



# A Quick Guide to Facility Management Services provided by Community and Government Services (CGS)

## Property and Asset Management Division

The Facility Management Office of CGS operates and maintains facilities funded under the Facility Management Program on behalf of the Government of Nunavut (GN). Services provided include preventive maintenance, repairs services and the operation of building mechanical and electrical systems.

There are a number of different arrangements for providing Facility Management services. This can cause confusion for Clients about the responsibility for payment for maintenance and the degree of communication and consultation required for the work. The purpose of this document is to provide clarification and reduce potential misunderstandings with respect to the Facility Management Program

This document is intended to provide a better understanding of the operation and maintenance services available from CGS. It outlines the various financial arrangements for the maintenance of government assets and sets the parameters for service agreements and cost recovery.

## WHAT IS OPERATIONS & MAINTENANCE (O&M)?

**O&M** is a term that encompasses both the operations and maintenance of an asset. “Operations and Maintenance Expenditures are normally of a reoccurring or continuing nature, which are required for the delivery of Government programs or services and which do not increase the number, value, original specifications, or life expectancy of assets owned or operated by the Government” (FAM 703-1 p.1, September, 2009).

**Operations** - A day-to-day function of the program and the building. In addition to the program activity delivered from the facility, operations include facility expenses such as utilities and custodial services. The role of CGS in terms of facility operations differs from facility to facility but, in general includes payment for utilities in GN owned facilities and the provision of custodial services in GN general office space.

**Maintenance** - Maintenance is the ongoing process of keeping up the performance of facility systems, subsystems and components. The goal is increased efficiency, reliability, and safety and ensures the facility, its subsystems and components reach their full anticipated life. All maintenance services provided by CGS are based on the Maintenance Management System (MMS) and its standards.

## WHAT IS CAPITAL?

**Tangible Capital Assets** – “Tangible Capital Assets (TCAs) are non-financial assets whose useful life exceed one fiscal year and are intended to be used on an ongoing basis for delivering government services. They may include such diverse items as buildings, vehicles, and equipment, aircraft and computer hardware and software systems. Tangible capital assets with a cost of less than \$50,000 (fifty thousand dollars) are fully expensed in the year of acquisition” (Public Accounts p. 13, 2011). The total cost of a Capital Project includes the cost of planning, design, construction, reconstruction, acquisition, or installation of a Tangible Capital Asset. The \$50,000 threshold is for accounting purposes only and does not imply that an item must have a value that exceeds \$50,000 to be considered a capital acquisition.

**Capital Expenditures** – In general, capital expenditures include the “expenditure to acquire, construct, develop or prepare for use tangible capital assets [and] the cost of betterments made to existing capital assets” (FAM 703-1 p.2, September, 2009).

**Betterments** – “A betterment is a cost incurred to enhance the service potential of a tangible capital asset. In general [...] service potential may be enhanced when there is an increase in the previously assessed physical output or service capacity, where associated operating costs are lowered, the useful life of the property is extended or the quality of the output is improved” (PS 3150).

## TYPES OF MAINTENANCE SERVICES

Maintenance Services can be divided into three types of activities:

**Preventive Maintenance (PM) Service:** Preventive Maintenance accomplishes two separate functions: 1) The day-to-day checks, the legislative and code-required monitoring, testing, servicing and inspection of facility systems and components; and 2) the scheduled inspection, servicing and adjustment of systems and components to ensure they are performing as intended and reach their planned service life.

**Repair Service:** Repair Services include fixing or replacing broken, worn out or faulty facility components. Repairs may be required to address normal wear and tear, unanticipated breakdown, or to correct minor repairs resulting from isolated incidents of vandalism, willful damage or neglect. The intention is to replace components with the same or an equivalent component.

**Discretionary Maintenance Service:** This includes replacing wear-prone materials such as flooring and the periodic painting of walls. This also includes the replacement of system components at the end of their service life. *The necessity for this is determined by the CGS Facility Manager or Maintenance Coordinator and is generally based on a predetermined schedule, priority and budget availability. Work can be accelerated with Client funding.*

## WHAT IS A WORKPLAN?

A work plan is created annually for each facility. A work plan details the tasks required to maintain the assets to meet current applicable codes and regulations and to CGS standards. It identifies and estimates the costs for preventive maintenance, repair service and discretionary maintenance tasks. Estimates are based on historical costs. As part of the Preventive Maintenance process, CGS collects a variety of information related to facility life-cycle. Facilities, systems, subsystems and components that are inspected on a scheduled basis by CGS and that are identified as approaching the end of their economic or normal service life will be identified on the work plan so that the Client is aware of any items that may require budgets outside of the CGS Vote 01 Funding.

## SERVICES COVERED UNDER CGS VOTE 01 FUNDING

Preventive Maintenance and Repair Service is covered under CGS Vote 01 Funding. In general, this funding is used to operate and maintain facilities and systems at a level of service and for a lifespan expected at the time the facility was originally designed and constructed. Typical examples include but are not limited to:

- Performing the daily checks and ongoing adjustments of a heating system as required by legislation and regulations.
- Changing air filters in a ventilation system.
- Performing monthly tests of a fire alarm system and performing or contracting the annual certification of the fire alarm system. This also includes the cost of “Central Monitoring” and associated telephone charges.
- Replacing a defective heat detector on a fire alarm system.
- Responding to mechanical alarms.
- Conducting scheduled maintenance and servicing of assemblies and components as outlined in the CGS Maintenance Management System.
- Painting walls and ceilings, replacing carpet or other flooring, on a limited basis, when associated with another repair service.
- Repairing a damaged door, window or the hardware on this type of component.
- Supplying and installing light bulbs and tubes.
- Snow removal from defined access roads and parking lots
- Painting exterior walls, interior walls and ceilings, replacing carpet or other flooring.

## SERVICES NOT COVERED UNDER CGS VOTE 01 FUNDING

Life Cycle Renewal and Betterments are not covered under CGS Vote 01 Funding. This includes any work performed to upgrade, modernize, improve, renovate, regenerate, change the intended purpose or extend its original life of a facility or its sub-systems. Depending on the specific scope of work identified, this may be considered either Capital or Operations and Maintenance. An item categorized as O&M may not be funded under the CGS Vote 01 Operations and Maintenance Fund. Some items identified under Operations and Maintenance is not included in the CGS appropriation. Typical examples include but are not limited to:

- Maintaining or repairing client-specific program equipment, such as furniture, medical equipment, basketball and volleyball nets, playground equipment etc.
- Installing new materials, equipment or furniture purchased by the Client.
- Repairing facilities, systems, subsystems and components that are beyond their economic or normal service life. This includes replacing entire systems where parts are no longer available due to obsolescence or changing technology.
- Replacing roofs, siding and foundation systems, or renovating these systems to change function, appearance or performance.
- Upgrades required to address changes in codes or interpretation of current codes.
- Changing all locks or re-keying an entire building locking system for security or key control.
- Boiler and furnace burner conversions to change the type of fuel used.
- Installing and maintaining surveillance cameras or intrusion alarm systems.
- Remediation or removal of asbestos, lead or other hazardous materials or cleaning up spilled hazardous or dangerous liquids in Client program buildings.
- Performing minor renovations, for example, moving a door to a different location, or tenant improvements such as adding partitions or constructing offices to meet changing program needs.
- Installing larger tanks (fuel, water, and sewer) to meet building use or program changes.
- Purchasing, repairing or installing blinds and other window coverings.
- Handling medical waste including loading and cleaning medical waste incinerators.
- Repairing damage caused by vandalism or occupants of the facilities.
- Removing or covering graffiti on a building.
- Repairing systems not properly installed or commissioned during construction.
- Snow removal from walkways and steps.

Please note that these are examples and are in no way intended to be all encompassing. It should also be noted that these examples are a mixture of items that would be funded by the client either through the program's O&M funding or through capital funding (as described in the following Notes).

**Notes:**

Please note that these are examples and are in no way intended to be all encompassing. It should also be noted that these examples are a mixture of items that would be funded by the client either through the program's operation and maintenance funding or through capital funding (as described in the following Notes).

Notes:

1. For Betterments and Life Cycle Renewal Items, such as roof replacement, renovations or code-mandated replacement of major components, Client Capital funding should be identified through the normal capital planning process. The work should be implemented through the GN project management process.
2. Maintenance work that is not included in the CGS appropriation can be completed by the Facility Management Office of CGS with Delegated Authority for either O&M (Vote 1). Requests to clients for funding are submitted before the work is done, so that the client has the opportunity to approve the work and secure funding.

**FINANCIAL ARRANGEMENTS**

CGS uses a number of business or financial arrangements for carrying out maintenance work for its clients:

**CGS Vote 1 Funding:** The CGS appropriation includes base funding to carry out Preventive Maintenance, Repair Service and Discretionary Maintenance work, as outlined in the MMS Standards, on facilities belonging to Vote 1 Clients. Vote 1 Clients are not charged for normal CGS Vote 1 activities. An annual work-plan is created and reviewed with the client to outline preventive maintenance, repair service and planned discretionary maintenance items.

**Chargeback and Service Agreements:** Some departments or Territorial Corporations/related Parties are funded to provide their own maintenance activities. When a client of this nature chooses to have CGS carry out the work for them, written agreements are required to define responsibilities. Typically this is in the form of a Vote 4/5 Service Agreement or Memorandum of Understanding (MOU). A signed agreement must be in place for all clients who fund their own maintenance work. Typical Agreements include:

- **Full Service Agreement:** CGS creates an annual work-plan based on MMS Standards, discusses the work plan with the client, makes any requested changes or adjustments to meet the clients identified budget and implements the plan. With full service, CGS assumes the responsibility to ensure the building systems and components are functioning. CGS automatically includes the client's assets in any contract for specialty services (such as fire alarm testing, generator load testing, elevator servicing, etc.). Cost recovery is outlined in the MOU or Service Agreement.
- **Specific Services/Limited Service Agreement:** Clients request that CGS provide only specific services, such as boiler maintenance or testing of fire alarms, or specialized repair work. Clients provide for other maintenance services by other means.

In some instances clients want a wide range of services but on a very limited basis. Although CGS tries to be flexible in meeting its client's needs, limited service agreements are not recommended. In some cases, for example, where services are so limited that proper functioning of the building is at risk, or where administrative demands are excessive for the amount of work done, CGS may recommend not the use of this type of arrangement.

**Cost recovery includes the following:**

- Own-forces labor – actual number of hours worked at approved labor rates (approved by FMB).
- Materials – actual cost of purchased materials
- Contracted services – actual costs billed by third party

## **VANDALISM, WILLFUL DAMAGE AND NEGLECT**

The Facility Management Program is funded to deal with minor repairs due to acts of vandalism, willful damage and neglect that may be required. The Facility Management Program is not funded for work that arises from incidents of a re-occurring nature or for major repair work resulting from this type of behavior. The Facility Management Office will inform the Client Designate of work arising from such behavior that is not funded by the Facility Management Program.

Work will be actioned by the Facility Management Office once authorization in the form of an approved budget is received from the Client. Due to the nature of the incident, if deemed necessary, the Facility Management Office will respond under its incident management procedures to complete the work and subsequently resolve budgeting issues as may be required.

## **MANAGEMENT OF HAZARDOUS WASTE**

CGS staff and contracted maintenance service providers do not package, handle or transport program-generated material that could be classified as toxic, hazardous, explosive or biological waste. This includes medical waste, waste from school science labs and shops, and waste from college or other program laboratories. When ordered by WSCC or other regulatory agencies or requested by the client, the removal of building materials determined to be hazardous will be done using specialty contractors on a chargeback basis. CGS will be responsible for the removal of small amounts of material necessary to complete minor repairs. CGS will inspect buildings with identified hazardous materials on an annual basis to ensure the facility is safe to occupy.

## **MAINTAINING CLIENT PROGRAM SPECIALITY EQUIPMENT**

Clients may have equipment and furnishings in their buildings and facilities that are specific to their program. As a general rule, CGS will do very minor repairs to office furniture and repairs to permanently installed building systems such as school clock and bell systems or nurse call systems or intercom systems. Typically the components of these systems become obsolete very quickly, as do the systems themselves, resulting in replacement of entire systems when repairs are needed. Maintenance, operation and repair of other specialty program equipment is not funded by CGS. This includes program items such as medical equipment. CGS is responsible to ensure that the program equipment has a suitable supply of utilities (water, electricity, heat) for the equipment to operate. Even under a chargeback arrangement, CGS staff and contracted maintenance service providers will not operate, repair, or service medical equipment that may have an impact on the health of people. Maintaining medical equipment is a specialty service. CGS staff is not trained to provide such service and the department is not funded for this work. CGS may, however, assist by establishing a service contract with a specialty firm on a chargeback basis.

## ALARM RESPONSE PROCEDURES

Alarm systems are installed in GN buildings for a variety of functions as outlined in the table below. Most of these alarms require someone to respond to the alarm situation. The decision as to who should respond to the alarms depends on the type of alarm, who is responsible for the facility, and the qualifications of the people in the community.

Listed below are the various types of alarms, and the agency that has the primary responsibility to respond to the alarms. It is up to the primary responder to determine who should provide the back-up services when the primary responder is not available. Although the Facility Management Office does not provide initial Intrusion Alarm response, if repairs are necessary to secure or repair the building, the Local Maintenance Service Provider should be contacted.

Type of Facility	Type of Alarm			
	Intrusion	Panic	Fire	Mechanical
Health Center	H&SS	H&SS	Fire Department	Local Maintenance Service Provider
GN General Office Space	CGS	N/A		
School	Education	N/A		
Wildlife Office	Environment	N/A		

## GRAY AREAS – RESPONSIBILITIES OR FUNCTIONS

Obviously there will always be some gray areas, but it is important that CGS clients understand that their requirements are a priority, and that their requests will be given proper consideration. CGS strives to provide the same level of maintenance service to clients regardless of the Region. If there are questions about specific maintenance items, ask the CGS Facility Manager for clarification.

## CONTACT INFORMATION AND REPORTING

Facility Management services are provided through the Community and Government Services regional offices. All GN facility related concerns should be reported to the respective regional office. Note that the process for accessing Facility Management Program services may vary from region to region based on the current organizational structure and the specific service arrangement for a particular community. With respect to all regions, the following contact information can only be used during regular business hours.

### Iqaluit

Facilities Manager  
Box 1000 – Station 630  
Iqaluit, NU  
X0A 0H0  
Phone: (867) 975-7126  
Fax: (867) 975-7154

[iqaluitworkorders@gov.nu.ca](mailto:iqaluitworkorders@gov.nu.ca)

### Baffin Region

Facilities Manager  
Aqsarniit Building  
Pond Inlet, NU  
X0A 0S0  
Phone: (867) 899-7321  
Fax: (867) 899-7329

[baffinworkorders@gov.nu.ca](mailto:baffinworkorders@gov.nu.ca)

### Kivalliq Region

Facilities Manager  
P.O. Bag 002  
Rankin Inlet, NU  
X0C 0G0  
Phone: (867) 645-8154  
Fax: (867) 645-8197

[kivalliqworkorders@gov.nu.ca](mailto:kivalliqworkorders@gov.nu.ca)

### Kitikmeot

Facilities Manager  
15 Omingmak Street  
Cambridge Bay, NU  
X0B 0C0  
Phone: (867) 983-4153  
Fax: (867) 983-4123

[kitikmeotworkorders@gov.nu.ca](mailto:kitikmeotworkorders@gov.nu.ca)

Facility End Users should make a point of understanding the process for accessing Facility Management services and ensuring that normal, local and emergency contact information for facility related concerns is made available to all building occupants. All work request should be submitted using a [Work Order Request Form](#) available from your CGS Regional Office. Emergencies should be reported directly using the [Emergency Contact Information for GN Buildings](#).