process Reviews and other Transition activities;
- b) designate the Portfolio Managers for each portfolio, and a Contract Manager to oversee the implementation of the Contract and act as a point of contact for the TA;
- c) submit the Contract Transition Plan, for acceptance, setting out how the transition to full operations will be undertaken, including a contingency plan to address unforeseen delays;
- d) submit the first HR Plan, for acceptance;
- e) undertake the Work to obtain required staff security clearances;
- f) train, and deploy key staff once security clearances have been obtained;
- g) submit a Transition Communications Plan, for acceptance, setting out:
  - i. how, and by whom, communications requirements will be fulfilled in collaboration with the TA, and
  - ii. provisions for informing Tenants and suppliers of the new Contract, including communications protocols and Contractor service contacts, to ensure that Tenants do not experience disruptions or reductions in service levels, and that third-party revenues are monitored; and
- h) submit a Contact Information List for key Contractor personnel at the executive, senior management, and operational levels.

7.1.3.3 Within three calendar months following Contract Award:

- a) coordinate access to facilities and systems;

- b) develop and implement an Information Management and Information Technology (IM/IT) Plan and Strategy, for acceptance, to support IM/IT requirements set out in the Terms, Conditions and Evaluation of the Request for Proposals; and
- c) demonstrate the capability to provide data deliverables as outlined in Annex A, the CDRL, Annex C, Electronic Information Business Requirements, and Annex D, IM/IT Requirements.

7.1.3.4 Within 60 days prior to the Contract Operational Start Date, notify suppliers of the new Contract to ensure proper billing and continuity.

7.1.3.5 Within 30 days prior to the Contract Operational Start Date:

- a) validate utility readings, as of the Contract operational start date;
- b) validate and, where necessary, establish SOPs for each Asset Type, and for each Portfolio, as required, and confirm safety, security and emergency preparedness and environmental procedures;
- c) establish interfaces with the NSCC and provide contact lists;
- d) demonstrate that effective network and data communications can be established with PWGSC and provide sample reports;
- e) validate the inventory of agreements, files, and reports provided as GFI, necessary for third-party occupancies and coordinate with the respective contractors to ensure uninterrupted service delivery;
- f) develop a door and equipment Key Inventory Sheet;
- g) coordinate with suppliers of novated contract services to ensure uninterrupted service delivery;
- h) contact existing contractors under contract to Custodians whose contracts will be administered by the Contractor, to ensure uninterrupted services;
- i) verify the GFA, GFE, cultural property and ornamental plant inventories;
- j) submit final performance measures in accordance with the Performance Measurement Regime;
- k) implement processes to provide PIs as of the Contract Operational Start Date;
- l) confirm that required staff and other resources under the Contractor's authority are in place, trained, familiar with the inventory they will be supporting, and security-cleared;
- m) arrange security access to facilities for Contractor staff and other resources under the Contractor's authority;
- n) submit the OHS Program, including OHS plans at the building level, where appropriate, for acceptance, and implement the program;
- o) operate management systems, including a QMS and an EMS, and provide performance measurement data for PIs, in accordance with the Performance Measurement Regime;
- p) review existing BMPs and Portfolio Plans and prepare to implement these plans as of the Contract Operational Start Date;
- q) implement the Transition Communications Plan;
- r) submit interim building, multi-building site and campus emergency response plans setting out the Contractor's initial response capability for campus, multi-building site, and building emergencies;

- s) submit Contingency Plans, including a Contractor Business Continuity Plan, Campus, Multi-building Site And Building Emergency Plans, and Infrastructure Continuity Plans for acceptance, confirming that effective risk management is in place;
- t) for assets not previously included under a service arrangement, and for new RP-1 assets, gather equipment and system data, identify and label equipment, enter data and schedule maintenance using the CMMS;
- u) train resources on fire safety responsibilities and Building Infrastructure Continuity Plans and ensure that they are prepared to deal with emergencies; and
- v) review documentation associated with third-party occupancies and ensure effective management of these arrangements.

7.1.3.6 By the Contract Operational Start Date:

- a) provide a copy of the Contractor's Corporate Quality Management Policy, distributed under the authority of the Contractor's senior management and communicated throughout the Contractor's organization;
- b) provide a Quality Management Plan indicating how the Contractor will meet quality requirements, including timelines, organizational structures and resources;
- c) provide documented quality management processes and procedures, supported by,
  - i. the Performance Measurement Regime, providing for reporting, analysis, and continual improvement of service delivery,
  - ii. quality assurance checklists, and
  - iii. capabilities to monitor, verify, analyze and report nonconformities and to manage their resolution through corrective and preventive action;
- d) establish automated capabilities, with provisions to enable the TA to validate and verify data, record, track, search, sort, query, comment, and report on quality nonconformities, subsequent corrective and preventive actions, and their resolution;
- e) establish Health and Safety Committees for each asset, as required; and
- f) transfer building data into the CMMS and confirm maintenance and scheduling requirements.

## **7.2 Manage the Addition and Removal of Inventory during the Contract Term**

7.2.1 Add and remove inventory during the Contract Term to respond to the withdrawal and addition of individual buildings from the Contract by the TA, other than during Contract Initiation or at Contract Completion.

7.2.2 Add inventory:

- a) appoint an In-Contract Transition Manager;
- b) prepare and obtain acceptance of an In-Contract Transition Plan, with activities and timing consistent with the Undertake Transition to Full Operations Section, modified to suit the inventory being added; and
- c) complete transition activities in accordance with the In-Contract Transition Plan.

### 7.2.3 Remove inventory:

- a) appoint an In-Contract Transition Manager;
- b) prepare and obtain acceptance of an In-Contract Completion Plan, with activities and timing consistent with the Manage Contract Completion Section, modified to suit the inventory being removed; and
- c) complete the transition activities in accordance with the In-Contract Completion Plan.

## 7.3 Manage the Incorporation of Optional Services

7.3.1 Provide Optional Services as-and-when-requested, following acceptance of adjustments to the Service Delivery Regime.

7.3.2 Host and participate in Collaborative Review Meetings with the TA, Custodian representatives and other stakeholders, as appropriate, with activities and timing consistent with those set out in the Manage Contract Initiation Period Section.

7.3.3 Undertake definition and activities leading to acceptance for the adjusted Service Delivery Regime in accordance with the Manage Contract Initiation Period Section, and assumption of Total Responsibility for Service Delivery by the Contractor for the requested services:

- a) plan, host and participate in an abbreviated Collaborative Process Review process;
- b) demonstrate and obtain acceptance of the Contractor's approach to meeting the requirements for the requested Optional Services, including:
  - i. familiarity with the legislation, regulations, policies and mandatory procedures to which the services are subject for Custodian buildings, and
  - ii. adjustments to the Service Delivery Regime, the associated performance measures and the Contractor's detailed approach for providing the services; and
- c) plan, host and administer Collaborative Process Meetings, each of which being approximately three days in duration, to be held in one or more locations to be determined, with required follow-up by the Contractor, and acceptance once outputs are deemed acceptable, including:
  - i. Preliminary Process Meeting, to be held within four weeks of receipt of the request for provision of the services, with a similar scope to that for the Preliminary Process Review, and
  - ii. Final Process Meeting, to be held within eight weeks of receipt of the request for provision of the services, with a similar scope to that for the Final Process Review, for acceptance of the adjusted Service Delivery Regime.

7.3.4 An audit of the adjusted Service Delivery Regime will be conducted in conjunction with ongoing Contract audit activities.



## **7.4 Manage Ongoing Change to the Service Delivery Regime**

7.4.1 Manage change to the Service Delivery Regime to incorporate improvement opportunities, to respond to issues, risks and problems, and as directed.

7.4.2 Propose changes to the Service Delivery Regime for acceptance:

- a) define the proposed adjustments to the Service Delivery Regime, including associated organizational and resource changes;
- b) present proposed changes to the TA, with the associated rationale and options, in a manner similar to a business case of a standard commensurate with the impact of the change;
- c) present the proposed changes to other stakeholders; and
- d) once accepted, implement the proposed changes, as directed.

## **7.5 Manage Contract Completion**

7.5.1 Develop and obtain acceptance of a Contract Completion Plan.

7.5.2 Manage the Contract Completion Period in accordance with the Contract Completion Plan, and undertake Work to transition inventory to a new service delivery regime, involving a replacement contract and another contractor, or reversion to service delivery by Custodians.

7.5.3 Support and coordinate transition activities with Custodians and third parties, as required, to ensure an effective transition:

- a) ensure continuity of campus, building and Tenant operations;
- b) plan the transition to the new service delivery regime, as directed;
- c) plan and coordinate Work leading up to the Contract Completion Date;
- d) establish lines of communication with key parties, including the TA and CA, Tenants and third parties, as directed; and
- e) provide information on GFE, and where applicable GFA, and GFI.

7.5.4 Within 12 months prior to the Contract Completion Date:

- a) designate a dedicated Contract Completion Manager, to act as point of contact for the TA, for managing and coordinating Contract Completion;
- b) prepare and obtain acceptance of a detailed Contract Completion Plan;
- c) report on the status of projects that will not complete before the Contract Completion Date;
- d) notify resources under the Contractor's authority, employees and other resources providing the services, of upcoming contract completion; and
- e) prepare and present a Contract Lessons-learned Report on the Contractor's experience in delivering services under the Contract, including recommendations for future, similar contracts.

7.5.5 Within four months prior to the Contract Completion Date:

- a) provide a detailed listing of existing subcontracts, including subcontractor and supplier names and contact information, identification of equipment and services supplied, and other information to assist in transition;
- b) provide an updated Key Inventory Sheet;
- c) provide documentation on existing warranties;
- d) provide documentation on contracts managed on behalf of Custodians;
- e) provide recommendations on the potential novation of subcontracts and, as required, advise designated subcontractors accordingly;
- f) provide an up-to-date building documentation archive for each asset, including:
  - i. O&M manuals,
  - ii. CMMS records and data,
  - iii. maintenance management records and data in other formats,
  - iv. manufacturer literature and equipment manuals, and
  - v. drawings, warranties, and other building systems and equipment information as required, for each asset;
- g) provide copies of current building SOPs, site-specific OHS plans, Campus, Multi-building Site, and Building Emergency Plans and Infrastructure Continuity Plans;
- h) review and update Ornamental Plant and Cultural Property Inventories;
- i) provide documentation on software licenses and database agreements;
- j) provide documentation on third-party operations items and files, agreements, leases, reports and other relevant documentation managed on behalf of Custodians; and
- k) support the TA in transferring the information described above to OGD Custodian, PWGSC or other contractor systems and archives.

7.5.6 Within two months prior to the Contract Completion Date:

- a) provide an updated list of GFE, GFA, and GFI; and
- b) review and update the information in the Ornamental Plant Inventories and Cultural Property Inventories for the Portfolio.

7.5.7 Within 30 days prior to the Contract Completion Date:

- a) provide a status report on projects that will not be complete by the Contract Completion Date, including a description of outstanding Work and recommendations for its completion;
- b) provide final updates to inventories and documentation provided during the Contract Completion period; and
- c) transmit O&M and other information, data, and records retained over the period of the contract to the TA, in a manner that will ensure they continue to be persistently accessible for the legislated period of time.

7.5.8 On the Contract Completion Date:

- a) provide a certification that suppliers and subcontractors have been paid for Work up to the completion date;
- b) return GFE, GFA, and GFI;
- c) provide access to records demonstrating compliance and information supplied in relation to legislative and regulatory requirements governing the delivery of services, including the CLC, and COHSR requirements;
- d) validate and sign-off on utility readings;
- e) provide documentation on outstanding quality nonconformities at Contract Completion; and
- f) complete and provide a financial reconciliation including revenues and necessary data to determine applicable performance fees and deliverables related to act

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# **ANNEX C: Applicable Policy, Directives, Standards and Guidelines**

Under Construction

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Volume Two - SOW Version 0 – “99% Draft”

Annex C

Applicable Policy, Directives Standards and Guidelines

# Annex D – Building Classification of Accounts

## Introduction

1.1.1. The Building Classification of Accounts identifies the “qualifiers” needed to meet Departmental requirements. PWGSC 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 Annex allows PWGSC to monitor performance, to report on a consistent basis nationally and to compare PWGSC building and portfolio operating costs to industry norms. PWGSC 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 PWGSC and Other Government Department facilities, whether managed internally or by the Contractor. Consistent and accurate application of the Building Classification of Accounts is a primary requirement of the Contract.

1.1.2. It is understood that:

- a) the Building Classification of Accounts is not designed to be a cost or fee schedule; instead, a description of allowable costs and fee elements is provided in the Contract, which takes precedence over the Building Classification of Accounts;
- b) the list of items below is not exhaustive; qualifiers and like items are updated as required by PWGSC to reflect the business needs; and
- c) where reference is made to “in-house dedicated or allocated staff” in this Annex “E”, Building Classification of Accounts, it means PWGSC’s internal staff in PWGSC-managed facilities or the Contractor’s internal staff in Contractor managed facilities.

## 7.6 Building Operating and Utilities Costs

### Cleaning

1.1.3. 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.

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.

<b>Cleaning</b>		
<b>Qualifiers</b>		<b>General Description</b>
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**

1.1.4. 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”.

Table - Operating, Maintenance and Minor Repairs

<b>Operating, Maintenance and Minor Repairs</b>		
<b>Qualifiers</b>		<b>General Description</b>
2A	Payroll	Total billable labour costs, as well as travel and training costs, for all in-house dedicated and allocated operating staff performing operating,

<b>Operating, Maintenance and Minor Repairs</b>		
<b>Qualifiers</b>		<b>General Description</b>
		<p>maintenance and minor repair-related duties.</p> <p>Includes: Travel costs for employees taking courses, tuition fees and courses related to the operation of the building; labour; automotive gasoline.</p>
2B	Vertical and Horizontal Transportation	<p>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.</p> <p>Includes: Vertical and horizontal transportation service contracts, including licences and inspection fees, materials handling equipment and replacement parts.</p>
2C	Heating, Ventilation, Air Conditioning	<p>Service contracts related to heating, ventilation, air conditioning systems, including licences and safety inspection fees. Also includes materials, supplies and replacement parts.</p> <p>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</p>
2D	Electrical	<p>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.</p> <p>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.</p>
2E	Structural and Roof	<p>Service contracts related to the building structure or roof. Also includes materials, supplies and replacement parts.</p> <p>Includes: Structure or roof related service contracts, structural or roof equipment and replacement parts.</p>

<b>Operating, Maintenance and Minor Repairs</b>		
<b>Qualifiers</b>		<b>General Description</b>
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>



<b>Operating, Maintenance and Minor Repairs</b>		
<b>Qualifiers</b>		<b>General Description</b>
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 costs associated with building masonry inspection and minor repairs of less than \$5,000 in value, including masonry inspection contracts, and stone, grout and cement products for the repair of masonry.

### **Utilities**

1.1.5. 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 potable water for domestic and other uses. Includes energy that is sub-metered, even if income is received for it.

Table - Utilities

<b>Utilities</b>	
<b>Qualifiers</b>	<b>General Description</b>

<b>Utilities</b>		
<b>Qualifiers</b>		<b>General Description</b>
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, Grounds and Security**

1.1.6. This category 4 refers to all expenses related to exterior maintenance not including the building structure or related remote mechanical equipment as well as the supply of security services. 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.

Table – Roads, Grounds and Security

<b>Roads and Grounds</b>		
<b>Qualifiers</b>		<b>General Description</b>
4A	Roads and Grounds - Payroll	Total billable labour costs for in-house dedicated or allocated staff performing roads and grounds-related activities.

<b>Roads and Grounds</b>		
<b>Qualifiers</b>		<b>General Description</b>
4B	Roads and Grounds - Service Contracts	<p>Services contracted from individuals or firms from the public and private sectors including grounds maintenance, snow removal and landscaping.</p> <p>Includes: Snow removal carried out by private sector contractors, grounds upkeep service contracts, and miscellaneous municipal services including snow removal.</p>
4C	Roads and Grounds - Other Expenses	<p>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.</p> <p>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.</p>
4D	Security - Payroll	Total billable labour costs for in-house dedicated or allocated security personnel.
4E	Security - Service Contracts	<p>Services related to building security contracted from individuals or firms from the public and private sectors.</p> <p>Includes: Protection services, including intrusion alarms, closed circuit TVs, commissionaires and other related services.</p>
4F	Security - Other Expenses	<p>Materials, supplies and equipment such as access cards, keys and batteries related to the security program.</p> <p>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.</p>
4G	Minor Repairs less than \$5,000	Includes all minor repairs to roads, grounds and security of less than \$5,000 each in value.

**Administration**

1.1.7. 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.

Table - Administration

<b>Administration</b>		
<b>Qualifiers</b>		<b>General Description</b>
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 Real Property Services 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 PWGSC administrative staff for Alternative Forms of Delivery managed facilities.
5F	Contractor Incentive Program Award	Amounts related to the Contractor Incentive Program.

**Fixed Expenses**

1.1.8. 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.

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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.

## 7.7 Rental Expenses

1.1.9. This category K involves rent expenditures in leased facilities and lease-purchased facilities and distinguishes between three types of lease inventory.

- a) 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, 2002, would become a carry-over lease on April 1, 2002. Options are regarded as an extension of a carry-over lease.
- b) 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.
- c) 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.

Table - Rental Expenses

Qualifiers	
K1	Rent Expense - Basic Carry-Over or Option
K2	Rent Expense - Basic Renegotiation and Replacement
K3	Rent Expense - Basic Expansion Space
K4	Rent Expense - Escalation Carry-Over or Option
K5	Rent Expense - Escalation Renegotiation and Replacement

Qualifiers	
K6	Rent Expense - Escalation Expansion Space
K7	Rent Expense - Escalation Previous Years Cost

## 7.8 Facilities Management - Other Government Department

1.1.10. This category 8 is to be used where PWGSC, Real Property:

- a) has entered into an agreement to deliver integrated property and facilities management services in Other Government Department owned buildings; or
- b) has entered into an agreement to provide facilities management services to Other Government Department tenants in PWGSC owned buildings; or
- c) provides facilities management services for PWGSC occupancies in PWGSC owned buildings.

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, cleaning furnishings, 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.
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.

<b>Facilities Management - Other Government Department</b>		
<b>Qualifiers</b>		<b>General Description</b>
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 PWGSC Real Property. It covers: facilities management fees; travel; office equipment and supplies; and telecommunications

## 7.9 Repair Projects More Than \$5,000

1.1.11. This category P includes repairs over \$5,000. Individual qualifiers are structured based on the type of building systems and equipment involved.

Table – Repair Projects More Than \$5,000

<b>Qualifiers</b>	
P0	Repairs - Electrical
P1	Repairs – Heating, Ventilation Air Conditioning
P2	Repairs - Fire Protection, Life Support, Alarm, Security
P3	Repairs – Vertical and Horizontal Transportation
P4	Repairs - Water and Sewage including plumbing
P5	Repairs - Grounds
P6	Repairs - Building - Exterior (includes Asset Management Plans)
P7	Repairs - Building - Interior
P8	Repairs - Building - Structure
P9	Repairs - Building - Roof



## 7.10 Tenant Service, Space Optimization, Fit-ups and Refits

1.1.12. 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. 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.

1.1.13. 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.

Table - Tenant Service, Space Optimization, Fit-ups and Refits

<b>Tenant Service, Space Optimization, Fit-ups and Refits</b>		
<b>Qualifiers</b>		<b>General Description</b>
X1	Other Government Department Tenant Services Work	Services requested by a tenant in PWGSC 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.

## 7.11 Lease-Purchase Improvements

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.

## 7.12 Capital

1.1.14. This category Y can only be used for Capital expenditures (Vote code 12). The capital budget must be managed as two distinct entities:

- a) projects equal to and over \$1,000,000, major capital; and
- b) projects less than \$1,000,000, minor capital.

1.1.15. 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.

1.1.16. The minor capital budget is managed and allocated to projects by and within the Portfolio.

1.1.17. Movement of cash between minor and major capital, because the allotments are separately controlled, requires an authorization through the PWGSC 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.

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.

<b>Capital</b>		
<b>Qualifiers</b>		<b>General Description</b>
Y3	Capital Acquisition	Acquisition of buildings or engineered works.

### 7.13 Green Plan

Table – Green Plan

<b>Green Plan</b>		
<b>Qualifiers</b>		<b>General Description</b>
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

### 7.14 Advisory Services

Table – Advisory Services

<b>Advisory Services</b>		
<b>Qualifiers</b>		<b>General Description</b>
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 geographic land information, legal land surveys, surveys, maps, and information management; development strategies; land planning; strategic investment services; divestitures; expropriations; disposals and acquisitions.

<b>Advisory Services</b>		
<b>Qualifiers</b>		<b>General Description</b>
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.

## 7.15 Accommodation Services

Table – Accommodation Services

<b>Accommodation Services</b>		
<b>Qualifiers</b>		<b>General Description</b>
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.

## 7.16 Revenues

1.1.18. 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 Annex “TBD”.

Table - Revenues

<b>Revenues</b>	
<b>Qualifiers</b>	<b>General Description</b>

Revenues		
Qualifiers		General Description
00	Commercial Revenues	All revenues related to commercial operations as entered in PWGSC Financial Systems. Includes: rental and parking and reimbursement of expenses incurred for the realization of repair, maintenance or project work

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# Annex E – Project Delivery Milestone Billing Framework

Milestone Billing Framework

Project Type		Study Only	Tender-Ready	Category I	Category II	Category III	Category IV (Tenant Services)
<b>Funding</b>	<b>Deliverables</b>						
<i>Seed Funding</i> ↓	<b>Initiate</b> Work plan and schedule Requirements Feasibility Study Risk Assessment IAR						↑ <i>Will vary by Tenant and project</i>
<i>Project Funding</i> ↓	<b>Plan</b> Project plan Design Pre-tender estimate Updated IAR Tender Documents Contract Award  <b>Monitor and Control Project Execution</b> Work authorization Permits Site-specific Health and Safety plan Inspection reports Certificate of Substantial Completion Commissioning As-built drawings  <b>Close Out</b> Project Assessment Financial Reconciliation						↓
<div style="border: 1px solid black; padding: 5px; display: inline-block;">                     Payment Percentages to be determined Collaboratively                 </div>							



# Annex F – Electronic Information Requirements

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**Annex G – Listing of Asset Types**

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