

# Branch — Project Management and Maintenance Services

## Introduction

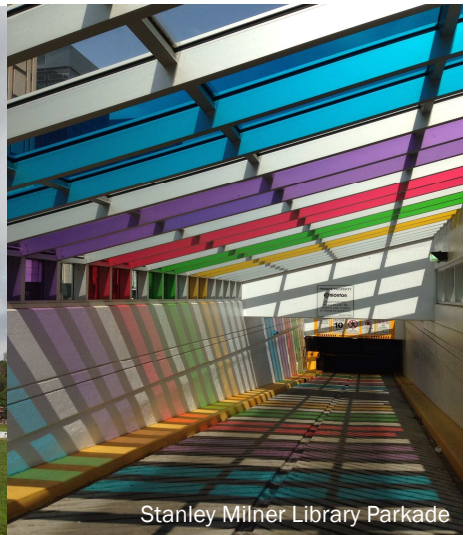
Project Management and Maintenance Services enhances the liveability of the city for all Edmontonians by supporting other departments, boards and authorities in the delivery of their capital projects by managing design and construction of buildings, facilities, attractions, parks and open spaces, maintaining the existing assets, and stewarding corporate project management knowledge and processes.

The work of the branch is delivered by three program areas:

**Buildings Design and Construction (BDC)** represents the City and public interests in the design, construction and rehabilitation of civic facilities such as recreation centres, fire and police stations, libraries and transit facilities. Utilizing project management best practices, projects are delivered to meet the immediate and long term needs of the City while adhering to legislative requirements and City Policies. The program is a service provider to other departments, boards and authorities (e.g. Libraries, Police) by providing corporate oversight during the management of buildings and facility projects through various project phases. BDC is also used by the corporation as a resource for technical input.

**Landscape Design and Construction (LDC)** administer parks and open space projects on behalf of the City to meet the immediate and long term livability needs of citizens. This is accomplished through the use of in-house project management, design and construction resources for small and mid sized projects, supplemented with external design consultant and contractors for larger projects. The program is a service provider to other departments by providing corporate oversight while delivering parks and public green projects. LDC utilizes both external design consultants and construction contractors, and in-house design & construction resources to deliver projects.

**Facility Maintenance Services (FMS)** proactively maintains close to 900 City owned facilities including buildings, park spray decks, splash pads and river valley pedestrian bridges. Using life cycle analysis from planning to condition assessment, the goal is to maximize the life of the facility while minimizing disruption to the public. This includes energy management supporting the goals identified in the City's environmental strategic plan. The group also provides custodial services through internal and contracted resources for numerous client departments. This area also includes the Corporate Centre for Project Management, which provides a centralized, shared service for all civic employees on matters related to capital project management. Their services include: providing and continuously improving and standardizing corporate project management practices, coordinating corporate project management training and development, and stewarding corporate project management knowledge.



## Branch — Project Management and Maintenance Services

### Approved 2014 Budget – Branch Summary (\$000)

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 626	\$ 492	\$ 481	\$ (11)	(2.2)
<b>Total Revenue &amp; Transfers</b>	<u>626</u>	<u>492</u>	<u>481</u>	<u>(11)</u>	<u>(2.2)</u>
<b>Expenditure &amp; Transfers</b>					
Personnel	41,563	45,879	47,494	1,615	3.5
Materials, Goods & Supplies	6,879	6,680	7,190	510	7.6
External Services	30,810	26,299	32,442	6,143	23.4
Fleet Services	2,485	2,989	3,042	53	1.8
Intra-municipal Services	3,996	3,874	4,403	529	13.7
Utilities & Other Charges	781	1,052	1,045	(7)	(1)
Subtotal	86,514	86,773	95,616	8,843	10.2
Intra-municipal Recoveries	(42,629)	(38,000)	(41,700)	(3,700)	9.7
<b>Total Expenditure &amp; Transfers</b>	<u>43,885</u>	<u>48,773</u>	<u>53,916</u>	<u>5,143</u>	<u>10.5</u>
<b>Net Operating Requirement</b>	<b>\$ 43,259</b>	<b>\$ 48,281</b>	<b>\$ 53,435</b>	<b>\$ 5,154</b>	<b>10.7</b>
<b>Full-time Equivalents</b>	490.5	511.7	526.2	14.5	

# Branch — Project Management and Maintenance Services

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## Budget Changes for 2014 (\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc. \$(11)

Reduction is due to correction of miscellaneous revenues (donations) which are no longer generated by the Landscape Design and Construction program area.

### Expenditures & Transfers - Changes

#### Personnel \$1,615

Increase of \$942 for operating costs for maintenance of new facilities (including tradesman, custodial and administrative staff) and \$673 from movement within salary ranges and changes in benefits.

#### Material, Goods & Supplies \$510

Increase relates to additional \$230 for supplies to meet increased demand for custodial services and \$290 for new facility life cycle maintenance requirements (including material and vehicle leases).

#### External Services \$6,143

Increase of \$2,365 relates to operating costs for contracted maintenance on new facilities, \$2,495 increase for contracted facility maintenance and custodial services (recoverable) and \$1,275 increase from re-negotiation of existing facility maintenance contracts.

#### Fleet Services \$53

An increase of \$53 is attributed to a fuel cost increase.

#### Intra-municipal Services \$529

Increase is primarily due to \$471 increased services/costs associated with PMMS facilities and offices as well as an increased cost for space rent and utilities.

#### Utilities & Other Charges \$(7)

Savings to reflect actual usage.

#### Intra-municipal recoveries \$(3,700)

Increase is due to growth in requirement for existing Facility Maintenance Services \$(2,059), for Facility Maintenance on new facilities - \$(782) - (Transit \$(542), Fire \$(74), Libraries \$(108) and Waste Management \$(58)) and \$(859) increase in anticipated recoveries from capital projects.

### Full-time Equivalents - Changes

Increase in FTEs is due to operating costs associated with maintenance of new facilities, resulting in an additional 38.0 permanent positions of which 23.5 are annualized.

# Branch — Project Management and Maintenance Services

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Building Design and Construction

Link to 10-Year Strategic Goals



### Results to be Achieved

Building Design and Construction (BDC) will manage \$533 million in capital projects, targeting construction that is on time, on budget and eligible for LEED Silver designation (projects greater than \$1 million). Through these efforts, the program is working to help ensure Edmonton is a well-designed, attractive city.

### Cost Drivers

Number of Capital Projects- City of Edmonton and Partner groups  
Size of Capital Projects- City of Edmonton and Partner groups

### Service Standards

BDC's main goal is to manage the delivery of client projects on-time and on-budget, while protecting the City's and the public's interests. This is accomplished by managing risks at the project and corporate levels, adhering to project management best practices, ensuring that legislative requirements and City policies are met, and ensuring that the clients and key stakeholders needs are addressed.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 1	\$ -	\$ -	\$ -
Expenditure & Transfers	7,890	8,444	8,393	8,680
Subtotal	7,889	8,444	8,393	8,680
Intra-municipal Recoveries	(7,182)	(7,400)	(7,590)	(7,654)
Net Operating Requirement	\$ 707	\$ 1,044	\$ 803	\$ 1,026
Management		4.0	4.0	3.0
Professional/Technical/Union Exempt		18.0	17.0	17.0
Union		32.0	32.0	32.0
Temporary		-	-	-
Full - Time Equivalents		54.0	53.0	52.0

### 2013 Services

This program managed the design and construction of approximately \$193 million of new buildings, facilities, and attractions, and the rehabilitation of existing infrastructure. Major projects include: Meadows and Clareview Recreation Centres & Libraries, Jasper Place & Highlands Libraries, Valley Zoo Entry & Wander, Heritage Valley Fire Station, SW Police Station and various roof replacements. It also managed various building demolitions and hazardous material abatement as required by client departments, developed conceptual and feasibility studies, and provided technical input and support to the corporation.

### Changes in Services for 2014

Core services for 2014 will remain consistent with previous years. Utilizing existing resources, the program will manage the design and construction of new buildings, facilities, attractions, and the rehabilitation of existing infrastructure. Major projects for 2014 include: Meadows and Clareview Recreational Centres, Libraries (Meadows, Clareview, Mill Woods), Kennedale Traffic Operations Building, Kennedale Eco Station, and Mill Woods Seniors Centre and Multicultural Facility.

# Branch — Project Management and Maintenance Services

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Landscape Design and Construction

Link to 10-Year Strategic Goals



### Results to be Achieved

Landscape Design and Construction (LDC) will manage \$30.5 million in capital projects; targeting on time, and on budget. Through these efforts, the program is working to help ensure Edmonton is a well-designed, attractive city.

### Cost Drivers

Number of Capital Projects- City of Edmonton and Partner groups  
Size of Capital Projects- City of Edmonton and Partner groups

### Service Standards

LDC's main goal is to manage the delivery of client projects on-time and on-budget, while protecting the City's and the public's interests. This is accomplished by managing risks at the project and corporate levels, adhering to project management, design and construction best practices, ensuring that legislative requirements and City policies/standards are met, and meeting client and key stakeholder needs.

### Resources

(\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ -	\$ 11	\$ 11	\$ -
Expenditure & Transfers	9,511	9,987	10,611	10,587
Subtotal	9,511	9,976	10,600	10,587
Intra-municipal Recoveries	(6,198)	(7,001)	(7,467)	(7,824)
Net Operating Requirement	\$ 3,313	\$ 2,975	\$ 3,133	\$ 2,763
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		5.0	7.0	7.0
Union		62.0	61.0	61.0
Temporary		19.5	18.5	18.5
Full - Time Equivalents		87.5	87.5	87.5

### 2013 Services

The program managed the design and construction of over 200 parks and public green space projects with a value of approximately \$30.5 million. Major projects include:

- New Park Construction: Multi-Sport Tournament Site, Eaux Claires, Meadows.
- Park Renewal: John Fry, Mill Woods, Borden, Callingwood District Parks.
- Playground Conservation: repair of playground equipment at 11 playground sites.

### Changes in Services for 2014

Core services for 2014 will remain consistent with previous years. Utilizing existing resources, the program will continue to manage the design and construction of parks and public green space projects, and adopt and implement the Project Management Reference Guide to support concept, detail design and construction of green space.

# Branch — Project Management and Maintenance Services

## Approved 2014 Budget – Program Summary (\$000)

### Program Name - Facility Maintenance Services

Link to 10-Year Strategic Goals



#### Results to be Achieved

Facility Maintenance Services (FMS) seeks to improve the average asset condition as measured by the Facility Condition Index (FCI), maintain Maintenance funding as a percentage of replacement value of buildings in the target range of 2 to 4%, and impact citizen's perception of facility cleanliness.

#### Cost Drivers

Number of assets  
Number of Programs

#### Service Standards

This program provides maintenance services for all City buildings including boards, authorities and external clients (AHS), and operates on a partial cost recovery model. Maintenance trades: approximately 34% of all work is cost recovery and 43% of all maintenance activity is delivered by external contractors. Custodial: cost recovery of approximately 58% from EPL, EPS etc. and 64% of custodial work is delivered by external contractors.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 625	\$ 335	\$ 481	\$ 481
Expenditure & Transfers	69,113	61,705	67,769	76,349
Subtotal	68,488	61,370	67,288	75,868
Intra-municipal Recoveries	(29,249)	(22,647)	(22,943)	(26,222)
Net Operating Requirement	\$ 39,239	\$ 38,723	\$ 44,345	\$ 49,646
Management		2.0	2.0	2.0
Professional/Technical/Union Exempt		12.0	12.0	13.0
Union		325.6	348.6	363.1
Temporary		9.4	8.6	8.6
Full - Time Equivalents		349.0	371.2	386.7

#### 2013 Services

This program operated buildings and facilities infrastructure and provided custodial services for 896 buildings/facilities worth over \$5.1B. It also planned and implemented preventive and corrective maintenance; planned capital renewal and performed smaller renovation projects; hosted a Project Management conference; and created project management documentation classification for all City projects. The program responded to changes in legislation and safety regulations regarding the implementation of a Fire Door Inspection and Repair Program and initiated an Arc Flash Evaluation and Labeling Program for all existing city-owned buildings.

#### Changes in Services for 2014

Core services for 2014 will remain consistent with previous years. The program will support operations and maintenance of new buildings to be completed during 2014. Utilizing existing resources, the program will adopt and implement the Project Management Reference Guide.

# Branch — Project Management and Maintenance Services

## Branch - Project Management and Maintenance Services Program - Facility Maintenance Services Operating Impacts of Capital

FUNDED

### Results to be Achieved

In 2014, over \$319 million in new facilities are expected to be brought into service. Custodial and regular maintenance services must be provided to these facilities to ensure the efficient operations of City programs and to provide the public with a positive and safe experience in the various programs and services that are offered. These new facilities contain a variety of building components which must be inspected and serviced in accordance with regulatory and warranty requirements.

### Description

This service package is for the maintenance and custodial activities at new City of Edmonton facilities. The package is based upon a maximum of a 2% allowance for the maintenance of typical public facilities and adjusted downward for minor facilities as appropriate. Custodial services are based on applying current standards of service. A full year's cost of facility maintenance and custodial services for these new facilities is projected at \$8.9 million. As some of the buildings will not be in service until part way through the year, \$3.6 million and 38.0 FTE's are required in 2014. The staffing complement includes 19 trades staff and 19 custodial staff requiring 9 vans and 3 trucks.

### Background

The major 2014 new facilities include Meadows Recreational Centre and Library, Clareview Recreational Centre and Library and Kennedale Traffic Operations Building. Changes in the Enterprise Facility Policy requires maintenance for Blatchford Hangar, Carousel Building and Selkirk Hotel maintenance services to be part of this budget. As confirmed in the City Auditor's report, planned maintenance is generally less costly than corrective maintenance.

### Options

The only option is to reduce the level of service provided which will result in increased life cycle costs, and reduction in availability of facilities for use by the public and City staff.

### Implications of Not Funding

If the package is not approved, planned maintenance in other facilities will need to be reduced to provide the budget required to keep warranties valid, ensure facilities functionality, and provide appropriate levels of safety for public and city personnel. This reduction will increase the risk of unplanned maintenance and erode the progress made to date on increasing the reinvestment in capital.

incremental (\$'000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	3,596		3,596	14.5	-		-	-	\$ -		-	-
Annualization	5,346	-	5,346	23.5	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 8,942</b>	<b>-</b>	<b>8,942</b>	<b>38.0</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>