



# **Preliminary Functional Programming Report**

## **Official Residence of the Prime Minister**

A study to assess the programming and spatial requirements  
of the Prime Minister's official residence

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## INTRODUCTION

In carrying out its mandate as the principal steward of the Prime Minister's official residence, the National Capital Commission (NCC) has initiated a study to assess the programming and spatial requirements for this Government of Canada facility. The spatial program seeks to outline the activities and spaces required, as a first step in planning how the activities and operations for the many associated official, security and private activities should be accommodated. **Note that this is a needs analysis and program only and is independent of a particular site or design.**

In carrying out this work within its mandate as landowner, the NCC worked collaboratively with a variety of key stakeholders to ensure the development of a thorough and appropriate program, which will act as a guide in the planning and design of potential future solutions for this official government residence. HOK Architects were commissioned to develop the program through a stakeholder engagement process, spatial program analysis and planning, and desktop research of similar facilities in other countries.

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## GLOSSARY

National Capital Commission	NCC
Prime Minister's Office	PMO
Official Residences Branch (of the NCC)	NCC-ORB
Global Affairs Canada	GAC
Privy Council Office	PCO
Royal Canadian Mounted Police	RCMP
Statement of Requirements	SOR
Stakeholder Engagement Plan	SEP

## EXECUTIVE SUMMARY

The Prime Minister's official residence is a Government of Canada facility that has traditionally been expected to support a number of representational and official duties of the Prime Minister. Far beyond just residential functions, it has been a working facility used by Canada to host foreign heads of state, heads of government and international organizations, such as the United Nations or North Atlantic Treaty Organization, that are invited for official or working visits, as well as a host of other official functions.

In developing this report, we have sought to determine the requirements for the Prime Minister's official government residence, as well as the subsequent necessary support services and security requirements. Our key deliverable is a program of spatial requirements, or room sizes and areas needed for the Prime Minister's official functions and residential needs. A program of spatial requirements is a precursor to any proposal for a physical solution, site(s) or building(s). Importantly, this document is independent from what the current building supports. While we have considered how the current 24 Sussex facility operates and its condition, we do not, at this time, take any position on a subsequent course of action for that physical location or others.

A review of similar facilities in other countries reveals that each has similar requirements in terms of official government and domestic functions, along with substantial roles in hosting visiting dignitaries, official government events and other official governmental functions. Many have also undergone significant upgrades to meet the demands of major functions and government operations, as well as domestic life, along with security, accessibility and sustainability measures. Countries vary in their approach to housing the official functions of their head of government. In some cases, such as the White House or 10 Downing Street, the majority of both residential and official functions are able to be housed in one facility. At others, not all of the administrative functions of the head of government are associated with the official residence, but typically diplomatic hosting functions and other official government activities are. This is similar to Canada, in that administrative functions of the Prime Minister are undertaken at the Prime Minister's office near Parliament Hill, but which currently cannot support hosting or other official functions. Most G7 and Commonwealth leaders receive official visitors in a space dedicated for these purposes. Canada currently lacks such dedicated spaces.

This preliminary program highlights the importance of privacy for the occupants and separates the Official Government Program from the Private Residential Program. The official spaces outlined in the program summary are specifically tied to the Prime Minister's official government duties that are expected to be carried out at the Prime Minister's residence. These include spaces for official government functions, as well as hosting of working and diplomatic sessions, official visits and other non-residential functions. Service

spaces support the overall program, as does associated security space. Private residential functions make up a smaller portion of the overall program. The stakeholder engagement process determined that five main types of spaces are required:

- Hosting Space to accommodate various official functions and activities required to support international relations protocols, media relations, official visits, events, honours/recognition, etc.
- Official Space to support official government activities of the Prime Minister, Cabinet and the PMO
- Security Space to protect people, information and property
- Service Space to support facility operations, regular functions, and day-to-day services
- Private Space for the exclusive use of the occupant and their family

The current facility made available to support the official functions of the Prime Minister of Canada was not a purpose-built facility and lacks adequate space for representational and official duties. The building was a private residential home, built in 1866 and later purchased and adapted (circa 1950) for use as the residence of the Prime Minister and family. However, it is ill-suited to receiving official visitors or providing adequate functional and working space. It is very limited in its ability to support official functions, with poor accessibility, insufficient-sized rooms and lack of support spaces (such as barrier-free washrooms, business and workspace support, visiting security detail support, sufficient storage, kitchens and laundry facilities to support official government events and day-to-day activities).

The facility also lacks space for ceremonial types of official events, honours, media availability, or other typical functions of a Prime Minister. While previous prime ministers and their staff have “made do” with the space provided within the current facility, the building has naturally limited the functions that could be performed, and now falls far short when compared to other G7 and Commonwealth nations.

As the current government building does not support these activities, various private or other Crown-owned facilities are assessed and used on a regular basis in an effort to fulfill these needs. This ad-hoc approach represents a gap in the suite of facilities that Canada requires for official governmental affairs, international diplomacy and visits.

Without dedicated spaces, venues are often rented spaces that require specialized security arrangements, catering, movement of dignitaries and other specialized logistics and services to be suitable for the work or function being hosted. This creates

considerable logistical issues:

- a lack of control over availability of spaces for working meetings and meals, receptions, and press conferences
- additional logistical and security risks with the added movement of dignitaries between venues, and associated costs, as well as information and communications security in non-government venues
- delays due to commuting between venues
- reputational and financial risk with last-minute cancellations of private sector venues or the inability to find appropriate venues for impromptu visits
- time, personnel, and other costs required to secure outside venues and to perform advance site visits with stakeholders, including the RCMP, the PMO, caterers, etc.
- rental costs for private venues, equipment, interpretation services, etc.

Conversely, providing dedicated spaces allows control of dedicated venues that:

- are fully available when needed
- provide increased security for visitors, staff and dignitaries
- provide security of information and communications, and privacy for sensitive discussions or negotiations
- allow complete control over all elements of the activities, events, movements
- are more efficient, reliable, multi-purpose space with no rentals nor specialized logistics
- present better branding of Canada as a G7 member and world player
- facilitate reliable communications and media support

The base program includes kitchen and service facilities to support the family and small official duties, with a kitchen sized to meet the family's needs and events for groups of 15-30 people. Some stakeholders have suggested that a dedicated event space may be a consideration for the Prime Minister's residence, either on or off-site. The capacity suggested for such a facility ranged from 30 to 125 people, in a multi-purpose space to support official duties of the Prime Minister, with supporting spaces such as washrooms, service rooms and cloak room. There has been broad support for a space that could support 30 sitting for an event with meal service, but there has been inconsistent support

for a larger facility to be associated with the Prime Minister's residence which cannot be accommodated elsewhere. A 30-person event can be supported from the base program kitchen, with appropriate space required for a hosting room, service areas, and washrooms, and the base program reflects this approach.

Should an off-site facility be considered to accommodate the program requirement for a 30-person hosting space, the amount of required space has been calculated. An off-site facility would require slightly more space than an on-site facility, even with the use of the on-site kitchen to prepare meals. This is due to the incremental spatial needs for transporting food to the off-site facility, and the need for refrigerators, freezers, preparation areas, staff change rooms, staff washrooms, and a loading dock.

The spatial program was developed with key stakeholders as the most practical and realistic requirements to adequately support the functional needs of the Prime Minister's official government residence. As such, it outlines spaces required for all official government activities along with service, security, and residential needs.

**Spatial Program Summary Chart** The following chart summarizes the required areas. A detailed spatial program is provided in Appendix B.

Function	Zone	Area sq.ft.	%	Notes
Official Government	Official	2,397	15	<i>Official functions</i>
Official Government	Hosting	2,193	13	<i>Official hosting</i>
Official Government	Security	3,500	22	<i>Program detail controlled</i> <small>This section includes only interior built-space requirements for security</small>
Official Government	Service	3,396	21	<i>Staff areas, support areas, storage</i>
Private Residential	Private	4,722	29	<i>Family use</i>
	<b>Totals</b>	<b>16,207</b>	<b>100</b>	

**Optional Off-Site Hosting Program Summary Chart** The following chart summarizes the required areas should the hosting space be accommodated off-site. A detailed spatial program is provided in Appendix B.

Zone	Area sq.ft.	%
Hosting	2,193	56
Additional Support Spaces	1,705	44
Totals	3,897	100

### Facility Comparison

Country	Facility	Size sq.ft.	Working Building	Hosting Facility
United Kingdom	10 – 12 Downing Street	71,400	Yes	Major
France	Palais de L'Élysée	120,300	Yes	Major
Japan	Kantei	269,000	Yes	Major
New Zealand	Premier House	3,700	Mostly Private	Minor
Australia	The Lodge	9,700	Mostly Private	Minor
United States of America	White House	56,000	Yes	Major
Italy	Palazzo del Quirinale	1,189,400	Yes	Major
Germany	Bundeskanzleramt	129,200	Yes	Major

## METHODOLOGY

The programming process is composed of four major phases of work. Each phase includes both analysis and engagement as core aspects of its implementation, as described herein.

### 1. **Assess and Prepare**

The initial phase focuses on formalizing the approach with the NCC project leadership, and the initiation/set-up of the program. It sets the framework for engagement of key stakeholders, defined key messages, opportunities and challenges, and articulates the goals and expectations for each step in the process. This phase represents the first step in achieving clarity, alignment and support, and ensures the appropriate parties are included and informed and the tools are prepared and approved. The approach is agreed to by all parties prior to starting data collection. The project team works in partnership to implement and manage the schedule.

### 2. **Collect Data**

This phase of work is the implementation of the SEP, including scheduling and facilitating all identified activities. A request for information is distributed to stakeholders, and questionnaires/interview structures are developed and distributed in advance to ensure productive use of time and resources of stakeholders. Stakeholders provide feedback in the manner of their choosing.

### 3. **Analyze and Evaluate**

This phase represents the analysis of data received and seeking clarifications from stakeholders where required. The data is collected and organized to best reflect the characteristics of the findings. A draft program is completed, which outlines each area type and individual room requirements, with gross-up factors appropriate for the room types. The team identifies major areas of agreement, as well as variances in the size and types of program discussed.

The draft report is circulated for stakeholder feedback, allowing for revisions and additions to be incorporated, and any late-coming feedback is included.

### 4. **Report and Validate**

Once general agreement is reached that the draft report represents each stakeholder accurately, the final report is circulated for validation, in the form of a stakeholder signatory page.

## 1. ASSESS AND PREPARE

The SEP included three key components to be completed in this phase. Together, they provided the project team clear and complete understanding of the project process, the people involved and tools that will be required for successful implementation.

1. Engagement Plan
2. Stakeholder Assessment
3. Questionnaires and Communication

Typically, a SEP is completed and shared amongst the project team members (including project sponsor) only. However, sharing components of it more broadly helped all stakeholders understand what was expected of them and why/when they would be engaged throughout the course of the work. It was also critical that it be constantly updated as new information became available, stakeholders changed or expanded comments, or it was adapted to other changes.

The project kick-off and program set-up was undertaken with key players from the NCC and consultant team, with the goal of establishing the engagement team and an engagement process with schedule considerations. This facilitated the alignment of expectations, goals, roles and responsibilities, and communications methods amongst the key players of the team.

Main stakeholders were listed and asked to provide contact information for their representatives, who were given an outline of the process and the questionnaires. All were asked to indicate their preferred method of communication, including an interview if they so desired. Questionnaires were developed with two sections, one for higher-level aspirational aspects of the program and another more detailed set of questions to determine exact needs of each stakeholder group. Stakeholders were asked to complete any or all sections of the questionnaires at their discretion, for their group.

***It is important to note that the team has outlined an important principle to all stakeholders. At this stage, we are seeking to determine a spatial program suitable for Canada's Prime Minister for the foreseeable future, not specifically tied to any property, design or solution. We are looking to optimize the official operations and international and local functions required of the Prime Minister, as well as security needs, service needs, domestic needs and those of other typical functions that are undertaken at our Canadian Prime Minister's official residence. Later stages may consider different options for how best to meet the defined program, including site(s) or design, but this functional space program is first needed to complete that analysis and is independent of that exercise.***

## 2. COLLECT DATA

Stakeholders responded with completed questionnaires, requests for interviews or their own notes. In some cases, multiple feedback methods or follow-up interviews were conducted. The data was collected and compiled in a draft spatial program, without limiting or negotiating the requirements, but rather documenting each stakeholder's view of the requirements.

Stakeholder	Survey	Interview	Site Tour	Notes
PMO		√	√	
Prime Minister's Official Residence Staff		√√	√	
GAC	√	√√		
RCMP		√√		<i>"The RCMP provided notes on requirements, other information is controlled."</i>
PCO	√	√		
NCC	√	√		<i>"Its notes focused on leadership, planning and maintenance."</i>
Former Occupants	√	√		<i>"They sent written notes."</i>

### 3. ANALYZE AND EVALUATE

In this stage the team finalized the spatial needs programming. Analysis looks for a common understanding of needs and spatial requirements, as well as significant differences in outlook on specific items. To finalize the program, the team used several techniques:

- **stating the requirement as a range**

There may be, in some instances, a minimum need and an optimal need, which can be stated as a range—e.g., accommodate a private dinner for between 15 and 30 people.

- **calculating supporting spaces**

Some spaces are needed to support other spaces that are required—e.g., an events space is required for up to 30 people. This space will need suitable washrooms, circulation space, arrival space, cloakrooms, etc.

- **using norms**

Some spaces were not specifically outlined, but norms exist to conclude a reasonable size—e.g., children's bedrooms to be 120 square feet.

### 4. REPORT AND VALIDATION

In this stage the team finalized the SOR and spatial needs programming. The final document was circulated to all stakeholders for review and validation as representative of the results of the engagement process. Stakeholders were asked to validate the document as accurately reflecting their input and positions. A signatory page was included to document the confirmation.

## RESULTS AND RECOMMENDATIONS

The spatial program has been divided into official government space, hosting space, security space, service space, and private space. Each has unique needs, and there is some useful overlap between them and opportunities for a single space to serve multiple purposes.

### 1.0 Official Government Program

#### 1.1 Official Space

The official area of the facility supports the Prime Minister's day-to-day work, as well as formal engagements with foreign dignitaries and guests. These working areas support the Prime Minister's functions and activities with groups such as Cabinet members, members of Parliament, provincial leaders, special interest groups, foreign dignitaries and their delegations on official visits, and PMO and PCO staff. In general, the official area support business style functions. In some instances, visits are associated with working meals, presentations or other activities that may utilize larger functional spaces, living and dining areas, or outdoor amenities.

Included in the program is the Prime Minister's private office. This is supported by a waiting/holding area where high-level guests can be accommodated in advance of a meeting, as well as an area for their full delegation. For group meetings, a formal meeting room with presentation and audiovisual and communications technology is needed, as well as a casual meeting area with soft furnishings and a more conversational style. A guest office is listed, for an official guest who may need to receive confidential calls/video, perform some internal work or have a private meeting. Accessible washrooms are required for visitors in this area. Formal greeting and entry through a foyer is needed, possibly shared with other program areas. Access to an elevator, if in a higher portion of the facility, would ensure accessibility.

See Appendix B for further detail.

## **1.2 Hosting Space**

The Prime Minister hosts many events, and small scale events are supported in the program. These events range from presentations, ceremonies and honours, to working dinners with colleagues, foreign dignitaries, or other international guests.

The use of this space is in support of the government, or specifically, Prime Minister related events and is therefore subject to an array of protocols and appropriate types of spaces depending on the activity. As such, a variety of events are coordinated between GAC, the PMO, and the Parliament. A dedicated space, available to support these significant functions, has been highlighted as a missing piece of Canada's portfolio of facilities.

The program supports a main hosting space that can support various events, and designed to support up to 30 persons seated, with meal service. The main kitchen can serve a group of up to this size, with additional service space to accommodate service staff to support the event. Related areas include a coat room and washrooms for guests, and gathering space adjacent to the main room, and storage for furniture and equipment used in the space.

### **Hosting Space Off-Site Option**

It is possible for the main kitchen to support a hosting event that is held in a dedicated off-site location. This is less efficient of having the facility on-site, but a program has been developed for this possibility. Such a facility would require all of the features included in the program for the on-site facility, but with more space required to accommodate the transportation and handling of food and equipment such as a loading area, space for refrigerator and freezer, preparation areas, staff change rooms and washrooms, and storage.

### 1.3 Security Space

The program must also reflect today's threat and risk environment and ensure the protection and safety of the Prime Minister and their family. In addition, the security features must extend to visiting dignitaries, staff, visitors, and the brave and dedicated professionals charged with their protection.

The balance between security, privacy, openness and operational ease all contribute to a suitable Government of Canada facility. Security is under the RCMP's mandate. The day-to-day aspects involve the coming and going of staff, family members, guests, official and personal visitors, service people, and delegations. For special and large events, customized plans are developed to ensure optimized safety and security. The security program captures the spatial requirements to cover the range of activities on the site to optimize security, in consideration of the broader functional program.

The areas required for security purposes have been outlined for planning purposes and the estimated total area needed is shown in the summary chart. The supporting information is considered sensitive and can be reviewed under separate documentation, as appropriate.

***Note that the security requirements shown here are indicative only, and any subsequent program must be further developed with a site- and project-specific threat assessment and evaluation. The threat environment is constantly evolving and requirements for RCMP member safety and protection must be considered along with future emerging threats. The principles outlined by the RCMP will be used to develop the security program for any specific identified project.***

## 1.4 Service Space

While the NCC staff maintain the house and grounds, the PMO staff on site take care of most of the daily operation of the facility and certain tasks that support the Prime Minister. Staff numbers have varied over the years between 6 to 12 staff members. Duties include housekeeping, driving, errands, minor maintenance, preparing meals, supporting events, and various administrative and support tasks. (NCC staff maintain the house and grounds). Typically, they keep normal business hours. On occasion, the staff may work off hours as needed. Areas for storage, garbage and recycling, loading area, and staff areas are needed and may be shared with other program areas. Note that the staff also support the official residence at Harrington Lake.

This space includes commercial and pastry kitchens, with associated preparation spaces, equipment and food storage. Service areas, warming areas, dish washing and various other working spaces are needed. Note that the kitchen and laundry functions support both official government and family requirements.

A laundry facility is needed for clothes, linens and tablecloths/napkins for formal events. Space is needed to accommodate commercial grade appliances, a dedicated ironing area, storage, and proper ventilation. For movement of goods, servicing and barrier-free access, an elevator is included in the program, ideally able to service all functional areas.

Staff require a change/locker room and other amenities such as a breakout/meeting room, accessible and gender-neutral washrooms and office space for various administrative tasks.

Sufficient storage is required for various supporting functions. Staff also use official vehicles for various purposes, and these should be parked on the property.

See Appendix B for further detail.

## **2.0 Private Residential Program**

### **2.1 Private Space**

The space provided should meet the needs of a typical family dwelling and as such includes features such as bedrooms, washrooms, living rooms and so on, with some associated outdoor amenities such as yard and BBQ areas and storage.

A key consideration for the Government of Canada facility that will accommodate this space, is privacy. In general, staff work normal business hours and the family have evenings and weekends to themselves. Close working relationships can form with staff, but both staff and the family should have access to private areas at any time to complete tasks, make and receive calls, for breaks, or to store their personal belongings.

Similarly, areas of the house dedicated to official government functions also receive visitors and other staff or contractors, and the private family space should, to the extent possible, be clearly delineated and function in parallel with such official functions. Often an overlap is preferred, as the space should offer a more casual and intimate environment than other, larger government facilities, but the ability to delineate the private space is desirable. For families with young children especially, there is a need for separation, and some private access to the grounds and ground floor is also desirable.

This preliminary functional program allows for a private suite including a bedroom, a sitting room, a closet area and a four-piece washroom. Four rooms are designated for children, sharing two bathrooms. Three guestrooms with two ensuites are also included, to accommodate a larger family or family guests or visiting extended family. A powder room is also included for convenience.

The space also includes a family room, kitchenette, informal dining area, den for study/homework/computer, multi-purpose room, family office (spouse), mudroom/coat closet and family storage. A recreation room is also included, as is a small drinks/service area near the bedrooms for small service items.

Shared spaces, available to host official guests, include the living room, formal dining room and entry foyer.

See Appendix B for further detail.

## APPENDIX A – PROGRAM CHART

# Prime Minister of Canada - Official Residence

## Official Government

70%

### Hosting Space

#### Hosting Requirements

Food service for up to 30 persons sitting or ceremonial events. Dining room, gathering area, washrooms, storage, event space service area, cloak room

### Security Space

#### Security Requirements RCMP

Program available under separate cover

### Service Space

#### Services Requirements

Staff amenity area, staff change room, staff office, receiving, storage, garbage and recycling storage, storage for wrapping and shipping, laundry facility, LAN room

#### Food Service Requirements

Commercial kitchen, pastry kitchen, pantry and food storage, utility storage for kitchen appliances

### Official Space

#### Official Requirements

Private office for Prime Minister, head-of-state holding/waiting area, delegation holding/ waiting area, formal meeting room, informal meeting room, foyer, equipment/ print room, guest office, public washroom

### Outdoor Space

#### Outdoor Requirements

Shed, maintenance storage, garbage storage, event area, herb garden, laneway, chef BBQ area, staff and PCO parking, guest parking, covered parking, ceremonial event area, press conference area, washroom

## Private Residential

30%

### Residential Space

#### Residential Requirements

Foyer/entrance, living room, dining room, kitchenette, family room, informal dining room, master bedroom suite, children's bedrooms, guest bedrooms, powder room, family office, activity room, den/study, hobby room, Information Technology communications room, staff area, mudroom, storage room, service room, private office for prime minister

### Outdoor Space

#### Outdoor Requirements

Terrace/patio, children's play area

#### Option : Off-site hosting

Additional food preparation space, freezer and fridge, change room, staff washroom, loading dock, in addition to the requirements above would be required at the off-site facility

PROGRAMMING CHART

## APPENDIX B – DETAILED SPATIAL PROGRAM

Base Program			
Basic Residential and Official Functions, Kitchen, Dining Room, Official Hosting Up to 30 People, Service Areas and Security.			
	Zone	Area Square Feet	%
A	Residential Space	4,722	29.14%
B	Official Space	2,397	14.79%
B1	Hosting Space	2,193	13.53%
C	Service Space	3,396	20.95%
D	Security Space	3,500	21.59%
		16,207	100.00%
On-Site Hosting: This program can accommodate 30 people in a hosting space.			

Option		
Off-Site 30-Person Hosting Space		
	Area Square Feet	%
Hosting Space	2,193	56.26%
Additional Space for off-site hosting	1,705	43.74%
	3,897	100%

**Off-Site Hosting:** The main kitchen of the residence is used to prepare meals for transport to this off-site hosting space.

Space Types									
		A. Residential Space	Room Description	Dimensions	Size	Circulation Factor	Number of Spaces	Square-Foot Requirement	Number of People Accommodated
<b>Entertaining and Gathering</b>									
	A1	Foyer/Entrance	A formal entrance to the house, adjacent to the cloak room	12'x8'	100	10%	1	110	8
	A2	Living Room	A formal space to gather and entertain family and friends, and ceremonial space where diplomatic gifts can be exchanged	17'x18'	300	10%	1	330	12
	A3	Dining Room	Formal dining space for entertaining/hosting dinner parties and official lunches or dinners; Large table to accommodate 15 persons; Close to the kitchen	15 /17 SF Per person	260	10%	1	286	15
	A4	Kitchenette	Small informal kitchen for family use; Equipped with a residential stove, microwave, dishwasher, sink, coffee maker and storage	12'x15'	180	10%	1	198	8
	A5	Family Room	Informal gathering space for the family; Soft seating, entertainment centre with storage for personal items/ electronics	15'x18'	270	10%	1	297	12
	A6	Informal Dining Area	Informal eating area where the family has breakfast and lunch together	12'x10'	120	10%	1	132	6
	A7	Elevator	Elevator - Americans Disabilities Act	7'x6'	42	10%	1	52	1
<b>Master Suite</b>									
	A8	Master Bedroom	Bedroom for Prime Minister and partner; King-size bed; Night Stands; Dresser	14'x18'	250	10%	1	275	2
	A9	Master Bedroom Ensuites	Private 4-piece washroom; Double sinks	10'x10'	100	10%	1	110	1
	A10	Master Retreat	Private relaxation space within Master suite located within or adjacent to Master Bedroom	13'x13'	170	10%	1	187	2
	A11	Walk-In Closets	Area to include storage for clothing and small items; Circulation for getting dressed	7'x10'	70	30%	2	182	1

Bedroom and Personal spaces									
	A12	Children's Bedrooms	Bedrooms for children; Rooms to include a closet, an area for a dresser; a double bed; night stands and a desk	14'x12'	120	10%	4	528	1 or 2
	A13	Children's Ensuites	Attached 4-piece washroom shared between two sibling bedrooms; Rooms to include a vanity with 2 sinks and mirrors, a shower and bathtub, and an enclosed toilet room	10'x12'	120	10%	2	264	1
	A14	Guest Bedrooms	Additional bedrooms for personal guests; Rooms to include a closet, a space for luggage, a dresser, a queen-size bed, night stands, a reading table and a chair	14'x12'	160	10%	3	528	2
	A15	Guest Ensuites	Private 3-piece washrooms for guests; Rooms to include a vanity with double sinks and mirrors, storage,a shower and a toilet	7'x10'	70	10%	2	154	1 to 2
	A16	Powder Room	2-piece washroom; Room to includea vanity, a mirror and a toilet	5'x5'	25	10%	1	25	1
	A17	Personal/Family Office	Private space for the partner of the Prime Minister; Room to include space for a 30" x 60" desk with storage	10'x13'	130	10%	1	143	1 to 3
	A18	Activity Room	Area for indoor physical activity and to accommodate personal exercise; Equipment	10'x15'	150	10%	1	165	1 to 2
	A19	Den/Study	Area for a family computer, book shelves, soft seating and storage	10'x10'	100	10%	1	110	3
	A20	Hobby Room	Area for the families hobbies (e.g. pets, music, art)	10'x10'	100	10%	1	110	3
	A21	Security Space	Area reserved for security purposes	10'x15'	150	10%	1	165	6
	A22	Self-Service Area	Area for a counter, an under-counter refrigerator and storage; Located close to the family room	2'x5'	10	10%	1	11	1
	A23	Mud Room/Closet	Area for seasonal jackets, accessories and shoes; Area to include storage for jackets, hats, shoes and accessories; A built-in bench; Consideration for family pet	12'x7'	80	10%	1	85	2 to 4
	A24	Service Room	A room for the furnace, hot water tank and electrical panels	15'x10'	150	30%	1	165	
	A25	Storage Room	Area to store personal belongings; Possible equipment: hockey nets, hockey sticks, skates, skis, bicycles; Adaptable to different storage needs	TBD	100	10%	1	110	N/A
							TOTAL USEABLE SQUARE FOOTAGE	4,722	

		B. Official Space	Room Description	Dimensions	Size	Circulation Factor	Number of Spaces	Square-Foot Requirement	Number of People Accommodated
	B1	Private Office of the Prime Minister (Library)	Area for a 30"x 60" desk, a comfortable space for reading/review, allowance for 1-2 guests; Configurable for press/media, with appropriate lighting for national addresses and end-of-year interviews	12'x16'	250	30%	1	325	1 to 3
	B2	Head-of-State - Holding Waiting Room	Holding room for visiting Heads of State	10'x10"	100	30%	1	130	4
	B3	Areas for Visiting Security Staff	An area for security staff; Room to have a meeting table, touch-down workstations and soft seating	TBD	100	30%	1	130	Up to 4
	B3	Delegation Holding/Waiting Room	A space for Head-of-State delegation + a waiting room for Canadian officials or administrators to touch down as required	12'x10'	120	30%	1	156	6
	B4	Formal Meeting Room	Table and chairs configuration; Technology for video and teleconferencing	10'x15'	150	30%	1	195	8 to 10
	B5	Informal Meeting Area	Sofa/soft furnishings, book shelves; Includes technology for video and teleconferencing	12'x16'	200	30%	1	260	6 to 8
	B6	Foyer/Entry	A formal place to welcome guests; Could be combined with the residential foyer	15'x15'	300	30%	1	390	4
	B7	Equipment/Print Room	Accommodation of typical office equipment	8'x10'	80	30%	1	104	2
	B7	Guest Office	Private space for guests to receive confidential calls, meetings	10'x12'	120	30%	1	156	1 to 2
	B8	Cloak Room	Closet for up to 15 jackets, including boot storage, shelf for hats and umbrellas, etc.	8x8	64	30%	1	83	N/A
	B9	Washrooms for Official Use	Washrooms for official use (2 washrooms)	12x15'	180	30%	2	468	4 fixtures
							TOTAL USEABLE SQUARE FOOTAGE	2,397	
		Hosting Space (for up to 30 people on-site)		Dimensions	Size	Circulation Factor	Number of Spaces	Square-Foot Requirement	Number of People Accommodated
	B9	Dining Room for 30 Persons	Dining room capable of sit-down service up to 30 persons	15'x40'	600	30%	1	780	30
	B10	Gathering Space	A room outside the event space for people to gather before going into the event space	15'x18'	270	30%	1	351	30
	B11	Washrooms	Washrooms for event use (2 washrooms)	12x15'	180	30%	2	468	N/A
	B12	Storage	Storage for equipment and furniture for various ceremonial events	12'x13'	250	10%	1	275	N/A
	B13	Event Facility Service Area	Area for waiting staff and food service (some staff could be hired for service if required); Adjacent to the kitchen and close to the dining room and event space	12'x12'	145	30%	1	189	7
	B14	Visitors Cloak Room	Temporary storage for 30 coats, winter clothing, etc. for visitors	10'x10'	100	30%	1	130	N/A
							TOTAL USEABLE SQUARE FOOTAGE	2,193	
		Option: Additional space for off-site hosting up to 30 people							

	B15	Working Area	Food Preparation	20' x 20'	400	10%	1	440	4
	B16	Walk-In Refrigerator	Walk-in refrigerated food storage	12'x12'	144	10%	1	158	N/A
	B17	Walk-in Freezer	Walk-in frozen food storage	12'x12'	144	10%	1	158	N/A
	B18	Change Room	Staff room to change out of street clothes to serving and food preparation clothing	15'x15'	225	30%	1	293	N/A
	B19	Washroom for Kitchen Staff	Staff washroom	10'x12'	120	30%	1	156	N/A
	B20	Loading Dock	Food and equipment deliveries	16'x24'	384	30%	1	499	N/A
							TOTAL USEABLE SQUARE FOOTAGE	1,705	

		C. Service Space	Room Description	Dimensions	Size	Circulation Factor	Number of Spaces	Square-Foot Requirement	Number of People Accommodated
	C1	Staff Amenity Area	Informal areas for staff during breaks, including personal storage	10'x15'	150	10%	1	165	8 to 10
	C2	Staff Change Room	Room for 10 lockers, 1 bench and 2 individual change rooms	8'x18'	144	30%	1	158	10
	C3	Staff Office	Office space for chef, house manager, executive coordinator and housekeepers; Area to have 2 desks, with a computer, phone and small meeting table for 4; Includes a first aid area.	15'x15'	225	10%	1	248	2 to 3
	C4	Receiving	Loading dock; Delivery reception area, including food and equipment	TBD	200	10%	1	220	N/A
	C4	Storage	Storage for equipment and residence furniture when hosting official events within the house	12'5"x12'	150	10%	1	165	N/A
	C5	Garbage and Recycling Storage	Are not attached to the house; Garbage removed by the NCC	TBD	100	30%	1	130	N/A
	C6	Staff Bathrooms	2-piece washrooms	4'x5'	50	10%	2	110	N/A
	C7	Storage for Contributions	Area to store large and small offerings to the Prime Minister and their family; Approximately 50 items are stored until relocated to Library and Archives Canada	15'x17'	250	10%	1	275	N/A
	C8	Storage for Wrapping and Packaging	Area for storage of boxes, official paper, seals and envelopes; Layout table for packaging and shelves for storage	15'x17'	250	10%	1	275	3 to 4
	C8	Laundry Facility	2 commercial washer and dryer areas for hanging clothing; Area for pressing and ironing tables, and folding area. Storage area for products	20'x15'	300	10%	1	330	2
	C9	Local Area Network	Secure information technology and local-area-network room for the PCO	20'x10'	200	10%	1	220	N/A
		Food Services							
	C10	Commercial Kitchen	Commercial Kitchen for preparing family meals and events; Commercial equipment, fume hoods, under-counter dishwasher and top load dishwasher, walk-in refrigerator and freezer, commercial stoves, grills, including a food preparation area with hand wash station, separate sinks for mop and dirty dishes; A service area for staff to pick up food; Stackable washer and dryer adjacent to the kitchen; Areas for warmers and service duties; Refer to Event Facility Service Area Item B10	20'x25'	600	10%	1	660	15
	C11	Commercial Pastry Kitchen	Commercial pastry kitchen adjacent to the commercial kitchen; Shelves, pan racks, refrigerators, landing table, mixing table, hand wash station, coffee and tea area, separate sinks for mops and dirty dishes (could be combined with kitchen wash area.)	20'x10'	200	10%	1	220	2
	C12	Pantry and Food Storage	Pantry storage for dry goods	5'x10'	50	10%	1	55	N/A
	C13	Kitchen Utility Storage	Storage area for kitchen tools, pots, pans, serving dishes, linens and supplies	5'x10'	50	10%	1	55	N/A
	C14	Service Storage	Storage for service and preparation tables	10'x10'	100	10%	1	110	N/A

							TOTAL USEABLE SQUARE FOOTAGE	3,396	
		D. Security Space		Dimensions	Size	Circulation Factor	Number of Spaces	Square-Foot Requirement	Number of People Accommodated
		Program available under separate cover							
		<b>NOTE:</b> This section includes only interior built-space requirements for security. Refer to RCMP supplied program and requirements under separate cover for further detail.					TOTAL USEABLE SQUARE FOOTAGE	3,500	
		E. Outdoor Space		Dimensions	Size	Circulation Factor	Number of Spaces	Square-Foot Requirement	Number of People Accommodated
	E1	Shed/Maintenance Storage	Area for mechanical maintenance room for spare parts and supplies, including storage of outdoor patio furniture and sports equipment	12'x12'	140	0	1	140	3
	E2	Garbage Storage	Enclosed area for the storage of garbage and recycling	15'x15'	300	0	1	300	1
	E3	Garden Events Area	Area to host garden events; Cocktail setting with chairs, tables and tents; Includes an area for the media; 30x30 tent for catering; renting furniture and additional tents	Cocktail party; 6 square feet per person	9000	0	1	9,000	400-500 / 1200-1500
	E4	Terrace/Patio	Area for barbecue; Outdoor table and soft seating; Partial area covered for privacy	12'x10'	120	0	1	120	1
	E5	Play Area	Small play structures for children	10'x10'	100	0	1	100	3
	E6	Sport/Activity Area	Concrete pad for basketball and hockey; 60" basketball net and moveable hockey nets	20' x25'	500	0	1	500	1
	E7	Herb Garden	Small area for the chef to grow herbs, vegetables for the family	10'x14'	140	0	1	140	N/A
	E8	Laneway	Pavement to the front door able to support heavy vehicles; Motorcade of 5 vehicles	12' - 15' wide	TBD	0	1	TBD	5 Vehicles
	E9	Chef Barbecue Area	Covered area; Storage for equipment and tools; Next to the barbecue, smoker, sink and layout space	12'x10'	120	0	1	120	N/A
	E10	Staff and PCO Parking	Parking for residence support staff and 3 PCO fleet vehicles; up to 22 staff spots requested	52'x62'	3,225	0	12	3225	15 Vehicles
	E11	Guest Parking	Parking for up to 12 vehicles including a barrier-free stall	38'x62'	2,300	0	12	2300	12 Vehicles
	E12	Covered Parking	Covered parking protected from the elements close to the loading dock for the transport of goods and food	29'x21'	610	0	1	610	3 Vehicles
	E13	Ceremony Events Area	A area on the front lawn for Guard of Honour and Military Honour ceremonies; Viewing area for Welcoming Ceremonies with Military Honours; 2 podiums, 2 built-in interpretation booths, television lighting, sound system and multi-feed boxes for media	40'x18'	720	0	1	700	Seating for 50 to 75 persons
	E14	Front Entrance	Raised area incorporated within the front entrance to accommodate for press conferences; Area for media and sound equipment to be set up, including screens and a podium	40'x18'	720	0	1	700	Seating for 50 to 75 Persons

	E15	Washrooms	2 gender-neutral washrooms to be located outside for outdoor events; Renting of additional washrooms for larger event requirements; 1 barrier-free washroom	N/A	120	0	2	120	N/A
							TOTAL USEABLE SQUARE FOOTAGE	18,075	

## Programming Area Footnotes

Program Number	Location	Reference	Standard
	<b>Official Space</b>		
A1	<b>Private Office of the Prime Minister (Library)</b>	Ontario Building Code; Government of Canada Workplace Standards	Typical office layout for the Prime Minister is not provided within Government of Canada Workplace Standards however based off typical office size for a Prime Minister without a washroom the maximum size is 484 square feet.
A2	<b>Head-of-State Holding/Waiting Room</b>	Ontario Building Code; Government of Canada Workplace Standards	Based off the Government of Canada Workplace Standards a typical enclosed office for a Prime Minister, without staff area the size required is 100 square feet.
A3	<b>Areas for Visiting Security Staff</b>	Ontario Building Code; Government of Canada Workplace Standards	The typical area for visiting staff is not provided within Government of Canada Workplace Standards however based off a typical enclosed office for a Prime Minister staff size required is 100 square feet.
A4	<b>Delegation Holding/Waiting Room</b>	Ontario Building Code; Government of Canada Workplace Standards	The typical area for a waiting room is not provided within Government of Canada Workplace Standards however based off Government of Canada Workplace Standards meeting room requirements are 325 square feet.
A5	<b>Meeting Room Formal and Informal</b>	Ontario Building Code; Government of Canada Workplace Standards	The Government of Canada Workplace Standards standard meeting room size

			is 325 square feet.
A6	<b>Foyer/Entry</b>	Guide to Planning Spaces: Author Maureen Mitton Human Dimensions & Interior Spaces	The clearance within a cloak closet is 10 square feet per person.
A7	<b>Equipment/Print Room</b>	Ontario Building Code; Government of Canada Workplace Standards	Based on Government of Canada Workplace Standards for support space, square footage to meet requirements.
A8	<b>Guest Office</b>	Ontario Building Code; Government of Canada Workplace Standards	Based on Government of Canada Workplace Standards the typical enclosed office space required for a Prime Minister is 100 square feet.
A9	<b>Public Washrooms</b>	Ontario Building Code	Based on Government of Canada Workplace Standards a Prime Minister's private washroom size is 97 square feet.
A10	<b>Cloakroom</b>	Guide to Planning Spaces: Author Maureen Mitton Human Dimensions & Interior Spaces	The clearance within a cloak closet is 10 square feet per person.
	<b>Service Space</b>		
A18	<b>Staff Amenity Area</b>	Government of Canada Workplace Standards; Ontario Building Code	Based on Government of Canada Workplace Standards the square footage for Support Space is to meet requirements.
A19	<b>Staff Change Room</b>	Human Dimensions & Interior Spaces	Staff change rooms require 15 to 20 square feet per person.
A20	<b>Staff Office</b>	Government of Canada Workplace Standards; Ontario Building Code	Based off a typical enclosed office for a Prime Minister the staff size office is required to be 100 square feet.

A24	<b>Staff Washroom</b>	Ontario Building Code	The size is based on the Ontario Building Code and clearances within a washroom.
A22, A25 & A26	<b>Storage Rooms</b>	Ontario Building Code Interior Space of Dwelling By CMHC	Square footage is based on requirements for items being stored.
A27	<b>Laundry Facility</b>	Ontario Building Code Interior Space of Dwelling By CMHC	The size is based on the Ontario Building Code and clearances required around equipment. 40 square feet is required for one washer and dryer and 20 square feet for the ironing area. Additional square footage is needed for a folding area and storage for clean and dirty laundry.
A29 & 30	<b>Kitchen and Pantry - Commercial</b>	Ontario Building Code Cooking Equipment Specialist, LLC	The kitchen and pantry are 9.3 M2/ 100 square feet per person required and 25%-30% of front of house facility.
A31	<b>Pantry Storage</b>	Cooking Equipment Specialist, LLC	Approximately 200 linear feet are required for storage in a kitchen greater than 400 square feet.
	<b>Private Space</b>	<b>Residential Interior Standards</b>	
B1	<b>Foyer/Entrance</b>	Guide to Planning Spaces: Author Maureen Mitton Human Dimensions & Interior Spaces	On average 2.5% to 4.5% of floor space is used for the Foyer/Entrance and the clearance within a cloak closet is 10 square feet per person.
B2	<b>Living Room</b>	Guide to Planning Spaces: Author Maureen Mitton Human Dimensions & Interior Spaces Interior Space of Dwelling By CMHC	Furniture within a cluster should be spaced 4 to 10 feet apart depending on furniture size. The minimum circulation space of 48" that one person would require 32 square feet x 12 persons = 384 square feet.

B3	<b>Dining Room</b>	Human Dimensions & Interior Spaces Interior Space of Dwellings CMHC	Each person requires 6 square feet for seating including circulation. 10 square feet per person= 16 square feet per person. The minimum distance of 48" must be maintained between the edge of the table and the wall.
B4	<b>Family Room</b>	National Association of Home Builders Interior Space of Dwelling By CMHC	The family room is on average 11.5% of the home therefore the average size of a family room is 296 square feet.
B5	<b>Family Kitchen</b>	NKBA Kitchen and Bathroom planning Guidelines with access standards: Editor Kindle Edition National Association of Home Builders	The average family kitchen size is approximately 150 to 300 square feet in a multi-storey home.
B6	<b>Master Bedrooms</b>	National Association of Home Builders Interior Space of Dwelling By CMHC	The average master bedroom size is 271 square feet.
B7	<b>Other Bedrooms</b>	National Association of Home Builders Interior Space of Dwelling By CMHC	The average bedroom size is approximately 146 square feet.

## APPENDIX C – STAKEHOLDER ASSESSMENT

Contacted	Questionnaire	Interviewed	STAKEHOLDER ASSESSEMENT						
			Stakeholder Group	Overall Responsibility	Participant Name	Title	Role	RACI	Notes
Leadership Team			National Capital Commission (NCC) Official Residences Branch (ORB)	Ownership and stewardship of official residences	Greg J. Kenney	Vice President	Project Oversight	A	Overall project Direction
Leadership Team					Patrick Naud	Senior Strategic Advisor	Project Manager	R	
Leadership Team					Stéphane Cova	Branch Manager	Physical assets	C	
✓		✓			Art Marcotte	Director	Physical assets	C	
✓		✓			Benoît Séguin	Chief, Property Management	Physical assets	C	
✓		✓			Perry Pucci	Property and Events Manager	Physical assets	C	
✓		✓	Residence Staff	Daily household operations and administration, staffing, (staff equipment/supplies), private events and functions	Roger Charbonneau	House Manager	Operations	A	
✓					Che Chartrand	Head Chef	Operations	R	
✓		✓			Sandra Berringer	Executive Coordinator	Operations	C	
✓		✓			Tanya Lennstorm	Sous chef	Operations	C	
✓		✓			Lucie (Lucia) Grabowiec	Housekeeper	Operations	C	
✓		✓			Mirka Bell	Housekeeper	Operations	C	
✓		✓			Ray Daoust	Driver	Operations	C	
✓					PCO	Communications, Mail Screening	Marian Campbell-Jarvis	Assistant Secretary to the Cabinet, Social Development Policy Branch	
✓			Ken MacDonald	Executive Director of CIOD and Chief Information Officer			Secure comms	C	
✓			Ian Shugart	Clerk of the Privy Council and Secretary to the Cabinet			Secure comms	C	
✓		✓	Matthew Shea	Assistant Deputy Minister of Corporate Services			advisor	C	
✓		✓	Tanya Sandberg				advisor	C	
✓		✓	Andrea Levesque				advisor	C	
✓		✓	Tara Shannon	Director of Operations			advisor		
✓		✓	RCMP	Security			Bruce Kirkpatrick	OIC, Protective Operations	Security
✓	✓	✓			Roch Séguin	Director, Protective Technical Services Branch	Security	C	
✓		✓			Michele Paradis	Director, Protective Policing	Security	C	
✓		✓			Justin Ducette	Senior Analyst, Strategic Integration & Executive Services	Security	C	
✓		✓			Steve McGirr	Director, NHQ Assets Management	Security	C	
✓									
✓		✓			Anna Chow		Security	C	RCMP has compiled a basic spatial program under separate cover to NCC..
✓		✓			Mitch Monette		Security	C	
✓		✓			David Joannis		Security	C	
✓		✓			Johanne Trépanier		Security	C	
✓									
✓	✓	✓			GAC	Foreign Guests	Stewart Wheeler	Chief of Protocol of Canada	
✓	✓	✓	Andrea Hudson	Director, Official Visits			protocol partner	C	
✓	✓		Isabelle Savard	Deputy Chief of Protocol and Director of Official Events			protocol partner	C	
✓	✓	✓	Dominique Lambert	Official Visits Division			protocol partner	C	
✓	✓	✓	Previous Residents	Prime Minister	Previous occupants	Confidential	advisor	C	Provided written notes
✓					Previous occupants	Confidential	advisor	C	Provided written notes
✓		✓	Ex-Residence Staff	Stewardship	Gavin Menzies	Former Director, 24 Sussex Drive	advisor	C	

	Responsible (R)	“Responsible” refers to the person who actually completes the task – aka “the doer.” There always has to be at least one Responsible per each task. If you are missing an R in any of the rows of the matrix – you have a gap that has to be filled immediately.	
	Accountable (A)	“Accountable” is the person who is ultimately answerable for the activity or decision to be made. This is someone who has the final authority over the task – typically some kind of a manager or senior offices. Typically, you should have the minimum number of people accountable for every task. In most projects, there will be only one person listed as “accountable.”	
	Consulted (C)	“Consulted” is the adviser for the given task or entire project. Normally, this is the subject matter expert whose opinion you seek before making the final decision or action. Keep in mind that you should keep the number of C’s to the minimum for each row. Having too many consultants can slow down the process significantly and add unnecessary deliberation and idle discussion. Too many C’s can raise the risk of poor performance.	
	Informed (I)	“Informed” are the people you keep updated on how the process is going. These would be the people who you will notify once the task is completed and who will take action as the result of the outcome. There can be as many “informed” as necessary per process. You usually have only a one-way communication with these people.	

## APPENDIX D - RESEARCH BRIEF

# Prime Minister's Residence - Comparative Research Brief

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## 1 Overview

- Address: 24 Sussex Drive, Ottawa, Ontario
- Custodian: National Capital Commission (NCC)
- Federal Heritage Buildings Review Office Report Reference: 85-67
- Directory of Federal Real Property Number: 02089
- Land Area: 1.9 ha
- Building count: 3
- Floor Area: 1,414 sq. m.
- The NCC manages 24 Sussex Drive. It reports to Parliament through the Minister of Public Services and Procurement Canada as the designated minister responsible for the National Capital Act.
- Heritage Designation: Classified. All parties involved with modifications to this property must consult with the FHBRO before implementing any change.
- Although the Prime Minister does conduct work in 24 Sussex, and informal meetings between the Prime Minister and other government or foreign officials may take place at 24 Sussex, it is used almost exclusively as a place of residence.
- The Prime Minister's work is carried out by the Office of the Prime Minister in the Office of the Prime Minister and Privy Council building, near Parliament Hill.
- Foreign heads of state on state visits are officially hosted by the Governor General at Rideau Hall.
- There has been a total of \$6.0M of capital spending on 24 Sussex in the last 10 years; 95% has been spent on site infrastructure improvements.
- 24 Sussex was not purpose built as an official residence; only 20% of the space at 24 Sussex is designated as 'Private' for the Prime Minister and family.
- Those areas designated as 'State or Official' spaces are not appropriate in layout or condition to serve official government functions, for example, the dining room is at the same time too large for a family and too small for State dinners.
- The building systems at 24 Sussex have reached the point of imminent or actual failure, and require replacement.
- Jurisdictional review of United Kingdom (UK), Australia, and New Zealand:
  - These countries have undertaken extensive renovations projects to the official residences to provide appropriate state spaces. Australia completed a major refurbishment of the Lodge in 2015 for approximately \$12M AUD.
  - State functions or events with foreign dignitaries are hosted at the head of state's residence (i.e. Governor General's residence).
  - Functions at the Prime Minister's residence are typically charity events or events with a cross-section of society.
  - Australia's and New Zealand's official residences function primarily as a residence.

- Like Canada, the Prime Minister residences of the UK, Australia, and New Zealand experience a cycle of periods of capital under-investment resulting in the building entering a state of poor condition requiring an infusion of money to remain functional. In response to the refurbishment at the Lodge, Australia has sought to avoid the cycle by creating an advisory committee (ORAC) to provide advice to the government on the conservation of the Prime Minister's Official Residences.

## 1.1 History

24 Sussex Drive was built in 1867-1868 by Joseph Merrill Currier, a prosperous lumber manufacturer. It was designed by his brother J.M. Currier, an architect who came from the United States of America (USA). During its first 75 years, the house was associated with three of the "lumber barons" of the area. By 1943 it was the last remaining private residence on Sussex Drive, in an area given over increasingly to foreign embassies and parkland. It was expropriated by the Government of Canada, and became the official residence of the Prime Minister in 1949.

The heritage character of 24 Sussex Drive is determined in part by the evolutionary nature of the property. Modifications in 1949 substantially altered the original Gothic Revival design, from a chateausque appearance with towers, oriel windows and a porte-cochere, to a more restrained and formal design. The present facade is relatively unadorned and tied together by the horizontal roof lines and rows of rectangular, shuttered windows.

Louis St-Laurent reluctantly moved into 24 Sussex in 1951 on the condition that he pay rent to minimize the perception he was freeloading. In 1971, the government stopped charging the Prime Minister rent for lodging, but the Prime Minister would pay for their family's food, internet service and caregivers for children.

### 1.1.1 Appearance Prior to 1950's Renovation



### 1.1.2 Current Appearance



### 1.1.3 Outbuildings



10 Sussex Drive (photo NCC1999)



Pool Building (photo NCC 1998)

## 1.2 Functions of an Official Residence

The federal government provides official residences to the Governor General, the Prime Minister, the Leader of the Opposition, and the Speaker of the House of Commons. The government also owns and manages one official residence for foreign dignitaries visiting Canada. The following residences are provided to ensure that public figures have appropriate homes in which they can fulfill many of their official functions:

- Rideau Hall, principal residence of the Governor General of Canada;
- La Citadelle, the Governor General's secondary residence in Québec City;
- 24 Sussex Drive, residence of the Prime Minister of Canada;
- Harrington Lake (Lac Mousseau), secondary residence of the Prime Minister of Canada;
- Stornoway, residence of the Leader of the Opposition party in the House of Commons;
- The Farm (Kingsmere), residence of the Speaker of the House of Commons; and
- 7 Rideau Gate, Government Guest House for official visitors to Canada.

What most distinguishes an official residence from a conventional home is the functions assigned to it. An official residence provides its occupant with more than just a place to live; it also allows its occupant to fulfill official functions, such as welcoming foreign dignitaries, and holding commemorative ceremonies and high-level working meetings. These functions require reception facilities and hospitality services not normally found in conventional homes. For example, accommodating people with reduced mobility may require universal access facilities. Holding high-level working meetings may require advanced communications technologies. Hosting state or official dinners may require specialized kitchen services.

## 1.3 Management Principles for Official Residences

The management principles applicable to the official residences were developed by the NCC, with the support of the Advisory Committee on the Official Residences of Canada, in order to establish general guidance for the Commission to meet its responsibilities concerning policy development, strategic planning, long-term accommodation, and maintenance involving the official residences located in the National Capital Region.

### 1.3.1 Planning principles

- All the residences are divided into two parts: official or state areas and private areas (dictating the guidelines for management and decor).
- All the grounds are divided into separate landscaping zones (dictating the guidelines for utilization, maintenance, and activity).
- The decor of public areas must be maintained for one generation before the premises may be redecorated.
- The heritage features of the residences, as defined by the FHBRO, must be preserved.

- There is a plan for each residence that covers the preferred strategies in terms of building, grounds, and infrastructure development.
- There is a life cycle management plan for each residence.
- There is an emergency response plan for each residence.
- All the residences must be operational at all times (unless specific arrangements have been made).
- All the residences and all the grounds must be universally accessible (guidelines on access through the main entrance and to the floor reserved for guests).
- All technical equipment in buildings must meet current standards.
- All the residences must be equipped with alarms and fire extinguishers (in order to evacuate the occupants and safeguard property).
- All the residences must be equipped with emergency systems capable of providing back-up if the main systems fail (for example, emergency energy supply sources capable of meeting health, safety, and operating requirements, should a power outage occur).
- All the residences must be equipped and furnished at all times.
- The content of all the residences must be regularly inventoried, inspected, and maintained.
- Although steps must be taken in all the residences to safeguard heritage collections and furnishings, they cannot be subject to standards applicable to museums.
- Environmentally friendly practices must be used to manage the residences.

## **1.4 Organizations Involved**

### **1.4.1 The National Capital Commission**

A federal Crown corporation, the NCC owns and manages six official residences located in the National Capital Region. They are dedicated to ensuring that Canada's Capital is a dynamic and inspiring source of pride for all Canadians, and a legacy for generations to come.

### **1.4.2 Official Residences Branch**

Created within the NCC to oversee maintenance, preservation and planning services for official residences. The NCC uses skilled personnel in the following sections:

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

### **1.4.3 Advisory Committee on the Official Residences of Canada (ACORC)**

This committee is mandated to advise the National Capital Commission and its Executive Committee on the management of official residences. The Committee is composed of

specialists in architecture, interior decoration, heritage conservation, and property development.

#### **1.4.4 Advisory Committee on Planning, Design and Realty (ACPDR)**

This committee consists of experts in real estate development; environmental, urban and regional planning; urban design; architecture; and landscape architecture. This committee advises on long-range plans and policies for the use of public lands and properties in Canada's Capital Region, design proposals affecting federal lands, and real property matters.

#### **1.4.5 Canadiana Fund**

This group is responsible for soliciting donations of heritage art, artifacts, furniture and funds for the enhancement of staterooms in the official residences. Chosen pieces reflect Canada's heritage, artistic traditions and historical associations, or complement the architectural style of a particular residence.

#### **1.4.6 Federal Heritage Buildings Review Office (FHBRO)**

The primary objective of the FHBRO is to assist federal government departments in the protection of their heritage buildings, in accordance with the [Treasury Board Policy on Management of Real Property](#).

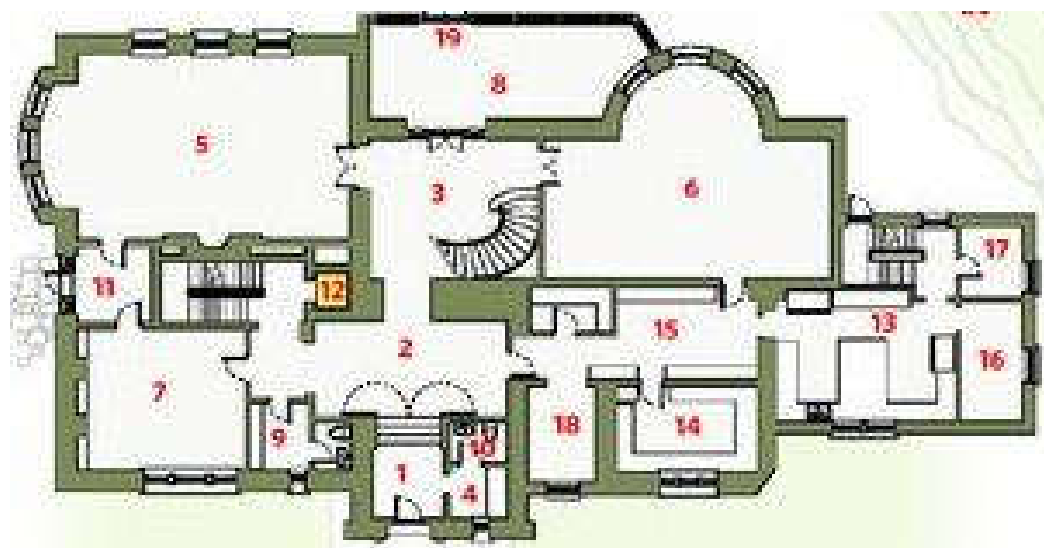
## 2 Space Program

As provided by:

[https://www.thestar.com/news/canada/2011/07/23/pm\\_urged\\_to\\_refit\\_own\\_ecounfriendly\\_official\\_residence.html](https://www.thestar.com/news/canada/2011/07/23/pm_urged_to_refit_own_ecounfriendly_official_residence.html)

Basement, 2<sup>nd</sup> floor, and 3<sup>rd</sup> floor are not available.

### 2.1 First floor



- 1) Main Entrance Hall
- 2) Entrance to Main Foyer
- 3) Main Foyer
- 4) Cloakroom
- 5) Formal Living Room
- 6) Formal Dining Room
- 7) Formal Den
- 8) Enclosed Patio / Sunroom
- 9) Women's Washroom
- 10) Men's Washroom
- 11) Side Entrance
- 12) Elevator
- 13) Main Kitchen
- 14) Second Kitchen
- 15) Service Pantry
- 16) Staff Dining Area
- 17) Pantry
- 18) Housekeeping Sitting Room

### **3 Reference Documents**

#### **3.1 Heritage Character Statement 85-67.**

- Published 1986
- Authoring entity: Federal Heritage Buildings Review Office

The heritage character statement was developed by the FHBRO to explain the reasons for the designation of a federal heritage building and what it is about the building that makes it significant. It is a key reference document for anyone involved in planning interventions to federal heritage buildings and is used by the FHBRO in their review of interventions.

##### **3.1.1 Character-Defining Elements**

The heritage character of 24 Sussex Drive is determined in part by the evolutionary nature of the property. Modifications have substantially altered the original Gothic Revival design, first to a châteauesque appearance with towers, oriel windows and porte-cochère, and in 1949 to a more restrained and formal design. The present façades, relatively unadorned and tied together by the horizontal roof lines and rows of rectangular, shuttered windows, give the house a certain unity and balance which must be respected. This is the image which has become significant through association with the prime ministers who have lived there.

Apart from its major elevations, the character of the house is defined by its outstanding location. The most significant surviving landscape feature which should be protected is the circular drive connecting the property to Sussex Drive. The house the most prominent element of the grounds, which are mostly green space. This characteristic should be retained; consequently any attempt to introduce buildings for support staff or for auxiliary activities should be discouraged. The house commands magnificent views, and is further enhanced by its setting on the ceremonial route between the Governor General's residence and Parliament Hill. Its role as an important symbolic and visual landmark must be recognized in any alterations to either the house exterior or its grounds.

### 3.2 24 Sussex Drive – Life Cycle Management Plan

- Published in 1998
- Authoring entity: NCC

Base Data			
<i>Civic address:</i> 24 Sussex Drive, Ottawa	<i>Legal Description:</i> Pt. Lot 3 (J.G.) Township of Gloucester (now City of Ottawa)	<i>Zoning:</i> G – Government use	
<i>Gov. Acquisition Date:</i> 1943			
<i>Heritage Designation:</i> Classified (FHBRO)	<i>Primary reason for designation:</i> Direct association with past Prime Ministers		
Grounds			
<i>Site Dimensions:</i> Irregular – 171 m frontage on Sussex Drive	<i>Area:</i> 2.15 ha.; 3% buildings, 7% parking & delivery, 15% steep cliff, 75% landscaped	<i>Description:</i> Level site, well landscaped with mature trees, steep relief to Ottawa River.	
Main Building			
<i>Occupancy:</i> Residential	<i>Floors:</i> 3 + basement	<i>Gross Area:</i> 1009.5 m2 – 69% State, 31% Private	
<i>Construction Date:</i> 1867 with numerous later additions.	<i>Foundation Type:</i> Rough rubblestone masonry 600 mm thick	<i>Roof Type:</i> 10% Flat – 4 ply tar & gravel; 90% Sloped cedar shingles	
<i>Air Conditioning:</i> Window mounted units	<i>Heating:</i> Gas-fired hot water boiler, radiators	<i>Other:</i>	
SECONDARY BUILDINGS			
<i>Name / Reference:</i> 10 Sussex Drive	<i>Use:</i> RCMP Detachment	<i>Gross area:</i> 162,5 m2	<i>Construction Date:</i> 1868
<i>Name / Reference:</i> Pool Building	<i>Use:</i> Swimming pool	<i>Gross area:</i> 100 m2	<i>Construction Date:</i> 1975
INFRASTRUCTURE			
<i>Electrical Service:</i> Main res. 400A, 120/240V 1 phase; Pool: 400A, 600V, 3 phase.	<i>Water Service:</i> Regional system, fire hydrant across street.	<i>Sanitary Sewer:</i> 200 mm clay pipe linked to municipal system.	
<i>Roads:</i> Asphalt drive and parking	<i>Fences:</i> Steel, & perimeter security fence	<i>Gas:</i> Responsibility of utility.	

### 3.3 Report of the Auditor General - Conservation of Federal Official Residences

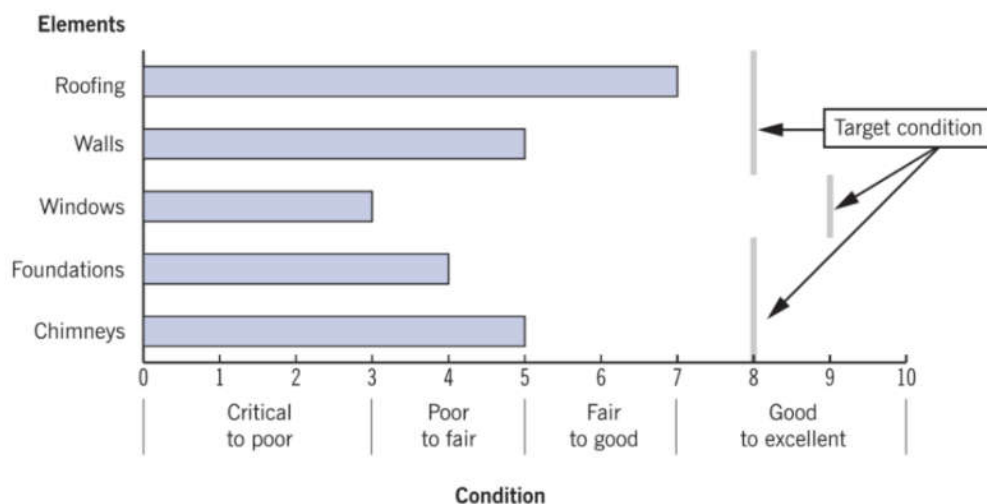
- Published in 2008
- Authoring entity: Auditor General of Canada to the House of Commons

This audit examined the management practices that the NCC and Public Works and Government Services Canada have adopted to ensure the conservation of the official residences.

### 3.3.1 Key Points

- The official residences in the National Capital Region were built, first and foremost, as private residences. None of them was built for the purpose of accommodating heads of state and political leaders. The official residences were not designed to support today's state functions. As a result, specific care is required to preserve their historic character, and interior retrofitting is sometimes required to make them more functional.
- The most recent work of an extensive nature carried out at 24 Sussex Drive dates back to when it was purchased by the government, over fifty years ago. It is therefore not surprising to note that a number of the residence's systems are reaching the end of their useful lives, are in poor condition, and will have to be replaced in the near future.
- 24 Sussex components in poor state of repair:

**Exhibit 6.5** 24 Sussex Drive needs significant work to bring it to target condition



- The NCC estimates that this rehabilitation work will take about 12 to 15 months to complete, assuming there are no unexpected complications and that no unforeseen repairs are found to be needed after the opening of the ceilings and walls in the residence. The nature of the planned work, and the disruption it may cause to the lives of the Prime Minister and his family, is such that asking the Prime Minister to move out of the residence for the duration of the work must be considered as a practical solution. It would be more efficient to carry out all this work at the same time than to spread it out over several years, inconveniencing the occupants each time.

### 3.4 Official Residences of Canada Asset Portfolio Condition Report

- Published in 2021
- Authoring entity: NCC
- The estimated value of deferred maintenance (DM) is \$36.64M. This does not include costs associated with security.
- The estimated current replacement value (CRV) is \$40.128M.
- The facility condition (FC) index is calculated at 0.91. The range is between 0 and 1. The lower the number, the better the condition of the building.
- The asset priority index (API) is calculated at 87. This metric that indicates the importance of the asset in supporting goals of the branch. The range is between 0 and 100. The higher the number the higher the importance of the building.
- The age and condition of the electrical system poses a fire hazard and the plumbing system has failures on a regular basis.
- The building has no permanent air conditioning system; window air conditioners are run in every room in the summer, which poses a security risk and is disruptive and costly.
- Repairs and/or upgrades are complicated due to the presence of asbestos throughout many of the interior finishes.
- The threat environment has changed drastically since the last major renovation to the site in 1951. As such, the RCMP has recommended several security upgrades.

#### 3.4.1 Current Condition

24 SUSSEX DRIVE	Year Built	Area (m2)	DM (\$000)	CRV (\$000)	FC (DM/CRV)	API
Main Residence	1867	1,672	36,644	40,128	0.91	87
Caretaker's House	1867	304	2,122	6,388	0.26	80
Pool Building	1975	325	5,709	7,800	0.73	33
East Guard Hut	N/A	N/A	N/A	N/A	N/A	N/A
West Guard Hut	N/A	N/A	N/A	N/A	N/A	N/A

**Table 1: Summary of current condition of 24 Sussex site buildings**

### 3.4.2 Past Construction Projects

Asset Element	Major Rehabilitation Projects
Exterior Systems	<ul style="list-style-type: none"> <li>Family room windows (replacement)</li> <li>Masonry stabilization</li> </ul>
Mechanical/Electrical Systems	<ul style="list-style-type: none"> <li>Chimneys rehabilitation</li> <li>Various mechanical and electrical improvement projects</li> </ul>
Interior Architectural	<ul style="list-style-type: none"> <li>Fire compartmentalization of boiler room, east and west stairs</li> <li>3rd floor Private Quarters (Life cycle renewal of finishes, incl. flooring, paint, light fixtures)</li> <li>Hazardous material removal</li> </ul>
Ancillary Buildings	<ul style="list-style-type: none"> <li><b>10 Sussex</b> Relocation of NG meter Replacement of furnace</li> <li><b>Pool house</b> Pool dehumidification Replacement of steam sauna equipment</li> </ul>
Infrastructure and Grounds	<ul style="list-style-type: none"> <li>Escarpment stabilization</li> <li>Rehabilitation of emergency generator</li> <li>Minor updates to escarpment catwalk</li> </ul>

**Table 2: Past construction projects at 24 Sussex site buildings**

### 3.4.3 Historical Spending 2006 – 2015

Fiscal Year	Operations & Maintenance (\$)	Capital (\$)	TOTAL (\$)
2009–2010	198,802	975,293	1,174,095
2010–2011	219,183	410,574	629,757
2011–2012	203,380	345,919	549,299
2012–2013	323,096	661,506*	984,602
2013–2014	236,667	1,453,122*	1,689,789
2014–2015	200,859	15,711	216,570
2015–2016	272,303	0	272,303
2016–2017	546,828	6,632	553,460
2017–2018	288,278	0	288,278
2018–2019	193,152	0	193,152
<b>TOTAL (\$)</b>	2,682,548	3,868,757	6,551,305

\* 95% of capital spending in these years on site infrastructure improvements.

**Table 9: Historical spending at 24 Sussex site**

## 4 Jurisdictional Review

### 4.1 United Kingdom

#### 4.1.1 10 Downing Street

Number 10 has 3 overlapping functions. It is the official residence of the British Prime Minister: it is the Prime Minister's office, and it is also where the Prime Minister entertains guests from the Queen or other world leaders. The Prime Minister hosts countless receptions and events for a whole range of British and overseas guests, with charitable receptions high up the list.



The building is much larger than it appears from its frontage. The house in Downing Street was joined to a more spacious and elegant building behind it in the early 18th century. Number 10 has also spread itself out to the left of the front door, and has taken over much of 12 Downing Street, which is accessed by a corridor that runs through 11 Downing Street – the official residence of the Chancellor of the Exchequer.

#### 4.1.2 Major Refurbishments

10 Downing Street has had regular periods of capital re-investment. Similar to 24 Sussex there was investment in the early 1950s. 10 Downing has since made a capital investment in 2006.

- In 1773, King George II presented the house on Downing Street to Sir Robert Walpole, who held the title First Lord of the Treasury and effectively served as the first Prime Minister. Walpole refused the property as a personal gift. Instead, he asked the king to make it available as an official residence to him and to future First Lords of the Treasury.

- By 1877, with Benjamin Disraeli as Prime Minister, the house was in poor shape. The living quarters had not been used for 30 years and Disraeli described it as “dingy and decaying”. Disraeli persuaded the state to pay for renovation to the entrance halls and public rooms, though he paid for the refurbishment of the private rooms himself.
- In 1954, a committee set up by Macmillan concluded that drastic action was required before the building fell or burnt down. The committee decided that Number 12 should be rebuilt, and Numbers 10 and 11 should be strengthened and their historic features preserved. It was discovered that the familiar exterior façade was not black at all, but yellow. The blackened colour was a product of two centuries of severe pollution. To keep the familiar appearance, the newly cleaned yellow bricks were painted black to match their previous colour.
- By 2006, the Downing Street complex was no longer able to support the business of the Prime Minister's Office reliably. Independent surveys established that the building was no longer weather-tight, the heating system was failing, and the information and communications technology network was at the limits of its operation. Power outages and water leaks were frequent occurrences and impacted significantly on the day-to-day operation of the Prime Minister's Office. Work was launched to address structural failure, renew the infrastructure, improve access and enhance the building's sustainability.

#### **4.1.3 State Functions**

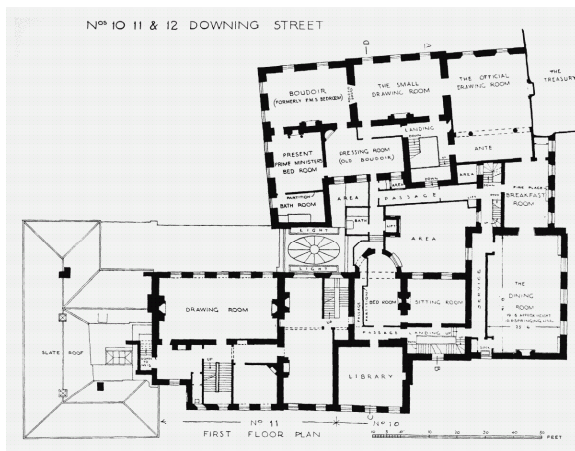
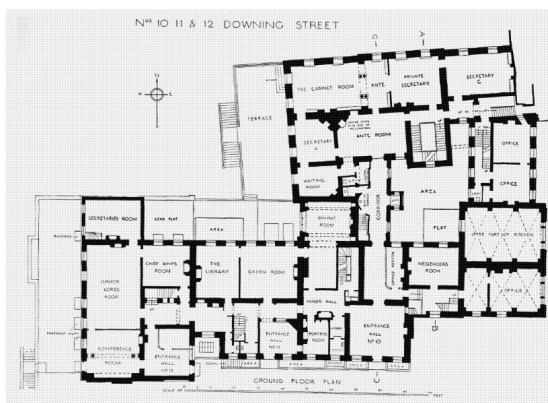
Every week, Number 10 is the venue for official functions including meetings, receptions, lunches and dinners. It is not only heads of state and official dignitaries who visit – functions are held for people from all areas of UK society, including notable achievers, public service employees and charity workers.

Receptions tend to be informal gatherings. Lunches and dinners are more formal events. The Small Dining Room will sit a maximum of 12, and the State Dining Room up to 65 around a large, U-shaped table. The dining table is laid with items from the state silver collection.

#### **4.1.4 Rooms**

- Front door and entrance hall
- The Cabinet Room - the heart of collective Government. The Prime Minister holds weekly meetings on a Tuesday morning with their entire Cabinet. They meet to discuss domestic and foreign affairs and important legislation.
- The Study - otherwise known as the Thatcher Room, given it was used by Margaret Thatcher as her main office.
- The Grand Staircase - Portraits of every Prime Minister line the walls in chronological order, with the most recent incumbents at the top and group photographs from past Cabinets and Imperial Conferences at the bottom.

- State Dining room – wood paneled room that seats up to 65 around a large, U-shaped table
- Small Dining Room – sits up to 12 people
- Prime Minister's Library - originally housed in the Cabinet Room. The custom of the Prime Minister and other ministers donating books to the library continues to this day.
- State Drawing Rooms - Number 10 has three inter-linked State Drawing rooms: the Pillared Drawing Room (used to receive guests before they go into the State Dining Room), the Terracotta Drawing Room, and the White Drawing Room (used as the backdrop for television interviews and in regular use as a meeting room for Downing Street staff).



*Floor Plans of 10-12 Downing Street, London*

## 4.2 Australia

The Official Establishments are The Lodge in Canberra, Kirribilli House in Sydney and, for the purpose of functions hosted by the Prime Minister, the Prime Minister's Suite in Parliament House, Canberra.

The Prime Minister receives accommodation and sustenance at the Official Establishments at government expense. By convention, the entitlement is extended to the Prime Minister's spouse and dependent children and includes small private functions. In addition to accommodation and sustenance, it has been a long standing practice for the Prime Minister and his or her spouse to host or agree to the use of the Official Establishments for events and functions.

Ownership and property management of the Prime Minister's official residences was transferred to the Department Finance under the Administrative Arrangements Order of 14 September 2010.

### 4.2.1 The Lodge in Canberra

The Lodge in Canberra is situated within 1.8 hectares of grounds and is traditionally the principal residence of the Prime Minister of Australia. The name 'The Lodge' was first used in the mid 1920s by the Federal Capital Commission.

The Lodge was built during 1926/27 by Melbourne architects Percy Oakley and Stanley T Parkes. Stanley Bruce was the first Prime Minister of The Lodge, moving in on 4 May 1927. In 1970 the grounds were reduced when Adelaide Avenue was widened.



### 4.2.2 Kirribilli House in Sydney

Kirribilli House, Sydney is situated on Kirribilli Point with an uninterrupted view eastward across

Sydney Harbour. It is the official Sydney residence of the Prime Minister of Australia. Built in 1854 by Adolphus Frederick Feez, Kirribilli is a twin gabled house in the Gothic style. William Morris Hughes, the Prime Minister of the day, acquired the property for the Commonwealth Government in 1920. Due to its proximity to Admiralty House, Kirribilli House was used by staff of the Governor-General until 1930, after which it was leased to various tenants. In 1956 Kirribilli House was set aside for overseas guests of the Commonwealth and for use by the Prime Minister. Since then successive prime ministers have used it as their Sydney residence.



#### **4.2.1 Major Refurbishments**

The Lodge underwent an extensive refurbishment project between 2013 and 2015. The total cost of the refurbishment project was \$11,590,250 AUD. An additional sum of \$1,142,000 AUD was allocated to the project for security infrastructure upgrade costs. Following the refurbishment, the Prime Minister initiated an independent expert review of the project.

#### **4.2.2 Official Residences Advisory Committee (ORAC)**

Following the Lodge expert review, the Prime Minister in consultation with the Leader of the Opposition, established the Official Residences Advisory Committee to provide advice to government on the conservation, development and the long term strategic planning of the Prime Minister's Official Residences and grounds. Committee members have been selected on their expertise or experience in a number of areas including architecture, planning, design and heritage. The [Terms of Reference](#) set out the policies and procedures of ORAC to assist committee members in the performance of their duties and responsibilities. ORAC is a Government appointed board reporting to the Prime Minister and Cabinet.

#### **4.2.3 Prime Minister's Official Residences Donor Policy**

The donor policy ensures that a consistent approach is in place for the consideration,

acceptance and timely acknowledgement of contributions to the Official Residences by Australian companies, Australian organizations and Australian citizens. This policy is intended to provide transparency and raise awareness of donation opportunities relating to the Official Residences. This policy provides guidance for seeking, obtaining and managing donations and philanthropic support and outlines principles to guide all aspects of donations.

#### 4.2.4 Official Establishment Guidelines for Events

The type of event will dictate who covers the cost of events and functions. The chart below provides an outline of the type of event, who is generally involved, and who is responsible for the cost.

Activity/Event	Who is involved?	Cost born by
<b>Official Government Functions</b> Official Government functions hosted by the Prime Minister (including heads of government and VIP guests). Major events (for example, Australia Day events, diplomatic corps function). COAG dinners. Secretaries/PM&C SES officials.	PM PM's spouse (as required) Guests by written invitation	PM&Cabinet
<b>Prime Minister's functions</b> Functions hosted by the Prime Minister related to the official duties of the office of the Prime Minister. These include: <ul style="list-style-type: none"> <li>receptions/dinners related to the PM's official duties – guests including ministers, business, industry, community or media representatives; and</li> <li>functions for parliamentarians.</li> </ul> Events hosted by the Prime Minister and/or his or her spouse in support of awareness raising for a charity or community organization (not fundraising).	PM PM's spouse (as required) Guests by invitation	PM&Cabinet
<b>Charity events</b> Charity events for primary purpose of fundraising.	PM PM's spouse (as required) Guests	Relevant charity
<b>Party-political events</b> Party-political events may be held at the Official Establishments but must not include any fundraising activities.	PM PM's spouse (as required) Guests	PM/Party
<b>Miscellaneous events</b> Event appropriate to the residences such as historical or heritage house and garden tours or significant community celebrations.		Relevant organization
<b>Private functions</b>	PM	PM

Activity/Event	Who is involved?	Cost born by
Private functions hosted by the PM or spouse which are medium to large events (such as weddings, birthdays, large dinner parties or business functions related to PM's spouse (if relevant)). Note: small private functions of the Prime Minister and family are covered under the Prime Minister's accommodation and sustenance needs.	PM's spouse Guests	PM's spouse

## 4.3 New Zealand

### 4.3.1 Premier House

Premier House is the official residence of the Prime Minister of New Zealand, located at 260 Tinakori Road, Thorndon, Wellington. A private house purchased for the Prime Minister's official residence when government shifted its base to Wellington in 1865, it was first greatly expanded and then, as its wooden structure deteriorated, shunned by the more modest political leaders on learning the cost of repairs. It was leased to private individuals for six years in the late 1890s then returned to use as an official residence for the Prime Minister until the Great Depression, when a new government in 1935 wished to avoid "show". For more than half a century it was a dental clinic until it was renovated and recommissioned as Premier House in 1990.

The residence is administered and maintained by the Department of Internal Affairs.

Premier House hosts VIPs, such as Prince William, who attended a barbecue there in 2010. It is also used by politicians and officials for meetings and is the venue for events such as awards ceremonies. Premier House was one of the few Crown-owned ministerial houses retained by the government recently after it reformed ministerial expenses.



#### 4.3.2 Capital Investment Milestones

- The house was renovated and recommissioned in 1990 for an unpublished amount.
- Approximately \$3,000,000 was spent in upgrades in 2017. Costs in New Zealand dollars.

## 5 Former Prime Minister Residences

A comprehensive list of former residences: <https://ottawacitizen.com/news/national/life-before-24-sussex-drive>

### 5.1.1 Earnscliffe

The property overlooks the Ottawa River, just east of the Macdonald-Cartier Bridge. It is located to the northwest of Sussex Drive, across from the Lester B. Pearson Building.

The manor was built in 1855 and sold to Sir John A. Macdonald in 1883. In 1891 Macdonald fell ill, and he died in his room at Earnscliffe. In 1930 the first British High Commissioner to Canada arranged to buy the house for the British government. It has been the home of the British High Commissioner ever since.

### **5.1.2 Château Laurier**

R. B. Bennett, Prime Minister between 1930 to 1935, lived in a 5,000-square-foot suite at the Château. The large rooms featured high ceilings, elaborate mouldings and oak-panelled walls.

### **5.1.3 Laurier House**

The house was built in 1878, but it had significant later alterations. It now exhibits elements of the Italianate manner, as well as traces of Second Empire style. It was formerly the residence of two Canadian prime ministers: Sir Wilfrid Laurier (for whom the house is named) and William Lyon Mackenzie King. Its address is 335 Laurier Avenue East.

Laurier lived there from 1897 until his death in 1919. His wife willed the house to Mackenzie King upon her death in 1921. King then lived there from 1923 until his death in 1950, and he willed the house to the Canadian Crown. The Cabinet then briefly considered designating the home as the permanent official residence of the Prime Minister. However, the Prime Minister at the time, Louis St-Laurent, opposed designating it as such.

Under the terms of the Laurier House Act 1951, the home and its grounds were entrusted to the NCC, the Department of Public Works, and Library and Archives Canada. Since 1988, the house has been administered by Parks Canada as part of the national park system, operating it as a public museum. However, the NCC continues to maintain the grounds, and the national archives retain ownership of all archival materials in the house.