

**THE LONG TERM  
VISION & PLAN**  

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**ANNUAL REPORT  
2018-2019**



# ABOUT THIS REPORT

The 2018-2019 Annual Report outlines the achievements of the Long Term Vision and Plan (LTVP) in modernizing and restoring the Parliamentary Precinct. The Annual Report describes both the projects underway and the progress in the Parliamentary Precinct, as well as the intricacies of the LTVP. This includes its progress, its history of accomplishments, projects that are to come, its benefits, and a full account of how funds invested in the LTVP have been spent, with respect to providing the best value to Canadians.

The report is divided into the following seven sections to provide a complete picture of the LTVP.

- » **Introducing the Parliamentary Precinct:** Provides an overview of the LTVP, including its background, its components, how it's delivered, and its latest update.
- » **Over a Decade of Success:** Showcases the achievements that the LTVP has delivered since its inception.
- » **Year in Review:** Highlights the historic achievements of LTVP projects over the past fiscal year.
- » **Integrated Parliamentary Campus:** Provides an overview of the integrated campus strategy.
- » **Delivering Results for Canadians:** Illustrates the ways in which the LTVP contributes to the social, cultural, and economic fabric of Canadians across the country.

- » **Program Financial Performance:** Informs of the progress, achievements, and upcoming plans for LTVP programs.
- » **Financial Information Summary:** Details the financial components of LTVP programs and their expenditures over the past fiscal year.

The LTVP Annual Report is developed in accordance with the Government of Canada's commitment to openness, transparency, and accountability. It reduces paper consumption through its online posting on the Departmental website, making it easier for Canadians to follow the LTVP progress and the historic work being done to restore Precinct's buildings and grounds.





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METROPOLITAN PROTECTS HER CHILDREN AND REPAIRS THEIR LOSSES. SHE



# ASSISTANT DEPUTY MINISTERS' MESSAGE

We are pleased to present the Long Term Vision and Plan (LTVP) Annual Report for 2018-2019. Throughout this report, you will find updates on key activities in support of the long-term strategy that is guiding the restoration and modernization of the Parliamentary Precinct, and the major milestones that have been achieved in advancing this important work.

Over this past year, we marked the achievement of our most important milestone to-date – the historic transition of Parliament from the Centre Block so that it could undergo its much needed overhaul. This has been a central objective of the LTVP since its inception. Over the past decade plus, our focus has been firmly on ensuring that a complex series of interdependent projects were completed so that we could get to the Centre Block – the building literally at the centre of Canadian democracy – on target, and before it experienced a major failure.

The last steps in completing this strategy depended on finishing the temporary homes for Parliament – the West Block and the Senate of Canada Building – as well as a new Visitor Welcome Centre, at the same time. Handing over the West Block and the Senate of Canada Building to Parliament was a momentous occasion and it is hard to underestimate its importance in our collective efforts to restore and modernize the Parliamentary Precinct.

With the transition of Parliament now behind us, we have been able to launch the rehabilitation of the Centre Block, the largest project of its kind in Canadian history. One of the biggest challenges we face on this project is getting the balance right between restoration and modernization. It is essential that we make resilient decisions – that the decisions taken today are the best decisions for tomorrow – that they stand the test of time and make sense 100 years from now. These challenges can seem daunting, but the successes we have achieved to-date and the strong partnership with Parliament gives us confidence that the revitalized Centre Block will retain its iconic stature and will fully support the evolving needs of a modern parliamentary democracy.

Now that we have made it to the Centre Block, we can also look forward and more broadly to creating a fully integrated and modern campus for Parliament. The update to the LTVP that we are now undertaking, the first since 2005-06, will be critical in setting the stage for this important work. Thinking through how everything fits together and works in an integrated manner, from the movement of people and goods, to issues of security, accessibility and sustainability, will ensure that the Parliamentary Campus is flexible and resilient so that it can truly support the evolving needs of Parliament and remain an important place for all Canadians into the next century and beyond.

It is with pleasure that we invite you to review this report on the LTVP's accomplishments and upcoming projects.

Sincerely,



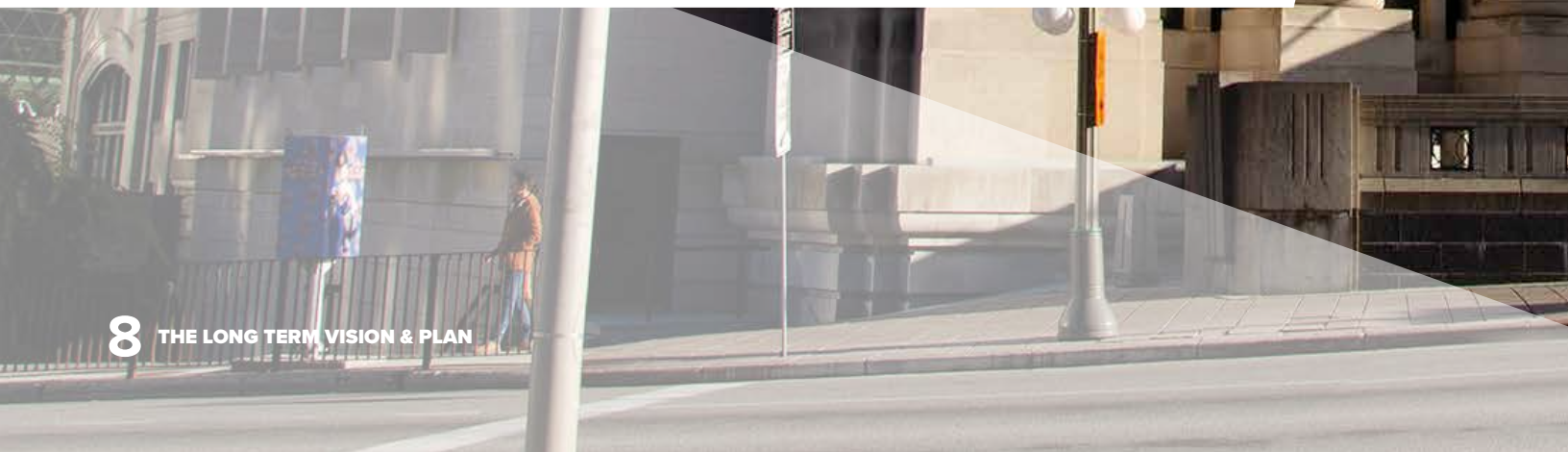
**Rob Wright**  
Assistant Deputy Minister  
Science and Parliamentary  
Infrastructure Branch



**Duncan Retson**  
Associate Assistant Deputy Minister  
Science and Parliamentary  
Infrastructure Branch



# INTRODUCING THE PARLIAMENTARY PRECINCT







## About the LTVP

Since 2001, Public Services and Procurement Canada (PSPC) has been implementing the Long Term Vision and Plan (LTVP), a multi-decade strategy to restore and modernize Canada's Parliamentary Precinct.

The LTVP is delivered through rolling programs of work that offer flexibility to respond to emerging priorities and is comprised of multiple, concurrent projects of varying sizes and durations, including: large scale heritage restorations, new construction projects, smaller fit-up work, and planning initiatives. The LTVP is modernizing the Parliamentary Precinct to meet the needs of a 21st century Parliament, including providing modern information technology, multi-media, and security enhancements.

## LTVP Programs of Work

The complex scope of work within the Precinct is delivered in a coordinated and integrated way, while ensuring that buildings yet to be rehabilitated remain safe and functional. To manage and advance this work, PSPC has established five closely-connected and interdependent programs:

- » **Major Capital Program (MCP)** manages the rehabilitation and new construction projects. This includes the construction and fit-up of all buildings in the Precinct for interim and permanent accommodations.
- » **Recapitalization (RECAP) Program** addresses projects in buildings that are occupied and operational but have not yet been fully rehabilitated. These projects are designed to preserve and extend the life of buildings, stop or reduce ongoing deterioration, respond to urgent building repair requirements, address health and safety issues, and reduce the cost and complexity of future work.

- » **Building Components and Connectivity (BCC) Program** consists of the modernization of campus-wide communication and information technology.
- » **Planning Program** involves the development of strategic master plans, implementation plans, and enabling studies to guide investment decisions and the prioritization of future projects.
- » **Security Infrastructure Program** includes the delivery of security measures in the Precinct.

The important investments made through the implementation of the LTVP are making the Precinct greener, safer and more accessible while creating significant employment and skills development opportunities for Canadians across the country.

Moving forward, PSPC will continue to deliver results for Canadians through this work, including targeting significant improvements to sustainability, reductions in greenhouse gas emissions and further improving accessibility.

PSPC ensures that the public funds dedicated to the implementation of the LTVP are used prudently, with integrity, and deliver the results that Canadians expect. PSPC has implemented a stringent risk management framework, with government and private sector specialists, that provide the appropriate oversight and ensure risks associated with a complex and multifaceted program like the LTVP are properly mitigated (**Appendix A**).

## Core Drivers of the LTVP

The LTVP is a flexible framework for:

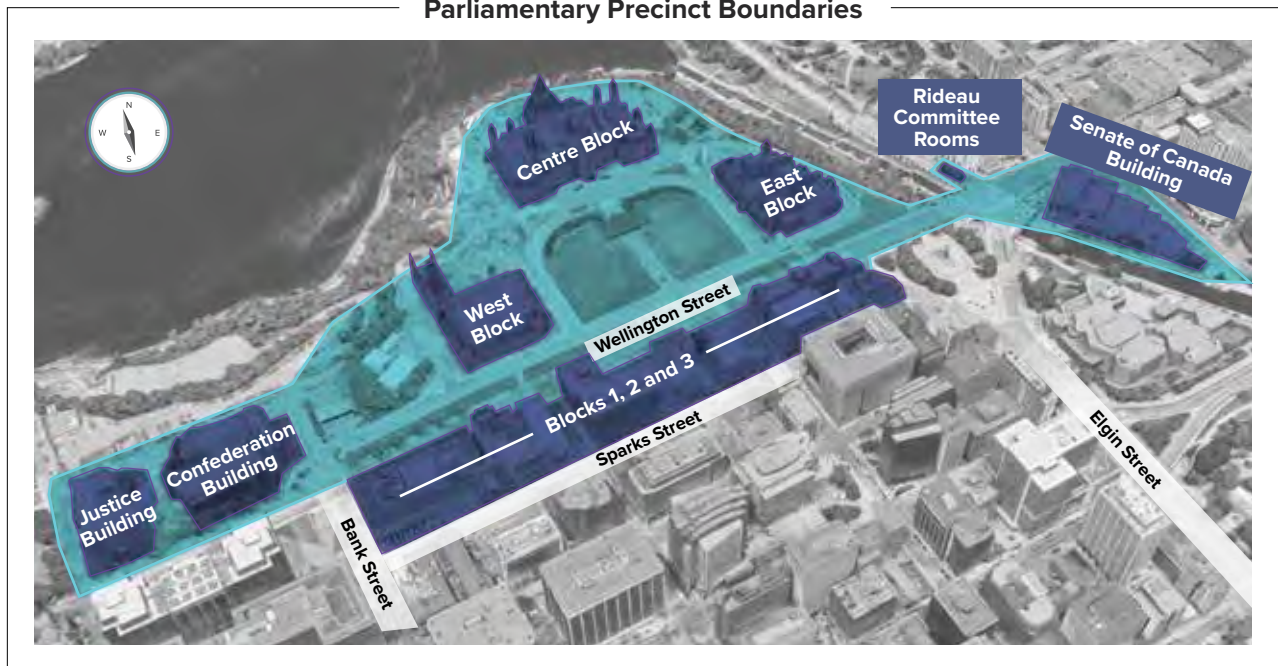
1. Addressing the deteriorated state of the buildings in the Precinct
2. Addressing a longstanding shortfall of adequate parliamentary accommodations
3. Modernize these buildings to meet the needs of a 21<sup>st</sup> century parliament.

## The Parliamentary Precinct

The Parliamentary Precinct encompasses all lands south of the Ottawa River and north of Wellington Street from the Rideau Canal to Kent Street, and all lands north of Sparks Street and south of Wellington Street from Elgin Street to Bank Street. Buildings outside this boundary include the Senate of Canada Building, located at 2, Rideau Street, and the committee rooms at 1, Rideau Street.

The Precinct is currently comprised of 35 Crown-owned buildings, of which 28 are designated federal heritage properties, many with advanced levels of deterioration. The focal point of the precinct is the Parliamentary Triad (West Block, Centre Block, and East Block). Other properties within the precinct are to the south, east, and west of the Triad, and include several leased properties and special purpose facilities (including some properties outside the Parliamentary Precinct), that provide support functions for Parliament.

Parliamentary Precinct Boundaries



First approved in 2001, and subsequently updated in 2006, the Parliamentary Precinct LTVP is delivered by PSPC on behalf of the Parliamentary Partners (Senate of Canada, House of Commons, Library of Parliament, and Parliamentary Protective Service), as well as Office of the Prime Minister and Privy Council.

### Parliamentary Partners



## Heritage Federal Building Designation

Classified federal heritage buildings are identified as 40 years or older and have significant heritage characteristics (e.g. historical associations, architectural significance, and environmental importance). These buildings have been evaluated and designated by the Federal Heritage Buildings Review Office (FHBRO). The FHBRO provides advice related to the conservation and maintenance of heritage buildings in order to ensure the protection of the buildings' heritage character.

The Parliament Hill grounds is the largest concentration of federal heritage buildings in Canada. Eighty percent of the 35 crown-owned buildings in the Precinct have been designated as Classified or Recognized by the FHBRO, as have the grounds, due to the unique urban and institutional landscape design that makes this space a national treasure. In addition, the three blocks bound by Wellington, Elgin, Sparks, and Bank Streets are located within a Heritage Conservation District as defined under Part V of the *Ontario Heritage Act*.

PSPC is responsible for the sound stewardship of these assets, as well as other leased and owned facilities throughout the National Capital Region. Heritage considerations permeate all aspects of infrastructure management from planning, design, operations and maintenance, to rehabilitation and renewal.

## LTVP Benefits



Look for this symbol throughout the report to learn more about **sustainability features** and initiatives in the rehabilitation of the Precinct buildings and throughout the Precinct Campus.



Look for this symbol throughout the report to learn more about **accessibility features** in the rehabilitation of the Precinct buildings and throughout the Precinct campus.



Look for this symbol throughout the report to learn more about how the LTVP provides **job opportunities** for Canadians.



Look for this symbol throughout the report to learn more about **Indigenous engagement** in the rehabilitation of the Precinct buildings and throughout the Precinct Campus.



# OVER A DECADE OF SUCCESS



For more than a decade, the Parliamentary Precinct's LTVP has focused on the rehabilitation of the Parliamentary Triad (West Block, Centre Block, and East Block), and the upgrade of numerous other assets, all of which faced serious deterioration.

During this time, PSPC has planned and delivered a complex sequence of interdependent projects and moves throughout the Precinct. This process was necessary in order to develop swing-space needed to vacate the Centre Block, and commence the largest heritage building rehabilitation project in Canadian history, all without interrupting Parliamentary operations.

Since 2006, PSPC has completed 27 key projects on time, on scope, and on budget. This includes five major projects completed since 2015: the Sir John A. Macdonald Building (2015), the Wellington Building (2016), the new Visitor Centre Phase 1 (2018) the Senate of Canada Building (2018, formerly the Government Conference Centre), and the West Block (2018).

Furthermore, PSPC leveraged the rehabilitation projects to position Canada as a leader in sustainability by reducing the Precinct's environmental footprint, while maintaining a balance between openness and security, and making an accessible and inclusive environment for parliamentarians, staff, and visitors.

# A HISTORY OF SUCCESS



## THE PEACE TOWER

The exterior masonry of the Peace Tower was restored to address deterioration.

### Interesting Fact

- » The first ever nationwide radio broadcast originated on Parliament Hill in 1927 in honour of the Diamond Jubilee of Confederation and the dedication of the Peace Tower and Carillon.



1997

## LIBRARY OF PARLIAMENT

The full interior and exterior restoration of the Library of Parliament, a heritage building, was completed. This included the addition of a new below-grade space which provides additional functional areas for operational uses and storage.

### Interesting Facts

- » The Library of Parliament started in the legislative libraries of Upper and Lower Canada in the 1790s. These libraries were merged in 1841, the year the United Province of Canada was founded.
- » The Library of Parliament was the only part of the original Parliament Building to withstand the fire of 1916.



2006

## VALOUR BUILDING (FORMERLY LA PROMENADE)

The Valour Building interior was fit-up to include 62 members offices for the interim relocation of Parliamentarians and space for three committee rooms.

### Interesting Fact

- » A plaque on the Valour building honours 20 recipients of the Star of Military Valour, the highest decoration awarded during Canada's 12-year mission in Afghanistan.



2010

## DID YOU KNOW...

During the rehabilitation of the Sir John A. Macdonald building, workers uncovered a stone carving about 150 centimetres tall and 100 centimetres wide, with no indication of the artist or the origin.



The carving features the Bank of Montreal's coat of arms, supported by two Indigenous peoples. The bank's motto, *Concordia Salus*, meaning "prosperity through harmony," surrounds the emblem. A beaver, the symbol of hard-working Canadians, sits on top of the coat of arms. The carving has a painted bronze finish, with details in green, red, and gold.

An archival photograph revealed that a large stone tablet once sat on the building's 1872 outer façade. Although the poor quality of the picture cannot confirm it is the same stone carving as described above, there is a high probability that it is. The stone carving was removed by stonemasons and sent to the Canadian Museum of History for future research and study and for potential display at the museum or elsewhere.

## CENTRE BLOCK UNDERGROUND SERVICES (CBUS)

The Centre Block Underground Services (CBUS) construction was completed. This underground facility houses high-voltage electrical transformers and emergency power generators, advanced computers and communications facilities, storage space, and delivery reception facilities.

### Interesting Fact

- » Eight tons of explosives were used during the excavation process of the CBUS construction, which was carried out 24 hours a day, from May to September 1997. Approximately 30,000 m<sup>3</sup> (98,425 ft<sup>3</sup>) of rock was removed from the site.



## RIDEAU COMMITTEE ROOMS – 1 WELLINGTON

The construction of four new committee rooms to support the modernization of parliamentary operations were completed in the Rideau Committee Rooms at 1 Wellington.

### Interesting Facts

- » The addition of these rooms created much needed swing space which ultimately accelerated the completion of the West Block from 2022 to 2018.
- » Built in 1992 to house the Canadian Museum of Contemporary Photography.
- » Architect Michael Lundholm originally adapted an old railway tunnel running alongside the Fairmont Château Laurier to create the Canadian Museum of Contemporary Photography.

**Note:** This is a selection of buildings constructed or restored successfully, not a comprehensive list.





### SIR JOHN A. MACDONALD BUILDING

The rehabilitation and modernization of the former Bank of Montreal Building required a full restoration. To do so, work included incorporating new Heating Ventilation and Air Conditioning (HVAC), lighting, audio-visual systems, and other infrastructure, including the permanent relocation site of the West Block Confederation Room for parliamentary business and ceremonial functions.

Modern building support services were added including storage and loading areas, security, washrooms, and a multi-purpose room with translation and broadcasting capabilities to support parliamentary functions.

#### Interesting Facts

- » The Bank of Montreal completed the original building despite the Great Depression, providing jobs for hundreds of workers.
- » A green roof was constructed on top of the new annex to reduce the heat island effect of the building.



2015



### CENTENNIAL FLAME

Originally built as a temporary monument, the flame was lit for the first time on December 31, 1966, to open the celebrations of Canada's 100th anniversary of Confederation.

#### Interesting Fact

- » As part of the Canada 150 celebrations, the Centennial Flame monument was deconstructed and rebuilt with the addition of Nunavut's coat of arms.



2017



### WEST BLOCK

The full rehabilitation of the West Block was completed, including the creation of modern offices and committee rooms for Parliamentarians, and the construction of a permanent courtyard infill to contain the House of Commons Chamber during the rehabilitation of Centre Block.

#### Interesting Facts

- » Almost half of the building's 140,000 stones had to be removed, numbered, and reinstalled.
- » Laser technology was used to clean the stone by vaporizing the contaminants and providing a uniformly clean surface.



2018



### WELLINGTON BUILDING – 180 WELLINGTON

The rehabilitation of the Wellington Building included the construction of 70 members' offices, 10 committee rooms, and a resource library. In addition to the restoration of the building's exterior, scope included a full restoration and modernization to the interior, which required new construction and rehabilitation. Other work included the replacement of mechanical and electrical systems, interior fit-up, and new furniture and information technology.

#### Interesting Facts

- » 180 Wellington was constructed in 1927 for the Metropolitan Insurance Company and substantially enlarged in 1959.
- » The building used to have a tennis court on the roof for employees of the Metropolitan Insurance Company.
- » Construction crews reused or recycled 97% of the non-contaminated waste at the site (meaning approximately 21,800 metric tons of material was diverted from the landfill).

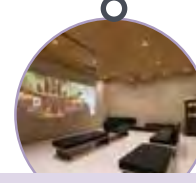


### SENATE OF CANADA BUILDING

The construction of the Senate of Canada Building, the Senate's temporary home during the rehabilitation of the Centre Block was completed. Originally Ottawa's central train station, this building served until recently as the Government Conference Centre. The original train station's spaces were restored and repurposed offering modern, efficient spaces for Senate use. The interim Senate Chamber is in what used to be the train station's concourse.

#### Interesting Facts

- » There is a "bee hotel" for pollinator bees located on the east side of the Senate of Canada, promoting bee health and sustainability.
- » The exterior of the building is composed of ashlar (finely dressed) Indiana limestone.
- » Marble from Vancouver Island was used to construct the new stairs connecting the mezzanine outside the Chamber gallery to the first floor. The original marble in the Senate of Canada Building comes from Quebec.



### VISITOR WELCOME CENTRE COMPLEX (PHASE 1)

Phase 1 of the Visitor Welcome Centre Complex was completed. The Visitor Welcome Centre is the first new building on Parliament Hill, within the Parliamentary Triad, in more than 100 years. The facility improves the visitor experience to Parliament Hill, one of Canada's most important heritage sites and most popular tourist attractions. The complex also enhances security to this iconic site, providing a new, fully accessible facility to greet visitors to Parliament Hill with an improved physical security systems as well as provides indoor access for material handling in support of parliamentary operations.

#### Interesting Fact

- » Over 30,000 cubic metres of rock was removed and the excavation reached a depth of 20 metres below street level.



# THE YEAR IN REVIEW



## A HISTORIC TRANSITION

On June 14, 2018, the Board of Internal Economy (BOIE) and the Standing Committee on Internal Economy, Budgets and Administration (CIBA) accepted a motion to proceed with a phased move of parliamentary operations from the Centre Block starting in fall 2018. As a result, the beautifully restored and modernized West Block, the Senate of Canada Building, and the newly constructed Visitor Welcome Centre (Phase 1) were officially transferred to Parliamentarians in fall 2018.

Collaborative work with the Parliamentary Partners ensured a seamless transition of parliamentary operations in time for the 2019 winter parliamentary session. In addition, this historic transition marked the completion of a key milestone in the LTVP's renewal of the Parliamentary Precinct, and allowed major restoration work to begin on the Centre Block so that it can continue to serve as the seat of our democracy and proudly welcome future generations of Canadians.

### Building Handover

In November 2018, PSPC handed over the key to the historic West Block to the House of Commons. Along with its partners, PSPC transformed this heritage landmark into a modern, green and more accessible building, all while keeping its historical beauty intact. The ceremonial key was designed and created by PSPC's very own Dominion Sculptor, Phil White.



### Buildings in Transition Team

To manage the transition of parliamentary operations from the Centre Block to the West Block and the Senate of Canada Building, PSPC established a Buildings in Transition Team (BiT). This operations based team integrates and liaises with project teams, manages handover elements, and establishes property management teams that manage assets in transition through all phases of a handover. The establishment of these embedded property management teams integrate operations and maintenance at the design stage of projects. This in turn provides valuable insight and meaningful feedback to ensure smooth building operations following handover. The result was a successful transition of Parliamentary operations without interruption or impediment to Parliamentary business.

*“The past year has presented unique and enormous challenges for PSPC as it completed the delivery of the West Block, Visitor Welcome Centre, and Senate of Canada Building, while successfully transitioning Parliamentary operations out of the Centre Block. Thanks to the unprecedented level of collaboration between projects and operations sectors, in conjunction with the creation of the Building in Transition Team and transitional operations Property Management Teams, PSPC was able to meet and successfully manage the challenge of transitioning Parliament into interim accommodations. The positive lessons learned in this transition are already being applied to the Centre Block and LTVP projects of the future.”*

— **William Montgomery**  
**Director, Operational Support**  
**Science and Parliamentary Infrastructure**  
**Branch, Public Services and**  
**Procurement Canada**

## Parliamentarians on the transfer of the West Block and Senate of Canada Building

*“It is a pleasure for me to speak for the first time in the newly renovated West Block. As Minister of Public Services and Procurement and Accessibility, I am proud of how much has been accomplished to restore and modernize the Parliamentary Precinct.”*

— **Hon. Carla Qualtrough**  
**(Minister of Public Services and Procurement)**

*“The opening of West Block and the Visitor Welcome Centre is the most significant change to date to the Parliamentary Precinct. We believe the West Block is a model to other parliaments tackling similar challenges with respect to aging facilities.”*

— **Geoff Regan**  
**(Speaker of the House of Commons)**

*“Today, I was presented with a symbolic key to the newly renamed Senate of Canada Building in a ceremony marking the handover to the Senate of Canada. Congratulations and thank you to Minister Qualtrough, to our partners at PSPC, and to all senators involved in the Long Term Vision and Plan for their work on this historic restoration project.”*

— **George J. Furey**  
**(Speaker of the Senate of Canada)**



## THE WEST BLOCK

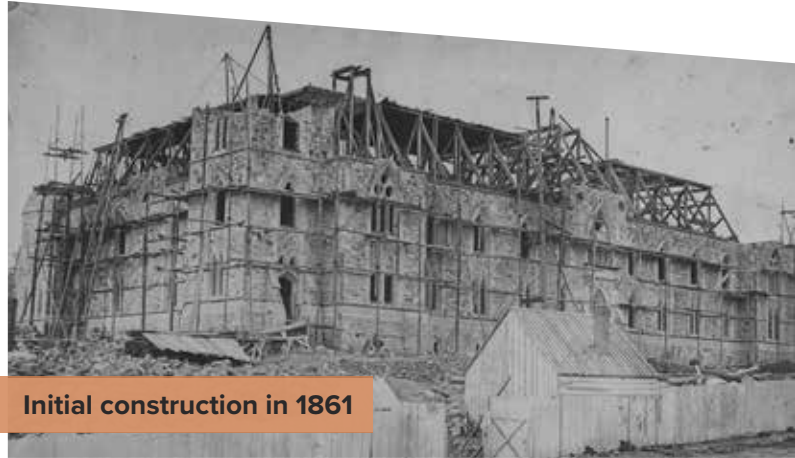
Originally constructed for use by the federal public service, the West Block is the second oldest building within the Parliamentary Triad. The load-bearing masonry structure was constructed in phases before Confederation, between 1859 and 1909. It was completed long before modern building codes and environmental standards were developed. Along with the Library of Parliament and the early wings of the East Block, the West Block is a world-class example of the mid-19th century Gothic Revival architecture.

The rehabilitation of the West Block is a key element of the LTVP, as the rehabilitated building is designed to host interim legislative functions for the House of Commons during the rehabilitation of the Centre Block. Such functions include the Prime Minister's office, parliamentary offices, meeting and committee rooms. The interim House of Commons Chamber was constructed within the building's interior courtyard.

The West Block became a temporary home to a small army of stone masons, carvers, architects, engineers, cabinet makers, woodcarvers, sculptors, and more when rehabilitation work began in 2011. During the seven year rehabilitation period, they addressed structural restoration, seismic reinforcement, and the upgrading of all building systems to current standards.

### Preservation of Heritage Elements

The West Block's heritage elements experienced serious deterioration that were addressed in its rehabilitation. The conservation process included the preservation, restoration, and rehabilitation of the original character of the building and landscape. The heritage character-defining elements of the rehabilitated building included the grand stairways, corridors, plasterwork, stained glass windows, floor tiles, and the Mackenzie Tower. Other spaces were redeveloped to meet



Initial construction in 1861



Confederation in 1867



Latest wing added in 1880

operational and functional requirements, while leveraging a design that captured the style of the original building. As Ottawa is in a seismic zone, 10,000 seismic bars were inserted throughout the building for seismic integrity. Stone carvings were restored throughout the building, including the entry lobby and the ornate Mackenzie Tower. Over 1000 windows were replaced and upgraded to reflect original design profiles, as well as to meet environmental performance standards and security requirements.

### **Restoration and Modernization of the West Block**

**The newly rehabilitated West Block has been fit-up with:**

- » The interim House of Commons Chamber;
- » Four committee rooms with full broadcast capabilities;
- » Offices for the Prime Minister, House officers, Party leaders, and Party whips;
- » Support space;
- » Modern information technology and multimedia facilities;
- » Seismic and structural reinforcement; and
- » An accessible, barrier-free path on all levels, including the public viewing gallery in the House.

### **Restoration and modernization work included:**

- » Replacement of electrical, mechanical, and life-safety systems;
- » Restoration of exterior masonry, sculptural elements, and decorative ironwork;
- » Replacement of windows and roof (i.e. Louvered sun shades to control the level of light in the House);
- » Asbestos abatement and demolition; and
- » Excavation and construction within the interior courtyard to build the interim House of Commons.

### **The Interim House of Commons**

The transformation of the central courtyard from an open exterior space to the interim House of Commons Chamber is an example of innovative and unique planning and architecture. Enclosed by the historic sandstone walls, and a new glass roof spanning the full width of the courtyard, the interim House of Commons Chamber successfully merges the existing heritage context with contemporary technology – lighting, acoustics, IT, and energy efficiency. To reach the Chamber, visitors cross over a bridge from the old exterior building. The design of the structural steel columns, which extend like tree elements to support the glass roof, were inspired by the surrounding Gothic Revival architecture which make many references to nature.



## Mackenzie Tower and the Prime Minister's Office


The heritage jewel of the West Block is the Mackenzie Tower, which houses the Prime Minister's office during the rehabilitation of the Centre Block.

The Tower was designed by, and named after, Alexander Mackenzie, the second Prime Minister of Canada, who also served as the Minister of Public Works and had apprenticed as a stonemason. Mackenzie commissioned an addition to the West Block, which included the Tower completed in 1878. His office was located in the tower and contained a spiral staircase leading directly outside. It is reported that he used this secret exit when he wanted to avoid "friends" waiting in the lobby outside his office seeking patronage appointments.

## 2018-2019 PROGRESS

In 2018-2019, PSPC completed the rehabilitation of the West Block in time for the 2019 winter parliamentary sitting, in close collaboration with the Parliamentary Partners. Final work in 2018-2019 focused on:

- ☑ Completing the installation and testing of electrical systems, information technology (IT), and multimedia equipment;
- ☑ Completing the security infrastructure;
- ☑ Completing interior design finishes, such as millwork and painting; and
- ☑ Working with Parliamentary Partners to move Members of Parliament and their staff to their new offices within West Block.



The Mackenzie Tower stands 81 meters tall, about 10 meters shorter than the Peace Tower.





### The new Cabinet Room – A Reflection of Modernity and Inclusiveness in a Heritage Space

The new Cabinet room is a modern space that incorporates state-of-the-art technology and leading-edge security features. The room is larger than the size of the existing Cabinet room and has been designed to meet universal accessibility standards. The new Cabinet table was built by a local Indigenous-owned company, Totem Offisource, located in Quebec and is constructed from locally sourced, sustainably harvested black walnut.



Before



After



The coat of arms in the office was refurbished by a father-daughter team (Jean-Francois and Magali Fuiery) that are 3rd and 4th generation plaster workers.



Tiles along the ceiling feature astrological signs that were found during rehabilitation. They were not on any drawings or plans and were revealed after four layers of lead paint were removed. For an unknown reason, Sagittarius is missing.

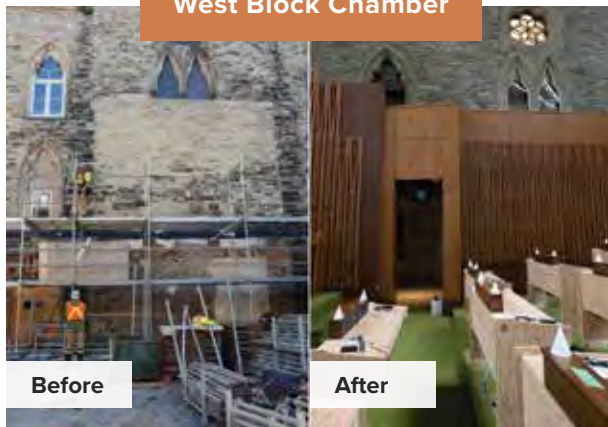
## Architectural Features in the West Block

10,000 masonry anchors were added to protect the building against seismic events and to support the glass roof that covers the interim House of Commons. The bright and airy Chamber incorporates environmentally innovative features, such as a triple-glazed roof with controls to manage sunlight levels and to capture and re-use heat, and LED lights which also help save energy.



The West Block Rehabilitation project created or sustained approximately 5,000 person-years of employment. At the peak of construction, over 1,200 construction workers from across Canada occupied the site in a wide variety of positions, including those in architecture and engineering.

### West Block Chamber



New and restored buildings throughout the Precinct, including the West Block, have been designed and built to meet, and in many cases exceed, building codes while preserving heritage characteristics. Some of these measures include:

- » **Mobility:** barrier-free access has been created in all public areas, including the Chamber, public gallery, offices, meeting places, washrooms, and corridors. Expanded accessible seating in the Chamber has been added, along with power assisted door-openers and at elevators sized to accommodate a stretcher or a power-assisted wheelchair.
- » **Visual:** tactile and braille signage has been installed, as well as stairs with contrasting edge strips on stairs.
- » **Hearing:** availability of hearing induction loops in committee rooms and the Chambers, as well as the use of audible floor indicators in elevators, and sign interpretation services.

Furthermore, the building now includes accessible gender neutral washrooms with changing stations; accessible drinking fountains; daycare, family, spouse, and meditation/prayer rooms.

## DID YOU KNOW...

Guided tours of the West Block and the Senate of Canada Building are offered by the Library of Parliament during the entire Centre Block rehabilitation. Tours are tailored to the new buildings and focus on the role of the interim House of Commons and Senate Chambers.



## THE VISITOR WELCOME CENTRE (PHASE 1)

Designed to blend with the historical structures and natural surroundings of Parliament Hill, Phase 1 of the Visitor Welcome Centre Complex is essential to the Precinct's overall security and visitor services.

This modern, multi-level underground facility helps maintain a balance between openness and security by acting as the principal entrance to Parliament during the rehabilitation of Centre Block. This newly constructed building supports offices and material handling facilities for the West Block. A utility pathway between adjacent buildings provides much needed additional infrastructure for the operations of Parliament. As the new secure point of entry for visitors, the building also improves the visitor experience to one of Canada's most important heritage sites and popular tourist attractions by housing an interpretation centre for the Library of Parliament, a larger Parliamentary boutique, and the Book of Remembrance from the Peace Tower, during the Centre Block rehabilitation.

## Entering the Parliamentary Buildings

In front of the main entrance, a plaza with seating offers a gathering and waiting area for visitors. From there, visitors enter the buildings through a subtle, yet elegant, main entrance built into the historic Vaux Wall to the west of the Centre Block. Once inside, visitors are greeted in a bright and open space that is sophisticated and engaging. They are then processed through modern screening facilities to help ensure the safety and security of those visiting and working on Parliament Hill.



Energy efficient measures incorporated in the Visitor Welcome Centre Complex (Phase 1) include the selection of sustainable materials for interior fit-up (e.g. terrazzo flooring) and water-saving plumbing systems.

## DID YOU KNOW...

The size of the West Block building in 2011 was 18,410 square meters. In 2018, the West Block was expanded to roughly 29,796 square meters, including the courtyard infill and other additions. The Visitor Welcome Centre Complex (Phase 1) is 5,701 square meters of new space over three levels. Together, they effectively double the original area.

2016



2019





Accessibility measures in the Visitor Welcome Centre Complex (Phase 1) include:

- » Barrier-free and enhanced accessibility measures to provide all people with the same visiting experience (equal access);
- » Barrier-free path of travel in all publically accessible floors;
- » Barrier-free amenities including wheelchair accessible washrooms, counters, lavatories, and drinking fountains;
- » Passenger elevators sized to accommodate a stretcher, or a power assisted wheelchair;
- » Braille signage in elevators;
- » Audible floor indicators in elevators; and
- » Appropriate signage.



The Visitor Welcome Centre Phase 1 project has created or sustained approximately 600 person-years of employment.

## THE PATH FORWARD

Phase 2 of the Visitor Welcome Centre Complex will interconnect the West Block with the Centre Block and East Block to form one integrated parliamentary complex. The plans for Phase 2 are evolving as the development of the design continues based on ongoing engagement with Parliamentarians and their administrations.

## DID YOU KNOW...

Discussions around the need for a visitor reception and tourism facility go as far back as the 1976 Abbott Commission report, in which the Commission, composed of current and former parliamentarians, was emphatic about the notion of visitor accessibility to Parliament. It recommended that visitors to Parliament Hill be provided with a range of conveniences such as a cafeteria, an enlarged bookstore and information centre, and an exhibition area, in a secure and permanent facility.

## THE SENATE OF CANADA BUILDING

Built in 1912, the Senate of Canada Building was originally Ottawa's Union Train Station, linked by an underground tunnel to the Château Laurier that opened at the same time. The building was acquired by the Government of Canada in the 1960s and converted into the Government Conference Centre in 1968. In 1981, it hosted federal-provincial talks that led to the eventual repatriation of the Constitution in 1982.

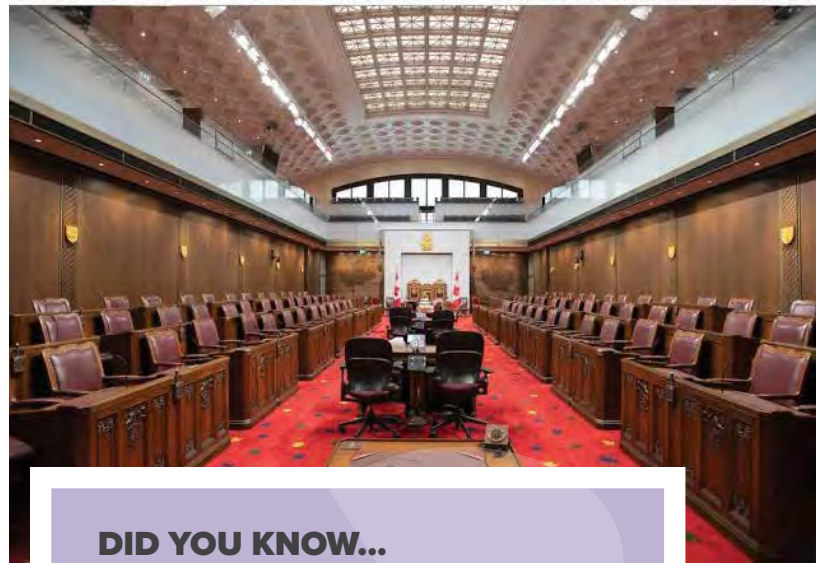
After a four-year rehabilitation project, the Senate of Canada Building was officially transferred to the Senate of Canada in Fall 2018. Senate functions historically located in the Centre Block were relocated to the Senate of Canada Building, which now accommodates the Senate Chamber, three committee rooms, and Parliamentary office units for leadership and legislative functions for the duration of the Centre Block rehabilitation.

The rehabilitation of the building involved significant interior renovations, including the removal of hazardous substances and the full replacement of key building systems with modern efficient mechanical, electrical, and life-safety infrastructure.

### 2018-2019 PROGRESS

In 2018-2019, PSPC completed the rehabilitation of the Senate of Canada building in time for the 2019 winter parliamentary sitting. Final work focused on:

- ☑ Completing the east addition to the building;
- ☑ Completing the Chamber and committee rooms;
- ☑ Completing the IT infrastructure;
- ☑ Completing interior finishes, such as drywall, mouldings, and plaster ceilings;
- ☑ Completing landscaping, exterior work, and lighting; and
- ☑ Working with the Senate of Canada to prepare for building occupancy.



### DID YOU KNOW...

The Senate of Canada Building previously served as a gateway into Canada's capital when it became Ottawa's Union Train station in 1912. The building was also where thousands of screaming fans were able to greet Elvis Presley during his 1957 visit to Ottawa.



### Promoting an Open and Transparent Parliament

To promote a more open and transparent Parliament that is accessible to all Canadians, both the West Block and the Senate of Canada Building have been modified to include enhanced broadcast capabilities and simultaneous translation for other languages, including Indigenous languages.



For the Senate of Canada Building, PSPC:

- » Re-used original building materials wherever possible;
- » Diverted more than 90% of construction waste from landfills;
- » Installed water-efficient plumbing to conserve water;
- » Installed energy-efficient LED lighting, and, where possible, occupancy sensors to ensure lighting is only used when necessary;
- » Maximized use of natural light from the windows in the general waiting room and the concourse;
- » Upgraded to energy-efficient heating, ventilating, and air conditioning systems employing heat-recovery and variable-speed motor drives; and,
- » Landscaped to reduce the “heat island” effect.

## DID YOU KNOW...

In 2019, the Parliamentary Precinct was awarded two North American Copper in Architecture Awards for the use of copper in the Senate of Canada Building and at Postal Station B. The exterior lighting at Postal Station B has just been approved by FHBRO and the NCC and is one of the first buildings in the Parliamentary Precinct lit in accordance with the Campus Master plan.



The Senate of Canada rehabilitation project has created or sustained approximately 1,400 person-years of employment.

## The Bee Hotel for Pollinator Bees – Update

As part the rehabilitation of the Senate of Canada Building, PSPC partnered with the Senate of Canada and the Fairmount Château Laurier to install urban beehives on the east side of the building. These beehives for pollinator bees will promote bee health and help increase the bee population, which plays a critical role in the ecology as bees function as the world’s most important pollinator of food crops. Installation of the beehives occurred in the summer of 2019 and are estimated to contain over 600,000 bees.



## THE CENTRE BLOCK

Built between 1916 and 1927, the Centre Block is one of Canada's most important national symbols. An icon of Canadian democracy, the Centre Block is home to the Senate of Canada, the House of Commons, and the Library of Parliament. Until 2018, the building was also occupied by the Parliamentary Protective Service, the Office of the Prime Minister and Privy Council, and by PSPC for building maintenance. Following its rehabilitation, these occupants will return to the modernized Centre Block.

As Canada's most important national symbol of democracy, the rehabilitation of Centre Block was the core objective of the LTVP. The Centre Block had reached a state of deterioration and as such, PSPC is committed to preserving this important heritage, and is also working hand in hand with the Parliamentary Partners to ensure that the Centre Block is restored to meet the full needs of a modern 21st century parliamentary democracy.

## Centre Block Enabling Projects

A series of enabling projects have been completed to prepare for rehabilitation work to commence. Some examples include: the relocation of the Books of Remembrance at the base of the Peace Tower, the temporary relocation of monuments, the construction of a temporary loading dock, the rehabilitation of the public washrooms on the grounds, and the fit-up of long-term storage space for the Senate of Canada, House of Commons, and Library of Parliament assets.







### Building Information Modeling

Heritage conservation is being taken to a whole new level as PSPC's Building Information Modeling (BIM) team is creating virtual environments (VE) to record and study heritage spaces such as the House of Commons and Senate Chambers. BIM is an intelligent three-dimensional model-based process that gives architecture, engineering, and construction professionals the ability to more efficiently plan, design, construct, and manage buildings and infrastructure. The VE will help with the planning and execution of important restoration work at the Centre Block.

### THE PATH FORWARD

The preservation of the Centre Block requires a stem to stern overhaul and upgrade. Its restoration is expected to be the largest heritage restoration project of its kind in Canada, in scale, complexity, and in timeframe. It will include many complex, interrelated facets, such as:

- » Restoring the building's stonework, built heritage, wood, plaster, frescoes, stained glass and metalwork;
- » Replacing outdated mechanical, electrical, and fire safety systems;
- » Installing modern IT, multimedia and security systems;
- » Improving sustainability;
- » Improving accessibility to offer an equitable experience to all visitors; and more.

### Heritage Conservation

Heritage conservation architects and conservators are going room by room in the Centre Block, examining the condition, age, and method of installation of the building's heritage elements. They are looking at fixed features such as light fixtures, doors, baseboards, marble, and frescoes. Altogether, there are about 25,000 elements to examine. This information is vital to the restoration and modernization of Centre Block, as it will help determine whether these features should be removed, or protected in place once construction begins. The Minister of Public Services and Procurement, Anita Anand, was also given a tour of these heritage conservation efforts, alongside Assistant Deputy Minister of the Science and Parliamentary Infrastructure Branch, Rob Wright.



## THE EAST BLOCK

The East Block presently hosts functions for the Senate of Canada, and houses offices for Parliamentarians and their staff. The building was built over two major periods. The first portion, which includes the main West and South wings, was completed in 1865, but is referred to as the 1867 Wing. A second wing was added in 1910 to the east of the building, creating an enclosed courtyard. As no major work has been undertaken on the 1867 Wing since the late 1970s, the East Block is now in need of rehabilitation. While its interior is in fair condition, portions of the exterior require an overhaul from the foundation all the way to the roof as it is showing signs of deterioration, including cracked stones, worn carvings, corroded ironwork, and damage from water infiltration.

Rehabilitation is being approached in two distinct phases. Phase 1, which is currently underway, focuses on the urgent exterior masonry work on the 1867 Wing, while also addressing pressing health and safety issues to four targeted areas of the building. The East Block is occupied by the Senate during Phase 1. Phase 2 will encompass the full rehabilitation of remaining elements of the building, including its modernization, and will occur once the building has been vacated.

## 2018-2019 PROGRESS

2018-2019 focused on advancing Phase 1 of the **East Block** Rehabilitation Project. This included:

- ☑ Continuing rehabilitation work on four targeted areas to address the more pressing health and safety issues: the south-west tower, the south-east entrance (also known as the Agricultural entrance), the south entrance, and the Governor General's entrance. Work completed to rehabilitate these areas included:
  - Seismic upgrades;
  - Masonry rehabilitation;
  - Restoration of heritage stained glass;
  - Replacement of windows, exterior doors, and some sections of the copper roof;
  - The conservation of ornamental ironwork; and,
- ☑ Continuing to implement the ongoing screening and investigation program to identify actions that need to be addressed prior to the full rehabilitation.





## THE PATH FORWARD

PSPC has begun to develop Phase 2 of the East Block Rehabilitation Project, including assessing various options for the remaining exterior rehabilitation of the building, and advancing its full interior rehabilitation. The remaining exterior rehabilitation will include restoring the 1910 Wing, completing the seismic reinforcement program for the entire building, and replacing interior building systems with modern systems. Once complete, the restored and modernized East Block will meet modern building standards, with the functional requirements addressing the accommodation needs of the Senate of Canada.



Phase 1 of rehabilitating the East Block is maintaining universal accessibility for the main entrance, while Phase 2 will further ensure universal accessibility elsewhere to the facility.



The Phase 2 of the East Block Rehabilitation incorporates sustainability measures. These include water-saving plumbing systems, energy efficient systems and sources, waste management solutions, and smart building technologies.



The East Block Rehabilitation Phase 1 project will create and sustain approximately 500 person-years of employment.

## 100 WELLINGTON – THE INDIGENOUS PEOPLES’ SPACE

The former United States Embassy is a classified heritage building located at 100 Wellington Street. The building was completed in 1932 and served as the home to the United States Embassy until 1998. Since then the building has been vacant.

On June 21, 2017 – National Indigenous Peoples Day – the Prime Minister announced that the building at 100 Wellington would be transformed into a national space for Indigenous peoples. The project represents a unique and historic opportunity to promote reconciliation and a renewed relationship with Indigenous peoples, while enhancing Indigenous participation in the Parliamentary Precinct.

### 2018-2019 PROGRESS

In 2018-2019 the redevelopment of 100 Wellington into the **Indigenous Peoples’ Space** focused on:

- ☑ Continued engagement with Crown-Indigenous Relations and Northern Affairs Canada (CIRNA), the Assembly of First Nations, Inuit Tapiriit Kanatami, the Métis National Council, and the Algonquin Nation to define and develop the Indigenous Peoples’ Space project; and,
- ☑ Converting the first and second floor of the building into temporary exhibition, meeting, and press media space for Indigenous peoples. This temporary fit-up will be in use until major construction activities begin for the final long-term design.





## THE PATH FORWARD

PSPC will continue to support CIRNA and Indigenous partners in the development of the vision for the permanent space. Once the vision has been developed for the long-term Indigenous Peoples' Space, PSPC will begin major construction. The project will also be leveraged to further incorporate Indigenous procurement in the rehabilitation of the Parliamentary Precinct.

## DID YOU KNOW...

The Minister of Crown-Indigenous Relations and Northern Affairs Canada is the federal lead on the program to develop the vision for the Indigenous Peoples' Space at 100 Wellington, while PSPC is the lead for the rehabilitation of the building and is responsible for construction and fit-up elements.



# THE INTEGRATED PARLIAMENTARY CAMPUS



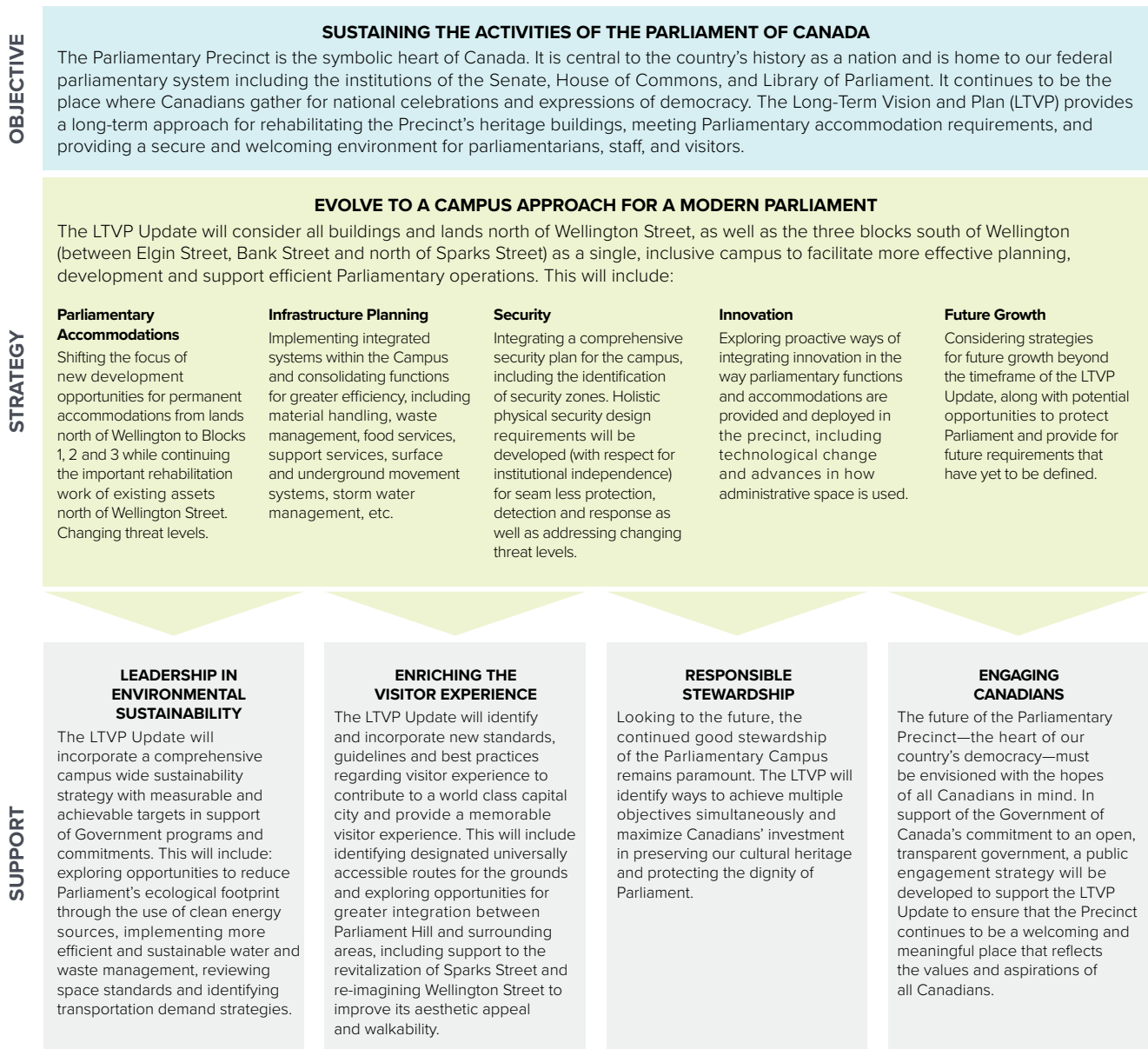


## Long Term Vision and Plan Update

The LTVP is currently being updated in conjunction with the Parliamentary Partners, leveraging the development of a Campus Master Plan. This plan shifts from a building-by-building approach towards a modernized integrated parliamentary campus. This plan will take advantage of opportunities guided by a new urban context, and the redevelopment of the Precinct properties south of Parliament Hill, between Sparks and Wellington Streets. The LTVP update will guide decision-making about future growth, development, rehabilitation, and infrastructure with the underlying objective of building an integrated parliamentary campus that acknowledges important connective infrastructure issues including, accessibility, sustainability, security, and the movement of people, goods and vehicles.

## LTVP Strategic Directions

This set of five strategic directions provides a framework to guide the update to the LTVP. How these strategic directions will be realized in the updated LTVP will be developed in the next phase of work, Phase 2. This next phase will be the result of the collaborative work of the project leadership team, a consulting team, the Parliamentary Partners, and stakeholder working groups over the course of the coming months. This collective work will identify functional, flexible, integrated and creative approaches to realize the full potential of the Precinct and its important role in the nation's capital.







## Blocks 1, 2 and 3

Expropriated by the Government of Canada in 1973, the buildings and lands situated within Blocks 1, 2, and 3 were initially acquired to enhance security on Parliament Hill, provide future accommodations for the needs of Parliament and the Government.

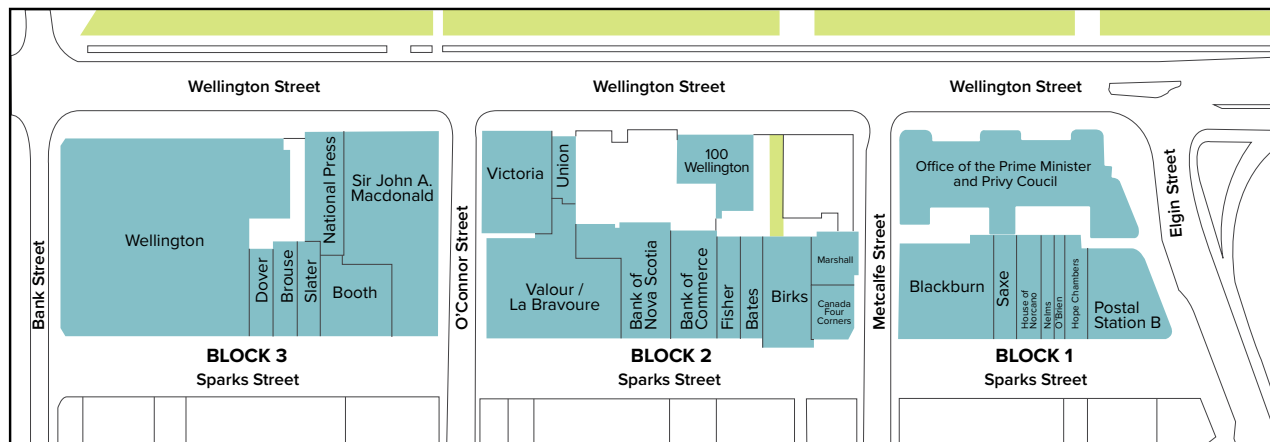
Developed at different times ranging from 1859 to 1968, the buildings within Blocks 1, 2, and 3 are generally in poor condition, underutilized, and in need of work. The blocks provide a unique opportunity to redevelop assets in order to accommodate Parliamentary users during the redevelopment of core buildings in advanced states of deterioration, such as the Confederation Building and the East Block. As part of a multi-decade strategy to modernize the Precinct through rehabilitation work, PSPC identified the three Blocks as unique development opportunities that would be central to the increasing parliamentary accommodations challenges.

## The LTVP Strategy

The three step strategy for transforming the Precinct into a single integrated parliamentary campus includes:

- » **Restoring and modernizing** aging assets along Sparks and Wellington Streets, including the transformation of 100 Wellington into a national space for Indigenous peoples;
- » Leveraging restored and new assets to **create swing space** to support the rehabilitation of core buildings such as the East Block, Confederation building, and the Office of the Prime Minister and Privy Council buildings; and
- » Using the restored and new assets to **consolidate accommodations** of Parliament, its administration, and the Office of the Prime Minister and Privy Council.

## Blocks 1, 2 and 3 Boundaries



Located immediately south of Parliament Hill, Blocks 1, 2 and 3 are comprised of 26 buildings and lands bounded by Wellington, Elgin, Sparks, and Bank Streets. Although the LTVP has been leveraged to restore and modernize key assets in the three city blocks, many of them are in poor condition and are underutilized and underdeveloped.

## THE PATH FORWARD

Through upcoming projects, PSPC, Parliamentary Partners, and stakeholders will continue to work collaboratively to identify functional, integrated, and creative approaches to realize the full potential of the Precinct as a campus, and its key role in the nation's capital. This will allow the LTVP to reflect evolving government and parliamentary priorities, while guiding decision-making for future growth, development, rehabilitation, and support infrastructure for an integrated parliamentary campus.

Moving forward, the next phase of work will include the Centre Block rehabilitation, redevelopment of the three city blocks across from Parliament Hill, (Sparks and Wellington Street,) also known as Blocks 1,2,3, as well as other projects.

The redevelopment of Blocks 1, 2 and 3, is comprised of multiple inter-related projects that aim to restore and modernize aging and underutilized Crown assets. This addresses longer-term accommodations demands by providing swing space during the rehabilitation of the Confederation Building, East Block, and other assets such as the Office of the Prime Minister and the Privy Council. The strategy also supports the shift towards an integrated parliamentary campus by providing the opportunity to consolidate operations and enable the repatriation of leased parliamentary administration space into a modern campus that will meet and exceed standards in areas such as security, accessibility, and sustainability. The timing and sequencing of projects is designed to ensure sufficient space exists at all times to meet the requirements of Parliament and support the continuation of parliamentary operations.

## Block 2 Design Competition

To support the campus objective, PSPC plans to launch an architectural design competition to redevelop the city block facing Parliament Hill bounded by Wellington, O'Connor, Sparks and Metcalfe Streets (Block 2), which consists of 11 buildings, many of which are in poor condition. PSPC has engaged the Royal Architectural Institute of Canada to oversee the design competition, including the nomination of an independent jury to select the winner. Leveraging a design competition will bolster innovative ideas and promote design excellence, all of which reflect the significance of the site. In fact, the original Parliament Buildings were the result of a design competition held in 1859. It will also enable PSPC to transform aging and underutilized Crown-buildings into a sustainable and integrated campus that meets the needs of a modern Parliament, while building a respectful complement to Parliament and Canada's capital.

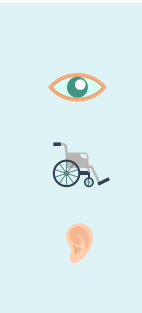






# DELIVERING RESULTS FOR CANADIANS





## Accessibility in the Precinct

The grounds and buildings throughout the Parliamentary Precinct were designed and built over 100 years ago, long before accessibility standards were in place. This reality poses unique challenges with regards to the need to balance modern accessibility requirements with the preservation of heritage character. New and restored buildings throughout the Precinct, including the West Block, Senate of Canada Building, and Phase 1 of the Visitor Welcome Centre, have been designed and built to overcome these challenges and to meet and in, many cases, exceed building codes.

In accordance with Bill C-81 “The Accessible Canada Act”, PSPC is exceeding accessibility standards throughout its rehabilitation of the Parliamentary Precinct. PSPC is becoming a leader and model in the development of accessible environments by making the Precinct more family friendly, inclusive, and open to the public. This commitment presents an opportunity in the development of the Campus Master Plan, whereby the integrated campus approach will continue to enhance accessibility across the entire Precinct.

The rehabilitation of the Centre Block and redevelopment of Blocks 1, 2, and 3 will further allow PSPC to showcase global leadership in universal accessibility within a heritage context. PSPC’s design team is collaborating



with all stakeholders to create a balance between accessibility, security, heritage, and existing site conditions, to position the Precinct as a model of accessibility for generations to come.

### Accessible Parliament

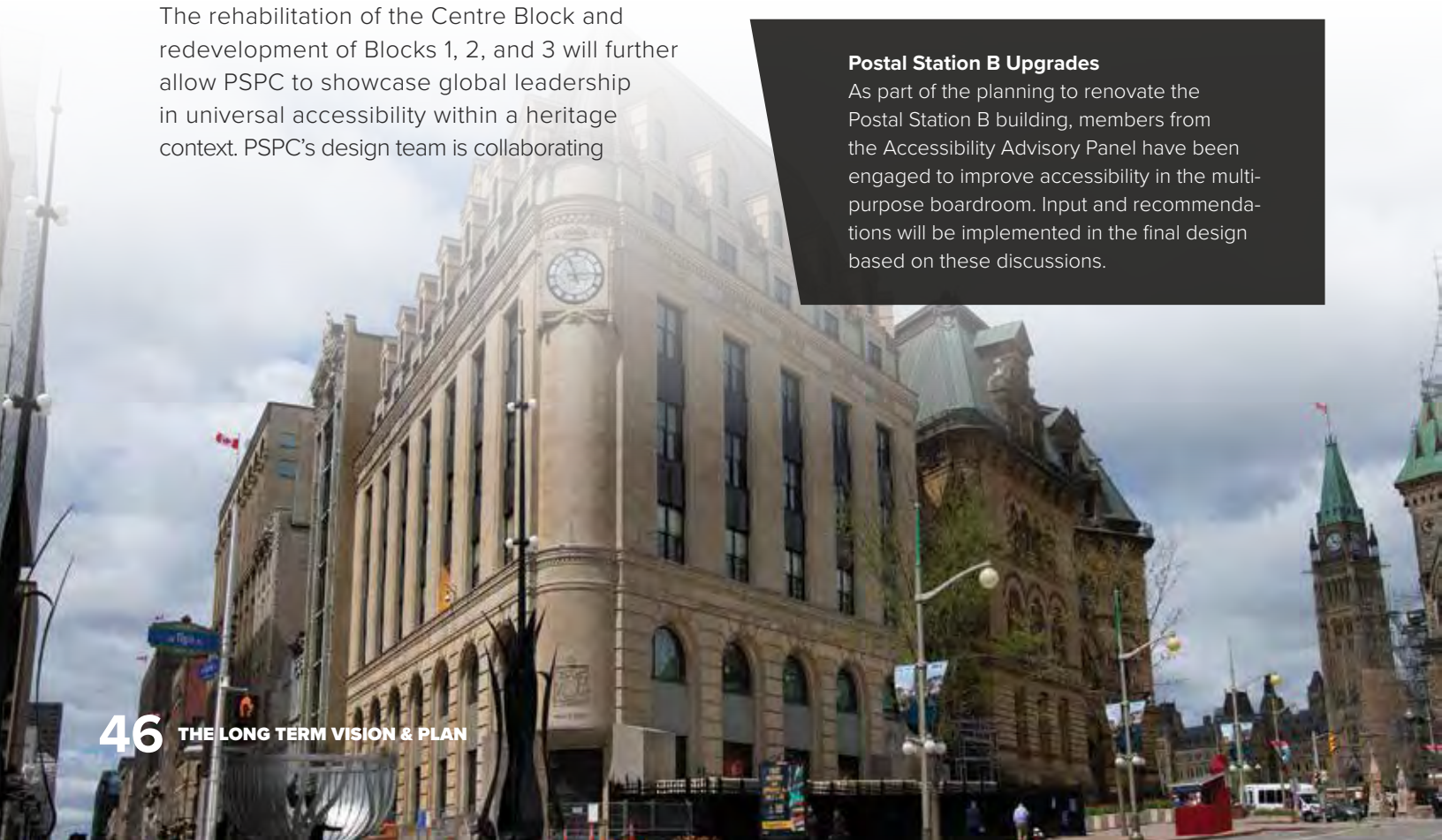
To promote a more open Parliament that is accessible to all Canadians, rehabilitated buildings have been modified to include enhanced broadcast capabilities and simultaneous translation for other languages, including Indigenous languages.

### Universal Accessibility Review and Action Plan:

In 2018-2019, PSPC conducted an Accessibility Review in order to develop an action plan. The purpose of this study was to develop the strategy, criteria, tools, and plan for the Parliamentary Precinct to make the grounds and buildings universally accessible.

#### Postal Station B Upgrades

As part of the planning to renovate the Postal Station B building, members from the Accessibility Advisory Panel have been engaged to improve accessibility in the multi-purpose boardroom. Input and recommendations will be implemented in the final design based on these discussions.



An Accessibility Advisory Panel was established to provide advice and direction to the development of the Universal Accessibility Review and Action Plan (UARAP). The Panel is composed of key stakeholders, including the Parliamentary Partners, the Treasury Board Secretariat, the National Capital Commission (NCC), the Department of Canadian Heritage, accessibility organizations (i.e. CNIB, Rick Hansen Foundation, March of Dimes Canada, Canadian Deaf Association, Communication Disabilities Access Canada, Canadian Hard at Hearing Association, and Spinal Cord Injury Canada), and employees representing various communities (persons with mobility challenges, blind or low vision, deaf or hard of hearing, sensory/cognitive challenges).

### Accessibility Working group members' testimonials

A sub-group of the Accessibility Advisory Panel was asked to informally evaluate the newly completed West Block, Visitor Welcome Centre and Senate of Canada buildings to assess how accessible the new buildings were. The following quotes were received from individuals who have accessibility challenges (mobility, sight and hearing) upon their completion of tours of the newly rehabilitated buildings:

*"I am amazed of the immense talent of those who managed to preserve original structures while incorporating soundproofing and other 21st century technology."*

*"As I first entered the building through the Visitors Welcome Centre, I was immediately impressed by the character of the complex, the high ceilings and the broad hallways all conveyed this feeling of being in a historical yet modern and functional environment."*

*"The paths of travel have included accessibility elements and make it easy to get around."*



### Exploring Technologies – Pilot Projects

Project Design Teams are exploring the use of innovative technology within Parliamentary buildings to improve wayfinding for those who are blind, have low sight, or have cognitive challenges. Technologies being considered and piloted include: Beacon Technology, Tactile Mapping, Sight Enhancing Goggles, and Retractable Chair Lifts.

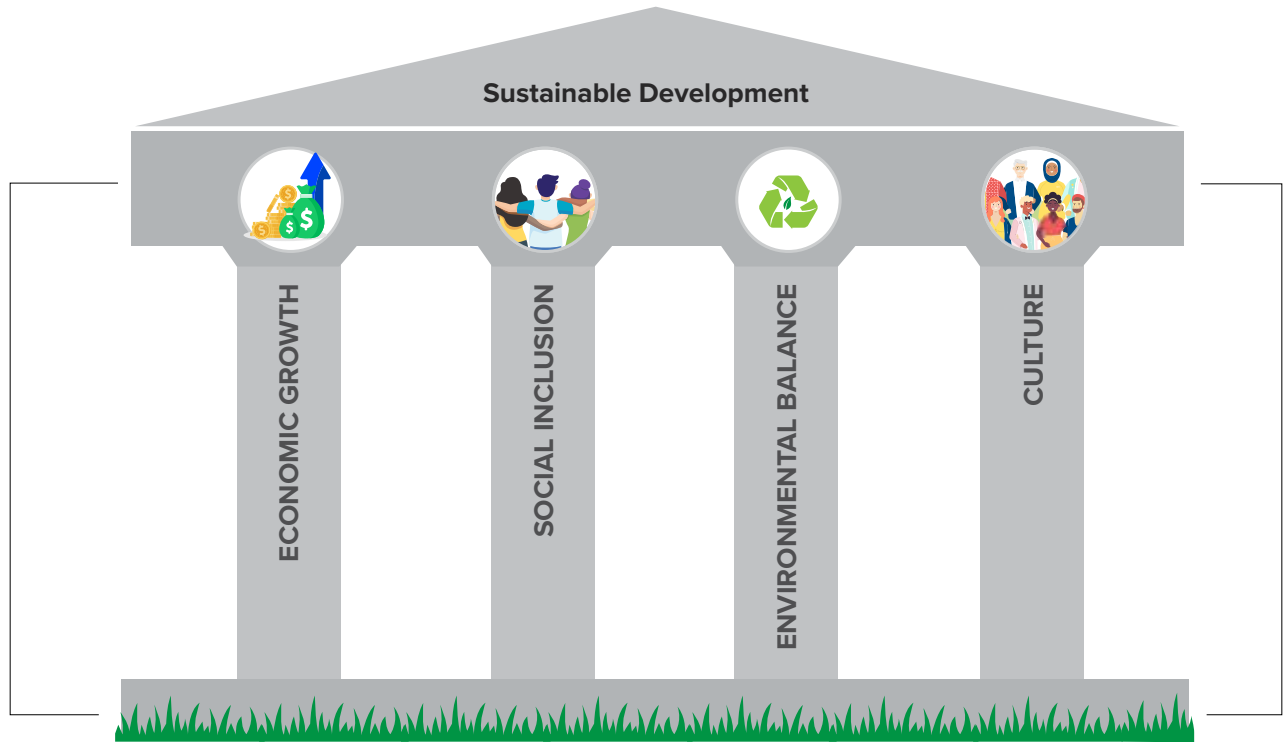
## THE PATH FORWARD

The achievements of completed projects have allowed the Parliamentary Precinct to become a model for accessibility with the site and buildings more accessible, family-friendly and open to the public. As PSPC advances the development of the integrated parliamentary campus, accessibility will continue to be a key component of the LTVP update. Next steps include:

- » Moving forward on the UARAP by working with the consultant and Advisory Panel.
- » Continuing to make immediate accessibility improvements to the existing buildings and grounds.
- » Exploring the latest technologies and accessibility features, while continuing to actively engage with internal and external stakeholders.

## Sustainability in the Precinct

PSPC has committed to showcasing the Precinct as a model of sustainability through the modernization of the Precinct's buildings and grounds. The department has taken steps towards establishing the Precinct as an eco-campus, leveraging the buildings in the Precinct to adopt a campus-wide approach to sustainability.



Sustainable development is a concept that was originally based on three pillars: **economic growth**, **social inclusion**, and **environmental balance**. A fourth pillar has emerged, reflecting the importance of the **cultural** dimension in sustainable development. This cultural pillar is particularly relevant to the Parliamentary Precinct as it acknowledges the importance of Indigenous cultures and traditions, heritage considerations, and cultural creativity in developing sustainable public policies and building sustainable communities.

Sustainability targets are built into every LTVP project and are often exceeded, as demonstrated by the achievement of numerous **Green Globe Certifications**. This certification is an eco-rating

program that acknowledges sustainability efforts and was developed in 2000 with the support of the Government of Canada. Completed projects in the Precinct have met or exceeded these standards, including these three major heritage rehabilitation projects completed since 2015:

- » Sir John A. Macdonald Building – 5 Green Globes
- » 180 Wellington – 4 Green Globes
- » Postal Station B – 3 Green Globes





## Environmental Sustainability Strategy and Action Plan

In 2018-2019, PSPC launched an Environmental Sustainability Strategy and Action Plan for the Parliamentary Precinct, which will be implemented from 2019-2022. This three-year strategy is a planning tool that sets out sustainable development priorities, establishes goals and targets, and identifies actions to achieve them. The strategy aligns with the Federal sustainable Development strategy (2019-2022) and responds to the unique characteristics of the Precinct and its context within the National Capital Region, with particular focus on water conservation, waste, and energy.

## 2018-2019 PROGRESS

In 2018-2019, PSPC achieved other sustainability milestones, including:

- ☑ Achieved a 56% reduction in GHG emissions from a 2005-2006 baseline, as a result of four key factors:
  - Rehabilitating and upgrading Precinct assets;
  - Operational upgrades of assets;
  - A cleaner Ontario electrical grid; and
  - As part of Energy Savings Acquisitions Plan (ESAP), switching from natural gas-fired steam chillers to electric chillers for district cooling.
- ☑ Increased the number of electrical vehicle charging stations for plug-in hybrid electric vehicles and electric vehicles in the Precinct.
- ☑ Launched a Climate Change Vulnerability Assessment to understand the effects of extreme weather events on the infrastructure within the Precinct. The results of the study will provide engineering and operational recommendations to increase the portfolio's resilience to climate change.
- ☑ Collaborated with Natural Resources Canada and the National Research Council to develop Sustainable Design Principles for new construction projects in the Parliamentary Precinct.

## SUSTAINABILITY RESULTS IN THE PRECINCT



### Major projects target a **25% REDUCTION**

in energy consumption over and above the National Energy Code, and all heritage rehabilitation projects in the Precinct target target ratings of 3 Green Globes

### The Department is on track for a GHG emissions reduction of 80% by 2030 and carbon neutrality by 2050.

PSPC also diverts over **90%** of demolition materials from landfills. The final waste diversion rate for both the West Block and the Senate of Canada building is **93%**.

#### ENERGY EFFICIENT MEASURES INCLUDE:

- building envelope improvements,
  - heat capture and reuse,
  - and solar hot water panels.

**In addition to recycling over 90% of demolition materials from all major projects (exceeding the 80% target)**, other environmental sustainability measures include the implementation of water-saving plumbing systems, rain water harvesting, the installation of beehives on the East Side of the Senate of Canada Building, and green walls within renovated buildings.

## THE PATH FORWARD

During the years to come, PSPC will focus on the following:

- » Reducing GHG emissions by 80% by 2030 (compared to 2005-06 baseline emissions) and 100% by 2050;
- » Ensuring that the Precinct remains protected from and resilient to expected changes in the climate;
- » Managing the Precinct's lands and buildings to positively impact local ecology, human health, and visitor experience; and
- » Integrating environmental sustainability considerations into all levels of planning, design, and decision-making within PSPC.

In order to achieve a target of 80% reduction in GHG emissions in the Precinct by 2030, PSPC will undertake the following initiatives:

- » The implementation of the ESAP;
- » The continued transition to clean electricity; and
- » The ongoing implementation of energy improvements as part of major rehabilitation projects.

To reduce the GHG emissions of completed major capital projects, PSPC has developed a GHG Options Analysis methodology. This is a holistic approach that examines buildings as complete systems, while considering the interaction of different elements, such as mechanical systems,

lighting, people, equipment loads, and the external environment. This is being undertaken in the development of the Centre Block and Block 2 projects to explore efficient and cost-effective sustainability options that reduce environmental impacts. Achieving these standards of sustainability will ensure that Parliament and surrounding areas can be enjoyed and experienced by Parliamentarians and generations of Canadians to come.



## Our People at Work

### Innovation and Youth

PSPC offers people of different ages, genders, ethnicities, and perspectives the opportunity to contribute to Canada's history through the historic projects delivered by the LTVP.

By establishing partnerships with Canadian post-secondary institutions, such as the University of Alberta, the University of Calgary, Carleton University, the University of Manitoba, and the University of Montreal, PSPC has leveraged unique research capacity and leading-edge expertise towards the delivery of the LTVP. These partnerships also provide invaluable job experience for Canadian youth, creating opportunities for many students to hone the skills and practical experience they need to succeed, while contributing to the historic work within the Precinct.

As a result of these partnerships, PSPC is now using 3D imaging to improve the design, construction, and operations of the Parliament Buildings; and is using technology, such as 3D printing and robotic stone cutting, to restore them. PSPC is also working with the University of Guelph to propagate the American Elm Tree (previously located in the Pleasure Grounds on Parliament Hill) by providing genetic samples to support the University's Elm Recovery Project. Once completed, these measures will enable this historic Parliamentary Precinct tree to continue to live on in Canada.

### DID YOU KNOW...

The LTVP provided the opportunity to run a masonry apprenticeship program that had over 60 participants, 30% of which were women. This is the highest ever recorded total for a program of this nature in North America.

### Innovation

PSPC is conducting a research project to investigate best practices to improve the thermal energy performance of heritage buildings. This innovative research is being conducted in partnership with government, academic, and private-sector partners with extensive experience in Canada and abroad, to use the Parliamentary Precinct as a "living laboratory". This will be leveraged to evaluate the performance of various interventions that have been used in the rehabilitation of the Precinct's heritage buildings to date.

The goal is to understand the effectiveness of different approaches and their implications for heritage structures. This analysis will lead to best practices that will inform future rehabilitations, not only in the Parliamentary Precinct, but elsewhere in Canada and beyond where important heritage buildings are being rehabilitated to be more sustainable and energy efficient.





### Job Creation and Indigenous Partnerships

In addition to the thousands of jobs the LTVP has generated to date through recently completed major projects, PSPC encourages its contractors to demonstrate a fair representation of the Canadian population, including youth, women, and Indigenous people.

PSPC continues to leverage the LTVP to increase the number of meaningful economic opportunities for Indigenous businesses, employment, and capacity building. Substantial expenditures for major projects are tendered to and through Indigenous firms. PSPC has awarded over \$40 million in work for Indigenous firms since 2007-2008 on projects within the scope of the Parliamentary Precinct. PSPC has also committed to include provisions in all of our major projects' contracts that would subcontract at least 5% of work to Indigenous firms.



All recently completed major projects have included the use of set-asides, providing for:

- » A range of goods, including artisanal millwork and furniture for the parliamentary offices, the new Cabinet Room in the West Block, and committee rooms; and
- » An array of services such as Environmental Engineering Services for the completed Wellington Building and for future Project Management Support Services and Construction Management Services for the entire Parliamentary Precinct.



## Outreach and Partnerships

As a historic program located in the heart of Canada, the implementation of the LTVP is a unique opportunity to engage and partner with a wide variety of organizations and institutions both at home and abroad.

PSPC collaborates closely with Parliamentary Partners and stakeholders, such as the City of Ottawa, the National Capital Commission, and the Federal Heritage Buildings Review Office to shape the Precinct into a modern, accessible, sustainable, and secure parliamentary Campus.

## A new plan for Sparks Street

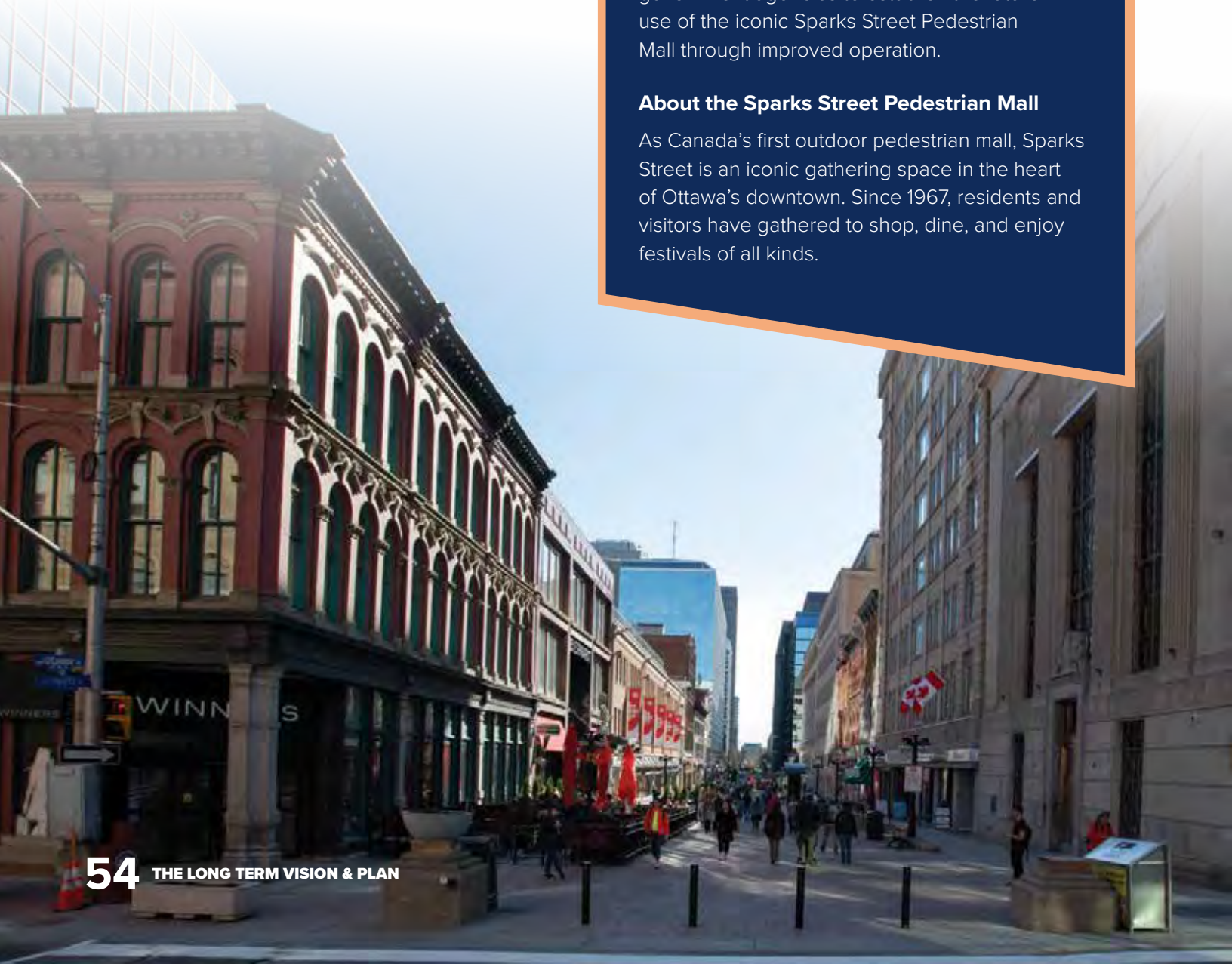
PSPC has partnered with the City of Ottawa and the National Capital Commission on the Sparks Street Public Realm Study, including providing a temporary pop-up space for public consultation at 79 Sparks Street.

The Study will provide direction for street functions, streetscape themes, and design elements within the public-right-of-way to renew Sparks Street. This also coincides with PSPC's update to the LTVP for the Parliamentary Precinct (including Blocks 1, 2, and 3 on Sparks Street).

Ongoing public engagement is underway with residents, business owners, landowners, surrounding community associations, and government agencies to establish the future use of the iconic Sparks Street Pedestrian Mall through improved operation.

## About the Sparks Street Pedestrian Mall

As Canada's first outdoor pedestrian mall, Sparks Street is an iconic gathering space in the heart of Ottawa's downtown. Since 1967, residents and visitors have gathered to shop, dine, and enjoy festivals of all kinds.



## Partnerships

PSPC has built relationships with key organizations, both in Canada and abroad, to share best practices on the preservation and rehabilitation of heritage assets. Through these relationships, PSPC aims to promote innovation, encourage collaboration, knowledge sharing, and facilitate the adoption of lessons learned, while showcasing its world-class experience and accomplishments.

Over the past year, PSPC hosted visits from the Architect of the Capitol of the United States, as well as from the Young Employees Association of the Dutch Ministry of the Interior and Kingdom Relations, allowing PSPC to develop innovative collaboration opportunities on a global scale.



## The International Network of Parliamentary Properties

PSPC chairs and is a founding member of the International Network of Parliamentary Properties (INPP), a forum for the exchange of knowledge, lessons learned, and best practices with a global community of professionals from 15 member countries that share a common mandate and have expertise in the operation, restoration, and rehabilitation of Parliamentary real property assets. Activities with the INPP include the trip to Vienna in November 2018, for their Annual Conference, in which representatives from PSPC and the House of Commons participated in meetings

with the United Nations Strategic Heritage Plan Program Office (UNSHPPO). PSPC also held meetings with members of the INPP which includes representatives from the European Parliament, Italy, the United Kingdom, and Switzerland, among others. In 2020, Canada will host the INPP Annual Conference.

As Chair of the INPP Steering Committee, PSPC also developed the 2019-20 INPP program of work which included:

- » Leading a sustainability benchmarking exercise;
- » Initiating an Architecture community of practice; and
- » Providing an on-line forum for the exchange of ideas pertaining to current practices and innovative approaches in the field of heritage renewal.



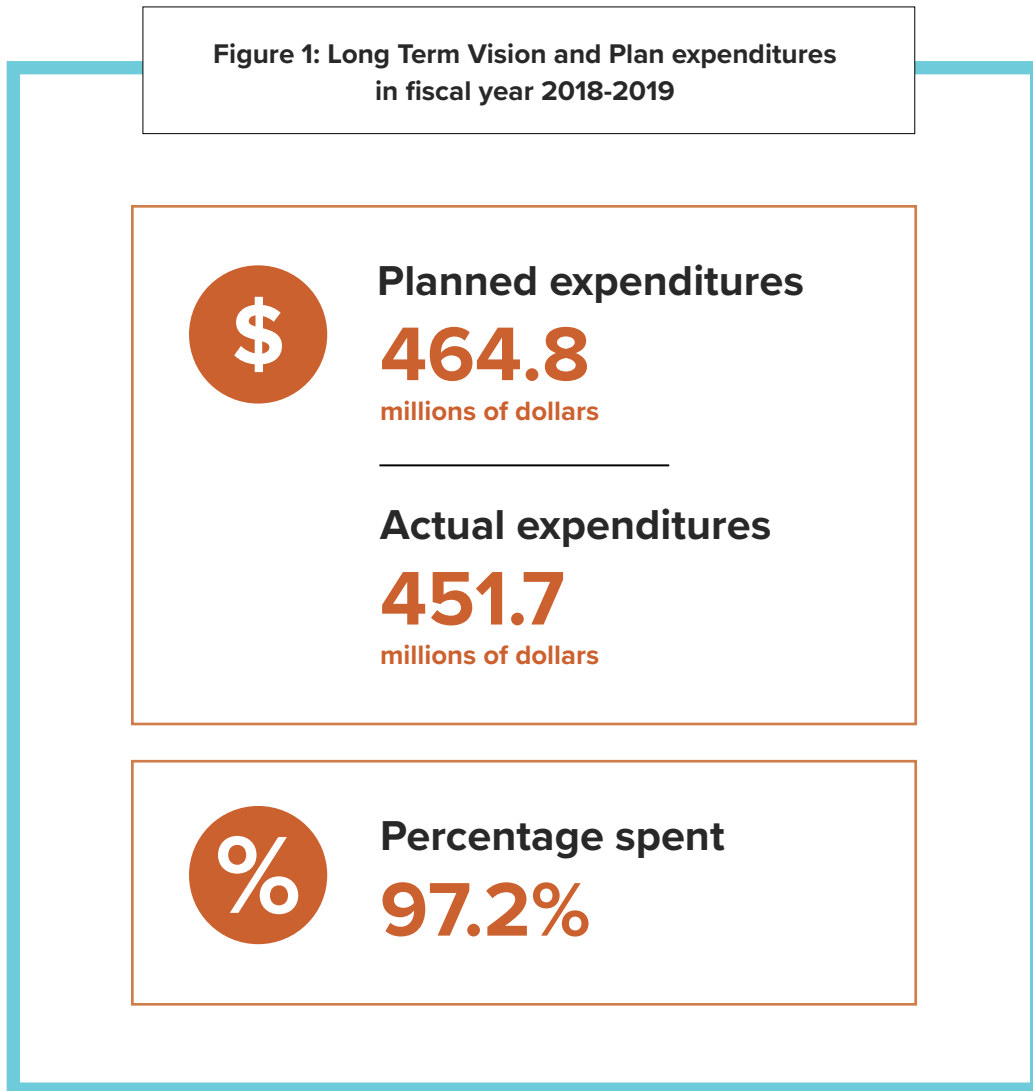
# **PROGRAM FINANCIAL PERFORMANCE**





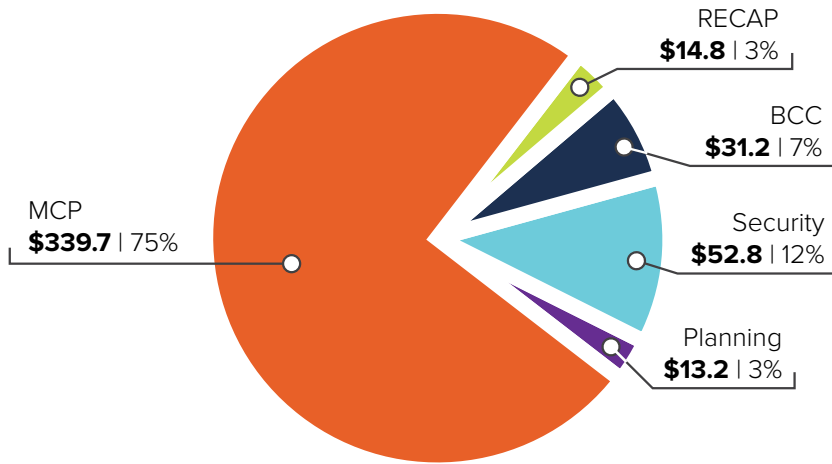
## Fiscal Year Financial Highlights

In 2018-2019, significant progress was made on advancing the Long Term Vision and Plan (LTVP) and planning for future projects. The LTVP's total expenditures were \$451.7 million, as seen in **Figure 1**.



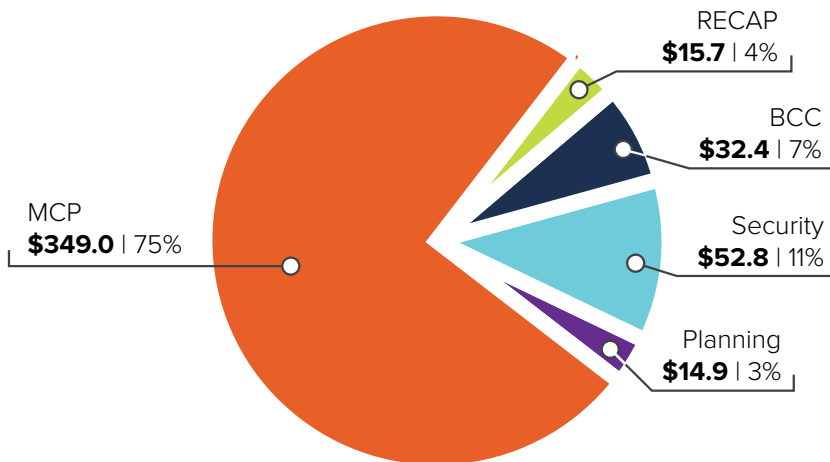
Expenditures for each of the five program components are shown in **Figure 2**. This breakdown of program expenditures is slightly different from fiscal year 2017-2018, due to evolving priorities. The program continues to be within 3% of planning and forecasting expectations.

**Figure 2: Total Long Term Vision and Plan expenditures by program – fiscal year 2018-2019 (in millions of dollars)**



In fiscal year 2018-2019, the Major Capital Program (MCP) represented (75%) of all LTVP expenditures, followed by the Security Infrastructure Program (12%), the Building Components and Connectivity Program (BCC) (7%), the Recapitalization Program (RECAP) (3%), and the Planning Program (3%).

**Figure 3: Total Long Term Vision and Plan budget by program – fiscal year 2018-2019 (in millions of dollars)**



Note: All forecasts are for currently approved projects and are subject to change.

## Major Capital Program

The **Major Capital Program (MCP)** focuses on the rehabilitation of major buildings in the Parliamentary Precinct, including the Centre Block, the East Block, the West Block, and the Senate of Canada Building. In addition, this program also manages new construction projects, such as the Visitor Welcome Centre Complex.

### FINANCIAL PERFORMANCE

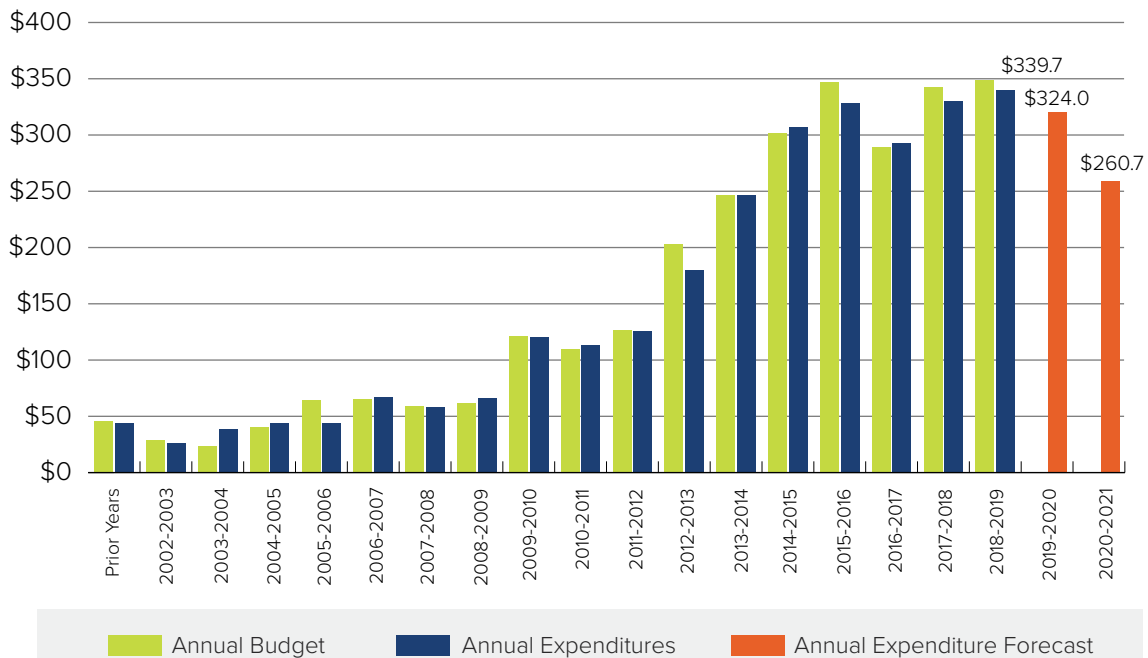
In fiscal year 2018-2019:

- » MCP expenditures were \$339.7 million, a slight increase over expenditures in the previous fiscal year. This increase is a result of construction work completed this past

fiscal year, and the commencement of the Centre Block Rehabilitation Project, including the Enabling Projects. **(Figure 4)**.

- » All MCP projects were on time, on scope, and on budget.
- » Looking ahead, total annual expenditures within the MCP are expected to decrease over the next fiscal year as major projects are completed ahead of the implementation of the next rolling program of work.
- » Following the next fiscal year, total annual expenditures within MCP are expected to increase as the construction activity on the Centre Block rehabilitation increases.

**Figure 4: Long Term Vision and Plan – Major Capital Program – 2018-2019 Expenditures, Forecasts and Budgets (in millions of dollars)**



Note: All forecasts are for currently approved projects and are subject to change.

## Recapitalization Program

The **Recapitalization Program (RECAP)** addresses projects in buildings that are occupied and operational but have not yet been fully rehabilitated. The projects are designed to preserve buildings, stop or reduce ongoing deterioration, respond to urgent building repair requirements, address health and safety issues, and reduce cost and complexity of future work. RECAP is also responsible for the restoration and rehabilitation of the heritage Parliament Hill grounds.

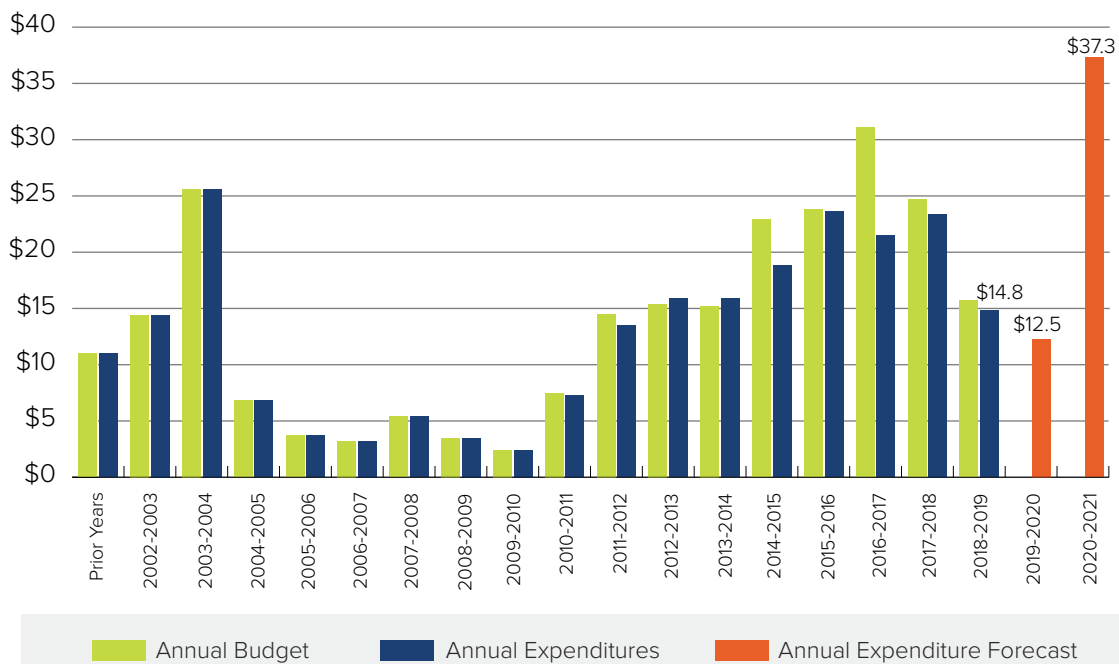
In most cases, recapitalization projects are identified ahead of time and integrated into the LTVP's sequencing of work, to serve as permanent necessary interventions that will ensure the ongoing viability of the buildings, and will advance the implementation of longer term projects.

## FINANCIAL PERFORMANCE

In fiscal year 2018-2019:

- » RECAP expenditures were \$14.8 million, a large decrease over expenditures from the previous fiscal year, due to various RECAP projects that had been completed in the previous fiscal year, as shown in **Figure 5**.
- » All RECAP projects were on time, on scope, and on budget.
- » Looking ahead, \$12.5 million is projected to be spent in the next fiscal year, on projects such as the Mechanical and Electrical Upgrade for the Confederation Building.

**Figure 5: Long Term Vision and Plan Recapitalization Program cumulative expenditures, forecasts and budgets fiscal year 2018-2019 (in millions of dollars)**



## 2018-2019 PROGRESS

In 2018-2019, RECAP completed the following projects:

- » **West Sector Rehabilitation Grounds:** Completed a feasibility study to assess the current condition of the West Sector landscape elements and infrastructure to inform future safety requirements.
- » **South Drive Accessibility Improvement:** Completed a feasibility study to explore options for improving accessibility to the Parliamentary Precinct from Wellington Street to South Drive.

RECAP also advanced work on the following projects:

- » **Confederation Building – Mechanical and Electrical Upgrade:** Completed the final stages of the mechanical and electrical required upgrades, including the introduction of a chilled water heat exchanger and the replacement of the steam valve components and of deficient electrical receptacles.
- » **Victoria Building Recapitalization:** Continued a feasibility study to identify options for an optimum phasing of recapitalization projects to improve the overall condition of the building.

- » **North Slope Vegetation Management:** Restored the northern slope escarpment to its natural state by re-establishing links with the Ottawa River; reinforcing the contrast between the cultured landscape on the plateau and wild landscape on the slope; and reinforcing the continuity of the parliamentary and judicial promontories.
- » **West Block Exterior Lighting:** Enhanced the High Victorian Gothic style of the West Block for darkness hours as per the concepts laid out in the 2015 Parliamentary Precinct Exterior Lighting Master Plan.

## UP NEXT

In 2019-2020, RECAP will work to complete the Confederation Building Mechanical and Electrical Upgrade project, as well as advance the following projects:

- » **Grounds – Wellington Wall and Wrought Iron Gates** (to be completed in 2022);
- » **Grounds – West Sector Rehabilitation** (completion date to be determined);
- » **Victoria Building Recapitalization** (completion date to be determined);
- » **South Drive Accessibility Improvement** (completion date to be determined); and,
- » **North Slope Vegetation Management** (to be completed in 2023).

## Building Components and Connectivity Program

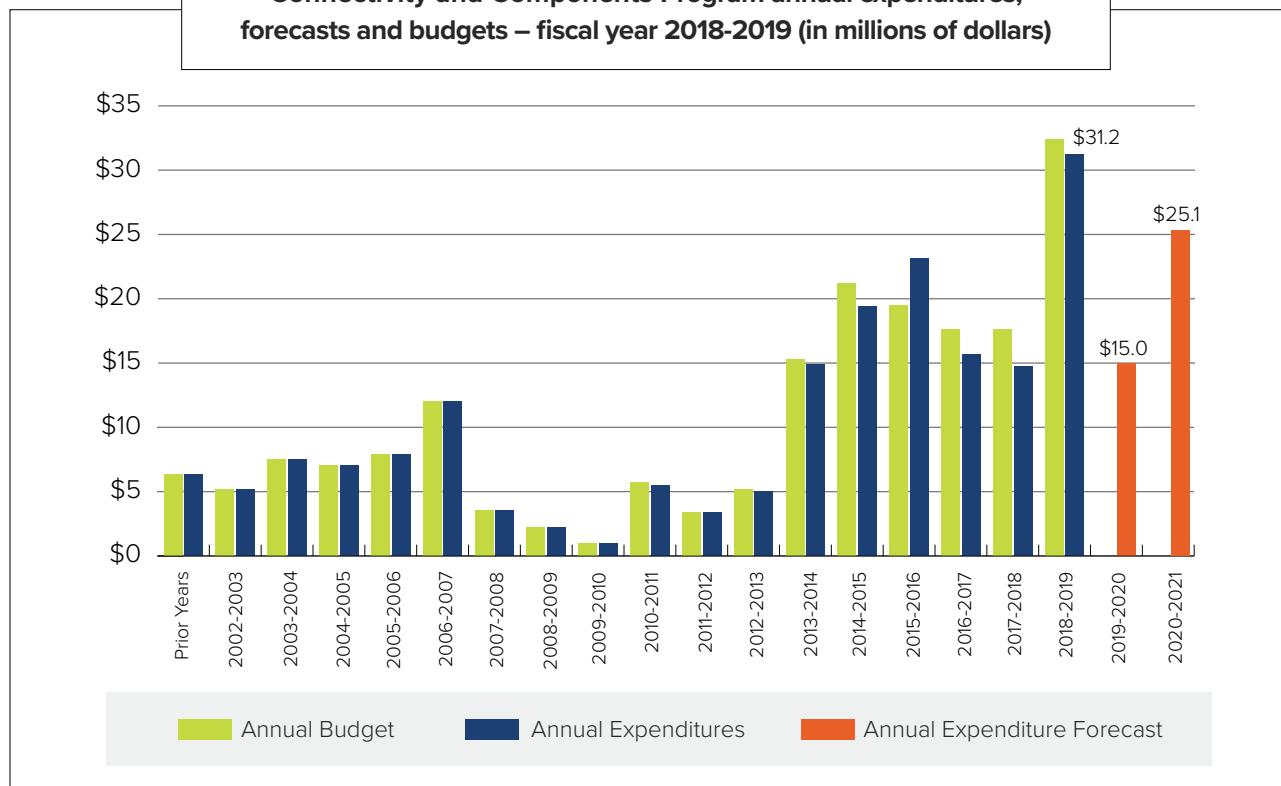
The **Building Components and Connectivity Program** (BCC) entails the modernization of the Precinct’s campus-wide communication and information technology (IT) infrastructure for more than 30 buildings within the Precinct, to meet the Parliamentarian’s modern business needs. BCC IT projects are coordinated and integrated with LTVP projects as they roll out to ensure efficient and cost-effective delivery of building connectivity elements.

## FINANCIAL PERFORMANCE

In fiscal year 2018-2019:

- » BCC expenditures were \$31.2 million, a large increase over expenditures from the previous fiscal year, due to the Campus Connectivity Upgrades Project, IT Infrastructure and Base Building Upgrade, and Datacentre Risk Mitigation projects, as shown in **Figure 6**.
- » All BCC projects were on time, on scope, and on budget.
- » Looking ahead \$15 million is projected to be spent in the next fiscal year, such as the IT infrastructure base building upgrades and the modernization of the Parliament Community Access Television (CATV).

**Figure 6: Long Term Vision and Plan Building Connectivity and Components Program annual expenditures, forecasts and budgets – fiscal year 2018-2019 (in millions of dollars)**



## 2018-2019 PROGRESS

In 2018-2019, the BCC program completed the following projects:

- » **Integrated Security System Upgrade:** Upgraded and expanded the main integrated security systems to support increasing security requirements for the Parliamentary Precinct, including card swipes, video cameras, and intruder detection alarms.
- » **Master Control Distribution Upgrade:** Modernized asset audio and video broadcast distribution network. Master control facilities were also upgraded for buildings such as the West Block, the Senate of Canada Building, and the Wellington Building to support digital and high definition formats.
- » **Phase 1 of the South of Wellington Connectivity:** Established cabling pathway connections to the newly rehabilitated Senate of Canada Building.

The BCC program is also advancing work on the following projects:

- » **Community Access Television:** Equip buildings with modern IT infrastructure and cabling (replacing co-axial cables) to accept the broadcast industry's technological change from analog to digital content.
- » **Next phases of the South of Wellington Connectivity:** Initiate planning for future phases in order to provide pathway connections to buildings, to support connectivity requirements for the Precinct in the long term, and to ensure business continuity.
- » **Next Generation Network Infrastructure – Telephony:** Modify the delivery model for Parliamentary telephony in order to eliminate the cost of operating traditional phone lines through external service providers.

- » **Information Technology Infrastructure Base Buildings Upgrades:** Align and modernize IT equipment rooms, and associated in-building pathway infrastructure to meet the current and future requirements of the LTVP program.
- » **Datacentre Risk Mitigation:** Investigate, identify, and analyze risks to the continuity of Parliamentary services within the Centre Block Underground Services (CBUS) facilities, and to devise risk mitigation strategies and options.
- » **Committee Rooms Senate Conversion – 1 Wellington:** Update Senate committee rooms to convert to full broadcast capabilities and integrate into the Senate systems.

## UP NEXT

In 2019-2020, BCC will work to complete the first and second phases of the South of Wellington Connectivity project (full project to be completed by 2020-2021), as well as to advance the following:

- » **Community Access Television** (to be completed in 2021-2022);
- » **Next phases of the South of Wellington Connectivity** (to be completed 2021-2022);
- » **Next Generation Network Infrastructure – Telephony** (to be completed in 2020-2021);
- » **Information Technology Infrastructure Base Buildings Upgrades** (to be completed in 2022-2023);
- » **Datacentre Risk Mitigation** (to be completed in 2020-2021); and,
- » **Committee Rooms Senate Conversion – 1 Wellington** (to be completed in 2019-2020).



## Planning Program

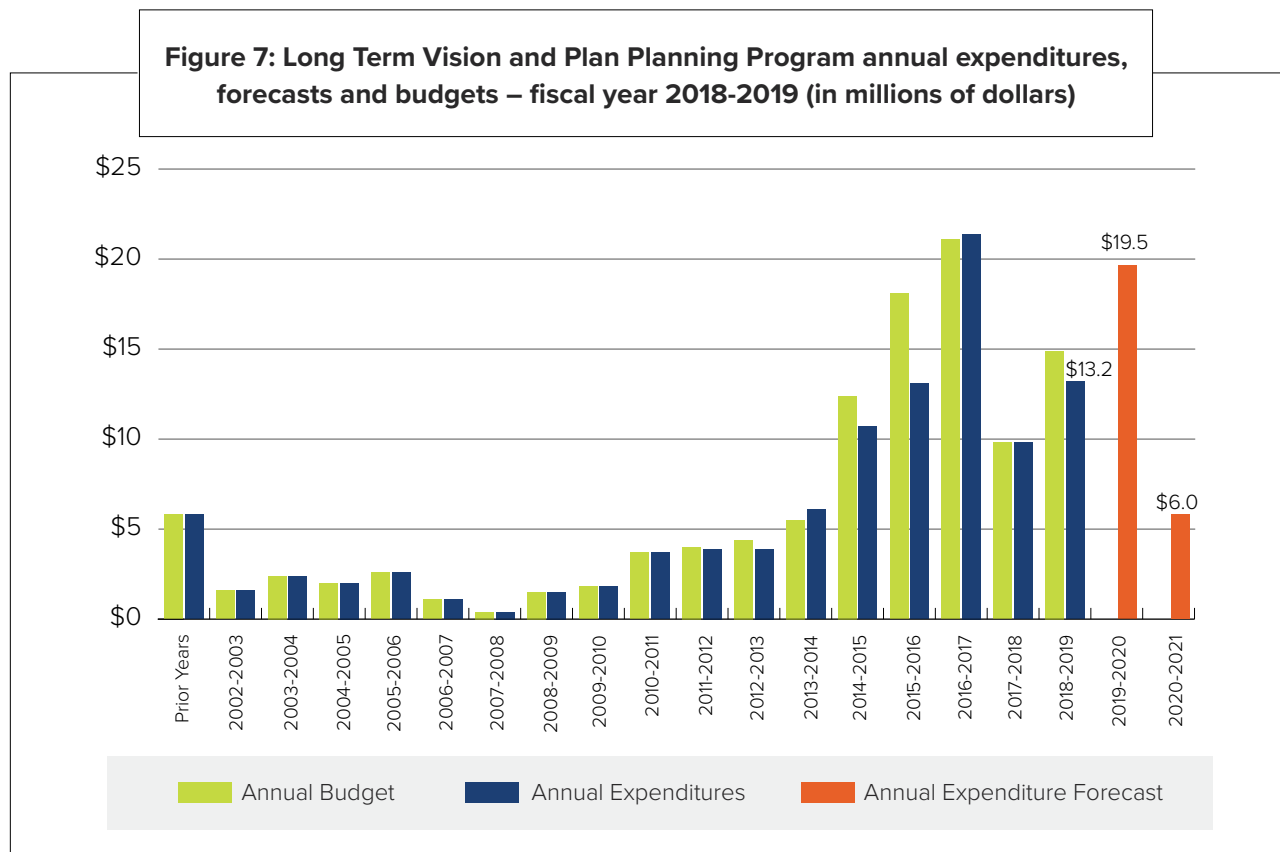
The **Planning Program** focuses on the development of master plans and cost estimates to guide project planning and preparatory work for future projects. It provides overall coordination between active projects to ensure they dovetail and contribute to the broader objectives of the LTVP vision and guiding principles.

Through studies, design guidelines, and strategic advice, the planning team supports the planning of new projects and coordinates active projects to ensure they support and contribute to the broader objectives of the LTVP. Once projects have been identified and the preplanning work is complete, projects are transferred to the MCP and RECAP programs for delivery.

## FINANCIAL PERFORMANCE

In fiscal year 2018-2019:

- » Planning Program expenditures were \$13.2 million, a slight increase over expenditures from the previous fiscal year, largely due to Program Support costs (such as labour and consultants fees), as shown in **Figure 7**.
- » Looking ahead \$19.5 million is projected to be spent in the next fiscal year. This increase is reflected in Program Support costs, Campus planning, and Block 2 pre-planning.



## 2018-2019 PROGRESS

In 2018-2019, the Planning Program launched and completed a number of key initiatives, including:

- » Sustainability actions, such as a Climate Change Vulnerability Assessment and an Environmental Sustainability Strategy and Action Plan for the Parliamentary Precinct.
- » A Universal Accessibility Review and Action Plan (UARAP) for the Parliamentary Precinct.
- » A seismic study in collaboration with the Built in Canada Innovation Program (BCIP) to assess the Parliamentary Precinct portfolio's response to an extreme seismic event, including recovery time.
- » Collaboration with Natural Resources Canada and the National Research Commission to develop Sustainable Design Principles for new construction projects in the Parliamentary Precinct.
- » Precinct-wide guidelines for temporary construction enclosures.

- » Partnering with the City of Ottawa and the National Capital Commission on the Sparks Street Public Realm Study, including providing a temporary pop-up space for the public consultation at 79 Sparks Street.
- » A number of reports to inform decision-making on future projects and support improved conservation of heritage features.

## UP NEXT

In 2019-2020, the Planning Program will work to advance the following:

- » Advance Universal Accessibility Review and Action Plan.
- » Implement ESAP.
- » Advance planning of the redevelopment of Blocks 1, 2 and 3.

## Security Infrastructure Program

The **Security Infrastructure Program** (security, material handling, etc.) focuses on the implementation of improved and modernised security measures in the Precinct.

### FINANCIAL PERFORMANCE

In fiscal year 2018-2019:

- » Security Infrastructure Program expenditures were \$52.8 million, a large decrease over expenditures from the previous fiscal year, as shown in **Figure 8**. This is due to the decrease in security projects in comparison with fiscal year 2017-2018.

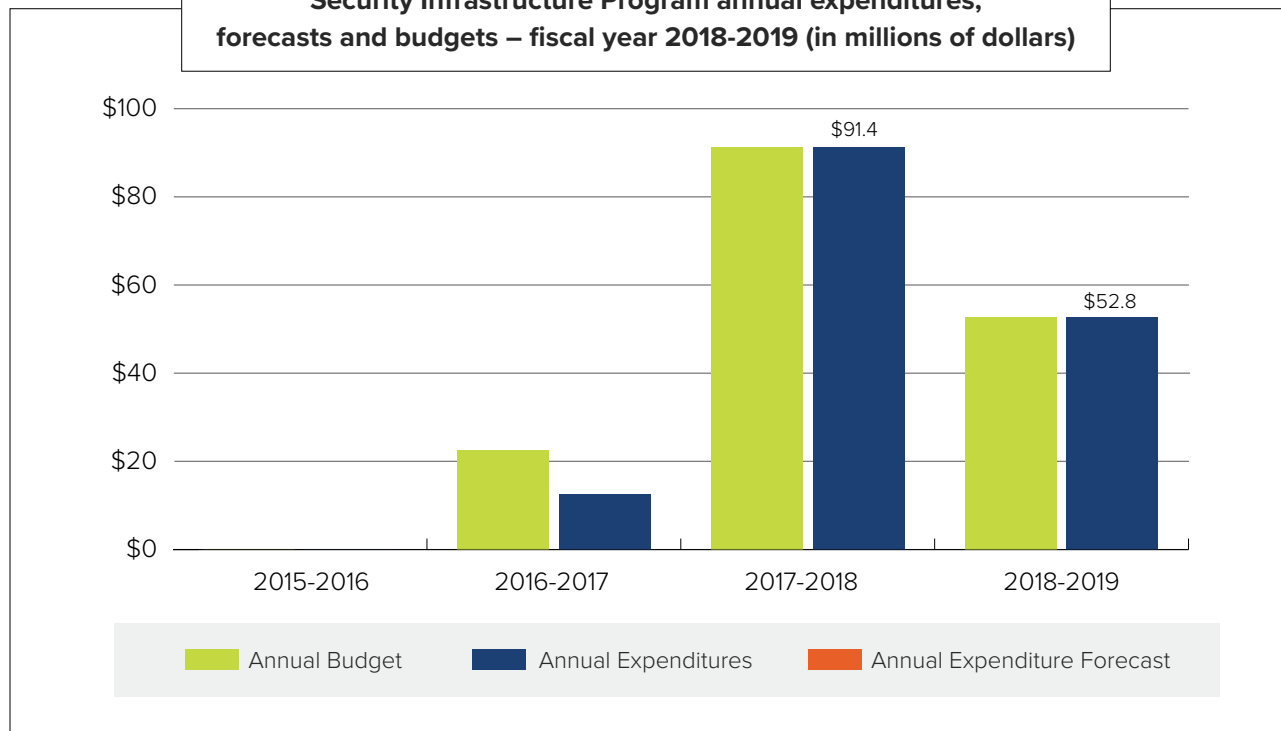
- » All Security Infrastructure Program projects were on time, on scope, and on budget.
- » Looking ahead there are no expenditures projected to be spent in the next fiscal year.

### 2018-2019 PROGRESS

In 2018-2019, the Security Infrastructure Program completed the following projects:

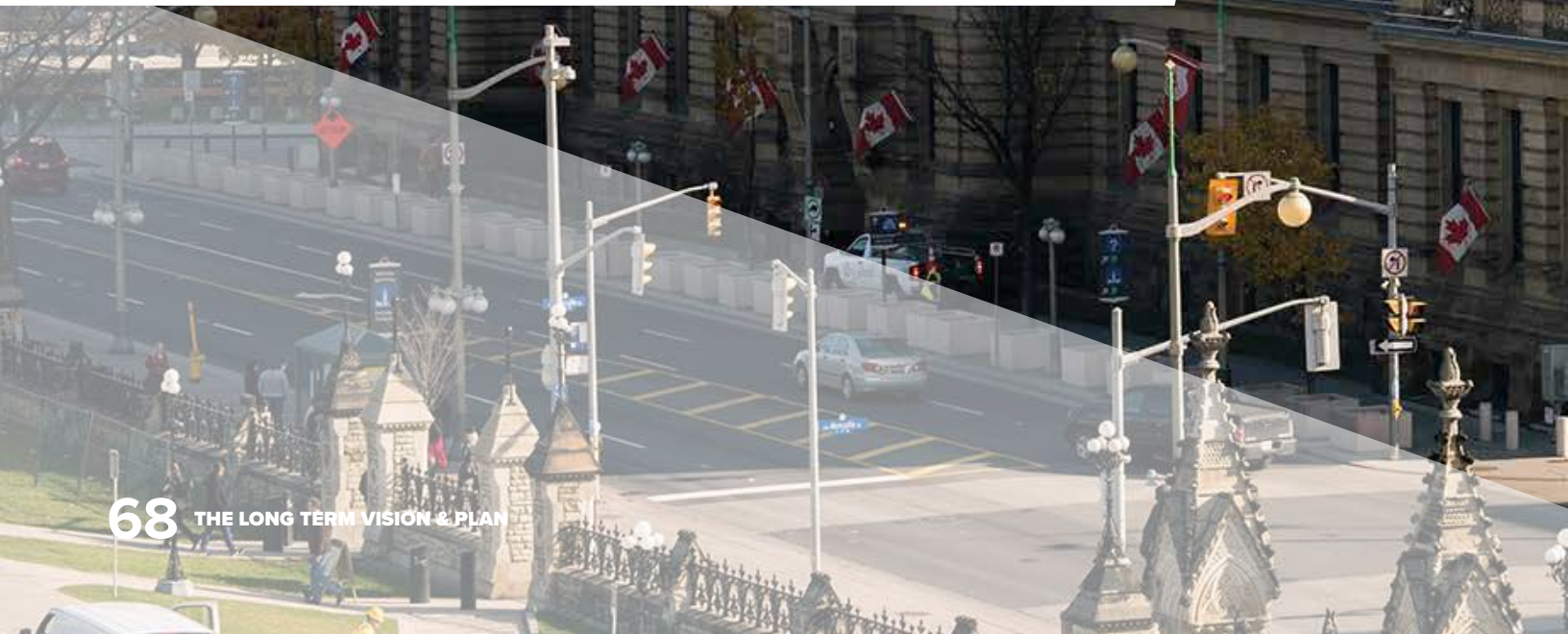
- » **West Block** – Security Enhancement Phase 2.
- » **Wellington Building** – Security Enhancement.
- » **Senate of Canada Building** – Security Enhancement.

**Figure 8: Long Term Vision and Plan**  
**Security Infrastructure Program annual expenditures,**  
**forecasts and budgets – fiscal year 2018-2019 (in millions of dollars)**





# FINANCIAL INFORMATION SUMMARY





## FIGURE 9: SUMMARY OF EXPENDITURES AND DELIVERY TIMELINE

Project/program/expenditures and delivery timeline (in millions of dollars)

Programs	Project approval	Expenditure authority	BUDGET		EXPENDITURES		FORECAST	
			2018-2019 budget	Previous years expenditures	2018-2019 expenditures	Cumulative expenditures up to 2018-2019	Planned expenditures 2019-2020 <small>(Note 1)</small>	Planned expenditures 2020-2021 and future years <small>(Note 1)</small>
Total Major Capital Program <small>(Note 2)</small>	3,511.1	3,498.4	349.0	2,401.6	339.7	2,741.3	324.0	637.6
Total Recapitalization Program	353.6	313.2	15.7	248.7	14.8	263.5	12.5	152.6
Total Building Components and Connectivity Program	229.8	219.9	32.4	154.4	31.2	185.6	15.0	36.9
Total Security Infrastructure Program	184.5	171.7	52.8	103.9	52.8	156.7	0.0	34.5
Total Planning Program	131.9	131.9	14.9	91.8	13.2	105.0	19.5	18.4
<b>Grand Total LTVP</b>	<b>4,410.9</b>	<b>4,335.1</b>	<b>464.8</b>	<b>3,000.4</b>	<b>451.7</b>	<b>3,452.1</b>	<b>370.8</b>	<b>879.9</b>

**Note 1** Project approval of Leases Fit-ups are in constant dollars which do not include escalation costs whereas the expenditures are in current dollars.

**Note 2** Forecast to not exceed the overall LTVP funding of \$4,702.9M.

### Remarks:

- » Numbers may not add up due to rounding. Planned forecast may require project approval and/or expenditure authority amendments.
- » New project approval process implemented in FY 2016/17 which now excludes pre-planning costs from Project Approval.

## FIGURE 10: MAJOR CAPITAL PROGRAM

Major Capital Program project spending fiscal year 2018-2019 (in millions of dollars)

Programs	Project approval	Expenditure authority	BUDGET	EXPENDITURES			FORECAST		
			2018-2019 budget	Previous years expenditures	2018-2019 expenditures	Cumulative expenditures up to 2018-2019	Planned expenditures 2019-2020 <small>(Note 1)</small>	Planned expenditures 2020-2021 and future years <small>(Note 1)</small>	Substantial completion dates
West Block rehabilitation	862.9	862.9	100.3	742.4	100.3	842.7	13.0	7.2	2018
Wellington Building renovation	425.2	425.2	0.4	420.2	0.4	420.6	0.5	4.2	2016
Visitor Welcome Centre (Incl. UUR)	129.9	129.9	26.2	102.6	26.2	128.9	1.0	0.0	2018
Senate interim accommodations (Senate of Canada Building)	219.8	219.8	46.2	162.3	46.2	208.6	6.0	5.2	2018
Senate interim accommodations (40 Elgin, Floor 6 & 7)	39.2	26.5	8.4	6.3	8.4	14.7	1.1	10.8	2018
Senate interim accommodations (40 Elgin, lobby)	10.5	10.5	8.0	0.0	8.0	8.0	1.2	0.0	2019
Sir John A. Macdonald Building	99.5	99.5	0.0	99.5	0.0	99.5	0.0	0.0	2015
Library of Parliament	134.1	134.1	0.0	134.1	0.0	134.1	0.0	0.0	2016
Centre Block major rehabilitation	655.0	655.0	98.4	50.1	98.4	148.5	215.7	290.9	TBD
Visitor Welcome Centre Complex	106.5	106.5	0.8	0.0	0.8	0.9	20.1	85.6	TBD
Senate interim accommodation – Senate of Canada Building chamber broadcasting	12.3	12.3	2.9	4.0	2.9	6.9	0.0	0.0	2018
Material Management Handling Equipment	7.4	7.4	0.5	6.9	0.5	7.4	0.0	0.0	2018
West Parliament Hill landscape enhancement project	14.0	14.0	11.0	3.0	11.0	14.0	0.0	0.0	2018
Leases, fit-ups and others <small>(Note 2)</small>	794.7	794.7	45.9	670.1	36.6	706.6	65.4	233.7	
<b>Total Major Capital Program</b>	<b>3,511.1</b>	<b>3,498.4</b>	<b>349.0</b>	<b>2,401.6</b>	<b>339.7</b>	<b>2,741.3</b>	<b>324.0</b>	<b>637.6</b>	

**Note 1** Forecast to not exceed the overall LTVP funding of \$4,702.9M.

**Note 2** Project approval of Leases Fit-ups are in constant dollars which do not include escalation costs whereas the expenditures are in current dollars.

### Remarks:

- » Numbers may not add up due to rounding. Planned forecast may require project approval and/or expenditure authority amendments.
- » New project approval process implemented in FY 2016/17 which now excludes pre-planning costs from Project Approval.
- » Expenditures for projects that are already complete is due to building and transition costs.

## FIGURE 11: RECAPITALIZATION PROGRAM

Recapitalization Program project spending fiscal year 2018-2019 (in millions of dollars)

Programs	Project approval	Expenditure authority	BUDGET		EXPENDITURES			FORECAST		Substantial completion dates
			2018-2019 budget	Previous years expenditures	2018-2019 expenditures	Cumulative expenditures up to 2018-2019	Planned expenditures 2019-2020 <small>(Note 1)</small>	Planned expenditures 2020-2021 and future years <small>(Note 1)</small>		
East Block 1867 Wing exterior rehabilitation	80.6	64.4	10.2	20.3	10.2	30.6	10.0	23.8	TBD	
Confederation Building window frame stabilization and sash rehabilitation phase 2	2.1	2.1	0.1	2.0	0.1	2.1	0.0	0.0	2019	
Confederation Building mechanical and electrical upgrades	3.9	3.9	0.9	1.8	0.9	2.6	0.0	0.0	2018	
Lighting implementation – Visitor Welcome Centre Phase 1	2.0	2.0	2.0	0.0	2.0	2.0	0.0	0.0	2018	
Lighting Implementation – West Block	4.9	1.1	0.1	0.0	0.1	0.1	0.7	4.0	2021	
North Slope Vegetation Management	7.0	1.1	0.2	0.0	0.2	0.2	0.6	6.2	2023	
Other Recapitalization	253.3	238.7	2.2	224.6	1.4	226.0	1.2	118.6		
<b>Total Recapitalization Program</b>	<b>353.6</b>	<b>313.2</b>	<b>15.7</b>	<b>248.7</b>	<b>14.8</b>	<b>263.5</b>	<b>12.5</b>	<b>152.6</b>		

Note 1 Forecast to not exceed the overall LTVP funding of \$4,702.9M.

### Remarks:

- » Numbers may not add up due to rounding. Planned forecast may require project approval and/or expenditure authority amendments.
- » New project approval process implemented in FY 2016/17 which now excludes pre-planning costs from Project Approval.
- » Expenditures for projects that are already complete is due to building and transition costs.



## FIGURE 12: BUILDING COMPONENTS AND CONNECTIVITY PROGRAM

Building Components and Connectivity Program project spending fiscal year 2018-2019 (in millions of dollars)

Programs	Project approval	Expenditure authority	BUDGET	EXPENDITURES			FORECAST		
			2018-2019 budget	Previous years expenditures	2018-2019 expenditures	Cumulative expenditures up to 2018-2019	Planned expenditures 2019-2020 <small>(Note 1)</small>	Planned expenditures 2020-2021 and future years <small>(Note 1)</small>	Substantial completion dates
Next generation network infrastructure – telephony	19.9	19.9	2.5	10.7	2.5	13.2	1.0	5.7	2020
Modernization of the Parliament CATV	14.0	14.0	1.5	3.3	1.5	4.7	4.0	5.2	2021
South of Wellington connectivity	4.5	3.5	0.9	2.0	0.9	2.9	0.0	0.0	2018
IT infrastructure base building upgrades	15.2	6.3	1.7	0.9	1.7	2.6	2.5	9.2	2020
Datacentre disaster recovery projects	17.6	17.6	5.9	2.1	5.9	8.0	4.5	5.1	2020
Campus Connectivity Upgrades Project	17.6	17.6	17.6	0.0	17.6	17.6	0.0	0.0	2018
Other Building Components and Connectivity	141.1	141.1	2.4	135.5	1.2	136.7	3.0	11.6	
<b>Total Building Components and Connectivity Program</b>	<b>229.8</b>	<b>219.9</b>	<b>32.4</b>	<b>154.4</b>	<b>31.2</b>	<b>185.6</b>	<b>15.0</b>	<b>36.9</b>	

Note 1 Forecast to not exceed the overall LTVP funding of \$4,702.9M.

### Remarks:

- » Numbers may not add up due to rounding. Planned forecast may require project approval and/or expenditure authority amendments.
- » New project approval process implemented in FY 2016/17 which now excludes pre-planning costs from Project Approval. CATV and South of Wellington include pre-planning costs as both projects were approved before this change.

## FIGURE 13: PLANNING PROGRAM

Planning Program Project Spending fiscal year 2018-2019 (in millions of dollars)

Programs	Project approval	Expenditure authority	BUDGET	EXPENDITURES			FORECAST		
			2018-2019 budget	Previous years expenditures	2018-2019 expenditures	Cumulative expenditures up to 2018-2019	Planned expenditures 2019-2020 <small>(Note 1)</small>	Planned expenditures 2020-2021 and future years <small>(Note 1)</small>	Substantial completion dates
Block 2 redevelopment, including public use for 100 Wellington	20.0	20.0	3.8	3.2	3.8	7.0	4.4	8.6	TBD
Campus planning	6.3	6.3	2.3	0.0	2.3	2.3	4.1	0.0	n/a
Planning program support	17.0	17.0	7.1	0.0	7.1	7.1	9.8	0.0	n/a
Other Planning	88.6	88.6	1.8	88.6	0.0	88.6	1.2	9.7	
<b>Total Planning Program</b>	<b>131.9</b>	<b>131.9</b>	<b>14.9</b>	<b>91.8</b>	<b>13.2</b>	<b>105.0</b>	<b>19.5</b>	<b>18.4</b>	

**Note 1** Forecast to not exceed the overall LTVP funding of \$4,702.9M.

### Remarks:

- » Numbers may not add up due to rounding. Planned forecast may require project approval and/or expenditure authority amendments.
- » New project approval process implemented in FY 2016/17 which now excludes pre-planning costs from Project Approval.

## FIGURE 14: SECURITY INFRASTRUCTURE PROGRAM

Security Infrastructure Program Spending fiscal year 2018-2019 (in millions of dollars)

Programs	Project approval	Expenditure authority	BUDGET	EXPENDITURES			FORECAST		
			2018-2019 budget	Previous years expenditures	2018-2019 expenditures	Cumulative expenditures up to 2018-2019	Planned expenditures 2019-2020 <small>(Note 1)</small>	Planned expenditures 2020-2021 and future years <small>(Note 1)</small>	Substantial completion dates
West Block – Security Enhancement Phase 2	43.0	43.0	43.0	0.0	43.0	43.0	0.0	0.0	2018
Wellington – Security Enhancement	21.9	9.1	2.5	6.6	2.5	9.1	0.0	0.0	2018
Senate of Canada Building – Security Enhancement	18.0	18.0	7.2	10.7	7.2	18.0	0.0	0.0	2018
Other Security	101.6	101.6	0.0	86.6	0.0	86.6	0.0	34.5	
<b>Total Security Infrastructure Program</b>	<b>184.5</b>	<b>171.7</b>	<b>52.8</b>	<b>103.9</b>	<b>52.8</b>	<b>156.7</b>	<b>0.0</b>	<b>34.5</b>	

Note 1 Forecast to not exceed the overall LTVP funding of \$4,702.9M.

### Remarks:

- » Numbers may not add up due to rounding. Planned forecast may require project approval and/or expenditure authority amendments.
- » New project approval process implemented in FY 2016/17 which now excludes pre-planning costs from Project Approval.

## FIGURE 15: LEASED

### Long Term Vision and Plan lease cost breakdown (in millions of dollars)

LTVP Leases	Lease Project Approval (LPA) <small>(Note 1)</small>	Previous Years Expenditures	Forecasted Expenditures in 2018-2019	Actual Expenditures in FY 2018-2019	Total Expenditures to End of FY 2018-2019
119 Queen Street	1.18	3.46	0.18	0.14	0.14
131 Queen Street	166.30	154.39	13.55	13.21	13.21
181 Queen Street	59.90	90.44	6.92	6.38	6.38
155 Queen Street (10th Floor)	13.62	4.61	0.53	0.51	0.51
155 Queen Street (6th Floor)	0.27	0.20	0.00	0.00	0.00
2074-2086 Walkley Road, Trade Shops	11.20	4.62	0.83	0.39	0.39
768 Belfast Road, House of Commons	2.01	1.44	0.00	0.00	0.00
2455 Don Reid Drive, E-Printing	11.09	7.10	1.16	0.53	0.53
1 Wellington Street – Rideau Committee Rooms	23.57	7.59	0.37	0.37	0.37
C.D. Howe Building	18.41	19.56	1.72	1.77	1.77
Clarica / Sun Life Building	46.86	40.71	3.83	3.41	3.41
Interim Room 200 – Senate of Canada Building	9.11	8.54	0.00	0.00	0.00
Parks Canada	1.02	0.18	0.00	0.16	0.16
40 Elgin St. Chambers building	12.06	12.58	1.05	0.94	0.94
<b>Grand Total LTVP</b>	<b>376.60</b>	<b>355.43</b>	<b>30.13</b>	<b>27.80</b>	<b>27.80</b>

**Note 1** LPA is always approved at the net present value (NPV) and calculated in constant dollars which does not include escalation costs whereas expenditures are in current dollars.



# APPENDIX

# APPENDIX A: PROJECT MANAGEMENT

The delivery of a program as complex and multifaceted as the LTVP requires rigorous risk management. This includes PSPC's own processes, as well as the third party oversight by both government and private sector specialists. Key elements include:

**Contracting:** PSPC's Integrity Framework is intended to increase departmental due diligence in its dealings with third parties in order to reduce fraud against the Crown. Major construction work on Parliament Hill is contracted through a transparent, two-stage process to promote competition. All contractors on Parliament Hill must obtain a security clearance. At PSPC, the technical authority is clearly separate from the contracting authority. Independent fairness monitors review and report on major procurements and provide independent assurance to departmental management, client departments, government suppliers, Parliament, and Canadians that PSPC's large and complex procurement activities are conducted in a fair, open, and transparent manner. These reports are published on PSPC's website.

**Audit regime:** In 2010, the Auditor General found that sound project management practices were in place for the rehabilitation of the Parliament Buildings. In 2012, the same observations were made by experts, Raymond-Chabot Grant Thornton. Between 2014 and 2015, Price Waterhouse Cooper provided certified clean financial audits for the construction management contracts for the West Block, Wellington and Sir John A. Macdonald Building projects—these audits are performed on a cyclical basis and will be put in place for the Centre Block Rehabilitation project once it begins.

**Cost, schedule and design quality management:**

Cost estimates, schedules and design quality management are developed by a prime consultant for each project, and are then reviewed, assessed, and challenged by internal and external experts. Estimates are also reviewed on a monthly basis by independent costing experts.

The rehabilitation of the buildings within the Precinct is of a scale and complexity that is unrivalled in Canada. Given the extent of the interventions, PSPC has used pilot projects on many buildings to obtain valuable information about building conditions and reduce the likelihood of time, scope, or budgetary risks for major projects. Early work on the West Block's North Towers provided invaluable insight into the extent and nature of the program required for the full West Block rehabilitation. PSPC also partnered with the Universities of Calgary, Alberta and Manitoba to tap into their knowledge and technical facilities for leading-edge seismic testing of replica walls made of the same stone as the Parliament Buildings. This provided research and evidence for the large-scale structural reinforcement of heritage masonry walls.

The renovation and rehabilitation of heritage buildings is complex and difficult to forecast. As an important component of effective costing, PSPC has developed and implemented a robust costing methodology including a systematic approach to allocating appropriate allowances for contingencies and risk. Allowances are specific to every project to reflect its unique characteristics, building conditions and overall complexities and

constraints. Over the past number of years, this methodology has been validated by independent third-party experts as part of the SPIB's sound project management practices.

PSPC also uses contingency allowances to address cost estimating uncertainties and known issues that occur on every project. For example, this could include a change to a project's design to accommodate new scope. Contingency allowances are applied to key project cost elements, such as design, pricing and construction, and are adjusted to reflect the refinement of a project as part of ongoing project management activities.

Risk allowances address certain circumstances that may or may not occur during the implementation of a project. Examples of key risks on LTVP projects include key changes in client requirements, market conditions/ fluctuations, and availability of trades. Risk allowances are applied as a single-line item to the aggregate project cost estimates. Initial risk allowances are reviewed and refined throughout the development of a

project leading to the identification of individual risk events. Each risk event is then qualified as to its probability of occurrence and then quantified to determine its potential cost impact. Mitigation measures are also identified for each risk event. Managing risk is part of ongoing project management activities.

#### **2010 Spring Report of the Auditor General of Canada**

"We also found that PSPC has improved its costing methodology and estimates based on lessons learned from other projects. For instance, the Department has learned from other heritage projects that it must make a higher provision for contingency and risk because of the limited information available on building conditions."

