THE P3 PROCESS AND THE NEW GOVERNMENT OF CANADA BUILDING
RCMP E DIVISION HEADQUARTERS

NATIONAL EXECUTIVE FORUM ON PUBLIC PROPERTY

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PROJECT DESCRIPTION

Major Crown Project to relocate and consolidate RCMP E Division Headquarters dispersed throughout Metro Vancouver into one integrated facility in the City of Surrey.

Fixed price contract for $975 million (including $8.9 million in insurance costs) with Green Timbers Accommodation Partners for a term of 25 years post construction.

FACILITY

Purpose-built facility for over 2,700 E Division personnel and for future growth.

76,162 Square-metre facility located on 14.8 hectare site in Green Timbers Urban Forest.

LEED® Canada Gold certification and Integrated Workplace Solutions.
## CHRONOLOGY

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>2002</td>
<td>National custody transfer to PWGSC of select RCMP Headquarters’ assets</td>
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<tr>
<td>2003</td>
<td>Preliminary Project Approval, allowing for planning and land acquisition</td>
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<tr>
<td>2005</td>
<td>Purchase of Green Timbers site</td>
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<tr>
<td>2007</td>
<td>Revised Preliminary Project Approval to proceed with P3-DBFM, assuming value for money</td>
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<tr>
<td>2008</td>
<td>Request for Qualifications and short-list of top three consortia</td>
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<tr>
<td>2009</td>
<td>Request for Proposals and formal evaluation</td>
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<tr>
<td>2010</td>
<td>Effective Project Approval, allowing for contract award and financial close</td>
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<tr>
<td></td>
<td>Design evolution and construction underway</td>
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<tr>
<td>2011</td>
<td>Integrated oversight committee established to facilitate transition</td>
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## CRITICAL PATH

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<tr>
<th>Year</th>
<th>Event</th>
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<tr>
<td>2012</td>
<td>Service Commencement</td>
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<tr>
<td>2013</td>
<td>Move-in</td>
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PROCUREMENT FEATURES

FLEXIBLE REQUEST FOR PROPOSALS

Ensured Canada achieved value for money within departmental budgets, through clear communication of Canada’s expectations and allowance for proponent clarifications and input.

Enabled dialogue with Proponents on optimal balance of public and private contributions, in light of the Global Financial Crisis.

Leveraged affordability as a competitive element of the procurement to increase likelihood of fiscal certainty for Canadians.

HIGHLY COLLABORATIVE PROCESS

Significant degree of stakeholder engagement and continuous learning mitigated lack of policy framework and ever-changing senior champions.

Exceptional degree of public-private collaboration and dialogue resulted in high quality proposals.

Upfront engagement of client through creation of integrated PWGSC and RCMP procurement team.

ACCOUNTABILITY

Agreed upon independent fairness monitor overseeing all collaborative meetings and requests for information.

Optimal use of external and internal advisory resources to ensure public interests are protected.

International best practices considered within context of project-specific circumstances.
P3-DBFM APPROACH

GROUNDBREAKING PROJECT

First federal accommodations P3-DBFM representing a paradigm shift towards a corporate real estate model.

Largest federal accommodations project outside of the National Capital Region to date.

Encouraged robust market participation of world class proponents.

VALUE FOR MONEY ACHIEVED

Canada realized $68 million in savings compared to traditional delivery method.

Highly competitive process in which proposals were evaluated on how closely they met Canada's needs and requirements within stated affordability constraints.

TREASURY BOARD APPROVAL

Modified process to accommodate lenders’ holding of financing rates, concurrent business case review, and evergreen submission with upset limit.

Extensive engagement strategies required to educate central agency and departmental stakeholders on P3-DBFM methodology, and to harmonize with existing Government procurement mechanisms.
IMPLEMENTATION FEATURES

DESIGN & CONSTRUCTION

Integrated Team approach to simultaneous Design Evolution & Construction.

Integrated Workplace Solutions piloted to allow user input into collaborative design solutions.

Change Control Management Framework for decision-making and accountability.

Information Management Framework including Document Control.

Monthly Status Reports on scope, budget and schedule, integrating client engagement & satisfaction.

Formal monthly updates from Private Partner and Independent Certifiers.

TRANSITION

Integrated Partnership Committee established to oversee, align and harmonize critical paths, in context of resource allocation and risk management.

On-going site visits for User Groups, and internal and external stakeholders.

Operations Period governance and knowledge transfer underway.

Service Planning and Communications Strategies underway.

Audit Readiness & Best Practices exercises.
OUTCOMES

Successful procurement despite uncertainty brought about by the Global Financial Crisis at the time of issuing the Request for Proposals.

Delivery of a high quality RCMP headquarters facility that will support integrated, intelligence-based policing for Canadians.

Project remains on time, on budget, and on scope, with ongoing high level of collaboration.

Demonstrated that Canada has the capability to deliver on projects of this magnitude using a P3-DBFM methodology.

Experience gained is useful to inform a developing federal framework and similar projects.

Importance of integrating and harmonizing Transition initiatives upfront, in support of a positive user experience and effective operations.