

# Facility Management

Led by: Director of Facility Management

## Service Description

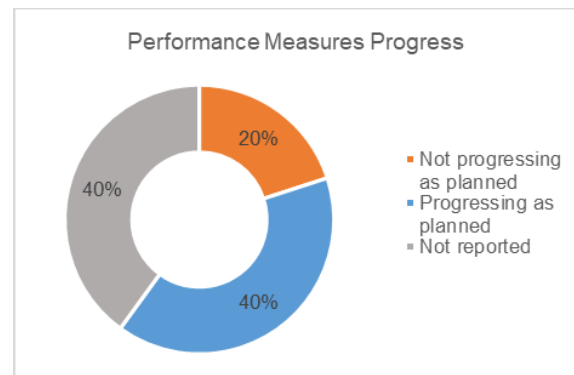
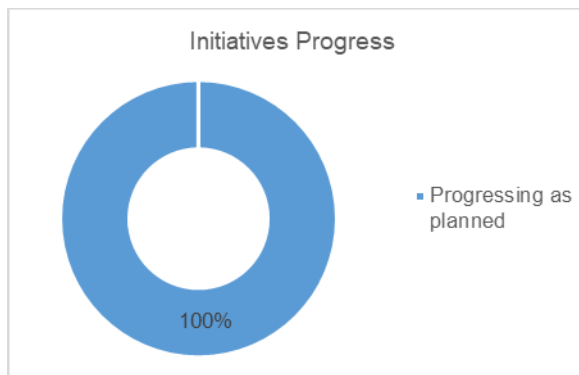
Facility Management (FM) stewards a diverse portfolio of Buildings that are necessary to deliver services to citizens. Through professional facility management services, we create and enable positive experiences for staff to deliver effective and quality services to citizens. FM coordinates the facility and site needs to accommodate people, vehicles and equipment and provides the operations, maintenance and sustainment for these facilities and sites. FM's portfolio continues to increase as a result of consolidation of facility stewardship and will continue to grow through 2026.

## Service Updates

### Key service results

Facilities continues to focus on enabling City service delivery by meeting workplace needs, investing in life safety/critical building systems and improving the preventative maintenance program: 1) Facilities continues to improve the collection of building component data across our portfolio which better informs our evidence based decision making through the preventative maintenance program, investments in priority items, and management of the aging infrastructure risk. 2) Due to a cold snap in January, there was a record number of Facility Service Requests (FSRs) and work orders received. The quick resolution of these FSRs resulted in positive feedback for response time and quality of service. Despite increased work orders, Facilities also managed snow & ice control around City facilities, ensuring continued service delivery for Calgarians and staff. 3) Enhancements of the Corporate Structures List in May including: mobile accessibility, easy-to-view site maps, enhanced search functionality, route directions, and integration with Content Server reports. Our frontline staff now access information on-demand while at sites, increasing our ability to deliver efficient, effective, and

### Progress summary



### Risk(s) impacting the progress

Aging Building Infrastructure  
Supply Chain, Labour Shortage and Inflation Impacts on Facilities  
Facility Management Workforce Sustainment and Employee Retention



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

➡ Progressing as planned

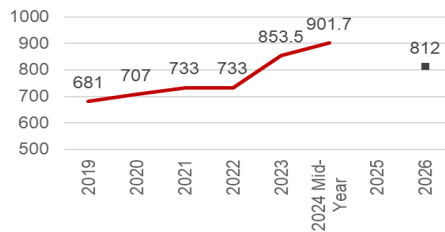
⬅ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status

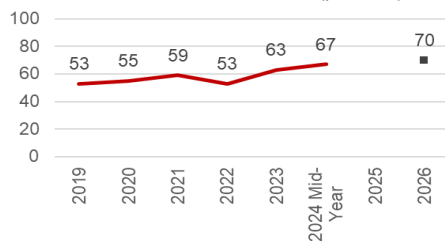
PM 1: Facility Management Age Based Deferred Maintenance (millions of dollars)



Age-based Deferred Maintenance has grown since 2023 due to transfer of assets through the Corporate Coordinated Operations & Maintenance (CCOM) Program and updates to decay assumptions utilized in the Enterprise Asset Management (EAM) system; the current estimate is \$901.7 million. However, this deferred maintenance value has stabilized over first half of 2024 due to: 1) increased resources available to review, update and enter more building condition data, 2) a slowdown of facilities transferred through CCOM in 2024 and 3) continued investments that slow the decay rate.



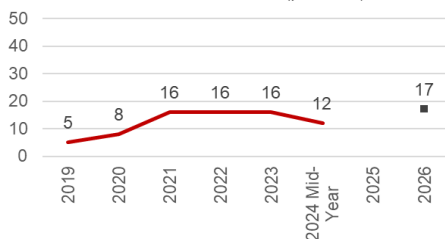
PM 2: Proportion of Work Orders that are Preventative Maintenance (per cent)



Despite the significant increase in facilities transferred through the Corporate Coordinated Operations & Maintenance (CCOM) program, Facilities continues to trend towards meeting its 2026 target, currently at 67 per cent Preventative Maintenance (PM) to 33 per cent on-demand (OD). To continue to achieve and maintain the targeted PM to OD ratio, Facilities has been identifying & harmonizing opportunities across the full portfolio and monitoring the on-demand cycle to identify areas of high demand that can proactively be addressed by the PM program instead.



PM 3: Facility Management Assets in Poor & Critical Condition (per cent)



Facilities continues to improve data by using Building Condition Assessments (BCAs) and completing BCAs on assets transferred without prior assessments in place. The Asset Management team has completed 160 BCAs to date and are targeting to complete an additional 114 BCAs; the majority are new BCAs, but may include re-inspections. BCAs are used to prioritize investment (including the additional \$20M from 2023) into assets, including 12 per cent of buildings assessed as having poor and critical components.





## Progress on Service Delivery

### PROGRESS STATUS



Completed



Progressing as planned



Not progressing as planned



Not started

### FUNDING TYPE



















Capital



Operating

Initiative 1		Impact Area: City-wide	Funding Type: 
Enable the delivery of all City services to Calgarians by operating, maintaining and sustaining 549 City facilities, which will increase to approximately 1000 with the completion of the Corporate Coordinated Operations & Maintenance (CCOM) implementation.			
UPDATE 	Work orders (WOs) continue to grow year-over-year due to the aging and growing portfolio. In 2024 so far, WOs are up 13% from 2023, which was up 21% from 2022. Although WOs spiked in January in response to the cold snap, they have returned to their usual demand patterns, despite the noted increased volume. To address the increase of WOs, Facilities has improved the maturity of its preventative maintenance program by introducing predictive maintenance schedules to some high value assets, which allow us to address issues before they escalate		
Initiative 2		Impact Area: Not applicable	Funding Type: 
Improve the utilization of existing facilities and reduce the corporate facility footprint, reducing overall climate impact by responding to evolving corporate needs and post-pandemic workplace requirements through the development of a robust corporate accommodation strategy for workstyles and distributed workplaces.			
UPDATE 	Pilot projects are in development to explore alternative ways to increase utilization. Desk sharing, remote and hybrid workstyles, are currently being investigated with ELT approved Business Units. A combination of new workstyles and re-envisioning of work space is projected to increase capacity and space utilization opportunities and will be monitored over the next six months to determine if appropriate to deploy in other areas.		
Initiative 3		Impact Area: City-wide	Funding Type: 
Complete Corporate Coordinated Operations and Maintenance (CCOM) mandate by finalizing the transfer of remaining facility service and buildings to Facility Management.			
UPDATE 	All remaining projects are nearing final completion status. Calgary Parking & Water Services are intended to have all in-scope transfers complete, and projects closed out by end of 2024. The decision was made to pause Calgary Transit due to service line complexities, with a potential reassess date for the end of 2025. Additionally, a full look back review of all transferred Business Units is planned for fall 2024. This work will ensure that all potential value has been realized and will act as a foundation to build Facilities' sustainment and continuous improvement initiatives.		
Initiative 4		Impact Area: City-wide	Funding Type: 
Generate long-term corporate gains through a mix of process harmonization, cost and procurement efficiencies, economies of scale, risk management, and investments that optimize value for money to achieve the long-term benefits from the Corporate Coordinated Operations & Maintenance (CCOM) transfers.			
UPDATE 	Through the Corporate Coordinated Operations & Maintenance (CCOM) program, value through savings and efficiencies continue to be realized by supporting the creation of a more efficient operating model, contract consolidation efforts, streamlined process delivery and a continued focus on customer service. From a portfolio perspective, Facilities continues to collect new building component data to drive the evidence-based decision making and investments that ensure safe and efficient facilities for all Calgarians.		
Initiative 5		Impact Area: City-wide	Funding Type: 
Reduce Facility Management's environmental footprint by implementing practices, systems and technologies within facilities in alignment with the Climate Strategy and the Corporate Greenhouse Gas and Energy Plan to meet climate change goals and targets.			
UPDATE	Two Net Zero Transition Feasibility studies are underway which will inform future pilot projects to reduce Greenhouse Gas (GHG) emissions at City facilities and increase the energy efficiency of our buildings. The selection process for a third facility is in progress. Structural analysis for the solar expansion initiative is complete and Enmax has been engaged to advance preliminary design and cost estimates. Light Emitting Diode (LED) and weather-stripping work at		

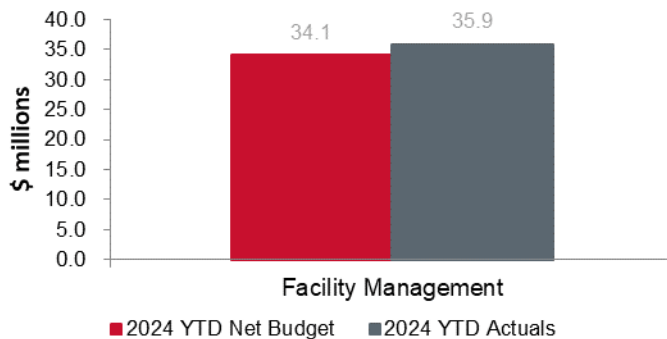
	Manchester is ongoing and will be complete by year end. In addition, other buildings are being identified for the next phase of LE		
Initiative 6		Impact Area: City-wide	Funding Type:  
Extend the life span and maintain existing facilities through a defined multi-year investment plan while improving climate and energy efficiencies and reducing negative service impacts.			
UPDATE 	Facilities' Lifecycle Project Delivery Roadmap is updated and continues to focus on strategic capital investments in life safety and critical building systems. These investments ensure facilities continue to meet building code requirements and align with sustainable building policy and City design guidelines, while minimizing service disruptions. In 2024, Facilities completed 15 and initiated 24 lifecycle projects. Feasibility studies are underway which will inform pilot projects that aim to reduce Greenhouse Gas (GHG) emissions and increase the energy efficiency of the City's asset portfolio.		
Initiative 7		Impact Area: City-wide	Funding Type:  
Reduce unanticipated down time and number of break/fix work orders by harmonizing the preventative maintenance program across buildings transferred to Facility Management.			
UPDATE 	Despite the increase to Facilities' portfolio of stewarded assets, we are on track to meet the 2026 target for preventative maintenance (PM) activity. As of June 2024, the ratio of PM activity to on-demand work is 67 per cent to 33 per cent. To support this goal, in collaboration with Information Technology (IT), we have developed a proof-of-concept tool that leverages Artificial Intelligence to classify on-demand work orders in our data sets, improving our data analysis capabilities and efficiency in monitoring facility asset reliability. With IT support we target full production in 24/25.		
Initiative 8		Impact Area: City-wide	Funding Type: 
Inform lifecycle and sustainment investment decisions for the provision of operations and maintenance of the Corporation's facilities by enhancing transferred facilities' building asset data for Corporate Coordinated Operations & Maintenance (CCOM).			
UPDATE 	With the approval of additional resources, the Asset Management team has been able to review, update, and input more building condition information into our Enterprise Asset Management (EAM) system. This includes improving existing building condition information and completing new Building Condition Assessments (BCAs) for buildings transferred to Facilities through the Corporate Coordinated Operations & Maintenance (CCOM) program. Facilities is planning to complete an additional 114 BCAs in 2024 - 80 BCAs for Facilities and 34 BCAs for Community Association and Social Recreation Organizations		
Initiative 9		Impact Area: City-wide	Funding Type: 
Foster operational sustainability of 191 community organizations by providing expertise and funding for facility investments through the Capital Conservation Grant in alignment with Council's Capital Conservation Grant policy.			
UPDATE 	The Capital Conservation Grant (CCG) received 23 Lifecycle Capital Grant applications, 12 Engineering Consultant Program applications, and 6 advisory service requests from Community Associations (CA) and Social Recreation Organizations (SRO) for technical support in the procurement of investments. The fund has reimbursed \$2.8 million for completed lifecycle capital projects and has \$6.8 million of outstanding commitments for lifecycle projects. The CCG team continues to monitor, provide advice and support as requested by CA's and SRO's for their building and amenities lifecycle investments.		
Initiative 10		Impact Area: City-wide	Funding Type: 
Optimize, right size and maximize value from The City's facility portfolio through operationalizing The City's integrated approach to portfolio management, including coordination of service requirements, delivery of The City's portfolio management plan, maturing the processes for management of the facility pipeline and benefit realization, and identifying where to strategically invest in multi-service facilities and sites, including internal services' and Civic Partners'.			
UPDATE 	The 2024 Mid-Cycle Adjustment and the 10-year Capital Plan processes demonstrate the value of Portfolio Management and Financial Strategies to corporate facility investment, using a coordinated decision-making approach. In the first half of 2024, Administration leveraged the work to date to identify capital funding needs, priorities, and understand potential impacts to service delivery. Cross-Service Line collaboration and active projects will advance, refine and improve these foundational plans. Delivery of the final products are estimated for Q3 and Q4 of this year with approvals in 2025.		
Initiative 11		Impact Area: Not applicable	Funding Type:  

<b>Promote physical and psychological safety for employees by providing a safe and healthy work environment through the Culture Initiative, training and development, employee engagement and participation in health and safety programs.</b>		
UPDATE 	Planning for the second annual safety summit for Facilities is underway as part of our continued commitment to a culture of safety and psychologically safe workplaces. We have also piloted and are continuing to develop different ways to make our space more inclusive including the construction of an Indigenous ceremony space within our Corporate Accommodation Portfolio and three four-season washroom upgrades which meet gender neutral requirements.	



## Service Updates on Financial Performance

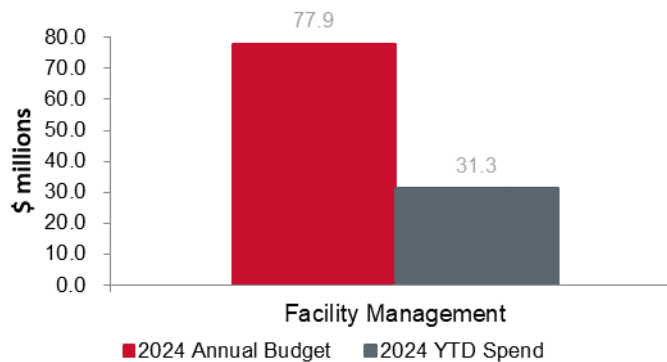
**Net Operating Budget and Actuals  
as of June 30, 2024**



### Operating Budget Updates - 2024 YTD net operating budget vs actuals:

Facilities experienced an overall \$1.8M unfavorable variance mainly driven by \$2.3M Utilities inflation (higher electricity and natural gas costs) and increases in landscaping costs (hauling away snow). The increases were partially offset by \$1.6M favorability in Revenue from external sources and Recoveries. Operating expenditures went towards the Corporate Coordinated Operations and Maintenance (CCOM) program, with the objective of realizing optimal value for money in facility operations, including procurement, integrated risk management, and asset condition management. The program continues to generate operational efficiencies for The City and initiated the transfer of in-scope facilities from Water Services and Calgary Parking.

**Capital Budget and Spend as of June 30, 2024**



### Capital Budget Updates - 2024 total capital budget vs 2024 YTD spend:

Facilities has spent 40.1 per cent of the 2024 approved capital budget and forecasts a 100 per cent spend rate by the end of the year. In 2024, capital expenditures have been used to deliver:

- Sustainment programs focusing on assets in poor or critical condition in community facing, operations, workplace accommodation and heritage facilities across the city; highlights include electrical and mechanical upgrades at several aquatic centers, the completion of a major renovation, including climate, privacy and accessibility upgrades at Fire Station 8, various Municipal Building upgrades and the full renovation of Capitol Hill Cottage School (a heritage building). Also included are three four season washroom upgrades for Parks, each piloting clean energy solutions and designed to meet gender neutral requirements.
- A LED and Building Weather Stripping Program, as well retro-commissioning projects to reduce energy use, greenhouse gas emissions and operating costs across all City of Calgary facilities.
- Ongoing workplace planning, modernization and sustainment • An asset management program, including building condition assessments, ongoing safety inspections, and strategic planning.
- Capital Conservation Grants, providing \$4.5 Million for support to Community Associations and Social Recreation Groups
- Growth related projects including the Walden Fire Station and Symons Multi-Service Center and Building Together, The City's long-term strategic facility portfolio plan.
- Affordable housing at Varsity Multi-Service Center (includes the new Fire Station 17) Many projects are at risk for delay due to procurement, supply chain and labor resourcing challenges.