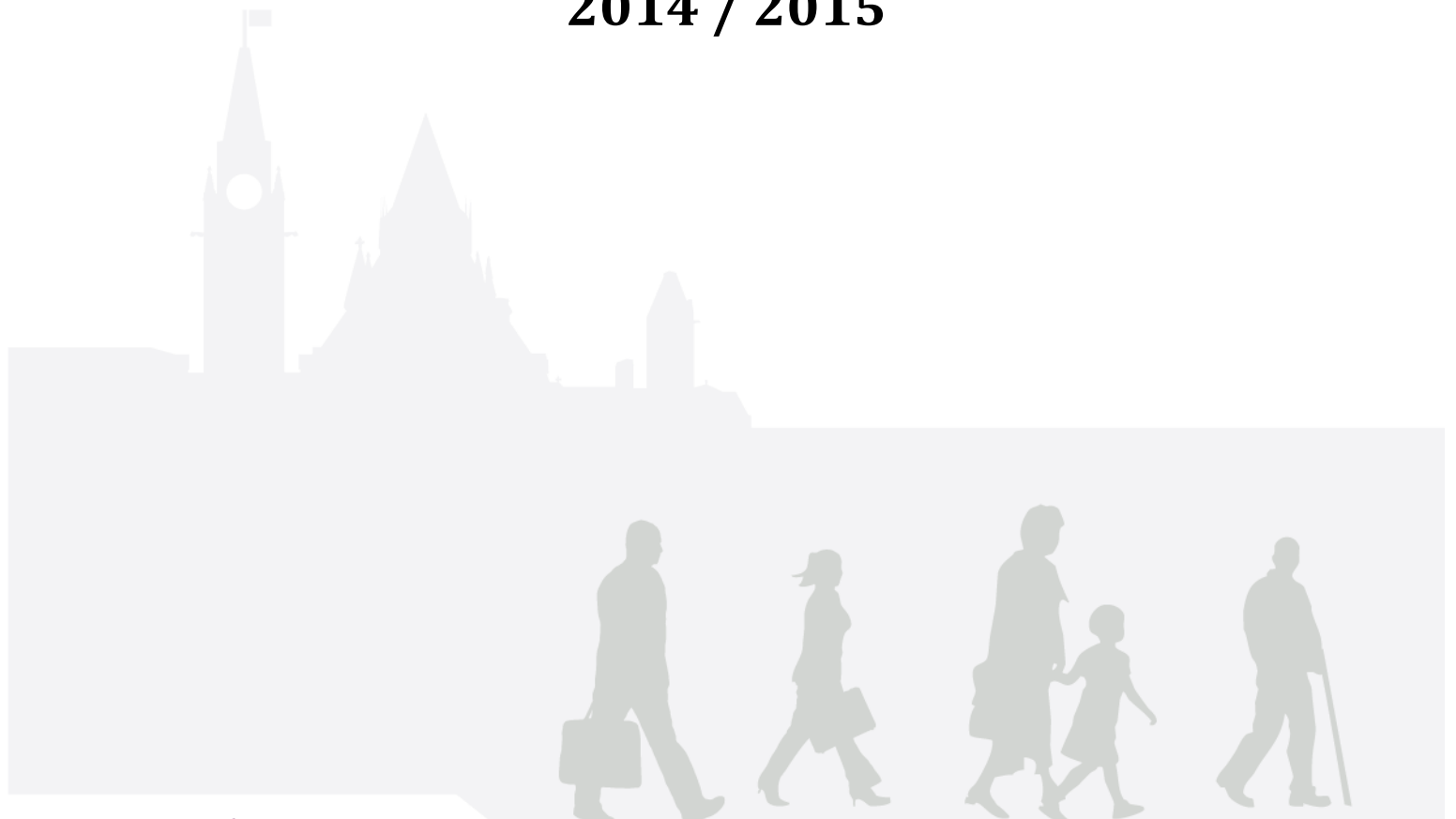




## Real Property Branch

# **NATIONAL CAPITAL AREA SUPPLEMENTAL INSTRUCTIONS FOR THE PREPARATION OF BUILDING MANAGEMENT PLANS 2014 / 2015**



NATIONAL CAPITAL AREA

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SUPPLEMENTAL INSTRUCTIONS FOR THE PREPARATION OF BUILDING  
MANAGEMENT PLANS

Real Property Branch

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*Together, we succeed!*

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

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## **INTRODUCTION**

The National BMP Call Letter is the primary guide for developing your Building Management Plans and should be retained as a key reference document for the day to day management of your assets after the BMP is completed. The document provides contact information for subject matter experts who you may need to contact now, or in the future. Note that the National Call letter outlines the issues and priorities that need to be addressed in your BMP.

The information in the NCA Supplemental Instructions is tailored to NCA issues and related processes, and contains special instructions for specific topics pertaining to Crown-owned, Lease Purchase, and Leased facilities.

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

following thread of the shared P-drive:

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

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

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

**In this Supplemental BMP Call Letter the terms Real Property Service Provider (RPSP), Service Provider (SP), AFD, and RP-2 are to be considered synonymous. The Call Letter is an evolutionary document, which reflects instructions and structures that have prevailed over time. With the recent addition of the RP-2 contract it is important to note the wording in some instructions referencing AFD applies to the stakeholders involved with the RP-2 portfolio.**

### **New for FY 14/15**

- 2.2.5.A - Electrical Safety Site Specific Operation and Testing Process – Single Line Drawing Update
- 2.2.5.B - Update RPMS Electrical Inventory

- 2.2.5.C - Infrared Thermography
- 2.2.5.1.A - Counterfeit Breakers
- 2.2.7.A - Legionella Bacteria Control Management Plan (LBCMP)
- 3.5.A - Plants in the Workplace
- 5.8 - Municipal Service Charges
- 5.9 - Electric Vehicle Recharging Stations

### 1.A.1.1 – PWGSC Integrated Investment Plan

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



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

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

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

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

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

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

To obtain a copy of the 2012 NCA Portfolio Strategy, please contact David Brannan, Director NCA Owner/Investor at [david.brannan@pwgs.gc.ca](mailto:david.brannan@pwgs.gc.ca).



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

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

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

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

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

For more information about the Integrated Investment Plan for the NCA, please consult your National Call Letter or contact your Regional Director Owner Investor, David Brannan at david.brannan@pwgsc.gc.ca.

## **1.B NCA PORTFOLIO STRATEGIC DIRECTION**

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

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

The objectives and directions for the coming years have subsequently been established and grouped into three streams that will provide directions while meeting the requirements of the

federal government. These objectives are summarized in the following, and further detailed in Appendix M.

## STRATEGIC DIRECTION

NCA Owner-Investor *per NCA 2012 Portfolio Strategy*

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

### AGILITY

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

### QUALITY

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

### AFFORDABILITY

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

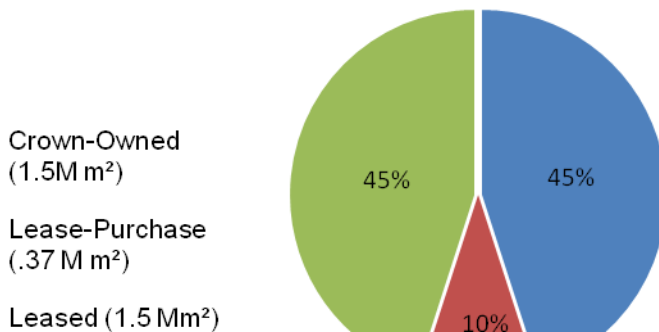
### 1.B. 1.1. - NCA INVENTORY PROFILE

The National Capital Area portfolio holds approximately 56% of the federal government's real property office inventory. That represents approximately 3.55M m<sup>2</sup>. The remaining 44% of the national office portfolio is distributed within the other regions across Canada.

The NCA portfolio is not managed entirely by the Real Property Branch. Of the 3.55M m<sup>2</sup> of the NCA portfolio, approximately 255,000 m<sup>2</sup> is independently managed by the Parliamentary Precinct Branch (PPB). PPB managed assets are those located on the parliament hill and within close proximity, accommodating the Senate, House of Commons and the Privy Council Office. Another 9,200 m<sup>2</sup> is located in Nunavut, Arnprior Renfrew, and Temiscaming which are outside of the National Capital. By taking the PPB managed assets, Nunavut, Arnprior Renfrew, and Temiscaming out of the equation, the total RPB managed office portfolio, referred to hereafter as the NCA Portfolio, is approximately 3.29 M m<sup>2</sup>.

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

**NCA Portfolio by Ownership Type (m2r)**



## 1.B. 1.2 ASSET PRIORITIES

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

### ASSET PRIORITIES

NCA Owner-Investor per NCA 2012 Portfolio Strategy

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

## **Priority 1 Assets – Renovation and Disposal Program**

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

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

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

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

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

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

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

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

### **1. Energy Savings Projects**

The NCA Energy Savings Initiative was launched in 2012. This initiative includes a partnership with Hydro Ottawa to assist in identifying potential energy efficiency projects in Crown Assets. The program offers assistance with identifying, quantifying savings, and proposing energy-savings projects such as:

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

- Building Re-commissioning - undertaking energy improvement projects and then re-commissioning the building
- Demand Response Programs

For further information on the NCA Energy Savings Initiative contact Jon Dilworth at [Jon.Dilworth@pwgsc.gc.ca](mailto:Jon.Dilworth@pwgsc.gc.ca) or Julie Waddell Smith, [Julie.Waddellsmith@pwgsc.gc.ca](mailto:Julie.Waddellsmith@pwgsc.gc.ca).

2. Structural integrity projects

- Projects studying or repairing Crown Assets with known or suspected structural integrity problems in parking garages, with cladding or in podiums.

3. Building Revitalization Programs:

Projects studying or implementing: Elevator modernizations, lobby modernizations and washroom modernizations

### **Priority 3 – Assets**

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

### **1.B. 1.3 ASSET RANKING**

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

# ASSET RANKING

NCA Owner-Investor *per NCA 2012 Portfolio Strategy*

Office & Non-Office facilities

|                              | PRIORITY 1  | PRIORITY 2   | PRIORITY 3   |
|------------------------------|---|--|--|
| Potential Renovation Program | L'Esplanade Laurier*<br>Les Terraces de la Chaudière*<br>Lester B. Pearson<br>875 Heron/Taxation Data Ctr & HQ<br>Sir Leonard Tilley & Annex<br>Booth Admin Building<br>National Police Service<br>Cdn Police Information Centre<br>West Memorial*<br>Exhibition Commission<br>Supreme Court<br>250 Lanark / Graham Spry**<br>350 King Edward**<br>Bisson Centre**<br>Govt. of Canada Conf. Centre*** | 111 Sussex - Diefenbaker Bldg<br>Connaught Building<br>Place du Portage I & II<br>Place du Portage III<br>Saint Andrew Tower<br>Sir Charles Tupper<br>Asticou Centre<br>National Printing Bureau<br>Rideau Falls Lab<br><b>Tunney's:</b><br>DND Data Centre Bldg #16<br>Finance Building Tunney's<br>Health Protection Bldg #7<br>Jeanne-Mance Bldg #19<br>Stats Can Bldg #3<br>Butler Hut Building #11<br>Finance Annex Bldg #14<br>General Records Bldg #15<br>Personal Records Bldg #18 | C.D. Howe (reno complete)<br>East Memorial<br>Edward Drake Bldg & Annex<br>La Salle Academy<br>Louis Saint Laurent<br>Maj. General GR Pearkes Bldg<br>Mercury Centre<br>Place du Centre<br>Place du Portage IV<br>Sir William Logan<br>CMN Curatorial Centre<br>Food Production Kitchen<br>Gatineau Preservation Centre<br>Carling Campus<br>Mulligan Building<br>National Library & Archives<br>Old Zellers Bldg (reno underway)<br>PBX Sub-station 61<br>RCMP Guardhouse<br><b>Tunney's:</b><br>Brooke Claxton Bldg #9-70<br>Jean Talon Bldg #5<br>RH Coates Bldg #1<br>Standards Lab Building |
| Disposals or Demos           | Constitution Building<br>Insurance Building<br>Jackson Building<br>Nicholson Building<br>Plouffe Park<br>Sir John Carling<br>Federal Study Centre<br>Film Storage 167<br>Bentley Lab  |  |  |

\* Replacement/Swing underway

\*\*Revisiting long term strategy

\*\*\*To be transferred to PPB April 1, 2014

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

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

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

The National Project Management System has already been updated to reflect the new PCRA and Organizational Capacity project management regime. All projects over \$1M now must have PCRA's

completed before being presented to Regional or National Investment Boards. Under the new IIP delegations, both the Director General, NCA Portfolio Management and the Director General, NCA Operations will have project approval authority for Level 2 projects up to \$20M.

NCA Portfolio Management - Owner/Investor - NCA is the primary NCA point of contact for PCRAs and project approvals.

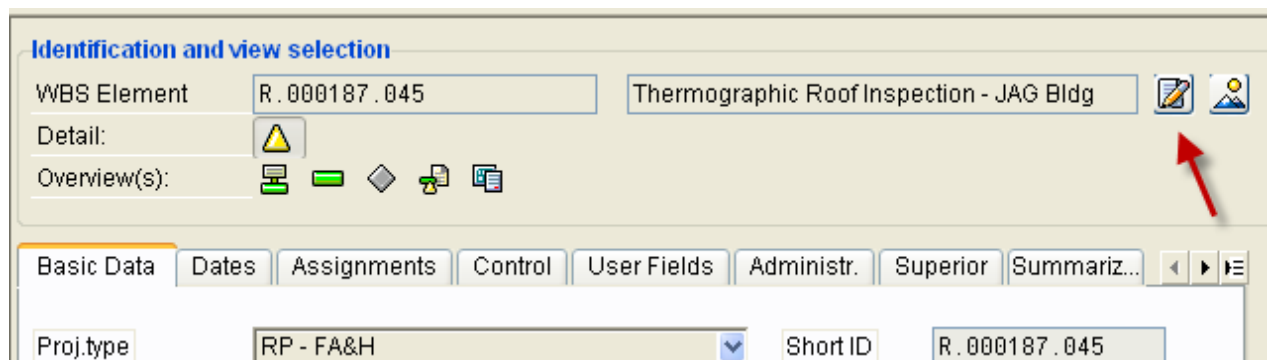
For more information about the Integrated Investment Plan for the NCA, please contact your IIP Regional Director Owner Investor David Brannan at david.brannan@pwgsc.gc.ca.

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

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

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

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



The screenshot displays the 'Identification and view selection' window in the SIGMA software. The 'WBS Element' field contains 'R.000187.045' and the 'Detail' field contains 'Thermographic Roof Inspection - JAG Bldg'. A red arrow points to a small icon in the top right corner of the window. Below the main fields, there are tabs for 'Basic Data', 'Dates', 'Assignments', 'Control', 'User Fields', 'Administr.', 'Superior', and 'Summariz...'. The 'Basic Data' tab is currently selected. At the bottom, the 'Proj.type' is set to 'RP - FA&H' and the 'Short ID' is 'R.000187.045'.

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

PFM/Service Provider should obtain a copy of all B1 projects for their building and ensure that project information is valid and that those that are completed or cancelled are identified as such.

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

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

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

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

## **2 – Departmental Priorities**

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

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

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

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

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

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

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

A list of buildings targeted for DDRs in FY 2013/14 will be provided at a later date and will be issued by addendum. PFMs are expected to identify their respective DDRs in the BMP following the instructions given in the National BMP Call Letter.



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

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

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

Environmental Services in the NCA is in the process of updating the SOP template. As well, they will be able to provide support to the PFM community in getting SOPs written and updated.

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

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

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

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

For more information contact your Energy Management Project Coordinator, Greg Deernsted at 993-6025.

## **2.2.A – Programs Identified as National Priorities**

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

In all likelihood, the various projects you identify in your BMP as B1 priorities will be funded. If that is the case, consider using the Banking Day process to obtain funding for projects of lesser Project priority that fall within the Departmental Program priority ranking, for example AMPs, TRAs, etc.

## 2.2.2.A - Asset Management Plans

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

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

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

In the NCA, the following assets were scheduled for completion of an AMP and BCR for planning period 2013/14, however, were not completed due to funding constraints. As such, these assets should be reprogrammed into BMPs for FY 2014/15.

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

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

Please contact the NCA AMP Program Coordinator, Frank McCann for further information at [Frank.A.McCann@pwgsc.gc.ca](mailto:Frank.A.McCann@pwgsc.gc.ca) or 613-793-2275.

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

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

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

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

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

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

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

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

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

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

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

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

TRA projects that have not been funded, initiated or completed through the 13/14 BMP or Banking Day processes are to be re-identified in the 14/15 BMP.

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

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

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

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

With regard to Post Orders, it is recognized that there are a variety of situations which governs direction to security guards. In buildings where PWGSC or our AFD service provider manages the

guard force, the responsibility to maintain and update the Post Orders rests with the PFM or Service Provider FM. In the case of PWGSC management, The Corporate Security Directorate can be a source of advice and help. AFD has access to their own subject matter experts, who in turn have contacts within PWGSC. However, in the case of sites where the tenant or a landlord maintains the guard force, a degree of consultation and negotiation is required in order to address the needs of PWGSC. These needs are in part identified in the TRA, and may also originate from other sources.

### Elevator Entrapments

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

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

- get their names, phone number, office and cell, and ask if they want the security guard to notify someone at their office of their situation or to inform them that they will be delayed;
- call the emergency number for the elevator maintenance contract or the National Service Call Centre at 1-800-463-1850;
- if medical assistance is required, call 911;
- confirm if they have any medical issues (i.e. claustrophobic) and maintain continuous communication with the individual(s) ;
- inform them of the status of the efforts to free them;
- have a guard or commissionaire greet them once they are released and if possible obtain their contact information (phone number or email if not already provided

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

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

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

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

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

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

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

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

#### **2.2.5.A Electrical Safety Site Specific Operation and Testing Process – Single Line Drawings Update - Crown Owned, Lease Purchase**

The National BMP Call Letter emphasises the importance of developing and implementing an electrical training program and related safety procedures to assure the safety of all persons tasked with operating electrical equipment. Departmental Policy 058 – Electrical Safety outlines the measures that support electrical safety and code compliance.

Part of this undertaking involves the upkeep of single line drawings, retention of up to date records in log books and service manuals.

Where single line drawings are no longer accurate because of alterations to components, or additions or deletions of equipment, assure that drawings are updated immediately.

You may wish to consult with Louis Brassard - Maintenance Assurance for further information.

In AFD, contact your subject matter expert.

#### **2.2.5.B Update RPMS Electrical Inventory – Crown Owned, Lease Purchased**

As a by- product of undertaking a review and update of your single line drawings you may become aware of additions or deletions of electrical system components. In PWGSC managed buildings alterations must be updated in the RPMS inventory.

This activity should be conducted as soon as possible.

In AFD the same direction applies. Ensure that your preventive maintenance program inventory is up to date.

### **2.2.5.C Electrical Infrared Thermography – Crown Owned, Lease Purchase**

In the past in house resources conducted Infrared Thermography on electrical components as part of our preventive maintenance program. This practice assured that hot spots caused by defective wiring or loose connections could be safely indentified and then corrected.

This activity has diminished substantially as internal resources have declined. Consequently, this kind of preventive maintenance is not occurring on a consistent basis.

It is suggested that you consider outsourcing Infrared Thermography if this kind of evaluation has not been done in your facility in the last 5 years.

In AFD, consult you subject matter experts.

### **2.2.5.1.A Counterfeit Breaker Replacement – Crown Owned, Lease Purchased**

Last year's National BMP Call Letter mandated the inspection of all Crown Owned and Lease Purchased facilities for the presence of counterfeit moulded breakers. All suspect breakers were to be replaced.

This operation should be complete, but if it wasn't accomplished it must be undertaken as a priority.

In addition, ongoing vigilance is required. All contracts related to electrical work must stipulate that the contractor will certify that the origin of supplied circuit breakers is traceable to their source, and that they are free of defects related to fraudulent manufacture.

More information is available on the shared drive:

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In AFD, consult your subject matter experts.

### **2.2.7.A Legionella Bacteria Control Management Program (LBCMP) ~ Crown Owned, Leased Purchase**

The National BMP Call Letter contains a new instruction concerning the establishment of a Legionella Bacteria Control Management Program in Crown Owned and Lease Purchase buildings. In essence this amounts to a significant and potentially expensive change to daily operations and

maintenance requiring regular ongoing testing, monitoring, and control measures for Legionella Bacteria in open water systems, ranging from cooling towers to decorative fountains. The LBCMP will also require attention to administrative record keeping.

The LBCMP is in response to changes in the Mechanical Design and Operation Standard MD-1561, which is a measure which supports COSHR Regs, Provincial legislation, and PWGSC's Health and Safety Policy. The end goal is to protect our employees, tenants, and the Public at large from potential illness.

Additional information will be forth coming for the Asset Manager and Property and Facility Manager community in the near future. Training for PWGSC Building Systems Technicians will be rolling out this summer.

In AFD, please consult your Technical Support specialist.

### **3 - Additional Criteria**

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

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

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

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

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

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

Last year HRSDC informed PWGSC that inventories and records pertaining to standpipe systems were lacking for some assets. Accordingly, corrective measures were requested to document existing systems, and confirm code compliance.

The documentation of systems and determination of deficiencies may require the services of a consultant. Ongoing inspection, maintenance and testing may be achieved with in house resources or through a service contractor. Where lacking, steps must be undertaken to put these measures in place. PFMs should plan corrective action under qualifier 2G.



Some Standpipe systems contain Pressure reducing Valves.

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

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

If not completed in 2012/13, these buildings require immediate assessment and follow up action to identify and correct deficiencies. It is probable that in some cases some redesign and modifications to supply as well as drainage systems may be required, which will spawn new projects. These deficiencies should be identified in the upcoming building performance reviews (BPRs) as well as BMPs. Funding to initiate the projects should be identified in Banking Day submissions, and additional funding requirements should be as well as subsequent BMPs. This will ensure that corrective measures can be initiated as soon as possible.

It is recommended that all buildings that have standpipe systems be examined and tested to determine if any deficiencies exist, and whether corrective measures are required.

Projects should be classified as B1 priority.

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

### **3.5.A Plants in the Workplace**

Note the instructions and references in the National BMP Call Letter. The number of horticultural plants and existing maintenance contracts are substantial in the NCA. Implementation of the new policy will require familiarity with the Guidance on Plants in the Workplace document and the Additional Building Services Policy. Dialogue and coordination with your tenant representatives, as well as your MOA and Accommodation Service contacts is essential.

**In AFD locations, similar knowledge, vigilance and coordination will be required. It will be important to be cognizant of OI expiry dates to assure that contracts can be amended or terminated, inventories adjusted, and so on.**

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

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

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

AFMS COE: Liette Groulx 613-993-7328

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

### **3.10.A Regional Heritage Coordinator (RHC)~ Crown-Owned**

The Regional Heritage Coordinator (RHC) for the NCA is Pascal Gendron, 819-956-5507. The RHC administers policy compliance activities and represent the NCA's interests in dealings with the Federal Heritage Buildings Review Office (FHBRO).

## **1. Alterations to Classified Federal Heritage Buildings:**

The RHC acts as a liaison and support to the Project Manager who is responsible for obtaining a review by the FHBRO of any project that might impact on the heritage character of a Classified building. This applies to both PWGSC and Real Property Service Providers.

Prior to any FHBRO submittal to the FHBRO, Project Managers and Asset Managers are to contact the RHC to determine if any regionally-specific processes apply, and to receive guidance on the process for review by the FHBRO.

This consultation should be undertaken early in the BMP process, to ensure that the review requirements and their potential impact on project schedule and funding are factored into the project.

## **2. Alterations to Recognized Federal Heritage Buildings:**

In order for RPB to demonstrate that “appropriate conservation advice” was sought for alterations to its Recognized buildings, Project Managers are responsible to contact the RHC to discuss the project parameters. The RHC will determine the level of review required and identify any further process that may apply.

The internal PWGSC review of projects on Recognized buildings supports the PWGSC Technical Authority who is accountable to ensure that appropriate conservation advice was sought.

Depending on the nature and scope of the project, the review may range from a simple email correspondence with the Heritage Conservation Expertise or the RHC, to a more formal review involving conservation expertise from several disciplines.

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

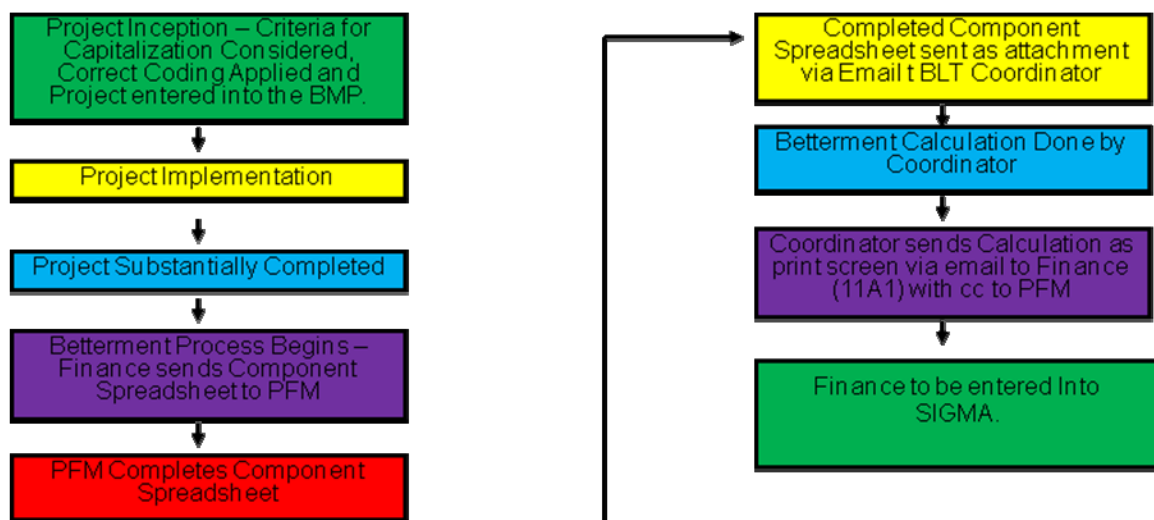
**NCA Process for recording of Betterments:** Project coding helps to identify projects that should be capitalized. Betterments can be found in the following projects:

Y1, Y2, and Y3 – Capital Projects  
X2 – Space Optimization in crown-owned and lease purchase,  
T1 – Improvements on lease purchase.

When projects are substantially completed Finance will send a component spreadsheet to the PFM responsible for the project/asset. The PFM must complete the component spreadsheet and return it

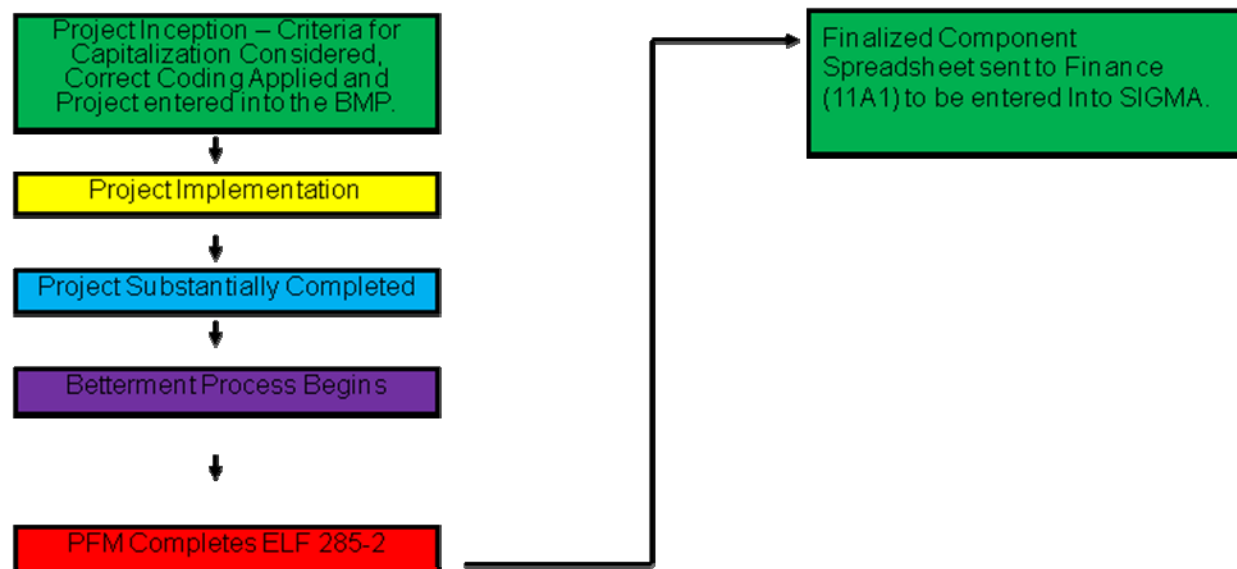
as an e-mail attachment to the BLT coordinator. The BLT coordinator will perform the Betterment calculation, and subsequently send the calculation as a Print Screen to Finance with a cc to the PFM. Finance then enters the information into SIGMA. The BLT co-ordinator for the NCA is Jennifer Boudreau at 613-956-7730.

### Process for Betterment Crown & Leased Purchase Flowchart



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

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



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

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

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

A quick reference is available on the P-Drive:

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

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

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

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

Additional insight into this subject (in the form of a template) may be found on the PWGSC Intranet at: [http://source.tpsgc-pwgsc.gc.ca/rps/afms/icp-pci/text/guides\\_app1-e.html](http://source.tpsgc-pwgsc.gc.ca/rps/afms/icp-pci/text/guides_app1-e.html)

### **3.17.A – Fire Alarm Maintenance ~ Crown Owned/Lease Purchase**

Note that Fire Alarm Maintenance was a new topic in the 2013/14 National BMP Call Letter. Audits will be performed to confirm that systems are properly maintained.

Ensure that your Fire Alarm System is maintained in accordance to governing codes and standards, and assure that maintenance activities, and corrective maintenance and repairs are well documented. In this regard obtain service reports, checklists and reports on any other related activities from the MOA Specialist, (PWGSC managed), or your Service Providers (AFD) as work is undertaken.

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

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

This work was initiated by P&TS COE with a completion date projected for the end of July 2012 for the low and zero risk devices. The subsequent review and identification of priorities for these categories, including the generation of a plan of action resulting from these efforts was developed in calendar year 2012.

The preliminary phase of inspections for the high and medium risk devices was completed. The identification of issues and issuance of reports for medium category was finalized, and the high risk reports is now completed.

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

## **4 - BMP Development**

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

Every effort will be made to assign funding to operating and/or capital activities identified as part of the annual BMP exercise at the earliest possible moment. Accordingly, the allocation of BMP-related funding to individual Real Property Teams (RPT) will be completed by mid-March 2014 for all BMP (including associated project work plans) submitted, reviewed and approved in accordance with the Schedule included in Appendix J of this document.

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

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

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

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

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

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

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

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

Crown-owned and Leased Purchase buildings - BPR to be completed by July 2, 2013

Leased Asset and OGD asset - BPR to be completed by November 29, 2013

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

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

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

#### **4.1.8.B - Commercial Operations**

Payroll costs related to the letting services provided by Commercial Operations should be passed through to the asset / facility at a multiplier of 1.8X the HBR. Payroll costs should only be directed to assets / facilities generating revenue from commercial and/or third-party lettings and should be reflected against qualifier V1. Costs of this nature should be planned against a project rolling to an asset/facility and not against the asset/facility itself. Only the buildings identified on the listing have been selected for review for fiscal 2014-2015. The 1.8 factor is included in the identified amounts and the building list is located on the following link:

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For more information about Commercial Letting fees please contact Thomas Ford (819)-956-6530.

#### **4.1.8.C – Billable Staff**

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

#### **4.1.8.D - AFD-Managed Facilities**

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

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



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

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

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

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

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

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

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

#### **4.1.8.E - Maintenance Service Officers (MSO)**

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

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#### **4.1.9.A - Revenues – NCA**

Revenue Generated by Occupancy Instrument and/or Commercial Lettings:

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

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

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

#### **4.1.9.B - Commercial Lettings**

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

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

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

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

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

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

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

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

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

For Example:

Building has PILT of \$1,617,685

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

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

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

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

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

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

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

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

Hourly Billable Rates (HBR) for 2014/15 will be issued in the fall of 2013 by Program Management Sector.

Where an increase in excess of 1.5 % (where 1.5 % is the percentage increase in the HBR for FY 2014/15) of the 2013/14 baseline (period 10 Forecast) at the qualifier level is identified, an anomaly will be recorded and an explanation will be required.

#### **4.2.4.B - Utilities: qualifier 3**

The utilities rates will be issued as an addendum in September 2013.

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

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

PFMs and the Service Provider are required to enter PILT under qualifier 6A. Estimates for FY 2014/15 are expected to be available in August 2013.

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

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

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

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

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

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

All "capital-type" projects (commonly referred to as lease-purchase recapitalization projects) with a total estimated cost of \$1 million or higher must have a Capital Project Briefing Note (CPBN). Projects of this nature must also be identified in the BMP project work plans prepared for lease-

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **4.2.5.C - Leased Facilities**

### **4.2.5.C.1 - Lease Program**

BMPs must be prepared for every carry-over lease (qualifiers K1 and K4), including any leases that have a status of 'active' as of 31 March 2013. New/renewed leases that commence subsequent to 31 March, 2013 will be planned at the Program level under qualifiers K2, K3, K5 & K6 by the NCA Lease Program Manager. Data related to new/renewed leases will be entered into the BMP module by BRM. To secure information with respect to the leases scheduled to be designated as 'carry-over' in fiscal year 2014/15, please refer to the Regional Leasing Report distributed by the NCA Lease Program Manager.

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

For more information please, contact Carole Labine at 613-325-4963.

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

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

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

#### **Tax Escalations**

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

#### **Operating Escalations**

The increase calculation for the year 2014/15 has been estimated as follows: Total operating costs expected to increase by 2% (including CPI and utilities). In order to assist you, the Escalation office has developed a sample of a calculation sheet regarding each type of operating cost (based on actuals), CPI-utilities and tax. You would need to use the appropriate sheet regarding your lease. The sheet is available through your Business Managers.

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

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For all questions related to lease and tax escalations, audits or assessments, and to obtain your calculation sheet for your building, contact Sophie Boyer at .

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

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

#### **4.2.5.C.4 - Lease Escalation Audits ~ Leased**

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

For all questions related to Lease escalation audits, contact Sophie Boyer at 819-956-6321.

#### **4.2.5.C.5 - Lease Assessments ~ Leased**

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

For all questions related to lease and tax escalations, audits or assessments, and to obtain your calculation sheet for your building, contact Sophie Boyer at 819-956-6321.

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

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

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



#### **4.2.5.C.7 - Repair Projects ~ Leased**

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

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

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

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

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

#### **4.2.5.C.9 - Space Optimization~Leased**

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

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

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

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

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

### **5 - Additional Departmental instructions for BMP for the NCA**

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

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

You can contact our Horticulturist expert Joanna Wichers at [Tel:613-990-7113](tel:613-990-7113).

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

[http://ottawa.ca/en/env\\_water/tlg/trees/index.html](http://ottawa.ca/en/env_water/tlg/trees/index.html)

#### **5.2 - Commissioning policy**

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

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

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

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

## 5.3 - Geomatics work for 2014-2015

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

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

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

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

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

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

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

A list of buildings that will require funding for next fiscal year will be issued at a later date by addendum.

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

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

Special note for AFD:

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

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

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

## **5.4- Elevating Devices licensing**

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

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

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

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

## **5.5- Maintenance Contract Qualifiers budget allocations**

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

Contract:

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

Technical:

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

Implementation:

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

As & When Clauses in a contract:

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

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

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

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

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

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

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

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

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

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

NCA Region: Commissioner of Official Languages Requirements

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

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

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

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

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

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

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

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

## **5.8 Invoices for Services Provided by Municipal Government – Hazmat etc. – Crown Owned, Lease Purchase, Leased, Sale-Leaseback**

Periodically we receive invoices for services that are somewhat out of the norm. For example, the City of Ottawa has billed PWGSC for Hazmat Services on a number of occasions.

In general the municipality provides a base level of service to commercial businesses and institutions, including the Federal Government as services covered by taxes or Payment in Lieu of taxes. These include police services, fire services and so on. However, some services such as Hazmat response and other special services are considered to be over and above normal operations, and for this reason they are invoiced separately, and relate to specific locations and events.

There are other potential situations which may result in municipal charges over and above PILT amounts. These could include costs related to the maintenance and upkeep of municipal street signage on Federal property and related administrative costs related to legal agreements, surveys and so on.

Invoices of this sort are not readily anticipated, and they are not generally cyclical in nature. Sometimes they are not directly applicable to actions we have initiated, and may be attributed to our clients or tenants. For example, PWGSC has received invoicing for Hazmat services related to a tenant's mailroom activities.

The City invoices PWGSC because we are the owner or contact on record for the municipal address. Gather the facts, confirm the details, and forward the invoice to the appropriate end user for payment.

## **5.9 Charging Stations and Vehicle Parking for Electric Vehicles – Crown Owned, Lease Purchase**

The auto industry is beginning to produce cars that are powered with electric motors that use rechargeable storage batteries as the primary source of energy. Various interest groups would like to see this type of vehicle become more prevalent and are working hard to change the mindset of the general public.

At this point in time, the Canadian Government does not have a policy in place governing this issue. Peripheral policies related to parking, support of mass transit, employee benefits, reduction of lease holds, and land use tend to discourage the use of personal vehicles. From a practical perspective our assets do not have electrical infrastructure in place to support charging of electrical powered vehicles.

For the time being, our primary objectives are to reduce operating costs, and simplify our methods of doing business. The provision of reserved parking and electrical charging infrastructure, are elements that conflict with to our current policies and direction. Therefore, we will not entertain the provision of charging stations and/or reserved parking for electric vehicles at this time.

## **6 - Roles and responsibilities**

For a list of Asset by portfolio please refer to:

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

Or :

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

## **6.5 – AFD/RP Service Provider AFD/RP-managed facilities**

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

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

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

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

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

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

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

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

## **6.8 - Program Management Sector (PMS)**

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

## **6.9 - Business and Resource Management (BRM)**

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

## **6.10 - Business Managers**

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

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

## **6.11 – AFD/RP Operations Manager**

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

## **6.12 - Supervisor, Planning & Control Officers (SPCOs)**

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

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

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

PDs are responsible for reviewing the project list developed for the assets administered by the RPT/COE, to validate the required resources and confirm the associated fiscal year cash flow projections, and must have undergone a strategic technical review by the COEs. In addition, PDs should ensure that project lists are deliverable, conducive to project bundling and reflective of the policies and/or procedures associated with the National Project Management System (NPMS).

Note: This instruction does not apply to projects directly administered by AFD service providers.

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

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

For Crown Owned/PWGSC Managed Portfolios:

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

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

For AFD Portfolios:

Asset Managers/Technical Authorities (AM/TA) responsible for RP services provided by our service providers are encouraged to consult with P&TS COE subject matter experts when the AM/TAs requires consultative advice.

## **7 - Inukshuk Awards**

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

You can find the BMP Rating Criteria under following link:

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

## **Epilogue**

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

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

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

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

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

there are possible strategies can make a significant difference in what can be accomplished in a given year.

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

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

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

## **Appendices**

### **Appendix H - BMP Checklist**

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

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



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

| #  | Crown/<br>AFD | L-P | Lease | Ref. #           | Question  | Yes | No | N/A |
|----|---------------|-----|-------|------------------|---|-----|----|-----|
| 25 | X             | X   | X     | 2.2.4            | Have you reviewed your accessibility report in RPMS?  |     |    |     |
| 26 | X             | X   | X     | 2.2.4            | Does your facility meet accessibility requirements? If not, have you planned projects to meet the accessibility requirements? Have you informed your Regional Accessibility Specialist about any completed renovations that need to be updated in RPMS? |     |    |     |
| 27 | X             | X   | X     | 2.2.4.B          | Have you updated your BPR in the CAPS system to capture the upgrades in the Accessibility Module?   |     |    |     |
| 28 | X             | X   |       | 2.2.5            | Have you planned your electrical safety site specific operation and testing for all sites that are operated by PWGSC employees?   |     |    |     |
| 29 | X             | X   |       | 2.2.5.A          | Have you planned for updating of Single Line Drawings?  |     |    |     |
| 30 | X             | X   |       | 2.2.5.B          | Are you planning to update RPMS?  |     |    |     |
| 31 | X             | X   |       | 2.2.5.C          | Are you considering having infrared thermography conducted on electrical components?  |     |    |     |
| 32 | X             | X   |       | 2.2.5.1.A        | Have you fully completed assessment for counterfeit breakers?   |     |    |     |
| 33 | X             | X   | X     | 2.2.6            | Have you planned for your building cladding inspections in years 2013-2014 through to 2017-2018?  |     |    |     |
| 34 | X             | X   |       | 2.2.7.A          | Have you programmed funding for the creation of a Legionella Bacteria Control Management Program?   |     |    |     |
| 35 | X             | X   |       | 3.1              | Do you have an inventory of your pressure piping? If not, have you included funding to inventory and examine your pressure piping?  |     |    |     |
| 36 | X             | X   |       | 3.2<br><br>3.2.A | Is your sprinkler head inventory completed? Do you have any outstanding sprinkler head replacement costs? Did you plan for these items in your BMP?<br><br>Did you consult the sprinkler head inventory on the P drive?                                 |     |    |     |
| 37 | X             | X   |       | 3.2.B            | Have you addressed standpipe inspections, maintenance, and testing; and have you identified projects to correct deficiencies?   |     |    |     |
| 38 | X             | X   | X     | 3.3              | Have you identified funding for Drinking Water testing?   |     |    |     |

| #  | Crown/<br>AFD | L-P | Lease | Ref. # | Question   | Yes | No | N/A |
|----|---------------|-----|-------|--------|--|-----|----|-----|
| 39 | X             | X   | X     | 3.4    | Have you reviewed the amended Departmental Policy 078 and the responsibility matrix? If your emergency evacuation plan needs to be created or updated, have you included funding to do so?   |     |    |     |
| 40 | X             | X   | X     | 3.5.A  | Are you familiar with PWGSC's Guidance on Plants in the Workplace and the application of Workplace 2.0?<br><br>Have you adjusted your plant budgets accordingly?                             |     |    |     |
| 41 | X             | X   |       | 3.6    | Have you made sure that all maintenance activities are managed through the RPMS system?  |     |    |     |
| 42 | X             | X   |       | 3.7    | Do you have a Service/Management Agreement that includes the preparation of a BMP? If so, are you using the BMP module?  |     |    |     |
| 43 | X             | X   |       | 3.8    | Have you completed an initial survey of your facility to determine the presence of asbestos containing material? Have you included any required funding to perform your annual reassessment? |     |    |     |
| 44 | X             | X   |       | 3.9    | Do you have a Records Management system in place? If not, can you assure that all information is properly stored and protected?  |     |    |     |
| 45 | X             | X   |       | 3.10   | If you have heritage assets, have you reviewed the policy on those assets to ensure any work done conforms to the policy?  |     |    |     |
| 46 | X             | X   |       | 3.11   | Did you refer to the data available in CAPS when preparing your BMP?   |     |    |     |
| 47 | X             | X   | X     | 3.12   | Have you installed tactile signage? If not, have you included tactile signage in your project plan?  |     |    |     |
| 48 | X             | X   | X     | 3.12   | Does your facility meet FIP signage requirements? If not, have you planned projects to meet FIP requirements?  |     |    |     |
| 49 | X             | X   | X     | 3.12   | Have you included funding for a Canada Woodmark sign?  |     |    |     |
| 50 | X             | X   | X     | 3.12   | Do you require any flags or flagpoles to meet Departmental Policy No. 65?  |     |    |     |
| 51 | X             | X   | X     | 3.13   | Have you ensured that projects meeting the criteria for capitalization are captured according to accrual   |     |    |     |

| #  | Crown/<br>AFD | L-P | Lease | Ref. #             | Question   | Yes | No | N/A |
|----|---------------|-----|-------|--------------------|--|-----|----|-----|
|    |               |     |       |                    | accounting guidelines?   |     |    |     |
| 52 | X             | X   | X     | 3.14               | Have you inspected and updated the inventory for Cultural Property?  |     |    |     |
| 53 | X             | X   |       | 3.15               | Do any of your projects, planned or active, require a Capital Project Briefing Note? Have you referenced your CPBN numbers in your project plan and project tombstone? |     |    |     |
| 54 | X             | X   |       | 3.15.A             | If you have a major capital project to deliver in the next 5 years, did you prepare a CPBN for its funding?  |     |    |     |
| 55 | X             | X   |       | 3.16<br>3.16.A     | Have you identified funding for your Infrastructure Continuity Plan?   |     |    |     |
| 56 | X             | X   |       | 3.17.A             | Do you have a fire alarm maintenance contract that meets the governing codes and standards in place?   |     |    |     |
| 57 | X             | X   | X     | 4.1.6              | Have you included projects identified in the BPR exercise in your BMP project plan?  |     |    |     |
| 58 | X             | X   |       | 4.1.6.A            | Did you follow the deadline of July 30, 2013 for preparing your BPR in a Crown-owned and Leased Purchase building?   |     |    |     |
| 59 |               |     | X     | 4.1.6.A            | Will you meet the deadline of November 29, 2013 for preparing your BPR in a Leased asset / OGD asset?  |     |    |     |
| 60 | X             | X   | X     | 4.1.6.1.           | Have you documented your service levels ?<br><br>See items 4.1.6.1 and Appendix J of the National BMP for details.   |     |    |     |
| 61 | X             | X   | X     | 4.1.8              | Did you calculate your payroll costs based on 1.8 X the Hourly billable rate?  |     |    |     |
| 62 | X             | X   | X     | 4.1.8.B            | Did you identify costs related to Commercial Ops as a V1?  |     |    |     |
| 63 | X             | X   | X     | 4.1.8.C<br>4.1.8.D | Did you obtain a list of billable staff from your Business Manager?  |     |    |     |
| 64 | X             | X   | X     | 4.1.8.E            | Did you identify the costs related to your MSO?  |     |    |     |

| #  | Crown/<br>AFD | L-P | Lease | Ref. #           | Question   | Yes | No | N/A |
|----|---------------|-----|-------|------------------|--|-----|----|-----|
| 65 | X             | X   |       | 4.1.9            | Have you walked your building to determine physical existence and the number of commercial and retail letting occupants? Have you compared your inspection results against the WINFIS Rent Roll report to ensure all commercial and retail lettings are contained in the Rent Roll Report? |     |    |     |
| 66 | X             | X   |       | 4.1.9            | Have you compared the WINFIS Rent Roll revenues to the letting agreement or in the case of where a Service Provider, to their reporting, to ensure the revenues are true and accurate?   |     |    |     |
| 67 | X             | X   |       | 4.1.9            | Have you provided information required to update other systems to the AMs/AOs, Manager, Space Accommodation, Leasing or Commercial Operations Officers, before beginning BMP Revenue Planning  |     |    |     |
| 68 | X             | X   |       | 4.1.9            | Have you determined if your commercial letting agreements have other revenue (e.g. percentage rent or parking) which requires manual entry?  |     |    |     |
| 69 | X             | X   | X     | 4.1.9.B          | Did you verify and/or update the data related to commercial lettings using the PBMS BMP Revenue Module?  |     |    |     |
| 70 | X             | X   | X     | 4.2.2            | Have you done your Asset Classification Review?  |     |    |     |
| 71 | X             | X   | X     | 4.2.3            | Management Analysis - Does your BMP reflect the strategies identified in your AMP  |     |    |     |
| 72 | X             | X   | X     | 4.2.3            | Have you done your Unit Cost Analysis and compared it to last year's numbers?  |     |    |     |
| 73 | X             | X   | X     | 4.2.3            | Have you explained, and identified corrective measures for ROIs of less than 2%?   |     |    |     |
| 74 | X             | X   | X     | 4.2.3.B          | Have you identified strategies to maintain or improve a positive ROI?  |     |    |     |
| 75 | X             | X   | X     | 4.2.4<br>4.2.4.A | Have you examined your O&U plan to ensure that it correctly reflects the estimated and known increases over the next five years? Have you noted your assumptions in the comment field of each line item?   |     |    |     |
| 76 | X             | X   |       | 4.2.5            | Have you seed funded larger projects to bring them to shelf-ready stage for next year?   |     |    |     |

| #  | Crown/<br>AFD | L-P | Lease | Ref. #         | Question   | Yes | No | N/A |
|----|---------------|-----|-------|----------------|--|-----|----|-----|
| 77 | X             | X   |       | 4.2.5          | Have you looked at your entire project plan over the five year horizon and tried to balance the workload and cost as evenly as possible over the five year window? |     |    |     |
| 78 | X             | X   |       | 4.2.5          | Have you included the cost of swing space in your projects?  |     |    |     |
| 79 | X             | X   |       | 4.2.5          | Do your projects allow for the cost of compliance with CLC regulations?  |     |    |     |
| 80 | X             | X   |       | 4.2.5<br>4.1.8 | Are your project leaders chargeable to your projects? If so, is that reflected in your projects? If not, see section 4.1.8.  |     |    |     |
| 81 | X             | X   |       | 4.2.5          | Have your projects been reviewed by a Project Director or P & TS COE   |     |    |     |
| 82 | X             | X   |       | 4.2.5          | AFD-Managed facilities: Has the PWGSC representative identified all projects, regardless of cost, to the contractor for entry into the BMP?                        |     |    |     |
| 83 | X             | X   | X     | 4.2.5.1        | Have you used your CAPS report to plan for future projects up to and including 2017-2018?  |     |    |     |
| 84 | X             | X   |       | 5.1            | Have you planned your Emerald Ash Borer mitigations and tree replacement projects?   |     |    |     |
| 85 | X             | X   |       | 5.2            | Have you planned and budgeted for Commissioning on your projects?  |     |    |     |
| 86 | X             | X   |       | 5.3            | Do your buildings require Geomatics updating?  |     |    |     |
| 87 | X             | X   |       | 5.4            | Have you planned and budgeted for Elevator Licences?   |     |    |     |
| 88 | X             | X   |       | 5.5            | Have you planned and budgeted your maintenance contracts correctly?  |     |    |     |
| 89 | X             | X   |       | 5.6            | Do you have any projects planned that will be impacted by low temperature hot water conversion?  |     |    |     |
| 90 | X             | X   | X     | 5.7            | Have you conducted an inspection to find if there are any deviations of the official languages in retail lettings?   |     |    |     |

## **APPENDIX L – INSTRUCTIONS/PROCESS IN CREATING A NEW CPBN**

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

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

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

|                              |                              |                             |                     |                  |
|------------------------------|------------------------------|-----------------------------|---------------------|------------------|
| General Information Générale | Project Approval/Approbation | Priority Ranking/Classement | Financial/Financier | Reports/Rapports |
|------------------------------|------------------------------|-----------------------------|---------------------|------------------|

| Functional Codes - Most Commonly Used Codes in CPBN |      |
|---|------|
| Common Use Facilities - Crown-Owned                 | RA00 |
| Designated Facilities                               | RA02 |
| Housing - Crown-Owned                               | RB00 |
| Land Transportation                                 | RB02 |
| Marine Structures                                   | RB03 |
| Office Facilities - Crown-Owned                     | RA04 |
| Office Facilities - Leased-Purchased                | RA06 |
| Special Properties - Crown-Owned                    | RB01 |

|                                |      |
|--------------------------------|------|
| Surplus Properties             | RB06 |
| Funding Classifications        |      |
| EAMC                           |      |
| FEDERAL HOLDINGS - ASSETS      |      |
| FEDERAL HOLDINGS - PI          |      |
| LEASE PURCHASELTV              |      |
| MAJOR CAPITAL - INFRASTRUCTURE |      |
| MINOR CAPITAL - EAMC           |      |
| MINOR CAPITAL - FA             |      |
| MINOR CAPITAL - FH             |      |
| MINOR CAPITAL - INFRASTRUCTURE |      |
| NIS                            |      |
| SDS                            |      |
| SUPS                           |      |

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

[http://source.tpsgc-pwgsc.gc.ca/si/oares/content/current/pno\\_29e.html](http://source.tpsgc-pwgsc.gc.ca/si/oares/content/current/pno_29e.html)

[http://source.tpsgc-pwgsc.gc.ca/si/oares/content/current/pno\\_28e.html](http://source.tpsgc-pwgsc.gc.ca/si/oares/content/current/pno_28e.html)

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



## Annexe M -

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

| Strategic Streams | Objectives  | Target <sup>1</sup>  |
|-------------------|---|--|
| AGILITY           | Align supply with long, medium and short-term demand            | Hold 60 to 65% of the inventory in long-term holdings (>20 years).   |
|                   |   | Hold 35% to 40% of the inventory in short to medium-term holdings (<20 years).   |
|                   | Strategically locate office accommodation across sectors of NCA | Locate 80% of the office portfolio within 600 m of rapid transit stations (includes the downtown of Ottawa and Gatineau) |
|                   |   | Intensify development of crown-owned land at Tunney's Pasture (west sector) and Tremblay Road. Complex (east sector)     |
|                   |   | Increase and maintain presence in Gatineau to no less than 25% of the office space portfolio by 2014.                    |
|                   | Achieve sound marketable vacancy                                | Increase vacant marketable office space in inventory to 1.5% (46,500 m <sup>2</sup> )                                    |
| QUALITY           | Renovate or replace aging assets                                | Renovate or replace 35% of the owned and lease-purchase portfolio.   |
|                   |   | Reduce the Facility Condition Index (FCI) of the owned and lease-purchase portfolio to below 10%.                        |
|                   | Apply greening/sustainability standards                         | Achieve LEED Gold or LEED Silver standards in 40% of the owned and lease-purchase portfolio.                             |
|                   |   | Reduce green house gas emission to 17% below 2005-06 levels by 2020.   |
|                   | Apply accessibility   | Achieve 75% compliance with CANCSA B-651-2004 standards in all leased, owned and lease-                                  |

|                               |                                    |  |
|-------------------------------|------------------------------------|--|
| AFFORDABILITY                 | standards                          | purchase office portfolio.   |
|                               | Innovate the workplace             | Implement the Workplace 2.0 approach within 25% of the office portfolio.   |
|                               | Reduce cost of accommodation       | Reduce presence in the downtown Ottawa by 10%.   |
|                               |                                    | Reduce space utilization from approx. 18m <sup>2</sup> r to approx. 16m <sup>2</sup> r per person in all renovation and new space acquisition projects |
|                               | Increase spending performance      | Spend no less than 95% of approved annual capital and repair budget allocations.   |
| Maximize the use of resources | Increase project delivery capacity | Seek alternate financing solutions including public/private partnership arrangements.  |

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

## Appendix N - Schedule of Activities for the BMP Process in the NCA

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

|  |                     |              |
|--|---------------------|--------------|
| <b>5) Revisions to Tombstone and Vacancy Data:</b>   |                     |              |
| Communicate required changes to WinFIS   |                     |              |
| AFD-managed buildings  | SPs/TAs             | Aug./Sept.   |
| Non AFD-managed buildings  | PFM                 | Sept./Oct.   |
| <b>6) Update of Commercial Letting Revenues (PWGSC- managed facilities):</b>   |                     |              |
| Verify commercial letting data in the PBMS BMP revenue module and communicate required changes to WinFIS. (Consolidation with commercial operations required to verify commercial letting data)  |                     |              |
| AFD-managed buildings  | SPs/TAs             | Sept.        |
| Non AFD-managed buildings  | PFMs                | Oct.         |
| <b>7) BMP Data Entry:</b>  |                     |              |
| Input O&U, project, and revenue data into the PBMS BMP Module:   |                     |              |
| AFD-managed buildings  | SPs                 | Sept. /Oct.  |
| Non AFD-managed buildings  | PFMs                | Sept. /Oct.  |
| <b>8) BMP Presentation to Asset managers/Technical Authorities / Directors</b>   |                     |              |
| Final updates and changes in BMP Module  | SPs/PFMs            | Nov. 15,2013 |
| <b>9) BMP Approval by RPT/OSS Directors:</b>   |                     |              |
| Approval and sign-off of individual BMP's to confirm support for the plans.  | Directors           | Nov. 29,2013 |
| <b>10) BMP CUT-OFF</b>   |                     |              |
| Change BMP Status:<br>Change BMP status to be submitted.<br>Note: Once the status has been changed, PFMs and AMs/TAs are no longer able to change the BMP data.  | BRM / AFDMS Teams   | Dec. 2, 2013 |
| <b>11) BMP Roll-up and Analysis:</b>   |                     |              |
| Analysis of summary and detail level information at the asset/facility, RPT and RPNCA levels Exception report prepared and submitted to the Director, BRM and the individual RPT/OSS Directors to identify variances, outstanding / unresolved issues and recommendations. Approved corrective action taken and resultant changes input into the BMP module. | BRM / RPT Directors | Dec./Jan.    |

|  |                   |                 |
|--|-------------------|-----------------|
| <b>12) Coordination of Inukshuk Award:</b><br><br>Request for nominations sent to RPT/COE Directors  | AFMS RCOE         | April 2014      |
| <b>13) Revision of Detail and Summary Level BMP Data:</b><br><br>BMP data revised and revised summary and detail level reports prepared by asset/facility to support Budget Allocations.   | BRM (COS)         | Jan- March 2013 |
| <b>14) Program Management Sector (PMS):</b><br><br>Determines operating and capital reference levels for allocation to the PWGSC regions (including NCA) and communicates the information to the Regional Directors General, the DG, NCA Ops and the DG, PPB via a memorandum from the ADM, Real Property Branch. The Director General NCA Ops confirms the reference levels to the RPT/COE Directors via the Director, BRM. | PMS               | March 2014      |
| <b>15) Budget Approval:</b><br><br>Approve and Allocate budgets to the RPT/OSS Directors.  | DG, NCA Ops       | March 2014      |
| <b>16) Budget Input:</b><br><br>Confirm budgets in WPM and RC Budget Monitoring.   | Business Managers | April 2014      |

*Real Property Branch*

NATIONAL CAPITAL AREA

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SUPPLEMENTAL INSTRUCTIONS FOR THE PREPARATION OF BUILDING  
MANAGEMENT PLANS

*Real Property Branch*

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***Together, we succeed!***