

Branch — Project Management and Maintenance Services

Introduction

Project Management and Maintenance Services enhances the livability of the city for all Edmontonians by supporting other departments, boards and authorities in the delivery of capital projects by managing the design, construction and maintenance of facilities and the design and construction of landscapes. The Branch provides services to construct buildings, attractions, and diverse landscapes while maintaining the existing assets to ensure the City can deliver services and infrastructure of the greatest value to Edmontonians. To ensure project management services are being delivered efficiently, the Branch also stewards the Corporate Centre for Project Management.

The Branch supports the City of Edmonton Strategic Plan; Master Plans for various business areas such as Community Recreation Facilities, Fire Rescue Services, the Edmonton Public Library, and the Edmonton Police Services; Park Renewal; as well as the attraction of international sporting events.



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

Buildings Design and Construction (BDC) represents the interests of the City and public in facility planning, design, construction, rehabilitation, demolition and environmental remediation. The program is supported by the Facility Architecture and Engineering section, which provides technical expertise in project development, architecture and engineering. Types of facilities include recreation centres, fire and police stations, libraries, transit facilities and the new Rogers Place. Utilizing project management best practices, projects are delivered cost-effectively to meet the immediate and long-term needs of the city while adhering to legislative requirements and City policies.

Landscape Design and Construction (LDC) provides project management, planning, design, survey, and construction services to other City Branches and Departments to build and renew parks, playgrounds, sports fields, and other landscapes to meet the immediate and long-term livability needs of Edmontonians. This is accomplished through the use of in-house project management, design and construction resources for small and medium-sized projects, supplemented with external design consultants and contractors for larger projects.

Facility Maintenance Services (FMS) operates and proactively maintains more than 900 City-owned facilities with the goal of maximizing their lifespan and minimizing costs and disruptions to public services. FMS also provides custodial services for these facilities through internal and contracted resources. Facilities include buildings such as recreation facilities, police stations, libraries, City-owned office towers and transit shelters; park spray decks and splash pads; and river valley foot bridges. FMS also provides energy management services on behalf of the City. The services include negotiating energy supply contracts and developing energy conservation programs for City facilities, which support the goals identified in the City's environmental strategic plan. In addition, this area houses the Corporate Centre for Project Management, which acts as a centralized service for all city employees on matters related to capital project management. Their services include: providing and continuously improving corporate project management practices, coordinating corporate project management training and development, and acting as stewards of corporate project management knowledge.



Branch — Project Management and Maintenance Services

Proposed 2015 Budget – Branch Summary

(\$000)	2013 Actual	2014 Budget	2015 Budget	\$ Change '14-'15	% Change '14-'15
Revenue & Transfers					
User Fees, Fines, and Permits	583	481	503	22	4.6
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
Total Revenue & Transfers	\$583	\$481	\$503	\$22	4.6
Expenditure & Transfers					
Personnel	43,355	47,611	49,458	1,847	3.9
Materials, Goods, and Supplies	6,167	7,209	7,509	300	4.2
External Services	33,736	32,381	42,916	10,535	32.5
Fleet Services	2,643	2,722	2,648	(74)	(2.7)
Intra-municipal Charges	4,039	4,537	4,224	(313)	(6.9)
Utilities & Other Charges	721	1,081	2,358	1,277	118.1
Transfer to Reserves	244	-	-	-	-
Subtotal	90,905	95,541	109,113	13,572	14.2
Intra-municipal Recoveries	(41,978)	(41,436)	(47,259)	(5,823)	14.1
Total Expenditure & Transfers	\$48,927	\$54,105	\$61,854	\$7,749	14.3
Net Operating Requirement	\$48,344	\$53,624	\$61,351	\$7,727	14.4
Full-time Equivalents	509.7	522.2	554.2	32.0	

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Budget Changes for 2015

Revenue & Transfers - Changes

User Fees, Fines, and Permits \$22

Increase in revenues for Custodial Services provided to Emergency Medical Services' Stations to match 2013 actual revenues, as well as capturing 2014 cost increases.

Expenditures & Transfers - Changes

Personnel \$1,847

Increase of \$1,847 for operating costs for maintenance of new facilities (32 FTEs - including tradesman, custodial and administrative staff) and movement toward job rate, changes in benefits and approved cost of living adjustment.

Material, Goods & Supplies \$300

Increase relates to \$60 for purchase of hand-held devices for the Mobility Project, \$34.5 for software license fees, \$23.5 for custodial services of new facilities, and \$182 for supplies to provide additional custodial services.

External Services \$10,535

Increase of \$1 million relates to operating costs for contracted maintenance on new facilities, \$4 million for capital projects (recoverable), \$670 for one-time demolition of city owned building and \$4,865 to accommodate increase in project and demand work (recoverable).

Fleet Services \$(74)

There is an increase of \$97 for future replacement of the fleet and a decrease of \$96 for maintaining the fleet. A decrease of \$75 is attributed to lower fuel costs.

Intra-municipal Charges \$(313)

Decrease of \$313 is primarily due to decreased rent, utilities and facility services costs for CN Tower and Century Place.

Utilities & Other Charges \$1,277

Increase of \$1,158 for Department Space requirements (space rent and moving costs), increase of \$72 in safety training, and \$47 in cellular costs for handheld devices for the Mobility project.

Intra-municipal Recoveries \$(5,823)

Increased recoveries of \$4 million from capital projects, \$1.8 million due to restatement of shared services model (Fleet Services restatement and recovery of indirect costs from Utilities and Enterprises), and increase in demand work.

Full-time Equivalents - Changes

Increase in FTEs is due to operating costs associated with the maintenance of new facilities, resulting in an additional 32 positions. Of these, 23.5 positions are for facilities that opened at different points in time during 2014 and another 8.5 positions for facilities opening during 2015.

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Proposed 2015 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 approximately \$840 million in capital projects, targeting on time and on budget project delivery, pursuing LEED Silver designation (where applicable), increasing waste diversion and reducing energy use. Thus 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 aim is to deliver client projects on-time and on-budget, while protecting the interests of the City and the public. This is accomplished by mitigating project risks, adhering to project management best practices, and ensuring that legislative requirements, City policies, as well as client and stakeholder needs are met.

Resources (\$000)	2013 Actual	2013 Budget	2014 Budget	2015 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	7,464	8,509	8,676	8,645
Subtotal	7,464	8,509	8,676	8,645
Intra-municipal Recoveries	(7,571)	(7,590)	(7,654)	(7,835)
Net Operating Requirement	\$ (107)	\$ 919	\$ 1,022	\$ 810
Management		4.0	2.0	2.0
Professional/Technical/Union Exempt		17.0	17.0	17.0
Union		32.0	34.0	34.0
Temporary		-	-	-
Full - Time Equivalents		53.0	53.0	53.0

2014 Services

In 2014, this program managed the delivery of approximately \$335 million of new buildings, facilities, and attractions, as well as rehabilitation of existing infrastructure. Major projects included: Meadows and Clareview Recreational Centres and Libraries, five park pavilions, Commonwealth Stadium FIFA upgrades, Rogers Place, Highlands and Mill Woods Libraries, Abbottsfield Recreation Centre, roof replacements, numerous facility rehabilitations and demolitions of Cromdale Bus Barn, Argyll and Prince Rupert Schools. It also developed conceptual and feasibility studies, and provided technical input and support including hazardous material remediation as required by client departments.

Changes in Services for 2015

Core services for 2015 will remain consistent with previous years. Utilizing existing resources, the program will manage the planning, design and construction of new buildings and facilities and the rehabilitation of existing infrastructure. Projects for 2015 include: completion of Mill Woods Library and Seniors Centre, Calder Library, Borden Park Swimming Pool, NE Transit Facility, Kennedale Traffic Operations Building, Kennedale ECO Station, Edmonton Police Service NW Campus, Heritage Valley and Lewis Estates Fire Stations, Shaw Conference Centre escalators and continued construction of Rogers Place.

Branch — Project Management and Maintenance Services

Proposed 2015 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 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 aim is to deliver client projects on-time and on-budget, while protecting the interests of the City and the public. This is accomplished by mitigating project risks, adhering to project management best practices, and ensuring that legislative requirements, City policies, as well as client and stakeholder needs are met.

Resources (\$000)	2013 Actual	2013 Budget	2014 Budget	2015 Budget
Revenue & Transfers	\$ -	\$ 11	\$ -	\$ -
Expenditure & Transfers	9,215	10,611	10,637	10,935
Subtotal	9,215	10,600	10,637	10,935
Intra-municipal Recoveries	(5,545)	(7,467)	(7,824)	(7,824)
Net Operating Requirement	\$ 3,670	\$ 3,133	\$ 2,813	\$ 3,111
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		7.0	7.0	7.0
Union		61.0	57.0	57.0
Temporary		18.5	18.5	18.5
Full - Time Equivalents		87.5	83.5	83.5

2014 Services

The program manages the planning, design and construction of over 200 public landscape projects with an annual combined value of approximately \$30 million. Projects range in scale and complexity including district park construction: Ivor Dent Sports Site, Meadows, Borden, and Hawrelak Park; community funded installations: construction of neighborhood playgrounds and other joint community funded amenities; conservation projects: renewal of miscellaneous playspace equipment, sports fields, parks, and utility projects; and roadway landscape projects: streetscape and road growth projects.

Changes in Services for 2015

Core services for 2015 will remain consistent with previous years. Utilizing existing resources, the program will continue to manage the planning, design and construction of parks and public green spaces, as well as support concept and detail design of other landscape projects. LDC will also undergo an organizational change implementation to provide more efficient and effective services.

Branch — Project Management and Maintenance Services

Proposed 2015 Budget – Program Summary

(\$000)

Program Name - Facility Maintenance Services

[Link to 10-Year Strategic Goals](#)



Results to be Achieved

Facility Maintenance Services (FMS) will provide maintenance, operational and custodial services for over 900 facilities worth over \$5.8 billion with the goal of maximizing their lifespan and minimizing costs and disruptions to public services. Facilities include City-owned buildings, as well as those owned by City boards and authorities.

Cost Drivers

Number of Assets

Number of Programs

Service Standards

This program seeks to improve the average asset condition as measured by the Facility Condition Index (FCI) to 0.95, maintain Maintenance funding as a percentage of replacement value of buildings in the target of 2%, and impact citizen's perception of facility cleanliness in a positive way.

Resources (\$000)	2013 Actual	2013 Budget	2014 Budget	2015 Budget
Revenue & Transfers	\$ 583	\$ 481	\$ 481	\$ 503
Expenditure & Transfers	74,226	67,068	76,228	89,533
Subtotal	73,643	66,587	75,747	89,030
Intra-municipal Recoveries	(28,862)	(22,936)	(25,958)	(31,600)
Net Operating Requirement	\$ 44,781	\$ 43,651	\$ 49,789	\$ 57,430
Management		2.0	2.0	2.0
Professional/Technical/Union Exempt		12.0	14.0	14.0
Union		348.6	361.1	393.1
Temporary		8.6	8.6	8.6
Full - Time Equivalents		371.2	385.7	417.7

2014 Services

This program provides maintenance, operational and custodial services for more than 900 facilities worth over \$5.8 billion on a partial cost recovery basis of 32% for maintenance services and 58% for custodial services. Over 43,800 preventative and repair work orders are completed annually valued at over \$55.3 million. A major accomplishment was securing a new electricity contract for the City of Edmonton for the first time on the de-regulated energy market. A new innovative Non-Contract Request for Proposal resulted in estimated savings of \$10 million over the next five years. The Corporate Centre for Project Management continued with the Project Management Reference Guide implementation, including pilot projects. In addition, the Project Management Information System project was initiated, and the scope of the project was validated with business areas to plan for next steps of the project.

Changes in Services for 2015

Core services for 2015 will remain consistent with previous years. The program will support operations and maintenance of new buildings to be completed in 2015, demolish the abandoned City-owned former animal control compound, and facilitate relocation of the South Shop operations. With respect to the Corporate Centre for Project Management, the program will use existing resources to continue the implementation of the Project Management Reference Guide and procure a Project Management Information System to complement the reference guide.

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Program - Facility Maintenance Services
Title - Demolition of Unoccupied Building

New or Enhanced Service
Funded

Results to be Achieved

This service package is to obtain funding for the demolition of an abandoned City-owned structure, the former animal control compound (SPCA Building located on 66 Street and Yellowhead Trail), which will ensure that Edmonton is a safe city and contribute to the Facility Condition Index performance measure.

Description

This service package will provide one-time funding to demolish the former animal control compound to minimize the long-term risk to the City. The funding will provide the dollars to demolish the structure in accordance with all known regulations and will return the property to a greenfield state. In the future, it is anticipated that requests of this nature will be made annually based on the known structures that require demolition in accordance with the evolving City needs.

Background

In consultation with Project Management and Maintenance Services and Corporate Properties, this building has been confirmed as abandoned. Currently, there is no standardized process for ensuring that abandoned City-owned facilities are demolished or otherwise made safe. Where the abandonment of the building is not directly tied to a capital project, it is necessary that the demolition of this structure be funded from city operating funds.

Options

The alternative is to leave the abandoned building intact, which could potentially impact the safety of citizens. Abandoned buildings are unsightly and are associated with a variety of social, economic, and environmental ills. They can contribute to illegal activity, degradation of neighbourhoods, and are a risk to first responders, the community, and children that live in the area. In addition, abandoned buildings present environmental hazards including landscape impacts, erosion and pollution.

Implications of Not Funding

The abandoned structure will increase the City's liability risk should unauthorized persons access the building and attempt to reside in it, or vandalize it. Vandals could create environmental hazards through the release of asbestos, biological contamination or cause a fire in the structure.

incremental (\$000)	2015				2016				2017			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	670	-	670	-	(670)	-	(670)	-	-	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$670	-	670	-	(\$670)	-	(670)	-	-	-	-	-

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Program - Facility Maintenance Services
Title - Department Space

New or Enhanced Service
Funded

Results to be Achieved

This service package is to obtain funding to accommodate Community Services Department's immediate and growing need for temporary space. Funding will be used to provide approximately 11,000 square feet of temporary office and shop space for staff and equipment, as well as parking for personal and city vehicles, as a result of Edmontonians' and city staffs growing demand for efficient and timely services. This initiative aligns with Corporate Outcome the City of Edmonton delivers valued, quality, cost-effective services to its citizens and could contribute to the overall citizen satisfaction measure.

Description

This service package will fulfill the department's immediate space needs of approximately 11,000 square feet of office and shop operational space on an interim basis, while long-term needs are being considered through the 2015-2018 Capital Budget process. Currently, Community Services is facing space challenges due to transformational projects and city growth, such as the closure of the Edmonton Municipal Airport, Southeast LRT construction, and the time associated with building new permanent facilities. This funding will be used towards projects such as leasing facilities to accommodate the Facility Maintenance South Shop relocation and amalgamation of Neighbourhood Parks and Community Recreation Southwest District staff in one location until permanent facilities are acquired. Both are awaiting Capital Budget approval for new facilities to be built, and in the meantime leased facilities are required for approximately a five-year period.

Background

As one of Canada's fastest growing municipalities, Edmonton continues to face increasing demand for services delivered by the Community Services Department. Thus, additional space is required to house staff and equipment. As part of 2015-2018 Capital Budget development, a new South Shop and a new Southwest District facility were considered, however low on the priority list. Until these facilities are brought on line, temporary space is required. The current industry standard lease is for a five-year term, which should be sufficient time to have these spaces designed and constructed. The pressure to move out of the current South Shop stems from the Southeast LRT construction; while a new Southwest District facility is needed to house all staff in one location. Both leases will produce cost savings, as staff will be able to respond to service calls more quickly and improve coordination of operations.

Options

There are no other cost-effective alternatives to leasing the required facilities. Other Community Services staff locations are already either at capacity or over capacity.

Implications of Not Funding

If this package is not approved, there will be a critical impact to operations. Staff will not have appropriate space to work, response and travel times to service requests will increase, thereby decreasing productivity; coordination of operations between sections will deteriorate resulting in less effective response to community concerns.

Incremental (\$000)	2015				2016				2017			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	1,158	-	1,158	-	(612)	-	(612)	-	-	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$1,158	-	1,158	-	(\$612)	-	(612)	-	-	-	-	-

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Program - Facility Maintenance Services Title - Operating Impacts of Capital

Operating Impacts of Capital Funded

Results to be Achieved

Custodial and maintenance services must be provided to new 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. Providing custodial and maintenance services on a regular basis ensures that facilities are properly maintained, so that they can continue to be used now and in the future, while minimizing the funding required to do so. These new facilities contain a variety of building components, which must be inspected and serviced in accordance with regulatory and warranty requirements. This initiative aligns with the Corporate outcomes of ensuring Edmonton is attractive and compact and Edmonton is a safe city, and could contribute to the percentage of Edmontonians who report Edmonton is a well-designed and attractive city and to the percentage of Edmontonians who report facilities are well maintained.

Description

This service package provides for the maintenance and custodial services at new City of Edmonton facilities and is based upon 2% of construction cost for the maintenance of typical public facilities (reduced for minor facilities as appropriate). This service package reflects that some of the buildings will not be in service until part way through 2015. The specific FTE breakdown will not be defined until the facilities are commissioned. The increase will also include the provision of associated resources such as tools. The requested funding will provide maintenance and custodial services to new facilities for the Waste Management Services, the Edmonton Transit System and the Community Services Department. Project Management and Maintenance Services also provides maintenance and custodial services to the Edmonton Police Service and Libraries.

Background

New facilities in 2015 include Windermere, Nexus Business Park and Villeneuve Police Stations; Lewis Estates Fire Station; Highlands, Clareview, Meadows and Mill Woods Libraries; as well as Kennedale Eco Station, Alberta Aviation Museum, Whitemud Equine Learning Centre, 80 new bus shelters and several spray park conversions. In addition, William Hawrelak Park Water Play Experience scheduled to open August 2015 will require some maintenance and servicing work, which is also accounted for in this package. As confirmed in the City Auditor's report, planned maintenance is generally less costly than corrective maintenance.

Options

Project Management and Maintenance Services could reduce the level of service provided, which will result in increased life cycle costs, reduce the availability of facilities for use by the public and City staff, and is likely to decrease satisfaction with the levels of maintenance and cleanliness of public facilities.

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 the functionality of facilities and that appropriate safety standards are maintained. This reduction will increase the likelihood that unplanned maintenance will need to be undertaken and could lead to greater funding requirements in the future to keep facilities operational.

incremental (\$000)	2015				2016				2017			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	1,441	-	1,441	8.5	-	-	-	-	-	-	-	-
Annualization	416	-	416	2.5	-	-	-	-	-	-	-	-
Total	\$1,857	-	1,857	11.0	-	-	-	-	-	-	-	-

Branch — Project Management and Maintenance Services

Branch Performance Measures

The following performance measures are intended to provide an example of some of the measures that the Branch is currently monitoring. Since services provided within each Branch are very diverse, the measures are not intended to represent the Branch overall.

Effectiveness measures whether the Branch is effective in achieving its desired outcomes.

Efficiency measures how well resources are being used to produce a service or product.

Measure Type	Key Outcome (from Mandate)	Performance Measure	Target	Actual (year & result)
Effectiveness	Building infrastructure is effectively managed to maximize the service life of City assets	Facility Condition Index	0.95	2013 - 0.88
Efficiency	Capital projects are effectively managed to provide citizens with quality infrastructure	City buildings and facilities are built on budget	90%	2013 - 100%
		City parks and open spaces are built on budget	90%	2013 - 97%

Facility Condition Index (FCI): This measure is an industry recognized tool to benchmark the overall condition of facilities. It is calculated by dividing the dollar amount of the deferred maintenance deficiencies by the total dollar amount required to build an exact replica of the facility, and then subtracting from 1. The higher the number, the better the reported condition of the facility. The 2013 FCI for the City facilities maintained by the Facility Maintenance Services program is 0.88, which is within the fair range of 0.85 – 0.94. As confirmed in the City Auditor's report, planned maintenance is generally less costly than corrective maintenance and therefore should be addressed in a timely manner.

City buildings and facilities are built on budget and City parks and open spaces are built on budget:

These two performance measures address building city facilities, parks and open spaces on budget, with the target of 90%. Currently, the Building Design and Construction (BDC) and the Landscape Design and Construction (LDC) programs exceed this target at 100% and 97% respectively. These measures are based on providing client requested services for dollar amounts equal to or less than the approved client budget dollar amounts. Staying on budget throughout the phases of a project is one of the key indicators of project success. Presently, the Branch is reviewing its performance measures to ensure greater efficiency and effectiveness of its programs.