



MISSISSAUGA

2015 budget

Facilities and Property Management

2015-2018 Business Plan
and 2015 Budget

Agenda

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 - Vision and Mission
 - Service Delivery Model
 - Service Level Issues and Trends
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Existing Core Services

Vision and Mission

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

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

Service Delivery Model



City Hall on World Mental Health Day

183.3 FTE's



Goals of Service

The goals of service for Facilities and Property Management can be summarized as follows:



To proactively and strategically carry out the planning, construction, renewal and life cycle maintenance of City facilities.



Contribute to the goals of the City's Green Pillar including the Living Green Master Plan and the Green Energy Act.



To ensure the sustainable uninterrupted use of the City's building assets in the delivery of high quality public services.



To ensure the safe, accessible use and enjoyment of City facilities and services.



To strategically manage the acquisition, disposition and leasing of real property and to provide professional advice on all aspects of real estate.

Current Service Levels

Service	Annually
Buildings maintained and monitored for life cycle replacement	300
Parks and sports fields monitored for life cycle replacement	260
Facility asset replacement value	\$1.35B
Building systems maintained	27,000
Agreements administered	1,000
Realty service transactions	110
In house appraisal reports	300

Service	Annually
Facility inspections	9,000
Demand maintenance service calls to buildings	5,000
Park pathway and sports lighting service calls	500
Service requests for furniture	500
Utility accounts monitored	565
Staff trained in security awareness	1,400
Community Outreach hours	450

Service Level Issues & Trends

- *Commitment to the City Accessibility Plan*
- *Changing Legislative Requirements*
- *Increased public expectations*

Accessibility



- *Utility cost pressure due to volatile energy market*
- *Energy saving initiatives becoming more prevalent*

Energy Management



- *Increased portfolio size and complexity of facility equipment*
- *Increased resource pressures due to deferred Capital Lifecycle funding*

Facilities Maintenance



- *Capital Lifecycle Maintenance & Redevelopment pressures due to aging infrastructure*
- *Complexity of renovations to existing facilities*

Facilities Planning & Development



- *Increase in number and complexity of Acquisition/Disposals & Lease Negotiations*

Realty Services



- *Increased security requests and expectations due to development growth in Downtown Mississauga, Transitway and various parks.*

Security Services

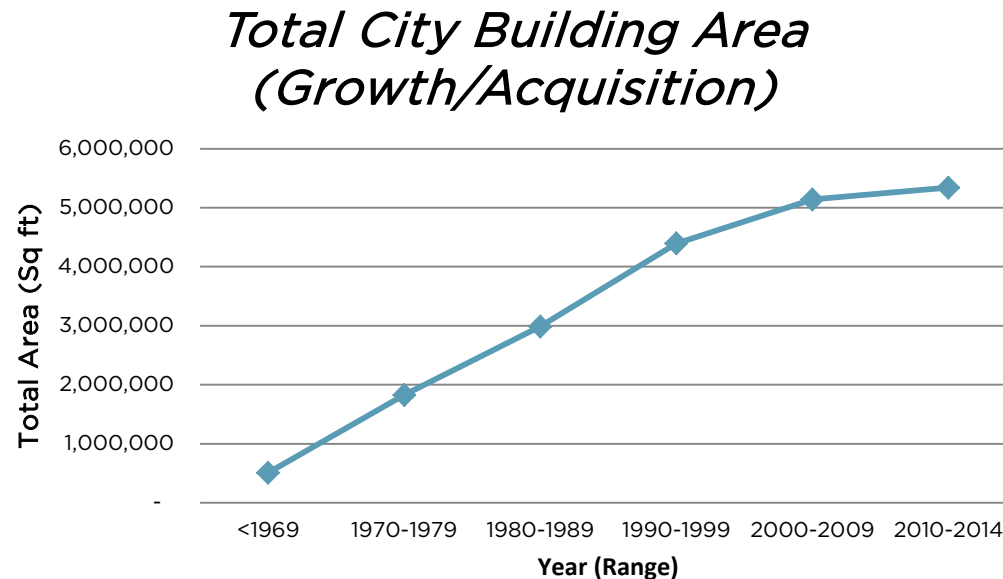


- *Office accommodation changes*
- *Furniture inventory management & lifecycle replacement*

Space Planning



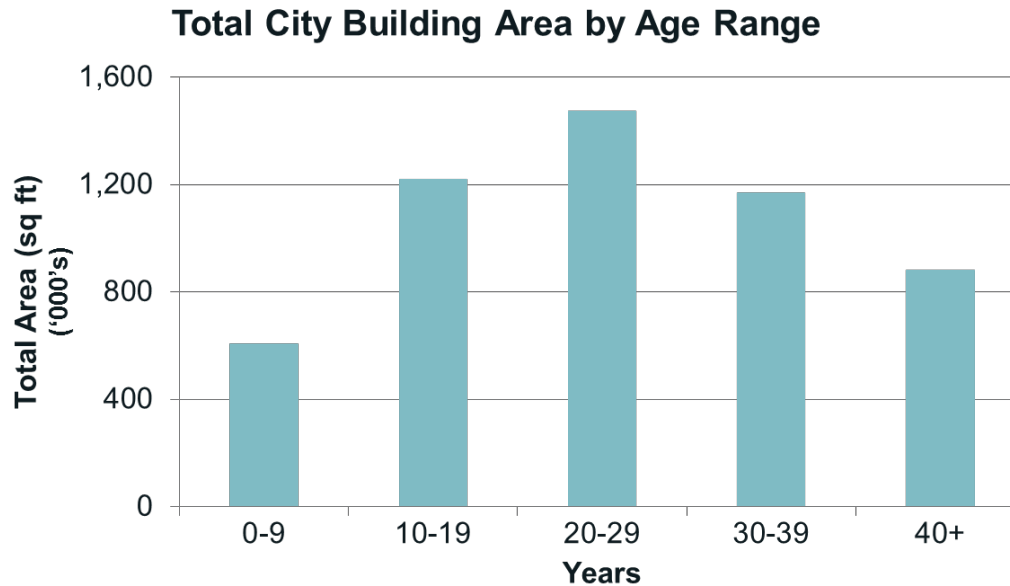
Service Level Issues & Trends



- The City owns and operates a portfolio of over 300 buildings of various sizes, complexity and usage that contain approximately 5.3 million square feet of space;
- F&PM is responsible for the site services in approximately 260 parks;
- The current estimated replacement value of all of these assets is \$1.35 billion;
- The size of the City facility portfolio has increased over five times in just 41 years (from below one million in 1973 to almost 5.6 million square feet in 2014);

Service Level Issues & Trends

- Approximately two thirds of the inventory is more than 20 years old and almost 90 percent of the inventory is more than 10 years old. The highest proportion of city building area falls within the 20-29 age range;
- At approximately 20 years of age, a building typically begins to require higher investment in capital life cycle maintenance; and
- If critical building systems are not addressed in a timely manner then demand or emergency maintenance costs are incurred in order to keep the systems functional.



Service Level Issues & Trends

Facility Condition Index (FCI)

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

The industry standard definitions for FCI are as follows:

0 - .05	Excellent
.05 - .10	Good
.10 and up	Fair to Poor
.30+	Critical - Significant Risk of Failure

Service Level Issues & Trends

FCI & Connection to Funding Levels

- 2012 Capital Budget and Forecast used target FCI by Building Category to define the required funding levels over the 10-Yr period;
- Reduced capital funding had to be re-distributed across the Building Categories to try to minimize condition impact across city facilities;
- Result: Higher FCI levels by Building Category; red areas below indicate an FCI at or higher than the Council endorsed target.
- More detailed analysis will be conducted for the 2016 business planning cycle

FCI	Target	2015 (Projected)	2016 (Projected)	2017 (Projected)	2018 (Projected)	2019 (Projected)	2020 (Projected)
Corporate	0.10	0.10	0.18	0.17	0.16	0.17	0.18
Culture	0.15	0.17	0.18	0.21	0.28	0.26	0.24
Fire	0.20	0.09	0.11	0.13	0.15	0.16	0.17
Library	0.15	0.02	0.03	0.04	0.06	0.07	0.09
Parks	0.25	0.26	0.31	0.30	0.29	0.32	0.34
Recreation	0.15	0.11	0.15	0.16	0.17	0.18	0.18
Transit	0.20	0.07	0.08	0.10	0.12	0.15	0.16
Works	0.25	0.31	0.34	0.35	0.35	0.36	0.35

Service Area Information

Accomplishments



- Completed the \$10.7-million River Grove Community Centre Redevelopment in June 2014;

- With the re-opening of River Grove Community Centre, the existing Meadowvale Community Centre was closed for a \$37M redevelopment that will re-open in fall 2016;



- Completion of the \$4.0 -million Woodlands Library that opened to the public in June 2014;



Accomplishments



- Completed the \$4.6-million Don McLean West Acres Outdoor Pool in June 2014. This pool was sponsored by the CIIF program for which the City received maximum reimbursement for finishing this project on time and on budget;

- Developed and implemented a 5 year energy plan that dedicated to finding new ways to conserve energy, and help reduce our electricity and fossil fuel-related emissions in accordance with the Green Energy Act;



- Completion of the \$1.5M Traffic Management Centre at the City's Mavis facility;

Traffic Management Centre

Accomplishments

- Completion of the Space Accommodation Project which included for multiple moves of staff achieved with minimal disruption over a 7 year period, moving staff throughout the City to provide more efficient service levels;
- Collaborated with the Environmental Division to implement an effective waste management program citywide;
- The Garry W. Morden Centre was the first City facility to obtain LEED Silver status; and
- Approved Mississauga's 11th Annual Accessibility Plan.



Garry W. Morden Centre

Awards

- Finalist Award for “Leadership in Community Energy Conservation” provided by the Ontario Power Authority;
- Selected by the Mississauga Board of Trade for an “ Award in Business Excellence” in the “Clean & Green” category; and
- The Toronto Region and Conservation Authority (TRCA) announced that the Civic Centre is among the Top Five most energy-efficient city halls in 2013 as part of the Town Hall Challenge.



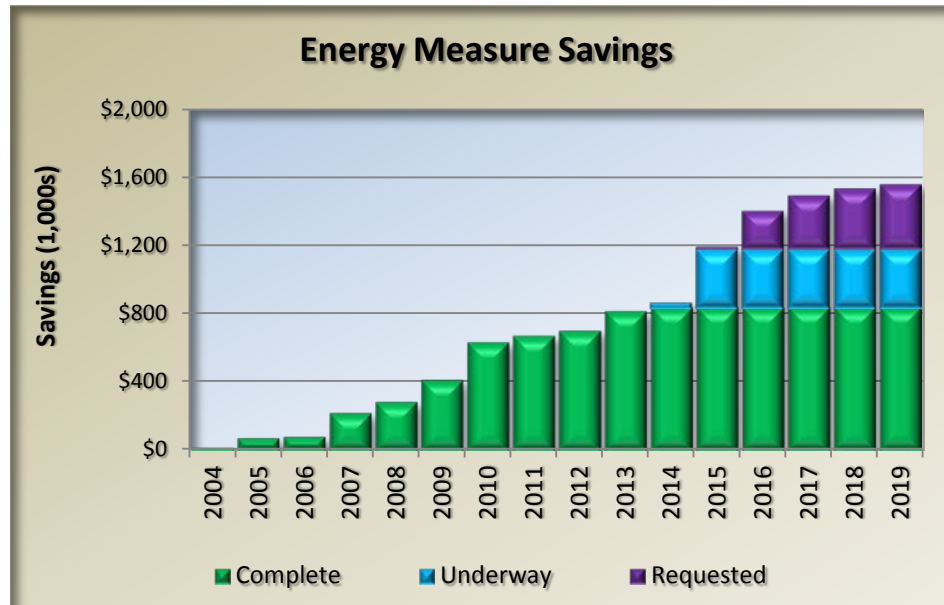
Tomken Twin Arena LED Lighting



Solar Panels at Huron Park Community Centre

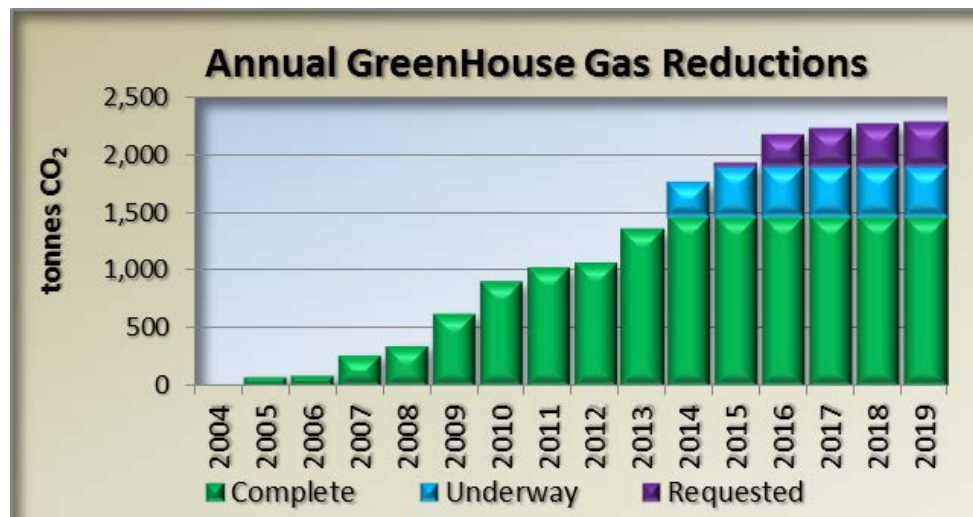
Benchmarking

- F&PM is committed to managing the City's utility costs. Since 2004 this division has implemented various energy saving initiatives to reduce the amount of energy the City uses;
- The 5 year Energy Conservation Plan (2014-2019) outlines how the City will meet its conservation targets;
- This commitment to energy conservation has resulted in cumulated energy savings of \$3.9 million from 2004-2013;



Benchmarking

- In addition, the City has reduced our greenhouse gas emissions by almost 6,000 tonnes to date since 2004 which is the equivalent of almost 1,200 cars off the road;
- Continued investment in our energy saving investments will result in greenhouse gas emission reductions of 2,290 tonnes per year by 2019 (equivalent of almost 450 cars off the road per year); and
- While our Energy Management section leads and monitors these initiatives, the implementation of these projects is made possible with the strong partnerships of our different stakeholders and the City's employees continued commitment to improved and innovative energy conservation.



Looking Ahead

Opportunities

- Leverage the availability of grants and incentives for investment in green technologies in our facilities;
- Strategically locking in utility rates in order to stabilize energy costs in a volatile market;
- Expand and optimize the Community Outreach Program in Security Services;
- Review opportunities for continued efficiencies through a well-balanced model of in-house and outsourced resources; and
- Implementation of a work place space planning strategy to address generational differences and new technology while reducing the requirement for staff office space.



Community Outreach Program

Looking Ahead

Challenges

- Volatile energy markets;
- Growing complexity of facilities and building systems;
- Competing forces with growth in facility inventory and aging portfolio vs. increased operational cost pressures;



Water main break at Central Transit



Rusting structural supports at City Hall



Structural steel deterioration at Central Transit wash bay

Looking Ahead

Challenges

- Increasing public requests for security patrols/responses;
- Increasing public requests for improved accessible features in our facilities;
- Ability to keep up with life cycle maintenance based on funding amounts and maintain Council endorsed Facility Condition Index (FCI) of our buildings; and
- The prevalence of extreme weather events putting pressure on changing priorities (storm water management, back-up power requirements, energy costs).



Christmas 2013 Ice storm



Deteriorating mechanical unit support at Iceland Arena

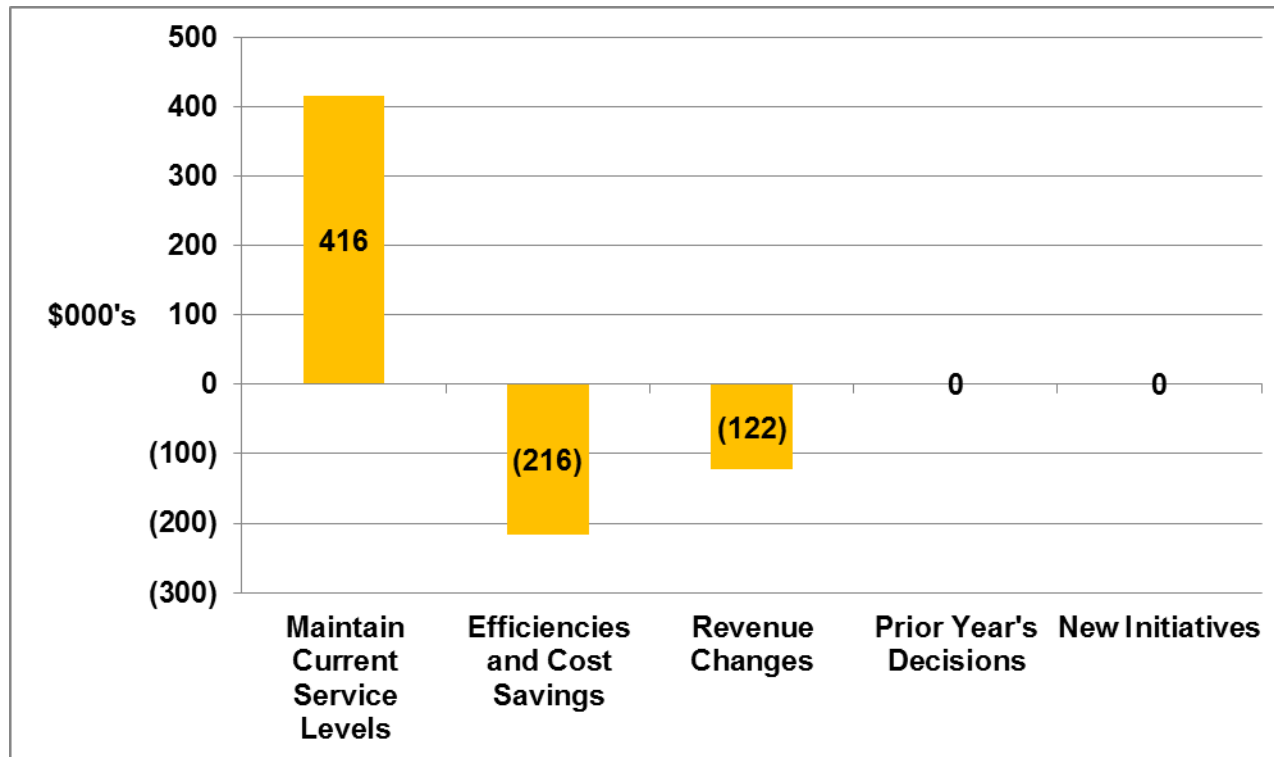


Pathway lighting pole replacement

Proposed Budget

2015 Budget Summary

0.4% net increase to Operating Budget (change of \$78K)



Maintain Current Service Levels (\$000's)

2015 Operating Impact: \$416

- Labour and benefit changes \$268; and
- Operating cost increase \$147, mainly for utilities \$107 plus other changes.

Efficiencies and Cost Savings

Description	2015 Proposed Budget (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)
Efficiencies and Cost Savings				
Temporary Labour Reduction	(50)	0	0	0
Overtime Budget Reduction	(23)	0	0	0
Building Maintenance Contracts Cost Reduction	(103)	0	0	0
Building Services Contracts Cost Reduction	(30)	0	0	0
Office Supplies Budget Reduction	(9)	0	0	0
Estimated utilities savings from LED lighting projects	0	(50)	0	0
Estimated future efficiencies	0	(216)	(216)	(216)
Efficiencies and Cost Savings	(216)	(266)	(216)	(216)

Note: Numbers may not balance due to rounding.

Revenue Changes

Description	2015 Proposed Budget (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)
Current Revenue Changes				
Lease Revenue increase	(122)	0	0	0
Current Revenue Changes	(122)	0	0	0

Note: Numbers may not balance due to rounding.

- Additional lease income from Cawthra Estate.

Proposed New Initiatives

Description	BR #	2015 FTE Impact	2015 Proposed Budget (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)	2015 to 2018 FTE Impact	2015 to 2018 Capital (\$000's)
New Initiative								
Citywide Energy Audit Projects Implementation	1313	0	0	0	-151	-156	0	3,330
Citywide Key Consolidation Initiative	1321	1	0	5	5	5	0	163
Total New Initiative		1	0	5	-146	-151	0	3,493
Total		1	0	5	-146	-151	0	3,493

2015 Staff Requests

2015 Full Time Staffing Request			
Initiative	Staff Description	Full Time Equivalent	2015 Operating Impact (\$000's)
BR1321 Citywide Key Consolidation initiative	Contract staff person to audit existing key system (cost recovered from Capital)	1	0
Total Operating		1	0

Proposed 2015-2018 Operating Budget

Description	2015 Proposed Budget (\$000's)	2016 Forecast (\$000's)	2017 Forecast (\$000's)	2018 Forecast (\$000's)
Labour and Benefits	13,588	13,814	13,827	13,844
Operational Costs	8,052	7,919	7,892	8,027
Facility, IT and Support Costs	(1,177)	(1,177)	(1,177)	(1,177)
Total Gross Expenditures	20,463	20,556	20,542	20,693
Total Revenues	(586)	(586)	(586)	(586)
Total Net Expenditure	19,877	19,970	19,956	20,107

Note: Numbers may not balance due to rounding

F&PM employs a blended service delivery model of in house services and external resources. Currently, the service is split with 50 per cent being delivered in house and the remaining 50 per cent outsourced externally (both capital and operating budgets). This balance is monitored constantly to ensure that the above services are being delivered in the most effective and efficient way.

Capital Budget Overview

2015 Capital Impact: \$15.1M

Priority 2015 projects funded:

Capital Construction and Improvement

- City wide accessibility audit; and
- Malton Arena, washroom accessibility.

Facility Services

- City wide Energy Audit;
- LED Lighting retrofits at various locations; and
- Re-commissioning at various locations for energy efficiencies.

Capital Budget Overview

Lifecycle

- Roof replacements at various locations;
- LAC Marquee Sign Replacement;
- Structural life cycle replacement projects at various locations including Port Credit Library and various heritage facilities;
- Water leak remediation at the Ontario Court of Justice and City Hall Parking Garage;
- Replacement of mechanical equipment at various locations including refrigeration equipment at Meadowvale Four Rinks and Tomken Twin Arena;
- Health and Safety furniture requirements as recommended by Employee Health Services; and
- Various security lifecycle replacements.

2015-2024 Capital Budget

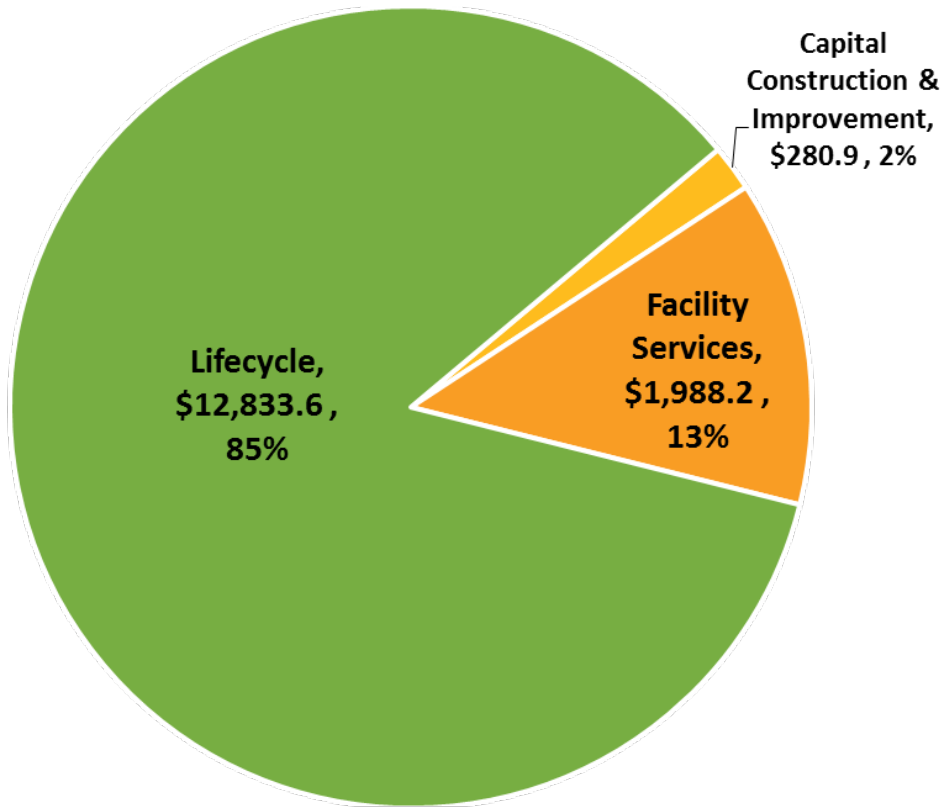
Program Expenditures	2015 Proposed Budget (\$000's)	2016 Forecast Budget (\$000's)	2017 Forecast Budget (\$000's)	2018 Forecast Budget (\$000's)	2019-2024 Forecast Budget (\$000's)	Total 2015-2024 (\$000's)
Capital Construction & Improvement	281	689	530	530	3,180	5,210
Facility Services	1,988	3,057	2,074	2,073	5,314	14,505
Lifecycle	12,834	15,553	22,857	31,058	258,429	340,731
Total	15,103	19,299	25,461	33,662	266,922	360,446

Note: Numbers may not balance due to rounding.

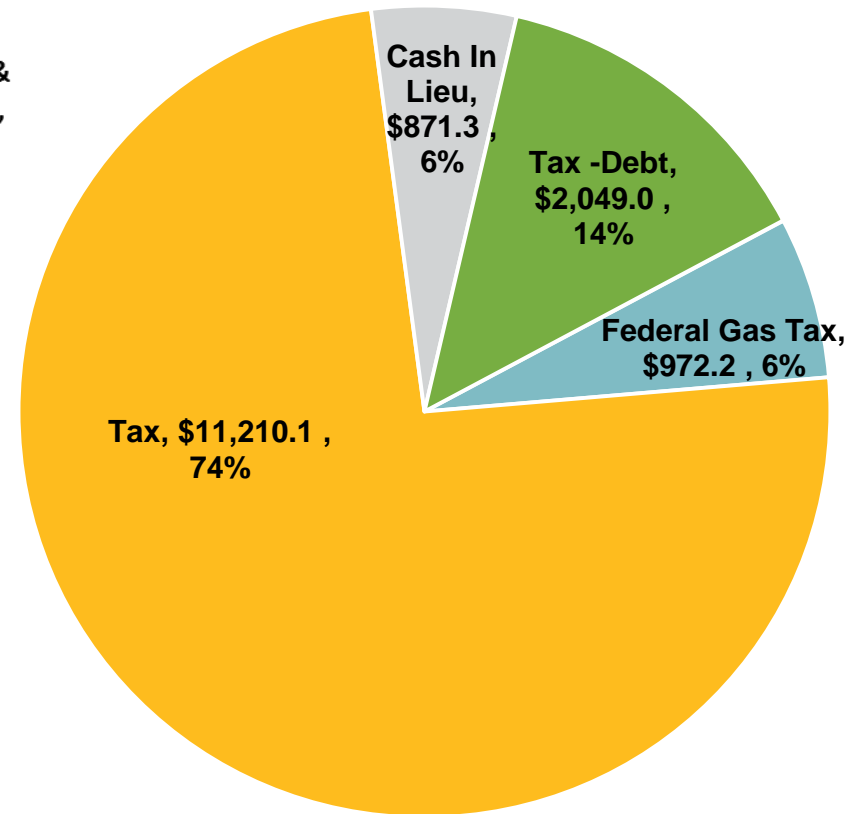
Funded 4 Year Annual Average - \$23M
Funded 10 Year Annual Average - \$36M

2015 Proposed Funded Capital Budget

2015 Capital Program Expenditures (\$000's)
Total Expenditures \$15.1M

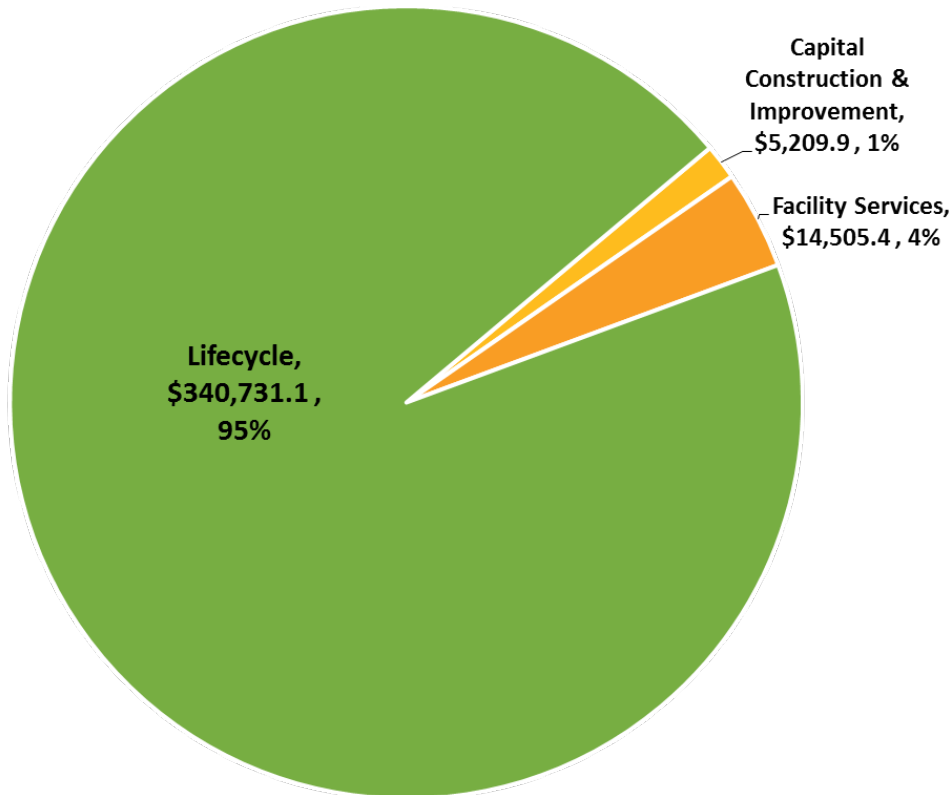


2015 Capital Program Funding Source (\$000's)
Total \$15.1M

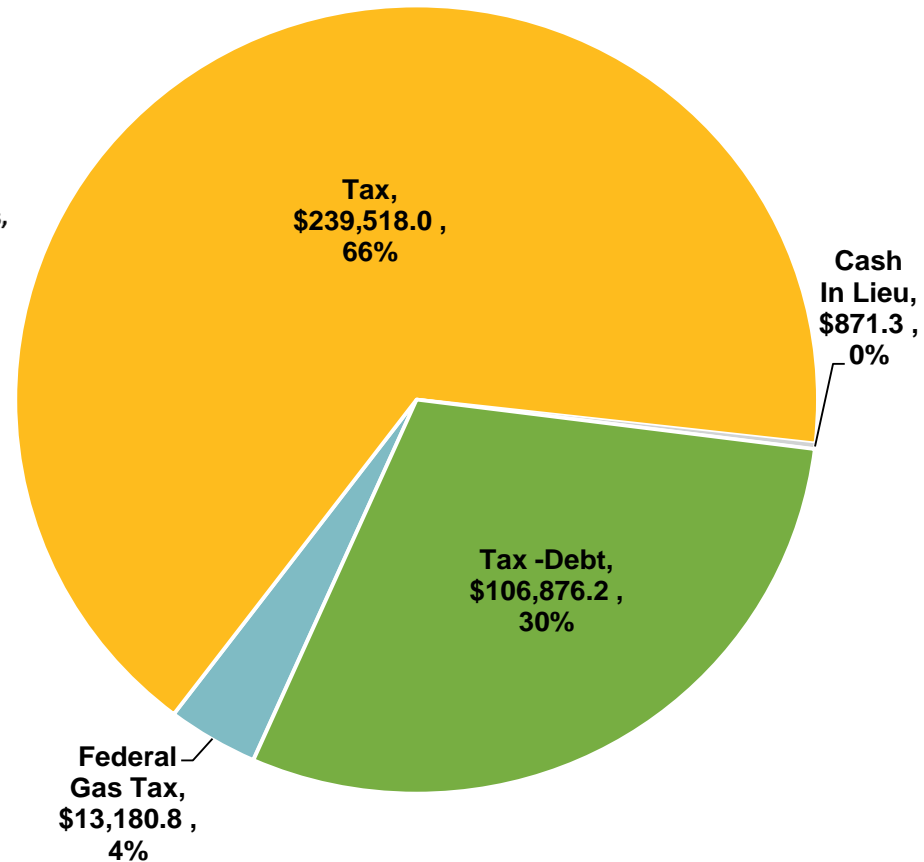


2015-2024 Proposed Funded Capital Budget

2015-2024 Capital Program Expenditures
Total Expenditures \$360.4 Million



2015-2024 Capital Program Funding Sources
Total Revenues \$360.4 Million



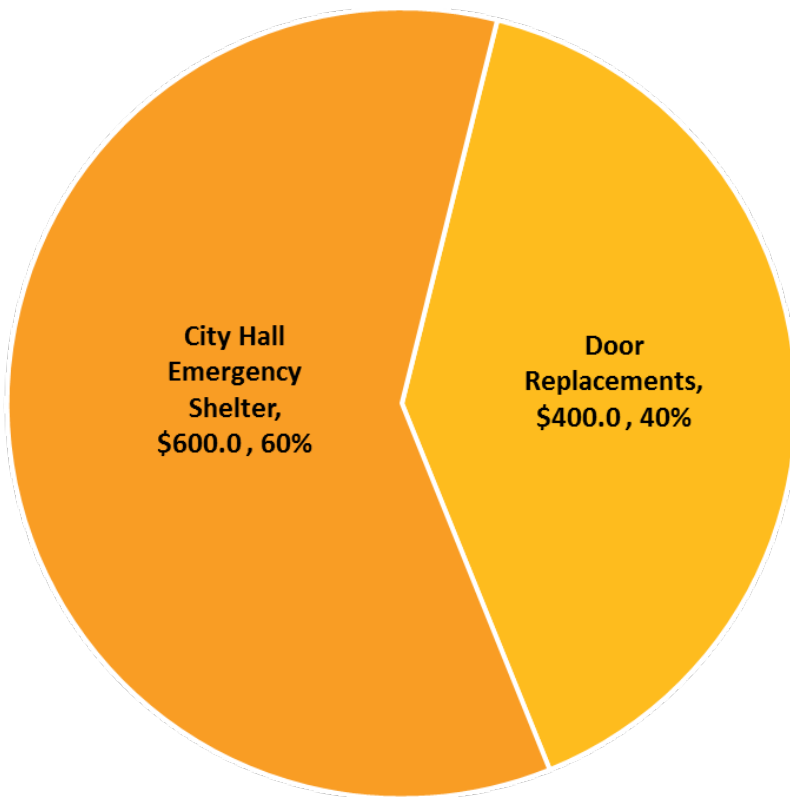
2016-2024 Future Capital Program Needs

Projects Currently Forecast (\$000's)

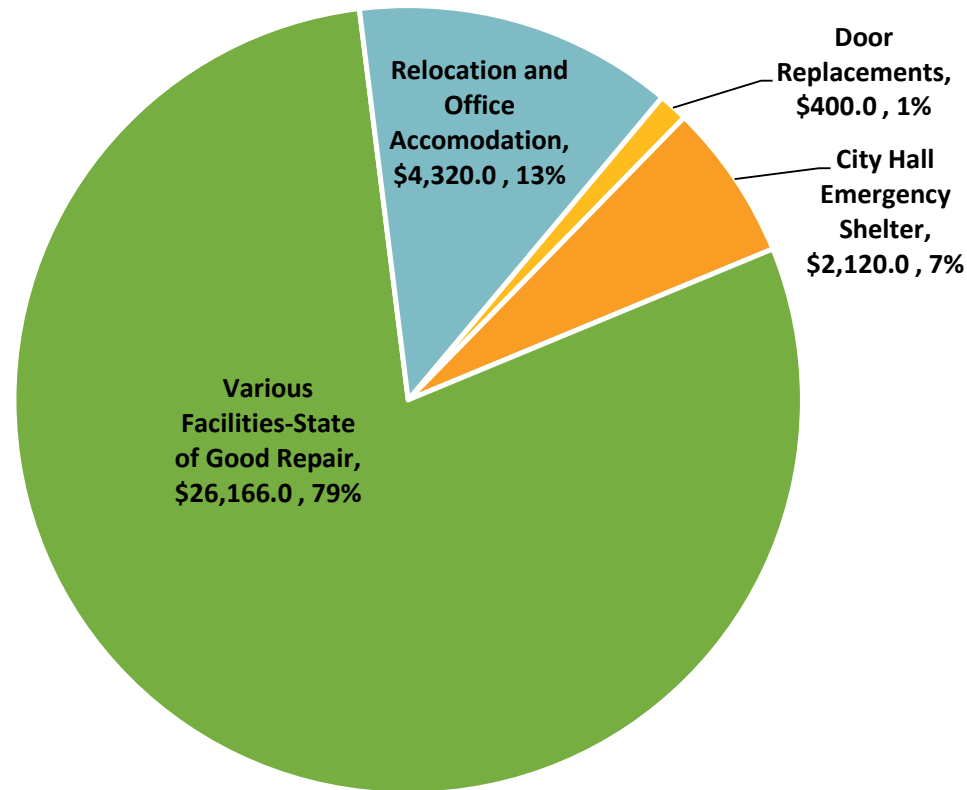
- Accessibility program - \$ 4,929;
- Energy Management projects - \$10,982;
 - LED Lighting retrofits;
 - Re-commissioning at various facilities; and
 - City wide energy audit recommendations.
- Furniture, signage and security - \$3,523; and
- Lifecycle maintenance program - \$313,147;
 - Roof replacements;
 - Mechanical replacements; and
 - Arena refrigeration renewals.

2015-2024 Unfunded Capital Budget By Program

2015 Total Unfunded Capital Requests
\$1.0 Million



2015-2024 Total Unfunded Capital Requests
\$33.0 Million



Balanced Scorecard

Measures for Facilities and Property Management	2012 (Actual)	2013 (Actual)	2014 (Planned)	2015 (Planned)	2016 (Planned)	2017 (Planned)	2018 (Planned)
Financial:							
Average Maintenance Cost per Square Meter	\$13.54	\$13.54	\$13.54	13.54	\$13.54	\$13.54	\$13.54
Customer:							
Buildings in Good FCI or Better (Based on current 10 capital budget)	63%	64%	65%	65%	65%	65%	65%
Annual Greenhouse Gas Reductions (tonnes CO ₂)	1,064	1,357	1,766	1,937	2,178	2,241	2,272
Employees/ Innovation:							
Employee Satisfaction with Physical Work Environment (Corporate Services)	81%	81%	81%	85%	85%	85%	85%
Employee Satisfaction with Technical Training and Development (F&PM)	74%	74%	74%	80%	80%	80%	80%
Internal Business Process:							
Electricity Consumption per Square Meter (KWH)	164.09	158.89	157.43	155.86	154.30	152.76	151.23
Water M3 Consumption per Square Meter	2.06	1.73	1.59	1.57	1.55	1.53	1.51
Natural Gas M3 Consumption per Square Meter	18.71	20.05	21.52	21.30	21.09	20.88	20.67

2015 Summary (Wrap-up & Highlights)

- Operation savings of 1% achieved through:
 - ✓ Temporary labour reductions;
 - ✓ Overtime budget reductions;
 - ✓ Building maintenance and service contract reductions; and
 - ✓ Office supplies budget reductions.
- Continued focus on state of good repair life cycle repairs and maintenance of council endorsed FCI targets for City facilities;
- Continuing to pursue energy efficient building systems and implement energy conservation practices;
- 2015 Initiatives;
 - Citywide Energy Audit Projects Implementation;
 - Citywide Key Consolidation Initiative; and
 - Development of a new work place strategy initiative.
- Critical building systems projects funded; and
- Limited affordability for improvements to building infrastructure.