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Contract Deliverables Requirement List

| Requirement | DID Reference | Deliverable | Purpose | Frequency |
|------------------------------|----------------------|---|-------------------|---------------------|
| Contract Initiation | CI-1 | Service Delivery Regime | For Acceptance | Contract Initiation |
| | CI-2 | Contract Transition Plan | For Authorization | Contract Initiation |
| | CI-3 | Resource Plan for Contract Initiation | For Authorization | Contract Initiation |
| | CI-4 | Contract Initiation Deliverables | For Authorization | Contract Initiation |
| Business Processes | BP-1 | Copy of the QMS ISO 9001 certification and periodic updates | For Information | When available |
| | BP-2 | Service call contact list at the Contract and building level | For Information | Once |
| Health and Safety | HS-1 | Site-specific OHS Plans, including a site-specific OHS Code of Practice | For Acceptance | Operational Start |
| | HS-2 | Project-specific OHS Plans | For Acceptance | As required |
| | HS-3 | Contact list of Contractor personnel responsible for health and safety | For Information | Operational Start |
| | HS-4 | Copies of communications reports and orders received as a result of visits by authorities having jurisdiction | For Information | When requested |
| Planning and special studies | PL-1 | Crown-Owned Building Performance Review Reports | For Acceptance | Annually |
| | PL-2 | Leased Space Building Performance Review Reports | For Acceptance | Bi-Annually |
| | PL-3 | Campus and Multi-Building Site Performance Review Reports | For Acceptance | Annually |
| | PL-4 | Energy audits | For Acceptance | Every 5 years |
| | PL-5 | Studies and assessments to support Environmental Assessments | For Acceptance | When requested |
| | PL-6 | Third-party leasing studies and market analyses | For Acceptance | When requested |
| | PL-7 | Resourcing Plans | For Authorization | Annually |
| | PL-8 | Crown-Owned Building Management Plans | For Authorization | Annually |
| | PL-9 | Leased Space Building Management Plans | For Authorization | Annually |
| | PL-10 | Campus and Multi-Building Site Building Management Plans | For Authorization | Annually |
| | PL-11 | Portfolio Plans | For Authorization | Annually |
| | PL-12 | Contract Plan | For Authorization | Annually |
| | PL-13 | Other Planning Reports and Documents as Directed | For Authorization | When requested |
| | PL-14 | Annual forecasts of revenues and costs for each Portfolio and Contract for the year ending March 31 | For Authorization | Annually |
| | PL-15 | Revenue and Cost forecast updates | For Authorization | Monthly |

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| Contingency Plans | CP-1 | Building and Campus Emergency Plans | For Acceptance | Operational Start |
| | CP-2 | Infrastructure Continuity Plans | For Acceptance | Operational Start |
| Operations and Maintenance | OM-1 | Campus and Multi-Building Site OMP strategies | For Acceptance | Operational Start |
| | OM-2 | Portfolio Maintenance strategies | For Acceptance | Operational Start |
| | OM-3 | Heritage records of Work documents and maintenance guidelines | For Information | When requested |
| Other Property Management Services | PM-1 | Commissioning assessments | For Authorization | When requested |
| | PM-2 | Threat and Risk Assessments | For Acceptance | When requested |
| Managing Agreements | MA-1 | Contractual documentation for existing Government contracts for execution | For Authorization | When requested |
| | MA-2 | Report on performance of Government contracts | For Acceptance | When requested |
| | MA-3 | Contract amendments for Government contracts for execution | For Authorization | When requested |
| | MA-4 | Third-party leases, licenses, and other occupancy agreements for execution | For Authorization | As required |
| | MA-5 | Third-party lease surrenders, sublets, assignments and related documentation for execution | For Authorization | As required |
| | MA-6 | Report on Third-party lease transactions | For Information | Monthly |
| | MA-7 | Third-party leasing file | For Information | As required |
| Lease Administration | LA-1 | Assessments and evaluation reports on whether leased space meets requirements | For Acceptance | When requested |
| | LA-2 | Lease compliance reports | For Information | When requested |
| | LA-3 | Lease File, including deficiency reports on leased space or landlord services | For Information | As required |
| Procurement and Contracting | PC-1 | Procurement, tender, and contract documents | For Information | As required |
| Communications and Information Services | CO-1 | Communications products and reports | For Acceptance | When requested |
| Project Delivery | PD-1 | Project specifications | For Information | As required |
| | PD-2 | Project initiation deliverables for Category II and III projects | For Authorization | On project initiation |
| | PD-3 | Project initiation deliverables for Category IV projects | For Authorization | On project initiation |
| | PD-4 | Implementation plans for Category II and III projects | For Authorization | On project initiation |
| | PD-5 | POP updates | For Authorization | Monthly |
| | PD-6 | Report on project cost estimating performance | For Information | As required |

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| | PD-7 | Project year-end forecasts | For Authorization | Monthly |
| | PD-8 | Report on project delivery performance | For Information | As required |
| | PD-9 | Commissioning deliverables | For Acceptance | As required |
| | PD-10 | As built plans, drawings, and diagrams | For Acceptance | On project completion |
| | PD-11 | Project warranty information | For Information | On project completion |
| | PD-12 | Project file | For Information | As required |
| | PD-13 | Report on completed tenant projects | For Information | On project completionl |
| | PD-14 | Project assessments of Category I projects | For Acceptance | On project completion |
| | PD-15 | Project assessments of Category II and III projects | For Acceptance | On project completion |
| | PD-16 | Project assessments of Category IV projects | For Acceptance | On project completion |
| | PD-17 | Special Studies deliverables | For Acceptance | When requested |
| Optional Services | OS-1 | AMPs - As and when invoked, BCRs, Facilities Management Services deliverables) | TBD | TBD |
| | OS-2 | BCRs – As and when invoked | TBD | TBD |
| | OS-3 | Facilities Management Services reports – As and when invoked | TBD | TBD |
| Reporting | RP-1 | Monthly progress reports on BMP, Portfolio Plan, and Contract Plan status | For Acceptance | Monthly |
| | RP-2 | O&U budget status | For Acceptance | Monthly |
| | RP-3 | Ad hoc budget reports | For Acceptance | When requested |
| | RP-4 | Monthly project activity and status reports | For Acceptance | Monthly |
| | RP-5 | Status reports on energy retrofit projects | For Acceptance | As requested |
| | RP-6 | Report on newly acquired assets | For Acceptance | Monthly |
| | RP-7 | Inventory Data Entry Sheets for Real Property Betterments and Leasehold Improvements | For Authorization | As required |
| | RP-8 | Report on third party lease transactions | For Acceptance | Monthly |
| | RP-9 | Monthly parking fees reports | For Acceptance | Monthly |
| | RP-10 | Quality Management reports | For Acceptance | Monthly |
| | RP-11 | Performance reports, with PIs linked to KPIs, at the Portfolio and Contract levels | For Authorization | Monthly |
| | RP-12 | Identification of PI continual improvement opportunities for the following year | For Acceptance | Annually |
| | RP-13 | Tenant Satisfaction surveys | For Information | Annually |

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| | RP-14 | Tenant Service work reports | For Acceptance | Monthly |
| | RP-15 | Tenant Requested Extended Hours Use and Associated Costs | For Information | Monthly |
| | RP-16 | Critical Incident reports | For Information | As required |
| | RP-17 | Incident tracking data and reporting | For Information | As required |
| | RP-18 | Analysis of incident trends and root causes and recommendations for improvements in BMPs and BPRs | For Information | When requested |
| | RP-19 | Service call tracking data, analysis, and reporting | For Information | Monthly |
| | RP-20 | Security Incident Reports | For Acceptance | As required |
| | RP-21 | Security Investigation Reports | For Information | When requested |
| | RP-22 | Risk Dashboard | For Information | Monthly |
| | RP-23 | Sustainability results | For Information | Annually |
| | RP-24 | Environmental performance | For Information | When requested |
| | RP-25 | Monthly reports on energy consumption and other utility usage | For Information | Monthly |
| | RP-26 | Annual report on energy savings achieved | For Information | Annually |
| | RP-27 | Benchmarking results for building operations and utilities costs | For Information | Annually |
| | RP-28 | Environmental benchmarking | For Information | Annually |
| | RP-29 | Inventory of regulated systems, building equipment and components | | When requested |
| | RP-30 | Heritage recording reports | For Information | As required |
| | RP-31 | GFE Inventory | For Information | Annually |
| | RP-32 | Cultural property inventory | For Information | Annually |
| | | | Ornamental plant inventory | For Information |
| Billing and Accounting | BA-1 | Billing to individual buildings for shared utility usage, as directed | For Information | When requested |
| | BA-2 | Accrual-related transaction reports | For Information | Monthly |
| | BA-3 | Accrual accounting reconciliation reports | For Information | Monthly |
| | BA-4 | Other financial reports as required by the TA | For Acceptance | When requested |
| Compliance and Due Diligence Support | CD-1 | Certification for energy management achievements through industry recognized certification programs | For Information | As required |
| | CD-2 | Environmental compliance reports | For Information | Annually |
| | CD-3 | OHS compliance reports | For Information | Annually |
| | CD-4 | Annual certification that inspections, testing, and maintenance of life safety, health, and environmental systems and equipment have been conducted | For Information | Annually |
| | CD-5 | QMS records of audit findings | For Information | When requested |

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| Requirement | DID Reference | Deliverable | Purpose | Frequency |
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| | CD-6 | EMS – records of audit findings | For Information | When requested |
| Asset Data and Records | AD-1 | Building technical documentation and drawings, including BIM data | For Information | As required |
| | AD-2 | Operational data, manuals and records | For Information | As required |
| | AD-3 | Heritage condition documentation drawings and reports | For Information | As required |
| Addition and Removal of Inventory | AI-1 | In-contract transition plan for additions to the inventory | For Authorization | When requested |
| | AI-2 | In-contract Completion Plan for inventory removals | For Authorization | When requested |
| Incorporation of Optional Services | OP-1 | Preliminary Process Definition Review deliverables | For Acceptance | When requested |
| | OP-2 | Final Process Definition Review deliverables | For Acceptance | When requested |
| Manage Changes to the Service Delivery Regime | SD-1 | Updates to the Service Delivery Regime | For Acceptance | When requested |
| Manage Contract Completion | CC-1 | Contract Completion Plan | For Authorization | Contract Completion |
| | CC-2 | Completion of Services deliverables | For Information | Contract Completion |
| | CC-3 | Financial reconciliation, including revenues and necessary data to determine applicable performance fees and deliverables related to activities | For Authorization | Contract Completion |

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CI-1, Service Delivery Regime Deliverable Item Description (DID) Overview

Items to be included:

- The Contractor's core organization
- Contract and service administration relationships
- Collaborative technical oversight
- Service Delivery processes, including Property Management Services, Project Delivery Services, and Optional Services
- Quality Management System (QMS) documentation and Quality Management Plan
- Quality management processes and procedures including protocols and schedules for conducting quality management reviews
- Performance Measurement Regime, including:
 - Performance Measurement data and information
- Tenant Relationship Management Program
- Tenant Communications Program
- Code of Conduct for stakeholders
- Tenant Services Processes and Procedures
- Methodology for determining level of Tenant satisfaction
- OHS Program
 - OHS Policy
 - Lease Administration OHS program
- OHS requirements, procedures and work instructions
- Incident and critical incident protocols and processes
- Service Call response processes
- Lease administration service levels
- Leasing Inspection Program
- Business Administration Regime, including:
 - Procurement and contract management processes
 - Financial management and reporting
 - Accrual accounting methodology
 - Expenditure management
 - Work management,
 - Audit reporting and liaison
 - Back-office system capabilities
 - Organizational development and HR management.
- Risk Management Program, including:
 - Risk control practices
 - Risk management processes, roles, and responsibilities
- Contractor internal information, knowledge, lessons learned and intellectual capital sharing processes
- Management of Government contracts
- Standard Operating Procedures for each Assets type, where required
- Computerized Maintenance Management System (CMMS) description
- Work Management System (WMS) description

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- Cleaning services tasks and frequencies
- Sustainability Program
 - Optimized Maintenance Program
 - Energy Management Program
- Heritage Conservation Program
- Environmental Management System (EMS), including certificates throughout the duration of the contract
- Environmental Regulatory Compliance Program
- Other Harmonized Management systems processes and procedures
- Commissioning Management Program
- Parking services procedures
- Project Management Regime
 - Project file checklist
 - Quality checklist
 - Generic project completion survey
- Document and records management methodology, including an electronic list for ease of reference
- Pest control methods

The Service Delivery Regime process review is to be delivered as follows:

- Preliminary Process Review, including:
 - Service Delivery Regime overview
 - Performance measurement data and information
 - High-level process flow diagrams, with decision points, deliverables, major roles and responsibilities
 - Approach and plan for provision of detailed descriptions of programs, processes, procedures, Contractor policy and guidance documents, resource requirements, competencies, and organization
 - QMS, OHS, EMS and other harmonized management systems approach,
 - Involvement of other resources under the Contractor's authority, and associated business arrangements, such as sub-contracts, if planned,
 - Documents and presentations to support the review submitted no later than two weeks in advance of the review, and
 - Updated documents and presentations within three weeks of completion of the review
- Intermediate Process Review, including:
 - Status update with adjustments to and descriptions of programs, detailed processes, procedures, Contractor policy and guidance documents, resources, competencies, and organization , with examples of selected draft documents
 - Refined performance measurement data and information with links to the Performance Indicators
 - Detailed process flow diagrams, indicating decision points, deliverables, roles and responsibilities
 - QMS, OHS, EMS and other harmonized management systems descriptions, plans and status

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- Status of third-party business arrangements, if required
 - Refined organization, HR Plan and staff training plan
 - Documents and presentations to support the review submitted no later than one month in advance of the review
 - Updated documents and presentations within two months of completion of the review
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- Final Process Review, including:
 - Plans, programs and detailed processes and procedures with decision points, deliverables, roles and responsibilities, Contractor policy and guidance documents, and organization and key staff
 - Final performance measurement data and information, consistent with the requirements of the Request for Proposal,
 - Updated QMS, OHS, EMS and other harmonized management systems plans and status
 - Final status of third-party business arrangements, if required,
 - Information management, record-keeping and reporting processes, deliverables and capabilities
 - Documents and presentations to support the review submitted no later than one month in advance of the review
 - Updated documents and presentations within three months of completion of the review for acceptance.

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CI-3, Contract Initiation Deliverables Deliverable Item Description (DID) Overview

Items to be included:

- Transition Communications Plan
- Key Contact Information List
- Contact lists to provide to the National Service Call Centre
- Door and equipment keys inventory sheet
- Initial Building Management Plans and Portfolio Plans
- Initial Campus and Building Emergency plans
- Contingency Plan
- Contractor Business Continuity Plan
- IM/IT Plan and Strategy
- Establish SOPs for each Asset Type, where necessary
- Demonstrate network and data communications connections
- Final performance measures

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PL-11, Portfolio Plans Deliverable Item Description (DID) Overview

Items to be included:

- Portfolio level Program of Projects (POP)
- Portfolio energy management strategy

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PL-13, Other Planning Reports and Documents Deliverable Item Description (DID) Overview

Items to be included:

- Proposals for Tenant Service and Tenant Direct projects
- Proposals for Tenant Improvement projects
- Special Study project plans and reports
- Building Emergency Plans – where requested as Tenant Service Projects
- Fire Safety Plan and emergency evacuation procedures for each building – where requested as Tenant Service Projects

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Project Assessments (PD-11, 12, and 13) Deliverable Item Description (DID) Overview

Items to be included:

- Quality checklist
- Project file checklist
- Project completion survey

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CC-2, Contract Completion Deliverables Deliverable Item Description (DID) Overview

Items to be included:

Six Months Prior to Completion:

- Report on status of projects that will not be 100% complete before the Contract Completion Date
- Contract Lessons-Learned Report

Four Months Prior to Completion:

- Listing of subcontracts in place
- Updated key inventory sheet
- Documentation on existing warranties
- Documentation on contracts managed on behalf of PWGSC
- Update the plant-life inventory
- Update the cultural property inventory
- Building documentation archive for each asset in the inventory
- Other operational and contract-related documentation
- Documentation on software licenses and database agreements

Two Months Prior to Completion:

- List of GFE, and GFA, and GFI
- Second update of cultural property inventory

30 Days Prior to Completion:

- Report on status of projects that will not be 100% complete before the Contract Completion Date
- Final updates to inventories and documentation

Upon Completion of Service:

- Certification that suppliers and subcontractors have been paid for Work up to the Completion Date
- Access to records demonstrating compliance and information supplied in relation to legislative and regulatory requirements
- Documentation on outstanding quality non-conformities at Contract Completion