

**From:** Kenney, Greg  
**Sent:** July 21, 2021 12:28 PM  
**To:** Séguin, Benoit  
**Cc:** Millette, Roxanne; Michaud, Alexis; Moise, Danika  
**Subject:** RE: Rideau Hall Princess Ann Sanitary Sewer Line Replacement - Draft SOR  
**Attachments:** Rideau Hall Princess Ann Entrance Sanitary Sewer Line Replacement - SOR\_July 14 2021 (Signed).pdf

Hi Ben,

Approved with minor changes only.

**Greg**



613-239-5678, ext. / poste 5723



613-314-8968

---

**From:** Millette, Roxanne  
**Sent:** Wednesday, July 14, 2021 8:50 AM  
**To:** Kenney, Greg <Greg.Kenney@ncc-ccn.ca>  
**Subject:** FW: Rideau Hall Princess Ann Sanitary Sewer Line Replacement - Draft SOR

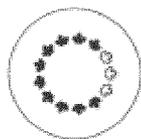
Hi Greg,  
For your approval.

Thanks,  
Rox

---

**From:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Sent:** July 14, 2021 7:46 AM  
**To:** Millette, Roxanne <[Roxanne.Millette@ncc-ccn.ca](mailto:Roxanne.Millette@ncc-ccn.ca)>  
**Cc:** Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Subject:** Rideau Hall Princess Ann Sanitary Sewer Line Replacement - Draft SOR

Bonjour Roxanne,  
Please forward the attached to Greg for review and approval.  
Have a good day  
Thanks,



**Benoît J. Séguin, P. Eng., CEM**

Chef de la gestion immobilière | Résidences officielles  
Chief, Property Management | Official Residences

 613-239-5678, ext. / poste 4025

☎ 613-795-2718

---

Canada

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
I encourage you to reply to this e-mail in the official language of your choice.*



Canada

## PROCESS FOR PROJECT MANAGEMENT (PPM) STATEMENT OF REQUIREMENTS (SOR)

July 14, 2021

### 1.0 Initiative Information

**Project Name:** Rideau Hall – Princess Ann Entrance - Sanitary Sewer Line Replacement

**Project Leader:** Benoit Séguin, Chief, Property Management, Official Residences

**Project Manager:** Zachary Jenner, Senior PM, D&C

**Project File No.:** TBD

### 2.0 Need, Problem or Opportunity

#### Background & Problems

Over the years, the NCC has had to replace several failing under-slab sanitary drain lines throughout the Rideau Hall Main Residence due to age and structural failure. Recently, the main sanitary line for the front of the building, which runs under the Princess Ann entrance floor, has failed resulting in the unsanitary backflow of sewage into an equipment pit and the shutting down of washroom facilities in the affected portion of the residence. The sanitary lines, which date back to 1950s, are well passed their expected life cycle.

The Property Management team has video-scoped the line and identified the section between the new fire pump room and the exterior manhole to be problematic. Therefore, the entire section, which amounts to approximately 50 meters, will need to be replaced in an expedited way to reinstate the facilities in the front part of the residence.

### 3.0 Goal

To replace the existing under-slab sanitary sewer line that services the front of Rideau Hall to reinstate services to the residence.

### 4.0 Objectives

To improve the functionality and reliability of the underground infrastructure at Rideau Hall and provide for a long maintenance free life cycle.

### 5.0 Client / User

ORB, OSGG, PMO & the RCMP



Canada

## 6.0 Background

### DESCRIPTION OF HISTORIC PLACE

Constructed over many periods, to the visitor, Rideau Hall presents a grand pedimented formal facade that incorporates extensions added by former Governors General. Reached from the main gates by a winding roadway, Rideau Hall is the centrepiece of an extensive property laid out in the manner of a 19th century country estate. The designation is confined to the footprint of the building.

### HERITAGE VALUE

Rideau Hall was designated a Classified heritage building due to its important historical associations, as it establishes the character of the neighbourhood, and because of its high landmark value. The designation applies to all remnants of the original McKay House and to those subsequent additions and alterations, which contribute strongly to the present grandiose, if eclectic, nature of the complex. As the official Government House, the residence of the Crown's representative in Canada, it is a focal point of political and social life in the nation's capital.

A two-storey wing was added in 1865, the ballroom in 1873, the tent room in 1876-78 and the Minto wing in 1898-99. In 1914 a grand pedimented front was built to link the ballroom to the tent room creating the characteristic view of Rideau Hall familiar to most Canadians today.

### CHARACTER-DEFINING ELEMENTS

The historical significance of Rideau Hall is reflected in its evolutionary character, which records the tastes and ambitions of a succession of notable occupants. The designation applies to all remnants of the original McKay House and to those subsequent additions and alterations which contribute strongly to the present complex. Of particular note is the landmark northwest façade, the Ballroom, the Tent Room, the south façade of the long 1865 addition and the Greenhouses. Also important is the relationship of the building to its grounds, which have their own intrinsic value. Various reorientations of the building, its layout, and its grounds have taken place over the years, affecting the property's functional characteristics as well as its architectural style and massing. The present layout and decorative treatment, particularly of the more public areas, should be maintained. Alterations, if required, should be used to reveal or reinstate earlier patterns of use, or to highlight important surviving elements of previous phases. New additions or insertions should be kept to a minimum. Where required, they should be sympathetic to the historical material but clearly of their own time, so as not to obscure the evolutionary nature of the property.

### SERVICES

The underground services for the main building all date back the early 1900s where the hospitality wing of the building was added behind the ballroom. As such, the remaining original services have all surpassed their expected life cycle and need to be replaced.

## 7.0 Requirements

- Design and construct a new sanitary sewer line to service the front of the Rideau Hall main building.
- New design and components to be designed to support future growth of the use of the building.
- New design to be code compliant, easily serviceable and environmentally friendly.



- Review the project with the OSGG and the Rideau Hall Commissionaires since this work will be in the space they currently use and incorporate recommendations whenever possible.
- Maintain security perimeter throughout the implementation of the work.
- Design should aim at minimizing O&M requirements over the life of the asset.
- Provide for the ease of incorporation of future systems by including spare conduits, added electrical and communication capability.

## **8.0 Life Cycle Considerations**

Provide for a minimum of 50 years without major repair work being required.

## **9.0 Issues**

- Communication: A strategy is to be developed by the Project Manager to ensure all groups, including OSGG, the RCMP and the Commissionaires are informed of the implementation schedule and progress.

## **10.0 Order-of-Magnitude Cost Estimate and Cash-Flow Forecast**

The class D cost estimate available at the time of writing for this project is \$250K including contingencies.

Following consultation with partners and designers the Project Manager shall provide a detailed and fully substantiated project cost estimate as part of the Project Brief.

## **11.0 Management Strategy for the Initiative**

This project should be managed as per the requirements of the NCC Process for Project Management.

## **12.0 Funding Strategy**

This project shall be funded through the NCC Multi-Year Capital Program funds.

## **13.0 Resources Required (human, material, technological, etc.)**

Project Leader:	Benoît J. Séguin
Project Manager:	Zachary Jenner
Property Manager:	TBD

## **14.0 Major Milestones**

<u>Phases</u>	<u>Completion date</u>
Initiation (SOR):	July 19, 2021
Planning (PB):	July 23, 2021
Development (PP):	July 30, 2021
Implementation (Accept Cert):	September 17, 2021
Close Out (CoR):	October 29, 2021

## **15.0 High-Level Roles and Responsibilities**

Project Leader:	Benoît J. Séguin
Project Manager:	Zachary Jenner



Canada

## 16.0 Key Stakeholders

NCC – OR  
OSGG  
RCMP

## 17.0 Impact of Maintaining the Status Quo

- Large sections of the existing drain have structurally failed and will block again in the near future if nothing is done to rectify the situation.
- Poor perception from our clients and partners.

## 18.0 Approval Authority for Each End-of-Phase

### .1 Initiation Phase, Statement of Requirements

The Statement of Requirements is to be approved by:

- Vice President, Official Residences

### .2 Planning Phase, Project Brief:

The Project Brief is to be approved by:

- Vice President, Official Residences
- Vice President, Design & Construction

### .3 Project Plan, Development Phase:

The Project Plan is to be approved by the Project Leader

### .4 Implementation Phase, Acceptance Certificate:

The Acceptance Certificate is to be approved by the Project leader.

### .5 Close-out Phase, Close-out Report

The Close-out Report is to be prepared by the Project Manager and approved by the Project Leader.

## 19.0 Approval of Statement of Requirements (SOR)

### Prepared by:

Alexis Michaud, Director, Operations - ORB  
Benoît J. Séguin, Chief Property Management - ORB

### Approval in Principle by:

A handwritten signature in black ink, appearing to read 'Greg Kenney', written over a horizontal line.

Greg Kenney, Vice-President, Official Residences

July 21, 2021

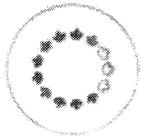
Date

**Bédard, Éric**

---

**From:** Séguin, Benoit  
**Sent:** July 14, 2021 7:46 AM  
**To:** Millette, Roxanne  
**Cc:** Michaud, Alexis; Séguin, Benoit  
**Subject:** Rideau Hall Princess Ann Sanitary Sewer Line Replacement - Draft SOR  
**Attachments:** Rideau Hall Princess Ann Entrance Sanitary Sewer Line Replacement - SOR\_July 14 2021 (001).doc

Bonjour Roxanne,  
Please forward the attached to Greg for review and approval.  
Have a good day  
Thanks,



**Benoît J. Séguin, P. Eng., CEM**

Chef de la gestion immobilière | Résidences officielles  
Chief, Property Management | Official Residences

☎ 613-239-5678, ext. / poste 4025

📱 613-795-2718

---

Canada

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
I encourage you to reply to this e-mail in the official language of your choice.*



Canada

## PROCESS FOR PROJECT MANAGEMENT (PPM) STATEMENT OF REQUIREMENTS (SOR)

July 14, 2021

### 1.0 Initiative Information

**Project Name:** Rideau Hall – Princess Ann Entrance - Sanitary Sewer Line Replacement

**Project Leader:** Benoit Séguin, Chief, Property Management, Official Residences

**Project Manager:** Zachary Jenner, Senior PM, D&C

**Project File No.:** TBD

### 2.0 Need, Problem or Opportunity

#### Background & Problems

Over the years, the NCC has had to replace several failing under-slab sanitary drain lines throughout the Rideau Hall Main Residence due to age and structural failure. Recently, the main sanitary line for the front of the building, which runs under the Princess Ann entrance floor, has failed resulting in the unsanitary backflow of sewage into an equipment pit and the shutting down of washroom facilities in the affected portion of the residence. The sanitary lines, which date back to 1950s, are well passed their expected life cycle.

The Property Management team has video-scoped the line and identified the section between the new fire pump room and the exterior manhole to be problematic. Therefore, the entire section, which amounts to approximately 50 meters, will need to be replaced in an expedited way to reinstate the facilities in the front part of the residence.

### 3.0 Goal

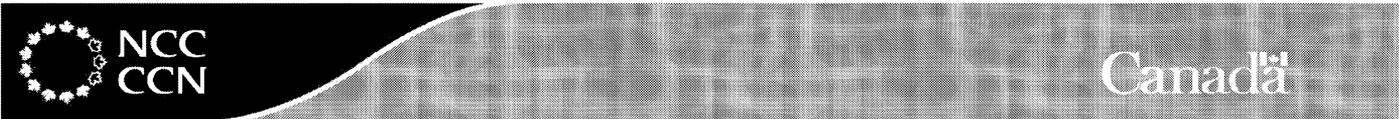
To replace the existing under-slab sanitary sewer line that services the front of Rideau Hall to reinstate services to the residence.

### 4.0 Objectives

To improve the functionality and reliability of the underground infrastructure at Rideau Hall and provide for a long maintenance free life cycle.

### 5.0 Client / User

ORD, OSGG, PMO & the RCMP



## 6.0 Background

### DESCRIPTION OF HISTORIC PLACE

Constructed over many periods, to the visitor Rideau Hall presents a grand pedimented formal facade that incorporates extensions added by former Governors General. Reached from the main gates by a winding roadway, Rideau Hall is the centrepiece of an extensive property laid out in the manner of a 19th century country estate. The designation is confined to the footprint of the building.

### HERITAGE VALUE

Rideau Hall was designated a Classified heritage building because of its important historical associations, because it establishes the character of the neighbourhood, and because of its high landmark value. The designation applies to all remnants of the original McKay House and to those subsequent additions and alterations, which contribute strongly to the present grandiose, if eclectic, nature of the complex. As the official Government House, the residence of the Crown's representative in Canada, it is a focal point of political and social life in the nation's capital.

A two-storey wing was added in 1865, the ballroom in 1873, the tent room in 1876-78 and the Minto wing in 1898-99. In 1914 a grand pedimented front was built to link the ballroom to the tent room creating the characteristic view of Rideau Hall familiar to most Canadians today.

### CHARACTER-DEFINING ELEMENTS

The historical significance of Rideau Hall is reflected in its evolutionary character, which records the tastes and ambitions of a succession of notable occupants. The designation applies to all remnants of the original McKay House and to those subsequent additions and alterations which contribute strongly to the present grandiose, if eclectic, nature of the complex. Of particular note are the landmark northwest façade, the Ballroom, the Tent Room, the south façade of the long 1865 addition and the Greenhouse. Also important is the relationship of the building to its grounds, which have their own intrinsic value.

Various reorientations of the building, its layout, and its grounds have taken place over the years, affecting the property's functional characteristics as well as its architectural style and massing. The present layout and decorative treatment, particularly of them more public areas, should be maintained. Alterations, if required, should be used to reveal or reinstate earlier patterns of use, or to highlight important surviving elements of previous phases. New additions or insertions should be kept to a minimum. Where required, they should be sympathetic to the historical material but clearly of their own time, so as not to obscure the evolutionary nature of the property.

### SERVICES

The underground services for the main building all date back the early 1900s where the hospitality wing of the building was added behind the Ball Room. As such, the remaining original services have all surpassed their expected life cycle and need to be replaced.

## 7.0 Requirements

- Design and construct a new sanitary sewer line to service the front of the Rideau Hall building.
- New design and components to be designed to support future growth of the use of the building.
- New design to be code compliant, easily serviceable and environmentally friendly.



Canada

- Review project with the OSGG and the Rideau Hall Commissioners since this work will be in their space and incorporate recommendations.
- Maintain security perimeter throughout the implementation of the work.
- Design should aim at minimizing O&M requirements over the life of the asset.
- Provide for the ease of incorporation of future systems by including spare conduits, added electrical and communication capability.

## **8.0 Life Cycle Considerations**

Provide for a minimum of 50 years without major repair work being required.

## **9.0 Issues**

- Communication: A strategy is to be developed by the Project Manager to ensure all groups, including OSGG, the RCMP and the Commissioners are informed of the implementation strategy and progress.

## **10.0 Order-of-Magnitude Cost Estimate and Cash-Flow Forecast**

The class D cost estimate available at the time of writing for this project is \$250K including contingencies.

Following consultation with partners and designers the Project Manager shall provide a detailed project cost estimate as part of the Project Brief.

## **11.0 Management Strategy for the Initiative**

This project should be managed as per the requirements of the NCC Process for Project Management.

## **12.0 Funding Strategy**

This project shall be funded through the NCC Multi-Year Capital Program funds.

## **13.0 Resources Required (human, material, technological, etc.)**

Project Leader:	Benoît J. Séguin
Project Manager:	Zachary Jenner
Property Manager:	TBD

## **14.0 Major Milestones**

<u>Phases</u>	<u>Completion date</u>
Initiation (SOR):	July 19, 2021
Planning (PB):	July 23, 2021
Development (PP):	July 30, 2021
Implementation (Accept Cert):	September 17, 2021
Close Out (CoR):	October 29, 2021

## **15.0 High-Level Roles and Responsibilities**

Project Leader:	Benoît J. Séguin
Project Manager:	Zachary Jenner



Canada

## 16.0 Key Stakeholders

NCC – OR  
OSGG  
RCMP

## 17.0 Impact of Maintaining the Status Quo

- Large sections of the existing drain have structurally failed and will block again in the near future if nothing is done to rectify the situation.
- Poor perception from our clients and partners.

## 18.0 Approval Authority for Each End-of-Phase

### .1 Initiation Phase, Statement of Requirements

The Statement of Requirements is to be approved by:

- Vice President, Official Residences

### .2 Planning Phase, Project Brief:

The Project Brief is to be approved by:

- Vice President, Official Residences
- Vice President, Design & Construction

### .3 Project Plan, Development Phase:

The Project Plan is to be approved by the Project Leader

### .4 Implementation Phase, Acceptance Certificate:

The Acceptance Certificate is to be approved by the Project leader.

### .5 Close-out Phase, Close-out Report

The Close-out Report is to be prepared by the Project Manager and approved by the Project Leader.

## 19.0 Approval of Statement of Requirements (SOR)

### Prepared by:

Alexis Michaud, Director, Operations - ORB  
Benoît J. Séguin, Chief Property Management - ORB

### Approval in Principle by:

---

Greg Kenney, Vice-President, Official Residences

---

Date

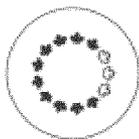
**From:** Séguin, Benoit  
**Sent:** August 17, 2021 2:41 PM  
**To:** Pucci, Perry; Westwood, Nicholas; Jenner, Zachary  
**Cc:** Kenney, Greg; Michaud, Alexis  
**Subject:** EZ Dome - Relocation schedule  
**Attachments:** EZ Dome Timeline.mpp

Hello all,

Here is the proposed high-level schedule for the relocation and decommissioning of the EZ Dome at Rideau Hall as well as for the installation of the Dome at HL.

Please review and validate dates and actions. Feel free to add.

Thanks,



**Benoît J. Séguin, P. Eng., CEM**

Chef de la gestion immobilière | Résidences officielles  
Chief, Property Management | Official Residences

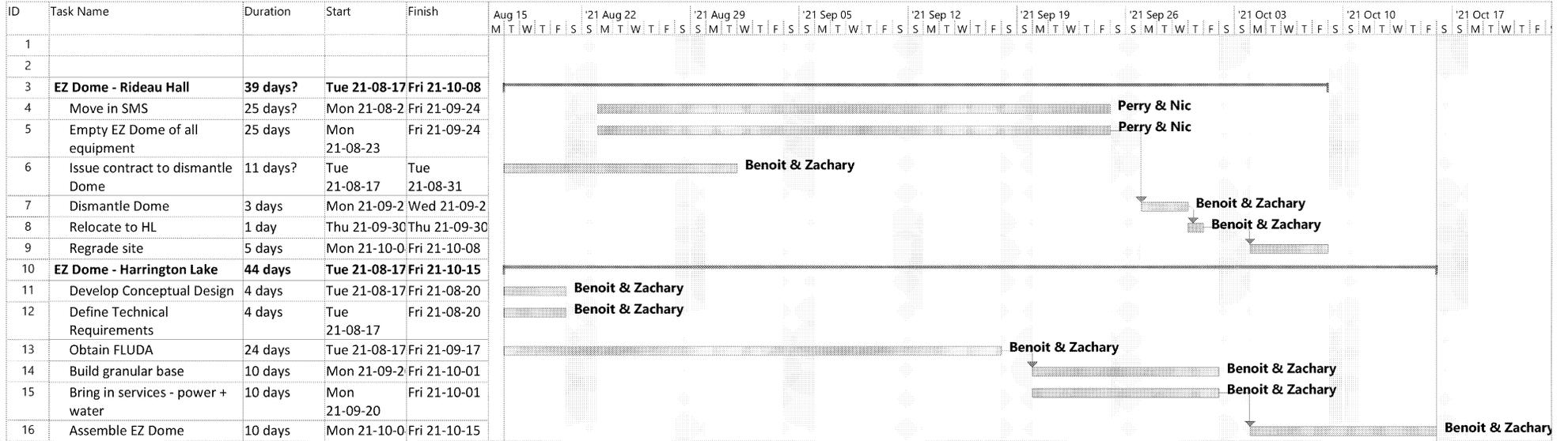
☎ 613-239-5678, ext. / poste 4025

📠 613-795-2718

---

Canada

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
I encourage you to reply to this e-mail in the official language of your choice.*



Project: EZ Dome Timeline  
Date: Tue 22-07-26

Task		Project Summary		Manual Task		Start-only		Deadline
Split		Inactive Task		Duration-only		Finish-only		Progress
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress
Summary		Inactive Summary		Manual Summary		External Milestone		

s.16(2)(c)

**From:** Michaud, Alexis  
**Sent:** August 25, 2021 2:22 PM  
**To:** Kenney, Greg  
**Subject:** FW: RH driveway shave and pave

FYI

Alexis

---

**From:** Michaud, Alexis  
**Sent:** Tuesday, August 24, 2021 4:16 PM  
**To:** Madularu, Iulia <Iulia.Madularu@ncc-ccn.ca>; Safar, Mario <mario.safar@ncc-ccn.ca>  
**Subject:** RE: RH driveway shave and pave

Thanks! – Benoit was able to open it and provided an area of 1,700 m2.  
It would be great to confirm if Pomerleau is verifying on site anyway.

Mario: The funding would be coming from another department. When do you expect we can provide a figure?

Thank you,  
Alexis

---

**From:** Madularu, Iulia <Iulia.Madularu@ncc-ccn.ca>  
**Sent:** Tuesday, August 24, 2021 3:37 PM  
**To:** Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>  
**Cc:** Safar, Mario <mario.safar@ncc-ccn.ca>  
**Subject:** FW: RH driveway shave and pave

Hi Alexis,

We have granted your team access to OR CAD drawings a few weeks ago. This is the link for the CAD drawing:

 RH-2004 Site  
Survey

Let me know if you have any issues accessing it.

I understand from Mario that Pomerleau is confirming the dimensions on site too.

Regards,

**Iulia Madularu, P.Eng., ing., Ph.D.**

Director, Centre of Expertise  
Directrice, Centre d'expertise

iulia.madularu@ncc-ccn.ca

☎ 613-854-6257

---

**From:** Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>  
**Sent:** August 24, 2021 9:19 AM  
**To:** Madularu, Iulia <[Iulia.Madularu@ncc-ccn.ca](mailto:Iulia.Madularu@ncc-ccn.ca)>  
**Subject:** RE: RH driveway shave and pave

Hi Iulia,  
I could send someone with a measuring wheel but I imagine someone has a CAD site plan in your team? It would probably save a lot of time.

Let me know if you don't and I'll get the measurements.

Thanks!  
Alexis

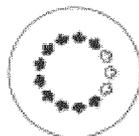
---

**From:** Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>  
**Sent:** Monday, August 23, 2021 4:50 PM  
**To:** Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Cc:** Jenner, Zachary <[Zachary.Jenner@ncc-ccn.ca](mailto:Zachary.Jenner@ncc-ccn.ca)>; Madularu, Iulia <[Iulia.Madularu@ncc-ccn.ca](mailto:Iulia.Madularu@ncc-ccn.ca)>  
**Subject:** RE: RH driveway shave and pave

Hi Alexis,

Can you approximate, from available site information, the surface area planned for shave and pave? We will provide ROM using unit price estimate from CM and square footage. Otherwise, we will need to take measurements on site.

Thanks,  
Mario



**Mario Safar**

Director, Project Management | Design & Construction Branch  
Directeur, division Gestion de projets | Direction de Design et Construction

[Mario.Safar@ncc-ccn.ca](mailto:Mario.Safar@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5740

📠 343-548-3585

---

National Capital Commission  
Commission de la capitale nationale

Canada

---

**From:** Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>  
**Sent:** Monday, August 23, 2021 4:43 PM  
**To:** Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>

**Cc:** Jenner, Zachary <[Zachary.Jenner@ncc-ccn.ca](mailto:Zachary.Jenner@ncc-ccn.ca)>; Madularu, Iulia <[Iulia.Madularu@ncc-ccn.ca](mailto:Iulia.Madularu@ncc-ccn.ca)>  
**Subject:** RE: RH driveway shave and pave

Hi Mario,

I need at least a rough order of magnitude to confirm funding. Could you use this previous project to create a Class D based on the area?

Benoit: Based on your experience with FLUDTA/FHBRO at Rideau Hall, can we proceed expeditiously as proposed by Mario?

Thanks,  
Alexis

---

**From:** Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>  
**Sent:** Friday, August 20, 2021 8:49 AM  
**To:** Madularu, Iulia <[Iulia.Madularu@ncc-ccn.ca](mailto:Iulia.Madularu@ncc-ccn.ca)>; Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>  
**Cc:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>; Jenner, Zachary <[Zachary.Jenner@ncc-ccn.ca](mailto:Zachary.Jenner@ncc-ccn.ca)>  
**Subject:** RE: RH driveway shave and pave

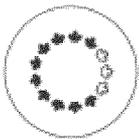
Good morning Alexis,

We introduced this work to Pomerleau at our weekly CM meeting yesterday and they confirmed they can deliver this project this year if we move quickly.

We will use a spec we previously used, as highlighted by Iulia in her email below, and POM will launch a unit price tender. There will be no drawings issued. Cost estimate will use unit price, but total cost estimate cannot be confirmed until bidders visit site and measure shave and pave area

Please confirm if you plan on funding this work.

Thanks,  
Mario



**Mario Safar**

Director, Project Management | Design & Construction Branch  
Directeur, division Gestion de projets | Direction de Design et Construction

[Mario.Safar@ncc-ccn.ca](mailto:Mario.Safar@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5740

☎ 343-548-3585

---

National Capital Commission  
Commission de la capitale nationale



---

**From:** Madularu, Iulia <[Iulia.Madularu@ncc-ccn.ca](mailto:Iulia.Madularu@ncc-ccn.ca)>  
**Sent:** Thursday, August 19, 2021 4:38 PM  
**To:** Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>; Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>  
**Cc:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>; Jenner, Zachary <[Zachary.Jenner@ncc-ccn.ca](mailto:Zachary.Jenner@ncc-ccn.ca)>  
**Subject:** RE: RH driveway shave and pave

Hi Alexis,

Mario and Zach will be able to provide a cost estimate. In terms of specifications, we have done a similar project in the past, 276\_RC Paving.

Regards,

**Iulia Madularu, P.Eng., ing., Ph.D.**

Director, Centre of Expertise  
Directrice, Centre d'expertise

[iulia.madularu@ncc-ccn.ca](mailto:iulia.madularu@ncc-ccn.ca)

☎ 613-854-6257

---

**From:** Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>  
**Sent:** August 18, 2021 11:02 AM  
**To:** Madularu, Iulia <[Iulia.Madularu@ncc-ccn.ca](mailto:Iulia.Madularu@ncc-ccn.ca)>; Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>  
**Cc:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Subject:** RH driveway shave and pave

Hi Iulia,

Can your team provide a Class D estimate to shave and pave the asphalt driveway as identified on the attached?

Mario – If such funding was available this year, would you be able to deliver it?

Happy to discuss further.

Thanks!

Alexis



**From:** Michaud, Alexis  
**Sent:** August 26, 2021 12:04 PM  
**To:** Kenney, Greg  
**Subject:** RH driveway shave and pave  
**Attachments:** Driveway.pdf

See attached

Alexis



**From:** Michaud, Alexis  
**Sent:** August 26, 2021 12:25 PM  
**To:** Kenney, Greg  
**Subject:** RE: RH driveway shave and pave

It's not asphalt past the gate, it's interlock

Alexis

---

**From:** Kenney, Greg <Greg.Kenney@ncc-ccn.ca>  
**Sent:** Thursday, August 26, 2021 12:24 PM  
**To:** Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>  
**Subject:** RE: RH driveway shave and pave

Thanks Alexis,

 Why can't we go all the way to Sussex DR?

**Greg**



613-239-5678, ext. / poste 5723



613-314-8968

---

**From:** Michaud, Alexis  
**Sent:** Thursday, August 26, 2021 12:04 PM  
**To:** Kenney, Greg <[Greg.Kenney@ncc-ccn.ca](mailto:Greg.Kenney@ncc-ccn.ca)>  
**Subject:** RH driveway shave and pave

See attached

Alexis

**From:** Turgeon, Éric  
**Sent:** August 26, 2021 9:59 AM  
**To:** Kenney, Greg  
**Cc:** Michaud, Alexis; Rozon, Julie (julie.rozon@ncc-ccn.ca)  
**Subject:** GRF#818 - RH-Princess Ann Entrance - Sanitary Sewer Line Replacement - Implementation

Good morning,

Your approval is required to release funds for projects up to \$500k.

The sanitary lines at Princess Ann Entrance, which date back to 1950s, are well passed their expected life cycle. The entire section, which amounts to approximately 50 meters, will need to be replaced in an expedited way to reinstate the facilities in the front part of the residence. Project is estimated to cost \$250K and is to be funded via over-programming of the MYCP.

Please indicate your approval using the voting button on this email by **Thursday, August 26th**. Thank you.

**PROCESS FOR PROJECT MANAGEMENT (PPM)  
Gate Release Form (GRF)**

**Date:** 2021-08-26

**GRF #:** 818

**Project Information:**

**Project #:** 0000416\_01  
**Project Name:** CA-RH-Princess Ann Entrance - Sanitary Sewer  
Line Replacement  
**Phase:** Implementation

**Budget Overview:**

**Project Authority**

Authority to Date	-	
Authority Requested	250,000	Implementation
<b>Total Authority</b>	<b>250,000</b>	

**Gate Release**

Released to Date	-	
Funds Requested	250,000	Implementation
<b>Total Funds Released</b>	<b>250,000</b>	

**Source of Funds:**

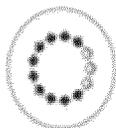
Approved OR Over-programming

**PPM Documents:**



Rideau Hall OR  
Princess Ann Ent... OverprogrammL...

Thank you,



**Eric Turgeon**

Senior Manager, Branch Management Services  
Gestionnaire supérieur, Services de gestion de la direction

[Eric.Turgeon@ncc-ccn.ca](mailto:Eric.Turgeon@ncc-ccn.ca)

\*613-239-5678, ext. / poste 5075

☎343-998-2510

---

National Capital Commission  
Commission de la capitale nationale

*Canada*



## PROCESS FOR PROJECT MANAGEMENT (PPM) STATEMENT OF REQUIREMENTS (SOR)

July 14, 2021

### 1.0 Initiative Information

**Project Name:** Rideau Hall – Princess Ann Entrance - Sanitary Sewer Line Replacement

**Project Leader:** Benoit Séguin, Chief, Property Management, Official Residences

**Project Manager:** Zachary Jenner, Senior PM, D&C

**Project File No.:** TBD

### 2.0 Need, Problem or Opportunity

#### Background & Problems

Over the years, the NCC has had to replace several failing under-slab sanitary drain lines throughout the Rideau Hall Main Residence due to age and structural failure. Recently, the main sanitary line for the front of the building, which runs under the Princess Ann entrance floor, has failed resulting in the unsanitary backflow of sewage into an equipment pit and the shutting down of washroom facilities in the affected portion of the residence. The sanitary lines, which date back to 1950s, are well passed their expected life cycle.

The Property Management team has video-scoped the line and identified the section between the new fire pump room and the exterior manhole to be problematic. Therefore, the entire section, which amounts to approximately 50 meters, will need to be replaced in an expedited way to reinstate the facilities in the front part of the residence.

### 3.0 Goal

To replace the existing under-slab sanitary sewer line that services the front of Rideau Hall to reinstate services to the residence.

### 4.0 Objectives

To improve the functionality and reliability of the underground infrastructure at Rideau Hall and provide for a long maintenance free life cycle.

### 5.0 Client / User

ORB, OSGG, PMO & the RCMP



Canada

## 6.0 Background

### DESCRIPTION OF HISTORIC PLACE

Constructed over many periods, to the visitor, Rideau Hall presents a grand pedimented formal facade that incorporates extensions added by former Governors General. Reached from the main gates by a winding roadway, Rideau Hall is the centrepiece of an extensive property laid out in the manner of a 19th century country estate. The designation is confined to the footprint of the building.

### HERITAGE VALUE

Rideau Hall was designated a Classified heritage building due to its important historical associations, as it establishes the character of the neighbourhood, and because of its high landmark value. The designation applies to all remnants of the original McKay House and to those subsequent additions and alterations, which contribute strongly to the present grandiose, if eclectic, nature of the complex. As the official Government House, the residence of the Crown's representative in Canada, it is a focal point of political and social life in the nation's capital.

A two-storey wing was added in 1865, the ballroom in 1873, the tent room in 1876-78 and the Minto wing in 1898-99. In 1914 a grand pedimented front was built to link the ballroom to the tent room creating the characteristic view of Rideau Hall familiar to most Canadians today.

### CHARACTER-DEFINING ELEMENTS

The historical significance of Rideau Hall is reflected in its evolutionary character, which records the tastes and ambitions of a succession of notable occupants. The designation applies to all remnants of the original McKay House and to those subsequent additions and alterations which contribute strongly to the present complex. Of particular note is the landmark northwest façade, the Ballroom, the Tent Room, the south façade of the long 1865 addition and the Greenhouses. Also important is the relationship of the building to its grounds, which have their own intrinsic value. Various reorientations of the building, its layout, and its grounds have taken place over the years, affecting the property's functional characteristics as well as its architectural style and massing. The present layout and decorative treatment, particularly of the more public areas, should be maintained. Alterations, if required, should be used to reveal or reinstate earlier patterns of use, or to highlight important surviving elements of previous phases. New additions or insertions should be kept to a minimum. Where required, they should be sympathetic to the historical material but clearly of their own time, so as not to obscure the evolutionary nature of the property.

### SERVICES

The underground services for the main building all date back the early 1900s where the hospitality wing of the building was added behind the ballroom. As such, the remaining original services have all surpassed their expected life cycle and need to be replaced.

## 7.0 Requirements

- Design and construct a new sanitary sewer line to service the front of the Rideau Hall main building.
- New design and components to be designed to support future growth of the use of the building.
- New design to be code compliant, easily serviceable and environmentally friendly.



- Review the project with the OSGG and the Rideau Hall Commissionaires since this work will be in the space they currently use and incorporate recommendations whenever possible.
- Maintain security perimeter throughout the implementation of the work.
- Design should aim at minimizing O&M requirements over the life of the asset.
- Provide for the ease of incorporation of future systems by including spare conduits, added electrical and communication capability.

**8.0 Life Cycle Considerations**

Provide for a minimum of 50 years without major repair work being required.

**9.0 Issues**

- Communication: A strategy is to be developed by the Project Manager to ensure all groups, including OSGG, the RCMP and the Commissionaires are informed of the implementation schedule and progress.

**10.0 Order-of-Magnitude Cost Estimate and Cash-Flow Forecast**

The class D cost estimate available at the time of writing for this project is \$250K including contingencies.

Following consultation with partners and designers the Project Manager shall provide a detailed and fully substantiated project cost estimate as part of the Project Brief.

**11.0 Management Strategy for the Initiative**

This project should be managed as per the requirements of the NCC Process for Project Management.

**12.0 Funding Strategy**

This project shall be funded through the NCC Multi-Year Capital Program funds.

**13.0 Resources Required (human, material, technological, etc.)**

Project Leader: Benoît J. Séguin  
 Project Manager: Zachary Jenner  
 Property Manager: TBD

**14.0 Major Milestones**

<u>Phases</u>	<u>Completion date</u>
Initiation (SOR):	July 19, 2021
Planning (PB):	July 23, 2021
Development (PP):	July 30, 2021
Implementation (Accept Cert):	September 17, 2021
Close Out (CoR):	October 29, 2021

**15.0 High-Level Roles and Responsibilities**

Project Leader: Benoît J. Séguin  
 Project Manager: Zachary Jenner



## 16.0 Key Stakeholders

NCC – OR  
OSGG  
RCMP

## 17.0 Impact of Maintaining the Status Quo

- Large sections of the existing drain have structurally failed and will block again in the near future if nothing is done to rectify the situation.
- Poor perception from our clients and partners.

## 18.0 Approval Authority for Each End-of-Phase

### .1 Initiation Phase, Statement of Requirements

The Statement of Requirements is to be approved by:

- Vice President, Official Residences

### .2 Planning Phase, Project Brief:

The Project Brief is to be approved by:

- Vice President, Official Residences
- Vice President, Design & Construction

### .3 Project Plan, Development Phase:

The Project Plan is to be approved by the Project Leader

### .4 Implementation Phase, Acceptance Certificate:

The Acceptance Certificate is to be approved by the Project leader.

### .5 Close-out Phase, Close-out Report

The Close-out Report is to be prepared by the Project Manager and approved by the Project Leader.

## 19.0 Approval of Statement of Requirements (SOR)

### Prepared by:

Alexis Michaud, Director, Operations - ORB  
Benoît J. Séguin, Chief Property Management - ORB

### Approval in Principle by:

A handwritten signature in black ink, appearing to read 'Greg Kenney', is written over a horizontal line.

Greg Kenney, Vice-President, Official Residences

July 21, 2021

Date

**From:** Yang, James  
**Sent:** June 8, 2021 2:57 PM  
**To:** Turgeon, Éric  
**Cc:** Kingsberry, Tania; LeQuéré, Alain; Aldrich, Rachelle; Copelli, Ivana; Madularu, Iulia; Michaud, Alexis  
**Subject:** OR Overprogramming  
**Attachments:** ORB MYCP Requests\_20210528.xlsx

Hi Eric,

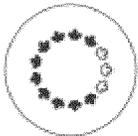
We have just met with Tobi on the additional OR projects that require immediate attention. The full list is attached. The decision is as follows:

- For projects 1, 2, 3 and 8: Add to our overprogramming list, totalling \$1M. You will see “ok” in column I.
- These projects will proceed in accordance with PPM. Please kindly work with Alexei on funding and other requirements.
- Should overprogramming not be sufficient, Tobi also granted authority to use A&D as a funding source, when and if necessary, for these projects.

Please let me know if you have any questions.

Tania/Alain: Can I please ask that you brief Michel on Tobi’s decision relating to A&D? I don’t think there is an immediate need to draw on A&D yet, but more as a safety valve.

Thanks,



**James Yang (he/il)**

Director, Strategic Planning  
Directeur, Planification stratégique

[james.yang@ncc-ccn.ca](mailto:james.yang@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5207

☎ 613-769-7916

---

National Capital Commission  
Commission de la capitale nationale

Canada

### 2021-22 Capital Priorities

Project #	Project Title	Category	Status	Budget	MYCP Priority	Impact of Status Quo	Column1
1- N/A	Princess Ann Entrance - Sanitary Sewer Line Replacement	New	Urgent	\$250,000.00	92.5	Very High	ok
2- 000396_01	Thomas Lane Gate	New	Not Started	\$150,000.00	67.5	Very High	ok
3- N/A	RH Fountain	New	Not Started	\$100,000.00	62.5	Very High	ok
4- 0000299_01	CA-OR-Rideau Cottage 2019 Roof Replacement	Continued	Tender Ready	\$132,000.00	77.5	High	
5- N/A	Ambassador's Court Staircase and Landscaping	New	Tender Ready	\$250,000.00	65	High	
6- N/A	Chauffeur's Garage	New	Design	\$85,000.00	80	Medium	
7- 0000242_01	CA-RH-Minto and Hospitality Wing HVAC Upgrades	Continued	Tender Ready	\$100,000.00	55	Medium	
8- 0000362_01	CA-RH-Stable Row Storm Sewer	New	Tender Ready	\$500,000.00	42.5	Medium	ok
9- 0000303_01	CA-RH-Monck Wing Basement Hallway Structure	New	Design	\$40,000.00	65	Low	
10- 0000277_01	CA-Stornoway Roof Replacement (Chimney)	Continued	Design	\$15,000.00	37.5	Low	
11- 000296_03	RH - Container Structure	Continued	Tender Ready	\$40,000.00	20	Low	
<b>Total</b>				<b>\$1,662,000.00</b>			

### Considerations

- 1- ORB's Annual Capital Appropriations of \$3M for FY 2021-22 are already committed in ongoing projects (SMS, HL Main & Salaries).
- 2- Any of the capital expenditures listed above would be considered Over-Programming and require support from EMC.
- 3- Any funds approved for the AIP project are also considered over-programming on top of the priorities listed above.
- 4- D&C and ORB have identified **\$150K** in over commitments within existing OR MYCP projects in the process of being closed out.
- 5- HL Main Cottage project is expected to have **\$834K** left from approved funding following completion;

### Funding Options

Option #	Description	Cost	Source	Impact
Option 1	Projects 1 & 2 only (Very High Impact)	\$400,000.00	Existing MYCP Over-Commitments and <b>\$250K</b> from HL available funds	Return \$584K from HL available funds
Option 2	Projects 1 to 3 (Very High Impact)	\$500,000.00	Existing MYCP Over-Commitments and <b>\$350K</b> from HL available funds	Return \$484K from HL available funds
Option 3	Top 3 projects & Storm Sewer (#8)	\$1,000,000.00	Existing MYCP Over-Commitments and existing HL available funds	Use all available funds
Option 4	Do everything	\$1,662,000.00	Existing MYCP Over-Commitments HL available funds  <b>PLUS \$678K</b> from MYCP	Need to source extra funds

Category	Status	Critical (Y/N)	Impact of Status Quo			On-going project Yes/No	Gov Directive, Corp Obligation, Part Yes/No	Alignment with NCC Mandate and Priorities 0 - 15	Health & Safety 0 - 40	Asset Condition 0-30	Enviromental Impact 0 - 7.5	Heritage Preservation 0 - 7.5	Total Score 100	
New	Not Started	Yes	Low	N/A	Chauffeur's Garage	Yes	No	15	35	30	0	0	80	
Continued	Design	No	Medium	0000299_01	CA-OR-Rideau Cottage 2019 Roof Replacement	Yes	No	15	30	25	0	7.5	77.5	
	Tender Ready		High	N/A	Thomas Lane Gate	Yes	No	15	15	30	0	7.5	67.5	
	In Construction		Very High	0000303_01	CA-RH-Monck Wing Basement Hallway Structure	Yes	No	15	35	15	0	0	65	underground infrastructure
	Urgent			N/A	Ambassador's Court Staircase and Landscaping	No	No	15	10	30	2.5	7.5	65	
				N/A	RH Fountain	No	No	15	10	30	0	7.5	62.5	
				0000242_01	CA-RH-Minto and Hospitality Wing HVAC Upgrades	Yes	No	15	10	25	5	0	55	
				0000362_01	CA-RH-Stable Row Storm Sewer	Yes	No	15	0	20	7.5	0	42.5	
				0000277_01	CA-Stornoway Roof Replacement	Yes	No	15	0	15	0	7.5	37.5	
				000296_03	RH - Container Structure	Yes	No	15	5	0	0	0	20	
						No	No	15	40	30	7.5	0	92.5	

s.20(1)(c)

**From:** Michaud, Alexis  
**Sent:** August 27, 2021 11:45 AM  
**To:** Kenney, Greg  
**Subject:** RH Main Driveway Resurfacing  
**Attachments:** Driveway.pdf

#### **SUBJECT**

The following is a rough order-of-magnitude cost estimate for the renewal of the asphalt topping of Rideau Hall's main driveway. It includes a resurfacing of the pavement from the Sussex Gate to the granite stone finish of the forecourt as identified on the attached aerial view.

#### **GOAL**

This work is being considered to eliminate trip hazards that have formed on the existing driveway over the years as the pavement ages.

#### **CONSIDERATIONS**

Stakeholders agree that a larger capital investment is required to properly address the functionality and design of this important road. New electrical and telecom infrastructure is required along the driveway as well as updated lighting, etc. New materials and design are also to be considered to better reflect the importance of the house.

While this resurfacing initiative will not address these requirements, until funding is secured for a larger scale project, it will provide a safe path for the many visitors and dignitaries who use it daily.

#### **ORDER-OF-MAGNITUDE COST ESTIMATE**

The approach for this initiative is to "shave and pave" the entire area. This consists essentially of milling the pavement down to the appropriate depth and relaying a new coat of asphalt over the existing base. Very minimal excavation is required.

The NCC has done similar work on a nearby site in 2018. Unit rates from that project were used to provide this estimate.

- 2018 unit rate + escalation and construction contingency: \$ [REDACTED] / sq.m
- Additional **30% risk factor**
  - o Current market conditions, no drawings, COVID mitigations
- Surface area: **3,400 sq.m**
- Order-of-magnitude cost estimate : \$ [REDACTED] **+applicable taxes.**

Hoping the above to be satisfactory, I remain at your disposal if further information is required.

Cordially,  
Alexis

**Page 32**  
**is a duplicate**  
**est un duplicata**

s.19(1)

**From:** [REDACTED]@gg.ca>  
**Sent:** September 20, 2021 2:18 PM  
**To:** Michaud, Alexis  
**Subject:** RE: Ball Room Lighting - Review

Hi there:  
It will depend on the event.  
Some events they think they have found a work around to do but we have not tested this with media yet.

For the majority of the others, it seems like we will need to continue to do them in the Tent Room as the Ballroom may not accommodate.

Hopefully [REDACTED] will give us a true sense.

In the meantime, alternatively, we could ask you to have Ottawa special events bring in lights to supplement the Ballroom work.

Thanks.  
[REDACTED]

[REDACTED]

Office of the Secretary to the Governor General | Bureau du Secrétaire du gouverneur général  
1, promenade Sussex Drive, Ottawa, ON K1A 0A1  
Telephone | Téléphone [REDACTED]  
Mobile [REDACTED]  
Facsimile | Télécopieur 613-991-5113  
[REDACTED]@gg.ca  
[www.gg.ca](http://www.gg.ca)

---

**From:** Michaud, Alexis [mailto:Alexis.Michaud@ncc-ccn.ca]  
**Sent:** 20 September, 2021 2:01 PM  
**To:** [REDACTED]@gg.ca>  
**Subject:** RE: Ball Room Lighting - Review

Hi [REDACTED]  
Until the lighting issues are resolved, are you still able to host events in the Ballroom?

Thanks,  
Alexis

---

**From:** [REDACTED]@gg.ca>  
**Sent:** Thursday, September 16, 2021 6:17 PM  
**To:** Séguin, Benoit <benoit.seguin@ncc-ccn.ca>; [REDACTED]@gg.ca>; Kenney, Greg <Greg.Kenney@ncc-ccn.ca>; Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>; Pucci, Perry <perry.pucci@ncc-ccn.ca>

s.19(1)

**Cc:** [REDACTED]@gg.ca>

**Subject:** RE: Ball Room Lighting - Review

Hi there:

Good news. Our volunteer technical expert [REDACTED] is willing to come and offer some impartial advice for us. Here are his availabilities

[REDACTED]

I will ask [REDACTED] to work with him and Ben to confirm a time that will work.

Thanks.

[REDACTED]

Office of the Secretary to the Governor General | Bureau du Secrétaire du gouverneur général  
1, promenade Sussex Drive, Ottawa, ON K1A 0A1  
Telephone | Téléphone [REDACTED]  
Mobile [REDACTED]  
Facsimile | Télécopieur 613-991-5113  
[REDACTED]@gg.ca  
[www.gg.ca](http://www.gg.ca)

-----Original Appointment-----

**From:** Séguin, Benoit [<mailto:benoit.seguin@ncc-ccn.ca>]

**Sent:** 16 September, 2021 12:48 PM

**To:** [REDACTED] Kenney, Greg; Alexis Michaud; Perry Pucci

**Subject:** Ball Room Lighting - Review

**When:** 28 September, 2021 1:00 PM-2:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** Rideau Hall Ball Room

New date and time

Hello,  
This meeting is to review the outcome of the Ball Room lighting upgrade project and decide on the next step. We'll meet in the Ball Room and demonstrate the product.  
Thanks,

**IMPORTANT NOTICE:** This message may contain confidential or privileged information and is intended only for the individual named. If you are not the intended recipient, you should not disseminate, distribute or copy this email. Please notify the sender immediately if you have received this email by mistake and delete it from your system.

AVIS IMPORTANT : Le présent courriel peut contenir des renseignements confidentiels et est strictement réservé à l'usage de la personne à qui il est destiné. Si vous n'êtes pas la personne visée, vous ne devez pas diffuser, distribuer ou copier ce courriel. Merci de nous en aviser immédiatement et de supprimer ce courriel s'il vous a été envoyé par erreur.

**From:** Madularu, Iulia  
**Sent:** September 22, 2021 3:27 PM  
**To:** Vaillancourt, Pierre  
**Cc:** Safar, Mario  
**Subject:** OR Projects  
**Attachments:** Presentation to CEO on Friday; REP NCC 1000 Ch du Lac Meech.pdf

Hi Pierre,

Please find below an update on the OR projects, as requested:

Princess Anne Gate (Screening / Security: construction of a guard hut and reconfiguration of the entrance to increase safety)

- **OR to submit the SOR**
- As soon as we receive the requirements from OR, the CoE will be able to prepare the concept design, DL: Aynslee Hurdal, Senior Architect.

RH Fountain

- [REDACTED] is amending proposal to include all phases of the project (design + contract admin.) PO to be issued to [REDACTED] [REDACTED] is currently moving ahead prior to receipt of the PO in order to avoid further delays.
- Verbal confirmation on findings by [REDACTED] received on September 16<sup>th</sup>. Final report and design workshop to be held early next week. [REDACTED] to review design alternatives with all stakeholders. (PM, CoE, OR, POM, [REDACTED] Objective of the workshop is to compare alternatives against all project constraints: Cost, Schedule, Feasibility, Life cycle, operating and maintenance requirements etc.
- DL has been assigned: Vedran Misljenovic, Structural Engineer.

Thomas Gate

- Gates have been removed and are being repaired off-site;
- Expected to be reinstalled on site by the end of November;
- Masonry work has been completed, and permanent hoarding has been installed;
- Alternative options for upper cresting are being evaluated, preliminary pricing received was \$80k.

HL Fireplace

- At the end of June, the following options have been sent to OR:
  1. **Status quo \$0**
    - D&C confirmed the current design meets code and is safe to operate while draft inducers are in use
  2. **Replace existing flue with new rectangular flue \$100k.**
    - Not recommended, high risk option, extremely hard to implement.
  3. **Install additional flue within existing chimney \$50k**
    - Little guarantee of performance, additional flue may require draft inducer.
  4. **Install fireplace inserts \$20k (original design intent)**
    - Will improve overall building performance, reduce environmental impact and efficiency of fireplace and chimney
- We have also retained the services of an acoustics consultants. The following options have been proposed (see attached report, already submitted to OR), including our preliminary review:
  5. Add a **silencer in-line with the draft inducer,**

- To date this option appears to not be feasible, the in-line silencer would project above the heritage chimneys (approx. 2m), and we have yet to confirm if fireproof materials exist for this type of installation. We do not recommend this option.

**6. Replace the fan with a low noise option \$20k**

- The current draft inducers were selected as their baseplates match the opening size of the clay flues. A “low noise option” would involve replacing the inducers with a larger draft inducer, and a transition from the baseplate to meet the size of the flue. This transition will project above the heritage chimneys and will impact the look of the chimneys. This option is noted to not completely reduce the draft inducer noise, as the “noise” created by air movement through the chimney cannot be eliminated.
- Risks: Reduction in overall noise cannot be confirmed until after implementation (there may be little to no improvement).

**7. Place a seal on the smoke damper**, such that it blocks all airflow when the damper is closed

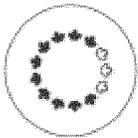
- This option was included in the report, but represents an atypical situation. The dampers will never be closed while the draft inducers are operating. Please disregard this option.

**8. Add vibration isolation** (either spring or neoprene) to the draft inducers

- This approach has already been implemented with the previously installed semi-rigid insulation between the base plate and fan assembly. Additional neoprene may be added for (\$5k) but is thought to provide little to no improvement over the status quo.

- **OR to provide direction on which option to pursue.**

Regards,



**Iulia Madularu, P.Eng., ing., Ph.D.**

Director, Centre of Expertise | Design & Construction Branch  
Directrice, Centre d'expertise | Direction de design et construction

iulia.madularu@ncc-ccn.ca

☎ 613-854-6257

---

National Capital Commission  
Commission de la capitale nationale

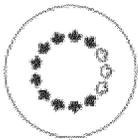
Canada

**From:** Vaillancourt, Pierre  
**Sent:** June 23, 2021 7:43 AM  
**To:** Kenney, Greg  
**Cc:** Madularu, Iulia; Jenner, Zachary  
**Subject:** Presentation to CEO on Friday  
**Attachments:** Thomas Gate AIP and HL MC\_V2.pptx

Hi Greg,

You will find attached the proposed presentation for the CEO debrief scheduled this Friday. Your comments are welcome.

Thanks,



**Pierre Vaillancourt, ing., P.Eng.**

Vice President, Design & Construction  
Vice-président, Design & Construction

[pierre.vaillancourt@ncc-ccn.ca](mailto:pierre.vaillancourt@ncc-ccn.ca)

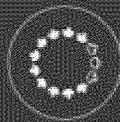
☎ 613-239-5678, ext. / poste 5871

📠 613-606-3012

---

Commission de la capitale nationale  
National Capital Commission

Canada



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

# Thomas Gate, AIP & HL-MC

June 2021



## Thomas Gate Project - Timeline

- SOR received March 29, 2021
- Preliminary Design (like for like replacement) submitted to OR for comments on June 4, 2021
- OR Comments on June 9, 2021
  - Review alternate materials: Aluminum vs Cast
  - Incorporate RCMP requirements
  - Review alternate bearing, locking mechanisms
  - Review wider opening to allow for emergency vehicle circulation

## Thomas Lane Gate – Next Steps

- Decision to not include additional requirements and proceed with like for like replacement only
- Design development underway (to be completed by July 2nd)
- Order of magnitude pricing received at \$150k
- Repair/Replace timeline for gates only: 8-10 weeks
- Fabrication and implementation of upper cresting above gate (decorative only) 6 to 12 months
- Substantial completion (without cresting) September 30th, 2021

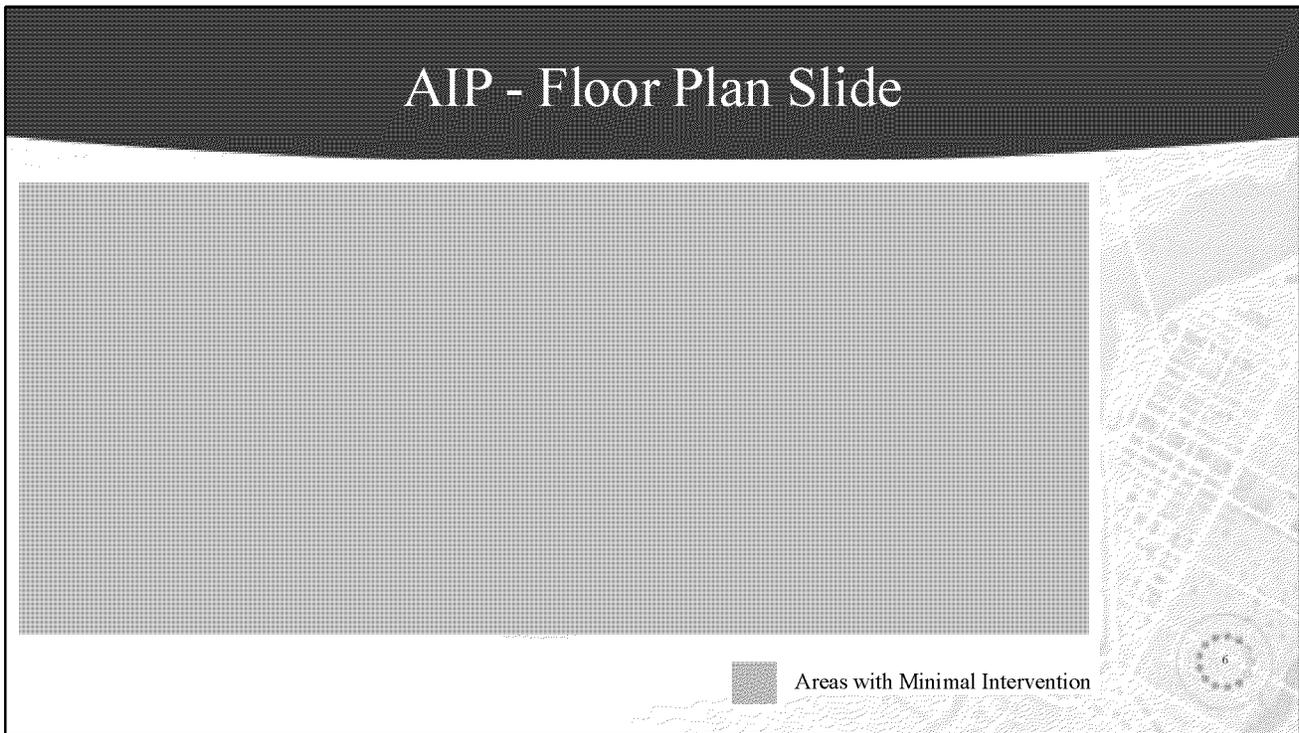


## AIP - FHBRO Comments

- Generally, in support of the abatement and M+E Decommissioning for the safe and continued use of building.
- Planning of the AIP Project to be coordinated with the future renovation works to minimize unnecessary impact and removal of heritage elements.
- Encourages minimal intervention → ie: kept in situ option preferred over careful removal / storage / future reinstatement.
  - Protected Heritage elements kept in-situ to be regularly monitored for moisture damage.
  - Removed and Stored Heritage elements to be handled by qualified personnel , with thorough documentation and cataloging to support future reinstatement. Storage should be kept to a minimal period.

## AIP – Minimal Intervention

- Approach revised to address FHBRO comments and to respect minimal intervention recommendation in high heritage areas.
- Significant savings in demolition as the need to carefully remove and store heritage fabric materials is reduced.
- Plaster cornices to be kept in-situ
- Approach estimated to result in abatement of 85% of ACMs
- Option requires on-going Asbestos Monitoring Program
- Budget Presented: \$3.9M



## AIP - Order of Magnitude Comparison

AIP Order of Magnitude Comparison	Original OoM	FULL SCOPE	REDUCED SCOPE
Abatement	\$		
Demolition	\$		
Heritage Allowance	\$		**
General Conditions	\$		
Subtotal	\$		
Contingency 25%	\$		
CM Fee %	\$		
<b>Total</b>	<b>\$ 3,132,930.00</b>	<b>\$ 4,593,315.00</b>	<b>\$ 3,922,932.75</b>

\*\*Heritage Allowance presented is currently being evaluated\*\*

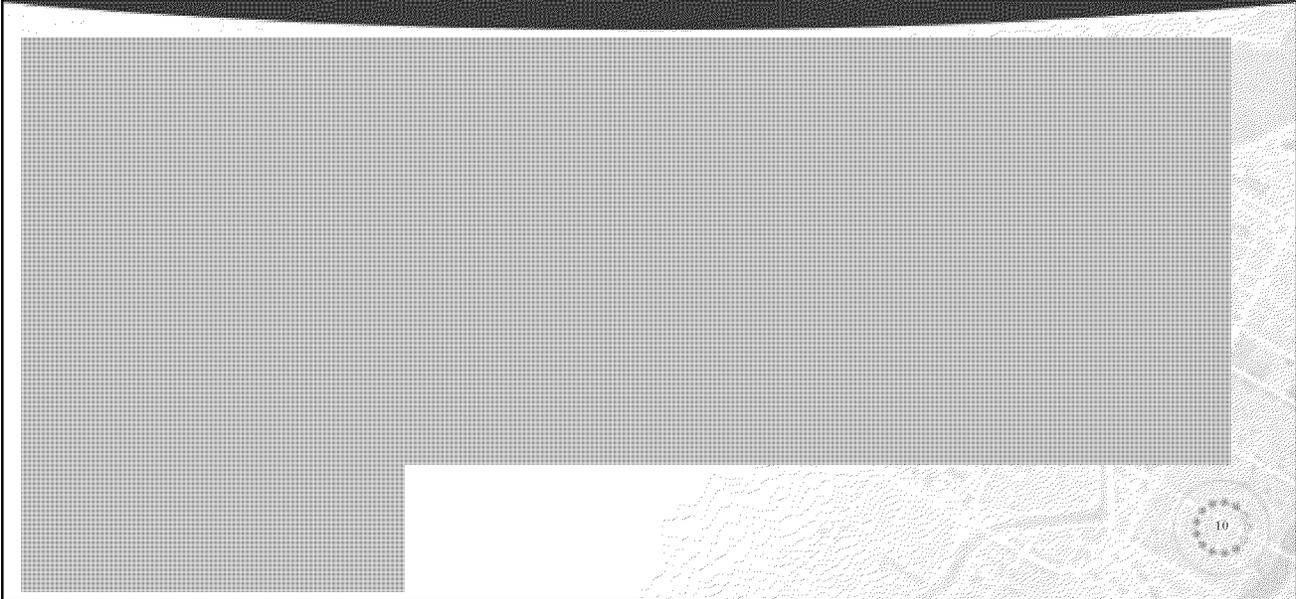
## AIP – Schedule and Interim Measures

- IFT Drawings to be completed by end of June for full scope
- 2-3 Weeks required to modify drawings for minimal intervention
- Depending on timing of future scope of work, additional protective measures will need to be implemented (not included in current budget)
  - Option 1: Scaffold and shrink wrap entire building: Budget \$ [REDACTED] M ( for 3-year rental term)
  - Option 2: Interior insulation and vapour barrier: Budget \$ [REDACTED] k

## HL Main Cottage – Chimney

- **Status quo \$0**
  - D&C confirmed the current design meets code and is safe to operate while draft inducers are in use
- **Replace existing flue with new rectangular flue \$100k.**
  - Not recommended, high risk option, extremely hard to implement.
- **Install additional flue within existing chimney \$50k**
  - Little guarantee of performance, additional flue may require draft inducer.
- **Install fireplace inserts \$20k (original design intent)**
  - Will improve overall building performance, reduce environmental impact and efficiency of fireplace and chimney

# HL Main Cottage – Chimney



s.16(2)(c)

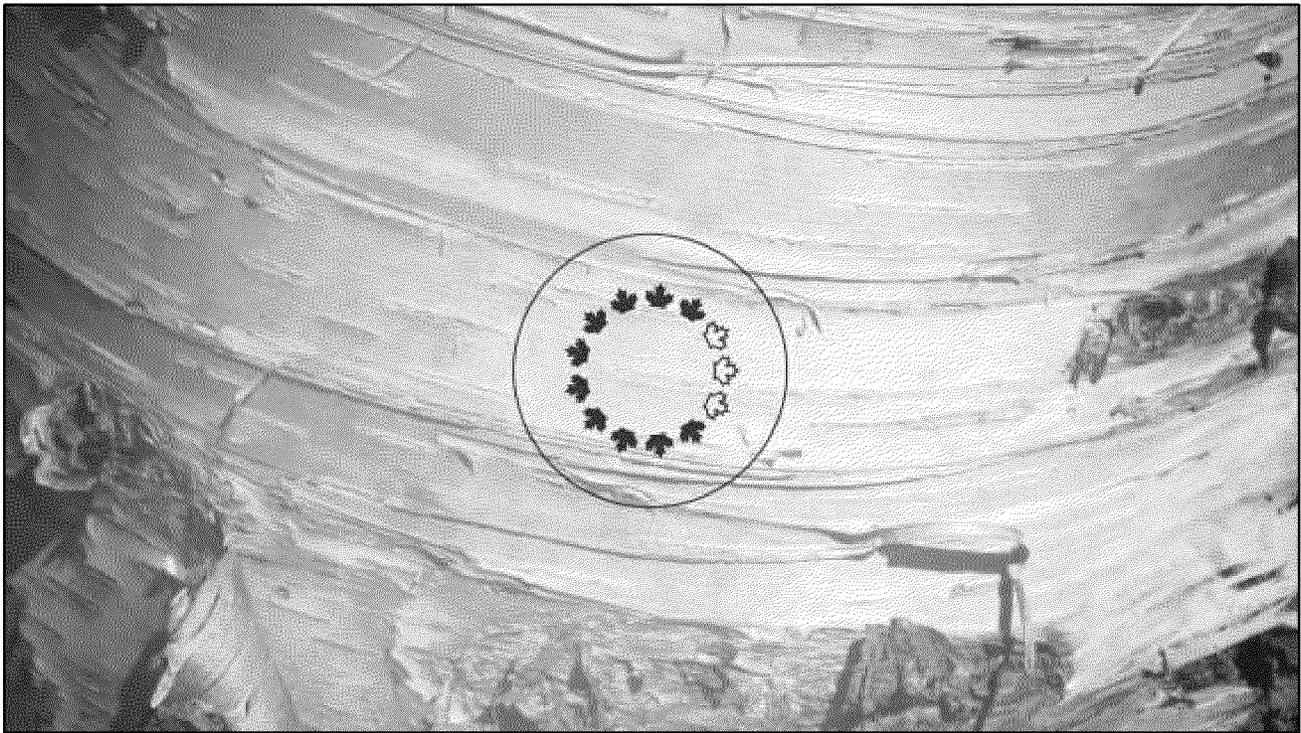
## HL Main Cottage – Additional Insulation



Outside of original scope

## HL Main Cottage – Building Performance

- Average new home – 228 GJ/Year
- Blower door test #1 (February 2021) – 379 GJ/Year
- Report #1: Improvement target of 348 GJ/Year
- Blower door test #2 (June 2021) – 305 GJ/Year, further improvements can be achieved with the installation of fireplace inserts.



**Pages 52 to / à 58  
are not relevant  
sont non pertinentes**

**From:** Kenney, Greg  
**Sent:** September 29, 2021 11:54 AM  
**To:** Vaillancourt, Pierre  
**Cc:** Michaud, Alexis  
**Subject:** Princess Gate - Rideau Hall

Bonjour Pierre,

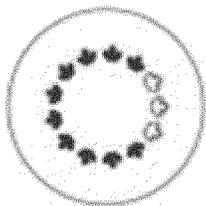
As a follow-up to your confirmation that sufficient D&C capacity and resources are in place to develop design concept options for the future of the Princess Gate at RH, please note the following points of contact for our key stakeholders on the project:

OSGG:  
[REDACTED]@gg.ca)

RCMP :  
David Joannis:  
[David.Joannis@rcmp-grc.gc.ca](mailto:David.Joannis@rcmp-grc.gc.ca)

Most respectfully,

Greg



**Greg J. Kenney, MA PMP**

Vice President, Official Residences  
Vice-président, Résidences officielles

[greg.kenney@ncc-ccn.ca](mailto:greg.kenney@ncc-ccn.ca)

 613-239-5678, ext. / poste 5723

 613-314-8968

---

National Capital Commission  
Commission de la capitale nationale



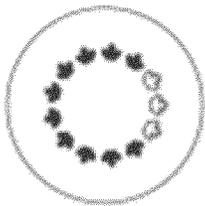
**From:** Kenney, Greg  
**Sent:** October 1, 2021 11:50 AM  
**To:** Séguin, Benoit  
**Cc:** Michaud, Alexis  
**Subject:** RH Fountain

Hi Ben,

I understand the meeting on the fountain was at 11AM today. Could you please contact me as soon as its over? I would appreciate a debrief as I have to advise the CEO's office.

Respectfully,

Greg



**Greg J. Kenney, MA PMP**

Vice President, Official Residences  
Vice-président, Résidences officielles

[greg.kenney@ncc-ccn.ca](mailto:greg.kenney@ncc-ccn.ca)

 613-239-5678, ext. / poste 5723

 613-314-8968

---

National Capital Commission  
Commission de la capitale nationale

Canada

s.16(2)(c)  
s.19(1)  
s.20(1)(c)  
s.21(1)(b)

**Bédard, Éric**

---

**From:** Madularu, Iulia  
**Sent:** October 7, 2021 6:06 PM  
**To:** Vaillancourt, Pierre  
**Subject:** FW: Rideau Hall Fountain - Summary of [REDACTED] Services

Hi Pierre,

I briefly mentioned we have some challenges with [REDACTED] on the RH Fountain, among which their fee proposal. Our Chief, Engineering met today [REDACTED]  
[REDACTED] Below the email for your reference.

**Iulia Madularu, P.Eng., ing., Ph.D.**  
Director, Centre of Expertise  
Directrice, Centre d'expertise  
iulia.madularu@ncc-ccn.ca  
613-854-6257

**From:** Masaeli, Saadeh  
**Sent:** October 7, 2021 4:13 PM  
**To:** [REDACTED]  
**Cc:** Misljenovic, Vedran <Vedran.Misljenovic@ncc-ccn.ca>; Bernans, Mark <Mark.Bernans@ncc-ccn.ca>  
**Subject:** RE: Rideau Hall Fountain - Summary of [REDACTED] Services

Hi [REDACTED]

Just a quick note to summarize our discussion today:

- To date, the NCC has received only one proposal from [REDACTED] for this project. A PO was issued for phase 1 of the proposal back in May. The contract document prep and the contract admin portion were not priced out at the time.
- The investigation was to include site visits, consultation and research to provide us with options for remediation in a manner that is cost effective to the NCC. The output of this was to be a memo summarizing all findings, analysis, and recommendation.
- The investigation report was submitted in June.
- We are now in October with still no proposal from [REDACTED]. This is impacting our client (the public) and the reputation of the NCC as the fountain has remained hoarded up for various ceremonies held at RH in front of the Governor General's house
- NCC has received an informal cost table which we do not find fair and reasonable. However, we wait receipt of a formal proposal for the design and CA phase, along with back up info, justification for adding phase 2A cost....to provide comments
- [REDACTED]
- The NCC believes that the cost of the 3<sup>rd</sup> visit should be covered under original PO as the PO was to cover all investigation. The PO covered site visits with exploratory openings and the NCC had our CM on site to accommodate this

I look forward to receiving your formal proposal tomorrow.

Regards,



**Saadeh Masaeli, P.Eng**  
Chief of Engineering  
Chef de l'ingénierie  
saadeh.masaeli@ncc-ccn.ca  
613-239-5678, ext. / poste 5668

s.16(2)(c)

s.19(1)

343-542-5135

National Capital Commission  
Commission de la capitale nationale



**From:** [REDACTED]  
**Sent:** October 6, 2021 9:54 AM  
**To:** Misljenovic, Vedran <Vedran.Misljenovic@ncc-ccn.ca>  
**Cc:** Masaeli, Saadeh <Saadeh.Masaeli@ncc-ccn.ca>; Bernans, Mark <Mark.Bernans@ncc-ccn.ca>; Khou, Tamara <Tamara.Khou@ncc-ccn.ca>  
**Subject:** RE: Rideau Hall Fountain - Summary of [REDACTED] Services

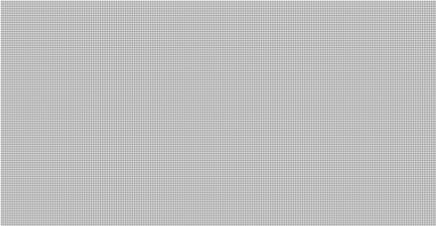
Vedran –

Based on our shared understanding of the urgency, [REDACTED] has proceeded on good faith with the NCC thus far in proceeding without a PO in place.

I am very concerned at the statement highlighted below, as it appears to me that you are suggesting that the previous Phase 1 PO should have covered the Phase 2 work that Mark approved in late August? This is wholly inaccurate, as PO-013150 was tied to a specific scope of work which was delivered and completed in July.

As we discussed last week, NCC requested a cost estimate and the selected mortar option today. Both of those are on schedule, however I am not comfortable providing any further deliverables until this issue is clarified and the NCC has, at the very least, provided some written authorization.

I will send a meeting invitation for 2pm today – I hope that timeslot is acceptable.



**From:** Misljenovic, Vedran <Vedran.Misljenovic@ncc-ccn.ca>  
**Sent:** October 6, 2021 9:47 AM  
**To:** [REDACTED]  
**Cc:** Masaeli, Saadeh <Saadeh.Masaeli@ncc-ccn.ca>; Bernans, Mark <Mark.Bernans@ncc-ccn.ca>; Khou, Tamara <Tamara.Khou@ncc-ccn.ca>  
**Subject:** RE: Rideau Hall Fountain - Summary of [REDACTED] Services  
**Importance:** High

Good morning [REDACTED]

s.16(2)(c)

s.19(1)

Furthermore to my email below, please refer to the attached email issuing a Purchase Order (PO) for the PHASE ONE work, approved by NCC and sent to [redacted] back in May, 2021.

As per the attached PO, this work covered all site visits, investigations and effort necessary by [redacted] and it's sub-consultants to determine the cause of degradations at Rideau Hall Fountain.

Going forward, please submit a detailed proposal, outlining [redacted] and its subs' [redacted] etc.) level of effort (LOE) and tasks in order to complete the subsequent phases of this work, which entail recommended courses of action for both mortar and steel protection.

Please submit your proposal by the end of this week.

Thanks and regards,



**Vedran Misljenovic, P.Eng**

Structural Engineer  
Ingénieur en structure

[vedran.misljenovic@ncc-ccn.ca](mailto:vedran.misljenovic@ncc-ccn.ca)

343-548-6411, ext. / poste N/A

613-449-8428

National Capital Commission  
Commission de la capitale nationale



**From:** Misljenovic, Vedran

**Sent:** October 5, 2021 11:55 AM

**To:** [redacted]

**Cc:** Masaeli, Saadeh <[Saadeh.Masaeli@ncc-ccn.ca](mailto:Saadeh.Masaeli@ncc-ccn.ca)>; Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>; Khou, Tamara <[Tamara.Khou@ncc-ccn.ca](mailto:Tamara.Khou@ncc-ccn.ca)>

**Subject:** FW: Rideau Hall Fountain - Summary of [redacted] Services

**Importance:** High

Hello [redacted]

With respect to the email below forwarded to myself recently, please ensure to include me on all future correspondence regarding this project.

Furthermore, I have not received any communication from [redacted] since last Friday's 11AM meeting. Could you please distribute minutes of meeting?

As far as the design contemplations are concerned, my impression was that we have tentatively agreed that all design deliberations pertaining to mortar alternatives and its final selection as well as protection alternatives for the steel structure are to be within the financial confines as laid out in the attached [redacted] proposal, and excerpted below:

s.16(2)(c)  
s.19(1)  
s.20(1)(c)

**Pricing:**

<b>Phase 1: Identification of Optimal Mortar Bed Material:</b>	\$ [REDACTED]
<b>Phase 2: Development of Asset-Specific Application Specifications</b>	\$ [REDACTED]
<b>Phase 3: Inspection Services:</b>	\$TBD
<b>Phase 4 (Option): Mitigation Support for Galvanized Structure:</b>	\$ [REDACTED]

For a total of **\$37,400 USD or \$46,998.15 CAD** not including Inspection Services. This price and deemed necessary work breakdown were the major factors as to why we went with [REDACTED] proposal as opposed to [REDACTED] proposal as per our previous discussions.

Therefore, could you please explain where the additional costing below is coming from (which is financially very similar to the [REDACTED] proposal)?

Thanks and regards,



**Vedran Misljenovic, P.Eng**

Structural Engineer  
Ingénieur en structure

[vedran.misljenovic@ncc-ccn.ca](mailto:vedran.misljenovic@ncc-ccn.ca)

343-548-6411, ext. / poste N/A

613-449-8428

National Capital Commission  
Commission de la capitale nationale



**From:** Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>  
**Sent:** October 5, 2021 11:08 AM  
**To:** Misljenovic, Vedran <[Vedran.Misljenovic@ncc-ccn.ca](mailto:Vedran.Misljenovic@ncc-ccn.ca)>  
**Subject:** FW: Rideau Hall Fountain - Summary of [REDACTED] Services

**From:** [REDACTED]  
**Sent:** October 2, 2021 3:42 PM  
**To:** Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>; Khou, Tamara <[Tamara.Khou@ncc-ccn.ca](mailto:Tamara.Khou@ncc-ccn.ca)>  
**Subject:** Rideau Hall Fountain - Summary of [REDACTED] Services

Mark & Tamara

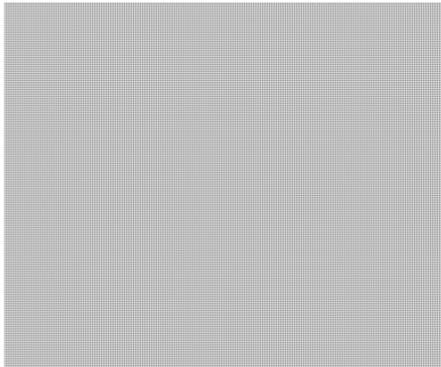
s.16(2)(c)  
s.19(1)  
s.20(1)(c)

To facilitate your Monday discussions, the below summary may be useful:

Work under NCC (Superseded)									
	Short Description	Detailed Description	Deliverables	Status	Costs Incurred to Date (02-Oct-21)	Consulting Fee	Consulting Fee (Incl. HST)	NCC PO#	Proceeded On?
Phase 1	"What"	What is wrong with the fountain?	Report	Complete (23-Jul-2021)	\$17,300.00	\$17,300.00	\$19,549.00	PO-013150	N/A
<b>SUBTOTAL</b>					<b>\$17,300.00</b>	<b>\$17,300.00</b>	<b>\$19,549.00</b>		
Phase 2	"Why"	Why did the mortar fail?	Report (incl. lab work by [redacted])	Complete (29-Sep-2021)	\$19,975.00	\$19,975.00	\$22,571.75	Pending	Email from M.Bernans 24-Aug-21
Phase 3A	"How"	How could we fix it? How much is the cost to fix? How long will it take? How long should it last after repair?	1) Options Analysis of possible replacement mortars 2) Construction cost estimate -Full vs selective removal & replacement	In Progress (Expected 6-Oct-21)	\$17,775.00	\$20,275.00	\$22,910.75	Pending	Phone call w/ M.Bernans & V.Misljenovic 28-Sep-21 Clarified under phone call w/ M. Bernans & T.Kl
<b>SUBTOTAL</b>					<b>\$37,750.00</b>	<b>\$40,250.00</b>	<b>\$45,482.50</b>		
Phase 3B	"How"	How will we fix it? How much will that cost?	1) Specifications & Procedure for Remediation (assuming full replacement) (includes galv. members) 2) Revised/Updated Cost Estimate	Not Yet Authorized	\$0.00	\$ [redacted]	\$ [redacted]		Not Yet Authorized
Phase 4	Site Repair	Site Services/General Review of construction	TBD	Not Yet Authorized	\$0.00	TBD	TBD		Not Yet Authorized
<b>SUBTOTAL</b>					<b>\$0.00</b>	<b>\$ [redacted]</b>	<b>\$ [redacted]</b>		
<b>GRAND TOTAL</b>					<b>\$55,050.00</b>	<b>\$ [redacted]</b>	<b>\$ [redacted]</b>		

As a heads up, we have a leading mortar supplier interested in the project who has responded to the Request for Material Compatibility issued by [redacted]. It may be necessary for them to visit site next week (as soon as Monday afternoon, if possible) to review the condition and determine the appropriate product from their line.

Looking forward to future discussions,



NOTICE: This communication and any attachments ("this message") may contain information which is privileged, confidential, proprietary or otherwise subject to restricted disclosure under applicable law. This message is for the sole use of the intended recipient(s). Any unauthorized use, disclosure, viewing, copying, alteration, dissemination or distribution of, or reliance on, this message is strictly prohibited. If you have received this message in error, or you are not an authorized or intended recipient, please notify the sender immediately by replying to this message, delete this message and all copies from your e-mail system and destroy any printed copies. You are receiving this

**Page 66**  
**is not relevant**  
**est non pertinente**

s.16(2)(c)

s.20(1)(c)

To facilitate your Monday discussions, the below summary may be useful

Work under NCC (Superseded)									
	Short Description	Detailed Description	Deliverables	Status	Costs Incurred to Date (02-Oct-21)	Consulting Fee	Consulting Fee (incl. HST)	HCC POW	Proceeded On?
Phase 1	"What"	What is wrong with the fountain?	Report	Complete (23-Jul-2021)	\$17,300.00	\$17,300.00	\$19,549.00	PO-013150	N/A
SUBTOTAL					\$17,300.00	\$17,300.00	\$19,549.00		
Phase 2	"Why"	Why did the mortar fail?	Report (incl. lab work by [redacted])	Complete (29-Sep-2021)	\$19,975.00	\$19,975.00	\$22,571.75	Pending	Email from M Bernans 24-Aug-21
Phase 3A	"How"	How could we fix it? How much is the cost to fix? How long will it take? How long should it last after repair?	1) Options Analysis of possible replacement mortars 2) Construction cost estimate -Full vs selective removal & replacement	In Progress (Expected 6-Oct-21)	\$17,775.00	\$20,275.00	\$22,910.75	Pending	Phone call w/ M Bernans & V Mislyenovic 28-Sept-21 Clarified under phone call w/ M Bernans & T Khou 01-Oct-21
SUBTOTAL					\$37,750.00	\$40,250.00	\$45,482.50		
Phase 3B	"How"	How will we fix it? How much will that cost?	1) Specifications & Procedure for Remediation (assuming full replacement) (includes galv. members) 2) Revised/Updated Cost Estimate	Not Yet Authorized	\$0.00	\$ [redacted]	\$ [redacted]		Not Yet Authorized
Phase 4	Site Repair	Site Services/General Review of construction	TBD	Not Yet Authorized	\$0.00	TBD	TBD		Not Yet Authorized
SUBTOTAL					\$0.00	\$ [redacted]	\$ [redacted]		
GRAND TOTAL					\$55,050.00	\$ [redacted]	\$ [redacted]		

s.16(2)(c)

s.20(1)(c)

s.21(1)(b)

**From:** Vaillancourt, Pierre  
**Sent:** October 12, 2021 3:22 PM  
**To:** Madularu, Iulia  
**Cc:** Safar, Mario  
**Subject:** Re: RH Fountain - Consultant

Thanks Iulia for this update. I suggest debriefing OR at our next meeting.



**Pierre Vaillancourt, ing., P.Eng.**

Vice President, Design & Construction  
Vice-Président, Design & Construction

[pierre.vaillancourt@ncc-ccn.ca](mailto:pierre.vaillancourt@ncc-ccn.ca)



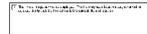
613-239-5678, ext. / poste 5871



613-355-2289

---

Commission de la capitale nationale  
National Capital Commission



---

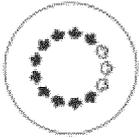
**From:** Madularu, Iulia <Iulia.Madularu@ncc-ccn.ca>  
**Sent:** October 12, 2021 1:32 PM  
**To:** Vaillancourt, Pierre <Pierre.Vaillancourt@ncc-ccn.ca>  
**Cc:** Safar, Mario <mario.safar@ncc-ccn.ca>; Masaeh, Saadeh <Saadeh.Masaeh@ncc-ccn.ca>; Khou, Tamara <Tamara.Khou@ncc-ccn.ca>  
**Subject:** RH Fountain - Consultant

Hi Pierre,

We currently have issues with [REDACTED] proposal for RH Fountain, our engineering team [REDACTED] consider some of the services included should have been delivered under the original contract, for which a PO has already been issued (see attached for your reference). [REDACTED]

The PM group will ask our CM, Pomerleau to hire the consultant directly to deliver this project. Vedran Misljenovic, Sr. Structural Engineer and Saadeh Masaeh, Chief, Engineering will continue to assist on this project on the design side.

Regards,



**Iulia Madularu, P.Eng., ing., Ph.D.**

Director, Centre of Expertise | Design & Construction Branch  
Directrice, Centre d'expertise | Direction de design et construction

[iulia.madularu@ncc-ccn.ca](mailto:iulia.madularu@ncc-ccn.ca)

☎ 613-854-6257

---

National Capital Commission  
Commission de la capitale nationale



**Pages 70 to / à 86  
are withheld pursuant to sections  
sont retenues en vertu des articles**

**16(2)(c), 20(1)(c), 21(1)(b)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

s.16(2)(c)

s.19(1)

**From:** Bernans, Mark <Mark.Bernans@ncc-ccn.ca>  
**Sent:** August 24, 2021 3:11 PM  
**To:** [REDACTED]  
**Cc:** Masaeli, Saadeh; Saint-Denis, Michel; Séguin, Benoit; [REDACTED]  
Jenner, Zachary  
**Subject:** RE: Rideau Hall Fountain: Next Steps Discussion

Hi [REDACTED]

As discussed, we would like to proceed immediately with [REDACTED] retaining [REDACTED] to perform a site visit and subsequent lab analysis of the mortar with the objective of determining the failure mechanisms of the fountain. This email commitment will cover costs for travel, accommodations, and labour with the understanding the work will be complete within a standard 8 hour work day. Additionally this commitment will cover the costs associated with the lab analysis of the samples.

This email commitment will be followed up by a proposal to be sent by the [REDACTED] team to capture the immediate work described above as well as the outline for the next phase of the repair. The next phase will cover a design solution and validation of the implementation of the solution during/after construction.

For access, please submit the names and dates of birth of the visitors and the specific date/time of arrival.

Please do not hesitate to contact me if you have any questions.

Thanks,

Mark

---

**From:** [REDACTED]  
**Sent:** August 24, 2021 1:35 PM  
**To:** [REDACTED] Jenner, Zachary <[Zachary.Jenner@ncc-ccn.ca](mailto:Zachary.Jenner@ncc-ccn.ca)>  
**Cc:** [REDACTED] <[\[REDACTED\]@ieproperties.com](mailto:[REDACTED]@ieproperties.com)>; Masaeli, Saadeh <[Saadeh.Masaeli@ncc-ccn.ca](mailto:Saadeh.Masaeli@ncc-ccn.ca)>; Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>; Saint-Denis, Michel <[michel.saint-denis@ncc-ccn.ca](mailto:michel.saint-denis@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>; [REDACTED]  
**Subject:** RE: Rideau Hall Fountain: Next Steps Discussion

Hi Zachary et al.,

Per my voicemail (thank you for your call yesterday), I am e-introducing [REDACTED]  
[REDACTED] will lead immediate next steps on behalf of [REDACTED] at the direction of the NCC.

s.16(2)(c)

s.19(1)

s.20(1)(c)

@Jenner, Zachary – [REDACTED] and I will reach out to you to establish specifics of rapid response per Friday discussions and with a sincere thank-you to [REDACTED] for their prompt response and inputs.

Regards,

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** August 23, 2021 1:47 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]; Jenner, Zachary <[Zachary.Jenner@ncc-ccn.ca](mailto:Zachary.Jenner@ncc-ccn.ca)>; [REDACTED]@ieproperties.com; Masaeli, Saadeh <[Saadeh.Masaeli@ncc-ccn.ca](mailto:Saadeh.Masaeli@ncc-ccn.ca)>; Mark.Bernans@ncc-ccn.ca; Saint-Denis, Michel <[michel.saint-denis@ncc-ccn.ca](mailto:michel.saint-denis@ncc-ccn.ca)>; benoit.seguin@ncc-ccn.ca; [REDACTED]  
**Subject:** RE: Rideau Hall Fountain: Next Steps Discussion

Hi [REDACTED]

Thanks for your reply and inputs. Please see my comments/inputs below.

1. Mark and I spoke this morning follow-up to our collective call on Friday. Mark/NCC will review and advise (by tomorrow anticipated) as to preferred next steps and contractual arrangement.
2. On site – yes, from my perspective – subject to #1 above.
3. Meeting Tuesday – I am pleased to facilitate – subject to #1 above.

Warm Regards,

---

**From:** [REDACTED]  
**Sent:** August 23, 2021 10:38 AM  
**To:** [REDACTED]  
**Cc:** [REDACTED]; Jenner, Zachary <[Zachary.Jenner@ncc-ccn.ca](mailto:Zachary.Jenner@ncc-ccn.ca)>; [REDACTED]@ieproperties.com; Masaeli, Saadeh <[Saadeh.Masaeli@ncc-ccn.ca](mailto:Saadeh.Masaeli@ncc-ccn.ca)>; Mark.Bernans@ncc-ccn.ca; Saint-Denis, Michel <[michel.saint-denis@ncc-ccn.ca](mailto:michel.saint-denis@ncc-ccn.ca)>; benoit.seguin@ncc-ccn.ca; [REDACTED]  
**Subject:** Re: Rideau Hall Fountain: Next Steps Discussion

Hello Team,

I hope you all had a good weekend.

I wanted to follow up on a couple of items:

1. Did the team still want direction on sample collection for our evaluation?
2. Did the team want to consider having me onsite at some point?

s.16(2)(c)

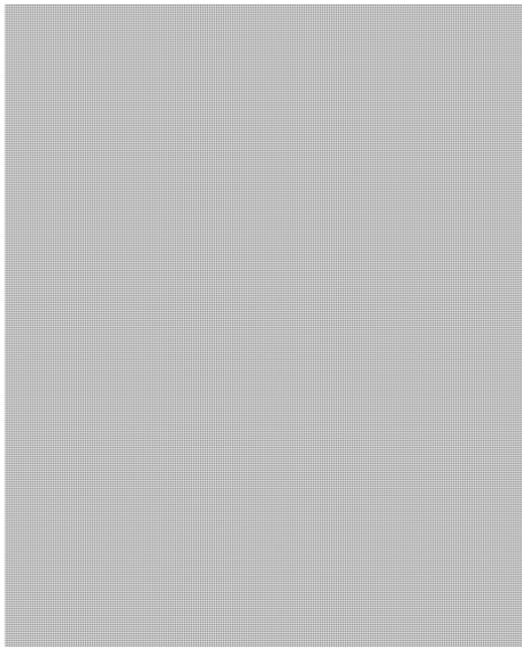
s.19(1)

3. There was mention of a meeting tomorrow.

I do not mean to press, but I know that we are collectively under a tight deadline and simply mean to facilitate.

Please advise.

Kind Regards,



“Everything should be made as simple as possible, but no simpler.”

Albert Einstein

On Aug 20, 2021, at 12:15 PM, [REDACTED]  
wrote:

Hi all. My apologies. I am having connectivity issues. Please proceed and I will join shortly.

Get [Outlook for iOS](#)

---

NOTICE: This communication and any attachments ("this message") may contain information which is privileged, confidential, proprietary or otherwise subject to restricted disclosure under applicable law. This message is for the sole use of the intended recipient(s). Any unauthorized use, disclosure, viewing, copying, alteration, dissemination or distribution of, or reliance on, this message is strictly prohibited. If you have received this message in error, or you are not an authorized or intended recipient, please notify the sender immediately by replying to this message, delete this message and all copies from your e-mail system and destroy any printed copies. You are receiving this communication because you are listed as a current [REDACTED] contact. Should you have any questions regarding [REDACTED] electronic

**Page 90**  
**is not relevant**  
**est non pertinente**

s.16(2)(c)

s.19(1)

**From:** Bernans, Mark <Mark.Bernans@ncc-ccn.ca>  
**Sent:** October 1, 2021 1:56 PM  
**To:** [REDACTED]  
**Subject:** Fountain Meeting Notes

Hi [REDACTED]

I took the following notes:

- Action: Pomerleau to remove pavers week of Oct 4.
- Action: Pomerleau to erect cover for enclosure week of Oct 4.
- Action: NCC to start glycol system ASAP
- Action: NCC to review RFM to ensure no parameters were missed, ASAP
- Action: [REDACTED] to provide price and schedule for implementation, week of Oct 8.
- Action: NCC to decide on resolution to galvanization, week of Oct 4.
- Action: NCC to decide whether or not to conduct substrate inspection, week of Oct 4
- Action: [REDACTED] to provide report for mortar recommendations by Oct 6

Notes: Relevant temperature for mortar installation is the concrete temperature, air temperature is secondary.

**Mark Bernans, PMP**  
*Project Manager*

[mark.bernans@ncc-ccn.ca](mailto:mark.bernans@ncc-ccn.ca)  
(343)-573-0737

---

National Capital Commission  
Commission de la capitale nationale

Canada

s.16(2)(c)

**From:** Vaillancourt, Pierre  
**Sent:** October 14, 2021 1:58 PM  
**To:** Safar, Mario; Madularu, Iulia  
**Subject:** Re: RH Fountain

Colleagues,

My preference would be to hire [REDACTED] directly if the proposal is below \$25K. If not, let me know and I will speak to Michel Houle.

Thanks,



**Pierre Vaillancourt, ing., P.Eng.**

Vice President, Design & Construction  
Vice-Président, Design & Construction

[pierre.vaillancourt@ncc-ccn.ca](mailto:pierre.vaillancourt@ncc-ccn.ca)

613-239-5678, ext. / poste 5871

613-355-2289

---

[Commission de la capitale nationale](#)  
[National Capital Commission](#)



---

**From:** Safar, Mario <mario.safar@ncc-ccn.ca>  
**Sent:** October 13, 2021 4:08 PM  
**To:** Vaillancourt, Pierre <Pierre.Vaillancourt@ncc-ccn.ca>; Madularu, Iulia <Iulia.Madularu@ncc-ccn.ca>  
**Subject:** RH Fountain

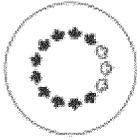
Hello Pierre and Iulia,

I just received confirmation from Pomerleau that they cannot hire [REDACTED] directly. As consultants producing a design and spec, [REDACTED] would fall into a category not covered by the CM liability insurance.

Our option is to hire [REDACTED] directly and manage them through the CoE or go back and negotiate a reasonable fee proposal with [REDACTED]

Let me know your thoughts on this.

Thanks,  
Mario



**Mario Safar**

Director, Project Management | Design & Construction Branch  
Directeur, division Gestion de projets | Direction de Design et Construction

[Mario.Safar@ncc-ccn.ca](mailto:Mario.Safar@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5740

☎ 343-548-3585

---

National Capital Commission  
Commission de la capitale nationale

Canada

s.16(2)(c)

**From:** Vaillancourt, Pierre  
**Sent:** October 18, 2021 10:30 PM  
**To:** Madularu, Iulia; Safar, Mario  
**Subject:** Re: OR Projects - Presentation for Tomorrow

Thank you both.

Iulia- It's not clear what option could be implemented to lower the noise level. Looks like the status quo or installing a new fireplace are the only 2 valid options.



**Pierre Vaillancourt, ing., P.Eng.**

Vice President, Design & Construction  
Vice-Président, Design & Construction

[pierre.vaillancourt@ncc-ccn.ca](mailto:pierre.vaillancourt@ncc-ccn.ca)

613-239-5678, ext. / poste 5871

613-355-2289

---

Commission de la capitale nationale  
National Capital Commission



---

**From:** Madularu, Iulia <Iulia.Madularu@ncc-ccn.ca>  
**Sent:** October 18, 2021 10:22 PM  
**To:** Safar, Mario <mario.safar@ncc-ccn.ca>; Vaillancourt, Pierre <Pierre.Vaillancourt@ncc-ccn.ca>  
**Subject:** RE: OR Projects - Presentation for Tomorrow

Hi Mario,

I've revised the slides for the HL Air Draft Inducers. To clarify, we have discussed the feasibility of the options proposed in the acoustics report with [REDACTED] Pageau Morel and Pomerleau. They haven't prepared any additional reports. On the CoE side, we have put together all the options presented to OR for the operation of the open-hearth fireplaces. It is basically a summary of all the options.

For the RCMP Radio Equipment project, does the schedule include the timelines for: NCC (PM and OR) review and approval of the TAR, NCC Procurement to issue a PO, NCC review and approval of tender results? For a small scale project, I am not sure how design and tender can overlap. Maybe there is something I am missing.

Regards,

**Iulia Madularu, P.Eng., ing., Ph.D.**

Director, Centre of Expertise

Directrice, Centre d'expertise  
iulia.madularu@ncc-ccn.ca  
613-854-6257

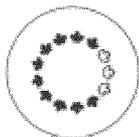
---

**From:** Safar, Mario <mario.safar@ncc-ccn.ca>  
**Sent:** October 18, 2021 7:27 PM  
**To:** Madularu, Iulia <Iulia.Madularu@ncc-ccn.ca>; Vaillancourt, Pierre <Pierre.Vaillancourt@ncc-ccn.ca>  
**Subject:** OR Projects - Presentation for Tomorrow

Hello Pierre and Iulia,

I attached the presentation for your review and comment. I was not made aware of developments on the HL air draft inducers. It seems all the reports from Pageau Morel and Pomerleau came in. This was led by the CoE.

Thanks,  
Mario



**Mario Safar**

Director, Project Management | Design & Construction Branch  
Directeur, division Gestion de projets | Direction de Design et Construction

[Mario.Safar@ncc-ccn.ca](mailto:Mario.Safar@ncc-ccn.ca)

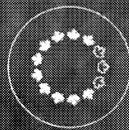
613-239-5678, ext. / poste 5740

343-548-3585

---

National Capital Commission  
Commission de la capitale nationale

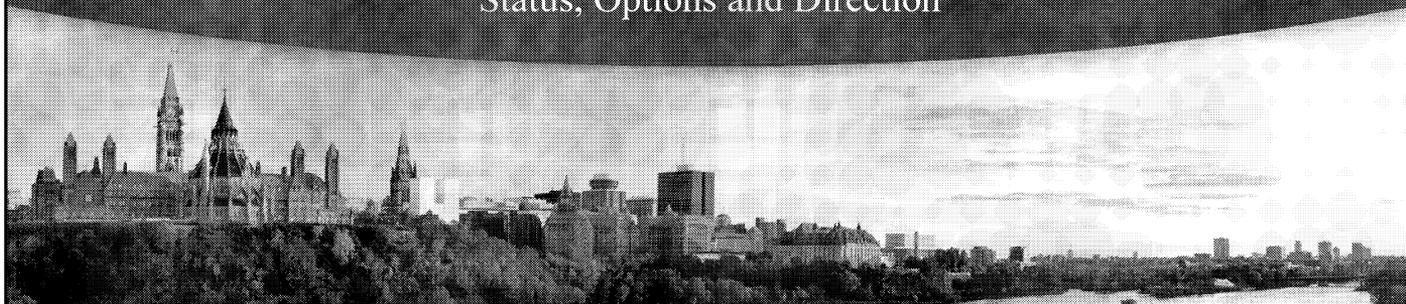
Canada



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

# Priority OR Projects

Status, Options and Direction



s.16(2)(c)

s.20(1)(c)

# RH Fountain of Hope

## Background:

- [REDACTED] 3-phase approach proposal dated April 30, 2021
- [REDACTED] Phase 1 report received on July 27, 2021 and was found inconclusive
- [REDACTED] contracted by [REDACTED] for investigation of failure analysis – [REDACTED] proposal dated August 25, 2021
- [REDACTED] findings and fee proposal dated September 27, 2021 for development of site-specific, asset-specific solution (optimal mortar and installations specs)
- Workshop held that same week to review design alternatives with all stakeholders
- [REDACTED] Proposal for Phase 2 & 3, dated October 8, 2021 at \$ [REDACTED] + HST
- Assigned Resources: Mark Bernans (PM), Vedran Misljenovic (DL) and Benoit Seguin (PL)

s.16(2)(c)

s.20(1)(c)

s.23

# RH Fountain of Hope

## Current Status:

- The [REDACTED] fee proposal for Phase 2 and 3 [REDACTED]

- Awaiting direction on how to proceed

# RH Fountain of Hope

## Options:

- Option 1: Implement Winter 2021

Pros	Cons
Fountain will be ready for Spring 2022	Higher design and constructions costs
Sooner demobilization	cost premium in bids due to short constructability window and the need for specialized trades
Site conditions restored earlier	cost premium for heated enclosure estimated at \$25K plus fuel costs
	Potential Increased labour costs due to complexities working within the enclosure.
	Constructability challenges due to working within a constrained enclosure e.g. equipment access
	Risk of losing temperature stability in heated enclosure thus compromising quality of mortar
	Visual impact of erected enclosure at front of main facade



# RH Fountain of Hope

## Options:

- Option 2: Implement Spring 2022

Pros	Cons
Lower design and construction costs	Potential interferences with building operations / increased events during the springtime
Standard construction timelines (without rush order cost premiums)	Postponed completion date / Perception issues regarding OR ability to execute projects quickly
Decreased design and construction complexity	
Tendering in early 2022 allows for more competitive bids	
More competitive design fees ; later implementation dates allows for time to solicit fees from multiple design firms	
Moderate temperatures during implementation reduces risk of failing mortar curing	



# RCMP Radio Equipment and Shed Extension

## Background:

- SOR signed on August 24, 2021 but received by Building Architecture on Sept 20 and by Engineering on Sept 28
- Combines work at RH (Mappin Attic) and HL (Shed Extension and Load Bank)
- At our OR Priorities meeting on Sept 16, this project was not mentioned or discussed
- On October 7<sup>th</sup>, we receive a communication from OR stating this needs to be done by end of month
- Engineering team had a site visit on Oct 6<sup>th</sup>
- Assigned Resources: Mark Bernans (PM), Genevieve Marcoux? (DL) and Benoit Seguin (PL)

# RCMP Radio Equipment and Shed Extension

## Current Status:

- RH Mappin Attic will be progressing to tender shortly
- Planning and Development of HL Radio Equipment

# RCMP Radio Equipment and Shed Extension

## Timelines:

- Option 1: Linear Schedule

Milestone	Date
Design Completion	Nov 12
Environmental Approvals	Nov 19
TAR and Tender docs ready (assume no back and forth)	Dec 10
Holiday Break (delays tender and offers buffer)	
Tender Complete	Jan 14
Award Contract	Jan 21
Fieldwork Start	Jan 26
Fieldwork Complete	Feb 25
Turnover to Client	Mar 11



# RCMP Radio Equipment and Shed Extension

## Timelines:

- **Option 2: Expedited Schedule**

- TAR and tender docs prepared prior to design completion and addenda will be issued as design elements become completed. Risky approach if we encounter any design delays but the design is relatively simple. Retaining wall and landscaping plan is prioritized.

Milestone	Date
Design Completion	Nov 12
Environmental Approvals	Nov 19
Tender Complete	Dec 10
Award Contract	Dec 17
Holiday Break (delays start of implementation)	
Fieldwork Start	Jan 3
Fieldwork Complete	Jan 31
Turnover to Client	Feb 14



# HL Air Draft Inducers

## Background:

- Options were presented in June involving the removal of the air draft inducers
- CoE engaged an acoustic expert to investigate ways to reduce the noise of the inducers
- Sound-reducing options from acoustic report have been sent to Pageau Morel (Consultant on record) and to CM to validate constructability and cost

# HL Air Draft Inducers

## Current Status:

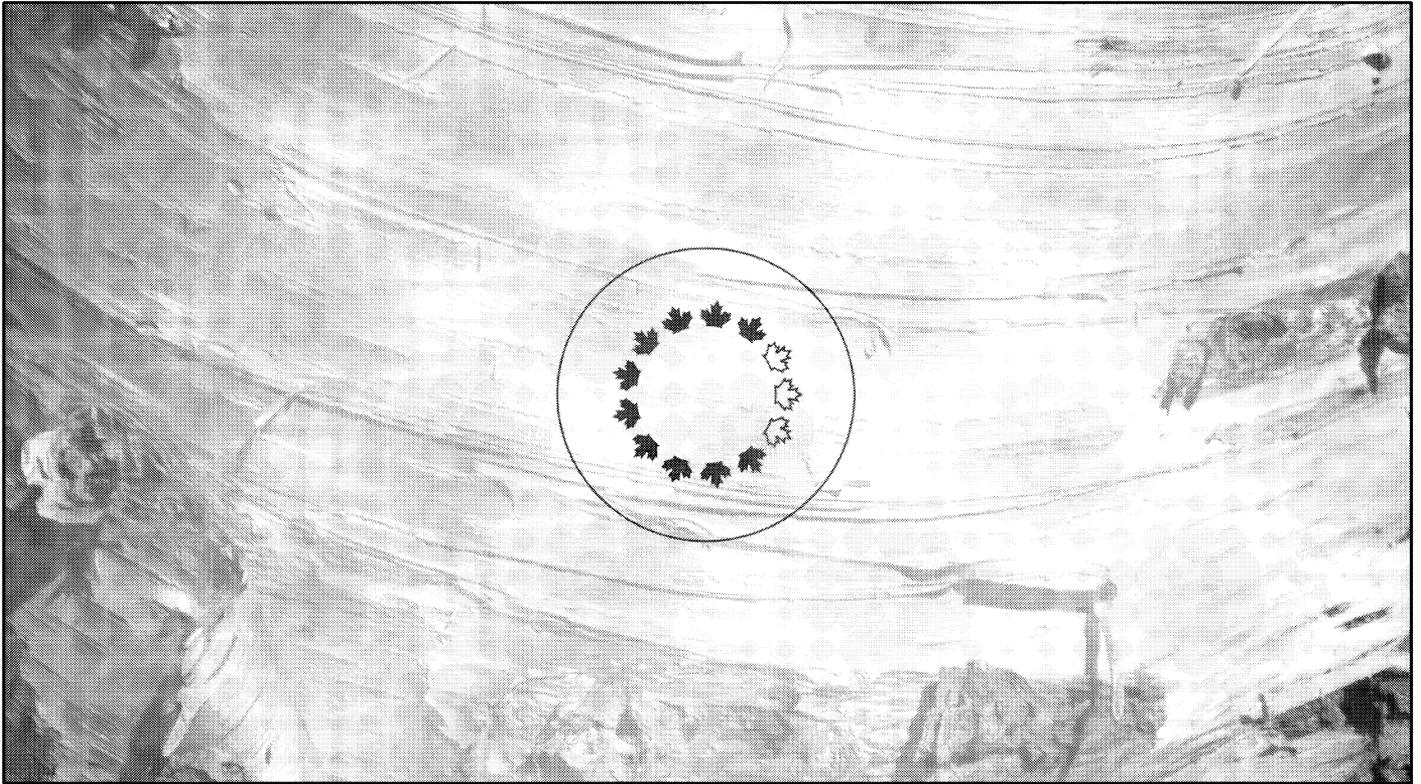
- We received a report from Pageau Morel which includes their review of the 3<sup>rd</sup> party acoustic expert report and options
- Pomerleau has provided costing for options 1,4,5,6,7 , but couldn't provide for options 2,3 and 8 due to constructability unknowns
- CoE drafted an internal report combining all information from Pomerleau, Pageau Morel, and our Mechanical Engineer Souhib

# HL Air Draft Inducers

## Next Steps:

- D&C will share this latest report with OR and we will set up a meeting to discuss remedial options





**From:** Théoret, Jacqueline  
**Sent:** October 19, 2021 9:22 AM  
**To:** Michaud, Alexis; Kenney, Greg  
**Cc:** Dufour, Valérie; Huras, Dominique  
**Subject:** RE: Heads-up - OSGG - Riopelle - Point de rencontre  
**Attachments:** 2021-18-10\_RiopelleArtwork\_NR\_EN.DOCX

See attached NR for info. Merci !

---

**From:** Théoret, Jacqueline  
**Sent:** October 18, 2021 5:11 PM  
**To:** Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>; Kenney, Greg <Greg.Kenney@ncc-ccn.ca>  
**Cc:** Dufour, Valérie <Valerie.Dufour@ncc-ccn.ca>; Huras, Dominique <Dominique.Huras@ncc-ccn.ca>  
**Subject:** RE: Heads-up - OSGG - Riopelle - Point de rencontre

C'est bon, merci !!

---

**From:** Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>  
**Sent:** October 18, 2021 4:58 PM  
**To:** Théoret, Jacqueline <Jacqueline.Theoret@ncc-ccn.ca>; Kenney, Greg <Greg.Kenney@ncc-ccn.ca>  
**Cc:** Dufour, Valérie <Valerie.Dufour@ncc-ccn.ca>; Huras, Dominique <Dominique.Huras@ncc-ccn.ca>  
**Subject:** RE: Heads-up - OSGG - Riopelle - Point de rencontre

Thank you, I don't think we need to inform anyone else.

For everyone's awareness, the Riopelle is not part of the Crown Collection, not NCC related except for hanging on our wall. The piece is on loan to the OSGG through external partners.

Merci!  
Alexis

---

**From:** Théoret, Jacqueline <Jacqueline.Theoret@ncc-ccn.ca>  
**Sent:** Monday, October 18, 2021 2:59 PM  
**To:** Kenney, Greg <Greg.Kenney@ncc-ccn.ca>; Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>  
**Cc:** Dufour, Valérie <Valerie.Dufour@ncc-ccn.ca>; Huras, Dominique <Dominique.Huras@ncc-ccn.ca>  
**Subject:** Heads-up - OSGG - Riopelle - Point de rencontre

Greg, Alexis,

Please see below heads-up from OSGG. Does anyone else need to be informed? Will share products for info once received.

Merci,  
J

---

**From:** [REDACTED] <[REDACTED]@gg.ca>  
**Sent:** October 18, 2021 11:45 AM  
**To:** Dufour, Valérie <Valerie.Dufour@ncc-ccn.ca>; Théoret, Jacqueline <Jacqueline.Theoret@ncc-ccn.ca>

**Cc:** [REDACTED]@gg.ca>; [REDACTED]@gg.ca>  
**Subject:** Riopelle - Point de rencontre

Bonjour Valérie et Jacqueline,

Une mise-à-jour que je voulais partager avec vous durant notre rencontre était par rapport à la salle de balle et le Riopelle.

Comme vous le savez bien, *Point de rencontre* est en place et sera la vedette de la cérémonie d'assermentation pour les ministres le 26 octobre prochain. Étant donné l'emplacement central du tableau, nous avons l'intention de partager les informations avec les médias. Nous sommes dans les dernières approbations avec la famille Riopelle pour les informations dans l'avis médias – je serai en mesure de partager ceci et les médias sociaux sous peu. Présentement, je vise une diffusion de l'information ce jeudi, suite à la fin de la visite d'État de Son Excellence.

Si vous avez des questions, svp n'hésitez pas.

[REDACTED]

Office of the Secretary to the Governor General | Bureau du secrétaire du gouverneur général  
Ottawa, Canada K1A 0A1  
Telephone | Téléphone [REDACTED]  
Cell : [REDACTED]  
[REDACTED]@gg.ca  
[www.gg.ca](http://www.gg.ca)

**IMPORTANT NOTICE:** This message may contain confidential or privileged information and is intended only for the individual named. If you are not the intended recipient, you should not disseminate, distribute or copy this email. Please notify the sender immediately if you have received this email by mistake and delete it from your system.

**AVIS IMPORTANT :** Le présent courriel peut contenir des renseignements confidentiels et est strictement réservé à l'usage de la personne à qui il est destiné. Si vous n'êtes pas la personne visée, vous ne devez pas diffuser, distribuer ou copier ce courriel. Merci de nous en aviser immédiatement et de supprimer ce courriel s'il vous a été envoyé par erreur.



# News Release

Office of the Secretary to the Governor General

FOR IMMEDIATE RELEASE

October 13, 2021

## Acclaimed artwork by Jean Paul Riopelle now at Rideau Hall

OTTAWA, Ontario – The Office of the Secretary to the Governor General is delighted to announce the installation of Jean Paul Riopelle's 1963 painting *Point de rencontre* in the newly reopened Rideau Hall Ballroom.

This impressive artwork is on loan from the [Centre national des arts plastiques](#) de Paris until 2024. It was most recently showcased at the [Montreal Museum of Fine Arts](#) as part of the Riopelle exhibition, *The Call of Northern Landscapes and Indigenous Culture*.

### About *Point de rencontre*

At 4.28 x 5.64 metres, this is the largest painting ever produced by Jean Paul Riopelle. It was commissioned by the Government of Canada and inaugurated in February 1964 at the Toronto Pearson International Airport. In 1989, it was presented as a gift to France on the occasion of the bicentenary of the French Revolution and was on display at Paris's Opéra Bastille.

The title of this artwork refers to a Huron word meaning “place of meeting” (*point de rencontre* in French), which describes the area where Indigenous peoples made their way between lakes Ontario and Huron.

### Quick facts:

- Jean Paul Riopelle was one of the most internationally renowned Canadian painters of his era. He was invested as Companion of the Order of Canada in 1969, was made an Officer of the Ordre national du Québec in 1988 and was promoted to Grand Officer in 1994.
- The 100<sup>th</sup> anniversary of the birth of Riopelle (2023) will be marked across Canada and around the world with a series of initiatives and partnerships facilitated by the Riopelle Foundation.

### Media information:

Rideau Hall Press Office  
343-573-7563  
[Media@gg.ca](mailto:Media@gg.ca)

### Stay connected:

Follow [GovernorGeneralCanada](#) on [Facebook](#), [Instagram](#), [Twitter](#) and [YouTube](#).

**From:** Théoret, Jacqueline  
**Sent:** October 21, 2021 3:15 PM  
**To:** Kenney, Greg  
**Cc:** Ruszkowski, Nicolas; Lebel-Racine, Marie; Vaillancourt, Pierre; Michaud, Alexis; Dufour, Valérie; Huras, Dominique  
**Subject:** RE: Fountain of Hope at RH

Will do, Greg.

I assume this work was unplanned as it's not mentioned in our long list of future rehab work at RH: <https://ncc-ccn.gc.ca/places/rideau-hall...> Perhaps we can add it to our list so that if someone looks for it, it's at least mentioned...

Will include on our next monthly discussion with OSGG. Adding Dominique and Valerie to ensure follow-up.

Best,  
JT

---

**From:** Kenney, Greg <Greg.Kenney@ncc-ccn.ca>  
**Sent:** October 21, 2021 2:41 PM  
**To:** Théoret, Jacqueline <Jacqueline.Theoret@ncc-ccn.ca>  
**Cc:** Ruszkowski, Nicolas <Nicolas.Ruszkowski@ncc-ccn.ca>; Lebel-Racine, Marie <marie.lebel-racine@ncc-ccn.ca>; Vaillancourt, Pierre <Pierre.Vaillancourt@ncc-ccn.ca>; Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>  
**Subject:** Fountain of Hope at RH

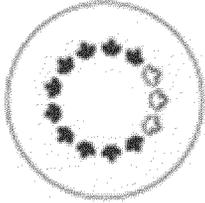
Hi JT,

I informed the OSGG that the hoarding that is up to support the needed studies and subsequent work on the fountain will remain in place until the work is completed in the spring.

If at all possible, could you please connect with our colleagues at the OSGG to discuss key messages and coordinate any enquiries?

Much appreciated!

Greg



**Greg J. Kenney, MA PMP**

Vice President, Official Residences  
Vice-président, Résidences officielles

[greg.kenney@ncc-ccn.ca](mailto:greg.kenney@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5723

📱 613-314-8968

---

National Capital Commission  
Commission de la capitale nationale

Canada

**From:** Théoret, Jacqueline  
**Sent:** October 25, 2021 9:24 AM  
**To:** de Passillé, Véronique  
**Subject:** Fountain of Hope at RH

Salut,  
As requested, please see below lines that were added last week to our [Rideau Hall webpage](#) so that the public can find the information, if needed. It would also be our holding line in case of media interest.

If you need anything more, please don't hesitate to reach out  
Merci,  
JT

---

**De :** Huras, Dominique <[Dominique.Huras@ncc-ccn.ca](mailto:Dominique.Huras@ncc-ccn.ca)>  
**Envoyé :** 22 octobre 2021 15:16  
**À :** Jolicoeur, Dominique <[Dominique.Jolicoeur@ncc-ccn.ca](mailto:Dominique.Jolicoeur@ncc-ccn.ca)>  
**Cc :** Dufour, Valérie <[Valerie.Dufour@ncc-ccn.ca](mailto:Valerie.Dufour@ncc-ccn.ca)>; Théoret, Jacqueline <[Jacqueline.Theoret@ncc-ccn.ca](mailto:Jacqueline.Theoret@ncc-ccn.ca)>  
**Objet :** FW: Fountain of Hope at RH

Hi DJ,

On the Rideau Hall page, at the bottom of the "Forecourt Rehabilitation" section, can we add the following sentence?

*The Fountain of Hope is currently undergoing maintenance and inspections. Its immediate surroundings remain closed to ensure the health and safety of visitors.*

*La Fontaine de l'espoir est en cours d'entretiens et d'inspections. Ses environs immédiats restent fermés pour assurer la santé et la sécurité des visiteurs.*

Thank you,

DH

---

**From:** Théoret, Jacqueline  
**Sent:** October 22, 2021 9:02 AM  
**To:** Huras, Dominique <[Dominique.Huras@ncc-ccn.ca](mailto:Dominique.Huras@ncc-ccn.ca)>; Kenney, Greg <[Greg.Kenney@ncc-ccn.ca](mailto:Greg.Kenney@ncc-ccn.ca)>  
**Cc:** Ruzskowski, Nicolas <[Nicolas.Ruzskowski@ncc-ccn.ca](mailto:Nicolas.Ruzskowski@ncc-ccn.ca)>; Lebel-Racine, Marie <[marie.lebel-racine@ncc-ccn.ca](mailto:marie.lebel-racine@ncc-ccn.ca)>; Vaillancourt, Pierre <[Pierre.Vaillancourt@ncc-ccn.ca](mailto:Pierre.Vaillancourt@ncc-ccn.ca)>; Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>; Dufour, Valérie <[Valerie.Dufour@ncc-ccn.ca](mailto:Valerie.Dufour@ncc-ccn.ca)>  
**Subject:** RE: Fountain of Hope at RH

Thank you Dominique!  
Let's please add a mention to our webpage seeing the prominence of the fountain.  
Best,  
JT

s.16(2)(c)

s.19(1)

**From:** Madularu, Iulia  
**Sent:** November 2, 2021 2:11 PM  
**To:** Vaillancourt, Pierre  
**Subject:** FW: OR projects concerns  
**Attachments:** HL-Spray foam repairs

FYI

---

**From:** Madularu, Iulia  
**Sent:** November 2, 2021 2:11 PM  
**To:** Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>  
**Cc:** Safar, Mario <mario.safar@ncc-ccn.ca>  
**Subject:** RE: OR projects concerns

Hi Alexis,

Indeed, the consultant and contractor were on site to review this deficiency. The consultant informed us [REDACTED] intends to remedy the deficiency. We have asked our Sr PM to coordinate the correction with the contractor. See attached email.

Regards,

**Iulia Madularu, P.Eng., ing., Ph.D.**

Director, Centre of Expertise  
Directrice, Centre d'expertise

[iulia.madularu@ncc-ccn.ca](mailto:iulia.madularu@ncc-ccn.ca)

☎ 613-854-6257

---

**From:** Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>  
**Sent:** November 1, 2021 10:30 AM  
**To:** Madularu, Iulia <[Iulia.Madularu@ncc-ccn.ca](mailto:Iulia.Madularu@ncc-ccn.ca)>  
**Cc:** Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>  
**Subject:** RE: OR projects concerns

Good morning Iulia,

[REDACTED]

What is the status of the insulation deficiencies at HL? Last time we spoke, both the consultants and contractors were looking to determine cause and resolution. Any progress?

Thank,  
Alexis

---

**From:** Michaud, Alexis  
**Sent:** Thursday, October 7, 2021 9:42 AM  
**To:** Madularu, Iulia <[Iulia.Madularu@ncc-ccn.ca](mailto:Iulia.Madularu@ncc-ccn.ca)>; Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>  
**Subject:** RE: OR projects concerns

s.21(1)(b)

Hi Iulia and Mario,

Following up on a few items from Monday's discussion:

i. RCMP Radio Equipment (HL & RH)

- Iulia : Timeline on delivery of design packages to tender.
- Mario : Please confirm whether we're going through CM

\*\*Note on this file following a site meeting yesterday. Project Leader and Project Officer raised concerns that this seemed to be heading towards an "over design" and delay construction. Can you please ensure it is understood that we need this done by end of month?

ii. Stable Row Storm Sewer (RH)

- Mario : Are PB and PP ready for review?

iii. Fountain of Hope repairs (RH)

- Iulia : Per previous email, what should be expected in terms of reasonable consulting costs

iv. Main cottage deficiencies and draft inducers (HL)

- Iulia : feasibility study on options from acoustics report and recommendation with budget to go forward. Can I still expect this by end of week?
- Also Iulia : Expected date to have cause of insulation deficiency and plan to remediate.

Thank you!

Alexis

-----Original Appointment-----

**From:** Michaud, Alexis

**Sent:** Wednesday, September 29, 2021 11:28 AM

**To:** Michaud, Alexis; Madularu, Iulia; Safar, Mario

**Subject:** OR projects concerns

**When:** Monday, October 4, 2021 4:00 PM-5:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** Microsoft Teams Meeting

Hi Iulia and Mario,

It's beginning of October and I have growing concerns over some of the funded projects, i.e. doubts that we can still realistically implement them. Zach has been very reassuring all summer but I need to manage expectations at my end and with our stakeholders.

These three projects have not begun and are all time sensitive:

- RCMP Radio Equipment (HL & RH)
- Stable Row Storm Sewer (RH)
- Fountain of Hope repairs (RH)

And last but not least, I would like to discuss the new deficiencies at HL and the draft inducers

Thanks!

---

## Microsoft Teams meeting

**Join on your computer or mobile app**

[Click here to join the meeting](#)

[Learn More](#) | [Meeting options](#)

---

**From:** Tadi, Rita  
**Sent:** November 2, 2021 2:05 PM  
**To:** Khou, Tamara  
**Cc:** Madularu, Iulia; Safar, Mario; [REDACTED]  
**Subject:** HL-Spray foam repairs

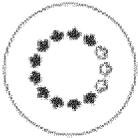
**Importance:** High

Hi Tamara,

On October 22<sup>nd</sup>, I met on site at HL with [REDACTED] from Pomerleau to review the spray foam deficiency in the attic amongst others. [REDACTED] informed me that [REDACTED] confirmed their intention to remedy the deficiency and repair the spray foam.

Since this building is still under warranty please coordinate with the contractor for coordinating the correction of this deficiency.

Thank you,



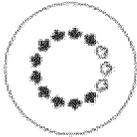
**Rita Tadi**, OAAQ, MRAIC, M.Arch  
Chief, Building Architecture, D&C, NCC  
Chef, architecte des immeubles, D&C, CCN  
☎ 613-796-2770

s.16(2)(c)

s.20(1)(c)

**From:** Vaillancourt, Pierre  
**Sent:** November 3, 2021 2:24 PM  
**To:** Masaeli, Saadeh; Madularu, Iulia  
**Subject:** RE: Update on the RH Fountain - [REDACTED] file

Thanks very much Saadeh for this additional information.



**Pierre Vaillancourt, ing., P.Eng.**

Vice President, Design & Construction  
Vice-président, Design & Construction

[pierre.vaillancourt@ncc-ccn.ca](mailto:pierre.vaillancourt@ncc-ccn.ca)

613-239-5678, ext. / poste 5871

613-606-3012

---

Commission de la capitale nationale  
National Capital Commission

Canada

---

**From:** Masaeli, Saadeh <Saadeh.Masaeli@ncc-ccn.ca>  
**Sent:** Wednesday, November 3, 2021 2:06 PM  
**To:** Vaillancourt, Pierre <Pierre.Vaillancourt@ncc-ccn.ca>; Madularu, Iulia <Iulia.Madularu@ncc-ccn.ca>  
**Subject:** RE: Update on the RH Fountain - [REDACTED] file

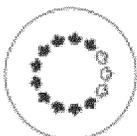
Hi Pierre,

The original fees [REDACTED] sent us were \$ [REDACTED]k. This included investigation and design only (no contract admin) and they had not converted the cost of their American sub to CAD. The new draft proposal is \$ [REDACTED]k CAD and it includes investigation, design and contract administration.

This is [REDACTED]k in savings [REDACTED]. However, I would estimate with \$ conversion to CAD and contract admin thrown in, altogether their proposal has come down by \$ [REDACTED]k.

Please note that I'm waiting to receive their formal proposal later this week.

Regards,



**Saadeh Masaeli, P.Eng**

Chief of Engineering  
Chef de l'ingénierie

s.16(2)(c)  
s.20(1)(c)

[saadeh.masaeli@ncc-ccn.ca](mailto:saadeh.masaeli@ncc-ccn.ca)  
613-239-5678, ext. / poste 5668  
343-542-5135

---

National Capital Commission  
Commission de la capitale nationale

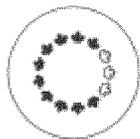
Canada

---

**From:** Vaillancourt, Pierre <[Pierre.Vaillancourt@ncc-ccn.ca](mailto:Pierre.Vaillancourt@ncc-ccn.ca)>  
**Sent:** November 3, 2021 1:41 PM  
**To:** Madularu, Iulia <[Iulia.Madularu@ncc-ccn.ca](mailto:Iulia.Madularu@ncc-ccn.ca)>; Masaeli, Saadeh <[Saadeh.Masaeli@ncc-ccn.ca](mailto:Saadeh.Masaeli@ncc-ccn.ca)>  
**Subject:** RE: Update on the RH Fountain - [REDACTED] file

Iulia, Saadeh,  
How much [REDACTED] are we saving?

Thanks,



**Pierre Vaillancourt, ing., P.Eng.**

Vice President, Design & Construction  
Vice-président, Design & Construction

[pierre.vaillancourt@ncc-ccn.ca](mailto:pierre.vaillancourt@ncc-ccn.ca)  
613-239-5678, ext. / poste 5871  
613-606-3012

---

Commission de la capitale nationale  
National Capital Commission

Canada

---

**From:** Madularu, Iulia <[Iulia.Madularu@ncc-ccn.ca](mailto:Iulia.Madularu@ncc-ccn.ca)>  
**Sent:** Tuesday, November 2, 2021 5:10 PM  
**To:** Vaillancourt, Pierre <[Pierre.Vaillancourt@ncc-ccn.ca](mailto:Pierre.Vaillancourt@ncc-ccn.ca)>  
**Subject:** FW: Update on the RH Fountain - [REDACTED] file

FYi

s.16(2)(c)

s.19(1)

s.20(1)(c)

s.21(1)(b)

---

**From:** Masaeli, Saadeh <Saadeh.Masaeli@ncc-ccn.ca>

**Sent:** November 2, 2021 4:44 PM

**To:** Madularu, Iulia <Iulia.Madularu@ncc-ccn.ca>

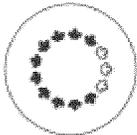
**Subject:** Update on the RH Fountain - [REDACTED] file

Hi Iulia,

To provide a bit of an update on this file - since we received the high proposal from [REDACTED] a few weeks, I have worked closely [REDACTED] to resolve the issue of costs on this file.

[REDACTED] They will be submitting to us a revised proposal that includes only their sub-consultant [REDACTED] direct fees for completion of design and specs. I am waiting to receive their proposal this week and will proceed then proceed to fair and reasonable review and adjustment of [REDACTED] contract.

Regards,



**Saadeh Masaeli, P.Eng**

Chief of Engineering

Chef de l'ingénierie

[saadeh.masaeli@ncc-ccn.ca](mailto:saadeh.masaeli@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5668

☎ 343-542-5135

---

National Capital Commission

Commission de la capitale nationale

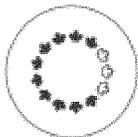
Canada

**From:** Westwood, Nicholas  
**Sent:** November 10, 2021 3:24 PM  
**To:** Kenney, Greg  
**Cc:** Michaud, Alexis  
**Subject:** Estimated yearly maintenance cost of the RH rose garden  
**Attachments:** Estimated yearly rose garden maintenance cost.xlsx

Hi Greg,

Attached is the estimated yearly maintenance cost of the RH rose garden

Thanks  
Nick



## Nicholas Westwood

Manager, Grounds and Greenhouses  
Gestionnaire, aménagement et serres

[nicholas.westwood@ncc-ccn.ca](mailto:nicholas.westwood@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 4007

📠 6136181479

---

National Capital Commission  
Commission de la capitale nationale

Canada

## Rose garden 2021

Description	Vendor	Total Cost
Rose fountain work - clean and reseal stone	KEYSTONE TRADITIONAL MASONRY INC	\$ 8,689.70
Obelix Structures Rehabilitation - Sandblasting and powder coating in black	VAN'S PRESSURE CLEANING LTD	\$ 12,057.10
Teak wood parts to repair benches	THE WOOD SOURCE INC	\$ 2,488.87
Bench repair	Vily Kozar	\$ 2,761.72
Clean stone monuments and paint letters	ATELIER VILLE-MARIE LTEE / L	\$ 39,550.00
Aggregate stone for the walking paths	Nesbitt Aggregates	\$ 5,785.00
Roses	Various	\$ 3,564.24
Integrated Pest Management	Ritchie's feed and seed	\$ 500.00
Fertilizer	Ritchie's feed and seed	\$ 500.00
3 Student gardeners 4 hours a day 2 days week. 220 hours @ \$17.00	NCC	\$ 3,740.00
2 Full time employee 4 hours a day 3 days a week. 500 Hours @ \$35.00	NCC	\$ 17,500.00
1 Student grounds tech 3 hour a week weeding and maintenance. 54 Hours @ \$17.00	NCC	\$ 918.00
Re-levelling stone pavers, 1 full time employee 125 hours @ \$35.00	NCC	\$ 4,375.00
Aggregate stone installation on walking paths. 3 full time employees 4 hours a day for 3 day. 36 hours @ \$40.00	NCC	\$ 1,440.00
		<b>\$ 103,869.63</b>

**Rose garden 2022**  
**Estimated yearly maintnace cost**

Description	Vendor	Total Cost
Roses	Various	\$ 1,000.00
Integrated Pest Management	Ritchie's feed and seed	\$ 200.00
Fertilizer	Ritchie's feed and seed	\$ 200.00
Miscelaneous expenses: hand tools, burlap, irrigation repair, hand sprayer		\$ 1,000.00
2 Full time employees: Spring start up (April- May). 8 hours a day 4 days a week for 2 week @ \$35.00/h	NCC	\$ 2,240.00
1 Full time employee: Summer maintenance ( June-July). 8 hours a day 3 days a week for 8 weeks @ \$35.00/h	NCC	\$ 6,720.00
2 Student gardeners: Summer maintenance (May-June -July-August) 8 hours a day, 3 days for 16 weeks @ \$17.00/H	NCC	\$ 3,264.00
1 Student grounds technician: Weeding and maintaining paths (May-June -July-August) 2 hours a day, 3 days for 16 weeks @ \$17.00/h	NCC	\$ 1,632.00
4 Students gardeners: IPM ( July-August). 2 hours a day, 5 days a week for 7 weeks @ \$17.00/h	NCC	\$ 5,440.00

2 Full time employees, summer/ fall maintenance ( August ,September, October). 8 hours a day, 2 days a week for 12 weeks @ \$35.00	NCC	\$ 6,720.00
2 Full time employee Fall winterization (November). 8 hours a day, 2 days a week for 2 weeks @ \$35.00	NCC	\$ 1,120.00
		\$ <b>29,536.00</b>

**From:** Vaillancourt, Pierre  
**Sent:** November 23, 2021 8:22 PM  
**To:** Kenney, Greg; Madularu, Iulia  
**Cc:** Charette, Yoland; Safar, Mario; Michaud, Alexis  
**Subject:** Re: RH - revised hoarding  
**Attachments:** Concept\_RH\_Hoarding\_19Nov2021.pdf

Thanks Iulia and colleagues for these options. I will leave the final decision to OR.



**Pierre Vaillancourt, ing., P.Eng.**

Vice President, Design & Construction  
Vice-Président, Design & Construction

[pierre.vaillancourt@ncc-ccn.ca](mailto:pierre.vaillancourt@ncc-ccn.ca)

613-239-5678, ext. / poste 5871

613-355-2289

---

Commission de la capitale nationale  
National Capital Commission



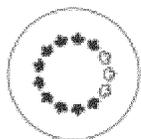
---

**From:** Madularu, Iulia <[Iulia.Madularu@ncc-ccn.ca](mailto:Iulia.Madularu@ncc-ccn.ca)>  
**Sent:** November 23, 2021 5:55 PM  
**To:** Vaillancourt, Pierre <[Pierre.Vaillancourt@ncc-ccn.ca](mailto:Pierre.Vaillancourt@ncc-ccn.ca)>  
**Cc:** Charette, Yoland <[yoland.charette@ncc-ccn.ca](mailto:yoland.charette@ncc-ccn.ca)>; Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>; Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>  
**Subject:** FW: RH - revised hoarding

Hi Pierre,

Please see attached proposed visuals for the Fountain of Hope hoarding, as requested.

Regards,



**Iulia Madularu, P.Eng., ing., Ph.D.**

Director, Centre of Expertise | Design & Construction Branch  
Directrice, Centre d'expertise | Direction de design et construction

[iulia.madularu@ncc-ccn.ca](mailto:iulia.madularu@ncc-ccn.ca)

613-854-6257

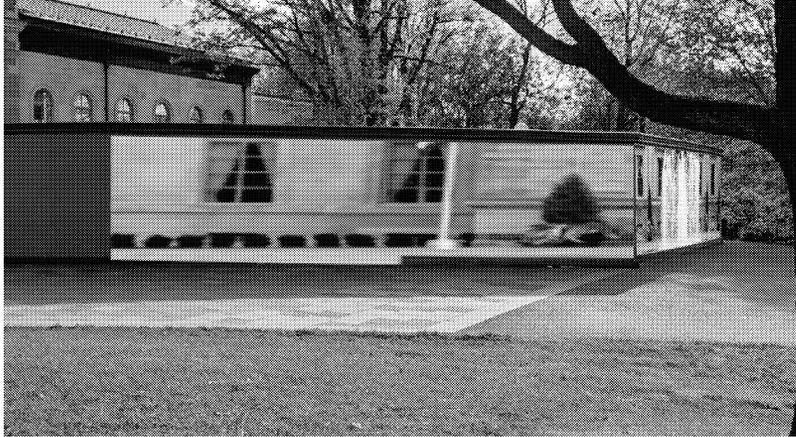
---

National Capital Commission  
Commission de la capitale nationale

Canada

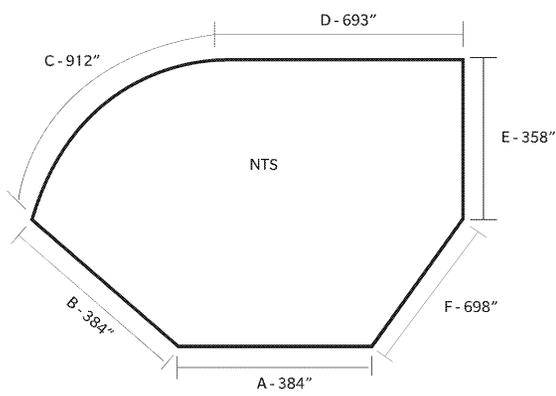
s.20(1)(c)

RIDEAU HALL - HOARDING CONCEPTS  
19-NOV-2021 JY



FULL WRAP  
\$ [ ] ACM / 6 346 Coroplast

- NOT RECOMMENDED - there is no way the hoarding on the side will look right. one step off it will be extremely stretched
- difficult to achieve and not good return for time investment if it looks weird 99% of the time.
- several test would be required for the sides



**Pages 129 to / à 130  
are duplicates  
sont des duplicatas**

**From:** Séguin, Benoit  
**Sent:** November 23, 2021 2:31 PM  
**To:** Michaud, Alexis; [REDACTED]  
**Cc:** Kenney, Greg; Séguin, Benoit; Sdraulig, Steven  
**Subject:** FW: Rideau Hall Hoarding  
**Attachments:** Concept\_RH\_Hoarding\_19Nov2021.pdf

Hello,  
Please review the attached document for the banner options developed from our friends in industrial Design for the Rideau Hall fountain hoarding. I will set up a meeting later this week to discuss.  
Thanks,

Benoît J. Séguin  
Off 613.239.5678 X4025  
Cell : 613.795.2718

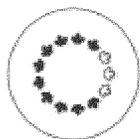
*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
I encourage you to reply to this e-mail in the official language of your choice.*

---

**From:** Yeung, Jasmine  
**Sent:** Friday, November 19, 2021 11:43 AM  
**To:** Séguin, Benoit <benoit.seguin@ncc-ccn.ca>  
**Cc:** Sdraulig, Steven <Steven.Sdraulig@ncc-ccn.ca>  
**Subject:** Rideau Hall Hoarding

Hi Benoit,  
Here's the pdf

Thank you!



**Jasmine Yeung**

Industrial Designer  
Designer industrielle

[jasmine.yeung@ncc-ccn.ca](mailto:jasmine.yeung@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5720

202-40 Elgin Street  
Ottawa, Canada K1P 1C7

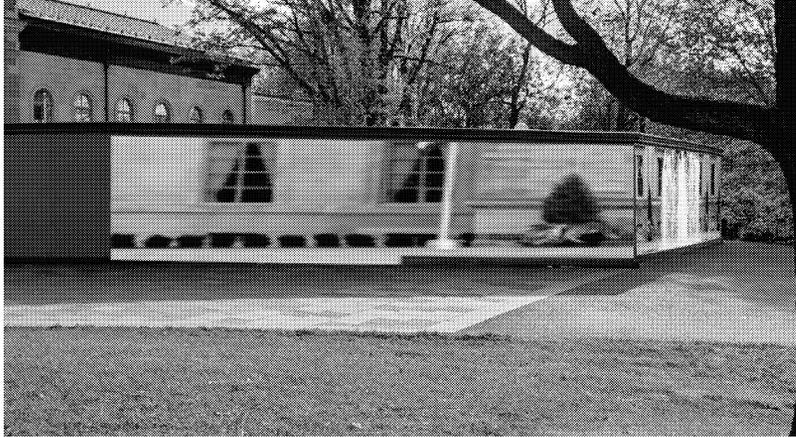
---

National Capital Commission  
Commission de la capitale nationale



s.20(1)(c)

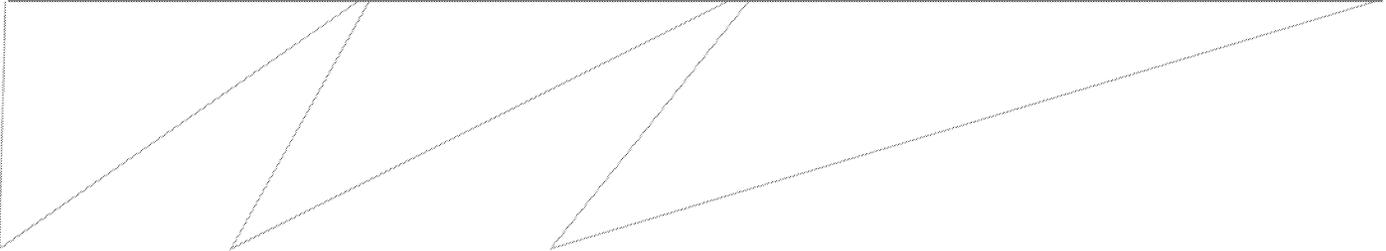
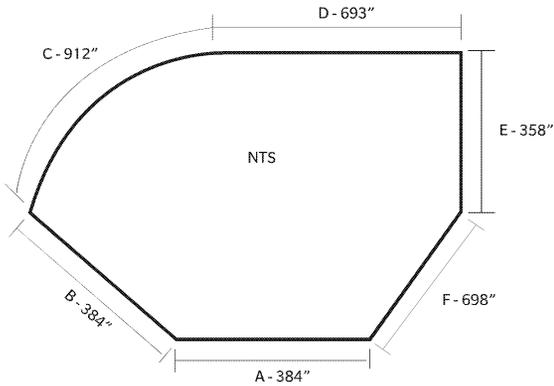
RIDEAU HALL - HOARDING CONCEPTS  
19-NOV-2021 JY



FULL WRAP

\$  ACM / 6 346 Coroplast

- NOT RECOMMENDED - there is no way the hoarding on the side will look right. one step off it will be extremely stretched
- difficult to achieve and not good return for time investment if it looks weird 99% of the time.
- several test would be required for the sides



C

B

A

F

E

D

**Pages 133 to / à 134  
are duplicates  
sont des duplicatas**

**From:** Turgeon, Éric  
**Sent:** November 25, 2021 10:22 AM  
**To:** Kenney, Greg  
**Cc:** Michaud, Alexis  
**Subject:** GRF#922 - Thomas Lane Gate - Implementation

Good morning,

Your approval is required to release funds for project up to \$500K.

The Thomas Lane Gate is an ongoing OR project funded through over-programming. To date, \$150K has been allocated to proceed with all phases of the project; however, tender come in above the current funding level. An additional \$50k will be required to proceed with the implementation.

Please indicate your approval using the voting button on this email by **Friday November 26<sup>th</sup>,2021**. Thank you.

**PROCESS FOR PROJECT MANAGEMENT (PPM)  
Gate Release Form (GRF)**

**Date:** 2021-11-25

**GRF #:** 922

**Project Information:**

**Project #:** 0000396\_01  
**Project Name:** Thomas Lane Gate Reinstatement 2021  
**Phase:** Implementation

**Budget Overview:**

**Project Authority**

Authority to Date	150,000	SOR
Authority Requested	50,000	
<b>Total Authority</b>	<b>200,000</b>	

**Gate Release**

Released to Date	150,000	
Funds Requested	50,000	Implementation
<b>Total Funds Released</b>	<b>200,000</b>	

**Source of Funds:**

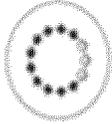
OR Over Programming

**PPM Documents:**



0000396\_01 -  
Ridgewood Hall Thro...

Thank you,



**Eric Turgeon**

Senior Manager, Branch Management Services  
Gestionnaire supérieur, Services de gestion de la direction

[Eric.Turgeon@ncc-ccn.ca](mailto:Eric.Turgeon@ncc-ccn.ca)

☎613-239-5678, ext. / poste 5075

☎343-998-2510

---

National Capital Commission  
Commission de la capitale nationale





## **PROCESS FOR PROJECT MANAGEMENT (PPM) STATEMENT OF REQUIREMENTS (SOR)**

February 24, 2021

### **1.0 Initiative Information**

**Project Name:** Rideau Hall – Thomas Lane Gate Reinstatement 2021  
**Project Leader:** Benoît J. Séguin, Chief Property Management, ORB  
**Project Manager:** TBD, D&C  
**Project File No.:** TBD

### **2.0 Need, Problem or Opportunity**

The Rideau Hall Thomas Lane Gate was damaged during the July 2020 incident. The stone pillars have been displaced, the metal structure bent, and the metal castings damaged beyond repair. A project is now required to reinstate this high heritage component.

### **3.0 Goal**

To reinstate the Thomas Lane Gate to its original condition based on existing infrastructure and previous reports and assessments while taking into consideration the gate's high heritage value and stakeholders' operational requirements.

### **4.0 Objectives**

To deliver this project in a timely and cost-effective manner while minimizing the impact on the resident's organization's visitor program and the public.

### **5.0 Client / Users**

NCC  
OSGG  
RCMP  
General Public



Canada

## 6.0 Background

Rideau Hall is a National Historic Site of Canada. Its secondary gates and fences, including the Thomas Lane gate, were erected in the 1920s and 1930s under the auspices of the *Public Works Construction Act*. The gates were modeled on original design details used by Frederick Preston Rubidge on the main gate in the latter 1860s. Economic considerations necessitated the use of materials which are in need of renewal, being less permanent than those employed for the main gate. The secondary gates and fences surround the 25-hectare Rideau Hall estate.

### Reason for Designation:

The secondary gates and perimeter fences at Rideau Hall were designated Recognized because of their very good proportion, scale, detail and functional design as copied from the main gate; their unchanged integrity between the structures and the associated landscape; their role in reinforcing the present heritage character of the area; and their conspicuous identity within the community. In both aesthetic design and function, the secondary gates and fences are distinguished as the outer defining element of the vice-regal estate in the British landscape tradition. Of a type and completeness rare in Canada, the entire ensemble contains a rich physical evolution of natural and cultural elements brought by a succession of Governors General. The five secondary gates and over 2000 m of perimeter fences clearly demarcate this well-known landmark, providing an appropriate aesthetically pleasing security aspect while also contributing to the cultural heritage of the grounds and its immediate neighborhood.

### Character Defining Elements:

The heritage character of the secondary gates and fences is determined by its form, its function, and its setting. Particularly significant elements include the cast concrete piers (pillars), the cast and wrought-iron work, the hardware and fixtures, the estate grounds inside the fencing, and the numerous vistas of fence and grounds as viewed from the outside.

Owing to the relatively recent date and economical materials used for the piers, the heritage significance of the materials themselves may be subordinate to the overall design and character. Replacing badly deteriorated elements with matching new work would be fully compatible with the heritage character of the secondary gates and fences when individual components become deteriorated beyond repair. It is recommended that pier replacement, as well as all other replacement work, be carried out conservatively, to ensure the longest feasible life for the 1920s and 1930s materials. Likewise, repair of iron work in place is preferable to full scale dismantling and extensive replacement, in order to provide maximum protection to the original materials. Comprehensive analysis is also recommended in order to establish the original composition of all elements subject to repair or replacement.

It is the NCC's mandate to ensure the assets of the Official Residences are maintained and protected.



## 7.0 Requirements

ORB's Requirements:

- Consider damage to all components of the gate during planning phase including but not limited to pillars, rails and pickets, decorative leaves, all coatings and finishes and hardware;
- All damaged components to be reinstated to new condition;
- Detailed documentation, including photos, of existing conditions and functionality to ensure appropriate reproduction;
- Explore opportunities to reinforce the gate without compromising heritage value;
- Evaluate and compare different fencing materials to prolong lifecycle and reduce maintenance requirements;
- Explore opportunity to accommodate a compliant fire route through the gate without compromising heritage value;
- Install conduits and infrastructure required for the eventual installation of automated gate operators;
- Meet all applicable codes; and
- Consult the FHBRO on heritage impacts.

During Implementation phase:

- Maintain perimeter security; and
- Support OSGG's Visitors Group activities.

Review and incorporate the RCMP's project security requirements including:

- Converting the temporary security systems currently deployed (cameras and detection) on permanent structures; and
- Explore opportunities to introduce hostile vehicle mitigation measures. Should any agreed upon interventions be added to the scope of the project, these would be funded solely by the RCMP.

## 8.0 Life cycle Considerations

New work to provide for a minimum 50-year life cycle with very low maintenance requirements.

Choice of fencing materials to prolong lifecycle and reduce maintenance requirements. All hardware to be heavy-duty commercial grade with accessible preventative maintenance attributes.

All materials and finishes to be free of designated substances and resistant to extreme weather conditions and heavy exposure to salt.

The Project Brief is expected to comply with the requirements of the NCC PPM, including the provision of a cost-benefit analysis of various options, risk analysis based on upfront costs, maintenance costs and the estimated expected life cycle costs.



## **9.0 Issues**

- Heritage conservation;
- Access for implementation phase;
- Security of the site during implementation; and
- OSGG's activities and possible construction interruptions or shut downs.

## **10.0 Order-of-Magnitude Cost Estimate and Cash-Flow Forecast**

A \$150K indicative construction cost estimate was provided by D&C at the time of writing.

The Project Manager shall provide a detailed, substantive and all-inclusive project cost estimate (soft + construction + contingencies) at the Project Brief stage.

## **11.0 Management Strategy for the Initiative**

The Project is to be managed as per the requirements of the NCC Process for Project Management.

## **12.0 Funding Strategy**

The Project will be funded through:

- The NCC Multi Year Capital Plan for the historical rehabilitation of the gate;
- The OSGG & RCMP for any non NCC operational or security requirements.

## **13.0 Functional and Quality Levels**

- Meet all applicable codes;
- Meet security requirements; and
- Provide for an extended life cycle of all components while respecting the heritage character defining elements.

## **14.0 Major Milestones**

Implementation to be completed by the end of October 2021.

## **15.0 High-Level Roles and Responsibilities**

- Project Leader: Benoit J. Séguin, Chief Property Management, ORB
- Project Manager: TBD, D&C



## 16.0 Key Stakeholders

OSGG  
RCMP  
NCC/ORB

## 17.0 Impact of Maintaining the Status Quo

- The gate must be reinstated to provide the required functionality; Site currently secured with temporary concrete barrier and RCMP vehicle;
- Poor public perception of site and NCC operations; and
- Failure to meet the NCC's mandate to ensure the assets of the Official Residences are maintained and protected.

## 18.0 Approval Authority for Each End-of-Phase

### .1 Initiation Phase, Statement of Requirements

The Statement of Requirements is to be approved by the Vice-President of the Official Residences Branch.

### .2 Planning Phase, Project Brief:

The Project Brief is to be recommended for approval by the Project Manager and approved by the Project Leader.

### .3 Project Plan, Development Phase:

The Project Plan is to be approved by the Project Leader.

### .4 Implementation Phase, Acceptance Certificate:

The Project Leader is to be notified of any proposed changes to the approved Project Plan in this phase and will determine the approval authority required.

The Acceptance Certificate is to be approved by the Project Leader.

### .5 Close-out Phase, Close-out Report

The Close-out Report is to be prepared by the Project Manager and submitted for approval by the Project Leader no later than 4 months following completion of site work.



## 19.0 Approval of Statement of Requirements (SOR)

### Prepared by:

Alexis Michaud, Director of Operations, ORB  
Benoît J. Séguin, Chief Property Management, ORB

### Approval in Principle by:

  
\_\_\_\_\_  
Greg Kenney, Vice-President, ORB

March 1, 2021

\_\_\_\_\_  
Date

**From:** Michaud, Alexis  
**Sent:** November 29, 2021 4:48 PM  
**To:** Kenney, Greg  
**Subject:** Storm Sewer

Hi Greg,

For your consideration and further discussion:

**Storm Sewer Background info:**

- Sanitary sewer realignment project was implemented in 2019, It was designed in 2015 at the onset of the Ops zone redevelopment in anticipation of the new SMS and Office building requirements;
- The new storm sewer was designed at the same time (in 2015) since it was required to meet code for separating storm and sanitary waters. But, since it was not necessary for the Ops zone project, it was deferred due to lack of funding;
- A new SOR was approved in 2020 to implement the storm sewer project but it did not materialize on the MYCP list of funded projects;
- In Spring 2021, an opportunity was observed in regards to minimal operations and events at RH (less impact from construction site), a requirement to connect the new fire pump to the generator (RH to the ops zone via duct bank) and all the paving work required for the latter and SMS post-construction.  
Implementing the storm sewer project and adding the duct bank could be merged into one project and delivered at lesser cost during an ideal time (taking advantage of the pandemic impact on events);
- This was approved by the CEO in June at an estimated \$500k. This ROM included storm sewer, duct bank and paving reinstatement;
- Unfortunately as work towards tendering progressed (around mid-July), the PM realized the work would likely come in over budget and recommended to tender the sewer portion only while keeping the duct bank as an optional scope. This would allow the tender to proceed and hopefully prices would come in lower and permit full scope implementation;
- We proceeded this way but tender didn't actually materialize until October. Its results were over budget and excluded paving and CM costs.
  - o D&C provided a revised ROM of \$ [REDACTED] M for the entire scope in November.

**Going forward:**

**Option 1**

- Award storm sewer scope to winning bidder from October tender. Implementation in Spring 2022;
  - o This portion fits within the current budget.
- Initiate new project for duct bank and paving reinstatement. These two objectives have not benefited from a proper planning phase ahead of the tendering process. It would be necessary to do so and ensure we move forward with the best value option.
  - o Plan and develop this new project this fall/winter to implement concurrently with storm sewer;
  - o New funding approval required for over-programming and/or A&D.

**Option 2**

- Cancel tender;
- Initiate new project to be inclusive of entire scope and include planning and development phases this fall/winter;
- Implement summer 2022.
  - o New funding approval required. Value requires board approval.

Option 2 seems to me the most straight forward way to proceed as it eliminates any appearance of contract splitting and allows to proceed with full scope approval and follow the PPM.

Mario has informed me though that this option carries some reputational risk which could impact future tendering processes for the NCC.

**Option 3**

Seeing as how we missed the window to construct during pandemic down-time, defer full scope to future date. Possibility to include with Phase III of RH fire suppression project when it is implemented (no planned schedule yet).

Thank you,  
Alexis

**From:** Michaud, Alexis  
**Sent:** November 30, 2021 12:53 PM  
**To:** Kenney, Greg  
**Subject:** FW: Stable Row Tender \_ next steps

Hi Greg,

Please see below for your consideration. Mario explains more thoroughly D&C's concerns towards canceling the tender.

Thanks,  
Alexis

---

**From:** Safar, Mario <mario.safar@ncc-ccn.ca>  
**Sent:** Tuesday, November 30, 2021 12:27 PM  
**To:** Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>; Khou, Tamara <Tamara.Khou@ncc-ccn.ca>; Séguin, Benoit <benoit.seguin@ncc-ccn.ca>  
**Cc:** Bernans, Mark <Mark.Bernans@ncc-ccn.ca>; Saint-Denis, Michel <michel.saint-denis@ncc-ccn.ca>; Madularu, Iulia <lulia.Madularu@ncc-ccn.ca>; Charette, Yoland <yoland.charette@ncc-ccn.ca>  
**Subject:** RE: Stable Row Tender \_ next steps

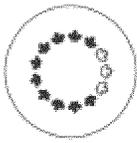
Hello Alexis,

We are sharing the following concerns with you so you are aware of the repercussions these delayed decisions have on this and future OR projects:

- The deadline to award the Storm Sewer (Lot 1) of the tender is 90-days from tender close date. Tamara can confirm this date, but we will need to cancel this tender if no intention to award.
- The risk impact from canceling this tender and retendering at a later day is as follows:
  - cost increase – early tendering typically yields increased interest from bidders and better pricing
  - schedule delays – delays from any redesign, re-tender, etc. means the work will not start in the spring
  - Reputation of the NCC – this is perceived as price shopping and shows disregard to the effort required from the proponents when preparing bid proposals
  - Bidders interest – contractors who bid this work once may not be interested in bidding again
- Pomerleau's reaction to the news that tender may be cancelled [REDACTED] they supported the NCC and launched a tender without an approved TAR and a PO issued. [REDACTED]  
[REDACTED] Pomerleau stated they will not act outside process no matter the urgency for the NCC.
- If all the other projects at RH start implementation in April 2022 and this one is delayed till summer, this project will not benefit from sharing the Division 1 fees and they would end up higher.

Best Regards,  
Mario

s.18(d)



## Mario Safar

Director, Project Management | Design & Construction Branch  
Directeur, division Gestion de projets | Direction de Design et Construction

[Mario.Safar@ncc-ccn.ca](mailto:Mario.Safar@ncc-ccn.ca)

613-239-5678, ext. / poste 5740

343-548-3585

---

[National Capital Commission](#)  
[Commission de la capitale nationale](#)

Canada

---

**From:** Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>

**Sent:** Tuesday, November 30, 2021 8:07 AM

**To:** Khou, Tamara <[Tamara.Khou@ncc-ccn.ca](mailto:Tamara.Khou@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>

**Cc:** Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>; Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>; Saint-Denis, Michel <[michel.saint-denis@ncc-ccn.ca](mailto:michel.saint-denis@ncc-ccn.ca)>; Madularu, Iulia <[Iulia.Madularu@ncc-ccn.ca](mailto:Iulia.Madularu@ncc-ccn.ca)>; Charette, Yoland <[yoland.charette@ncc-ccn.ca](mailto:yoland.charette@ncc-ccn.ca)>

**Subject:** RE: Stable Row Tender \_ next steps

Hi Tamara,

Thanks for the follow-up. Please find some edits within your message below.

Best,  
Alexis

---

**From:** Khou, Tamara <[Tamara.Khou@ncc-ccn.ca](mailto:Tamara.Khou@ncc-ccn.ca)>

**Sent:** Monday, November 29, 2021 3:28 PM

**To:** Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>

**Cc:** Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>; Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>; Saint-Denis, Michel <[michel.saint-denis@ncc-ccn.ca](mailto:michel.saint-denis@ncc-ccn.ca)>; Madularu, Iulia <[Iulia.Madularu@ncc-ccn.ca](mailto:Iulia.Madularu@ncc-ccn.ca)>; Charette, Yoland <[yoland.charette@ncc-ccn.ca](mailto:yoland.charette@ncc-ccn.ca)>

**Subject:** Stable Row Tender \_ next steps

Good afternoon Alexis,

Thank you for our time to meet with Mario and I this morning, **November 29<sup>th</sup>, 2021 at 9a.m** to discuss the **Stable Row Tender**.

As discussed in this morning's meeting:

1. The client agrees to award the tender for the Storm Sewer (Lot 1) only : \$ [REDACTED] to be implemented Spring 2022 (April).

**AM: I agree this is an option but we still cannot award until funding is secured for the entire scope. Options were presented to OR VP, including this one. More to come.**

2. The duct bank scope under Lot 2 will be excluded from the award.

3. The ductbank scope will be tied in with the upcoming projects : SMS landscape and full asphalt work.

**AM: For points 2 and 3, yes – if that is the way forward.**

4. The ductbank design will also be revised to run below the asphalt area only (it currently runs partially below existing landscaping).

**AM: I wish to discuss the option and then decide which way to proceed.**

Next steps:

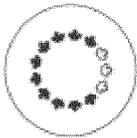
1. The PM team will submit to OR a revised TAR to include for Lot 1 Storm Sewer only for signature. Please note, Div 1 fees will not be included in this TAR as we understand that there will have multiple projects for implementation this coming Spring 2022 and a separate TAR for Div 1 fees for all projects will be submitted separately.

**AM: Hold on the TAR until we have confirmed the way forward, pending funding.**

**If Div 1 fees are excluded, can we get a ROM of what they would be for this one vs all the work (storm, duct bank, paving and SMS landscape)?**

2. OR will submit an SOR outlining the Landscape Design Requirements surrounding the SMS building. The PM team will coordinate with the CoE for design timelines once the design requirements and extent of design is clear from the client via SOR. OR has asked if it is possible to have the landscape design completed and ready for tender for a Summer implementation date ; the PM team notes they cannot confirm/commit to this without discussing with the CoE team first and a clear understanding on design requirements is required from the client in order to assess the design timelines.

Kind regards,



**Tamara Khou**, OAA, B.Arch., M.Arch

Acting Senior Project Manager, Design & Construction, Capital Planning

[tamara.khou@ncc-ccn.ca](mailto:tamara.khou@ncc-ccn.ca)

☎ 613-890-0888

202-40 Elgin St., Ottawa, ON, K1P 1C7

---

National Capital Commission

Commission de la capitale nationale

Canada

---

**From:** Michaud, Alexis

**Sent:** November 23, 2021 3:44 PM

**To:** Khou, Tamara <[Tamara.Khou@ncc-ccn.ca](mailto:Tamara.Khou@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>

**Cc:** Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>; Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>; Saint-Denis, Michel <[michel.saint-denis@ncc-ccn.ca](mailto:michel.saint-denis@ncc-ccn.ca)>

**Subject:** RE: Stable Row Tender \_ additional costing

Hi Tamara,

Since the budget has more than doubled, we are not in a position to award until we get the appropriate funding. With this cost, the project will need to go to the board for approval.

Please advise Pomerleau accordingly.

Thank you,  
Alexis

---

**From:** Khou, Tamara <[Tamara.Khou@ncc-ccn.ca](mailto:Tamara.Khou@ncc-ccn.ca)>

**Sent:** Tuesday, November 23, 2021 11:28 AM

**To:** Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>

**Cc:** Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>; Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>; Saint-Denis, Michel <[michel.saint-denis@ncc-ccn.ca](mailto:michel.saint-denis@ncc-ccn.ca)>

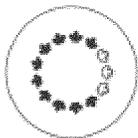
**Subject:** RE: Stable Row Tender \_ additional costing

Good afternoon Alexis and Benoit,

**Benoit**, as per our weekly OR update meeting this morning, I understand it looks like we won't be proceed with awarding the Stable Row Tender.

**Benoit / Alexis**, can you kindly confirm this via email? We'd like to inform Pomerleau of this so that they can respond to the bidders.

Thank you,



**Tamara Khou**, OAA, B.Arch., M.Arch

Acting Senior Project Manager, Design & Construction, Capital Planning

[tamara.khou@ncc-ccn.ca](mailto:tamara.khou@ncc-ccn.ca)

☎ 613-890-0888

202-40 Elgin St., Ottawa, ON, K1P 1C7

---

National Capital Commission

Commission de la capitale nationale

Canada

---

**From:** Khou, Tamara

**Sent:** November 10, 2021 3:01 PM

**To:** Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>

**Cc:** Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>; Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>

**Subject:** Stable Row Tender \_ additional costing

Good morning Alexis,

As discussed in our meeting on **October 26<sup>th</sup>, 2021 at 3p.m** to discuss the **Stable Row Tender results**.

s.18(d)  
s.20(1)(b)  
s.20(1)(c)

Attendees: Mario Safar, Tamara Khou, Mark Bernans, Alexis Michaud, Benoit Seguin

The client requested from the PM team for additional costing for a full understanding of total cost pertaining to the Stable Row project.

Below are the following:

**Stable Row Tender lowest bidder results:**

- Storm Sewer Lot 1: \$
- Duct Bank Lot 2: \$

**Total: \$**

**Pomerleau Costs:**

% Profit

Additional Asphalt Scope (includes areas for SMS Building, Princess Anne Entrance and in front of Stable Row) Note this scope was not included in the Stable Row SOR: \$

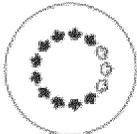
Div 1 + CM: \$

Disbursements: \$

Contingency: \$

**Total: \$**

**Grand Total:**



**Tamara Khou, OAA, B.Arch., M.Arch**

Acting Senior Project Manager, Design & Construction, Capital Planning

[tamara.khou@ncc-ccn.ca](mailto:tamara.khou@ncc-ccn.ca)

☎ 613-890-0888

202-40 Elgin St., Ottawa, ON, K1P 1C7

---

National Capital Commission

Commission de la capitale nationale

Canada

s.19(1)

**From:** Madularu, Iulia  
**Sent:** December 1, 2021 10:04 AM  
**To:** Charette, Yoland  
**Cc:** Sdraulig, Steven; Yeung, Jasmine; Vaillancourt, Pierre  
**Subject:** RE: Rideau Hall Hoarding

Thank you for sharing Yoland. It is always nice to hear about the positive feedback from our client group. Well done, Steven and Jasmine!

**Iulia Madularu, P.Eng., ing., Ph.D.**

Director, Centre of Expertise  
Directrice, Centre d'expertise

iulia.madularu@ncc-ccn.ca

613-854-6257

---

**From:** [REDACTED]@gg.ca>  
**Sent:** Friday, November 26, 2021 4:44 PM  
**To:** Séguin, Benoit <benoit.seguin@ncc-ccn.ca>  
**Cc:** Kenney, Greg <Greg.Kenney@ncc-ccn.ca>; Sdraulig, Steven <Steven.Sdraulig@ncc-ccn.ca>; Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>; Séguin, Benoit <benoit.seguin@ncc-ccn.ca>; Khou, Tamara <Tamara.Khou@ncc-ccn.ca>; [REDACTED]@gg.ca>; [REDACTED]@gg.ca>  
**Subject:** RE: Rideau Hall Hoarding

Benoit,

Let me begin by saying how much we appreciate the work done by Steven and Jasmine on the three concepts design for wrapping the fountain and how quickly they were able to turn this around for us. The images helped detail the challenges the "trompe l'oeil" effect would entail on the Guardhouse side of the fountain. The additional information provided at yesterday's teams meeting was also helpful in terms of the safety concerns associated with a right angle on that side.

Given the estimated cost and time of year (when visitation and events on the grounds are down), OSGG doesn't believe that it is worth going the wrap route in the end.

It was clear from yesterday's meeting that it would have been much more cost-effective if a wrap had been incorporated into the design of the hoarding, before it was installed. As such, we would ask that for future construction projects at Rideau Hall, that the design and look of suitable hoarding be incorporated in the plan of the project, right from beginning.

For your information, we have a big event planned with Summer and Winter Olympians this Spring. It is scheduled to take place between May 3 – 5, 2022 and would normally take place in front of the residence. It would be great if the work on the fountain would be done by then and the hoarding removed. Is this at all realistic?

Have a great weekend.

[REDACTED]

*Please note that I work a compressed work week, so you may receive emails from me outside of normal work hours. I do not expect you to read or respond outside of your own work schedule. I also encourage you to reply in the official language of your choice.*

s.19(1)

s.20(1)(c)

*Veillez noter qu'en raison de mon horaire comprimé, il est possible que vous receviez des courriels de ma part en dehors des heures de travail normales. Je ne m'attends pas à ce que vous me lisiez ou me répondiez en dehors de votre propre horaire de travail. Je vous encourage aussi à répondre dans la langue officielle de votre choix.*

**From:** Séguin, Benoit [mailto:benoit.seguin@ncc-ccn.ca]

**Sent:** November 24, 2021 6:49 AM

**To:** [REDACTED]@gg.ca>; Khou, Tamara <Tamara.Khou@ncc-ccn.ca>

**Cc:** Kenney, Greg <Greg.Kenney@ncc-ccn.ca>; Sdraulig, Steven <Steven.Sdraulig@ncc-ccn.ca>; Alexis Michaud <Alexis.Michaud@ncc-ccn.ca>; Benoit Séguin <benoit.seguin@ncc-ccn.ca>

**Subject:** RE: Rideau Hall Hoarding

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

ATTENTION : Ce courriel provient d'une source externe. Faites preuve de prudence lorsque vous ouvrez des documents joints ou cliquez sur des liens, surtout s'ils proviennent de correspondants inconnus.

Hello [REDACTED]

If I recall correctly I believe the cost to remove and reinstall the hoarding in the spring, when the work would begin, was quoted by Pomerleau to be in the \$40K range.

I haven't had a chance to talk to Michel about the modifications to the hoarding. I will do so today and let you know as soon as possible.

As for the duration of the repairs I will ask Tamara to answer this one.

Thanks,

Benoît J. Séguin

Off 613.239.5678 X4025

Cell : 613.795.2718

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
I encourage you to reply to this e-mail in the official language of your choice.*

---

**From:** [REDACTED]@gg.ca>

**Sent:** Tuesday, November 23, 2021 5:00 PM

**To:** Séguin, Benoit <benoit.seguin@ncc-ccn.ca>; Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>

**Cc:** Kenney, Greg <Greg.Kenney@ncc-ccn.ca>; Séguin, Benoit <benoit.seguin@ncc-ccn.ca>; Sdraulig, Steven <Steven.Sdraulig@ncc-ccn.ca>

**Subject:** RE: Rideau Hall Hoarding

Thanks Benoit.

I believe the first option most closely resembles what was originally envisioned, but the green trim would also have to be removed or painted so everything blends into the building. When we met onsite last Friday for the other project, you mentioned you'd look into the possibility of redesigning the hoarding layout to make this first option work better. Has there been any further developments on that?

I see that the estimated costs of the three concepts range from \$ [REDACTED] K to \$ [REDACTED] K, but it will likely more if the hoarding layout has to be redesigned to make the first concept work.

My understanding is that work on the fountain won't resume until the Spring.

I'm curious how much it would cost to simply remove the hoarding and reinstall it when they are actually ready to do the work - maybe that's the most cost effective option.... But before we suggest that, we'd like to know once the repair work gets underway, how long is it supposed to last - is it a few weeks or two (or more?) months?

---

*Please note that I work a compressed work week, so you may receive emails from me outside of normal work hours. I do not expect you to read or respond outside of your own work schedule. I also encourage you to reply in the official language of your choice.*  
*Veillez noter qu'en raison de mon horaire comprimé, il est possible que vous receviez des courriels de ma part en dehors des heures de travail normales. Je ne m'attends pas à ce que vous me lisiez ou me répondiez en dehors de votre propre horaire de travail. Je vous encourage aussi à répondre dans la langue officielle de votre choix.*

**From:** Séguin, Benoit [<mailto:benoit.seguin@ncc-ccn.ca>]  
**Sent:** November 23, 2021 2:31 PM  
**To:** Alexis Michaud <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>;  <[@gg.ca](mailto:@gg.ca)>  
**Cc:** Kenney, Greg <[Greg.Kenney@ncc-ccn.ca](mailto:Greg.Kenney@ncc-ccn.ca)>; Benoit Séguin <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>; Sdraulig, Steven <[Steven.Sdraulig@ncc-ccn.ca](mailto:Steven.Sdraulig@ncc-ccn.ca)>  
**Subject:** FW: Rideau Hall Hoarding

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

ATTENTION : Ce courriel provient d'une source externe. Faites preuve de prudence lorsque vous ouvrez des documents joints ou cliquez sur des liens, surtout s'ils proviennent de correspondants inconnus.

Hello,  
Please review the attached document for the banner options developed from our friends in industrial Design for the Rideau Hall fountain hoarding. I will set up a meeting later this week to discuss.  
Thanks,

Benoît J. Séguin  
Off 613.239.5678 X4025  
Cell : 613.795.2718

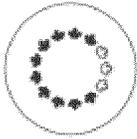
*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.*  
*I encourage you to reply to this e-mail in the official language of your choice.*

---

**From:** Yeung, Jasmine  
**Sent:** Friday, November 19, 2021 11:43 AM  
**To:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Cc:** Sdraulig, Steven <[Steven.Sdraulig@ncc-ccn.ca](mailto:Steven.Sdraulig@ncc-ccn.ca)>  
**Subject:** Rideau Hall Hoarding

Hi Benoit,  
Here's the pdf

Thank you!



## Jasmine Yeung

Industrial Designer  
Designer industrielle

[jasmine.yeung@ncc-ccn.ca](mailto:jasmine.yeung@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5720

202-40 Elgin Street  
Ottawa, Canada K1P 1C7

---

National Capital Commission  
Commission de la capitale nationale

Canada

**IMPORTANT NOTICE:** This message may contain confidential or privileged information and is intended only for the individual named. If you are not the intended recipient, you should not disseminate, distribute or copy this email. Please notify the sender immediately if you have received this email by mistake and delete it from your system.

**AVIS IMPORTANT :** Le présent courriel peut contenir des renseignements confidentiels et est strictement réservé à l'usage de la personne à qui il est destiné. Si vous n'êtes pas la personne visée, vous ne devez pas diffuser, distribuer ou copier ce courriel. Merci de nous en aviser immédiatement et de supprimer ce courriel s'il vous a été envoyé par erreur.

**From:** Lebel-Racine, Marie  
**Sent:** December 14, 2021 3:10 PM  
**To:** Mendonca, Oreen  
**Cc:** Aldrich, Rachelle; Kenney, Greg; Michaud, Alexis; Evans, Véronique  
**Subject:** RE: OFFICIAL TASKING SENATE QUESTION S-86 — Regarding the NCC - Rideau Hall Renos  
**Attachments:** Réponse.rtf

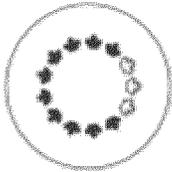
Bonjour Oreen,

We suggest adding a column (see attachment) in order to clarify things.

Does this make sense?

Feel free to call me to discuss.

Merci.



**Marie Lebel-Racine**

Senior Strategic Advisor, Official Residences  
Conseillère stratégique principale, Résidences officielles

[marie.lebel-racine@ncc-ccn.ca](mailto:marie.lebel-racine@ncc-ccn.ca)

 343-573-0878

---

National Capital Commission  
Commission de la capitale nationale

Canada

---

**De :** Mendonca, Oreen <Oreen.Mendonca@ncc-ccn.ca>

**Envoyé :** 14 décembre 2021 11:17

**À :** Lebel-Racine, Marie <marie.lebel-racine@ncc-ccn.ca>

**Cc :** Aldrich, Rachelle <Rachelle.Aldrich@ncc-ccn.ca>; Kenney, Greg <Greg.Kenney@ncc-ccn.ca>; Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>; Evans, Véronique <veronique.evans@ncc-ccn.ca>

**Objet :** RE: OFFICIAL TASKING SENATE QUESTION S-86 — Regarding the NCC - Rideau Hall Renos

Bonjour Marie,

Thanks for the response!

I have one question/clarification- in the previous question (S-127 released publicly in February 2021) we reported that 3/5 projects were completed by January 21, 2021 for part 2.

In this update we are now stating that 4/5 projects were completed by January 21, 2021. Is there a rationale as to why we are now reporting that an additional project is considered as 'complete', when it was previously disclosed as 'in progress' for the same time period?

Thanks,  
Oreen

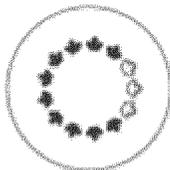
---

**From:** Lebel-Racine, Marie <[marie.lebel-racine@ncc-ccn.ca](mailto:marie.lebel-racine@ncc-ccn.ca)>  
**Sent:** December 14, 2021 9:53 AM  
**To:** Mendonca, Oreen <[Oreen.Mendonca@ncc-ccn.ca](mailto:Oreen.Mendonca@ncc-ccn.ca)>  
**Cc:** Aldrich, Rachele <[Rachele.Aldrich@ncc-ccn.ca](mailto:Rachele.Aldrich@ncc-ccn.ca)>; Kenney, Greg <[Greg.Kenney@ncc-ccn.ca](mailto:Greg.Kenney@ncc-ccn.ca)>; Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>; Evans, Véronique <[veronique.evans@ncc-ccn.ca](mailto:veronique.evans@ncc-ccn.ca)>  
**Subject:** RE: OFFICIAL TASKING SENATE QUESTION S-86 — Regarding the NCC - Rideau Hall Renos

Bonjour Oreen,

Please find attached our updated response to Questions 1 and 2 of Senate Tasking S-86. Both languages were edited with tracked changes. It took us approximately eight hours to prepare the response.

Merci.



**Marie Lebel-Racine**

Senior Strategic Advisor, Official Residences  
Conseillère stratégique principale, Résidences officielles

[marie.lebel-racine@ncc-ccn.ca](mailto:marie.lebel-racine@ncc-ccn.ca)

 343-573-0878

---

National Capital Commission  
Commission de la capitale nationale

Canada

---

**De :** Mendonca, Oreen <[Oreen.Mendonca@ncc-ccn.ca](mailto:Oreen.Mendonca@ncc-ccn.ca)>  
**Envoyé :** 8 décembre 2021 08:54  
**À :** Lebel-Racine, Marie <[marie.lebel-racine@ncc-ccn.ca](mailto:marie.lebel-racine@ncc-ccn.ca)>  
**Cc :** Aldrich, Rachele <[Rachele.Aldrich@ncc-ccn.ca](mailto:Rachele.Aldrich@ncc-ccn.ca)>  
**Objet :** OFFICIAL TASKING SENATE QUESTION S-86 — Regarding the NCC - Rideau Hall Renos

Good morning Marie,

We have received another OPQ relating to the official residences:

November 23, 2021—Regarding the National Capital Commission: 1. Since October 2, 2017, how much has the National Capital Commission spent on renovations at Rideau Hall carried out at the request of former Governor General Julie Payette and/or her office? What is the breakdown of these renovation projects and their costs? 2. Were these renovation projects completed by January 21, 2021, when the former Governor General resigned? If not, how many were not concluded, and what is their current status? 3. How many nights did the former Governor General spend at Rideau Hall during her tenure?

Since we responded to an identical question (S-127) which was released in February 2021, we only need to update the information for the current response. The NCC is only responsible for responding to parts 1 and 2.

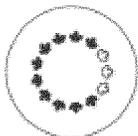
Could you please verify if either part 1 or 2 need to be updated, and return a response to me by COB **Tuesday December 14, 2021:**

- For the time period of October 2, 2017 to November 23, 2021 (part 1) and until January 21, 2021 (part 2)

- In the document sheet provided, in both official languages
- Accompanied by an email indicating how many hours it took your team to prepare the response

Please let me know if you have any questions.

Thanks,



**Oreen Mendonca**

Pronoun(s): she/her Pronom(s): elle

Junior Analyst, Corporate Planning and Reporting

Analyste junior, planification corporative et rapports

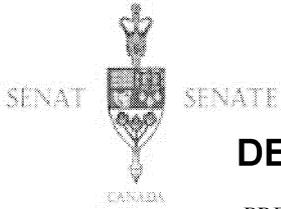
[oreen.mendonca@ncc-ccn.ca](mailto:oreen.mendonca@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5422

National Capital Commission

Commission de la capitale nationale

Canada



## INQUIRY OF MINISTRY DEMANDE DE RENSEIGNEMENT AU GOUVERNEMENT

PREPARE IN ENGLISH AND FRENCH MARKING "ORIGINAL TEXT" OR "TRANSLATION"  
PRÉPARER EN ANGLAIS ET EN FRANÇAIS EN INDIQUANT "TEXTE ORIGINAL" OU "TRADUCTION"

QUESTION NO./N° DE LA QUESTION S-86	BY / DE Honourable Senator Plett	DATE November 23, 2021
--	-------------------------------------	---------------------------

Reply by the Minister of Public Services and Procurement  
Réponse de la ministre des Services publics et de l'Approvisionnement

PRINT NAME OF SIGNATORY  
INSCRIRE LE NOM DU SIGNATAIRE

SIGNATURE  
MINISTER OR PARLIAMENTARY SECRETARY  
MINISTRE OU SECRÉTAIRE PARLEMENTAIRE

**QUESTION**

November 23, 2021—Regarding the National Capital Commission:

1. Since October 2, 2017, how much has the National Capital Commission spent on renovations at Rideau Hall carried out at the request of former Governor General Julie Payette and/or her office? What is the breakdown of these renovation projects and their costs?
2. Were these renovation projects completed by January 21, 2021, when the former Governor General resigned? If not, how many were not concluded, and what is their current status?
3. How many nights did the former Governor General spend at Rideau Hall during her tenure?

REPLY / RÉPONSE

ORIGINAL TEXT  
TEXTE ORIGINAL

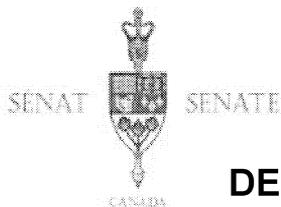
TRANSLATION  
TRADUCTION

**NCC Response:**

1. A breakdown of the costs on renovation projects at Rideau Hall carried out at the request of former Governor General Julie Payette and/or her office, since October 2, 2017, are as follows in Table A.
2. Three out of five renovation projects were completed by January 21, 2021. ~~One Two projects was deferred remain in progress.~~

Table A: Breakdown of Rideau Hall renovation related expenses:

Project	Cost	Status, as of January 21, 2021	<u>Current Status</u>
• Monck Wing Private Quarters Egress (design only)	\$101K <del>99.9K</del>	Design completed	<u>Design completed</u>
• Monck Wing Access Control Systems	\$ 104K <del>96.5K</del> (funded by OSGG)	Completed	<u>Completed</u>
• Fire Safety Review – Private Quarters	\$17K <del>25.7K</del>	Completed	<u>Completed</u>
• Ballroom Multi-media Feasibility Study	\$108K <del>94.3K</del> to date (funded by OSGG)	In progress	<u>Deferred</u>
• Study Examining Accommodating the Chancellery Staff at the Rideau Hall Main Building	\$23K <del>24.9Kk</del>	In progress	<u>Completed</u>



## INQUIRY OF MINISTRY DEMANDE DE RENSEIGNEMENT AU GOUVERNEMENT

PREPARE IN ENGLISH AND FRENCH MARKING "ORIGINAL TEXT" OR "TRANSLATION"  
PRÉPARER EN ANGLAIS ET EN FRANÇAIS EN INDIQUANT "TEXTE ORIGINAL" OU "TRADUCTION"

QUESTION NO./N° DE LA QUESTION <b>S-86</b>	BY / DE <b>Honorable sénateur Plett</b>	DATE <b>Le 23 novembre 2021</b>
---	--	------------------------------------

Reply by the Minister of Public Services and Procurement  
Réponse de la ministre des Services publics et de l'Approvisionnement

PRINT NAME OF SIGNATORY  
INSCRIRE LE NOM DU SIGNATAIRE

SIGNATURE  
MINISTER OR PARLIAMENTARY SECRETARY  
MINISTRE OU SECRÉTAIRE PARLEMENTAIRE

### QUESTION

Le 23 novembre 2021—Concernant la Commission de la capitale nationale :

1. Depuis le 2 octobre 2017, combien la Commission de la capitale nationale a-t-elle dépensé pour les rénovations effectuées à Rideau Hall à la demande de l'ancienne gouverneure générale Julie Payette et/ou de son bureau? Quelle est la répartition de ces projets de rénovation et de leurs coûts?
2. Est-ce que ces projets de rénovation étaient terminés le 21 janvier 2021, date à laquelle l'ancienne gouverneure générale a démissionné? Si non, combien d'entre eux restaient à compléter et quel est leur état d'avancement?
3. Combien de nuitées l'ancienne gouverneure générale a-t-elle passées à Rideau Hall pendant son mandat?

REPLY / RÉPONSE

ORIGINAL TEXT  
TEXTE ORIGINAL

TRANSLATION  
TRADUCTION

### Réponse par la CCN:

1. La répartition des projets de rénovation effectuées à Rideau Hall à la demande de l'ancienne gouverneure générale Julie Payette et/ou de son bureau, depuis le 2 octobre 2017, sont trouvés ci-dessous, dans le tableau A.
2. Trois sur cinq projets de rénovation sur cinq étaient terminés le 21 janvier 2021. Il y a deux projets qui sont été différés encore en cours.

Tableau A : La répartition des dépenses liées à des projets de rénovations à Rideau Hall et de leurs coûts

Projet	Coût	Statut État d'avancement en date du 21 janvier 2021	État d'avancement actuel
• Ajout d'une entrée privée à l'aile Monck (design seulement)	99104 900K \$	Design complété	Design complété
• Systèmes de contrôle d'accès à l'aile Monck	96104 500K \$ (financé par le BSGG)	Complété	Complété
• Étude sur la sécurité incendie pour les logements privés	2517 700K \$	Complété	Complété
• Étude de faisabilité des options multimédias pour la salle de bal	94108 300K \$ (financé par le BSGG)	En cours Différé	Différé
• Étude portant sur	243	En cours Complété	Complété

l'hébergement du personnel de la chancellerie au bâtiment principal de Rideau Hall	<u>900K</u> \$		
--	----------------	--	--

**From:** Skrzek, Sarah  
**Sent:** December 17, 2021 11:47 AM  
**To:** Nussbaum, Tobi  
**Subject:** FW: OR\_Action\_Plan\_\_ACR\_2020\_V8.1\_(Dec\_30\_2020)  
**Attachments:** OR\_Action\_Plan\_\_ACR\_2020\_V8.1\_(Dec\_30\_2020)\_Layout1.docx

Here you are

---

**From:** de Passillé, Véronique <Veronique.dePassille@ncc-ccn.ca>  
**Sent:** December 31, 2020 3:24 PM  
**To:** Nussbaum, Tobi <Tobi.Nussbaum@ncc-ccn.ca>  
**Subject:** FW: OR\_Action\_Plan\_\_ACR\_2020\_V8.1\_(Dec\_30\_2020)

Updated version of Asset Condition Report.

---

**From:** Kenney, Greg <Greg.Kenney@ncc-ccn.ca>  
**Sent:** December 31, 2020 1:36 PM  
**To:** de Passillé, Véronique <Veronique.dePassille@ncc-ccn.ca>  
**Cc:** Ruzkowski, Nicolas <Nicolas.Ruzkowski@ncc-ccn.ca>; Naud,Patrick <Patrick.Naud@ncc-ccn.ca>; Evans, Véronique <veronique.evans@ncc-ccn.ca>; Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>  
**Subject:** RE: OR\_Action\_Plan\_\_ACR\_2020\_V8.1\_(Dec\_30\_2020)

Allo Vero,

In the event Tobi has not yet had the opportunity to review the report, here is an update of the document format done by the graphics team. They did an amazing job in a very short time.

The content has not changed, but the layout is much improved.

Happy to discuss.

Greg

---

**From:** de Passillé, Véronique <Veronique.dePassille@ncc-ccn.ca>  
**Sent:** Wednesday, December 30, 2020 5:32 PM  
**To:** Kenney, Greg <Greg.Kenney@ncc-ccn.ca>  
**Cc:** Ruzkowski, Nicolas <Nicolas.Ruzkowski@ncc-ccn.ca>; Naud,Patrick <Patrick.Naud@ncc-ccn.ca>; Evans, Véronique <veronique.evans@ncc-ccn.ca>; Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>; Feeny, Daniel <daniel.feeny@ncc-ccn.ca>  
**Subject:** Re: OR\_Action\_Plan\_\_ACR\_2020\_V8.1\_(Dec\_30\_2020)

Merci!

---

**From:** Kenney, Greg <Greg.Kenney@ncc-ccn.ca>  
**Sent:** Wednesday, December 30, 2020 5:11 PM  
**To:** de Passillé, Véronique

**Cc:** Ruskowski, Nicolas; Naud,Patrick; Evans, Véronique; Michaud, Alexis; Feeny, Daniel

**Subject:** OR\_Action\_Plan\_\_ACR\_2020\_V8.1\_(Dec\_30\_2020)

Allo Veronique,

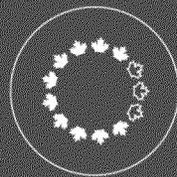
Please find attached the updated Asset Condition Report-2021. It reflects input from Nic's team and has been sent for translation. As it was converted from Adobe there are some formatting issues. I will ask Dan if his team can take a look at improving the format.

Do please note that there are a small number of minor edits still required to some of the tables and that work continues. We will update the translated versions when we receive them.

We are finalizing the Preliminary Functional Program and you should expect that report shortly under separate cover.

As always, I am most happy to discuss.

Greg



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

# Official Residences of Canada

ASSET PORTFOLIO CONDITION REPORT

DECEMBER 30, 2020

WORKING DRAFT

Canada

# Table of Contents

---

Executive Summary .....	3
1 Introduction .....	7
2 Asset Portfolio .....	9
2.1 Location.....	10
2.2 Size of Asset Portfolio.....	11
2.3 Age of Asset Portfolio .....	12
2.4 Condition of Asset Portfolio.....	12
2.4.1 Portfolio Condition Assessment Program.....	13
2.4.2 Facility Condition Assessment.....	15
2.4.3 Asset Priority Index.....	18
2.5 Sustainable Funding.....	20
3 Asset Report Cards .....	23
3.1 Rideau Hall.....	23
3.1.1 Background.....	23
3.1.2 FHBRO Recognized Ancillary Buildings.....	24
3.1.3 History.....	28
3.1.4 Present Condition.....	29
3.1.5 Historical Investments .....	30
3.1.6 Proposed Deferred Maintenance Investments.....	32
3.1.7 Summary .....	33
3.2 24 Sussex Drive.....	35
3.2.1 Background.....	35
3.2.2 History.....	36
3.2.3 Present Condition.....	37
3.2.4 Historical Investments .....	38
3.2.5 Proposed Recapitalization .....	39
3.2.6 Summary .....	40
3.3 Harrington Lake.....	42
3.3.1 Background.....	42
3.3.2 History.....	43

3.3.3	Present Condition.....	44
3.3.4	Historical Investments.....	45
3.3.5	Proposed Deferred Maintenance Investments.....	46
3.3.6	Summary.....	47
3.4	Stornoway.....	49
3.4.1	Background.....	49
3.4.2	History.....	50
3.4.3	Present Condition.....	51
3.4.4	Historical Investments.....	51
3.4.5	Proposed Deferred Maintenance Investments.....	53
3.4.6	Summary.....	54
3.5	The Farm.....	56
3.5.1	Background.....	56
3.5.2	History.....	57
3.5.3	Present Condition.....	57
3.5.4	Historical Investments.....	58
3.5.5	Proposed Deferred Maintenance Investments.....	60
3.5.6	Summary.....	61
3.6	7 Rideau Gate.....	62
3.6.1	Background.....	62
3.6.2	History.....	63
3.6.3	Present Condition.....	64
3.6.4	Historical Investments.....	65
3.6.5	Proposed Deferred Maintenance Investments.....	66
3.6.6	Summary.....	67
4	Summary and Next Steps.....	69

## Executive Summary

---

The six Official Residences of Canada's Capital Region are national treasures, heritage properties that are home to many stories central to our collective history. Constitutional conventions, acts of Parliament and other legal instruments make them, first and foremost, homes to Canada's official leaders<sup>1</sup> while they hold office. This report lays out in detail the current state of these properties, under the stewardship of the National Capital Commission, after decades of deferred maintenance due to lack of appropriate funding.

The National Capital Commission's (NCC) mandate for the Official Residences is to ensure that they provide safe and appropriate accommodations for Canada's official leaders and serve as inspiring properties and grounds for the conduct of state events and ceremonies; that they are furnished, maintained and rehabilitated to safeguard their national heritage.

The six Official Residences in the National Capital Region (NCR) are:

- **Rideau Hall:** home and workplace to the Governor General of Canada
- **24 Sussex Drive:** home to the Prime Minister of Canada
- **Harrington Lake:** the country residence of the Prime Minister of Canada
- **Stornoway:** home to the Leader of the Official Opposition
- **The Farm:** home to the Speaker of the House of Commons
- **7 Rideau Gate:** home to official guests of the Canadian government

The National Capital Commission, led by its Board of Directors, plans, initiates and implements major works and capital investment spending decisions on Official Residences. This update to the 2018 *Official Residences of Canada: Asset Portfolio Condition Report*, will be released by the NCC's Board of Directors. This updated report presents the state of the Official Residences Portfolio (the Portfolio) managed by the NCC as of January 2020 based on an in-depth assessment of selected key assets<sup>2</sup>, completed in late 2019 and early 2020, as well as the re-evaluation and adjustment of the 2017 data, published in the 2018 Report.

Approximately 80% of the Portfolio is more than 50 years old, with 18% over 150 years old<sup>3</sup>. This begins to explain that, among the large number of assets under the stewardship of the NCC, the Official Residences are currently the largest contributor of Co2 emissions. Together they produce 60% of the NCC's total emissions. Decades of a lack of timely investment have resulted in an increasing deferred maintenance deficit and severely deteriorating asset condition. This is no more evident than the

---

<sup>1</sup> Appendix A lists the names of all the occupants since Confederation.

<sup>2</sup> The 14 buildings selected to be part of the update included the main residences, except for 24 Sussex and the Rideau Cottage, since their conditions are well known, and 9 other key assets.

<sup>3</sup> Age based on the buildings' original year of construction.

overall Facility Condition Index (FCI) of 0.137 for the Portfolio, indicating an overall condition of “Poor,” of which 22% of the Portfolio is in “Critical” condition.

The rate at which the building’s conditions are deteriorating due to underfunding will be more clearly explained and demonstrated in the rest of this report. As an illustration, since the 2018 Report, the NCC has invested approximately \$26M in capital funding, including the rehabilitation of the Farmhouse at Harrington Lake, various upgrades to the Rideau Hall Monck Wing, the Ballroom plaster stabilization, and health and safety-driven Operations Zone redevelopment project. Despite these investments, the Portfolio’s deferred maintenance has increased to \$89.1M (from \$83M in the 2018 Report) and its FCI exacerbated. The estimated Current Replacement Value (CRV) has reached \$653.2M, up by \$38M in less than three years.

As indicated in the 2018 Report, without sustainable funding, the deferred maintenance deficit will continue to grow, and more assets will resemble the current state of 24 Sussex Drive. The Capital Forecasting Scenario graph, shown below, was updated to show the actual progression of the FCI over the past three years:

	2018	2021
<b>Deferred Maintenance (DM)</b>	\$83.0M	\$89.1M
<b>Current Replacement Value (CRV)</b>	\$615M	\$653.2M
<b>Facility Condition Index (FCI)</b>	0.134/Poor	0.137/Poor

The \$89.1 million deferred maintenance deficit is based on a “like for like” replacement scenario resting on the physical deterioration of the properties’ current special configurations and functionalities outlined in the building condition reports. It does not address new building codes or legislative requirements, such as the *Accessible Canada Act* and the *Federal Sustainability Act*, nor does it include long-needed functional improvements.

The 2018 Report provided an estimate for the Portfolio’s deferred maintenance only, based on the 2017 building condition reports. Additional studies and analyses were conducted to better estimate the full cost of rehabilitating the Official Residences. The NCC estimated that a one-time injection of \$16M per year, over ten years, for a total of \$160 million, was needed to address the deferred maintenance and provide fully functional and modern Official Residences.

These estimates were based on common industry standards and allowances for sustainability (6% of CRV) and universal accessibility requirements (10% of CRV), soft costs, construction contingencies, cost escalations and risk management. Other factors that are specific to the day-to-day activities at the Official Residences, such as increased security requirements, building availability, and heritage considerations often result in increased project planning and implementation costs, schedule, and

complexity. Predictable access to the residences and a suitable swing space to provide temporary housing to the residents is another key element that must be included.

Today, by using the increase in DM over the past three years, the NCC now estimates that a one-time injection of \$17.5M per year, over ten years, for a total of \$175 million is needed to address the deferred maintenance deficit.

The proposed investments would enable the NCC to pursue opportunities, such as the implementation of sustainable best practices for building construction and renovation. This would reduce the Government's Greenhouse Gas (GHG) emissions and further contribute to the Federal Sustainable Development Strategy. As an example, the rehabilitation of Official Residences in critical condition, such as 24 Sussex Drive, would not only address key systems that are in critical need of replacement, it would also significantly improve the energy efficiency of these important properties located in the heart of Canada's Capital. These investments would promote a clean environment for future generations and serve as an example for other cities around the world.

Investing in Canada's infrastructure contributes to strong communities. As part of its broader Universal Accessibility Strategy and in compliance with the *Accessible Canada Act*, the NCC is developing a comprehensive strategy for the main building of Rideau Hall which will serve to inform similar strategies for each of the Official Residences. The proposed investments will support the NCC in ensuring its programs and services meet the accessibility needs of all Canadians.

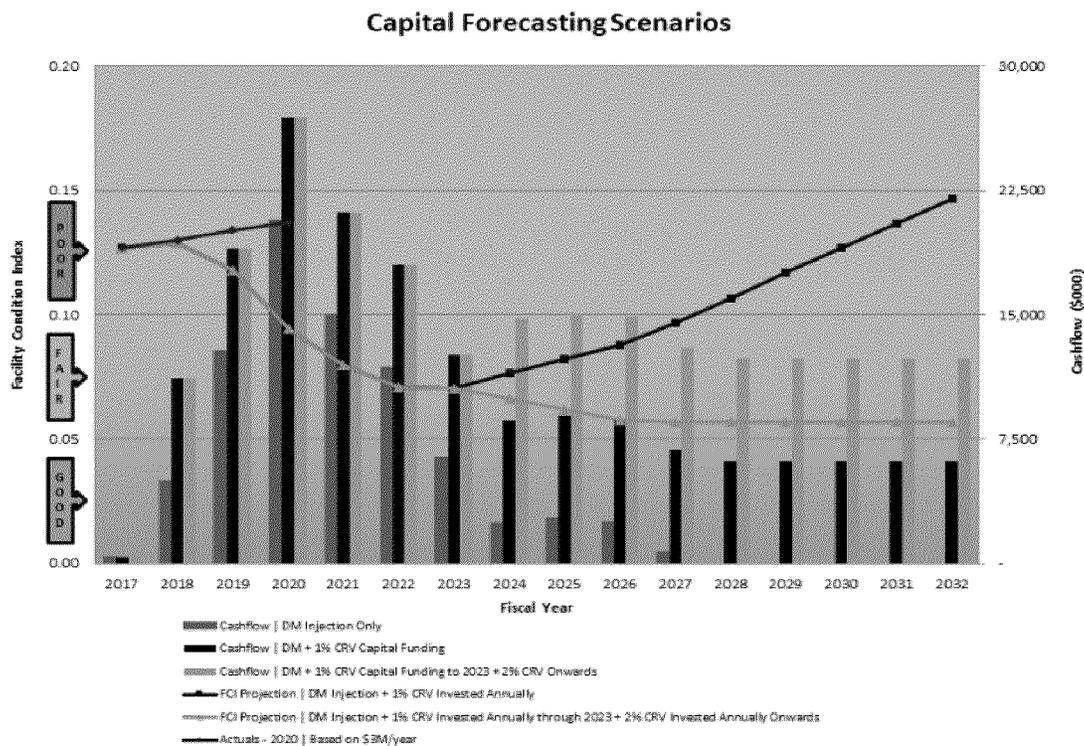
These capital investments would be made over a ten-year period, with the 24 Sussex Drive project alone expected to take 5 years to complete, including consultations and a design process.

The Government of Canada's *Guide to the Management of Real Property* indicates that the minimum level of annual investment needed to maintain real property in good condition is four percent of the replacement value.

Based on the CRV of \$653.2 million, sustainable funding for the Official Residences Portfolio equates to \$26.1 million annually. This increase in annual appropriations, coupled with the one-time injection of \$17.5M per year over ten years, would provide a sustainable source of funding that would enable the NCC to comply with its legislative mandate to conserve the built heritage of national interest under the NCC's stewardship and meet current building code and legislative requirements.

Without both a sustainable source of funds and access to the residences to undertake regular repair, maintenance and scheduled capital improvements, the NCC will continue to responsibly manage the residences with the limited resources available. However, significant recapitalization of the entire Portfolio within the next five to ten years is unavoidable. Without significant new and sustainable

resources, the NCC does not have the means to fulfill its mandate with respect to the Official Residences. It is only a matter of time before certain assets resemble 24 Sussex Drive and must be vacated to ensure the health and safety of the occupants and staff.



# 1 Introduction

---

The National Capital Commission (NCC) is a Crown corporation with a mandate and mission to build the National Capital Region (NCR) as a source of pride and unity for Canadians. The corporation is responsible for planning, as well as taking part in the development, conservation and improvement of the NCR.

The NCC fulfills its mandate through the following areas of activity:

- setting the long-term planning direction for federal lands in the NCR;
- guiding and controlling the use and development of federal lands in the NCR;
- managing, conserving and protecting NCC assets (including Gatineau Park, the Greenbelt, the NCC real property portfolio, and other assets such as bridges, pathways and parkways);
- maintaining and preserving built heritage properties in the National Capital Region as well as public art works, monuments and, commemorative sites; and
- managing, maintaining, furnishing the Official Residences of Canada's Capital Region including long-term planning to safeguard them as they are national heritage assets.

An essential role of the Official Residences is to provide a worthy setting for Canadian official hospitality at the highest level. To this end, the NCC strives to maintain and furnish the state or official areas of these residences to the standard of excellence expected by Canadians, to display Canada's finest furniture and art, to provide comfortable and attractive interiors, and to design inspiring grounds and surroundings.

The ownership and stewardship responsibilities for the buildings and grounds of the Official Residences in the NCR were officially transferred from Public Works and Government Services Canada to the NCC in January 1988. The six Official Residences in the NCR are:

- **Rideau Hall:** home and workplace to the Governor General of Canada
- **24 Sussex Drive:** home to the Prime Minister of Canada
- **Harrington Lake:** the country residence of the Prime Minister of Canada
- **Stornoway:** home to the Leader of the Official Opposition
- **The Farm:** home to the Speaker of the House of Commons
- **7 Rideau Gate:** home to official guests of the Canadian government

These primary buildings are all designated "classified" or "recognized" heritage by the Federal Heritage Buildings Review Office (FHBR), reflecting the great national significance of the portfolio.

The entire portfolio includes not only the six Official Residences, but an additional 49 ancillary buildings, with a total gross area of approximately 25,000 square metres.

These Official Residences serve a number of key functions:

- a home and accommodation for the residents, their families and their personal guests;
- a place for official business;
- accommodation to lodge and entertain foreign and Canadian guests; and
- working quarters and workplace accommodations for staff.

The NCC furnishes the residences with valued assets from the Crown Collection. The Collection is comprised of contemporary and antique works of art, traditional Canadian furniture, and pieces coming from Europe, the Far East and other regions around the world. Many of the acquisitions come from donations made through the Canadiana Fund. The Canadiana Fund was established in 1990 by the NCC to enhance the state and official areas of Canada's Official Residences, through donations of the finest examples of historical furnishings, paintings and *objets d'art*. The chosen pieces reflect Canada's heritage and artistic traditions, or are historically associated with, or seek to complement, the architectural style of each residence.

The Official Residences Branch (ORB) of the NCC was created expressly to oversee maintenance, preservation and planning services for the Official Residences in the NCR and delivers this mandate, utilizing skilled personnel in the following sections:

- Interior Design and Collections Management;
- Property Management;
- Grounds Management and Floral Services; and
- Official Residences Special Projects.

ORB staff include: property managers, engineers, conservators, interior designers, maintenance staff, trades, building technicians, horticulturists, arborists, and floral designers. They do wonders at maximizing the limited resources to keep the residences operating in support of their given vocation and to ensure the health and safety of their occupants.

## 2 Asset Portfolio

---

The Official Residences are not luxurious or extravagant. They reflect the nation to Canadians and to foreign visitors and therefore must be maintained at a level that reflects the importance of the role of the residents.

The National Capital Commission's overall mandate for the Official Residences is to ensure that they provide safe and appropriate accommodations for Canada's official leaders and that they serve as inspiring properties and grounds for the conduct of state events and ceremonies. The NCC also ensures that they are furnished, maintained and rehabilitated to safeguard their national heritage.

### Governance and Oversight

The NCC's Board of Directors is responsible for the direction and oversight of the NCC's activities and assets—including the Official Residences. The minister responsible for the *National Capital Act* appoints board members with the approval of the Governor-in-Council, while the Governor-in-Council appoints the chair and CEO.

In carrying out its role, the Board of Directors undertakes the following:

- Sets broad strategic directions for the organization;
- Ensures the effective and efficient use of corporate resources;
- Monitors and reviews corporate performance and risks;
- Approves key accountability documents for the government, such as the corporate plan, annual report and quarterly financial reports;
- Approves significant projects and transactions to be undertaken by the organization; and
- Communicates and fosters relationships with government, stakeholders and the public.

The Advisory Committee on the Official Residences of Canada (ACORC) provides objective professional advice to the CEO and executive management on asset management and matters relating to the six Official Residences in Canada's Capital Region. Committee members include experts in interior design, architecture, landscape design, heritage preservation and real property asset management.

The Canadiana Fund is responsible for soliciting donations of heritage art, artifacts, furniture and funds for the enhancement of staterooms in the Official Residences. Pieces are chosen that reflect Canada's heritage, artistic traditions and historical associations, or that complement the architectural style of a particular residence.

## Funding

In 1987, following the decision to transfer responsibility of the management of the six Official Residences from Public Works and Government Services Canada (PWGSC—now PSPC) to the NCC, some operating funds and FTE's were transferred, without any capital funding or provision for future capital funding.

The investment required to properly maintain the NCC's infrastructure and asset portfolio significantly exceeds the NCC's annual capital appropriations from Parliament of \$23 million. Pursuant to previous government funding decisions, only \$3 million of the NCC's annual capital appropriations has been earmarked for the Official Residences asset portfolio, which includes 55 buildings.

Since 2008/2009, the NCC has allocated all of its capital appropriations to the highest priorities throughout the entire corporation. Since then, requests for project funding for the Official Residences have been competing against all capital project funding priorities within the NCC. The Official Residences Branch participates equally with the other NCC branches in the annual capital allocation and re-allocation process that results in the Multi-Year Capital Plan (MYCP) which is approved by the Board of Directors. Through this annual exercise, all identified projects are prioritized and ranked against a set of criteria and available funding is allocated to the highest ranked projects. Over the past ten years, capital expenditures allocated to the Official Residences portfolio have averaged \$6.3 million per year, far surpassing the \$3-million appropriation. This means that due to the significant underfunding of the Official Residences, fewer resources are available to support the NCC's other important assets.

## Management Principles

A statement of philosophy and a set of management principles have been established, with the support of the ACORC to guide the NCC in its duties of policy development, strategic planning, long-term development and maintenance of the Official Residences. The full text of these guidance documents can be found in Appendix B.

### **2.1 LOCATION**

The Official Residences of Canada's Capital Region are located on both sides of the Ottawa River: two in the province of Quebec and four in the province of Ontario.

A general map is provided below, showing the location of each of the six Official Residences.

The properties in Ontario are located within 1 km of each other in the area of Rockcliffe Park in Ottawa, whereas the Quebec properties are located in more rural

areas of the towns of Chelsea and Pontiac. Harrington Lake is the most distant property to service, located approximately 30 km from Rideau Hall.



Figure 1: Map of National Capital Region showing the location of the NCC's six official residences

## 2.2 SIZE OF ASSET PORTFOLIO

The Official Residences Branch (ORB) is responsible for the property management activities, as well as long-term capital planning and support in capital improvements for the six-property, 55-building portfolio<sup>4</sup>. Note that four of the buildings that the ORB maintains are located at a remote site and used for storage of materials and equipment. The Portfolio by property is shown below.

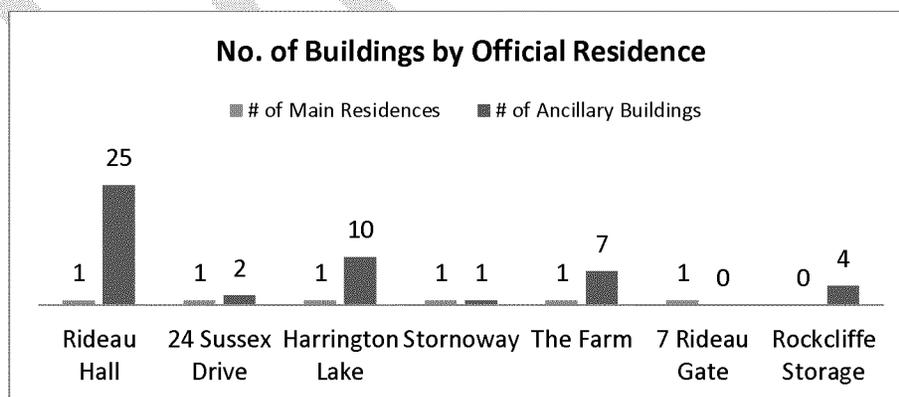


Figure 2: No. of Official Residence Buildings

<sup>4</sup> The ORB is also responsible for interior design services, stewardship of the Crown Collection of Canada, and maintaining the grounds and greenhouses.

### 2.3 AGE OF ASSET PORTFOLIO

The main residences and the overwhelming majority of their ancillary or secondary buildings were built when different building codes and lower standards of health and safety requirements applied. Approximately 80% of the building portfolio is greater than 50 years old, with 18% older than Canada, which recently celebrated its 150<sup>th</sup> birthday in 2017.

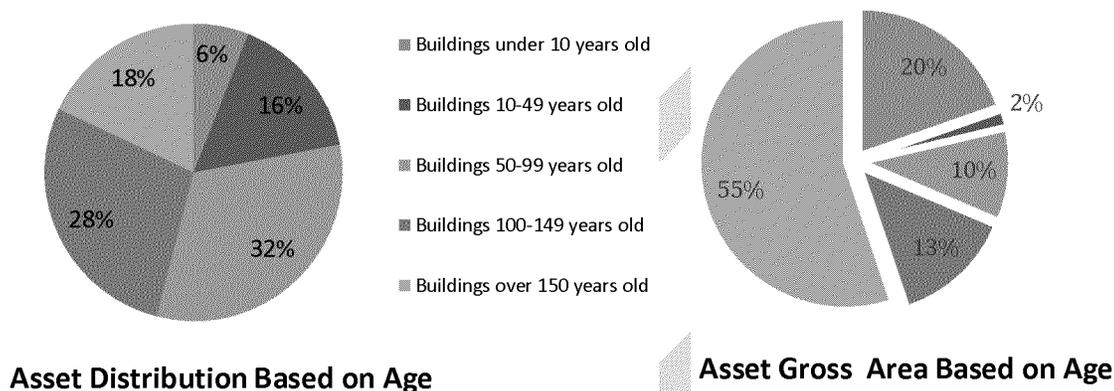


Figure 3: Portfolio Age

Operating, maintaining, and improving an aged and aging building stock comes with significant challenges. This is clear when comparing the performance of ORB’s building stock to recently built assets. These more modern buildings have important performance, function and usage benefits due to drastic improvements in energy efficiency and program design, in addition to new universal accessibility standards that have come into effect over the last century.

Further, very few of the buildings in the Portfolio were purpose-built for their current use, which affects the livability and functionality of most of the major assets. The majority of the gross area of the Portfolio has been repurposed to fit with changing occupant requirements. Former stables, dairy houses, and gasometers at the turn of the 20<sup>th</sup> century are now spaces for office administration, public usage, and mail services in the 21<sup>st</sup> century.

### 2.4 CONDITION OF ASSET PORTFOLIO

Investments over time into the operation and maintenance of a facility or portfolio largely influence its physical condition. Therefore, it is important to regularly monitor and assess the condition of a facility or portfolio to ensure that the necessary funding is allocated in an effective manner, to maintain or improve each asset and ensure it continues to contribute to the program it supports.

Prior to 2017, building inspections of the Portfolio were performed on a three-year cycle by the NCC's lifecycle inspection team, to assess a number of building components. These components were evaluated on a scale from critical to excellent, and examined building systems for signs of deterioration, deferred maintenance, code issues, potential upgrades, etc.

This approach provided high-level estimates of ongoing issues and assigned a status for the building's overall condition. However, replacement and repair cost estimates were often modest and more in keeping with residential buildings of lower prominence, compared to the Portfolio. Other factors that are specific to the day-to-day activity at the Official Residences, such as increased security requirements, building availability and heritage considerations often result in increased project planning and implementation costs, as well as lengthy schedules, and project risk and complexity.

#### **2.4.1 Portfolio Condition Assessment Program**

In 2017, the ORB property management group revised the assessment program for the Official Residences to provide a more thorough understanding of the condition of the Portfolio.

For the largest and most complex buildings, the ORB commissioned in-depth building condition reports (BCRs), consistent with a Public Services and Procurement Canada (PSPC) Level II BCR. These BCRs were performed by a 3rd party, multidisciplinary team of professionals. The PSPC reporting template, methodology, and costing baseline was adopted by the NCC lifecycle inspection team who, in turn, assessed and generated a dedicated BCR for a large majority of the remaining ORB building stock. They were fully supported by ORB building operations staff to ensure that building component history was accurately captured.

It should be noted that the three buildings located at 24 Sussex Drive, as well as the Main Cottage at Harrington Lake, and the Rideau Cottage were excluded from the 2017 study, as the condition of these buildings was well known. This is due to the numerous in-house and third-party investigations and studies performed on behalf of the ORB in recent years.

In total, the 2017 assessment program had comprehensively detailed the investment requirements to address ongoing maintenance, deferred maintenance, and other capital infrastructure renewal of 50 of the then 56 buildings (89%) in the Portfolio (one outbuilding has since been demolished due to instability and health and safety concerns, bringing the total to 55). Coupled with the numerous investigations and reports completed on the buildings at 24 Sussex Drive and the Main Cottage at Harrington Lake, ORB had renewal investment information for over 96% of its building portfolio.

In order to provide an independent verification, a third-party review of the deferred maintenance costing was completed for the largest and most complex buildings.

#### 2019-2020 Building Condition Reports (BCR)

In late 2019, the ORB updated its BCR information and associated cost estimates in view of developing long-term Asset Management Plans (AMPs) for each of the properties and residences.

The 14 buildings selected to be part of the update included the main residences, except for 24 Sussex and 9 other key assets. 10 Sussex and the Harrington Lake Main Cottage were included in this review to provide a before and after perspective of the budgets, schedules and delivery methods, to help inform future projects, once again using the PSPC reporting templates.

For the buildings that were not included in the 2019/20 inspections, the information in the 2018 Report was reviewed internally and adjusted to account for the recent work completed, and the costing associated with the remaining maintenance requirements, which was then escalated by 2% per year, over 3 years.

The costs provided in the reports for the properties reviewed in 2019/20, were estimated and validated by Turner & Townsend. These estimates represent average, non-residential construction involving union labour. In some instances, these cost estimates have been increased, based on the experience of the inspector, using the actual cost of past projects, industry knowledge, or current industry pricing. Prices are inclusive of 15% site overhead and profit, a 15% construction contingency, a design contingency of 20% and a 30% allowance for soft costs on top of which a 25% risk management contingency was added. No allowances have been included for alteration work, difficult access, crash schedules, or any other extremes or unforeseen conditions.

The Government of Canada's *Guide to the Management of Real Property* (Treasury Board of Canada) identifies that the overriding objective of a property steward is to ensure that a property continues to fully, effectively, and efficiently meet the program requirements of the department whose program it supports. To make informed real property investment decisions, metrics need to be established to identify which properties in a portfolio are effectively and economically supporting a department or agency's program.

## 2.4.2 Facility Condition Assessment

### Definitions

The facility condition index (FCI) is a key performance indicator which is used by real property managers to objectively quantify and evaluate the current condition of a facility or portfolio. The FCI is a calculation based on known deferred maintenance (DM) costs divided by the current replacement value (CRV) of the asset; the lower the FCI, the better the condition of the building or portfolio as more maintenance has been completed, than deferred.

$$\text{Facility Condition Index (FCI)} = \frac{\text{Deferred Maintenance (DM)}}{\text{Current Replacement Value (CRV)}}$$

Based on this ratio, which can range between 0 and 1, the ORB qualifies its building assets in-line with the (Treasury Board of Canada) *Directory of Federal Real Property's* building condition field classifications as either “Good”, “Fair”, “Poor”, or “Critical” condition. The definition for each classification is shown below.

DFRP Building Classification	FCI	Asset System(s)	Risk of System(s) Failure	O&M Costs
<b>Good</b>	0.00—0.05	Meet(s) all operational requirements	Highly Unlikely	Low and Predictable
<b>Fair</b>	0.06—0.10	Meet(s) most operational requirements	Unlikely	Moderate with Some Backlog
<b>Poor</b>	0.11—0.30	Some or all are compromised.	Likely	High with Unplanned Maintenance
<b>Critical</b>	0.31—1.00	Frequent emergency maintenance and repair.	Very Likely	High with Frequent Unplanned Maintenance

Table 1: DFRP Building Classification System Definitions

### OR Portfolio FCI Assessment

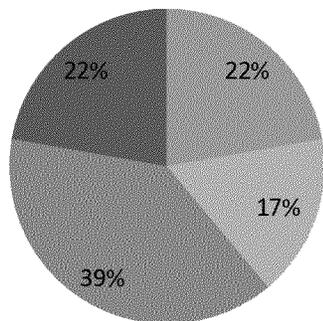
The 2017 Current Replacement Value (CRV) of \$615M for the Official Residences Portfolio was calculated based on a number of factors including: the area of the building, class of building, 3<sup>rd</sup> party opinion of probable costs, or actual project costs

of select federal and provincial heritage buildings which took place between the years 2012 and 2017.

The buildings' respective 2017 CRVs were then escalated by 2%/year over three years for a 2020 revised CRV of \$653.2M. It is important to note that the Portfolio has undergone minor changes since 2017. A summary of the CRV's for the Portfolio can be found in Appendix C.

Therefore, based on a revised 2020 BCR estimation of deferred maintenance value of \$89.1M and an estimated CRV of \$653.2M—the overall FCI of the Portfolio is 0.137—which translates to an overall assessment of “Poor.”

**ORB Building Portfolio  
 FCI Based on No. of Buildings**



**ORB Main Residences  
 FCI Based on No. of Buildings**

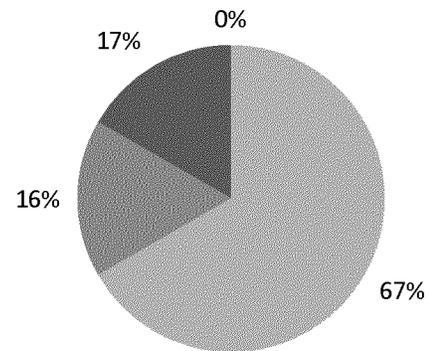


Figure 4: OR Portfolio FCI Assessment

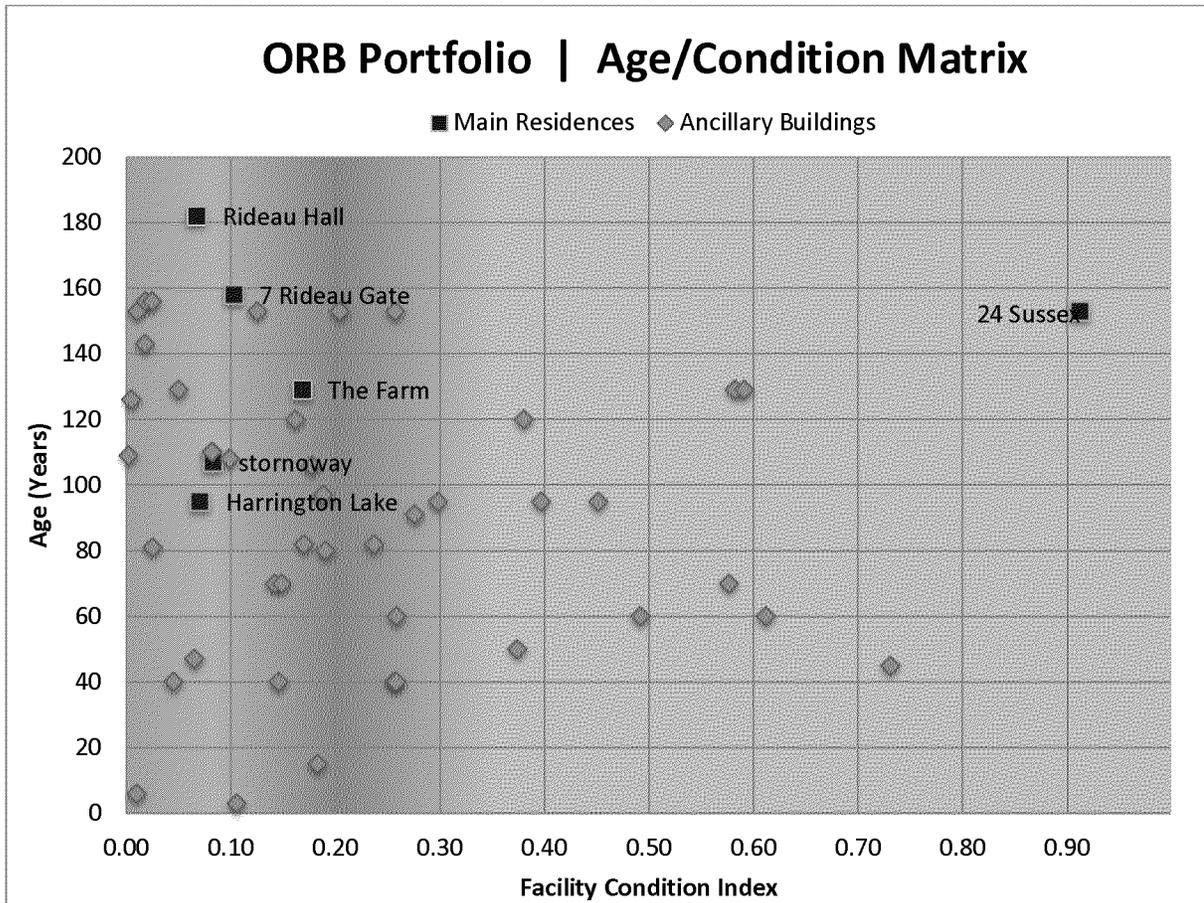


Figure 5: OR Portfolio Age/FCI Matrix

Figures 4 and 5 demonstrate that while the overall FCI for the Portfolio is in “Poor” condition at 0.137, 61% of ORB’s individual assets are identified as being in “Poor” to “Critical” condition and 33% of the main residences are “Poor” to “Critical”. However, the vast majority of the assets are operationally safe. Historical investments have been prioritized to repair building failures (roof leaks, plumbing, electrical, ...), alleviate current health and safety concerns, comply with regulations and ensure critical building systems remain in operation.

	2018	2021
<b>Deferred Maintenance (DM)</b>	\$83.0M	\$89.1M
<b>Current Replacement Value (CRV)</b>	\$615M	\$653.2M
<b>Facility Condition Index (FCI)</b>	0.134/Poor	0.137/Poor

### 2.4.3 Asset Priority Index

The Asset Priority Index (API) is a metric assigned to ORB real property assets that indicates the importance of the asset in supporting the program objectives of the branch. In tandem with the FCI, the API allows the ORB to better compare assets against each other, in order to more effectively make difficult funding and programming decisions, and which has been a determining factor in the decision to rehabilitate the Main Residence at Harrington Lake and the NCC’s desire to next begin work at 24 Sussex Drive, once government funding is made available.

Further, by assigning a relative priority to each of its assets, the ORB is better positioned to determine the level of intervention that each asset requires. For example, a high priority building in “Critical” condition may warrant additional funding in comparison to a low priority building, in the same condition, which, due to its low priority, may be considered for demolition or disposition.

Each of the ORB’s building assets is assigned an API ranging from 0 to 100, where 100 is an asset of highest priority and just above 0 is an asset of lowest possible priority.

The API is generated by individually rating a number of criteria that are important to the branch delivering on its objectives to maintain and preserve its assets to effectively and efficiently meet the program requirements of its occupants.

API CRITERIA	CRITERIA ASSESSMENT	CRITERIA POINTS
<b>Heritage Preservation</b>	Is the asset of historical significance? Is it easily substituted?	0-25
<b>Availability</b>	Is the asset readily available to the NCC to perform work?	0-15
<b>Building Criticality</b>	Is the asset critical to the ongoing operations of the Official Residences?	0-15
<b>Functionality</b>	Does the asset have livability issues? Does the asset perform poorly for its purpose?	0-10
<b>Designated Substances</b>	To what degree does the asset contain designated substances?	0-10
<b>Health and Safety</b>	Does the asset have Code issues? Universal Accessibility issues? Outstanding safety issues?	0-15
<b>Environmental Impact</b>	What is the asset’s relative impact on greenhouse gas emissions?	0-10

Table 2: Asset Priority Index (API) Definition

Note that asset condition is not a criterion in scoring the API. The API is solely for ranking assets in their priority in meeting program objectives. Should an asset have a high API and high FCI (e.g., be in poor/critical condition), it would be a higher priority relative to other investment needs.

A comparison of the API and FCI of the ORBs portfolio is shown graphically below.

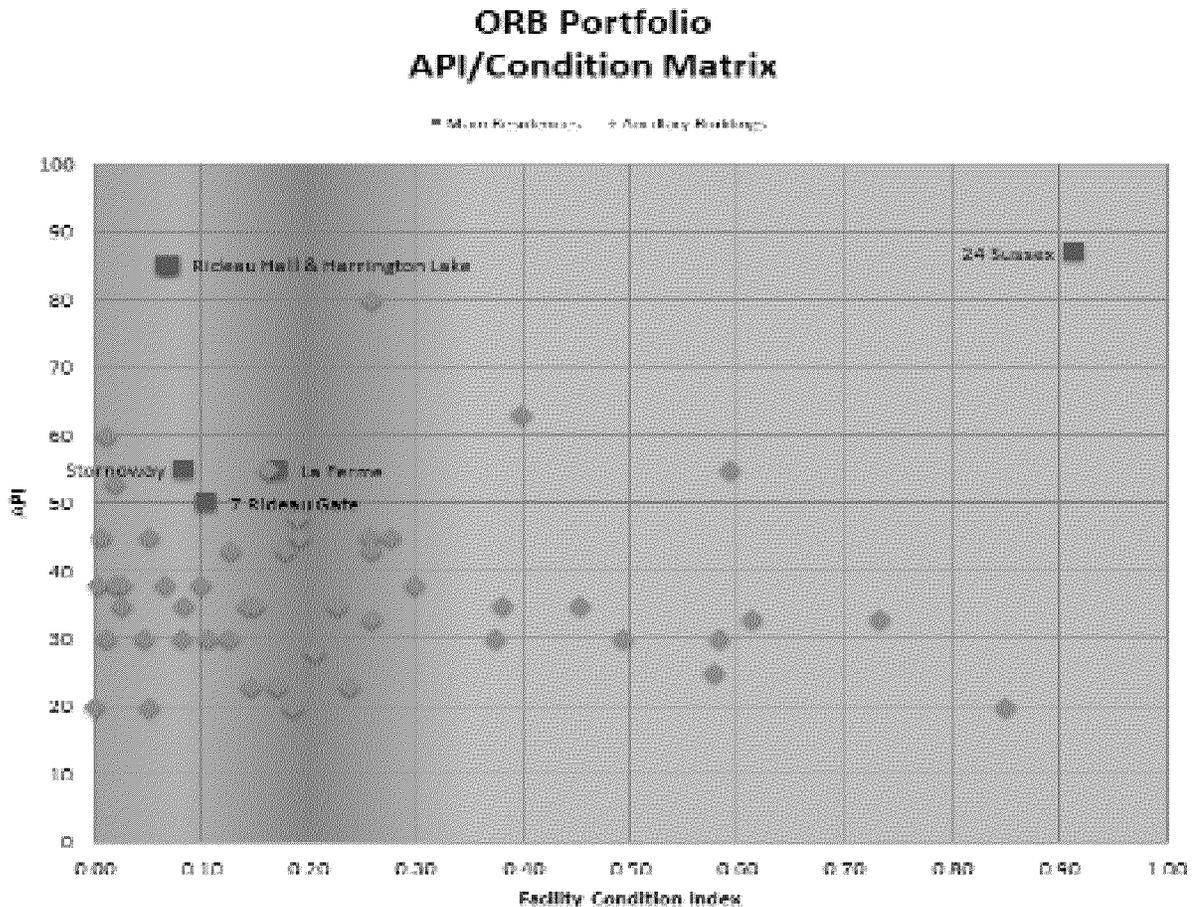


Figure 6: OR API/FCI Matrix

Figure 6 demonstrates that 24 Sussex is in critical condition and a high priority.

## 2.5 SUSTAINABLE FUNDING

### Deferred Maintenance Deficit

The estimated “Deferred Maintenance” (DM) deficit is the value of the work that should have been carried out in previous years in order to maintain the asset in a “Good” condition. The DM deficit for the OR Portfolio is due to years of underfunding and limited access to the properties.

Based on the analysis presented in the Report, injecting \$89.1M in the Portfolio over a ten-year period would address the needed maintenance that has been deferred and bring the aging portfolio up to “Good” condition.

### Asset Recapitalization

As shown in Figure 3, 80% of the building portfolio is greater than 50 years old.

There are numerous issues that should be resolved in each of the residences, including building envelope, programmatic operations, building systems, and security.

Recent improvements of heating and cooling systems has resulted in some of the buildings operating more efficiently, however, most of the buildings have no insulation, and far exceed greenhouse gas (GHG) target emissions (As a federal crown corporation the NCC must meet the Net Zero by 2050 target set by the federal government). Many of the building systems have reached the end of their useful life, are no longer running efficiently, demand a great deal of maintenance and require replacement. The age and condition of the electrical systems necessitate a long-term strategy to incrementally replace the panels and distribution across the entire Portfolio. The plumbing sanitary systems have failures or backups on a regular basis. The fire protection piping requires cyclical attention to ensure that it functions as intended when required. Certain air handling systems need to be upgraded or replaced, due to age. Universal accessibility is an issue for every residence and is a serious concern to all Canadians and increasingly so with an aging population.

All of these identified works are complicated by the presence of contained asbestos throughout many of the interior finishes of the buildings, as well as the fact that many areas that need renewal are within confined work areas in difficult to access spaces.

What this means is that significant recapitalization of the entire Portfolio within the next five to ten years is unavoidable. Without significant investments, it is only a matter of time before more buildings must be vacated to ensure health and safety of the occupants.

This ten-year investment strategy is contingent on having access to a safe, secure and suitable temporary space for occupants during the recapitalization.

### Sustainable Funding

At the strategic planning level, a standard and recognized best practice ascribes a minimum 2 percent of the cost to rebuild the asset, should be invested annually for maintenance and repair. This best practice applies to most built assets including buildings, facilities or public works such as roads and sewers. Assuming that a built asset has a useful life of approximately 50 years, an additional 2 percent should be invested in capital projects that extend and renew the life of the asset. Heritage assets require even more annual investment. This is reflected in the Government of Canada's *Guide to the Management of Real Property* which indicates that the minimum level of annual investment to maintain real property in good condition is 4 percent of its replacement value.<sup>5</sup>

Based on the CRV of **\$653.2 million**, sustainable funding for the Official Residences Portfolio equates to **\$26.1 million** annually (~**\$13 million** for repair and maintenance and ~**\$13 million** for capital investment).

---

<sup>5</sup> Treasury Board of Canada Secretariat *Guide to the Management of Real Property*

As annual investments in this order of magnitude have never been available for the Official Residences Portfolio, many assets have deteriorated faster than life cycle forecasts would predict and now require complete recapitalization. The following figure highlights the benefits of timely renewal investments:

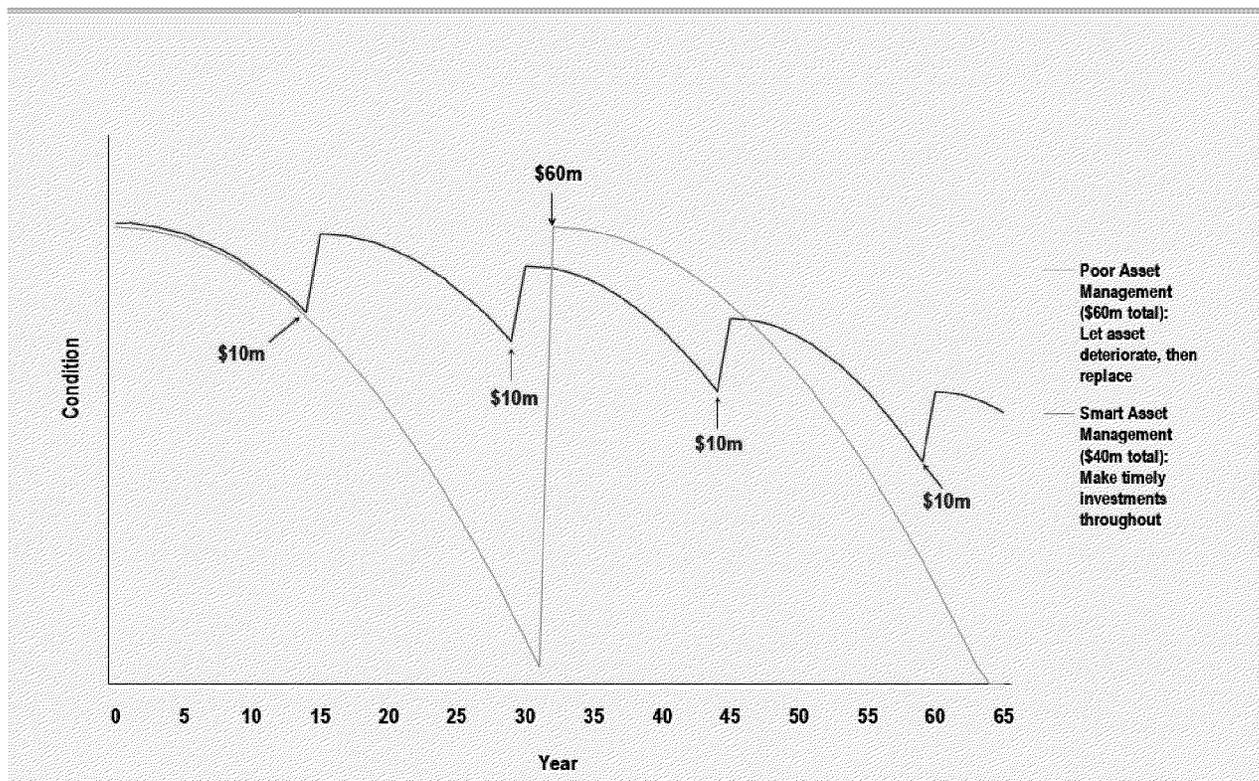


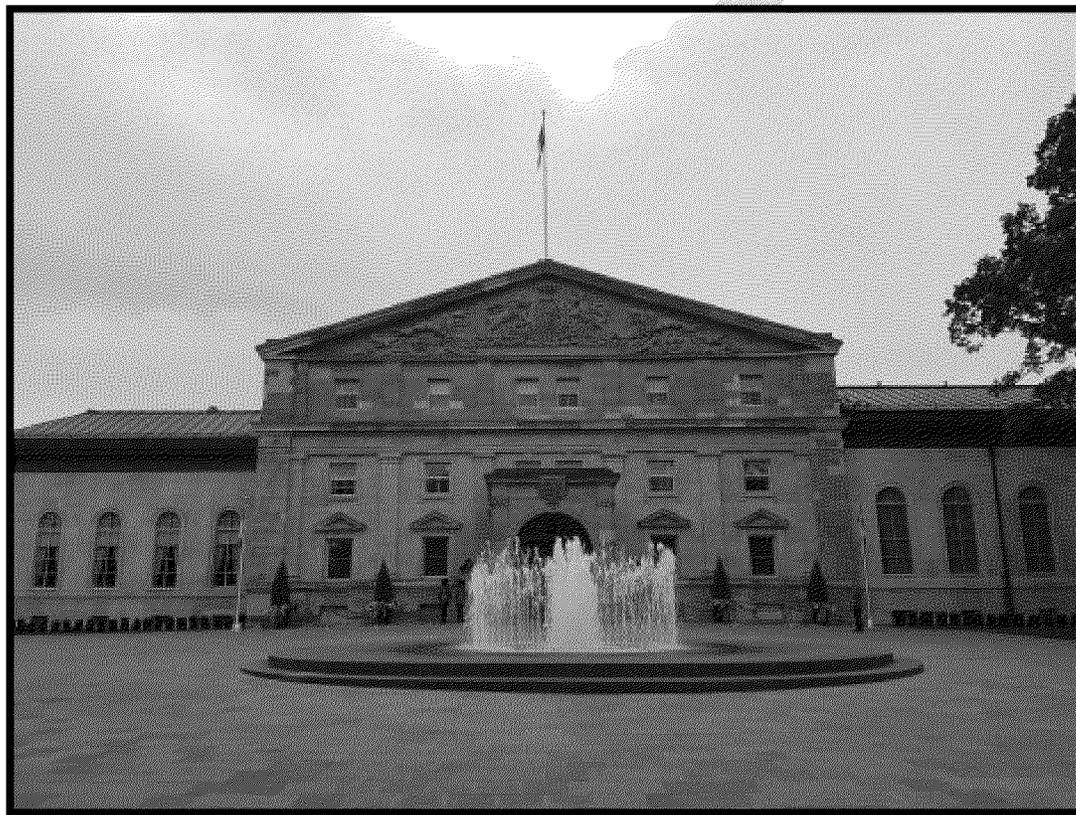
Figure 7: Small but Timely Renewal Investments Save Money (<https://ontario.ca/page/building-together-guide-municipal-asset-management-plans#f1>)

## 3 Asset Report Cards

---

The following section summarizes the present condition of each of the Official Residences managed by the NCC, highlighting their history, the present condition of the assets, recent infrastructure investments, risks of asset failure, and proposed infrastructure investments to maintain or improve building condition and a summary dashboard.

### 3.1 RIDEAU HALL



#### 3.1.1 Background

The home and workplace of the Governor General, Rideau Hall has played a prominent historical and constitutional role in Canada since Confederation. For more than 150 years, this National Historic Site of Canada has been the Official Residence of Canada's Governors General.

Rideau Hall comprises 32 hectares (79 acres) of grounds, the Main Building with some 175 rooms covering approximately 8,825 m<sup>2</sup> (95,000 ft<sup>2</sup>). The site includes 25 outbuildings, many of national heritage significance. A site plan is included in Appendix D.

The Federal Heritage Building Review Office (FHBRO), reviewed the Rideau Hall Main Building, grounds and outbuildings in 1986 and 1987. The following were deemed “Classified”:

- Main Building, including the greenhouses;
- the Front Gate and Fence (1868 portion); and,
- the Grounds.

Today, Rideau Hall, continues to be the Official Residence as well as official workplace of the Governor General of Canada. It is also the workplace of over 200 employees of the Office of the Secretary to the Governor General (OSGG), the NCC’s Official Residences Branch, the RCMP’s Governor General’s Protection Detail and Prime Minister’s Protection Detail and the Governor General’s Foot Guards (Canadian Armed Forces).

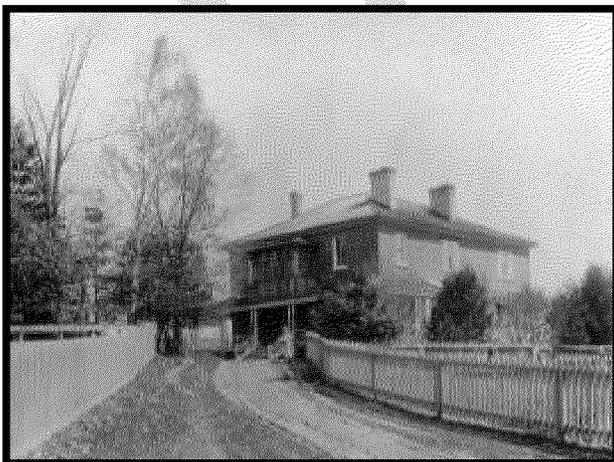
Averaging 280 thousand visits every year, the Rideau Hall site is traditionally open year-round for public visits and tours and is host to hundreds of official events, ceremonies and state visits of world leaders from around the globe.

### 3.1.2 FHBRO Recognized Ancillary Buildings

A number of the secondary buildings at the Rideau Hall site were deemed “Recognized” by FHBRO, due to their important historical associations, design qualities, landmark status or environmental significance. Below is a brief description of each of these assets with an accompanying historical and recent photo of each building, to demonstrate how their appearance or function has evolved over time.

#### 3.1.2.1 *Rideau Cottage*

Built in 1866, it served continuously as the residence of the Secretary to the Governor General until October 2015. Since that time, it has served as the temporary residence of the Prime Minister of Canada and family. The building underwent an extensive renovation in 2012.



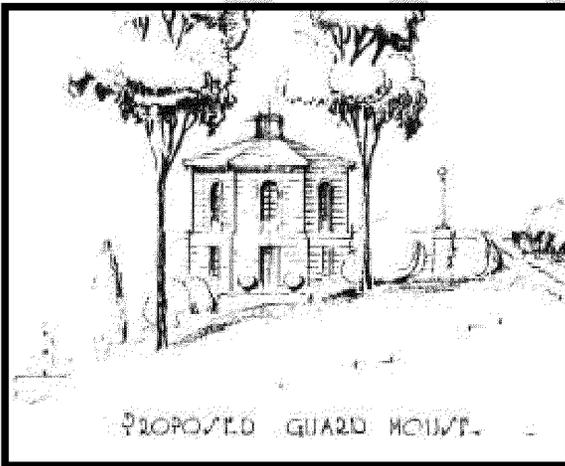
### 3.1.2.2 *The Gate Lodge*

Built between 1864 and 1867, this octagonal building is the first that visitors see as they pass through the main gates of the Rideau Hall site. It is used today as administrative space for OSGG staff.



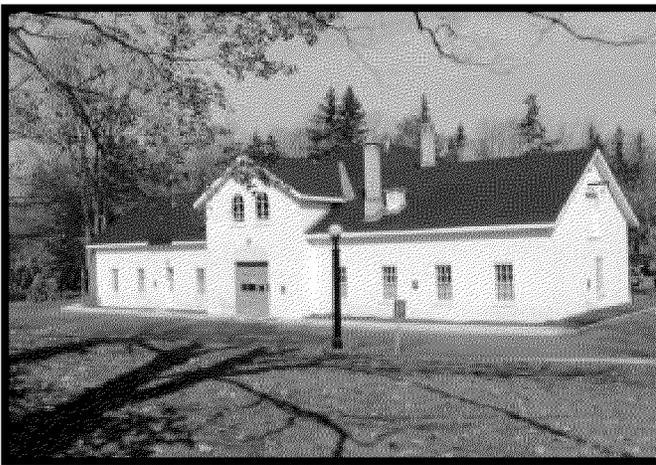
### 3.1.2.3 *The Foot Guard House*

Built in 1939 and renovated in 2012, the building is occupied during the summer by the Governor General's Foot Guards.



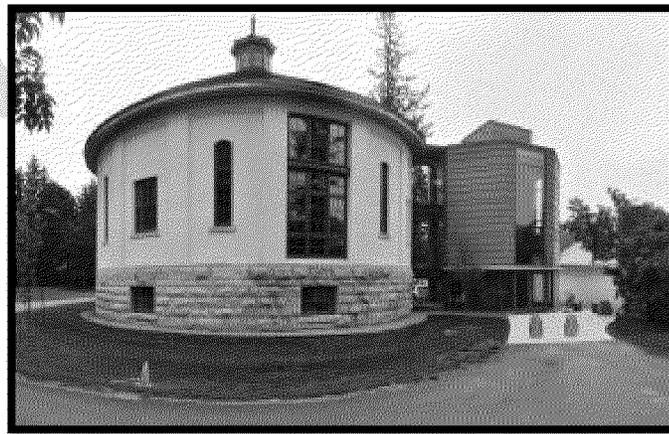
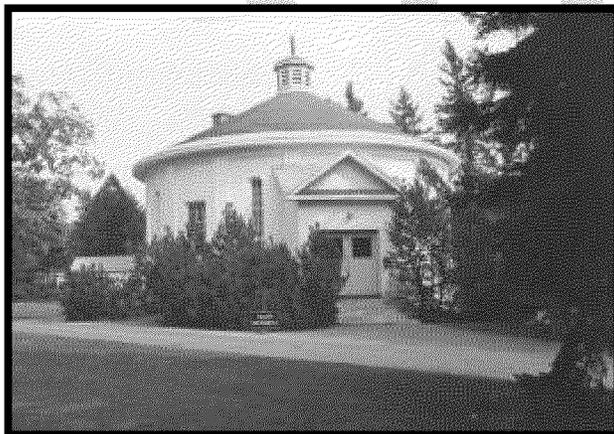
#### *3.1.2.4 The Stable Building*

Built in 1867, it was rehabilitated in 2003 to accommodate OSGG administrative functions.



#### *3.1.2.5 The Dome Building*

Originally a “gasometer” built in 1877-78 to store manufactured coal gas to fuel light fixtures in the residence, it was rehabilitated in 2013. The rehabilitation included a 3-floor elevator tower and extensive designated substances removal. It is currently used for OSGG administrative functions.



### *3.1.2.6 The Dairy Building*

Built in 1895, it was rehabilitated in 2016 and relocated to the Rideau Hall skating rink area, where it serves as a Skating Pavilion, offering an area for skaters to change in the winter and meeting space during the remainder of the year.



DRAFT

### 3.1.3 History



Thomas MacKay built the original stone villa in 1838, as a home for his family, which now forms the main part of the Official Residence. MacKay was a stonemason and contractor who built the entrance locks of the Rideau Canal and the mills at Rideau Falls, the landmark after which Rideau Hall was named. It has been home to every governor general since Confederation. Period photographs show it as a rectangular, three-storey stone villa, with a semicircular facade onto the garden.

In 1865, the house was leased to the Canadian government as a residence for The Viscount Monck, 21st Governor General of British North America, who became Canada's first governor general. That same year, Lord Monck added a long, two-storey wing and also laid out the formal path that leads to the front of the house.

In 1868, the year after Confederation, the Government of Canada purchased the house and grounds for \$82,000 and declared it an official residence for Canada's governors general.

In the time of Canada's third governor general, Lord Dufferin (1872–1878), the Ballroom and the Tent Room were built as wings on either side of the front entrance. The Tent Room was originally designed as both an indoor tennis court and reception room. Both rooms are now used for official and ceremonial functions.

The Minto Wing was added in 1899 to supply more living space. The Governor General’s study, with its window overlooking the gardens, was built in 1906, during the mandate of Earl Grey (1904–1911).

Many changes were made during the tenure of the Duke of Connaught (1911–1916). In 1913, work was completed on the interior entrance hall and the present front entrance. The massive motif of the Royal Arms, visible from the driveway, is said to be one of the largest in the world. Also in 1913, the Long Gallery was added and the Dining Room was enlarged. Concerned about the lack of sunlight in the residence, the Duke had many of the fir trees on the grounds replaced with maples and other species.

Over the years, various changes have been made to the stately building to meet the demands of modern times, including media and security requirements. The grounds, the building and its interiors have also evolved to better reflect and reinforce Rideau Hall’s identity as Canada’s national home.

### 3.1.4 Present Condition

The Main Residence has an FCI of 0.07 (DFRP Rating = FAIR) and is considered a very high priority building, with an API score of 85. Given its current condition and API, it is important to perform both minor operations and maintenance projects, as well as major rehabilitation work, of various systems and areas.

RIDEAU HALL ESTATE	Year Built	Area (m2)	DM (\$000)	CRV (\$000)	FCI (DM/CRV)	API
Main Residence	1838	9,468	31,078	454,464	0.07	85
Rideau Cottage— Temporary Main Residence of the PM	1867	931	188	15,827	0.01	60
Stable Building	1864	962	204	10,582	0.02	53
Ceremonial Guard Hut #1	1923	285	308	1,625	0.19	48
Dairy Building (Skating Pavilion)	1894	80	7	1,120	0.01	45
Taxi Stand	1940	32	104	544	0.19	45
Tennis Pavilion	1929	38	89	323	0.28	45
Gate Lodge	1867	187	402	3,179	0.13	43
Cold Room	1960	465	127	488	0.26	43
Dome Building	1877	424	88	4,664	0.02	38
Foot Guard House	1939	56	25	952	0.03	38
Central Heating Plant	1973	284	207	3,124	0.07	38
Palmhouse #2	1925	110	279	933	0.30	38
Official Car Garage—New 2017	1911	550	25	7,700	0.00	38
15 & 17 Lisgar	1912	300	510	5,100	0.10	38
Root Cellar	1910	126	60	718	0.08	35
Visitor Centre	1864	306	132	5,202	0.03	35

Rideau Hall Pump House (Governors' Bay)	1980	11	-	120	0.26	33
Greenhouse Mechanical Room	1910	70	64	770	0.08	30
9 & 11 Lisgar	1867	303	1,056	5,151	0.21	28
Wood Shed	1950	19	31	53	0.58	25
Production GH # 3 and #4	1938	288	391	1,642	0.24	23
Production GH # 5, #6 and #7	1938	372	363	2,120	0.17	23
Production GH # 8	1980	35	29	197	0.15	23
NCC Administration Office—Proposed	2020	2,013	5	11,474	0.00	20
Rideau Hall Tool Shed	2000	10	9	11	0.85	20

Table 3: Summary of current condition of Rideau Hall site buildings

### 3.1.5 Historical Investments

Since 1988, development plans, supported by asset condition reports, for both the building and grounds have been completed and several upgrades have been made.

Projects such as the replacement of central chillers and steam boilers, envelope improvements, roof replacements, as well as rehabilitation and repurposing of heritage buildings have been completed as part of this renovation program. Investigations to ensure site reliability have also been completed, for example a 2013, 3<sup>rd</sup> party study assessed the underground water network at the site as being in good condition with a 2013 replacement value estimated at \$982k.

Below, a more comprehensive list of the rehabilitation initiatives undertaken since 2005 to the Main Building, ancillary building(s), and grounds is shown.

ASSET ELEMENT	MAJOR REHABILITATION PROJECTS
Exterior Systems	<ul style="list-style-type: none"> <li>• <b>Front Façade Rehabilitation</b> (restoration of <b>Mappin Wing</b> stone façade)</li> <li>• Exterior Envelope Rehab—Wall Assembly (Ballroom, Tent Room)</li> <li>• Roofs Rehabilitation—Mappin Wing, Tent Room, Ballroom (new copper roofs c/w insulation, heating cables, gutters and downspouts)</li> <li>• <b>Dining Room</b> Roof Replacement</li> <li>• <b>Princess Anne Entrance</b> Roof Replacement</li> <li>• <b>Admin Building</b>—Roof replacement</li> <li>• <b>Ambassadors' Court</b>—Foundation damproofing</li> </ul>
Mechanical/Electrical Systems	<ul style="list-style-type: none"> <li>• <b>Ballroom and Mappin Wing</b> Air Conditioning (installation of a new central system)</li> <li>• <b>Admin Wing</b> (Hot Water Heating Controls)</li> <li>• Replacement of Fire Suppression Sprinkler Heads and Correction of System Deficiencies</li> <li>• <b>Hospitality Wing</b> (Fan Coil Replacement)</li> <li>• Geothermal Heating and Cooling System (Replacement of Air Cooled Chillers)</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Main Kitchen</b> (Replacement of Steam Kettle, Convection Steamer, and Grease Traps)</li> <li>• Handicap Lift (Controller Upgrade)</li> <li>• Recommissioning of HVAC Systems</li> <li>• Replacement of Monitoring Station for Fire Protection System</li> <li>• Replacement of Main Steam Pressure Reducing Valve</li> <li>• Upgrade to Siemens Building Automation System</li> <li>• Domestic Hot Water System Upgrade</li> <li>• <b>Monck Wing Attic HVAC</b> (Geothermal Glycol Line Extension)</li> <li>• Replacement of the underground glycol lines near the PA entrance</li> <li>• Conversion of Heating System from Steam to Hot Water</li> </ul>
<p>Interior Architectural</p>	<ul style="list-style-type: none"> <li>• <b>Private Quarters</b> upgrades (life cycle upgrades to bathrooms, new kitchenette, floor refinishing and interior elements)</li> <li>• <b>Ball Room</b>—Plaster stabilization and media light replacement</li> <li>• <b>Tent Room</b> Interior Rehab (new fabric, fire detection/suppression, sound system)</li> <li>• <b>Monck Wing Attic</b> (Hazardous Materials Removal)</li> <li>• <b>Front Entrance</b> Handrails</li> <li>• <b>Mappin Wing</b> and <b>Monck Wing</b> Fire Stopping Project</li> <li>• <b>Main Laundry</b> (Replace commercial laundry equipment)</li> <li>• <b>Cafeteria</b> Rehabilitation</li> <li>• <b>Monck Wing</b> Basement (Hazardous Material Removal, Pouring of Slab, Masonry Work)</li> <li>• <b>Servery</b> Kitchen Equipment (Replacement of equipment)</li> <li>• <b>Monck Wing</b> 2nd Floor Bathroom (Expansion and rehabilitation of fixtures/finishes)</li> <li>• <b>Admin Building</b>—Staff washroom rehabilitation</li> </ul>
<p>Ancillary Buildings</p>	<ul style="list-style-type: none"> <li>• <b>Rideau Cottage Rehabilitation</b>                      Significant upgrades to exterior envelope, interior finishes and mechanical/electrical systems</li> <li>• <b>Stable Building</b>                      Replacement of Potable Water Service Piping                      Recommissioning of HVAC System                      Conversion of Heating System from Steam to Hot Water)</li> <li>• <b>Dome Building</b> Complete rehabilitation and addition</li> <li>• <b>Dairy Building</b>—Rehabilitation into Winter Pavilion</li> <li>• <b>Central Heating Plant</b>                      Main Electrical Board Replacement                      Conversion of Heating System from Steam to Hot Water Replacement of Electrical Vault Doors</li> <li>• <b>Ceremonial Greenhouses</b>                      Full heritage restoration of Greenhouse No. 2 and life cycle upgrades for Greenhouse 1                      Conversion of Heating System from Steam to Hot Water</li> <li>• <b>Greenhouses 3, 4, 5, and 6</b>                      Replacement of Side Vents                      Asbestos Transite Panel Table Removal and Replacement                      Conversion of Heating System from Steam to Hot Water</li> <li>• <b>Visitor Centre</b> Exterior Envelope and Interior Rehab (roof, windows restoration, exterior walls, floors, heating and air conditioning, washrooms)</li> <li>• <b>Footguard House</b></li> </ul>

	<p>Full exterior envelope, mechanical/electrical and interior fit-up</p> <ul style="list-style-type: none"> <li>• <b>Ground Source Mechanical Room</b> (new construction as addition to the Footguard House to house Geothermal mech. equipment)</li> <li>• <b>Ice House, NCC Garage, NCC Grounds Administration</b> Demolition of buildings as Part of Phase 1 of Operation Zone Redevelopment</li> </ul>
Infrastructure and Grounds	<ul style="list-style-type: none"> <li>• Perimeter Fence (restoration of small portions along Rideau Gate, Thomas Street, and a section along Princess Avenue)</li> <li>• Emergency Generator (Diesel Tank Replacement and Enclosure Upgrades)</li> <li>• Front Forecourt Landscaping (Including replacement of Terry Fox Fountain)</li> <li>• Sanitary Sewer realignment</li> </ul>

Table 4: Past construction projects at Rideau Hall site buildings

Historical spending for the past ten years at the entire site, including outbuildings, grounds, and infrastructure, is shown below.

FISCAL YEAR	OPERATIONS & MAINTENANCE (\$)	CAPITAL (\$)	TOTAL (\$)
2010-2011	2,132,608	6,653,482	8,786,090
2011-2012	1,697,993	4,152,507	5,850,500
2012-2013	1,639,796	6,180,109	7,819,905
2013-2014	2,205,134	4,142,349	6,347,483
2014-2015	1,891,026	1,739,287	3,630,313
2015-2016	2,507,491	5,492,012	7,999,503
2016-2017	155,576	9,663,652	9,819,228
2017-2018	1,395,329	6,031,564	7,426,893
2018-2019	1,661,876	2,157,344	3,819,220
<b>2019-2020</b>	1,676,383	2,356,882	4,033,265
<b>TOTAL (\$)</b>	<b>16,963,212</b>	<b>48,569,188</b>	<b>65,532,400</b>

Table 5: Historical spending at Rideau Hall site

### 3.1.6 Proposed Deferred Maintenance Investments

The proposed investments into the property over the next ten years are grouped according to building asset type. In general, it is proposed to leverage capital and operation and maintenance (O&M) funding to improve assets that are in Fair-to-Poor condition.

Proposed capital and O&M projects include:

- Universal Accessibility studies and upgrades

- exterior envelope improvements including wood window replacement and brick/block/stucco repairs
- foundation and footing work
- copper roof replacement
- membrane roof replacement
- replacement of interior floor finishes
- replacement of one freight elevator and one passenger elevator
- replacement of Servery air handling equipment
- replacement of Tent Room air handling unit
- upgrades to the building automation system;
- the replacement of electrical wiring/panels and lighting fixtures;
- the replacement of the fire alarm system; and,
- the replacement of hardwood flooring.

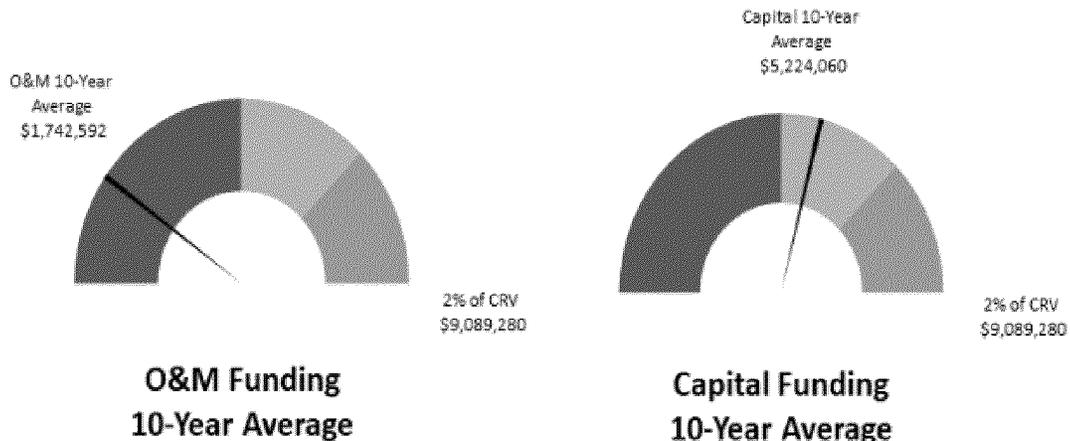
### 3.1.7 Summary

The following dashboard highlights the performance gap between the NCC's Management Principles and the current condition of the Main Residence. Also shown is the deferred maintenance deficit and historical investments for the Main Building only.

RIDEAU HALL - MAIN BUILDING			
YEAR BUILT :	1838	FCI :	0.07 Fair
AREA (m2) :	9,468	API :	85 (VERY HIGH PRIORITY)
		DEFERRED MAINTENANCE:	\$ 31.08 M
		CRV :	\$454.46 M

MANAGEMENT PRINCIPLES	CURRENT STATUS	NEXT STEPS
<b>Planning</b>		
Does the residence have a Life Cycle Management Plan in place? Emergency Response Plan? O&M and Capital Plan?	<ul style="list-style-type: none"> <li>- Asset Management Plan being developed.</li> <li>- Emergency Response Plan in place.</li> <li>- Capital planning done on 5-year cycles. O&amp;M planning on yearly cycle.</li> </ul>	<ul style="list-style-type: none"> <li>- Create Life Cycle Management Plan</li> <li>- Integrate Capital and O&amp;M planning into Life Cycle Management Plan.</li> </ul>
<b>Heritage Preservation</b>		
Are FHBRO defined heritage characteristics maintained?	<ul style="list-style-type: none"> <li>- Heritage characteristics maintained.</li> </ul>	<ul style="list-style-type: none"> <li>- None</li> </ul>
<b>Building Systems</b>		
Are mechanical and electrical systems modernized and upgraded to current standards?	<ul style="list-style-type: none"> <li>- Hot water boilers replaced 2016</li> <li>- Geothermal installed 2013.</li> <li>- Electrical and plumbing systems very dated</li> </ul>	<ul style="list-style-type: none"> <li>- Electrical modernization and piping replacement during major renovations</li> </ul>
<b>Universally Accessible</b>		
All grounds and residences shall be universally accessible	<ul style="list-style-type: none"> <li>- UA issues include multiple lifts and ramps for access to upper levels not to Code; access to some areas are stepped.</li> </ul>	<ul style="list-style-type: none"> <li>- UA study</li> </ul>
<b>Operational</b>		
Is the building operational and available at all times?	<ul style="list-style-type: none"> <li>- Building is operational.</li> <li>- Building is made available during negotiated periods.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue working during periods of access</li> </ul>
<b>Fire Protection</b>		
Does the building have fire detection and suppression systems?	<ul style="list-style-type: none"> <li>- Fire suppression piping in poor condition</li> </ul>	<ul style="list-style-type: none"> <li>- Investigation and report for fire suppression upgrade in heritage building with designated substances.</li> </ul>
<b>Business Continuity</b>		
Is the residence equipped with backup systems to permit operation during infrastructure outage?	<ul style="list-style-type: none"> <li>- Emergency backup system in place.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue maintaining equipment</li> </ul>
<b>Appropriately Furnished</b>		
Is the residence furnished and equipped at all times? Are contents inventoried, inspected, and maintained regularly?	<ul style="list-style-type: none"> <li>- Residence is furnished and contents managed by NCC Interior Design group.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue furnishing and maintaining contents on a regular basis.</li> </ul>

## INVESTMENTS



## 3.2 24 SUSSEX DRIVE



### 3.2.1 Background

The main residence at 24 Sussex Drive was built in 1867 and holds a FHBRO “classified” heritage designation. The site includes 2.15 hectares of grounds, one main building with 34 rooms that covers approximately 1,010 m<sup>2</sup> (~11,000 ft<sup>2</sup>), as well as another small home at 10 Sussex Drive, which was originally a coach/caretaker’s house (presently, an RCMP detachment), a pool house, and two RCMP guard houses.

The main residence is not currently occupied by the Prime Minister of Canada, who now resides on a temporary basis at the Rideau Cottage on the grounds of Rideau Hall. However, household staff workspace is still accommodated at the 24 Sussex site. When fully operational, the site is expected to accommodate a permanent detachment of the RCMP, as well as the operational staff.

### 3.2.2 History



Built in 1866-68 by Joseph Currier, a lumber baron and member of the 1st Dominion Parliament, the main building at 24 Sussex Drive was originally a pleasant Gothic Revival villa. In 1870, a ballroom was added to entertain Prince Arthur, future Duke of Connaught. In 1902, the property was sold to William Cameron Edwards, another lumber manufacturer.

In 1943, the Government began the process of expropriating the house, a process which lasted into 1946 due to the vigorous objections of its then owner, Senator Gordon C. Edwards.

Late in 1949, the Government decided to make the house over as a prime ministerial residence. To render the house suitable for the Prime Minister, the architects stripped away its Victorian ornament, demolished the tower on the west front and lowered some exterior walls to regularize the massing of the house. In addition, its fenestration was completely altered, and the apparent size was about doubled, all this in the process of rendering the original house quite unrecognizable. The result suggests that the architects were attempting to create a Georgian-style house. The new house was finished and occupied, reluctantly, by Louis St-Laurent in 1951.

### 3.2.3 Present Condition

The main residence has an FCI of 1.00 (DFRP Rating = CRITICAL) and is considered a very high priority building, with an API score of 87. Given its current condition and API, a major rehabilitation of the main residence is recommended.

24 SUSSEX DRIVE	Year Built	Area (m2)	DM (\$000)	CRV (\$000)	FC (DM/CRV)	API
<b>Main Residence</b>	1867	1,672	36,644	40,128	0.91	87
<b>Caretaker's House</b>	1867	304	2,122	6,388	0.26	80
<b>Pool Building</b>	1975	325	5,709	7,800	0.73	33
<b>East Guard Hut</b>	N/A	N/A	N/A	N/A	N/A	N/A
<b>West Guard Hut</b>	N/A	N/A	N/A	N/A	N/A	N/A

Table 6: Summary of current condition of 24 Sussex site buildings

Currently, there are numerous issues that should be resolved in the facility, including programmatic operations, building systems, and security.

24 Sussex was not purpose-built as a fully functioning official residence, although it is divided into private, office and official space; only 20% of the space at 24 Sussex Drive is designated as “Private” for the Prime Minister and family. Those areas designated as “state” or “official” spaces are not appropriate in layout or condition to serve official functions. For example, the building has no universally accessible entrances or washrooms, the kitchen is not appropriate to serve official functions, and the dining room is at the same time too large for a family and too small for state or official dinners.

The building systems at 24 Sussex Drive have reached the point of imminent or actual failure and require replacement. The age and condition of the electrical systems poses a fire hazard and the plumbing systems have failures on a regular basis. The building has no permanent air conditioning system; window air conditioners are run in every room in the summer, which poses a security risk and is disruptive and costly. Repairs and/or upgrades are complicated due to the presence of asbestos, lead and mould throughout many of the interior finishes.

In addition, the threat environment has changed drastically in the world since the last major renovation to the site in 1951. As such, the RCMP has recommended a number of significant security upgrades.

### 3.2.4 Historical Investments

Since 1988, development plans, supported by asset condition reports, for both the building and grounds have been completed and several upgrades have been made.

Projects such as the stabilization of the escarpment, electrical system repairs, roof repairs, and regular decorative upgrades to state areas have been completed as part of this renovation program. Below, a more comprehensive list of the rehabilitation initiatives undertaken since 2005 to the main building, ancillary building(s), and grounds is shown.

ASSET ELEMENT	MAJOR REHABILITATION PROJECTS
Exterior Systems	<ul style="list-style-type: none"> <li>Family room windows (replacement)</li> <li>Masonry stabilization</li> </ul>
Mechanical/Electrical Systems	<ul style="list-style-type: none"> <li>Chimneys rehabilitation</li> <li>Various mechanical and electrical improvement projects</li> </ul>
Interior Architectural	<ul style="list-style-type: none"> <li>Fire compartmentalization of boiler room, east and west stairs</li> <li>3rd floor Private Quarters (Life cycle renewal of finishes, incl. flooring, paint, light fixtures)</li> <li>Minor hazardous material removal</li> </ul>
Ancillary Buildings	<ul style="list-style-type: none"> <li><b>10 Sussex</b> Relocation of NG meter Replacement of furnace</li> <li><b>Pool house</b> Pool dehumidification Replacement of steam sauna equipment</li> </ul>
Infrastructure and Grounds	<ul style="list-style-type: none"> <li>Escarpment stabilization</li> <li>Rehabilitation of emergency generator</li> <li>Minor updates to escarpment catwalk</li> </ul>

Table 7: Past construction projects at 24 Sussex site buildings

Historical spending for the past ten years at the entire site, including outbuildings, grounds, and infrastructure, is shown below.

FISCAL YEAR	OPERATIONS & MAINTENANCE (\$)	CAPITAL (\$)	TOTAL (\$)
2010-2011	219,183	410,574	629,757
2011-2012	203,380	345,919	549,299
2012-2013	323,096	661,506*	984,602
2013-2014	236,667	1,453,122*	1,689,789
2014-2015	200,859	15,711	216,570
2015-2016	272,303	0	272,303
2016-2017	546,828	6,632	553,460
2017-2018	299,278	0	299,278
2018-2019	145,505	0	145,505
2019-2020	84,148	0	84,148
<b>TOTAL (\$)</b>	2,531,247	2,893,464	5,424,711

\* 95% of capital spending in these years on site infrastructure improvements.

Table 8: Historical spending at 24 Sussex site

### 3.2.5 Proposed Recapitalization

24 Sussex Drive has not seen significant investment in over 60 years and it requires extensive and urgent repair. All buildings on the site require major interventions and recapitalization.

Proceeding with the construction activities for the main residence would allow for the abatement of hazardous materials, including asbestos, lead and mould, retention of certain heritage components, improvements in the building envelope, replacement of mechanical and electrical systems, construction of universally accessible entrances and washrooms, creation of dining facilities and support spaces to accommodate state and official functions.

The Pool Building also requires a new building envelope (walls, windows, doors, roof and skylight) as the current building envelope is rotting and contains mould due to high interior humidity levels.

The Caretaker’s House (10 Sussex) is also in “Critical” condition and needs extensive recapitalization.

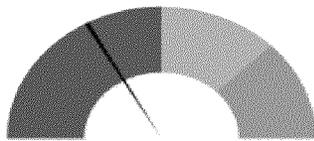
### 3.2.6 Summary

The following dashboard highlights the performance gap between the NCC's Management Principles and the current condition of the main residence. Also shown is the deferred maintenance deficit and historical investments for the main residence only.

24 SUSSEX - MAIN RESIDENCE		
YEAR BUILT : 1867	FCI : 0.91 Critical	DEFERRED MAINTENANCE: \$36.64 M*
AREA (m2) : 1,672	API : 87 (VERY HIGH PRIORITY)	CRV : \$40.13 M*
*Does not include security, grounds, pool, or site infrastructure		
MANAGEMENT PRINCIPLES	CURRENT STATUS	NEXT STEPS
<b>Planning</b>		
Does the residence have a Life Cycle Management Plan in place? Emergency Response Plan? O&M and Capital Plan?	 <ul style="list-style-type: none"> <li>- Asset Management Plan being developed.</li> <li>- Emergency Response Plan in place.</li> <li>- Capital planning done on 5-year cycles. O&amp;M planning on yearly cycle.</li> </ul>	<ul style="list-style-type: none"> <li>- Create Life Cycle Management Plan</li> <li>- Integrate Capital and O&amp;M planning into Life Cycle Management Plan.</li> </ul>
<b>Heritage Preservation</b>		
Are FHBRO defined heritage characteristics maintained?	 <ul style="list-style-type: none"> <li>- Internal heritage characteristics maintained.</li> </ul>	<ul style="list-style-type: none"> <li>- None</li> </ul>
<b>Building Systems</b>		
Are mechanical and electrical systems modernized and upgraded to current standards?	 <ul style="list-style-type: none"> <li>- Hot water boilers end of life</li> <li>- No centralized air conditioning</li> <li>- Electrical and plumbing systems very dated</li> </ul>	<ul style="list-style-type: none"> <li>- Building recapitalization to include full electrical modernization and mechanical systems replacement</li> </ul>
<b>Universally Accessible</b>		
All grounds and residences shall be universally accessible	 <ul style="list-style-type: none"> <li>- UA issues include front and back entrance, elevator not accessible, staff level, washrooms, and bedrooms</li> </ul>	<ul style="list-style-type: none"> <li>- UA study</li> </ul>
<b>Operational</b>		
Is the building operational and available at all times?	 <ul style="list-style-type: none"> <li>- Building does not currently act as a residence.</li> <li>- Building is made available during negotiated periods.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue working during periods of access</li> </ul>
<b>Fire Protection</b>		
Does the building have fire detection and suppression systems	 <ul style="list-style-type: none"> <li>- No fire suppression system</li> </ul>	<ul style="list-style-type: none"> <li>- Investigation and report for fire suppression upgrade in heritage building with designated substances.</li> </ul>
<b>Business Continuity</b>		
Is the residence equipped with backup systems to permit operation during infrastructure outage?	 <ul style="list-style-type: none"> <li>- Emergency backup system in place.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue maintaining equipment</li> </ul>
<b>Appropriately Furnished</b>		
Is the residence furnished and equipped at all times? Are contents inventoried, inspected, and maintained regularly?	 <ul style="list-style-type: none"> <li>- Residence is not currently furnished. Contents managed by NCC Interior Design group.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue furnishing and maintaining contents on a regular basis.</li> </ul>

## INVESTMENTS

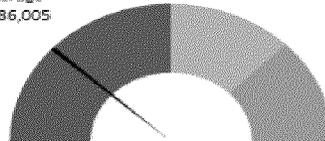
O&M 10-  
Year Average  
\$268,255



2% of CRV  
\$802,560

**O&M Funding  
10-Year Average**

Capital 10-Year  
Average  
\$186,005



2% of CRV  
\$802,560

**Capital Funding  
10-Year Average**

DRAFT

### 3.3 HARRINGTON LAKE



#### 3.3.1 Background

The main area of Harrington Lake (known in French as Lac Mousseau) comprises 5.4 hectares (13 acres) of grounds, one Main Cottage with 16 rooms covering approximately 771 m<sup>2</sup> (8,300 ft<sup>2</sup>), plus ten ancillary buildings. Inside the Gatineau Park boundaries, located in Pontiac, Quebec, the main residence has received the “recognized” heritage designation from FHBRO.

The site is for use by the Prime Minister and family, throughout the year, for both official and private purposes.

It is not open to the public.

### 3.3.2 History



The Main Cottage at Harrington Lake is a typical country house in a Twenties Colonial Revival style.

In 1951, about two thirds of the property belonged to Lt. Col. Cameron Edwards, who had assembled the land over a number of years around a core property, with the intention to set himself up as a gentleman farmer. He built the main house in 1925 as his country home and farm house. Further evidence of his agricultural intent is provided by the experimental precast concrete barn he built in 1929, which is now used for storage.

The remaining third of the property was acquired from the Honourable William Herridge, who had held the land from the early twenties. Until his death in 1961, he retained the use and enjoyment of a winterized log cabin (now a way station on the Gatineau Park cross-country ski trail), a summer cottage (now the Upper Guest Cottage) and a boat house (demolished in 2018).

The property was acquired in 1951 as part of the federal program to develop Gatineau Park. On June 6, 1959, it became the official country residence of the Prime Minister of Canada.

### 3.3.3 Present Condition

The Main Cottage, which has an API of 85 and is therefore considered a very high priority building, is currently undergoing a major building envelope rehabilitation project which includes, window replacement, the addition of wall insulation, rebuild of the two masonry chimneys, upgrades to the HVAC and fire suppression systems and, improvements to the service wing. The project is expected to be complete during the summer of 2021.

The residence was re-evaluated prior to the start of the project and an FCI of 0.27 was calculated (DFRP Rating = POOR). Following completion of the project the residence is expected to be in Fair condition as significant additional interior work has been deferred, along with other investments such a complete renovation of interior finishes, electrical system, plumbing and the hot water heating distribution system, which would all be required to reach a rating of Good.

HARRINGTON LAKE— LAC MOUSSEAU	YEAR BUILT	AREA (M2)	DM (\$000)	CRV (\$000)	FCI (DM/CRV)	API
<b>Main Cottage</b>	1925	771	1,157	16,195	0.07	85
<b>Upper Guest Cottage</b>	1925	85	372	935	0.40	63
<b>Horse &amp; Cattle Barn</b>	1900	177	245	1,503	0.16	55
<b>Official Car Garage</b>	1980	38	56	217	0.26	45
<b>Garage &amp; Shop</b>	1925	77	98	216	0.45	35
<b>Dairy House</b>	1900	34	36	95	0.38	35
<b>Change House</b>	1960	23	82	133	0.61	33
<b>Generator Shed</b>	1980	18	7	154	0.05	30
<b>Tool Shed</b>	1960	19	26	53	0.49	30
<b>Pump Shed</b>	1970	30	32	85	0.38	30
<b>Farmhouse</b>	2019	450	0	2,700	0.00	15

Table 9: Summary of current condition of Harrington Lake site buildings

Prior to this current project, the last significant work was undertaken in 2005 and consisted of minor improvements to the electrical system, installation of a sprinkler system, reroofing, and rehabilitation of the sunroom. Due to budget and scheduling limitations, several deficiencies that needed to be addressed were deferred and not completed. The most significant deficiencies included the exterior envelope, specifically the doors, windows, attic, foundations, and chimneys as well as deteriorating interior finishes, electrical system, plumbing and hot water heating distribution system, which would all be required for the building to reach a rating of Good.

### 3.3.4 Historical Investments

Since 1988, development plans, supported by asset condition reports, for both the building and grounds have been completed and several upgrades have been made.

Projects such as the replacement of the septic tank, rehabilitation of the shoreline, an upgrade to potable water treatment systems, minor electrical system repairs, roof repairs and regular decorative upgrades to state and official areas have been completed as part of this renovation program. Below, a more complete list of the rehabilitation initiatives undertaken since 2005 to the Main Cottage, ancillary building(s), and grounds is shown.

ASSET ELEMENT	MAJOR REHABILITATION PROJECTS
Exterior Systems	<ul style="list-style-type: none"> <li>• Roof and eavestrough replacement (Cedar shingles, heating cables and copper eavestrough and downpipes)</li> <li>• Select foundation damp proofing</li> <li>• Porches Rehabilitation</li> <li>• Design for Exterior Envelope Rehab (window restoration, walls/insulation, foundation damp proofing)</li> </ul>
Mechanical/Electrical Systems	<ul style="list-style-type: none"> <li>• Chimneys Rehabilitation</li> <li>• Minor Electrical Wiring Replacement</li> <li>• Fire Suppression and Detection installation</li> <li>• Potable Water Treatment System Upgrade</li> </ul>
Interior Architectural	<ul style="list-style-type: none"> <li>• New interior fire exit stairs (2nd floor to exterior)</li> <li>• Private Area and State Area decor upgrades</li> <li>• Sunroom Replacement</li> <li>• U/A Strategy (complete investigation and research)</li> </ul>
Ancillary Buildings	<ul style="list-style-type: none"> <li>• Outbuildings Study (Investigation and research on condition of Upper/Lower Guest Cottages, Staff Cottages and storage barns)</li> <li>• Demolition of the Lower Guest Cottage due to instability and health and safety</li> <li>• Caretaker's House rehabilitation into the Farmhouse</li> </ul>
Infrastructure and Grounds	<ul style="list-style-type: none"> <li>• Underground electrical service (site distribution upgrade)</li> <li>• UA ramp and landscaping upgrades</li> <li>• Emergency Generator Replacement</li> <li>• Shoreline Rehabilitation (naturalization of the shoreline, rehabilitation of docks, walkways, patios and beach area)</li> <li>• Replace Septic System Diverter Box</li> <li>• Septic System Reservoir Replacement (Including Separation of Water Softening Backwash from Sanitary)</li> </ul>

Table 10: Past construction projects at Harrington Lake site buildings.

Historical spending for the past ten years at the entire site, including outbuildings, grounds, and infrastructure, is shown below.

FISCAL YEAR	OPERATIONS & MAINTENANCE (\$)	CAPITAL (\$)	TOTAL (\$)
2010-2011	161,269	173,505	334,774
2011-2012	187,725	312,610	500,335
2012-2013	181,554	415,035	596,589
2013-2014	109,337	186,957	296,294
2014-2015	224,225	2,154	226,379
2015-2016	243,650	-	243,650
2016-2017	290,854	137,000	427,854
2017-2018	251,128	373,832	624,960
2018-2019	211,511	841,855	2,153,366
2019-2020	147,098	3,416,196	3,563,294
<b>TOTAL (\$)</b>	<b>2,008,351</b>	<b>5,859,144</b>	<b>8,967,495</b>

Table 11: Historical capital and O&M spending at Harrington Lake site.  
 Table does not include RCMP security improvements

### 3.3.5 Proposed Deferred Maintenance Investments

The Main Cottage is currently undergoing a major rehabilitation project which includes a complete building envelope rehabilitation, various upgrades to the building’s systems, and improvements to the service wing. It is expected to be completed during summer of 2021.

Following this project, the Main Cottage is expected to be in “Fair” condition. Additional capital investments will be required to complete the replacement of various interior finishes in poor condition, as well as the electrical system, plumbing and hot water heating distribution system.

Still outstanding are Universal Accessibility upgrades to the Main Cottage.

Because of its “Critical” condition, the Caretaker’s House was dismantled, and rebuilt into the Farmhouse at a new location on the property. The building includes many modern amenities and is universally accessible on the first floor.

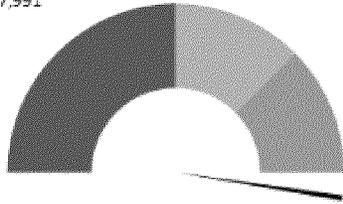
### 3.3.6 Summary

The following dashboard highlights the performance gap between the NCC's Management Principles and the current condition of the Main Cottage. Also shown is the deferred maintenance deficit and historical investments for the Main Cottage only.

HARRINGTON LAKE - MAIN RESIDENCE			
YEAR BUILT :	1925	FCI :	0.07 Fair
AREA (m2) :	771	API :	85 (HIGH PRIORITY)
		DEFERRED MAINTENANCE:	\$ 1.16 M
		CRV :	\$ 16.20 M
MANAGEMENT PRINCIPLES	CURRENT STATUS	NEXT STEPS	
<b>Planning</b>			
Does the residence have a Life Cycle Management Plan in place? Emergency Response Plan? O&M and Capital Plan?	 <ul style="list-style-type: none"> <li>- Asset Management Plan being developed.</li> <li>- Emergency Response Plan in place.</li> <li>- Capital planning done on 5-year cycles. O&amp;M planning on yearly cycle.</li> </ul>	<ul style="list-style-type: none"> <li>- Create Life Cycle Management Plan</li> <li>- Integrate Capital and O&amp;M planning into Life Cycle Management Plan.</li> </ul>	
<b>Heritage Preservation</b>			
Are FHBRO defined heritage characteristics maintained?	 <ul style="list-style-type: none"> <li>- Heritage characteristics maintained.</li> </ul>	<ul style="list-style-type: none"> <li>- None</li> </ul>	
<b>Building Systems</b>			
Are mechanical and electrical systems modernized and upgraded to current standards?	 <ul style="list-style-type: none"> <li>- HVAC systems are generally end of life</li> <li>- Electrical systems need to be cleaned up</li> </ul>	<ul style="list-style-type: none"> <li>- Replacement of HVAC systems</li> <li>- Electrical rationalization project</li> </ul>	
<b>Universally Accessible</b>			
All grounds and residences shall be universally accessible	 <ul style="list-style-type: none"> <li>- UA issues throughout the house and property.</li> </ul>	<ul style="list-style-type: none"> <li>- UA study</li> </ul>	
<b>Operational</b>			
Is the building operational and available at all times?	 <ul style="list-style-type: none"> <li>- Building is operational.</li> <li>- Building is made available during negotiated periods.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue working during periods of access</li> </ul>	
<b>Fire Protection</b>			
Does the building have fire detection and suppression systems?	 <ul style="list-style-type: none"> <li>- Repairs are required to fire suppression tanks and fire alarm system</li> </ul>	<ul style="list-style-type: none"> <li>- Perform repairs as part of regular O&amp;M</li> </ul>	
<b>Business Continuity</b>			
Is the residence equipped with backup systems to permit operation during infrastructure outage?	 <ul style="list-style-type: none"> <li>- Emergency backup system in place.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue maintaining equipment</li> </ul>	
<b>Appropriately Furnished</b>			
Is the residence furnished and equipped at all times? Are contents inventoried, inspected, and maintained regularly?	  <ul style="list-style-type: none"> <li>- Residence is furnished and contents managed by NCC Interior Design group.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue furnishing and maintaining contents on a regular basis.</li> </ul>	

## INVESTMENTS

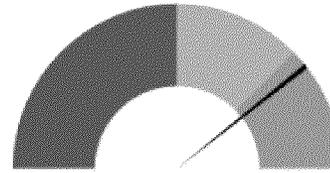
O&M 10-Year  
Average  
\$337,991



2% of CRV  
\$323,904

**O&M Funding  
10-Year Average**

Capital 10-Year  
Average  
\$253,236



2% of CRV  
\$323,904

**Capital Funding  
10-Year Average**

DRAFT

## 3.4 STORNOWAY



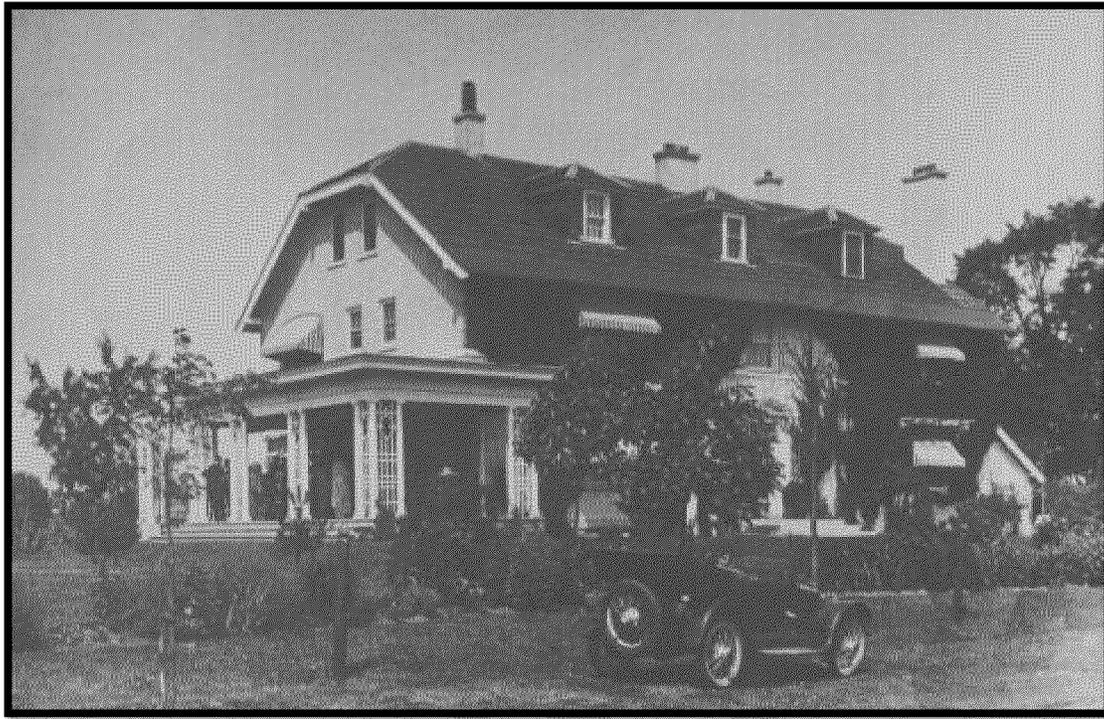
### 3.4.1 Background

Located at 541 Acacia Avenue in Ottawa, Ontario, Stornoway holds a FHBRO “recognized” heritage designation and was built in 1913. The property is comprised of over 0.42 hectares (one acre) of grounds, one main building with 19 main rooms, hallways and washrooms covering approximately 883 m<sup>2</sup> (9,500 ft<sup>2</sup>). The property also includes one secondary building, which is a two-car garage with a second storey loft and two-piece washroom.

The main residence is currently occupied by the Leader of the Official Opposition and family and is divided into Private and state or official spaces. State areas are generally located on the 1<sup>st</sup> and 3<sup>rd</sup> floors, with the private areas, consisting mostly of bedrooms and washrooms, located on the 2<sup>nd</sup> floor. The residence functions primarily as a private residence but does also host official events.

The residence is not open to the public.

### 3.4.2 History



Stornoway was originally built for an Ottawa grocer in 1913-14. The house was designed by Allen Keefer, an important architect of the era. In 1923, it was purchased by Mr. and Mrs. Irvine Perley-Robertson, who in turn rented it to Crown Princess Juliana of the Netherlands during the Second World War.

In the late 1940s, a trust was set up to purchase and administer the running of the house and was funded by contributions from the public. The house was privately maintained for the Leaders of the Official Opposition until 1970 when the property was acquired by the Government of Canada and maintained by Public Works Canada.

Stornoway is a two and one-half storey house in rough-cast stucco. It is rectangular in plan with a small "L" to the rear, covered with a simple saddle-back roof with Bernese gables. The main facade is loosely symmetrical about a central doorway, to which an exterior foyer was added in 1983.

The house is laid out in a pinwheel plan about a large central hall with stairs and is situated behind heavy hedges on the grounds planted in a typical Rockcliffe manner. In addition to a breakfast room and family room, the house contains formal living and dining rooms.

Since 1987, development plans, supported by asset condition reports, for both the building and grounds have been completed and several upgrades have been made.

Projects such as the installation of a high-efficiency boiler system and perimeter lighting, exterior painting, roof replacement and minor foundation repairs, and some decorative upgrades to state areas have been completed as part of this renovation program.

### 3.4.3 Present Condition

The main residence has an FCI of 0.08 (DRFP Rating = FAIR) and is considered a high priority building, with an API score of 55. Given its current condition, work required consists of regular and ongoing maintenance.

STORNOWAY	YEAR BUILT	AREA (M2)	DM (\$000)	CRV (\$000)	FCI (DM/CRV)	API
<b>Main Residence</b>	1913	879	1,252	14,941	0.08	55
<b>Garage</b>	1914	101	154	861	0.18	43

Table 12: Summary of current condition of Stornoway site buildings

The main residence requires regular and ongoing maintenance. Currently, there are numerous issues that should be resolved in the residence, including the building envelope, fire alarm, electrical and heating and cooling systems. Universal accessibility concerns include the ramp to the main entrance that does not meet barrier-free design, staired access to the second and third floors, as well as a stepped entrance to the sunroom.

Stornoway is used as a residence and is provided with adequate heating and cooling equipment that meets the Occupational Health and Safety Directive for Public Service employees. However, the building has no permanent air conditioning system; window air conditioners are run in every room in the summer, which is disruptive, inefficient and costly.

The age and condition of the electrical sub-panels and the associated wiring indicates that it should be upgraded; the plumbing system has failed on multiple occasions in recent years. Repairs and/or upgrades are complicated due to the presence of asbestos throughout many of the interior finishes.

### 3.4.4 Historical Investments

Since 1988, development plans, supported by asset condition reports, for both the building and grounds have been completed and several upgrades have been made.

Projects such as the installation of a high-efficiency boiler system and perimeter lighting, creation of a universally accessible washroom on the main floor, exterior painting, minor foundation repairs, rehabilitation work to the garage, roof

replacement and chimneys repointing and repairs, and some decorative upgrades to state or official areas have been completed as part of this maintenance program. Below, a more comprehensive list of the rehabilitation initiatives undertaken since 2005 to the main building, ancillary building(s), and grounds is shown.

ASSET ELEMENT	MAJOR REHABILITATION PROJECTS
Exterior Systems	<ul style="list-style-type: none"> <li>• Front entrance stairs rehabilitation</li> <li>• Front façade storm water management</li> <li>• Backyard deck replacement</li> <li>• Exterior Painting</li> <li>• Roof replacement &amp; chimney repointing and repairs</li> </ul>
Mechanical/Electrical Systems	<ul style="list-style-type: none"> <li>• Kitchen HVAC Replacement (Once-Through Water Cooled AC with DX Condensing Unit)</li> <li>• Electrical single line tracing</li> <li>• Replacement of Heating Hot Water Boilers</li> <li>• Replacement of Main Electrical Switch</li> <li>• Replacement of Outdoor Electrical Panel</li> </ul>
Interior Architectural	<ul style="list-style-type: none"> <li>• U/A Strategy (complete investigation and research)</li> <li>• U/A Washroom Conversion (Main Floor)</li> <li>• Basement Laundry room wall repairs</li> </ul>
Ancillary Buildings	<ul style="list-style-type: none"> <li>• Garage Envelope Rehabilitation (LCM upgrades to envelope and interior)</li> <li>• Garage Roof Replacement</li> </ul>
Infrastructure and Grounds	<ul style="list-style-type: none"> <li>• Upgrade to main electrical manhole</li> <li>• Asphalt paving</li> <li>• Exterior lighting</li> </ul>

Table 13: Summary of current condition of Stornoway site buildings

Historical spending for the past ten years at the entire site, including outbuildings, grounds, and infrastructure, is shown below.

FISCAL YEAR	OPERATIONS & MAINTENANCE (\$)	CAPITAL (\$)	TOTAL (\$)
2010-2011	86,230	-	86,230
2011-2012	116,785	149,533	266,318
2012-2013	101,021	189,843	290,864
2013-2014	105,983	59,950	165,933
2014-2015	54,715	17,838	72,553
2015-2016	75,577	147,381	222,958
2016-2017	71,378	0	71,378
2017-2018	89,037	0	89,037
2018-2019	45,665	84,511	130,176
2019-2020	38,663	2,297	40,960
<b>TOTAL (\$)</b>	<b>785,054</b>	<b>651,353</b>	<b>1,436,407</b>

Table 14: Historical spending at Stornoway site

### 3.4.5 Proposed Deferred Maintenance Investments

The proposed investments into the property over the next ten years are grouped according to building asset type. In general, it is proposed to leverage capital and O&M funding to improve assets that are in Fair-to-Poor condition.

Proposed capital and O&M projects include:

- UA studies and upgrades;
- the replacement of electrical wiring/panels;
- upgrades to the fire alarm system; and
- the replacement of hardwood flooring.

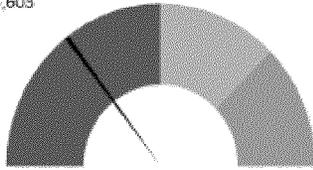
### 3.4.6 Summary

The following dashboard highlights the performance gap between the NCC's Management Principles and the current condition of the main residence. Also shown is the deferred maintenance deficit and historical investments for the main residence only.

STORNOWAY - MAIN BUILDING			
YEAR BUILT :	1913	FCI :	0.08 Fair
AREA (m2) :	879	API :	55 (MEDIUM PRIORITY)
		DEFERRED MAINTENANCE:	\$ 1.25 M
		CRV :	\$ 14.94 M
MANAGEMENT PRINCIPLES	CURRENT STATUS	NEXT STEPS	
<b>Planning</b>			
Does the residence have a Life Cycle Management Plan in place? Emergency Response Plan? O&M and Capital Plan?	<ul style="list-style-type: none"> <li>- Asset Management Plan being developed.</li> <li>- Emergency Response Plan in place.</li> <li>- Capital planning done on 5-year cycles. O&amp;M planning on yearly cycle.</li> </ul>	<ul style="list-style-type: none"> <li>- Create Life Cycle Management Plan</li> <li>- Integrate Capital and O&amp;M planning into Life Cycle Management Plan.</li> </ul>	
<b>Heritage Preservation</b>			
Are FHBRO defined heritage characteristics maintained?	<ul style="list-style-type: none"> <li>- Heritage characteristics maintained.</li> </ul>	<ul style="list-style-type: none"> <li>- None</li> </ul>	
<b>Building Systems</b>			
Are mechanical and electrical systems modernized and upgraded to current standards?	<ul style="list-style-type: none"> <li>- Hot water boilers replaced 2015</li> <li>- No ventilation or air conditioning for occupied spaces</li> <li>- Electrical and plumbing systems very dated</li> </ul>	<ul style="list-style-type: none"> <li>- Electrical modernization and piping replacement during major renovations</li> <li>- Installation of ventilation and air conditioning</li> </ul>	
<b>Universally Accessible</b>			
All grounds and residences shall be universally accessible	<ul style="list-style-type: none"> <li>- UA issues include the ramp to the main entrance, staired access to the 2nd and 3rd Floors, as well as a stepped entrance to the sunroom.</li> </ul>	<ul style="list-style-type: none"> <li>- UA study</li> </ul>	
<b>Operational</b>			
Is the building operational and available at all times?	<ul style="list-style-type: none"> <li>- Building is operational.</li> <li>- Building is made available during negotiated periods.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue working during periods of access</li> </ul>	
<b>Fire Protection</b>			
Does the building have fire detection and suppression systems?	<ul style="list-style-type: none"> <li>- No fire suppression system</li> </ul>	<ul style="list-style-type: none"> <li>- Investigation and report for fire suppression upgrade in heritage building with designated substances.</li> </ul>	
<b>Business Continuity</b>			
Is the residence equipped with backup systems to permit operation during infrastructure outage?	<ul style="list-style-type: none"> <li>- No emergency backup system in place.</li> </ul>	<ul style="list-style-type: none"> <li>- Investigation and report on options for providing emergency backup.</li> </ul>	
<b>Appropriately Furnished</b>			
Is the residence furnished and equipped at all times?	<ul style="list-style-type: none"> <li>- Residence is furnished and contents managed by NCC Interior Design group.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue furnishing and maintaining contents on a regular basis.</li> </ul>	
Are contents inventoried, inspected, and maintained regularly?			

## INVESTMENTS

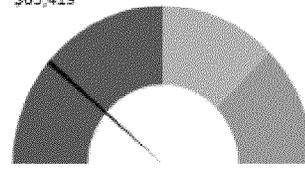
O&M 10-Year  
Average  
\$85,603



2% of CRV  
\$298,826

**O&M Funding  
10-Year Average**

Capital 10-Year  
Average  
\$65,419



2% of CRV  
\$298,826

**Capital Funding  
10-Year Average**

DRAFT

### 3.5 THE FARM



#### 3.5.1 Background

Located at 15 Barnes Road in Chelsea, QC lies the property known as The Farm. The residence, a former farmhouse, comprises more than 1.74 hectares (4 acres) of grounds, one main building with 11 rooms covering approximately 465 m<sup>2</sup> (5,000 ft<sup>2</sup>) plus five outbuildings.

In June 1985, the farmhouse and barn were designated as “recognized” heritage buildings by FHBRO. Today, the historic significance of some of the interior features of the house, including ornamental plaster and woodwork, personally designed by Prime Minister William Lyon Mackenzie King, have been recognized. Some of Mackenzie King’s personal possessions are still retained in the house. For example, the dining room contains the mahogany Willingdon Table that was presented to him by the Governor General of Canada, Viscount Willingdon, in 1931.

The main residence is currently occupied by the Speaker of the House of Commons and family and is divided into private and state or official spaces. State areas are

generally located on the first floor with the private areas, consisting mostly of bedrooms and washrooms, located on the second floor. The residence functions primarily as a private residence but does host official events.

The residence is not open to the public.

### 3.5.2 History

The original farmhouse was built about 1891 by the Fleury brothers and was typical of the pioneer homesteads in the Gatineau region. It was a simple one and one-half storey frame building with gables and bay windows facing south. Like most houses of the era, it lacked central heating and plumbing.

Prime Minister William Lyon Mackenzie King purchased the house, and the two-mile stretch of land between Mountain and Barnes roads, on April 12, 1927 for \$4,000. In 1935, Mr. MacKenzie King converted the house into a year-round residence. Renovations were fairly modest. Two new L-shaped wings were added—one to the south for living and reception rooms and one to the east for a kitchen and servants' quarters. The character, materials and proportions of the original building were left intact.

The Farm became one of Prime Minister Mackenzie King's favourite residences and in the last 15 years of his life he conducted much of the Nation's business there. He bequeathed this extensive property to the Government of Canada upon his death in 1950.

The Farm was apparently offered as a home to Prime Minister Louis St. Laurent and Mr. George Drew, Leader of the Official Opposition, neither of whom chose to occupy it. In 1954, The Farm was rented to the Honourable L. René Beaudoin, then Speaker of the House of Commons, for the sum of \$350.00 per year. The practice of renting The Farm to the Speaker of the House of Commons for use as a summer continued into the 1970s.

### 3.5.3 Present Condition

The main residence has an FCI of 0.17 (DFRP Rating = POOR) and is considered a high priority building, with an API score of 55. Given its current condition, work required consists of regular and ongoing maintenance.

THE FARM— KINGSMERE	YEAR BUILT	AREA (M2)	DM (\$000)	CRV (\$000)	FCI (DM/CRV)	API
<b>Main Residence</b>	1891	464	1,340	7,896	0.17	55
<b>Recreational Building</b>	1891	66	332	561	0.59	55
<b>Storage Barn</b>	1891	80	35	680	0.05	45
<b>Generator Shed</b>		15	19	86	0.23	35
<b>Wood Shed</b>	1891	25	83	143	0.58	30
<b>Gazebo</b>		15	11	86	0.13	30
<b>Garage</b>	2005	48	0	271	0.18	20
<b>Irrigation System Pump House</b>		10	4	85	0.05	20

Table 15: Summary of current condition of The Farm site buildings

Currently, there are numerous issues that need to be resolved in the residence, including the building envelope, fire alarm, and electrical systems. Universal accessibility concerns include staired access to the 2<sup>nd</sup> floor, as well as a stepped entrance to the sunroom.

The Farm is used as a residence and is provided with adequate heating and cooling equipment to meet the Occupational Health and Safety Directive for Public Service employees.

The age and condition of the electrical sub-panels and the associated wiring indicates that it should be upgraded; the plumbing system has failed on multiple occasions in recent years. Repairs and/or upgrades are complicated due to the presence of asbestos throughout many of the interior finishes.

### 3.5.4 Historical Investments

Since 1988, development plans, supported by asset condition reports, for both the building and grounds have been completed and several upgrades have been made.

Projects such as the replacement of the septic field, window rehabilitation, the upgrade to potable water treatment systems, roof repairs, and regular decorative upgrades to State areas have been completed as part of this renovation program. Below, a more comprehensive list of the rehabilitation initiatives undertaken since 2005 to the main building, ancillary building(s), and grounds is shown.

ASSET ELEMENT	MAJOR REHABILITATION PROJECTS
Exterior Systems	<ul style="list-style-type: none"> <li>Window Rehabilitation (rehabilitation of all windows, storms and screens)</li> <li>Roof replacement</li> <li>Pantry Exterior Siding and Door</li> </ul>
Mechanical/Electrical Systems	<ul style="list-style-type: none"> <li>Potable Water (Upgrade of the well water supply to the house)</li> <li>HVAC Upgrades (replace aging furnaces and humidifiers with high efficiency system)</li> <li>Basement Sanitary Line Replacement</li> <li>Electrical single line tracing</li> <li>Fire suppression system reservoir and pump replacement</li> </ul>
Interior Architectural	<ul style="list-style-type: none"> <li>Main floor hardwood refinishing</li> <li>Chimney Rehabilitation (all 4 chimneys)</li> <li>U/A Washroom Conversion (Main Floor)</li> </ul>
Ancillary Buildings	<ul style="list-style-type: none"> <li>Barn   Stabilization (new foundation, new doors, rehabilitated cladding)</li> <li>Garage   Exterior paint</li> </ul>
Infrastructure and Grounds	<ul style="list-style-type: none"> <li>Dry stone wall rehab</li> <li>Terrace Rehabilitation (restoration of flagstone patio)</li> <li>Well Pumps (Replacement of Pump No.1 and Pump No.2)</li> <li>Septic Field Replacement</li> <li>Underground Oil Tank Decommissioning</li> <li>Flag pole new underground electrical cables and fixtures   \$2.5K</li> </ul>

Table 16: Past construction projects at The Farm site buildings

Historical spending for the past ten years at the entire site, including outbuildings, grounds, and infrastructure, is shown below.

FISCAL YEAR	OPERATIONS & MAINTENANCE (\$)	CAPITAL (\$)	TOTAL (\$)
2010-2011	99,803	0	99,803
2011-2012	199,339	460,367	659,706
2012-2013	116,102	61,106	177,208
2013-2014	154,651	89,911	244,562
2014-2015	246,336	173	246,509
2015-2016	96,391	0	96,391
2016-2017	75,371	0	75,371
2017-2018	80,690	3,679	84,369
2018-2019	67,725	190,937	258,662
2019-2020	115,357	0	115,357
<b>TOTAL (\$)</b>	<b>1,251,765</b>	<b>806,173</b>	<b>2,057,938</b>

Table 17: Historical spending at The Farm site

### 3.5.5 Proposed Deferred Maintenance Investments

The proposed investments into the property over the next ten years are grouped according to building asset type. In general, it is proposed to leverage capital and O&M funding to improve assets that are in Fair-to-Poor condition.

Proposed capital and O&M projects include:

- UA studies and upgrades;
- The replacement of some of the roof coverings;
- the replacement of the foundation and repair to exterior walls;
- the replacement of the porch;
- the replacement of air conditioning equipment;
- the replacement of electrical systems and wiring;
- upgrades to the fire alarm system; and,
- the replacement of hardwood flooring.

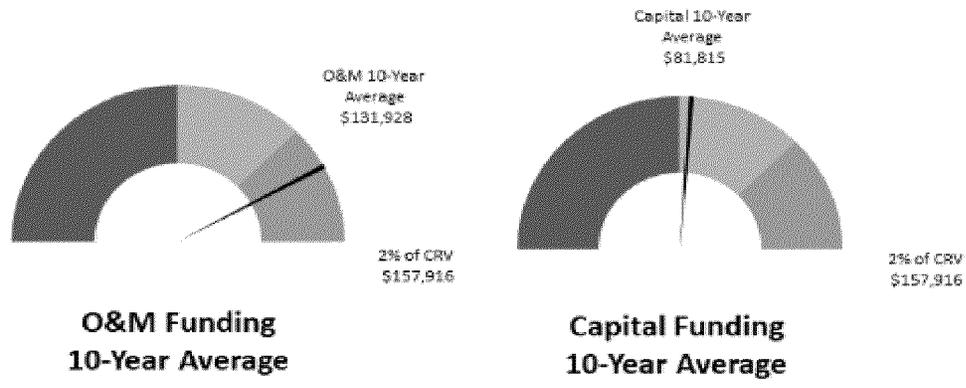
DRAFT

THE FARM - MAIN BUILDING			
YEAR BUILT :	1891	FCI :	0.17 <b>Poor</b>
AREA (m2) :	464	API :	55 (MEDIUM PRIORITY)
		DEFERRED MAINTENANCE :	\$ 1.34 M
		CRV :	\$ 7.90 M

MANAGEMENT PRINCIPLES	CURRENT STATUS	NEXT STEPS
-----------------------	----------------	------------

<b>Planning</b>		
Does the residence have a Life Cycle Management Plan in place? Emergency Response Plan? O&M and Capital Plan?	<ul style="list-style-type: none"> <li>- Asset Management Plan being developed.</li> <li>- Emergency Response Plan in place.</li> <li>- Capital planning done on 5-year cycles. O&amp;M planning on yearly cycle.</li> </ul>	<ul style="list-style-type: none"> <li>- Create Life Cycle Management Plan</li> <li>- Integrate Capital and O&amp;M planning into Life Cycle Management Plan.</li> </ul>
<b>Heritage Preservation</b>		
Are FHBRO defined heritage characteristics maintained?	<ul style="list-style-type: none"> <li>- Heritage characteristics maintained.</li> </ul>	<ul style="list-style-type: none"> <li>- None</li> </ul>
<b>Building Systems</b>		
Are mechanical and electrical systems modernized and upgraded to current standards?	<ul style="list-style-type: none"> <li>- Three furnaces recently replaced</li> <li>- Air conditioning nearing end of life</li> <li>- Electrical and plumbing systems dated</li> </ul>	<ul style="list-style-type: none"> <li>- Electrical modernization and piping replacement during major renovations</li> <li>- Replacement of air conditioning</li> </ul>
<b>Universally Accessible</b>		
All grounds and residences shall be universally accessible?	<ul style="list-style-type: none"> <li>- UA issues include staired access to the 2nd Floor, as well as a stepped entrance to the sunroom.</li> </ul>	<ul style="list-style-type: none"> <li>- UA study</li> </ul>
<b>Operational</b>		
Is the building operational and available at all times?	<ul style="list-style-type: none"> <li>- Building is operational.</li> <li>- Building is made available during negotiated periods.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue working during periods of access</li> </ul>
<b>Fire Protection</b>		
Does the building have fire detection and suppression systems?	<ul style="list-style-type: none"> <li>- Attic fire suppression requires replacement to mitigate freezing concerns. Issue currently addressed with regular maintenance.</li> <li>- Fire pump and storage systems require replacement as they are end of life.</li> </ul>	<ul style="list-style-type: none"> <li>- Replace fire suppression deficiencies throughout the house</li> </ul>
<b>Business Continuity</b>		
Is the residence equipped with backup systems to permit operation during infrastructure outage?	<ul style="list-style-type: none"> <li>- Emergency backup system in place.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue maintaining equipment</li> </ul>
<b>Appropriately Furnished</b>		
Is the residence furnished and equipped at all times? Are contents inventoried, inspected, and maintained regularly?	<ul style="list-style-type: none"> <li>- Residence is furnished and contents managed by NCC Interior Design group.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue furnishing and maintaining contents on a regular basis.</li> </ul>

### INVESTMENTS



### 3.6 7 RIDEAU GATE



#### 3.6.1 Background

Located between 24 Sussex and Rideau Hall lies 7 Rideau Gate. This building holds a FHBRO “recognized” heritage designation, comprises a little over 0.2 hectares (0.49 acres) of grounds and one main building covering approximately 797.6 m<sup>2</sup> (8,566 ft<sup>2</sup>).

The primary vocation of this Official Residence at 7 Rideau Gate is as a guest house for state visitors.

The residence is not open to the public.

### 3.6.2 History



Designed by architect Alan Keefer, this 790 square-meter private home was built in 1862 and was obtained by the Crown in 1966 as lodgings for visiting dignitaries who are guests of Canada. The Victorian architecture home was restored and renovated in 1989 to reinstate historical features as well as to upgrade the guest facilities.

For its first 70 years, the house remained Victorian in character. In 1947, new owners modernized the house by stripping away the verandas and entirely replacing the dark Victorian décor inside. The last private owner removed the roof walk, added exterior shutters, and built a sunroom on the east side of the original building and a new wing on the west side.

In 1988, the NCC took over responsibility for all Official Residences in Canada's Capital Region. It fully restored and refurnished the house, with the help of the Canadiana Fund, which solicits financial contributions as well as donations of heritage art and furniture. Today, much of the original character and spirit of this

historic old house has been recaptured. As well, thanks to the generosity of former owners, a number of family pieces came back to their old home at 7 Rideau Gate. The house has been decorated and furnished to create a distinctively Canadian experience for visitors and guests.

### 3.6.3 Present Condition

The main residence has an FCI of 0.1 (DFRP Rating = FAIR) and is considered a high priority building, with an API score of 55. Given its current condition, work required consists of regular and ongoing maintenance.

7 RIDEAU GATE	YEAR BUILT	AREA (M2)	DM (\$000)	CRV (\$000)	FCI (DM/CRV)	API
<b>Main Residence</b>	1862	798	1,410	13,564	0.10	55

Table 18: Summary of current condition of 7 Rideau Gate

There are numerous issues that should be resolved in the residence, including universal accessibility, the building envelope and specifically the windows, fire alarm, and heating systems.

Universal accessibility concerns include that a visitor would be required to climb two (2) steps to reach the front entrance, a step to reach the sun room, and it is necessary to climb stairs to reach the second and third floor levels. Furthermore, the sole washroom for visitors is located beneath the main staircase and is not universally accessible. To meet the requirements for a visitable dwelling, the front entrance would need to be modified and a washroom with a clear route to the toilet at least 920 mm wide would need to be provided.

As 7 Rideau Gate is primarily used to accommodate visiting dignitaries for overnight stays, consideration should be given to providing a universally accessible bedroom on the ground floor or providing barrier-free access to the second level.

7 Rideau Gate is provided with adequate heating and cooling equipment to meet the Occupational Health and Safety Directive for Public Service employees. The building was recently upgraded with central air conditioning. Previously, window air conditioners were active in every room in the summer, which was disruptive, inefficient and costly. The age and condition of the hot water boilers and accessories indicate that these systems should be upgraded; the plumbing system has failed on multiple occasions in recent years. Repairs and/or upgrades are complicated due to the presence of asbestos in some of the interior finishes.

In general, the home is occupied on an irregular basis, but used frequently by Global Affairs Canada for different events and functions. In between stays by visiting dignitaries, the home is used frequently for government lunches, dinners, and meetings. This limits repair work to small windows of opportunity during most of

the year and requires discussions with federal partners when completing more significant repairs.

### 3.6.4 Historical Investments

Since 1988, development plans, supported by asset condition reports, for both the building and grounds have been completed and several upgrades have been made.

Projects such as the replacement of the commercial kitchen, provision of air conditioning, and foundation damp proofing have been completed as part of this renovation program. Below, a more comprehensive list of the rehabilitation initiatives undertaken since 2005 to the main building, ancillary building(s), and grounds is shown.

ASSET ELEMENT	MAJOR REHABILITATION PROJECTS
Exterior Systems	<ul style="list-style-type: none"> <li>• Foundation damp proofing and drainage (NE wall)</li> <li>• Exterior sunroom wall mortar and stairs repairs and replacement</li> <li>• Roof top railing replacement</li> </ul>
Mechanical/Electrical Systems	<ul style="list-style-type: none"> <li>• HVAC Upgrades</li> <li>• Upgrades to hot water heating system</li> <li>• Provision of central air conditioning</li> <li>• Replacement of domestic hot water system</li> </ul>
Interior Architectural	<ul style="list-style-type: none"> <li>• Kitchen Renovations (new floor, new gas range, ventilation upgrades, new counters, repaint)</li> <li>• Sunroom exterior double doors replacement</li> <li>• Kitchen stainless steel cabinetry</li> <li>• Basement storage room upgrade</li> </ul>
Ancillary Buildings	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
Infrastructure and Grounds	<ul style="list-style-type: none"> <li>• Landscape Upgrades (rehab of the main patio)</li> </ul>

Table 19: Past construction projects at 7 Rideau Gate

Historical spending for the past ten years at the entire site, including grounds and infrastructure, is shown below.

FISCAL YEAR	OPERATIONS & MAINTENANCE (\$)	CAPITAL (\$)	TOTAL (\$)
2010-2011	55,258	0	55,258
2011-2012	58,386	0	58,386
2012-2013	93,786	89,063	182,849
2013-2014	91,130	122,770	213,900
2014-2015	66,813	500,110	566,923
2015-2016	52,498	18,565	71,063
2016-2017	79,717	3,108	82,825
2017-2018	59,899	0	59,899
2018-2019	30,617	0	30,617
2019-2020	70,759	0	70,759
<b>TOTAL (\$)</b>	<b>658,863</b>	<b>733,616</b>	<b>1,392,479</b>

Table 20: Historical spending at 7 Rideau Gate site

### 3.6.5 Proposed

#### Maintenance Investments

### Deferred

The proposed investments into the property over the next ten years are grouped according to building asset type. In general, it is proposed to leverage capital and O&M funding to improve assets that are in Fair-to-Poor condition.

Proposed capital and O&M projects include:

- UA studies and upgrades;
- the replacement of the heritage windows;
- the replacement of carpeted surfaces;
- the replacement of the hot water boilers and pumps;
- the replacement of domestic hot water heater;
- the replacement of the fire alarm system;
- the repair of roof heat tracing systems; and,
- upgrades to the lighting and fire alarm system.
- addition of an emergency power generator

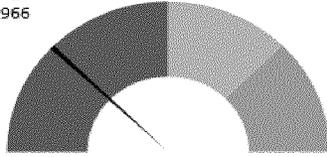
### 3.6.6 Summary

The following dashboard highlights the performance gap between the NCC's Management Principles and the current condition of the main residence. Also shown is the deferred maintenance deficit and historical investments for the main residence only.

7 RIDEAU GATE - MAIN BUILDING			
YEAR BUILT :	1862	FCI :	0.10 Fair
AREA (m2) :	798	API :	50 (MEDIUM PRIORITY)
		DEFERRED MAINTENANCE:	\$ 1.41 M
		CRV :	\$ 13.56 M
MANAGEMENT PRINCIPLES	CURRENT STATUS		NEXT STEPS
<b>Planning</b>			
Does the residence have a Life Cycle Management Plan in place? Emergency Response Plan? O&M and Capital Plan?		-Asset Management Plan being developed. - Emergency Response Plan in place. - Capital planning done on 5-year cycles. O&M planning on yearly cycle.	- Create Life Cycle Management Plan - Integrate Capital and O&M planning into Life Cycle Management Plan.
<b>Heritage Preservation</b>			
Are FHBRO defined heritage characteristics maintained?		- Heritage characteristics maintained.	- None
<b>Building Systems</b>			
Are mechanical and electrical systems modernized and upgraded to current standards?		- Centralized air conditioning installed in 2014 - Hot water boilers nearing end of life - Electrical and plumbing systems dated	- Electrical modernization and piping replacement during major renovations - Replacement of hot water boilers
<b>Universally Accessible</b>			
All grounds and residences shall be universally accessible?		- UA issues include front entrance, sunroom, ground washroom, and stairs to upper levels	- UA study
<b>Operational</b>			
Is the building operational and available at all times?		- Building is operational. - Building is made available during negotiated periods.	- Continue working during periods of access
<b>Fire Protection</b>			
Does the building have fire detection and suppression systems?		- No fire suppression system	- Implement design for new fire suppression system
<b>Business Continuity</b>			
Is the residence equipped with backup systems to permit operation during infrastructure outage?		- No emergency backup system in place.	- Investigation and report on options for providing emergency backup.
<b>Appropriately Furnished</b>			
Is the residence furnished and equipped at all times? Are contents inventoried, inspected, and maintained regularly?		- Residence is furnished and contents managed by NCC Interior Design group.	- Continue furnishing and maintaining contents on a regular basis.

## INVESTMENTS

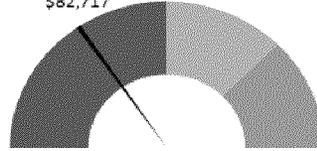
O&M 10-Year  
Average  
\$64,966



2% of CRV  
\$271,272

**O&M Funding  
10-Year Average**

Capital 10-Year  
Average  
\$82,717



2% of CRV  
\$271,272

**Capital Funding  
10-Year Average**

DRAFT

## 4 Summary and Next Steps

---

Around the world and across Canada, other public institutions have experienced and are experiencing similar challenges with deferred maintenance of built infrastructure and built heritage due to underfunding. The situation may not be unique except that many of the assets in the Official Residences Portfolio, in the fiduciary stewardship of the National Capital Commission, have reached a critical point.

The Official Residences in Canada's Capital Region are not luxurious or extravagant. They reflect the nation. They have housed history and are home to the stories of generations of leaders who have shaped Canada. That makes them national treasures, heritage assets that we can adapt to assist today's leaders in their official duties and provide a safe home for their households while they are in office. To successfully fulfill this mandate, understanding the true condition of these assets will allow the National Capital Commission (NCC) to make needed strategic decisions. This includes investing in high priority buildings, allowing the Official Residences Branch (ORB) to align their portfolio with its core mission, re-evaluating certain ancillary buildings to better align with long-range plans.

The NCC receives \$66M in ongoing operating appropriations and \$23 million in annual parliamentary appropriations for capital expenditures. With only \$3 million in capital dedicated to the Official Residences, the NCC's annual budget falls significantly short and has for decades. Furthermore, because of the age, condition and heritage significance of the Official Residences, the investments required for these properties represent a disproportionate amount of the NCC's already limited resources.

The 2018 Report clearly indicated that without appropriate and sustainable funding, the deferred maintenance deficit would continue to grow, and more assets would resemble 24 Sussex Drive. As forecasted, even with the demolition and rehabilitation of some of the Portfolio's most critical assets, the portfolio's deferred maintenance has continued to increase and the FCI worsened.

A one-time injection of \$175 million in funding over ten years to address the deferred maintenance deficit, universal accessibility and sustainability investments and an increase in annual appropriations to \$26.1 million would provide a sustainable source of funds that would be used to conserve the built heritage of national interest under the NCC's stewardship.

However, funding is not the only requirement. Predictable access is another key element. Without both a sustainable source of funds and access to the residences to undertake regular repair, maintenance and scheduled capital improvements, the NCC will not be able to fulfill its mandate with respect to the Official Residences.

## Appendix A – Official leaders and residents of the Official Residences

### **Rideau Hall**

1867–1868	The Viscount Monck
1868–1872	Lord Lisgar
1872–1878	The Earl of Dufferin
1878–1883	The Marquess of Lorne
1883–1888	The Marquess of Lansdowne
1888–1893	Lord Stanley
1893–1898	The Earl of Aberdeen
1898–1904	The Earl of Minto
1904–1911	Earl Grey
1911–1916	The Duke of Connaught
1916–1921	The Duke of Devonshire
1921–1926	Lord Byng of Vimy
1926–1931	The Viscount Willingdon
1931–1935	The Earl of Bessborough
1935–1940	Lord Tweedsmuir
1940–1946	The Earl of Athlone
1946–1952	The Viscount Alexander
1952–1959	The Right Honourable Vincent Massey
1959–1967	General The Right Honourable George P. Vanier
1967–1974	The Right Honourable Roland Michener
1974–1979	The Right Honourable Jules Léger
1979–1984	The Right Honourable Edward Scheyer
1984–1990	The Right Honourable Jeanne Sauvé
1990–1995	The Right Honourable Ramon John Hnatyshyn
1995–1999	The Right Honourable Roméo LeBlanc
1999–2005	The Right Honourable Adrienne Clarkson
2005–2010	The Right Honourable Michaël Jean
2010–2017	The Right Honourable David Johnston
2017-Present	The Right Honourable Julie Payette **Currently residing at 7 Rideau Gate

### **24 Sussex**

1950–1957	Louis St. Laurent
1957-1963	John Diefenbaker
1963–1968	Lester B. Pearson
1968–1979	Pierre Trudeau
1979-1980	Joe Clark

1980-1984	Pierre Trudeau	
1984	John Turner	
1984-1993	Brian Mulroney	
1993-1993	Kim Campbell	
1993-2003	Jean Chrétien	
2003-2006	Paul Martin	
2006-2015	Stephen Harper	
2015—Present	Justin Trudeau**	**Currently residing in Rideau Cottage

**Harrington Lake**

1950-1957	Louis St. Laurent
1957-1963	John Diefenbaker
1963-1968	Lester B. Pearson
1968-1979	Pierre Trudeau
1979-1980	Joe Clark
1980-1984	Pierre Trudeau
1984	John Turner
1984-1993	Brian Mulroney
1993-1993	Kim Campbell
1993-2003	Jean Chrétien
2003-2006	Paul Martin
2006-2015	Stephen Harper
2015—Present	Justin Trudeau

**Stornoway**

1950-1956	George Drew
1956-1957	John George Diefenbaker
1958-1963	Lester B. Pearson
1963-1967	John George Diefenbaker
1967-1976	Robert Stanfield
1976-1979	Joe Clark
1979-1980	Pierre Elliott Trudeau
1980-1983	Joe Clark
1983-1984	Brian Mulroney
1984-1990	John Napier Turner
1990-1993	Jean Chrétien
1993-1996	Lucien Bouchard
1997-2000	Preston Manning
2000-2001	Stockwell Day

2001–2002	John Reynolds
2002–2006	Stephen Harper
2006–2008	Stéphane Dion
2008-2011	Michael Ignatieff
2011-2011	Jack Layton
2011-2012	Nycole Turmel
2012-2015	Thomas Mulcair
2015-2017	Rona Ambrose
2017-2020	Andrew Scheer
2020-Present	Erin O’Toole

### **The Farm**

1953–1957	<u>Louis-René Beaudoin</u>
1957-1962	<u>Roland Michener</u>
1962-1963	<u>Marcel Lambert</u>
1963-1966	<u>Alan Macnaughton</u>
1966-1974	<u>Lucien Lamoureux</u>
1974-1979	James Alexander Jerome
1980–1984	Jeanne Sauvé
1984-1986	John William Bosley
1986-1994	<u>John Allen Fraser</u>
1994-2001	Gilbert Parent
2001–2011	Peter Miliken
2011–2015	Andrew Scheer
2015–2019	Geoff Regan
2019-Present	/Anthony Rota

### **7 Rideau Gate**

The objective of providing the residence at 7 Rideau Gate is to create “a home away from home” for visiting dignitaries in an environment of elegance and comfort. A number of Governors General stay at 7 Rideau Gate prior to their official mandate begins as Governor General.

Notable guests:

- Princess Margriet of the Netherlands
- Palestinian President Mahmoud Abbas
- Majesties King Hussein and Queen Noor of Jordan
- His Highness Prince Aga Khan
- Prince Takamado and Princess Takamado of Japan
- Princess Astrid and Prince Lorenz from Belgium
- General Perez, President of Pakistan

- President Hamid Karzai from Afghanistan
- Princess Sarah Ferguson from England
- Israel President Shimon Peres

DRAFT

## Appendix B — Official Residence Management Principles

- That all the residences are divided into State Areas and Private Areas (allowing for décor planning and expenditure guidelines)
- That all grounds are separated into specific landscape zones (allowing for use, maintenance and intervention guidelines)
- That State Area décor be maintained for a generation before complete redecoration occurs.
- That the heritage characteristics of the properties, as defined by FHBRO, be maintained.
- That all residences have a plan in place covering preferred development strategies for buildings, grounds and infrastructure.
- That all residences have a Life Cycle Management Plan in place.
- That all residences have an Emergency Response Plan in place.
- That all residences must be operational at all times (unless specific arrangements are otherwise made).
- That all grounds and residences be universally accessible (front door access and guest floor access guidelines).
- That all building systems are modernized and upgraded to current standards.
- That all residences provide for fire detection and suppression systems (allowing for the evacuation of the building and the protection of assets).
- That all residences have backup systems to permit the residence to function in case of regular infrastructure outage (e.g. that all residences have an emergency power source available to address life safety, security and functional requirements in case of a power outage).
- That all residences are furnished and equipped at all times.
- That the contents of all residences be inventoried, inspected and maintained regularly.
- That although measures are taken at all residences to protect the state collections and furnishings, the residences cannot be rendered to museum standard.
- That environmentally friendly practices are used in managing the property.

***Source: Official Residences in the National Capital Region, Life Cycle Management Program 1999–2009.***



s.19(1)  
s.20(1)(c)

**From:** [REDACTED]  
**Sent:** December 20, 2021 3:05 PM  
**To:** Kenney, Greg; Sdraulig, Steven  
**Cc:** Yeung, Jasmine; Michaud, Alexis; Vaillancourt, Pierre; Madularu, Iulia  
**Subject:** RE: e18557 > NCC - Rideau Hall - Fountain of Hope - Hoarding Section B

Hi Greg,

Thanks for the update, much appreciated. I'll close this for now. Feel free to reach out if you need anything else!

Thanks,

---

**From:** Kenney, Greg <Greg.Kenney@ncc-ccn.ca>  
**Sent:** Monday, December 20, 2021 3:03 PM  
**To:** [REDACTED] Sdraulig, Steven <Steven.Sdraulig@ncc-ccn.ca>  
**Cc:** Yeung, Jasmine <Jasmine.Yeung@ncc-ccn.ca>; Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>; Vaillancourt, Pierre <Pierre.Vaillancourt@ncc-ccn.ca>; Madularu, Iulia <Iulia.Madularu@ncc-ccn.ca>  
**Subject:** RE: e18557 > NCC - Rideau Hall - Fountain of Hope - Hoarding Section B

Thank you [REDACTED]

We will not be going forward with the cover for the hoarding at this time.

Thank you!

Greg

---

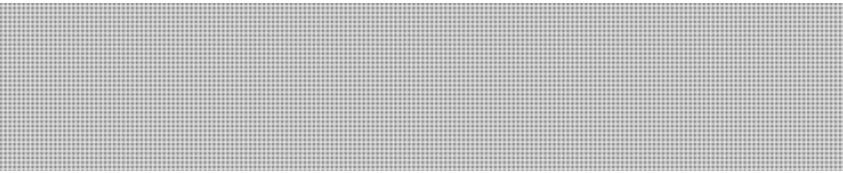
**From:** [REDACTED]  
**Sent:** Friday, December 17, 2021 10:27 AM  
**To:** Sdraulig, Steven <Steven.Sdraulig@ncc-ccn.ca>  
**Cc:** Yeung, Jasmine <Jasmine.Yeung@ncc-ccn.ca>; Kenney, Greg <Greg.Kenney@ncc-ccn.ca>  
**Subject:** RE: e18557 > NCC - Rideau Hall - Fountain of Hope - Hoarding Section B

Good morning!

I am just following up on this quote to make sure you got my estimate and inquire as to whether or not you had any questions, comments or concerns.

I haven't heard back since sending the estimate so I wanted to touch base before the holidays 😊.

Thanks,



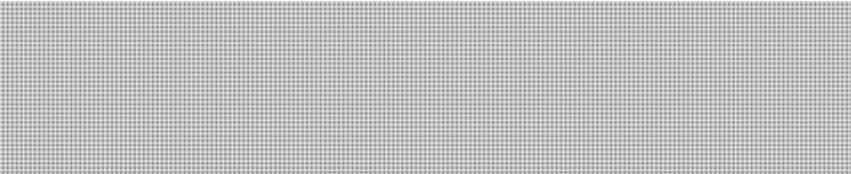
---

**From:** [Redacted]  
**Sent:** Tuesday, December 7, 2021 2:38 PM  
**To:** 'Sdraulig, Steven' <[Steven.Sdraulig@ncc-ccn.ca](mailto:Steven.Sdraulig@ncc-ccn.ca)>  
**Cc:** 'Yeung, Jasmine' <[Jasmine.Yeung@ncc-ccn.ca](mailto:Jasmine.Yeung@ncc-ccn.ca)>; 'Kenney, Greg' <[Greg.Kenney@ncc-ccn.ca](mailto:Greg.Kenney@ncc-ccn.ca)>  
**Subject:** e18557 > NCC - Rideau Hall - Fountain of Hope - Hoarding Section B

Hello!

No problem, please see your attached estimate and get back to me with any questions, comments, or concerns 😊.

Thanks,



---

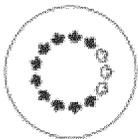
**From:** Sdraulig, Steven <[Steven.Sdraulig@ncc-ccn.ca](mailto:Steven.Sdraulig@ncc-ccn.ca)>  
**Sent:** Tuesday, December 7, 2021 2:18 PM  
**To:** [Redacted]  
**Cc:** Yeung, Jasmine <[Jasmine.Yeung@ncc-ccn.ca](mailto:Jasmine.Yeung@ncc-ccn.ca)>; Kenney, Greg <[Greg.Kenney@ncc-ccn.ca](mailto:Greg.Kenney@ncc-ccn.ca)>  
**Subject:** RE: e18377 > NCC - Rideau Hall - Fountain of Hope - Hoarding Options

Hi [Redacted]

Could you provide us with a new estimate for ECM panels but just on Section B (see attached email). Please take into consideration the access door located on Section B, the graphic panels might require some adjustments. If we proceed with the project we will provide you with more precise drawings.

Thank you,

Steven



**Steven Sdraulig**

Senior Industrial Designer  
Designer industriel principal

[steven.sdraulig@ncc-ccn.ca](mailto:steven.sdraulig@ncc-ccn.ca)

📞 613-239-5678, ext. / poste 5480

s.19(1)  
s.20(1)(c)

☐ 613-698-2641

National Capital Commission  
Commission de la capitale nationale

Canada

---

**From:** [REDACTED]  
**Sent:** Friday, November 5, 2021 1:57 PM  
**To:** Sdraulig, Steven <Steven.Sdraulig@ncc-ccn.ca>  
**Cc:** Yeung, Jasmine <Jasmine.Yeung@ncc-ccn.ca>  
**Subject:** e18377 > NCC - Rideau Hall - Fountain of Hope - Hoarding Options

Good afternoon Steven and Jasmine,

Happy to help with this. Please see your attached estimate with 5 different options on it and let me know if you'd like to proceed with any of the options.

Feel free to get in touch via email or phone [REDACTED] if you have any questions, comments, or concerns. I'd be happy to walk you through the quote if you'd like 😊.

We appreciate the opportunity to quote on this job.

Thanks and have a great day,

---

**From:** Sdraulig, Steven <Steven.Sdraulig@ncc-ccn.ca>  
**Sent:** Wednesday, November 3, 2021 4:26 PM  
**To:** [REDACTED]  
**Cc:** Yeung, Jasmine <Jasmine.Yeung@ncc-ccn.ca>  
**Subject:** Rideau Hall - Fountain of Hope- Hoarding - Cost Estimate

Hi [REDACTED]

As discussed, see attached photo, dimensions and hoarding specs. We haven't started working on the graphic design yet but the idea is to reproduce the façade for the building on the hoarding so as to mask it from a certain perspective.

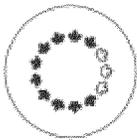
At this time we are considering applying graphics to Section A, B and C of the Hoarding. Hoarding is about 96" high. Steven

Could you provide us with an estimate for:

1. ACM panels and coroplast (even if coroplast doesn't look as good) as an option?
2. Vinyl applied on site for reference as RH might consider postponing to next spring for implementation?
3. 5 to 7 48"X77" picture frames on ACM panels with a painted wood moulding around them similar to what is on the Hoarding but off the shelf?
4. All including installation.

Please feel free to include other options for our consideration, Thank you!

Steven



## Steven Sdraulig

Senior Industrial Designer  
Designer industriel principal

[steven.sdraulig@ncc-ccn.ca](mailto:steven.sdraulig@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5480

☎ 613-698-2641

---

National Capital Commission  
Commission de la capitale nationale

Canada

s.16(2)(c)

**From:** Malone-Bianconi, Ann  
**Sent:** January 7, 2022 4:09 PM  
**To:** Pucci, Perry; Vukovic, Stjepan  
**Cc:** Michaud, Alexis; Kenney, Greg; Williamson, Heather  
**Subject:** RE: Hand Rail Rideau Hall - Main and Royal Staircase

It was a great meeting today with [REDACTED] – they were extremely knowledgeable and have an extensive background in this type of work.

### Next Steps

1. We continue with our meetings on Monday with Heather Thompson and [REDACTED]
2. As discussed in our meeting this afternoon, [REDACTED] will return to measure and provide a quote based on our design.
3. I will continue to work on the design to present to Alexis and OSGG – design for the most part will be typical as it has to conform with UA requirements. Apart from the finishes we select it will be a basic design with a slight design detail. Safety of course is the primary consideration.

Ann

---

**From:** Malone-Bianconi, Ann  
**Sent:** January 7, 2022 12:19 PM  
**To:** Pucci, Perry <perry.pucci@ncc-ccn.ca>; Vukovic, Stjepan <stjepan.vukovic@ncc-ccn.ca>  
**Cc:** Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>; Kenney, Greg <Greg.Kenney@ncc-ccn.ca>; Williamson, Heather <heather.williamson@ncc-ccn.ca>  
**Subject:** RE: Hand Rail Rideau Hall - Main and Royal Staircase

Thank you Perry, I am also contacting [REDACTED] as well, so you are aware.  
Ann

---

**From:** Pucci, Perry <perry.pucci@ncc-ccn.ca>  
**Sent:** January 7, 2022 7:46 AM  
**To:** Malone-Bianconi, Ann <ann.malone-bianconi@ncc-ccn.ca>; Vukovic, Stjepan <stjepan.vukovic@ncc-ccn.ca>  
**Cc:** Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>; Kenney, Greg <Greg.Kenney@ncc-ccn.ca>; Williamson, Heather <heather.williamson@ncc-ccn.ca>; Pucci, Perry <perry.pucci@ncc-ccn.ca>  
**Subject:** RE: Hand Rail Rideau Hall - Main and Royal Staircase

Ann:

In order to proceed safely, I've checked the [REDACTED] records for Asbestos Containing Material in that area and they mention that based on what was found in the adjacent Dining Room, we can assume the plaster is asbestos containing. I have asked [REDACTED] to quote on taking some sample tests just to confirm and to have that information on record. Talk soon.  
Perry

---

**From:** Malone-Bianconi, Ann <[ann.malone-bianconi@ncc-ccn.ca](mailto:ann.malone-bianconi@ncc-ccn.ca)>  
**Sent:** January 6, 2022 3:52 PM  
**To:** Pucci, Perry <[perry.pucci@ncc-ccn.ca](mailto:perry.pucci@ncc-ccn.ca)>; Vukovic, Stjepan <[stjepan.vukovic@ncc-ccn.ca](mailto:stjepan.vukovic@ncc-ccn.ca)>  
**Cc:** Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>; Kenney, Greg <[Greg.Kenney@ncc-ccn.ca](mailto:Greg.Kenney@ncc-ccn.ca)>; Williamson, Heather <[heather.williamson@ncc-ccn.ca](mailto:heather.williamson@ncc-ccn.ca)>  
**Subject:** Hand Rail Rideau Hall - Main and Royal Staircase

Hello,

Following our meeting this afternoon on the subject of handrails in Rideau Hall and our earlier discussions this week, I have scheduled meetings with the following professionals:

1. Friday January 7 1:00pm – [REDACTED] specializes in UA Compliant projects
2. Monday January 10 12:00 – [REDACTED] construction
3. Monday January 10 9:00am – Heather Thompson

I am currently working on sketches for the possible design of the hand rails to be secured to the wall, as well as a suggested design for the hand rail required for the existing balustrade to increase the height. We are suggesting finishes in a combination of wood and brass to compliment the existing rail and include finishes from the adjacent area with new brass door handles.

Heather W. I will be in touch with Contractor DOB for Security – thank you so much.

Ann

**From:** [REDACTED]  
**Sent:** January 17, 2022 11:21 AM  
**To:** [REDACTED]  
**Cc:** Kenney, Greg; [REDACTED]  
**Subject:** RE: Handrail Installation

Great to hear [REDACTED] and thank you for the feedback. We'll pass it on to the team.

Best, [REDACTED]

---

**From:** [REDACTED]@gg.ca>  
**Sent:** January 17, 2022 8:27 AM  
**To:** [REDACTED]@ncc-ccn.ca>  
**Cc:** Kenney, Greg <Greg.Kenney@ncc-ccn.ca>; [REDACTED]@gg.ca>; [REDACTED]  
**Subject:** Handrail Installation

[REDACTED]

Just wanted to send you a quick note to thank you for the work your folks did on the temporary handrail. I understand that it was installed over the weekend. That is much appreciated.

A big thank you to Ann, Perry, Nick and their teams. This is a very important issue on our end and we really appreciate their help.

Have a good day.

[REDACTED]

**IMPORTANT NOTICE:** This message may contain confidential or privileged information and is intended only for the individual named. If you are not the intended recipient, you should not disseminate, distribute or copy this email. Please notify the sender immediately if you have received this email by mistake and delete it from your system.

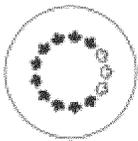
**AVIS IMPORTANT :** Le présent courriel peut contenir des renseignements confidentiels et est strictement réservé à l'usage de la personne à qui il est destiné. Si vous n'êtes pas la personne visée, vous ne devez pas diffuser, distribuer ou copier ce courriel. Merci de nous en aviser immédiatement et de supprimer ce courriel s'il vous a été envoyé par erreur.

**From:** Safar, Mario  
**Sent:** February 1, 2022 2:59 PM  
**To:** Hudson, Matthew; Charette, Yoland; Masaeli, Saadeh; Tadi, Rita; Saint-Denis, Michel  
**Cc:** Madularu, Iulia; Turgeon, Éric; Pullen, Lynne  
**Subject:** FW: Final SOR: Rideau Hall - RHOZ Landscaping Project  
**Attachments:** Rideau Hall - Operations Zone Landscaping - SOR\_2022-01-31.pdf

Hello,

Signed SOR attached for RH Ops Zone Landscaping.

Regards,



**Mario Safar**

Director, Project Management | Design & Construction Branch  
Directeur, division Gestion de projets | Direction de Design et Construction

[Mario.Safar@ncc-ccn.ca](mailto:Mario.Safar@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5740

☎ 343-548-3585

---

National Capital Commission  
Commission de la capitale nationale

Canada

---

**From:** Hanley, Justin <[justin.hanley@ncc-ccn.ca](mailto:justin.hanley@ncc-ccn.ca)>  
**Sent:** Tuesday, February 1, 2022 12:33 PM  
**To:** Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>  
**Cc:** Turgeon, Éric <[eric.turgeon@ncc-ccn.ca](mailto:eric.turgeon@ncc-ccn.ca)>; Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Subject:** Final SOR: Rideau Hall - RHOZ Landscaping Project

Hello Mario,

You will find enclosed the final, signed SOR for the Rideau Hall Operations Zone Landscaping project.

All the best,

Justin



Canada

# PROCESS FOR PROJECT MANAGEMENT (PPM) STATEMENT OF REQUIREMENTS (SOR)

January 31, 2022

## 1.0 Initiative Information

**Project Name:** Rideau Hall – Operations Zone Landscaping  
**Project Leader:** Benoît Séguin, Chief, Property Management, Official Residences  
**Project Manager:** TBD  
**Project File No.:** TBD

## 2.0 Need, Problem or Opportunity

### Background & Problems

The Rideau Hall Operations Zone (RHOZ) Redevelopment project, which was initiated in 2015, called for the design and construction of a Service, Maintenance & Storage (SMS) building and a new NCC-ORB Site office. With the SMS building now complete and the Office Building project deferred, there is a need for the Operations Zone landscape plan (currently unfinished) to be designed and implemented in order to support operational requirements, improve the general appearance of the site, and minimize environmental issues.

### Opportunity

Through this project, the NCC has the opportunity to take a holistic view of the RHOZ and provide for a more suitable landscape design which will address NCC operational requirements, storm water management, hardscaping, road surfacing/paving, and will provide additional green space within the Rideau Hall grounds.

## 3.0 Goal

Development of the RHOZ to ensure its operational functionality and its integration within the Rideau Hall estate, while applying modern, sustainable, and climate resilient design elements.

## 4.0 Objectives

To study, design and implement a landscape plan for the RHOZ that will address the operational requirements of the stakeholders as well as improve the view for visitors and guests as they arrive from the Princess Avenue gate. The creation of new, sustainable green space within the RHOZ, including the addition of trees, as appropriate, should be considered equally important to the operational and functional objectives of the project in an effort to reach the NCC's SDS targets.



Canada

## 5.0 Client / User

NCC – Official Residences Branch  
OSGG  
RCMP – PMPD & GGPD

## 6.0 Background

Rideau Hall is a National Historic Site. It is distinguished by the very good quality and high significance of its grounds which, from the start, have contained the essential components of a country estate in the English landscape tradition. The property evolved with the tastes and ambitions of a succession of Governors General, while retaining its essential composition and character. The site follows the primarily established boundaries and patterns of use, including the operations zone to the north of the main residence, as well as a visually perceptible recreational layer and some earlier remnants of the farm. The predominantly soft landscape presents a rich variety of mature trees and plant material and contains key elements with their own characteristics and specific roles: the northern woods, the entrance park, the south open lawns, and the ornamental gardens. Being the first development in the area, the Rideau Hall Complex established the present character of the neighborhood. As the terminus of the ceremonial route from Parliament Hill, and a clearly demarcated precinct within its decorative gates and fences, the Rideau Hall Complex is a well-known landmark to the people of Canada and is a dominant influence within its more immediate neighbourhood.

### 6.1 Link to Mandate

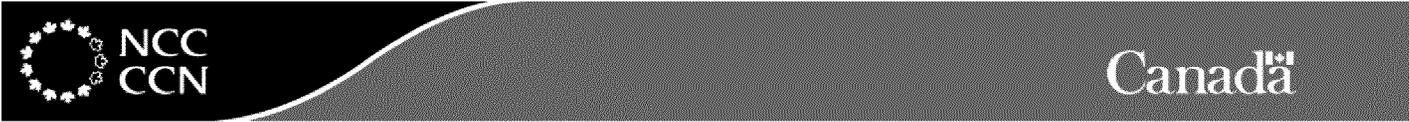
Address the condition of Canada's official residences, and other critical NCC infrastructure and assets.

## 7.0 Requirements

- General
  - Study, design, and implementation (construction) of a new landscape plan for the RHOZ. Include hardscapes, road surfacing/paving.
  - Removal of the old RCMP detachment building (current D&C site office). The design shall not include this building.
  - New design to be in line with Rideau Hall Landscape Design Guidelines.
  - Include rehabilitation of adjacent landscapes such as the Dome, Stables and Chauffeur's Garage. Where appropriate, integrate features from these designs.
  - New landscape design, construction, and maintenance requirements to be sustainable, low carbon and resilient to climate change.
  - Design should aim at minimizing O&M requirements over the life of the assets.
  - Include the use of concrete and/or permeable surfaces in lieu of asphalt, where appropriate.
  - Minimize implementation phase's impacts on the operation of the OSGG, the RCMP and the NCC.
  - Develop and present design options that meet the requirements listed in section 7.0, including class 'D' cost estimates.
  - Obtain consensus from stakeholders on the preferred option and approval from the ORB Project Leader before proceeding to Development Phase.



- **Functional:**
  - Clearly define usage, circulation requirements and volume of traffic through the RHOZ whether operational, deliveries, visitors, or security.
  - Incorporate one-way circulation path through the RHOZ for safety reasons.
  - Include for contemporary transportation requirements – including but not limited to wider turning radiuses for large vehicles, tractors, golf carts, etc.
  - Include for new parking areas to address NCC vehicles and equipment, RCMP cruisers, as well as employee personal vehicles.
  - Consolidation of NCC-OR staff parking to within the RHOZ. Temporary parking lane West of Lisgar buildings to be removed and reinstated as green space.
  - Include options for speed control measures (signage, road markings etc.).
  - Include signage to indicate restricted access to the operations yard area for safety reasons.
  - Provide a large, flat staging area for OR Grounds in the yard area.
  - Provide for (or update) a storm water management plan for the RHOZ in line with proposed Stable Lane storm sewer. Revised storm water management plan to be compliant with contemporary codes and standards and incorporate climate risk mitigation measures.
  - Provide for lighting to meet operational, safety and security requirements. New lighting design to be in line with RH landscape Design Guidelines and with Light Pollution guidelines.
  - New design shall include a space allocation for future geothermal wells in green space between the Stable and Dome building.
  - New design shall include a space allocation for future relocation and downsizing of the existing backup generator within the RHOZ (15' X 25').
  - New design shall include an area to store diesel fuel (5' x 8' with berm).
  - New design shall include an area to store propane cages.
  - Provide underground and electrical infrastructure for four future electrical car charging stations behind the Stable building.
  - Provide for UA parking spaces (quantity to be determined by code) behind the Stable building.
  - Provide for employee picnic and rest area in the green space between the Stable and the Dome building.
  - Provide two parking spots for RCMP cruisers near Chauffeur's Garage.
  - Lower main electrical chamber cover, located by the SMS, to allow for regrading of the area between the CHP and SMS.
  - Provide regrading of the entire site to ensure smooth, fully accessible transitions between areas and to all building entrances within the RHOZ.
  - Include addressing the foundation/slab of a previous structure (Ice Shed, demolished 2016) by integrating or removing as appropriate.
- **Maintenance:**
  - Design, material selection and construction to be developed to minimize maintenance and provide for an extended life cycle.
- **Heritage/Appearance:**
  - The design should be respectful of the heritage and symbolic value of the Rideau Hall grounds, the Princess avenue entrance and the history of the operation area of the estate.
  - The design must apply the Standards and Guidelines for the Conservation of Historic Places in Canada.
  - The design should include the removal of existing fences (various types) within the RHOZ. Where a separation/barrier is needed and wherever feasible, natural, or green elements are to be considered in lieu of fencing.



- o Placement of waste/recycling bins to be optimized for pick-up and removal, and to keep out of the public view. Similarly, equipment storage (trucks, tractors, machines) to be located away from occupant/guest/public areas.

**8.0 Life Cycle Considerations**

- Provide for a low carbon, climate resilient, low maintenance design to support an extended life cycle of 30 years or more, where possible.

**9.0 Issues**

- Communication: A strategy is to be developed by the Project Manager to ensure all groups, including all stakeholders, are informed of the implementation strategy and progress.
- Funding: At the time of writing this SOR, a preliminary budget of \$500K has been identified in the MYCP. However, ORB capital appropriations are limited, and further funding will need to be secured if project cost estimates are greater. The design strategy, recommendations for phasing (if applicable) and cost estimates provided in the Planning Phase will determine the funding requirements for the Implementation Phase.
- Coordination: Coordination is required with the RH Infrastructure Upgrades project (storm sewer, duct bank, paving) to ensure the designs of both projects are well integrated and to establish to scope boundaries.

**10.0 Order-of-Magnitude Cost Estimate and Cash-Flow Forecast**

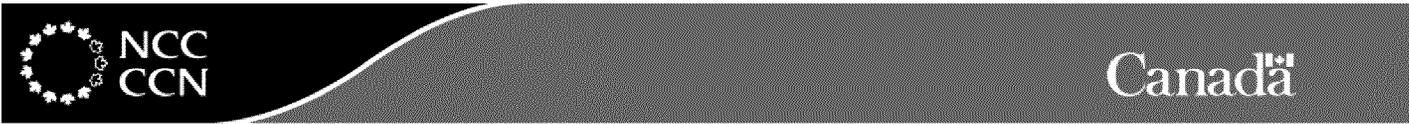
Estimated Cost				
Phase	Year 1	Year 2	Year 3	Total
<Studies>		-	-	
<Conceptual design>		-	-	
<Design>			-	
<Design Contingency>	-		-	
<Implementation>	-		-	
<Implementation Contingency>	-		-	
<Other>	-	-	-	-
<b>Total</b>			-	<b>\$500,000</b>

**11.0 Management Strategy for the Initiative**

This project shall be managed as per the requirements of the NCC Process for Project Management (PPM).

**12.0 Funding Strategy**

This project shall be funded through the NCC Multi-Year Capital Program funds.



**13.0 Resources Required (human, material, technological, etc.)**

Human Resources:

- Project Leader: Benoît J. Séguin, ORB
- Project Clients: David Joanisse, RCMP  
[redacted] OSGG
- Project Manager: TBD, D&C
- Lead designer: TBD, D&C
- Property Manager: Perry Pucci, ORB
- Grounds Manager: Nicholas Westwood, ORB
- FLUDTA
- FHBRO

**14.0 Major Milestones**

Estimated Schedule			
Phase	Planned Start Date	Planned End Date	Critical Date
<Studies>	2022-02-07	2022-02-28	-
<Conceptual Design>	2022-02-28	2022-03-28	-
<b>Project Brief</b>			<b>2022-03-31</b>
<Design>	2022-04-01	2022-05-30	-
<b>Project Plan</b>			<b>2022-06-01</b>
<Implementation>	2022-06-15	2022-11-15	<b>2022-11-15</b>
<Close-out>	2022-11-15	2022-12-31	-
<b>Close-out Report</b>			<b>2023-01-31</b>

**15.0 High-Level Roles and Responsibilities**

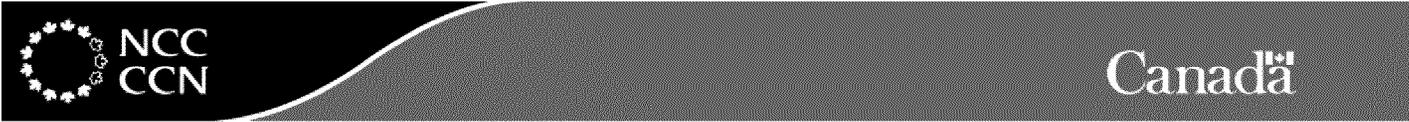
- Project Leader: Benoît J. Séguin
- Project clients: ORB, OSGG & RCMP
- Project Manager: TBD

**16.0 Key Stakeholders**

NCC – ORB  
OSGG  
RCMP – Protective Operations (GGPD & PMPD)

**17.0 Impact of Maintaining the Status Quo**

- Appearance: the RHOZ landscaping is currently incomplete and is in a state of disrepair and degradation. Due to the area being visible to visitors, occupants, and the public, maintaining the status quo is not an option.
- Environmental: the current condition of the RHOZ does not provide adequate management/drainage of stormwater. The project will address this issue through regrading, addition of new green space, and by providing new, climate resilient drainage options.
- Functionality: the RHOZ in its current state does not have a defined circulation path, operational zones, nor sufficient lighting, which creates functional constraints and safety hazards.



**18.0 Approval Authority for Each End-of-Phase**

	<b>Please check off each step before submitting for signature</b>
X	Consultation with Project Leader for Scope and Design Options
X	Consultation with COE for Design Options
X	Consultation with Lynne Pullen for Baseline Setting
X	Draft shared with Chief and Branch Manager
X	Draft reviewed by Director
X	Draft reviewed by VP (if project is over \$100k).

**19.0 Approval of Statement of Requirements**

<b>Signature</b>	DocuSigned by: <i>Benoît J. Séguin</i> <Signature Here>
<b>Date</b>	E6A787E36C36446 <Date 2022-Feb-01>
<b>Project Leader</b>	Benoît J. Séguin
(All projects)	

<b>Signature</b>	DocuSigned by: <i>Alexis Michaud</i> <Signature Here>
<b>Date</b>	A42A3EE56FDD411 <Date 2022-Feb-01>
<b>Director (OR) and Acting VP (OR)</b>	Alexis Michaud
(All projects)	

**Page 252**  
**is not relevant**  
**est non pertinente**

s.16(2)(c)

**From:** Séguin, Benoit  
**Sent:** February 1, 2022 8:30 AM  
**To:** Marton, Andrew; Scheckman, Emilie  
**Cc:** Godbout, Catherine; Michaud, Alexis  
**Subject:** FW: NCC-RCMP Property & Maintenance Agreement  
**Attachments:** FINAL - Agreement 23470 - NCC RCMP Service Agreement.pdf; Track change Agreement 23470- NCC-RCMP Service Level Agreement\_20210618 (003)- FINAL Revised as of January 28th 2022.doc; 2021-2024 MOU Agreement - Property and Maintenance Management Service Agreement - NCC and RCMP (2).pdf

Andrew & Emilie,  
I doubt very much that the agreement will get signed today. How should we proceed with the [REDACTED] contract for the time being? Extend the existing?  
At your request Andrew, I did give [REDACTED] a heads up on Friday.  
Thanks,

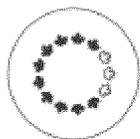
Benoît J. Séguin  
Off 613.239.5678 X4025  
Cell : 613.795.2718

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
I encourage you to reply to this e-mail in the official language of your choice.*

---

**From:** Séguin, Benoit  
**Sent:** Tuesday, February 1, 2022 8:27 AM  
**To:** Chow, Anna <Anna.Chow@rcmp-grc.gc.ca>  
**Cc:** Séguin, Benoit <benoit.seguin@ncc-ccn.ca>; Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>; Godbout, Catherine <Catherine.Godbout@ncc-ccn.ca>; Evans, Véronique <veronique.evans@ncc-ccn.ca>  
**Subject:** NCC-RCMP Property & Maintenance Agreement

Bonjour Anna,  
Here is the updated Property & Maintenance Agreement for you review and approval. It has been circulated at our end and will be signed as soon as you return it. I've also attached the track-changes version.  
Please let us know should you require additional information.  
Thanks,



**Benoît J. Séguin, P. Eng., CEM**

Chef de la gestion immobilière | Résidences officielles  
Chief, Property Management | Official Residences

☎ 613-239-5678, ext. / poste 4025

📠 613-795-2718

---

Canada

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
I encourage you to reply to this e-mail in the official language of your choice.*

## SERVICE AGREEMENT

NCC File: \_\_\_\_\_

Protected  
SA ID: \_\_\_\_\_

Property and Maintenance Management Service Agreement

Between

**National Capital Commission**  
(hereinafter called the NCC)

and

**Royal Mounted Canadian Police**  
(hereinafter called the RCMP)

### 1.0 Vision

To support the RCMP program objectives by delivering efficient, innovative and cost-effective real property services for the RCMP owned or occupied buildings located on NCC Official Residences properties.

### 2.0 Purpose and Context of the Service Agreement

2.1 This Service Agreement (SA) provides a framework for developing a business relationship between the RCMP and the NCC that will facilitate the delivery by the NCC of real property management services in support of the RCMP program delivery at the Official Residences.

2.2 The RCMP has a need for real property management services which the NCC is able and prepared to provide to the RCMP.

This agreement consists of:

- Annex A - Listing of buildings covered under this Agreement.
- Annex B - Services
- Annex C - Budget
- Annex D - Payments

### 3.0 Application

This Property and Maintenance Management SA applies to all RCMP owned buildings and NCC owned buildings occupied by the RCMP, as well as structures, such as trailers rented by the RCMP or rented by the NCC for the RCMP, located on the NCC Official Residences properties, as listed in Appendix A.

#### **4.0 Term**

- 4.1 This SA will officially take effect retroactively on April 1, 2021 and will remain in effect for three years, ending on March 31, 2024 with an option to renew for an additional two years if agreed upon by both parties (as provided in section 4.4 below).
- 4.2 Either party may terminate this Agreement upon the occurrence of fundamental breach of this Agreement by the other party, by providing the other party a 48-hour written notice of termination.
- 4.3 Either party may terminate this Agreement, each in its unfettered discretion, at any time during the term provided that the party terminating this Agreement provides the other party six months prior written notice of such termination.
- 4.4 If the NCC wishes to renew this Agreement, it shall submit a written notice to the RCMP, together with a detailed written proposal on or before January 31, 2024. The RCMP shall respond in writing within 30 days indicating whether it wishes to negotiate a new Agreement with the NCC. In the event the parties agree to enter into a new Agreement, each party shall conduct negotiations in good faith and in a diligent manner.

#### **5.0 Amendments**

- 5.1 No amendment, modification or supplement to this Agreement will be valid or binding unless set out in writing and executed by the parties with the same degree of formality as the execution of this Agreement.

Amendments must be made at least 30 days prior to implementation

- 5.2 Any notice of termination or amendment to this Agreement shall be in writing and delivered by email as follows:

NCC:

Attention: Benoît J. Séguin, Chief Property Management  
National Capital Commission – Official Residences  
Benoit.Seguin@ncc-ccn.ca

With a copy to:

Véronique Evans, Branch Manager,  
National Capital Commission – Official Residences  
Veronique.Evans@ncc-ccn.ca

RCMP:

Attention: Anna Chow, A-Manager, Project & Operations  
RCMP – GRC  
anna.chow@rcmp-grc.gc.ca

## **6.0 Principles**

6.1 The following guiding principles apply to this SA:

- a) The delivery of timely and competitively priced quality real property services to ensure optimum value to the RCMP.
- b) The delivery of services agreed upon in the SA will be based on sound judgment, clear accountability for performance and results, strong financial and risk management, and transparent reporting.
- c) The SA will be developed to take advantage of economies of scale, and to seek benefits from the pooling of specialized expertise, resources and NCC in-house capacity to deliver services.
- d) In order to ensure that strategic and financial objectives are met, the business partnership will seek out innovative opportunities and, if required, jointly explore private sector alternatives to fulfill requirements.
- e) Real property services will be provided within the government of Canada legislation, policies, standards, directives, guidelines, procedures and fiscal frameworks.
- f) Services will be provided in a manner consistent with the principles of sustainable development by ensuring that sustainable practices and operations contribute to the government's environmental agenda.

## **7.0 Accountabilities**

7.1 Both organizations agree to carry out shared and distinct responsibilities that reflect their accountabilities within the business relationship established in the SA.

7.2 The RCMP as recipient of real property services is accountable for:

- a) Providing strategic direction regarding its program driven requirements;
- b) Understanding, defining and communicating service requirements to the NCC in an effective and timely manner;
- c) Submitting all requests to the NCC in writing by email to the appropriate property manager as indicated in Appendix A;
- d) Ensuring adequate funding is available to cover the costs of the prescribed services;
- e) Ensuring compliance with all appropriate codes, regulations, directives and standards as they apply to the requested services;

- f) Providing for security clearance reviews and escorting as required;
- g) Assigning a point of contact within the RCMP (the Facility manager) for direction pursuant to this agreement.
- h) All claims, cost and expenses related to this Agreement that arise from injury or death of any person or from damage to or loss of property, to the extent such injury, death, damage or loss is caused by any acts or omissions on the part of the RCMP, its agents, service contractors or anyone for whom the RCMP is responsible in law.

7.3 The NCC, as service provider, is accountable for:

- a) Providing quality real property services as set out in Appendix B - "Services", that meet the requirements and specifications of the RCMP in a timely manner while exercising a high regard for prudence, probity and value for money;
- b) Developing an environment that is oriented toward client service, promotes choice and flexibility, and adopts cost-effective and business-like operations responsive to the needs of the RCMP;
- c) Developing, in consultation with the RCMP, meaningful and appropriate standards of service and performance for the delivery of the Services; and putting in place a communication and reporting structure which would ensure client satisfaction;
- d) Ensuring compliance with all appropriate codes, regulations, directives and standards as they apply to the services provided, and the application of all health and safety standards/regulations during the performance of such;
- e) Ensuring that the capacity to continue to offer the Services is retained by safeguarding and maintaining these resources in the form of physical infrastructure, systems, skill, information and culture;
- f) Administering this agreement on behalf. This shall be the responsibility of the Chief of Property Management of the Official Residences Branch;
- g) Assigning a point of contact within the NCC for the services to be provided by the NCC pursuant to this Agreement. This shall be the assigned Property Manager as indicated in Appendix A;
- h) All claims, cost and expenses related to this Agreement that arise from injury or death of any person or from damage to or loss of property, to the extent such injury, death, damage or loss is caused by any acts or omissions on the part of the NCC, its agents, service contractors or anyone for whom the NCC is responsible in law.
- i) The participants of this Agreement will ensure that the procurement activities, undertaken in support of this Agreement, are carried out in accordance with Government Contract Regulations, Trade Agreements, respective procurement policies of the organization and an approved procurement strategy.

## **8.0 Services**

The NCC will diligently perform the services listed in Appendix B of this Agreement

## **9.0 Performance Management and Reporting**

Performance will be reviewed annually to evaluate customer satisfaction with respect to the performance of the service delivery team. Adjustments will be made as required and as mutually agreed.

## **10.0 Payment Terms**

10.1 The pricing schedule details are included in Appendix D – Payments.

- a) The cost associated to the lump sum portion of the agreement shall be invoiced in four equal payments – one per quarter.
- b) The cost associated with the contracted services will be invoiced every three months at the end of the quarter during which the services were rendered.
- c) The cost associated with the special projects will be invoiced immediately following the completion of the projects or at the end of each quarter for work completed should the project carry over 3 months.

10.2 The RCMP shall pay the NCC the amount listed in Appendix C - Budget, plus applicable taxes.

10.3 The RCMP shall pay the NCC no later than 30 days following reception of the invoice;

## **11.0 Dispute Resolution**

Disputes, which may arise over rates, performance shortfalls, or any other aspect of this Agreement, which cannot be resolved at the operational level between the Chief, Property Management of the Official Residences Branch for the NCC and the Senior Client Accommodation Specialist for the RCMP, shall be resolved by the next highest managerial level until a resolution is obtained.

## 12.0 Acceptance

Signed and accepted:

### National Capital Commission

\_\_\_\_\_  
Tobi Nussbaum  
Chief Executive Officer

\_\_\_\_\_  
Date



### Royal Canadian Mounted Police

\_\_\_\_\_  
*Name*  
*Title*  
Strategic Investments & Project Management

\_\_\_\_\_  
Date

**APPENDIX A**  
**Listing of buildings covered under this Agreement**

<b>Building Name</b>	<b>NCC Bldg #</b>	<b>Property Manager</b>	<b>Building Owner</b>
<b>Rideau Hall</b>			
Sussex Gate Guard Hut	RH1	P. Pucci	RCMP
Princess Road Guard Hut	RH2	P. Pucci	RCMP
Guard Hut by Foot Guard House	RH3	P. Pucci	RCMP
Main Detachment – Chauffeurs' Garage	RH4	P. Pucci	NCC
Control Room	RH5	P. Pucci	NCC
Gymnasium	RH6	P. Pucci	NCC
MacKay Gate Guard Hut	RH7	P. Pucci	RCMP
<b>24 Sussex</b>			
10 Sussex	SX-1	M. Martel	NCC
West Guard Hut	SX-2	M. Martel	RCMP
East Guard Hut	SX-3	M. Martel	RCMP
<b>Harrington Lake</b>			
Detachment - Lower Trailer	HL-1	M. Martel	RCMP
ATCO trailer	HL-2	M. Martel	RCMP
Garage	HL-3	M. Martel	NCC
Main Gate - Guard Hut	HL-4	M. Martel	RCMP
POM Trailer – Office	POM1	M. Martel	Leased by NCC
POM Trailer - Washroom	POM2	M. Martel	Leased by NCC
<b>Rideau Cottage</b>			
Office Trailer - note 1	RC-1	M. Martel	Leased by NCC
Washroom trailer – note 1	RC-2	M. Martel	Leased by NCC
Guard Hut - 1	P1	M. Martel	RCMP
Guard Hut - 2	P2	M. Martel	RCMP
Guard Hut - 3	P3	M. Martel	RCMP

Note 1: RC-1 & RC-2 may be replaced by a new modular building over the next twelve months. New modular building to be identified as Rideau Cottage Modular 1 (RCM-1).

**APPENDIX B****“Services”**

Under the overall direction of the Chief of Property Management of the Official Residences Branch, the NCC undertakes the responsibility for the coordination and delivery of the following real property services for the properties listed in Appendix A. Such services shall be delivered in an efficient and diligent manner consistent with applicable health & safety standards and regulations, federal and provincial laws and codes, and the labor Canada guidelines and limitations. Whenever possible the NCC utilizes the provincial technical authorities such as the Ontario Electrical Safety Authority (ESA), the Technical Standards & safety Authority (TSSA) and the Québec Régie du bâtiment for final inspection and code compliance review.

**Base contract:**

- a) Utilities, Heating, Ventilation and Air Conditioning (HVAC):
- Operate and maintain the heating, cooling and ventilation systems, built-in humidity systems and other related systems and components in accordance with NCC standards;
  - Perform regular maintenance and minor repairs;
  - Include for the replacement of consumables;
  - All other repairs are excluded – see note 1;
  - Rental equipment excluded.
- b) Plumbing
- Operate and maintain plumbing related equipment and systems (potable water supply and sanitary sewer);
  - Perform regular maintenance work and minor repairs;
  - Includes for the replacement of consumables;
  - All other repairs are excluded - see note 1;
  - Rental equipment excluded.
- c) Electrical Distribution System:
- Annual inspections;
  - Perform regular maintenance and minor repairs or modifications;
  - Includes for the replacement of consumables;
  - All other repairs are excluded – see note 1;
  - The NCC or its contractors will not perform work on RCMP security equipment other than for the provision of a source of power;
  - Rental equipment excluded.
- d) Building Envelopes / Interior & Exterior Finishes
- Perform minor maintenance work & repairs;
  - All other repairs or works are excluded for RCMP owned buildings – see note 1;

## Note 1: Repairs definitions

- Minor repairs:  
Minor repairs included in the base contract are defined as any repairs requiring less than one hour of labour and/or \$99.89 in material.
- Other repairs:  
All other repairs to building systems shall include the repairs or replacement of all components not considered as consumables. Such components include but are not limited to natural or propane gas valves, fan motors, heat exchangers, compressors, toilets, urinals, faucets & taps, sinks and septic field work. They shall also include major repairs such as complete unit or system replacement in RCMP owned buildings. Regarding building envelope, they shall include but are not limited to items such as the replacement of broken doors or windows, roof repairs or replacement, replacement of interior finishes, replacement of exterior finishes, etc.
- All other repairs will be chargeable on a time and material basis or at Contractor actuals cost plus overhead, as per appendix C.

## Service Contracts:

- a) The NCC typically outsources the following services:
  - Janitorial services;
  - Fire protection maintenance services;
  - Emergency power generator maintenance and servicing;
  - Elevator maintenance
  - Carpet cleaning;
  - Pest control
- b) The NCC may elect, at its own discretion, to outsource any or all of the services it will provide the RCMP whether they are part of the base contract or considered additional services. If base contract services were outsourced, the lump sum would be modified accordingly;
- c) All outsourced work will be charged to the RCMP. See appendix C for details.

## Additional Services:

- a) Additional Services:
  - If requested by the RCMP and acceptable to the NCC, the NCC further agrees to deliver, within the timeframe acceptable to both parties and in accordance with instructions from the RCMP, additional services including but not limited to:
    - i. The replacement of electrical and mechanical equipment;
    - ii. Upgrade to the building envelope and finishes – walls, floors, roofs, ceilings, windows , etc...
    - iii. Other services as may be required from time to time.
  - For such projects the NCC shall be responsible for the calling of tenders, awarding of contracts, the execution, management, and administration of said contracts on behalf of the RCMP;

- The NCC shall, when required by the RCMP, prepare and submit to the RCMP for decision, a detailed recommendation on tenders received:
- For those additional services requested by the RCMP, the RCMP is to be responsible for all associated costs incurred by the NCC in delivering these works or projects. See appendix C for details.
- Any services, outside of this MOU and requested by the RCMP, shall be carried out in accordance with a duly authorized Memorandum of Understanding (MOU) and payment will be made in accordance with the terms identified in the MOU.

b) At the request of the RCMP the NCC can perform building condition inspections when this agreement becomes in force and will provide the RCMP with a report and budgetary cost estimates for the recommended work. Such expenditures will be charged back to the RCMP as additional services on a time & material basis. The RCMP funding request should account for these projects.

### **24 Hour Emergency Call Service:**

The NCC shall provide real property services to the RCMP on a 24/7 basis.

Whenever possible, requests are to be sent to the assigned Property manager (see Appendix A) during regular working hours.

For emergency calls during off-hours, weekends and statutory holidays, the RCMP shall call the NCC Emergency Service. For the purpose of this agreement an emergency constitutes a situation where if the situation or problem is not remedied immediately it will result in damages to the buildings' systems or envelopes or in a life-threatening situation.

#### a) Regular Working Hours

- Regular work hours are defined as 07:00hr to 15:00hr;
- All calls during regular working hours shall be directed to the assigned Property Manager;
- See appendix A for the property manager responsible for each property:
  - Mathieu Martel:
    - Cell: 613.793.1549
    - Email: MMartel@ncc-ccn.ca
  - Perry Pucci
    - Cell: 613.292.7284
    - Email: PPucci@ncc-ccn.ca

#### b) After hours, Weekends, and Statutory Holidays

- After hours are defined as 15:00hr to 07:00hr;
- All calls after hours shall be directed to the NCC emergency Service Desk. The Operator will forward the call to the on-call NCC Duty officer.

**National Capital Commission  
24 hrs Emergency Services Desk  
613-239-5353**

## APPENDIX C

### “Budget”

#### 1. Base Contract

Base Contract: The yearly lump sum for the base contract is \$124,000 plus applicable taxes.

Other Repairs: The costs for other repairs are not included in the Base Contract and shall be charged out as follows:

Time:

- NCC technicians shall be charged out at a blended hourly rate of \$99.89. Minimum of four hours per intervention.
- NCC engineering, architectural, project management and construction supervision services shall be charged out at a rate equal to three times their respective salaries;

Material:

- All material purchased and utilized by the NCC shall be charged at cost + 20% for overhead.

Contractors and Consultants:

- Contractor and consultant costs shall be charged out at actual invoice amount + 20% for overhead.

#### 2. Service Contracts

The NCC typically outsources the services listed below:

Services	Estimated Yearly Cost
Janitorial	\$115,959
Pest Control	\$2,383
Emergency Power Generator Maintenance	\$7,145
Fire Protection Maintenance	\$1,940
Chauffeurs' Garage Elevator Maintenance	\$4,746
Traffic Gate Maintenance	\$7,593
Rideau Cottage Trailer Rental	\$17,492
Rideau Cottage Washroom Trailer Servicing	\$31,188
Harrington Lake Trailer rental	\$31,119
Harrington Lake Washroom Trailer Servicing	\$22,218

Sub-Total estimated Services: \$241,422  
 + 20% overhead: \$ 48,284  
 Estimate Total for Service Contracts: \$289,706

All cost associated with the outsourcing of said services or rental charges shall be charged out to the RCMP at the NCC's cost + 20% for overhead. Other contracts may also be added in the future.

### **3. Additional Services:**

All cost associated with Additional Services are not included and shall be charged to the RCMP on a Time & Material basis as follows:

Time:

- NCC technicians shall be charged out at a blended hourly rate of \$99.89. Minimum of four hours.
- NCC engineering, architectural, project management and construction supervision services shall be charged out at a rate equal to three time their respective salaries;
- Contractors' time shall be charged out at cost + 20% for overhead.

Material:

- All material utilized shall be charged at cost + 20% for overhead.

Contracts & Tenders:

- All contract and tender cost shall be charged out at actual invoice amounts + 20% for overhead.

At the time of writing there were no additional projects identified for the fiscal year.

### **4. Inflation**

The NCC will, on a yearly basis, increase its hourly charge out rates and base contract lump sum in accordance with the Consumer Price Index at the beginning of each fiscal year and/or at renewal of the MOU.

## APPENDIX D

### Payments

On or before January 31 of each year of this agreement, the NCC shall submit to the RCMP for its review the anticipated budget for the next fiscal year. The RCMP must provide written approval of the proposed budget within 60 days following its reception. The approved budget shall form an integral part of this agreement.

The proposed budget document shall include for RCMP review and approval a list of non-recurring repairs and capital works related to building HVAC equipment and all related systems. Such a list shall be put together by the NCC performing annual building condition reports and the RCMP requests.

Any agreed to change in service, including the addition or deletion of a specific regularized activity, or an increase or decrease in the frequency of a specific activity, shall be reflected in the cost for the period of time in which such changes are in effect. (NOTE: Either party can request changes).

The NCC shall keep accurate financial records of services performed for the RCMP under this Agreement. The NCC financial records will be available for inspections by the RCMP upon request. Invoices received, Time charged and the accuracy of the NCCs time recording system are subject to verification by the RCMP, before or after payment is made to the NCC. If verification is done after payment, the NCC must repay any overpayment, at the RCMP's request.

The NCC shall ensure that its numerical system and building names reflect those of the RCMP or are cross-referenced to those of the RCMP.

The NCC will submit invoices to the RCMP on a quarterly basis. The first invoice shall be issued in the month of July for the first quarter of the Base Contract and other repairs value and so on for each quarter. A final invoice will be issued within 30 days following the end of the fiscal year. The RCMP shall provide funding to the NCC on the basis of the invoices within 30 days of receipt of invoice.

Any additional services requested by the RCMP pursuant to Appendix B which are not identified in the Base Contract shall be carried out in accordance with a duly authorized and executed Memorandum of understanding. Payments for such works shall be made in accordance with the terms and conditions of the MOU.

## SERVICE AGREEMENT

NCC File: \_\_\_\_\_

SA ID: \_\_\_\_\_ **Protected**

Property and Maintenance Management Service Agreement

Between

**National Capital Commission**  
(hereinafter called the NCC)

and

**Royal Mounted Canadian Police**  
(hereinafter called the RCMP)

### 1.0 Vision

To support the RCMP program objectives by delivering efficient, innovative and cost-effective real property services for the RCMP owned or occupied buildings located on NCC Official Residences properties.

### 2.0 Purpose and Context of the Service Agreement

- 2.1 This Service Agreement (SA) provides a framework for developing a business relationship between the RCMP and the NCC that will facilitate the delivery by the NCC of real property management services in support of the RCMP program delivery at the Official Residences.
- 2.2 The RCMP has a need for real property management services which the NCC is able and prepared to provide to the RCMP.

This agreement consists of:

- Annex A - Listing of buildings covered under this Agreement.
- Annex B - Services
- Annex C - Budget
- Annex D - Payments

### 3.0 Application

This Property and Maintenance Management SA applies to all RCMP owned buildings and NCC owned buildings occupied by the RCMP, as well as structures, such as

Formatted: Highlight

trailers rented by the RCMP or rented by the NCC for the RCMP located on the NCC Official Residences properties, as listed in Appendix A.

#### 4.0 Term

- 4.1 This SA will officially take effect retroactively on April 1, 2021 and will remain in effect for three years, ending on March 31, 2024 with an option to renew for an additional two years if agreed upon by both parties (as provided in section 4.4 below).
- 4.2 Either party may terminate this Agreement upon the occurrence of fundamental breach of this Agreement by the other party, by providing the other party a 48-hour written notice of termination.
- 4.3 Either party may terminate this Agreement, each in its unfettered discretion, at any time during the term provided that the party terminating this Agreement provides the other party six months prior written notice of such termination.
- 4.4 If the NCC wishes to renew this Agreement, it shall submit a written notice to the RCMP, together with a detailed written proposal on or before January 31, 2024. The RCMP shall respond in writing within 30 days indicating whether it wishes to negotiate a new Agreement with the NCC. In the event the parties agree to enter into a new Agreement, each party shall conduct negotiations in good faith and in a diligent manner.

#### 5.0 Amendments

- 5.1 No amendment, modification or supplement to this Agreement will be valid or binding unless set out in writing and executed by the parties with the same degree of formality as the execution of this Agreement.

Amendments must be made at least 30 days prior to implementation

- 5.2 Any notice of termination or amendment to this Agreement shall be in writing and delivered by email as follows:

NCC:

Attention: Benoît J. Séguin, Chief Property Management  
National Capital Commission – Official Residences  
Benoit.Seguin@ncc-ccn.ca

With a copy to:

Véronique Evans, Branch Manager,  
National Capital Commission – Official Residences  
Veronique.Evans@ncc-ccn.ca

RCMP:

Attention: Anna Chow, A-Manager, Project & Operations

RCMP – GRC  
anna.chow@rcmp-grc.gc.ca

Cc: Name

## 6.0 Principles

6.1 The following guiding principles apply to this SA:

- a) The delivery of timely and competitively priced quality real property services to ensure optimum value to the RCMP.
- b) The delivery of services agreed upon in the SA will be based on sound judgment, clear accountability for performance and results, strong financial and risk management, and transparent reporting.
- c) The SA will be developed to take advantage of economies of scale, and to seek benefits from the pooling of specialized expertise, resources and NCC in-house capacity to deliver services.
- d) In order to ensure that strategic and financial objectives are met, the business partnership will seek out innovative opportunities and, if required, jointly explore private sector alternatives to fulfill requirements.
- e) Real property services will be provided within the government of Canada legislation, policies, standards, directives, guidelines, procedures and fiscal frameworks.
- f) Services will be provided in a manner consistent with the principles of sustainable development by ensuring that sustainable practices and operations contribute to the government's environmental agenda.

## 7.0 Accountabilities

7.1 Both organizations agree to carry out shared and distinct responsibilities that reflect their accountabilities within the business relationship established in the SA.

7.2 The RCMP as recipient of real property services is accountable for:

- a) Providing strategic direction regarding its program driven requirements;
- b) Understanding, defining and communicating service requirements to the NCC in an effective and timely manner;
- c) Submitting all requests to the NCC in writing by email to the appropriate property manager as indicated in Appendix A;

- d) Ensuring adequate funding is available to cover the costs of the prescribed services;
- e) Ensuring compliance with all appropriate codes, regulations, directives and standards as they apply to the requested services;
- f) Providing for security clearance reviews and escorting as required;
- g) Assigning a point of contact within the RCMP (the Facility manager) for direction pursuant to this agreement.
- h) All claims, cost and expenses related to this Agreement that arise from injury or death of any person or from damage to or loss of property, to the extent such injury, death, damage or loss is caused by any acts or omissions on the part of the RCMP, its agents, service contractors or anyone for whom the RCMP is responsible in law.

7.3 The NCC, as service provider, is accountable for:

- a) Providing quality real property services as set out in Appendix B - "Services", that meet the requirements and specifications of the RCMP in a timely manner while exercising a high regard for prudence, probity and value for money;
- b) Developing an environment that is oriented toward client service, promotes choice and flexibility, and adopts cost-effective and business-like operations responsive to the needs of the RCMP;
- c) Developing, in consultation with the RCMP, meaningful and appropriate standards of service and performance for the delivery of the Services; and putting in place a communication and reporting structure which would ensure client satisfaction;
- d) Ensuring compliance with all appropriate codes, regulations, directives and standards as they apply to the services provided, and the application of all health and safety standards/regulations during the performance of such;
- e) Ensuring that the capacity to continue to offer the Services is retained by safeguarding and maintaining these resources in the form of physical infrastructure, systems, skill, information and culture;
- f) Administering this agreement on behalf. This shall be the responsibility of the Chief of Property Management of the Official Residences Branch;
- g) Assigning a point of contact within the NCC for the services to be provided by the NCC pursuant to this Agreement. This shall be the assigned Property Manager as indicated in Appendix A;
- h) All claims, cost and expenses related to this Agreement that arise from injury or death of any person or from damage to or loss of property, to the extent such injury, death, damage or loss is caused by any acts or omissions on the part of the

NCC, its agents, service contractors or anyone for whom the NCC is responsible in law.

i) The participants of this Agreement will ensure that the procurement activities undertaken in support of this Agreement, are carried out in accordance with Government Contract Regulations, Trade Agreements, respective procurement policies of the organization and an approved procurement strategy.

Formatted: Highlight

## 8.0 Services

The NCC will diligently perform the services listed in Appendix B of this Agreement

## 9.0 Performance Management and Reporting

Performance will be reviewed annually to evaluate customer satisfaction with respect to the performance of the service delivery team. Adjustments will be made as required and as mutually agreed.

## 10.0 Payment Terms

10.1 The pricing schedule details are included in Appendix D – Payments.

- a) The cost associated to the lump sum portion of the agreement shall be invoiced in four equal payments – one per quarter.
- b) The cost associated with the contracted services will be invoiced every three months at the end of the quarter during which the services were rendered.
- c) The cost associated with the special projects will be invoiced immediately following the completion of the projects or at the end of each quarter for work completed should the project carry over 3 months.

10.2 The RCMP shall pay the NCC the amount listed in Appendix C - Budget, plus applicable taxes.

10.3 The RCMP shall pay the NCC no later than 30 days following reception of the invoice;

## 11.0 Dispute Resolution

Disputes, which may arise over rates, performance shortfalls, or any other aspect of this Agreement, which cannot be resolved at the operational level between the Chief, Property Management of the Official Residences Branch for the NCC and the Senior Client Accommodation Specialist for the RCMP, shall be resolved by the next highest managerial level until a resolution is obtained.

**12.0 Acceptance**

Signed and accepted:

**National Capital Commission**

\_\_\_\_\_  
Tobi Nussbaum  
Chief Executive Officer EO, Official Residences Branch

\_\_\_\_\_  
Date

**Royal Canadian Mounted Police**

\_\_\_\_\_  
*Name*  
*Title*  
Strategic Investments & Project Management

\_\_\_\_\_  
Date

**APPENDIX A**  
**Listing of buildings covered under this Agreement**

<b>Building Name</b>	<b>NCC Bldg #</b>	<b>Property Manager</b>	<b>Building Owner</b>
<b>Rideau Hall</b>			
Sussex Gate Guard Hut	RH1	P. Pucci	RCMP
Princess Road Guard Hut	RH2	P. Pucci	RCMP
Guard Hut by Foot Guard House	RH3	P. Pucci	RCMP
Main Detachment – Chauffeurs' Garage	RH4	P. Pucci	NCC
Control Room	RH5	P. Pucci	NCC
Gymnasium	RH6	P. Pucci	NCC
MacKay Gate Guard Hut	RH7	P. Pucci	RCMP
<b>24 Sussex</b>			
10 Sussex	SX-1	M. Martel	NCC
West Guard Hut	SX-2	M. Martel	RCMP
East Guard Hut	SX-3	M. Martel	RCMP
<b>Harrington Lake</b>			
Detachment - Lower Trailer	HL-1	M. Martel	RCMP
ATCO trailer	HL-2	M. Martel	RCMP
Garage	HL-3	M. Martel	NCC
Main Gate - Guard Hut	HL-4	M. Martel	RCMP
POM Trailer – Office	POM1	M. Martel	Leased by NCC
POM Trailer - Washroom	POM2	M. Martel	Leased by NCC
<b>Rideau Cottage</b>			
Office Trailer - note 1	RC-1	M. Martel	Leased by NCC
Washroom trailer – note 1	RC-2	M. Martel	Leased by NCC
Guard Hut - 1	P1	M. Martel	RCMP
Guard Hut - 2	P2	M. Martel	RCMP
Guard Hut - 3	P3	M. Martel	RCMP

Note 1: RC-1 & RC-2 may be replaced by a new modular building over the next twelve months. New modular building to be identified as Rideau Cottage Modular 1 (RCM-1).

## APPENDIX B

### “Services”

Under the overall direction of the Chief of Property Management of the Official Residences Branch, the NCC undertakes the responsibility for the coordination and delivery of the following real property services for the properties listed in Appendix A. Such services shall be delivered in an efficient and diligent manner consistent with applicable health & safety standards and regulations, federal and provincial laws and codes, and the labor Canada guidelines and limitations. Whenever possible the NCC utilizes the provincial technical authorities such as the Ontario Electrical Safety Authority (ESA), the Technical Standards & safety Authority (TSSA) and the Québec Régie du bâtiment for final inspection and code compliance review.

#### **Base contract:**

- a) Utilities, Heating, Ventilation and Air Conditioning (HVAC):
  - Operate and maintain the heating, cooling and ventilation systems, built-in humidity systems and other related systems and components in accordance with NCC standards;
  - Perform regular maintenance and minor repairs;
  - Include for the replacement of consumables;
  - All other repairs are excluded – see note 1;
  - Rental equipment excluded.
- b) Plumbing
  - Operate and maintain plumbing related equipment and systems (potable water supply and sanitary sewer);
  - Perform regular maintenance work and minor repairs;
  - Includes for the replacement of consumables;
  - All other repairs are excluded - see note 1;
  - Rental equipment excluded.
- c) Electrical Distribution System:
  - Annual inspections;
  - Perform regular maintenance and minor repairs or modifications;
  - Includes for the replacement of consumables;
  - All other repairs are excluded – see note 1;
  - The NCC or its contractors will not perform work on RCMP security equipment other than for the provision of a source of power;
  - Rental equipment excluded.
- d) Building Envelopes / Interior & Exterior Finishes
  - Perform minor maintenance work & repairs;
  - All other repairs or works are excluded for RCMP owned buildings – see note 1;

Note 1: Repairs definitions

- Minor repairs:  
Minor repairs included in the base contract are defined as any repairs requiring less than one hour of labour and/or \$99.89 in material.
- Other repairs:  
All other repairs to building systems shall include the repairs or replacement of all components not considered as consumables. Such components include but are not limited to natural or propane gas valves, fan motors, heat exchangers, compressors, toilets, urinals, faucets & taps, sinks and septic field work. They shall also include major repairs such as complete unit or system replacement in RCMP owned buildings. Regarding building envelope, they shall include but are not limited to items such as the replacement of broken doors or windows, roof repairs or replacement, replacement of interior finishes, replacement of exterior finishes, etc.
- All other repairs will be chargeable on a time and material basis or at Contractor actuals cost plus overhead, as per appendix C.

**Service Contracts:**

- a) The NCC typically outsources the following services:
  - Janitorial services;
  - Fire protection maintenance services;
  - Emergency power generator maintenance and servicing;
  - Elevator maintenance
  - Carpet cleaning;
  - Pest control
- b) The NCC may elect, at its own discretion, to outsource any or all of the services it will provide the RCMP whether they are part of the base contract or considered additional services. If base contract services were outsourced, the lump sum would be modified accordingly;
- c) All outsourced work will be charged to the RCMP. See appendix C for details.

**Additional Services:**

- a) Additional Services:
  - If requested by the RCMP and acceptable to the NCC, the NCC further agrees to deliver, within the timeframe acceptable to both parties and in accordance with instructions from the RCMP, additional services including but not limited to:
    - i. The replacement of electrical and mechanical equipment;
    - ii. Upgrade to the building envelope and finishes – walls, floors, roofs, ceilings, windows , etc...
    - iii. Other services as may be required from time to time.

- For such projects the NCC shall be responsible for the calling of tenders, awarding of contracts, the execution, management, and administration of said contracts on behalf of the RCMP;
- The NCC shall, when required by the RCMP, prepare and submit to the RCMP for decision, a detailed recommendation on tenders received;
- For those additional services requested by the RCMP, the RCMP is to be responsible for all associated costs incurred by the NCC in delivering these works or projects. See appendix C for details.
- Any services, outside of this MOU and requested by the RCMP, shall be carried out in accordance with a duly authorized Memorandum of Understanding (MOU) and payment will be made in accordance with the terms identified in the MOU.

b) At the request of the RCMP the NCC can perform building condition inspections when this agreement becomes in force and will provide the RCMP with a report and budgetary cost estimates for the recommended work. Such expenditures will be charged back to the RCMP as additional services on a time & material basis. The RCMP funding request should account for these projects.

#### **24 Hour Emergency Call Service:**

The NCC shall provide real property services to the RCMP on a 24/7 basis.

Whenever possible, requests are to be sent to the assigned Property manager (see Appendix A) during regular working hours.

For emergency calls during off-hours, weekends and statutory holidays, the RCMP shall call the NCC Emergency Service. For the purpose of this agreement an emergency constitutes a situation where if the situation or problem is not remedied immediately it will result in damages to the buildings' systems or envelopes or in a life-threatening situation.

#### a) Regular Working Hours

- Regular work hours are defined as 07:00hr to 15:00hr;
- All calls during regular working hours shall be directed to the assigned Property Manager;
- See appendix A for the property manager responsible for each property:
  - Mathieu Martel:
    - Cell: 613.793.1549
    - Email: MMartel@ncc-ccn.ca
  - Perry Pucci
    - Cell: 613.292.7284
    - Email: PPucci@ncc-ccn.ca

#### b) After hours, Weekends, and Statutory Holidays

- After hours are defined as 15:00hr to 07:00hr;
- All calls after hours shall be directed to the NCC emergency Service Desk. The Operator will forward the call to the on-call NCC Duty officer.

**National Capital Commission  
24 hrs Emergency Services Desk  
613-239-5353**

## APPENDIX C

### “Budget”

#### 1. Base Contract

Base Contract: The yearly lump sum for the base contract is \$124,000 plus applicable taxes.

Other Repairs: The costs for other repairs are not included in the Base Contract and shall be charged out as follows:

Time:

- NCC technicians shall be charged out at a blended hourly rate of \$99.89. Minimum of four hours per intervention.
- NCC engineering, architectural, project management and construction supervision services shall be charged out at a rate equal to three times their respective salaries;

Material:

- All material purchased and utilized by the NCC shall be charged at cost + 20% for overhead.

Contractors and Consultants:

- Contractor and consultant costs shall be charged out at actual invoice amount + 20% for overhead.

#### 2. Service Contracts

The NCC typically outsources the services listed below:

Services	Estimated Yearly Cost
Janitorial	\$115,959
Pest Control	\$2,383
Emergency Power Generator Maintenance	\$7,145
Fire Protection Maintenance	\$1,940
Chauffeurs' Garage Elevator Maintenance	\$4,746
Traffic Gate Maintenance	\$7,593
Rideau Cottage Trailer Rental	\$17,492
Rideau Cottage Washroom Trailer Servicing	\$31,188
Harrington Lake Trailer rental	\$31,119
Harrington Lake Washroom Trailer Servicing	\$22,218

Sub-Total estimated Services:                      \$241,422

+ 20% overhead:	\$ 48,284
Estimate Total for Service Contracts:	\$289,706

All cost associated with the outsourcing of said services or rental charges shall be charged out to the RCMP at the NCC's cost + 20% for overhead. Other contracts may also be added in the future.

### 3. Additional Services:

All cost associated with Additional Services are not included and shall be charged to the RCMP on a Time & Material basis as follows:

#### Time:

- NCC technicians shall be charged out at a blended hourly rate of \$99.89. Minimum of four hours.
- NCC engineering, architectural, project management and construction supervision services shall be charged out at a rate equal to three time their respective salaries;
- Contractors' time shall be charged out at cost + 20% for overhead.

#### Material:

- All material utilized shall be charged at cost + 20% for overhead.

#### Contracts & Tenders:

- All contract and tender cost shall be charged out at actual invoice amounts + 20% for overhead.

At the time of writing there were no additional projects identified for the fiscal year.

### 4. Inflation

The NCC will, on a yearly basis, increase its hourly charge out rates and base contract lump sum in accordance with the Consumer Price Index at the beginning of each fiscal year and/or at renewal of the MOU.

Formatted: Highlight

## APPENDIX D

### Payments

On or before January 31 of each year of this agreement, the NCC shall submit to the RCMP for its review the anticipated budget for the next fiscal year. The RCMP must provide written approval of the proposed budget within 60 days following its reception. The approved budget shall form an integral part of this agreement.

The proposed budget document shall include for RCMP review and approval a list of non-recurring repairs and capital works related to building HVAC equipment and all related systems. Such a list shall be put together by the NCC performing annual building condition reports and the RCMP requests.

Any agreed to change in service, including the addition or deletion of a specific regularized activity, or an increase or decrease in the frequency of a specific activity, shall be reflected in the cost for the period of time in which such changes are in effect. (NOTE: Either party can request changes).

The NCC shall keep accurate financial records of services performed for the RCMP under this Agreement. The NCC financial records will be available for inspections by the RCMP upon request. Invoices received, Time charged and the accuracy of the NCCs time recording system are subject to verification by the RCMP, before or after payment is made to the NCC. If verification is done after payment, the NCC must repay any overpayment, at the RCMP's request.

Formatted: Highlight

The NCC shall ensure that its numerical system and building names reflect those of the RCMP or are cross-referenced to those of the RCMP.

The NCC will submit invoices to the RCMP on a quarterly basis. The first invoice shall be issued in the month of July for the first quarter of the Base Contract and other repairs value and so on for each quarter. A final invoice will be issued within 30 days following the end of the fiscal year. The RCMP shall provide funding to the NCC on the basis of the invoices within 30 days of receipt of invoice.

Any additional services requested by the RCMP pursuant to Appendix B which are not identified in the Base Contract shall be carried out in accordance with a duly authorized and executed Memorandum of understanding. Payments for such works shall be made in accordance with the terms and conditions of the MOU.

## SERVICE AGREEMENT

NCC File: A7170-23470

Protected  
SA ID:23470

### Property and Maintenance Management Service Agreement

Between

**National Capital Commission**  
(hereinafter called the NCC)

and

**Royal Canadian Mounted Police**  
(hereinafter called the RCMP)

#### 1.0 Vision

To support the RCMP program objectives by delivering efficient, innovative and cost-effective real property services for the RCMP owned or occupied buildings located on NCC Official Residences properties.

#### 2.0 Purpose and Context of the Service Agreement

2.1 This Service Agreement (SA) provides a framework for developing a business relationship between the RCMP and the NCC that will facilitate the delivery by the NCC of real property management services in support of the RCMP program delivery at the Official Residences.

2.2 The RCMP has a need for real property management services which the NCC is able and prepared to provide to the RCMP.

This agreement consists of:

- Annex A - Listing of buildings covered under this Agreement.
- Annex B - Services
- Annex C - Budget
- Annex D - Payments

#### 3.0 Application

This Property and Maintenance Management SA applies to all RCMP owned buildings and NCC owned buildings occupied by the RCMP, as well as structures, such as trailers rented by the RCMP or rented by the NCC for the RCMP, located on the NCC Official Residences properties, as listed in Appendix A.

#### **4.0 Term**

- 4.1 This SA will officially take effect retroactively on April 1, 2021 and will remain in effect for three years, ending on March 31, 2024 with an option to renew for an additional two years if agreed upon by both parties (as provided in section 4.4 below).
- 4.2 Either party may terminate this Agreement upon the occurrence of fundamental breach of this Agreement by the other party, by providing the other party a 48-hour written notice of termination.
- 4.3 Either party may terminate this Agreement, each in its unfettered discretion, at any time during the term provided that the party terminating this Agreement provides the other party six months prior written notice of such termination.
- 4.4 If the NCC wishes to renew this Agreement, it shall submit a written notice to the RCMP, together with a detailed written proposal on or before January 31, 2024. The RCMP shall respond in writing within 30 days indicating whether it wishes to negotiate a new Agreement with the NCC. In the event the parties agree to enter into a new Agreement, each party shall conduct negotiations in good faith and in a diligent manner.

#### **5.0 Amendments**

- 5.1 No amendment, modification or supplement to this Agreement will be valid or binding unless set out in writing and executed by the parties with the same degree of formality as the execution of this Agreement.

Amendments must be made at least 30 days prior to implementation

- 5.2 Any notice of termination or amendment to this Agreement shall be in writing and delivered by email as follows:

NCC:

Attention: Benoît J. Séguin, Chief Property Management  
National Capital Commission – Official Residences  
Benoit.Seguin@ncc-ccn.ca

With a copy to:

Véronique Evans, Branch Manager,  
National Capital Commission – Official Residences  
Veronique.Evans@ncc-ccn.ca

RCMP:

Attention: Anna Chow, A-Manager, Project & Operations  
RCMP – GRC  
anna.chow@rcmp-grc.gc.ca

## **6.0 Principles**

6.1 The following guiding principles apply to this SA:

- a) The delivery of timely and competitively priced quality real property services to ensure optimum value to the RCMP.
- b) The delivery of services agreed upon in the SA will be based on sound judgment, clear accountability for performance and results, strong financial and risk management, and transparent reporting.
- c) The SA will be developed to take advantage of economies of scale, and to seek benefits from the pooling of specialized expertise, resources and NCC in-house capacity to deliver services.
- d) In order to ensure that strategic and financial objectives are met, the business partnership will seek out innovative opportunities and, if required, jointly explore private sector alternatives to fulfill requirements.
- e) Real property services will be provided within the government of Canada legislation, policies, standards, directives, guidelines, procedures and fiscal frameworks.
- f) Services will be provided in a manner consistent with the principles of sustainable development by ensuring that sustainable practices and operations contribute to the government's environmental agenda.

## **7.0 Accountabilities**

7.1 Both organizations agree to carry out shared and distinct responsibilities that reflect their accountabilities within the business relationship established in the SA.

7.2 The RCMP as recipient of real property services is accountable for:

- a) Providing strategic direction regarding its program driven requirements;
- b) Understanding, defining and communicating service requirements to the NCC in an effective and timely manner;
- c) Submitting all requests to the NCC in writing by email to the appropriate property manager as indicated in Appendix A;
- d) Ensuring adequate funding is available to cover the costs of the prescribed services;
- e) Ensuring compliance with all appropriate codes, regulations, directives and standards as they apply to the requested services;

- f) Providing for security clearance reviews and escorting as required;
- g) Assigning a point of contact within the RCMP (the Facility manager) for direction pursuant to this agreement;
- h) All claims, cost and expenses related to this Agreement that arise from injury or death of any person or from damage to or loss of property, to the extent such injury, death, damage or loss is caused by any acts or omissions on the part of the RCMP, its agents, service contractors or anyone for whom the RCMP is responsible in law.

7.3 The NCC, as service provider, is accountable for:

- a) Providing quality real property services as set out in Appendix B - "Services", that meet the requirements and specifications of the RCMP in a timely manner while exercising a high regard for prudence, probity and value for money;
- b) Developing an environment that is oriented toward client service, promotes choice and flexibility, and adopts cost-effective and business-like operations responsive to the needs of the RCMP;
- c) Developing, in consultation with the RCMP, meaningful and appropriate standards of service and performance for the delivery of the Services; and putting in place a communication and reporting structure which would ensure client satisfaction;
- d) Ensuring compliance with all appropriate codes, regulations, directives and standards as they apply to the services provided, and the application of all health and safety standards/regulations during the performance of such;
- e) Ensuring that the capacity to continue to offer the Services is retained by safeguarding and maintaining these resources in the form of physical infrastructure, systems, skill, information and culture;
- f) Administering this agreement on behalf. This shall be the responsibility of the Chief of Property Management of the Official Residences Branch;
- g) Assigning a point of contact within the NCC for the services to be provided by the NCC pursuant to this Agreement. This shall be the assigned Property Manager as indicated in Appendix A;
- h) All claims, cost and expenses related to this Agreement that arise from injury or death of any person or from damage to or loss of property, to the extent such injury, death, damage or loss is caused by any acts or omissions on the part of the NCC, its agents, service contractors or anyone for whom the NCC is responsible in law.
- i) Conducting the asset conservation and maintenance program under the National Capital Act. The NCC will act as an agent of the RCMP and therefore must adhere to the RCMP's delegated contracting limits as specified in the RCMP's Departmental Financial Authorities Matrix as well as ensure that the procurement activities, undertaken in support of this agreement, are carried out in accordance with Government Contract Regulations, procurement policies and an approved procurement strategy.

## **8.0 Services**

The NCC will diligently perform the services listed in Appendix B of this Agreement.

## **9.0 Performance Management and Reporting**

Performance will be reviewed annually to evaluate customer satisfaction with respect to the performance of the service delivery team. Adjustments will be made as required and as mutually agreed.

## **10.0 Payment Terms**

10.1 The pricing schedule details are included in Appendix D – Payments.

- a) The cost associated to the lump sum portion of the agreement shall be invoiced in four equal payments – one per quarter.
- b) The cost associated with the contracted services will be invoiced every three months at the end of the quarter during which the services were rendered.
- c) The cost associated with the special projects will be invoiced immediately following the completion of the projects or at the end of each quarter for work completed should the project carry over 3 months.

10.2 The RCMP shall pay the NCC the amount listed in Appendix C - Budget, plus applicable taxes.

10.3 The RCMP shall pay the NCC no later than 30 days following reception of the invoice.

## **11.0 Dispute Resolution**

Disputes, which may arise over rates, performance shortfalls, or any other aspect of this Agreement, which cannot be resolved at the operational level between the Chief, Property Management of the Official Residences Branch for the NCC and the Senior Client Accommodation Specialist for the RCMP, shall be resolved by the next highest managerial level until a resolution is obtained.

## 12.0 Acceptance

Signed and accepted:

### National Capital Commission



\_\_\_\_\_  
Tobi Nusbaum  
Chief Executive Officer

\_\_\_\_\_  
19/21  
Date

Revised / Révisé  
Legal Services / Services juridiques

### Royal Canadian Mounted Police

\_\_\_\_\_  
Name

Title

Strategic Investments & Project Management

\_\_\_\_\_  
Date

**APPENDIX A**  
**Listing of buildings covered under this Agreement**

<b>Building Name</b>	<b>NCC Bldg #</b>	<b>Property Manager</b>	<b>Building Owner</b>
<b>Rideau Hall</b>			
Sussex Gate Guard Hut	RH1	P. Pucci	RCMP
Princess Road Guard Hut	RH2	P. Pucci	RCMP
Guard Hut by Foot Guard House	RH3	P. Pucci	RCMP
Main Detachment – Chauffeurs’ Garage	RH4	P. Pucci	NCC
Control Room	RH5	P. Pucci	NCC
Gymnasium	RH6	P. Pucci	NCC
MacKay Gate Guard Hut	RH7	P. Pucci	RCMP
<b>24 Sussex</b>			
10 Sussex	SX-1	M. Martel	NCC
West Guard Hut	SX-2	M. Martel	RCMP
East Guard Hut	SX-3	M. Martel	RCMP
<b>Harrington Lake</b>			
Detachment - Lower Trailer	HL-1	M. Martel	RCMP
ATCO trailer	HL-2	M. Martel	RCMP
Garage	HL-3	M. Martel	NCC
Main Gate - Guard Hut	HL-4	M. Martel	RCMP
POM Trailer – Office	POM1	M. Martel	Leased by NCC
POM Trailer - Washroom	POM2	M. Martel	Leased by NCC
<b>Rideau Cottage</b>			
Office Trailer - note 1	RC-1	M. Martel	Leased by NCC
Washroom trailer – note 1	RC-2	M. Martel	Leased by NCC
Guard Hut - 1	P1	M. Martel	RCMP
Guard Hut - 2	P2	M. Martel	RCMP
Guard Hut - 3	P3	M. Martel	RCMP

Note 1: RC-1 & RC-2 may be replaced by a new modular building over the next twelve months. New modular building to be identified as Rideau Cottage Modular 1 (RCM-1).

## APPENDIX B

### “Services”

Under the overall direction of the Chief of Property Management of the Official Residences Branch, the NCC undertakes the responsibility for the coordination and delivery of the following real property services for the properties listed in Appendix A. Such services shall be delivered in an efficient and diligent manner consistent with applicable health & safety standards and regulations, federal and provincial laws and codes, and the labor Canada guidelines and limitations. Whenever possible the NCC utilizes the provincial technical authorities such as the Ontario Electrical Safety Authority (ESA), the Technical Standards & safety Authority (TSSA) and the Québec Régie du bâtiment for final inspection and code compliance review.

#### **Base contract:**

- a) Utilities, Heating, Ventilation and Air Conditioning (HVAC):
  - Operate and maintain the heating, cooling and ventilation systems, built-in humidity systems and other related systems and components in accordance with NCC standards;
  - Perform regular maintenance and minor repairs;
  - Include for the replacement of consumables;
  - All other repairs are excluded – see note 1;
  - Rental equipment excluded.
  
- b) Plumbing
  - Operate and maintain plumbing related equipment and systems (potable water supply and sanitary sewer);
  - Perform regular maintenance work and minor repairs;
  - Includes for the replacement of consumables;
  - All other repairs are excluded - see note 1;
  - Rental equipment excluded.
  
- c) Electrical Distribution System:
  - Annual inspections;
  - Perform regular maintenance and minor repairs or modifications;
  - Includes for the replacement of consumables;
  - All other repairs are excluded – see note 1;
  - The NCC or its contractors will not perform work on RCMP security equipment other than for the provision of a source of power;
  - Rental equipment excluded.
  
- d) Building Envelopes / Interior & Exterior Finishes
  - Perform minor maintenance work & repairs;
  - All other repairs or works are excluded for RCMP owned buildings – see note 1;

## Note 1: Repairs definitions

- **Minor repairs:**  
Minor repairs included in the base contract are defined as any repairs requiring less than one hour of labour and/or \$99.89 in material.
  
- **Other repairs:**  
All other repairs to building systems shall include the repairs or replacement of all components not considered as consumables. Such components include but are not limited to natural or propane gas valves, fan motors, heat exchangers, compressors, toilets, urinals, faucets & taps, sinks and septic field work. They shall also include major repairs such as complete unit or system replacement in RCMP owned buildings. Regarding building envelope, they shall include but are not limited to items such as the replacement of broken doors or windows, roof repairs or replacement, replacement of interior finishes, replacement of exterior finishes, etc.
  
- All other repairs will be chargeable on a time and material basis or at Contractor actuals cost plus overhead, as per appendix C.

## **Service Contracts:**

- a) The NCC typically outsources the following services:
  - Janitorial services;
  - Fire protection maintenance services;
  - Emergency power generator maintenance and servicing;
  - Elevator maintenance
  - Carpet cleaning;
  - Pest control
  
- b) The NCC may elect, at its own discretion, to outsource any or all of the services it will provide the RCMP whether they are part of the base contract or considered additional services. If base contract services were outsourced, the lump sum would be modified accordingly;
  
- c) All outsourced work will be charged to the RCMP. See appendix C for details.

## **Additional Services:**

- a) Additional Services:
  - If requested by the RCMP and acceptable to the NCC, the NCC further agrees to deliver, within the timeframe acceptable to both parties and in accordance with instructions from the RCMP, additional services including but not limited to:
    - i. The replacement of electrical and mechanical equipment;
    - ii. Upgrade to the building envelope and finishes – walls, floors, roofs, ceilings, windows , etc.
    - iii. Other services as may be required from time to time.
  
  - For such projects the NCC shall be responsible for the calling of tenders, awarding of contracts, the execution, management, and administration of said contracts on behalf of the RCMP;

- The NCC shall, when required by the RCMP, prepare and submit to the RCMP for decision, a detailed recommendation on tenders received:
  - For those additional services requested by the RCMP, the RCMP is to be responsible for all associated costs incurred by the NCC in delivering these works or projects. See appendix C for details.
  - Any services, outside of this MOU and requested by the RCMP, shall be carried out in accordance with a duly authorized Memorandum of Understanding (MOU) and payment will be made in accordance with the terms identified in the MOU.
- b) At the request of the RCMP the NCC can perform building condition inspections when this agreement becomes in force and will provide the RCMP with a report and budgetary cost estimates for the recommended work. Such expenditures will be charged back to the RCMP as additional services on a time & material basis. The RCMP funding request should account for these projects.

### **24 Hour Emergency Call Service:**

The NCC shall provide real property services to the RCMP on a 24/7 basis.

Whenever possible, requests are to be sent to the assigned Property manager (see Appendix A) during regular working hours.

For emergency calls during off-hours, weekends and statutory holidays, the RCMP shall call the NCC Emergency Service. For the purpose of this agreement an emergency constitutes a situation where if the situation or problem is not remedied immediately it will result in damages to the buildings' systems or envelopes or in a life-threatening situation.

#### **a) Regular Working Hours**

- Regular work hours are defined as 07:00hr to 15:00hr;
- All calls during regular working hours shall be directed to the assigned Property Manager;
- See appendix A for the property manager responsible for each property:
  - Mathieu Martel:
    - Cell: 613.793.1549
    - Email: MMartel@ncc-ccn.ca
  - Perry Pucci
    - Cell: 613.292.7284
    - Email: PPucci@ncc-ccn.ca

#### **b) After hours, Weekends, and Statutory Holidays**

- After hours are defined as 15:00hr to 07:00hr;
- All calls after hours shall be directed to the NCC emergency Service Desk. The Operator will forward the call to the on-call NCC Duty officer.

**National Capital Commission  
24 hrs Emergency Services Desk  
613-239-5353**

## APPENDIX C

### “Budget”

#### 1. Base Contract

**Base Contract:** The yearly lump sum for the base contract is \$124,000 plus applicable taxes.

**Other Repairs:** The costs for other repairs are not included in the Base Contract and shall be charged out as follows:

**Time:**

- NCC technicians shall be charged out at a blended hourly rate of \$99.89. Minimum of four hours per intervention.
- NCC engineering, architectural, project management and construction supervision services shall be charged out at a rate equal to three times their respective salaries;

**Material:**

- All material purchased and utilized by the NCC shall be charged at cost + 20% for overhead.

**Contractors and Consultants:**

- Contractor and consultant costs shall be charged out at actual invoice amount + 20% for overhead.

#### 2. Service Contracts

The NCC typically outsources the services listed below:

Services	Estimated Yearly Cost
Janitorial	\$115,959
Pest Control	\$2,383
Emergency Power Generator Maintenance	\$7,145
Fire Protection Maintenance	\$1,940
Chauffeurs' Garage Elevator Maintenance	\$4,746
Traffic Gate Maintenance	\$7,593
Rideau Cottage Trailer Rental	\$17,492
Rideau Cottage Washroom Trailer Servicing	\$31,188
Harrington Lake Trailer rental	\$31,119
Harrington Lake Washroom Trailer Servicing	\$22,218

Sub-Total estimated Services:	\$241,422
+ 20% overhead:	\$ 48,284
<b>Estimate Total for Service Contracts:</b>	<b>\$289,706</b>

All cost associated with the outsourcing of said services or rental charges shall be charged out to the RCMP at the NCC's cost + 20% for overhead. Other contracts may also be added in the future.

### **3. Additional Services:**

All cost associated with Additional Services are not included and shall be charged to the RCMP on a Time & Material basis as follows:

#### **Time:**

- NCC technicians shall be charged out at a blended hourly rate of \$99.89. Minimum of four hours.
- NCC engineering, architectural, project management and construction supervision services shall be charged out at a rate equal to three time their respective salaries;
- Contractors' time shall be charged out at cost + 20% for overhead.

#### **Material:**

- All material utilized shall be charged at cost + 20% for overhead.

#### **Contracts & Tenders:**

- All contract and tender cost shall be charged out at actual invoice amounts + 20% for overhead.

At the time of writing there were no additional projects identified for the fiscal year.

### **4. Inflation**

The NCC will, on a yearly basis, increase its hourly charge out rates and base contract lump sum in accordance with the Consumer Price Index at the beginning of each fiscal year and/or at renewal of the MOU.

## APPENDIX D

### Payments

On or before January 31 of each year of this agreement, the NCC shall submit to the RCMP for its review the anticipated budget for the next fiscal year. The RCMP must provide written approval of the proposed budget within 60 days following its reception. The approved budget shall form an integral part of this agreement.

The proposed budget document shall include for RCMP review and approval a list of non-recurring repairs and capital works related to building HVAC equipment and all related systems. Such a list shall be put together by the NCC performing annual building condition reports and the RCMP requests.

Any agreed to change in service, including the addition or deletion of a specific regularized activity, or an increase or decrease in the frequency of a specific activity, shall be reflected in the cost for the period of time in which such changes are in effect. (NOTE: Either party can request changes).

The NCC shall keep accurate financial records of services performed for the RCMP under this Agreement. The NCC financial records will be available for inspections by the RCMP upon request. Invoices received, Time charged and the accuracy of the NCCs time recording system are subject to verification by the RCMP, before or after payment is made to the NCC. If verification is done after payment, the NCC must repay any overpayment, at the RCMP's request.

The NCC shall ensure that its numerical system and building names reflect those of the RCMP or are cross-referenced to those of the RCMP.

The NCC will submit invoices to the RCMP on a quarterly basis. The first invoice shall be issued in the month of July for the first quarter of the Base Contract and other repairs value and so on for each quarter. A final invoice will be issued within 30 days following the end of the fiscal year. The RCMP shall provide funding to the NCC on the basis of the invoices within 30 days of receipt of invoice.

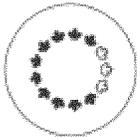
Any additional services requested by the RCMP pursuant to Appendix B which are not identified in the Base Contract shall be carried out in accordance with a duly authorized and executed Memorandum of understanding. Payments for such works shall be made in accordance with the terms and conditions of the MOU.

**From:** Safar, Mario  
**Sent:** February 2, 2022 4:18 PM  
**To:** Charette, Yoland; Masaeli, Saadeh; Tadi, Rita; Bernans, Mark  
**Cc:** Madularu, Iulia; Pullen, Lynne; Turgeon, Éric  
**Subject:** FW: Final SOR: Rideau Hall Infrastructure Upgrades  
**Attachments:** Rideau Hall - Infrastructure Upgrades - SOR\_2022-02-01.pdf

Hello,

See below email and attached signed SOR for the RH infrastructure upgrades. This replaces the stable row storm sewer project and old SOR from 2020.

Regards,



## Mario Safar

Director, Project Management | Design & Construction Branch  
Directeur, division Gestion de projets | Direction de Design et Construction

[Mario.Safar@ncc-ccn.ca](mailto:Mario.Safar@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5740

☎ 343-548-3585

---

National Capital Commission  
Commission de la capitale nationale

Canada

---

**From:** Hanley, Justin <[justin.hanley@ncc-ccn.ca](mailto:justin.hanley@ncc-ccn.ca)>  
**Sent:** Wednesday, February 2, 2022 9:02 AM  
**To:** Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>  
**Cc:** Turgeon, Éric <[eric.turgeon@ncc-ccn.ca](mailto:eric.turgeon@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>; Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>  
**Subject:** Final SOR: Rideau Hall Infrastructure Upgrades

Hello Mario,

You will find enclosed the final, signed SOR for the Rideau Hall Infrastructure Upgrades Project.

Can you please let us know if a Project Manager has been assigned to this project? Many thanks and have great day.

Justin



Canada

## PROCESS FOR PROJECT MANAGEMENT (PPM) STATEMENT OF REQUIREMENTS (SOR)

February 1, 2022.

### 1.0 Initiative Information

**Project Name:** Rideau Hall – Infrastructure Upgrades  
**Project Leader:** Benoît Séguin, Chief, Property Management, Official Residences  
**Project Manager:** TBD  
**Project File No.:** TBD

### 2.0 Need, Problem or Opportunity

The recently completed Service, Maintenance & Storage (SMS) building, located within the Rideau Hall Operations Zone (RHOZ) required that extensive civil work be undertaken around the SMS building, within the Operations Zone and on Stable Lane, to either update or relocate civil infrastructure services to various buildings onsite. These efforts have left the Stable Lane asphalt in a state of disrepair which must now be addressed. Additional underground infrastructure upgrades and further deteriorating exterior surfaces have since been identified within the same area, thereby creating an opportunity to combine these requirements into one project, and finally to resurface the area, ensuring a consistent finish.

The following requirements, which were previously planned as separate initiatives, are now to be implemented together in this one project.

#### Storm Water Sewer

In an effort to meet contemporary environmental guidelines, the original 2015 RHOZ design called for a new storm water sewer to be installed under Stable Lane to redirect the zone's storm water away from the combined sewer system and towards the Ottawa River. The design is complete, requiring only review, revision and updating as needed, as well as coordination to ensure design integration and compatibility with the upcoming RHOZ landscaping project.

#### Electrical Duct Bank

A new fire pump was recently installed in the Rideau Hall main building. To render the installation code compliant, the normal and emergency electrical feed circuitry for the pump must be extended from the pump control panel directly to the Hydro Ottawa incoming service vault and to the emergency generator control panel, both located in the Central Heating Plant (CHP). As such, an underground duct bank is required between the main building and the CHP to allow for the new electrical cabling to be installed. The duct bank is already partially completed and the design for the missing section has been completed. A review of the design is required to investigate the possibility of relocating the proposed path for the duct bank to under the road surface, and the plan will need to be adjusted accordingly. This project includes the duct bank, comprised of conduits, pull cords, manholes and pull pits/boxes as required, but does



not include the wiring nor the final electrical connections. The wiring and final electrical connections will be part of the future Phase III Fire Suppression project.

#### Power & Communication (P&C) Pedestal - Princess Anne entrance

A two-sided power and communication pedestal is required near the Princess Anne entrance to Rideau Hall, to provide media trucks with power and communication connections to the main building during events. The pedestal will be located beside the road, opposite the Princess Anne entrance. Requirements include a concrete base, a two-sided pedestal, and underground electrical supply from Rideau Hall to the pedestal (note: separate underground conduits are already in-place).

#### Road Paving

Once the new underground infrastructure work has been completed, there will be a need to regrade the area, pave the affected roads, and provide new signage and road markings. The paving scope will include Stable Lane and the adjoining road, starting at the Taxi stand and continuing all the way to the Princess Anne entrance at Rideau Hall, the full area is identified on the plan in appendix "A". The project will also include the repair or replacement of the following where necessary, namely due to damage, deterioration, or end of life cycle. The full scope and extent of these items, within the project area, will be determined during the Planning Phase with D&C:

- Storm water, drainage infrastructure (drains, catch basins, manholes etc)
- Landscaping and hardscaping impacted by the project

#### Sidewalk and Curb Repairs

Sections of the pedestrian sidewalk leading from the RH main parking lot (adjacent to the Rideau Cottage) up to the Princess Anne entrance at Rideau Hall will be impacted by the construction. Others, within the project limits, are currently in a state of disrepair (cracked, degrading, or settling) and need replacement. Specific sections to replace will be determined at the Planning Phase but a detailed design of all typical sidewalk sections is required, either for implementation through this project or at a future date, to ensure consistency of the entire length.

#### Exterior Lighting

Repair or replace, as needed, street lighting that is impacted by the project. Include new lamp post(s) between the Ice Rink and the rear of the Stable Building, to improve visibility in dark areas.

#### RCMP Infrastructure



Regular coordination meetings are required with the RCMP during all project phases.

### **3.0 Goal**

To complete all underground work in the subject area to allow for the permanent resurfacing of the Stable Lane and adjacent roads and sidewalks.



Canada

#### **4.0 Objectives**

To reinstate the road and landscaping of the area between the Princess Anne entrance and the Taxi Stand to bring the final elements to closure and ensure a safe, pleasant, and functional environment for staff, occupants, and visitors

#### **5.0 Client / User**

NCC – Official Residences Branch  
OSGG  
RCMP – PMPD & GGPD

#### **6.0 Background**

Rideau Hall is a National Historic Site. It is distinguished by the very good quality and high significance of its grounds which, from the start, have contained the essential components of a country estate in the English landscape tradition. The property evolved with the tastes and ambitions of a succession of Governors General, while retaining its essential composition and character. The site follows the primarily established boundaries and patterns of use, including the operations zone to the north of the main residence, as well as a visually perceptible recreational layer and some earlier remnants of the farm. The predominantly soft landscape presents a rich variety of mature trees and plant material and contains key elements with their own characteristics and specific roles: the northern woods, the entrance park, the south open lawns, and the ornamental gardens. Being the first development in the area, the Rideau Hall Complex established the present character of the neighborhood. As the terminus of the ceremonial route from Parliament Hill, and a clearly demarcated precinct within its decorative gates and fences, the Rideau Hall Complex is a well-known landmark to the people of Canada and is a dominant influence within its more immediate neighbourhood.

##### **6.1 Link to Mandate**

Address the condition of Canada's official residences, and other critical NCC infrastructure and assets.

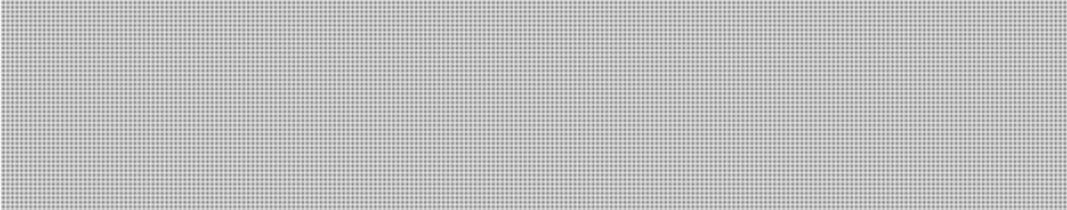
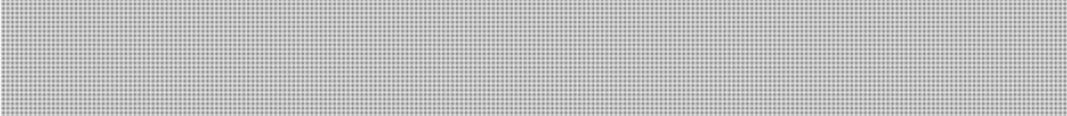
#### **7.0 Requirements**

- General
  - Study, design, and implement a plan to integrate the scopes of work into one cost efficient and timely project.
  - Coordination with FLUDTA and FHBRO throughout the duration of the project.
  - Minimize the impact of the implementation phase on the operation of the OSGG, the RCMP and the NCC.
  - Maintain operational functionality of the site and its buildings during the implementation phase.
  - Review and revise cost estimates based on past tendering information and new market value for similar work.
  - Design, material selection and construction to be developed to minimize maintenance requirements and provide for an extended life cycle.
  - Provide separate costing for each of the requirement categories: 1) Storm Sewer, 2) Electrical Duct Bank, 3) Power & Communication Pedestal, 4) Road Paving, 5) Sidewalk and Curb Repairs, 6) Exterior Lighting, and 7) RCMP Infrastructure.



- Obtain consensus from stakeholders on the preferred implementation approach and approval from the ORB Project Leader before proceeding to tender.
- Technical Requirements:
  - Storm Sewer
    - i. Produce a storm water management plan for the RHOZ and Stable Lane, ensuring coordination with the upcoming RHOZ Landscaping project. The plan shall be compliant with all current codes and standards. The new plan is to be submitted to ORB for review and approval prior to proceeding to final design and implementation.
    - ii. Review the existing storm water sewer design to ensure it addresses climate change risks such as flash floods, etc. Modify or update the design as needed.
  - Fire Pump Electrical Duct Bank
    - i. Ensure existing duct bank design is code compliant with the National Fire Code (NFC).
    - ii. Include the duct bank, comprised of conduits, pull cords, manholes and pull pits/boxes as required, but not the wiring nor the final electrical connections.
    - iii. Relocate the proposed duct bank path between the Ambassadors court and Stable Lane to under the main road.
    - iv. Include 4 x 4-inch additional communication conduits to the Stable electrical room as per original design.
    - v. Include mandrel testing of the duct bank/conduits.
  - Power & Communication (P&C) Pedestal - Princess Anne entrance
    - i. Include for the design and construction of a two-sided power and communication pedestal, on the side of the road, opposite the Princess Anne entrance.
    - ii. Provide the concrete base, a two-sided pedestal, and electrical supply from the Rideau Hall main building to the new pedestal (note: underground conduits are already in-place).
    - iii. Power distribution to include for 3 x 200Amp services complete with camlocks, connectors, and disconnect switch.
  - Road Paving
    - i. Include for the removal of existing pavement and brick road surfaces. Brick sections to be replaced with an appropriate material to properly delineate the road from this VIP layby area.
    - ii. Include signage and road markings as necessary (including for speed control).
    - iii. Provide regrading to ensure smooth, fully accessible transitions between areas and to all building entrances within the project site.
    - iv. Provide for a two-layer asphalt paving process.
    - v. Base and paving to allow for heavy vehicular circulation.
    - vi. Include a new pedestrian walkway to access the main entrance to the Stable Building (i.e. sidewalk and/or crosswalk).
    - vii. Provide a new pedestrian crosswalk between the Ice Rink and the rear of the Stable Building (washroom area).
    - viii. Repair or replace, as needed, where impacted by the project - drainage infrastructure (drains, catch-basins, manholes), landscaping, and hardscaping. Scope and extent to be determined during planning phase.



- Sidewalk and Curb Repairs
  - i. Investigate the condition of the existing sidewalk between the main parking lot (adjacent to the Rideau Cottage) and the Princess Anne entrance to Rideau Hall and identify sections impacted by construction and sections currently in disrepair to potentially include in scope.
  - ii. Provide typical details and specifications for the various sidewalk sections.
  - iii. Identify all concrete curbs impacted by construction within project limits requiring reinstatement and provide typical detail and specifications.
  
- Exterior Lighting
  - i. Repair or replace, as needed, exterior lighting that is impacted by the project.
  - ii. Provide new lamp post(s) (incl. new electrical wiring to) behind the Stable Building (washroom area).
  
- RCMP Infrastructure
  - i. Due to the nature of the infrastructure and services provided under this section, technical details will be provided by the RCMP as and when required.
  - ii. 
  - iii. 
  
- Heritage/Appearance:
  - The design shall be respectful of the Heritage and symbolic value of the Rideau Hall site and grounds and consider the Rideau Hall Landscape Guidelines.
  
- Sustainability
  - All upgrades, additions, material selection, construction methods are to be selected to minimize carbon footprint, both during implementation and during the life of the asset.

## 8.0 Life Cycle Considerations

- Provide for a low maintenance design to support an extended life cycle (30 years or more) without requiring major work.

## 9.0 Issues

- Access/emergency routes: The project area includes roads that are part of site security, emergency, and fire routes. These routes must always be kept open, which will be achieved by phasing the construction.
- Building access: Access to all buildings within the project area must always be maintained, which will be achieved by phasing the construction.
- Communication: A strategy is to be developed by the Project Manager to ensure all stakeholders are informed of the implementation strategy, schedule, and progress.
- Scheduling: The project is to be planned and organized to minimize disruption to visitors, guests, staff, and residents as well as to ensure uninterrupted access to

s.18(d)



Canada

emergency services. The Project team shall also plan for scheduled and unscheduled site shutdowns requested by the residents' organizations.

- Coordination: The RHOZ Landscaping project is currently in planning. Coordination with this project is necessary to establish the boundaries and to ensure that the results of both projects are well integrated.

### 10.0 Order-of-Magnitude Cost Estimate and Cash-Flow Forecast

Estimated Cost				
Phase	Year 1	Year 2	Year 3	Total
<Studies>		-	-	
<Conceptual design>		-	-	
<Design>		-	-	
<Design Contingency>	-		-	
<Implementation>	-		-	
<Implementation Contingency>	-		-	
<Other>	-	-	-	-
<b>Total</b>			-	<b>\$1,310,000</b>

### 11.0 Management Strategy for the Initiative

This project shall be managed as per the requirements of the NCC Process for Project Management (PPM).

### 12.0 Funding Strategy

This project shall be funded through the NCC Multi-Year Capital Program funds.

### 13.0 Resources Required (human, material, technological, etc.)

Human Resources:

- Project Leader: Benoît J. Séguin, ORB
- Project Manager: TBD, D&C
- Lead Designer: TBD, D&C
- Property Manager: Perry Pucci, ORB
- FLUDTA Team

### 14.0 Major Milestones

Estimated Schedule			
Phase	Planned Start Date	Planned End Date	Critical Date
<Studies>	2022-02-07	2022-03-14	-
<Conceptual Design>	2022-02-07	2022-03-21	-
<b>Project Brief</b>			<b>2022-03-21</b>
<Design>	2022-03-21	2022-05-23	-
<b>Project Plan</b>			<b>2022-05-23</b>
<Implementation>	2022-06-27	2022-09-30	-
<Close-out>	2022-09-30	2022-10-21	-
<b>Close-out Report</b>			<b>2022-10-21</b>



Canada

### 15.0 High-Level Roles and Responsibilities

- Project Leader: Benoît J. Séguin
- Project clients: ORB, OSGG & RCMP
- Project Manager: TBD

### 16.0 Key Stakeholders

NCC, Official Residences Branch  
OSGG  
RCMP, PMPD & GGPD

### 17.0 Impact of Maintaining the Status Quo

- Lost opportunity: There will be future requirements to reopen the road to proceed with the separate initiatives if not completed all at the same time. Post pandemic implementation may be more expensive and difficult to coordinate due to events and increased site activities.
- Health and Safety: The existing road finishes are in an advanced state of disrepair creating undue health and safety risks for all users as well as being unsightly to visitors and guests.

### 18.0 Approval Authority for Each End-of-Phase

	<b>Please check off each step before submitting for signature</b>
X	Consultation with Project Leader for Scope and Design Options
X	Consultation with COE for Design Options
X	Consultation with Lynne Pullen for Baseline Setting
X	Draft shared with Chief and Branch Manager
X	Draft reviewed by Director
X	Draft reviewed by VP (if project is over \$100k).

### 19.0 Approval of Statement of Requirements

	DocuSigned by: Sign Here
<b>Signature</b>	<i>Benoît J. Séguin</i>
<b>Date</b>	E6A787E36C36446... <2022-Feb-01>
<b>Project Leader</b>	Benoît J. Séguin
(All projects)	

	DocuSigned by: Sign Here
<b>Signature</b>	<i>Alexis Michaud</i>
<b>Date</b>	A42A3EE5CFDD411... <2022-Feb-01>
<b>Director (OR) and Acting VP (OR)</b>	Alexis Michaud
(All projects)	

**Page 303**  
**is not relevant**  
**est non pertinente**

**From:** Michaud, Alexis  
**Sent:** February 22, 2022 9:47 AM  
**To:** Hurdal, Aynslee; Hanley, Justin  
**Cc:** Tadi, Rita; Séguin, Benoit  
**Subject:** RE: RH Project Updates

Hi Aynslee,

Your follow-up is very timely, we just re-started the conversation about the Verandah with the OSGG. Going through the materials I have, I think it would be beneficial for you to provide a presentation to the OSGG, similar to the one done most recently at ACORC. Your comfort level with the history and design evolution will be most useful for the discussion. I'll ask Justin to coordinate an internal call so we can agree on inclusions/exclusions from this discussion and possible timeline. When I reach out to OSGG to plan this, I will also get a confirmation on way forward with the ballroom study.

As for the Window strategy, I will follow-up within OR to ensure we gather any comments on the latest version and send them your way.

Thank you!  
Alexis

---

**From:** Hurdal, Aynslee <Aynslee.Hurdal@ncc-ccn.ca>  
**Sent:** Monday, February 21, 2022 9:17 AM  
**To:** Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>  
**Cc:** Tadi, Rita <Rita.Tadi@ncc-ccn.ca>; Séguin, Benoit <benoit.seguin@ncc-ccn.ca>  
**Subject:** RH Project Updates

Good Day Alexis,

I hope that all is well with you. I am touching base on a few projects at Rideau Hall and am providing a brief update on the Window Strategy as you had discussed with Rita a few weeks ago.

Regarding the **RH Windows Strategy**, we are working on the document and within the next couple of weeks I will be able to provide a schedule and an approximate date for our next draft submission/presentation. We are planning on having the bulk of the catalogue completed in September, except for the condition assessments of individual windows, which we may need to complete at a later date.

If you have any feedback or comments about the first draft that we provided in 2021, please let us know as this will help guide the process moving forward.

For the **Long Gallery Verandah/Sunporch**, I am wondering if you have been able to approach the OSGG for comments about the design. I have it on my list to get an order of magnitude pricing for that project. Before completing the pricing package, it would be good to have their feedback so that items could be included or excluded from the pricing package as required.

In regards to the **Ballroom Multimedia Feasibility Study**, the FHBRO has partially reviewed a Review of Intervention document that was submitted for this project; it has been put on pause until we provide a clear recommendation. OSGG had stated that their preference would be to create a 3<sup>rd</sup> option that combined specific elements from options 1 and 2 that were provided by the consultant. We can move this project forward if we receive comments on which elements they would

like to include in the 3<sup>rd</sup>, combined option. If this project is no longer a priority, please let us know so that we can inform the consultant and archive it accordingly.

Thank you and Have a Great Day, Aynslee

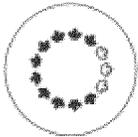
**From:** Krauss, Stefan  
**Sent:** February 22, 2022 8:52 AM  
**To:** Tadi, Rita; Madularu, Iulia; Michaud, Alexis; Séguin, Benoit; Hutchison, Jason; Charette, Yoland; Beniey, Fabrice; Sacret, Andrew; Thomson, Heather; Guest, Jasmine; Zacharuk, Brooke; Malone-Bianconi, Ann; Hurdal, Aynslee; Dorner, Kathleen  
**Subject:** RH Heritage Assessment - 99% Draft report review

Hello,  
Following up from our discussion from last Friday in regard to a review of the 99% draft of the Heritage Assessment of Rideau Hall Main Residence and Landscape, please see below the suggested updated timeline from HCS:

- 99% Report March 25<sup>th</sup>
- Comments April 8<sup>th</sup>
- Publish final version April 22<sup>nd</sup>

Please let me know if you feel that the extended time is not acceptable or that we won't have sufficient time to accommodate for all review requirements, so I can discuss with HCS. Don't hesitate to reach out if you want to convene a quick meeting to talk about this.

Merci,  
Stefan



## Stefan Krauss

Intermediate Architect  
Architecte intermédiaire

[stefan.krauss@ncc-ccn.ca](mailto:stefan.krauss@ncc-ccn.ca)

☎ 613-612-4706

---

National Capital Commission  
Commission de la capitale nationale

Canada

**From:** Tadi, Rita  
**Sent:** February 22, 2022 4:04 PM  
**To:** Madularu, Iulia  
**Subject:** FW: RH Project Updates

Hi Iulia,  
Do you want to attend all meetings with Alexis. Please see below.  
Thank you,  
Rita

---

**From:** Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>  
**Sent:** Tuesday, February 22, 2022 9:47 AM  
**To:** Hurdal, Aynslee <Aynslee.Hurdal@ncc-ccn.ca>; Hanley, Justin <justin.hanley@ncc-ccn.ca>  
**Cc:** Tadi, Rita <Rita.Tadi@ncc-ccn.ca>; Séguin, Benoit <benoit.seguin@ncc-ccn.ca>  
**Subject:** RE: RH Project Updates

Hi Aynslee,  
Your follow-up is very timely, we just re-started the conversation about the Verandah with the OSGG. Going through the materials I have, I think it would be beneficial for you to provide a presentation to the OSGG, similar to the one done most recently at ACORC. Your comfort level with the history and design evolution will be most useful for the discussion. I'll ask Justin to coordinate an internal call so we can agree on inclusions/exclusions from this discussion and possible timeline. When I reach out to OSGG to plan this, I will also get a confirmation on way forward with the ballroom study.

As for the Window strategy, I will follow-up within OR to ensure we gather any comments on the latest version and send them your way.

Thank you!  
Alexis

---

**From:** Hurdal, Aynslee <Aynslee.Hurdal@ncc-ccn.ca>  
**Sent:** Monday, February 21, 2022 9:17 AM  
**To:** Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>  
**Cc:** Tadi, Rita <Rita.Tadi@ncc-ccn.ca>; Séguin, Benoit <benoit.seguin@ncc-ccn.ca>  
**Subject:** RH Project Updates

Good Day Alexis,

I hope that all is well with you. I am touching base on a few projects at Rideau Hall and am providing a brief update on the Window Strategy as you had discussed with Rita a few weeks ago.

Regarding the **RH Windows Strategy**, we are working on the document and within the next couple of weeks I will be able to provide a schedule and an approximate date for our next draft submission/presentation. We are planning on having the bulk of the catalogue completed in September, except for the condition assessments of individual windows, which we may need to complete at a later date.

If you have any feedback or comments about the first draft that we provided in 2021, please let us know as this will help guide the process moving forward.

For the **Long Gallery Verandah/Sunporch**, I am wondering if you have been able to approach the OSGG for comments about the design. I have it on my list to get an order of magnitude pricing for that project. Before completing the pricing package, it would be good to have their feedback so that items could be included or excluded from the pricing package as required.

In regards to the **Ballroom Multimedia Feasibility Study**, the FHBRO has partially reviewed a Review of Intervention document that was submitted for this project; it has been put on pause until we provide a clear recommendation. OSGG had stated that their preference would be to create a 3<sup>rd</sup> option that combined specific elements from options 1 and 2 that were provided by the consultant. We can move this project forward if we receive comments on which elements they would like to include in the 3<sup>rd</sup>, combined option. If this project is no longer a priority, please let us know so that we can inform the consultant and archive it accordingly.

Thank you and Have a Great Day, Aynslee

**From:** Masaeli, Saadeh  
**Sent:** February 22, 2022 8:24 AM  
**To:** Séguin, Benoit  
**Cc:** Bernans, Mark; Hanley, Justin; Michaud, Alexis; Madularu, Iulia  
**Subject:** RE: Modular Building - Alternate location - Draft Civil Servicing Feasibility

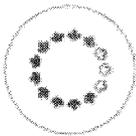
Hi Benoit,

I'm glad to hear the report is to OR's satisfaction. As a background, the PAF's are submitted to track the time we spent on tasks that are not part of a project. In my team specifically, we spent 30% of our time on these tasks. The CoE depend on PAF's to show our level of efforts that are not limited to projects.

The hours are an estimate. The same way SOR's do not get adjusted when the budget at the end of the project or at PB stage doesn't match that of the original, we also do not go back and adjust the hours on the PAF. In this specific case, I can tell you that engineering have actually spent more time than the 40h noted on the PAF. I imagine the 100h from PM is also accurate.

I will wait for the signed copy so that CoE can file the PAF with Lynne.

Thanks,



**Saadeh Masaeli, P.Eng**

Chief of Engineering  
Chef de l'ingénierie

[saadeh.masaeli@ncc-ccn.ca](mailto:saadeh.masaeli@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5668

☎ 343-542-5135

---

National Capital Commission  
Commission de la capitale nationale

Canada

---

**From:** Séguin, Benoit <benoit.seguin@ncc-ccn.ca>  
**Sent:** February 22, 2022 8:13 AM  
**To:** Masaeli, Saadeh <Saadeh.Masaeli@ncc-ccn.ca>  
**Cc:** Bernans, Mark <Mark.Bernans@ncc-ccn.ca>; Hanley, Justin <justin.hanley@ncc-ccn.ca>; Séguin, Benoit <benoit.seguin@ncc-ccn.ca>; Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>  
**Subject:** RE: Modular Building - Alternate location - Draft Civil Servicing Feasibility

Hello Saadeh,

Between Lydia's review and Mark's schedule and cost comparison, I think we have what is needed to sit down with the RCMP and review the two options. OR does not see the need to pursue the review any further until we receive direction from the RMCP.

If you need a signed PAF, please adjust for hours spent to date.

Thanks for your support.

Benoît J. Séguin  
Off 613.239.5678 X4025  
Cell : 613.795.2718

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
I encourage you to reply to this e-mail in the official language of your choice.*

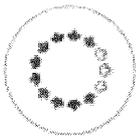
---

**From:** Masaeli, Saadeh  
**Sent:** Tuesday, February 22, 2022 8:01 AM  
**To:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Cc:** Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>; Hanley, Justin <[justin.hanley@ncc-ccn.ca](mailto:justin.hanley@ncc-ccn.ca)>  
**Subject:** RE: Modular Building - Alternate location - Draft Civil Servicing Feasibility

Hi Benoit,

Just following up on this revised PAF and your signature.

Thanks,



**Saadeh Masaeli, P.Eng**

Chief of Engineering  
Chef de l'ingénierie

[saadeh.masaeli@ncc-ccn.ca](mailto:saadeh.masaeli@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5668

☎ 343-542-5135

---

National Capital Commission  
Commission de la capitale nationale

Canada

---

**From:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Sent:** February 17, 2022 1:41 PM  
**To:** Masaeli, Saadeh <[Saadeh.Masaeli@ncc-ccn.ca](mailto:Saadeh.Masaeli@ncc-ccn.ca)>

**Cc:** Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>; Hanley, Justin <[justin.hanley@ncc-ccn.ca](mailto:justin.hanley@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>

**Subject:** RE: Modular Building - Alternate location - Draft Civil Servicing Feasibility

Hello Saadeh,  
Are you asking for 14 or 140 hours?  
Thanks,

Benoît J. Séguin  
Off 613.239.5678 X4025  
Cell : 613.795.2718

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
I encourage you to reply to this e-mail in the official language of your choice.*

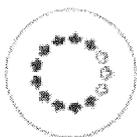
---

**From:** Masaeli, Saadeh  
**Sent:** Wednesday, February 16, 2022 1:31 PM  
**To:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Cc:** Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>  
**Subject:** RE: Modular Building - Alternate location - Draft Civil Servicing Feasibility

Hi Benoit,

I have revised the hours on PAF and added project management as a resource. Can you please re-sign?

Thanks,



**Saadeh Masaeli, P.Eng**

Chief of Engineering  
Chef de l'ingénierie

[saadeh.masaeli@ncc-ccn.ca](mailto:saadeh.masaeli@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5668

☎ 343-542-5135

---

National Capital Commission  
Commission de la capitale nationale

Canada

---

**From:** Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>  
**Sent:** February 16, 2022 11:37 AM

s.18(d)

**To:** Hanley, Justin <[justin.hanley@ncc-ccn.ca](mailto:justin.hanley@ncc-ccn.ca)>  
**Cc:** Masaeli, Saadeh <[Saadeh.Masaeli@ncc-ccn.ca](mailto:Saadeh.Masaeli@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>; Bolam, Lydia <[Lydia.Bolam@ncc-ccn.ca](mailto:Lydia.Bolam@ncc-ccn.ca)>; Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>  
**Subject:** RE: Modular Building - Alternate location - Draft Civil Servicing Feasibility

Hi Justin,

I have attached a mark-up of the Pomerleau estimate to provide a rough estimate of cost savings that can be achieved with the new location. For both locations Div 1 costs can be taken away to eliminate \$■■■K.

For the revised location the most obvious cost saving will be the sanitary service line item that is \$■■■K. The sanitary line is much closer and we will no longer need to have a 5m deep pit to directionally drill to Dufferin street (likely about 2m now). We also eliminate the need for traffic control, road excavation, etc. For rough estimating purposes this line item can be reduced by 50% for a savings of \$■■■K. Additionally, the simpler scope would require less contingency since we are minimizing some of the risks by having the various lines in closer proximity and less rock to drill through. For the rough estimate I'd propose reducing this by 30% which will save another \$■■■K.

Overall, rough savings on the low end would be around \$■■■K (15%-20% reduction).

We can potentially save more however since there will be savings in other areas with less materials required, shorter construction duration and simpler routing. High end savings could be upwards of (25%-30%).

I will have Pomerleau provide a more detailed breakdown of savings, date of this tbd for now.

Mark

---

**From:** Hanley, Justin  
**Sent:** February 15, 2022 9:35 AM  
**To:** Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>  
**Cc:** Masaeli, Saadeh <[Saadeh.Masaeli@ncc-ccn.ca](mailto:Saadeh.Masaeli@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>; Bolam, Lydia <[Lydia.Bolam@ncc-ccn.ca](mailto:Lydia.Bolam@ncc-ccn.ca)>  
**Subject:** RE: Modular Building - Alternate location - Draft Civil Servicing Feasibility

Good morning Mark,

Thank you for the information. The cost comparison is an important part of the discussion we will need to have with the RCMP. Unfortunately, we cannot simply say it will cost less, without an order of magnitude of how much less.

Would it be possible to please provide an estimate for option "B", even a rough-order-of-magnitude? Many thanks!

Justin

---

**From:** Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>  
**Sent:** February 14, 2022 12:00 PM  
**To:** Hanley, Justin <[justin.hanley@ncc-ccn.ca](mailto:justin.hanley@ncc-ccn.ca)>; Bolam, Lydia <[Lydia.Bolam@ncc-ccn.ca](mailto:Lydia.Bolam@ncc-ccn.ca)>  
**Cc:** Masaeli, Saadeh <[Saadeh.Masaeli@ncc-ccn.ca](mailto:Saadeh.Masaeli@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Subject:** RE: Modular Building - Alternate location - Draft Civil Servicing Feasibility

s.18(d)

Hi Justin, I have put together a rough schedule comparing the two options. The completion date is about the same due to the anticipated longer implementation duration for the original location. This would offset the schedule gains made by the shorter design period. I

I'm assuming there is a desire to use a GC model instead (schedule based on GC model) of the CM so please keep in mind this will introduce some procurement risks in the form of potential delays. The CM model could reduce the procurement timeline by 2-4 weeks and remove those risks.

For the order of magnitude costs we do have an estimate on the original location from Pomerleau so this would provide a high end cost.

**Original Location:** \$ ████ K + \$ ████ k contingency = \$890K

I'm hesitant to offer an estimate for the revised location since we are lacking some information at this stage but we can assume reductions in directional drilling costs from decreased lengths required as well as requiring a more shallow pit. General labour costs would also be reduced since we would anticipate a shorter duration of construction with the revised location. Also, with lower costs and a simpler scope the contingencies can be reduced as well. One unknown is the construction inflation costs that could result in higher costs if they maintain the rate increase from last year of 12.5%.

For the purposes of making a decision on location, I would say the schedules are roughly equal but with cost savings for the new location.

Mark

---

**From:** Hanley, Justin  
**Sent:** February 14, 2022 10:15 AM  
**To:** Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>; Bolam, Lydia <[Lydia.Bolam@ncc-ccn.ca](mailto:Lydia.Bolam@ncc-ccn.ca)>  
**Cc:** Masaeli, Saadeh <[Saadeh.Masaeli@ncc-ccn.ca](mailto:Saadeh.Masaeli@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Subject:** RE: Modular Building - Alternate location - Draft Civil Servicing Feasibility

Good morning Mark, Lydia,

Many thank you for the document. Would it be possible to also compare the two options with respect to estimated costs (order of magnitude), and time to implement? Are there substantial cost and/or time savings with option "B"?

Justin

---

**From:** Bolam, Lydia <[Lydia.Bolam@ncc-ccn.ca](mailto:Lydia.Bolam@ncc-ccn.ca)>  
**Sent:** February 11, 2022 3:46 PM  
**To:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Cc:** Hanley, Justin <[justin.hanley@ncc-ccn.ca](mailto:justin.hanley@ncc-ccn.ca)>; Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>; Masaeli, Saadeh <[Saadeh.Masaeli@ncc-ccn.ca](mailto:Saadeh.Masaeli@ncc-ccn.ca)>  
**Subject:** RE: Modular Building - Alternate location - Draft Civil Servicing Feasibility

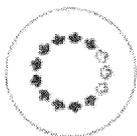
Hi Benoît,

Please see attached a draft memo and sketch for the feasibility analysis of civil servicing options for the alternative modular building location.

I plan to keep searching for some of the missing information on the existing sanitary and water systems and to contact geomatics to see if they have more up-to-date base mapping available prior to issuing a final version.

Please let me know if you have any questions or feedback. Note that I will be away on vacation next week, returning on February 21<sup>st</sup>.

Thanks,



**Lydia Bolam** P.Eng.  
Civil Engineer, Design & Construction Division  
Ingénieure civile, Division du design et construction  
[lydia.bolam@ncc-ccn.ca](mailto:lydia.bolam@ncc-ccn.ca)  
☎ 613-239-5678, ext. / poste 5443  
☎ 343-572-8897

National Capital Commission  
Commission de la capitale nationale

Canada

Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>

**Sent:** February 8, 2022 6:49 AM

**To:** Bolam, Lydia <[Lydia.Bolam@ncc-ccn.ca](mailto:Lydia.Bolam@ncc-ccn.ca)>

**Cc:** Hanley, Justin <[justin.hanley@ncc-ccn.ca](mailto:justin.hanley@ncc-ccn.ca)>; Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>; Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>

**Subject:** RE: Modular Building - Alternate location professional advice Form

Hello Lydia,

Thanks for getting back to me.

Regarding the water supply, the Cottage had its own water supply from Dufferin, which was capped years ago when the RH system was extended to the Cottage. We should check with the city to see if it could be reactivated.

The other option is that we will have to trench from the proposed location up the to Rideau Cottage for power and Communication. We could always connect to the water supply over there?

Thanks again,

Benoît J. Séguin  
Off 613.239.5678 X4025  
Cell : 613.795.2718

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
I encourage you to reply to this e-mail in the official language of your choice.*

**From:** Bolam, Lydia

**Sent:** Monday, February 7, 2022 4:35 PM

**To:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>

**Cc:** Hanley, Justin <[justin.hanley@ncc-ccn.ca](mailto:justin.hanley@ncc-ccn.ca)>; Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>; Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>

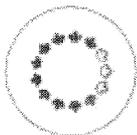
**Subject:** RE: Modular Building - Alternate location professional advice Form

Hi Benoît,

Apologies for my delayed response, I was off work last Friday and had a lot to catch up on today. I am still working on the feasibility review for the civil services for the alternative modular building location. I expect to send you a summary on this by the end of the week.

At a high level, it looks as though the sanitary sewer connection would be a lot more straightforward however the watermain connection will likely require further consideration.

Thanks,



**Lydia Bolam** P.Eng.  
Civil Engineer, Design & Construction Division  
Ingénieure civile, Division du design et construction  
[lydia.bolam@ncc-ccn.ca](mailto:lydia.bolam@ncc-ccn.ca)  
613-239-5678, ext. / poste 5443  
343-572-8897

National Capital Commission  
Commission de la capitale nationale

Canada

Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>

**Sent:** February 3, 2022 10:00 AM

**To:** Bolam, Lydia <[Lydia.Bolam@ncc-ccn.ca](mailto:Lydia.Bolam@ncc-ccn.ca)>

**Cc:** Hanley, Justin <[justin.hanley@ncc-ccn.ca](mailto:justin.hanley@ncc-ccn.ca)>; Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>; Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>

**Subject:** RE: Modular Building - Alternate location professional advice Form

Hello Lydia,

Have we made any progress in the feasibility study of this option? I believe it is a better option, but we need to show the RCMP that this new approach will save time and money.

Is there anything from your review that you can share with us?

The legal issues seem to have been resolved, we should get a signed MOU shortly.

Thanks,

Benoît J. Séguin  
Off 613.239.5678 X4025  
Cell : 613.795.2718

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
I encourage you to reply to this e-mail in the official language of your choice.*

---

**From:** Séguin, Benoit  
**Sent:** Thursday, January 27, 2022 6:31 AM  
**To:** Bolam, Lydia <Lydia.Bolam@ncc-ccn.ca>  
**Cc:** Hanley, Justin <justin.hanley@ncc-ccn.ca>  
**Subject:** RE: Modular Building - Alternate location professional advice Form

Hello Lydia,

The attached email shows where the lines run. The pdf comes from the D&C banks of drawings for OR. We can have a meeting if you like and go over the systems. Let me know.

Thanks,

Benoît J. Séguin  
Off 613.239.5678 X4025  
Cell : 613.795.2718

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
I encourage you to reply to this e-mail in the official language of your choice.*

s.18(d)

**Bédard, Éric**

---

**From:** Bernans, Mark  
**Sent:** February 16, 2022 11:37 AM  
**To:** Hanley, Justin  
**Cc:** Masaeli, Saadeh; Séguin, Benoit; Bolam, Lydia; Safar, Mario  
**Subject:** RE: Modular Building - Alternate location - Draft Civil Servicing Feasibility  
**Attachments:** NCC305\_01-RH Modular Building Estimate MBedit Feb 16pdf.pdf

Hi Justin,

I have attached a mark-up of the Pomerleau estimate to provide a rough estimate of cost savings that can be achieved with the new location. For both locations Div 1 costs can be taken away to eliminate \$■■■K.

For the revised location the most obvious cost saving will be the sanitary service line item that is \$■■■K. The sanitary line is much closer and we will no longer need to have a 5m deep pit to directionally drill to Dufferin street (likely about 2m now). We also eliminate the need for traffic control, road excavation, etc. For rough estimating purposes this line item can be reduced by 50% for a savings of \$■■■K. Additionally, the simpler scope would require less contingency since we are minimizing some of the risks by having the various lines in closer proximity and less rock to drill through. For the rough estimate I'd propose reducing this by 30% which will save another \$■■■K.

Overall, rough savings on the low end would be around \$■■■K (15%-20% reduction).

We can potentially save more however since there will be savings in other areas with less materials required, shorter construction duration and simpler routing. High end savings could be upwards of (25%-30%).

I will have Pomerleau provide a more detailed breakdown of savings, date of this tbd for now.

Mark

---

**From:** Hanley, Justin  
**Sent:** February 15, 2022 9:35 AM  
**To:** Bernans, Mark <Mark.Bernans@ncc-ccn.ca>  
**Cc:** Masaeli, Saadeh <Saadeh.Masaeli@ncc-ccn.ca>; Séguin, Benoit <benoit.seguin@ncc-ccn.ca>; Bolam, Lydia <Lydia.Bolam@ncc-ccn.ca>  
**Subject:** RE: Modular Building - Alternate location - Draft Civil Servicing Feasibility

Good morning Mark,

Thank you for the information. The cost comparison is an important part of the discussion we will need to have with the RCMP. Unfortunately, we cannot simply say it will cost less, without an order of magnitude of how much less.

Would it be possible to please provide an estimate for option "B", even a rough-order-of-magnitude? Many thanks!

Justin

---

**From:** Bernans, Mark <Mark.Bernans@ncc-ccn.ca>  
**Sent:** February 14, 2022 12:00 PM  
**To:** Hanley, Justin <justin.hanley@ncc-ccn.ca>; Bolam, Lydia <Lydia.Bolam@ncc-ccn.ca>

s.18(d)

**Cc:** Masaeli, Saadeh <Saadeh.Masaeli@ncc-ccn.ca>; Séguin, Benoit <benoit.seguin@ncc-ccn.ca>

**Subject:** RE: Modular Building - Alternate location - Draft Civil Servicing Feasibility

Hi Justin, I have put together a rough schedule comparing the two options. The completion date is about the same due to the anticipated longer implementation duration for the original location. This would offset the schedule gains made by the shorter design period. I

I'm assuming there is a desire to use a GC model instead (schedule based on GC model) of the CM so please keep in mind this will introduce some procurement risks in the form of potential delays. The CM model could reduce the procurement timeline by 2-4 weeks and remove those risks.

For the order of magnitude costs we do have an estimate on the original location from Pomerleau so this would provide a high end cost.

**Original Location:** \$ █ K + \$ █ k contingency = \$890K

I'm hesitant to offer an estimate for the revised location since we are lacking some information at this stage but we can assume reductions in directional drilling costs from decreased lengths required as well as requiring a more shallow pit. General labour costs would also be reduced since we would anticipate a shorter duration of construction with the revised location. Also, with lower costs and a simpler scope the contingencies can be reduced as well. One unknown is the construction inflation costs that could result in higher costs if they maintain the rate increase from last year of 12.5%.

For the purposes of making a decision on location, I would say the schedules are roughly equal but with cost savings for the new location.

Mark

---

**From:** Hanley, Justin

**Sent:** February 14, 2022 10:15 AM

**To:** Bernans, Mark <Mark.Bernans@ncc-ccn.ca>; Bolam, Lydia <Lydia.Bolam@ncc-ccn.ca>

**Cc:** Masaeli, Saadeh <Saadeh.Masaeli@ncc-ccn.ca>; Séguin, Benoit <benoit.seguin@ncc-ccn.ca>

**Subject:** RE: Modular Building - Alternate location - Draft Civil Servicing Feasibility

Good morning Mark, Lydia,

Many thank you for the document. Would it be possible to also compare the two options with respect to estimated costs (order of magnitude), and time to implement? Are there substantial cost and/or time savings with option "B"?

Justin

---

**From:** Bolam, Lydia <Lydia.Bolam@ncc-ccn.ca>

**Sent:** February 11, 2022 3:46 PM

**To:** Séguin, Benoit <benoit.seguin@ncc-ccn.ca>

**Cc:** Hanley, Justin <justin.hanley@ncc-ccn.ca>; Bernans, Mark <Mark.Bernans@ncc-ccn.ca>; Masaeli, Saadeh <Saadeh.Masaeli@ncc-ccn.ca>

**Subject:** RE: Modular Building - Alternate location - Draft Civil Servicing Feasibility

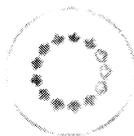
Hi Benoît,

Please see attached a draft memo and sketch for the feasibility analysis of civil servicing options for the alternative modular building location.

I plan to keep searching for some of the missing information on the existing sanitary and water systems and to contact geomatics to see if they have more up-to-date base mapping available prior to issuing a final version.

Please let me know if you have any questions or feedback. Note that I will be away on vacation next week, returning on February 21<sup>st</sup>.

Thanks,



**Lydia Bolam** P.Eng.  
Civil Engineer, Design & Construction Division  
Ingénieure civile, Division du design et construction  
[lydia.bolam@ncc-ccn.ca](mailto:lydia.bolam@ncc-ccn.ca)  
☎ 613-239-5678, ext. / poste 5443  
☎ 343-572-8897

National Capital Commission  
Commission de la capitale nationale




---

**From:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Sent:** February 8, 2022 6:49 AM  
**To:** Bolam, Lydia <[Lydia.Bolam@ncc-ccn.ca](mailto:Lydia.Bolam@ncc-ccn.ca)>  
**Cc:** Hanley, Justin <[justin.hanley@ncc-ccn.ca](mailto:justin.hanley@ncc-ccn.ca)>; Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>; Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Subject:** RE: Modular Building - Alternate location professional advice Form

Hello Lydia,

Thanks for getting back to me.

Regarding the water supply, the Cottage had its own water supply from Dufferin, which was capped years ago when the RH system was extended to the Cottage. We should check with the city to see if it could be reactivated.

The other option is that we will have to trench from the proposed location up the to Rideau Cottage for power and Communication. We could always connect to the water supply over there?

Thanks again,

Benoît J. Séguin  
Off 613.239.5678 X4025  
Cell : 613.795.2718

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
I encourage you to reply to this e-mail in the official language of your choice.*

---

**From:** Bolam, Lydia  
**Sent:** Monday, February 7, 2022 4:35 PM  
**To:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Cc:** Hanley, Justin <[justin.hanley@ncc-ccn.ca](mailto:justin.hanley@ncc-ccn.ca)>; Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>; Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>  
**Subject:** RE: Modular Building - Alternate location professional advice Form

Hi Benoît,

Apologies for my delayed response, I was off work last Friday and had a lot to catch up on today. I am still working on the feasibility review for the civil services for the alternative modular building location. I expect to send you a summary on this by the end of the week.

At a high level, it looks as though the sanitary sewer connection would be a lot more straightforward however the watermain connection will likely require further consideration.

Thanks,



**Lydia Bolam** P.Eng.

Civil Engineer, Design & Construction Division  
Ingénieure civile, Division du design et construction

[lydia.bolam@ncc-ccn.ca](mailto:lydia.bolam@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5443

☎ 343-572-8897

National Capital Commission  
Commission de la capitale nationale

011 4172

**From:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>

**Sent:** February 3, 2022 10:00 AM

**To:** Bolam, Lydia <[Lydia.Bolam@ncc-ccn.ca](mailto:Lydia.Bolam@ncc-ccn.ca)>

**Cc:** Hanley, Justin <[justin.hanley@ncc-ccn.ca](mailto:justin.hanley@ncc-ccn.ca)>; Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>; Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>

**Subject:** RE: Modular Building - Alternate location professional advice Form

Hello Lydia,

Have we made any progress in the feasibility study of this option? I believe it is a better option, but we need to show the RCMP that this new approach will save time and money.

Is there anything from your review that you can share with us?

The legal issues seem to have been resolved, we should get a signed MOU shortly.

Thanks,

Benoît J. Séguin

Off 613.239.5678 X4025

Cell : 613.795.2718

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.*

*I encourage you to reply to this e-mail in the official language of your choice.*

**From:** Séguin, Benoit

**Sent:** Thursday, January 27, 2022 6:31 AM

**To:** Bolam, Lydia <[Lydia.Bolam@ncc-ccn.ca](mailto:Lydia.Bolam@ncc-ccn.ca)>

**Cc:** Hanley, Justin <[justin.hanley@ncc-ccn.ca](mailto:justin.hanley@ncc-ccn.ca)>

**Subject:** RE: Modular Building - Alternate location professional advice Form

Hello Lydia,

The attached email shows where the lines run. The pdf comes from the D&C banks of drawings for OR. We can have a meeting if you like and go over the systems. Let me know.

Thanks,

Benoît J. Séguin  
Off 613.239.5678 X4025  
Cell : 613.795.2718

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
I encourage you to reply to this e-mail in the official language of your choice.*

s.18(d)  
s.20(1)(b)  
s.20(1)(c)

NCC Project Name: Rideau Hall Modular Building Services  
NCC Project #:305\_01

Date: August 3, 2021

Drawing & Specifications							
Drawings: Issued for info review, dated 3.3.06.2018							
Specifications: None provided							
Schedule: 18 weeks							
Items	Qty	Unit	Unit \$	Sub-Totals	Profit %	Totals	Comments
				\$	%	\$	
<b>INDIRECT COSTS - DIVISION 01 &amp; GENERAL CONDITIONS</b>							
<b>CM CONSTRUCTION SERVICES - MANAGEMENT STAFF</b>							
Project Manager		hrs	\$	\$	-		By Rideau Hall team
Project Coordinator		hrs	\$	\$	-		By Rideau Hall team
Superintendent		hrs	\$	\$	-		By Rideau Hall team
Admin		hrs	\$	\$	-		By Rideau Hall team
Total CM Construction Services - Management Staff				\$	%	\$	
<b>DIVISION 01 GENERAL CONDITIONS - LABOUR (ONLY)</b>							
Foreman with pickup*	900	hrs	\$	\$			4 months
Safety Officer	162	hrs	\$	\$			1 day/week
Carpenter*		hrs	\$	\$			
General Labourer*		hrs	\$	\$			
Equipment Operator*		hrs	\$	\$			
Surveyor*		hrs	\$	\$			
Total Division 01 General Conditions - Labour ONLY				\$	%	\$	
* Ontario Craft Labour Rates Apply							
<b>DIVISION 01 GENERAL CONDITIONS (PME)</b>							
Fencing	1	Allow	\$	\$			
Trailer				\$			Use current Rideau Hall trailer
Portable Toilets	4	mths	\$	\$			
Tool shed				\$			
Container				\$			
Temp Elec				\$			
Small tools	4	mths	\$	\$			
Site Cleaning Protection	1	Allow	\$	\$			
Safety equipment	1	Allow	\$	\$			
Cleaning roads, etc	1	Allow	\$	\$			
Surveying	1	Allow	\$	\$			
Total Division 01 General Conditions (PME)				\$	%	\$	
<b>TOTAL INDIRECT COSTS - DIVISION 01 &amp; GENERAL CONDITIONS</b>							
<b>DIRECT COSTS - PME &amp; SUBCONTRACTOR</b>							
<b>CIVIL WORKS</b>							
Erosion & Sediment Control	1	sum	\$	\$			
Clearing & Grubbing	1	sum	\$	\$			
Tree Protection	1	sum	\$	\$			
Rock Excavation	200	m <sup>3</sup>	\$	\$			
Earth Excavation	140	m <sup>3</sup>	\$	\$			
Entrance Pit	1	no	\$	\$			
Est. Pit	1	no	\$	\$			
150mm Sanitary Service (trenchless)	45	m	\$	\$			Assume 50% reduction due to closer location
150mm Sanitary Service (open cut)	15	m	\$	\$			
Connect to existing sewer manhole	1	no	\$	\$			
Television Inspection of Sanitary Service/Sewer	1	sum	\$	\$			
25mm Water Service (trenchless)	49	m	\$	\$			
Coordinate Connection of WS with City Forces	1	sum	\$	\$			
25mm Gas Service	49	m	\$	\$			
Coordinate connectin with Gas	1	sum	\$	\$			
Thermal Insulation	1	sum	\$	\$			
Granular B Type II	90	t	\$	\$			
Granular A	40	t	\$	\$			
HL3	22	t	\$	\$			
HL3	45	t	\$	\$			
100mm Topsoil	20	m <sup>3</sup>	\$	\$			
Sod	200	m <sup>2</sup>	\$	\$			
Curb repairs	1	sum	\$	\$			
<b>SERVICES</b>							
Electrical Works	1	sum	\$	\$			
Utilities (Hydro Bell Cable, Communications)	5	%	\$	\$			
Total				\$	%	\$	
<b>ALLOWANCES</b>							
COVID-19 Mitigation Measures	1	Allow	\$	\$			
Environmental Mitigation Measures	1	Allow	\$	\$			
Unforeseen Shut-downs	1	Allow	\$	\$			
Total Allowances				\$	%	\$	
<b>TOTAL DIRECT COSTS - PME &amp; SUBCONTRACTOR</b>							
<b>VE AND/OR COST SAVINGS:</b>							
1. INSERT VE AS APPLICABLE		Lot	\$	\$	%	\$	
2. INSERT VE AS APPLICABLE		Lot	\$	\$	%	\$	
3. INSERT VE AS APPLICABLE		Lot	\$	\$	%	\$	
TOTAL ACCEPTED VE AND/OR COST SAVINGS				\$		\$	
<b>SUB-TOTAL CONSTRUCTION COSTS</b>							
<b>CONTINGENCIES:</b>							
Design Contingency	10	%	\$	\$			
Construction Contingency	10	%	\$	\$			Reduce contingency by 30% due to simpler scope
SUB-TOTAL CONTINGENCIES				\$		\$	
PME PROFIT (%)				\$		\$	
TOTAL CONTINGENCIES				\$		\$	
TOTAL CONSTRUCTION				\$		\$	
<b>BUDGET SUMMARY</b>							
<b>D) CONSTRUCTION BUDGET: (Incl. Profit %)</b>							
TOTAL INDIRECT COSTS - DIVISION 01 & GENERAL CONDITIONS				\$		\$	
TOTAL DIRECT COSTS - PME & SUBCONTRACTOR				\$		\$	
TOTAL ACCEPTED VE AND/OR COST SAVINGS				\$		\$	
TOTAL CONTINGENCIES				\$		\$	
TOTAL CONSTRUCTION COST				\$	891,286.09	A	
<b>DISBURSEMENTS:</b>							
Insurance		\$M	\$	\$		\$	
Bonding		\$M	\$	\$		\$	
Permits (Encroachment Fees, Building Permit, etc)	7	\$M	\$	891.29	\$	6,239.00	
SUB-TOTAL DISBURSEMENTS				\$		\$	
CM Fee (%)				\$		\$	
TOTAL DISBURSEMENTS				\$	13,603.25	B	
TOTAL BUDGET (Before HST)				\$	904,889.35	A+B	

Div 1 costs eliminated

Assume 50% reduction due to closer location

Reduce contingency by 30% due to simpler scope

**Bédard, Éric**

---

**From:** Bolam, Lydia  
**Sent:** February 11, 2022 3:46 PM  
**To:** Séguin, Benoit  
**Cc:** Hanley, Justin; Bernans, Mark; Masaeli, Saadeh  
**Subject:** RE: Modular Building - Alternate location - Draft Civil Servicing Feasibility  
**Attachments:** RH Modular Building Alt Location-CivilServicingFeasibility-DRAFT.pdf; RH-AltModularBldg-CivilServicingSketch-2022-02-11.pdf

Hi Benoît,

Please see attached a draft memo and sketch for the feasibility analysis of civil servicing options for the alternative modular building location.

I plan to keep searching for some of the missing information on the existing sanitary and water systems and to contact geomatics to see if they have more up-to-date base mapping available prior to issuing a final version.

Please let me know if you have any questions or feedback. Note that I will be away on vacation next week, returning on February 21<sup>st</sup>.

Thanks,



**Lydia Bolam** P.Eng.  
 Civil Engineer, Design & Construction Division  
 Ingénieure civile, Division du design et construction  
[lydia.bolam@ncc-ccn.ca](mailto:lydia.bolam@ncc-ccn.ca)  
 ☎ 613-239-5678, ext. / poste 5443  
 📠 343-572-8897

National Capital Commission  
Commission de la capitale nationale




---

**From:** Séguin, Benoit <benoit.seguin@ncc-ccn.ca>  
**Sent:** February 8, 2022 6:49 AM  
**To:** Bolam, Lydia <Lydia.Bolam@ncc-ccn.ca>  
**Cc:** Hanley, Justin <justin.hanley@ncc-ccn.ca>; Safar, Mario <mario.safar@ncc-ccn.ca>; Bernans, Mark <Mark.Bernans@ncc-ccn.ca>; Séguin, Benoit <benoit.seguin@ncc-ccn.ca>  
**Subject:** RE: Modular Building - Alternate location professional advice Form

Hello Lydia,

Thanks for getting back to me.

Regarding the water supply, the Cottage had its own water supply from Dufferin, which was capped years ago when the RH system was extended to the Cottage. We should check with the city to see if it could be reactivated.

The other option is that we will have to trench from the proposed location up the to Rideau Cottage for power and Communication. We could always connect to the water supply over there?

Thanks again,

Benoît J. Séguin  
Off 613.239.5678 X4025  
Cell : 613.795.2718

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
I encourage you to reply to this e-mail in the official language of your choice.*

---

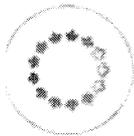
**From:** Bolam, Lydia  
**Sent:** Monday, February 7, 2022 4:35 PM  
**To:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Cc:** Hanley, Justin <[justin.hanley@ncc-ccn.ca](mailto:justin.hanley@ncc-ccn.ca)>; Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>; Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>  
**Subject:** RE: Modular Building - Alternate location professional advice Form

Hi Benoît,

Apologies for my delayed response, I was off work last Friday and had a lot to catch up on today. I am still working on the feasibility review for the civil services for the alternative modular building location. I expect to send you a summary on this by the end of the week.

At a high level, it looks as though the sanitary sewer connection would be a lot more straightforward however the watermain connection will likely require further consideration.

Thanks,



**Lydia Bolam** P.Eng.  
Civil Engineer, Design & Construction Division  
Ingénieure civile, Division du design et construction  
[lydia.bolam@ncc-ccn.ca](mailto:lydia.bolam@ncc-ccn.ca)  
☎ 613-239-5678, ext. / poste 5443  
☎ 343-572-8897

National Capital Commission  
Commission de la capitale nationale




---

**From:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Sent:** February 3, 2022 10:00 AM  
**To:** Bolam, Lydia <[Lydia.Bolam@ncc-ccn.ca](mailto:Lydia.Bolam@ncc-ccn.ca)>  
**Cc:** Hanley, Justin <[justin.hanley@ncc-ccn.ca](mailto:justin.hanley@ncc-ccn.ca)>; Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>; Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>  
**Subject:** RE: Modular Building - Alternate location professional advice Form

Hello Lydia,

Have we made any progress in the feasibility study of this option? I believe it is a better option, but we need to show the RCMP that this new approach will save time and money.

Is there anything from your review that you can share with us?

The legal issues seem to have been resolved, we should get a signed MOU shortly.

Thanks,

Benoît J. Séguin

Off 613.239.5678 X4025  
Cell : 613.795.2718

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
I encourage you to reply to this e-mail in the official language of your choice.*

---

**From:** Séguin, Benoit  
**Sent:** Thursday, January 27, 2022 6:31 AM  
**To:** Bolam, Lydia <[Lydia.Bolam@ncc-ccn.ca](mailto:Lydia.Bolam@ncc-ccn.ca)>  
**Cc:** Hanley, Justin <[justin.hanley@ncc-ccn.ca](mailto:justin.hanley@ncc-ccn.ca)>  
**Subject:** RE: Modular Building - Alternate location professional advice Form

Hello Lydia,  
The attached email shows where the lines run. The pdf comes from the D&C banks of drawings for OR. We can have a meeting if you like and go over the systems. Let me know.  
Thanks,

Benoît J. Séguin  
Off 613.239.5678 X4025  
Cell : 613.795.2718

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
I encourage you to reply to this e-mail in the official language of your choice.*



NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

## **RH RCMP MODULAR BUILDING: ALTERNATIVE LOCATION CIVIL SERVICING FEASIBILITY ANALYSIS**

### **1 INTRODUCTION**

The purpose of this memo is to summarise the feasible options for providing civil servicing (sanitary and water) to the proposed alternative location for the RCMP Modular building identified by the Official Residences (OR) team.

### **2 CURRENT PROPOSED BUILDING LOCATION:**

The RCMP modular building is currently proposed to be located approximately 80m to the south of Rideau Cottage where the temporary trailer is currently located.

#### **2.1 SANITARY:**

- New sanitary service (~53m) to municipal sanitary sewer proposed. Directional drilling proposed in order to minimise impact to existing vegetation and perimeter wall (understood to have heritage value). City of Ottawa approval for new connection required.

#### **2.2 WATER:**

- New water service (~48m) to municipal watermain proposed. Directional drilling proposed in order to minimise impact to existing vegetation and perimeter wall (understood to have heritage value). City of Ottawa approval for new connection required.

### **3 ALTERNATIVE BUILDING LOCATION:**

The alternative location for the RCMP modular building is approximately 70m to the northeast of Rideau Cottage, near the existing security hut and access driveway. The proposed alternative building location and some possible civil servicing options are shown on the attached sketch.

Some general considerations for this alternative building location are noted to be as follows:

- Site layout would need to be confirmed, including location of required parking areas. Even though the modular building is intended to be temporary, it is recommended that the building is not located on top of the existing sanitary and storm sewers.
- Some existing vegetation may need to be removed. Detailed topographic and tree surveys likely required.
- Geotech investigations may be required in order to confirm bedrock elevation.
- FLUDTA to be consulted for any further project requirements for this location.

### 3.1 SANITARY:

The alternative building location is located close to the existing RH sanitary sewer. Connect to existing RH sanitary sewer close to site. One (1) new sanitary manhole and approx. 4m sanitary sewer (min. 150mm dia.) required.

- Note the existing sanitary sewer size, grade, capacity and condition are unknown and should be confirmed prior to proceeding with this option. It is noted that expected sanitary flow from the modular building would likely be small.
- No approval from City of Ottawa understood to be required.

### 3.2 WATER:

Four (4) options for water servicing have been identified, refer to attached sketch.

- Option 1: Connect to existing RH watermain to west (approx. 98m length)
  - Advantages: All works on NCC land, no approval from City of Ottawa understood to be required, no existing fencing along route.
  - Disadvantages: Existing vegetation along route, tree removals and/or directional drilling may be required, works close to Rideau Cottage building.
- Option 2: Connect to existing RH watermain to north (approx. 137m length)
  - Advantages: All works on NCC land, no approval from City of Ottawa required, route avoids existing vegetation.
  - Disadvantages: Longest length of watermain, directional drilling and/or parking lot pavement reinstatement required, existing security fencing along route may require drilling underneath.
- Option 3:
  - City of Ottawa would have to be contacted to confirm if this option is feasible.
  - Advantages: Shortest length of watermain.
  - Disadvantages: Existing vegetation and permitter wall (understood to have heritage value) along route, directional drilling may be required. City of Ottawa approval would be required, unknown if they would accept new connection at this location. The City may require a new water meter and/or chamber.
- Option 4:

- Unknown if this option is feasible at this stage based on available information. The condition of the existing abandoned RH watermain is unknown. City of Ottawa approval to reconnect to municipal watermain would be required.
- Advantages: Route avoids areas of existing vegetation, if existing abandoned watermain could be reused.
- Disadvantages: City of Ottawa approval required, unknown if they would accept reconnection at this location. The City may require a new water meter and/or chamber.

#### 4 OTHER:

It is noted that the existing utility base mapping for Rideau Hall appears to be out of date in several areas of the site. As this base mapping appears to date back to 2010, it is recommend that OR consider updating this mapping based on as-built information from projects completed over the last 12 years and possibly by completing site investigations (e.g. manhole inspections, utility locates etc.) where necessary. It could be considered adding existing service information to GeoVu to facilitate future record keeping.

Prepared by:

Lydia Bolam, P. Eng., Civil Engineer, D&C

**Page 329**  
**is not relevant**  
**est non pertinente**

**Bédard, Éric**

---

**From:** Séguin, Benoit  
**Sent:** January 27, 2022 6:31 AM  
**To:** Bolam, Lydia  
**Cc:** Hanley, Justin  
**Subject:** RE: Modular Building - Alternate location professional advice Form  
**Attachments:** RE: Modular Building - Alternate location professional advice Form

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

Hello Lydia,

The attached email shows where the lines run. The pdf comes from the D&C banks of drawings for OR. We can have a meeting if you like and go over the systems. Let me know.

Thanks,

Benoît J. Séguin  
 Off 613.239.5678 X4025  
 Cell : 613.795.2718

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
 I encourage you to reply to this e-mail in the official language of your choice.*

---

**From:** Bolam, Lydia  
**Sent:** Wednesday, January 26, 2022 3:37 PM  
**To:** Séguin, Benoit <benoit.seguin@ncc-ccn.ca>  
**Cc:** Hanley, Justin <justin.hanley@ncc-ccn.ca>  
**Subject:** RE: Modular Building - Alternate location professional advice Form

Hi Benoît,

I discussed this task further with Saadeh and don't believe that a site visit is necessary if there is snow over the site area.

Does the OR team have any as-built drawings of the existing sanitary and water lines at this location? The plan you provided on the attached email is useful as a start however it doesn't detail the sanitary and storm sewer size or give invert level elevations.

Thank you,  
 Lydia

---

**From:** Séguin, Benoit <benoit.seguin@ncc-ccn.ca>  
**Sent:** January 25, 2022 10:31 AM  
**To:** Bolam, Lydia <Lydia.Bolam@ncc-ccn.ca>  
**Cc:** Hanley, Justin <justin.hanley@ncc-ccn.ca>  
**Subject:** RE: Modular Building - Alternate location professional advice Form

Hello Lydia,

Thursday after 14:00 or Friday am would work for me. Keep in mind that you will not see much due to the snow? Please cc Justin on all emails and invite Justin and Michel to the meeting.

Thanks,

Benoît J. Séguin  
Off 613.239.5678 X4025  
Cell : 613.795.2718

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
I encourage you to reply to this e-mail in the official language of your choice.*

---

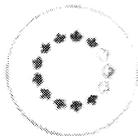
**From:** Bolam, Lydia  
**Sent:** Tuesday, January 25, 2022 10:23 AM  
**To:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Subject:** RE: Modular Building - Alternate location professional advice Form

Bonjour Benoît,

Would one of the following times suit you to meet on site at RH this week?

- Thursday - After 2PM
- Friday – AM or PM

Thanks,



**Lydia Bolam** P.Eng.  
Civil Engineer, Design & Construction Division  
Ingénieure civile, Division du design et construction  
[lydia.bolam@ncc-ccn.ca](mailto:lydia.bolam@ncc-ccn.ca)  
613-239-5678, ext. / poste 5443  
343-572-8897

---

National Capital Commission  
Commission de la capitale nationale

Canada

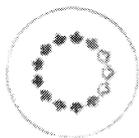
---

**From:** Masaeli, Saadeh <[Saadeh.Masaeli@ncc-ccn.ca](mailto:Saadeh.Masaeli@ncc-ccn.ca)>  
**Sent:** January 24, 2022 8:43 AM  
**To:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Cc:** Bolam, Lydia <[Lydia.Bolam@ncc-ccn.ca](mailto:Lydia.Bolam@ncc-ccn.ca)>  
**Subject:** RE: Modular Building - Alternate location professional advice Form

Bonjour Benoit,

Lydia will contact you to meet on site. Once she's seen the site and we have an idea of level of efforts needed, I will send you the PAF for signature.

Thanks,



## Saadeh Masaeli, P.Eng

Chief of Engineering  
Chef de l'ingénierie

[saadeh.masaeli@ncc-ccn.ca](mailto:saadeh.masaeli@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5668

☎ 343-542-5135

National Capital Commission  
Commission de la capitale nationale




---

**From:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Sent:** January 21, 2022 2:49 PM  
**To:** Masaeli, Saadeh <[Saadeh.Masaeli@ncc-ccn.ca](mailto:Saadeh.Masaeli@ncc-ccn.ca)>  
**Cc:** Bolam, Lydia <[Lydia.Bolam@ncc-ccn.ca](mailto:Lydia.Bolam@ncc-ccn.ca)>; Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Subject:** RE: Modular Building - Alternate location professional advice Form

Hello,  
 Please see attachments. I've added the proposed location for the detachment and the sanitary sewer line on the picture. The pdf shows the locations of the underground services in that area. Call me next week we'll discuss.  
 Have a good weekend  
 Thanks

Benoît J. Séguin  
 Off 613.239.5678 X4025  
 Cell : 613.795.2718

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
 I encourage you to reply to this e-mail in the official language of your choice.*

---

**From:** Masaeli, Saadeh  
**Sent:** Friday, January 21, 2022 2:05 PM  
**To:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Cc:** Bolam, Lydia <[Lydia.Bolam@ncc-ccn.ca](mailto:Lydia.Bolam@ncc-ccn.ca)>  
**Subject:** Modular Building - Alternate location professional advice Form

Good Afternoon Benoit,

As per our discussion at the OR meeting yesterday, I'm putting together a professional advice form (PAF) for your signature. The PAF will be for a civil engineer to investigate feasibility of a different location for the modular building (specifically near P2)

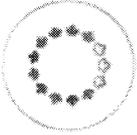
Before completing the PAF, I have a couple of questions:

- Can you please give us a more precise indication of the location you are looking for? Perhaps a google map view with the area in question circled?

- Can you please confirm that the drawings showing piping location near P2 exist?

I have cc'd Lydia on the email who will be your resource on the task once I receive the info above and we have the PAF signed.

Regards,



**Saadeh Masaeli, P.Eng**

Chief of Engineering  
Chef de l'ingénierie

[saadeh.masaeli@ncc-ccn.ca](mailto:saadeh.masaeli@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5668

☎ 343-542-5135

---

National Capital Commission  
Commission de la capitale nationale



**Bédard, Éric**

---

**From:** Séguin, Benoit  
**Sent:** January 21, 2022 2:49 PM  
**To:** Masaeli, Saadeh  
**Cc:** Bolam, Lydia; Séguin, Benoit  
**Subject:** RE: Modular Building - Alternate location professional advice Form  
**Attachments:** PMPD Detachment.png; 00769c-ut UTILITI.pdf

Hello,

Please see attachments. I've added the proposed location for the detachment and the sanitary sewer line on the picture. The pdf shows the locations of the underground services in that area. Call me next week we'll discuss.

Have a good weekend

Thanks

Benoît J. Séguin  
 Off 613.239.5678 X4025  
 Cell : 613.795.2718

*Je vous encourage à répondre à ce courriel dans la langue officielle de votre choix.  
 I encourage you to reply to this e-mail in the official language of your choice.*

---

**From:** Masaeli, Saadeh  
**Sent:** Friday, January 21, 2022 2:05 PM  
**To:** Séguin, Benoit <benoit.seguin@ncc-ccn.ca>  
**Cc:** Bolam, Lydia <Lydia.Bolam@ncc-ccn.ca>  
**Subject:** Modular Building - Alternate location professional advice Form

Good Afternoon Benoit,

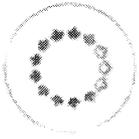
As per our discussion at the OR meeting yesterday, I'm putting together a professional advice form (PAF) for your signature. The PAF will be for a civil engineer to investigate feasibility of a different location for the modular building (specifically near P2)

Before completing the PAF, I have a couple of questions:

- Can you please give us a more precise indication of the location you are looking for? Perhaps a google map view with the area in question circled?
- Can you please confirm that the drawings showing piping location near P2 exist?

I have cc'd Lydia on the email who will be your resource on the task once I receive the info above and we have the PAF signed.

Regards,



**Saadeh Masaeli, P.Eng**

Chief of Engineering  
Chef de l'ingénierie

[saadeh.masaeli@ncc-ccn.ca](mailto:saadeh.masaeli@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5668

☎ 343-542-5135

---

National Capital Commission  
Commission de la capitale nationale



**Pages 336 to / à 337  
are not relevant  
sont non pertinentes**

**From:** Krauss, Stefan  
**Sent:** March 4, 2022 5:33 PM  
**To:** Michaud, Alexis  
**Cc:** Tadi, Rita; Zacharuk, Brooke  
**Subject:** OSGG Accommodation Strategy - Report  
**Attachments:** 20220304\_OSGG\_ACCOMODATION\_STRATEGY\_01.pdf

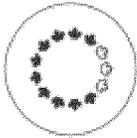
Hi Alexis,

Please find attached the study for the OSGG Accommodation Strategy.

We are looking forward to the meeting on Tuesday 8<sup>th</sup> March at 10am to go through it with you and answer any questions you might have.

Best,

Stefan



**Stefan Krauss**

Intermediate Architect  
Architecte intermédiaire

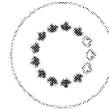
[stefan.krauss@ncc-ccn.ca](mailto:stefan.krauss@ncc-ccn.ca)

☎ 613-612-4706

---

National Capital Commission  
Commission de la capitale nationale

Canada

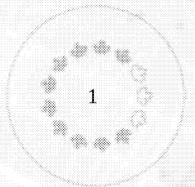


NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

# OSGG ACCOMODATION STRATEGY ADMIN WING / RH

FINAL REPORT  
RIDEAU HALL | 1 SUSSEX DR, OTTAWA, ON K1A 0A1  
DATE: 2022-03-03

PREPARED BY  
DESIGN AND CONSTRUCTION  
STEFAN KRAUSS, INTERMEDIATE ARCHITECT  
BROOKE ZACHARUK, ARCHITECTURAL PROJECT OFFICER  
MICHAEL MOROZ, STRUCTURAL ENGINEER



## TABLE OF CONTENT

SCOPE & STUDY AREA	.....3
BACKGROUND DOCUMENTS	.....5
HERITAGE - CONDITION & APPROACH	.....10
STRUCTURAL CONSIDERATIONS	.....11
OPTIONS - OVERVIEW	.....14
OPTION 1 - Status Quo	.....15
OPTION 2 - New interior office layout	.....17
OPTION 3 - New interior stair layout	.....19
OPTION 4 - New addition	.....21
OPTION 5a - New build	.....24
OPTION 5b - New build + large sub-basement	.....26

Not relevant as agreed to with requester / Non pertinent avec l'entente du demandeur

## SCOPE & STUDY AREA

This study addresses the Administration Wing of the Main Residence of Rideau Hall, as marked by the red square within the site plan to the right.

As this part of the building has originally been built for a different purpose than offices and is of lower quality construction than other parts of the residence and therefore is of less heritage value, it is considered to be a suitable area for addressing certain issues that have been outlined in previous studies and reports (see section background documents).

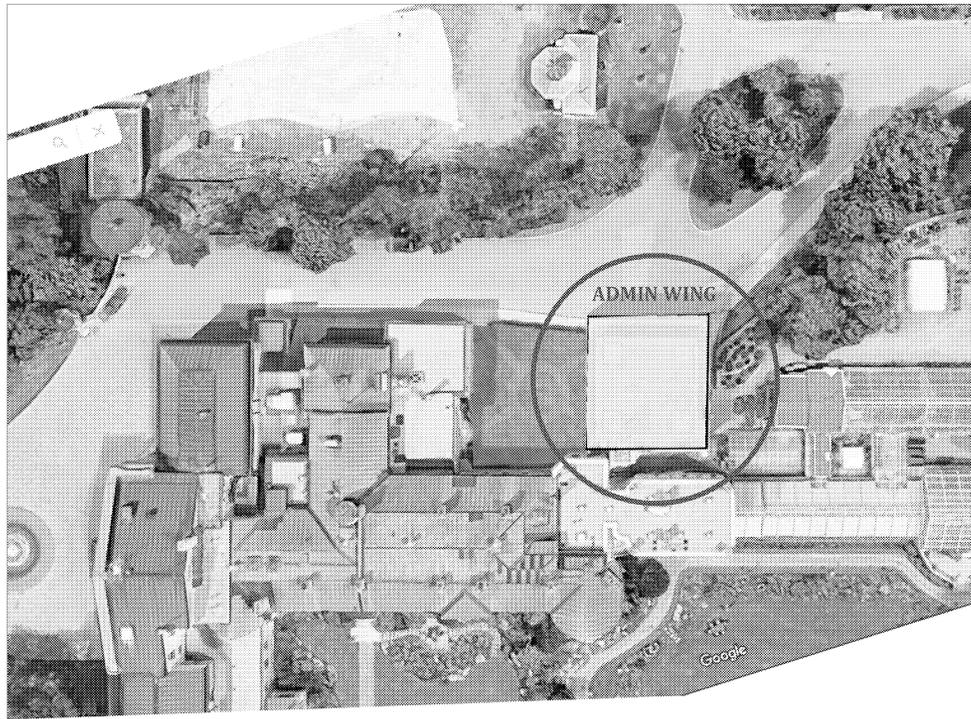
Depending on the scale of the project option this can go beyond the exercise to make the office spaces more efficient and also include solutions for lacking accessibility to and within the building, access to the building itself for goods and people, exit strategies from all areas and other identified items.

On a high level, a list of options are shown in this report that address these problems to different scale, with varying advantages and disadvantages.

An order of magnitude gives approximate direction on associated cost for each option, knowing that refinement and more detailed calculation has to be done for the options chosen to go forward.



BIRD'S VIEW OF ADMIN WING AT RIDEAU HALL

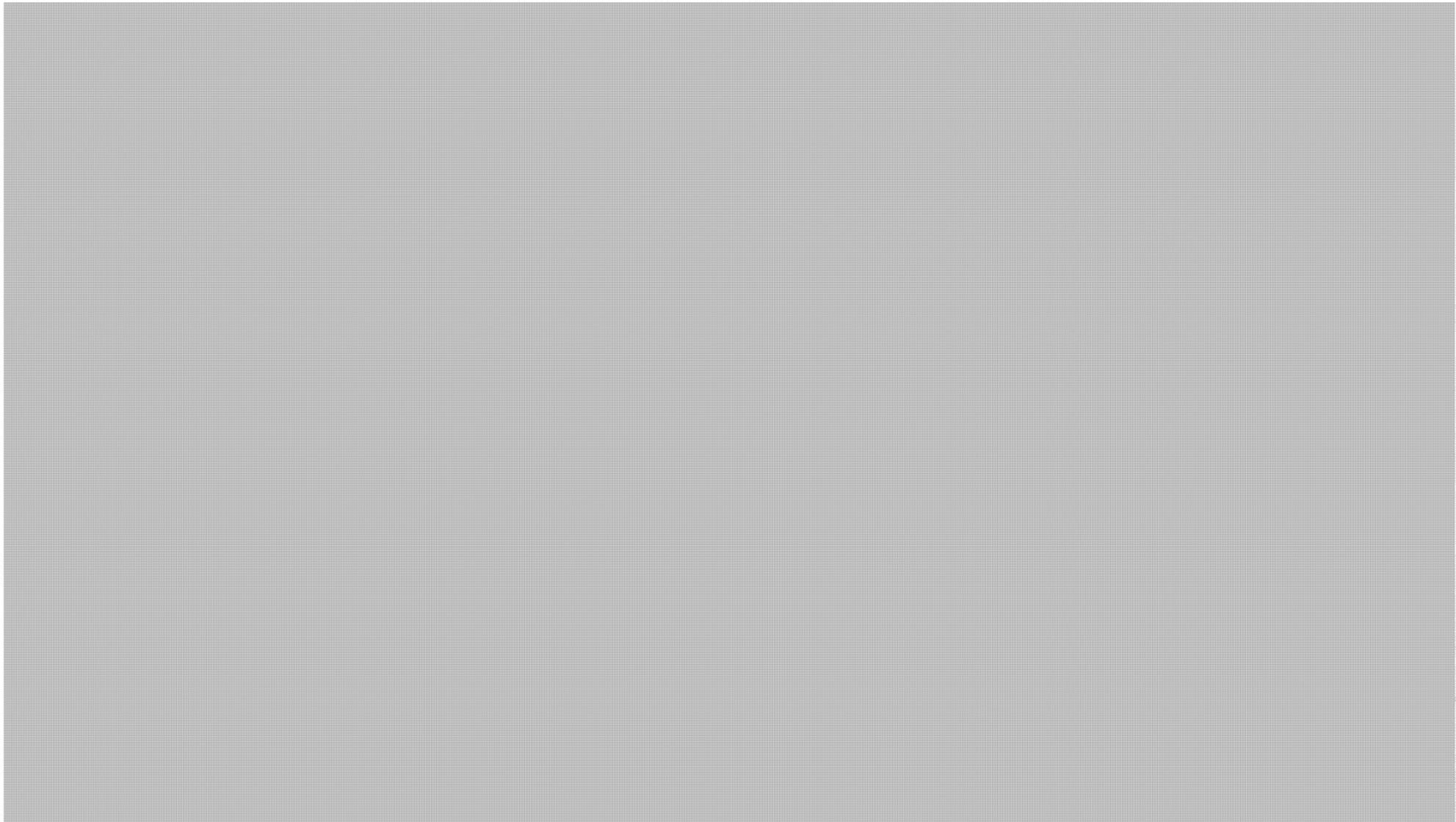


VIEW OF RH FROM NORTHWEST



Not relevant as agreed to with requester / Non pertinent avec l'entente du demandeur

**BACKGROUND DOCUMENTS - Original Building Plans - 1912**



Not relevant as agreed to with requester / Non pertinent avec l'entente du demandeur

**BACKGROUND DOCUMENTS - Original Building Plans for 3rd storey addition - 1940s**



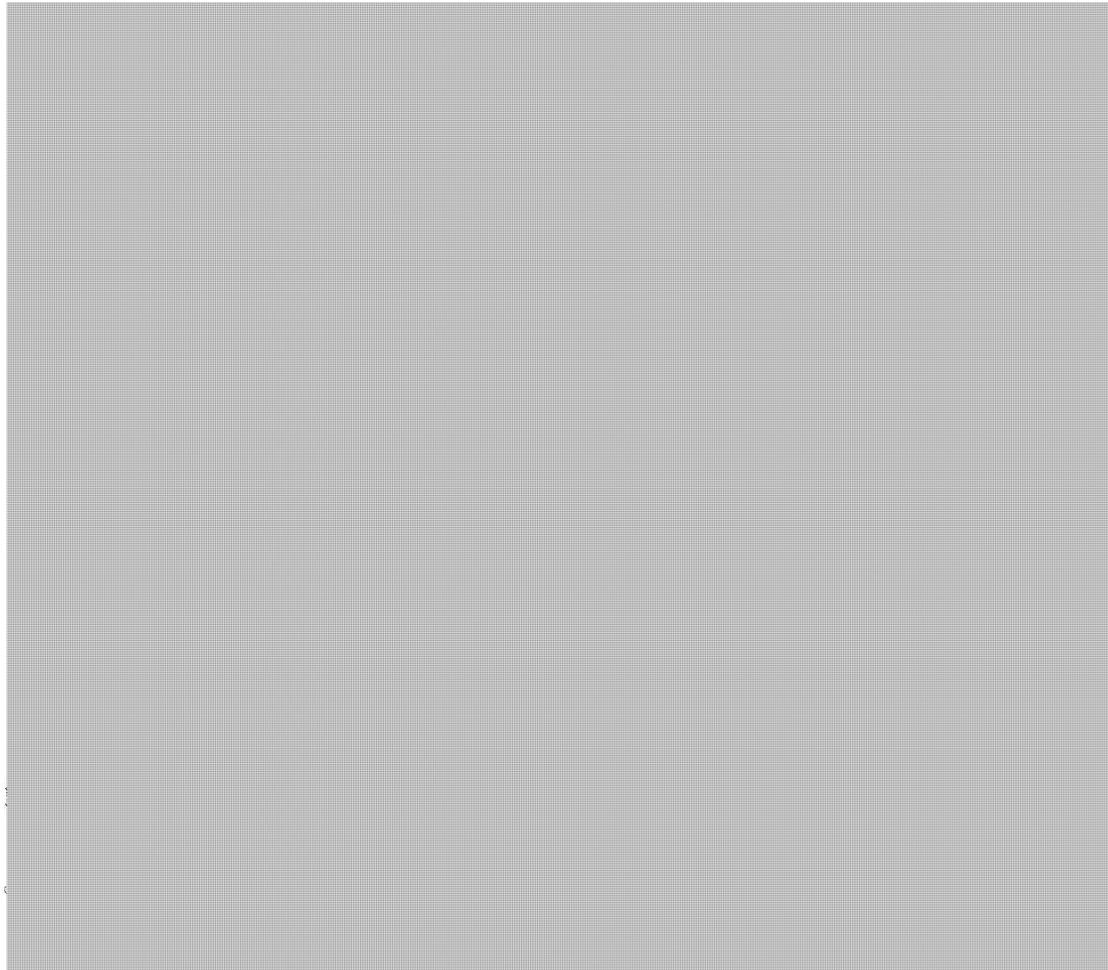
s.16(2)(c)

**BACKGROUND DOCUMENTS** ■■■■■ Study 1986

Rideau Hall Accomodation Study from 1986 prepared with Public Works Canada, the National Capital Commission, and ■■■■■

provides the following main relevant points:

- The present Administration Wing was built originally as cloakrooms, and is not entirely suited to office use.
- A new Administration Wing, providing more space, linking the east end of Rideau Hall where the Governor General's Study is located to the offices of the Hospitality Directorate to the north is illustrated.
- The building provides more usable floor area in a configuraiton better suited to private offices. It completes the Ambassador's Court, and defines a forecourt to the Minto Wing. Floor levels would be tied in to those of Rideau Hall, and the building equipped with elevator and proper fire exits.
- The existing Administration Building has an area of approximately 7,400 square feet, the new building would be approximately 12,000 square feet.



Not relevant as agreed to with requester / Non pertinent avec l'entente du demandeur

s.16(2)(c)

**BACKGROUND DOCUMENTS - Core project report, [REDACTED] 2010**

The Administration Building is defined as "constructed with brick and stucco...design devoid of interesting volumetry, ornamentation, or reference to the original stone structures. The principal function of the building was to service the expanding needs of the building's residents and staff at minimal cost.

Current building deficiencies and shortcomings:

- The Administration Building and Minto Wing Connection
- Lack of vertical circulation node at interface
- Inappropriate fire escape stair
- Lack of private entrance for the Governor General
- Windows deteriorated and require restoration work
- Walls parged, cracked and peeling and require rehabilitation work
- The Administration Building is entirely non-Universally Accessible (UA) throughout all floors.
- Suitability of image for an official residence
- Circulation Conflicts
- Entrance Conflicts
- Accessibility Barriers, Administration Wing: Split level construction, Discontinuity with 1867 Wing
- Administration Block envelope

Three concepts were explored in this report. The recommended Concept (Concept C) was chosen as it addresses all the functional, circulation, operational, structural, mechanical, electrical, code, integrity and aesthetic issues raised in the report without negatively impacting either the site or the historic value of the complex.

The elimination of the Administration Building will allow for a re-landscaped courtyard and re-defined Governor General entrance which will compliment the surrounding buildings. The inconveniences of Concept C are that it implies the demolition of the Administration Building, a building of minor heritage value and poor construction quality, and the complete renovation of the Governor General's entrance, the Hospitality Wing, the Princess Anne Entrance and the 1838 Wing.

Structural Engineer Report

- Load bearing masonry exterior walls
- Concrete on framed floors
- 3rd level addition (1944) steel framed roof

Scenario C would rectify the functional difficulties within Rideau Hall in isolating administration, public, and private activities. It involves the introduction of a new basement and sub-basement spaces for receiving, storage and transportation of materials. The project would involve the demolition of the Administration Block with new administration provided in the new construction. A new public entry and Governor General entry would be provided.

The work would require significant demolition of existing load bearing masonry walls and floor framing, rock removal, underpinning, and shoring. New construction would be reinforced concrete foundations, shearwalls, columns, floor and roof slabs.

This scenario would provide significant opportunity to improve the seismic capacity of the central core and surrounding areas. Removal of the Administration Block and portions of the existing building which all do not come close to meeting current seismic requirements eliminates the risk that these structures present to the occupants.

The selected option proposes the following key architectural modifications:

- Demolition of the Administration Building
- Reconfiguration of the Core Area including the kitchen and the addition of a service elevator
- Expanding the core of the building to the east
- The addition of a sub-basement with separate entrance for delivery trucks
- A revised private entrance for the Governor General

s.16(2)(c)

**BACKGROUND DOCUMENTS - RH Chancellery Branch, Feasibility/Design Brief, [REDACTED] 2020**

The Feasibility/Design Brief (draft) from June 2020 prepared by [REDACTED]

The main goal of this report was to provide a facility that supports an additional 33 staff including storage space and parking within the larger Rideau Hall property.

Two options were considered. The first option considered modernizing the Main Building – Levels 2 + 3, the Administration Building, and the Mappin Wing. The second option considered relocating to the Lisgar Rd Infill Building Levels 1 + 2.

Option 1 – excerpts relevant to the Administration Building

The 2nd floor existing Policy, Program and protocol Branch to be reconfigured to accommodate eight additional workstations, and a new copy station bringing the total occupancy to sixteen. The modernization of these spaces will be provided with new finishes and furnishings to meet the Government workplace standards.

This design concept plan for the ... Administration wing includes upgrading the wall/floors and ceilings and fire ratings. Some minor demolition which involves the removal of existing walls to open the space and adding washroom stalls within the existing building to accommodate the increased occupancy load. Finishes to include, new demountable glass walls, carpet tile, paint and baseboards.

**Disadvantages to Renovation:**

The Administration wing has been reported with poor building construction and conditions from extensive alteration over several decades. This could bring up a lot of unknowns during construction and could cost more than anticipated.

**Code Requirements****Egress and Exiting**

The Mappin Wing and Administration Wing is required to be served by not less than 2 exits. The 2nd floor Administration Wing is served by a dedicated exit stairwell which discharges to the exterior. The 2nd fire escape that is accessed by a door which swings against the direction of traffic needs to be revised. A new landing to be included at the door. Upgrades to the fire escape are required to meet current code.

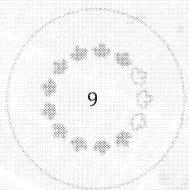
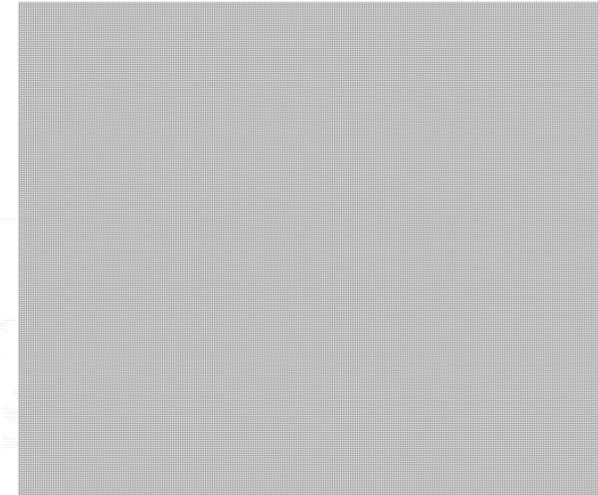
Level 3, Fire escape discharges to the roof and re-enters to the 2nd floor presents life safety risk. Recommendation that the guards to be installed so the entire path of travel from the exit from Level 3 to the re-entry at level 2 is protected against fall hazards. Removal of the [REDACTED] on level 2 door.

**Fire Separations**

- All floors required to be fire separated with a minimum 1 hour fire resistance rating. To the basement electrical storage room will require a one-hour fire rating from the adjacent storage room.
- Level 2 Administration Wing Exit Stairwell will require a 1 hour fire rating separation.
- All penetrations vertical and horizontal will require a one-hour fire separation.

**Option 1 Plan Administration Building, 3rd Floor:**

- 16 workstations total
- 8 Existing workstations
- 8 New workstations (6'-8')



**HERITAGE - CONDITION & APPROACH**

**CLASSIFIED FEDERAL HERITAGE BUILDING WITHIN A CLASSIFIED FEDERAL HERITAGE COMPLEX AS A WHOLE**

Built in 1912 and with an addition in the 1940s, the Administration Wing is a part of the federally designated heritage building of Rideau Hall.

The Rideau Hall Complex was designated "Classified" because of its important historical associations, its architectural qualities, and its landmark and environmental values.

Although the administration wing is not explicitly listed amongst the character defining elements of the site and building all aspects will require consideration regarding further steps and potential interventions with approvals from FHBRO and FLUDA.

This study offers options for improvements of the office quarters within the administration wing. Some options show improvements in small scale interventions that have minor heritage impacts, other options show a more large scale approach that has not undergone any deeper evaluation beyond the authors of this study. After a narrowing exercise by the occupants and stewards of the intervention options that are laid out here, these discussions will require significant effort to ensure a careful and appropriate change to this official residence.

**STANDARDS & GUIDELINES FOR THE CONSERVATION OF HISTORIC PLACES IN CANADA**

The Standards and Guidelines for the Conservation of Historic Places in Canada is the Canadian benchmark for heritage conservation practice in this country. It offers results-oriented guidance for sound decision-making when planning for, intervening on and using historic places. This document establishes a consistent, pan-Canadian set of conservation principles and guidelines that will be useful to anyone with an interest in conserving Canada's historic places.

These guidelines shall serve as the base for any interventions at Rideau Hall, including the Administration wing, which is addressed in this study.

**RIDEAU HALL MASTERPLAN**

The project Rideau Hall Masterplan was initiated in 2020 in order to develop a guideline for any future projects and/or interventions for the 88acre site. This work by a tiger team with experts within the NCC in the fields of heritage, architecture, landscaping along with site management professionals is ongoing, although currently on hold. A date for the completion of this masterplan is currently not in sight.

The preparation for the Rideau Hall Masterplan is the report that analyses the existing conditions. This report has been completed in 2021.

With the masterplan process on pause, this study is not based on any results from the work of the working group, therefore a potential intervention within the area of the Administration wing at the north-east end of the main residence shall be subject to broader discussion going forward in order to explore all aspects in detail.

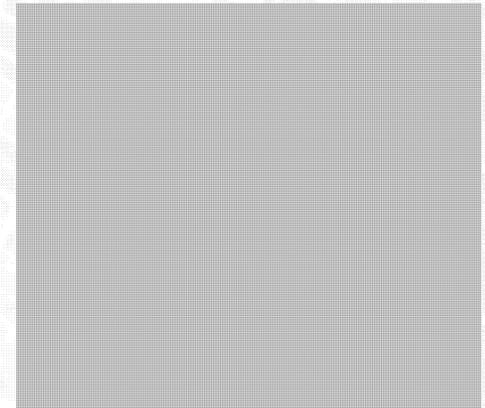
**RIDEAU HALL LANDSCAPE AND MAIN RESIDENCE HERITAGE ASSESSMENT**

The heritage assessment of the Rideau Hall site and main residence is a project undertaken by PSPC Heritage Conservation Services (HCS), it is currently ongoing, with the submission deadline coming up in April of 2022.

This relevant quote from the 66% draft of this report outlines the summary of how this part of the building fits into the larger picture (P108, 66% draft): "Generally, this area of the residence does not contribute significantly to the overall heritage value of Rideau Hall. The Admin Wing is therefore identified as an area of the building where an increased level of change is appropriate."

It shall be updated with updated information from the final report.

The draft plan below shows the admin underlaid with green color describing 'Low Heritage Value'.



## STRUCTURAL CONSIDERATIONS

### BACKGROUND

The Administration Wing was built in the early 1900s as a two-floor structure. A third floor was added in 1944. The structure of the addition appears to be supported by additional columns, which are separate from the original construction. The columns extend to the basement and are not in line with the original columns. It is therefore assumed that the structure of the addition is separate from the original construction.

The Admin Wing was visited on February 24, 2022 by Michael Moroz, P. Eng. (Structural Engineer). In attendance during the visit were Stefan Krauss (Intermediate Architect), Brooke Zacharuk (Architectural Project Officer) and Perri Pucci (Property and Events Manager). The intent of the visit was to obtain a better understanding of the structural framing to determine what structural impacts would result by the proposed modifications.

### OBSERVATIONS

A visual inspection of the of the three floors was conducted. The interior structure appears to be steel framed with concrete flooring. The columns of the original structure appear to be placed in an orderly grid. The exterior walls are assumed to be load bearing. One of the structural members observed was covered with concrete. The intent of the concrete is not known but assumed to be for fire protection. All, but one of the columns on the additional floor extend to the basement floor. The column that does not extend to the basement is assumed to be supported by the second-floor framing.

Visual attempts were made to accurately determine the structural layout, but access was restricted by walls and false ceilings and covers. Although not certain, some of the interior walls were believed to be load bearing. Given the limited access, an accurate and detailed description of the framing layout could not be ascertained.

### CONCLUSION

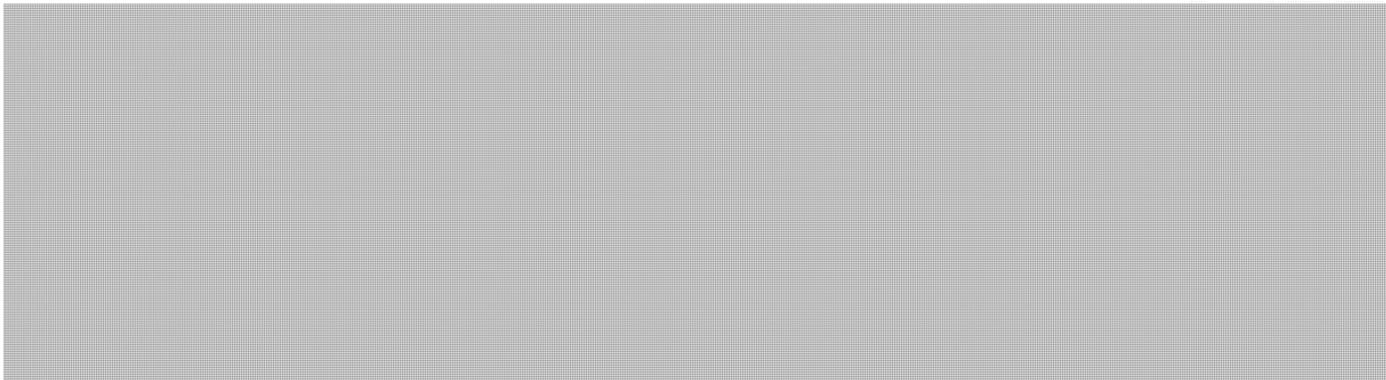
Based on the inspection and proposed modifications, the structural impact cannot be determined with 100% accuracy. However, if the columns and load bearing walls stay in place and are not altered in any way, there would not be any impact on the structural integrity of the facility. However, it should be noted that some of the walls proposed to be removed are potentially considered as load bearing. Load bearing walls should not be removed without proper design and construction techniques to facilitate removal. Engineering is of the mindset that any structural modifications can be achieved but cost and time should be considered in assessing its value. The options call for removal and/or additions of stair wells. Removal of stair wells will require new structural framing integrated into the existing structure. Likewise adding stair wells will require the same.

Given that the building was constructed in 1918, it is most likely that the building cannot sustain seismic loading. Although not mandatory, investigation to upgrade the structure for seismic loading may want to be considered during the structural design modifications.

### RECOMMENDATIONS

Before moving forward with the proposed options, it is recommended that a structural consultant be engaged to carry out a detailed inspection of the structure. The goal should be part of the planning phase to determine an understanding of the structure and its layout, the current structural integrity and the load carrying capacity of certain structural elements that require modification. If a decision is made to consider the seismic loads in the design, the engagement should include an analysis of the seismic load carrying capacity of the facility. The result of this engagement will provide information to be considered in moving forward with the proposed options.

It should be noted that the inspection may require destructive testing of structural components to determine load capacity of certain members. In addition, ceiling and column covers will require removal for access to the structural components. Further NCC Engineering support can be provided to assist in the engagement of a structural consultant and/or detailed structural design.



1 OPTION 1 -BASEMENT DEMO PLAN

2 OPTION 1 -GROUND DEMO PLAN

3 OPTION 1 -SECOND DEMO PLAN

## GC WORKPLACE

The base of the office layouts shown in this study is formed by the GC Workplace Design Guide. This tool allows to estimate the possible number of employees that can be accommodated within an office area, although it requires additional input by the future occupant to ensure that the work environment is designed to the appropriate requirements of the individual workplace.

The GC workplace Design Guide provides guidance for the furnishing of office areas, based on the available office space. Dependent on the size of the area, the chart gives a number for individual plus collaborative seats.

Total No. of Individual Seats: X

Total No. of Collab Seats: Y

The **target occupancy** is obtained by dividing the space solution by 12m<sup>2</sup>

The **actual population** is defined by the occupant/layout chosen for the space

The **built-in growth** is the target occupancy minus the actual population

The right side of this page shows exemplary furnishings as well as an example of the workpoints that are laid out for a target occupancy of 100 people.

Exemplary seat count for 100 people:

EXAMPLE OF WORKPOINT LIMITS		TARGET OCCUPANCY: 100 PEOPLE (1100m <sup>2</sup> )	
		MINIMUM SEAT COUNT	MAXIMUM SEAT COUNT
Primary Individual Open	Workstation	12	65
	Touchdown	8	30
	Focus Pod	2	12
Primary Individual Enclosed	Focus Room	4	12
	Phonebooth	4	8
Secondary Individual	Reflection Point	2	6
	Active Workstation	0	4
	Study	0	20
Collaborative Open	Chat Point	1	5
	Huddle	1	6
	Teaming Area	1	4
	Lounge	1	2
Collaborative Enclosed	Work Room	2	6
	Project Room	0	6
	Medium Meeting Room	1	3
	Large Meeting Room	0	2

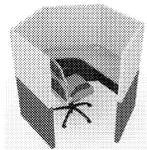
Examples of possible office furniture layouts:



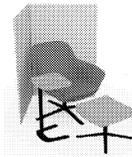
**WORKSTATION**



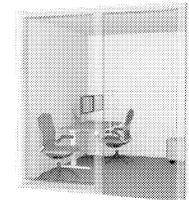
**TOUCHDOWN**



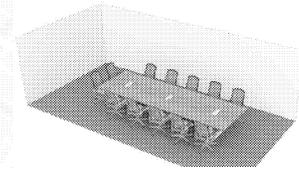
**FOCUS POD**



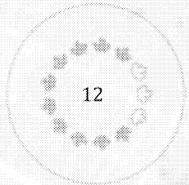
**REFLECTION POINT**



**FOCUS ROOM**



**MEDIUM MEETING ROOM**



## GC WORKPLACE

The GC workplace Design Guide offers the options to choose between three work environments:

- autonomous
- balanced
- interactive

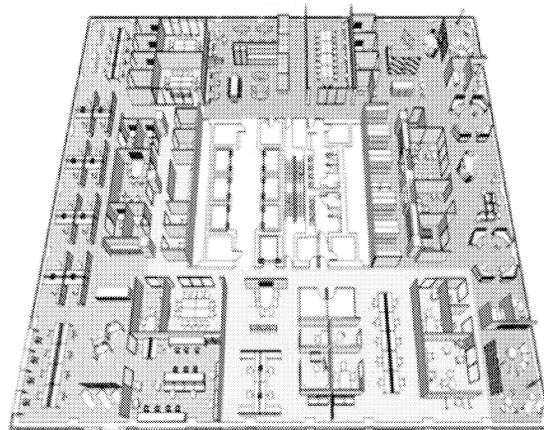
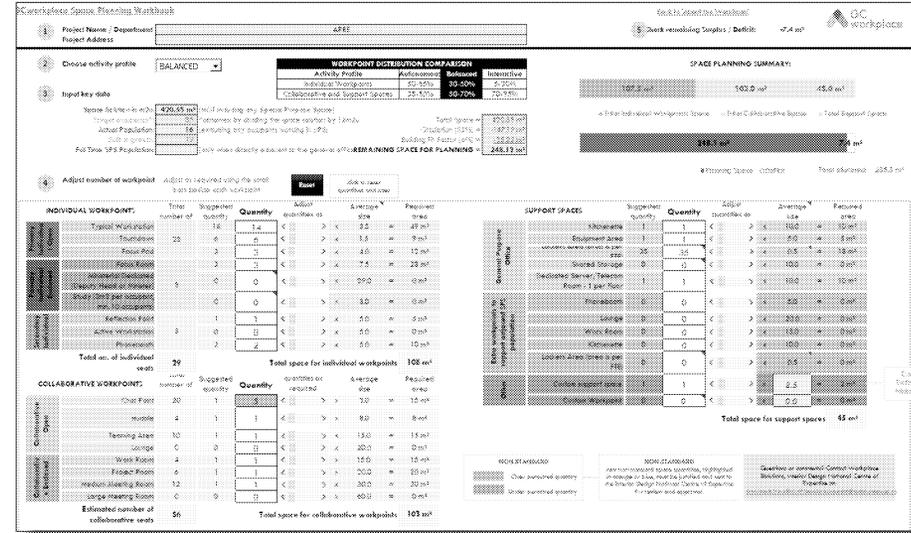
To further organise the work spaces, the guide suggests splitting the work areas into three zones:

- Quiet zone
- Transitional zone
- Interactive zone

This study follows the BALANCED approach with a generally rather equal layout for concentration and collaborative work. Refinement of this approach shall be done in next steps exercises with the future users of the space.

Further more detailed information about GC Workplace can be found online here: [https://wiki.gccollab.ca/images/f/f7/GCworkplace\\_Technical\\_Reference\\_Manual\\_EN.pdf](https://wiki.gccollab.ca/images/f/f7/GCworkplace_Technical_Reference_Manual_EN.pdf)

Exemplary chart for option 1 shows an example of the excel sheet that determines the recommended amounts of workstations, etc. :



**A Quiet Zone** includes open, semi-enclosed, and enclosed individual workpoints. In these zones, the intent is to encourage individual focus work, and to support the need for quiet or private spaces.

**A Transitional Zone** includes a variety of open and enclosed spaces where less intense concentration is supported. Transitional Zones may include open individual and collaborative workpoints, semi-enclosed collaboration, and Support Spaces such as Lockers or Shared Equipment Area.

In an **Interactive Zone**, socialization and group collaboration is promoted and strongly encouraged. By providing a variety of group workpoints, and locating these activities away from the Quiet Zone, it is possible to achieve a balance within the workplace which supports all types of work activities and workstyles.

s.18(d)

**OPTIONS - OVERVIEW**

**OPTION 1 - STATUS QUO**



The administration wing currently houses offices on all three floors along with one larger meeting room on the middle floor. The current building condition shows several issues that need to be addressed rather sooner than later. This includes the building envelope, from stucco wall finishes that are flaking off to windows that need to be replaced. New office furniture layouts within existing floor layout can result in better efficiency of the spaces.

Available Office Space: 388m<sup>2</sup>

**OPTION 2 - NEW INTERIOR LAYOUT**



This option looks at removing interior partitions within the office floors to improve the existing office layouts and work spaces. For better accessibility a new elevator will service all floors within the Admin wing as well as the levels of the neighbouring Monck- and Minto Wing. A new ramp will allow barrier free access from entrance through the Admin wing into the existing basement and kitchen wing of the main residence. All staircases will remain in place, while sanitary spaces will get re-fitted for the new layout. To access the existing mechanical basement, a small interior stair will be constructed at a new location.

Available Office Space: 421m<sup>2</sup>  
 Project budget\*: betw. \$ ████M & \$ ████M

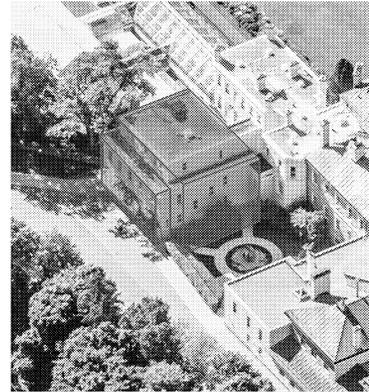
**OPTION 3 - NEW INTERIOR STAIR**



Demolition of existing stairs within the Admin Wing and the construction of a new stair within the existing perimeter of the existing building will improve accessibility for all floor levels. For better accessibility a new elevator will service all floors within the Admin wing as well as the levels of the neighbouring Monck- and Minto Wing. A new ramp will allow barrier free access from entrance through the admin wing into the existing basement and kitchen wing of the main residence. To access the existing mechanical basement, a small exterior stair will be constructed. The new stair system allows for removal of emergency stair at east façade of the admin wing.

Available Office Space: 425m<sup>2</sup>  
 Project budget\*: betw. \$ ████M & \$ ████M

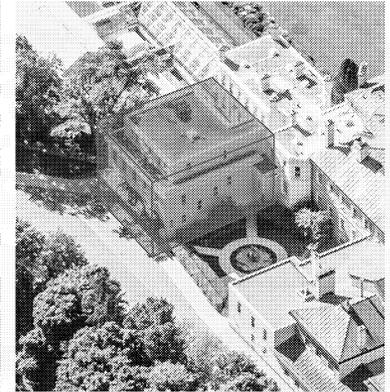
**OPTION 4 - ADDITION**



Demolition of existing stairs within the Admin Wing and the construction of a new stair within the existing perimeter of the existing building will improve accessibility for all floor levels. For better accessibility a new elevator will service all floors within the Admin wing as well as the levels of the neighbouring Monck- and Minto Wing. A new ramp will allow barrier free access from entrance through the Admin wing into the existing basement and kitchen wing of the main residence. To access the existing mechanical basement, a small exterior stair will be constructed. The new stair system allows for removal of emergency stair at east façade of the admin wing. Additional office space will be created on one side of the admin wing to enlarge the capacity of the building.

Available Office Space: 672m<sup>2</sup>  
 Project budget\*: betw. \$ ████M & \$ ████M

**OPTION 5A,B - DEMO + NEW BUILD**



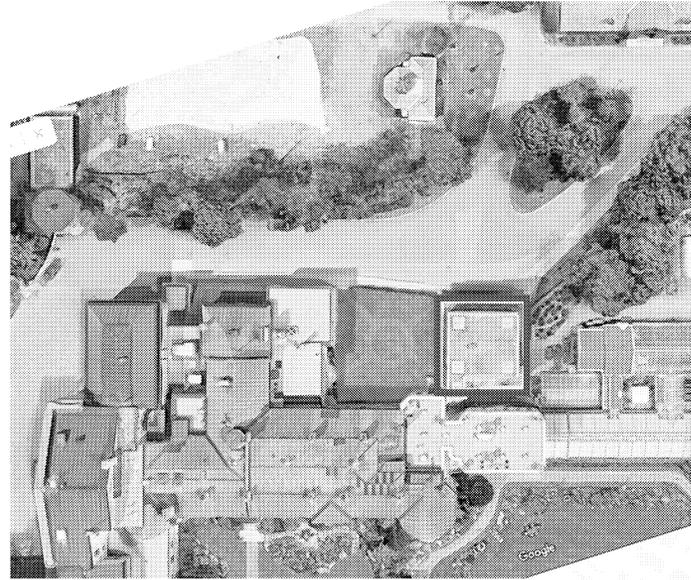
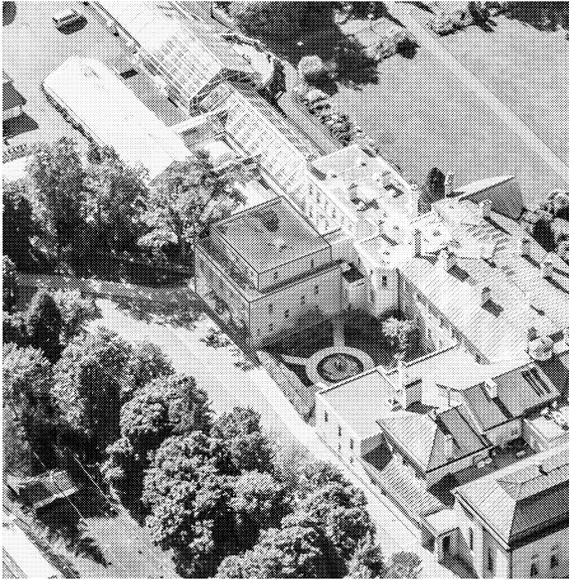
Demolish the existing Admin Wing to allow for new construction at same location. New modern building allows for barrier-free construction, state-of-the-art sustainable building design, improved office layouts as required by occupant within the updated access and exit stair and elevator concept. New basement allows for additional storage space. Upper floor levels built to modern standards allow for one (1) additional level within original volume of the heritage structure.

Option 5b only defers from Option 5a in the new basement, which extends beyond perimeter of upper floors with direct vehicular access for deliveries via a covered loading bay and allows for additional storage space, potential direct connection to kitchen wing with elevator access to upper floor (current basement/entry floor level) for delivery. 14

Available Office Space: 1042m<sup>2</sup>  
 Project budget\*: betw. \$ ████M & \$ ████M

\*The costs presented in this analysis represent a rough order of magnitude. The purpose is to provide a rough idea of the cost range of different options to aid in the decision making and communications in the initial stages of development of the project. A more detailed cost estimate with additional contingencies and risk allowances should be developed at the next stages of the project.

## OPTION 1 - Status Quo



### Advantages

- Positive life-cycle benefit by reducing demolition waste
- No impact of heritage character of the site and building

### Disadvantages

- The Administration wing has been reported with poor building construction and conditions from extensive alteration over several decades.
- No accessibility between floor levels
- No accessibility to other wings on basement and ground levels
- Exterior fire escape remains, which poses a life-safety risk
- Currently known issues of building structure (stucco, failing brick, asbestos, windows) due to deferred maintenance remain not addressed

## OPTION 1 SUMMARY

Available Office Space: 388.40m<sup>2</sup>

Total No. of Individual Seats: 28

Total No. of Collab Seats: 40

Target Occupancy: 32

Actual Population: +/- 27

Built-in growth: +/- 5

### Individual Workpoints

- 13 3.5m<sup>2</sup> typical workstations
- 6 1.5m<sup>2</sup> touchdown stations
- 3 4m<sup>2</sup> focus pods
- 2 7.5m<sup>2</sup> focus rooms
- 1 5m<sup>2</sup> reflection point
- 2 5m<sup>2</sup> phonebooths

### Support Spaces

- 1 kitchenette (10m<sup>2</sup>)
- 1 equipment area (5m<sup>2</sup>)
- 35 lockers (17m<sup>2</sup>)
- 1 dedicated server (10m<sup>2</sup>)
- 1 custom support space (2.5m<sup>2</sup>)

### Collaborative Workpoints

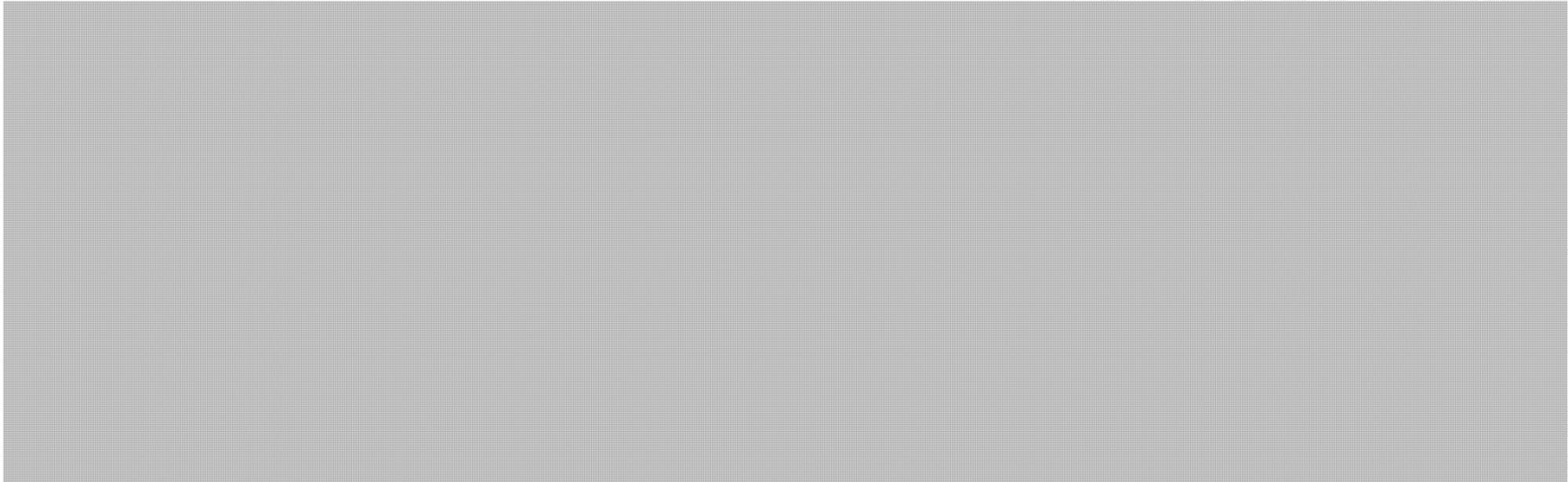
- 1 3m<sup>2</sup> chat point
- 1 8m<sup>2</sup> huddle
- 1 15m<sup>2</sup> teaming area
- 1 15m<sup>2</sup> work room
- 1 20m<sup>2</sup> project room
- 1 30m<sup>2</sup> medium meeting room

### Washrooms

- 1 universal washroom
- 2 min. water closets/sex
- 0, barrier-free water closets where a universal washroom is provided on the same floor level within 45 m of the washroom, or
- 1, barrier-free water closet where a universal washroom is not provided on the same floor level within 45 m of the washroom

Not relevant as agreed to with requester / Non pertinent avec l'entente du demandeur

### OPTION 1 - Status Quo



**1** OPTION 1 - BASEMENT PLAN  
A510 1 : 200

GROSS AREA: 262.37m<sup>2</sup>

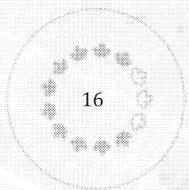
TOTAL GROSS AREA: 688.39m<sup>2</sup>

**2** OPTION 1 - GROUND PLAN  
A510 1 : 200

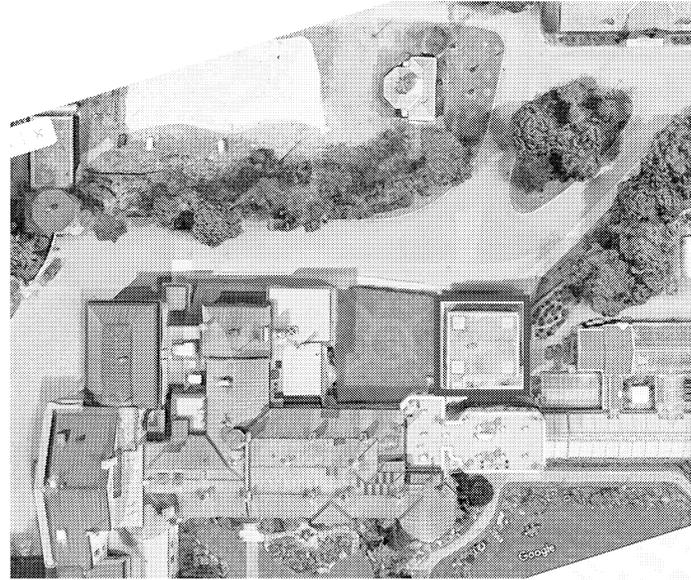
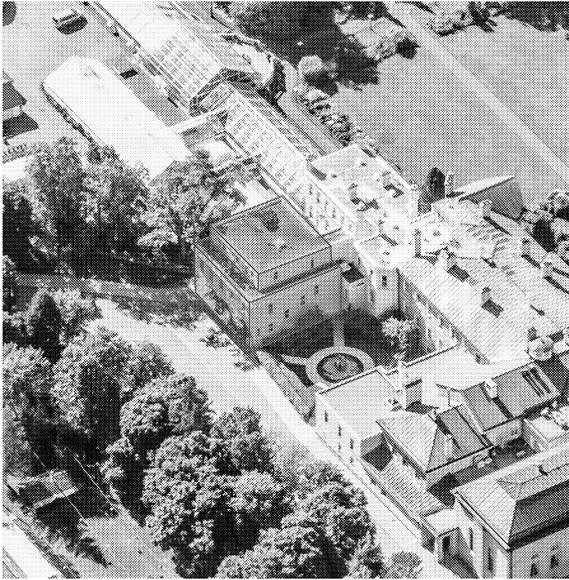
GROSS AREA: 262.37m<sup>2</sup>

**3** OPTION 1 - SECOND PLAN  
A510 1 : 200

GROSS AREA: 169.62m<sup>2</sup>



## OPTION 2 - New interior office layout



### Option 2

- Strategically remove interior walls to improve offices for contemporary open space office layout
- New interior elevator to all levels
- Accessible entrance at north façade through ramp
- Ramp connection into Monck Wing Basement for accessible access
- New exterior stair to mechanical basement (to allow for improved interior accessibility)

### Advantages

- Positive life-cycle benefit by reducing demolition waste
- Minor impact of heritage character of the site and building
- Minor structural interventions
- Improved accessibility within and between floor areas through new elevator servicing all levels
- Better efficiency of office spaces
- Direct access to Main Residence basement for deliveries

### Disadvantages

- Inefficient staircase to remain
- Limited improvement of office spaces
- Structural interventions required to improve accessibility within structurally limited building
- Currently known issues of building structure (stucco, failing brick, asbestos, windows) due to deferred maintenance require attention beyond interior layout improvements
- exterior fire-escape remains, which poses a life safety risk

## OPTION 2 SUMMARY

Available Office Space: 421.06m<sup>2</sup>

Total No. of Individual Seats: 29

Total No. of Collab Seats: 56

Target Occupancy: 35

Actual Population: +/-27

Built-in growth: +/- 8

### Individual Workpoints

- 14 3.5m<sup>2</sup> typical workstations
- 6 1.5m<sup>2</sup> touchdown stations
- 3 4m<sup>2</sup> focus pods
- 3 7.5m<sup>2</sup> focus rooms
- 1 5m<sup>2</sup> reflection point
- 2 5m<sup>2</sup> phonebooths

### Support Spaces

- 1 kitchenette (10m<sup>2</sup>)
- 1 equipment area (5m<sup>2</sup>)
- 35 lockers (17m<sup>2</sup>)
- 1 dedicated server (10m<sup>2</sup>)
- 1 custom support space (2.5m<sup>2</sup>)

### Collaborative Workpoints

- 1 3m<sup>2</sup> chat point
- 1 8m<sup>2</sup> huddle
- 1 15m<sup>2</sup> teaming area
- 1 15m<sup>2</sup> work room
- 1 20m<sup>2</sup> project room
- 1 30m<sup>2</sup> medium meeting room

### Washrooms

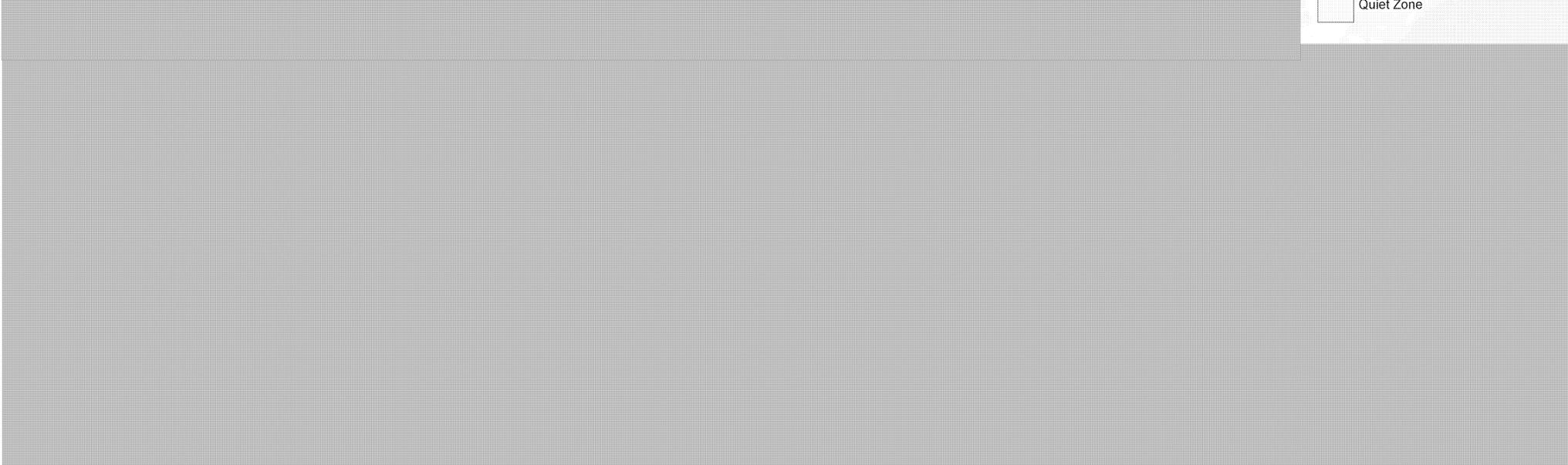
- 1 universal washroom
- 2 min. water closets/sex
- 0, barrier-free water closets where a universal washroom is provided on the same floor level within 45 m of the washroom, or
- 1, barrier-free water closet where a universal washroom is not provided on the same floor level within 45 m of the washroom

Not relevant as agreed to with requester / Non pertinent avec l'entente du demandeur

### OPTION 2 - Plans

Department

-  Interactive Zone
-  Transitional Zone
-  Quiet Zone



**1** OPTION 2 - BASEMENT PLAN  
A510.2 1 : 200

GROSS AREA: 272.33m<sup>2</sup>

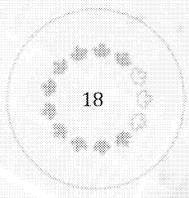
**2** OPTION 2 - GROUND PLAN  
A510.2 1 : 200

GROSS AREA: 272.33m<sup>2</sup>

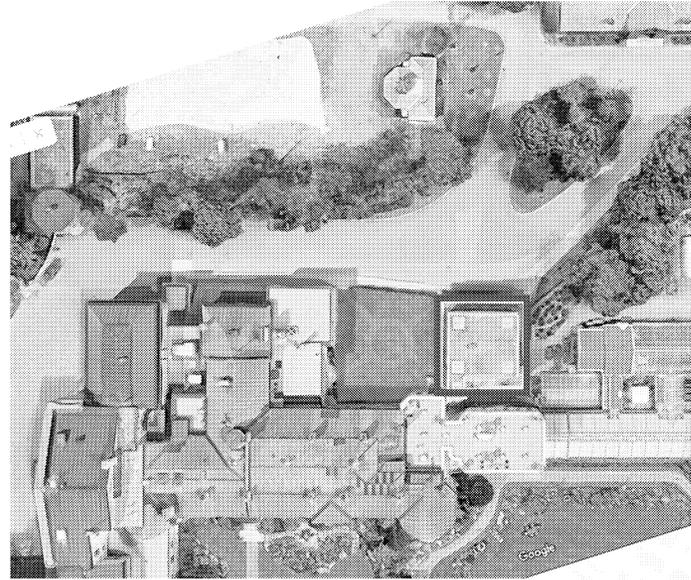
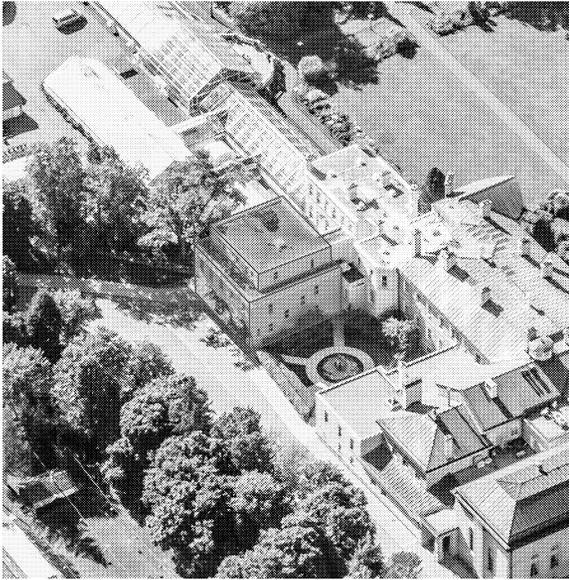
**3** OPTION 2 - SECOND PLAN  
A510.2 1 : 200

GROSS AREA: 170.79m<sup>2</sup>

**TOTAL GROSS AREA: 715.45m<sup>2</sup>**



### OPTION 3 - New interior stair layout



#### Option 3:

- Demolish interior walls and stairs
- new stairs at new location within existing building perimeter
- New interior elevator to all levels
- improved accessible connection to existing basement hallway to Monck Wing
- Accessible entrance at north façade through ramp
- New exterior stair to mechanical basement (to allow for improved interior accessibility)
- Demolish exterior emergency stairs

#### Advantages

- Positive life-cycle benefit by reducing demolition waste
- Exterior heritage remains in place
- Improved stair layout
- Universal accessibility for all floors in Admin wing and adjacent wings with new elevator at south façade
- Improved office layout
- Minor impact of heritage character of the site and building
- Direct access to Main Residence basement for deliveries
- Removal of exterior fire escape, which poses a life-safety risk

#### Disadvantages

- Higher cost
- Currently known issues of building structure (stucco, failing brick, asbestos, windows) due to deferred maintenance require attention beyond interior layout improvements

### OPTION 3 SUMMARY

Available Office Space: 425.45m<sup>2</sup>

Total No. of Individual Seats: 29

Total No. of Collab Seats: 40

Target Occupancy: 35

Actual Population: +/-27

Built-in growth: +/- 8

#### Individual Workpoints

- 14 3.5m<sup>2</sup> typical workstations
- 6 1.5m<sup>2</sup> touchdown stations
- 3 4m<sup>2</sup> focus pods
- 3 7.5m<sup>2</sup> focus rooms
- 1 5m<sup>2</sup> reflection point
- 2 5m<sup>2</sup> phonebooths

#### Support Spaces

- 1 kitchenette (10m<sup>2</sup>)
- 1 equipment area (5m<sup>2</sup>)
- 35 lockers (17m<sup>2</sup>)
- 1 dedicated server (10m<sup>2</sup>)
- 1 custom support space (2.4m<sup>2</sup>)

#### Collaborative Workpoints

- 1 3m<sup>2</sup> chat point
- 1 8m<sup>2</sup> huddle
- 1 15m<sup>2</sup> teaming area
- 1 15m<sup>2</sup> work room
- 1 20m<sup>2</sup> project room
- 1 30m<sup>2</sup> medium meeting room

#### Washrooms

- 1 universal washroom
- 2 min. water closets/sex
- 0, barrier-free water closets where a universal washroom is provided on the same floor level within 45 m of the washroom, or
- 1, barrier-free water closet where a universal washroom is not provided on the same floor level within 45 m of the washroom

Not relevant as agreed to with requester / Non pertinent avec l'entente du demandeur

### OPTION 3 - Plans

Department

 Interactive Zone

 Transitional Zone

 Quiet Zone



**1** OPTION 3 - BASEMENT PLAN  
A511 1 : 200

GROSS AREA: 275.48m<sup>2</sup>

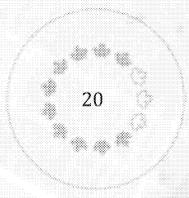
TOTAL GROSS AREA: 736.5m<sup>2</sup>

**2** OPTION 3 - GROUND PLAN  
A511 1 : 200

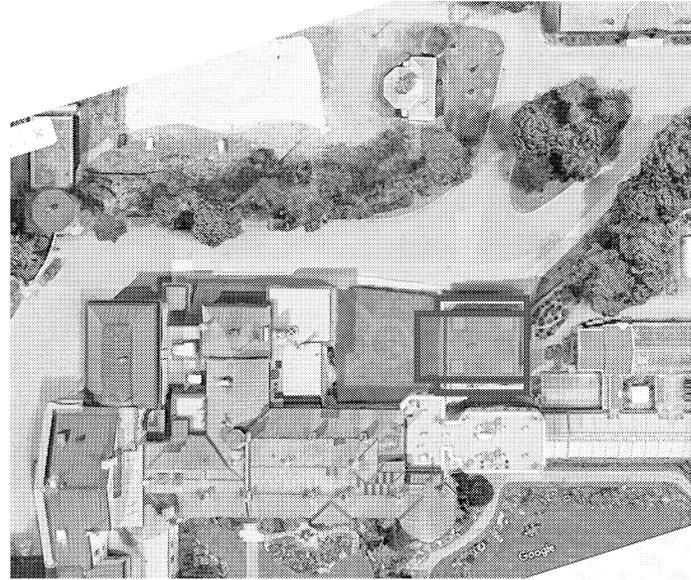
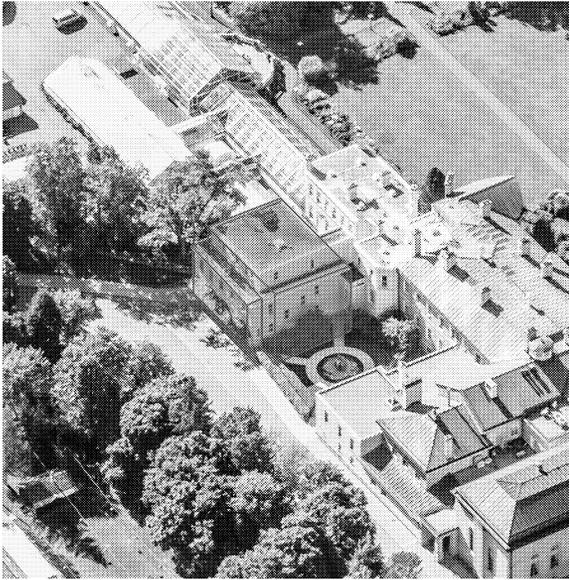
GROSS AREA: 270.42m<sup>2</sup>

**3** OPTION 3 - SECOND PLAN  
A511 1 : 200

GROSS AREA: 190.6m<sup>2</sup>



## OPTION 4 - New addition



### Option 4:

- Demolish interior walls and stairs
- new stairs at new location within existing building perimeter
- New interior elevator to all levels
- Construction of additional office space in new addition to one side (East or west (shown above) of existing building block)
- improved accessible connection to existing basement hallway to Monck Wing

### Advantages

- Positive life-cycle benefit by reducing demolition waste
- Improved stair layout
- Universal accessibility for all floors in admin wing and adjacent wings with new elevator
- Improved office layout with additional space in new addition
- Direct access to Main Residence basement for deliveries
- Improved sustainability within additional new building envelope

### Disadvantages

- Higher cost
- Heritage interventions include the exterior perimeter of the building
- Extension to west side requires careful approach for change to Ambassador Court
- Existing structure of low quality construction (plus deferred maintenance, asbestos) to remain and to be rehabilitated

## OPTION 4 SUMMARY

Available Office Space: 672.43m<sup>2</sup>

Total No. of Individual Seats: 46

Total No. of Collab Seats: 54

Target Occupancy: 56

Actual Population: +/-27

Built-in growth: +/- 29

### Individual Workpoints

- 22 3.5m<sup>2</sup> typical workstations
- 10 1.5m<sup>2</sup> touchdown stations
- 4 4m<sup>2</sup> focus pods
- 4 7.5m<sup>2</sup> focus rooms
- 2 5m<sup>2</sup> reflection points
- 1 5m<sup>2</sup> active workstation
- 3 5m<sup>2</sup> phonebooths

### Support Spaces

- 1 kitchenette (15m<sup>2</sup>)
- 1 equipment area (5m<sup>2</sup>)
- 56 lockers (17m<sup>2</sup>)
- 1 dedicated server (10m<sup>2</sup>)
- 1 custom support space (2.4m<sup>2</sup>)

### Collaborative Workpoints

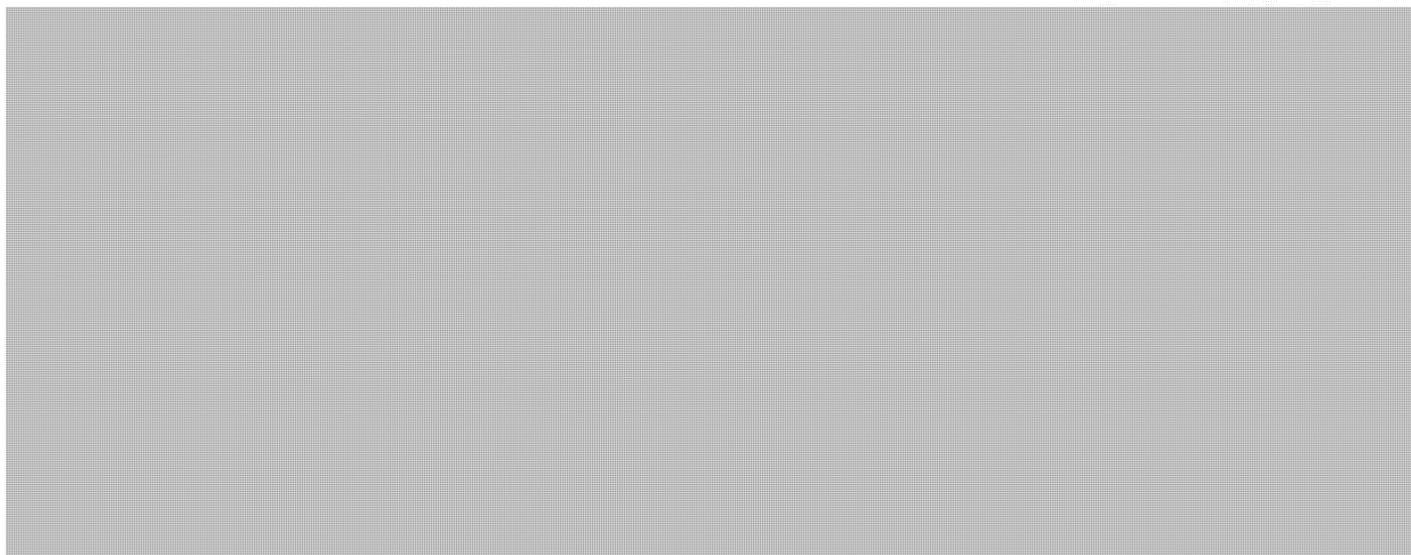
- 1 3m<sup>2</sup> chat point
- 1 8m<sup>2</sup> huddle
- 1 15m<sup>2</sup> teaming area
- 1 20m<sup>2</sup> lounge
- 2 15m<sup>2</sup> work rooms
- 1 20m<sup>2</sup> project room
- 1 30m<sup>2</sup> medium meeting room

### Washrooms

- 1 universal washroom
- 3 min. water closets/sex
- 0, barrier-free water closets where a universal washroom is provided on the same floor level within 45 m of the washroom, or
- 1, barrier-free water closet where a universal washroom is not provided on the same floor level within 45 m of the washroom

Not relevant as agreed to with requester / Non pertinent avec l'entente du demandeur

OPTION 4 - New addition



Not relevant as agreed to with requester / Non pertinent avec l'entente du demandeur

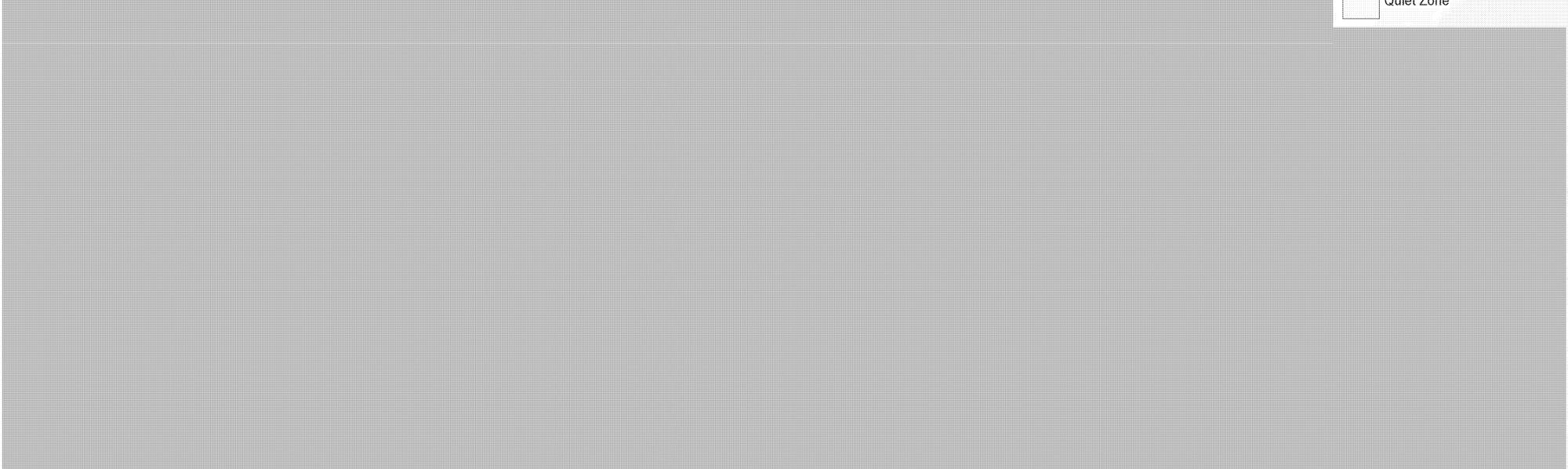
### OPTION 4 - Plans

Department

 Interactive Zone

 Transitional Zone

 Quiet Zone



 **OPTION 4 - BASEMENT PLAN**  
1 : 200

GROSS AREA: 344.94m<sup>2</sup>

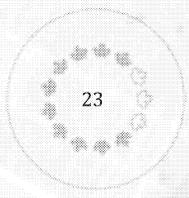
TOTAL GROSS AREA: 965.62m<sup>2</sup>

 **OPTION 4 - GROUND PLAN**  
1 : 200

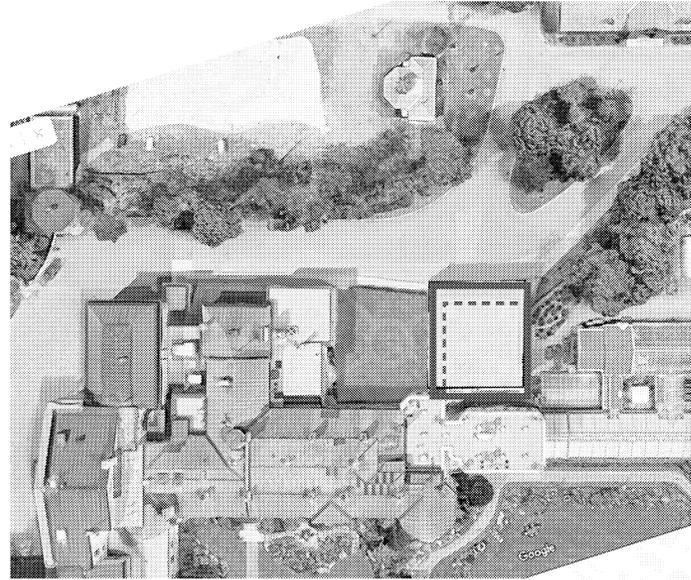
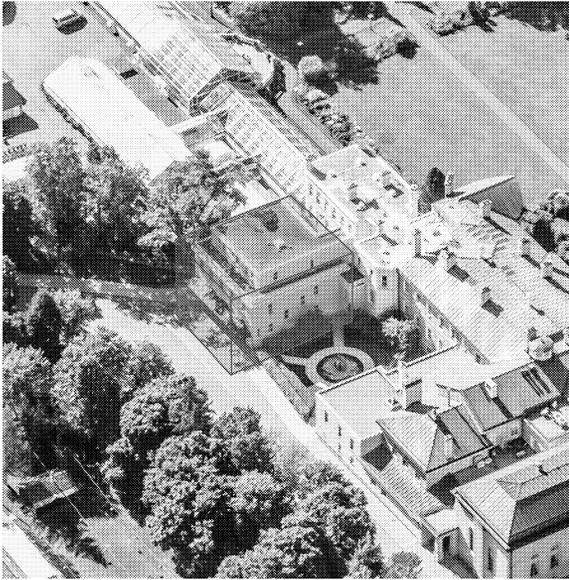
GROSS AREA: 340.06m<sup>2</sup>

 **OPTION 4 - SECOND PLAN**  
1 : 200

GROSS AREA: 280.62m<sup>2</sup>



## OPTION 5a - New build



### Option 5a Overview

- Rebuild new at approx. same footprint but improve efficiency with (minor) extensions to north and west side
- New additional (2nd) basement – extent of space as floors above
- Additional upper office storey within original building volume
- Level access to existing basement hallway to Monck Wing

### Advantages

- New state-of-the-art accessible building
- Zero Carbon goals achievable for new wing
- Universal accessibility for all floors in admin wing and adjacent wings with new elevator
- Improved office layout
- Direct & straight access to Main Residence basement for deliveries
- New elevator strategy for office and delivery/storage
- Removal of all hazardous materials from heritage structure
- Reduced maintenance cost

- Direct access to Main Residence basement for deliveries
- Significant floor space addition with additional full storey withing volume of existing heritage wing

### Disadvantages

- Higher cost of new construction + cost for demolition
- Heritage structure demolished – although heritage considered low value

## OPTION 5a/b SUMMARY

Available Office Space: 1040.64m<sup>2</sup>

Total No. of Individual Seats: 74

Total No. of Collab Seats: 114

Target Occupancy: 87

Actual Population: +/-27

Built-in growth: +/- 60

### Individual Workpoints:

- 35 3.5m<sup>2</sup> typical workstations
- 16 1.5m<sup>2</sup> touchdown stations
- 7 4m<sup>2</sup> focus pods
- 7 7.5m<sup>2</sup> focus rooms
- 3 5m<sup>2</sup> reflection points
- 1 5m<sup>2</sup> active workstation
- 5 5m<sup>2</sup> phonebooths

### Support Spaces:

- 1 kitchenette (10m<sup>2</sup>)
- 2 equipment areas (5m<sup>2</sup>)
- 87 lockers (17m<sup>2</sup>)
- 1 dedicated server (10m<sup>2</sup>)
- 1 custom support space (6m<sup>2</sup>)

### Collaborative Workpoints:

- 2 3m<sup>2</sup> chat points
- 2 8m<sup>2</sup> huddles
- 2 15m<sup>2</sup> teaming areas
- 1 20m<sup>2</sup> lounge
- 3 15m<sup>2</sup> work rooms
- 2 20m<sup>2</sup> project rooms
- 2 30m<sup>2</sup> medium meeting rooms
- 1 60m<sup>2</sup> large meeting room

### Washrooms:

- 2 universal washrooms
- 3 min. water closets/sex
- 0, barrier-free water closets where a universal washroom is provided on the same floor level within 45 m of the washroom, or
- 1, barrier-free water closet where a universal washroom is not provided on the same floor level within 45 m of the washroom

Not relevant as agreed to with requester / Non pertinent avec l'entente du demandeur

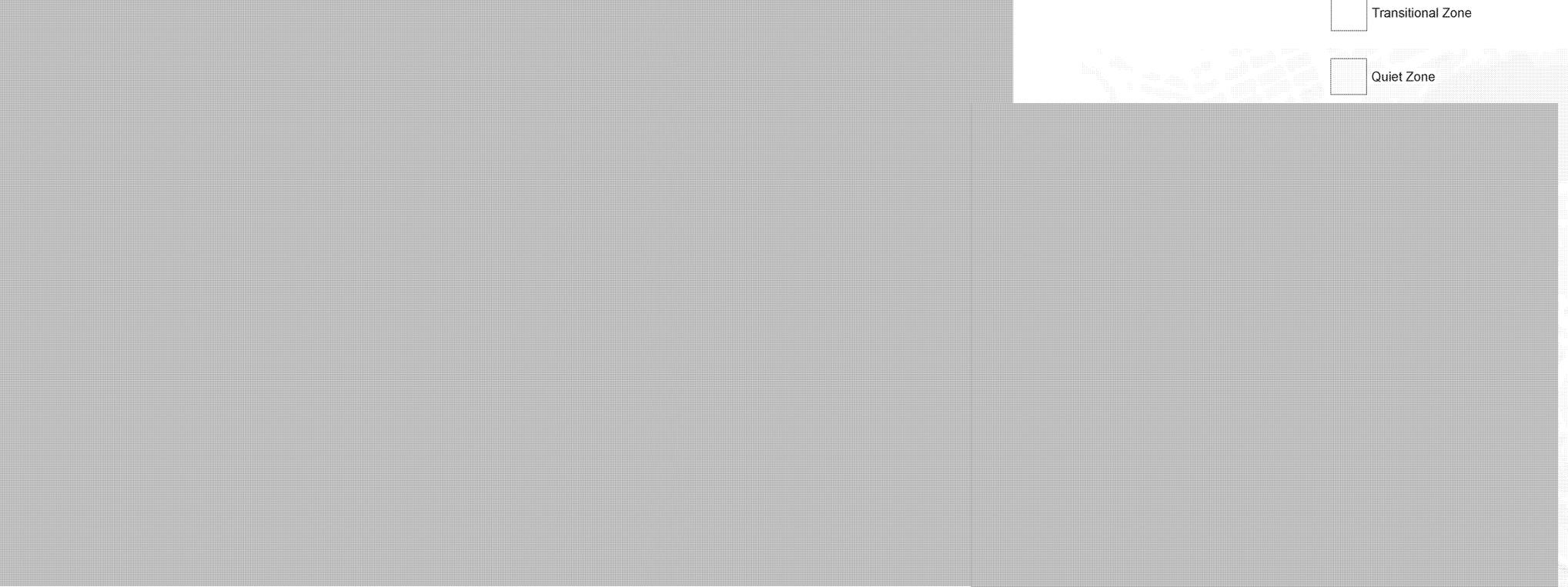
### OPTION 5a/b - Plans

Department

 Interactive Zone

 Transitional Zone

 Quiet Zone



 **OPTION 5a - BASEMENT PLAN**

1 : 200

GROSS AREA: 351.94m<sup>2</sup>

TOTAL GROSS AREA: 1392.92m<sup>2</sup>

 **OPTION 5a - GROUND PLAN**

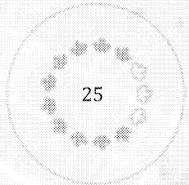
1 : 200

GROSS AREA: 351.94m<sup>2</sup>

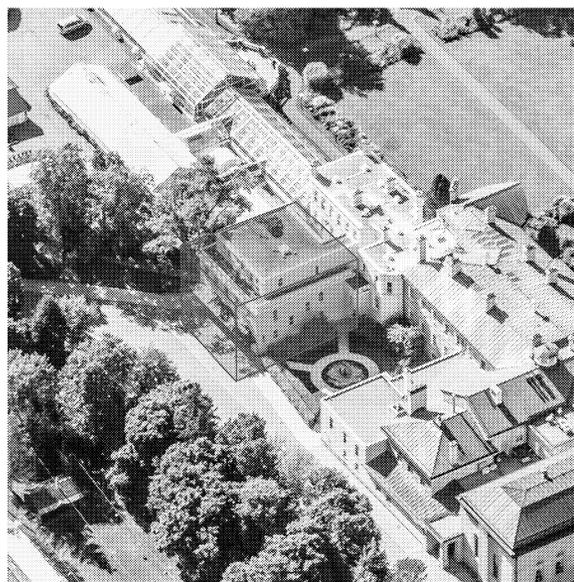
 **OPTION 5a - SECOND + THIRD PLAN**

1 : 200

GROSS AREA: 344.52m<sup>2</sup>



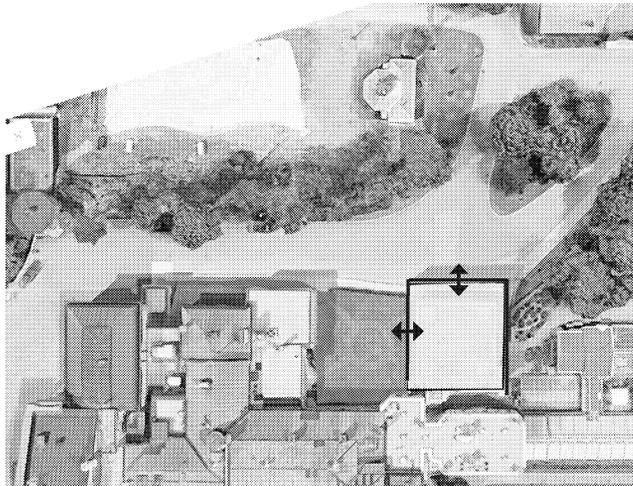
### OPTION 5b - New build + large sub-basement



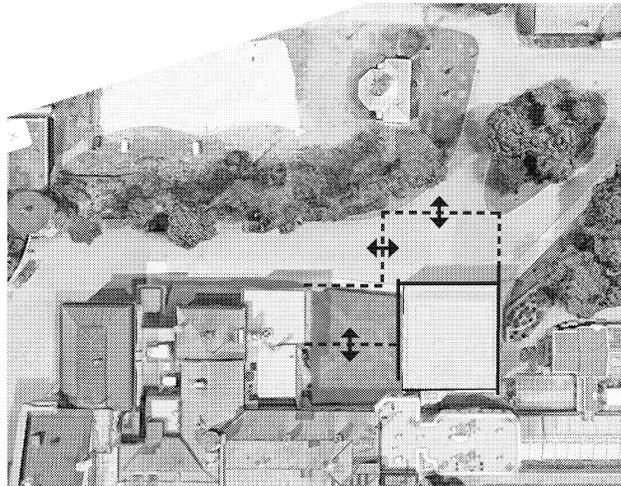
#### Option 5b Overview

- Rebuild new at approx. same footprint but improve efficiency with (minor) extensions to north and west side
- New additional (2nd) basement with additional storage space, loading bay with direct access for delivery vehicles,
- Additional upper office storey within original building volume
- Level access to existing basement hallway to Monck Wing

### Option 5b - Extent of new build



Extent of new building above ground (and new basement of option 5a)



Extent of new building above ground and large basement of option 5b



Access on two levels - to lower sub-basement from north directly into loading bay, to upper basement at existing basement (ground floor) entrance.

#### Advantages

- New state-of-the-art accessible building
- Zero Carbon goals achievable for new wing
- Universal accessibility for all floors in admin wing and adjacent wings with new elevator
- Improved office layout
- New sub-basement with hidden loading bay for direct access with delivery vehicles - landscaping above sub-basement to resemble existing conditions
- Direct & straight access to Main Residence basement for people pick-up & drop off
- New elevator strategy for office and delivery/storage
- Removal of all hazardous materials from heritage structure
- Reduced maintenance cost
- Improved security for building through redirection of access road to upper floors, direct line from Princess gate to building only through loading bay
- Integrate design with long-term Master Plan
- Significant floor space addition with additional full storey withing volume of existing heritage wing

#### Disadvantages

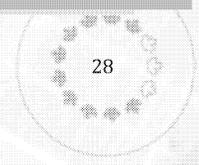
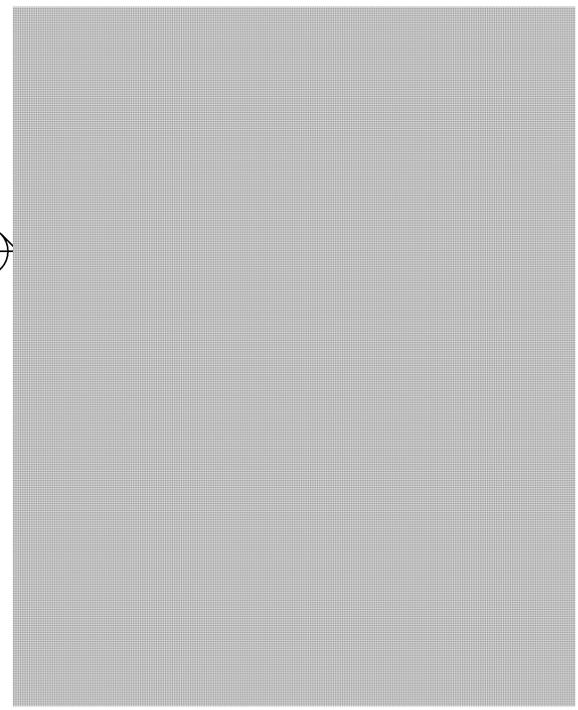
- Higher cost of new construction + cost for demolition
- Heritage structure demolished - although heritage considered low value

Not relevant as agreed to with requester / Non pertinent avec l'entente du demandeur

OPTION 5a/b - sub-basement

OPTION 5a - new sub-basement plan

OPTION 5b - new sub-basement plan



Not relevant as agreed to with requester / Non pertinent avec l'entente du demandeur

**OPTIONS - SECTION VIEW**

**SECTION OPTION 1, 2, 3, 4** (Stair shows existing condition in options 1 & 2 only)

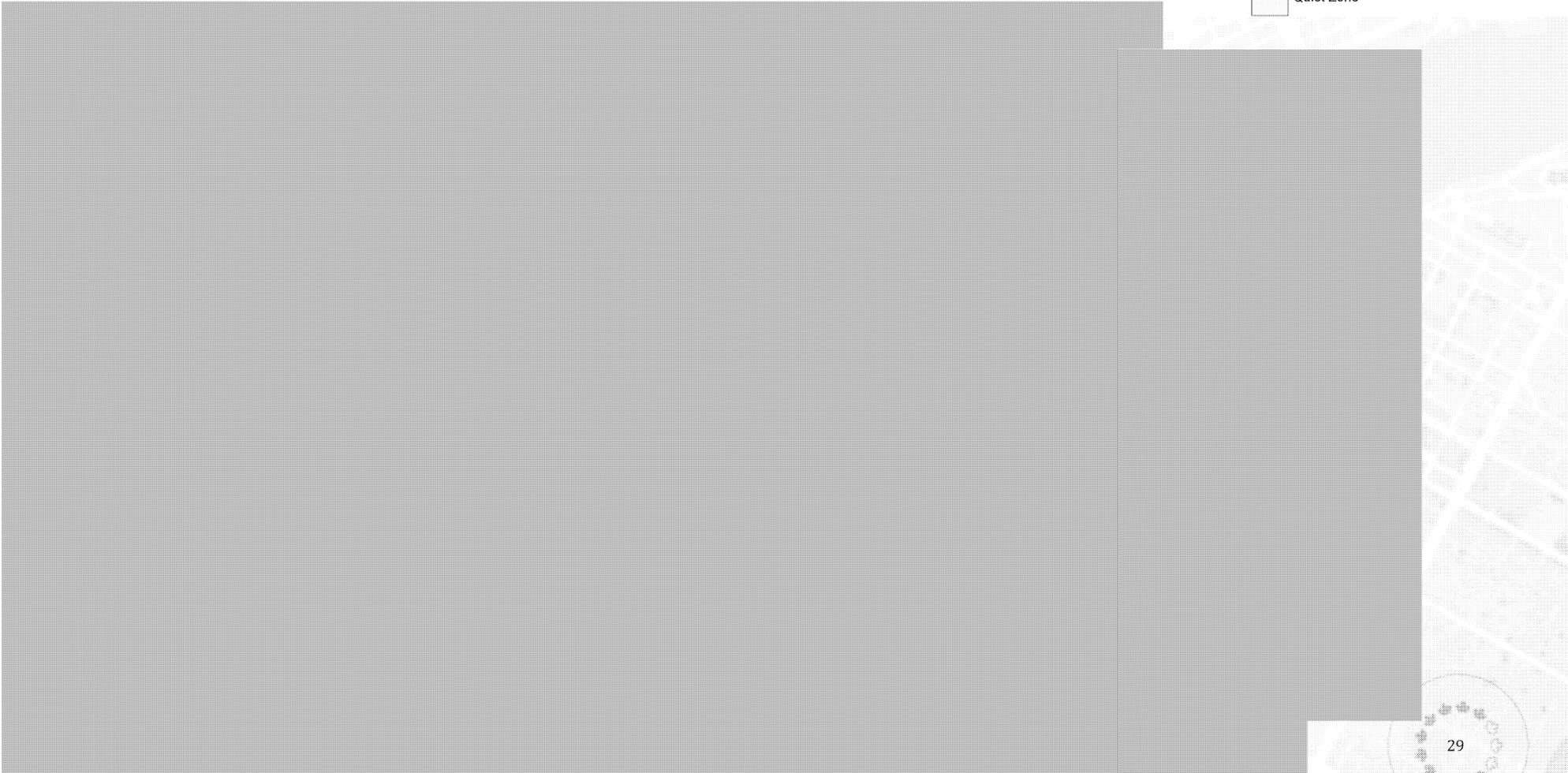
**SECTION OPTION 5a/b**

Department

 Interactive Zone

 Transitional Zone

 Quiet Zone



**From:** Michaud, Alexis  
**Sent:** March 16, 2022 2:37 PM  
**To:** Fabien, Bruno; Vaillancourt, Pierre; Madularu, Iulia  
**Subject:** RE: RH Fountain of Hope Repairs

Excellentes nouvelles. Merci Bruno!

Alexis

---

**From:** Fabien, Bruno <Bruno.Fabien@ncc-ccn.ca>  
**Sent:** Wednesday, March 16, 2022 2:05 PM  
**To:** Vaillancourt, Pierre <Pierre.Vaillancourt@ncc-ccn.ca>; Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>; Madularu, Iulia <Iulia.Madularu@ncc-ccn.ca>  
**Subject:** RE: RH Fountain of Hope Repairs

Salut Pierre, Alexis,

J'ai communiqué avec Pomerleau ce matin et nous attendons un TAR d'ici la fin de la journée. Voici les étapes qui suivront dans les prochains jours :

- Réception et révision du TAR par l'équipe de gestion de projet
- Envoie du TAR au Project Leader (OR) pour approbation courriel
- Création du PO pour Pomerleau
- Une fois le PO émis, Pomerleau pourra débiter le processus d'appel d'offres

Je vous tendrai au courant de l'avancement des prochaines étapes.

Si vous avez des questions, n'hésitez pas.

Merci.

**Bruno Fabien, ing**

Senior Project Manager  
Gestionnaire de Projet Principal

 343-550-8717

---

**From:** Fabien, Bruno  
**Sent:** Tuesday, March 15, 2022 8:15 PM  
**To:** Vaillancourt, Pierre <Pierre.Vaillancourt@ncc-ccn.ca>; Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>; Madularu, Iulia <Iulia.Madularu@ncc-ccn.ca>  
**Subject:** RE: RH Fountain of Hope Repairs

Salut Pierre, Alexis,

Je regarde le tout avec Pomerleau demain matin et je vous ferai une mise à jour dès que possible.

Merci.

**Bruno Fabien, ing**

Senior Project Manager  
Gestionnaire de Projet Principal

☎ 343-550-8717

---

**From:** Vaillancourt, Pierre <[Pierre.Vaillancourt@ncc-ccn.ca](mailto:Pierre.Vaillancourt@ncc-ccn.ca)>

**Sent:** Tuesday, March 15, 2022 6:47 PM

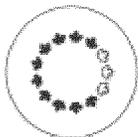
**To:** Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>; Fabien, Bruno <[Bruno.Fabien@ncc-ccn.ca](mailto:Bruno.Fabien@ncc-ccn.ca)>; Madularu, Iulia <[Iulia.Madularu@ncc-ccn.ca](mailto:Iulia.Madularu@ncc-ccn.ca)>

**Subject:** RE: RH Fountain of Hope Repairs

Merci Alexis.

Bruno, Iulia- Est-ce possible d'avoir une mise à jour sur ce projet et plus spécifiquement sur le commentaire d'Alexis.

Merci,



**Pierre Vaillancourt, ing., P.Eng.**

Vice President, Design & Construction  
Vice-président, Design & Construction

[pierre.vaillancourt@ncc-ccn.ca](mailto:pierre.vaillancourt@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5871

☎ 613-606-3012

---

Commission de la capitale nationale

National Capital Commission

Canada

---

**From:** Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>

**Sent:** Tuesday, March 15, 2022 2:56 PM

**To:** Vaillancourt, Pierre <[Pierre.Vaillancourt@ncc-ccn.ca](mailto:Pierre.Vaillancourt@ncc-ccn.ca)>

**Subject:** FW: RH Fountain of Hope Repairs

Bonjour Pierre,

En l'absence de Mario, j'espère que tu pourras nous aider avec ce dossier. Comme tu le sais, il y a de grandes attentes à ce que ce projet soit dûment complété le plus rapidement possible et selon l'horaire prescrit.

Le gestionnaire du projet (Mark B) indique qu'il peine à recevoir l'information qu'il requiert de Pomerleau et, avec seulement six semaines avant le début prévus des travaux, nous craignons qu'il y aura du retard.

Je demeure à ton entière disposition si tu veux en discuter d'avantage.

Merci!  
Alexis

---

**From:** Hanley, Justin <[justin.hanley@ncc-ccn.ca](mailto:justin.hanley@ncc-ccn.ca)>  
**Sent:** Tuesday, March 15, 2022 1:53 PM  
**To:** Michaud, Alexis <[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)>  
**Cc:** Séguin, Benoit <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Subject:** FW: RH Fountain of Hope Repairs

Good afternoon Alexis,

Regarding the RH Fountain of Hope repair work, I would like to bring this project to your attention. There are now only 6 weeks remaining before the planned start date, and very little slack in the implementation schedule (May and June only). The work is season/temperature dependent and has been coordinated with OSGG. Given these schedule limitations, I believe this project should be given a **high priority** status. The NCC PM team is waiting on a TAR from Pomerleau, we were told today that this has not yet been received.

I would recommend to escalate now and to prioritize this project, to ensure that the schedule is not put at risk. I am available to discuss today or tomorrow!

Many thanks,

Justin

---

**From:** Hanley, Justin  
**Sent:** March 15, 2022 1:33 PM  
**To:** Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>  
**Cc:** Benoit Seguin ([benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)) <[benoit.seguin@ncc-ccn.ca](mailto:benoit.seguin@ncc-ccn.ca)>  
**Subject:** RH Fountain of Hope Repairs

Hi Mark,

Yes, if you can please escalate this project on your end. There is very little slack in the schedule, and now only 6 weeks remaining until the projected start date.

Thanks,

Justin

---

**From:** Bernans, Mark <[Mark.Bernans@ncc-ccn.ca](mailto:Mark.Bernans@ncc-ccn.ca)>  
**Sent:** March 15, 2022 1:10 PM  
**To:** Hanley, Justin <[justin.hanley@ncc-ccn.ca](mailto:justin.hanley@ncc-ccn.ca)>  
**Subject:** FW: Final specification for metallic channels

FYI, keeping you in the loop. No project manager assigned to this project from Pomerleau so I'm a little stuck until Monday. I'll check with Bruno for some alternatives in the meantime.

s.16(2)(c)

---

**From:** [REDACTED]@pomerleau.ca>  
**Sent:** March 15, 2022 11:29 AM  
**To:** Bernans, Mark <Mark.Bernans@ncc-ccn.ca>  
**Subject:** Automatic reply: Final specification for metallic channels

I am currently out of the office for the week of March 14th with no access to email or phone and will respond upon my return on March 21, 2022.

Should you require immediate assistance, please contact the respective Project Managers on your projects.

Best regards!

**From:** Michaud, Alexis  
**Sent:** March 22, 2022 7:35 AM  
**To:** de Passillé, Véronique  
**Subject:** RE: Handrails- update

Salut!  
D'abord, les deux escaliers sont présentement équipés de mains courantes temporaires le temps que nous fabriquions et installions les nouvelles. Ceci dit, les installations temporaires sont seulement d'un côté de chaque escalier.

Le concept des nouvelles rampes est complété et le CoE est à conclure les spécifications pour assurer conformité au code et stabilité structurelle de l'installation. Nous prévoyons recevoir les dessins sous peu pour pouvoir approcher les fabricants pour des estimations. Dès qu'on aura ces discussions avec les fabricants, nous serons en mesure de déterminer budget et horaire des travaux.

Selon l'heure de la rencontre, je peux peut-être obtenir plus de détails si requis.

Alexis

---

**From:** de Passillé, Véronique <Veronique.dePassille@ncc-ccn.ca>  
**Sent:** Tuesday, March 22, 2022 7:03 AM  
**To:** Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>  
**Subject:** Handrails- update

Bon matin!  
Tobi a un appel avec le sous ministre ce matin(10am) et nous croyons qu'un des items qui sera discuté est la rampe d'escaliers à RH.  
As-tu une mise à jour Svp?  
Merci!  
Véronique

**From:** Turgeon, Éric  
**Sent:** March 23, 2022 3:15 PM  
**To:** Nussbaum, Tobj; Vaillancourt, Pierre (Pierre.Vaillancourt@ncc-ccn.ca); Ménard, Anne; Houle, Michel; Michaud, Alexis  
**Cc:** de Passillé, Véronique; Rozon, Julie (julie.rozon@ncc-ccn.ca)  
**Subject:** GRF#1071 - Terry Fox Fountain of Hope - All Phases

Good afternoon,

This email seeks your approval to add over-programming and to release funding for the Terry Fox Fountain of Hope project.

The objective of the Terry Fox Fountain of Hope project is to replace existing mortar with new mortar suitable for water conditions so that the fountain at Rideau Hall can be restored. As per the Project Plan, the project is estimated to cost \$375,000.

This project is part of OR's over-programming at \$100,000. This email seeks your approval to add \$275,000 in over-programming to match the current project forecast. This would bring our over-all over-programming for OR to \$1,919,280.78.

The project management team is also requesting the release of the funding to proceed with all phases of the project.

Please indicate your approval using the voting button on this email by **Friday, March 25<sup>th</sup>**. Thank you.

## **PROCESS FOR PROJECT MANAGEMENT (PPM) Gate Release Form (GRF)**

**Date:** 2022-03-23

**GRF #:** 1071

### Project Information:

**Project #:** 0000445\_01  
**Project Name:** Terry Fox Fountain of Hope Repair  
**Phase:** All phases

### Budget Overview:

<b>Project Authority</b>		
Authority to Date	100,000	Over-programming
Authority Requested	275,000	Over-programming
<b>Total Authority</b>	<b>375,000</b>	

### Gate Release

Released to Date	100,000
Funds Requested	275,000
<b>Total Funds Released</b>	<b>375,000</b>

#### Source of Funds:

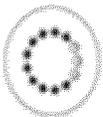
\$100,000 Current over-programming for this project  
\$275,000 Add. over-programming requested  
**\$375,000**

Total revised MYCP Over-Programming will be \$ 1,919,280.78

#### PPM Documents:

		
SON, RH Fountain of Hope - Situ...	Project Brief - Fountain Repai...	RH Fountain -- Project Planche...

Thank you,



### Eric Turgeon

Senior Manager, Branch Management Services  
Gestionnaire supérieur, Services de gestion de la direction

[Eric.Turgeon@ncc-ccn.ca](mailto:Eric.Turgeon@ncc-ccn.ca)

\*613-239-5678, ext. / poste 5075

\*343-998-2510

---

National Capital Commission  
Commission de la capitale nationale

© 2012 ncc-ccn. 5037

# PROCESS FOR PROJECT MANAGEMENT (PPM) PROJECT BRIEF

February 14, 2022

## 1.0 Project Information

**Project Name:** Rideau Hall – Terry Fox Fountain of Hope Repair 2021-2022  
**Project Leader:** Benoît J. Séguin, Chief Property Management, ORB  
**Project Manager:** Mark Bernans, Design and Construction  
**Budget:** \$375,000  
**Project Financial No.:**  
**Project File No.:**

## 2.0 Goal

The Fountain had been recently restored, however the new mortar specified has deteriorated at areas submerged in water, resulting in water leakage from the fountain. The goal of the project is to replace with new mortar suitable for water conditions so that Fountain of Hope can be restored to offer guests and visitors the best possible experience of their visit at Rideau Hall.

## 3.0 Objectives

The objectives of this repair are four-fold:

1. Retain consultants with structural and chemical expertise and proven experience with water features (such as fountains) to identify issues with the current design.
2. Design a solution and prepare plans and specifications.
3. Source professionals to implement the solution.
4. Deliver a functional fountain by Spring 2022.

## 4.0 Performance Indicators

Performance will be measured against the baseline for the following:

- Scope
- Schedule
- Cost

Coloured indicators will be provided for each of the above as follows:

- Green: < 100%
- Orange: 100% - 125%
- Red: >125%

## 5.0 Background

The Rideau Hall Fountain of Hope, constructed in 1982 and dedicated to the memory of Terry Fox, is a key attraction as visitors and guests arrive at the main residence. By 2016, the fountain had reached the end of its useful life and the decision was made to replace it with a more contemporary design. The project also provided the opportunity to incorporate multimedia functionality to help in the delivery of exterior formal events, as well as address several other issues including universal accessibility. Within a few years of the completed work, the grout used to support the fountain's granite pavers began to crumble resulting in significant operational and structural issues. As such, the NCC is now trying to determine the root cause of the present condition and develop a long-term, low maintenance, and cost-effective solution. It is the NCC's mandate as Capital Steward to ensure the assets of the Official Residences are maintained and protected.

## 6.0 Options, Analysis and Summary of Recommended Option

The following options have been considered throughout the initiation and planning phases of this project:

### Option 1 – Status Quo

Status Quo will result in the existing fountain remaining non-operational for the foreseeable future. There is currently hoarding surrounding the fountain from investigative work. The status quo approach will require removal of the hoarding and re-instatement of the removed pavers. As the fountain is one of the main attractions to the Rideau Hall site, a non-operational status will negatively impact the Rideau Hall visitor and events experience.

Advantages: Limited cost implications

Disadvantages: Fountain remains non-operational.

### Option 2 – Repair the fountain with new mortar replacement.

This option includes complete removal of all existing mortar and replacement with new mortar suitable for in-water exposure. This option results in a fully functioning fountain.

Advantages: Fountain is fully repaired and functional.

Disadvantages: Capital cost associated with repair. Minor disruption to operations.

**Recommendation: Proceed with Option 2**

**Project Leader's Decision: Option 2**

## 7.0 Scope

- Determine the root cause of mortar deterioration and rusting steel;
- Review requirements (aesthetics, weight capacity, etc.) of original design and ensure new solution includes all of them;
- Review previous maintenance practices to ensure they align with system requirements;
- Provide for a long term, low maintenance solution – 25-year life cycle;

## s.16(2)(c)

- Remove all pavers and replace all mortar beneath with more robust and long-lasting alternative;
- Reinstate intact/undamaged pavers and replace any damaged pavers;
- Recommend a type of water cleaning chemical that is less damaging and corrosive than the current one in use.

## 8.0 Formal Consultations and Advice Received

██████████ is to provide general consultation services.

██ will provide corrosion and mortar expertise as it relates to fountains.

## 9.0 Identification and Analysis of Issues

Risks	Likelihood	Impact	Mitigation	Residual risk \$	Schedule impact
Availability of materials may be impacted by COVID resulting in delays.	Medium	Moderate	<b>Mitigate:</b> Prioritize design solutions (that meet project requirements) according to material availability. Advise CM of materials during design phase to ensure procurement begins as early as possible.	\$10,000 - \$15,000	2-8 weeks
Due to urgency of project to be complete during Summer 2022, inclement weather could result in higher than planned implementation costs.	Low	Moderate	<b>Accept:</b> Contractor plan to work around inclement weather will be required prior to mobilization.	\$10,000-\$25,000	1-2 weeks
Access to work site may be impacted by user activities.	Medium	Minor	<b>Mitigate:</b> Coordinate implementation schedule with client. Make provisions in contract to advise contractors of this possibility to minimize cost impacts.	\$10,000	1-2 weeks

## 10.0 Project Team, Including Roles and Responsibilities

Project Leader: Benoît J. Séguin  
 Project Manager: Mark Bernans  
 Construction Officer: Michel Saint-Denis  
 CoE Design Lead : Vedran Misljenovic  
 Prime Consultant: ██████████  
 Construction Manager : Pomerleau

## 11.0 Key Stakeholders

NCC - OR  
 OSGG

## 12.0 Project Resources

This project is funded through the NCC Multi Year Capital Plan.

**13.0**  
s.16(2)(c)**Development and Implementation Strategy**

██ has been sub-consulted by the prime consultant ██████████ to provide expertise in corrosion, mortar, and fountains. Under the management of ██████████ will develop mortar and corrosion solutions specific to the fountain design, water treatment chemical used, and operating climate.

Implementation: Option 1

██████████ will work through the CM, Pomerleau to coordinate during the design phase. A competitive bid will be executed by Pomerleau to select a mason sub-contractor. Pomerleau will partake in design meetings to ensure they are well informed of the mortar specifications and installation instructions prior to initiating the competitive bid process. This will ensure that the optimal contract structure is selected, and that material procurement and shop drawing review can begin earlier than a standard contract. Additionally, inclusion of Pomerleau in the design phase will ensure that the implementation strategy is known prior to execution and allow resolution of problems as soon as possible. This will mitigate potential field delays and improve the quality of work done in the field.

Implementation: Option 2

NCC will conduct an open tender for a general contractor (GC). The GC will be selected based on a low bid basis and they will sub-contract a mason to execute all mortar work. With this option there will be no input during the design phase and no pre-work will be conducted. Prior to implementation, the GC will meet with ██████████ to review the work and be briefed on the implementation strategy.

Option Comparison

The options are relatively similar, but the first option seeks to mitigate implementation and schedule risks by involving Pomerleau. As stated in Option 1, involving the contractor during the design phase can lead to early identification of implementation issues and help prevent schedule delays and/or cost overruns. Other minor risks can be mitigated with Pomerleau as well due to their familiarity with site access rules, existing site presence, and familiarity with the fountain itself.

With Option 1, the procurement schedule can be compressed by up to 6 weeks due to the shorter tender period for Pomerleau as compared to the NCC procurement process. Furthermore, there is additional schedule compression due to the early engagement of Pomerleau compared to a GC due to earlier shop drawing review and material procurement.

Option 2 has the potential for lower overhead costs but does not mitigate the implementation risks or compress the schedule as in Option 1.

D&C views Option 1 as the preferred option because of the risk mitigation it provides. With the history of the project in mind, a less risky implementation strategy is prudent even when considering the higher overhead costs. These overhead costs will be low when compared to the costs of rework and represent a low percentage of the overall project costs.

## 14.0 Project Commissioning Requirements

The commissioning activities for this project will include final inspections and final deficiencies rectification at the end of the construction period. The construction manager will compile and submit all construction documents including but not limited to inspection reports, material data sheets and suppliers' contact information, warranty information and as-built drawings for NCC's review and record.

## 15.0 Schedule

Estimated Schedule		
Phase	Planned Start Date	Planned End Date
Design Complete	September 1, 2021	January 25, 2022
Construction Tender	February 25, 2022	March 18, 2022
Shop Drawings	March 21, 2022	April 1, 2022
Procure Materials	April 4, 2022	April 29, 2022
Installation	May 2, 2022	June 10, 2022

## 16.0 Cost

Phase	FY 21/22	FY 22/23	Total
Design	\$75K	-	\$75K
Implementation	-	\$253K	\$253K
Implementation Contingency	-	\$47K	\$47K
<b>Total</b>	\$75K	\$300K	\$375K

## 17.0 Project Close-Out Requirements

The NCC Close-out Report will be completed by the Project Manager and formally accepted by the Project Leader. At a minimum, it is anticipated that the Project will require the following items to be closed on:

Y=Yes, N=No, n/a=Not Applicable			
Y	Project Brief – History of the project	Y	Operating / Instruction Manuals
Y	Planning and Design Criteria	N	Intervention Schedule for Major Work
N	History of the project	Y	Construction Photographs
Y	Contract Drawings & Specifications	Y	Maintenance Requirements
Y	As-Built Drawings	Y	Warranty Information
N	Environmental Assessment	Y	Catalogues & Spare Part List
Y	List of Deficiencies	Y	Supplier Information
Y	Interim & Final Certification of Completion	N	Training Program

**18.0 Project Management and Control Processes**  
s.16(2)(c)

**1. Quality Management**

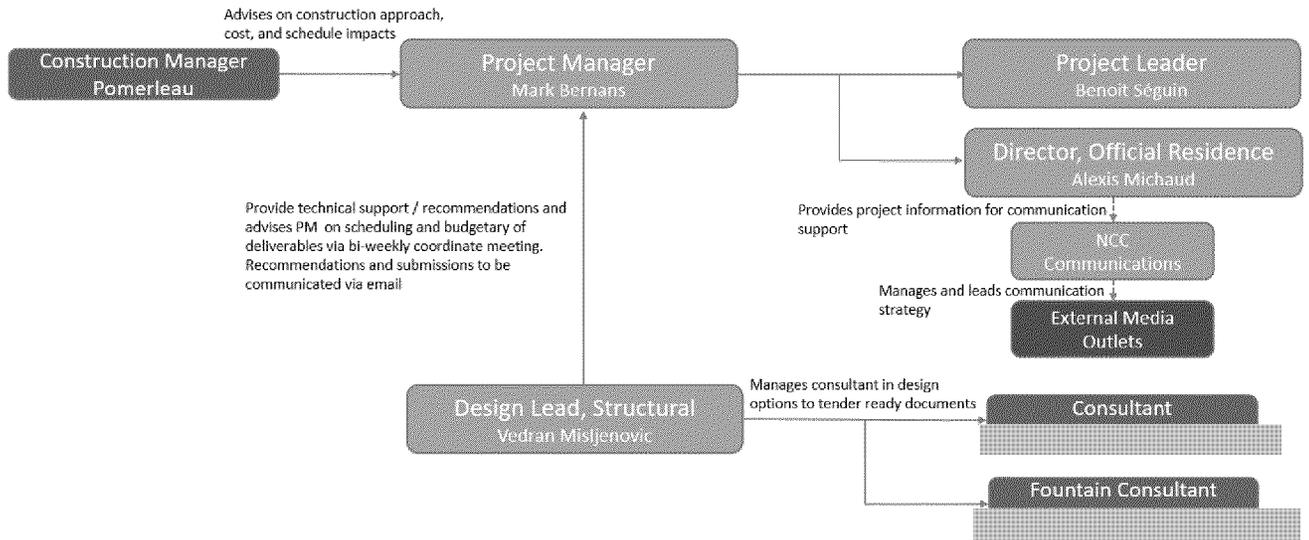
Quality assurance

- Quality Standard for this project is Best Practices.
- Quality Assurance during tendering and construction shall be the responsibility of the Construction Manager through their QA Program.
- Detailed implementation instructions to be provided by [redacted] including environmental (temperature and humidity) requirements.
- The Construction Contract shall be administered in accordance with the NCC general conditions and as per the requirements of the technical documents.
- Monitoring of instructions to the CM shall be by the Project Manager.
- All changes will be approved by project leader
- A post construction close out report shall be prepared by the NCC describing Project outcome.

Quality control

- On-site construction supervision / contract administration will be by NCC Project Officers with oversight by the Project Manager. The CM shall survey the Quality of the work by sub-contractors.
- [redacted] field oversight inspections to validate environmental conditions and mortar mixtures.
- Contract administration assistance by the Design Lead.
- The NCC is to monitor the Project schedule. Corrective action shall be ordered if work is not in keeping with contract requirements.
- Construction progress meetings.
- Ongoing communication between the CM and the PM Team with key messaging and issue resolution with OR Division and OSGG.
- Site review for construction progress claims conformity.
- Interim and/or Final Inspection and Certificate.

**2. Communications Management**



### 3. Risk Management

Risks will be managed as per the risk table in Section 9.0

### 4. Procurement Management

The CM will hold a competitive bid for a mason sub-contractor. The mason will execute the installation of all mortar. All materials and tools will be provided and managed by the CM.

## 19.0 Checklist

	<b>Please check off each step before submitting for signature</b>
X	Consultation with Project Leader for Scope and Design Options
X	Consultation with COE for Design Options
X	Consultation with Lynne Pullen for Baseline Setting
X	Draft shared with Chief and Branch Manager
X	Draft reviewed by Director
X	Draft reviewed by VP (if project is over \$100k).

## 20.0 Approval of Project Brief

**Prepared by:**

DocuSigned by:  
*Mark Bernans*  
6F927A5113C74C8...

2022-Feb-14

Mark Bernans, Project Manager, D&C

Date

**Reviewed by:**

DocuSigned by:  
*Mario Safar*  
6EE31FAA3A12414...

2022-Feb-14

Mario Safar, Director, Project Management, D&C

Date

DocuSigned by:  
*Pierre Vaillancourt*  
4D1CB3D67E8244A...

2022-Feb-15

Pierre Vaillancourt, Vice President, D&C

Date

**Approved by:**

DocuSigned by:  
*Benoit J. Séguin*  
E6A787E36C36446...

2022-Mar-02

Benoit Seguin, Chief, Property Management, Official Residences

Date

DocuSigned by:  
*Alexis Michaud*  
A42A3EE5CFDD411...

2022-Mar-07

Alexis Michaud, Director of Operations, Official Residences

Date



## PROCESS FOR PROJECT MANAGEMENT (PPM) STATEMENT OF REQUIREMENTS (SOR)

April 22, 2021

### 1.0 Initiative Information

**Project Name:** Rideau Hall – Fountain of Hope Structural Stabilization  
**Project Leader:** Benoît J. Séguin, Chief Property Management, ORB  
**Project Manager:** Zachary Jenner, Senior Project Manager, Design & Construction  
**Project File No.:** TBD

### 2.0 Need, Problem or Opportunity

The Rideau Hall Fountain of Hope, reconstructed in 2016-17, is now experiencing structural issues with the substrate supporting the granite pavers. The mortar base substrate, which was providing support to the pavers, has disintegrated over time into granular size particles which have found their way into the fountain's mechanical system. Also, early signs of deterioration have been noticed on the steel components of the structure.

An investigation is therefore required to identify the root cause of this premature deterioration and a solution will need to be specified, fabricated and installed to rehabilitate the fountain to an operating condition.

### 3.0 Goal

To offer guests and visitors the best possible experience of their visit at Rideau Hall, by providing a well-kept and functional Fountain of Hope – highly symbolic and one of the most popular public attractions on the site.

### 4.0 Objectives

- Retain consultants with structural expertise and proven experience with water features such as fountains to identify the problem(s) with the current design;
- Design a solution and prepare plans and specifications to implement it;
- Source professionals to implement the solution before December 2021;
- Have a properly functioning fountain at the onset of spring 2022.



Canada

## 5.0 Client / User

NCC  
OSGG

## 6.0 Background

- The Rideau Hall Fountain of Hope, constructed in 1982 and dedicated to the memory of Terry Fox, is a key attraction as visitors and guests arrive at the main residence. By 2016, the fountain had reached the end of its useful life and the decision was made to replace it with a more contemporary design. The project also provided the opportunity to incorporate multimedia functionality to help in the delivery of exterior formal events as well as address several other issues including universal accessibility. Within a few years of the completed work, the grout used to support the fountain's granite pavers began to crumble resulting in significant operational and structural issues. As such the NCC is now trying to determine the root cause of the present condition and develop a long-term, low maintenance, and cost-effective solution;
- It is the NCC's mandate as Capital Steward to ensure the assets of the Official Residences are maintained and protected.

## 7.0 Requirements

- Define root cause of premature deterioration of components such as but not limited to, the mortar disintegration and rusting steel;
- Review requirements (aesthetics, weight capacity, etc.) of original design and ensure new solution includes all of them;
- Review previous maintenance practices to ensure they align with system requirements;
- Provide for a long term, low maintenance solution – 25-year life cycle;
- Investigate hatch door to underground systems space and repair in such a way that pavers will not break as they have since original construction;
- Implementation of repairs to be completed before December 2021. Fountain is to be fully operational at the onset of spring 2022;
- Include a thorough investigation and cleaning of all mechanical and electrical systems while they are exposed making them as good as new;
- Repairs and modifications to the system shall not impact the intended look, use and performance of the fountain, per original design;
- Implement work in such a way as to minimize impacts on site and on the Governor General's programming;
- Meet all applicable codes.



## 8.0 Life cycle Considerations

The root cause analysis and the design and implementation of the selected repairs shall be carried with the intent to provide for a minimum 25-year useful life cycle with minimal maintenance to the structure and major M&E components.

The project shall also provide for a comprehensive maintenance plan for the rehabilitated fountain highlighting all required inspections and maintenance work to ensure the requested life cycle of the asset.

## 9.0 Issues

- Access for the implementation phase can be difficult at Rideau Hall due to the nature of the building and its activities;
- Schedule – We should take full advantage of the reduced programming during the COVID pandemic and implement prior to December 2021 to ensure lowest possible impact on the user group;
- Time between consultant review and implementation shall be minimal to avoid removing and relaying the granite base more than once, a high cost operation causing unnecessary wear on the stones;
- Possible negative impact on public perception as considerable resources will be used towards repairs of a very recent and very visible NCC construction;
- Funding is an issue as the Official Residences Branch has already committed its annual capital appropriations on other priorities. Results in impacts on other NCC projects;

## 10.0 Order-of-Magnitude Cost Estimate and Cash-Flow Forecast

The D&C Centre of Expertise has obtained a proposal from a consultant to carry out this project in three separate phases:

- Phase I: Investigation & Repair Feasibility Study  
 Cost has been estimated at \$25K including contingency.  
 (\$16K + contingency)
- Phase II: Production of contract documents - Estimated at \$25K.
- Phase III: Implementation – Estimated at \$100K

The assigned Project Manager shall provide a more detailed cost estimate and cash flow requirements at the Project Brief stage.

## 11.0 Management Strategy for the Initiative

The project is to be managed as per the requirements of the NCC Process for Project Management.



## 12.0 Funding Strategy

The project will be funded through the NCC Multi Year Capital plan.

## 13.0 Functional and Quality Levels

- Meet all applicable codes;
- Upon completion of this project, the fountain is to meet all the original design functionality requirements;
- New solution to provide for a minimum 25-year life cycle with minimal maintenance required.

## 14.0 Resources Required (human, material, technological, etc.)

Project Leader: Benoit J. Séguin  
Project Manager: Zachary Jenner  
Construction Officer: TBD

## 15.0 Major Milestones

- Phase I: Study – to be completed by June 18th, 2021.
- Phase II: Design & Tender package to be issued by July 16<sup>th</sup>, 2021.
- Phase III: Implementation phase to be completed by October 31<sup>st</sup>, 2021.

## 16.0 High-Level Roles and Responsibilities

- .1 Project Leader: Benoit J. Séguin  
Chief Property Management, ORB
- .2 Project Manager: Zachary Jenner  
Senior PM, D&C

## 17.0 Key Stakeholders

Residence occupants                      OSGG                      Rideau Hall Foundation donours  
NCC/ORB    RCMP

## 18.0 Impact of Maintaining the Status Quo

- The public and visitors' experience of the forecourt is greatly diminished when the fountain is not operational;
- Poor public perception for the OSGG and the NCC with respect to the management of assets and ability to deliver projects;
- Negative impact on relationship between NCC and the OSGG;



- Missed opportunity with OSGG programming being minimal during pandemic;
- Failure to meet the NCC's mandate to ensure the assets of the Official Residences are maintained and protected.

## 19.0 Approval Authority for Each End-of-Phase

### .1 Initiation Phase, Statement of Requirements

The Statement of Requirements is to be approved by the Vice-President of the Official Residences Branch.

### .2 Planning Phase, Project Brief:

The Project Brief is to be recommended for approval by the Project Manager and approved by the Project Leader.

### .3 Project Plan, Development Phase:

The Project Plan is to be approved by the Project Leader.

### .4 Implementation Phase, Acceptance Certificate:

The Project Leader is to be notified of any proposed changes made to the plan in this phase and will determine the approval authority required.

The Acceptance Certificate is to be approved by the Project Leader.

### .5 Close-out Phase, Close-out Report

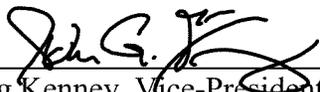
The Close-out Report is to be prepared by the Project Manager and submitted for approval by the Project Leader no later than 4 months following completion of site work.

## 20.0 Approval of Statement of Requirements (SOR)

### Prepared by:

Alexis Michaud, Director of Operation, ORB  
Benoît J. Séguin, Chief Property Management, ORB

### Approval in Principle by:

  
\_\_\_\_\_  
Greg Kenney, Vice-President, ORB

May 7, 2021

\_\_\_\_\_  
Date

# PROCESS FOR PROJECT MANAGEMENT (PPM) PROJECT PLAN

March 21, 2022

## 1.0 Project Information

**Project Name:** Rideau Hall – Fountain Repair  
**Project Leader:** Benoît Séguin, Chief, Property Management, Official Residences Branch  
**Project Manager:** Mark Bernans, Project Manager, Design & Construction  
**Budget:** \$375K + HST  
**Project Financial No.:** 445\_01

## 2.0 Project Scope Baseline

The project will see the return to operation of the Terry Fox Fountain of Hope. A consultant has been retained to perform a root cause analysis of the fountain failure and has provided a repair strategy for the contractor to implement. Specifically, the scope will encompass the following:

- Define root cause of premature deterioration of the mortar and steel;
- Review requirements (aesthetics, weight capacity, etc.) of original design and ensure new solution includes all of them;
- Review previous maintenance practices to ensure they align with system requirements;
- Provide for a long term, low maintenance solution – 25-year life cycle;
- Remove all pavers and replace all mortar beneath with more robust and long-lasting alternative;
- Reinstate intact/undamaged pavers, replace any damaged pavers; and
- Recommend a type of water cleaning chemical that is less damaging and corrosive than the current one in use.

s.16(2)(c)

**3.0 Substantive Cost Estimate and Cash-Flow Forecast Baseline**

<b>Estimated Cost</b>			
<b>Phase</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Total</b>
Studies	\$17,000	-	\$17,000
Design	\$58,000	-	\$58,000
Implementation	-	\$250,000	\$250,000
Risk Contingency	-	\$50,000	\$50,000
<b>Total</b>	<b>\$75,000</b>	<b>\$300,000</b>	<b>\$375,000</b>

**4.0 Project Schedule Baseline**

<b>Estimated Schedule</b>			
<b>Phase</b>	<b>Planned Start Date</b>	<b>Planned End Date</b>	<b>Critical Date</b>
Studies	Complete		
Design	Complete		
Implementation	May 2, 2022	June 10, 2022	June 17, 2022
Close-out	June 20, 2022	July 29, 2022	July 29, 2022

**5.0 Project Resources Baseline**

Financial: This project is funded by MYCP over-programming funding.

Human Resources: This project will be managed by NCC's D&C team. The project will be delivered using a construction management model via the NCC's current construction management contract.

**6.0 Project Implementation Plan**

As per the Project schedule, most of the work will be implemented over approximately 6 weeks, via the construction management (CM) contract. The CM will be responsible for site safety, hoarding, clean-up, and all general requirements. The CM will retain a qualified mason to perform the re-installation of the mortar under the direction of the consultants [REDACTED]

During the implementation phase, the work on site will be monitored by the NCC Project Officer and managed by the Construction Manager (CM) with overview by the NCC Project Manager. Regular updates and meetings will be held with the client group to maintain communication and to mitigate risk. Additionally, the consultants will provide periodic inspections of the mortar installation to ensure the CM and mason subcontractor are adhering to the procedure.

## 7.0 Regulatory Requirements

N/A

## 8.0 Formal Consultations (including public) and Advice Received

- The Office of the Secretary to the Governor General (OSGG) is briefed on a weekly basis on the Project and implementation schedule.

## 9.0 Formal Agreements Approved

N/A

## 10.0 Project Management and Control Processes

### 10.1 Quality Management Plan

#### Quality assurance

- The Construction Contract shall be administered in accordance with the NCC general conditions and as per the requirements of the technical documents.
- Monitoring of instructions to the CM shall be by the Project Manager, Design Lead, and Project Officers.
- All changes will be approved by project leader.
- A post construction close-out report shall be prepared by the NCC describing Project outcome.

#### Quality control

- On-site construction supervision / contract administration will be by NCC Project Officers with oversight by the Project Manager. The CM shall monitor the work by sub-contractors.
- Contract administration assistance by the Design Lead.
- Design consultant on-site inspections will be performed periodically.
- Site inspections by OR building technical services to be scheduled during implementation and include in contractor schedule.
- The NCC is to monitor the Project schedule. Corrective action shall be ordered if work is not in keeping with contract requirements.
- Construction progress meetings.
- Ongoing communication between the CM and the PM Team with key messaging and issue resolution with OR Division and OSGG.
- Site review for construction progress claims conformity.
- Interim and/or Final Inspection and Certificate.

#### Commissioning

- System to be re-started in conjunction with NCC Operations.

## 10.2 Communications Management Plan

### Internal

- Distribution of key documents and information to team members.
- Regular Project status reports including daily site report logs by Project Officer and monthly reports available to senior management at the NCC.
- Weekly update meetings with Project Leader.

### External

- All Media or Public inquiries about the project will be addressed by NCC Media Relations Officer.
- OSGG and NCC Communication groups shall coordinate with one another.
- General communication with OSGG will be managed through the Project Manager in coordination with ORB with weekly meetings to be held on an ongoing basis.

## 10.3 Risk Management Plan

Risks	Likelihood	Impact	Mitigation	Residual risk \$	Schedule impact
Availability of materials may be impacted by COVID resulting in delays.	Medium	Moderate	<b>Mitigate:</b> Prioritize design solutions (that meet project requirements) according to material availability. Advise CM of materials during design phase to ensure procurement begins as early as possible.	\$15,000	2-8 weeks
Due to urgency of project to be complete before Summer 2022, inclement weather could result in higher than planned implementation costs.	Low	Moderate	<b>Accept:</b> Contractor plan to work around inclement weather will be required prior to mobilization.	\$25,000	1-2 weeks
Access to work site may be impacted by user activities.	Medium	Minor	<b>Mitigate:</b> Coordinate implementation schedule with client. Make provisions in contract to advise contractors of this possibility to minimize cost impacts.	\$10,000	1-2 weeks

The Risk Management plan is based on the following model:

- Risk identification
- Identify Risk Owners
- Plan Risk Responses
- Create Risk Register
- Monitor Risks
- Implement Risk Responses
- Update Risk Register

## 10.4 Procurement Management Plan

In coordination with the Construction Manager, tender-ready drawings and specifications shall be issued via invited bid tender.

**11.0 Checklist**

	<b>Please check off each step before submitting for signature</b>
X	Consultation with Project Leader for Scope and Design Options
X	Consultation with COE for Design Options
X	Consultation with Lynne Pullen for Baseline Setting and Funding
X	Draft shared with Chief and Branch Manager
X	Draft reviewed by Director
X	Draft reviewed by VP (if project is over \$100k).

**12.0 Approval of Project Plan****Prepared by: Mark Bernans**

**Prepared by:** DocuSigned by:  
*Mark Bernans*  
6F927A5113C74C8... 2022-Mar-21

---

Mark Bernans, Project Manager, D&C Date

**Reviewed by:** DocuSigned by:  
*Bruno Fabien*  
CA4754368A52449... 2022-Mar-21

---

Bruno Fabien, Acting Director, Project Management, D&C Date

DocuSigned by:  
*Pierre Vaillancourt*  
4D4CB3D67E8244A... 2022-Mar-22

---

Pierre Vaillancourt, Vice President, D&C Date

**Approved by:**

DocuSigned by:  
*Benoit J. Séguin*  
E6A787E36C36446... Date

---

Benoit Seguin, Chief, Property Management, Official Residences Date

DocuSigned by:  
*Alexis Michaud*  
A42A3EE5CFDD411... 2022-Mar-23

---

Alexis Michaud, Director of Operations, Official Residences Date

**From:** Turgeon, Éric  
**Sent:** March 31, 2022 8:31 AM  
**To:** Michaud, Alexis  
**Cc:** Rozon, Julie (julie.rozon@ncc-ccn.ca)  
**Subject:** GRF#1096 - Radio Equipment -RH Mappin Wing - Implementation

Good morning,

Your approval is required to release funds for projects up to \$500,000.

The Radio Equipment- RH Mappin Wing project is estimated at \$30,569 and the project management team is requesting full funding to be released. Funds are available as per the MOU agreement with the RCMP.

Please indicate your approval using the voting button on this email by **Monday, April 4<sup>th</sup>**. Thank you.

**PROCESS FOR PROJECT MANAGEMENT (PPM)  
Gate Release Form (GRF)**

**Date:** 2022-03-31

**GRF #:** 1096

**Project Information:**

**Project #:** 0000415\_07  
**Project Name:** Radio Equipment -RH Mappin Wing  
**Phase:** Implementation

**Budget Overview:**

**Project Authority**

Authority to Date	-	
Authority Requested	30,569	MOU
<b>Total Authority</b>	<b>30,569</b>	

**Gate Release**

Released to Date		
Funds Requested	30,569	Implementation
<b>Total Funds Released</b>	<b>30,569</b>	

**Source of Funds:**

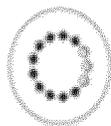
Cost Recovery-RCMP Agreement 23539

**PPM Documents:**



DG Signed Final RCMP Radio  
2021-04-08 NC... Equipment Upgr...

Thank you,



**Eric Turgeon**

Senior Manager, Branch Management Services  
Gestionnaire supérieur, Services de gestion de la direction

[Eric.Turgeon@ncc-ccn.ca](mailto:Eric.Turgeon@ncc-ccn.ca)

\*613-239-5678, ext. / poste 5075

\*343-998-2510

---

National Capital Commission  
Commission de la capitale nationale

© 2021 NCC



## PROCESS FOR PROJECT MANAGEMENT (PPM) STATEMENT OF REQUIREMENTS (SOR)

August 17, 2021

### 1.0 Initiative Information

**Project Name:** RCMP Radio Equipment Improvement Project  
**Project Leader:** Alexandre Jacques, RCMP - Client  
Benoît J. Séguin, Chief Property Management, ORB  
**Project Manager:** Zachary Jenner (TBC)  
**Project File No.:** TBD

### 2.0 Need, Problem or Opportunity

The RCMP has identified the need to upgrade its radio communication equipment at the Harrington Lake and Rideau Hall sites.

#### Rideau Hall

The existing radio equipment, located in the Mappin Wing attic, will be replaced with five new equipment racks. Although there is sufficient space in the attic for this new equipment, a load distribution structure will be required to ensure code compliance.

#### Harrington Lake

As for the Harrington Lake site, the RCMP requires space to install five and possibly six new equipment racks in what is known as the Generator Shed. The amount of space in the existing shed is very limited as it already houses NCC electrical equipment and some RCMP security and communication equipment. Therefore, the proposed solution is to extend the shed towards the back, doubling its floor space.

The NCC also has a requirement to install a load bank for the existing emergency power generator (EPG). EPGs are designed to function under specific loads and can be damaged if ran for extended periods without a proper load. Load banks are used to dissipate the energy generated by the EPG that is not consumed by the building. These situations occur during a power outage where there is no or very little activity in the buildings such as overnight. The load bank will require a concrete slab and associated conduits.



There is an opportunity to create a new project that will address the requirements of both groups by:

- Modifying the Mappin Wing attic structure to allow for the new equipment racks.
- Extending the existing generator shed to create a second room which can be dedicated to the RCMP operations.
- Adding another slab near the emergency power generator to support the installation of an electrical load bank.

### **3.0 Goal**

To ensure the safety and security of the building occupants by providing the RCMP and the NCC with the appropriate equipment and infrastructure.

### **4.0 Objectives**

To provide safe and temperature-controlled spaces for the RCMP's communication equipment.

To allow for the ORB to install the required emergency power generator electrical load bank by building an adequate concrete slab and required conduits.

### **5.0 Client / User**

RCMP  
NCC | ORB

### **6.0 Background**

Historical Value

#### Rideau Hall

Rideau Hall has traditionally been the official residence of the Governor General of Canada since 1867 and their workplace since 1940. It is a national historic site of Canada with nearly two centuries of history and has become an important gathering place and site of State activities.

The villa, which forms the main part of Rideau Hall, was built in 1838 by Thomas MacKay as a home for his family. A stonemason and contractor, he was also involved in building the entrance locks of the Rideau Canal and the mills at Rideau Falls. Rideau Hall is named after these landmarks. Period photographs show Rideau Hall as a stone villa with a three-story, semi-circular south façade overlooking the gardens.



Canada

Over the years, various changes have been made to this important residence to meet the demands of modern times, including media and security requirements. The grounds, the building and its interiors have also evolved to better reflect and reinforce Rideau Hall's identity as a national symbol. Over time, increased emphasis has been placed on showcasing the NCC's Crown Collection throughout Rideau Hall, as well as the Canadian food and wines served, creating a truly Canadian environment, where Canadians are honored, dignitaries are welcomed, and affairs of State are conducted.

### Harrington Lake

The two-and-a-half story building, known as the Prime Minister's Summer Residence, stands alone in the midst of a large lawn at the south-west end of Harrington Lake where it enjoys a magnificent view of the lake and the hills beyond. This facility is associated with the theme of a summer cottage, which is an integral part of Canada's social history. The building is closely associated with Senator W.C. Edwards and his nephew, C.M. Edwards, both of whom played prominent roles in the economic and social development of the Ottawa region. Since 1959, the estate has been the country retreat of six prime ministers of Canada.

As steward of these properties, the NCC has the responsibility for the maintenance and upkeep of the buildings, grounds and related infrastructure. This includes supporting the RCMP in the delivery of their mandate to protect the occupants by coordinating space and support for the installation and maintenance of their security and communication related equipment and infrastructure.

## **7.0 Requirements**

### Rideau Hall

- Provide space in the Mappin Wing attic to allow for the installation of new RCMP equipment;
- Provide a structure enabling proper static load distribution;
- Provide electrical distribution for new equipment racks per RCMP specifications;
  - All power to be ran in EMT conduit;
  - All communication cabling to be run in cable trays.
- Provide cooling as required based on heat dissipation calculations to be provided by RCMP.

### Harrington Lake

- Provide an extension to the existing generator shed to allow for the installation of new RCMP equipment. Approximate dimensions are 5,0 m by 3,4 m;
- New extension's structure to have the same profile as the existing shed;
- Match all existing exterior finishes;
- Provide for a secure door with swipe lock capability – RCMP to specify;
- Provide for a walkway leading to the new door;



- Provide for 120/240V, 100Amp electrical distribution panel within new space;
  - All new electrical and communication wiring and cables to be in EMT conduits or cable trays;
  - Include for power metering of RCMP electrical load.
- Provide cooling as required based on heat dissipation calculations to be provided by the RCMP;
- Provide for a concrete slab to allow for the installation of a load bank at the back of the existing generator slab. New slab dimensions and construction to be as per load bank manufacturer's specifications. ORB to provide make and model of proposed load bank;
- Provide for a house keeping pad at the front of the existing generator pad;
- Provide for all required conduits between the generator, the shed and the new load bank;
- Meet all applicable codes;
- New design and end-product to be functional for its intended use and provide for a long-life cycle with minimal maintenance;
- Ensure no pooling on or around new structures via proper storm water management planning;
- Obtain required approvals – FLUDTA and feedback from FHBRO, etc.

## **8.0 Life cycle Considerations**

New work to provide for a 25-year life cycle with minimal maintenance requirements.

## **9.0 Issues**

- Heritage – Verify compatibility of the design and finishes with the site.
- Environment – Verification for contaminated soil.
- Access for implementation phase – Coordination with RCMP and PMO.
- Security.



## 10.0 Order-of-Magnitude Cost Estimate and Cash-Flow Forecast

At the time of writing, the budgetary cost estimate for the RCMP project is approximately \$75k and \$16k for the NCC. The costs are as follows:

<b>BUDGETARY COST ESTIMATE</b>			
	Design & Implementation Scope	Contingency 30%	Total
HL - Load Bank Slab (NCC)	\$12,000	\$3,600	\$15,600
HL - Shed Extension (RCMP)	\$48,000	\$14,400	\$62,400
RH – Mappin Attic (RCMP)	\$10,000	\$3,000	\$13,000
<b>Total</b>	<b>\$70,000</b>	<b>\$21,000</b>	<b>\$91,000</b>

Each of the parties shall be responsible for their respective cost.  
 Project Manager is to provide a Class A cost estimate at the Project Brief stage.  
 The load bank is not included in this project.

## 11.0 Management Strategy for the Initiative

The project is to be managed as per the requirements of the NCC Process for Project Management.

## 12.0 Funding Strategy

The project will be funded as follows:

- Through the ORB’s G&S budget for the load bank slab;
- All other expenses will be reimbursable by the RCMP through an MOU.

## 13.0 Functional and Quality Levels

- Meet all applicable codes.
- Meet RCMP requirements.

## 14.0 Resources Required (human, material, technological, etc.)

Project Leader: Benoît J. Séguin  
 Alexandre Jacques, RCMP – Client  
 Project Manager: Zachary Jenner  
 Construction Manager: TBD



## **15.0 Major Milestones**

Implementation to be completed by Fall, 2021.

## **16.0 High-Level Roles and Responsibilities**

- .1 Project Leader: Benoît J. Séguin, Chief Property Management, ORB
- .2 Project Manager: Zachary Jenner

## **17.0 Key Stakeholders**

RCMP  
NCC|ORB  
PMO  
OSGG

## **18.0 Impact of Maintaining the Status Quo**

- NCC
  - Not adding a load bank will result in a shorter life cycle of the Harrington Lake generating unit, lower reliability and, higher maintenance costs.
- RCMP
  - The RCMP would not be able to house their new communication equipment at this location, impacting on their effectiveness in meeting their mandate to protect the residents and their family.
  - Other housing solutions such as premanufactured shelters are not desirable on historic sites.

## **19.0 Approval Authority for Each End-of-Phase**

### **.1 Initiation Phase, Statement of Requirements**

The Statement of Requirements is to be approved by the Vice-President of the Official Residences Branch.

### **.2 Planning Phase, Project Brief:**

The Project Brief is to be prepared and recommended for approval by the Project Manager and approved by the Project Leader.



**.3 Project Plan, Development Phase:**

The Project Plan is to be approved by the Project Leader.

**.4 Implementation Phase, Acceptance Certificate:**

The Project Leader is to be notified of any proposed changes made to the plan in this phase and will determine the approval authority required.

The Acceptance Certificate is to be approved by the Project Leader.

**.5 Close-out Phase, Close-out Report**

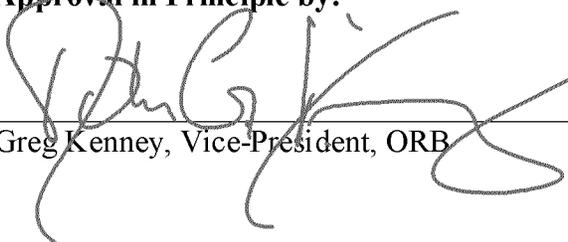
The Close-out Report is to be prepared by the Project Manager and submitted for approval by the Project Leader no later than 4 months following completion of site work.

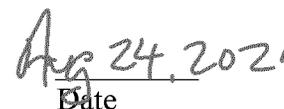
**20.0 Approval of Statement of Requirements (SOR)**

**Prepared by:**

Alexis Michaud, Director, Operations - ORB  
Benoît J. Séguin, Chief Property Management - ORB

**Approval in Principle by:**

  
\_\_\_\_\_  
Greg Kenney, Vice-President, ORB

  
Date

# **Memorandum of Understanding**

**THIS ARRANGEMENT**

**BETWEEN**

**THE ROYAL CANADIAN MOUNTED POLICE  
(HEREINAFTER REFERRED TO AS "RCMP")**

**AND**

**NATIONAL CAPITAL COMMISSION  
(HEREINAFTER REFERRED TO AS "NCC")**

Collectively referred to as the "Participants"

## **BACKGROUND**

The RCMP and the NCC have set out to collaborate on improving the security infrastructure at the Harrington Lake and Rideau Hall Official Residence sites.

The proposed work includes the construction of an extension to the Harrington Lake generator shed to house communication equipment, various upgrades to the perimeter fence including cameras and electrical supply and upgrades to the Rideau Hall Mappin Wing attic to house communication equipment.

The RCMP will pay the NCC for services provided during these projects including project management, construction management, design services, technical services, and procurement as well as other fees according to the terms of this Arrangement as outlined below.

## **NOW THEREFORE THE PARTICIPANTS INTEND AS FOLLOWS:**

### **1. DEFINITIONS:**

In this Memorandum of Understanding (MOU) the following terms, in singular or plural form according to the context, are defined as follows:

"Arrangement" means this Memorandum of Understanding;

"Design Authority" means that the NCC is the authority related to design of all components of the project that are not related to security.

"Employees" means all employees employed by the participants, including contractors, terms, contracts and students.

"GDPD" means the Governor General Protection Detail

"MOU" means Memorandum of Understanding;

"Participants" means both RCMP and NCC;

"Project" means work and services delivered under this Arrangement; and

"Site" means:

- the Harrington Lake complex and more specifically the generator shed, the perimeter fence and its surrounding grounds.
- the Rideau Hall campus and more specifically the Mappin Wing attic and adjacent rooms and structures.

"Technical Design Authority" means that the RCMP Protective Technical Services branch is the authority related to all security equipment and systems.

## **2. PURPOSE:**

This MOU establishes the intentions of the Participants and provides a framework for the relationship between the RCMP and the NCC with respect to the division of responsibilities for project delivery, future maintenance, provision of services, and transfer of funds between the RCMP to the NCC in support of the work described in this Arrangement for the Project.

## **3. RESPONSIBILITIES OF THE RCMP:**

The RCMP is responsible for:

- 3.1. acting as the Technical Design Authority and Project Lead for all security elements outlined in the various requirement documents, including:
  - 3.1.1. establishing Functional and Technical Programs of Work, Definition of Security Project Requirements, Design Concept based on Concept of Operations, Specification/Integration of all Technical Security Systems, Factory Acceptance Authority on any Security Equipment if applicable, Protection Level Certification Authority on any Security Design Elements if applicable, Commissioning of, or Commissioning Acceptance Authority for any Protective Technical Security Branch (PTSB) or NCC installed Security Equipment or Elements;
  - 3.1.2. acting as the Technical Design Authority responsible to provide guidance to the NCC project management team throughout the project cycle including Initiation, Planning, Design Development, Implementation, Commissioning and Close out;
  - 3.1.3. coordinating Project financial matters at the RCMP with respect to this Project including budgeting, securing adequate finances, and transferring funds to the NCC per the terms of this Arrangement;
  - 3.1.4. Leading internal, stakeholder (PMPD, GGPD, NCC), and external communications strategy and messaging with RCMP, NCC Communications sections, and developing messaging with respect to the security measures being implemented;
- 3.2. providing procurement services related to delivery and installation of specialized security equipment, wiring, specialized structures, or structural components during the Project, including necessary consultants, except where indicated otherwise below;
- 3.3. engaging and supervising security consultants as required for the successful delivery of the Project; and
- 3.4. providing correspondence to the NCC that will ensure appropriate authorization is in place to facilitate the secure and timely delivery of contracts by NCC Procurement.
- 3.5. for all project costs associated with:

- 3.5.1. the engagement of architectural, engineering, landscape and security consultants and necessary specialists i.e. geotechnical, materials testing, archaeology, hazardous material, etc. related to security infrastructure works;
- 3.5.2. the purchase and the installation of security infrastructure components;
- 3.5.3. site preparation and installation of security improvements to the fence and to the building and refinishing or replacing building surfaces, finishes and components, while respecting heritage value, to similar or higher standard fit for occupancy;
- 3.5.4. project management, design, construction management, and procurement services, including other NCC Services for security-related upgrades and related work;
- 3.5.5. geomatics, surveying, drafting and technical services, and plan/drawing production/reproduction services in support of the security-related work;
- 3.5.6. the production of as-built drawings and site plans for security-related works;
- 3.5.7. permitting and other administrative charges essential to the implementation of the work;
- 3.5.8. security escorts / commissionaires required during the implementation of the Project; and
- 3.5.9. administration fee and project management fees as provided under Section 7 of this Arrangement;
- 3.6. for future costs associated with:
  - 3.6.1. maintenance, upkeep, and repair of all security improvements to the site emplaced under this Project – these shall be the sole responsibility of the RCMP and in accordance with existing MOU, procedures and rates currently in use between the two Participants. At the request of either Participant for repair and maintenance work, the NCC will present time and material estimates to the RCMP for approval and the RCMP will reimburse the NCC when work has been completed; and
  - 3.6.2. removal of any and all security improvements to the site emplaced under this Project and restoring it to pre-project conditions or better should the RCMP and the NCC agree that the security improvements are no longer needed or desired.

#### **4. RESPONSIBILITIES OF THE NCC:**

The NCC is responsible for:

- 4.1. acting as project manager for the Project including:
  - 4.1.1. planning and definition, design, scheduling, budgeting, implementation,

- commissioning, and close-out of the Project, and communicating the progress of these activities for approval and/or information to designated RCMP and NCC representatives;
- 4.1.2. coordinating Project financial matters at the NCC with respect to identifying services for which there shall be reimbursement, initiating invoicing, providing project financial information for RCMP and NCC financial management sections; and
  - 4.1.3. facilitating internal, stakeholder (PMPD, GGPD, NCC), and external communications strategy and messaging between RCMP and NCC Communications sections and, developing messaging with respect to the non-security-related improvements and modifications to the site;
  - 4.2. acting as Design Authority and assuming the costs for the design of non-security-related works initiated by the NCC (including, but not limited to, structural, architectural, civil, electrical, building mechanical and landscapes) delivered under the Project;
  - 4.3. liaising with Advisory Groups and coordinating applications for design, environmental, and land use approvals. Note: The NCC cannot guarantee security-related proposals will be granted approval;
  - 4.4. providing Procurement Services for supply and installation of the project's scope of work including the generator shed extension, security equipment related building alterations, security equipment, and work related to the restoration of the building and site remediation to at least pre-construction standards and conditions, including necessary consultants;
  - 4.5. providing Procurement Services for all other works during the Project, including necessary consultants, with the exception of delivery and installation of some specialized security equipment, wiring, structures, or related components;
  - 4.6. providing Project Management, Construction Management, and Procurement Services;
  - 4.7. providing Geomatics, Surveying, Drafting and Technical Services as it pertains to providing adequate site information for contract documents, assistance in siting works during construction, and for the proper recording of works for NCC property records purposes.
  - 4.8. for all project costs associated with:
    - 4.8.1. the contracting of consultants related to NCC initiated infrastructure works;
    - 4.8.2. the purchase and installation of NCC initiated non-security-related site and building improvements carried out before, during, or following the installation of security infrastructure;

- 4.8.3. project management, construction management, and procurement services for NCC initiated non-security-related upgrades and related work for the Project;
- 4.8.4. the procurement of as-found drawings for NCC initiated non-security-related works;
- 4.9. as part of Construction Management services, effectively communicating the planned and current working schedules for the current phase of the Project to the Project Lead; and
- 4.10. as part of Construction Management Services, communicating risks related to the schedule and/or budget to RCMP and NCC representatives.

## **5. INFORMATION MANAGEMENT**

- 5.1. The information disclosed under this Arrangement will be administered, maintained, and disposed of in accordance with the law that applies to record retention and personal information and all applicable policies and guidelines. This includes the *Privacy Act*, the *Access to Information Act*, the *Library and Archives of Canada Act* and the Treasury Board's Policy on Government Security.
- 5.2. Each Participant will:
  - 5.2.1. promptly notify the other of any unauthorized use or disclosure of the information exchanged under this MOU and will furnish the other Participant with details of such unauthorized use or disclosure. In the event of such an occurrence the Participant responsible for the safeguarding of the information will take all reasonably necessary steps to prevent a reoccurrence;
  - 5.2.2. immediately notify the other if either receives a request under the *Privacy Act*, the *Access to Information Act* or other lawful authority, for information provided under this MOU.
  - 5.2.3. acknowledge that each is subject to the *Access to Information Act* and may, as a result of a request made under the Act, be required to release this MOU or any other documents related to this MOU.
  - 5.2.4. return any information that should not have been provided to it by the other Participant;

## **6. Security**

- 6.1. the security classification of the project elements of each project under this agreement must be determined at the onset of the project;
- 6.2. a SRCL will be created for every contract and tender related to security elements of the project;

- 6.3. Participants and their employees working on the project must have a valid personnel security clearance to the minimum level as identified by the project or as per the classification of the information provided.
- 6.4. each participant will:
  - 6.4.1. use the information provided by the other Participant solely for the purpose of the project covered under this agreement.
  - 6.4.2. treat information received from the other Participant in confidence and take all reasonable measures to preserve its confidentiality and integrity and to safeguard the information against accidental or unauthorized access, use or disclosure;
  - 6.4.3. treat information received from the other Participant in accordance with the security markings on it and to undertake to provide equivalent protection to it while it is in the receiving Participant's possession;
  - 6.4.4. attach terms, conditions, or caveats to the information supplied, as the supplying Participant deems appropriate;
  - 6.4.5. abide by all caveats, conditions or terms attached to the information;
  - 6.4.6. maintain appropriate records concerning the transmission and receipt of information exchanged;
  - 6.4.7. not disseminate the information to any third party without the prior written consent of the supplying Participant (or agencies from which the information originated, as appropriate), except as required by law;
  - 6.4.8. limit access to the information to those of its employees whose duties require such access with the need to know and who are legally bound to keep confidences and who have the appropriate security clearance. Employees include contractors and persons on secondment or contract;
  - 6.4.9. ensure that the information, if exchanged electronically, uses a technology approved to electronically transmit (process or store) information commensurate with its sensitivity.

## **7. FINANCIAL ARRANGEMENTS:**

- 7.1. The RCMP will reimburse the NCC for all actual project costs within the scope of this MOU, including contracted services, an administration fee equal to 15% of contracted services fees and a project management fee equal to 20% of contracted services provided by the NCC under the terms of this MOU. As of the date of this Arrangement, the contracted services under this MOU are estimated to be as presented in Annex A;
- 7.2. The participants of this agreement will ensure that the procurement activities,

undertaken in support of this agreement, are carried out in accordance with Government Contract Regulations, Trade Agreements, respective procurement policies of the organization and an approved procurement strategy.

- 7.3. Tender award for any contract under this Project will proceed only with RCMP approval;
- 7.4. The RCMP will reimburse the NCC for expenses on a quarterly basis, for each Fiscal Year in which the services were provided and upon receipt of an invoice from the NCC enumerating the expenses;
- 7.5. Payment by the RCMP will be made to the NCC within 30 days of issued invoice;
- 7.6. Amounts owing to the NCC under this Arrangement are to be paid by direct deposit.

**8. TERM:**

This Arrangement will commence on the date of the last signature and will expire on August 31, 2022.

**9. DEPARTMENTAL REPRESENTATIVES:**

The following officials are designated as the departmental representatives for purposes of this Arrangement and any notices required under this Arrangement will be delivered as described within Annex B Department Representatives.

Changes to the designated departmental representative will be upon written notification thereof to the other Participant.

**10. LIABILITY:**

Each of the Participants will be responsible for any damages caused by the conduct of its employees or agents in carrying out the provisions of this Arrangement.

**11. DISPUTE RESOLUTION:**

In the event of a dispute arising from the interpretation or operation of this Arrangement, it will be referred to the Participants representatives set out above, who will use their best efforts to resolve the matter amicably. If such negotiation fails, the Participants intend to refer the matter to the authorized signatories.

**12. MONITORING:**

Upon the termination of this Arrangement, the Participants will meet to evaluate and review the effectiveness of this Arrangement.

**13. TERMINATION:**

This Arrangement may be terminated by either of the Participants upon thirty (30) days written notice. Termination does not release either of the Participants from any obligations that accrued while the Arrangement was in effect: in particular, any obligations of confidentiality and use of information will survive the expiry or termination of this MOU.

**14. AMENDMENT TO THE ARRANGEMENT:**

This Arrangement may only be amended by the written consent of the Participants, as signed by their authorized officers or their delegates.

**15. GENERAL**

This MOU reflects the good faith and spirit of co-operation of the Participants but is not legally binding on any of them.

**Signed by the authorized officers of the Participants:**

For the RCMP:

For the NCC:

Trim,Denise  
Margaret,000118686

Digitally signed by Trim,Denise  
Margaret,000118686  
Date: 2022.02.18 08:24:27 -05'00'

---

Denise Trim  
Director General Real Property Management



---

Alexis Michaud  
Director Operations

## Annex A – Financial Table

Project Title	Contract Services	Taxes 14%	Admin Fee 15%	PM Charges 20%	Subtotal	Contingency 15%	Total
Shed Extension	\$ 50,000	\$ 6,750	\$ 7,500	\$ 10,000	\$ 74,250	\$ 11,138	\$ 85,388
Perimeter Fence	\$ 195,400	\$ 26,379	\$ 29,310	\$ 39,080	\$ 290,169	\$ 43,525	\$ 333,694
Mappin Wing Attic	\$ 25,000	\$ 3,375	\$ 3,750	\$ 5,000	\$ 37,125	\$ 5,569	\$ 42,694
					<b>\$ 401,544</b>	<b>\$ 60,232</b>	<b>\$ 461,776</b>

Note 1: All mark up as indicated in section 7.2 of the agreement and applicable taxes are included in this cost estimate total.

## Annex B Departmental Representatives

### For the RCMP:

Project Leader: Anna Chow  
NHQ Asset Management  
Tel: 613-843-5881 Cell: [REDACTED]  
[Anna.Chow@rcmp-grc.gc.ca](mailto:Anna.Chow@rcmp-grc.gc.ca)

Senior Technical Authority: David Joanisse  
Security Project Lead – Official Residences  
Tel: 613-993-5609 Cell: [REDACTED]  
[David.Joanisse@rcmp-grc.gc.ca](mailto:David.Joanisse@rcmp-grc.gc.ca)

Technical Authority: John Melanson,  
Technical Specialist, National Division Radio Workshop  
Tel: 613-949-2177 Cell: [REDACTED]  
[John.Melanson@rcmp-grc.gc.ca](mailto:John.Melanson@rcmp-grc.gc.ca)

### For the NCC:

Project Leader: Alexis Michaud  
Director Operations  
Tel: 613.239.5678 X 4016 Cell: 343.551.5040  
[Alexis.Michaud@ncc-ccn.ca](mailto:Alexis.Michaud@ncc-ccn.ca)

Project Leader: Benoît J. Séguin  
Chief, Property Management  
Tel: 613-239-5678 x4025 Cell 613-795-2718  
[Benoit.Sequin@ncc-ccn.ca](mailto:Benoit.Sequin@ncc-ccn.ca)

Project Manager: Zachary Jenner  
Senior Project Manager  
Tel: 613-239-5678 x 5647 Cell 343.552.7807  
[Zachary.Jenner@ncc-ccn.ca](mailto:Zachary.Jenner@ncc-ccn.ca)

**From:** Michaud, Alexis  
**Sent:** May 6, 2022 11:38 AM  
**To:** Ménard, Anne  
**Subject:** RE: ops zone landscape  
**Attachments:** Rideau Hall - Operations Zone Landscaping - SOR\_2022-01-31.pdf

Salut!  
Le voici.

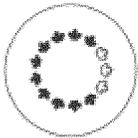
Bon vendredi à toi aussi!  
Alexis

---

**From:** Ménard, Anne <anne.menard@ncc-ccn.ca>  
**Sent:** Friday, May 6, 2022 9:24 AM  
**To:** Michaud, Alexis <Alexis.Michaud@ncc-ccn.ca>  
**Subject:** ops zone landscape

Bon vendredi Alexi!  
Peux-tu svp m'envoyer le SOR pour le projet cité en rubrique ?

Merci !  
A.



**Anne Ménard**

(She/Her/Elle)

Vice-President, Capital Stewardship Branch  
Vice-présidente, Direction de l'intendance de la capitale

[anne.menard@ncc-ccn.ca](mailto:anne.menard@ncc-ccn.ca)

☎ 613-239-5678, ext. / poste 5782

☎ 613-219-4257

---

National Capital Commission  
Commission de la capitale nationale

Canada



Canada

# PROCESS FOR PROJECT MANAGEMENT (PPM) STATEMENT OF REQUIREMENTS (SOR)

January 31, 2022

## 1.0 Initiative Information

**Project Name:** Rideau Hall – Operations Zone Landscaping  
**Project Leader:** Benoît Séguin, Chief, Property Management, Official Residences  
**Project Manager:** TBD  
**Project File No.:** TBD

## 2.0 Need, Problem or Opportunity

### Background & Problems

The Rideau Hall Operations Zone (RHOZ) Redevelopment project, which was initiated in 2015, called for the design and construction of a Service, Maintenance & Storage (SMS) building and a new NCC-ORB Site office. With the SMS building now complete and the Office Building project deferred, there is a need for the Operations Zone landscape plan (currently unfinished) to be designed and implemented in order to support operational requirements, improve the general appearance of the site, and minimize environmental issues.

### Opportunity

Through this project, the NCC has the opportunity to take a holistic view of the RHOZ and provide for a more suitable landscape design which will address NCC operational requirements, storm water management, hardscaping, road surfacing/paving, and will provide additional green space within the Rideau Hall grounds.

## 3.0 Goal

Development of the RHOZ to ensure its operational functionality and its integration within the Rideau Hall estate, while applying modern, sustainable, and climate resilient design elements.

## 4.0 Objectives

To study, design and implement a landscape plan for the RHOZ that will address the operational requirements of the stakeholders as well as improve the view for visitors and guests as they arrive from the Princess Avenue gate. The creation of new, sustainable green space within the RHOZ, including the addition of trees, as appropriate, should be considered equally important to the operational and functional objectives of the project in an effort to reach the NCC's SDS targets.

**Pages 415 to / à 420  
are duplicates  
sont des duplicatas**

**From:** Ghafelehbashi, Azadeh  
**Sent:** May 17, 2022 3:02 PM  
**To:** Vaillancourt, Pierre; Madularu, Iulia; Safar, Mario  
**Subject:** RE: Princess Anne Sanitary Line  
**Attachments:** RH - PAE Sanitary Line Replacement Project\_CEO Briefing\_2022-05-18-AG.pptx

Hi everyone,

Here is a draft ppt that is prepared by OR for presentation to CEO tomorrow. I made my modifications highlighted in yellow. Please feel free to make suggestions or comments. The presentation will be led by OR. I have the cost breakdown ready in case there is a need to share that.

Thanks,  
Azadeh

---

**From:** Vaillancourt, Pierre <Pierre.Vaillancourt@ncc-ccn.ca>  
**Sent:** May 17, 2022 9:13 AM  
**To:** Ghafelehbashi, Azadeh <Azadeh.Ghafelehbashi@ncc-ccn.ca>; Madularu, Iulia <Iulia.Madularu@ncc-ccn.ca>; Safar, Mario <mario.safar@ncc-ccn.ca>  
**Subject:** Re: Princess Anne Sanitary Line

Thanks Azadeh. Very helpful.



**Pierre Vaillancourt, ing., P.Eng.**

Vice President, Design & Construction  
Vice-Président, Design & Construction

[pierre.vaillancourt@ncc-ccn.ca](mailto:pierre.vaillancourt@ncc-ccn.ca)

 613-239-5678, ext. / poste 5871

 613-355-2289

---

[Commission de la capitale nationale](#)  
[National Capital Commission](#)



---

**From:** Ghafelehbashi, Azadeh <Azadeh.Ghafelehbashi@ncc-ccn.ca>  
**Sent:** May 17, 2022 9:11 AM  
**To:** Vaillancourt, Pierre <Pierre.Vaillancourt@ncc-ccn.ca>; Madularu, Iulia <Iulia.Madularu@ncc-ccn.ca>; Safar, Mario <mario.safar@ncc-ccn.ca>  
**Subject:** RE: Princess Anne Sanitary Line

Hi Pierre,

This meeting is about extra funds required for the project. The SOR identified 250K and realistically we need around 700K for this project given the complexity and risks associated with it. CS is preparing a brief presentation and Justin would present it to Tobi. The presentation would focus on summarizing the risks/complexity of the project (were unknown at SOR). The project should go into implementation in July and finish in September to accommodate a very complicated operation requirements of the residence.

I will share with you the presentation that OR is preparing shortly.

Please let me know if there are any questions.

Thanks,  
Azadeh

---

**From:** Vaillancourt, Pierre <[Pierre.Vaillancourt@ncc-ccn.ca](mailto:Pierre.Vaillancourt@ncc-ccn.ca)>

**Sent:** May 17, 2022 9:04 AM

**To:** Madularu, Iulia <[Iulia.Madularu@ncc-ccn.ca](mailto:Iulia.Madularu@ncc-ccn.ca)>; Safar, Mario <[mario.safar@ncc-ccn.ca](mailto:mario.safar@ncc-ccn.ca)>; Ghafelehbashi, Azadeh <[Azadeh.Ghafelehbashi@ncc-ccn.ca](mailto:Azadeh.Ghafelehbashi@ncc-ccn.ca)>

**Subject:** Princess Anne Sanitary Line

Colleagues,

There is a meeting with Tobi tomorrow at 14:00 to discuss the Princess Anne Sanitary Line. Only Azadeh was invited with Anne, Alexis and Justin Hanley.

Any idea what this meeting is about?

Thanks,



**Pierre Vaillancourt, ing., P.Eng.**

Vice President, Design & Construction

Vice-Président, Design & Construction

[pierre.vaillancourt@ncc-ccn.ca](mailto:pierre.vaillancourt@ncc-ccn.ca)

 613-239-5678, ext. / poste 5871

 613-355-2289

---

Commission de la capitale nationale

National Capital Commission

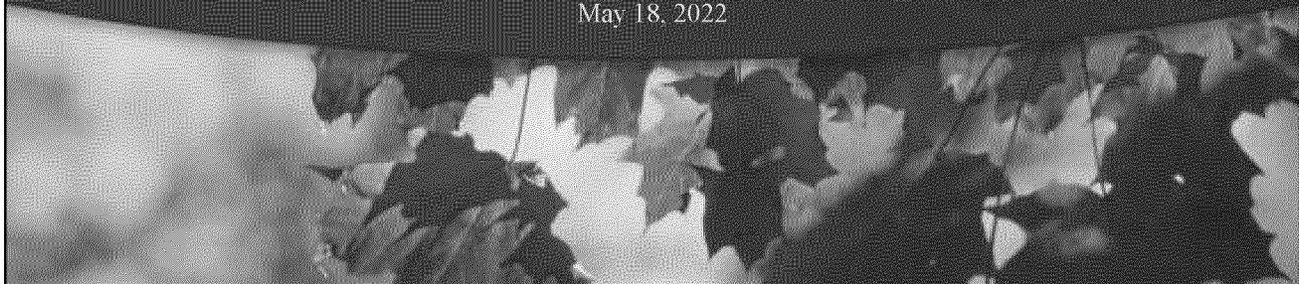




NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

Princess Anne Entrance Sanitary Line Replacement Project  
CEO Briefing

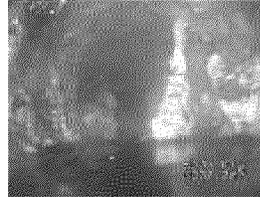
May 18, 2022



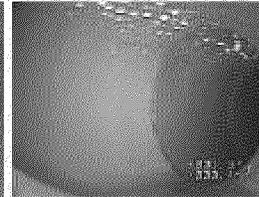
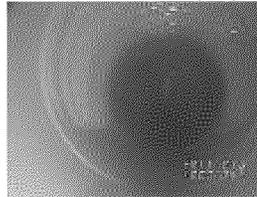
## Project Scope

- Purpose: to address sanitary line drainage issues, backups, and blockages in the Rideau Hall basement
- Initial investigations showed that the sanitary lines are in poor condition and need to be replaced
- The pipes are flushed regularly to reduce blockages; only a permanent repair will fix the issue

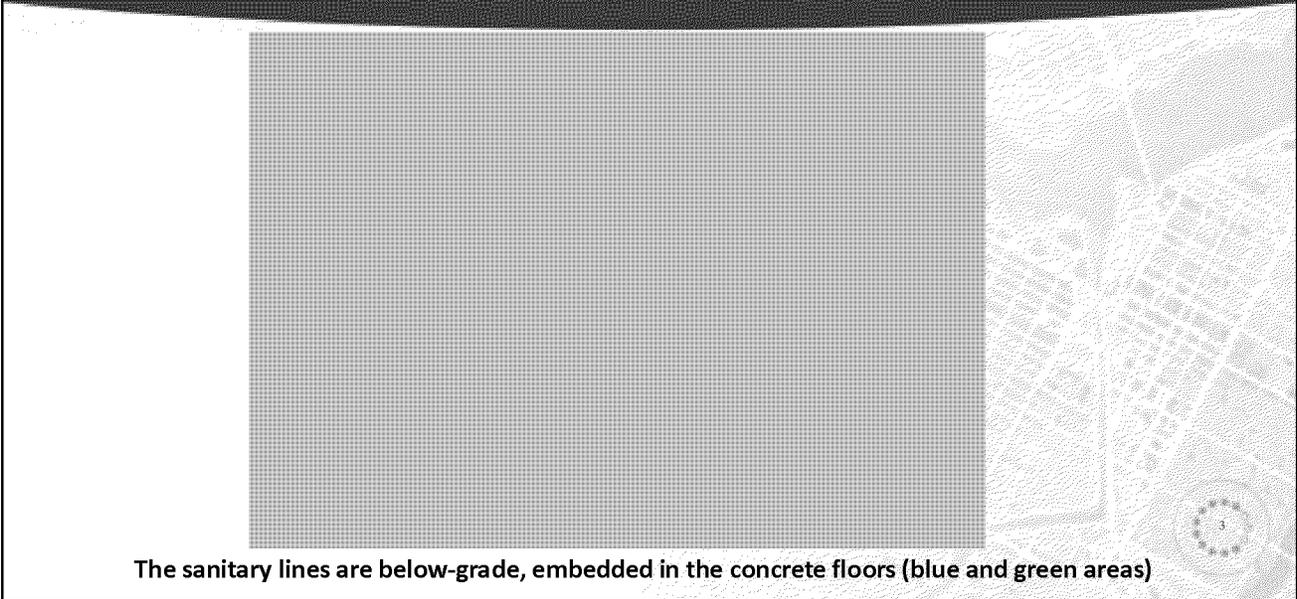
**Old pipes:**



**New pipes:**



## Location of Sanitary Lines



The sanitary lines are below-grade, embedded in the concrete floors (blue and green areas)

## Implementation Options

### Option 1: Expedite Delivery

- Shortest overall schedule (+/- 10 weeks)
- One complete shutdown
- Interruption to the Princess Anne Entrance for a shorter period
- Complete work in the summer and fall (reduced occupancy, less events)
- Less complicated coordination process during implementation
- Least overall risk
- Lower cost

### Option 2: Phased Delivery

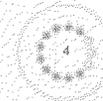
- Extended schedule (+/- 21 weeks)
- Several shutdowns during project
- Repeated interruptions to the Princess Anne Entrance, and for longer periods
- Impossible to fully accommodate the work during summer months
- Complicated coordination process for repeated shutdowns
- Higher risk (connecting new to existing)
- Higher cost

### Option 3: Delay/Defer Delivery

- Maintain status quo (no repair)
- Continue regular flushing of the pipes to reduce future blockages
- Risk of pipe failure and lengthy, unplanned shutdown to complete emergency repairs
- Pipe failure or backup most likely to occur during highest usage i.e. events
- Highest risk (H&S, reputational)
- Highest cost



Approved for implementation July to September 2022



# Funding Requirements

July 2021

**ROM Estimate: \$250k**



May 2022

**Class "B" Estimate: \$700k**

**\$450k**

Extended scope (branch lines)

Development of as-built drawings

Depth of existing pipes (shoring is required inside and outside the residence )

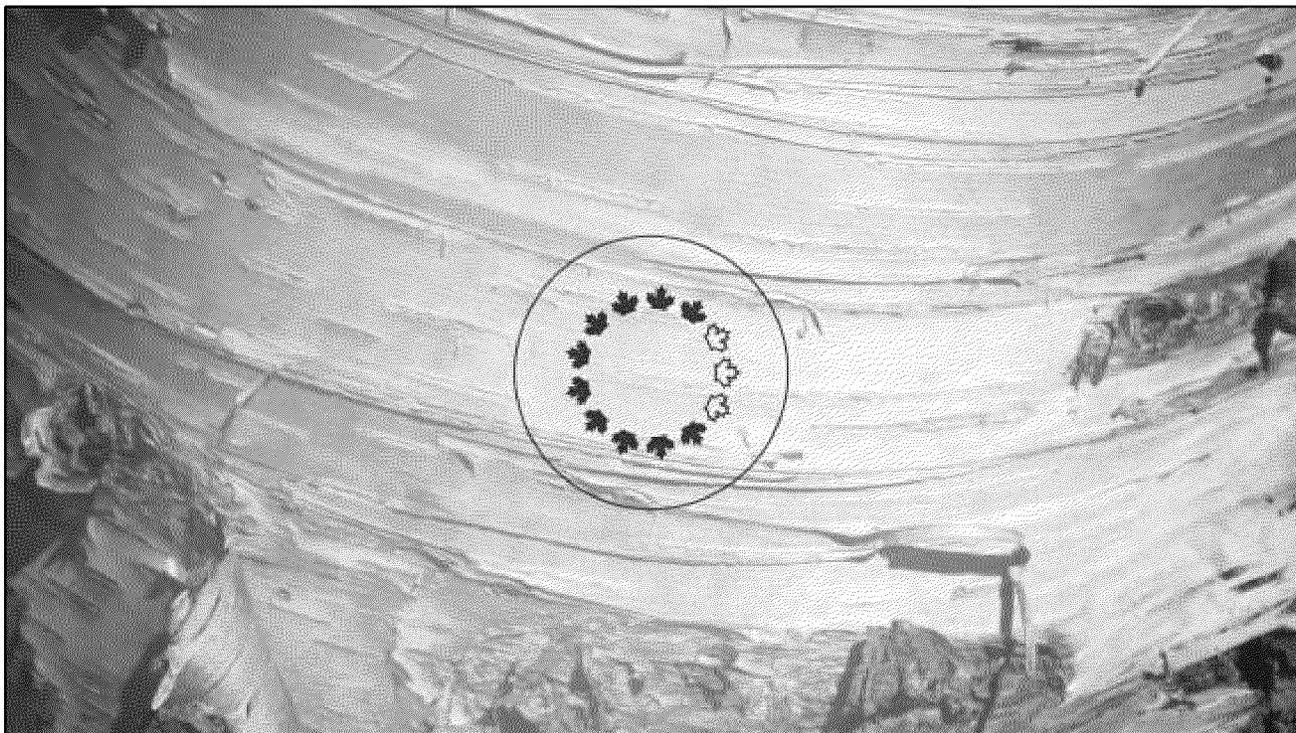
High-risk due to below-grade unknowns

Extensive mitigation measures to ensure the residence stays operational during construction

Compressed implementation schedule

Market conditions





**From:** Turgeon, Éric  
**Sent:** May 30, 2022 3:03 PM  
**To:** Nussbaum, Tobj; Vaillancourt, Pierre (Pierre.Vaillancourt@ncc-ccn.ca); Houle, Michel; Ménard, Anne; Zanetti, Marco (marco.zanetti@ncc-ccn.ca)  
**Cc:** Fournier, Luc; Leonard, Bill (bill.leonard@ncc-ccn.ca); Brisson, Mathieu (Mathieu.Brisson@ncc-ccn.ca); Rozon, Julie (julie.rozon@ncc-ccn.ca)  
**Subject:** GRF#1080-Princess Ann Entrance - Sanitary Sewer Line Replacement - Implementation

Good afternoon,

Your approval is required to release funds for projects over \$500,000.

The Rideau Hall-Princess Ann Entrance - Sanitary Sewer Line Replacement project is funded through over programming and was originally estimated at \$250,000. Through the attached CEO briefing, the project was revised to \$700,000.

The Project Plan is circulating for signature, a draft is included below.

Please indicate your approval using the voting button on this email by **Wednesday, June 1<sup>st</sup>**. Thank you.

**PROCESS FOR PROJECT MANAGEMENT (PPM)  
Gate Release Form (GRF)**

**Date:** 2022-05-30

**GRF #:1080**

**Project Information:**

**Project #:** 0000416\_01  
**Project Name:** RH-Princess Ann Entrance - Sanitary Sewer Line Replacement  
**Phase:** Implementation

**Budget Overview:**

<b>Project Authority</b>		
Authority to Date	\$250,000	GRF#818
Authority Requested	\$450,000	
<b>Total Authority</b>	<b>\$700,000</b>	
<b>Gate Release</b>		
Released to Date	\$250,000	
Funds Requested	\$450,000	Implementation
<b>Total Funds Released</b>	<b>\$700,000</b>	

**Source of Funds:**

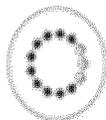
Over-Programming

**PPM Documents:**



Rideau Hall PAE Sanitary Line RH - PAE Sanitary PAE Sanitary Line  
Princess Ann Ent... Replacement... Line Replace... Replacement ...

Thank you,



**Eric Turgeon**

Senior Manager, Branch Management Services  
Gestionnaire supérieur, Services de gestion de la direction

[Eric.Turgeon@ncc-ccn.ca](mailto:Eric.Turgeon@ncc-ccn.ca)

\*613-239-5678, ext. / poste 5075

\*343-998-2510

---

National Capital Commission  
Commission de la capitale nationale

© 2012 NCC/CCN

# PROCESS FOR PROJECT MANAGEMENT (PPM) PROJECT BRIEF

Date: 2020-03-24

## 1.0 Project Information

<b>Project Name</b>	Rideau Hall – Princess Anne Entrance - Sanitary Sewer Line Replacement
<b>Project Leader:</b>	Benoit Séguin, Chief, Property Management, Official Residences
<b>Project Manager:</b>	Azadeh Ghafelehbash, Project Manager, D&C
<b>Design Lead:</b>	Souhib Al-Jasim, Mechanical Engineer, D&C
<b>Budget:</b>	\$650,000
<b>Project Financial No.:</b>	416_01
<b>Project File No.:</b>	DC-1110-56

## 2.0 Goal

To replace 50 meters of the existing under-slab sanitary sewer line that services the front of Rideau Hall to reinstate services to the residence.

## 3.0 Objectives

The main objectives of this project are:

- To improve the functionality and reliability of the underground sanitary infrastructure at Rideau Hall main residence
- To provide for a long, maintenance free life cycle of the underground sanitary system for up to 50 years
- To ensure that the partial replacing of the existing sanitary will have the capacity for future increase of the building occupancy (see sketch on page 6)
- To accommodate for future growth of the electrical and communication systems by providing empty spare electrical conduits in the open trenches

## 4.0 Performance Indicators

Performance will be measured against set baselines for:

**s.16(2)(c)**

- Project Scope
- Project Schedule
- Project Cost
- Project Quality

## **5.0 Background**

Over the years, the NCC has had to replace several failing under-slab sanitary drain lines throughout the Rideau Hall Main Residence due to age and structural failure. Recently, the main sanitary line for the front of the building, which runs under the Princess Ann entrance floor, has failed resulting in the unsanitary backflow of sewage into an equipment pit and the shutting down of washroom facilities in the affected portion of the residence. The sanitary lines, which date back to 1950s, are well passed their expected life cycle. The Property Management team has video-scoped the line and identified the section between the new fire pump room and the exterior manhole to be problematic. Therefore, the underground pipes in that area needs be replaced in an expedited way.

## **6.0 Analysis, Options and Summary of Recommended Option**

██████████ has been hired to carry out a comprehensive investigation on the existing sanitary system in the princess Anne Entrance Area of the residence and to provide replacement/repair solutions.

██████████ scope of investigation was originally focused on the main sanitary line in the basement corridor; However, as requested by the client, the investigation work was extended to cover the connections to the main sanitary lines including dishwashing room and laundry.

At the end of the investigation, project team in collaboration with consultant and construction manager have produced two options for this project:

### **Option 1: Phased Strategy**

This option includes demolishing existing sanitary line and replacing it with new line in sections. This option will be phased with small sections of the sanitary piping being excavated, removed, reinstated and connected to existing piping. The process will be continuous until all piping is replaced. The intent is to coordinate with building operations during required shutdowns. This option has the longest duration (+/- 21 weeks).

The strategy of this option is as follows:

1. Close and seal identified area off work.
2. Remove/dismantle any fixtures/equipment in conflict with construction and store off ground inside the building. This shall be completed as the project progress and not all at once. Remove hydraulic lift. Relocate laundry services to another area in the building throughout construction.
3. Saw cut, break and remove of the concrete floors.
4. Excavate by hand all the way down to the affected pipe and dispose of the soil. Based on type of soil, install shoring where excavation will be deeper than 1200mm.
5. All underground drainage shall be kept in place and operating until all areas have been excavated.
6. Once excavation is completed, cover up the open trench with a temporary plywood floor.
7. Properly clean the area of work and re-open for occupancy.
8. Close the next area of work and re-do steps 2 to 7 until all work areas have been excavated.
9. Once completed, shut down sanitary system of the building and proceed with demolition of the underground pipe in all trenches.
10. Backfill sand and install new underground drainage pipes
11. Test underground drainage and backfill with sand, then 600mm granular A in lifts of 150mm.
12. Compact lightly and pour new concrete slab and let it cure.
13. Add new finish floor and repair any damages.
14. Reinstate any fixtures/equipment that was removed for this project. Reinstate the laundry services. Reinstate hydraulic lift.
15. Clean and re-open all affected areas

A pumped sanitary system was considered as part of this option during construction to minimise disruption to the building. However, due to the sanitary services being connected to the sanitary main (commercial dishwasher, double compartment sinks, various plumbing fixtures from state rooms) it is advised that a pumped sanitary system should be avoided.

**Impact to the building operation:**

This option is the one with the most impact to the building operation. The construction schedule is extended to accommodate the phased approach. There will be interruption to building occupants to accommodate local shutdowns of the plumbing system but there will also be interruptions to the

Princess Anne entrance, although the intent is to minimize this interruption by scheduling work, when possible during nights and weekends. There is also a risk associated with tying new piping into the existing sanitary main. Excavation may have to be extended beyond the planned section to accommodate a good tie-in point if the piping has deteriorated in sections.

Multiple areas and services would be affected such as but not limited to:

- Kitchen washing area (Kitchen sinks, commercial dishwasher and floor drains, countertops) would have to be closed or temporarily relocated.
- All plumbing fixtures requiring drainage identified under this project would have to be out of service, such as water closets, lavatories, showers, baths, washing machines, sinks, ice machine, countertop drain etc. Occupants of the building would have to use other fixtures available in the building or portable washrooms could be considered.
- Laundry room (Commercial clothes washers, sink, floor drain) in the basement would have to be shut down and a temporary laundry strategy would have to be implemented.

## **Option 2: Complete closure of the work area**

This option would require complete closure of the work area and some areas around the construction zone for the entire duration of the project which is +/- 10 weeks. The strategy includes the following steps:

1. Close the Princess Anne Entrance to all foot traffic during the duration of the project. An alternate access to Rideau Hall may be accommodated through a single door off the courtyard.
2. Close the corridor serving the Princess Anne Entrance throughout the duration of the project. Close the laundry and dishwash area. All plumbing fixtures connected to the sanitary main will be out of service for the duration of the project.
3. Remove hydraulic lift and store in a safe location on site.
4. Saw cut, break and remove the concrete floors.
5. Excavate by hand all the way down to the affected pipe and dispose of the soil. Based on type of soil, install shoring where excavation will be deeper than 1200mm.
6. Once excavation is completed, remove all existing underground drainage piping.
7. Backfill sand and install new underground drainage pipes
8. Test underground drainage and backfill with sand and 600mm granular A.
9. Compact lightly and pour new concrete slab and let it cure.
10. Add new finish floor and repair any damages.
11. Reinstate any fixtures/equipment that was previously. Reinstate hydraulic lift.

## 12. Clean and re-open all affected areas

### **Impact to the building operation:**

This option could cause many interruptions to the building operation; however, the interruptions could be minimized if this project is planned for the summer period when there is minimum occupancy at the residence.

In this option multiple areas and services would be affected until the end of the project such as but not limited to:

- Kitchen washing area (Kitchen sinks, commercial dishwasher and floor drains, countertops) would have to be closed or temporarily relocated.
- All plumbing fixtures requiring drainage identified under this project would have to be out of service, such as water closets, lavatories, showers, baths, washing machines, sinks, ice machine, countertop drain etc. Occupants of the building would have to use other fixtures available in the building or portable washrooms could be considered.
- Laundry room (Commercial clothes washers, sink, floor drain) in the basement would have to be shut down and a temporary laundry strategy would have to be implemented.
- Princess Anne Entrance will be closed; public access will be redirected to main entrance of the building; delivery access could be redirected to the ambassador courtyard entrance by creating a temporary ramp.
- Security station needs to be relocated to the other functional entrances.
- Employees working at the Material Management Services Area need to be relocated temporarily.

### **Project Leader's Decision:**

**Project leader's decision is to proceed with option 2** which would have lowest risk, shortest schedule, and lowest cost.

## **7.0 Scope**

The scope of this project is shown in this image marked in blue and green. Green area shows the original areas of the investigation and the blue area shows the extended area of the investigation which will be part of the replacement project:



Refer to section 6 of this project brief (option 2) for steps required in implementation of this project. This project requires close coordination with OSGG to ensure all the closures and interruptions are being properly planned and temporary measures are arranged. On March 16<sup>th</sup>, 2022, the first coordination meeting was organized between PM team, OR, and OSGG to review the two options and their impact on the building operation. The recommendation from OSGG is expected by end of April. Further planning and coordination is required with OSGG to ensure a smooth implementation.

## 8.0 Formal Consultations and Advice Received

- Consultation with OSGG has started in March 2022.
- Consultation with heritage team has started in March 2022.

## 9.0 Identification and Analysis of Issues

### Challenges

Challenges	Mitigation
Unknown condition of the existing systems	Investigation has been done by the consultant by using CCTV Cameras to assess the condition of the existing pipes
Unknown location of existing infrastructures	In the absence of comprehensive as built of the building, consultant has provided as built of mechanical systems by using CCTV cameras and X-Rays
Access through the Princess Anne Entrance	Public access will be rerouted to the main entrance of the house; delivery services could be directed to the courtyard door by adding a temporary ramp before construction.
Security office location	Security office at the main entrance should be temporarily relocated to another area.
Services Shutdowns <ul style="list-style-type: none"> <li>• Laundry room: Both laundry rooms in the residence will be impacted during this project;</li> <li>• Kitchen: Dishwashing area and kitchen will be impacted during this project</li> <li>• Main floor and second floor services: Some of the services in the main and second floor area are connected to the sanitary line that is being repaired.</li> </ul>	Temporary measures to be in place such as: <ul style="list-style-type: none"> <li>• Laundry services: To outsource it or to temporarily install a small size laundry machine in a different are of the house</li> <li>• Kitchen: The impacted kitchen should be completely shutdown; West wing kitchen could be used temporarily</li> <li>• Impacted services on ground floor and second floor should be out of service for the duration of the project. Other washrooms/bathrooms to be used instead</li> </ul>
Emergency Exits Arrangements	Design team to come up with code compliant emergency exit routes for the impacted areas; certain offices should be completely out of use to avoid any risk associated with health and safety of the users.
Access to Material Management Offices	Offices should be temporarily relocated as there will not be any safe access available for the users.

**Risks**

<b>Risks</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>	<b>Residual risk \$</b>	<b>Schedule impact</b>
Building operation interruptions during the project	High	Moderate	Proper coordination should be done with OSGG to plan for every possible impact to the building; mitigation measures for all the impacted operations should be fully assessed by all the stakeholders to ensure a smooth implementation	\$ 20,000	1 Month
Damages to the existing systems	High	Low	Proper protection measures will be installed during construction. shoring system for excavation might be required.	\$ 10,000	1 Month
Poor condition of the connecting pipes	High	Low	Investigation was done to assess the existing condition as much as possible; careful hand digging will be required	\$ 10,000	1 Month
Work stoppage	High	Moderate	Planning the work during less busy summer months would reduce the risk	\$ 20,000	Unknown
Site unforeseen conditions	High	Moderate	Site investigation in the study and design stages. Constructability review.	\$ 60,000	1 Month

**Environmental Requirements:**

- DSS: Would be required prior to implementation
- Contaminated soil: Soil sampling might be required from the excavation areas

**Federal Land Use and design Approval:**

FLUDA team has been consulted and it has been concluded that the project does not require FLUDA.

**10.0 Project Team, Including Roles and Responsibilities**

Project Leader:	Benoit Séguin
Project Manager:	Azadeh Ghafelehbash
Design Lead/Mechanical Engineer:	Souhib Al-Jasim
Project Officer:	Michel St. Denis
Civil Engineer:	Lydia Bolam
Electrical Designer	Adrien Fung
Structural Engineer:	Vedran Misljenovic
Architect:	Stefan Krauss
Impact Assessment:	Megan Fulleringer

s.16(2)(c)

## 11.0 Key Stakeholders

OR, OSGG, RCMP, Commissionaires

## 12.0 Project Resources

- Financial: This project is funded under MYCP funds.
- Human Resources: This project will be delivered and managed by NCC's D&C team. For the project team members and their roles please refer to section 10.0.

## 13.0 Development and Implementation Strategy

Design will be mainly completed by engineering consultant, [REDACTED] NCC's centre of expertise would provide support for architectural, landscaping, and electrical scope. Implementation will be done through the construction management agreement. The CM will be responsible for tendering and site management.

## 14.0 Project Commissioning Requirements

Commissioning activities for this project will include final inspections and final deficiencies rectification at the end of the construction period. The construction manager will compile and submit all construction documents including but not limited to inspection reports, material data sheets and suppliers' contact information, warranty information and as-built drawings for Consultant/NCC's review and record. The commissioning and close out documents will be filed under file no. DC-1110-56.

## 15.0 Schedule

<b>Estimated Schedule</b>			
<b>Phase</b>	<b>Planned Start Date</b>	<b>Planned End Data</b>	<b>Critical Date</b>
Studies	September 2021	March 2022	N/A
Design	April 2022	May 2022	May 25, 2022
Tendering/Implementation	June 2022	September 2022	September 15, 2022
Close-out	October 2022	December 2022	N/A

## 16.0 Cost

Description	2021-2022	2022-2023	TOTAL
Studies	\$ 40,000	\$ 10,000	\$ 50,000
Design		\$ 90,000	\$90,000
Implementation		\$ 390,000	\$ 390,000
Contingencies and risks		\$120,000	\$ 120,000
<b>Total</b>	<b>\$ 40,000</b>	<b>\$ 610,000</b>	<b>\$ 650,000</b>

## 17.0 Project Close-Out Requirements

The NCC Close-out Report will be completed by the Project Manager and formally accepted by the Project Leader. At a minimum, it is anticipated that the Project will require the following items to be closed on:

*Y=Yes, N=No, n/a=Not Applicable*

Y	Project Brief – History of the project	Y	Operating / Instruction Manuals
N	Planning and Design Criteria	N	Intervention Schedule for Major Work
N	History of the project	Y	Construction Photographs
Y	Contract Drawings & Specifications	Y	Maintenance Requirements
Y	As-Built Drawings	Y	Warranty Information
Y	Environmental Assessment	Y	Catalogues & Spare Part List
Y	List of Deficiencies	Y	Supplier Information
Y	Interim & Final Certification of Completion	Y	Training Program

## 18.0 Project Management and Control Processes

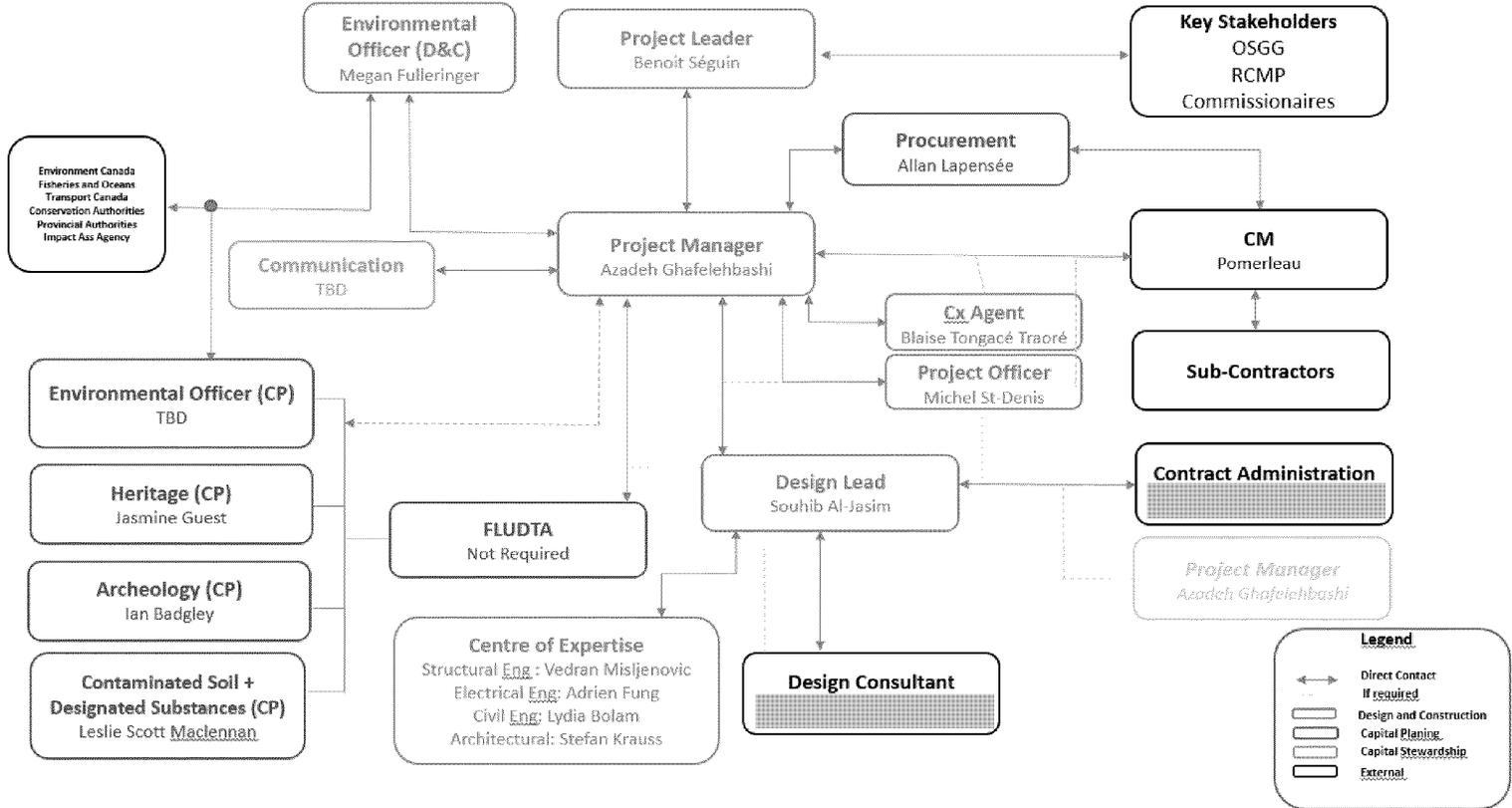
### 1. Quality Management

Quality assurance and quality control during design will be monitored by Design Lead and reviewed by Project Manager. Quality assurance and quality control during construction will be provided by the construction manager's Quality Assurance Program and monitored by NCC's design team, consultant and project manager.

s.16(2)(c)

## 2. Communications Management

Project manager shall provide regular project status reports to project team members and management. Project manager will be the main point of contact between the design team and the client. Any communication with the construction team will be through the project manager and the project officer.



## 3. Risk Management

Refer to Section 9.0 for identified risks and issues. Our Risk Management plan is based on the following model:

- Risk identification: workshop to be held and attended by PM, COE, CS, CM, Environmental Specialist, other representatives as needed.
- Identify Risk Owners
- Perform Qualitative Risk Analysis
- Perform Quantitative Risk Analysis
- Establish Risk Rating
- Plan Risk Responses

- Create Risk Register
- Monitor Risks
- Implement Risk Responses
- Update Risk Register

#### 4. **Procurement Management**

Implementation and procurement will be managed via the NCC's construction management contract (CM).

## 19.0 Checklist

	<b>Please check off each step before submitting for signature</b>
X	Consultation with Project Leader for Scope and Design Options
X	Consultation with COE for Design Options
X	Consultation with Lynne Pullen for Baseline Setting and Funding
X	Draft shared with Chief and Branch Manager
X	Draft reviewed by Director
X	Draft reviewed by VP (if project is over \$100k).

## 20.0 Approval of Project Brief

### Prepared by:

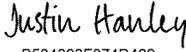
DocuSigned by:  
  
 Azadeh Ghafelehbashi, Project Manager, D&C  
 2022-Mar-25  
 Date

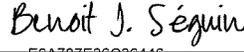
### Reviewed by:

DocuSigned by:  
  
 Bruno Fabien, A/Director, Project Management, D&C  
 2022-Mar-25  
 Date

DocuSigned by:  
  
 Pierre Vaillancourt, Vice President, D&C  
 2022-Mar-25  
 Date

### Approved by:

DocuSigned by:  
  
 Justin Hanley, Manager, Project Delivery, Official Residences  
 2022-Mar-25  
 Date

DocuSigned by:  
  
 Benoit Séguin, Chief, Property Management, Official Residences  
 2022-Mar-25  
 Date

DocuSigned by:  
  
 Alexis Michaud, A/Vice President, Official Residences  
 2022-Mar-29  
 Date



## PROCESS FOR PROJECT MANAGEMENT (PPM) STATEMENT OF REQUIREMENTS (SOR)

July 14, 2021

### 1.0 Initiative Information

**Project Name:** Rideau Hall – Princess Ann Entrance - Sanitary Sewer Line Replacement

**Project Leader:** Benoit Séguin, Chief, Property Management, Official Residences

**Project Manager:** Zachary Jenner, Senior PM, D&C

**Project File No.:** TBD

### 2.0 Need, Problem or Opportunity

#### Background & Problems

Over the years, the NCC has had to replace several failing under-slab sanitary drain lines throughout the Rideau Hall Main Residence due to age and structural failure. Recently, the main sanitary line for the front of the building, which runs under the Princess Ann entrance floor, has failed resulting in the unsanitary backflow of sewage into an equipment pit and the shutting down of washroom facilities in the affected portion of the residence. The sanitary lines, which date back to 1950s, are well passed their expected life cycle.

The Property Management team has video-scoped the line and identified the section between the new fire pump room and the exterior manhole to be problematic. Therefore, the entire section, which amounts to approximately 50 meters, will need to be replaced in an expedited way to reinstate the facilities in the front part of the residence.

### 3.0 Goal

To replace the existing under-slab sanitary sewer line that services the front of Rideau Hall to reinstate services to the residence.

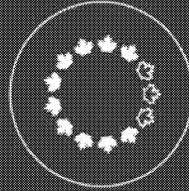
### 4.0 Objectives

To improve the functionality and reliability of the underground infrastructure at Rideau Hall and provide for a long maintenance free life cycle.

### 5.0 Client / User

ORB, OSGG, PMO & the RCMP

**Pages 446 to / à 448  
are duplicates  
sont des duplicatas**



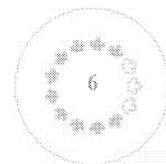
NATIONAL CAPITAL COMMISSION  
COMMISSION DE LA CAPITALE NATIONALE

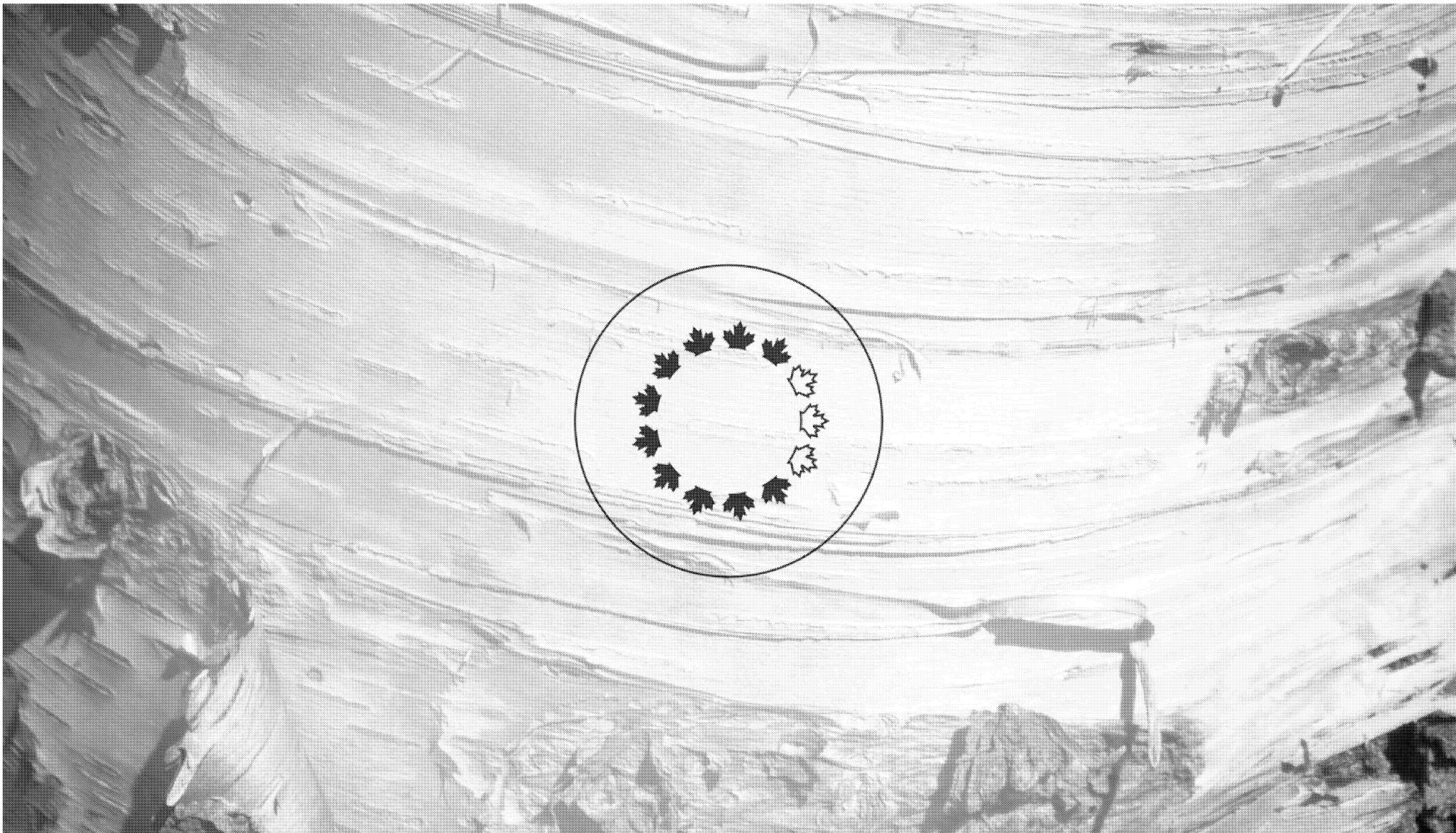
Princess Anne Entrance Sanitary Line Replacement Project  
CEO Briefing

May 18, 2022

**Pages 450 to / à 453  
are duplicates  
sont des duplicatas**

# Q&A





# PROCESS FOR PROJECT MANAGEMENT (PPM) PROJECT PLAN

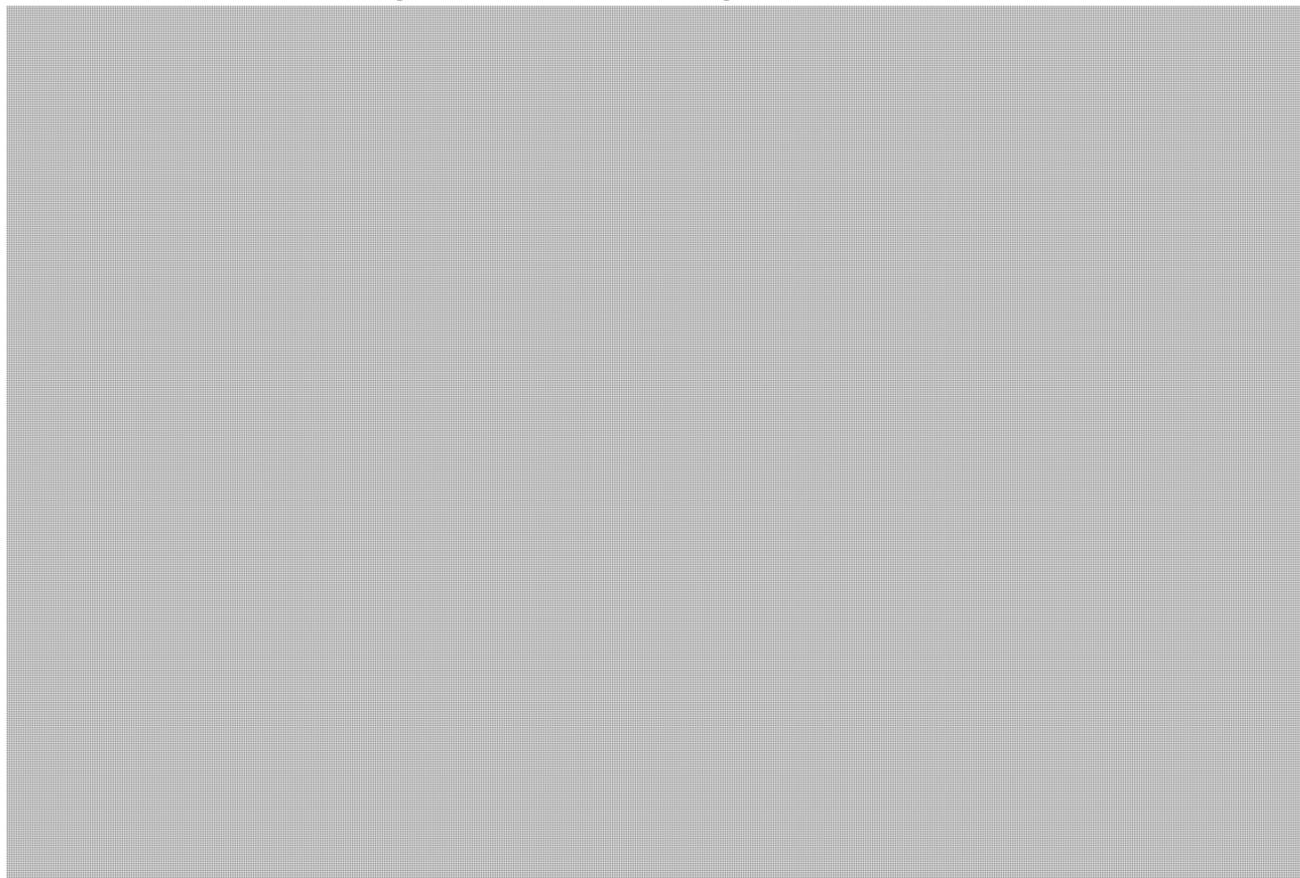
Date: 2022-05-24

## 1.0 Project Information

**Project Name** Rideau Hall – Princess Ann Entrance - Sanitary Sewer Line Replacement  
**Project Leader:** Benoit Séguin, Chief, Property Management, Official Residences  
**Project Manager:** Azadeh Ghafelehbashi, Project Manager, D&C  
**Design Lead:** Souhib Al-Jasim, Mechanical Engineer, D&C  
**Project Financial No.:** 416\_01  
**Project File No.:** DC-1110-56

## 2.0 Project Scope Baseline

The scope of this project includes replacement of the sanitary line in the basement of the Rideau Hall in the areas shown in green and blue in the image below:



The project tasks are:

- Close the Princess Anne Entrance to all traffic for the entire duration of the project.
- Close the laundry and dishwashing area. All plumbing fixtures connected to the sanitary main will be out of service for the duration of the project and removed as required.
- Remove hydraulic lift and store in a safe location on site.
- Saw cut, break and remove the concrete floors. Excavate and remove the old pipes. Based on type of soil and the depth of excavation, shoring might be required in certain areas.
- Install new underground pipes; test the pipes and backfill as per project specification.
- Compact lightly and pour new concrete slab and let it cure.
- Add new finish floor and repair any damages.
- Reinstate any fixtures/equipment that was previously removed.
- Clean and re-open all affected areas.

Following measures needs to be in place ahead of construction to ensure the residence could stay operational during this project:

- Installation of a ramp for material delivery through the ambassador court door
- Supply and installation of a new set of washer/dryer in an unaffected area as the existing laundry machines will be out of service during this project; hoarding is required around the temporary laundry area to separate it from the kitchen
- Installation of a rental tent at the main entrance for security operation

### 3.0 Substantive Cost Estimate and Cash-Flow Forecast Baseline

Description	2021-2022	2022-2023
Studies	\$ 40,000	\$ 10,000
Design		\$ 70,000
Implementation		\$ 460,000
Contingencies		\$ 50,000
Risks		\$ 70,000
<b>Total</b>	<b>\$ 700,000</b>	

### 4.0 Project Schedule Baseline

Estimated Schedule			
Phase	Planned Start Date	Planned End Data	Critical Date
Studies	September 2021	March 2022	N/A
Design	April 2022	May 2022	May 30, 2022
Tendering/Implementation	June 2022	September 2022	September 15, 2022
Close-out	October 2022	December 2022	N/A

**5.0 Project Resources Baseline**

Financial: This project is funded under MYCP funds.

Human Resources: This project will be delivered and managed by NCC’s D&C team.

**6.0 Project Implementation Plan**

Project will be delivered under CM agreement.

**7.0 Regulatory Requirements (e.g. Environmental, Federal Land Use and Design Approvals)**

FLUDA team has been consulted and it has been concluded that the project does not require FLUDA.

MMF to be completed by NCC’s environmental team.

**8.0 Formal Consultations (including public) and Advice Received**

N/A

**9.0 Formal Agreements Approved**

N/A

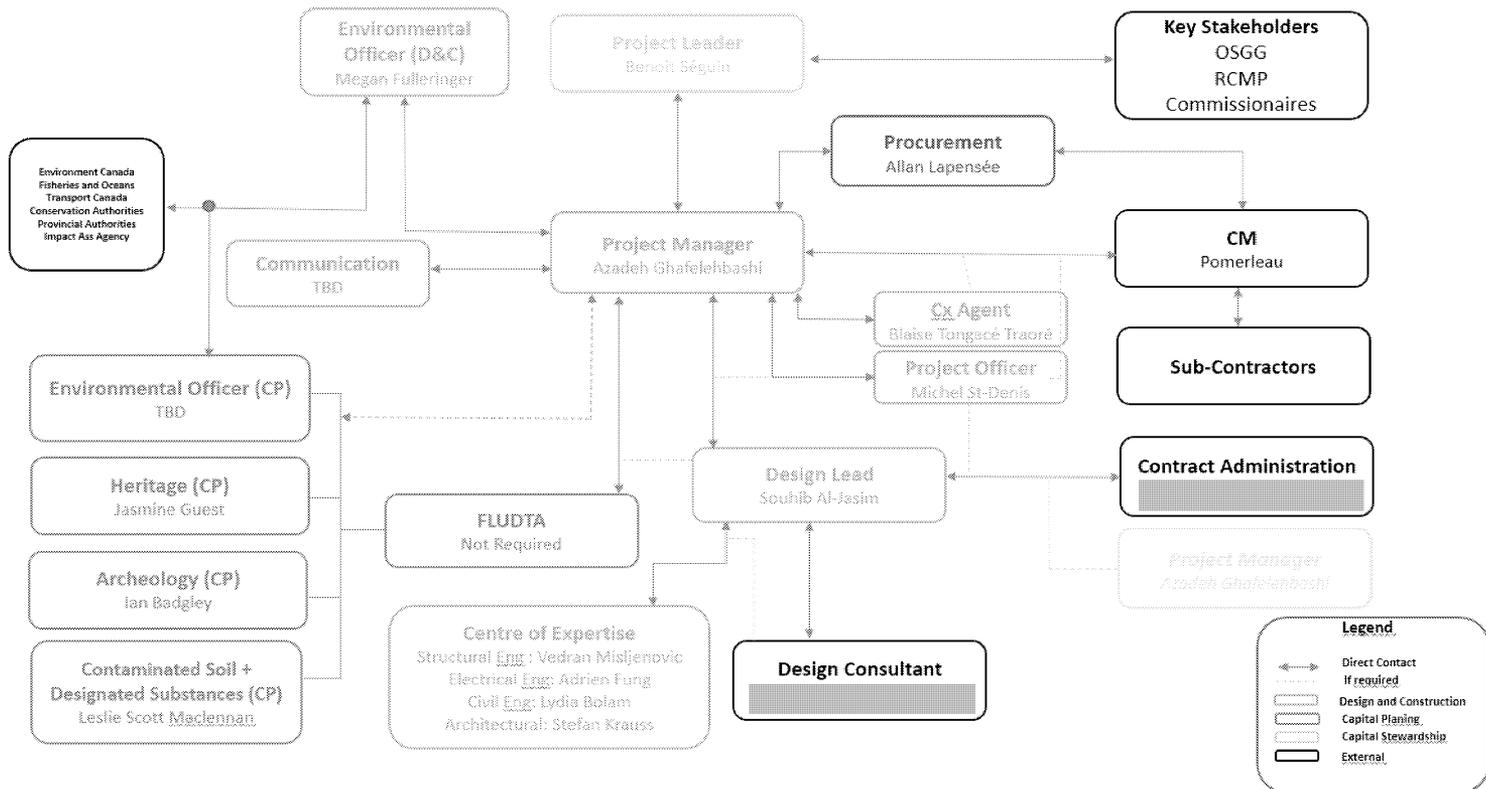
**10.0 Project Management and Control Processes**

**1. Quality Management Plan**

Quality assurance and quality control during construction will be provided by the construction manager’s Quality Assurance Program and monitored by NCC’s design team, consultant and project manager.

**2. Communications Management Plan**

Project manager shall provide regular project status reports to project team members and management. Project manager will be the main point of contact between the design team and the client. Any communication with the construction team will be through the project manager and the project officer.



### 3. Risk Management Plan

Refer to table below for identified risks and issues. Our Risk Management plan is based on the following model:

- Risk identification: workshop to be held and attended by PM, COE, CS, CM, Environmental Specialist, other representatives as needed.
  - Identify Risk Owners
  - Perform Qualitative Risk Analysis
  - Perform Quantitative Risk Analysis
  - Establish Risk Rating
  - Plan Risk Responses
  - Create Risk Register
  - Monitor Risks
  - Implement Risk Responses
- Update Risk Register

<b>Risks</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>	<b>Residual risk \$</b>	<b>Schedule impact</b>
Building operation interruptions during the project	High	Minor	Coordination underway with OSGG to plan for every possible impact to the building; mitigation measures for all the impacted operations should be fully assessed by all the stakeholders to ensure a smooth implementation	\$ 10,000	1 Week
Availability of sub trades due to market conditions and/or current strikes	High	Major	Coordinate with CM at early phases of the project-Plan for the tender as quickly as possible when the drawings are tender ready	-	2 Months
Damages to the existing systems	Medium	Minor	Protection measures will be installed during construction. shoring system for excavation might be required. careful digging will be required.	Included in contingencies	2 Weeks
Poor condition of the connecting pipes	Medium	Minor	Investigation was done to assess the existing condition as much as possible.	Included in contingencies	2 Weeks
Shoring requirement more than expected	Medium	Major	Redirecting fire trucks might be a solution to minimize shoring requirements	\$ 50,000	2 Weeks
Work stoppage	Medium	Minor	Work is planned during less busy summer months	\$ 10,000	2 Weeks

#### **4. Procurement Management Plan**

Implementation and procurement will be managed via the NCC’s construction management contract (CM).

### **11.0 Checklist**

	<b>Please check off each step before submitting for signature</b>
	Consultation with Project Leader for Scope and Design Options
	Consultation with COE for Design Options
	Consultation with Lynne Pullen for Baseline Setting
	Consultation with Dave Gruder for Funding
	Draft shared with Chief and Branch Manager
	Draft reviewed by Director
	Draft reviewed by VP (if project is over \$100k).

## 12.0 Approval of Project Plan

**Prepared by:**

---

Azadeh Ghafelehbash, Project Manager, D&C

Date

**Reviewed by:**

---

Mario Safar, Director, Project Management, D&C

Date

---

Pierre Vaillancourt, Vice President, D&C

Date

**Approved by:**

---

Justin Hanley, Manager, Project Delivery, Official Residences

Date

---

Benoit Séguin, Chief, Property Management, Official Residences

Date

---

Alexis Michaud, Director, Official Residences

Date

---

Anne Ménard, Vice President, Capital Stewardship

Date