



# Facilities & Property Management

2017-2020 Business Plan  
& 2017 Budget

# Foreword

Mississauga City Council approved **Our Future Mississauga**, the Strategic Plan to achieve our vision over the next 40 years. The strategic vision identified five pillars for change, Move, Belong, Connect, Prosper and Green. The City consulted extensively with residents, staff and stakeholders in developing the Strategic Plan.

The City continues to engage with stakeholders about its programs and services through the City's website, social media, satisfaction surveys and more. This helps ensure citizens have input on the decisions that affect them.

The 2017-2020 Business Plan and 2017 Budget detail how and where the City plans to allocate resources to the programs and services that people rely on every day, while providing good value for taxpayers and supporting the Strategic Plan.

## Table of Contents

<b>Executive Summary of Facilities &amp; Property Management .....</b>	<b>3</b>
<b>Core Service .....</b>	<b>4</b>
Vision, Mission, Goals of Service and Service Delivery Model .....	4
Achieving our Goals .....	5
Awards and Recognition .....	8
Existing Service Levels, Trends and Efficiencies .....	11
<b>The 2017-2020 Business Plan Outlook .....</b>	<b>14</b>
Planning for the Future .....	14
Optimizing the Use of Technology .....	16
Maintaining Our Infrastructure .....	16
Managing Our Human Resources .....	17
Linkages to the City's Strategic Plan .....	18
Engaging Our Customers .....	19
<b>Proposed Operating &amp; Capital Budgets .....</b>	<b>20</b>
Operating .....	21
Proposed Budget by Program .....	21
Summary of Proposed Budget .....	22
Proposed Budget Changes Excluding New Initiatives and New Revenues .....	23
Proposed New Initiatives and New Revenues .....	24
Human Resources .....	31
Proposed Full Time Equivalent Staffing Distribution by Program .....	31
Capital .....	32
Proposed 2017-2026 Capital Budget by Program .....	32
Proposed 2017-2026 Capital Budget by Funding Source .....	33
Proposed 2017 Capital Budget Detail .....	34
Proposed 2018-2020 Capital Budget by Sub-Program .....	39
<b>Performance Measures .....</b>	<b>40</b>
Balanced Scorecard .....	41



## 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) optimizes in-house expertise in property management, asset management and project management to sustain the City's infrastructure.

F&PM provides support to the Corporation in the following areas:

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

### Interesting facts about this service:

- Responsible for over 330 City owned and leased buildings and site infrastructure amounting to 5.6 million square feet of space and a facility asset replacement value of \$2 billion
- Responsible for over 27,000 facility systems in the City-wide inventory requiring approximately 9,200 facility inspections in accordance with legislation and warranty requirements
- Responds to an average of 5,200 maintenance and operations service calls annually
- Secured over \$120,000 in grant incentives implementing energy management projects in 2016
- In 2015, saved over \$180,000 in energy and water costs

- Provided in-house project management expertise delivering on capital construction projects totalling \$18 million in 2015
- Over \$690,000 in emergency capital repair and renewal construction work performed in 2015
- Over 1,200 agreements are administered and approximately 120 transactions are completed annually by Realty Services

### Highlights of the Business Plan include:

#### Aging Building and Site Infrastructure:

- Identify aging infrastructure needs that require systematic allocation of limited resources
- Prepare for increased maintenance pressures and resources due to aging infrastructure

#### Energy Management:

- Continue to invest in our energy saving initiatives
- Anticipate greenhouse gas emission reductions of 1,858 tonnes per year by 2019 (equivalent of almost 364 cars off the road per year)

Net Investment (000's)	2017	2018	2019	2020
Operating	21,021	21,363	21,759	22,099
Capital	23,837	22,158	18,654	15,554
Full Time Equivalents	184.6	183.6	183.6	183.6

# Core Service

## Vision, Mission, Goals of Service and 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.

### Goals of Service

- Maintain our buildings and site infrastructure
- Provide professional project management services
- Develop long term facility asset management strategy
- Develop highly integrated capital plans
- Strategically manage the acquisition, disposition and leasing of real property
- Ensure the safe use and enjoyment of City facilities
- Support and promote sustainability

### Service Delivery Model



## Achieving our Goals

Facilities & Property Management continues to ensure that City owned facilities are proactively maintained to extend their useful life and that staff and public feel safe while using these facilities. F&PM manages a diversified capital construction portfolio across the City and coordinates holistically to ensure that each project gets delivered on time and on budget. Highlights of F&PM achievements are listed below:

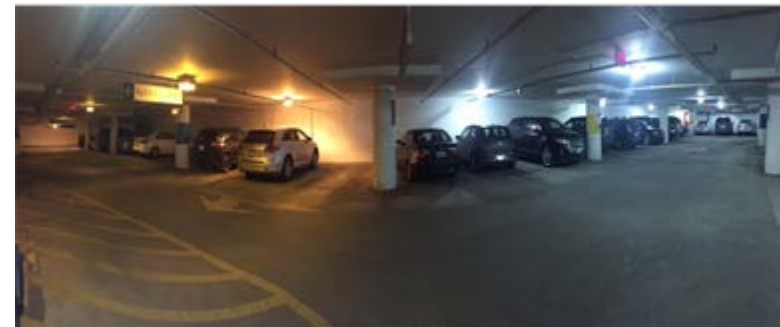
- New Fire Station 119, Leadership in Energy and Environmental Design- LEED Silver Application (\$6.4 million)
- New Meadowvale Community Centre and Library, Leadership in Energy and Environmental Design- LEED Silver Application (\$37 million)
- Central Library front entrance renovation (\$3 million)
- New community park washroom at Lisgar Fields Park (\$940,000)
- New community park washroom at Dr. Martin L. Dobkin Park (\$920,000)
- Chiller and ice plant equipment replacement at Tomken Twin Arena (\$650,000)
- Data centre HVAC system upgrade and cooling unit renewal at Civic Centre (\$700,000)
- Salt domes roofs renewal (four in total - \$400,000)
- Skylight lifecycle replacement of the Central Library (\$860,000)
- LED lighting upgrades at the Civic Centre's garages (\$375,000)
- Over \$690,000 in emergency capital construction work performed in 2015
- Secured over \$120,000 in grant incentives implementing energy management projects in 2015



*Fire Station 119*



*Meadowvale Community Centre and Library*



*Civic Centre LED Lighting Upgrades*

- Solar panel installations at Burnhamthorpe Community Centre and Huron Park Community Centre (part of Feed in Tariff - FIT Program)
- 2015 Facility Accessibility Design Standards launched
- Implemented various accessibility upgrades at City facilities to improve the “visitability” of facilities frequented by the public
- City Centre Transit Terminal - platform renewal project (\$800,000)
- Two properties transferred to Habitat for Humanity to support affordable housing initiative
- Implemented a number of Lean initiatives within Facilities Maintenance and Building Services and Operations
- Transformation of Malton Arena to Paul Coffey Arena (\$530,000)



*Community Park Washroom at Lisgar Fields Park*



*Community Park Washroom at Dr. Martin L. Dobkin Park*



*City Centre Transit Platform*



*Tomken Twin Arena – Ice Plant Chiller*





*Central Library Front Entrance Renovation*



*Transformation of Malton Arena to Paul Coffey Arena*



*Security Services Staff assisting public*



*Facility Maintenance Staff performing emergency repair work*



## Awards and Recognition

Toronto Regional Conservation Authority's Mayors' Megawatt Challenge (MMC) has been bringing together leading municipalities to achieve exceptional levels of energy and environmental performance in municipal buildings. The Town Hall Challenge (a project under MMC) was conducted from 2012-2016 that invited municipalities across Canada to achieve 20 ekwh/ft<sup>2</sup> of Energy Use Intensity. Mississauga was declared the winner of the Town Hall Challenge and shared the victory with Town of Moncton.

Toronto Regional Conservation Authority also announced Mississauga as the winner of The Living City Energy Efficiency Leadership Award for achieving the target Energy Use Intensity and exceeding it by 14 per cent. The normalized Energy Use Intensity of Mississauga's Civic Centre at the end of the Challenge was 17.17 ekwh/ft<sup>2</sup>.



*Town Hall Challenge Winner Award (shared with Moncton City Hall)*



*The Living City Energy Efficiency Leadership Award*

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The Custodial Services Team was awarded “The Excellence in Customer Service Award” for 2015 for consistently "going the extra mile" in delivering the custodial services to earn the respect, support and appreciation of their customers.



*2016 Corporate Award of Excellence – Excellence in Customer Service presented to Custodial Services Team*

March of Dimes Award of Merit was presented to the City for the construction/renovation Meadowvale Community Centre and Library with special regard to accessibility for people with disabilities.



*March of Dimes Award of Merit for Barrier Free Design*

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Diana Simpson, Supervisor Accessibility Planning and Accessibility Advisory Committee members were awarded “AODA 10<sup>th</sup> Anniversary Champion Award” for 2015 for her passion and commitment in the promotion of awareness of accessibility and inclusiveness in Mississauga.

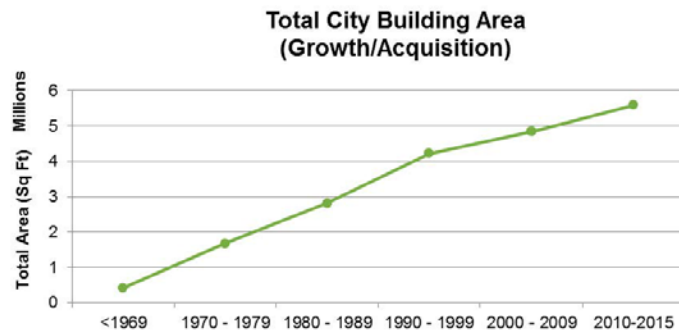


*AODA 10th Anniversary Champion Award*

## Existing Service Levels, Trends and Efficiencies

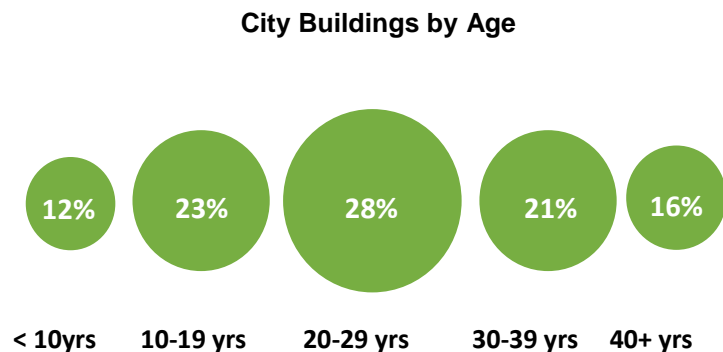
The City owns and operates a portfolio of 330 buildings of various sizes, complexity and usage that contain approximately 5.6 million square feet of space. F&PM is also responsible for the site services (e.g., parking lots, sewer, water, hydro, sports fields lighting and pathway lighting) for 283 parks. The current replacement value of all of these assets is approximately \$2 billion. These assets are the essential infrastructure necessary for the City departments to deliver the services and programs to our residents that significantly impact the quality of life, prosperity and sustainability within the community.

The size of the current City facility portfolio has increased over five times in 42 years (from below one million in 1973 to almost 5.6 million square feet in 2016).



Service	Annually
Buildings maintained and monitored for lifecycle replacements	330
Parks and sports fields monitored for lifecycle replacement	283
Facility asset replacement value	\$2B
Building systems maintained	27,000
Agreements administered	1,200
Realty service transactions	120
In house appraisal reports	225
Facility inspections	9,200
Maintenance & Operations service calls to buildings & parks	5,200
Utility accounts monitored	720

The age profile of existing facilities is depicted in the chart below showing that approximately two thirds of the inventory is more than 20 years old and almost 90 per cent of the inventory is more than 10 years old. The highest proportion of City building area falls within the 20 to 29 age range.

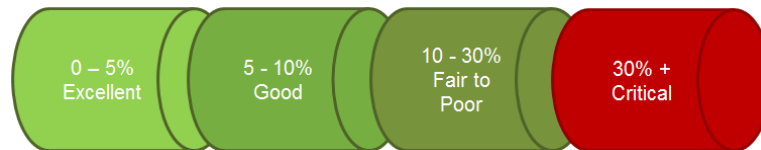


At approximately 20 years of age, a building typically begins to require higher investment in capital lifecycle maintenance and if critical building systems are not addressed in a timely manner then demand for emergency maintenance costs are incurred in order to keep the systems functional. This puts increasing pressure on our preventative maintenance program and/or emergency funding accounts to ensure facilities keep functional until a comprehensive capital lifecycle renewal renovation can be funded. Aging infrastructure requires systematic allocation of limited resources to maintain City-wide services.

Building condition is often defined in terms of the Facility Condition Index (FCI). The FCI is a standard facility management benchmark that is used to objectively assess the current and projected condition of a building or asset. By definition, the FCI is defined as the ratio of total cost of repair/maintenance to current building replacement value.

$$\text{FCI} = \frac{\text{Total Cost of Deferred Capital Maintenance}}{\text{Current Replacement Value}}$$

The industry standard definitions for FCI are as follows:



Lower FCI numbers are a good indicator, whereas a higher FCI number indicates deterioration of a building due to lifecycle renewal stress. Analyzing and using the FCI numbers allow buildings to be compared analytically which highlights the buildings that are in the greatest need for renewals, repairs or lifecycle replacements. It helps in determining which buildings should be considered for major lifecycle renewal renovations or upgrades and it also facilitates comparisons both within and among various institutions. Deferring the funding of capital lifecycle repairs/replacements will result in an increase to FCI values and the real risk of increased emergency situations and increase the probability of system / asset failure impacting the service delivery.

Our computerized asset management program calculates this index based on the age of the facility and its systems. Together with the approved priority rankings and staff validations, F&PM develops and continuously refines capital plan for lifecycle renewal capital projects for the next 10 years.



On an average the City spends approximately \$15 million per year on City wide lifecycle renewal projects. Extensive research and benchmarking of Public and Private sectors indicates that the industry standard to keep the buildings and site infrastructure in a state of good repair requires Annual Lifecycle Renewal Funding Rate of two to 2.5 per cent of total current replacement value (CRV). With this renewal funding rate the buildings will continue to sustain their intended functions with minimum lifecycle induced stress.

Currently there is a gap of \$25 million per year towards buildings and site infrastructure lifecycle renewal investment due to the fact that City's current Annual Lifecycle Renewal Funding Rate is 0.75 per cent of its CRV. This infrastructure deficit definitely poses challenges in keeping our front line service delivery facilities in a state of good repair however F&PM will continue to work with finance to strategize appropriate funding to maintain building/systems infrastructure in a state of good repair without impacting service delivery levels while taking into consideration other City wide funding needs and pressures.

**Benchmarking and Industry Standards Based on Current Replacement Value (CRV):**

Lifecycle Budget Term	Industry Standard (2.5% of CRV)	F&PM – City wide Requirements (2% of CRV)	Current City wide 10 Year Plan (0.75% of CRV)	Variance
City Wide Annual Lifecycle Requirement	\$50M	\$40M	\$15M	\$25M
10 Year City Wide Annual Lifecycle Requirement	\$500M	\$400M	\$150M	\$250M

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# The 2017-2020 Business Plan Outlook

## Planning for the Future

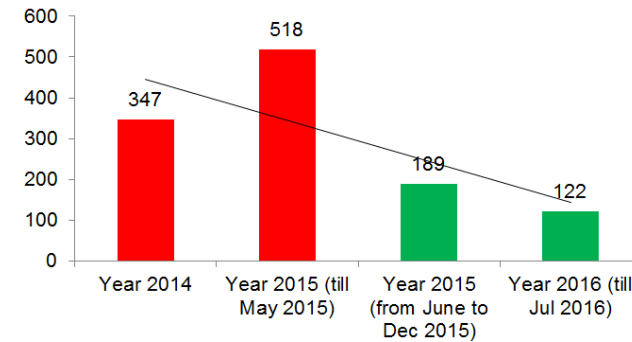
Facilities & Property Management has a strong track record of executing projects and managing assets and remains committed to being innovative and continues to look for new opportunities to add value to the City's infrastructure and realty landscape. F&PM will continue to focus on due diligence, incorporating accessibility standards and energy improvements and enhanced risk management through proactive identification and mitigation of buildings and site infrastructure related risks to the Corporation.

1. **Facility Condition Assessments:** Facility Condition Assessments (FCAs) are a comprehensive assessment of buildings condition and their sub-systems. These systems include roofing, mechanical, electrical, plumbing, interior and exterior envelope. 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. A key aspect of the FCA methodology is the use of benchmarking tools which enable us to assess the relative condition of the City owed buildings and gauge the facility performance relative to the organization's mission. While buildings are constructed to last for extended periods of time, systems within a building have different expected life spans, which require replacement often multiple times during the life of a building. FCAs provide information that enables informed decisions to be made regarding where funds are best spent to provide safe assets and extend operating life. The FCA program provides the platform that is to be used to implement on going system of identification and prioritization of capital lifecycle renewal projects. A critical consideration in the process relates to the maintenance of condition data quality. If the data is not captured and updated on a regular basis then there would be no long term value for capital planning.
2. **Asset Management Strategy:** Research, benchmark, and improve the asset management strategy to optimize the lifecycle value and performance of facilities while continuously improving service delivery and customer satisfaction.
3. **Accessibility Audits:** As a co-leader in the City's commitment to barrier free City-wide buildings, conduct accessibility audits of all City buildings to ensure that City of Mississauga - Facility Accessibility Design Standards are incorporated into the designs for renovations to existing facilities and new construction projects. Conducting accessibility audits help in prioritizing the accessibility related requirements of planned capital projects.
4. **Energy Audits and Awareness:** Conducting energy audits will help develop and implement energy and water efficiency programs. Continuing to monitor energy consumption and reporting, along with promotional tactics will increase energy awareness and benchmarking metrics.
5. **Infrastructure Funding Opportunities:** F&PM will continue to proactively seek Federal / Provincial Infrastructure funding for our buildings and sites lifecycle renewal and replacement to maintain the infrastructure in the state of good repair.
6. **Project Management:** F&PM will continue to provide in-house professional project management services for project planning, design, budgeting, scheduling, procurement, and construction. Highly skilled Project Managers provide project management and contract administration services. Effectiveness is key to provide expertise knowledge, guidance and the ability to work and collaborate with business units to support their business continuity. F&PM looks forward to the design and construction of Churchill Meadows Community Centre, the next new facility to be added to the City's portfolio.

7. **Space Planning:** Continue to work with all City departments to improve and effectively manage space strategy, addressing identified requirements, maximizing efficiencies, and managing growth demands. F&PM is currently pursuing a pilot project known as Our Future Corporation (OFC) and this project will help to relieve space pressures, however the main purpose for the project is to create a dynamic workplace that supports our business, people and culture now and into the future. The objectives are to provide employees the choice and control over how and where they work, foster teamwork, collaboration and communication, enhance productivity, efficiency and well-being, and reinforce our belief in Trust, Quality and Excellence.
8. **Processes, Policies Review and Lean Initiatives:** F&PM continues to review internal processes and policies to streamline business practices and align operations to meet current and future customer and business demands. The Division will continue the strategic review of Security policies, Facilities Maintenance processes (Work Order Process Lean Review) in 2016. In addition, F&PM will continue to build its capacity and expertise around continuous improvement while better leveraging existing data to proactively identify opportunities for service delivery improvement.

#### Facility Work Order Process Lean Review and Implementation Objectives

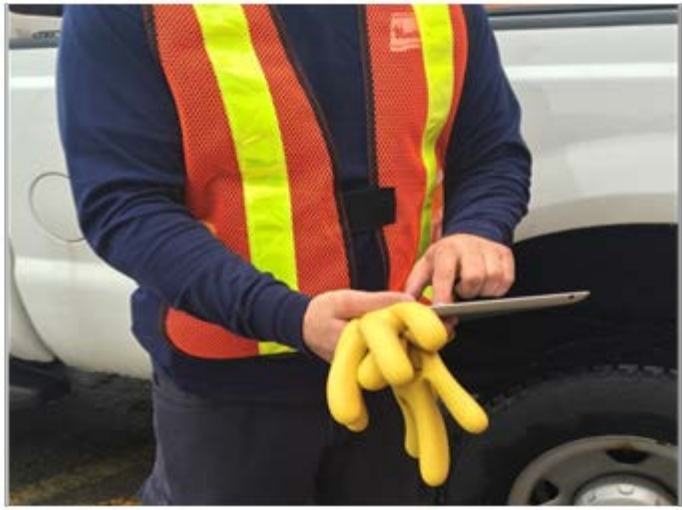
##### Yearly Backlog (Number)



## Optimizing the Use of Technology

Advancements in technology have played a crucial role in the continued success of service delivery by F&PM. By leveraging technology to enhance our “partnering for success” philosophy, over the next three years, F&PM will continue to focus on increasing efficiencies, further alignment to our strategic Green pillar and enhanced end user interfaces that increase stakeholder satisfaction. F&PM will look to implement the following within the next three years:

1. **Computerized Vendor Maintenance Management System:** A mobile-friendly app, or web based solution, to connect with our inventory management system will allow vendors to receive Infor work requests, and update task performed status. Real-time task reporting will enable City Staff to monitor vendor work performance.

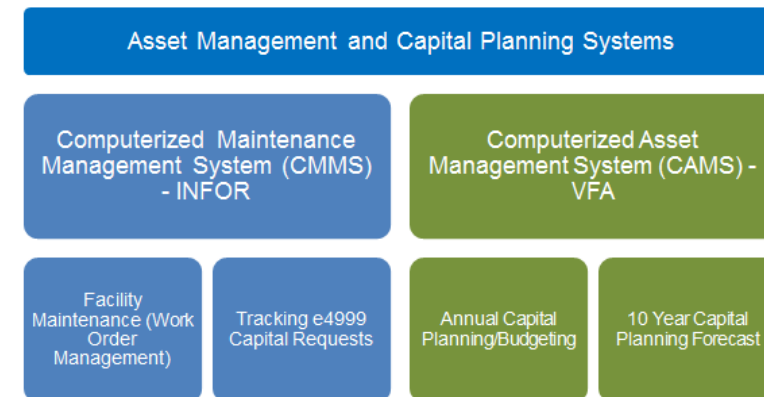


*Development of a mobile-friendly app, or web based solution, to connect with our inventory management system*

2. **Mobile Service Request App:** A mobile-friendly app for requesting services from F&PM will promote the self-service model for both internal staff and external stakeholders, while improving connectivity, communication, collaboration and reduce duplication. This app will be available on multiple devices and will interface with other existing applications.
3. **Integrated Security System:** A single, integrated security system solution that consolidates multiple system platforms (currently more than 12) into a single user interface inclusive of access control, intrusion, video surveillance, incident management, dispatch and more will streamline security operations, increase City wide situational awareness, provide new business intelligence, risk management and mapping functionality for all City facilities, parks and transit infrastructure.

## Maintaining Our Infrastructure

F&PM will continue to maintain our buildings and site infrastructure with a robust and reliable asset management and capital planning systems to forecast lifecycle pressures.



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Computerized Maintenance Management System (CMMS) is used for inventory tracking, work order management for Preventive and Demand maintenance, and Warranty management. Computerized Asset Management System is used for developing annual capital budget as well as for Long term capital planning. The database of this system contains useful lifecycle details of all assets and systems, as well as renewal costs which are updated annually. The system has mathematical modules which do datamining and processing to generate prioritized system renewal list with associated budget costs. Buildings/systems that are in the greatest need for renovations, repairs or lifecycle replacements are ranked and recommended for capital funding based on the risk and impact analysis.

For 2016, there are a number of initiatives planned in order to maintain and support the City's infrastructure needs.

- Energy Management – Arena & Pool LED Retrofits
- Hershey Sportszone - Pump/Motor Replacements
- Parking Lot LED Lighting - Various Locations
- Elevator/Lift Replacement and Accessibility Program - Clarke Hall
- Roof Replacements - Burnhamthorpe Community Centre, Clarkson Community Centre, Malton Community Centre
- Mechanical Replacement-Roof Top Units - Burnhamthorpe Community Centre, Malton Community Centre, Fire Station #101

## Managing Our Human Resources

F&PM is made up of a mix of highly skilled technical staff with various professional backgrounds, complimented by highly dedicated front line service delivery staff. In order to adequately manage this team, manage turnover, obtain the best candidates

for future positions, and engage our current workforce we have developed the following strategies:

### *Staff development, training, accreditation:*

- On regular basis staff are trained on continuous improvement and project management best practices i.e., Lean, Project Management Support Office (PMSO)
- In house training is provided to all newly hired staff on the Facility Asset Maintenance and Management related systems
- Providing effective learning and growth opportunities to staff, particularly experiential learning through special projects, feasibility studies and developmental assignments
- Staff receives support to obtain and retain their professional accreditations from various professional institutions
- Staff are encouraged and supported to attend various professional development webinars, seminars and workshops

### *Succession Planning - knowledge transfer:*

- Our talent management and succession planning programs are targeted to address the turnover of staff in key high risk areas

### *Strategies to obtain and/or retain talent:*

- F&PM continues to leverage Co-op students, Career Bridge students and intern opportunities to build relationships with local technical education communities
- In partnership with Human Resources, F&PM has implemented a talent management strategy to identify and retain high performing and high potential staff for career development opportunities



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## Linkages to the City's Strategic Plan

### move - developing a transit oriented City

#### Build Reliable and Convenient Systems

- Provide maintenance and security enforcement to Transit facilities that see a lot of public use
- Build accessible facilities that promote the use of City transit system

### belong - ensuring youth, older adults and new immigrants thrive

#### Ensure Affordability and Accessibility

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

### connect - completing our neighbourhoods

#### Build and Maintain Infrastructure, Maintain a Safe City

- Commit to building and maintaining infrastructure with Facility Asset Management and Facilities Maintenance Programs
- Develop vibrant facilities that serve the public needs but also become a destination of choice
- Commit to developing crime prevention and awareness programs to reduce risks associated with security matters

### prosper - cultivating creative and innovative businesses

#### Responsible Spending

- Adopt and implement best practices to get the best value for taxpayers' money while maintaining respect for the public dollar
- Deliver projects on time and on budget

### green - living green

#### Promote a Green Culture

- Actively pursue grants for energy conservation projects City-wide
- Actively review and implement ways to reduce energy usage and Green House Gas emissions City-wide
- F&PM champions the implementation of sustainable technologies in our new and redeveloped facilities

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## Engaging Our Customers

F&PM is committed to the sound management of the City's buildings and site infrastructure by continuously engaging our customers. F&PM connects with our customers and stakeholders through various avenues but the key to our engagement is regular and reliable two way communication. This provides a solid foundation to allow for collaboration between all our partner divisions for decision making that is in the best interests of the City.

- Our Facilities Maintenance section extensively utilizes online one-stop service requests form as a primary means of communication with front line service providers in the facilities. This system facilitates the reporting and tracking of progress on any maintenance issues with equipment or buildings. The work order system allows for integrated communication with various different sections within F&PM to better deliver services for our front line partners
- The public is also considered one of our partners and as such, signage on park pathway lights give residents a direct line into our maintenance staff for reporting any maintenance related issues (i.e. non-functional light poles, outages, etc.) so issues can be dealt with in a timely manner
- Our Security Services section continues to support the safety and security of public and staff on City property (i.e. Buildings, Parks and Transit). One of our most successful programs has been the Community Outreach Program which engages our City's citizens by fostering good relations with our security professionals as well as participating in special events that connects us with our community

- Successful energy management depends on the integration of energy efficient practices into the "business as usual" conduct of the organization, is based on a regular assessment of energy performance, and requires the implementation of procedures and measures to reduce energy waste and increase efficiency. The engagement of our customers is vital in managing our energy costs across the City. The Energenius site on the Intranet provides internal staff with access to advice and solutions to manage the consumption of utilities with a view to reduction of greenhouse gas emissions. Further the Energy Dashboard display at the City Hall is an engagement tool help staff and the public to visualize real time building energy performance online for our building (i.e. City Hall). The purpose of this tool is twofold: to raise awareness on energy consumption within the staff and community and to enable F&PM identify issues in the building as they arise and address them more precisely and rapidly. Through this initiative, F&PM intends to raise awareness about energy consumption and environment stewardship

F&PM promotes equitable access to facilities and services as well as safety in buildings and energy efficiency. It provides a variety of services that touch citizens' lives on a daily basis and is dedicated to meeting or exceeding the public's expectations in operating, maintaining, and renewing existing infrastructure, being environmentally friendly and leaving a positive legacy for future generations.

# Proposed Operating & Capital Budgets

This part of the Business Plan sets out the financial resources required to deliver the proposed 2017-2020 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 2016 was \$20.2 million and the proposed budget for 2017 is \$21.0 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 \$908,000 for 2017.

Highlights of the proposed budget changes are:

- Labour costs are projected to increase by \$518,000 and reflects labour adjustments and other fringe benefit changes
- Other operating increases \$347,000 including utilities cost and facilities maintenance materials cost increase
- The following budget change is proposed to operationalize prior decision for 2017: \$43,000 annualization of labour cost of an Accessibility Specialist

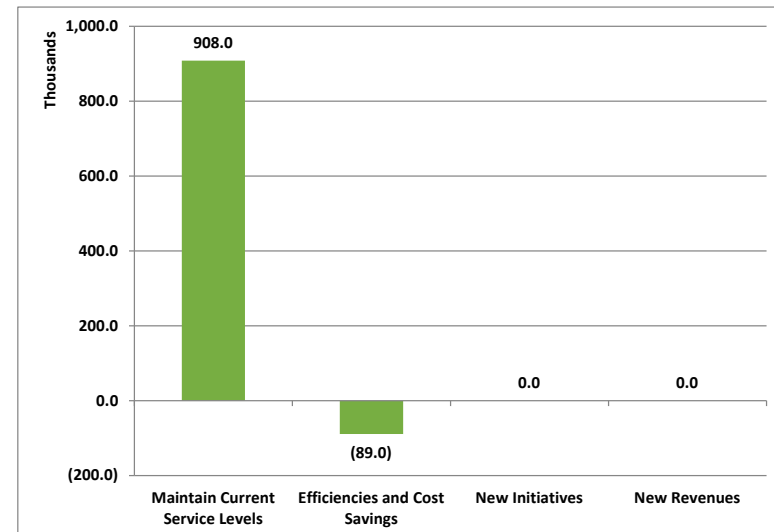
## Efficiencies and Cost Savings

The operating budget is being reduced by \$89,000 to reflect decrease in vehicle maintenance cost and energy saving initiatives at F&PM administered facilities.

## New Initiatives

No new initiatives impact the 2017 operating budget.

## Proposed Changes to 2017 Net Operating Budget by Category (000's)



## Operating

The following table identifies the budgeted and forecasted operating expenditures and revenues for 2017-2020, the 2016 budget as well as 2015 actuals by major program within the service area as well as by major expenditure and revenue category.

### Proposed Budget by Program

#### Proposed Budget By Program

Description	2015 Actuals (\$000's)	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
<b>Expenditures to Deliver Current Services</b>						
Building Services & Operations	3,460	3,231	3,316	3,361	3,407	3,454
Capital Planning & Asset Management	791	832	863	875	888	900
Energy Management	2,897	2,898	3,110	3,218	3,313	3,426
Facilities Development & Accessibility	1,730	1,488	1,581	1,623	1,666	1,710
Facilities Maintenance	6,674	6,270	6,412	6,456	6,500	6,545
FPM Divisional Support Services	827	685	702	709	717	724
Realty Services	1,562	1,307	1,348	1,367	1,386	1,405
Security	3,396	3,956	4,155	4,204	4,256	4,308
<b>Total Expenditures</b>	<b>21,336</b>	<b>20,667</b>	<b>21,487</b>	<b>21,814</b>	<b>22,132</b>	<b>22,472</b>
<b>Revenues</b>	<b>(733)</b>	<b>(466)</b>	<b>(466)</b>	<b>(466)</b>	<b>(466)</b>	<b>(466)</b>
Transfers From Reserves and Reserve Funds	0	0	0	0	0	0
New Initiatives and New Revenues			0	15	93	93
<b>Proposed Net Budget Including New Initiatives &amp; New Revenues</b>	<b>20,604</b>	<b>20,202</b>	<b>21,021</b>	<b>21,363</b>	<b>21,759</b>	<b>22,099</b>
Expenditures Budget - Changes by Year			4%	2%	1%	2%
Proposed Net Budget - Changes by Year			4%	2%	2%	2%

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 2017 Budget

Description	2016 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	2017 Proposed Budget (\$000's)	\$ Change Over 2016	% Change Over 2016
Labour and Benefits	13,945	518	0	43	0	0	0	14,507	562	4%
Operational Costs	7,966	462	(89)	0	0	0	0	8,339	373	5%
Facility, IT and Support	(1,243)	(115)	0	0	0	0	0	(1,359)	(115)	9%
<b>Total Gross</b>	<b>20,667</b>	<b>865</b>	<b>(89)</b>	<b>43</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,487</b>	<b>819</b>	<b>4%</b>
<b>Total Revenues</b>	<b>(466)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(466)</b>	<b>0</b>	<b>0%</b>
<b>Total Net Expenditure</b>	<b>20,202</b>	<b>865</b>	<b>(89)</b>	<b>43</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,021</b>	<b>819</b>	<b>4%</b>

### Summary of Proposed 2017 Budget and 2018-2020 Forecast

Description	2016 Approved Budget (\$000's)	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
Labour and Benefits	13,945	14,507	14,736	14,972	15,211
Operational Costs	7,966	8,339	8,451	8,612	8,713
Facility, IT and Support	(1,243)	(1,359)	(1,359)	(1,359)	(1,359)
<b>Total Gross</b>	<b>20,667</b>	<b>21,487</b>	<b>21,828</b>	<b>22,225</b>	<b>22,565</b>
<b>Total Revenues</b>	<b>(466)</b>	<b>(466)</b>	<b>(466)</b>	<b>(466)</b>	<b>(466)</b>
<b>Total Net Expenditure</b>	<b>20,202</b>	<b>21,021</b>	<b>21,363</b>	<b>21,759</b>	<b>22,099</b>

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	2016 Budget (\$000's)	2017 Proposed Budget (\$000's)	Change (\$000's)	Details (\$000's)
<b>Labour and Benefits</b>	<b>13,945</b>	<b>14,507</b>	<b>562</b>	Increase/Decrease Reflects Labour Adjustments and Other Fringe Benefit Changes
Administration and Support Costs	(1,243)	(1,359)	(115)	Increase in allocations to Community Services and T&W for additional service contract cost
Advertising & Promotions	3	3	0	
Communication Costs	40	40	0	
Contractor & Professional Services	1,581	1,697	115	Increase for service contract cost -recovered from Community Services and T&W
Equipment Costs & Maintenance Agreements	908	908	0	
Finance Other	(19)	(19)	0	
Materials, Supplies & Other Services	194	194	0	
Occupancy & City Costs	4,893	5,173	280	\$266 utilities cost increase, (\$9) savings from Diesel (\$66) utilities efficiencies \$89 Maintenance materials cost increase
Staff Development	104	104	0	
Transfers To Reserves and Reserve Funds	20	20	0	
Transportation Costs	242	219	(23)	Efficiencies Vehicle maintenance
<b>Subtotal - Other Operating</b>	<b>6,722</b>	<b>6,980</b>	<b>257</b>	
Total Revenues	(466)	(466)	0	
<b>Subtotal - Revenues</b>	<b>(466)</b>	<b>(466)</b>	<b>0</b>	
<b>Total</b>	<b>20,202</b>	<b>21,021</b>	<b>819</b>	

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 #	2017 FTE Impact	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2017 to 2020 FTE Impact	2017 to 2020 Capital (\$000's)
<b>New Initiative</b>								
Integrated Security System	2550	0.0	0	0	73	73	0.0	416
Mobile Service Request App	2551	0.0	0	0	5	5	0.0	85
Computerized Vendor Maintenance Management System	2552	0.0	0	15	15	15	0.0	92
<b>Total New Initiative</b>		<b>0.0</b>	<b>0</b>	<b>15</b>	<b>93</b>	<b>93</b>	<b>0.0</b>	<b>593</b>
<b>New Revenues</b>								
		0.0	0	0	0	0	0.0	0
<b>Total New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	<b>0</b>
<b>Total New Initiatives and New Revenues</b>		<b>0.0</b>	<b>0</b>	<b>15</b>	<b>93</b>	<b>93</b>	<b>0.0</b>	<b>593</b>

Note: Numbers may not balance due to rounding.

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Budget Request #: 2550

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**Proposed Initiative**

Integrated Security System

**Department**

Corporate Services Department

**Service Area**

Facilities & Property Management

**Required Annual Operating Investment**

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	0.0	73.0	73.0
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	0.0	73.0	73.0
* Net Change in \$		0.0	73.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

**Required Capital Investment**

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	305.5	110.0	0.0	0.0

**Why Staff Recommend this Initiative**

The Integrated Security System will streamline security operations, increase City wide situational awareness, enhance our internal customers' operations and provide added value through a more efficient deployment of resources. The system enhances F&PM security services ability to effectively coordinate opportunities with other business line operations and dispatch centers including Emergency Management, Traffic Control, Transit and Maintenance.

### **Details of Service Change**

An Integrated Security System (ISS) is a single, end-to-end solution that uses existing technologies currently in use such as access control, intrusion and video surveillance, replaces the existing incident management and dispatch software and amalgamates all of the platforms on one user interface for the Security Operations Centre. The system will act as a business enabler with enhanced system reporting and analytics such as customer heat mapping. Additionally there will be a minimal offset of cost in not renewing the annual software license and services agreement for Report Exec which is approximately \$6,000.

### **Service Impact**

Service Impacts include:

1. Decreased response times.
2. Enhanced performance management tools.
3. Increased data collection, analysis and reporting products.
4. Decreases in resolution times achieved through a more efficient end to end process
5. Increases in security audits that examine and verify accounts.
6. Enhance real-time event tracking.

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Budget Request #: 2551

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**Proposed Initiative**

Mobile Service Request App

**Department**

Corporate Services Department

**Service Area**

Facilities & Property Management

**Required Annual Operating Investment**

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	0.0	5.0	5.0
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	0.0	5.0	5.0
* Net Change in \$		0.0	5.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

**Required Capital Investment**

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	0.0	85.0	0.0	0.0

**Why Staff Recommend this Initiative**

A mobile-friendly app for requesting services from Facilities & Property Management will promote the self-service model for both internal staff and external stakeholders, while improving connectivity, communication, collaboration and reduce duplication. This app will be available on multiple devices and will interface with other existing applications.



### **Details of Service Change**

To develop Mobile Service Request App for Facilities and Maintenance section that will promote the self-service model, while improving connectivity, communication, collaboration and reduce duplication. Currently there is no out of box solution to meet these requirements and a custom application would be required to be developed. This strategy would include the following actionable deliverables:

- Develop a Mobile Service Request App that will be available on multiple devices
- Upgrade the current interface with INFOR application to provide automatic feedback on the status of service requests

### **Service Impact**

Service impacts include:

- Provide real-time updates on application identifying service level and status for all stakeholders
- Remove all email and phone requests from the 4999 service desk

**Proposed Initiative**

Computerized Vendor  
Maintenance Management  
System

**Department**

Corporate Services Department

**Service Area**

Facilities & Property  
Management

**Required Annual Operating Investment**

Impacts (\$000s)	2017	2018	2019	2020
Gross Expenditures	0.0	14.7	14.7	14.7
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	14.7	14.7	14.7
* Net Change in \$		14.7	0.0	0.0
FTEs	0.0	0.0	0.0	0.0

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

**Required Capital Investment**

Total Capital (\$000s)	2016 & Prior	2017	2018	2019	2020 & Beyond
Expenditures	0.0	92.2	0.0	0.0	0.0

**Why Staff Recommend this Initiative**

This innovative initiative creates a connected and engaged environment that will allow Contract Managers and Vendors to collaborate and work efficiently. The initiative provides F&PM with the ability to partner with other City departments like Community Services to combine and improve Contract Management processes.

### **Details of Service Change**

To develop a mobile-friendly app, or web based solution, to connect with Infor to allow vendors to receive Infor work requests, and update task performed status. Real-time task reporting will enable City Staff to monitor vendor work performance. The initiative aligns with F&PM current business process and technologies. Infor is being used by F&PM to receive SR from internal clients and to issue work orders to internal F&PM staff.

### **Service Impact**

Service impacts include:

1. Real-time ability for coordinators to monitor vendor tasks.
2. Eliminate requirements for tracking packing slips.
3. Contract Coordinators will be aware when contractors arrive onsite and remotely monitor work completion.
4. Two-way communication with stakeholders.
5. Streamline work order processes.
6. Tracking and verification work pm (preventative maintenance) requirements under contract in Infor – Currently only 50 per cent of work is being tracked by Infor.
7. Single login for vendors' task requirements.
8. More accurate and timely service level measurements.

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## Human Resources

### Proposed Full Time Equivalent Staffing Distribution by Program

Program	2016	2017	2018	2019	2020
Building Services & Operations	40.6	40.6	40.6	40.6	40.6
Capital Planning & Asset Management	8.0	8.0	8.0	8.0	8.0
Energy Management	7.0	7.0	7.0	7.0	7.0
Facilities Development & Accessibility	24.0	24.0	24.0	24.0	24.0
Facilities Maintenance	30.0	30.0	30.0	30.0	30.0
FPM Divisional Support Services	6.3	6.3	6.3	6.3	6.3
Realty Services	11.0	11.0	11.0	11.0	11.0
Security	57.7	57.7	56.7	56.7	56.7
Total Service Distribution	184.6	184.6	183.6	183.6	183.6

Note: Numbers may not balance due to rounding.

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## Capital

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

### Proposed 2017-2026 Capital Budget by Program

Program Expenditures	2017 Proposed Budget (\$000's)	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)	2021-2026 Forecast (\$000's)	Total 2017-2026 (\$000's)
Capital Construction & Improvement	792	2,400	3,100	0	0	6,292
Facility Services	3,344	568	100	100	600	4,712
Lifecycle	19,701	19,190	15,454	15,454	92,724	162,523
<b>Total</b>	<b>23,837</b>	<b>22,158</b>	<b>18,654</b>	<b>15,554</b>	<b>93,324</b>	<b>173,526</b>

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

### 2017-2026 Capital Forecast Highlights include the following:

- For 2017, Lifecycle projects make up 83 per cent (\$19.7 million) of F&PM's capital budget request of \$23.8 million broken down as follows:
  - Mechanical Replacement - \$10.2 million
  - Roof Replacement - \$4.1 million
  - Parking Lot Renewal - \$1.4 million
  - Emergency Repairs - \$1.1 million
  - Other Lifecycle Projects including Escalators and Elevators, Security and Structural replacement and repairs - \$2.9 million
- Facility Services and Capital Construction and Improvement make up the balance at \$4.1 million with major projects focusing on Energy Efficiency and LED upgrades
- The capital budget request for the remaining nine years (2018-2026) reflects F&PM's need to further fund lifecycle and emergency projects

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**Proposed 2017-2026 Capital Budget by Funding Source**

The following table provides the funding sources used to fund the capital portion for each year of the proposed 2017-2020 Business Plan and 2017 Budget and the consolidated forecast for 2021-2026.

<b>Funding</b>	<b>2017 Proposed Budget (\$000's)</b>	<b>2018 Forecast (\$000's)</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Forecast (\$000's)</b>	<b>2021-2026 Forecast (\$000's)</b>	<b>Total 2017-2026 (\$000's)</b>
Cash In Lieu	0	0	0	0	0	0
Federal Funding	6,178	13,064	11,458	0	0	30,700
Recoveries from Others	2,001	1,445	0	0	0	3,445
Tax	10,525	6,544	7,196	15,554	13,145	52,964
Debt	5,134	1,105	0	0	80,179	86,418
<b>Total</b>	<b>23,837</b>	<b>22,158</b>	<b>18,654</b>	<b>15,554</b>	<b>93,324</b>	<b>173,526</b>

Note: Numbers may not balance due to rounding. □

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### Proposed 2017 Capital Budget Detail

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

Program: Capital Construction & Improvement

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPFP005780	Roof access railing-Mississauga Central Library	150	0	150	Gas Tax -Federal Gas Tax-City Allocation
CPFP005781	Working platform -Erin Mills Twin Arena	21	0	21	Gas Tax -Federal Gas Tax-City Allocation
CPFP005782	Trench Drains - Trip hazard-Edward J. Dowling Transit Facility	21	0	21	Gas Tax -Federal Gas Tax-City Allocation
CPFP005973	Civic Precinct	500	0	500	Tax -Capital Reserve Fund
CPFP005975	Malton Washroom	100	0	100	Gas Tax -Federal Gas Tax-City Allocation
<b>Total</b>		<b>792</b>	<b>0</b>	<b>792</b>	

Note: Numbers may not balance due to rounding.



## Proposed 2017 Capital Budget Detail (Cont'd)

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	202	0	202	Gas Tax -Federal Gas Tax-City Allocation
CPFP005073	LED Lighting - Hershey Sportszone	305	0	305	Tax -Debt-Other
CPFP005074	2016 Recommissioning	48	0	48	Tax -Capital Reserve Fund
CPFP005075	Citywide Energy Audit Projects Implementation	467	0	467	Gas Tax -Federal Gas Tax-City Allocation
CPFP005076	LED Lighting Retrofits- LAC & Central Library	319	0	319	Tax -Debt-Other
CPFP005777	Security New-Integrated Security System (BR2550)	306	0	306	Tax -Capital Reserve Fund
CPFP005778	FM-Computerized Vendor Maintenance Management System (BR2552)	92	0	92	Tax -Capital Reserve Fund
CPFP005779	FM-Mobile e4999 App (BR2551)	85	0	85	Tax -Capital Reserve Fund
CPFP005795	Furniture New-Health & Safety Furniture	100	0	100	Tax -Capital Reserve Fund
CPFP005826	Energy Management-Pilot Solar LED Parking Lights	66	0	66	Gas Tax -Federal Gas Tax-City Allocation
CPFP005828	Energy Management-Parking Lot Block Heater Controls	46	0	46	Gas Tax -Federal Gas Tax-City Allocation
CPFP005830	Energy Management-Arena & Pool LED Retrofit	455	0	455	Gas Tax -Federal Gas Tax-City Allocation
CPFP005833	Furniture New-Furniture Relocations	90	0	90	Tax -Capital Reserve Fund
CPFP005834	Furniture New-2017 New Hires	100	0	100	Tax -Capital Reserve Fund
CPFP005974	City Hall modifications	400	0	400	Tax -Capital Reserve Fund
CPFP04196	Arena and Pool LED Lighting - Cash Flowed	263	0	263	Tax -Debt-Other
<b>Total</b>		<b>3,344</b>	<b>0</b>	<b>3,344</b>	

## Proposed 2017 Capital Budget Detail (Cont'd)

Program: Lifecycle

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPFP005044	Mechanical Replacement-Generators-Various	41	0	41	Gas Tax -Federal Gas Tax-Regional Allocation,Tax -Capital Reserve Fund
CPFP005045	Mechanical Replacement - Cooling Tower	612	0	612	Tax -Capital Reserve Fund
CPFP005046	Mechanical Replacement-RTU-Various	489	0	489	Tax -Capital Reserve Fund
CPFP005047	Mechanical Replacement- Rec Facilities (Various)	276	0	276	Tax -Capital Reserve Fund
CPFP005048	Mechanical Replacement- Various	624	0	624	Tax -Capital Reserve Fund
CPFP005050	Roof Replacements- Major Rec CC (Various)	311	0	311	Gas Tax -Federal Gas Tax-City Allocation
CPFP005051	Roof Replacement- Various	444	0	444	Gas Tax -Federal Gas Tax-Regional Allocation,Tax -Capital Reserve Fund
CPFP005056	Hershey Sportszone (Pump/Motor Replacements)	126	0	126	Tax -Capital Reserve Fund
CPFP005058	Escalator and Elevator Modernization	575	0	575	Gas Tax -Federal Gas Tax-Regional Allocation,Tax -Capital Reserve Fund
CPFP005059	Parking Lot - various Central Locations	363	0	363	Tax -Debt-Other
CPFP005060	Parking Lots - various North Locations	110	0	110	Tax -Capital Reserve Fund
CPFP005081	Structural & Facade Repairs - Civic & Central Library	132	0	132	Tax -Capital Reserve Fund
CPFP005082	Structural Repairs - various	75	0	75	Tax -Capital Reserve Fund
CPFP005754	Roof Replacement- City Hall	3,280	0	3,280	Tax -Debt-Other
CPFP005757	Roof Replacement- Vic Johnson	59	0	59	Gas Tax -Federal Gas Tax-City Allocation
CPFP005758	Electrical Replacement- Corporate (UPS)	276	0	276	Tax -Capital Reserve Fund
CPFP005759	Mech Replacement- Dehumidification	96	0	96	Tax -Capital Reserve Fund
CPFP005761	Mech Replacement- Rec Facilities (Various)	1,473	0	1,473	Tax -Capital Reserve Fund
CPFP005766	Mech Replacement- Corporate (LAC)	591	0	591	Gas Tax -Federal Gas Tax-City Allocation
CPFP005767	Mech Replacement-RTU- Rec (Various)	719	0	719	Gas Tax -Federal Gas Tax-City Allocation
CPFP005783	Various Emergency Repairs	1,060	0	1,060	Tax -Capital Reserve Fund

**Proposed 2017 Capital Budget Detail (Cont'd)**

Project Number	Project Name	Gross Cost (\$000's)	Recovery (\$000's)	Net Cost (\$000's)	Funding Source
CPFP005784	Lifecycle Security-Mississauga City Hall	129	0	129	Tax -Capital Reserve Fund
CPFP005785	Lifecycle Security-Mississauga Central Library	44	0	44	Tax -Capital Reserve Fund
CPFP005786	Lifecycle Security-Various - other	45	0	45	Tax -Capital Reserve Fund
CPFP005787	Lifecycle Security-Security Equipment	212	0	212	Tax -Capital Reserve Fund
CPFP005788	Electrical Replacement- Rec	56	0	56	Tax -Capital Reserve Fund
CPFP005790	Pneumatic Devices & Building Controls	20	0	20	Tax -Capital Reserve Fund
CPFP005791	City Hall Entrance Doors	265	0	265	Gas Tax -Federal Gas Tax-City Allocation
CPFP005792	Lifecycle Inspections	40	0	40	Tax -Capital Reserve Fund
CPFP005793	Lifecycle Inspections-Harris Farm Main House-comprehensive investigation	120	0	120	Tax -Capital Reserve Fund
CPFP005794	Structrual Repair - City Hall	186	0	186	Gas Tax -Federal Gas Tax-City Allocation
CPFP005807	Mech Replacement - Transit & Works (Various)	744	0	744	Gas Tax -Federal Gas Tax-Regional Allocation, Gas Tax - Federal Gas Tax-City Allocation
CPFP005809	Electrical Replacement - Transit (Various)	61	0	61	Gas Tax -Federal Gas Tax-Regional Allocation, Tax - Capital Reserve Fund
CPFP005811	Parking Lot - Fire	585	0	585	Tax -Debt-Other
CPFP005815	Parking Lots -R.K. McMillan Park	159	0	159	Tax -Debt-Other
CPFP005816	Parking Lots -Streetsville Kinsmen Hall	111	0	111	Tax -Debt-Other
CPFP005817	Parking Lots - Culture	104	0	104	Tax -Capital Reserve Fund
CPFP005820	Structural Repairs and Replacement- Rec	106	0	106	Tax -Capital Reserve Fund
CPFP005821	Elevator/Lift Rplc & Accessibility Prog-Clarke Hall	148	0	148	Gas Tax -Federal Gas Tax-City Allocation
CPFP005822	Elevator/Lift Rplc & Accessibility Prog-Clarkson Community Centre	141	0	141	Gas Tax -Federal Gas Tax-City Allocation
CPFP005831	Lifecycle Inspections-Hershey Sportzone-Community Rinks - consulting only	10	0	10	Tax -Capital Reserve Fund
CPFP005832	Lifecycle Inspections-Mississauga Valley CC Library Pool & Arena - consulting only	20	0	20	Tax -Capital Reserve Fund

**Proposed 2017 Capital Budget Detail (Cont'd)**

<b>Project Number</b>	<b>Project Name</b>	<b>Gross Cost (\$000's)</b>	<b>Recovery (\$000's)</b>	<b>Net Cost (\$000's)</b>	<b>Funding Source</b>
CPFP005836	Lifecycle Equipment-FM New Truck	45	0	45	Tax -Capital Reserve Fund
CPFP005837	Lifecycle Furniture 2017	150	0	150	Tax -Capital Reserve Fund
CPFP005852	Pathway Lighting - West	265	0	265	Tax -Capital Reserve Fund
CPFP005872	Interior Finishes - Various	47	0	47	Gas Tax -Federal Gas Tax-City Allocation
CPFP005879	Door Replacement - Various	69	0	69	Gas Tax -Federal Gas Tax-City Allocation
CPFP005938	Structural Repairs - OCJ Canopy	85	0	85	Tax -Capital Reserve Fund
CPFP005963	City Centre Transit Terminal -Lifecycle Mechanical & Electrical upgrades	1,408	704	704	Tax -Capital Reserve Fund
CPFP005964	Central Parkway - Lifecycle Mechanical & Electrical upgrades	1,758	879	879	Tax -Capital Reserve Fund
CPFP005965	Malton Satellite - Lifecycle Mechanical & Electrical upgrades	836	418	418	Tax -Capital Reserve Fund
<b>Total</b>		<b>19,701</b>	<b>2,001</b>	<b>17,700</b>	

Note: Numbers may not balance due to rounding.

## Proposed 2018-2020 Capital Budget by Sub-Program

The following tables provide a listing of capital forecast by sub-program for 2018-2020.

### Proposed 2018-2020 Capital Budget Detail

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
<b>Capital Construction &amp; Improvement</b>			
FPM Accessibility	0	0	0
FPM Capital Construction & Improvement	2,400	3,100	0
FPM Relocation & Office Accommodation	0	0	0
<b>Subtotal</b>	<b>2,400</b>	<b>3,100</b>	<b>0</b>

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
<b>Facility Services</b>			
FPM Energy Management	458	0	0
FPM Equipment New	0	0	0
FPM Furniture New	0	0	0
FPM Security New	110	100	100
<b>Subtotal</b>	<b>568</b>	<b>100</b>	<b>100</b>

Sub-Program	2018 Forecast (\$000's)	2019 Forecast (\$000's)	2020 Forecast (\$000's)
<b>Lifecycle</b>			
FPM LC Emergency	1,060	1,060	1,060
FPM LC Equipment	0	0	0
FPM LC Furniture	0	0	0
FPM LC Inspections	0	0	0
FPM LC Maintenance	16,685	14,394	14,394
FPM LC Security	0	0	0
<b>Subtotal</b>	<b>17,745</b>	<b>15,454</b>	<b>15,454</b>
<b>Total Expenditures</b>	<b>20,713</b>	<b>18,654</b>	<b>15,554</b>

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

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# Performance Measures

A Balanced Scorecard identifies and measures four key areas of an organization's performances; Financial, Customers, Employees, and Business processes. By paying attention to all four areas, an organization can retain balance in its performance and ensure that it is moving towards the attainment of its goals.

## 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 computerized asset management system, we can analyze 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.

Security Services continues to support the safety and security of City staff, customers and property with onsite and mobile response services. The target onsite response time for any call for service anywhere in the City is 30 minutes or less and five minutes or less for facilities that have an onsite security presence (Civic Centre, Central Library, Living Arts Centre, City Centre Transit Terminal and Celebration Square). This 30 minute target time at a 95 per cent success rate was determined based on a time and space analysis of Security Services' ability to reach any location with the two to three available mobile response units. 30 minutes is also a typical industry standard for third party guards services.

## Employee Measures

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. Employee survey is conducted every three years.

## Business Process Measures

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

## Balanced Scorecard

Measures for Facilities and Property Management	2013 (Actual)	2014 (Actual)	2015 (Actual)	2016 (Plan)	2017 (Plan)	2018 (Plan)	2019 (Plan)	2020 (Plan)
<b>Financial:</b> <input type="checkbox"/>								
Average Maintenance Cost per Square Meter	\$13.4	\$13.5	\$13.4	\$13.3	\$13.1	\$13.0	\$13.0	\$13.0
<b>Customer:</b>								
Buildings in Fair to Good / Better FCI Band ((Based on current 10 year capital budget forecast)	64%	65%	64%	65%	65%	65%	65%	65%
30 minutes or Less Security response time for City wide security related service calls	N/A	80%	85%	95%	95%	95%	95%	95%
<b>Employees/Innovation:</b>								
Employee Satisfaction with Physical Work Environment (Corporate Services)	N/A	85%	N/A	80%	N/A	85%	N/A	85%
Employee Satisfaction with Technical Training and Development (FPM)	N/A	80%	N/A	82%	N/A	80%	N/A	80%
<b>Internal Business Process:</b>								
Electricity Consumption per Square Meter (KWH)	158.9	155.5	155.8	154.2	152.7	151.1	149.6	148.1
Water M3 Consumption per Square Meter	1.7	1.8	1.8	1.8	1.8	1.7	1.7	1.7
Natural Gas M3 Consumption per Square Meter	20.1	21.1	19.1	18.9	18.7	18.5	18.3	18.2