



Annual General Meeting of
Federal-Provincial-Territorial
Deputy Heads of Public Works

National Executive Forum on Public Property Benchmarking Presentation

National Executive Forum
on Public Property



Congrès national des cadres
en immobilier public

August 2013

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Presentation Outline

- Why Benchmark ?
- Overarching Principle
- What to Measure – KPI Selection Criteria
- Methodology
- Sampling Early Results
- SWOT
- Next Steps



Prime Objective

To better understand our organizations building conditions, operating cost drivers, and floor space allocations and system definitions in order to develop a larger common framework to influence facilities outcomes and share best practices.

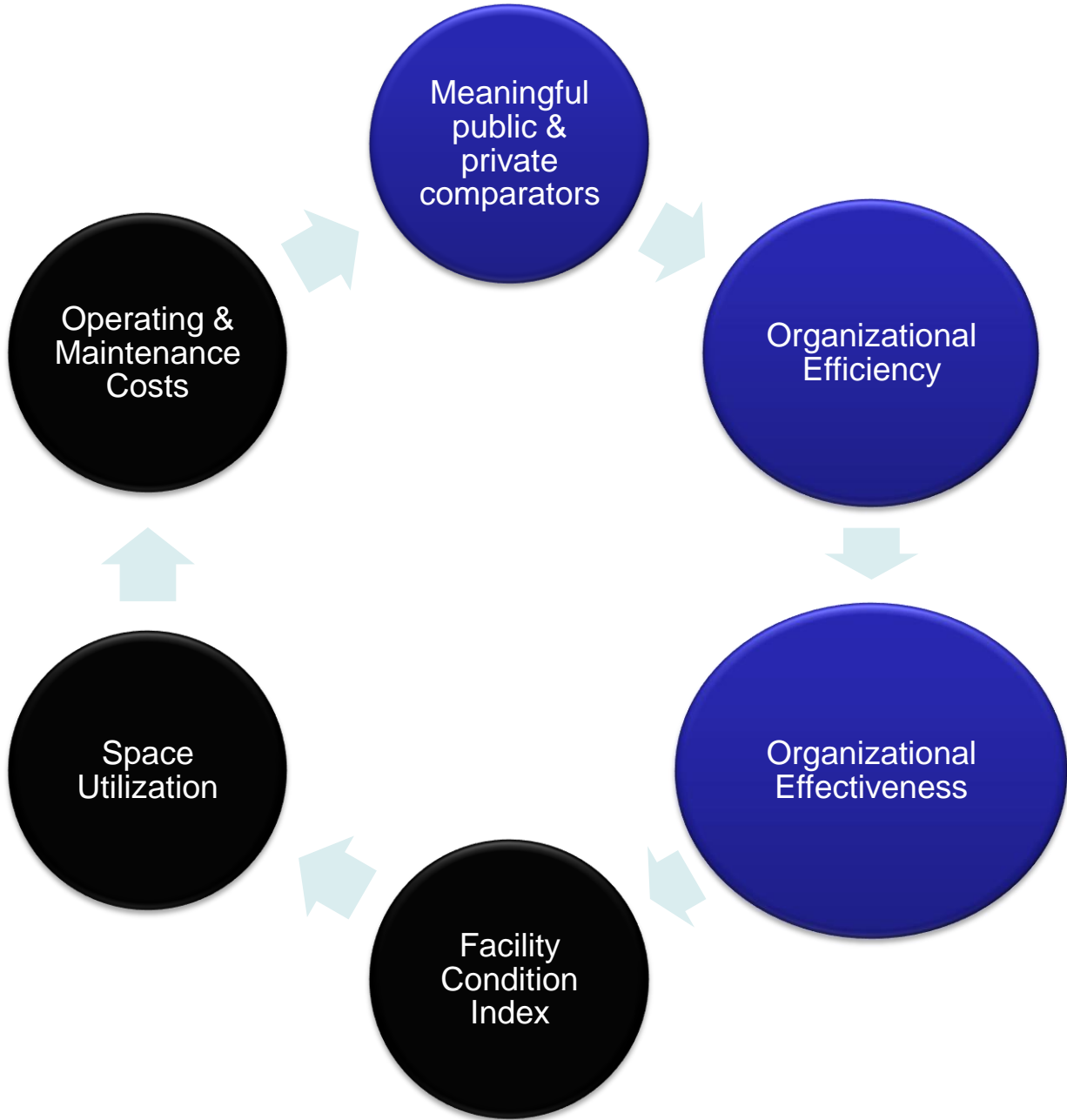


Overarching Principle

Work across three levels of government applying a community of practice where performance results are shared in a non judgemental manner and organizations strive to learn from each other.



KPI Selection Criteria



KPI Selection Criteria

Operating & Maintenance Defined

Cleaning	Total internal labour costs, cleaning contracts, window washing, pest control, supplies & equipment, waste management
Repair & Maintenance	Total internal labour costs, supplies & equipment, elevator contracts, HVAC, electrical, structural roofing, plumbing, fire & life safety, building interior, parking lot
Roads & Grounds	Landscaping & snow removal
Utilities	Coal, hydro, gas, fuel oil, steam, chilled water, water & sewer
Administrative Overhead	Total internal administrative support labour, management fees, professional fees, general office expense, employee expenses
Building Security	Total internal labour costs, security contracts, supplies & equipments

KPI Selection Criteria

Space Utilization Defined

- BOMA 96 rentable and/or useable area
- # workpoints and/or # full time equivalents

Selected four measures:

1. Rentable m²/ Workpoint,
2. Useable m² / Workpoint,
3. Rentable m² / FTE,
4. Useable m² / FTE

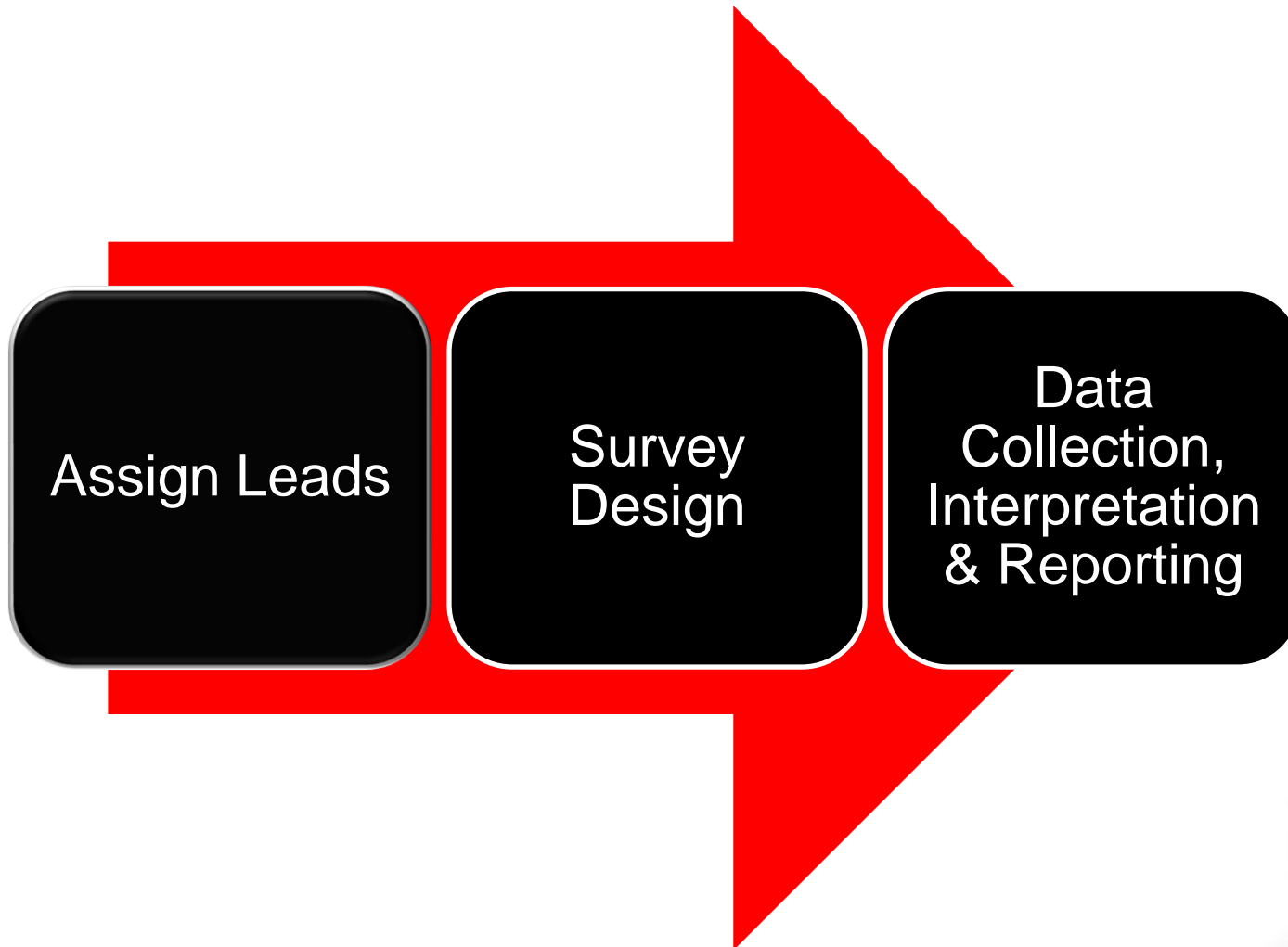
KPI Selection Criteria

Facility Condition Index Defined

$$FCI = \frac{\text{Deferred Maintenance}}{\text{Current Replacement Value}}$$

- Deferred Maintenance:
 - Total cost of maintenance, repair and replacement (capital renewal) deficiencies
 - Equates to all lifecycle building requirements (year and value) that were not completed when they should have been
- Current Replacement Value (“in function”)
 - Synonymous with “Replacement Cost New”
 - Excludes land value and depreciation

Methodology



Early Results



Sample reporting
of early results



Unaudited data



Operating &
Maintenance KPI

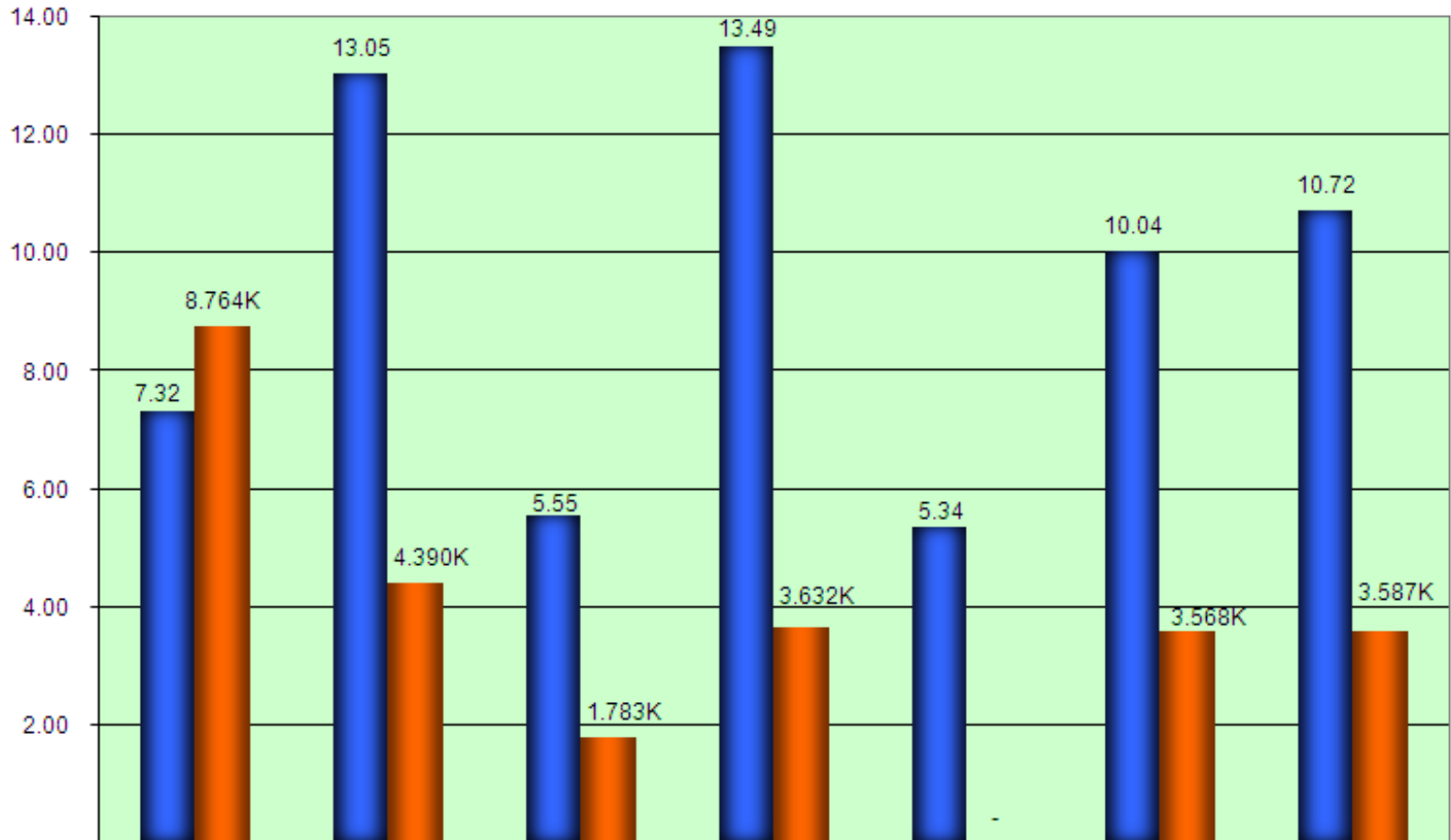


Early Results – O & M

2012 NEFPP Survey

Total Operating & Maintenance Cost per Sq. Ft. & per Head Count
- Corporate Owned Office Buildings by Participants

Total Operating & Maintenance Cost per Sq. Ft. & per Head Count.



■ Cost (\$) per sq.ft.	7.32	13.05	5.55	13.49	5.34	10.04	10.72
■ Cost (\$K) per head count	8.764	4.390	1.783	3.632	-	3.568	3.587

Survey Responses

Early Results - Occupancy

Rows of Data Submitted Workpoints Only	Filter	Rentable/Workpoint	Useable/Workpoint
15	None	24.1 m2/WP	21.2 m2/WP
14	Excluded > 40 Rm2/WP	23.9 m2/WP	21.1 m2/WP
10	Excluded > 30 Rm2/WP	23.0 m2/WP	20.0 m2/WP
Rows of Data Submitted FTEs Only	Filter	Rentable/FTE	Useable/FTE
1,414	None	25.2 m2/FTE	Incomplete data received
1,017	Excluded > 40 Rm2/FTE	22.8 m2/FTE	Incomplete data received
774	Excluded > 30 Rm2/FTE	21.4 m2/FTE	Incomplete data received
Rows of Data Submitted Both WP and FTE	Filter	Rentable/Measure	Useable/Measure
39	None	25.5 m2/WP 31.6 m2/FTE	20.4 m2/WP 25.2 m2/FTE
33	Excluded > 40 Rm2/WP	23.4 m2/WP 29.6 m2/FTE	18.2 m2/WP 23.0 m2/FTE
23	Excluded > 30 Rm2/WP	21.1 m2/WP 27.2 m2/FTE	15.9 m2/WP 20.4 m2/FTE

Early Results - FCI

Asset Category	Lowest Score	Median Score	Maximum Score	Mean Score
Office	1.3%	10.4%	37.4%	11.8%
Warehouse	0.9%	4.8%	34.2%	11.2%
Works	0.3%	2.6%	43.6%	12.3%
Parks and Recreation	3.2%	4.2%	5.0%	4.1%
Legislative / Judicial	0.0%	2.9%	19.9%	7.6%
Educational	2.3%	3.8%	5.4%	3.8%
Correctional	2.1%	4.3%	6.4%	4.3%
TOTAL:	1.9%	9.5%	39.0%	11.5%

SWOT Analysis

Strengths

- Good survey instruments for all 3 measures
- Clear definitions for categories recognized across industry
- Member commitment to pursue benchmarks to justify funding allocations and improve building portfolio performance



SWOT Analysis

Weaknesses

- Information technology infrastructure
 - Disparate business systems
 - Variety of data collection approaches
 - Gaps in reporting
 - Limited access to outsourcers data
- Side of the desk approach
- No clear line of sight on organizational benefits and rewards



SWOT Analysis

Opportunities

- OMBI Facilities Expert Panel



Development of a national organizational infrastructure – data collection instrument

- Staff Researcher position



SWOT Analysis

Threats

- Lacking of funding for a national database infrastructure
- Lack of operating funding for staff



Next Steps

- Review 2013 survey results at the NEFPP Fall working session
- Design the 2014 survey
- Explore expanding survey participants to non Forum members



Thank you