

We are seeking your input on the Real Property (RP) Functional Competencies which will form an amendment to the existing Canadian General Standards Board (CGSB) publication entitled *Competencies of the Federal Government Procurement, Materiel Management and Real Property Community* (CGSB-192.1-2005). The Standards document can be found on the Treasury Board of Canada Secretariat site at http://publiservice.tbs-sct.gc.ca/pd-pp/site/home_accueil-eng.aspx?id=111 or in the attached PDF file.

The Standard published in 2005, contains core competencies that apply to all three functions that comprise the Procurement, Materiel Management and Real Property (PMMRP) Community. Due to the diverse nature and variety of occupational groups that comprise the real property function, this functional competency cluster was not ready for publication at that time. The draft set of RP Functional Competencies has been developed to fill this gap.

An Interdepartmental Working Group (WG) of real property functional specialists was established last year to resume the work which originated in 2003. Members represent small and large departments and agencies and a variety of the functions in RP. The membership list is at page 20 of the attached Draft RP Functional Competencies document.

The WG was tasked with completing the Functional Competency profile which includes Behavioural Indicator Statements, Knowledge Requirements and Experience Requirements modeled on the approach and structure of the existing Standard. There are four functional competencies (listed below) with three levels of proficiency (Levels 1, 2 and 3) for each:

- * Assessment and planning of requirements;
- * Acquisition;
- * Operations, use, maintenance and management; and
- * Disposal.

The scope of the work was intended to reflect only the behaviours that are common to employees working in all areas of life cycle management in RP. It was never intended to capture the technical/specialized areas of expertise. These behaviours are associated with effective work performance and can be a useful tool for professional development and career planning because they provide specific goals regardless of the particular organizations or job context.

Also note that in developing the functional competencies, the WG was cognizant of not including behaviours, knowledge or experience that was already identified in the core competencies (please refer to page 3 of the Standard noted above for a listing of the Core Competencies)

In reviewing the document, please consider the following:

- * Do you agree with the behavioural indicator statements, knowledge and experience statements?
- * Are there any elements missing?

A definition of Real Property Specialist was developed by representatives from the Community and is helpful in describing who the intended audience is for the competencies.

Real Property Specialist

Real property specialists are involved in one or more aspects of the life-cycle management of real property assets the Crown holds to support government program delivery. The life cycle includes the identification of need, business case preparation and analysis, planning, acquisition, management, retention, reuse and disposal. They are accountable for full asset management to maximize the efficiency and productivity of the real property asset over its service life.

Real property specialists assess, plan and help define how real property can be used to support or enhance program delivery while respecting the goals and objectives of the department or agency, the federal government, other levels of government, and Canadian taxpayers. They undertake the strategic analysis of the real property needs and inventory of the federal government to ensure that program needs are met efficiently, effectively and economically. As specialists in real property matters, they advise their clients and stakeholders on real property management policies, guidelines, legislation and best practices. Many are involved in the development, dissemination and monitoring of real property policy and in the strategic analysis of real property issues and opportunities.

Many are involved in preparing strategic investment plans, acquisition and disposal strategies, writing Memoranda to Cabinet and Treasury Board submissions related to real property transactions. On the more operational side, some real property specialists manage properties and deal with day-to-day operational issues. Some do work in specialized real estate fields such as appraisals and estimates, dealing with contaminated sites and environmental issues, conservation and other work related to heritage buildings and national historic sites, fire protection, and barrier-free access to federal real property, accommodation planning and management."

Feel free to contact Rosa Paliotti (Rosa.Paliotti@tbs-sct.gc.ca tel: (613) 960-0744) with any questions regarding the real property functional competencies. **Comments are to be forwarded to Rosa Paliotti, TBS Senior Advisor- Real Property, Procurement, Materiel Management and Real Property Community Management Office by January 15th, 2010.**

Thank you for your collaboration.

Real Property Functional Competencies:

Amendment to Standard 192.1-2005
of the Canadian General Standards Board

DRAFT FOR CONSULTATION

Version dated December 23, 2009

Approach

- This document uses Standard 192.1-2005 of the Canadian General Standards Board (CGSB), *Competencies of the Federal Government Procurement, Materiel Management and Real Property Community*, as a guide.
- Under the *Federal Real Property and Federal Immovables Act*, real property is defined as “land in any province other than Quebec, and land outside Canada, including mines and minerals, and buildings, structures, improvements and other fixtures on, above or below the surface of the land, and includes an interest therein.”
- The indicators presented in this document for the specialists involved in the life-cycle management of assets are at the highest, broadest level. The document does not provide specific detailed descriptions of the competency requirements for the various specialities within real property.

Real property specialist role, as defined by the Procurement, Materiel Management and Real Property Community Management Office

Real property specialists are involved in one or more aspects of the life-cycle management of Crown-held real property assets that support government program delivery. The life cycle of a real property asset includes the identification of its need, business case preparation and analysis in support of the identified need, and the asset’s planning, acquisition, management, retention, reuse and disposal. Specialists are accountable for full asset management to maximize the efficiency and productivity of the real property asset over its service life.

Real property specialists assess, plan and help define how real property can be used to support or enhance program delivery while respecting the goals and objectives of the department or agency, the federal government and other levels of government and demonstrating value to the Canadian taxpayer. They undertake strategic analysis of the federal government’s real property requirements and its inventory to ensure that program needs are met efficiently, effectively and economically. As specialists in real property matters, they advise clients and stakeholders on real property management policies, guidelines, legislation and best practices. Also, many are involved in the development, dissemination and monitoring of real property policy and in the strategic analysis of real property issues and opportunities.

Many real property specialists are involved in preparing strategic investment plans, acquisition and disposal strategies, and Memoranda to Cabinet and Treasury Board submissions related to real property transactions. At the more practical level, some real property specialists manage properties and deal with day-to-day operational issues. Others work in specialized real estate fields such as appraisals and estimates, environmental remediation of contaminated sites, conservation and other work related to heritage buildings and national historic sites, fire protection, barrier-free access to federal real property, and accommodation planning and management.

Various types of professionals, at various levels, and from a wide range of occupational categories, such as AS, PM, CR, AR, ENG, EG, ES, PG and DD, carry out real property functions across the federal government.

Real Property Functional Competency Cluster

- The CGSB standard's core competencies, their respective behavioural indicator statements, and the knowledge and experience requirements associated with those behavioural indicators are still applicable. The Real Property Functional Competency Cluster presented in this document complement the CGSB standard.
- All competencies that make up this cluster were considered from the perspective of a real property specialist or practitioner engaged in one or more aspects of the Crown's immovable assets, goods and services.
- The following competencies comprise this cluster: 1. Assessment and Planning of Requirements; 2. Acquisition; 3. Operations, Use, Maintenance and Management; and 4. Disposal.
- For each of these 4 competencies, there is a list of behavioural indicator statements and a description of the knowledge and experience required for those behavioural indicators.

Behavioural indicator statement

- Skills and abilities that are
 - expressed as behavioural descriptors
 - necessary to successfully carry out one's responsibilities

Knowledge and experience requirements

These explain the type of knowledge and experience that an employee would be expected to have acquired and that demonstrate the behaviours outlined in the behavioural indicator statements for each of the proficiency levels.

Knowledge

- Basic knowledge and awareness of real property's key elements and where to find related information
- Knowledge and awareness of relevant issues
- Knowledge of the key elements of departmental policies, procedures, processes and systems
- Knowledge of the relevant legislation, regulations and policy instruments that are both specific to each competency and common to all competencies, as listed in Appendix B of this document and Appendix F of CGSB Standard 192.1-2005

Experience

- Each statement provides a description that answers the question, "As demonstrated by...?" (e.g. projects, tasks, files, and their type and frequency)
- Must be able to assess (test) the experience factor

General years of experience

It is expected that individuals would require a number of years of work experience to fully demonstrate they possess the competencies and associated behaviours specified. Refer to Appendix A for additional information on the number of years of experience and the proficiency levels that are expected to have been gained as a result.

Level I

Assessment and Planning of Requirements

Assessing and planning for assets and services in support of programs and operational requirements

Behavioural indicator statements

- 1.1.1 Describes how real property supports program delivery
- 1.1.2 Applies the concepts of life-cycle management to investment planning
- 1.1.3 Discusses requirements with clients and stakeholders
- 1.1.4 Assesses the ability of the real estate market to meet requirements
- 1.1.5 Determines the appropriate solution to meet requirements
- 1.1.6 Determines the appropriate contractual, financial and transactional authorities for real property
- 1.1.7 Collects data and information required to fulfill reporting obligations

Knowledge requirements

- a) Definition and purpose of a Real Property Management Framework
- b) The four phases of life-cycle asset management (planning, acquisition, use and disposal) as part of the planning process
- c) Real property strategies and principles and how they are applied for acquisition, use and disposal
- d) Real property transaction authorities and project approval authorities
- e) Legal, regulatory and policy framework affecting real property, including treaties, legislation, regulations and policy instruments
- f) Concepts of supply and demand
- g) The marketplace, trends and economic conditions affecting real property
- h) Options analysis and methodology
- i) The impact of real property decisions on stakeholders when planning requirements
- j) Roles and responsibilities of common service providers, departments, clients and stakeholders
- k) The appropriate questions to ask in determining departmental program needs and client and stakeholder requirements

Experience requirements

- a) Prepares and conducts real property planning in accordance with the relevant legislation, regulations, policy instruments, and social, economic and environmental considerations
- b) Identifies requirements through consultation with clients and stakeholders
- c) Identifies authorities in consultation with clients and stakeholders (e.g. contracting and financial authorities)
- d) Prepares real property analysis of supply and demand and life-cycle management considerations
- e) Explores and proposes the most appropriate method of acquisition, taking into consideration the life cycle of assets
- f) Incorporates life-cycle management principles into real property planning

Level I Acquisition

Obtaining assets and services that ensure best value to the Crown

Behavioural indicator statements

- 1.2.1 Determines appropriate methods of acquisition to best meet requirements
- 1.2.2 Implements acquisition decision
- 1.2.3 Takes steps to ensure that technical requirements are met (e.g., review of drawings and specifications)
- 1.2.4 Safeguards acquisition information

Knowledge requirements

- a) Legislation, regulations, policies, principles and procedures pertaining to the acquisition of assets and services and where to find related information
- b) Project approval policies, processes and authorities within the department and the federal government
- c) Roles and responsibilities of common service providers (e.g. Public Works and Government Services Canada) and the policies under which they are established, such as Treasury Board's *Common Services Policy*
- d) The need for obtaining legal advice, whether for dispute settlement or consultation options
- e) Various methods of acquisition
- f) Acquisition options analysis
- g) Acquisition schedules
- h) Requirements to manage acquisition information (including legal documents such as deeds, heritage character statements, Directory of Federal Real Property (DFRP) entries, environmental assessments, signed documents, transfers, easements and rights of way) by keeping it current and secure
- i) Basic project management principles and practices

Experience requirements

- a) Provides advice that takes into account legislation, regulations and policy instruments pertaining to the acquisition of assets and services
- b) Confirms client requirements
- c) Liaises with specialists on various procurement methods
- d) Performs acquisition-related research, prepares and drafts acquisition documents, and appropriately processes and files documents for acquisition
- e) Maintains appropriate records and systems that comply with government and departmental records management policies and procedures
- f) Participates in project management activities

Level I

Operations, Use, Maintenance and Management

Ensuring that assets are available and are effectively utilized, maintained and managed to meet the organization's needs

Behavioural indicator statements

- 1.3.1 Implements maintenance and operational activities based on requirements
- 1.3.2 Maintains accurate and complete records for tracking and monitoring purposes
- 1.3.3 Determines effective maintenance and operation methods
- 1.3.4 Researches industry best practices, trends and technologies for the purpose of optimizing operational effectiveness

Knowledge requirements

- a) Relevant legislation, regulations and policy instruments and where to find related information (e.g. Treasury Board *Policy on Management of Real Property*, the *National Building Code of Canada*, fire codes)
- b) Real property tools and techniques to address changes to asset and portfolio requirements
- c) Procedures for maintaining accurate and complete records of assets to facilitate tracking and monitoring
- d) Real property data requirements
- e) Monitoring and control tools for warranties, maintenance and operations
- f) Operational requirements and capability
- g) Approaches and methodology for monitoring and evaluating performance (e.g. functionality, utilization, physical and financial performance)
- h) Industry leaders, trends and best practices

Experience requirements

- a) Supports activities related to real property maintenance and operations and general real property management
- b) Uses real property systems (e.g. environmental management systems, energy management, preventative maintenance, DFRP) or provides data to input into such systems
- c) Monitors and evaluates performance, timelines and cost and takes corrective actions where appropriate
- d) Applies procedures to maintain accurate and complete records of assets that facilitate tracking and monitoring
- e) Understands and appropriately applies real property legislation, regulations and policy instruments

**Level I
Disposal**

Maximizing return on the disposal of surplus Crown assets

Behavioural indicator statements

- 1.4.1 Analyzes information to identify and support the disposal process
- 1.4.2 Recommends work required on properties to increase their marketability
- 1.4.3 Completes all due diligence work for disposal transactions

Knowledge requirements

- a) Disposal legislation, regulations and policy instruments
- b) Disposal process considerations (e.g. heritage, aboriginal, environmental) and transaction approval limits (e.g. market valuation)

Experience requirements

- a) Supports the disposal of surplus real property using appropriate disposal methods that comply with relevant legislation, regulations and policy instruments

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Level II Assessment and Planning of Requirements

Assessing and planning for assets and services in support of programs and operational requirements

Behavioural indicator statements

- 2.1.1 Selects approach that balances best value to the Crown and government priorities
- 2.1.2 Monitors life-cycle management activities against performance measurement targets
- 2.1.3 Analyzes whether current inventory will meet long-term needs
- 2.1.4 Prioritizes existing, new and alternative methods of meeting requirements
- 2.1.5 Monitors the Real Property Management Framework
- 2.1.6 Analyzes data and information in planning real property requirements

Knowledge requirements

- a) Strategies and principles for real property's acquisition, use and disposal
- b) Structure and requirements of a Real Property Management Framework
- c) Trend analysis, historical usage and rates, and forecasting tools and techniques
- d) Investment analysis principles
- e) Performance measurement and benchmarking against industry standards and best practices
- f) Risk assessment techniques

Experience requirements

- a) Participates in investment analysis processes
- b) Determines applicability of legislation, policies and practices in developing a comprehensive Real Property Management Framework
- c) Disseminates the Real Property Management Framework across the department and applies and monitors it within the department's context and authorities
- d) Identifies and implements risk and performance management strategies in assessing and planning
- e) Considers real property operations, use and maintenance in defining and addressing its requirements
- f) Develops plans and strategies that address the variety and complexity of real property operations, use and maintenance
- g) Contributes to the analysis and interpretation of data on current market and historical trends
- h) Sets terms and conditions of agreement documents (e.g. memoranda of understanding, service level agreements, statements of work, requests for proposals)
- i) Implements social, environmental and sustainable development considerations into plans

Level II Acquisition

Obtaining assets and services that ensure best value to the Crown

Behavioural indicator statements

- 2.2.1 Evaluates acquisition options against requirements
- 2.2.2 Verifies conformity of acquisition(s) against requirements and specifications
- 2.2.3 Develops strategies that ensure effective use and operation of assets

Knowledge requirements

- a) Analytical process, which involves options analysis, cost-benefit analysis, and make or buy, best value and return on investment considerations
- b) Components and uses of project plans and evaluation frameworks
- c) Monitoring and control tools and techniques
- d) Project management principles, practices, approaches, methodologies and dynamics
- e) Identifying the need for change

Experience requirements

- a) Analyzes and recommends acquisition options
- b) Diagnoses potential problems and assesses risks, liabilities and the methods to mitigate them
- c) Monitors performance reporting activities and results
- d) Works with clients and stakeholders as a member of a departmental or interdepartmental project team to meet requirements
- e) Supports activities using common service providers

Level II

Operations, Use, Maintenance and Management

Ensuring that assets are available and are effectively utilized, maintained and managed to meet the organization's needs

Behavioural indicator statements

- 2.3.1 Monitors the performance of assets and acquired services against agreements to ensure that all parties meet their obligations
- 2.3.2 Coordinates corrective measures to comply with policy requirements and to meet objectives and performance criteria
- 2.3.3 Maintains an extensive and current profile of the real property portfolio, including functionality, utilization, and physical and financial performance
- 2.3.4 Identifies real property that is surplus to requirements
- 2.3.5 Translates strategies into operational plans

Knowledge requirements

- a) Contract management, including technical requirements, terms and conditions of agreements, and roles and responsibilities of all parties involved
- b) Updating of operational requirements and capability
- c) Performance frameworks for assets and acquired services
- d) Industry best practices, trends, and technologies

Experience requirements

- a) Manages agreements (e.g. memoranda of understanding, contracts, service level agreements)
- b) Assesses the performance of assets and acquired services and ensures that corrective action is undertaken when lacking
- c) Analyzes functionality, utilization, and physical and financial performance information to identify assets that are surplus to requirements
- d) Develops and implements operational plans
- e) Draws on industry best practices, trends and technologies to optimize operational efficiency

Level II Disposal

Maximizing return on the disposal of surplus Crown assets

Behavioural indicator statements

- 2.4.1 Develops comprehensive disposal plans that take into account disposal policies, principles, methods and constraints
- 2.4.2 Evaluates the impact of disposal on supporting assets and service
- 2.4.3 Implements disposal that ensures best value to the Crown

Knowledge requirements

- a) Disposal and proceeds of sale processes
- b) Disposal strategies
- c) The interrelationship of real property, materiel, procurement and other supporting services

Experience requirements

- a) Oversees and supervises the disposal of surplus assets, including assets of a complex nature
- b) Analyzes and assesses marketplace conditions
- c) Generates comprehensive disposal plans and related strategies
- d) Coordinates timely disposal of surplus assets with the custodian
- e) Assesses the impact of disposal on supporting assets and services

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Level III
Assessment and Planning of Requirements

Assessing and planning for assets and services in support of programs and operational requirements

Behavioural indicator statements

- 3.1.1 Considers political, governmental and socio-economic impact when developing plans
- 3.1.2 Integrates diverse requirements into portfolio planning
- 3.1.3 Coordinates the Real Property Management Framework
- 3.1.4 Ensures that governance structures and delegation instruments are in place to support Real Property Management Framework
- 3.1.5 Integrates real property considerations into departmental planning

Knowledge requirements

- a) Options and solutions analysis, which could involve, for example, public-private partnerships
- b) Relevant federal and departmental strategies and objectives to be considered in the development of plans
- c) Political, social and economic climate of the region and its impact on the operational entity
- d) Principles and practices of integrated risk management, performance management and investment planning as they relate to the department's program activity architecture

Experience requirements

- a) Integrates various complex requirements into plans
- b) Develops real property policies and strategies
- c) Implements information system capabilities and other processes to support real property management and reporting activities
- d) Participates in monitoring the efficiency, effectiveness and economy of real property strategies and options
- e) Participates in departmental and interdepartmental working and planning groups, representing the interests of the organization and its real property function
- f) Assesses plans to ensure they reflect relevant social, economic and regional issues as well as their impact

Level III Acquisition

Obtaining assets and services that ensure best value to the Crown

Behavioural indicator statements

- 3.2.1 Develops networks and partnerships in support of horizontal acquisition strategies
- 3.2.2 Builds sound business cases for complex acquisitions
- 3.2.3 Addresses requirements established under applicable legislation, regulations and policy instruments

Knowledge requirements

- a) Current trends in acquisition strategies and partnerships
- b) Sound business case principles
- c) Systems, processes and strategies required for managing an organization's real property function (e.g. Real Property Management Framework and delegations)

Experience requirements

- a) Makes use of networks and partnerships
- b) Works with senior-level officials in other sections of the department and in other departments involved in the acquisition process to determine real property requirements and to capitalize on common real property acquisition requirements
- c) Performs options analysis and drafts approval documents
- d) Leads, as a senior member of a project team, the development of business cases for complex real property acquisitions or provides functional expertise in building such business cases
- e) Reviews and assesses acquisition proposals to ensure their compliance with relevant legislation, regulations, policies, principles and processes
- f) Advises staff on how to deal with and ensure the satisfactory resolution of performance management issues

Level III

Operations, Use, Maintenance and Management

Ensuring that assets are available and are effectively utilized, maintained and managed to meet the organization's needs

Behavioural indicator statements

- 3.3.1 Implements horizontal strategies and integrated investment plans
- 3.3.2 Effectively assesses strategic outcomes using the performance management framework
- 3.3.3 Realigns plans and resources based on results of asset performance
- 3.3.4 Evaluates the effectiveness of investment strategies for the real property portfolio

Knowledge requirements

- a) Social, economic and political strategies and their impact on real property
- b) Departmental programs, planning and reporting framework, processes and documents
- c) Performance management indicators and measurements
- d) Prioritization of resources based on asset performance and risk

Experience requirements

- a) Develops horizontal strategies and prepares integrated investment plans
- b) Provides guidance and leadership in developing operational plans
- c) Develops performance management framework and measures to assess outcomes
- d) Participates in the realignment of objectives and resources, which is based on the real property's performance and condition

Level III Disposal

Maximizing return on the disposal of surplus Crown assets

Behavioural indicator statements

- 3.4.1 Develops strategies and partnerships in support of disposals
- 3.4.2 Addresses political, governmental, and socio-economic issues
- 3.4.3 Builds a sound business case for complex disposals
- 3.4.4 Ensures that processes are in place to achieve desired outcomes and strategic objectives

Knowledge requirements

- a) Current trends in disposal strategies and partnerships
- b) Business case development for complex disposals
- c) Validation of procedures and processes

Experience requirements

- a) Negotiates strategic disposal strategies and plans within the department and with other government departments
- b) Addresses political, social and economic issues that could impact disposal plans
- c) Participates in building the business case as a member of an interdisciplinary team
- d) Evaluates, validates and monitors disposal functions, procedures and processes

Appendix A: General Experience Requirements

General years of experience

It is expected that an individual would require a number of years of work experience to fully demonstrate the knowledge, skills and abilities described in this document. For each of the three proficiency levels, the following years of experience are suggested.

Level I: Core and functional

A total of three years of real property experience is expected, two of which should be at the federal level.

Level II: Core and functional

A total of five years of real property experience:

- a. Four of which should be at the federal level; and
- b. Two of which should involve real property supervision (functional or direct), team leadership or the management-related function of a program. Moreover, the individual is expected to be currently performing the role.

Level III: Functional

A total of ten years of management and real property experience:

- a. Five of these years should be federal real property experience, dealing with a variety of requirements; and
- b. Five of these years should be management experience, three of which should be at the federal level.

Management experience can include the supervision of staff or management of the various functional activities that comprise the life-cycle management of assets.

Appendix B: Relevant Legislation, Regulations, Policy Instruments and Guidance Documents for Real Property Functional Competencies

- *Aboriginal Consultation and Accommodation - Interim Guidelines for Federal Officials to Fulfill the Legal Duty to Consult*
- *Accessibility Standard for Real Property*
- *Aeronautics Act*
- *Appraisal and Estimates Standard for Real Property*
- *Canada Labour Code*
- *Canada Marine Act*
- *Canadian Environmental Assessment Act*
- *Canadian Environmental Protection Act*
- *Common Services Policy*
- *Department of Public Works and Government Services Act*
- *Directive on Contingencies*
- *Directive on the Sale or Transfer of Surplus Real Property*
- *Expropriation Act*
- *Federal Accountability Act*
- *Federal Identity Program*
- *Federal Real Property and Federal Immovables Act*
- *Federal Real Property Regulations*
- *Federal Sustainable Development Act*
- *Financial Administration Act*
- *First Nations Land Management Act*
- *Guide to the Management of Real Property*
- *Guide to Real Property Management: Aboriginal Context-DRAFT-PENDING APPROVAL*
- *Historic Sites and Monuments Act*
- *Indian Act*
- *Integrated Risk Management Framework*
- *Mackenzie Valley Resource Management Act*
- *Management Accountability Framework*
- *National Building Code of Canada*
- *National Capital Act*
- *National Farm Building Code of Canada*
- *National Fire Code of Canada*
- *Northwest Territories Act*
- *Nunavut Act*
- *Nunavut Land Claims Agreement Act*
- *Payments in Lieu of Taxes Act*
- *Policy Framework for the Management of Assets and Acquired Services*
- *Policy on Fire Protection, Investigation and Reporting*
- *Policy on Government Security*
- *Policy on Internal Audit*
- *Policy on Investment Planning - Assets and Acquired Services*
- *Policy on Management of Real Property*

- *Policy on Management, Resources and Results Structures*
- *Policy on Reporting of Federal Institutions and Corporate Interests to Treasury Board Secretariat*
- *Policy on the Duty to Accommodate Persons with Disabilities in the Federal Public Service*
- *Policy on the Management of Projects*
- *Public Lands Mineral Regulations*
- *Public Lands Oil and Gas Regulations*
- *Reporting Standard for Real Property*
- *Results for Canadians: Modern Comptrollership*
- *Rideau Canal Lease Regulations*
- *Saskatchewan Treaty Land Entitlement Act*
- *Small Craft Harbours Leasing Regulations*
- *Species at Risk Act*
- *Territorial Lands Act*
- *Yukon Act*

Emerging legislation, agreements, court decisions

- **First Nations Governance Act - Emerging legislation**
- **First Nations Land Claim Agreements - Must stay current on status of numerous negotiations across Canada**
- **Supreme Court decisions, or those of any court, affecting the lands and rights of First Nations - Must stay current on status of key decisions across Canada**

Members of the Real Property Competencies Inter-departmental Working Group

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