



Title: Asset Management Plan Procedure

1. Effective Date: June 27, 2012

2. Authority

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

3. Context

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

4. Scope

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

5. Purpose

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

6. Details

6.1. AMP Development Process

Inception includes:

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

Development includes:

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

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

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

Source Documents and Level of Detail

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


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

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

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

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

- the Building Management Plan (BMP)

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

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

6.2. AMP Approval

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

6.3. Implementation

Implementation of the work plan described in the approved AMP.

6.4. AMP Updating Requirements

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

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

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

6.5. AMP Deferral

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

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

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

7. Responsibilities

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

8. Definitions

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

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

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

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

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

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

9. References

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

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

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

PWGSC's *Integrated Investment Plan*

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

RPB's *Investment Analysis Policy*

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

RPB's *Asset Management Plan Policy*

Guide for the Preparation of Asset Management Plans

Office of the Chief Appraiser's *Valuation Guidelines*



10. Enquiries

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

ASSET MANAGEMENT PLAN (AMP) TEMPLATE

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

1. EXECUTIVE SUMMARY

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

Suggested Content

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

2. ASSET DESCRIPTION

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

Suggested Content

- Refer to Appendix 3 for the Table Format.

3. ASSET CONDITION

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

Suggested content

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

4. FINANCIAL PERFORMANCE

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

Suggested Content

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

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

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

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

Suggested Content

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

6. FUNCTIONAL PERFORMANCE

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

Suggested Content

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

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

7. STRATEGIC CONTEXT

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

Suggested Content

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

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

8. MARKET ANALYSIS

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

Suggested Content

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

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

9. OPTIONS ANALYSIS

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

Suggested Content

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

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

10. DEFINITIONS

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

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

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

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

11. SUMMARY AND RECOMMENDATIONS

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

Suggested Content

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

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

12. APPENDICES

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

Suggested Content

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

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

APPENDIX 1

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

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

APPENDIX 2

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

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

ASSET DESCRIPTION

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

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

OPERATIONAL PERFORMANCE CHECKLIST

Please check one of the following:

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

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

TABLE 4.2 ENVIRONMENTAL ISSUES

| ITEM | COMMENTS |
|---------------------------|----------|
| Indoor Air Quality | |
| Energy Consumption | |
| Other Environmental Items | |

Notes:

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

GLOSSARY

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



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