

PSPC – Member Update

Helping the Middle Class

- Work-life balance
- Health and wellness of employees
- Health and wellness of families through balanced communities
- Health ombudsman and special mental health support facilities
- Workspace comfort

Driving Green agenda

- Net-zero buildings and communities
- Green national capital

Indigenous relationship building

- Increased opportunities for indigenous skills development
- Partnerships with indigenous communities on disposals and leasing
- Management and contracting eg set-asides and benefits

Rapid disposal of under-utilized assets to support socio-economic goals (eg Affordable Housing)

- Money put aside by the Housing department to supplement so PSPC gets market value
- Domestic housing – lease investment trust homes in remote areas where public provision was essential in days gone by, Resulted in a portfolio of residential property in remote locations. Working with indigenous communities to provide homes.

World class science, security and energy generating options

Increased recruitment and retention

Increased service to Canadians; measured by business success and productivity improvements

Workspace Utilisation: Typically 42% utilisations in desk areas and 65% in flexible workspace

Aims: 1-3 years

- modern workplaces and mobile working
- lease orientation
- Green initiatives leading to Net-zero
- Reduced office footprint
- Divest to Invest

Aims: 5-15 years

- Rent workstations v lease space (commoditization)
- Net-zero buildings and communities
- Suburban and urban nodes
- Focused on balanced communities

Security and Science

Aim: 1-3 years

- Nodes
- Whole of Govt approach

Aim: 5-15 years

- Enterprise level science clusters
- Collaboration between all levels of government, industry and academia. Presently there is a culture of not collaborating across departments. Duplication of facilities.

Central Heating Plant

Initiate PPP for leading edge technology towards net-zero-carbon in Ottawa

Several distinct jurisdictions to manage collaboration and co-ordination

Skills and Talent

Demographic of PSPC employees is over 50 years old

Contaminated sites and Unmarketable Surplus Property

- Permafrost is melting so contamination could be released
- Pumping cold air into former mines (storage) to keep frozen
- Redundant mines come to PSPC
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Training Facilities, Warehousing and Infrastructure

- Move to service contracts
- Whole-of-government approach - rationalisation

Portfolio Planning for infrastructure that supports the businesses going on, and becomes much more sustainable –

- greening government operations and
- client centric services
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Survey feedback:

- **Under-utilised threshold?**
- **Need to join up data sharing on comparable basis across levels of Government**
- **Lots of discussion on office utilization data – touch on other ways of measuring utilization once work becomes much more untethered**
- **How is Vacancy Rate measured? Does it include Surplus?**
- **Some numbers that need checking..... Value and Cost**
- **Should we include or focus on non-office functions eg**
 - **Secure and Custodial – police, military, border, correctional, security orgs**
 - **Heritage**
 - **Surplus for disposal**
 - **Storage**
 - **Training**

PSPC - Presentation on Security Portfolio

Very siloed with much duplication of facilities

- Office v. Special Purpose Secure – large proportion is not special purpose so might be shared
- Crown controlled facilities v. devolved control – more strategic view on provision to meet service needs. Sell secure facilities service
- Collaborative planning and use of facilities – onion layers of security

Guiding Principles – proposed

- These are the same principles as the Science portfolio
- Principles for strategic decision making

Challenges

- Threats and Priorities are evolving rapidly
- Choices

- Lease v own
- Unique v scaleable, adaptable, repeatable
- Operational resilience
- Existing portfolio is expensive and outdated
 - Separate v common
 - Individual v combined training And prof dev
 - Separate v shared warehousing and maintenance

PPP trial underway in one region – Government Operations Centre
 Some facilities provided by private sector or foreign - analysis currently underway on ownership of these secure facilities and partners.
 Asylum Seekers from the US

Kamco – Member Update – Excellent slideset

'Consolidated stabilizer of the economy'

Primary Purpose: Increasing number of development projects for benefit of public.

Kamco Public Property and Real Estate – since 1997

- Business Areas:
 - Financial
 - Corporate
 - Household
 - Public

Focus on public property which are hard to be utilized for public/administrative purposes.

- On-line asset disposal system. 'Onbid'.

Focus on developing under-utilised and under-developed national property

- National Property Fund
- Own money

Increasing value of National property and government revenues.

'Public developer in Korea'

Integrate and rationalize – public offices consolidated + mixed use
 Redevelop redundant sites

Develop public property to stimulate local economies
Mixed use office + public housing + local services (from 2017)

Relocated a provincial government administrative centre
Managing properties on behalf Government. Government is using its national redundant property to stimulate and improve the economy – and to generate income. Investment portfolio for financial return and well as public investment in local economies.

Public developer Kamco can secure funding finance which private organisations might not be able get funding.

Estonia RKAS – Member Update – Excellent set of slides

State owned property development and management company

Purpose originally: Support for departments property management

- Economies of scale
- Increased competences
- Financial leverage – external funding
- Transparency and clear responsibility
- Central visibility

Optimal, Efficient, Sustainable RE for the state as a whole, meeting special need

Provide public authorities with excellent quality, energy efficiency, prudent management.

COI Strategy

2007: Centralise, Optimise, Invest (COI)

Key services:

- RE development
- RE management and maintenance
- Construction management + advice to public owners
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The 'Triangle' appears! With RKAS as supplier is faced with endless needs and limited resources – the usual tension between service customer satisfaction and policy/budget restrictions and priorities. Supplier and Policeman combined.

Looking ahead – Narrower focus: discontinue services not connected with RE

Decreasing silo effect

- Improved communications int + ext
- Introduce service level packages – standardized services allowing automation and economies of scale – but less able to customize for specific client needs.

Current topics:

- What is the optimal legal structure? Currently a limited company, but maybe better to move into the state sector and a public real estate agency.
- Expanding FM related services eg furniture, interior management, economies of scale, transparency
- Achieve total energy consumption savings – technology and improved work environment.
- New CEO!!
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Useful examples.

W4 Update – excellent slideset

Lessons:

- Registrations last minute are very difficult to manage

Canadians' reflections:

- Confidence that common goals across the world
- Privilege to be part of the network - revitalised
- Hands on workshop in service design most valuable – client relationships and understanding needs
- Good opportunity to talk about different real estate models – change management, heritage assets/economic value, flood management, workplace and space measurement, lifecycle measurement and impact on strategy.
- Continuous improvement – personal network

Succession – W4 participants at this TWN:

- Morten
- Halldora

- Orn
- Dali
- Juha ?
- Kevin Montgomery
- Michael Lewis
- Piia