



Foreign Affairs and
International Trade Canada

Affaires étrangères et
Commerce international Canada

Canada



Appendix A

Statement of Work



Embassy of Canada
Tokyo, Japan
Akasaka 7-chome, Minato-ku

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1. Introduction

Pursuant to the *Federal Real Property and Federal Immovables Act*, S.C. 1991, c. 50¹ (as amended), the Minister of Foreign Affairs, acting through its officials in the Department of Foreign Affairs, Trade and Development Canada (operationally known as “Global Affairs Canada” or “GAC” also identified as “Canada” within this document) has the administration (custodian role) of the Government of Canada’s property outside Canada that is used for diplomatic and consular purposes.

Global Affairs Canada accommodates more than 7,000 government employees from more than 30 federal departments, agencies, crown corporations and provincial governments, all of which deliver a vast array of programs at over 170 missions in 110 countries abroad.

1.1. Background

This Statement of Work (SoW) sets out the Work that the Contractor must perform and reflects Canada’s current requirements for all-inclusive Property and Facility Management (PFMS) and Project Delivery Services (PDS). It also makes provisions for Optional Services that Canada may assign to the Contractor.

The Work is to be performed throughout the Place Canada building (also known as the Chancery), which houses the Embassy of Canada in Japan and is located at Akasaka 7-chome. Place Canada, designed by Raymond Moriyama (Recipient of The Order of the Rising Sun), was opened in 1991. There is a stone garden on the fourth storey with a view of the Akasaka Palace gardens.

The Chancery has a total gross floor area of 36,318 square meters and consists of three (3) underground levels and eight (8) above-grade levels. The building has a rectangular shape for the first four levels and a tapered asymmetric pyramid shape for the fifth to eighth floor. It is situated on a parcel of land (approximately 4.3 acres), known as Canada Court, which includes, residences (Staff Quarters), and recreational facilities. At the basement level the embassy hosts a public art gallery, a library, the 233-seat Oscar Peterson Theatre and representational space with exhibition halls and access to the public.

The fourth floor is the Embassy’s reception area, featuring both a Canadian garden and a Japanese garden with a connecting water feature. This floor also has large gathering spaces and access to the theatre, library and exhibition hall below grade. The upper floors are the Canadian embassy offices, in the triangular glass-walled portion of the building.

¹ <https://laws.justice.gc.ca/eng/acts/f-8.4/>

The overall Chancery consists of the following space:

Table 1.1

Use	Size (m ²)
Chancery operations	7,864
Chancery representational space	4,275
Building services	8,626
Parking	1,560
Vacant space	13,993
TOTAL	36,318

There is a requirement for related services within the Canada Court portfolio, which includes a Recreation Centre, Official Residence and 25 Staff Quarters. The Chancery shares some mechanical, electrical, and life safety systems with the Staff Quarters and the Official Residence, which are also located within Canada Court. The Contractor will be responsible for all interconnected systems including the maintenance, repairs, monitoring and management of these components as well as certain service contracts (elevator maintenance, fire alarm maintenance and pest control). The Contractor will also be responsible for cleaning and /waste removal at the Recreation Centre, as well as landscaping and grounds maintenance for all of Canada Court and Chancery.

The Recreation Centre consists of the following space:

Table 1-2

Use	Size (m ²)
Swimming Area	339
Change Rooms	159
Exercise Room	171
Parking	1,157
TOTAL	1,826

The Contractor must provide all Work, including all labour, supervision, material, consumables, transportation, tools and equipment within all office, representational and utility spaces, recreational facilities and lobbies as detailed in this Statement of Work, and is exempt only from those items that are specifically noted within the Contract. The level of service is to be consistent with the intended use of the building, specific needs of the Occupants, Good Industry Practises, locally accepted norms, and

applicable regulatory requirements. The Contractor should make necessary adjustments to the level of service to reflect changes in those variables that may occur.

There will be no regularly scheduled services on Saturdays, Sundays, and the fourteen (14) Embassy of Canada statutory holidays. In November of each year, Canada will provide to the Contractor (the list of Statutory holidays for the calendar year, which may contain a mix of Canadian and Japanese National holidays). The Contractor will be required to provide services on all unlisted Japanese holidays that are not recognized in the list, as approved by the Project Authority.

1.2. Overview of requirements

The following requirements pertain to all Work under the Contract including Property and Facility Management Services, Project Delivery Services and Optional Services. The Contractor must be able to communicate and provide documentation in English. The Contractor must follow the service requirements (within this SoW) and report on such as detailed in Annex C - Reporting Requirements. Canada may require the Contractor to provide additional information management and reporting requirements as determined by the Project Authority.

Canada's goal is to obtain the Best Value for Canadian taxpayers' through the provision of services for the Government of Canada, with due regard to prudence, probity, and transparency. The Contractor must support and contribute to these Canadian objectives and apply its full expertise to maintain creative and innovative approaches in the services for the benefit of Canada.

Canada requires the Contractor to deliver the following services:

Property and Facility Management (PFMS)

- i. contract and Occupant relationship;
- ii. quality and performance measurement;
- iii. reporting;
- iv. subcontractor management;
- v. occupational health and safety;
- vi. management of manage "time and space" when multiple contractors are working on site at the same time (*re: "Constructor Services" in Section 2.7*);
- vii. environmental management;
- viii. stewardship of local heritage character and design quality of buildings;
- ix. incident management;
- x. risk management;
- xi. daily operations and maintenance management;
- xii. energy and utility management;
- xiii. budget and expenditure management;
- xiv. information and data management;
- xv. building inspections and management planning;
- xvi. service desk- response and management; and
- xvii. business continuity and emergency planning.

Project Delivery Services (PDS)

Capital, repairs and fit-up of a minor nature (under \$500,000). This may include a wide array of projects such as:

- i. construction and design;
- ii. repairs;
- iii. capital replacements (excluding security or IM/IT);
- iv. improvements intended to extend the life of the building;
- v. enhancement of existing buildings to prevent or delay functional obsolescence; and
- vi. alterations to meet Occupants' operational requirements.

Optional Services

- i. Relocation design and management;
- ii. Project Delivery Services for major projects over \$500,000 including construction design, procurement, implementation, commissioning and management;
- iii. Management of additional buildings (Staff Quarters located at Azabu Compound (8 units) or Aoyama Compound (8 units); and
- iv. Addition of any services, identified within this SoW, for those buildings included in this Contract (for example: Staff Quarters (25 units on Canada Compound) or Official Residence).

1.2.1. The Contractor must:

- a) Provide SoW services at the identified buildings;
- b) Maintain the properties in proper working condition according to their intended use in Canada's reasonable determination;
- c) Promote the use of best international real estate management practices;
- d) Safeguard the buildings;
- e) Conform to local law, and
- f) Assist Canada to meet, to the extent reasonable and practicable, Canadian law and standards applicable to the Government of Canada (as advised by Canada from time to time) including the following, as amended or replaced from time to time:
 - i. The *Canada Labour Code*, Part II²;
 - ii. the *Canada Occupational Health and Safety Regulations*³;
 - iii. the *National Building Code of Canada*⁴; and
 - iv. the *National Fire Code of Canada*⁵.

1.2.2. The Contractor must:

- a) Deliver Property and Facility Management (PFMS) and Project Delivery Services (PDS) as specified, in this Statement of Work;

² <https://laws-lois.justice.gc.ca/eng/acts/L-2/>

³ <https://laws.justice.gc.ca/eng/regulations/sor-86-304/index.html>

⁴ <https://nrc.canada.ca/en/certifications-evaluations-standards/codes-canada/codes-canada-publications/national-building-code-canada-2015>

⁵ <https://nrc.canada.ca/en/certifications-evaluations-standards/codes-canada/codes-canada-publications/national-fire-code-canada-2015>

- b) Support Canada in implementing Canada's accommodation policies, standards and programs (as directed from time to time by Canada) as well as applicable local law;
- c) Manage the quality of its services, to meet all SoW requirements, including quality control, internal and external quality assurance and continual improvement functions; and
- d) Maintain a cooperative and professional approach when liaising with Canada's Occupants to ensure a high level of ongoing satisfaction and establish and execute a code of conduct governing the interaction of its personnel with all Occupants and subcontractors.

1.3. Responsibilities

- 1.3.1. The Contractor is responsible for delivering the Work within the funding allocated through the Task Authorization process and for acting independently and making decisions required to achieve acceptable performance.
- 1.3.2. The Contractor must provide a key point of contact (Contractor Facility Manager - CFM) who will work full-time at the Chancery, be responsible for all aspects of the Contract, lead the team, coordinate and report on day-to-day Work with the Project Authority and Occupants as required.
- 1.3.3. The Contractor will work directly with the Project Authority who oversees the day-to-day delivery of the services and is accountable for the management of the Contract.
- 1.3.4. The Contractor is accountable to the Technical Authority (Tech A) will be responsible for all administrative matters related to the Contract, some dispute resolution aspects, performance and quality oversight, and financial allocations internal to Canada

2. Requirements Related to All Services

2.1. Contract relationship

- 2.1.1. The Contractor must have appropriate management levels to support relationships with Canada at the Technical Authority and Canada senior levels.
- 2.1.2. The Contractor must:
 - a) Prepare the monthly contract meeting agenda and provide to Canada at least five (5) Business Days in advance;
 - b) Schedule and chair monthly meetings at the operational level including the on-site Contractor Facility Manager and the Project Authority; and
 - c) Prepare minutes, and provide them to the Canada within five (5) Business Days following the meeting. Records of Decisions must include issues, discussion summary and action items.
- 2.1.3. The Contractor must:
 - a) Review ongoing Work, quality management and performance reports, and discuss associated issues;
 - b) Address and resolve service delivery issues; and
 - c) Share ideas and experiences and identify opportunities to improve services and relationships.

2.1.4. The Contractor must attend an annual joint teaming session with Canada. The parties will review operations, satisfaction, and performance, and identify opportunities for continuous improvement within the context of this Contract. Canada will facilitate the session; however, both parties are to provide agenda items and presentations or material, as applicable.

2.2. Occupant/Customer relationship

2.2.1. The Contractor must implement a comprehensive Occupant relationship program. To this end, the Contractor must:

- a) Ensure integrated service delivery to Occupants on a day-to-day basis;
- b) Develop and implement an Occupant communications program including a list of Occupant contacts and standard written communications on essential matters;
- c) Create and distribute (via the Project Authority) a quarterly Occupant bulletin. This should highlight upcoming maintenance/cleaning activities, promote conservation initiatives and provide information on energy, environment and health and safety, Canada interests, priorities, etc.;
- d) Deliver an annual Customer Satisfaction (CSAT) survey in the month of May. This information is beneficial in understanding overall performance as well as provides details that may support upcoming project requirements;
- e) Provide the CSAT survey results and corresponding Action Plan by August 1;
- f) Provide related training to ensure Contractor personnel act in a professional manner when dealing with Occupants; and
- g) Plan and schedule Work in consultation with Occupants to ensure the least disruption to their operations or programs.

2.3. Quality Management

Canada's role in quality management includes:

- Establishing service delivery requirements, performance indicators and reviewing these as appropriate;
- Performing oversight and monitoring activities to confirm the effectiveness of the Contractor's Quality Management System and validate the Contractor's reported performance data and service levels according to this SoW;
- Providing feedback to the Contractor through reviews of Quality Management System (QMS) checklists and processes and through joint management reviews; and
- Promoting a good working environment aimed at continual improvement, by participating with the Contractor in addressing process and service delivery issues.

2.3.1. The Contractor must foster high-level performance, a good working environment, mutual trust, cooperation and accountability, while recognizing the Contractor's role in performing and managing the quality of the Work through its Quality Management System (QMS).

2.3.2. The Contractor must maintain the most recent International Organization for Standardization's ISO 9001:2015 certification.

2.3.3. The Contractor must utilize its Quality Management System to manage and report on the quality of Work delivered, conduct performance measurement and provide performance data for the Key Performance Indicators (KPIs) identified in Annex A - Performance Measurement Framework.

2.3.4. The Contractor must:

- a) Provide a designated representative, at the building level, with the authority and responsibility to develop, implement, maintain and improve the Contractor's Quality Management System;
- b) Maintain a quality plan ensuring the Contractor meets the quality requirements, including:
 - i. timelines and resources;
 - ii. documented quality control and assurance processes and procedures, supported by performance measurement and reporting deliverables, metrics, baselines and benchmarks to facilitate measurement, analysis, corrective action and continual improvement of service delivery and related business processes (including but not limited to, subcontracting; and
 - iii. reporting on quality issues, subsequent preventive and corrective action, and their resolution; and
 - iv. schedules for conducting internal/external audits.

2.3.5. The Contractor must utilize its QMS to identify, report and resolve any quality non-conformance(s) associated with any of the services set out in this Statement of Work. The monthly reports must include:

- a) A listing of opened, closed and outstanding quality non-conformances from the preceding month;
- b) The originator for the non-conformance (i.e. Contractor, external auditor, Quality Management System Registrar, Canada); and
- c) The root cause analysis of quality issues together with proposed preventive and corrective actions to resolve them, scheduled completion dates.

2.4. Performance Measurement Framework

The Performance Measurement Framework (Annexes A and A2) sets out the methodology for evaluating Contractor performance ensuring that Contract requirements are being met. Performance of the Work described in the Statement of Work will be evaluated by Canada against four (4) Key Performance Indicators (KPIs) which are further broken down into Performance Indicators (PIs) within each area.

Should Optional Services be required by Canada, new Performance Indicators (PIs) will be incorporated as part of the existing KPI framework. For each new PI, the associated performance minimums, baselines and benchmarks will be established at that time.

2.4.1. The Contractor must generate accurate performance data, analyzing and assessing performance and reporting on a monthly basis.

2.4.2. The Contractor must document, track and resolve non-conformances to the satisfaction of the Project Authority by identifying the root cause of each non-conformance and identify the plan for corrective actions (see Section 2.3).

2.4.3. The Contractor must provide a quarterly overview including performance and quality results. The evaluation of the Contractor's annual performance is completed after submission of the final report (due April 10 – See Annex C). Successful delivery of services and meeting of all targets will result in the release of the associated fee holdback.

2.4.4. The Contractor must meet annually with Canada to review and identify opportunities for continuous improvement of the performance framework minimum baseline and set the benchmark for the upcoming year.

2.5. Subcontractor management

While the Contract for the delivery of services is between Canada and the Contractor, it is anticipated that the Contractor will deliver many of the operating, maintenance and project delivery services called for in this SoW through subcontractors.

2.5.1. The Contractor will select its own subcontractors and take ultimate responsibility of the subcontractors, including quality of Work.

2.5.2. The Contractor must ensure these selection processes are fair, open and transparent.

2.5.3. The Contractor must demonstrate that it uses a competitive subcontracting process and prequalification process reflecting Good Industry Practices and legal obligations.

2.5.4. The Contractor must develop and utilize a comprehensive orientation program which outlines Canada's expectations and security requirements (escorting requirements, Secure Zones and key control), site cleanliness, Occupant considerations, health and safety policies, etc. The orientation program must:

- a) Assure that all subcontractors have appropriate skills, documentation and completion of the Contractor's orientation program prior to working in Canada's facilities;
- b) Evaluate the qualifications of all subcontractors who express an interest in qualifying for Work;
- c) Utilize a list of prequalified bidders on an equalized rotational basis for Work under \$10,000;
- d) Conduct competitive bidding according to Section 2.5.9; and
- e) Provide the name of the successful subcontractor and the value of the subcontract to all unsuccessful bidders for all Work over \$25,000.

2.5.5. The Contractor must implement the following activities, when delivering any Work through a subcontractor:

- a) Prepare tender and contract documents that clearly set out the required materiel and services;
- b) Manage subcontractors and ensure they provide the required services in a manner consistent with the terms and conditions of this Contract and achieve timely delivery of quality services and Best Value;
- c) Escort subcontractors (who do not have a valid Government issued Photo ID) while in common or operational space;
- d) Establish quality and performance requirements and monitor subcontractor performance, including quality of deliverables, adherence to schedules and costs;
- e) Verify subcontractor quality and completion of their Work prior to payment;
- f) Provide Canada, upon request or when deemed appropriate, an opportunity to review Work prior to concluding the substantial completion of any Work and the final payment to subcontractors;
- g) Provide for dispute resolution, initiation of subcontract amendments and payments;
- h) Respond diligently to any industry or Canada enquiries concerning the awarding of subcontracts; and
- i) Inform the Project Authority of any unresolved enquiries in a timely manner.

- 2.5.6. The Contractor must provide an estimate within 10 Business Days for any Minor Work requested by the Project Authority and deliver such by the due date established on the approved Task Authorization.
- 2.5.7. The Contractor must select and qualify its own subcontractors for rotational usage on Minor Work under \$10,000. The selection approach must include a prequalification method, reflecting Good Industry practices, and:
- a) Evaluate the qualifications of the subcontractors;
 - b) Develop and utilize a list of prequalified subcontractors on an equalized rotational basis;
 - c) Provide the opportunity for other qualified subcontractors to be considered for Work on a regular basis; and
 - d) Follow a selection process which is fair, open and transparent.
- 2.5.8. The Contractor must provide documentation, with respect to subcontracting practices, to the Project Authority, upon request, including:
- a) the name of the successful subcontractor;
 - b) the value of the contract to the unsuccessful bidders on request;
- The Project Authority reserves the right to request additional bids should the pricing warrant validation.
- 2.5.9. The Contractor must use clearly documented selection criteria to ensure competitive bidding and reflect an open, transparent and fair process when subcontracting services to ensure Best Value:
- a) Tender Work with an estimated value between \$10,000 – \$24,999, including applicable taxes by using an invited tendering process including at least three (3) pre-qualified subcontractors;
 - b) Tender Work with an estimated total value between \$25,000- \$99,999, including applicable taxes by using an invited tendering process including at least five (5) pre-qualified contractors; and
 - c) Tender Work with an estimated total value exceeding \$100,000, including applicable taxes using an open tendering process such as advertising in major newspapers, trade or association journals or an electronic bulletin board; and document any deviation from the competitive subcontracting process.
- 2.5.10. The Contractor must validate the number of actual bids received for tendered Work. The information shall remain available upon request and the Contractor must be able to substantiate the rationale for choosing a subcontractor. Canada reserves the right to request additional bids should the pricing warrant validation.
- 2.5.11. The Contractor must ensure that any deviation from this process is approved by the Project Authority in writing and reflected in the associated Task Authorization.

2.6. Occupational Health and Safety (OH&S)

GAC as a federal government department, is governed by the health and safety provisions of the *Canada Labour Code*, Part II, the *Canada Occupational Health and Safety Regulations*, the *National Fire Code of Canada* (NFC), and the *National Joint Council (NJC) Occupational Health and Safety Directive*⁶, and other policy instruments of the Treasury Board of Canada, the whole as amended or replaced from time to time.

⁶ <https://www.njc-cnm.gc.ca/directive/d7/en>

While preserving its state immunities related to its diplomatic activities, Canada also respects local law to the extent possible in relation to its own locally-engaged employees. Japanese law includes the Labor Contracts Act and the Industrial Safety and Health Law (ISH Law), amongst others. Canada also pays attention to the standards of the Japanese Standards Association (JSA)⁷, the Japan Industrial Safety and Health Association (JISHA)⁸, and the standards of the Japan Association of Safety and Health Consultants (JASHC)⁹. From time to time, those laws and standards may be amended or re-enacted, or new laws can be made.

- 2.6.1. The Contractor must support Canada in its obligations and due diligence in providing a safe environment for all persons, whether Occupants or visitors, granted access to the Workplace and comply with and ensure adherence to all relevant legislation governing occupational health and safety, whether Canadian or Japanese law.
- 2.6.2. The Contractor must plan, provide, monitor, measure, assess, follow-up and report on health and safety risks, hazards, non-conformances, accidents, activities and processes in keeping with health and safety acts and regulations.
- 2.6.3. The Contractor must conduct risk analysis and train Contractor employees to complete their own risk analysis on site to ensure all persons, including subcontractors granted access to the Workplace comply with the Contractor's site-specific health and safety plan; and identify potential hazards and implement safety training and hazard communication procedures.
- 2.6.4. The Contractor must develop specific health and safety requirements to address foreseeable hazards associated with the Work to be performed at the Workplace and, when the Contractor performs maintenance on building equipment.
- 2.6.5. The Contractor's personnel must be fully aware of all requirements as per applicable occupational health and safety legislation, including, but not limited to, maintenance, industrial, construction and project regulations, window washing, lockout and tag out procedures, building emergency evacuation plans, the Workplace Hazardous Materials Information System confined space entry permits, asbestos abatement work, raised platform work, hot work, and live steam work; and ensure that provisions in project-specific Occupational Health and Safety plans are adequate to support the involvement of more than one subcontractor (see Section 2.7).
- 2.6.6. The Contractor must attend GAC's Workplace Health and Safety Committees' meetings, upon request, to provide information on building operations and Workplace health and safety issues; and:
 - a) Work in conjunction with GAC's committee(s) on building operations and Workplace health and safety issues, for the publication of all Health and Safety notices and all other necessary signage in the premises; and
 - b) Assist to complete accident reports and hazardous occurrence investigation reports upon request.

⁷ <https://www.jsa.or.jp/en/>

⁸ <https://www.jisha.or.jp/english/>

⁹ <https://www.jisha.or.jp/english/>

2.7. Constructor services

Constructor Services are an important aspect of service administration and service delivery. The intent is to have one party with overall authority for health and safety matters on a project. This party is the constructor of the project. Therefore, the Contractor is responsible for such activities within this Contract.

2.7.1. The Contractor must exercise overall control and responsibility for the Workplace with respect to occupational health and safety matters in relation to all Work being carried out in the Workplace, including any projects not managed by the Contractor (GAC Capital Project Division, Security group, IM/IT etc.) and, where applicable, act as the prime Contractor.

2.7.2. The Contractor must:

- a) ensure that all the employers and workers on a construction project worksite comply with the applicable health and safety laws;
- b) ensure to adopt and apply policies and procedures, and adequate surveillance, so as to ensure the use of safe work practices on the worksite; and
- c) prepare a written plan to coordinate all activities on the worksite, and to identify the prime supervisor on the worksite.

2.7.3. The Contractor must participate as part of the project, from planning through to project completion.

2.7.4. The Contractor must integrate and coordinate services, ensuring that services are provided and administered in a transparent, efficient, effective, healthy and safe manner and collaborate with third parties providing services in the buildings and;

- a) Communicate and coordinate with Project Authority and Occupants;
- b) Facilitate and provide access to restricted-access areas and equipment rooms;
- c) Plan and conduct required system shutdowns;
- d) Provide Commissioning services as requested;
- e) Manage project warranties until project close-out and through the applicable term; and
- f) Change standard operating procedures of building systems as applicable.

2.7.5. The Contractor must cooperate with local regulatory and public authorities, as required by law and Good Industry Practises.

2.8. Environmental management

Canada is strongly committed to an industry-wide leadership role in upholding and promoting the Government of Canada's policy objectives of environmental protection, and sustainable development. Canada's commitments are reflected in the Federal Sustainable Development Strategy and related targets as amended from time to time.¹⁰

2.8.1. The Contractor must support these practices, where applicable, including:

- a) Manage wastewater and potable water quality;
- b) Ensure safe handling of ozone-depleting substances and hazardous materials;

¹⁰ <https://www.fsds-sfdd.ca/index.html#/en/goals/>

- c) Perform the work to support Canada's Impact Assessment of projects, to the extent required by the Canadian *Impact Assessment Act*, S.C. 2019¹¹, c. 28, s. 1, as amended from time to time;
- d) Manage underground and above-ground storage tank management;
- e) Remediate contaminated sites;
- f) Implement applicable asbestos management;
- g) Deliver integrated pest management (see Section 3.10);
- h) Manage hazardous solid waste management; and recycling; and
- i) Manage and dispose of polychlorinated biphenyl.

2.8.2. The Contractor must implement a site-specific Environmental Management Plan, which monitors and records the environmental conditions within the premises. All records from these internal systems must be logged within the Contractor's Computer Maintenance Management (CMMS) system.

2.8.3. The Contractor must:

- a) Provide environmental emergency management including spill response;
- b) Maintain a reliable inventory of regulated systems, building equipment and components, comply with regulatory requirements for system modifications and inform the Project Authority of proposed modifications;
- c) Provide information to the Project Authority (as may be required by Canada) to determine whether proposed activities qualify as projects as defined by the *Impact Assessment Act*;
- d) Conduct studies and assessments (as may be required by Canada) as an outcome of this determination;
- e) Comply with mitigation measures and follow-up requirements (as directed by Canada) consequent to Impact Assessments of projects; and
- f) Identify and advise the Project Authority of hazardous materials on-site and arrange to transfer waste materials to registered storage facilities or to licensed destruction facilities.

2.8.4. The Contractor must provide the following services with respect to projects that they deliver:

- a) Conduct Impact Assessments;
- b) Conduct internal audits if required; and
- c) Incorporate sustainable and green material in building design; and construction, renovation, demolition and deconstruction waste management.

2.8.5. The Contractor must ensure that it complies with, and assists Canada to respect, all applicable Japanese environmental laws, including the *Air Pollution Control Act*, *Water Pollution Prevention Act*, *Noise Regulation Act*, *Vibration Regulation Act*, *Offensive Odor Control Act*, and the *Soil Contamination Countermeasures Act*.

2.9. Sustainable development

In line with the Government of Canada's sustainable development commitments, GAC has commissioned the Sustainable Development Strategic (SDS) Framework for Canada's Missions Abroad (SDSF). The Sustainability Strategy identifies long-term strategic visions that explicitly address all three pillars of sustainability: environment, economy, and society.

¹¹ <https://laws.justice.gc.ca/eng/acts/l-2.75/index.html>

- 2.9.1. The Contractor must support these commitments, where applicable, including:
- a) energy and carbon reduction;
 - b) water consumption reduction; and
 - c) non-hazardous solid waste management and recycling.
- 2.9.2. The Contractor must consult the applicable GAC lead for details related to the Sustainable Buildings Program through its project delivery cycle.
- 2.9.3. The Contractor must incorporate sustainable and green material in building design; and construction, renovation, demolition and deconstruction waste management.

2.10. Building design, quality and heritage stewardship

- 2.10.1. The Contractor must:
- a) Ensure that heritage and cultural buildings are maintained in accordance with conservation laws and best practices; and
 - b) Provide supporting documentation and seek consent from the Project Authority prior to any alterations to any building.
- 2.10.2. The Contractor must reflect these commitments in its performance and the buildings must conform to this or local government heritage laws¹² as applicable.

2.11. Critical incidents

- 2.11.1. The Contractor must:
- a) Respond to and manage, where applicable, critical incidents to minimize the impact and risk related to the safety of personnel, facilities, and equipment;
 - b) Support Canada with immediate assistance to minimize the impact and risk related to the safety of personnel, facilities and equipment; and
 - c) Prepare or assist with critical incident reports.

2.12. Risk management

It is Canada's policy to identify, reduce or eliminate risks to its property, interests and employees, to minimize and contain costs and consequences in the event of harmful or damaging incidents arising from those risks. Canada has clear roles and accountabilities for risk management. These requirements include the identification of potential perils, factors and types of risk and analysis of such risks to ensure applicable risk prevention, reduction or avoidance control measures are put in place.

- 2.12.1. The Contractor must:

¹² <http://www.japaneselawtranslation.go.jp/law/detail/?vm=04&re=01&id=482>

- a) Minimize risk by thorough analysis of identified risks in order to assess their potential threat to operations and buildings, and to determine the degree of exposure in terms of frequency and severity;
- b) Avoid risk by eliminating or radically reducing the risk by considering alternatives to current or proposed activities;
- c) Develop and implement cost-effective risk control practices such as loss prevention and reduction including safety training, early detection, security precautions, and emergency procedures or design changes; and
- d) Minimize financial consequences, when acceptance of risk is inevitable, by ensuring subcontractors have adequate insurance, or alternatively, transfer the financial exposure to insurers and plan and budget appropriate measures for potential containment, compensation, restoration and recovery.

3. Property and Facility Management Services (PFMS)

3.1. Daily operations

Canada is committed to providing Occupants with a productive, healthy and safe work environment. Indoor air quality, thermal comfort, lighting and acoustics are some of the fundamental components of a productive work environment. These components are addressed not only in building design and commissioning, but also in day-to-day operations and maintenance.

- 3.1.1. The Contractor must carry out or supervise and direct employees or subcontractors, necessary to efficiently operate and maintain the buildings in compliance with the requirements of the manufacturers' warranties, Good Industry Practises and all applicable laws.
- 3.1.2. The Contractor must use best efforts to ensure that buildings are available for Occupant use during normal working hours (known as Peak-Hours) Monday to Friday between the hours of 8:15AM (0815 hours) and 5:00:PM (1700 hours). The Recreation Centre must be available for Occupant between 06:00 am to 22:00. There is a requirement for the Building Control Centre to be maintained at all times therefore the applicable resource(s) must be on-site during Off-Peak Hours. This Building Control Centre, also known as the Disaster Control or Disaster Prevention Center, is the room which contains the monitoring systems for all fire alarm system, safety, elevators and building systems.
- 3.1.3. The Contractor must minimize disruption to Occupants by coordinating and minimizing, where possible, activities during Off-Peak Hours or in Secure Zones, and schedule any requirements in advance to allow for access to space and GAC-provided escorting.
- 3.1.4. The Contractor must operate all Building Systems during the occupied hours in accordance with Good Industry Practices and the following, as amended from time to time:
 - a) *Canada Occupational Health and Safety Regulations*;
 - b) American Society of Heating, Refrigerating and Air-conditioning Engineers (ASHRAE) Standard 55-2010, Thermal Environmental Conditions for Human Occupancy¹³;

¹³ <http://arco-hvac.ir/wp-content/uploads/2015/11/ASHRAE-55-2010.pdf>

- c) Canadian Standards Association Z204-94, Guidelines for Managing Indoor Air Quality in Office Buildings¹⁴;
 - d) National Joint Council (NJC);
 - e) National Fire Code of Canada (NFC);
 - f) *Canada Labour Code*, Part II ;
 - g) Japan Building Standard Law (BSL)¹⁵; and
 - h) Any additional source, as applicable or directed by the Project Authority.
- 3.1.5. The Contractor must calculate the cost of Occupant requests for extended hours of building availability, as requested by the Project Authority.
- 3.1.6. The Contractor must develop and maintain Standard Operating Procedures (SOPs) that are available to staff and the Project Authority upon request.
- 3.1.7. The Contractor must use best efforts to ensure the operational capability of all buildings at all times. In managing the maintenance of facilities, the Contractor must:
- a) Comply with local building and fire codes;
 - b) Submit required proof for all Japanese mandatory inspections to the applicable authority (example – Tokyo Metropolitan Government or Fire Department);
 - c) Comply with Canada’s National Building Code and Canada’s National Fire Code of to the extent reasonable and practical;
 - d) Ensure Occupant satisfaction, to support their operations and meet their requirements for reliability;
 - e) Protect building integrity;
 - f) Comply with warranty requirements;
 - g) Optimize the useful life and operational performance of Building Systems equipment and structure at minimum life cycle cost; and
 - h) Enable effective decision making on maintenance activities, repairs and replacements.

3.2. Building inspections

- 3.2.1. The Contractor must undertake informal ad hoc and formal, scheduled inspections of the buildings and equipment, at frequent intervals based on operational requirements, Good Industry Practices and legal requirements. The purpose is to provide safe and reliable equipment, optimize equipment life, reduce costs, and ensure that the integrity and value of the entire building is maintained.
- 3.2.2. The Contractor must walk through the building Operational Zones and Common Space, to assess day-to-day operations, inspect equipment rooms and ensure all areas are in working condition.
- 3.2.3. The Contractor must ensure to rectify any identified deficiencies immediately or identify such to be planned and completed as a project.

¹⁴ <https://www.scc.ca/en/standardsdb/standards/5780>

¹⁵ https://www.bcj.or.jp/upload/international/baseline/BSLIntroduction201307_e.pdf

- 3.2.4. The Contractor must set up an annual schedule (see Section 3.4) of legislated inspections, within its Computerized Maintenance Management System (CMMS), to ensure all equipment receives the required inspections and maintenance at the correct time. The schedule must be developed in accordance with the prescribed frequencies and is to be issued to the Project Authority two months in advance of all Work taking place.
- 3.2.5. The Contractor must:
- a) Conduct formal scheduled inspections and maintenance routines on Building Systems and equipment as part of the maintenance management program (see Section 3.4) and:
 - b) Coordinate any inspections, required in Secure or High-Secure Zones with the Project Authority to ensure GAC-provided escorts are scheduled and Occupant disruption is minimized.
- 3.2.6. The Contractor must review the initially-provided Building Assessment Report (BAR) and assess the physical conditions, and compliance with environmental, health and safety and other legal requirements and priorities. Results of this assessment provide primary input for the development of the annual Building Management Plan (BMP – see Section 5.1) and contributes to ensuring the integrity and value of the buildings. Canada may choose to have this report done on a cyclical basis and validated prior to the end of the Contract core term.

3.3. Service Desk

Service calls provide an opportunity for personal interaction with the building Occupants. The data captured from these calls will result in a Work Order in a computerized system and is to be used to monitor building management services and identify performance trends. The Service Desk must operate as both a strategic management and quality monitoring tool and is the focus for all day-to-day operational activities.

Service requests fall into three main categories with corresponding response times (see Table 3.1):

- a) Emergency – a deficiency or breakdown that requires immediate attention to prevent imminent danger to Occupants, the general public, or the environment, and which could bring about a shutdown of the building, disruption and loss of operations for the Occupants.
 - b) Urgent – a deficiency or breakdown that requires immediate attention to reduce the potential for danger or discomfort to Occupants, the general public, the environment or the building.
 - c) Normal – all other issues such as Occupant requests, deficiencies or breakdowns that do not impair current operations or pose any danger to Occupants, the general public, the environment or the building.
- 3.3.1. The Contractor must provide Canada with access to a fully staffed, bilingual (Japanese and English) Service Desk for all service requests and reporting 24 hours per day 365/366 days per year.
- 3.3.2. The Contractor must be able to receive, log and respond appropriately to all service requests submitted either by telephone, E-mail or through the Contractor's web-based application. The computerized system must be capable of being accessed electronically by Canada.
- 3.3.3. The Contractor must acknowledge emergency and urgent requests by live voice contact to the end-user and:
- a) Establish the nature, location and cause of the event;
 - b) Attend to the site, if necessary, and begin an investigation within the maximum response time standards in Table 3-1;

- c) Appoint a suitably qualified, experienced and accountable person to assess the situation who, within reasonable limits, is empowered to take or to authorize any required action;
- d) Take all necessary actions to make the area safe and secure, thereby as a minimum fulfilling all health and safety requirements; and
- e) When necessary, give the Project Authority, as required, an assessment of the problem, the action taken, details of any Work required with timescales and any limitations that this may impose on the related area or the Work.

3.3.4. The Contractor must:

- a) Maintain a current list of contacts at the building level;
- b) Provide monthly reports, analyze service requests and identify trends and variances from the norm, prepare action plans and undertake any required corrective action; and
- c) Keep the Project Authority informed of progress as per the following:
 - i. At least once per 2 hours for Emergency Priority Requests;
 - ii. At least once per day for Urgent Priority Requests; and
 - iii. At least once per week for Normal Priority Requests.

Should Canada choose to utilize an internal system related to Work requests, then the Contractor will strive to integrate Canada's system and the Contractor's system, and minimize duplication where possible.

Table 3.1

Priority	Response Time		Rectification Time	
	Core Hours	Non-Core Hours	Core Hours	Non-Core Hours
Emergency	15 minutes	30 minutes	4 hours	6 hours
Urgent	60 minutes	60 minutes	5 Business Days	During Core Hours
Routine	4 hours	4 hours	10 Business Days	During Core Hours
Representational space	15 minutes	30 minutes	Variable*	Variable*

*May result in a Task Authorization with unique defined timelines.

For greater certainty, a response does not necessarily include a rectification, and vice versa. A response includes acknowledgement of the service request and going to the site if required (see 3.3.3), whereas a rectification includes completion of the required action and closure of the service request.

3.4. Maintenance management

Canada views maintenance management as a cornerstone of its operational philosophy. A comprehensive maintenance management program has many benefits, including:

- contributing to a productive work environment for Occupants;
- ensuring maintenance adheres to safety, health and environmental standards mandated by applicable legislation;
- increasing reliability of buildings and equipment;

- extending equipment life;
- reducing maintenance and repair costs;
- ensuring maintenance is carried out as intended by designers and manufacturers;
- reducing energy consumption by enabling equipment to operate under optimal conditions
- enabling building and equipment performance analysis;
- optimizing useful life and operational performance at minimum life cycle cost; and
- enabling effective decision making by providing necessary and sufficient information.

3.4.1. The Contractor must utilize a Computerized Maintenance Management System (CMMS) to facilitate the delivery of maintenance management services, and maintain and update maintenance management data to ensure that the information on this system is current and complete to meet the requirements described in this Statement of Work.

3.4.2. The Contractor must develop and implement a life cycle maintenance program, which must aim to fulfil the objectives mentioned herein. The program must include both legislated (mandated activities) plus a comprehensive preventative maintenance program that involves scheduled servicing, inspections, adjustments, filter changes, lubrication, consumables and other relevant activities that are intended to extend the useful service life of Building Systems, equipment and structure (walls, windows, roof, etc.).

3.4.3. The Contractor must be aware of any changes to applicable Japanese laws and inform the Authority of changes to such laws during the monthly operational meetings.

3.4.4. The Contractor must develop (see Section 9) and implement the comprehensive preventive maintenance program that incorporates Good Industry Practices as well as legal requirements, and, to this end, shall:

- a) Establish and maintain preventive maintenance checklists that detail the various inspection tasks, maintenance routines and frequencies based on legislated requirements, Occupant operational requirements, manufacturers' recommendations, age, condition and history of equipment and other relevant factors;
- b) Plan and schedule inspections, testing and related maintenance activities;
- c) Inspect and maintain Building Systems, equipment, correct minor deficiencies, schedule and implement maintenance and repairs (less than \$2,500) identified during inspections, and record and retain associated maintenance and repair records;
- d) Report to and obtain approval from the Project Authority for any Work requirements over \$2,500 using the Task Authorization process;
- e) Provide associated performance data based on planned activities not performed on schedule;
- f) Prepare and analyze preventive maintenance logs and reports;
- g) Utilize a computer-based building monitoring system (BMS - also known as Building Automation System) to manage the buildings' electrical and mechanical equipment;
- h) Provide Canada property staff access to monitor the building monitoring system(s);
- i) Analyze Building Systems and equipment failures;
- j) Identify equipment and Building Systems approaching the end of their useful lives;
- k) Identify performance of different types and makes of equipment, and make comments and recommendations on which equipment provides best overall life cycle value; and
- l) Evaluate and fine-tune the preventive maintenance program annually.
- m) Maintain an inventory of equipment and systems (including water treatment) that require inspection, testing and servicing (according to Canadian and Japanese codes and manufacturer recommendations);

- n) Use Canada's system and equipment coding structure which includes buildings being individually numbered with the capability of being identified in two hierarchical structures:
- i. system based,
 - ii. geographically based (see table 3.2);

TableError! No text of specified style in document.-1.2

SYSTEM BASED HIERARCHY	Example
System Type	Heating System
System Type	Pump
System Type	Motor
GEOGRAPHY BASED HIERARCHY	
Site	Canada Compound
Building	Chancery
Floor	4
Room/Area	4-201

3.4.5.The Contractor must schedule and coordinate maintenance activities to achieve the least disruption to Occupant operations:

- a) Provide an annual scheduling calendar to the Project Authority by November 30th for the upcoming calendar year;
- b) Plan and coordinate Work to minimize the number of shutdowns and disruptions; and
- c) Provide a minimum of two weeks' advance notice to the Project Authority and Occupants of any proposed shutdowns and other Work that may disrupt operations, to allow time for contingency planning.

3.4.6.The Contractor must:

- a) Review Canada's and Japan's law, Canadian legal requirements to be conveyed by Canada, and Good Industry Practices at they relate to preventive maintenance for all life safety equipment, and develop corresponding job plans to be used within the Computerized Maintenance Management System;
- b) Ensure legislated maintenance tasks/logbooks are up to date;
- c) Retain a complete audit trail of all legislated or mandated maintenance activities;
- d) Make modifications to meet health, safety and environmental legislation; and
- e) Provide associated performance data based on planned maintenance activities not performed on schedule, together with justification.

3.5. Equipment, materials and supplies

3.5.1.The Contractor must provide high quality operational and cleaning consumables, including, but not necessarily limited to, filters, oils and grease, replacement parts, paper products (toilet paper, hand towels, etc.), soaps, hygiene products, sundries, disinfectants, leather cleaner, general cleaner for floors, waxes, sealants, carpet cleaner, bleach, garbage bags, floor cleaner/finisher/stripper, chemicals and housekeeping supplies, such as bathroom sundries and recycling bags.

- 3.5.2. The Contractor must ensure that all maintenance, cleaning and operational consumables, supplies and spare parts are maintained at appropriate levels for the proper operation of each building.
- 3.5.3. The Contractor must provide the equipment necessary to perform the Work such as tools, ladders, extraction equipment, burnishers, scrubbers, floor machines, etc. and ensure it is in a state of good repair. Canada reserves the right but has no obligation to exclude equipment.
- 3.5.4. The Contractor must ensure products are safe, biodegradable, phosphate-free, odourless (or have a non-objectionable odour), and contain low volatile organic compounds (VOC).
- 3.5.5. The Contractor must provide environmentally friendly products wherever possible. Environmentally friendly is defined as products meeting the Environmental Choice Program (i.e. Eco-Logo) or the Green Seal Program or other recognized certifications.
- 3.5.6. The Contractor must retain data sheets for all products listed.
- 3.5.7. The Contractor must store and handle all chemicals and cleaning products in a safe and responsible manner and in compliance with local building and fire codes.

3.6. Cleaning

- 3.6.1. The Contractor must ensure that its cleaning services maintain a level of cleanliness consistent with the intended use of the building, the Occupants' specific needs, Good Industry Practices, and applicable legal and policy requirements.
- 3.6.2. The Contractor must:
- a) Assign a team of uniformed cleaners to perform commercial cleaning services on a daily basis complemented by Off-Peak Hours uniformed cleaners at the Chancery Building and Canada Court. The Contractor FM will lead the team and keep close liaison with the Project Authority to report on day-to-day activities and performance.
 - b) Provide patrol cleaning, routine cleaning, scheduled cleaning operations, project cleaning, Occupant and emergency cleaning;
 - c) Provide garbage collection and disposal in accordance with local guidelines;
 - d) Perform building cleaning to ensure Occupant and Canada satisfaction and provide a clean, healthy and productive work environment as per Annex B –Cleaning Specifications;
 - e) Develop an approved cleaning Inspection checklist (see Section 9), perform and report on routine inspections; and
 - f) Follow the Task Authorization process, and obtain the approval from the Project Authority, in advance for any Occupant or emergency cleaning request over \$2,500.
- 3.6.3. The Contractor will not be responsible for cleaning/maintaining artwork throughout the building.

3.7. Energy and utility management

- 3.7.1. The Contractor must perform the following with respect to the Chancery, and buildings within the Canada Court (the Official Residence, Recreation Centre and Staff Quarters):
- a) Investigate procurement opportunities with commercial or industrial organizations to reduce the cost of the commodity through economies of scale, and present proposals to Canada;
 - b) Determine the most economical utility;
 - c) Arrange for contracts, by tender or negotiations for provision of utilities, such as diesel, fuel oil, natural gas electricity, water and sewage, at the lowest possible rates;

- d) Present utility contracts prior to signature, to obtain the approval from the Project Authority;
- e) Investigate and capture incentive and subsidy programs offered by utility companies, and
- f) Certify utility invoices within five (5) Business Days of receipt) and pay on behalf of Canada.

3.7.2.The Contractor must:

- a) Review multi-year records of actual consumption and establish monthly and annual averages and trends;
- b) Review projected changes that affect energy consumption such as occupancy or operational levels, levels of service, building upgrades, operating procedures and schedules; and
- c) Prepare a detailed time-phased utilities budget, as part of the BMP and annual financial forecasting, indicating estimated consumption and costs for each utility component such as, electricity, fuel oil, natural gas, water and sewage.

3.7.3.The Contractor must administer and analyse utility use including:

- a) Track quantity and cost data from invoices;
- b) Read meters and dip fuel tanks regularly and compare to billing data and record building consumption data;
- c) Maintain information on energy consumption and on changes affecting energy consumption;
- d) Analyze energy use and indicate deviations from planned consumption; and
- e) Provide reasons for variances and recommended corrective action.

3.7.4.The Contractor must manage energy and utility use and:

- a) Identify and implement ongoing adjustments to building operations to ensure efficient building energy performance, including rescheduling operations to reduce demand during peak loads, implementing a load-shedding strategy, tuning up equipment, monitoring Heating Ventilation and Air Conditioning (HVAC) and lighting systems efficiency, instituting optimum equipment servicing and minor repairs;
- b) Establish a program to reduce energy utilization outside of Peak Hours of operation, at the Mission, through actions such as temperature set back, and equipment shut down; and
- c) Ensure meters are inspected and calibrated regularly.

3.8. Asset Management

Canada is required to capitalize the costs of its real property capital, betterments and leasehold improvement projects. These costs will be amortized over the remaining useful life of the project rather than expensed in the year of acquisition.

3.8.1.The Contractor must:

- a) Support Canada in respecting the Treasury Board of Canada Directive on Accounting Standards : GC 3150 Tangible Assets¹⁶;
- b) Report, in a manner directed by Project Authority, any newly acquired Capital Asset, purchased as a pass-through item;
- c) Provide detail required for an Asset Management Record (AMR – provided by GAC) for each asset; and
- d) Identify and tag items on controllable asset lists in a manner directed by Canada.

¹⁶ <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32518>

3.9. Grounds upkeep and landscaping

3.9.1. The Contractor must:

- a) Inspect, maintain and repair exterior mechanical and electrical systems, such as fountains, pools, irrigation and lighting throughout Canada Place compound; and
- b) Ensure fences, walls and gates are safe, sound and structurally secure.

3.9.2. The Contractor must ensure that Canada Court grounds and landscaping surrounding the Chancery and the Staff Quarters (excluding the Official Residence and associated garden areas) are maintained to preserve their aesthetic appeal, cleanliness, functionality, safety and, by way of consequence, their investment value.

3.9.3. The Contractor must upkeep all landscaping including the compound grounds, playground, gardens, terrace paving, steps to entrances, curbs, edgings and pre-formed channels, fencing/gates and boundaries; lighting columns, external furniture including but not limited to wooden furniture, bicycle shelters, and sculptures.

3.9.4. The Contractor must:

- a) Ensure maintenance activities are provided in a manner that protects from damage, all existing and new plant material, site services, curbs, paving, structures, finishes and any other features;
- b) Perform all landscape maintenance services including weeding, grass cutting/removal, trimming, seasonal preparation and clean-up, planting, tree maintenance and other related services using environmentally friendly products;
- c) Remove waste from exterior recycling, waste, and sort as necessary; and
- d) Clean all common areas such that they are kept tidy, free of any refuse, garbage, waste products and obstructing materials.

3.9.5. The Contractor must perform applicable horticulture services in consultation with a Certified Horticulturalist, including:

- a) Tree maintenance/surgery;
- b) Lawn care, including mowing and edging in accordance with Good Industry Practises;
- c) Flower bed maintenance;
- d) Regular weeding;
- e) Planting, including shrubs, trees, annual and perennial beds; and
- f) f applicable effective irrigation procedures.

3.9.6. The Contractor must:

- a) Inspect plants and trees regularly for diseases and insect infestations and take immediate measures necessary to eliminate diseases and infestations;
- b) Ensure trees (up 10' tall), shrubs and hedges are trimmed, pruned and/or cut to maintain healthy growth and free from dead or dying branches;
- c) Maintain grassed areas to a uniform appearance, free from disease or infestations;
- d) Aerate grassed areas annually;
- e) Stock flower beds with an appropriate mix of annual, perennial and display plants to provide aesthetically pleasing beds throughout the growing season; and
- f) Remove annual plant material at the end of the growing season prior to winter conditions.

3.9.7. The Contractor must:

- a) Inspect and repair pavement including parking areas, roads and walkways (including road drainage);
 - b) Inspect and repair exterior signage;
 - c) Sweep hard surfaces;
 - d) Remove snow and ice from building entrances and exits, steps, ramps, sidewalks, driveways and parking areas, to ensure public safety and support Occupant operations; and
 - e) Clear all walls to ensure they are free of blown, plowed or piled snow and dead leaves.
- 3.9.8. The Contractor must provide comprehensive preventative, reactive and on-call Integrated Pest Management Services throughout Canada Court grounds (see Section 3.11).
- 3.9.9. The Contractor must perform the Work in compliance with Canada's requirements as communicated from time to time and Japan's environmental standards¹⁷.

3.10. Recreation Centre

- 3.10.1. The Contractor must provide comprehensive maintenance activities for all building systems and equipment used to operate the swimming pool and pool deck.
- 3.10.2. The Contractor must abide by section 3.5 as it relates to the provision, use and management of all applicable equipment, material and supplies.
- 3.10.3. The Contractor must ensure only those who have been trained in pool chemical safety practices to handle pool chemicals. The Contractor must close the pool to swimmers prior to services chlorine/pH control feed or recirculation system and only re-open the pool once the water quality meets required standards.
- 3.10.4. The Contractor must provide air quality testing and ensure CO levels are within the industry acceptable levels.
- 3.10.5. The Contractor must provide all applicable maintenance including:
- a) Test for water hardness (calcium content), chlorine, pH, dissolved solids, and total alkalinity and maintain according to industry standards to ensure appropriate levels are maintained;
 - b) Treat the pool with a biocidal shock treatment, depending on water quality and frequency of water replacement;
 - c) Provide disinfection guidelines for fecal accidents and body fluid spills;
 - d) Remove debris and monitor the filtration and heating systems;
 - e) Ensure all drains are kept unblocked and clear of any debris;
 - f) Maintain filtration and recirculation systems according to manufacturer recommendations;
 - g) Check the filter pressure and backwash when necessary; and
 - h) Check the water levels. Drain and replace portions of the water as required (depending on usage and water quality).

¹⁷ <https://www.enecho.meti.go.jp/en/category/>

3.11. Pest Management

- 3.11.1. The Contractor must provide pest control services (indoors and outdoors) in conformity with Integrated Pest Management (IPM) practices; and ensure that the individual performing the application of pesticides is in possession of an active pesticide operator's licence and an active pesticide exterminator's licence in accordance with local regulations.
- 3.11.2. The Contractor must recommend pesticides and provide the corresponding MSDS sheets, for Project Authority approvals, prior to any applications.
- 3.11.3. The Contractor must:
 - a) Provide applicable notification and signage when applying pesticides to ensure all precautions are undertaken in relation to work being carried out;
 - b) Safeguard the treatment area during the application of insecticides and pesticides;
 - c) Ensure that the treatment area is thoroughly ventilated before Occupants are permitted to reoccupy the space following fumigation or treatment;
 - d) Ensure that the competent authorities have approved insecticides or pesticides proposed for use in pest control operations;
 - e) Ensure that pest control products conform to the Workplace Hazardous Materials Information System; and
 - f) Record all pesticide usage in the CMMS system.

3.12. Security services

- 3.12.1. The Contractor must:
 - a) Report immediately to Canada, any deficiencies that could affect the security of a building or Canada Court;
 - b) Report security incidents and losses to Canada security officials immediately;
 - c) Support Canada's investigation of incidents or suspected breaches and violations of security, assault, theft, vandalism or other losses as they relate to the base building, its contents and grounds; and
 - d) Endeavour to identify responsible parties, security vulnerabilities and efforts to prevent recurrence.

3.13. Signage and Flags

- 3.13.1. The Contractor must:
 - a) Ensure that implementation of signage for federal departments according to direction from the Project Authority. Canada must align with Federal Identity Programs (FIP)¹⁸ and the Canada Signage Standard and takes into account that services associated with Occupant specific signage are subject to such provisions;

¹⁸ <https://www.tbs-sct.gc.ca/ap/fip-pcim/coord-eng.asp>

- b) Provide all other signage on the premises, including the notification of dangerous areas, shutdown or project notification and directional signage as required; and
- c) Be responsible for updating all relevant signage following the completion of applicable movement of personnel.

3.13.2. The Contractor must:

- a) Perform day-to-day activities related to the Canadian, provincial and territorial flags associated with a given building (flags are typically displayed 24 hours a day); and
- b) Raise, lower or place flags at half-mast, when directed by the Project Authority, and arrange for worn flags to be appropriately disposed of and replaced.

4. Project Delivery Services (PDS)

4.1. Project Planning

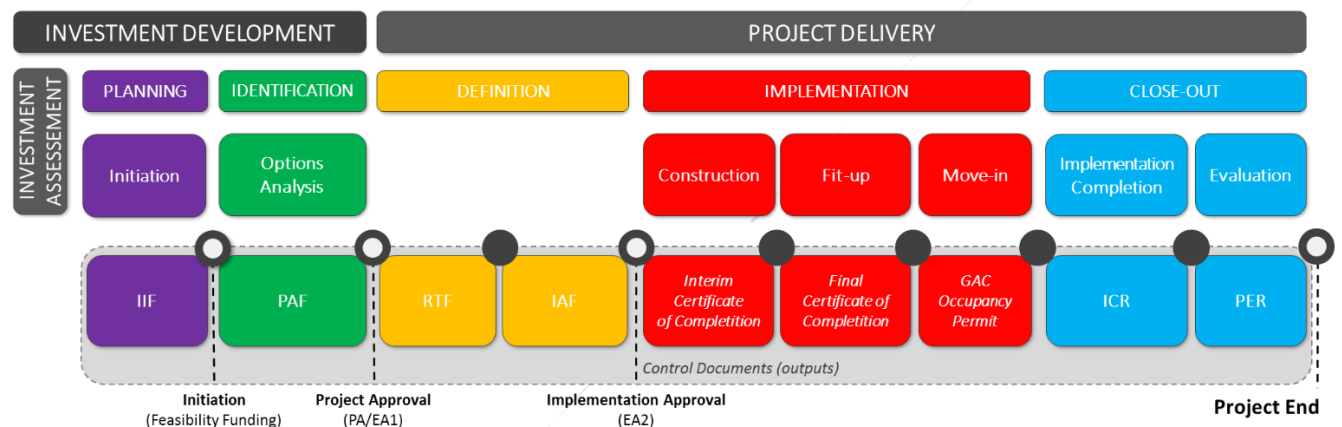
Project planning is an integral component of the Building Management Plan and maximizing the life cycle of all building components. Canada identifies individual approved projects (repair or capital) within GAC plan known internally as the Maintenance Management Workplan (MMW).

4.1.1. The Contractor must:

- a) Ensure that its approach to planning, design, and implementation of project Work is consistent with GAC's life cycle management principles while respecting relevant Canadian government policies (see Figure 1) which are closely aligned to the principles of the Project Management Body of Knowledge (PMBOK) Guide for all projects;
- b) Must not exceed the financial thresholds (including all costs, initial contract and contract amendments, fees and taxes)
- c) Ensure projects are delivered in accordance with approved timelines, budgets, and scope;
- d) Inform Canada, through monthly reports, of modifications to the scope, budget or schedule of planned projects, and of any changes to the original approved project listing;
- e) Provide quotes within 10 Business Days, when the Contractor determines a requirement or receives a written request from the Project Authority, for all Work between \$10,00 and \$25,000;
- f) Ensure project scopes include all interconnected disciplines to fully outline all impacts and ensure the project feasibility results in a comprehensive solution;
- g) Ensure project schedules allows for all GAC-required approvals and corresponding timelines;
- h) Integrate details from Building Assessment Reports, building condition reports, Building Management Plans, and, Contractor CMMS reports to consider objectives related to the structural, architectural, mechanical, electrical, and functional integrity of the buildings, and recommend solutions consistent with these standards;
- i) Ensure that heritage and cultural buildings are maintained in accordance with conservation plans and Good Industry Practise, and with cost effectiveness, by ensuring Best Value for Canada;

- j) Ensure that options are considered in light of objectives aimed at ensuring environmental sustainability and respecting the Federal Sustainability Strategy with functionality that facilitates safe and productive accommodation; and
 - k) Provide safe and productive accommodation during the project-delivery process, ensuring a high level of ongoing Occupant satisfaction, and minimizing disruptions.
- 4.1.2. The Contractor must be available to develop shelf-ready drawings and specifications, according to Good Industry Practices and legal requirements, for proposed projects that could proceed to tendering and implementation within a short period of time.
- 4.1.3. The Contractor must design and implement repairs and projects utilizing materials of a quality consistent with the architectural characteristics, building design, functional use and the strategic direction for the building.
- 4.1.4. The Contractor must align all applicable Major projects with the GAC Investment and Project Management Framework (Figure 1)¹⁹.

Figure 1



4.2. Project Estimating

- 4.2.1. The Contractor must:
- a) Identify the initial estimated project costs (identifying which estimate class has been provided - see Table 4.1) for the current planning year (within the Building Management Plan) including a forecast across the project lifespan; and
 - b) Compare estimates and indicate variances against the individually approved Task Authorizations for all over \$25,000 projects.

Table 2.1

Class A estimate:	Definitive Estimate within the range of -5% to +10%. Based on complete working drawings and specifications, prepared prior to calling competitive tenders, and sufficient to enable detailed evaluation of tenders.
Class B estimate:	Budget estimate: within the range of -10% to +25%.

¹⁹ Figure 1 represents the most-recent version at time of Contract Award.

	Based on detailed designs/working drawings and outline specifications for the project, including the design of major systems and subsystems, and the results of site investigations, sufficient to provide for the establishment of realistic cost objectives.
Class C estimate:	Preliminary estimate: within the range of -15% to +50%. Based on a full description of the preferred option's concept design, construction approach, and market conditions.
Class D estimate:	Considerate a Rough Order of Magnitude (ROM) Estimate: within the range of -25% to +75%. Based on high-level statement of requirements and an outline of potential solutions, sufficient to enable ranking of options being considered.

4.3. Project Prioritization

4.3.1. The Contractor must assign project priority to each project (other than Emergency projects) in accordance with the following Project Priority Classifications.

Table 4.2

Priority Rating	Category and Description
	Emergency Projects are not planned; they require immediate action and are dealt with upon discovery of the incident or deficiency occurring. They include an incident or condition that has already or will very shortly threaten human health, safety, the environment or shutdown of a critical building or support systems.
	Carry-Over
High	A contract that has been awarded for a project, it is underway and typically must be completed.
	Health and Life Safety (Fire detection and suppression systems, Emergency power systems, Emergency exits, stairwells and pathways, Fall protection and fall restraint systems, Others as determined on a case-by-case basis)
High	A condition or deficiency or regulatory violation that has a high probability and / or severe consequences for injury to human health or personal safety.
Medium	A condition, deficiency or regulatory violation that has a medium probability and consequences for human health and personal safety.
Low	A condition or deficiency that has a low probability and consequences for human health and personal safety.

Priority Rating	Category and Description
Building Integrity and Environment (Principal and essential civil systems, Principal and essential architectural/structural systems, Principal and essential mechanical/electrical systems, Fuel storage tanks, Major ACM activities)	
High	A condition, deficiency or regulatory violation that has a high probability or severe consequences for damages to real property or the environment.
Medium	A condition or deficiency or regulatory violation that could result in operational inefficiencies, environmental violations, and increased operating costs or Occupant productivity losses.
Low	A condition or deficiency within industry accepted risk factor when investments are forecasted and planned for system recapitalization without predisposition of urgency.
Operational Requirement (Efficiency / Building or Equipment Life Cycle) Projects for building architectural, mechanical, electrical infrastructure recapitalization based upon calculated financial payback of all project investments, Government priorities, Program expansion. Also includes projects with, from a life cycle perspective, are based upon building condition reports or other technical studies approved by the GAC Portfolio Manager.	
High	A condition or deficiency or regulatory violation which could be improved or corrected by repair or replacement but does not threaten human health, safety, building operations, or the environment and is not a regulatory violation with significant financial payback within one year.
Medium	A condition or deficiency or regulatory violation that is likely to result in increased costs, reduced efficiency and /or conditions with financial payback within two years.
Low	A condition or deficiency that could be improved or corrected by repair or replacement or addresses a condition that would improve the appearance or image of the building with financial payback within three or more years.

4.4. Project Implementation

4.4.1. The Contractor must:

- a) Ensure that project scheduling is accurate and provide associated performance data;
- b) Ensure all necessary permits are completed prior to the performance of any Work (building permits, excavation work, etc.
- c) Identify the estimated project completion dates established at the beginning of the Fiscal Year for projects between \$25,000 and \$500,000 (as part of the Building Management Plan); and
- d) Develop the Investment Analysis Report for projects greater than \$100,000 to include all options (costs and timelines); and

- e) Compare the initial project completion date and costs with the actual project completion dates and costs and provide reasons for variances.

4.5. Project Risk

4.5.1. The Contractor must:

- a) Develop an appropriate risk management plan including risk areas and triggers for risk mitigation action at the planning stage, overall risk ranking at the definition stage and a risk response plan at the execution stage;
- b) Manage the project risk, for Projects over \$25,000, in a manner consistent the intent of Project Management Body of Knowledge and principles by assessing, documenting and managing internal and external risk; and
- c) Develop contingency and mitigation plans.

4.5.2. The Contractor must:

- a) Ensure that timing and financial forecasts are accurate;
- b) Provide a revised forecast at the end of Period 8 (November 30) for all approved projects (see Glossary); and
- c) Provide revised cash flows where projects cash flows are not being met, due to delays or project not being delivered as planned, and propose alternate projects (where feasible).

4.5.3. The Contractor must ensure its project documentation is complete and provide associated performance data and:

- a. Complete a generic project file checklist to suit the needs of each project prior to project commencement;
- b. Adhere to specifications and standards (Section 7) with respect to architectural, mechanical and electrical drawings and specifications including shop drawings, as-built drawings, single-line diagrams and other graphical representations; and
- c. Complete an inspection and completion form at project completion, addressing deficiencies, and provide the report to the Project Authority, upon request.

4.5.4. The Contractor must:

- a) Ensure overall project quality as it applies to the design, workmanship and materials, proof of licences and permits, coordination and Commissioning;
- b) Cooperate and participate, when required, with Canada during quality inspections, and provide resources and information as requested; and
- c) Provide associated performance data (total project costs and construction costs) during the Monthly Operational Meeting.

4.5.5. The Contractor must support the implementation of Work undertaken by others (see “Constructor Services”, Section 2.7), in collaboration with the Project Authority, ensuring appropriate due diligence.

4.6. Commissioning of projects

Proper Commissioning of projects results in reduced life cycle costs, cost-effective maintenance, systematic project documentation for knowledge transfer and a surprise-free operation for both the

Custodian and the operational and maintenance staff. Commissioning activities extend through all phases of a project from concept to occupancy and operation.

Canada requires that projects undergo a Commissioning process which is appropriate for the size, scope and complexity of the project.

4.6.1. The Contractor must commission all projects between \$100,000 and \$500,000 as well as any project, regardless of project value, where specific Canadian codes and standards or environmental verifications or risks require such Commissioning deliverables.

4.6.2. The Contractor must manage all Commissioning activities for such self-delivered projects and:

- a) Develop a Commissioning plan at the onset of the project;
- b) Identify operational requirements, issues and concerns;
- c) Provide input and comments during the design phase;
- d) Document the concept of operation;
- e) Provide operating manuals;
- f) Train operating staff;
- g) Test, balance and adjust the Building Systems;
- h) Ensure equipment and systems are operational;
- i) Evaluate performance against the intended design specification; and
- j) Ensure that required data is transferred from builders or designers to the appropriate Canada database.

4.6.3. The Contractor must participate in the Commissioning activities for those projects delivered by Canada and obtain approval from the Project Authority through a Task Authorization to participate in those Commissioning activities.

4.7. Managing projects within cost categories

4.7.1. The Contractor must use clearly documented selection criteria for project tendering, in order to ensure competitive bidding and to reflect an open, transparent and fair process, when subcontracting services as reflected in Subcontractor Management (see Section 2.5).

4.7.2. The Contractor must provide a rationale or justification should there be a reduced number of bids for a particular tender process and seek approval from the Project Authority prior to award.

4.7.3. The Contractor must implement the following for each applicable project approved by Canada:

- a) Prepare design and construction drawings and documents for reviews by Canada during the design phase and during the development of construction documents;
- b) Address Canada's comments at each review;
- c) Submit a final tender package and obtain approval from Canada before posting for tender—being understood that Canada's approval does not discharge the Contractor of its responsibilities under the Contract; and
- d) Develop and submit to Canada for review and approval the design and construction drawings and cost management plan including class D and C estimates at the planning stage, class B at the preliminary design stage and class A with final design and contracting documents.

4.7.4. The Contractor must implement the following with respect to projects falling within the \$25,000 and \$99,999 cost category and:

- a) Identify, plan and submit a list of projects annually to the Project Authority, in the Repair and Capital Plan of the BMP, with a view to obtaining Canada's approval of expenditures for these projects for the coming year;
- b) Subcontract in accordance with Subcontract Management (see Section 2.5);
- c) Complete a client-satisfaction survey a project assessment and a project completion survey (related to client satisfaction) for a statistically valid random sample of projects; and
- d) Provide response details and any proposed recommendations for further action should there be any negative feedback.

4.7.5. The Contractor must implement the following with respect to projects falling within the \$100,000 to \$ 500,000 category and:

- a) Identify, plan and submit proposals for individual projects annually to the Project Authority as part of the Repair to Capital Plan in the BMP;
- b) Prepare and submit a business case in the form of an Investment Analysis Report (IAR) with a view to obtaining Canada's approval to proceed with and fund each project;
- c) The Contractor must include the following in the IAR:
 - i. Project scope and objectives;
 - ii. Analysis and justification of available options;
 - iii. Class D cost estimate and cost schedule;
 - iv. Preliminary schedule and risk assessment; and
 - v. Implementation strategy, issues, and recommendations for the preferred option.
- d) Carry out subcontracting as set out in Subcontract Management (see Section 2.5);
- e) Notify the Project Authority of job showings (to allow for optional attendance and subject to Mission security requirements);
- f) Conduct a project assessment procedure and project completion survey for each project; and
- g) Provide response details and any proposed recommendations for further action should there be any negative feedback.

4.8. Projects delivered by Canada

Canada may undertake a wide array of projects (either Minor or Major) that are either implemented from Canada (via a GAC project leader) or implemented from the Tokyo Mission using local resources. Those projects may include:

- security installations;
- capital or repair requirements;
- improvements and sustainable upgrades intended to extend the life of the building;
- enhancement of existing buildings to prevent or delay functional obsolescence;
- alterations to meet Occupants' operational requirements;
- space optimization and interior refurbishments; and
- new construction.

Canada reserves the right to select projects, and deliver them internally or through third parties, rather than through the Contractor. In such cases, Canada will advise the Contractor of the relevant projects as part of the project planning process and the Contractor will still be responsible activities included in section 4.1.

GAC has at its disposal; project management and technical review teams, in Canada, to undertake design reviews and provide direction and quality assurance during all project phases. For applicable projects, this GAC- activities will commence at the project initiation meeting and continue through until the end of tender documents and include routine reviews during construction.

4.8.1.The Contractor role will vary depending on the type of project:

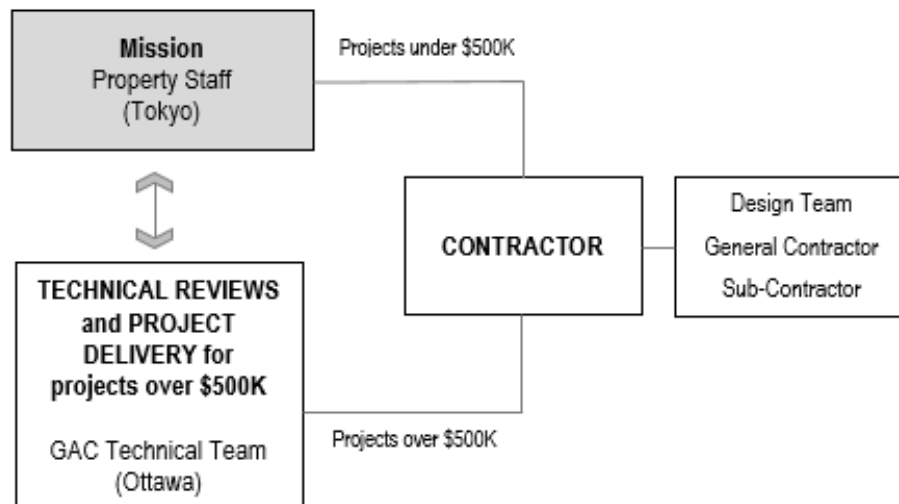
- a) Major Projects implemented from Canada, may include assisting from an administrative capacity, an operational support capacity, or a contracting capacity. The activities could include the actual delivery of the project or the Commissioning of such projects (see Section 4.9).
- b) Minor Projects overseen by the Mission, it will require the Contractor to lead the full project from identification, analysis, design, tender and implementation with local resources.

4.8.2.The Contractor must plan for all GAC reviews in the scheduling component of a project and include any such impacts (project schedule and costing) when initially proposing and planning for projects.

4.8.3.The Contractor must review any project scope or design modifications (requested by GAC) and provide a corresponding project plan.

4.8.4.The Contractor must respect the reporting relationships for all projects as indicated in the following figure 2.

Figure 2



4.9. Occupant projects

4.9.1.The Contractor must report to the Project Authority any projects being requested directly by an Occupant. The Contractor must obtain approval from the Project Authority prior to undertaking any such Work.

4.9.2.The Contractor must:

- a) Perform Occupant projects in conformity with requirements and specifications provided within this Statement of Work;
- b) Complete all corresponding Task Authorization documentation; and

- c) Carry out applicable subcontracting as set out in Subcontract Management (see Section 2.5).
- 4.9.3. The Contractor must inform Canada of any modifications to the scope, budget or schedule of the Occupant projects.

5. Planning

5.1. Building Management Plans (BMP)

Effective Property and Facility Management Services (PFMS) and Project Delivery Services (PDS) require systematic and comprehensive planning and budgeting. In Canada, these processes culminate in Building Management Plans (BMP).

5.1.1. The Contractor must submit a comprehensive BMP to Canada for each building by November 30th. The report must:

- a) Establish a five-year expenditure profile and include the previous year's actual costs, the current year's forecast, the BMP planning year and extended cost projections for the two subsequent years;
- b) Set out financial information for operation and maintenance expenditures in accordance with Canada's standard financial coding, and phase the approved budget allocation to indicate cash flow requirements on a monthly basis for the upcoming year;
- c) Provide performance and trending information related to operating, energy and utility cost and consumption; and
- d) Calculate and report on performance metrics related to operating, energy and project costs, building condition, space utilization, and, where feasible, compare with regional and international targets.

5.1.2. The Contractor must prepare the BMP in accordance with Canada instructions and include the following items:

- a) Building Background;
- b) Management analysis comprising a quantitative analysis and narrative synopsis of the BMP, as well as building issues, options, opportunities and risks;
- c) Financial Performance;
- d) Operational Profile;
- e) Space and Occupancies;
- f) Expected Operation and Maintenance (O&M) plan, including operating, maintenance and repairs (Minor Work) less than \$10,000; and
- g) Repair and Capital Plan listing supported by an individual justification for all projects above \$10,000 including those delivered by Canada.

5.2. Building Infrastructure Continuity Plans

The *Emergency Management Act*, S.C. 2007, c. 15²⁰, requires each Minister who is responsible for a Government of Canada institution to identify the risks that are within or related to his or her area of responsibility — including those related to critical infrastructure, and to:

- Prepare emergency management plans in respect of those risks;
- Maintain, test and implement those plans; and
- Conduct exercises and training in relation to those plans.

A building infrastructure continuity plan aims at maintaining or restoring building operations in the event of an emergency or of a system failure, and at mitigating any impact on the Occupants' operations.

5.2.1. The Contractor must prepare building infrastructure continuity plans in consultation with Canada and take into consideration the critical Occupant operational priorities. Key elements of the building infrastructure continuity plan must include:

- a) An emergency response flow chart;
- b) A communication strategy;
- c) A critical contacts list;
- d) Information on critical Occupant operations;
- e) Information on major Building Systems;
- f) Impact of a malfunction on building operations; and
- g) Back-up and recovery procedures.

5.2.2. The Contractor must:

- a) Provide complete information on Building Systems and equipment, including manufacturer, model, and serial numbers, operation and maintenance manuals, supplier contacts, equipment use, system redundancies, impact of system failure on building operations, system recovery and impact mitigation plan, and resource requirements;
- b) Prepare, maintain and annually update the building infrastructure continuity plan, and provide updated information to Canada;
- c) Train its building personnel to ensure they are prepared to manage emergency events in accordance with the building infrastructure continuity plan;
- d) Participate in the Canada audit and formal evaluation of the testing of the building infrastructure continuity plan, and provide recommendations for improvements; and
- e) Activate the building infrastructure continuity plan in the event of an emergency situation or system failure.

5.3. Building Emergency Plans

Building owners, (or Custodians) such as Canada, and Occupants must work together to fulfill their respective responsibilities for life safety. This includes preventing incidents and planning for emergency situations such as fire, bomb threats, demonstrations, power outages, disruption in water supply,

²⁰ <https://laws-lois.justice.gc.ca/eng/acts/E-4.56/index.html>

spillage of hazardous materials, passengers trapped in elevator cars, earthquakes, tornadoes, floods and violence against employees.

Federal government responsibilities for life safety of federal employees are set out in the *Canada Occupational Safety and Health Regulations*, made under the *Canada Labour Code*. They include activating emergency organizations, systems, and contingency plans, and initiate recovery measures; and providing for compensation, restoration and recovery.

- 5.3.1. The Contractor must assist Canada in fulfilling Canada's responsibilities as set out in the National Fire Code of Canada and local regulations, actively support building Occupants, and coordinate all life safety planning activities.
- 5.3.2. The Contractor must support Canada to regularly update and implement a fire safety plan for each building, in cooperation with the local fire department, other regulatory authorities if any, and the Occupants' Workplace Health and Safety Committees and representatives.
- 5.3.3. The Contractor must support Canada in the preparation of emergency procedures to be used in the event of a fire. Those procedures should include, for example, sounding the fire alarm, notifying the fire department, instructing Occupants on procedures when the alarm sounds, evacuating Occupants including those requiring special assistance, and controlling the fire.
- 5.3.4. The Contractor must adhere to training requirements and frequency for holding fire drills, as required in accordance with the National Fire Code and:
 - a) Participate in and assist with the coordination of emergency evacuation drills conducted by Canada;
 - b) Appoint a representative to carry out fire safety duties;
 - c) Train the Contractor's staff and Occupants (designated by Canada) on their responsibilities for fire safety in accordance with the fire safety plan;
 - d) Inspect and maintain building for Occupant safety;
 - e) Post fire safety and emergency evacuation procedures, complete with floor schematic diagrams, in the elevator lobby or entrance area of each floor and adjacent to the exit stairwells on each floor.
- 5.3.5. The Contractor must provide building Occupants with the required information concerning the location, operation and use of portable fire protection equipment and emergency equipment installed in the building.
- 5.3.6. The Contractor must inspect, test and maintain life safety and fire protection and control equipment, including portable extinguishers, fire alarm and voice communications systems, standpipe and hose systems, automatic sprinkler systems, water supply systems, emergency power systems, emergency lighting, smoke control measures, special fire suppression systems, elevators, fire escapes, exits and stairways, in accordance with the National Fire Code.
- 5.3.7. The Contractor must maintain records on site pertaining to inspection, testing and maintenance in accordance with the National Fire Code and applicable local Japanese codes.
- 5.3.8. The Contractor must provide support to Canada, upon request, in development of emergency procedures related to other emergencies, such as bomb threats, explosions, earthquakes, power failures, chemical accidents or spills, emergency or medical responses, demonstrations, persons trapped in elevator cars, and violence against employees.

5.4. Business Continuity Plan

Canada expects the Contractor to have their own emergency management system related to their core business. A comprehensive business continuity plan describes how the Contractor will continue its business and provide ongoing services to its clients in the event of a disruption that renders their Workplace unusable.

5.4.1. The Contractor must have a plan which enables the continuation of critical services to GAC.

Instead of focusing on resuming these services after critical operations have ceased, or after recovering from a disaster, the business continuity plan addresses how to ensure that critical operations continue to be available throughout the incident or disruption.

5.4.2. The Contractor must prepare its own business continuity plan and consult with Canada's Security or Property team to ensure the plans are coordinated with Canada's own business continuity plans.

5.4.3. The Contractor must:

- a) Maintain and annually update its own business continuity plan to validate and determine the level of preparedness;
- b) Provide training to ensure its staff is prepared to continue or resume operations in the event of a disruption, in accordance with its business continuity plan;
- c) Provide a copy of its business continuity plan to Canada upon request; and
- d) Activate its business continuity plan in the event of a business loss or disruption.

6. Financial management

6.1.1. The Contractor must implement the following with respect to the management and control of budgets:

- a) Perform Property and Facility Management Services and Project Delivery Services using a works management system to assign and control Work, track progress, inspect and certify satisfactory completion prior to payment to subcontractors;
- b) Manage and control O&M funds at the building level and projects at the project level so as not to exceed the approved budget allotment;
- c) Prepare an annual budget each year, using an approved Budget Template, as part of the BMP, (due November 30) for O&M and project delivery costs expected for each building;
- d) Identify the estimated monthly invoicing for the approved annual budget within one month of Canada's approval of the BMP;
- e) Report monthly on progress, status of expenditures and forecasts to year-end against the established budget in accordance with Canada's chart of accounts—which provides a listing of unique records for each type of asset, liability, equity, revenue and expense of Canada;
- f) Submit, in accordance with the requirements set out in Annex C –Reporting Requirements, reports in relation to, operation and maintenance (O&M) budget status, project activity and status; and
- g) Validate the annual spend through the delivery of a Contractor's Audited Cost Statement (completed by a third party) by July 15.

6.1.2.The Contractor must:

- a) Provide accurate mid-year and final-year re-forecasting (October 15 and March 15);
- b) Provide associated performance data by identifying cash flow variances at the building and project levels; and
- c) Provide revised cash flows if projects or operating costs will not be completed and/or invoiced prior to March 31 to support Canada requirement for Payments After Year End (PAYE).

6.1.3.The Contractor must manage expenditures for all Work under contract, including:

- a) Pay its staff providing services under this Contract in accordance with terms of their employment;
- b) Pay promptly all subcontractors' invoices for Work satisfactorily performed in accordance with the terms of the subcontract;
- c) Pay, at the Contractor's own expense and account, all costs, losses, damages or penalties for late payment of subcontractors' invoices;
- d) Retain information on each element of cost in enough detail for audit purposes (for the term of the contract); and
- e) Provide associated performance data for expenditure management.

6.1.4.The Contractor must, follow the Task Authorization process including:

- a) Report to, and obtain the approval from the Project Authority, for all Work over \$2,500, in advance of the Work being undertaken (Email in an emergency will suffice);
- b) Complete all corresponding Task Authorization documentation;
- c) Amend the Task Authorization when there is a change to the Work, deliverables, dates or costs; and
- d) Carry out applicable subcontracting as set out in Subcontract Management (see Section 2.5).

7. Information Management and reporting

The Minister of Foreign Affairs has reporting requirements related to all the properties under his/her administration, and to fulfill a strategic real property advisory role to government. The Minister must comply with the GOC Information Management Policy²¹ and report to the Treasury Board of Canada and to Parliament on matters related to the real property holdings for which he/she is responsible.

Canada employs various financial, managerial and operational information systems in managing and delivering its real property services. Canada may create reports from electronic data provided by the Contractor. Electronic data includes planning and operating information and operational results that are typically captured in leading property, maintenance, and project management information systems.

Information management refers to the creation, capture, storage and retrieval of all forms of information in electronic, printed or other formats, generated through the delivery of services identified in this Statement of Work.

²¹ Add hyperlink once on Internet

7.1. Information Management

- 7.1.1.The Contractor must develop, maintain and update information related to its service delivery obligations.
- 7.1.2.The Contractor must ensure the accuracy and completeness of all information and data through quality control and assurance and must ensure file formats and standards are consistent with Canada's standards, to be communicated by Canada from time to time.
- 7.1.3.The Contractor must electronically transfer data required by Canada outlined by the Technical or Project Authority through a network via a Canada Data Standard Electronic File Transfer Protocol where it will be received and processed by Canada systems.
- 7.1.4.The Contractor must set up a "SFTP client" workstation which must comply with, minimum hardware, software and connectivity requirements in order to communicate with Canada's systems. Minimum requirements include: Windows 10 or UNIX, and include an installed virus checker.
- 7.1.5.The Contractor must store, backup, organize and protect all information with due regard to security and disaster recovery and shall apply and adhere at all times to Canada security procedures for the protection of all information and buildings under its control.
- 7.1.6.The Contractor must implement changes to the means of exchanging information between the Contractor and Canada, when requested, to take advantage of technological advances, in a reasonable and timely manner.
- 7.1.7.The Contractor must use applicable identifier codes and standards, provided by Canada, for buildings when reporting performance to Canada and implement the changes to these coding standards made by Canada from time to time, in a reasonable and timely manner.
- 7.1.8.The Contractor must keep all building operational information current during the term of the Contract, in a manner consistent with Good Industry Practices and legal requirements and return the information to Canada at the Contract completion date.
- 7.1.9.The Contractor must transmit these records to Canada, upon Contract completion, in a manner that will ensure these records continue to be readily accessible to Canada for the legislated period.

7.2. Information Reporting

- 7.2.1.The Contractor must prepare and submit to Canada all information and data, via the internet, specified in Annex C - Reporting Requirements or as determined and directed by the Project Authority. All documentation must be cross-checked with a virus scanner before submitting it to Canada.
- 7.2.2.The Contractor must provide performance data as required to support Performance Indicators (PIs) required for all managed services
- 7.2.3.The Contractor must provide to the Project Authority, on an as and when requested basis, additional information related to the Work. This information must be in the format required by Canada and in the software to be mutually agreed upon by Canada and the Contractor, typically either MS Word for textual reports, MS Excel for numerical reports, and CADD or digital format for drawings. The Contractor must submit all management and operational data elements to Canada using an Extensible Markup Language (XML) structure.

7.3. Information Storage

- 7.3.1. The Contractor must retain all including financial and other information related to operation and maintenance, planning and project delivery for the buildings.
- 7.3.2. The Contractor must store information needed by building operators and maintainers, inspectors or other authorities to demonstrate, among other things, regulatory compliance on-site. This information includes Computer Aided Design and Drafting information, building-specific information and other printed or electronic information documenting operating procedures.
- 7.3.3. The Contractor must ensure documentation and records are always made available on-site and assist Canada in conducting performance monitoring activities.
- 7.3.4. The Contractor must maintain these records in an electronic system so that the records are kept readily available to Canada and the Contractor for the legislated period imposed to GAC by the Librarian and Archivist of Canada.

7.4. Drawings and Manual Management

7.4.1. The Contractor must:

- a) Manage architectural, mechanical and electrical drawings and specifications including shop drawings, as-built drawings, single-line diagrams and other graphical representations;
- b) Provide change information in an electronic form consistent with Canada Standards (pdf and AutoCAD 2014 or later);
- c) Convert the original information, where in non-electronic or other form that is not compliant with the noted document, to the electronic form consistent with the noted document and detail the costs of information conversions separately in project estimates;
- d) Ensure drawings are collected in the approved format at the project tender stage and, where requested, transmitted to Canada. ensure that drawings are filed with other project information using a document and records management methodology; and
- e) Transmit Computer Aided Design and Drafting drawings, when requested, along with any appropriate transmittal forms.

7.4.2. The Contractor must:

- a) Ensure as-built drawings represent the project as constructed; and
- b) Ensure as-built drawings are delivered to the Project Authority within 30 days after project close-out and verified for completeness and accuracy with the understanding that drawings not conforming to Canada standards will not be accepted.

7.4.3. The Contractor must:

- a) Update single-line electrical diagrams, within ten (10) Business Days after completion of work and ensure they are posted in the main electrical room or where required by the Project Authority, and that the drawings show how power is distributed from the source, typically the service entrance, to the feeders, sub-distribution panel board level, major loads and equipment; and
- b) Ensure that single-line electrical drawings are kept current and in accordance with applicable policies on electrical safety.

7.4.4. The Contractor must manage O&M manuals including manufacturers' literature for installed equipment and equipment warranties, including:

- a) Obtain additional information relevant to Building Systems and equipment from suppliers and manufacturers where necessary; and
- b) Ensure that, where Canada is delivering projects, all applicable manuals, drawings and other information received from Canada upon completion of projects, are properly incorporated into the building's existing document archive and appropriately maintained.

7.4.5. The Contractor must:

- a) Assemble project specifications with the use of, and in accordance with, in a format acceptable to Canada, typically in Adobe Acrobat Portable Document Format, and ensure that these project specific references are assembled into documents for each project and establish, as a minimum, quality, workmanship and installation criteria;
- b) Retain originals of signed tender drawings in a secure area not accessible to the public or operational staff;
- c) Ensure copies of drawings required for operational purposes are held in a secure area of the building and represent printed copies of the originals, whether electronic or hard copy, and that access is granted only to authorize personnel;
- d) Store hard copy tender drawings in flat file cabinets, organized and protected with due regard to their safety;
- e) File drawings with other project information using a document and records management methodology, and maintain an electronic list for ease of reference; and
- f) Make and send copies of drawings and other project specific information to Canada, upon request, within a reasonable time frame.

8. Optional services

8.1. Overview

8.1.1. The Optional Services mentioned in Section 7 of the resulting Contract are the following:

- a) Major Project Delivery Services for projects over \$500,000,
- b) Additional services for those building within this Contract including:
 - i. Staff Quarters (located on Canada Compound)
 - ii. Official Residence
- c) Additional buildings (including Staff Quarters not located on Canada Compound)

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

8.1.3. Canada does not guarantee it will require the Contractor to provide any optional services. In the event that Canada does require the Contractor to deliver, in whole or in part, any optional services, it may be for a limited period of time.

8.1.4. Canada will establish additional Performance Indicators and associated requirements for all/any optional services.

8.2. Major Project Delivery Services for projects Over \$500,000

8.2.1. In its complete discretion, Canada may request from the Contractor any project Work the value of which exceeds the current \$500,000 maximum for projects under this Statement of Work.

8.2.2. The Contractor must deliver, if requested, one or more projects the value of which exceeds \$500,000, and must do so in conformity with the requirements set out in Project Delivery Services (see Section 4), utilizing the Major Project Delivery (MPD) process consistent with Project Management Body of Knowledge (PMBOK), and aligning with any additional specifications provided for projects in this category.

8.2.3. The Contractor must:

- a) Ensure project scopes include all interconnected disciplines to fully outline all impacts and ensure the project feasibility results in a comprehensive solution; and.
- b) Ensure project schedule allows for all GAC-required internal Government of Canada approvals and corresponding timelines.

8.3. Management of additional buildings

8.3.1. Canada may request that the Contractor applies this Statement of Work, or any portion of it, to a building or portion thereof that is not listed in section 1.1. In the event that Canada chooses to require that the Contractor apply this Statement of Work, or any portion of it, to an additional building or portion of building.

8.3.2. The Contractor must:

- a) Prepare and obtain acceptance with activities and timing consistent with transferring the additional building and required services; and
- b) Complete transition activities in accordance with proposed transition plan and date.

9. Transition

Canada is committed to ensuring a seamless initiation and continuation of the Statement of Work services. The Transition period is planned between the date of Contract award and the Contract operational start date. This Transition period is necessary to ensure:

- Planning of Statement of Work implementation;
- Contractor understanding of Canada, its structure, practices, regulations and operations as well as specifics of the Tokyo Embassy and its buildings;
- Planning and coordination leading to the Contract operational start date;
- Presentation of Key Personnel for Canada consideration, prior to finalization by the Contractor of its management personnel, and Contractor staffing;
- Development of Contractor processes and operational procedures;
- Establishment of Contractor relationships and lines of communication with key parties,
- Development and testing of Contractor information systems and protocols; and

- Continuity of building operations and Occupant programs.

9.1. Transition management

9.1.1. The Contractor must have the following in place within ten (10) Business Days of Contract Award:

- Establish and implement a detailed transition plan and framework, reviewed and accepted by Canada, for all elements of the Statement of Work incorporating requirements from the Request for Proposals and the Contractor's submission; and
- Appoint a transition manager and provide representation to coordinate activities.

9.1.2. The Contractor must develop and implement a comprehensive human resources plan, reviewed and accepted by Canada, ensuring that all required staff is in place, trained and meets security requirements of the Contract within 45 Business Days of Contract Award:

9.2. Transition Activities

9.2.1. The Contractor must deliver the following activities, from the date of Contract award to the Contract operational start date, without any additional costs to Canada:

- Develop and implement a Communications Plan and strategy, reviewed and accepted by Canada, with roles and responsibilities, including provisions for informing Occupants and contractors and sub-contractors, of the new Contract, in collaboration with the Project Authority in order to ensure there are no disruptions or reductions in the levels of service;
- Develop and disseminate a comprehensive list of contacts and telephone numbers in the Contractor's organization;
- Develop contingency plans covering all contract initiation accountabilities in the event that any stakeholder is unable to meet timelines;
- Develop and implement a plan for subcontracting, reviewed and accepted by Canada, to ensure continuity of services;
- Develop a comprehensive orientation program outlining Canada expectations and security requirements and confirm that all Contractor staff and subcontractors receive such prior to commencing work on-site;
- Notify all Contractor suppliers of the new contract to ensure proper billing and continuity, to the extent relevant;
- Develop a familiarization plan for the buildings as well as applicable federal and local government and Canada policies, directives and procedures;
- Validate the Building Assessment Report for each building;
- Develop a Schedule of Operations (i.e., a Work Plan) for all maintenance activities (utilizing a CMMS). This schedule is to be prepared on a year-planner type basis delivered to the Project Authority within sixty thirty (60) days from contract award;
- Develop the applicable maintenance calendar to include inspection, testing and servicing according to Canadian OR Japanese codes (whichever is more stringent) and manufacturer recommendations within sixty (60) days of contract award;

- k) Develop an annual schedule for all cleaning activities (see Annex B). This schedule is to be prepared on a year-planner type basis delivered to the Project Authority within thirty (30) days from contract award;
- l) Develop a cleaning inspection report (see Annex B);
- m) Validate year-to-date operational budgets and develop complete building budgets for the fiscal year using an approved Budget Template. This schedule is to be prepared on a year-planner type basis delivered to the Project Authority within sixty (60) days of contract award;
- n) Validate and, where necessary, establish operational procedures and review safety, security and emergency preparedness and environmental procedures to be in place as of the Contract operational start date;
- o) Provide a list of Contractor's initial Standard Operating Procedures (SOPs) and develop a list of priority requirements with the Project Authority;
- p) Implement the quality management plan, and develop internal quality control and quality assurance routines, consistent with the requirements of Quality Management for this Statement of Work;
- q) Review and implement Performance Indicator baselines set out in the Request for Proposal and agree with the Project Authority on establishing baselines for those Performance Indicators for which a baseline was not set out in the Request for Proposals;
- r) Develop a Quality Management Plan, to ensure the Contractor meets the quality requirements identified in in section 2.3; and
- s) Review any GAC - scheduled activities that may require advance planning prior to operational start sate.

9.3. Additional Requirements

- 9.3.1. Canada will reimburse the Contractor only for those transitional services included under this section. The Contractor must invoice based on detailed labour and material costs, without mark-up for such activities.
- 9.3.2. The Contractor must validate the Equipment list (Annex E) and identify any gaps or concerns, create the corresponding data-base for and install bar coding to match GAC requirements (within first 45 days).
- 9.3.3. Canada may require the Contractor to provide additional activities including:
 - a) Observe any Commissioning processes for new Building Systems and equipment;
 - b) Verify the Building Maintenance Plan and revise if applicable;
 - c) Attend meetings with GAC; and
 - d) Provide operational support as required.

9.4. Operational start date (March 28, 2021)

- 9.4.1. Beginning on the Contract operational start date, the Contractor must:
 - a) Occupy space in the buildings as directed by the Project Authority;
 - b) Ensure that required staff is in place, trained and security cleared;
 - c) Implement its own health and safety program;

- d) Validate utility readings;
- e) Ensure all subcontractors are in place and have completed Contractor orientation program and initial site familiarity; and
- f) Commence all operational and maintenance activities according to the approved Schedule of Operations.

9.5. Contract completion (Exit Transition Plan)

9.5.1. The Contractor must:

- a) Designate a Contract completion manager and prepare and implement a comprehensive Contract completion plan including dates and responsibilities;
- b) Notify its employees and subcontractors of Contract completion in a timely fashion; and
- c) Report on the status of projects that will not be 100% complete before the Contract completion date.

9.5.2. The Contractor must provide to Canada all applicable documentation for transferring the Work to the incoming Contractor, including:

- a) All data pertaining to performance of the Work upon completion;
- b) An up-to-date, comprehensive equipment inventory, with Equipment Lists and provide additional clarification upon Canada's request;
- c) An up-to-date, comprehensive maintenance history (from the CMMS) which validates all activities, in particular the legislated or mandated requirements and licenses;
- d) An attestation of the validity of all information required to be provided upon Contract completion;
- e) Return all Government Furnished Equipment (GFE), Government Furnished Assets (GFA) and information including:
 - i. Documentation on all existing warranties;
 - ii. Documentation on outstanding quality non-conformances;
 - iii. Documentation on all contracts managed on behalf of Canada; and
 - iv. Documentation on all software licenses and database agreements.

9.5.3. The Contractor must provide to Canada a detailed listing of all of the Contractor's subcontracts in place at least four months prior to the Contract completion date.

9.5.4. The Contractor must:

- a) Provide a declaration that suppliers and subcontractors have been paid for all Work up to the Contract completion date;
- b) Complete and provide a financial reconciliation of revenues;
- c) Finalize and provide all necessary data to determine applicable performance fees and deliverables related to final year activities;
- d) Accommodate within reason, site visits, information transfer (building and human resources where applicable), respond to queries from the incoming Contractor setup; and
- e) Provide lessons learned report related to its experience in managing the delivery of services and other requirements under the Contract four months prior to the Contract completion date.

10. Glossary of Terms

Base Building - architectural, mechanical and electrical components of a building (e.g., equipment) that are required to provide the intended interior and exterior environments or to satisfy legislation or other Government objectives such as occupier health and safety, accessibility, or energy conservation.

Best Value – best value to Canada, as determined through:

- a) optimal use of allocated labour, financial and other resources in the delivery of services and solutions;
- b) consideration of sustainability, with a long-term view of the costs and benefits of available options; and
- c) Consideration of cost, quality, competition and transparency in the provision of services, solutions and material.

Building - consists in the building or premises at any of these locations and could include others if Canada exercises Optional services:

- a) Chancery - Akasaka 7-chome, Minato-ku
- b) Official Residence – located on Canada Court
- c) Staff Quarters – located on Canada Court
- d) Optional Staff Quarters – could include Aoyama and Azabu

Building Management Plan (BMP) –is an all-inclusive plan which outlines the management of a building over a period of five years. It captures a present-day picture of the asset and forecasts upcoming use, operating requirements, financials, project programs and life cycle management approach.

Building Management System (BMS) - also known as a building automation system (BAS). A computer-based building system that controls and monitors the building's mechanical and electrical equipment such as ventilation, lighting, power systems, fire systems, and security systems. A BMS consists of software and hardware and usually integrates Internet protocols.

Building System - is an inter-related set of equipment providing basic services in a building. Examples are heating, ventilation, air-conditioning, sewage, electrical, and plumbing.

Building Use –building designation for which service levels, processes and other requirements vary, as set out in the Building Management Plan (BMP), according to the nature and purpose of the building, its criticality, security requirements and its location. Examples include:

- a) Chancery (CH) or office buildings;
- b) Official Residences (OR);
- c) Staff Quarters (SQ);
- d) warehouses;
- e) recreation buildings;
- f) storage buildings;
- g) land; and
- h) parking.

Business Day – weekdays, excluding statutory holidays in Ottawa or Tokyo.

Capital Asset - Within the Canadian government's accounting framework, this is a tangible or intangible asset that is purchased, constructed, developed or otherwise acquired and held for use in the production or supply of goods, the delivery of services or to produce program outputs, and which:

- a) has a useful life extending beyond one year and is intended to be used on a continuing basis;
- b) is not intended for resale in the ordinary course of operations; and
- c) has an initial cost of \$10,000 or more (per item **Classified Assets** – assets of all types, the compromise of which is reasonably expected to cause injury to the national interest of Canada).

Classified Information – information, of all types, related to the national interest that may qualify for an exemption or exclusion under the Access to Information Act or Privacy Act and the compromise of which would reasonably be expected to cause injury to the national interest.

Closed Circuit Television Camera (CCTV) – TV system in which signals are not publicly distributed but are monitored primarily for surveillance and security reasons.

Commissioning - a set of processes used to verify and deliver a facility or equipment that operates, as it was intended and meets the needs of the building owner, lessee and Occupants. A good commissioning program protects asset integrity and provides training to operators of the facility.

Common Space – space which is available for **common** use by all Occupants, (or) groups of Occupants and their invitees (elevators, washrooms in main areas, stairwells, etc.).

Competitive bid solicitation - Solicitation of bids from two or more sources.

Competitive bidding - A process that requires that all bidders be placed on an equal footing, and that they bid under the same terms and conditions.

Computer-Aided Design and Drafting (CADD) - a combination of hardware and software with additional features that enables engineers and architects to design systems and insert size annotations and other notes into a design.

Computer Aided Facility Management (CAFM) – the support of facility management by information technology. The supply of information about the facilities is the center of attention. The tools can come from various software, applications or systems

Computerized Maintenance Management System (CMMS) - means the information management system, including hardware, software and peripherals, that is used by the Contractor to manage, schedule, allocate and deploy resources, monitor, track and report on the inventory and all Maintenance Activities and lifecycle activities for all equipment. The CMMS also provides cost, reporting data and the ability to view the maintenance history of equipment.

Contaminated Site - a site at which substances occur at concentrations (1) above background levels and pose (or are likely to pose) an immediate or long-term risk to human health or the environment, or (2) exceeding levels specified in relevant policies or regulations.

Critical Incident – resulting in injury to persons, damage to equipment, material or the environment or the temporary disruption of essential services.

Crown-Leased – leased by Her Majesty the Queen in Right of Canada (Canada).

Crown-Owned - real property owned by Canada (also known as Her Majesty the Queen in right of Canada).

Data – facts, figures, specifics and statistics collected while delivering the Work.

Data Backup System – provides the ability to copy or archive files, folders and information for the purpose of being able to retrieve them at any time.

Departmental Security Officer (DSO) – Canada’s official point of contact who is ultimately responsible for all security matters in relation to GAC, the buildings and the Contract.

Embassy (*or, in Commonwealth countries know as the High Commission*) - the accredited diplomatic representation of Canada to another sovereign state.

Impact Assessment (IA) – assessment of the consequences (positive and negative) of a project, as required by the *Impact Assessment Act*, S.C. 2019, c. 28, s. 1 (as amended).

Environmental Management Plan – a site specific Environmental Management Plan consists of a set of processes and practices to reduce the buildings environmental impacts, increase operating efficiency, and ensure compliance with environmental regulations.

Environmental Site Investigations – a report that identifies potential or existing environmental contamination liabilities for both the buildings and the underlying lands.

Estimate – an approximate calculation of value.

Facility management - the practice of coordinating the Workplace with the people and work of the organization. It integrates the principles of business administration, architecture and the behavioral and engineering sciences.

Fiscal Year – the period starting on April 1 of one year and ending on March 31 of the following year.

- Period 1 - April
- Period 2 – May
- Period 3 – June
- Period 4 – July
- Period 5 – August
- Period 6 – September
- Period 7 – October
- Period 8 – November
- Period 9 – December
- Period 10- January
- Period 11 – February
- Period 12 – March
- Period 13 – Carry over month (April)

General Ledger (GL) – list of financial codes which identify the accounts relating to Canada’s assets, liabilities, revenue, and expenses. Sample General Ledger codes include:

- 0403 - Property Professional Services
- 0500 – Rent, Land and Build
- 0800 – Capital
- 0600 – Repair and Maintenance
- 0900 – Machinery, Equipment and Tools

Good Industry Practice - means international real estate industry best practices, and exercising that degree of skill and care, diligence, prudence and foresight which would reasonably and ordinarily be

expected from a qualified, skilled and experienced person engaged in a similar type of undertaking under the same or similar circumstances.

Government Furnished Asset (GFA) - shall mean all items (including but not restricted to information, facilities, physical items), irrespective of value, supplied to the Contractor by the Government under the terms of the Contract, or owned by the Government and held by the Contractor under the terms of this contract.

Government Furnished Equipment (GFE)- equipment supplied by Canada to be used in the production process; for example, tooling, jigs, dies, production equipment. See special production tooling, special test equipment and production equipment.

Green procurement - integration of environmental considerations, along with quality, performance, price and availability into the procurement process, from planning to final disposal. Green procurement means that environmental impacts of the goods we procure, which have been appropriately considered in value for money decisions.

Head of Mission – as defined in section 15 of the Canadian Department of Foreign Affairs, Trade and Development Act, S.C. 2013, c. 33, s. 174 (as amended):

- (a) an ambassador, high commissioner or consul-general of Canada; or
- (b) any other person that is appointed to represent Canada in another country or a portion of another country or at an international organization or diplomatic conference and that is designated head of mission by the Governor in Council.

Heating, Ventilation and Air Conditioning (HVAC) – the technology of indoor and vehicular environmental comfort. Its goal is to provide thermal comfort and acceptable indoor air quality.

Secure Zone (SZ) and High-Secure Zone (HSZ) – Each is an area to which access is controlled through an entry point and which is limited to authorized, appropriately screened personnel and authorized and properly escorted visitors.

IM/IT – Information management and information technology.

Integrated Pest Management - is an ecosystem-based strategy that focuses on long-term prevention of pests or their damage through a combination of techniques such as biological control, habitat manipulation, modification of cultural practices, and use of resistant varieties. Pesticides are used only after monitoring indicates they are needed according to established guidelines, and treatments are made with the goal of removing only the target organism. Pest control materials are selected and applied in a manner that minimizes risks to human health, beneficial and non-target organisms, and the environment.

Integrated Work Management (IWMS) System - a software platform that helps organizations optimize the use of workplace resources, including the management of a company's real estate portfolio, infrastructure and Building Systems and equipment.

Including – introduces a non-exclusive (non-exhaustive) list.

Indoor Air Quality (IAQ) – refers to the air quality in and around a building.

International Organization for Standardization (ISO) - an independent, non-governmental international organization who develops world-class specifications for products, services and systems, to ensure quality, safety and efficiency.

Inventory - This refers to an itemized list of goods, showing the number and usually the value of the goods

Investment Analysis Report (IAR) – a business case prepared to compare options and to make a Best Value recommendation.

Key Performance Indicator (KPI) - a grouping of measurable values that demonstrates how effectively the Contractor is achieving Canada's key business objectives as identified and communicated by Canada on an annual basis. See Annex A/A2.

Leadership in Energy and Environmental Design (LEED) – a Green Building Rating System™ which is a voluntary, consensus-based national standard for developing high-performance, sustainable buildings.

Legislated Maintenance – also known as “Mandated Maintenance”, comprises those inspections and maintenance that are required by law. Legislated Maintenance is generally applicable to those building components and systems that directly contribute to the safety, security and health of the Occupants.

Lifecycle or Life Cycle - the period of time between the initial conceptual design through detailed design, construction, operation, maintenance, renewal and ultimate replacement of a Building System, component or equipment.

Life Cycle Management - means an effective and efficient management system that requires the disciplined management of buildings and equipment through all phases of its life. The life cycle phases normally include: assessing and planning requirements; acquiring; operating, using and maintaining; and disposing and replacing.

M and M² – metre(s) and square metre(s).

Maintenance - all action to retain material in a serviceable condition or to restore it to serviceable conditions. It includes inspection, testing, servicing, classification, as to serviceability, repairs, rebuilding and reclamation.

Major Project Delivery Process (MPDP) – a detailed and rigorous project delivery system which defines the processes for approval, implementation and Commissioning of real property projects outside of Canada.

Material Safety Data Sheet (MSDS) is a document that contains information on the potential hazards (health, fire, reactivity and environmental) and how to work safely with the chemical product. It also contains information on the use, storage, handling and emergency procedures all related to the hazards of the material. They are prepared by the supplier or manufacturer of the material.

Memorandum of Understanding (MOU) - a formal agreement between GAC and another party, which outlines the provision and utilization of accommodation and services to be provided in a Chancery.

Minor Projects – projects valued between \$10,000 and \$500,000. See Section 4 in Statement of Work.

Minor Work – operational or maintenance Work of a routine nature that requires a total expenditure of less than \$10,000 Canadian for material, parts and labour. See Section 3 in Statement of Work.

Mission - describes a Canadian Embassy, a High Commission, a Delegation, a Consulate-General, a Consulate, or equivalent office that performs diplomatic or consular functions. The real property holdings within a Mission are separately described by terms such as Chancery, Official Residence and Staff Quarter.

Management and Consular Officer (MCO) – the MCO is the person entrusted with the powers, duties and functions to administer a Mission, and who is responsible for provision of consular services to Canadians, all under the control and supervision of the Head of Mission.

Occupants – people present in a federal building, whether leased or owned.

Occupational Health and Safety (OH&S) – commonly referred to as occupational health and safety (OHS), occupational health, or workplace health and safety (WHS), it is a multidisciplinary field concerned with the safety, health, and welfare of people at work.

Official Residence – Crown-owned accommodation for the Head of Mission (HOM).

Off-Peak Hours – are outside the normal occupied, business hours. Between 5:30 pm – 8:15 am (1730 h – 815 h) Weekdays and all-day Weekends and holidays.

Operational Zone – an area where access is controlled and limited to personnel who work there and to properly escorted visitors. It is normally accessible through the Reception Zone.

Operations and Maintenance (O&M) – maintenance and repair of real property including operating or maintaining the equipment and buildings, cleaning, utilities (electricity, heating, water treatment, water, sewage), elevator maintenance, snow removal, grounds maintenance and minor repairs.

Performance Indicator (PI) – further defined measurable values (included under Key Performance Indicators) that demonstrates how effectively the Contractor is achieving Canada's key business objectives. See Annex A/A2.

Performance Measurement Framework (PMF) – defines the objectives and methodology used to measure performance of the Work under this Contract. Includes Performance Indicators, ranges and scoring equations, which are established by GAC for the minimums, baselines and benchmarks of each indicator.

Personal Protective Clothing (PPE) – refers to protective clothing, helmets, goggles, or other garments or equipment designed to protect the wearer's body from injury or infection.

Portfolio – groupings of buildings, organized in various ways for management purposes, including groupings by geography, by ownership (Crown-owned or leased) and by Use.

Project Management Body of Knowledge (PMBOK) – standard related to processes, best practices, terminologies, and guidelines that are accepted as standard and optimal within the project management industry in Canada and other countries.

Property & Facility Management - the process by which an owner, Custodian, or other party (e.g., the Contractor) maintains and creates value in real property consistent with the owner or lessee's objectives. Utilizes the balance of Occupant/or Custodian relations, financial budgeting/expense control and risk management. Includes operation and management of building structures and systems, project management, building inspections, service contract management, utilities management, building life safety, service call management, etc.

Protected Information – information related to other than the national interest, the compromise of which would reasonably be expected to cause injury to a non-national interest.

PSPC – Public Services and Procurement Canada, the applied name for the Department of Public Works and Government Services Canada, a.k.a. PWGSC).

Quality Audit – the Contractor’s monitoring of quality levels at any stage to provide information for verification of Work delivery.

Quality Management System (QMS) – a system to provide assurance of effective quality control for specific product or service. The QMS involves verification, audits and the evaluation of the quality factors that affect the specification, production, inspection and distribution. The data collected from the quality inspections should be entered into a software program from which reports can be derived to analyze data.

Repair and Capital Plan – a property listing that includes major construction, alterations and renovations over \$10,000 for the upcoming three years.

Risk Management - the selection and implementation of a strategy of control of risk, followed by monitoring and evaluation of the effectiveness of that strategy; it may include direct remedial actions or other strategies that reduce the probability, intensity, frequency, or duration of the risk exposure.

Statement of Work (SoW) – See Appendix A. The document which defines specific activities, deliverables and timelines for the Contractor.

Staff Quarters – Crown-owned or Crown-leased accommodation used to house Canada-Based Staff (CBS) employees who are posted abroad, and their families.

Standard Operating Procedures (SOPs) – a set of step-by-step instructions compiled to help carry out routine operations.

Task Authorization – means a document setting out a permission to perform Work described in the document, on predetermined conditions set out in the Contract, usually for a pre-agreed price. A contract with task authorizations is a method of supply for services under which all of the Work or a portion of the Work will be performed on an “as and when requested basis” through the predetermined conditions, including an administrative process involving the task authorizations. Contracts with TAs are used in service contracting situations when there is a defined need by a client to rapidly have access to one or more categories of service(s) that are expected to be needed on a repetitive basis during the period of the contract.

Workplace – has the same meaning as the term “work place” as defined in subsection 122(1) of the *Canada Labour Code*, R.S.C. 1985, C. L-2 (CLC), Part II.

Workplace Health and Safety Committee – a joint committee composed of worker and employer representatives responsible for developing, investigating and carrying out measures to support the health, safety and well-being of the employees, set up pursuant to the *Canada Labour Code*, R.S.C. 1985, C. L-2, Part II.