



Facilities & Property Management

2021-2024 Business Plan
& 2021 Budget

Foreword

Our Vision for the Future

Mississauga will inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, historic villages, Lake Ontario and the Credit River Valley. A place where people choose to be.

Mississauga City Council approved Our Future Mississauga; a Strategic Plan to achieve this vision over a 40-year timeframe. The City engaged over 100,000 people to develop this Vision Statement. To achieve this vision the City has identified five Strategic Pillars for Change: **move**, **belong**, **connect**, **prosper**, and **green**. Each year the City proposes various initiatives that are aligned with the Strategic Pillars and are intended to bring us closer to fulfilling our vision for the future. The City delivers over 300 services which are consolidated into 16 Service Areas (including the Stormwater Program) that are outlined in this Plan. The 2021-2024 Business Plan and 2021 Budget document details how and where the City plans to allocate resources to deliver programs and services.

The City is committed to providing programs and services cost effectively. In this Plan we have outlined measures that will help assess the quality, efficiency and customer satisfaction that our services achieve. The results help inform decisions on resource allocations and direct program offerings, and improve service delivery to ensure our vision is efficiently realized.

Table of Contents

Executive Summary of Facilities & Property Management	3
Core Services	4
Vision, Mission, Goals of Service and Service Delivery Model.....	4
Response to COVID-19	5
Service Levels and Trends.....	7
Performance Measures and Results.....	11
Balanced Scorecard	13
Awards and Achievements.....	14
The 2021-2024 Business Plan Outlook	17
Planning for the Future.....	17
Finding Efficiencies	20
Advancing the City's Strategic Plan	24
Transforming our Business with Technology	25
Maintaining our Infrastructure	27
Managing our Human Resources	29
Proposed Operating Budget	32
Operating Budget Details	33
Proposed Budget by Program	33
Summary of Proposed Budget.....	34
Proposed Cost Increase Required to Maintain Current Service Levels	35
Proposed New Initiatives and New Revenues.....	36
Proposed Capital Budget	39
Proposed 2021-2030 Capital Budget by Program	39
Proposed 2021-2030 Capital Budget by Funding Source	40
Proposed 2021 Capital Budget Detail	41
Proposed 2021-2030 Capital Budget by Sub-Program.....	44



Executive Summary of Facilities & Property Management

Mission: Facilities & Property Management optimizes our in-house expertise in property management excellence to sustain the City's infrastructure. We collaborate with our partners in delivering front-line services to our citizens while maintaining respect for the public tax dollar.

Services we provide:

Facilities & Property Management (F&PM) Service Area has seven sections that include the following:

- Asset Management & Accessibility
- Building Services & Operations
- Capital Design & Construction
- Energy Management
- Facilities Maintenance
- Realty Services
- Security Services

In delivering quality services, we work closely with our internal partners and provide front-line services to the public and users of our amenities. In doing so we remain committed to being innovative, looking for new opportunities to add value to the City's infrastructure and landscape to create a community where people choose to be.

Interesting facts about this service:

- Responsible for City owned and leased buildings and site infrastructure amounting to 5.6 million square feet, with a current replacement value of approximately \$2 billion
- Responsible for managing the site infrastructure and day-to-day operations in the City's most prominent buildings, the Civic Precinct (City Hall, Central Library, and the Living Arts Centre)

- Responsible for over 30,500 facility systems and addressing approximately 11,000 annual work requests related to building and site maintenance and operations
- Responsible for managing the utility budget of approximately \$20 million for corporate facilities
- In 2019 received \$274,281 in grant incentives to implement energy conservation projects
- A typical real property transaction (acquisition and lease) takes on average 1.5 to 2.0 years, given all due diligence requirements

Highlights of the Business Plan include:

- Address our aging infrastructure needs by investing \$27.4 million in capital upgrades
- Enhance Security Services delivery by leveraging systems interoperability and data sharing
- Development of a new Office Space Strategy
- Support a growing demand for Realty Services with additional project leaders
- Advance the implementation of the Climate Change Action Plan in corporate buildings

Net Investment (\$000s)	2021	2022	2023	2024
Operating	25,926	26,078	27,324	27,193
Capital	27,383	30,905	39,544	60,448
Full Time Equivalents	220.8	221.8	234.8	237.8

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

The Facilities & Property Management Division fully embraces the Corporate Services vision of “Partnering for Success” – we work together with the other departments of the City to provide excellent service to our common customer: the taxpayer.

Mission

Facilities & Property Management optimizes our in-house expertise in property management excellence to sustain the City’s infrastructure. We collaborate with our partners in delivering front-line services to our citizens while maintaining respect for the public tax dollar.

Goals of Service

- Maintain our buildings and site infrastructure
- Provide professional project management services
- Develop a long-term facility asset management strategy
- Develop highly integrated capital plans
- Strategically manage the acquisition, disposition and leasing of real property
- Ensure the secure, safe use and enjoyment of City facilities, parks and the transit system
- Support and promote environmental sustainability
- Ensure accessibility principles are incorporated into all business functions across City services

Service Delivery Model



Response to COVID-19

F&PM builds and maintains many of the City's assets and delivers many front-line services to residents. Like most other Service Areas in the City, F&PM has been impacted by COVID-19 and had to adapt rapidly to the new requirements.

Since the initial emergency declarations, F&PM has continued to ensure the health and safety of employees and the public at large.

All front-line services (maintenance, operations and security) continued to operate at limited capacity initially and then full capacity after the first six weeks of the shut-down protocols.

Since the onset of the pandemic, Building Services & Operations has implemented three new levels of cleaning to City facilities: daily high-touchpoint cleaning (door handles, elevator buttons, photocopiers, and counters); deep cleaning (where there have been suspected cases of COVID-19); and COVID-19 cleans (where there have been confirmed cases of COVID-19). Four Building Services Technicians and 21 Custodians supported by a supervisor and manager were doing this important work in our Civic Precinct buildings each day. Since the start of the pandemic, the Civic Precinct Operations team (Custodial and Building Service Technicians) stepped up cleaning regimes to ensure parts of City Hall can continue to operate for other essential services. City Hall opened up to the public after Labour Day.

The Facilities Maintenance team was in charge of the Parks trailers installation for seasonal staff, cleaning of the HVAC coils, installing electrical infrastructure for marinas and conducting generator repairs at the Civic Centre to keep emergency power available. There were 18 front-line trades staff at different essential service sites such as Transit, Works and the Civic Centre performing maintenance and repairs.

The COVID-19 pandemic has had a tremendous impact on the role of Security Services. The workload increased dramatically

due to the enforcement of the provincial orders related to the *Emergency Management and Civil Protection Act* (EMCPA) provisions. Twenty Security Services staff were on duty daily in the community. With enhanced authority for Enforcement Officers under the EMCPA, the team was called upon to take a lead role in enforcing provincial orders related to parks and amenities within the parks. Security Services took this role very seriously with an approach to inform, educate and enforce orders with the public, helping to keep everyone safe. Over the course of the pandemic, Security Services, in combination with third-party guards, turned away 53,588 cars attempting to enter City parks. Over 60,000 park patrons were informed and educated by Security Services on amenity closures (playgrounds, sports fields, outdoor exercise equipment). There was a 65 per cent increase in response calls made to Security Services between April and July when compared to the same period in 2019. This amounts to an additional 950 calls. Security Services also provides security for MiWay including terminals, transitways and buses. Our officers have an important community outreach role assisting the vulnerable community. While they inform, educate and enforce city by-laws and provincial orders, they interact with citizens, provide directions, answer questions and respond to medical situations.

The pressure on Realty Services has been particularly acute due to the number of tenant leases and agreements that have been put on hold or deferred. Realty Services has issued letters to tenants and has prepared multiple reports for Council in consultation with our partners in Legal and other City divisions for plans related to closing and reopening.

In order to ensure that all possible energy and water conservation measures are implemented and operating costs are reduced as much as possible during building shutdown, Energy Management section developed and distributed a facilities shutdown measures checklist to the operating staff. The actions

and feedback from the operating staff were correlated with the changes in energy and water consumption observed in real-time and further adjustments were discussed and implemented.

Emergency measures related to COVID-19 have had an impact on the City's capital construction program. On March 23, 2020, the Government of Ontario ordered the closure of all nonessential businesses. This direction impacted all construction work on F&PM capital projects which resulted in delayed schedules and product delivery interruptions.

On April 3, 2020, the Ontario government announced it was reducing the list of businesses and services classified as essential. This amended the order that had limited construction services to critical infrastructure repair and maintenance and resulted in a number of City projects being put on hold.

Managing the various provincial orders included tracking all projects weekly and adjusting the plans in real time as the various amendments expanded the list of essential services. This allowed us to restart a number of the construction works in a controlled manner. Although close attention was given to projects in construction, the requirements to self-isolate to help stop the spread of COVID impacted the projects in various stages of development.

To minimize the impact on the capital project workplan and maintain business continuity on all projects in various stages, Capital Design & Construction (CDC) set up virtual design meetings for projects in the planning and design phase to ensure projects are proceeding as planned. For projects in the procurement stage, restricted access to buildings resulted in project managers finding new and creative ways to do virtual site visits including preparing full videos and virtual walking tours with labelled photos to ensure vendors understood the scope of the work. In order to manage the numerous changes that were being

mandated by the province, CDC created a project plan tracking tool which captured the impacts to various projects. The tool was used to plan all deferred activities and optimize the cost associated to changes in scope and time.

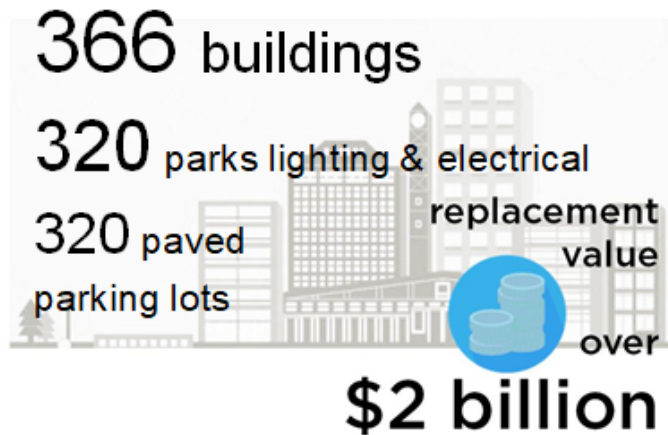
While the Accessibility Planning & Compliance team (APC) continued to deliver initiatives and services at normal levels, emergency measures related to the pandemic had an impact on the City's Accessibility Advisory Committee (AAC). On April 22, City Council suspended all advisory committee meetings to protect the safety of employees and the public. To ensure this important function of the City's accessibility program would not be lost, staff continued to engage and support the AAC by email, incorporating their feedback into City initiatives where possible. On August 5, Council decided to resume advisory committees virtually until further notice. Staff held multiple meetings with the AAC to conduct tests on how to provide an accessible online meeting experience prior to their September 21 online meeting.

Before COVID-19 only six per cent of F&PM staff were working from home periodically: over the past few months almost 40 per cent of the workforce has been working from home daily. F&PM adapted very quickly to this change and through engagement we have evolved and introduced new business processes to support staff working from home and serving the public while the City's buildings were closed.

As we begin to rebuild and transform F&PM functions the focus is geared towards how to **Build Back Better**. The working from home experience has helped us identify new opportunities to transform our workplace and our service portfolio and enhance the mobility and access of our services. The Build Back Better approach is considering permanent adoption of alternative ways of working and early implementation of the Office Space strategy.

Service Levels and Trends

The City owns and operates a portfolio of 366 buildings of various sizes, age, complexity and usage that contain approximately 5.6 million square feet of space. Along with the buildings, Facilities & Property Management is also responsible for the site services (e.g., parking lots, sewer, water, hydro, sports fields lighting and pathway lighting) for 320 parks and 320 parking lots. The current replacement value of these assets is approximately \$2 billion. These assets are the essential infrastructure necessary for City departments to deliver the services and programs to our residents that significantly impact quality of life, prosperity and sustainability within the community.



Most prominent within this portfolio are the Civic Precinct facilities, comprising City Hall, Central Library, and the Living Arts Centre. Building Services & Operations staff manage the custodial, operations, and service contracts for these sites. Staff are also responsible for all City and private “Special Events” for the Great Hall and Council Chamber, work closely with Strategic Communications staff providing support for Flag Raising for community recognition program events, and are responsible for design and implementation of all office areas within the City. In

2019 approximately 3,250 work orders were addressed for the Civic Precinct.

The City’s diverse buildings also include community centres, pools, arenas, libraries, fire stations, corporate administration offices, theatres, museums, transit and works buildings, parks comfort stations, depots, and heritage sites and buildings. Not all facilities within our portfolio are owned, managed or occupied by City of Mississauga staff. For these sites, Realty Services staff are responsible for administering their property portfolios of leases, licences, encroachments and other agreements (e.g., management and operation agreements, shared use). Realty Services section delivered the following in 2019:

- Administered 967 agreements of a combined value in excess of \$7.5 million
- Acquired seven properties having a combined area of 11.5 acres at a value of approximately \$14.5 million
- Were responsible for the management of nine properties consisting of approximately 6.23 acres
- Completed a total of 183 real property appraisals (internal) and reviews of all external for a combined real property value in excess of \$627 million

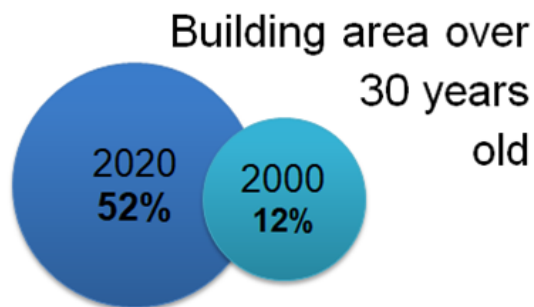
The number of active files climbed from 900 in 2016 to 967 in 2019, representing annual growth of approximately 2.5 per cent.



Currently, administration of these files involves manual processes and use a number of different software solutions. Manual processes can expose the City to potential risk from errors and loss of business continuity. Over the past two years Realty Services has been improving existing processes and standardizing its approach, and will continue to look for opportunities for improvement.

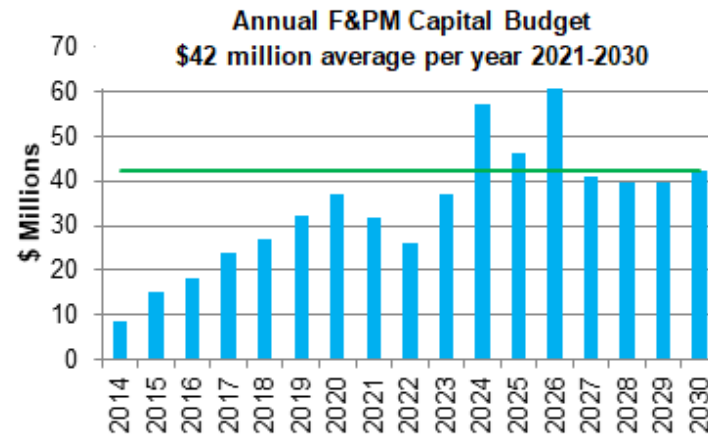
A building typically begins to require higher investments in capital lifecycle renewals at approximately 20 years of age. This is typically due to services and building equipment that start undergoing failures and reach their lifecycle at that age. Previously renewed services and building equipment, and exterior enclosures (except for foundations) reach their lifecycle at approximately 40 years of age, which prompts the requirement for a major redevelopment. The age profile of the City facility portfolio (including the buildings within the Realty Services property portfolio) indicates that approximately 52 per cent of the inventory area is more than 30 years old.

Research indicates that the industry standard to keep buildings and site infrastructure in a state of good repair is an annual lifecycle renewal funding rate of 2.0 to 2.5 per cent of total current replacement value. With this renewal funding rate the buildings will continue to sustain their intended functions.



The Facilities & Property Management capital budget has had a significant increase from \$18.2 million in 2016 to \$36.9 million in 2020. Over the next 10 years, we expect the F&PM capital

budget to average \$43 million per year, with the exceptions of 2021 and 2022 where capital spending is projected to be lower due to COVID-19.



This increase in funding over 10 years averages approximately two per cent of the portfolio's current replacement value. This will allow the City to maintain its infrastructure in a state of good repair. In addition, grant-funded projects and capital construction projects funded from other Service Areas remain part of F&PM's work plan and require F&PM staff resources for their management.



Responsible for maintaining over **5.6 million** square feet of space in 2020
+1.1 million square feet since 2000, or **25%**

Service	2019 Statistics
Buildings maintained and monitored for lifecycle replacements	366
Parks and sports fields monitored for lifecycle replacement	320
Parking lots maintained and monitored for lifecycle replacements	320
Building systems maintained	Over 30,500
Service requests addressed for building maintenance, repair and operations	10,875
Realty services transactions	104
Utility accounts monitored	793
Responsibility for City utilities budget (gas, water, hydro)	\$20 million
Capital emergency funding – dollars spent	\$789,000
Personal Safety and Security Awareness training completed	500 staff

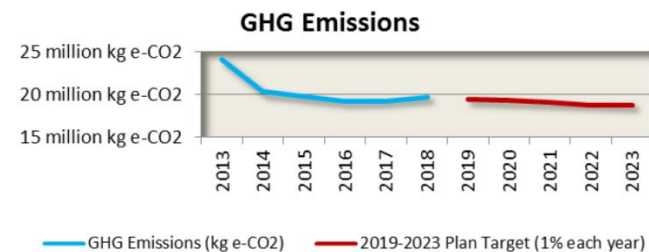
Volumes of work have been consistent and are expected to increase due to City growth and aging infrastructure requirements. Since 2000, the size of the City facility portfolio has increased by approximately 1.1 million square feet, or 25 per cent. An expanding portfolio requires resources to meet the new and existing service level expectations to sustain the City's infrastructure for all Service Areas. This includes cleaning, maintenance and security contracts, managing real estate

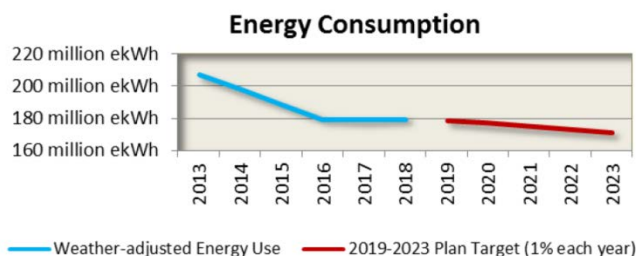
agreements and project management to align with new standards.

Facilities Maintenance continues to see a year-over-year increase of 10 per cent for service requests. In 2019 extensive work with fire inspections was undertaken to ensure City facilities meet legislated requirements under the Fire Code. A new F&PM app was developed and City staff are now able to submit requests, track work progress, and add photographs to enhance the user experience.

An expanding and aging portfolio requires investment and resources to fight against the natural tendency of increased inefficiencies and consumption in deteriorating buildings. Apart from the last two years, there have been significant reductions in energy consumption due to various “low-hanging-fruit” efficiency initiatives and LED streetlighting. While a priority on low payback electricity-reducing initiatives continued to reduce electricity consumption in 2018 and 2019, the same trend is not seen in natural gas consumption. In fact, natural gas consumption is projected to increase further in future years due to the constant deterioration of building envelopes (insulation and windows) and equipment as buildings age.

This trend indicates the need for an increase in funds to address the next level of energy efficiency initiatives (which are more costly) and implementation of renewable energy. The City recently declared a climate emergency and developed a Climate Change Action Plan, which puts an increased importance on energy efficiency, greenhouse gas emission reductions, and resiliency in the expanding building portfolio.





As Mississauga has grown over the past decade and services to the public have increased, F&PM's service delivery is transforming into a 24-hour model to help address unexpected concerns and manage the service level expectation to ensure the safe and secure use of our facilities and sites. This means that equipment failures in City's buildings have to be addressed after-hours in order not to disrupt bookings and events. Events such as Canada Day, New Year's Eve, flag raisings, cultural festivals, clock tower lightings, celebration square skating rink/splash pad, film shoots and others require 24-hour management and support. As the Mississauga downtown core has intensified, the Civic Precinct facilities have experienced a significant rise in resident traffic at all times, including people who have no homes frequenting Celebration Square at night. F&PM provides support to keep the spaces safe and clean, which equates to late night patrols and early morning cleans.

Resources are required to improve response time performance to support the safety and security of the public and staff. Over the past 30 years, the functions of Security Services have grown to include a Transit Enforcement Unit, provide a City-wide mobile response and a Security Operations Centre responsible for the monitoring of all City property.

The City and its security needs continue to evolve as new threats and risks emerge along with new technological and management approaches to Security Services. Demand for services has been increasing from the public, City Service Areas and staff. Issues involving public and staff safety have also become more

prevalent and Security Services has been working towards meeting the incident onsite response target of 95 per cent for 30 minutes or less for City Wide and five minutes or less for Civic Precinct Facilities.

2019 Security Services Response Metrics

Jan - Dec

# of Response Calls	Response Call Performance	# Calls	%
4,054	CITY WIDE On Target	2,971	87%
	Over Target	430	13%
	CORE On Target	580	89%
	Over Target	73	11%

Targets
Onsite Response Time – Core Precinct
 Percentage of alarms and calls for service responded to within 5 minutes or less.
 Target: 95%
Onsite Response Time – City Wide
 Percentage of alarms and calls for service responded to within 30 minutes or less.
 Target: 95%

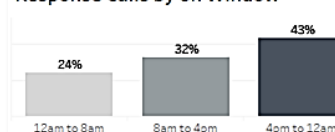
YTD Response Metrics

% of Response Calls on Target

Met Target Under Target

		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
SECURITY OPERATIONS	CITY WIDE	89%	91%	90%	84%	83%	88%	87%	88%	86%	85%	86%	93%
	CORE	85%	96%	90%	95%	95%	93%	84%	91%	74%	86%	97%	86%
TRANSIT ENFORCEMENT	CITY WIDE	85%	86%	87%	90%	86%	90%	87%	85%	87%	87%	89%	90%
	CORE	100%	90%	93%	92%	83%	87%	75%	88%	88%	83%	87%	93%

Response Calls by 8h Window



Response Calls by Type (Top 5)

DISTURBANCE	46.6%
ALARM	36.7%
SUSPICIOUS ACTIVITY	2.9%
SUSPICIOUS PERSON	2.7%
ACCIDENT	2.3%

Screen capture of Security Services Response Metrics

In 2019, on average 87 per cent of these incidents met the response time targets; however, our service target is that 95 per cent of incidents meet the expected response time. Also in 2019, Security Services conducted 36,658 patrols, visiting 428 unique locations, for a total of 37,048 hours patrolling. Staff wrote 1,621 Security Occurrence Reports, responding to 9,215 incidents. Staff issued 436 tickets, made 56 arrests and issued 246 bans.

Critical components of an overall program (such as security risk management, prevention programs and corporate policies) are still needed. In addition to enhancing service, leveraging technology, and adding front-line service resources, the Service Area intends to address these critical components of security management in the coming years.

Performance Measures and Results

The City of Mississauga is committed to delivering services economically and efficiently. The City's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision-making and strengthen accountability.

Balanced Scorecard

A Balanced Scorecard groups measures in four key areas of an organization's performance: Financial, Customer, Employee, and Business Process. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving toward the attainment of its goals.

Below are descriptions of the measures tracked in this Service Area's Balanced Scorecard. The Balanced Scorecard table that follows shows trends since 2017 and expected outcomes up to 2024.

Financial Measures

Ratio of Capital Emergency Spends to Planned Lifecycle Spends identifies the success of the asset renewals strategy in the overall Asset Management Plan. As our building infrastructure ages, the need to repair or replace the building assets increases as well, which needs to be balanced with increasing budget pressures. The Asset Management Plan prioritizes the capital budget allocation between planned lifecycle and emergency replacements depending on the asset's condition, age, replacement cost, risk to service levels, and budget pressures. Tracking and reporting on this measure will improve the decision-making for future budget estimations and allocations.

Energy Consumption Reduction measures F&PM's success in reducing energy dependence, fighting climate change, and reducing the City's utility costs. Our Five-Year Energy Conservation Plan balances these goals with budget pressures to establish projects and initiatives like operational optimization

initiatives, awareness, and lifecycle energy upgrades. This measure tracks and reports the impact of the energy conservation initiatives on the total energy consumption of the Corporation of the City of Mississauga.

Customer Measures

Success Rate of 30 minutes or less Security Response Time for City-Wide Security-related Service Calls relates to the commitment to support the safety and security of City staff, the public and property with onsite and mobile response services. The 30-minute target time was determined based on a time and space analysis of Security Services' ability to reach any location in the City with only one or two available mobile response units. This measure tracks the success of the response time to security-related service calls.

Ratio of Preventative to Demand Maintenance Spends identifies the success of the asset maintenance strategy. Our aging infrastructure puts a high amount of strain on the available funding, which can be mitigated with preventative (regular) maintenance rather than expensive demand (run-to-failure) repairs or renewals. The maintenance strategy sets the priorities between preventative and demand maintenance depending on the asset's useful life, preventative maintenance activities, replacement cost, risk to service levels, and budget pressures. This measure tracks, reports and relates spending for preventative maintenance to spending for demand maintenance.

Buildings in Fair to Good/Better Facility Condition Index (FCI) Band identifies the current condition of the City facility portfolio based on a 10-year capital budget forecast and reports on the total percentage of buildings that fall within the indicated range. A computerized asset management system is used to analyze the condition of City facilities based on the age of the facility, the age of the systems and the expected life span of the equipment. The FCI rating of a building gives staff valuable information to

prioritize buildings and systems in order to keep them in good working order given future budget pressures.

Employee Measures

Percentage of Employees Lean White Belt Certified measures the percentage of employees that have completed their Lean White Belt training. F&PM is committed to the Lean program and a culture of continuous improvement. We encourage staff to reach and maintain 100 per cent by the end of every year.

Employee Satisfaction Rating for Job-related Technical Training and Development is a measure of a dimension of employee satisfaction, gathered via the Employee Satisfaction Survey that is administered every three years. F&PM is committed to staff development and seeks to maintain or exceed a 75 per cent result for this measure.

Business Process Measures

Number of logged Continuous Improvements measures the number of small improvements implemented and logged by staff. The measure targets one improvement per staff and is tied to the number of staff in a given year. This measure builds upon the Lean Belt certifications and encourages staff to find and implement small improvements in their daily work, and share with others to further promote the culture of continuous improvement.

Balanced Scorecard

Measures for Facilities & Property Management	2017 (Actual)	2018 (Actual)	2019 (Actual)	2020 (Plan)	2021 (Plan)	2022 (Plan)	2023 (Plan)	2024 (Plan)
Financial:								
Ratio of Capital Emergency Spends to Planned Lifecycle Spends	7.1%	3.4%	5.1%	4.5%	5.5%	5.0%	4.0%	2.5%
Energy Consumption Reduction	0.5%	-1.0%	-1.5%	1.0%	1.0%	1.0%	1.0%	1.0%
Customer:								
Success Rate of 30 minutes or less Security Response Time for City-Wide Security-related Service Calls	89%	89%	87%	90%	95%	95%	95%	95%
Ratio of Preventative to Demand Maintenance Spends	60%	60%	54%	60%	60%	65%	65%	70%
Buildings in Fair to Good/Better Facility Condition Index (FCI) Band	61%	58%	57%	65%	65%	65%	65%	65%
Employee:								
Percentage of Employees Lean White Belt Certified	100%	98%	97%	100%	100%	100%	100%	100%
Employee Satisfaction Rating for Job-related Technical Training and Development	N/A	63%	N/A	N/A	70%	N/A	N/A	75%
Business Process:								
Number of logged Continuous Improvements	207	279	292	220	221	227	237	237

Awards and Achievements

Facilities & Property Management continues to ensure that City-owned facilities are proactively maintained and that staff and the public feel safe when at these sites. The Service Area manages a diversified portfolio across the City and co-ordinates holistically to ensure successful project delivery. Continuous collaboration within the Service Area and with key stakeholders and partners contributes to the success of each project. Highlights include:

City Hall Ground Floor Modernization Project

This transformative project included infilling the depressed floor in the Great Hall to address accessibility barriers, making it more inclusive for all visitors and staff. The work also included renewing the concrete stairs at the north entrance and addressing the slope at the sidewalk to comply with City of Mississauga Facility Accessibility Design Standards. Additionally, the project included a new welcome/ security desk complete with screens and kiosks to display public information. F&PM staff capitalized on the closing of the Great Hall by also implementing the lifecycle renewal of the Great Hall skylight, thereby eliminating the need for a future closure. New LED light fixtures were also installed across the ground floor to improve on energy efficiency. The project was substantially completed in January 2020.



City Hall Ground Floor Modernization

Roofing Renewals – Various Locations

The scope of work for this capital program was to ensure roofs were maintained once they are in the state of renewal or require repair. At Huron Park Community Centre, over 72,000 square feet of roofing was replaced with a new inverted system with a higher R-value. At Fire Station 121, the sloped shingle roof was replaced over the fire hall and dorm portion of the building. At Jack Darling Memorial Park, the work consisted of replacing the sloped roof at the West Comfort Station. This included the removal of existing plywood sheathing and the supply and installation of new 5/8" thick exterior grade plywood over existing framing.



Roofing Renewals – Huron Park Community Centre



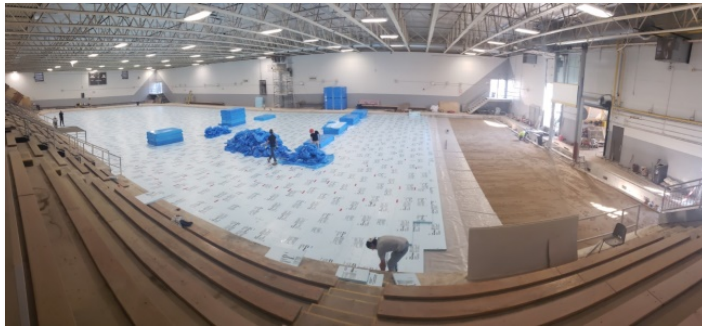
Roofing Renewals – Fire Station 121

Clarkson Community Centre – Replacement of Platform Lift Elevating Device

The project scope includes the conversion of the existing key-operated elevator lift to an automated Limited Use Limited Application (LULA) lift. The project helps to improve the overall accessibility on site and remove barriers for persons with disabilities by allowing them the freedom to access this lift independently.

Clarkson Community Centre – Arena Slab Renewal

The project scope includes a complete replacement of the existing ice rink and associated infrastructure. Major components include the concrete floor, vapour barrier, insulation, cold floor header stands, under floor headers, rink piping and brine charge and pumps. In addition, the project also includes the replacement of the dasher boards including backboard supports which will reset this asset for years to come.



Clarkson Community Centre – Arena Slab Renewal

Pathway Lighting Replacement in Various Parks

The scope of the project is to replace existing pathway lighting across four City parks. The project includes the replacement of existing High Intensity Discharge (HID) fixtures, poles and bases with new LED fixtures, poles and bases. This project will reduce the City's existing electrical consumption in these parks by approximately 30 per cent.



Pathway Lighting Replacements

Awards



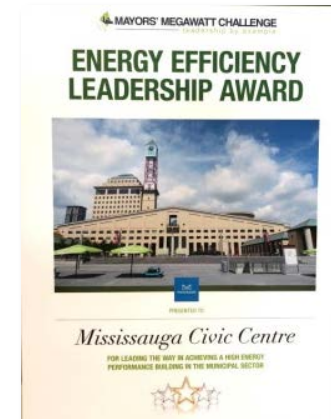
ENERGY STAR (2018, 2019) - City Hall Mississauga



City Manager Corporate Award of Excellence



ENERGY STAR (2019, 2020) – Erin Mills Twin Arena



Tactical Urbanism Pilot Team



Energy Efficiency Leadership Award (2019)

The 2021-2024 Business Plan Outlook

Planning for the Future

Facilities & Property Management is comprised of seven sections and is vested with maintaining building performance and security at a level which enables the delivery of high quality public services. Building performance is a measure of the functional efficiency of buildings and its impact on users and the environment.

The Service Area is committed to being innovative and continues to look for new opportunities to add value to the City's infrastructure and realty landscape. F&PM will continue to focus on due diligence, incorporating accessibility standards, making energy improvements, and enhancing risk management through proactive identification and mitigation of risks to the Corporation.



Our service delivery model is a hybrid approach of in-house professional and expert service and outsourced, contracted services. Approximately 25 per cent of F&PM's operating budget is used for cleaning services, pest control, preventative maintenance, fire safety inspections, and other services.

Contracts for these services are managed by F&PM experienced and professional staff members.

A stable workforce of skilled, experienced staff is required to support critical City programs and services. This ensures that quality service is provided and clients' service level expectations are met. Finding the right staff with proper qualifications is the key to building strong teams to consistently deliver quality services.

Enhance safety and security of the public and staff through modern and reliable security systems

Reliable Security Systems

In order to become a modern and efficient organization that delivers the optimal level of security services to the City, Security Services will continue to address service gaps. The Physical Security Integrated Management System (PSIM) will interconnect different security software in order to allow data sharing between existing disparate systems thus improving security service efficiency and building system reliability and resilience. In addition to leveraging technology to provide efficiencies, we are enhancing our service by leveraging third-party guard services to help effectively complement our resources when required.

Advance the implementation of the Climate Change Action Plan in corporate buildings

Solar energy generation projects and climate change mitigation studies

In December 2019, Council approved the City's first comprehensive Climate Change Action Plan (CCAP). This followed a resolution from Council in June 2019, declaring a climate emergency in Mississauga.

The plan is a 10-year roadmap to decrease greenhouse gas (GHG) emissions by 40 per cent below 1990 levels, and to adapt to a changing climate. The CCAP long-term target is to reduce GHG emissions 80 per cent below 1990 levels by 2050 with the ultimate goal of becoming a net-zero community.

The Energy Management section within Facilities & Property Management is continuously finding ways to conserve energy in corporate buildings. Numerous energy efficiency projects are identified and implemented every year in an effort to reduce the energy consumption and GHG emissions. Meeting the ambitious targets set by the CCAP will require transformational changes to how buildings' systems are fuelled, potentially involving switching from gas to electricity and solar photovoltaic (PV). These major changes will be investigated, evaluated and prioritized through Climate Change mitigation studies that will be conducted by selected consulting firms. Renewable energy will play an important role in reducing the GHG emissions and the feasibility of using solar power has already been assessed and confirmed for five sites. The installations are planned to be completed in future years.

While working on reducing the GHG emissions in existing buildings, it is very important to ensure the new buildings coming on line are targeting life-cycle cost performance. Staff will take advantage of energy-efficient building design criteria since these

are the most cost-effective ways to reduce building energy cost and GHG emissions. The new Corporate Green Building Standard is based on these criteria and it will enable the City to gradually convert these new constructions to net-zero in the future.

Support a growing demand for Realty Services with additional project leaders

Realty Services is responsible for the provision of advice, documentation, transfer, acquisition, disposal, leasing and appraisal of real property and real property rights on behalf of the City.

In addition to budget responsibility and overall accountability, this includes the acquisition of properties; the granting of easements, encroachments, licences, leases, and management/operation and other agreements; and ongoing administrative and property management.

Over the past 10 years the volume of requests for Realty Services has continued to increase with over 700 real estate files currently assigned and work underway.

Across municipalities, it is generally recognized that a file load of 75 per project leader is optimal. Staffing is not adequate to handle this volume of work. For this reason F&PM is requesting addition resources in Realty Services (BR #8450) to bring staffing to the optimal level in order to manage the increasing volume of real estate matters and the backlog of overholding agreements, which are agreements that have expired where a tenant still has occupancy.

With the optimal ratio of assignments to project leaders, service levels can be maintained to an acceptable standard and the risk associated with agreements in overholding status can be minimized. Also by reducing or eliminating outsourcing, the cost-effectiveness of Realty Services will improve, the morale and motivation of the existing staff will increase and the Realty

Services group will be in a better position to attract and retain qualified staff.

Continue to **develop** the Facilities Asset Management Plan to forecast long-term facility needs

Asset Management Strategy

Facilities & Property Management plans to research, benchmark and improve the asset management strategy to optimize the lifecycle value and performance of facilities while improving service delivery and customer satisfaction. Client groups and key stakeholders will be asked to participate in the development of strategies and evaluation of outcomes. This includes the review and refresh of the facility portfolio ranking strategy and the Facility Condition Index 10-year target, and the completion of facility condition assessments.

One of the strategies to be better informed on asset condition is to complete Facility Condition Assessments (FCAs) with the involvement of key stakeholders and facility operators.

An FCA is a comprehensive assessment of the condition of a building and its systems and sub-systems. Systems assessed include roofing, mechanical, electrical, plumbing, and interior and exterior envelopes. FCAs are planned on a four-year rotating cycle to capture and update system data to develop accurate and highly integrated lifecycle renewal capital plans. This information enables informed decisions to be made regarding the best allocation and prioritization of funds to provide safe assets and extend operating life.

Accessibility Audits

Accessibility audits were completed on a number of City buildings in 2019. These accessibility audits help in prioritizing the accessibility-related requirements of planned capital projects in existing buildings. A thorough accessibility review during the design stage of all new capital projects ensures that accessibility requirements are captured early on in the process. Over the next few years staff will be incorporating the audit recommendations into the forecasting database to ensure staff are aware of the needs of these specific sites and can leverage technology to manage the data.

Reshaping the way space is being explored and utilized

Office Space Strategy

Over the past few years the City has had a focus on developing a dynamic workplace that gives staff choice and control over how and where they work while encouraging a culture of collaboration and innovation. To achieve this new work experience the early introduction of the Office Space Strategy included off-campus options such as working from home.

Similarly to the Office Space Strategy, implementing and redefining processes to support the business needs and services we offer during our response and recovery from the COVID-19 pandemic will have an impact on counters, waiting room spaces, and other areas that are related to how we deal with people and space to conduct business.

The COVID-19 experience resulted in 40 per cent of our workforce working from home, which is providing learnings that we can leverage to help inform the next steps of the Office Space Strategy. These learnings will help as we rebuild and reconsider our real estate and transform our workplace.

Finding Efficiencies

Lean Program

The City's Lean Program focuses on strengthening the organization's culture of continuous improvement and instills Lean concepts and principles as a way of work in every Service Area. The program focuses on maximizing customer value and minimizing waste along with empowering staff at all levels to problem-solve on a daily basis.

Since becoming permanent in 2016, the Lean program has delivered significant results. Twelve projects and 864 small and continuous improvements have produced such enhancements as improved customer experience, faster processing times, higher quality and lower costs.

Highlights of the many projects and improvements completed include:

- Green Belt:
 - Improvements of the manual rent collection process as part of the real property agreements administration which resulted in a 30 per cent reduction in processing time of cheques and invoices
- Small improvements:
 - Development of a tool to track the schedule and financial impacts on capital projects that were halted due to COVID-19, which helped reduced project risks and provided real-time updates to various leadership teams
 - Creation of a standard procedure containing the instructions for facility systems (essential and non-essential) shutdown priority and temperature and humidity set point adjustments during the pandemic closure
- Improvement of the standard work schedules for the custodial team by removing set schedules from the lunchroom and creating cards that displayed the tasks to be completed during each shift on custodial carts. Due to COVID-19 tasks were changing daily. The card allowed for quick changes in tasks and helped to ensure accuracy in work performed
- Implementation of electronic signatures and payments for Realty Service documents to eliminate staff having to come into offices, avoiding disruption of services during work-from-home emergency orders
- Transition of the hard-copy capital projects files to electronic format using ProjectWise, resulting in substantial savings of office supplies (paper, printer, photocopier); streamlining the project documentation process; and making project information easily accessible via the City intranet
- Development and implementation of a mobile-friendly application for requesting F&PM services, which promotes the self-service model for both internal and external stakeholders while improving connectivity, communication and collaboration, and reducing duplication

Completed Initiatives					Total Benefits	
Improvement Type	2014 – 2018	2019	Up to Sep 2020	Total	Type	Total
Small Improvement	386	250	89	725	Cost Savings and Avoidance	\$2,471,865
Rapid Improvement	2	1	-	3	Customer Service Improvements	240
Project	8	-	1	9	Safety Improvements	132
Total	396	251	90	737	Environmental Improvements	98
In-Progress Initiative	Goals of the Initiative					
Yellow Belt – Small Projects Scope Package	<p>Improvements to the “Small Projects” management process by the Space Planning Team. This review aims to:</p> <ul style="list-style-type: none"> • Create a standardized process • Reduce touch-time by 20% • Introduce approvals to mitigate errors • Increase customer satisfaction • Reduce staff stress and burnout 					
Yellow Belt – Pool Make-up Water Process	<p>The project’s purpose is to conserve water and energy consumption in pool operations through judicious application of pool regulations and best practices. The project will optimize the amount of make-up water added to the pool on a daily basis with due consideration for water quality and maintaining compliance with the pool regulation requirements.</p>					
Yellow Belt – Lost wallet/purse	<p>The Security Services Transit Enforcement Team works closely to support the MiWay bus drivers in co-ordinating and retrieving lost items while in service. The process requires a review and stakeholder engagement to:</p> <ul style="list-style-type: none"> • Identify a more efficient way to obtain lost items and return them to the customers • Reduce the amount of hours spent on collecting the property, resulting in freed capacity for transit officers who can better utilize their skills in supporting the public and City staff 					

Yellow Belt – Encroachment Application	<p>The purpose of this project is to simplify the method in which an applicant may obtain the most up-to-date encroachment application package in order to reduce wait time and further reduce opportunity for error, resulting in improved customer service.</p> <p>The project will review the encroachment application process and how to ensure applicants are not using outdated packages, causing error in fee payments and rework by both the Realty Services team and the applicant.</p>
Green Belt – Equipment Acquisition	<p>Inventory management for Security Services uniform and equipment requires a process review to accurately identify what is available to the team today and to forecast what will be required based on trends. The objective of the project is to:</p> <ul style="list-style-type: none"> • Develop a procedure for acquiring uniform and equipment items • Reduce error in invoice reconciliation by 30% • Improve inventory accuracy by 30%
Green Belt – Utility Bill Validation	<p>As part of an audit requirement, Energy Management is required to validate utility bills received, to ensure correct payments and accuracy of the Energy Database. On average the team receives 550 bills a month with a current backlog exceeding 3,200 bills. The team will review the process and engage staff on how to streamline this process to reduce the backlog and ensure accuracy in the payments being made.</p>
Green Belt – Accessibility Compliance Reporting	<p>The purpose of this project is to review and assess the responses of the Accessibility Planning and Compliance team and the Staff Accessibility Resource Team to allow for more accurate reporting to the Province of Ontario, City Council and the public on accessibility initiatives and compliance. The objectives of this project are to:</p> <ul style="list-style-type: none"> • Reduce touch time between both teams by 30% • Increase the number of logged accessibility achievements by 30%

Other Continuous Improvement Programs and Initiatives

Facilities & Property Management encourages a culture of continuous learning by developing a tailored Continuous Improvement Program that is embraced by all staff, and has also now been adopted by all of the Corporate Services Department. Listed below are a few ways staff have been engaged to participate and embed continuous improvement and Lean methodologies into their work environment:

- Staff facilitation and change management training – Facilities & Property Management has developed a training program that is specific to its service that builds the staff skills related to facilitating collaborative discussions and leading change management
- Active Training Program for Yellow and Green Belts – The Facilities & Property Management Leadership Team strategically nominates staff to participate in the Yellow and Green Belt training programs. For 2019/20 several staff are participating in these programs. Past results have directly improved Facilities & Property Management's customer service and value for money

-
- Continuous Improvement Champions – Volunteers within each section of Facilities & Property Management are helping to continue the conversation on Continuous Improvement and empower their teams to identify, manage and execute change. They help promote the Continuous Improvement Program by creating awareness and providing tools and support to their teams
 - Standing Agenda Item for Team Meetings – Lean Small and Continuous Improvements updates are a standing item for each team meeting. This gives staff an opportunity to bring forward an idea or recognize the efforts made for an implemented solution, and ensures the conversation is being continued
 - Onboarding training for new employees – Training is held twice a year for new employees on the Continuous Improvement Program within Facilities & Property Management. The training focuses on providing a foundation of the Continuous Improvement and Lean Programs as well as highlighting available free resources to support employees in their transitions into their new roles
 - Collaboration with Corporate Services Lean Ambassadors Program – Similar Continuous Improvement Programs have been created across City Departments. The Facilities & Property Management Program has partnered with the rest of the Corporate Services Department to support the development of the Lean Ambassadors Program and to share learnings with other divisional ambassadors
 - Recognition of efforts – It is important to highlight the Continuous Improvement Champions as well as their teams for their efforts in identifying and logging continuous improvements. Recognition is given to the team with the most continuous improvements logged, the team with the highest percentage of new improvements logged and the team saving the most dollars

Advancing the City's Strategic Plan

The City's Vision and Strategic Plan are the starting points for our annual business planning and budgeting cycle. The 40-year Strategic Plan, Our Future Mississauga, is built on five pillars – **move, belong, connect, prosper, and green**. Business Plans are designed to strengthen aspects of these pillars to support the attainment of Mississauga's Vision.

Below are examples of how the initiatives of Facilities & Property Management relate to the Strategic Plan pillars.

move – developing a transit oriented city

- Provide maintenance and security to transit facilities that see a lot of public use
- Build accessible transit facilities that support the development of the City transit system
- Acquire property interests in support of the various transit initiatives

belong – ensuring youth, older adults and new immigrants thrive

- Continue to implement accessibility upgrades to improve universal “visit-ability” of City facilities
- Continue to build awareness of accessibility through the Accessibility Plan
- Build facilities that appeal to the diverse needs of all residents

connect – completing our neighbourhoods

- Build and maintain infrastructure with a Facility Asset Management Strategy and a Facilities Maintenance Program in alignment with City plans

- Continue to connect with the public through the Community Outreach program and public meetings for our projects
- Develop vibrant and safe facilities that serve the public needs but also become destinations of choice
- Develop approaches to reduce the risks associated with crime and victimization with a crime prevention and awareness program
- Acquire property to support the expansion of park and road networks

prosper – cultivating creative and innovative businesses

- Develop partnerships with Mississauga North Soccer Club, Active Adults Centre of Mississauga and Central Parkway Mall to provide options to get the best value for taxpayers' money

green – living green

- Actively review and implement ways to reduce energy usage and GHG emissions City-wide
- Mitigate the impact of new buildings on the natural environment through sustainable design promoted by the adoption of the new Corporate Green Building Standard
- Actively pursue grants for energy conservation projects City-wide
- Champion the implementation of sustainable technologies in our new and redeveloped facilities
- Acquire property to support the expansion of our park network

Transforming our Business with Technology

Advancements in technology have played a crucial role in the continuing success of F&PM's service delivery.

There are a number of technology trends that will have an impact on the types of investment opportunities available to F&PM in the future. The ever-increasing importance of social media and flexible platforms is resulting in new approaches for interacting with citizens and incorporating input into planning. The flexibility of platforms and design interfaces is resulting in the use of interactive hardware and devices. Welcoming offices, reception and wayfinding will be increasingly automated and more personalized to the specific needs of users. City staff will have more flexible and effective ways of managing work and assets in the field. Cloud computing, artificial intelligence and big data continue to open more and more opportunities to automate the administration of building management and improve the experience of users.

The availability of real-time data is becoming ubiquitous, with anticipated large impacts for business and government. The marketplace is introducing new, smaller and more cost-effective technologies that make it more feasible to use the Internet of Things (IoT). Constantly advancing wireless technology and new ways of managing large sets of data to support decision analysis are opening new options for the use of geographic information systems (GIS) technologies for F&PM programs.

By leveraging technology to enhance F&PM's "partnering for success" philosophy over the next few years, we will continue to focus on increasing efficiencies, further aligning with the Strategic Plan and enhancing end-user interfaces and stakeholder satisfaction.

Leverage technology to improve service delivery

Real Property Administration solution

Realty Services tracks, administers, and reports on a significant portfolio of leases, licences and other real estate agreements using electronic systems and paper files. The volume of agreements has grown over the past 10 years and is projected to further expand, increasing the administrative load. Realty Services and Information Technology are collaborating to explore implementing a centralized and automated solution which will improve the management and administration of real estate files including rent collection, cost recovery, analysis, inventory, and financial and key performance indicators (KPI) reporting. The Real Property Administration solution will reduce the risk of human error, provide timely notification of key dates, clearly document responsibilities and accountabilities, and improve efficiency and financial accountability while reducing manual effort and delivering a high level of reliability.

Fault Detection and Diagnostic System

F&PM proactively adopts technology to manage our business and continuously improve service delivery.

Driven by new thinking and new technology capabilities, the usage of data is now more important than ever. It is very true that "you can't manage what you can't measure". Data can generate numerous opportunities to manage energy solutions for business value and optimum customer service satisfaction in any facility. The real-time utility data monitoring system and advanced analytics implemented by Energy Management three years ago have provided staff with the ability to capture sudden changes in building energy and water usage. Acting immediately on these findings has prevented energy and water waste as well

as any alteration of comfort conditions. Currently Energy Management section is in the process of adding another layer of capabilities to further save utilities, reduce maintenance costs and leverage investment in existing building management systems. Fault Detection and Diagnostics (FDD) technology uses the data provided by the existing Building Automation and Utility monitoring systems to notify maintenance teams when systems are not operating effectively. This gives facility operators the opportunity to prevent costly equipment failure by averting problems before they occur.

Physical Security Integrated Management System (PSIM)

City security services need to evolve continuously as new threats and risks emerge along with new technological and management approaches. In order to become a modern and efficient organization that delivers the optimal level of security services to the City, Security Services will continue to address service gaps. The Enhanced Security Services analysis completed last year identified great opportunities to improve service delivery by leveraging systems interoperability and data sharing. A Physical Security Integrated Management system is a single, end-to-end incident and risk management solution that consolidates multiple system platforms into a single user interface. This solution offers multiple benefits: it enhances security response time; offers the ability to combine data from any source, creating data visualization in real-time and allowing for effective responses to changing conditions; strengthens internal partnerships due to enhanced analysis, risk assessment and reporting capabilities; and allows for better use of staff time.

The implementation of the PSIM system will bring the City's outdated access control system up to par with industry standards and help secure possible vulnerabilities from compromise.

Enterprise Solution Leveraging Core Base Data

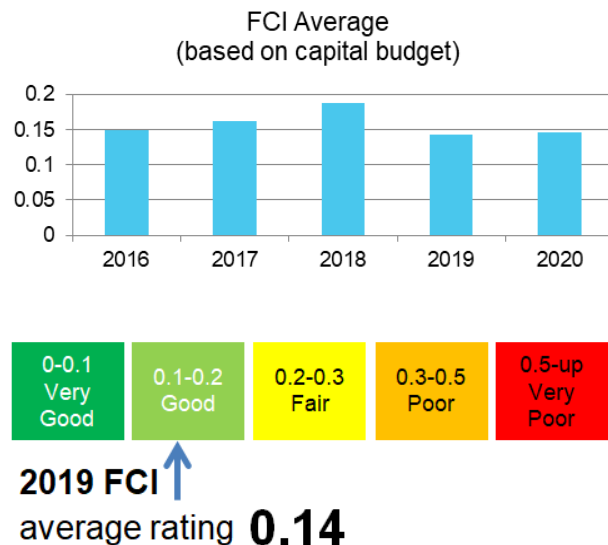
F&PM staff deliver a wide variety of services to a number of different stakeholders. Productivity, efficiency and customer service are important factors in the delivery of these services. In an industry where the accuracy and speed of information play major roles in our ability to deliver quality services, it is essential for staff to have robust tools to leverage facility data while planning, prioritizing and implementing asset renewal and maintenance activities.

F&PM staff have identified the need to invest in an enterprise software solution which accesses core data to support all areas within F&PM and integrates with other systems that are established within the organization. This enterprise solution will increase staff productivity and efficiency ensuring an excellent customer experience.

Maintaining our Infrastructure

Facilities & Property Management continues to maintain buildings and site infrastructure with a robust and reliable asset management and capital planning system to forecast lifecycle pressures. Aging infrastructure requires the systematic allocation of limited resources to maintain City-wide services.

Building condition is defined in terms of the Facility Condition Index (FCI). The FCI is an industry standard facility management benchmark that is used to objectively assess the current and projected condition of a building or asset. The FCI is defined as the ratio of total cost of repair and renewal to current building replacement value. Lower FCI numbers are good, whereas a higher FCI number indicates deterioration of a building due to lifecycle renewal stress. The average FCI for the City facility portfolio in 2019 was within the good range, which is 0.1 to 0.2. As we deliver work and receive funding for lifecycle investments we expect the FCI average to improve.



Using the FCI numbers and comparing against the desired 10-year target allows buildings to be compared analytically and highlights the buildings that are in the greatest need of renewals, repairs or lifecycle replacements. This analysis is conducted through a computerized asset management program, which calculates the value based on the age of the facility and its systems. As we continue to complete facility condition assessments of all facilities the asset database information is updated, maintained and checked for accuracy. The program's database contains useful lifecycle details for all assets and systems, and renewal costs which are updated annually. The system has mathematical modules which perform data mining and processing to generate a prioritized system renewal list with associated budget costs. This approach allows staff to develop a long-term (10 year) capital renewal plan and capital budget to maintain the 10-Year Target FCIs (noted in the table on the next page) for the facility portfolio. The long-term plan is then refined annually as capital projects are approved and executed, and as other assets age.

Fifty-two per cent of the facility portfolio is currently over 30 years of age, which means that the pressure for lifecycle renewals in the facility portfolio is only going to increase every year. This is evident from the Facilities & Property Management capital budget, which has had a steady increase from \$18.2 million in 2016 to \$36.9 million in 2020. Over the next 10 years the capital budget will average \$42 million per year, which will be a two per cent renewal funding rate. This additional funding will allow us to maintain our infrastructure in a state of good repair and maintain good FCI ratings. Deferring the funding of capital lifecycle repairs/replacements would result in an increase to FCI values and the real risk of increased emergency situations as well as increasing the probability of system or asset failure impacting service delivery.

While the FCI is an excellent metric for 10-year prioritization and planning, it does not prioritize for life safety/critical assets, public vs. staff occupancy, facility utilization, and alignment with other plans/policies. Such metrics along with the FCI Target Gap are then used to develop capital budgets, and project scopes are validated annually.

For 2020, Lifecycle Renewal and Rehabilitation projects made up 72 per cent (\$26.5 million) of Facilities & Property Management's capital budget of \$36.9 million, broken down as follows:

- Mechanical Replacement - \$10.9 million
- Hoist Renewal - \$5.4 million
- Roof Replacement - \$2.2 million
- Lighting Replacements and Renewal - \$1.4 million
- Parking Lot Renewal - \$1.3 million
- Elevators Renewal - \$1.3 million
- Emergency Repairs - \$1.2 million

- Other Lifecycle Projects including Structural, Accessibility, and Flooring renewal - \$2.8 million

The following table shows the immediate impact on the current FCI values on facilities by category once the 2020/21 projects have been completed. The table also shows the impact on some projects which were delayed or deferred as a result of the COVID-19 pandemic.

Building Category	10-yr Target FCI	FCI Upon Completion of Budgeted 2019/2020 Projects	FCI due to COVID-Deferred 2019/2020 Projects	FCI Upon Completion of 2021 Projects
Corporate	0.10	0.143	0.143	0.198
Culture	0.15	0.305	0.305	0.285
Fire	0.20	0.043	0.043	0.058
Library	0.15	0.072	0.072	0.077
Parks	0.25	0.232	0.233	0.264
Recreation	0.15	0.151	0.154	0.152
Transit	0.20	0.133	0.142	0.156
Works	0.25	0.091	0.091	0.127

Managing our Human Resources

Workforce Analytics

Facilities & Property Management has a non-union and union workforce that includes front-line security officers, as well as management, divisional and administration staff.

Custodial services staff (Building Services & Operations) are 18 per cent of the F&PM workforce and are unionized. Full-time and part-time staff are an average age of 45 and 39 years old respectively. Over the past five years, the Service Area hired 186 staff and in the next five years 42 staff are eligible for retirement. Attracting and retaining talent are fundamental to providing high quality services and achieving the Service Area's goals. Through succession planning F&PM continuously evaluates staff's capabilities, needs and aspirations in order to identify, motivate and prepare talent to support current and future strategic priorities.

Our Structure

The Service Area is made up of seven sections:

- Asset Management & Accessibility – Responsible for the Facility Asset Management Program and long-range capital plan. The Accessibility team ensures the City's policies, programs and facilities are accessible and inclusive and provide strategic advice to all departments on how to meet the City's commitment to a more inclusive community
- Building Services & Operations – Responsible for Civic Precinct, custodian services, event support and space planning
- Capital Design & Construction – Administers project management for capital projects and accessibility services
- Energy Management – Develops and implements energy and water efficiency programs, monitors energy consumption

- Facilities Maintenance – Administers maintenance for site services, electrical services and HVAC/mechanical services
- Realty Services – Conducts negotiations, acquisitions, disposals, land exchanges, leases and appraisals of property
- Security Services – Responsible for City-wide security operations, transit enforcement and security awareness

Our Talent

The team is comprised of engaged, certified and experienced professionals, with specialties in project management, property management, contract management, asset management, energy management and environmental sustainability, architecture/engineering, trades (e.g., electricians, plumbers, gas fitters, mechanical), negotiations, land and lease agreements, appraisals, building operations, security services and operations, risk management, business analysis, workplace space planning, and Lean.

Professional accreditations and designations include Architects, Professional Engineers, Chartered Professional Accountants, Master of Business Administration, other post-secondary degrees, Project Management Professionals, LEED Certification, Senior Right of Way Professionals, Fellow of the Real Estate Institute, Canadian Residential Appraisers, Certified Property Managers, Certified Energy Managers, Building Owners and Managers Institute (BOMI) - System Maintenance Administrator, Air Conditioning and Refrigeration Technicians, Environmental Systems Technologist, Membership in Institute of Asset Management and Canadian Network of Asset Managers, Lean Belts (White, Yellow and Green).

Critical Roles/Functions to Achieve Business Goals

Current staffing issues focus on a skill shortage and the right combination of qualifications, experience and technical expertise.

In order to obtain the best candidates and engage our current workforce, we have developed the following strategies:

- Targeting succession planning programs to address the turnover of staff in key, high-risk, specialized areas
- Obtaining and/or retaining talent by leveraging co-op students and interns to build relationships with local technical education communities
- Implementing the talent management strategy to identify and retain high-performing and high-potential staff
- Investing in staff to keep their skills and expertise current, and helping them prepare for the future with training sessions, conferences and workshops as well as support to obtain and retain their accreditations from various professional institutions
- Providing effective learning opportunities and development assignments to staff

Talent Needs

Each section has specialized roles. As staff retire, positions become vacant and promotions or new hires are required. The immediate talent needs include filling these positions with the right skill sets. Some sections have a roster routine to build the competencies of existing part-time staff. Other sections have specialized skill sets that are difficult to fill. We continue to build upon our strategies to hire and develop the right people.

A Budget Request (BR) is included in this Business Plan to hire additional Project Leaders in Realty Services beginning in 2022

in order to bring the service level to an acceptable standard and minimize the risk of continuing with high numbers of agreements in overholding status. This plan also includes a BR for two staff in 2023 in Energy Management to advance the Climate Change Action Plan implementation.

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2020	2021	2022	2023	2024
Asset Management & Accessibility	10.0	10.0	10.0	13.0	14.0
Building Services & Operations	46.7	46.7	46.7	46.7	46.7
Capital Design & Construction	29.0	29.0	29.0	29.0	29.0
Energy Management	8.0	8.0	8.0	10.0	10.0
Facilities Maintenance	32.0	32.0	32.0	33.0	33.0
FPM Office of the Director	7.8	7.8	7.8	7.8	7.8
Realty Services	13.0	13.0	14.0	18.0	18.0
Security	74.4	74.4	74.4	77.4	79.4
Total Service Distribution	220.8	220.8	221.8	234.8	237.8

Note: Numbers may not balance due to rounding.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2021-2024 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 budget for 2020 was \$25.1 million and the proposed budget for 2021 is \$25.9 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels within Facilities & Property Management is a net increase of \$849,000 for 2021.

Highlights of the proposed budget changes are:

- Labour cost is projected to increase by \$618,000 and reflects labour adjustments and other fringe benefit changes
- Other operating increases include \$181,000 for increased utility costs; \$57,000 for Threat, Vulnerability and Risk Assessment training; \$20,000 for increased communication costs and \$30,000 in various smaller adjustments. These increases are partially offset by a \$57,000 increase in transfer from the Public Safety Fire Program Reserve Fund for positions added in 2019 to be funded in this manner

Efficiencies and Cost Savings

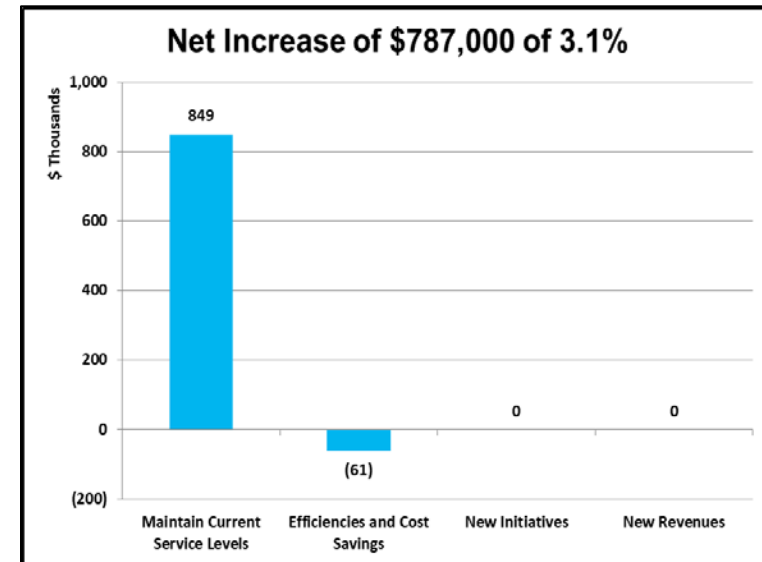
- Savings have been recognized in the equipment cost budget for Real Property Administration Software (\$46,000 no longer required) along with a reduction in the registry searches budget of \$15,000

New Initiatives

No new initiatives are proposed for 2021 considering the impact of COVID-19.

The Budget Request for 2022 addresses the growing demand on Realty Services and the new initiatives proposed for 2023 support advancing the City's Climate Change Action Plan and enhancing Security Services by leveraging technology to provide efficiencies and improve service delivery.

Proposed Changes for 2021 Net Operating Budget by Category



Operating Budget Details

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2021-2024, as well as the 2020 Budget and the 2019 Actuals by major program within the Service Area.

Proposed Budget by Program

Description	2019 Actuals (\$000s)	2020 Budget (\$000s)	2021 Proposed Budget (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)
Expenditures to Deliver Current Services						
Asset Management & Accessibility	1,095	1,135	1,181	1,200	1,219	1,239
Building Services & Operations	6,475	6,581	6,745	6,523	6,612	6,698
Capital Design & Construction	630	1,603	1,695	1,764	1,835	1,906
Energy Management	1,235	1,038	1,013	1,028	1,044	1,061
Facilities Maintenance	7,354	7,543	7,705	7,765	7,827	7,790
FPM Office of the Director	687	826	856	867	878	888
Realty Services	1,468	1,446	1,618	1,510	1,477	1,442
Security	4,794	5,590	5,784	5,866	5,949	6,034
Total Expenditures	23,738	25,762	26,596	26,522	26,841	27,058
Revenues	(907)	(449)	(439)	(439)	(439)	(439)
Transfers From Reserves and Reserve Funds	0	(175)	(232)	(232)	(232)	(232)
New Initiatives and New Revenues			0	226	1,154	806
Proposed Net Budget Including New Initiatives & New Revenues	22,831	25,138	25,926	26,078	27,324	27,193

Expenditures Budget - Changes by Year			3%	(0%)	1%	1%
Proposed Net Budget - Changes by Year			3%	1%	5%	(0%)

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table shows the proposed budget changes by description and category. Costs (labour; operational costs; and facility, IT and support costs) and revenues are shown by category with the approved 2020 budget for comparison. The three columns to the far right of the table show the totals proposed for 2021 and their dollar and percentage changes over 2020. The second table summarizes the proposed 2021 budget and 2022-2024 forecasts.

Summary of Proposed 2021 Budget (\$000s)

Description	2020 Approved Budget	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Year's Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives and New Revenues	Special Purpose Levies	Proposed 2021 Budget	\$ Change Over 2020	% Change Over 2020
Labour and Benefits	17,403	328	0	289	0	0	0	18,020	618	4%
Operational Costs	10,159	278	(61)	0	0	0	0	10,375	216	2%
Facility, IT and Support Costs	(1,802)	0	0	0	0	0	0	(1,802)	0	0%
Transfer To Reserves & Reserve Funds	3	0	0	0	0	0	0	3	0	0%
Total Gross Expenditures	25,762	606	(61)	289	0	0	0	26,596	834	3%
Total Revenues	(449)	10	0	0	0	0	0	(439)	10	-2%
Transfer From Reserves & Reserve Funds	(175)	(4)	0	(53)	0	0	0	(232)	(57)	32%
Total Net Expenditures	25,138	612	(61)	236	0	0	0	25,926	787	3%

Summary of Proposed 2021 Budget and 2022-2024 Forecasts (\$000s)

Description	2019 Actuals	2020 Approved Budget	2021 Proposed Budget	2022 Forecast	2023 Forecast	2024 Forecast
Labour & Benefits	15,353	17,403	18,020	18,506	19,573	20,135
Operational Costs	10,000	10,159	10,375	10,041	10,220	10,217
Facility, IT and Support Costs	(1,615)	(1,802)	(1,802)	(1,802)	(1,802)	(1,802)
Transfer To Reserves & Reserve Funds	0	3	3	3	3	3
Total Gross Expenditures	23,738	25,762	26,596	26,748	27,994	28,553
Total Revenues	(907)	(449)	(439)	(439)	(439)	(1,129)
Transfer From Reserves & Reserve Funds	0	(175)	(232)	(232)	(232)	(232)
Total Net Expenditures	22,831	25,138	25,926	26,078	27,324	27,193

Note: Numbers may not balance due to rounding.

Proposed Cost Increase Required to Maintain Current Service Levels

The following table provides detailed highlights of budget changes by major cost and revenue category. It identifies the net changes to maintain existing current service levels, taking into account efficiencies, cost savings, and cost increases arising from prior year decisions.

Category	2020 Budget (\$000s)	2021 Proposed Budget (\$000s)	Change (\$000s)	Details (all values in thousands)
Labour and Benefits	17,403	18,020	618	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	(1,802)	(1,802)	0	
Advertising & Promotion	3	13	10	
Communication Costs	36	56	20	Increased communication costs
Contractor & Professional Services	2,766	2,776	10	
Equipment Costs & Maintenance Agreements	1,824	1,778	(46)	Decrease due to reduced lease software needs
Finance Other	(35)	(50)	(15)	Decrease in registry searches
Materials, Supplies & Other Services	181	181	0	
Occupancy & City Costs	4,942	5,123	181	Increased Utility Costs
Staff Development	156	213	57	Threat, Vulnerability and Risk Assessment Training
Transfers To Reserves and Reserve Funds	3	3	0	
Transportation Costs	286	286	0	
Subtotal - Other Operating	8,360	8,576	216	
Total Revenues	(449)	(439)	10	
Transfers From Reserves and Reserve Funds	(175)	(232)	(57)	Increase To Public Safety Reserve Transfer
Subtotal - Revenues	(624)	(671)	(47)	
Total	25,138	25,926	787	

Note: Numbers may not balance due to rounding.

Proposed New Initiatives and New Revenues

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of any year one and year two BRs can be found in the pages following the table.

Description	BR #	2021 FTE Impact	2021 Proposed Budget (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2021 to 2024 FTE Impact	2021 to 2024 Capital (\$000s)
New Initiative								
Intelligent Building Analytics Program	5434	0.0	0	0	89	174	1.0	94
F&PM Enterprise System	6039	0.0	0	0	0	60	4.0	1,190
Climate Change Plan Implementation Corporate Buildings	8431	0.0	0	0	216	-400	2.0	4,328
Physical Security Integrated Management System (PSIM)	8433	0.0	0	0	180	180	4.0	5,906
Legal/Realty Services Staff Sourcing	8450	0.0	0	226	673	798	6.0	58
Total New Initiatives		0.0	0	226	1,158	810	17.0	11,576
Total		0.0	0	226	1,158	810	17.0	11,576

Note: Numbers may not balance due to rounding.

Proposed Initiative

Legal/Realty Services Staff Sourcing

Department

Corporate Services Department

Service Area

Facilities & Property Management

Description of Budget Request

Realty Services is requesting five project leaders to handle the approximately 700-plus assignments currently in play as well as take on assignments which are continually added to the workplan, and to address the critical matter of files in overholding status. This is also to request one Real Estate Lawyer to manage the workload increase of real estate matters while reducing external legal costs resulting from the real estate overflow.

Required Annual Operating Investment

Impacts (\$000s)	2021	2022	2023	2024
Gross Expenditures	0.0	226.1	673.2	797.6
Reserves & Reserve Funds	0.0	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0	0.0
Tax Levy Requirements	0.0	226.1	673.2	797.6
* Net Change in \$		226.1	447.0	124.4
FTEs	0.0	2.0	6.0	6.0

**In each year, all values are cumulative, not incremental.*

Required Capital Investment

Total Capital (\$000s)	2020 & Prior	2021	2022	2023	2024 & Beyond
Expenditures	0.0	0.0	58.0	0.0	0.0

Why Staff Recommend this Initiative

The Realty Services team handles a steadily increasing workload in both volume and complexity: however, its FTE complement of 11 has remained static. In order to responsibly manage technology, maintain an adequate level of service, attract/retain staff, reduce risk, and improve capacity and performance, it is necessary to increase Realty Services' staff complement by five FTEs. A Real Estate Lawyer is also requested to meet the resulting increased pressure on the Legal Services team.

Details of Service Change

Realty Services currently has over 700 active assignments being managed by Realty Services staff. In addition, Realty Services receives requests throughout the year and as such, its workplan is constantly changing as assignments are completed and new tasks taken on. The industry standard dictates that each assignment takes 40 hours on average to complete. Using this average, at current staffing levels Realty has the capacity to address less than 50 per cent of the work currently assigned. In addition to files not being addressed because the volume of assignments exceeds the staff capacity to complete them, there are often files that are politically sensitive which require handling by more senior, experienced staff. As a result, time that the more experienced staff might otherwise spend coaching/mentoring and helping junior staff grow this expertise is spent instead handling files, which is slowing capacity growth in that area.

To address the steady increase in real estate matters, there has been an increase in the number of docketed hours for existing Real Estate Legal Counsel, and an increase in files sent to external law firms to meet client services levels in a timely manner.

Service Impact

For the past few years, Realty Services and Legal have rolled out and continued to refine a system to track assignments between the two teams. With the optimal ratio of assignments to project leaders, service levels can be maintained to an acceptable standard and the risk of continuing with agreements in overholding status can be minimized, thus reducing the City's exposure to risk with inadequate protections. This initiative will reduce the risk and automate the assignment of Realty files that require Legal involvement, with the goals being to ensure timely assignment of the work, simplified access to its status, a record of when the file is completed and the ability to track the length of time to complete an assignment to assist supervisory staff in ensuring that staffing levels are appropriate. There are currently over 200 Realty files that are assigned to Legal staff or outside lawyers. The addition of the Real Estate Legal Counsel will help address the current overflow of files, to manage the anticipated increased workload and to reduce the cost of external law firms. Reduced external legal work will also improve internal efficiencies.

Proposed Capital Budget

This section summarizes the forecast 10-year capital requirements for this service. The following table presents the forecast by major program.

Proposed 2021-2030 Capital Budget by Program

Program Expenditures	2021 Proposed Budget (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025-2030 Forecast (\$000s)	Total 2021-2030 (\$000s)
Infrastructure and Performance Improvements	2,881	4,121	6,284	4,508	2,747	20,540
Lifecycle Renewal and Rehabilitation	23,432	26,784	33,260	55,940	268,927	408,343
Services and Operations	1,070	0	0	0	0	1,070
Total	27,383	30,905	39,544	60,448	271,674	429,954

Note: Numbers may not balance due to rounding. Numbers are gross.

Proposed 2021-2030 Capital Forecast Highlights:

For 2021, Lifecycle Renewal and Rehabilitation projects make up 85 per cent (\$23.4 million) of our capital budget request of \$27.4 million, as broken down below:

- Mechanical Replacement - \$12.6 million
- Lighting Replacements and Renewal - \$2.5 million
- Structural Renewal - \$1.5 million
- Emergency Repairs - \$1.5 million
- Interior Finish - \$1.1 million
- Roof Replacement - \$1.2 million
- Office Space Strategy - \$1.1 million
- Other Lifecycle Projects including Electrical Replacement, Parking Lot Renewal, Accessibility Improvement and Inspection - \$1.9 million

Facility Services and Infrastructure and Performance Improvement make up the balance at \$4.0 million, with major projects being Security Enhancements and Furniture & Relocations Services.

Proposed 2021-2030 Capital Budget by Funding Source

The following table provides the funding sources proposed to fund the capital portion of the proposed 2021-2024 Business Plan and 2021 Budget and the consolidated forecast for 2025-2030.

Funding	2021 Proposed Budget (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025-2030 Forecast (\$000s)	2021-2030 Total (\$000s)
Tax Capital	25,874.4	25,544.4	29,627.7	60,447.5	271,674.3	413,168.4
Gas Tax	1,508.6	5,361.0	9,916.0	0.0	0.0	16,785.6
Total	27,383.0	30,905.4	39,543.7	60,447.5	271,674.3	429,954.0

Note: Numbers may not balance due to rounding. Numbers are gross.

Proposed 2021 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2021.

Program: Infrastructure and Performance Improvements

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPFP007199	Furniture & Relocations Improvements - City Wide	36	0	36	Tax Capital
CPFP007512	Infrastructure and Performance Improvements (Accessibility)	150	0	150	Tax Capital
CPFP007583	Real Property Administration Solution	388	0	388	Tax Capital
CPFP008114	Security Enhancements - Various Locations 2020	2,000	0	2,000	Tax Capital
CPFP008176	Energy Enhancement - Various Locations	274	0	274	Tax Capital
CPFP008887	Furniture and Relocation Improvements-City Wide 2021	33	0	33	Tax Capital
Total		2,881	0	2,881	

Note: Numbers may not balance due to rounding.

Program: Lifecycle Renewal and Rehabilitation

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPFP006442	Inspections - Various Locations	200	0	200	Tax Capital
CPFP007148	Arena Renewal - Erin Mills Twin Arena	300	0	300	Tax Capital
CPFP007154	Arena Renewal - Meadowvale Four Rinks Arena	501	0	501	Tax Capital
CPFP007158	Arena Renewal - Paramount Fine Foods Centre	7,042	0	7,042	Tax Capital
CPFP007230	Mechanical Systems and Controls Renewal - Edward J. Dowling Transit Facility (Bldg ABCD)	740	0	740	Tax Capital
CPFP007263	Site and Parking Lot Renewals - Various Locations	159	0	159	Tax Capital
CPFP008097	Water Heater Replacement Program - Various Locations	287	0	287	Gas Tax, Tax Capital
CPFP008103	Roof Replacement Program - Various Locations	289	0	289	Tax Capital
CPFP008123	Parking Lot Lighting Replacements - Various Sites	2,475	0	2,475	Tax Capital
CPFP008124	Parking Lot Replacements and Improvements - Various Locations	400	0	400	Tax Capital
CPFP008147	Garry W. Morden Fire Training Centre - Data Centre Mechanical System Modifications	159	0	159	Tax Capital
CPFP008153	Meadowvale Theatre - Facility Renewal (Mechanical Systems)	530	0	530	Gas Tax, Tax Capital
CPFP008163	Streetsville Kinsmen Hall - Building Façade and Accessibility Improvements	201	0	201	Tax Capital
CPFP008803	Various Emergency Repairs	1,500	0	1,500	Tax Capital
CPFP008806	Malton CC Building Controls Replacement	550	0	550	Tax Capital
CPFP008813	Facility Renewal – Adamson Estate	700	0	700	Tax Capital
CPFP008814	Erin Meadows CC Pool and Library - Building Controls Installation	330	0	330	Gas Tax, Tax Capital
CPFP008815	Fire Station 101 - Generator Modernization	550	0	550	Tax Capital
CPFP008816	River Grove CC Pool - Mechanical Systems Renewal 2021	275	0	275	Tax Capital
CPFP008818	Facility Renewal - Iceland Arena	646	0	646	Tax Capital
CPFP008823	Mississauga Senior Citizens Centre - Mechanical and Roof Renewal	220	0	220	Gas Tax, Tax Capital
CPFP008827	Facility Renewal - Huron Park CC	220	0	220	Tax Capital

Program: Lifecycle Renewal and Rehabilitation continued

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPFP008829	Ladder Replacement Program - Various Locations	560	0	560	Tax Capital
CPFP008833	Office Space Strategy Phase 2 - Detailed Design & Implementation	1,119	0	1,119	Tax Capital
CPFP008834	Meadowvale Community Centre and Library – Pool Ceiling Repairs	560	0	560	Tax Capital
CPFP008835	Edward J. Dowling Transit Facility (Bldg ABCD) - Mechanical Systems Renewal (Compressors) 2021	400	0	400	Gas Tax, Tax Capital
CPFP008836	Malton CC - Roof Renewal 2021	155	0	155	Tax Capital
CPFP008852	Mississauga City Hall - Purchase of Mobile Generator	1,296	0	1,296	Tax Capital
CPFP008884	Interior Finishes – Various Works Yards	1,069	0	1,069	Tax Capital
Total		23,432	0	23,432	

Note: Numbers may not balance due to rounding.

Program: Services and Operations

Project Number	Project Name	Gross Cost (\$000s)	Recovery (\$000s)	Net Cost (\$000s)	Funding Source
CPFP008807	Furniture & Relocations Services - City Wide 2021	711	0	711	Tax Capital
CPFP008845	Furniture & Relocations Services - City Wide 2021	360	0	360	Tax Capital
Total		1,070	0	1,070	

Note: Numbers may not balance due to rounding.

Proposed 2021-2030 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2021-2030.

Sub-Program	2021 Proposed Budget (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025 Forecast (\$000s)	2026 Forecast (\$000s)	2027 Forecast (\$000s)	2028 Forecast (\$000s)	2029 Forecast (\$000s)	2030 Forecast (\$000s)	Total Forecast (\$000s)
Infrastructure and Performance Improvements											
FPM Infrastructure and Performance Improvements	2,881	4,121	6,284	4,508	1,097	1,050	150	150	150	150	20,540
Subtotal	2,881	4,121	6,284	4,508	1,097	1,050	150	150	150	150	20,540

Note: Numbers may not balance due to rounding. Numbers are net.

Sub-Program	2021 Proposed Budget (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025 Forecast (\$000s)	2026 Forecast (\$000s)	2027 Forecast (\$000s)	2028 Forecast (\$000s)	2029 Forecast (\$000s)	2030 Forecast (\$000s)	Total Forecast (\$000s)
Lifecycle Renewal and Rehabilitation											
FPM Lifecycle Renewal and Rehabilitation	23,432	26,784	33,260	55,940	45,160	61,800	40,690	39,480	39,580	42,217	408,343
Subtotal	23,432	26,784	33,260	55,940	45,160	61,800	40,690	39,480	39,580	42,217	408,343

Note: Numbers may not balance due to rounding. Numbers are net.

Sub-Program	2021 Proposed Budget (\$000s)	2022 Forecast (\$000s)	2023 Forecast (\$000s)	2024 Forecast (\$000s)	2025 Forecast (\$000s)	2026 Forecast (\$000s)	2027 Forecast (\$000s)	2028 Forecast (\$000s)	2029 Forecast (\$000s)	2030 Forecast (\$000s)	Total Forecast (\$000s)
Services and Operations											
FPM Services and Operations	1,070	0	0	0	0	0	0	0	0	0	1,070
Subtotal	1,070	0	0	0	0	0	0	0	0	0	1,070
Total Expenditures	27,383	30,905	39,544	60,448	46,257	62,850	40,840	39,630	39,730	42,367	429,954

Note: Numbers may not balance due to rounding. Numbers are net.