



Facilities & Property Management

2016-2018 Business Plan
& 2016 Budget

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Last year the City of Mississauga undertook an extensive process to create a four year, 2015 through 2018, detailed Business Plan & Budget. Approved in February 2015, the 2015-2018 Business Plan & Budget outlines how and where the City plans to allocate resources to provide good value for taxpayers. Reviewed and updated annually, the four year plan is based on the City's four strategic priorities. 2016 marks the second year of Mississauga's four year Business Plan and Budget. For this "Update Year" staff has focused on primarily updating and presenting exceptions and amendments to the four year approved Service Area Business Plans, while still providing comprehensive financial information and forecasts.

The following summary document sets out a brief description of the Service Area, what has changed since writing the 2015-2018 Business Plan and Budget & performance measurements. The complete 2016-2018 Business Plan & Budget can be found on the City's website.



Executive Summary of Facilities & Property Management

Mission: Facilities and Property Management (F&PM) 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.

This service is provided by:

Facilities Maintenance; Building Services and Operations; Facilities Development and Accessibility; Capital Planning and Asset Management; Security Services; Realty Services and Energy Management

Interesting facts about this service:

- The City has over 330 city owned and leased buildings amounting to 5.5 million square feet of space and a facility asset replacement value of \$2 billion
- There are over 27,000 facility systems in the city-wide inventory requiring approximately 9,000 facility inspections in accordance with legislation and warranty requirements
- F&PM responds to an average of 5,000 maintenance service calls annually
- This year, F&PM has secured over \$150,000 in grant incentives implementing energy management projects;
- Over the last two and half years, the City saved over \$900,000 in energy and water costs
- Over 1,000 agreements are administered and approximately 120 transactions are completed annually by Realty Services

Highlights of the Business Plan include:

- Service levels are maintained while implementing operating efficiencies
- A new Work Place Strategy will ensure maximization of the City's office spaces to ensure effective service delivery
- A new City wide accessibility audit is planned to review the condition of our facilities in accordance with the new Accessibility for Ontarians with Disabilities Act (AODA) legislation
- Our energy management group is conducting a City wide energy audit as well as re-commissioning at various facilities to review the operations and efficiencies. LED lighting retrofits have been completed in various ice rinks and in progress at Civic Centre garage, various parking lots, transit maintenance shops and proposed for swimming pools
- State of good repair for the City's infrastructure continues to be a priority for this service area as our facilities age

Net Investment (000's)	2015	2016	2017	2018
Operating	19,966	20,109	20,157	20,314
Capital	15,103	18,180	19,000	14,619
Full Time Equivalents	183.6	184.6	184.6	183.6

Existing Core Services

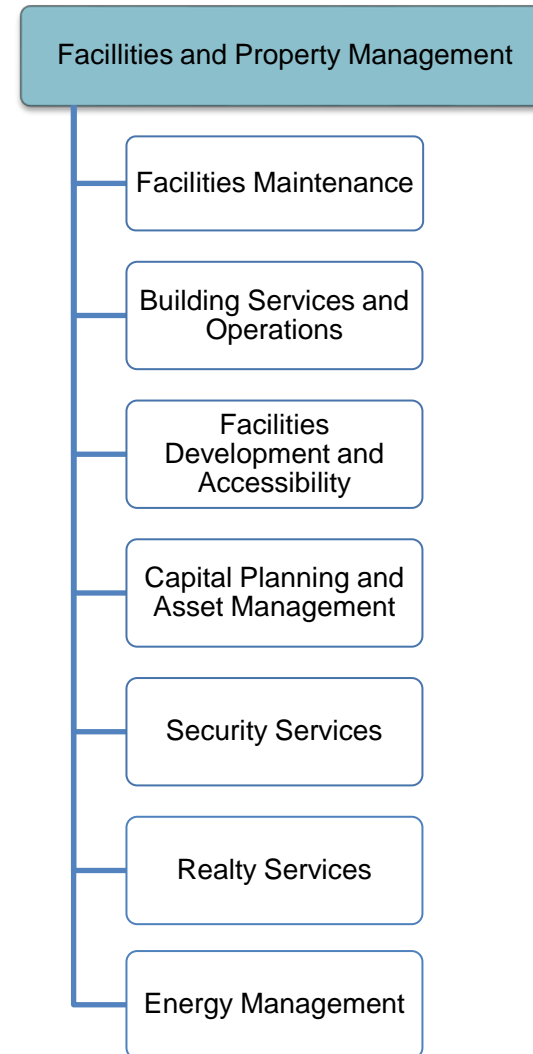
Vision, Mission, Service Delivery Model

Vision

The Facilities and Property Management Division fully embraces the Corporate Services vision of “Partnering for Success.” This statement captures the basic philosophy of the department that we work together with the other departments of the City to provide excellent service to our common customer – the taxpayer.

Mission

Facilities and 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.



Service Delivery Model

Facilities and Property Management (F&PM) incorporates all the various components of a successful property management organization within one integrated team. This division is involved with City facilities from conception of design to retirement of an asset.

Facilities Maintenance

Facilities Maintenance provides an ongoing proactive preventative and demand maintenance program city-wide to enhance operational efficiencies and effectiveness. This is accomplished through a balanced maintenance approach of utilizing in-house and outsourced contracts to optimize resources. This group maintains a service desk operation and responds to work order requests. They manage site services, pathway lighting, electrical and mechanical work for all corporate facilities and property. They also manage and develop citywide maintenance contracts.

Building Services and Operations

This is a newly created section which was previously part of Facilities Maintenance. This team oversees facility operations and event support for City Hall, LAC, Central Library and Provincial Court House. They are responsible for internal building custodial services as well external custodian services contracts, city wide contracts for pest control, waste management in transit facilities, libraries and park comfort stations. They provide emergency response in the event of flood and fire incidents in all City facilities.

Facilities Development and Accessibility

This section is responsible for the project management of capital life cycle and major new building projects. Space Planning has been combined in this section and is responsible for the short and long term management of office space within the City. The City's accessibility mandate, which champions the implementation of the City's Accessibility Plan, and achieving provincial standards for

all of the services provided by the City, is captured within this section.

Capital Planning and Asset Management

This newly formed section leads operating and capital budgets, business planning, business case studies and audits for the division. They conduct long range capital planning including the development of the 10 year capital budget utilizing our asset management program (VFA software system), develop key performance indicators, perform cost saving analysis and ensure compliance of divisional priorities.

Security Services

Security operations are a 24/7 operation that monitors and responds to security related issues across the City. This team ensures that the public and staff enjoy a safe and secure environment and protects against property loss and damage on City property. They also provide security services to the Mi-Way transit system as well as integrate crime prevention efforts of community partners; working with those partners to grow community engagement and development. They manage security systems and support the security education awareness program across the City.

Realty Services

This section is responsible for the acquisition, disposition, leasing, appraisal, asset analysis of real property for the City. They also provide professional advice on all aspects of real estate to Council and client departments. They develop and implement strategies and policies relating to municipal real estate.

Energy Management

This team is responsible for energy and water conservation, energy awareness programs and renewable energy in corporate facilities. They also develop strategies for optimal procurement of utilities for the City and assist in obtaining incentives and grants for sustainable design.

Business Plan Updates

What has changed:

- F&PM recently implemented a realignment of divisional structure under the guiding principles of value for money, customer service and talent / technology, including streamlining business processes, aligning operations to meet current and future customer demands, focusing on enhancing customer service experience and building capacity to advance strategic plans / priorities
 - Highlights include the creation of a Capital Planning & Asset Management Section, the separation of Facilities Maintenance and Building Services & Operations into two distinct sections (each reporting to individual managers) and the combining of Facilities Planning and Design with Space Planning and Accessibility
 - Security Program Modernization. A strategic review to develop a strategic plan of the Security Services delivery model is currently underway to measure the existing security program model against industry best practice in order to ensure value for money and the highest quality of customer service.
- A new initiative for employee office accommodation is currently underway to develop a workplace strategy that will guide the Corporation in the coming years to address the changing workplace
- The Accessibility for Ontarians with Disabilities Act (AODA) requirements increases the level of service required to meet the needs of persons with disabilities. A new City wide accessibility audit is planned to target the AODA requirements
 - City wide energy audit recommendations will be completed in 2015 with implementation recommendations to be developed and executed over the business planning period

Accomplishments



F&PM is leading the project management of the \$37 million construction of the new Meadowvale Community Centre and Library

This project is scheduled for a fall 2016 completion.





A new City Fire Station (#119) co-located with a new Peel Regional Paramedic Services Satellite Station (#11) is under construction near Pearson International Airport. This \$6.4 million project is planned to be opened in the fall of 2015 and is project managed by F&PM.



Making things brighter! F&PM led skylight lifecycle improvement project at the Central Library. The library structure is approximately 25 years old.



Erin Mills Twin Arena - Newly Installed dehumidification unit by F&PM Staff to provide better control of humidity levels on ice pads and building envelope.



Clarkson Arena LED Light Retrofit Completed by F&PM.



F&PM Capital Project - build out of space for the planned improvements to Transportation and Works Traffic Management Centre (TMC).



City Manager's 2015 Leadership Conference, F&PM Showcase Bus Stop - which highlighted the roles of Energy Management, Security and Accessibility.



Top Row (Left to Right): Life Cycle Replacement work at City owned heritage buildings; The Bradley House, The Anchorage at the Bradley Museum and The Adamson Estate.

Bottom Row (Left to Right): Maintenance of Log Cabin at Bradley Museum, Realty Services negotiated leases with private sector tenants for Adamson Estate and Cawthra Estate.



Clockwise from top: - F&PM Team - United Way Stair Climb, Corporate Awards for Excellence Customer Service Award Winner- Sheryl Badin, Realty Services, Kirk French Spirit Award Winner- Antonio Salinas, Facilities Maintenance, F&PM 2015 Team Tree Planting in Ward 4.

Awards and Recognition



F&PM Accessibility Champion Diana Simpson presents awards to city staff that have gone above and beyond in serving customers with accessibility needs.



Energy Awareness E-Learning Recognition Awards.



The City of Mississauga's Holcim Waterfront Estate was selected to receive the Lieutenant Governor's Ontario Heritage Awards for Excellence in Conservation by the Ontario Heritage Trust. Each year, the Lieutenant Governor's Ontario Heritage Awards celebrate individuals, groups and communities that have made outstanding contributions to conserving Ontario's heritage. The restoration of the Holcim waterfront estate was project managed by F&PM in partnership with Community Services



The F&PM team, in concert with Community Services, project managed the River Grove Community Centre Project that opened in 2015. This building was awarded the 2015 AWMAC Architectural Woodward Award which recognized superior performance in the manufacture and installation of architectural woodwork.



**Credit Valley
Conservation**

City of Mississauga, F&PM received the Conservation Award of Distinction for municipal leadership and commitment to sustainable development that creates a healthier watershed.

Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The prior year budget for 2015 was \$19.97 million and the proposed budget for 2016 is \$20.11 million.

Total Changes to Maintain Current Service Levels

The impact of maintaining current service levels for the Facilities & Property Management Service is a net increase of \$101,000 for 2016.

Highlights of the proposed budget changes are:

- Labour costs are projected to increase by \$274,000 and reflects labour adjustments and other fringe benefit changes

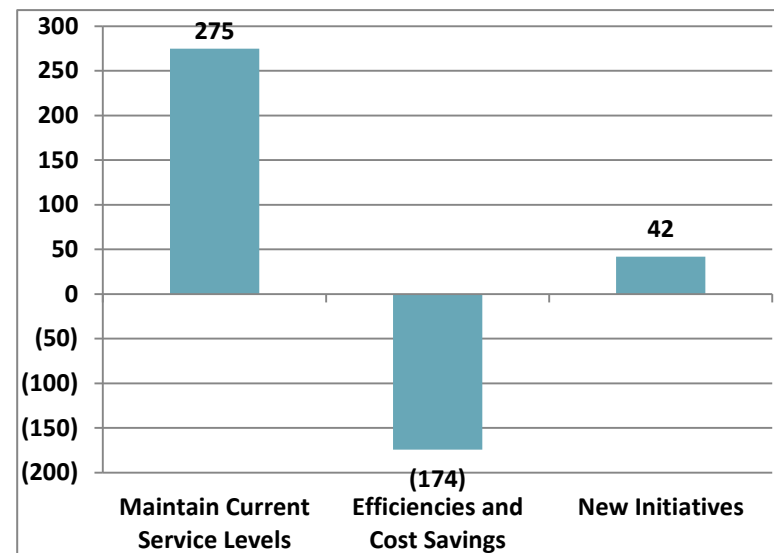
Efficiencies and Cost Savings

The utilities budget is being reduced by \$174,000, to \$2.0 million, to reflect energy consumption and savings initiatives at F&PM administered facilities including Civic Centre, Living Arts Centre, heritage and leased properties. This reduction is expected from implementation of e-learning energy awareness program, Energy Awareness Dashboard, re-commissioning of Civic Centre, new high efficiency condensing boilers and LED lights in Civic Centre Garage. Efficiencies in procurement of natural gas will provide additional savings.

New Initiatives

One new initiative (Accessibility Specialist) impacts the 2016 operating budget. Details of the initiative can be found later on in this business plan.

Proposed Changes to 2016 Net Operating Budget by Category (\$000's)



Operating

This part of the Business plan sets out the financial resources required to deliver the proposed 2016-2018 Business Plan and 2016 Budget. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and annualized prior decisions are identified separately from other proposed changes.

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2016 to 2018, the 2015 Budget as well as the 2014 actuals, by program within the service area.

Proposed Budget by Program

Description	2014 Actuals (\$000's)	2015 Budget (\$000's)	2016 Proposed Budget (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)
Expenditures to Deliver Current Services					
Building Services & Operations	3,327	3,151	3,240	3,290	3,340
Capital Planning & Asset Management	0	847	882	899	917
Energy Management	2,434	3,004	2,897	2,996	3,087
Facilities Development & Accessibility	1,495	1,374	1,427	1,480	1,534
Facilities Maintenance	6,900	6,367	6,392	6,447	6,503
FPM Divisional Support Services	817	666	684	473	261
Realty Services	1,401	1,284	1,302	1,326	1,351
Security Services	3,505	3,680	3,709	3,777	3,854
Total Expenditures	19,879	20,373	20,533	20,688	20,847
Revenues	(638)	(407)	(466)	(466)	(466)
New Initiatives and New Revenues			42	(65)	(68)
Proposed Net Budget Including New Initiatives & New Revenues	19,241	19,966	20,109	20,157	20,314
Expenditures Budget - Changes by Year			1%	1%	1%
Proposed Net Budget - Changes by Year			1%	0%	1%

Note: Numbers may not balance due to rounding.

Summary of Proposed Budget

The following table provides proposed budget changes further defined into more specific separated categories. It identifies changes in labour, operating costs and revenues to maintain existing service levels, efficiencies and cost savings, the cost increases arising from prior year decisions, special levies and new initiatives.

Summary of Proposed 2016 Budget (3 year)

Description	2015 Approved Budget (\$000's)	Maintain Current Service Levels	Efficiencies and Cost Savings	Annualized Prior Years Budget Decisions	Operating Impact of New Capital Projects	Proposed New Initiatives And Revenues	Special Purpose Levies	2016 Proposed Budget (\$000's)	\$ Change Over 2015	% Change Over 2015
Labour and Benefits	13,567	274	0	0	0	42	0	13,883	316	2%
Operational Costs	7,984	57	(174)	0	5	0	0	7,872	(112)	(1%)
Facility, IT and Support Costs	(1,177)	(3)	0	0	0	0	0	(1,180)	(3)	0%
Total Gross Expenditures	20,373	328	(174)	0	5	42	0	20,575	201	1%
Total Revenues	(407)	(58)	0	0	0	0	0	(466)	(58)	14%
Total Net Expenditure	19,966	270	(174)	0	5	42	0	20,109	143	1%

Summary of Proposed 2016 Budget and 2017-2018 Forecast

Description	2016 Proposed Budget (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)
Labour and Benefits	13,883	14,198	14,481
Operational Costs	7,872	7,605	7,478
Facility, IT and Support Costs	(1,180)	(1,180)	(1,180)
Total Gross Expenditures	20,575	20,623	20,779
Total Revenues	(466)	(466)	(466)
Total Net Expenditure	20,109	20,157	20,314

Note: Numbers may not balance due to rounding.

Proposed Budget Changes Excluding New Initiatives and New Revenues

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

Description	2015 Budget (\$000's)	2016 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
Labour Costs	13,567	13,841	274	Increase reflects labour adjustments and fringe benefit changes
Administration and Support Costs	(1,177)	(1,180)	(3)	Increase in allocations to Community Services for additional contractor costs for Parks comfort stations
Advertising & Promotions	3	3	0	
Communication Costs	40	40	0	
Contractor & Professional Services	1,377	1,380	3	Increase for contractor cleaning of comfort stations - recovered from Community Services
Equipment Costs & Maintenance Agreements	1,050	1,050	0	
Finance Other	(4)	(20)	(16)	Additional recoveries from Transportation & Works for Transit Security operations
Materials, Supplies & Other Services	149	189	40	\$35 increase for uniforms for Security & Transit Enforcement staff \$5 increase for annualization of Security Key Consolidation initiative in 2015 budget
Occupancy & City Costs	5,006	4,867	(139)	(\$174) due primarily to decrease in hydro consumption \$29 increase for Stormwater Charge
Staff Development	104	104	0	
Transfers To Reserves and Reserve Funds	20	20	0	
Transportation Costs	239	240	1	
Subtotal - Other Operating	6,806	6,691	(115)	
Total Revenues	(407)	(466)	58	\$27 Increase in Oil Recycling Revenues \$32 increase in utility reimbursements
Subtotal - Revenues	(407)	(466)	(58)	
Total	19,966	20,109	101	

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. Detailed descriptions of each budget request can be found on the pages following the table.

Description	BR #	2016 FTE Impact	2016 Proposed Budget (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)	2016 to 2018 FTE Impact	2016 to 2018 Capital (\$000's)
New Initiative							
Accessibility Specialist	2085	1.0	42	86	88	1.0	0
Total New Initiative		1.0	42	86	88	1.0	0
Total New Initiatives and New Revenues		1.0	42	86	88	1.0	0

Note: Numbers may not balance due to rounding.

Budget Requests

Budget Request #: 2085

Proposed Initiative	Department	Service Area
Accessibility Specialist	Corporate Services Department	Facilities & Property Management

Required Annual Operating Investment

Impacts (\$000s)	2016	2017	2018
Gross Expenditures	42.0	86.3	87.9
Reserves & Reserve Funds	0.0	0.0	0.0
User Fees & Other Revenues	0.0	0.0	0.0
Tax Levy Requirements	42.0	86.3	87.9
* Net Change in \$		44.3	1.6
FTEs	1.0	1.0	1.0

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

Required Capital Investment

Total Capital (\$000s)	2015 & Prior	2016	2017	2018	2019 & Beyond
Expenditures	0.0	0.0	0.0	0.0	0.0

Why Staff Recommend this Initiative

Coordinating all the accessibility needs of the City have to date, been done through one staff member in the Facilities and Property Management (F&PM) division. Given the increased expectations on the City to comply with the new Accessibility for Ontarians with Disabilities (AODA) legislation, staff is recommending the addition of an Accessibility Specialist to support the increased expectations from the public and new regulations.

Details of Service Change

The addition of a staff member with experience in accessibility will allow the City to better provide the following services:

- Educate staff and the community (public and private) regarding accessibility planning
- Sustainment of training regarding how to serve customers with disabilities (for staff and volunteers)
- Review of Bylaws with an accessibility lens
- Training regarding accessible built environment guidelines
- Better inventory and promotion of City assistive devices
- Better tracking of accessibility concerns/complaints from the public
- Ability to be more responsive to public concerns
- Assist the Accessibility Coordinator to work with Accessibility Staff Working Group members to develop departmental/divisional plans regarding improved accessibility
 - Further develop Accessibility Champions in each Division
 - Assist with application for Age Friendly Community designation
 - Improve internal and external websites, including SharePoint project site
 - Research regarding best practices and collaboration with other municipalities

Service Impact

With the change in legislation to the AODA, the volume of requests from the public has increased significantly. Mississauga's Accessibility Plan is also focused on providing continuous improvement in universal accessibility for all of our City services. The additional staff member will:

- Provide greater accountability and sustainment of accessibility throughout the Corporation
- Support the City's strategic goals of ensuring affordability and accessibility, supporting aging in place, developing walkable and connected neighborhoods and completing our neighborhoods with accessible public spaces
- Support the implementation of the Integrated Accessibility Standards Regulation (IASR), more specifically in relation to the Accessible Built Environment requirements.

Ultimately, increased staff in the Accessibility section in F&PM will support the vision: "Mississauga: A Great Place to live, work, travel and play for everyone!"

Human Resources

Proposed Full Time Equivalent Staffing Distribution by Program

Program	2015	2016	2017	2018
FPM Divisional Support Services	6.3	6.3	6.3	6.3
Facilities Maintenance	30.0	30.0	30.0	30.0
Building Services & Operations	40.6	40.6	40.6	40.6
Facilities Development & Accessibility	23.0	24.0	24.0	24.0
Capital Planning & Asset Management	9.0	9.0	9.0	9.0
Security Services	56.7	56.7	56.7	55.7
Realty Services	11.0	11.0	11.0	11.0
Energy Management	7.0	7.0	7.0	7.0
Total Service Distribution	183.6	184.6	184.6	183.6

Note: Numbers may not balance due to rounding.

Staffing changes in 2016 include the following:

- Accessibility Specialist for BR 2085
- Three contract conversions from contract to full-time (Business Analyst; Project Manager and Energy Management Coordinator).

Capital

This section summarizes the forecast 10 year capital requirements for this service. The following tables present the forecast by major program. The first table shows all funded projects.

Proposed 2016-2025 Capital Budget by Program

Program Expenditures	2016 Proposed Budget (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)	2019-2025 Forecast (\$000's)	Total 2016-2025 (\$000's)
Capital Construction & Improvement	689	530	530	3,710	5,459
Facility Services	2,636	3,298	1,957	5,198	13,089
Lifecycle	14,855	15,172	12,132	103,148	145,306
Total	18,180	19,000	14,619	112,056	163,854

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

This following table shows FPM's full capital request which includes both funded and unfunded projects.

Program Expenditures (Funded and Unfunded)	2016 Proposed Budget (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)	2019-2025 Forecast (\$000's)	Total 2016-2025 (\$000's)
Capital Construction & Improvement	689	530	530	3,710	5,459
Facility Services	2,981	3,352	2,011	5,576	13,920
Lifecycle	17,705	27,296	23,445	195,060	263,505
Total	21,375	31,178	25,986	204,346	282,884

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

See next page for highlights

Continued- Proposed 2016-2025 Capital Budget by Program

2016 Project Highlights

- Hershey Sportszone - Main Bowl Lighting Upgrade
- 2015 Pathway Lighting-Various Parks - Cash Flowed
- Chappell House - Structural and Mechanical Replacement and Repairs
- Malton Arena Exterior Envelope and Lot Renewal
- Escalator and Elevator Modernization and Platform Surface Replacement
- Mechanical Replacements and Generators- Recreation and Various Facilities
- Roof Replacements- Major Recreation Community Centres and Civic Centre

2017 – 2025 Future Forecast Highlights

- Lifecycle Maintenance (2017 – 2025)
- Accessibility Various
- Energy Management (Various Initiatives and Audit Implementations)
- Emergency and Inspections

Proposed 2016-2025 Capital Budget by Funding Source

The following table provides the funding sources used to fund the capital portion of the proposed 2016-2018 Business Plan and 2016 Budget.

Funding	2016 Proposed Budget (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)	2019-2025 Forecast (\$000's)	Total 2016-2025 (\$000's)
Federal Gas Tax	2,075	814	511	7,177	10,577
Other	316	0	0	0	316
Tax	15,789	18,186	14,108	104,879	152,961
Total	18,180	19,000	14,619	112,056	163,854

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail

The following tables provide a detailed listing of proposed capital projects for 2016.

Program: Capital Construction & Improvement

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPFP005131	Our Future Corporation- Pilot Project	530	0	530	Tax -Facility Repairs & Renovations Reserve Fund
CPFP04601	City Wide Accessibility Audit	159	0	159	Tax -Facility Repairs & Renovations Reserve Fund
Total		689	0	689	

Note: Numbers may not balance due to rounding.

Program: Facility Services

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPFP005063	Parking Lot LED Lighting - Various Locations	134	0	134	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005071	2016 Furniture	127	0	127	Tax -Capital Reserve Fund
CPFP005072	Control Systems Implementations - various	127	0	127	Tax -Capital Reserve Fund
CPFP005073	LED Lighting - Hershey Sportszone	131	0	131	Tax -Capital Reserve Fund
CPFP005074	2016 Recommissioning	48	0	48	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005075	Citywide Energy Audit Projects Implementation	311	0	311	Tax -Capital Reserve Fund
CPFP005076	LED Lighting Retrofits- LAC & Central Library	319	0	319	Tax -Capital Reserve Fund
CPFP005078	LED Lighting Retrofits- Burhamthorpe Library	15	0	15	Tax -Capital Reserve Fund
CPFP005093	2016 New Hires	213	0	213	Tax -Capital Reserve Fund
CPFP005181	Hershey Sportszone - Main Bowl Lighting Upgrade	800	0	800	Tax -Facility Repairs & Renovations Reserve Fund
CPFP04196	Arena and Pool LED Lighting - Cash Flowed	300	0	300	Tax -Facility Repairs & Renovations Reserve Fund
CPFP04608	2015 Energy Management - Recommissioning - Cash Flowed	111	0	111	Tax -Facility Repairs & Renovations Reserve Fund
Total		2,636	0	2,636	

Note: Numbers may not balance due to rounding.

Proposed 2016 Capital Budget Detail (Continued)

Program: Lifecycle

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPFO005053	2016 Various Emergency Repairs	795	0	795	Tax -Facility Repairs & Renovations Reserve Fund
CPFP00165	2015 Security - Various Locations	122	0	122	Tax -Facility Repairs & Renovations Reserve Fund
CPFP00199	Roof Replacement-Civic Centre - Cash Flowed	500	0	500	Tax -Capital Reserve Fund
CPFP00254	Parking Lot Renewals	1,202	0	1,202	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005044	Mechanical Replacement-Generators-Various	380	0	380	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005045	Mechanical Replacement - Cooling Tower	262	0	262	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005046	Mechanical Replacement-RTU-Various	734	0	734	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005047	Mechanical Replacement- Rec Facilities (Various)	645	0	645	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005048	Mechanical Replacement- Various	417	0	417	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005049	Fall Protection	20	0	20	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005050	Roof Replacements- Major Rec CC (Various)	464	0	464	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005051	Roof Replacement- Various	321	0	321	Tax -Facility Repairs & Renovations Reserve Fund

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPFP005055	Electrical Replacement- Various	600	0	600	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005056	Hershey Sportszone (Pump/Motor Replacements)	295	0	295	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005057	Ramp Replacement	120	0	120	Gas Tax -Federal Gas Tax-Regional Allocation,Tax -Capital Reserve Fund
CPFP005058	Escalator and Elevator Modernization	575	0	575	Gas Tax -Federal Gas Tax-Regional Allocation,Tax -Facility Repairs & Renovations Reserve Fund
CPFP005059	Parking Lot - various Central Locations	941	0	941	Tax -Facility Repairs & Renovations Reserve Fund,Gas Tax -Federal Gas Tax-Regional Allocation
CPFP005060	Parking Lots - various North Locations	464	0	464	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005064	Interior Finishes - LAC Seating	265	0	265	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005071	2016 Furniture	244	0	244	Tax -Capital Reserve Fund
CPFP005079	Transit Booth Replacements	128	0	128	Gas Tax -Federal Gas Tax-Regional Allocation,Tax -Capital Reserve Fund
CPFP005080	AHU Consultant Review	54	0	54	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005081	Structural & Facade Repairs - Civic & Central Library	198	0	198	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005082	Structural Repairs - various	670	0	670	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005172	Malton Arena Exterior Envelope and Lot Renewal	519	0	519	Tax -Facility Repairs & Renovations Reserve Fund
CPFP005258	Chappell House - Structural & Mechanical Replacement and Repairs	679	316	362	Tax -Facility Repairs & Renovations Reserve Fund

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPFP04135	2015 Pathway Lighting-Various Parks - Cash Flowed	1,426	0	1,426	Tax -Capital Reserve Fund
CPFP04198	Living Arts Centre Marquee Signage Replacement - Cash Flowed	556	0	556	Tax -Facility Repairs & Renovations Reserve Fund
CPFP04200	Key Tracking Software	74	0	74	Tax -Capital Reserve Fund
CPFP04532	Various Emergency Repairs - Cash Flowed	265	0	265	Tax -Facility Repairs & Renovations Reserve Fund
CPFP04571	Platform Surface Replacement - City Centre Transit Terminal	920	0	920	Gas Tax -Federal Gas Tax-Regional Allocation,Tax -Capital Reserve Fund
Total		14,855	316	14,539	

Note: Numbers may not balance due to rounding.

Proposed 2017-2018 Capital Budget by Sub-Program

The following tables provide a detailed listing of proposed capital projects for 2017-2018.

Sub-Program	2017 Forecast (\$000's)	2018 Forecast (\$000's)
Capital Construction & Improvement		
FPM Accessibility	530	530
Subtotal	530	530

Sub-Program	2017 Forecast (\$000's)	2018 Forecast (\$000's)
Facility Services		
FPM Energy Management	3,244	1,903
FPM Security New	54	54
Subtotal	3,298	1,957

Sub-Program	2017 Forecast (\$000's)	2018 Forecast (\$000's)
Lifecycle		
FPM LC Furniture	170	170
FPM LC Maintenance	14,302	11,208
FPM LC Emergency	530	530
FPM LC Inspections	170	170
FPM LC Equipment	0	54
Subtotal	15,172	12,132
Total Expenditures	19,000	14,619

Note: Numbers may not balance due to rounding.

Performance Measures

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

By managing these four areas an organization can retain balance in its performance as well as providing a strong indication as to the level of goal attainment.

About the F&PM measures:

Financial Measures

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

Customer Measures

By utilizing our asset management program, VFA, we can track the condition of our facilities based on the age of the facility, the age of the systems and the expected life span of the equipment. The Facility Condition Index (FCI) of a building is generated from that information and has been calculated based on the current 10 year capital budget. This index gives staff valuable information on what buildings and systems need to be prioritized in order to keep them in good working order given future budget pressures.

Our Energy Management section continues to explore ways of conserving our energy. In addition to tracking cost savings, staff are also measuring the Annual Greenhouse Gas Reductions in tonnes CO₂ to demonstrate the impact of our energy saving initiatives on the environment.

Employees/Innovation

Maintaining 75 per cent or greater *Employee Satisfaction Rating for Job related Technical Training and Development* is a measurement of F&PM's commitment to staff development and is benchmarked through the Employee Survey which is completed every three years.

In addition, measuring the employees' satisfaction with their work environment is valuable feedback for our space planning initiatives. F&PM continues to be innovative when it comes to planning office spaces for our staff taking into account new technology and flexible work times. This helps the City attract and maintain valuable staff in a very competitive labour market. As such, we anticipate that the 85 per cent satisfaction rating will be attained and maintained in future surveys.

Business Process Measures

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

Balanced Scorecard

Measures for Facilities and Property Management	2012 (Actual)	2013 (Actual)	2014 (Actual)	2015 (Planned)	2016 (Planned)	2017 (Planned)	2018 (Planned)
Financial:							
Average Maintenance Cost per Square Meter	\$12.9	\$13.4	\$13.5	\$13.4	\$13.3	\$13.1	\$13.0
Customer:							
Building in Good FCI or Better (Based on current 10 capital budget)	63%	64%	65%	65%	65%	65%	65%
Employees/Innovation:							
Employee Satisfaction with Physical Work Environment (Corporate Services)	81%	-	85%	-	85%	-	85%
Employee Satisfaction with Technical Training and Development (FPM)	74%	-	80%	-	80%	-	80%
Internal Business Process:							
Electricity Consumption per Square Meter (KWH)	164.1	158.9	155.5	154.0	152.4	150.9	149.4
Water M3 Consumption per Square Meter	2.1	1.7	1.8	1.8	1.8	1.8	1.7
Natural Gas M3 Consumption per Square Meter'	18.7	20.1	21.1	20.9	20.7	20.5	20.3