



Facilities and Property Management 2013-2016 Business Plan

City of Mississauga, Ontario, Canada



MANAGE AN INVENTORY OF APPROXIMATELY **27,000** FACILITY SYSTEMS IN **5.3** MILLION SQ FT OF BUILDING SPACE.
CARRY OUT APPROXIMATELY **9,000** FACILITY MAINTENANCE INSPECTIONS ANNUALLY.
RESPOND TO APPROXIMATELY **9,300** SECURITY INCIDENTS ANNUALLY.
MANAGE APPROXIMATELY **600** UTILITY ACCOUNTS.

Table of Contents

Existing Core Services	3
1.0 Vision and Mission	3
2.0 Service Delivery Model	4
3.0 Past Achievements	5
4.0 Current Service Levels	7
4.1 Maintaining Our Infrastructure.....	8
5.0 Opportunities and Challenges.....	10
6.0 Looking Ahead	11
7.0 Engaging our Customers	13
Required Resources	14
8.0 Human Resources	14
9.0 Technology.....	16
10.0 Facilities	17
Proposed Budget	18
11.0 Changes to Maintain Current Service Levels and Operationalize Prior Decisions	20
12.0 Proposed New Initiatives and New Revenues	22
13.0 Highlights of Proposed Capital Program Budget	23
14.0 Capital Program	24
Performance Measures	25
15.0 Balanced Scorecard.....	25
Appendices	27
Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions.....	27
Appendix 2: Budget Requests.....	29
Appendix 3A: Proposed 2013 Capital Program (\$000's).....	29
Appendix 3B: Proposed 2014-2016 Capital Program (\$000's).....	32

Existing Core Services

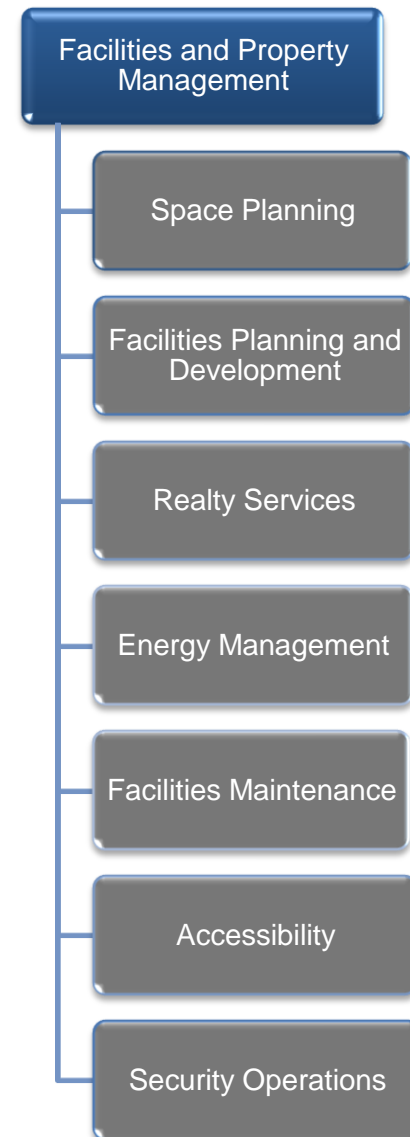
1.0 Vision and Mission

Vision

The Vision of the Corporate Services Department, which is fully embraced by the Facilities and Property Management Division, is “Partnering for Success”. This statement captures the basic philosophy of the department that we work together with the other departments of the city to provide excellent service to our common customer – the taxpayer.

Mission

To effectively manage the city’s real property assets in a manner that enables the delivery of excellent municipal services.



2.0 Service Delivery Model

Facilities and Property Management (FPM) incorporates all the various components of a successful property management organization within one integrated team.

From facility conception and design to retirement of an asset – cradle to grave – FPM sections oversee the acquisition of land through Realty Services; project design, development and management and ongoing asset capital life cycle management through Facilities Planning & Development; provide utilities in a cost effective manner and review and implement energy management designs and initiatives through Energy Management; meet the space accommodation requirements of the corporation through Space Planning; provide ongoing asset and facility maintenance and repairs through Facilities Maintenance; ensure the safety and security of assets, visitors and staff through Corporate Security; and, plan and implement Accessibility improvements to improve access to city facilities for staff and the community.

A blended service delivery model is used, employing a mix of internal and external resources. At present, the relative proportions of in-house delivery methods versus the use of external resources is 40 percent in-house to 60 percent outsourced (contracted). This blend is carefully managed by routinely conducting operational and strategic planning to rationalize requirements as well as make decisions that provide the best value for dollar in supporting the daily, annual and longer term peaks and valleys of demand for services to support city wide business requirements.

A breakdown between in-house and external resources is as follows:

In-House Services:

- Preventative maintenance (HVAC, hoists, electrical panels, etc.);
- Primary service request response and emergency demand response;
- Capital project planning;
- Project management: consultant/contractor oversight (design and construction);
- Real estate negotiations; and
- Security services.

Contracted Services:

- Preventative maintenance (life safety: elevators, sprinklers, fire alarms, etc.);
- Emergency/non-emergency demand maintenance;
- Specialized technical services;
- Construction/construction management; and
- Appraisals.

3.0 Past Achievements

FPM has developed a solid foundation in partnering successfully with other departments and provides multiple services and guidance in all aspects of property management.

In support of the city's strategic objectives under the "Move" Pillar, one of the largest strategic priorities for the corporation, FPM contributed in the following ways:

- Responsible for the acquisition of land to support the Bus Rapid Transit project. Fee Simple purchases, permanent and temporary easements and negotiations with senior levels of government for the transfer to Crown owned lands over an extensive corridor make this a complicated and difficult task.

Furthering the "Connect" Pillar of the Strategic Plan and in pursuit of the goal of creating great public spaces, FPM:

- Completed the \$4 million construction of Mississauga Valley Therapy Pool Addition;
- Completed the \$43 million construction of the Garry W. Morden Centre. A major highlight of this facility was the ability to incorporate various tenants including Fire Training and Fire Mechanical Division, IT Training, Department of National Defence (DND) and Peel Police. This is a good example of the ability to improve connectivity between city departments and various levels of government. The project benefited from two provincial grants: Investing Ontario Act (IOA) and Municipal Infrastructure Investment Initiative (MIII);
- Completed the \$11.5 million construction of Fire Station 116 in partnership with the Region of Peel which is

another example of the synergies of two agencies meeting collective facility and service goals;

- Completed the \$1.2 million construction of the C Café in the Civic Centre;
- Developed the e4999 infopath FPM Service Request Form which has improved service to client departments and ultimately residents by allowing a direct tool to submit requests for all FPM services;
- Developed daytime cleaning initiative resulting in over \$200,000 in annual savings; and
- Incorporated the Facility Asset Management Program into the 2012 Capital Budget resulting in the first condition-driven 10-year capital forecast for city facilities.

In support of the City's "Green" Pillar of the Strategic Plan to become a more environmentally sustainable community, FPM:

- Secured grants worth approximately \$100,000 for energy efficiency projects (e.g. Enbridge Energy Efficient Project Incentive Program, Enersource SaveOnEnergy Program, Enersource Electricity Retrofit Incentive Program - ERIP);
- Developed new energy conservation strategy based on benchmarking awareness and re-commissioning;
- Specific energy initiatives include:
 - Targeting completion of four energy re-commissioning audits (including Iceland Arena, City Centre Transit Terminal, South Common CC and Malton Yard);
 - Installation of LED lighting in Cawthra Community Centre parking lot, Live Cuisine Restaurant and the

Hershey Centre sign (resulting in 50-70 percent electricity savings); and

- Installation of ground source heating at Fire Station 116 and solar heating at Huron Park Recreation Centre;
- Mississauga's Civic Centre was ranked among the top 15 most energy efficient town/city halls in Canada based on a Canada-wide Town Hall Challenge conducted by Toronto Regional Conservation Authority (TRCA). This is a great achievement considering that the ice rink operates from the same electricity meter as the Civic Centre and that is not the case in most town halls; and
- Completion of the Garry W. Morden Centre marks the first facility constructed by the city planned and designed with the target of achieving LEED silver certification. Numerous green technologies have been incorporated into the construction of this facility. Highlights include: grey water system; maximizing natural light; highly efficient HVAC system controlled through BAS; complex lighting system to maximize energy conservation; white roof to mitigate heat island effect and assist with harvesting water; drought resistant plantings; low flow water fixtures; etc.

The "Belong" Pillar of the Strategic Plan has been advanced through:

- The first ever multi-year Accessibility Plan approved by Council; and
- Accessibility improvements implemented at various facilities, including but not limited to: Chappel Estate, Meadowvale Hall, Erin Meadows CC, etc.



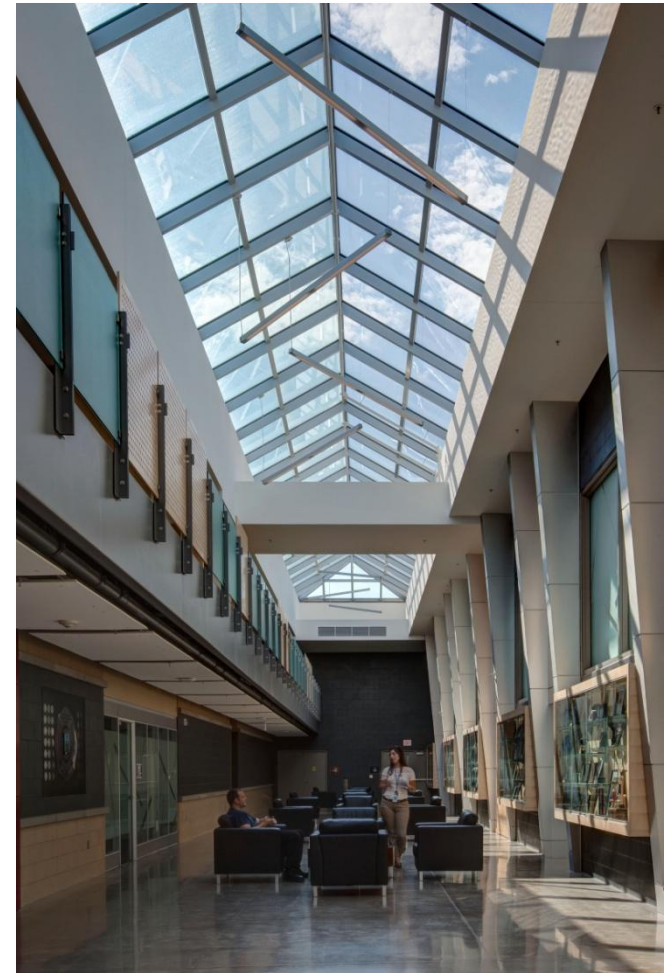
Garry W. Morden Centre

4.0 Current Service Levels

The ultimate customer of FPM services is the resident of the city who uses the many and varied city facilities. FPM works with all the other service areas to ensure high quality services are delivered. Specifically the role of FPM is to ensure the provision of high quality spaces from which to deliver city programs and services. The division's key service indicators are as follows:

- Manage an inventory of approximately 27,000 facility systems to support various service providers within the division in approximately 5.3 million square feet of building space;
- Approximately 600 agreements are administered by Realty Services (including Leases/Licences/Easements/Encroachments);
- Approximately 650 utility accounts are managed and tracked through Energy Management as well as managing a procurement strategy for \$18 million in electricity and gas costs;
- Carry out approximately 9,000 facility inspections in accordance with legislated requirements (ESA, TSSA, NFPA, etc.), best practices and manufacturer warranty recommendations;
- Respond to approximately 5,000 demand maintenance response calls;
- Respond to over 500 service calls on park pathway and sport field lighting;
- Complete approximately 100 realty transactions annually (acquisitions, dispositions, licenses, encroachments, etc.);

- Respond to approximately 9,300 security incidents; and,
- Respond to approximately 360 furniture requests.



Interior of the newly opened Garry W. Morden Centre

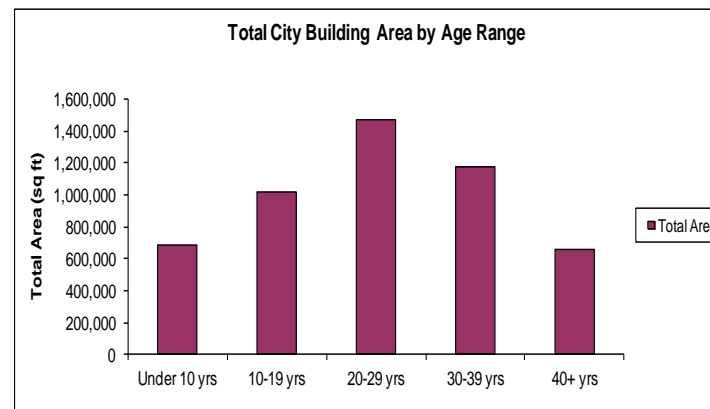
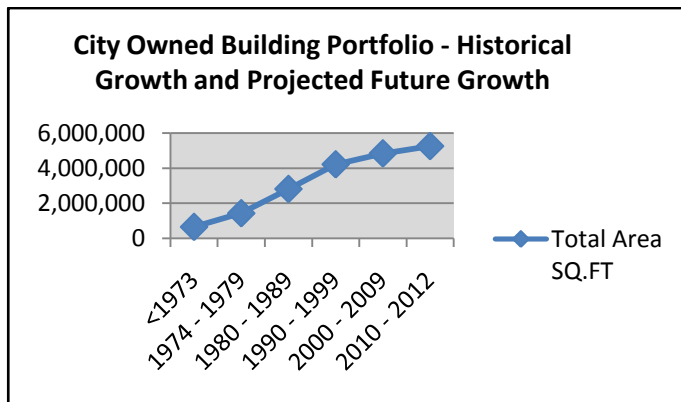
4.1 Maintaining Our Infrastructure

The city owns and operates a portfolio of 300 buildings of various sizes, complexity and usage that contain approximately 5.3 million square feet of space. In addition, FPM is responsible for the site services (parking lots, sewer, water, hydro, sport field and pathway lighting) in approximately 325 parks. The current estimated replacement value of all of these assets is \$1.3 billion.

As noted earlier, these assets are the essential infrastructure that makes it possible for departments to deliver the services and programs to the residents which have such a significant impact on quality of life, prosperity and sustainability within the community.

Since its inception, the City has been engaged in building the facility infrastructure for what is now the sixth largest city in Canada as illustrated in the chart below. The size of the City facility portfolio has increased over five times in just less than 40 years (from below one million in 1973 to over five million in 2012).

The age profile of existing facilities is depicted in the following chart and from this it can be seen that approximately two thirds of the inventory is more than 20 years old and almost 90 percent of the inventory is more than 10 years old. The highest proportion of city building area falls within the 20-29 age range. The significance of this is that at approximately 20 years of age, a building typically begins to require higher investment in capital life cycle maintenance. Examples of buildings falling within this age range include: City Hall & Central Library, six fire stations, Erin Mills Twin and Tomken Arena, Meadowvale Theatre, Mavis North (Enforcement & Central Stores), and Semenyk Court.



The earlier challenges of dealing with expanding facility inventories are now being replaced by the challenges of managing an aging facility inventory. In response to this change in focus, FPM developed and introduced an asset management system. Detailed asset inventory and condition assessments have been conducted. Multi-year forecasts of replacement costs have been developed based on targeted condition standards which were endorsed in the 2012 Capital Budget based on a Facility Condition Index (FCI) rating system. This system has now been fully incorporated into the FPM capital budget and forecasting process.



Lorne Park Library

5.0 Opportunities and Challenges

An in-depth SWOT exercise was performed with all FPM sections analyzing areas of concern.

Opportunities

Through this analysis, opportunities were identified as follows:

- Maximize information and functionality of Asset Management Program for more strategic facility planning and more effective and efficient allocation of resources;
- Pursue grants and incentives to invest in green power production projects for opportunities to reduce the corporate environmental footprint and increase revenues;
- Implement open market purchasing strategies for utilities to achieve savings without incurring excessive, unmanageable risk;
- Implement new software to enhance the capacity to monitor and manage the cost of utilities;
- Implement new software to improve data management of security related incidents leading to more effective and efficient allocation of resources; and
- Leverage technology for more efficiency (i.e. Hansen Field Computing).

Challenges

Areas of challenge identified for the service area include:

- Rapidly escalating capital maintenance costs as facilities age;

- Interdependence between life cycle capital and operating budgets (budget cuts in one increase costs in the other);
- Changing legislation and downloading of services from senior levels of government (i.e. Accessibility standards, green energy act, etc.);
- Growing expectations for city-wide initiatives that have a cascading effect on FPM workload (i.e. BRT, Downtown21, etc.);
- Growing complexity of facilities leading to higher maintenance demands and increased pressure on capital life cycle maintenance;
- Volatile energy markets; and
- Increasing requests/expectations for security patrols/responses.

6.0 Looking Ahead

FPM's main goals over the four-year business plan are to strengthen and enhance its partnership with all city departments and continue to provide support in achieving the goals of the Strategic Plan by ensuring the uninterrupted availability of the City's building assets in the delivery of high quality public services. This will be accomplished by:

- Proactively and strategically carrying out the planning, construction, renewal and life cycle maintenance of City facilities;
- Contributing toward the achievement of the goals of the city's Green Pillar in the Strategic Plan; and
- Ensuring the safe use and enjoyment of City facilities.

To achieve these goals, FPM is undertaking the following strategic initiatives to improve their service to other City departments and residents. Through efficiencies of service, there will be no additional operating costs associated with these initiatives. A breakdown of strategic initiatives by goals of services is as follows:

Proactively and strategically, carry out the planning, construction, renewal and life cycle maintenance of City facilities:

- Leverage the Asset Management Program information and functionality to drive more strategic facility planning decisions;
- Deliver quality, on-time facility improvements and upgrades, lifecycle replacements and new facilities as approved in the capital plan;
- Update long term space strategy to ensure efficient and strategic use of city owned and leased buildings; and

- Dispose of surplus real property to generate revenue for the city and reduce liability on unutilized property.

Help achieve the goals of the City's Green Pillar in the Strategic Plan:

- Implement Energy Benchmarking, Energy Awareness and Retro-commissioning Program (EBEAR) initiative to support reduction in emissions;
- Develop and implement renewable energy projects to reduce Greenhouse Gas (GHG) emissions and represent the city on Peel Climate Change Strategy; and
- Investigate and implement promising new energy reduction technologies (LED lighting in parking lots, park pathways and sports fields, etc.).

Ensure the sustainable uninterrupted use of the City's building assets in the delivery of high quality public services:

- Implement Field Computing through Hansen for more efficient maintenance operations and to improve work order tracking and reporting; and
- Improve accessibility inventory tracking and update based on pending Accessibility legislation to drive the strategic facility accessibility program.

Ensure safe use and enjoyment of City facilities:

- Implement new software to track security related incidents in order to focus resources where most required; and
- Replace and upgrade video surveillance system by replacing digital recorders with IP based servers in order to take advantage of the city's network capabilities.



Applewood Pool



Celebration Square

7.0 Engaging our Customers

As noted previously, FPM serves the customers of the city largely through its partnerships with other city service areas.

Customers and clients of this service area are engaged in many different ways but the key method is through regular personal contact that forms an integral part of the processes used to provide service. Relationship building fostered by a customer service orientation in all sections provides a firm foundation for input and decision making regarding all services.

Specifically, initial contact for maintenance service through our 4999 Service Line (with a parallel email channel) and our new e4999 FPM Service Request infopath form are the primary means of communicating with front line service providers in the facilities. Requests for service are distributed to the appropriate section within FPM. Facility Maintenance service requests are managed through the work order functionality of the Hansen Enterprise System and are tracked for quality and timeliness purposes. Signage is provided to residents with a direct line linked to the 4999 Service Line to identify park pathway lighting failures leading to more timely repairs. FPM is currently exploring the expansion of the Hansen work order functionality from 4999/e4999 to track requests for other sections within the Division.

In the Security Section, the Security Area Managers focus on safety and security of city property, citizens and employees on the basis of geographic areas of the City (or Transit properties in one case). Through regular contact with facility managers, councillors and the public in their assigned area, customers and clients have excellent opportunities to have issues addressed on a timely basis. In

addition, programs such as Facility/Parks Watch engage facility users to ensure the safety of visitors to the properties.

The Energenius intranet site provides internal staff with access to advice and solutions in managing facility utility consumption with a view to reduction of GHG emissions.

Processes used in the Space Planning section directly engage staff at all levels to provide unique interactive approaches to accommodation and design solutions. Changes in spaces are done in consultation with rather than “to” staff leading to a smooth transition and minimal disruption to operations.



Port Credit Pool

Required Resources

8.0 Human Resources

The pressures, expectations and opportunities in this service area change on a continual basis. In responding to these changes the first avenue pursued is a review of the allocation of the existing resources to determine the extent to which a reallocation, together with the reprioritization of current activities and/or more efficient processes can contribute to a resolution. Similarly, outsourced approaches to delivering on expectations are always examined before new staff is recommended.

Based on future trending in FPM services, there is some reduction in workload in the Facilities Planning & Development and Space Planning Sections over the course of this business planning period. FPM is projecting the elimination of one position in Facilities Planning & Development in 2013 and one position in Space Planning in 2015 through attrition.

Current and future demands will be evaluated to drive the organization plan going forward. As any additional positions are vacated, the position will be evaluated considering:

- Continued need for the position and potential impact of eliminating the position; and
- A higher need for that position in another area within the division driven by shifting priorities (i.e., the shift from new construction to maintaining existing infrastructure).

The strength of the team engaged in delivering FPM services is maintained and enhanced by a continuous investment in training and development. Annual training plans are developed and pursued based on the

development objectives of individual staff. Support for job related certifications for appropriate staff such as International Right of Way, Project Management, Professional Engineers, trades qualifications, etc. is provided.

Opportunities for career development are pursued through secondments for special projects and coverage of leaves of absence and succession planning at all levels is an ongoing consideration.

Co-op student placements are not just valuable for the work completed during the work term; these placements are also considered a possible way to introduce quality staff to the division.

Managers are attentive to the results of Employee Engagement Surveys carried out by the City and action plans are developed and pursued based on the results.

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2012	2013	2014	2015	2016
Building Maintenance	33.0	33.0	33.0	33.0	33.0
Building Operations	40.0	39.6	39.6	39.6	39.6
Capital Project Management and Space Planning	34.0	33.0	33.0	32.0	32.0
F&PM Divisional Support Service	8.0	8.0	8.0	8.0	8.0
Realty Services	10.0	10.0	10.0	10.0	10.0
Security	52.7	52.7	52.7	52.7	52.7
Utilities	4.0	4.0	4.0	4.0	4.0
Total Service Distribution	181.7	180.3	180.3	179.3	179.3

9.0 Technology

Maintaining the city's infrastructure is facilitated by a few key systems. Primary amongst these systems is Hansen which is an enterprise wide application used for various tasks in asset management. Hansen is the repository for all asset data and is the work order management system for all service requests for building assets. Current processes rely heavily on paper based transactions which create unnecessary administrative workload. Existing functionality in Hansen will form the basis upon which a paperless, field based work order system is currently being developed leading to streamlined and more efficient building maintenance management. Hansen is also integral to the asset management system introduced in 2010, VFA.Facility. VFA utilizes detailed inventory information and sophisticated life cycle analysis functionality to list, prioritize and rank condition-driven projects for consideration in the annual capital budget and 10-year funding requirements. Ongoing technical support both within the IT Division and internally within FPM will be essential to the continued success of both Hansen and VFA.Facility in facility infrastructure management.

As noted earlier, the City's energy consumption constitutes a major operational cost. Previously the management of billing and data related to consumption patterns in individual facilities was done within an application called TEAM. This software is now obsolete, unsupported and has been abandoned in favour of manual processes using an off the shelf database program. The purchase and installation of a new modern software program designed specifically for this purpose will enhance the efficiency and effectiveness of staff in managing this significant cost area.

Security Operations will be completing the replacement and upgrade of the security video surveillance system. The rationale for the upgrade includes full technical support for the system, reduced troubleshooting and maintenance from the current system, and a marked improvement in the capabilities and response times within the system.

Security also collects a vast amount of data relative to incidents on city properties that are important in tracking trends, determining appropriate resource allocation, gauging success of security efforts and reporting to council on activities in the community. A new database system designed for the security industry is currently being implemented.

10.0 Facilities

FPM operates largely out of the 950 Burnhamthorpe Road complex. The groups located in this facility are well accommodated and any growth will be dealt with through reallocation of existing space. The recent relocation of Security Operations to 950 Burnhamthorpe has completed centralizing the administration of the division out of this one facility creating useful synergies in operations.

This Service Area provides the accommodation for all other service areas and this is driven through a review of service area business plans.

The Space Planning Section is responsible for the provision of all office spaces used by City departments. Through Space Planning and Facilities Planning and Development, FPM recently completed the Office Accommodation Plan to address current needs across the city. Work is currently underway to prepare additional space at 201 City Centre Drive to relocate the Culture Division. Future requirements will be addressed through Space Planning providing input into budget requests submitted by other service areas.



Lakeview Library

Proposed Budget

This part of the Business plan sets out the financial resources required to deliver the proposed 2013-2016 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2012 was \$19,672,000 and the proposed budget for 2013 is \$20,220,000.

A net cost increase of \$548,000 or 2.8 percent from the 2012 Budget is needed to maintain FPM's current service level and to operationalize prior decisions.

Total Changes to Maintain Current Service Levels

The 2013 Labour and Benefits budget will increase by \$558,000 from the previous year's budget. The increase reflects economic adjustment, performance pay and legislated and insured benefit cost increase.

An increase in expenses of \$166,000 is due primarily to increases in utilities rates plus other miscellaneous cost increase. Efficiencies and cost savings amounting to \$214,000 are due to facilities cleaning/services contract cost efficiencies, and labour cost reductions (reduction of one permanent position starting mid 2013)

Total Changes to Operationalize Past Decisions

There will be a net increase of \$37,000 associated with the annualization of one HVAC position and three Security Officers approved in 2012; partially offset by annualized energy consumption and daytime cleaning operations savings of \$92,000.

Total New Initiatives and New Revenues

There are no new initiatives or revenues for the 2013-2016 Business Planning Cycle.

The following table separates the financial requirements into those required to maintain existing services; to operationalize past decisions; and proposed new initiatives and revenues. The details on the changes to each category are provided in Sections 11 through 12.

Description (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Prior Year Budget	19,672	20,220	20,672	21,182
Increases/(Decreases) to Maintain Current Service Levels				
Labour and Benefits	558	529	576	586
Other Cost Increases	166	137	148	161
Efficiencies and Cost Savings	(214)	(214)	(214)	(214)
Current Revenue Changes	0	0	0	0
Total Changes to Maintain Current Service Levels	511	452	510	534
Increases/(Decreases) to Operationalize Prior Decisions				
Annualization of Previous Years Budget Decisions	37	0	0	0
Operating Impact of New Capital Projects	0	0	0	0
Total Changes to Operationalize Prior Decisions	37	0	0	0
Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions	20,220	20,672	21,182	21,716
New Initiatives and New Revenues				
Total Proposed New Initiatives	0	0	0	0
Total Proposed New Revenues	0	0	0	0
Total New Initiatives and New Revenues	0	0	0	0
Proposed Budget	20,220	20,672	21,182	21,716

Note: Numbers may not balance due to rounding.

11.0 Changes to Maintain Current Service Levels and Operationalize Prior Decisions

The following two tables identify the major changes in the costs to maintain existing service levels and the costs increases arising from prior decisions. Detailed explanations of changes to 2013 can be found in Appendix 1.

Proposed Changes to Maintain Current Service Levels

Description (\$000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Total Labour and Benefits	0.0	558	529	576	586
Other Cost Increases					
Utilities cost increases	0.0	155	121	130	143
Administrative and Support Costs	0.0	11	16	18	18
Total Other Cost Increases	0.0	166	137	148	161
Efficiencies and Cost Savings					
Facilities cleaning/services contract cost efficiencies	0.0	(170)	0	0	0
Reduction of one staff	(1.0)	(44)	(44)	0	0
Building maintenance cost savings	0.0	0	(170)	(170)	0
Elimination of Green Power budget (implement EBEAR Program-Energy Benchmarking Energy Awareness and Retro Commissioning program)	0.0	0	0	0	(170)
Reduction of one staff	(1.0)	0	0	(44)	(44)
Total Efficiencies and Cost Savings	(2.0)	(214)	(214)	(214)	(214)
Current Revenue Changes					
N/A	0	0	0	0	0
Total Current Revenue Changes	0.0	0	0	0	0
Total Changes to Maintain Current Service Levels	(2.0)	511	452	510	534

Note: Numbers may not balance due to rounding.

Proposed Changes to Operationalize Prior Decisions

Description (\$ 000's)	FTE	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Annualization of Prior Years Operating Cost Decisions					
Utilities Savings Associated with Daytime Cleaning and Efficiency Improvements	0.0	(55)	0	0	0
Daytime Cleaning Labour Savings	(0.4)	(37)	0	0	0
Annualization of 3 Security officers, 1 Energy Co-Ordinator and 1 HVAC Staff	0.0	129	0	0	0
Total Annualization of Prior Years Operating Cost Decisions	(0.4)	37	0	0	0
Operating Impact of New Capital Projects					
N/A	0.0	0	0	0	0
Total Operating Impact of New Capital	0.0	0	0	0	0
Total Changes to Operationalize Prior Decisions	(0.4)	37	0	0	0

Note: Numbers may not balance due to rounding.

12.0 Proposed New Initiatives and New Revenues

There are no new initiatives or revenues for Facilities and Property Management for the 2013-2016 Business Planning Cycle.

The following table sets out the proposed 2013 Budget and Forecasts for the remaining three years, by major expense and revenue categories.

Proposed Budget by Category

Description (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Net Costs before Administrative and Support Costs						
Labour Costs	11,303	12,794	13,400	13,885	14,417	14,960
Other Operating Expenses	7,238	7,950	7,881	7,832	7,792	7,766
Total Revenues	(542)	(368)	(368)	(368)	(368)	(368)
Total Net Cost before Administrative and Support Costs	17,999	20,376	20,913	21,349	21,841	22,357
Administrative and Support Costs	(678)	(704)	(693)	(677)	(659)	(641)
Total Net Budget	17,321	19,672	20,220	20,672	21,182	21,716

Note: Numbers may not balance due to rounding.

The following table identifies the financial requirements for 2013 to 2016 by major program within the service area.

Proposed Budget by Program

Program Expenditures (\$000's)	2011 Actuals (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Building Maintenance	5,864	6,369	6,563	6,501	6,455	6,581
Building Operations	2,773	3,151	3,006	3,065	3,132	3,200
Capital Project Management and Space Planning	1,465	2,158	2,250	2,341	2,439	2,540
FPM Divisional Support Service	1,142	1,244	1,280	1,316	1,351	1,386
Realty Services	617	804	843	883	928	974
Security	3,210	3,522	3,696	3,846	4,009	4,175
Utilities	2,251	2,424	2,582	2,720	2,868	2,860
Total Net Budget	17,321	19,672	20,220	20,672	21,182	21,716

Note: Numbers may not balance due to rounding.

13.0 Highlights of Proposed Capital Program Budget

Capital Construction & Improvement

Investment of \$134,000 in accessibility improvements in the Civic Centre Committee Room washrooms and installation of handicap accessible doors at Tomken Arena.

Facility Services

Investment of \$776,000 in energy management efficiencies which will lead to utility consumption savings and pay off capital investment over the life of the assets:

- Recommissioning various sites for energy efficiency improvements;
- Light replacements at various parking lots; and
- LED light retrofits at Tomken and Malton Arena

Lifecycle Maintenance

There will be an Investment of \$7.5 million in life cycle maintenance of building systems. Focus to be on major building systems critical to the operations at various facilities. Highlights of the 2013 life cycle maintenance program include:

- Various pool mechanical replacements/repairs at South Common Pool;
- Boiler replacement at Civic Centre;
- Structural/foundation repairs at City Centre Transit Terminal;
- Fuel island/pad replacement at Malton Depot; and
- Park pathway/parking/tennis court lighting life cycle replacements at various sites.

Space Planning

Investment of \$113,000 in funding of health & safety furniture requirements as recommended by Employee Health Services

Vehicles & Equipment

Investment of \$81,000 in the Recycling Program for life cycle replacement of recycling equipment.

14.0 Capital Program

This section summarizes the forecast ten year capital requirements for this service. The following table presents the forecast by major program. The next table summarizes the sources of financing for the capital forecast. A detailed listing of 2013 to 2016 projects is contained in Appendix 3.

Proposed Capital Program

Program Expenditures (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total 2013-2022 (\$000's)
Capital Construction & Improvement	134	500	500	500	3,000	4,634
Facility Services	1,317	540	669	500	3,254	6,280
Lifecycle Maintenance	7,550	12,625	24,898	35,204	201,889	282,166
Space Planning	113	90	300	300	1,230	2,033
Vehicles & Equipment	81	0	42	78	50	251
Total Expenditures	9,195	13,755	26,409	36,582	209,423	295,364

Note: Numbers may not balance due to rounding.

Program Funding (\$000's)	2013 Proposed Budget (\$000's)	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)	2017 -2022 Forecast (\$000's)	Total (\$000's)
Subsidies and Recoveries	0	0	0	0	0	0
Gas Tax	0	0	0	0	0	0
Cash In Lieu	0	0	0	0	0	0
Development Charges	0	0	0	0	0	0
Tax	9,195	13,755	26,409	36,582	209,423	295,364
Other	0	0	0	0	0	0
Debt	0	0	0	0	0	0
Total Funding	9,195	13,755	26,409	36,582	209,423	295,364

Note: Numbers may not balance due to rounding.

Performance Measures

15.0 Balanced Scorecard

A Balanced Scorecard identifies measures for four key areas for an organization's performance: Financial; Customers; Employees; and Business Processes.

By paying attention to all four areas an organization can retain balance to its performance and know that it is moving towards the attainment of its goals.

About the Measures for FPM:

Financial Measures:

Average Maintenance Cost per Square Meter identifies the spending for the facility portfolio (that includes pathway lighting) on a basis which takes into account inventory growth. This measurement assists in identifying capital priorities as well as current level base budget requirements.

Customer Measures:

Meet Service Level Response Standard 80 percent of the time, which allows for the monitoring of response times to service levels that have been developed and published in 2010 and will begin reporting on in 2011. This indicator allows us to monitor facility and program impacts as well as customer satisfaction through communication and timely response.

Respond to Security dispatches within 17 minutes which is an important measurement for staff and public safety. In 2009 as a result of an Economy, Efficiency, Effectiveness (E3) review, it was identified that 17 minutes was the average response time for Security and is adequate. This planned service level is identified as 100 percent as

anything less will indicate a requirement for additional resources or improved processes.

Employee Measures:

Maintain 75 percent or Greater Employee Satisfaction Rating for Job related Technical Training and Development is a measurement of FPM's commitment to staff development and is benchmarked through the Employee Survey which is completed every two years.

Business Process Measures:

Electricity Consumption per Square Meter (KWH), Water Consumption per Square Meter, Natural Gas Consumption per Square Meter all measure the utility consumption for City facilities and is reported annually. This allows staff to look into the trends and correct issues as required. These measurements can be benchmarked with other similar facilities internally.

Square Meter Maintained per FTE is an indicator of internal resources supporting City facilities based on square meter maintained per full time equivalent (FTE) staff person. This measurement assists FPM in balancing internal and external resources to maintain adequate response for maintenance based on identified service levels.

Measures for Facilities and Property Management	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Planned)	2014 (Planned)	2015 (Planned)	2016 (Planned)
Financial:							
Average Maintenance Cost per Square Meter	\$12.00	\$12.71	\$13.54	\$13.54	\$13.54	\$13.54	\$13.54
Customer:							
Meet Service Level Response standard 80% of the time	80%	80%	80%	80%	80%	80%	80%
Average Response Time for Security Dispatches	17 Min	17 Min	17 Min	17 Min	17 Min	17 Min	17 Min
Employees/Innovation:							
Maintain 75% or Greater Employee Satisfaction Rating for Job related Technical Training and Development	73%	73%	75%	75%	75%	75%	75%
Internal Business Process:							
Electricity Consumption per Square Meter (KWH)	170.36	173.23	174.82	173.07	171.34	169.63	167.93
Water M3 Consumption per Square Meter	1.62	1.66	1.67	1.65	1.64	1.62	1.61
Natural Gas M3 Consumption per Square Meter	20.39	22.48	21.90	21.69	21.47	21.25	21.04
Square Meter Maintained per FTE	50	52	50	50	50	50	50

Appendices

Appendix 1: Details of Changes to Maintain Current Service Levels and Operationalize Prior Decisions

Changes to Maintain Current Service Levels

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
Labour and Benefits	12,226	12,784	558	Increase reflects negotiated union agreements, economic adjustment increases, labour adjustments and other fringe benefit changes
Cost Increases				
Utilities cost increase	2,013	2,168	155	Increase reflects rates increase for Hydro and water
Administrative and Support Costs	442	453	11	Increase in allocation cost
Other Change	1,745	1,745	0	
Total Cost Increases	4,200	4,366	166	
Efficiencies and Cost Savings				
Facilities cleaning/services contract cost efficiencies	1,352	1,182	(170)	The budget reduction is based on the gap between budget and actuals due to efficiencies and unrealized projected cost increase for current economic condition
Labour cost reduction	88	44	(44)	Reduction of 1 permanent staff position in FPM for target reduction starting mid 2013
Total Efficiencies and Cost Savings	1,440	1,226	(214)	
Current Revenue Changes				
Other Changes	(368)	(369)	(0)	
Total Current Revenue Changes	(368)	(369)	(0)	
Total Changes to Maintain Current Service Levels	17,497	18,007	511	

Note: Numbers may not balance due to rounding.

Changes to Operationalize Past Decisions

Description (\$000's)	2012 Budget (\$000's)	2013 Proposed Budget (\$000's)	Change (\$000's)	Details
Annualization of Previous Years Operating Cost Decisions				
Annualization of 1 HVAC position	41	82	41	Annualization cost of 6 months
Annualization of 3 Security officers	146	195	49	Annualization cost of 3 months
Annualization of 1 Energy co-ordinator position	41	80	39	Annualization of conversion cost of 6 months
Annualization of estimated utilities savings to offset annualization of 1 Energy co-ordinator	(41)	(81)	(40)	Annualization of estimated utilities savings to offset the annualized conversion cost of 1 Energy co-ordinator
Annualized Utilities savings re Daytime Cleaning in precinct buildings	1,735	1,720	(15)	Annualization of estimated Hydro cost savings in precinct buildings for Daytime cleaning
Annualized labour savings re Daytime Cleaning in precinct buildings	253	216	(37)	Annualization of labour cost savings (night time supervisor and temporary custodial staff) in precinct buildings for Daytime cleaning
Total Annualization of Previous Years Operating Cost Decisions	2,175	2,212	37	
Operating Impact of New Capital Projects				
N/A	0	0	0	
Total Operating Impact of New Capital Projects	0	0	0	
Total Changes to Operationalize Past Decisions	2,175	2,212	37	
Total Cost to Maintain Current Services Levels and Operationalize Prior Decisions	19,672	20,220	548	

Note: Numbers may not balance due to rounding.

Appendix 2: Budget Requests

Facilities and Property Management does not have any Budget Requests for the 2013-2016 Business Planning Cycle.

Appendix 3A: Proposed 2013 Capital Program (\$000's)

Program: Capital Construction & Improvement

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13746	Accessibility Improvements at various locations	134	0	134	Facilities Repairs and Renovations Reserve Fund
Subtotal		134	0	134	

Program: Facility Services

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13722	Recommissioning of energy efficient improvements at various locations	253	0	253	Facilities Repairs and Renovations Reserve Fund
13723	Light Replacements at various parking lots	308	0	308	Facilities Repairs and Renovations Reserve Fund
13724	Light retrofits and window coatings at various locations	215	0	215	Facilities Repairs and Renovations Reserve Fund
13726	Video surveillance and alarm system replacement at various locations	541	0	541	Facilities Repairs and Renovations Reserve Fund
Subtotal		1,317	0	1,317	

Program: Lifecycle Maintenance

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13700	Roof replacement at various Locations	331	0	331	Facilities Repairs and Renovations Reserve Fund
13701	Pool dehumidification system at South Common community centre	1004	0	1004	Facilities Repairs and Renovations Reserve Fund
13702	Boiler replacement at Civic Centre	614	0	614	Facilities Repairs and Renovations Reserve Fund
13703	Compressor replacement at Iceland Arena	111	0	111	Facilities Repairs and Renovations Reserve Fund
13705	Fuel Pad/Island repairs at Malton Depot	206	0	206	Facilities Repairs and Renovations Reserve Fund
13706	Replacement of pool filter system at Cawthra and Glenforest	260	0	260	Facilities Repairs and Renovations Reserve Fund
13707	Replacement of washbay at Central Parkway	162	0	162	Facilities Repairs and Renovations Reserve Fund
13708	Various mechanical repairs at various locations	126	0	126	Facilities Repairs and Renovations Reserve Fund
13709	Pathway Lighting repairs at various community parks	1291	0	1291	Facilities Repairs and Renovations Reserve Fund
13710	Tennis court light replacement at Huron park	340	0	340	Facilities Repairs and Renovations Reserve Fund
13711	Light replacement at various Tennis Courts	595	0	595	Facilities Repairs and Renovations Reserve Fund
13712	Electrical repairs at various fire stations	221	0	221	Facilities Repairs and Renovations Reserve Fund
13713	Electrical repairs at various locations	343	0	343	Facilities Repairs and Renovations Reserve Fund
13714	Replace rubber floor at Iceland Arena	366	0	366	Facilities Repairs and Renovations Reserve Fund

Continued **Program: Lifecycle Maintenance**

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13715	Interior Repairs at various Fire Stations	35	0	35	Facilities Repairs and Renovations Reserve Fund
13716	Wood flooring, walls and roof repairs at Benares and Bradley	192	0	192	Facilities Repairs and Renovations Reserve Fund
13718	Foundation repairs at City centre Transit Terminal	484	0	484	Facilities Repairs and Renovations Reserve Fund
13719	Waterproofing repairs at Adamson	212	0	212	Facilities Repairs and Renovations Reserve Fund
13720	Structural repairs at various locations	127	0	127	Facilities Repairs and Renovations Reserve Fund
13775	Lifecycle emergency repairs at various locations	530	0	530	Facilities Repairs and Renovations Reserve Fund
Subtotal		7,550	0	7,550	

Program: Space Planning

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13721	Health and safety furniture replacement at various locations	113	0	113	Capital Reserve Fund
Subtotal		113	0	113	

Program: Vehicle & Equipment

Project Number	Project Name	Gross Cost (000's)	Recovery (000's)	Net Cost (000's)	Funding Sources
13755	Lifecycle replacement of recycling equipments at various locations	81	0	81	Capital Reserve Fund
Subtotal		81	0	81	
Total Expenditure		9,195	0	9,195	

Appendix 3B: Proposed 2014-2016 Capital Program (\$000's)

Program: Capital Construction and Improvement

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Accessibility improvements at various locations	500	500	500
Subtotal	500	500	500

Program: Facility Services

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Energy management improvements	540	500	500
Security apparatus replacement and improvements	0	169	0
Subtotal	540	669	500

Program: Lifecycle Maintenance

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Electrical repairs at various locations	780	4,491	6,379
Emergency repairs at various locations	500	500	500
Various building Inspections	0	100	100
Mechanical repairs at various locations	6,713	7,735	10,986
Roof replacement at various locations	347	1,996	2,835
Structural repairs at various locations	4,285	5,306	7,513
Various Parking lots repairs	0	2,291	3,370
Interior finishes at various locations	0	2,480	3,520
Subtotal	12,625	24,898	35,204

Program: Space Planning

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Furniture replacement at various locations	90	300	300
Subtotal	90	300	300

Program: Vehicles and Equipment

Project Name	2014 Forecast (\$000's)	2015 Forecast (\$000's)	2016 Forecast (\$000's)
Equipment replacement at various locations	0	14	38
Vehicle replacement	0	28	40
Subtotal	0	42	78
Total Expenditures	13,755	26,409	36,582