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CANADIANS.

# NATIONAL REAL PROPERTY SERVICES 2016-19 Business Plan

*Putting Strategy into Motion*

PRIDE IN SERVICE • FAITH IN PEOPLE • EXCELLENCE IN DELIVERY





James Michael Flaherty Building, Ottawa, Ontario



# MESSAGE FROM THE ASSISTANT DEPUTY MINISTER AND THE ASSOCIATE ASSISTANT DEPUTY MINISTER

We are pleased to present you with the three-year National Real Property Services Business Plan for 2016–19. Together, we have considered the direction of the new government, the needs of our clients and our collective aspirations. This plan represents an exciting new direction for our organization. Moreover, in order to continue to successfully deliver on the **Government of Canada's (GC's) priorities** and to exceed our clients' expectations, it is imperative that we equip ourselves with modern tools, effective and streamlined processes and clearer accountabilities.

Today's federal workplace is very different from what existed 20, or even 10 years ago. Technology has changed, connectivity and collaboration are at a new peak and work practices are embracing flexibility in new ways. Not only has the way we work changed, but we no longer measure productivity by the hours spent in federal buildings, but by products delivered. Essentially, the concept of work being "what you do" instead of "a place you go" is becoming a reality.

In parallel, we are working in a new federal context where there is an ambitious economic stimulus and infrastructure delivery agenda along with a much greater emphasis on the environment. Simply put, we will be very busy for the next three years as we continue to deliver on our commitments related to **Budget 2016**, environmental targets, affordable housing, workplace solutions, and as we support other federal custodians such as the science and security communities.

Through ongoing consultations with our client groups, we have heard how they want to receive services and why this is necessary to support their program delivery. Our clients are moving toward a national portfolio strategy and prioritizing their programs and investments. This trend is exciting – as client demand is nationally prioritized, we will have an opportunity to better plan the capacity to provide excellent services on a national scale. Equally important is the valuable feedback we have received from you, the employees on the front lines of service delivery, and the priorities you have identified that we need to address as an organization.

To realize the new business direction, we are applying

an enterprise-wide, national approach to managing real property services. The delivery of our services will continue to be executed by our national workforce across all regions. Our goal is to apply the industry-proven methodology of service management to improve the delivery of our services and increase client satisfaction. Adopting this approach will reinforce more effective working relationships with our clients and lead to a better understanding of their business, their priorities and their real property needs.

Additionally, we are working to enhance the service experience that departments and agencies have when they interact with Public Services and Procurement Canada by placing a renewed focus on building stronger partnerships to strengthen our service delivery to our clients. Working with key partners such as the Acquisitions Branch, the Integrated Services Branch and Shared Services Canada will allow us to bring horizontal integration into our service development and delivery across all regions.

A tall order for sure! We believe that the success of the continuing evolution of Real Property Services will rest heavily upon the integration of our service management model, and that the most important key elements will be generated through the innovation and the adaptability of our employees. Our workforce remains at the centre of our attention and we will continue to listen attentively to your needs. We will continue to engage you through a variety of ways so that you can have input into, and help shape, this exciting new direction that we are collaboratively taking.

We thank you in advance for your professionalism and hard work over the coming years and we believe that the dedicated individuals from all across Canada that deliver real property services will be instrumental in ensuring the success of this business plan.



Kevin Radford  
Assistant Deputy Minister  
Real Property Services



Andy Smith  
Associate Assistant Deputy Minister  
Real Property Services





Greenstone Place, Yellowknife, Northwest Territories



Qimugjuk Building, Iqaluit, Nunavut



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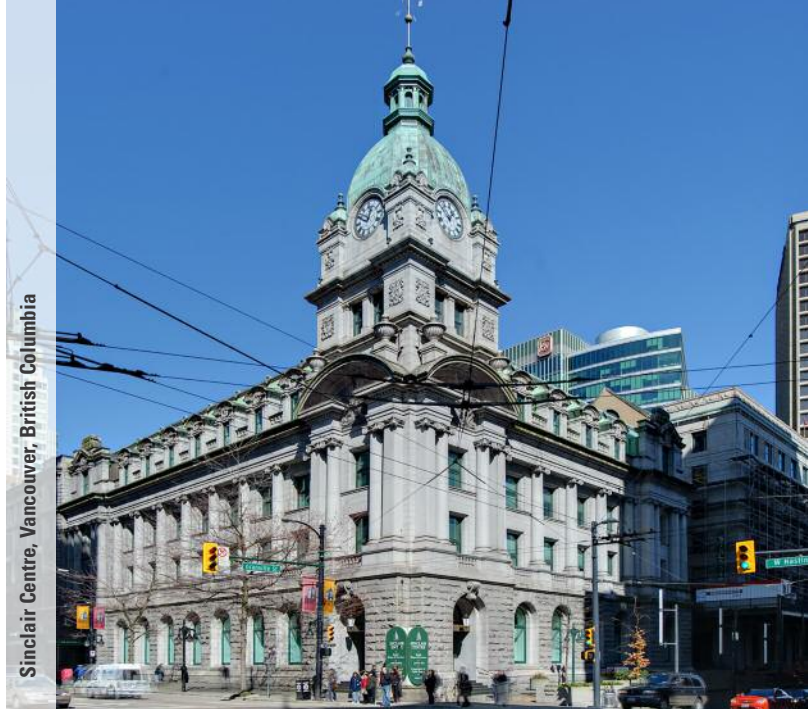


Jean Canfield Building, Charlottetown, Prince Edward Island





Voltigeurs de Québec Armoury, Quebec



Sinclair Centre, Vancouver, British Columbia



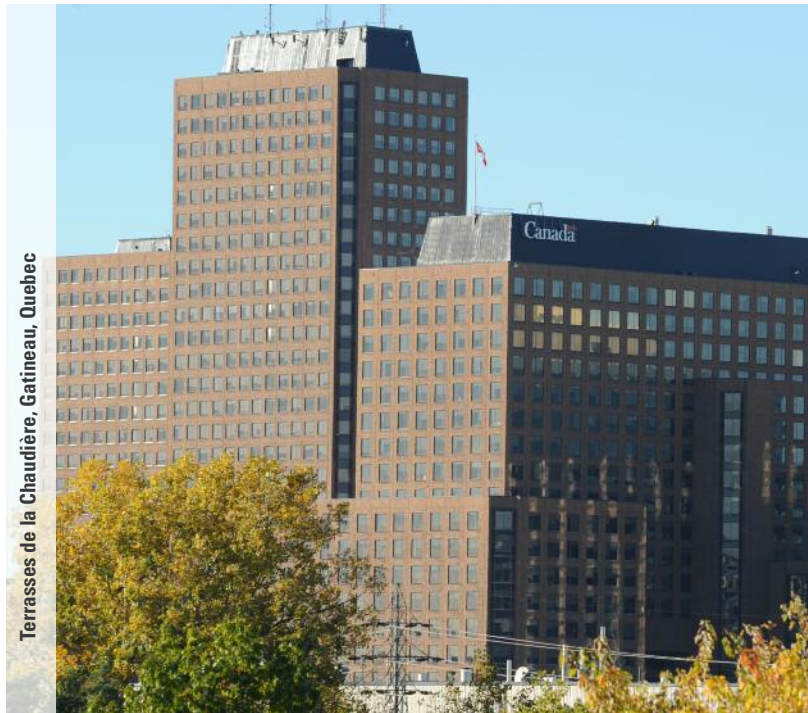
Giant Mine, Northwest Territories



Halifax Citadel, Halifax, Nova Scotia



86 Clarence Street, Kingston, Ontario



Terrasses de la Chaudière, Gatineau, Quebec



# Our mandate

Public Services and Procurement Canada (PSPC) is mandated to provide federal departments and agencies with affordable office accommodation that supports the delivery of their programs and services. The Department acts as a steward for various public works such as buildings, bridges and dams and national treasures such as the Parliamentary Precinct and other heritage assets across Canada. PSPC also provides other federal departments, agencies and the Parliament of Canada with responsive and cost-effective real property services like facilities management, workplace fit-ups, site clean-up and remediation, property valuation services and engineering expertise.

## Major current trends impacting Real Property

The delivery of real property services, and how we deliver these services to enable Government of Canada (GC) priorities, is influenced by a series of inter-related factors. To begin, as part of Budget 2016, the GC has put increased emphasis on **stimulating the economy through infrastructure spending and federal contributions to community and social well-being initiatives** as the best way to spur economic growth, job creation and the broad-based prosperity that is expected to benefit the middle class and low-income earners. Real Property Services (RPS) will play an active leadership role in program delivery by partnering with GC departments and agencies to contribute to reaching their discipline excellence and demonstrate innovation. These initiatives are expected to increase the speed at which investments actually flow into communities. Namely: expanding affordable housing; investing in communities through public transit and infrastructure, in water, wastewater and green infrastructure projects across Canada.

As well, there is a much stronger focus on making significant progress in tackling climate change and, subsequently, there is **more emphasis on the environmental agenda** than ever before. Making **strategic investments in clean technology** and taking the steps to address the causes and effects of climate change will impact how RPS makes decisions in managing its portfolio. Projects such as the Energy Services Acquisitions Project have been given new funding commitments over the next three years and represent a great opportunity for our business to reach more clients.

The **GC is also expected to be more open** by engaging and seeking the input of Canadians and subject matter experts. The government is also committed to **a better future for Indigenous peoples**, which involves more

consultations with Indigenous groups about their interests, additional investments in education, infrastructure, training awareness and other programs. Furthermore, new government spending priorities have provided us with greater agility to make strategic investments in the government's aging infrastructure and in our workforce.

The GC is embracing **new ways of working** and departments and agencies are expected to engage in greater collaboration, adopt a government-wide enterprise approach and **work collaboratively with all levels of government**. Coupled with the commitment to implement a **responsible, transparent fiscal plan** that is informed by performance measures and **guided by evidence-based decisions**, departments and agencies are **expected to demonstrate clear measurable progress** on reaching objectives.

In parallel, the public service change agenda, led by the Clerk of the Privy Council, is focussed on **modernizing how we deliver services to Canadians**. Equally important is the need to ensure that resources are aligned with GC priorities, that efficient ways of working are found and that fiscal prudence continues. This will require a new approach to initiatives within government, such as developing horizontal alignment across departments and **putting in place joint plans to respond to priorities** that maximize value for taxpayers.

It will also mean a greater **collaboration between the key enablers** that help support other departments' programs. For example, the President of the Treasury Board is developing **a new service strategy that aims to create a single online window for all government services** with new performance standards. As a result, the expectation for PSPC is that it will seek opportunities through its expertise and knowledge to contribute and provide leadership in advancing these priorities.

Within PSPC, there is a **big push to transform departmental services for our clients**. Many branches are involved in these efforts; however, RPS has focussed efforts on tracking expectations from its client departments and agencies.

Our clients have told us that they expect us to provide them with **a single point of entry to access our services, and also to have clear accountabilities when dealing with our organization** – no matter where they are in the country. Clients are expecting greater emphasis on strategic planning to respond to their national accommodation needs. To do so, we must establish a national direction that uses the right combination of construction, leasing and fit-up solutions to address their present and future requirements.

With an aging workforce, shifting demographics across the public service are a reality and the GC must keep, and appeal to, younger workers. The Clerk has made





Alexandra Bridge, Ottawa River, Ottawa, Ontario



**public service renewal a priority** and has provided leadership in implementing mechanisms to actively engage employees across the public service. What these engagements have told us is that the expectations of employees in today's public service have evolved. Now, more than ever, **employees want opportunities to be agile, innovative and to work collaboratively**. They are looking to senior leaders to provide them with **clear direction on the results expected, more empowerment to do their jobs, modern workplaces that make smart use of new technologies** and improved frameworks for networking and knowledge transfer between generations.

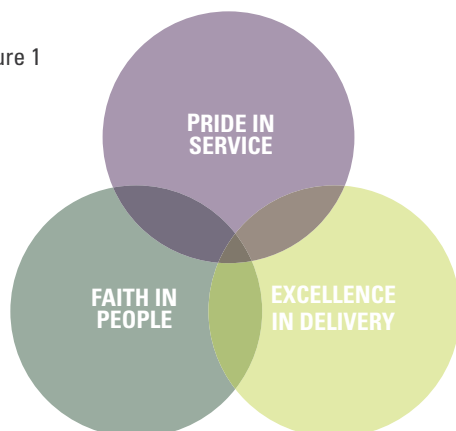
**They also want a strong voice in building the public service of the future** and desire to work in a culture of ongoing engagement both with internal stakeholders and with external partners. Our RPS employees have boldly shared their ideas and these are serving to inform and help advance our service innovation agenda.

There are other challenges impacting the RPS portfolio. The private sector is more nimble and agile than the GC in navigating evolving client needs and in anticipating future demand. As a result, the **trend has been for governments around the world, including the GC, to learn from and leverage private sector practices**. Outsourcing corporate real property services requires greater transparency and rigour in decision making, and can be a helpful lever in times of peak demand.

## Our vision

A vision for RPS was developed based on our conversations with you, our colleagues. It aims to embody our operational and strategic philosophy moving forward and takes into consideration the trends discussed previously as well as the feedback we received from employees across the organization.

Figure 1



## From vision to strategy

Our broad mandate allows for a nation-wide contribution to government and it provides us with a key position, from which to exert leadership in delivering on GC priorities and expectations. Among these are that departments and agencies are expected to work more collaboratively together; to support decision-making processes by being **evidence-based**; and to be more **accountable** and **transparent** by measuring and reporting on service standards and performance. RPS' vision has been conceived to ensure that we can contribute significantly to these expectations.

Our goal is to become a truly **enterprise-wide service management organization that plans, and implements, national programs of work in collaboration with our clients**. Equally important is our aim to position RPS in order to deliver services as an augmentation to our current capability. In this way, **we will be ready to effectively meet the demand for new services**, not only from federal clients, but potentially from other levels of government or other jurisdictions as well, when opportunity arises.

Even more, we want to take advantage of the **opportunities for collaboration** that this new GC context can provide, **seeking out partnerships for delivering new initiatives**. For example, to advance the GC commitment to science and technology, RPS is working on **bringing together 13 science departments and agencies to plan the infrastructure** they will need. This can also be applied to other departments and agencies, such as those with a security mandate. This type of innovative thinking will allow RPS to **become a service leader** and embodies the new GC emphasis on horizontal planning. These are just some examples of what can be achieved. In addition, multiple departments are currently engaged in heritage conservation services, contaminated site remediation, project management services, facility management services, etc.

By focussing on service excellence, we can evolve from an optional mandated service provider to a service provider of choice. Moreover, through the introduction of robust client-centric planning and collaboration at a national level, we will be able to make a lasting contribution to the improvement of the delivery, and effectiveness, of front-line government programs.

Yet, RPS is part of a greater organization with a common client base. We are not alone in delivering services. For this reason, it is important that RPS continues to collaborate with PSPC and that we work closely with Shared Services Canada (SSC) and other government departments to achieve greater integration of our collective investment plans. For example, close linkages must be made with the service strategy initiative led by the President of the Treasury Board to reinforce the horizontal collaboration and integration





Workplace 2.0





of service delivery across government, therefore resulting in better value for money and better service to Canadians through our single-window initiative.

To make this new way of working a reality, the three pillars and elements of our vision are focussed on the following:

**I. Strengthening and restoring our Pride in Service** by offering clear and more agile services across the country to meet clients' needs.

In order to achieve this, we are undertaking many actions that will require ongoing collaboration within and between the regions. We are resolving funding pressures, which will provide us with the means to improve the safety and security of our government office facilities and specialized infrastructure. In turn, this change will empower our organization and its employees by allowing for flexibility in enhancing the services and facilities for which we are responsible.

We are also implementing national client account teams and **developing operationally tested medium-to long-range strategies and plans to support the real property portfolio** across the country. As part of this, we are also **establishing measures to benchmark our service performance against industry standards. Our relationships will be built on evidence-based facts and maturity of clients' plans.**

Overall, we want our people to have the resources they need to feel confident and proud of the level of service they provide to clients.

**II. Faith in People** is about **trusting each other** and supporting everyone with flexible training, tools and **empowering us to do our jobs.**

Employees have told us through their **Blueprint 2020 input**, their Public Service Employee Survey feedback and other employee feedback mechanisms, that we need to **work toward establishing a healthier balance between oversight and operational efficiency to promote greater innovation and initiative** from our workforce. Together, we will analyze our processes and practices to see how we can make meaningful changes that empower our frontline workforce to be more agile and responsive.

The regions have told us they want stronger functional direction for all services to ensure greater national consistency in service delivery to clients. We will establish **national service leads**, who will be empowered to mobilize people on the ground to design, transition and operate services. These service leads will establish communities of practice across the country, hold regular engagements and will listen to employees to ensure that we continuously improve everything we do.

Service leads will **foster a culture of openness and transparency** and will put in place a variety of

engagement mechanisms **so that RPS employees can have a voice** about not only how a service is delivered, but how it will transition to a new design, including sourcing options, where desirable.

**III. Ensuring Excellence in Delivery** by providing functional leadership and also clear accountabilities and direction for consistent service. RPS is **implementing a new service management model** for more effective service delivery and is currently prioritizing three client-centric service delivery goals:

1. Focussing and building on the following areas of weakness:

- promote innovation **and rapid adoption**;
- complementing our **national workforce capacity** through a balanced sourcing approach; and
- **service-specific training.**

2. Addressing client coordination and effective service delivery gaps through the identification of **service delivery managers** who will coordinate and facilitate delivery of all real property services to the client by our department and monitor progress against an established work plan while ensuring that the clients receive the same level and quality of services wherever they are. Service delivery managers will interface with RPS at the national and regional levels and will work closely with account executives to confirm the national client demand and provide updates on progress.

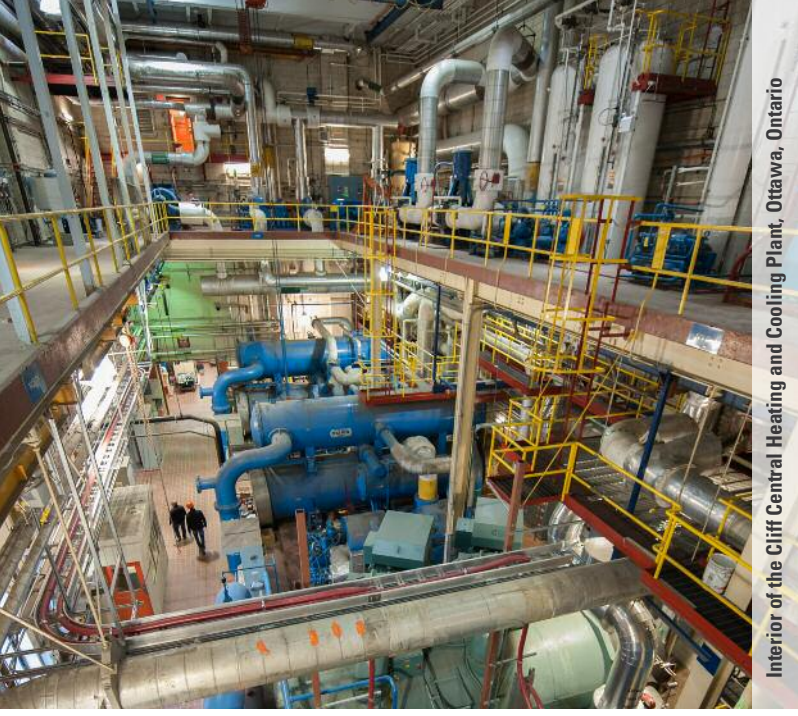
Furthermore, we will be evolving the 1-800 call centre to a full operations centre in order to:

- increase emphasis on **single-window reporting** for clients;
- introduce **timely client-service issues resolution** with consistent processes;
- facilitate the development and deployment of complex service delivery solutions; and
- **enhance client confidence** that programs of work are under control, regionally and nationally.

3. Developing a **National Workforce Management Strategy** will allow for better informed regional and national sourcing and staffing plans. These, in turn, will facilitate and enable career development and resource allocation within service lines, across service lines and beyond the current geographical limitations.

RPS aims to strengthen its client-centric approach and have a better understanding of its clients' business by working closely with them to develop multi-year plans that will allow for better planning overall. Multi-year client plans will result in the early identification of demand, allowing RPS sufficient lead time to ensure





Interior of the Cliff Central Heating and Cooling Plant, Ottawa, Ontario



Esquimalt Graving Dock, Esquimalt, British Columbia



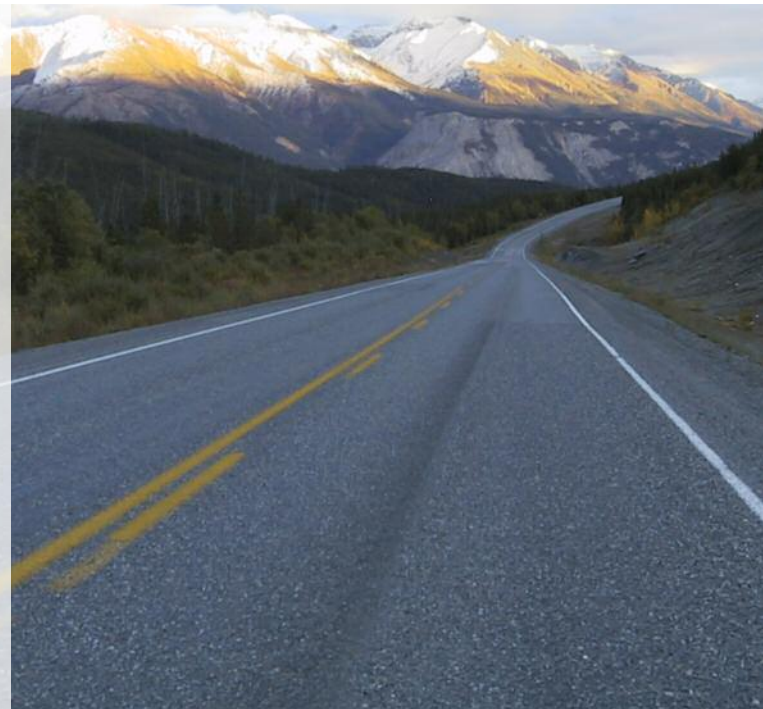
Alvin Hamilton Building 1783 Hamilton Street, Regina, Saskatchewan



200 Town Centre Court, Scarborough, Ontario



West Block rehabilitation, Ottawa, Ontario



Kilometre 685 of the Alaska Highway, British Columbia



that it has the necessary resources to meet the demand (via internal or sourcing solutions) and to leverage specialized expertise, so that effective and proactive client services can be provided. Also, stronger planning will help inform and support a culture of continuous improvement, which clients expect from our organization. This national approach to planning will also complement our new work realities, whereby our expertise should be leveraged to support program delivery from anywhere, regardless of location.

## Moving towards a new service delivery approach

With your input, we have clarified our service offerings and where those services offer highest value and the most potential for growth. Aligning our organizational construct to those services or functions is integral to moving our organization towards a more client-centric service delivery approach. Through some key realignments, this will:

- clarify accountabilities within the organization by regrouping functions into service lines that will support the delivery of client solutions; and
- position the organization to be able to grow its business by taking advantage of opportunities presented by Budget 2016 and the new context of government priorities and expectations.

Implementing service lines will consolidate the existing expertise throughout RPS into dedicated integrated teams that will support our core service line activities. A service line will consist of a clearly defined accountable lead, known as a service lead, who will be focussed on service design, service evolution, service performance measurement, functional oversight and workforce capacity planning and management, all at a national level.

Service leads will also be responsible for day-to-day operations in the National Capital Area (NCA), which represent approximately half of the national business volume. Service leads will therefore be positioned to provide empowered and operationally tested advice, guidance and direction to regional operations. An integral component of service line innovation will be through the active and continuous engagement of regional employees through national communities of practice.

In other words, those of you who are service operators across all regions will be working in full transparency and partnership with those designing the service. For example, the Technical Services service line will provide expertise in environmental and contaminated sites remediation. This service will be designed by leveraging an environmental community of practice across all regions to evolve it iteratively over time. The aim is to increase our agility to adapt all of our services to changing government priorities and more effectively meet our commitments to clients. Continuous improvement, creativity, innovation and client feedback will be systemic in how we deliver services.

RPS core service activities to be delivered through the implementation of eight service lines {Figure 2} will be supported by key service delivery enabling functions {Figure 3}.

### OUR NATIONAL REAL PROPERTY SERVICE LINES

#### WORKPLACE SOLUTIONS:

Work environments are designed to be modern, efficient, productive and sustainable, and include mobile and flexible technologies fully integrated with SSC

#### PROPERTY AND FACILITY MANAGEMENT:

Building environments that are safe, flexible, reliable/available and clean

#### PORTFOLIO AND ASSET MANAGEMENT:

Allowing PSPC and OGDs to make informed and timely investment decisions balancing client and program needs

#### REAL ESTATE:

Transaction support to acquire or dispose of property rights, interests and obligations, including payment in lieu of taxes

#### PROJECT MANAGEMENT:

Ensuring on time, on budget, on scope of real property project delivery

#### TECHNICAL SERVICES:

Bringing specialized expertise to tackle architectural, engineering, heritage, environmental and safety challenges

#### INFRASTRUCTURE ASSET MANAGEMENT:

Ensuring operational efficiency, reliability and safety for government and communities

#### NATIONAL SERVICES DELIVERY AND MANAGEMENT:

Coordinate, facilitate, and monitor the delivery of program of work for clients

Figure 2

### KEY SERVICE DELIVERY ENABLERS

#### NATIONAL STRATEGIC CLIENT RELATIONS AND DEMAND MANAGEMENT:

Primary point of contact for client plans, priorities, and strategies at the national level

#### PROGRAM MANAGEMENT:

Ensuring national stewardship and financial management of the Real Property Program

#### STRATEGIC PLANNING, ADMINISTRATION, AND RENEWAL:

Horizontal coordination of strategic planning, workforce management, IM/IT business requirements, business management, evaluation, and risk management

#### STRATEGIC SOURCING:

Supporting Service Leads with the implementation of sourcing strategies, plans, and oversight

Figure 3





Green wall, 90 Elgin Street, Ottawa, Ontario



Natural Resources Canada charging station, British Columbia



# Putting the emphasis on higher value services and national planning

To advance the new business direction and the RPS vision, seven priority areas have been established, along with their expected results for the next three years and beyond.

## Priority 1: Greening government operations

*“Sustainable solutions with ‘new new’ technology”*

To respond to global concerns and to meet government-wide commitments, **we will continue to upgrade and maintain federal infrastructure** by applying modern and innovative environmental technologies and practices **and make strategic investments in green technology** to ensure that sound environmental stewardship targets are fully met or exceeded. We will assess and manage our leased and Crown-owned inventory using **industry-recognized environmental performance** tools. To that end, we will collaborate with our partners at the National Research Council and Natural Resources Canada to

leverage the best and brightest innovations wherever possible. By the same token, we will promote our specialized expertise to other government departments in areas such as site decontamination, green building design and greenhouse gas reduction.

We will replace old technology with “new new” technology, not “new old” technology. For example, using more energy efficient and environmentally friendly light-emitting diode (LED) light bulbs, instead of just upgrading lighting with similar, but newer old technology, such as fluorescent bulbs.

We will promote the growth of the clean technology sector by strengthening the **environmental performance requirements** on acquired technologies and services used in federal buildings and infrastructures.

Additionally, we are moving forward with modernizing the PSPC heating and cooling infrastructure within the NCA under the **Energy Services Acquisition Program**. This program will transform how the NCA acquires and provides heating and cooling services to more than 100 buildings while improving the overall efficiency and cost-effectiveness of the services being supplied, thereby making a tangible contribution to the greening of government operations.

## EXPECTED RESULTS

### 2016–17

Starting in 2016, for all repair, renovation plans or new construction, we will consider the use of more sustainable, **environment- and health-friendly measures** such as LED lighting, and all projects will use asbestos-free materials.

Ensure that all PSPC Crown-owned and lease purchase buildings have an **ENERGY STAR** performance rating, followed by the identification of a performance standard and the development of a strategy for building improvements.

Starting in 2016–17 and over an eight-year period, fully implement **smart building technology** that will improve energy management and metering in all buildings connected to central heating plants.

Initiate measures to achieve a carbon neutral portfolio by 2030.

Achieve a **reduction in greenhouse gases** (over 2005 levels) by a cumulative 11.5 percent for 2016–17.

Ensure that all newly constructed office buildings, whether Crown construction, build-to-lease or lease-to-own, as well as all major renovations, employ an industry-recognized assessment tool for high environmental performance.

Ensure that all fit-up and refit projects of office space over 1,000 square meters that constitute a complete redesign of the space meet either **LEED Commercial Interior Silver or 3 Green Globes**.

Ensure that all buildings where PSPC has a lease of 1,000 square meters or more where the Department represents the majority lessor (more than 50 percent of rentable area) are certified under the **BOMA BEST**<sup>1</sup> system.

### 2017–18

Our real property portfolio will achieve a **reduction in greenhouse gases** (over 2005 levels) by an expected 13.5 percent cumulative reduction by 2017–18 and a target 17 percent reduction by 2020.

Develop an **environmental strategy** to inform program and financial decisions.

Consolidate national tools and resources for delivery of the **contaminated sites service line** to further assist in leveraging PSPC services to other government departments. PSPC will promote its role as the expert support and service provider in contaminated sites management beyond the Federal Contaminated Sites Action Plan.

### 2018 and beyond

By 2020–21, we will have a full picture of the energy performance of NCA central heating plants and connected buildings such as energy efficiency, greenhouse gas emissions and performance verification and reporting.

We will extend our service offerings to the government community to maximize use of public funds.

<sup>1</sup> BOMA BEST is the Canadian industry standard for commercial building sustainability certification.





Willson House, Chelsea, Quebec



Gare du Palais, Québec, Quebec



Machias Seal Island Lighthouse, Machias Seal Island, New Brunswick



Royal Canadian Mounted Police Old Crow Detachment, Yukon



Portage, Gatineau, Quebec



457 Richmond, London, Ontario



## Priority 2: Managing Public Services and Procurement Canada-owned assets

*“Well-managed assets are vital to workplace wellness”*

We will improve the **safety and security** of our government office facilities and specialized infrastructures, such as bridges and dams. This will be realized through **the effective management of workplace risks such as asbestos, legionella, and physical security** and the national stewardship of our engineering assets. We will also continue to maintain and improve the efficient operation of our assets for the **protection of taxpayer interests**.

In 2015–16, we completed a comprehensive analysis of the Crown-owned office portfolio, which assessed the current **financial performance of individual**

**assets, as well as their contribution to overall portfolio objectives**, as outlined in the National Portfolio Plan. The process will continue in 2016–17 as assets progress through their life cycle and as building information is improved. Capital projects will be monitored at both regional and national levels in order to **better integrate programs of work with departmental decisions and client expectations**.

In order to advance progress towards both a stronger portfolio and the greening of government, we will apply **timely and efficient disposals** of our surplus inventory to reduce our physical, financial and environmental footprint. During disposal processes, we will continue with appropriate consultations with Aboriginal peoples and communities, as well as with other levels of government.

### EXPECTED RESULTS

#### 2016–17

**Minimize portfolio risk** by updating the online inventory of Crown-owned and leased buildings containing asbestos.

**Ninety-five percent of all buildings will have an up-to-date Building Condition Report** so as to better inform and execute on portfolio strategies.

Complete and approve an updated national portfolio plan and identify a second wave of **building disposals**, ensuring the impacts are understood.

Work with other government departments to implement a 0.85 to 1 ratio of workstation to employee in order to **maximize accommodation space utilization and to reduce portfolio operating costs**.

#### 2017–18

Initiate the second wave of **building disposals**.

**Improve the client experience** through the delivery of the integrated pilot project with SSC.

Monitor for nationally consistent project information in the central system (SIGMA) to ensure better integration of capital and fit-up programs of work with departmental decisions and clients' expectations.

Follow the update of building condition reports and update all asset management plans.

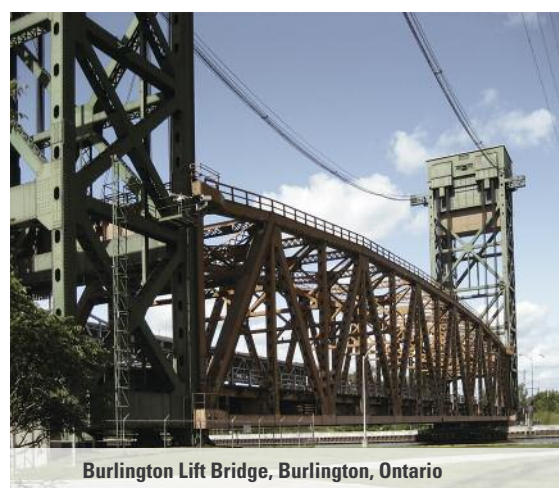
#### 2018 and beyond

Improve the majority of our bridges to a good or better condition by 2020 and ensure that all of our dams continue to meet industry standards by 2020.

Increase the confidence and predictability of our real property portfolio management decision framework, which demonstrates **alignment to fiscal, environmental and social government priorities and client needs**.



Guy-Favreau Complex, Montréal, Quebec



Burlington Lift Bridge, Burlington, Ontario





Modern infrastructure for science



Ottawa Laboratory, Fallowfield, Ontario



Affordable housing solution for communities



### Priority 3: Real property services delivery partner for departments

*“Partnership and collaboration will make new markets”*

**RPS will build on our partnerships with our clients, service partners and other communities.** We will work horizontally to better understand our clients’ needs and expectations for the service experience delivered by PSPC. For example, in conjunction with SSC, we will explore options to better align and integrate funding for multiple initiatives, such as Workplace 2.0 and Wi-Fi implementation, which will support the GC as a whole to streamline and advance its workforce modernization vision. We will maintain existing service markets, **explore new opportunities, develop new service markets and use outreach opportunities** with other levels of government, industry and other global colleagues. As a mandated service provider, we do not want clients to come to us just because they have to; rather, we want them to come to us because they want to.

Our **partner relationships will be expanded** by strengthening federal science and technology relevance and capacity through bold infrastructure redevelopment that is conducive to fluid internal and external partnerships and collaboration. RPS will provide leadership to support the physical security requirements of GC departments to support their program delivery through, for example, the evaluation of government operations centre investments.

GC properties and holdings are nation-wide and our impact can resonate in hundreds of communities. **We will support municipalities by continuing to ensure fair payments in lieu of taxes for all federal properties, including unique properties** such as historic sites, prisons, parks and museums.

We will continue to work with departments and agencies **to promote the repurposing of government properties to help end homelessness and support affordable housing programs.** To this end, we have provided functional guidance to federal custodians and developed **an inventory of properties that can be repurposed**, and we continue to develop policy options for programs to help champions acquire properties at limited or no cost. This will support the Surplus Federal Real Property for Homelessness Initiative, which is a funding stream of the Homelessness Partnering Strategy. It makes surplus federal real properties available to eligible recipients for projects to help prevent and reduce homelessness, thereby promoting the health and well-being of at-risk Canadians.

We will build on our relationship with **Aboriginal peoples and communities** through federal real property transactions such as leases and contracts. For example, we will work in concert with Indigenous and Northern Affairs Canada and in accordance with the **Nunavut Land Claim Agreement** by signing major lease agreements with private landlords who provide Inuit benefits, such as the engagement of Inuit firms and employment of Inuit labour.

#### EXPECTED RESULTS

##### 2016–17

Develop **integrated investment proposals for science partners** for Budget 2017.

Renew and modernize 3 percent of our space, per year, with **fit-up funding**.

Develop criteria to assess **federal real property assets for repurposing as affordable housing**.

As a pilot, use the criteria to develop an inventory of PSPC property that could be **repurposed as affordable housing**.

Provide functional guidance and templates to custodian departments, agencies and Crown corporations to assist them to complete the **inventory of federal property** that could be **repurposed**.

Seek Treasury Board approval for partnering with SSC to improve the client experience in implementing a workplace solutions fit-up.

##### 2017–18

Achieve the target of using fit-up funding to modernize 5 percent of our real property portfolio per year.

Expand the concept of a campus to our security partners by developing an **enterprise-wide security investment plan**.

##### 2018 and beyond

Have fully operational **long-range planning strategies** with client departments.





RCMP E Division Headquarters, Surrey, British Columbia



RCMP K Division Headquarters, Edmonton, Alberta



## Priority 4: Client service strategy

*“Meeting client expectations for single-window access”*

In order to be more responsive to client needs, **we will strengthen our client-centric services** by having a better understanding of our clients’ business and their priorities and through joint multi-year planning. This means **recognizing how our clients’ programs are evolving**, improving our communication and feedback mechanisms, like regular client satisfaction surveys, and making considered judgements about value for money.

The availability of a single-window **allow us to gather facts about our service offerings and be proactive rather than reactionary as well as assist us in continuously improving** and standardized services that are nationally consistent will allow us to gather facts about our service offerings and be proactive rather than reactionary as well as assist us in continuously improving. These teams will work

toward supporting clients to develop **enterprise-level plans** leading to **horizontal infrastructure investment strategies and prioritized projects**.

National consistency and **the client experience will improve** through the implementation of policies, processes and standards which frame a **more efficient and sustainable service experience for clients**. For example, **we will evolve our service offerings to better align with client** needs and present these in an accessible and standardized format through our **online real property service catalogue**. These activities will compliment GC centralized efforts to move towards a new service strategy and create a single online window for all government services.

Improve our clients’ experience through continual feedback on the range and quality of the services we offer, the ease of doing business with us and areas for improvement.

### EXPECTED RESULTS

#### 2016–17

The initial client real property service catalogue was released on March 31, 2016. The catalogue will continue to be developed throughout 2016–17 to continue to **meet the needs of our clients**.

Begin to implement a **single-window for clients** through strategic national account executives by December 2016.

Initiate the implementation of the national service delivery manager role to **enhance service delivery to key clients**.

Develop **integrated five-year planning** with our top 25 clients, moving towards **national-level planning**.

Develop a stakeholder analysis to better serve clients and to ensure that projects achieve the strategic objectives for which they are undertaken.

Conduct an annual client satisfaction survey for our top 25 clients. **The survey results will be used to improve the client experience**.

#### 2017–18

Continue updating the real property service catalogue (an evergreen document) on an ongoing basis.

Develop **integrated five-year planning** with the remainder of our clients.

Complete the implementation of a **service delivery manager structure** across the real property client base.

Expand the annual client satisfaction survey to all real property clients. The survey results will be analyzed and feedback will be used to improve the client experience.

#### 2018 and beyond

**Progressively e-enable real property services** and define (with client) service standards by March 31, 2020.

**Inform performance management** with regular **client feedback** and establish key performance indicators that are nationally monitored for all services offered by RPS by March 31, 2020.









## Priority 5: Service improvement

*“Ongoing improvement informed by our operational intelligence”*

By helping our clients with better planning, we will better understand their demand, which will help our teams ensure the capability and capacity is there to meet that demand.

Thus, in order to take real property service delivery to the next level, we will **implement a new service management model** for more effective service delivery. Our **realignment to a service management organization will help us serve all our clients more effectively**. With a better understanding of clients’ businesses, priorities and real property services’ needs, **we will be able to continuously improve our service offering across the GC** and therefore demonstrate **real property leadership** in service delivery.

Our service delivery sourcing strategy will complement existing government and private-sector capacity, providing an appropriate **balance of in-house and sourced capacity** to meet the fluctuating and increasing demand from our clients, PSPC, other government department custodians and other levels of government. With these service improvements, we will **increase client confidence and foster business growth**, pre-positioning our organization to play an enterprise role.

To effectively provide appropriate accommodation to our clients, we will manage and improve our leasing program, lending **agility and savings** to the leasing processes. We will advance **our national planning** on behalf of our clients by developing a comprehensive **national demand management plan**. This plan will be based on the demand forecast in **multi-year client plans**, allowing RPS to ensure that it has the necessary resources through internal or sourcing solutions to provide effective, flexible, and proactive client services.

### EXPECTED RESULTS

#### 2016–17

Define a **sourcing strategy**, which will allow our organization to be the real property service provider of choice for growing client demand. The implementation will continue over the next 10 years.

Target to deliver real property projects **on time, on scope and on budget** 95 percent of the time.

Develop and implement a national service line structure to **streamline accountabilities and operational responsibilities** of real property service delivery.

Map the current demand management process and develop an **integrated process** both for the NCA and regions.

Develop a service life cycle management framework (three-year initiative).

**Review service design and evolve plans** to measure service delivery performance for each service (**key performance indicators**).

Develop a national leasing plan (Leasing Program of Work) together with an “effort metric” that allows us to estimate the average number of hours required to complete a lease transaction, therefore **leveraging national capacity and ensuring efficiency gains** for the leasing program.

#### 2017–18

Evolve the National Service Call Centre and implement an operations centre that is focussed on a data platform to **support service evolution and incident prevention**. Improvements will be implemented on an ongoing basis thereafter.

Integrate and enhance the architectural and engineering (A&E) service line, which will include heritage conservation, to leverage **best-in-class practices and innovative tools** across the A&E community of practice nationally.

Implement the demand management process for the top 25 clients to balance our clients’ needs and to **integrate with portfolio planning** (acquisition, disposal, leasing, etc.).

Design and implement a service life cycle management framework (three-year initiative).

Evolve and implement key performance indicators that are nationally monitored for 50 percent of our services.

#### 2018 and beyond

Integrate full **national demand planning** into our ongoing business.

By 2020, complete the design and implementation of the Service Life Cycle Management framework (three-year initiative).

By 2020, 100 percent of services have established key performance indicators that are nationally monitored and e-enabled.







## Priority 6: Changing the way we work

*“Responding to the nomadic work style”*

**Work is not where you go, it is what you do.** For PSPC employees and in support of our clients, RPS will provide functionality for employees to work wherever it makes sense to get the job done, through the provision of **flexible workplaces, work practices and tools**.

We will provide options aligned with tool development to support employees’ well-being and work-life balance. We will also **provide mechanisms for our employees to provide their ideas and input**. As well, our employees will benefit from working in an environment where assets are better managed and a more robust and efficient tracking system for incidents is instituted. All these changes will support a capable, confident and **high-performing workforce** that embraces new ways of working and mobilizes the diversity of talent to serve the country’s evolving needs.

Through our involvement and ongoing consultations with industry, and membership with various associations, we will **increase workforce knowledge and capabilities**. We will leverage these consultations by shifting our change management culture to ensure understanding is based on a **common business language**.

RPS will **review the existing national workforce and its future requirements** through the classification of its positions, recruitment of skilled employees and resourcing through various lenses. A variety of resourcing solutions will be evaluated, such as bridging<sup>2</sup> and training the younger generations of employees, building upon **talent management** and implementing work initiatives such as alternate work arrangements. This will be supported by a more flexible human resource governance, enabling **career development** for employees.

### EXPECTED RESULTS

#### 2016–17

Implement **talent management** planning at all levels and by phase to increase the likelihood of the process success.

Continue using the renewed intranet to **share information with our employees**.

Complete a **workforce analysis to align capacity and identify gaps** by June 30, 2017.

**Empower the real property workforce** by continuing to allow two-way interaction and by providing employees with clear objectives through their performance agreement.

**Increase employees’ access to learning** through various mechanisms, either formal or informal, such as group mentoring activities, lunch and learn sessions and webinars.

Continue to **engage the workforce** by encouraging employees to share and submit their comments, suggestions or recommendations through the RPS intranet **and seek regular feedback from our employees** through webinars and communities of practice.

Develop and implement real property workforce management pillars to help **support employee growth, mobility and career development**.

Develop a **roadmap** in collaboration with real property service leads, the Chief Information Officer Branch and SSC **to support information management/information technology needs of RPS**.

Implement **LEANer<sup>3</sup> processes** for investment analysis and project approvals by March 31, 2017.

#### 2017–18

Develop a **standard workforce management** approach to support our employees in the implementation of the new service offerings to clients and throughout further transitions to RP-1.

**Explore new training opportunities** derived from the annual membership plan.

Monitor and track training trends.

#### 2018 and beyond

Continue to **proactively engage, collaborate and learn from national and international networks**, for example by participating in The Workplace Network and the Federal/Provincial/Territorial community events.

**3 LEAN is a systematic method for streamlining processes by creating efficiencies through the elimination of redundancies and inefficiencies in time, efforts and resources.**

<sup>2</sup> Hiring former students into temporary or permanent positions in the federal public service after they have graduated.





Carling Campus, Ottawa, Ontario





## Priority 7: Business and financial models

*“Enhancing the integrity of our corporate foundations”*

The national real property governance and business management model (BMM) will be updated to **reflect current realities and respond to our business direction**. This is even more important in the context of the client-centric service delivery approach and our implementation of a service management model.

Our **market impact is profound**: our contracts with the construction industry and service delivery providers reach down to small firm consultants and sub-contractors.

We will reinforce and align accountabilities within our organization so that we can continue to provide high-level service to our clients while seeking opportunities **to streamline our administration** and reduce expenditures.

### EXPECTED RESULTS

#### 2016–17

Work within an integrated financial framework that supports our business functions and adapt the financial framework and business model that currently support our business to the new service delivery model over the coming years.

Build on our existing oversight role by focussing on improving service contract compliance and receiving value for money in current (RP-1 and RP-2) and future (RP-n) service management contracts.

Develop and implement a streamlined approach to LEAN4 the project approval process using a Class Investment Analysis Report approach, which is currently being used for Workplace 2.0 fit-up projects and is intended to be used to build similar approvals in the lease program and capital projects.

#### 2017–18

Develop and approve an **updated** BMM that provides clarity to the business functions and associated accountabilities and responsibilities by September 30, 2017.

We will conduct process busting and LEAN activities, in consultation with industry, to contribute to improving the success rate of on-time payments made by RPS from the current rate of 97.2 percent.

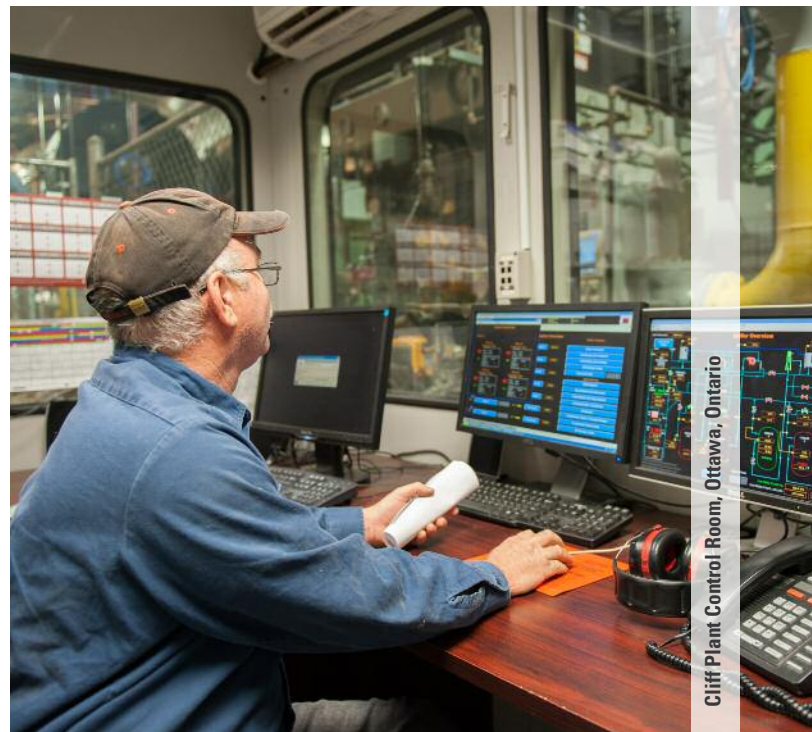
**4 LEAN is a systematic method for streamlining processes by creating efficiencies through the elimination of redundancies and inefficiencies in time, efforts and resources..**

## Closing remarks

Our greatest strength as an organization is our ability to work together, regionally and nationally, and collaborate with our partners. Teamwork will play a pivotal role in helping meet evolving priorities and also allow for a smooth transition to a service management organization.

As an organization that provides services, we need to continue to improve and adapt to meet client expectations and the evolving priorities of the federal government. We want to build on our existing resources and achievements while seeking new opportunities for growth and collaboration both within and outside of our organization. This means we need to work on modernizing our programs, services and the tools we use while simultaneously streamlining processes and having clearer accountabilities.

Moving forward and building on lessons learned, we plan to adapt and adjust our business plan to ensure our priorities are aligned with those of the Government, our employees, clients and partners.



Cliff Plant Control Room, Ottawa, Ontario



