

**Facilities and Property
Management Business Plan**

City of Mississauga

2011-2014



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Facilities & Property Management Amendments 2011-2014 Business Plan & Budget

Council has reviewed the 2011-2014 Business Plan and Budget and has approved the following changes.

Initiative	BR #	Decision		
		Details	Amount (000's)	FTE
Labour and benefit adjustment	BASE	To reflect revised labour and benefit costs as approved by Council	-178	
Expand Energy management Capabilities	90	The cost of this initiative will be funded from Reserves.	-42	
Project Management Support for Requested Capital Programs	635	Space Planner position not approved	-46	-0.5
Support Growing Portfolio of Building Assets	327	Delete initiative.	-43 -40 (Capital)	-1
Various Surplus Land Disposals	PN11 -850	Initiative to be funded from Reserves	200 (Capital)	

This page has been generated as the most efficient way to update the Service Area Business Plans based on Council's decisions, rather than re-writing the full document. The City wide plan has been amended in full.



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Existing Core Services

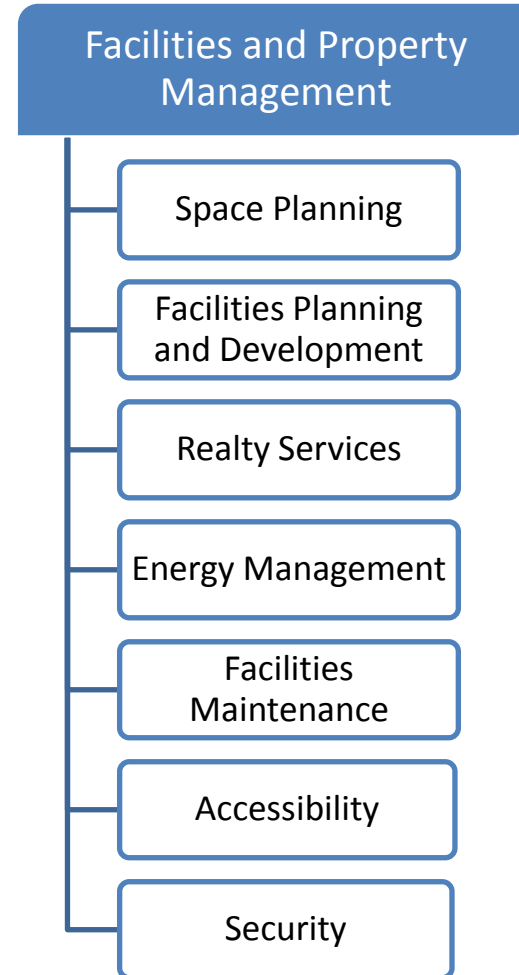
1.0 Vision and Mission

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

The Facilities and Property Management Mission is *“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 requirements through facilities design and engineering; 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 repairs through Facilities Maintenance and ensure the safety and security of assets, visitors and staff through Corporate Security.



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.

“The most important thing in communication is to hear what isn’t being said.”

Peter F. Drucker

3.0 Past Achievements

FPM have developed a solid foundation of trusting relationships in partnering 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 of Crown owned lands over an extensive corridor made this a complicated and difficult task;
- Established *Transit Enforcement Program* in support of corporate ridership targets. Attracting choice riders to the system relies on a perception of safety and security. The policies, procedures and by-laws for a new unit was developed under the direction of Corporate Security and then operations were successfully launched; and
- Completed the Transit Storage and Repair Facility Expansion Project with *zero* disruption to service during the three year, \$85 million project. The capacity of this facility was doubled to accommodate an eventual fleet of 390 buses.

In support of the City's "Green" pillar of its strategic plan to become a more environmentally sustainable community, FPM:

- Developed Green Building Standards to guide development of city facilities. Through collaborative processes with a variety of internal stakeholders new

standards for the development and redevelopment of City owned buildings were created and approved by Council; and

- Implemented a variety of energy management strategies. Bullfrog green power was purchased for City Hall and photovoltaic solar panels were installed on the roof of the Hershey Centre.

Furthering the "Connect" pillar of the strategic plan and in pursuit of the goal of creating great public spaces, FPM:

- Responded quickly to the challenge of ISF/RInC infrastructure grant programs. With little in the way of notice or planning, assumed responsibility for the delivery on a very tight schedule of over \$140 million of infrastructure replacement projects, significantly enhancing our facilities and reducing the future liabilities of the city.

The "Belong" pillar of the strategic plan has been advanced through:

- Developed an Accessibility Design Handbook to guide construction and renovation of city facilities. Working with a multi-disciplinary team, developed a design handbook to guide the design of city facilities that will help eliminate barriers to persons with disabilities.



Improved financial and asset management processes have been implemented including:

- Developed VFA Facility as our asset management system. Integrated with the existing Hansen asset data management system, VFA Facility will provide the city with the ability to move from reactive, short term asset management decision making to a proactive system based on long term financial plans and projections; and
- Met Public Sector Accounting Board asset reporting requirements. Related to asset management, delivered a comprehensive response to requirements to change the accounting system which involved inventorying and valuing all building assets of the City.

Other important achievements include:

- Space Accommodation Project. Established new standards for staff accommodation and processes to undertake staff relocations. Have successfully implemented a multi-phased series of renovations and moves improving adjacencies and space allocation as well as positively influencing communication and collaboration and productivity.



Port Credit Library Re-development

4.0 Opportunities and Challenges

An in-depth SWOT exercise was performed with all FPM sections analyzing areas of concern. Areas of challenge for the service area include:

- Volatile energy markets;
- Pressures from continued growth of the portfolio of facilities;
- Public expectations for energy conservation and green initiatives; and
- Obsolete technologies.

Through this analysis, opportunities were developed to mitigate these pressures by:

- Pursuing grants and incentives to invest in green power production projects will provide opportunities to reduce corporate environmental footprint and increase revenues;
- Implementation of open market purchasing strategies for utilities will achieve savings without incurring excessive, unmanageable risk;
- New software will enhance capacity to monitor and manage cost of utilities;
- New software will improve data management of security related incidents leading to more effective and efficient allocation of resources;
- Further development and support of asset management programs for buildings will allow for effective long range financial planning for infrastructure renewal and more effective allocation of resources on a priority basis; and
- Increased allocation of resources for equipment maintenance will improve reliability and extend life of growing portfolio of assets.



“Life doesn’t require that we be the best –
only that we try our best.”

H. Jackson Brown Jr.

5.0 Current Service Levels

The real customer is the resident of the city who uses the many and varied services provided by the city. We partner with all the other service areas to ensure high quality services are delivered. Specifically the role of this service area is to ensure the provision of high quality spaces from which to deliver those services. There are many detailed service levels that are documented in a wide variety of areas such as custodial services, facility maintenance and security response however the service level commitments of the division expressed at a high level can be summarized as follows:

- Complete 90 percent of capital projects on time and on budget;
- Spend 70 percent of capital maintenance budget within the year approved;
- Complete 80 percent of preventative maintenance tasks annually;
- Complete 100 percent of legislated certifications annually;
- Meet documented response times for service desk calls 80 percent of the time;
- Maintain energy consumption levels at existing levels based on energy units/square metre of space;
- Respond to security incident dispatches within 17 minutes;
- Maintain density in office spaces at 180-200 sq/ft per person; and
- Maintain 70 percent of the city's lease agreement inventory current.



Civic Square Re-development

5.1 Maintaining Our Infrastructure

The City owns and operates a portfolio of 256 buildings of various sizes, complexity and usage that contain approximately 4.6 million square feet of space. In addition, FPM are responsible for the site services (parking lots, sewer, water, hydro, sport field and pathway lighting) in an additional 327 parks. The current estimated replacement value of all of these assets is \$1.2 billion.

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

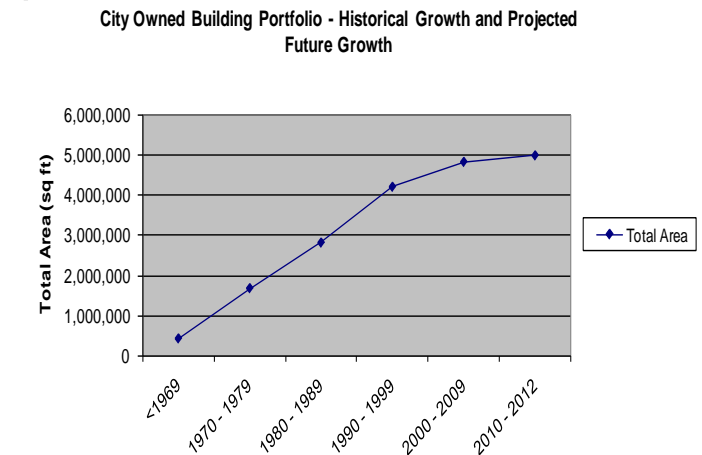
Since its inception the City has been engaged in building the facility infrastructure for what is now the sixth largest city in Canada as illustrated in the chart below. By 2012 the total inventory is anticipated to reach five million square feet of space.

The age profile of existing facilities is depicted in the following chart and from this it can be seen that close to 60 per cent of the inventory is more than 20 years old and 87 per cent of the inventory is more than 10 years old. The earlier challenges of dealing with expanding facility inventories are now being replaced by the challenges of addressing an aging facility inventory.

In response to this change in focus, FPM have developed and introduced an asset management system based on Hansen and VFA Facility as an integrated technology solution. Detailed asset inventory and condition assessments have been conducted and multi-year forecasts of replacement cost based on industry standard life cycle expectations are now possible. The system relies on a Facility Condition Index (FCI) to establish objective condition assessments and allows asset managers to determine the impacts of setting target FCI's and/or expenditure levels on

the long term quality and sustainability of the portfolio. When fully implemented in 2011, the asset management system will:

- Improve capital budgeting and forecasting based on objective facility condition data;
- Improve prioritization of facility capital maintenance/ replacement requirements;
- Demonstrate the level of state of good repair across the facilities portfolio;
- Provide the ability to perform funding scenario and service level options analysis; and
- Streamline the capital budgeting process.



6.0 Looking Ahead: Goals over the next 4 years

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:

- Developing a multi-year capital maintenance and renewal budget based on accepted condition targets for specific classes of buildings;
- Aligning service expectations with resources by publishing and monitoring performance against service level standards for maintenance and custodial services;
- Pursuing opportunities for energy conservation, green building design and alternate energy production to realize operating cost efficiencies and environmental benefits; and
- Enhancing safety and security of residents and staff by reporting on a regular basis the nature and number of incidents occurring on city properties.



Future Burnhamthorpe Branch Library

"There isn't a person anywhere who isn't capable of doing more than he thinks he can."

Henry Ford

7.0 Engaging our Customers

As noted previously, FPM serves the customers of the city largely through its partnerships with other city service areas. Internal clients not only rely on our service area for building asset management services and programs but also for routine facilities maintenance and support services required by any business.

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) is the primary means of staying in touch with front line service providers in the facilities. Requests for service 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.



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 Watch engage facility users to ensure the

safety of visitors to the properties. Recently, Management Consulting; Efficiency, Effectiveness and Economy review of the Security service provided feedback on the strengths and weakness of this service leading to the implementation of a number of ideas for improvement including the use of regular incident reporting systems.

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

Processes used in the Space Planning section directly access 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.



Proposed Changes

This part of the Business Plan deals with proposed changes to the 2011-2014 Business Plan & Budget. To assist the reader, the table below summarizes the drivers of these changes including, both operating and capital. Individual tables with a brief description of the change follow.

Drivers of Operating Costs

Description (\$ 000's)	2011	2012	2013	2014
Prior Year Budget	18,182	18,867	20,170	21,184
Base Changes & Impact of Capital Projects				
Base Changes	708	928	784	557
Impact of New Capital Projects	0	0	0	0
Continuous Improvements				
Efficiencies	(180)	(70)	(3)	0
Budget Reductions	(36)	(51)	0	0
Total Changes to Base and Continuous Improvement	492	807	781	557
Total Cost to Deliver Our Existing Services	18,675	19,674	20,950	21,741
Proposed Changes				
Growth Driven Initiatives	105	132	91	42
New Service Level/New Initiatives - Funded from Tax or Reserves	88	364	143	(49)
New Revenues	0	0	0	0
Total - Proposed Changes	193	496	234	(7)
Total Budget	18,867	20,170	21,184	21,734

Note: Numbers may not balance due to rounding

8.0 Base Changes

The following table illustrates highlights of this service area's base budget. This would include costs to maintain existing service levels including the annualized impact of previous Council decisions. Costs identified here are related to labour and benefit increases for existing staff, increases of an inflationary nature as well as service demand changes. Building maintenance increases for building equipment repair and supplies cost and maintenance agreement costs are due to aging of equipment in City facilities, more equipment in City facilities, more equipment inventories and compliance costs to fire code requirements.

Highlights of Base Budget Changes

Description (\$ 000's)	FTE	2011	2012	2013	2014	Total Net Costs
Building maintenance increase	0.0	283	115	0	0	398
Labour Adjustments EA/PMP-Facilities & Property Management	0.0	555	696	695	475	2,421
Labour Gapping	0.0	(250)	0	0	0	(250)
Departmental Support Services cost allocation	0.0	21	28	28	20	98
Security System maintenance increase	0.0	22	0	0	0	22
Building operation cost	0.0	(1)	2	0	0	1
Utilities cost increase	0.0	78	87	61	63	288
Annualization of 2 temp project co-ordinators hired in 2010, cost \$74.4K offset by capital recovery	1.0	0	0	0	0	0
Total Base Budget Highlights	1.0	708	928	784	557	2,977

Note: Numbers may not balance due to rounding

The maintenance of service levels in areas where changes are not proposed during the four year term of this plan will require the following additional resources.

All city facilities have security systems installed that may include CCTV cameras, intrusion alarms and access control (electronic locks) that are routed back to the central Security Control Room. These devices are crucial to ensuring the safe and secure operation of these buildings and, like any equipment, require regular maintenance, both preventative and on demand to ensure the full life cycle benefits are realized. An increase in the resources allocated to the maintenance was planned over a period of three years with the final phase anticipated for 2011. Providing for this final phase of the planned increase will ensure the existing system will be adequately provided for. Any future increases will be dependent on the extent to which the system grows.

The service delivery model for the division relies heavily on the use of external contractors for a wide variety of preventative maintenance and repair services for such things as hoists, elevators, fire alarm panels and motorized doors. There are over 90 such maintenance contracts in place currently with a total annual estimated value of \$2.8 million. These types of services are best suited to an external contractor as the number and frequency of demand for them can vary widely over the course of a year or they are so specialized as to render it impractical for the city to maintain the expertise required in house. Contracts for these services are tendered competitively on a regular basis to ensure continued value for money and with each new contract there is the potential that market forces will result in cost increases. In addition, with the increase in square footage of buildings under management, costs are also expected to increase. Provision is made in the plan for the anticipated cost increases that may result.

Similarly, a number of building operation functions including custodial services in libraries, locksmith services, specialized cleaning such as graffiti removal and carpet cleaning, pest control and furniture repairs are provided through contracted services. Renewals of contracts in this area will also result in higher costs.

The procurement of utilities (hydro, gas, water) are managed centrally by FPM and then allocated out to the operating Divisions for budget purposes. Innovative strategies are used and are adjusted on a regular basis to ensure an appropriate balance between cost and risk associated with market fluctuations. During the four years of this plan anticipated inflationary increases have been offset to the extent possible by anticipated market forces which may result in cost savings however over the period of the plan a net increase in such costs are anticipated.

The City provides accommodation for approximately 300 staff on two and a half floors of an office building adjacent to City Hall. While lease rates are favourable and locked in until the end of the current term in 2013, the operating costs (hydro, gas, custodial) are the subject of annual adjustments. Provision for the anticipated increase in these costs is included in the plan.

9.0 Continuous Improvement

The largest potential improvement in this service area will come from the adoption of a proactive, forward looking asset management system to replace the reactive system currently in place. Infrastructure investment decisions will be made on the basis of verifiable technical data will be able to be prioritized according to pre-set criteria and will be much more predictable over the long term leading to a more effective financial planning environment. A more efficient allocation of staff and financial resources will result.

With respect to the purchase of utilities, relatively small improvements in rates can yield significant savings in total dollars due to the quantities purchased. The markets for these commodities, particularly in the case of electricity, are affected by a large number of variables that occur both locally and globally and include interventions by senior levels of government. Professional advisors are retained to track changes and recommend strategies that capitalize on opportunities or mitigate the impact of pressures. The adoption of new strategies in response to changes in the market is an ongoing process that is carried out in compliance with city policies aimed at an appropriate balance between cost control and risk management.

A recent Council endorsed change in strategy will see the city acquire electricity entirely on the spot market without any hedging through the use of forward contracts. An estimated savings of \$80k per year will result in years 2011 through 2014 and risk will be managed through the use of existing reserve funds. The ongoing development of new strategies will be supported and facilitated by the introduction of a new energy monitoring and billing management system which will be installed to replace the existing obsolete system.

Further opportunities for continuous improvement lie in the implementation of green building strategies, alternate energy generation facilities and emerging energy conservation technologies. Government incentive programs to support pilot trials of new equipment and initiatives will be vigorously pursued over the life of the plan.

Over 14,000 maintenance work orders are received annually by the Facilities Maintenance Section. These work orders are paper based documents managed in the Hansen system requiring manual tracking, input and reporting. Hansen has the functionality to convert these processes to paperless, electronic transactions eliminating a number of steps, speeding up response and more effectively using existing trades and administrative staff resources. Activating this module and converting work flow processes to a field based computing model in 2012 will yield significant efficiencies over the balance of the period of the plan.

The introduction of an improved database system in the Security area will assist in managing the large amounts of data generated by the incident reporting processes in place. This system will facilitate resource allocation decisions such that staff and equipment can be most effectively deployed.

The contract for the provision of food services to occupants and visitors in the Civic Centre facilities will terminate at the end of 2011. In preparation for this, food service outlets will be relocated to the ground floor of City Hall to be accessible to the public and more desirable for building occupants. The increased exposure of these outlets which will result from ongoing plans to enhance the amenities of the square will yield increased sales, financial benefits to the city and will greatly enhance the amenities of the Precinct

The following table illustrates reductions that are a result of conducting work quicker or in an improved manner which does not result in a change in service level. In some cases it represents an investment which will result in future savings or cost containment. Where a Budget Request (BR) number is noted, more information regarding this can be found in Volume 2 of the documentation.

Efficiencies

Description (\$ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Improved Utility Procurement Strategy	97	0.0	(180)	(70)	0	0	(250)	Continuous improvement	
Implement Field Computing for Facilities Maintenance	443	0.0	0	0	(3)	0	(3)	Continuous improvement	
Total Operating Budget Impact		0.0	(180)	(70)	(3)	0	(253)		

Note: Numbers may not balance due to rounding.

Items captured on the table below represent budget reductions or reduction in service levels recommended by staff.

Recommended Program Reductions

Description (\$ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Lower winter heating temperature by 1 degree Celsius and raise summer cooling to 25 degrees Celsius to save energy	589	0.0	(36)	(51)	0	0	(87)	Delivering on initiatives within the Strategic Action Plan	Green
Total Operating Budget Impact		0.0	(36)	(51)	0	0	(87)		

Note: Numbers may not balance due to rounding.

10.0 Proposed Changes

The following table includes operating costs which are required to ensure that service levels are maintained to service a larger community.

Growth Driven Service Costs

Description (\$ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Support Growing Portfolio of Building Assets	327	1.0	43	41	0	0	84	Maintaining a state of good repair for our infrastructure	
Facility Asset Management Program	338	2.0	62	91	91	42	286	Maintaining a state of good repair for our infrastructure	
Total Operating Budget Impact		3.0	105	132	91	42	370		

Note: Numbers may not balance due to rounding

(BR 327) Building assets under management have grown in terms of square footage and complexity. Demands for infrastructure maintenance, energy efficiency, air quality improvements in work spaces and regulatory changes have put pressure on existing technical resources for response to HVAC equipment issues within published service levels. HVAC technician will address the needs brought on largely by the recent completion of the Transit campus and the anticipated onset of the new Fire Training Centre in 2012.

(BR 338) The development of a proactive asset management program that permits long range financial planning and infrastructure maintenance is a key goal of the Service Area over the life of the plan. Programs rely heavily on quality data being supplied to the computerized modelling systems that have been acquired. Ensuring the integrity, currency and reliability of the database together with the ability to effectively use the power of the system to model outcomes are required to support the decision making capacity of the program. The conversion of one existing contract person who was employed in the setup of the program for ongoing maintenance and support will ensure the effectiveness of the program and reduce the need for major updates on a cyclical basis. In 2011 further review will be undertaken to determine the need for and role of additional technical support for this essential program.

This table captures all costs for new or enhanced levels of service.

Increased Service Levels/New Initiatives - Funded from Tax

Description (\$ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs	Area of Focus	Strategic Pillar
Expand Energy Management Capabilities	90	2.0	42	14	(7)	(49)	0	Delivering on initiatives within the Strategic Action Plan	Green
Office Accommodation to Support Departmental Requests	622	0.0	0	300	150	0	450	Identifying any new initiative that align with strategic Plan	
Project Management Support for Requested Capital Program	635	4.0	46	42	0	0	88	Identifying any new initiative that align with strategic Plan	
Purchase an Incident Database for Corporate Security Applications	208	0.0	0	8	0	0	8	Continuous improvement	
Total Operating Budget Impact		6.0	88	364	143	(49)	546		

Note: Numbers may not balance due to rounding

(BR 90) Electricity and natural gas used to run the city's facilities, including not only the commodities but various charges imposed for transmission and other regulated charges cost the corporation \$17.1 million per year. In addition, building operations account for the majority of environmentally harmful greenhouse gas emissions generated from city operations. Effectively managing consumption therefore has significant implications to both operating costs and strategic environmental goals. The Energy Management Section has accumulated many successes over the past several years however when benchmarked against similar agencies in other jurisdictions and in light of the pressures and expectations placed on the corporation both internally and externally for green initiatives, is substantially under-resourced. The addition of one new position in 2011 and conversion of a contract position in 2012 and 2013 will permit the Section to expand and enhance its activities yielding cost savings, improved air quality in the local community and more proactive energy management leadership.

(BR 635) This Service Area provides support to all other service areas in the corporation, planning, designing and constructing capital facilities from which public services are delivered. Through the coordination of the development of this plan with those of the other departments it is evident that there are significant capital development and infrastructure renewal requirements over the period of these plans. In analyzing these requirements and estimating the workload implications of the projects anticipated, it has been determined that existing staff resources engaged in project delivery are inadequate to meet the expectations of the client departments. There is a requirement for staff resources totalling four positions to meet these expectations as articulated in the other service area plans. Given that the City's Service Delivery Model involves charge-backs to capital projects to pay for project management services, the financial impact of the requirement for additional project managers is included within the cost estimates for the projects themselves. The one additional staff resource for support in the Space Planning area will require an increase to the operating budget as this staff is not charged back to projects.

2011-2014 Net Capital Detail Changes

The table below lists newly identified capital projects and other changes in 2011-2014.

2011 - 2014 Net Capital Detail Changes

Program Expenditures (\$ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total (\$)	Area of Focus	Strategic Pillar
Purchase an Incident Database for Corporate Security Applications	208	40					40	Continuous improvement	
Office Accommodation to Support Departmental Requests	622	3,000	3,000				6,000	Identifying any new initiative that align with strategic Plan	
Support Growing Portfolio of Building Assets	327	40					40	Maintaining a state of good repair for our infrastructure	
Food Service Improvements in the Civic Precinct	579	1,200	500				1,700	Maintaining a state of good repair for our infrastructure	
Facility Asset Management Program	338				500	500	1,000	Maintaining a state of good repair for our infrastructure	
Electrical Systems		(477)				832	355		
Inspections		(473)	(400)	(400)	(400)	(1,900)	(3,573)		
HVAC Systems		(1,264)				1,331	67		
Mechanical Systems		1,201				550	1,751		
Structural		(221)	500	400	400	9,426	10,505		
Relocation & Office Accommodation		918	(100)			(2,883)	(2,065)		
Total Net Expenditures		3,963	3,500	0	500	7,856	15,819		

Note: Numbers may not balance due to rounding

Required Resources

11.0 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. This review was carried out in addressing the issues identified in this plan and resulted in base changes outlined earlier driven by increased resources for contracted services as well as the recommendations to add to the complement of the Service Area.

The strength of the team engaged in delivering our 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 budgeted for.

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

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.

Human Resources Requirement

Description	Total FTE
2010 Restated Complement	176.1
2011 Budget Requirement	182.1
2012 Budget Requirement	184.1
2013 Forecast	186.1
2014 Forecast	186.1

Human Resources Requirement Distribution

Program	2010	2011	2012	2013	2014
Building Maintenance	32.0	33.0	33.0	33.0	33.0
Security	49.7	49.7	49.7	49.7	49.7
Building Operations	42.4	42.4	42.4	42.4	42.4
Utilities	3.0	4.0	4.0	5.0	5.0
Capital Project Management and Space Planning	32.0	36.0	38.0	39.0	39.0
Realty Services	10.0	10.0	10.0	10.0	10.0
FPM Divisional Support	7.0	7.0	7.0	7.0	7.0
Total Service Distribution	176.1	182.1	184.1	186.1	186.1

12.0 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 will be developed in 2012 leading to streamlined and more efficient building maintenance management. Hansen is also integral to the asset management system introduced in 2010, VFA Facility. VFA extracts its data requirements from Hansen and uses that information to guide the decision making process for capital maintenance budgets ensuring the effective and efficient allocation of these resources. 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 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 the purpose will enhance the efficiency and effectiveness of staff in managing this significant cost area.

American Magnetics is a newly installed system for managing remote security devices deployed throughout the City. This system controls all access control, alarm response and CCTV installed in facilities. Ongoing maintenance and support of this new system will be critical not only to the effective operation of facilities but also the effective and efficient allocation of security section resources.

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 intended to be installed in 2011 and maintained over the life of this plan.

13.0 Facilities

This Service Area operates largely out of facilities within the 950 Burnhamthorpe Rd. complex. The groups located in this facility are well accommodated and any growth will be dealt with through reallocation of existing space.

The Security Unit is located in a number of locations within the Civic Precinct complex. The Control Room on the ground floor of City Hall must remain in its current location due to its proximity to various key infrastructure termination points (access control, fire panel, elevator controls). The relocation of the administration of this group, which is currently situated on the 3rd Floor of the Central Library, to more suitable space will be pursued as opportunities arise.

This Service Area provides the accommodation for all other service areas and through a review of all the other service area business plans, the following consolidated impact on overall space needs has been provided.

(BR622) FPM, through its Space Planning Section is responsible for the provision of all office spaces used by city departments. Through a mixture of owned and leased spaces, the needs of the businesses are met by the acquisition, design, construction and furnishing of a wide variety of office environments. The emerging needs of the City as set out in the various service area plans have been analyzed and consolidated in the preparation of this plan. The net impact of anticipated staff increases due to growth, decreases due to efficiencies and changing priorities and relocations to improve adjacencies of related groups, and taking into account the effective use of existing spaces, results in a need for an additional 37,000 square feet of space over the next 2 years to accommodate the needs of the city. An analysis of the financial impact of a leased versus owned strategy in light of the existing trends in the local market for office space rents, points towards the use of

leased space to satisfy these needs for the foreseeable future. The operating cost impact of leasing additional space as well as the capital costs for renovations to owned spaces and leasehold improvements to leased spaces has been accommodated in the financial plan for this service area over the life of the business plan.



950 Burnhamthorpe Road Facility

14.0 Budget

4 Year Budget and Forecast

(\$ 000's)	2010 Budget	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Labour Costs	11,965	12,414	13,329	14,197	14,756
Other Operating Expenses	7,017	7,275	7,597	7,714	7,686
Total Costs	18,982	19,688	20,925	21,911	22,441
Total Revenues	(428)	(390)	(353)	(353)	(353)
Net Cost	18,554	19,298	20,572	21,558	22,088
Allocations	(371)	(431)	(403)	(374)	(355)
Net of Allocations	18,182	18,867	20,170	21,184	21,734

Note: Numbers may not balance due to rounding.

2011 Net Budget by Program

Program Expenditures (\$ 000's)	2009 Actual	2010 Budget	2011 Base Budget	Base Change %	2011 Program Changes	2011 Request	2011 Change	2011 Change (%)
Building Maintenance	4,962	5,552	5,907	6.4	43	5,950	399	7.2
Building Operations	2,831	3,311	3,359	1.4	0	3,359	48	1.4
Capital Project Mgmt & Space Planning	1,816	2,038	2,110	3.6	108	2,218	181	8.9
Divisional Support Services	1,322	1,250	1,271	1.7	0	1,271	21	1.7
Realty Services	556	679	697	2.7	0	697	18	2.7
Security Services	3,097	3,166	3,275	3.4	0	3,275	109	3.4
Utilities	2,135	2,188	2,272	3.8	(174)	2,098	(90)	(4.1)
Net Budget Impact	16,719	18,182	18,891	3.9%	(23)	18,867	685	3.8%

Note: Numbers may not balance due to rounding.

2011 - 2014 Net Operating Budget by Program

Program Expenditures (\$ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast
Building Maintenance	5,950	6,261	6,413	6,521
Building Operations	3,359	3,443	3,526	3,572
Capital Project Mgmt & Space Planning	2,218	2,516	2,772	2,929
Divisional Support Services	1,271	1,321	1,370	1,405
Realty Services	697	1,053	1,260	1,299
Security Services	3,275	3,485	3,686	3,829
Utilities	2,098	2,091	2,157	2,180
Net Budget Impact	18,867	20,170	21,184	21,734

Note: Numbers may not balance due to rounding.

2011 - 2020 Total Net Capital Program

Program Expenditures (\$ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total (\$)
Capital Construction & Improvement	1,730	1,000	500	500	30,920	34,650
Facility Services	613	734	747	756	4,350	7,200
Lifecycle Maintenance	6,941	7,046	6,976	7,559	55,475	83,997
Space Planning	5,307	3,780	780	780	4,039	14,686
Vehicles & Equipment	73	38	42	39	314	506
Total Net Expenditures	14,664	12,598	9,045	9,633	95,099	141,039

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 organizations 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 a 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 70 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 2 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.

Maintain Energy Consumption Levels at 1 percent annual reduction in energy which indicate the successful implementation of energy management initiatives and programs to achieve targets and goals set out by the Division.

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	2008 (Actual)	2009 (Actual)	2010 (Planned)	2011 (Planned)	2012 (Planned)	2013 (Planned)	2014 (Planned)
Financial							
Average Maintenance Cost per Square Meter	\$8.86	\$8.96	\$8.96	\$9.24	\$9.42	\$9.53	\$9.72
Customer							
Meet Service Level Response standard 80% of the time*	-	-	80%	80%	80%	80%	80%
Respond to Security Dispatches within 17 minutes	100%	100%	100%	100%	100%	100%	100%
Employee							
Maintain 70% or Greater Employee Satisfaction Rating for Job related Technical Training and Development	63%	76%	70%	70%	70%	70%	70%
Business Process							
Electricity Consumption per Square Meter (KWH)	188.3	179.4	175.4	177.8	176.0	174.2	170.8
Water M3 Consumption per Square Meter	1.890	1.938	1.803	1.785	1.767	1.749	1.732
Natural Gas M3 Consumption per Square Meter	22.13	22.18	21.94	21.72	21.51	21.29	21.08
Maintain Energy Consumption Levels at 1% annual reduction on e-kWh/m ²	412.7	412.3	408.2	404.1	400.0	396.0	392.1
Square Meter Maintained per FTE	61	66	66	68	61	61	61

*This data was not measured in 2008 and 2009.