



## **Administrative Report**

### **Office of the Director of Infrastructure Services**

**To: Robert Maisonville, Chief Administrative Officer**

**From: Jane Mustac, P. Eng.  
Director of Infrastructure Services/County Engineer**

**Date: Wednesday, December 11, 2019**

**Subject: Infrastructure Services – Facility Management**

**Report #: N/A**

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#### **Purpose**

The purpose of this report is to provide the Chief Administrative Officer (CAO) with information pertaining to a review of the current staffing requirements in the Building Services Division of Infrastructure Services.

#### **Background**

The Infrastructure Services Department has seen tremendous growth since the extension of Building Services in 2018. The Building Services Division provides facility asset management and construction, routine preventative maintenance and facility support services. Through long-range planning and management, our facilities are constructed, maintained and renewed through an effective approach that maximizes the life expectancy and achieves the best value in the total cost of ownership of these assets.

Facility Management provides property maintenance and project management services for all County owned buildings. This includes operations, security, and maintenance as well as being responsible for the renovations of existing Civic Centre and new construction.

## **Discussion**

In 2018 the County took over ownership of the Civic Centre. The staffing complement is made up of the following:

- Supervisor of Facility Operations
- Maintenance Person Lead Hand
- Maintenance II
- Maintenance I (vacant)
- Housekeeping/Security (vacant)

Building Services is governed by service delivery in several key areas. Responsibilities include:

### **Facilities Operations & Maintenance**

- Day to day operations, including tenant services;
- Building automation services;
- Mechanical, Electrical and Lighting systems;
- Fire and safety systems;

### **Facilities Planning & Building Support**

- Asset Management – facility capital lifecycle program and create facility condition assessments and asset inventory data
- Provide a support centre to dispatch and manage new automated work requests;
- Security / Loss Prevention
- Artwork Co-Ownership agreements & management
- Tenant Lease &/or Facility Use Agreements
- Support for other departments (EMS, SPH, EWSWA, Roads, tenants)

### **Project Management & Construction**

- Janitorial Contract – establish recognized industry standards and monitor
- Contract Management & Contractor Supervision;
- Management of facility renewal programs;
- Renovation/construction management;

### **Compliance with legislation and policies**

- Development of compliance programs and procedures;
- Develop Energy demand management plan;
- Preventative maintenance program development;
- Health & Safety Representative on Joint Health & Safety Committee
- Ensure building complies with Ontario Building Code, Accessibility regulations, etc.

## **Planning for the Future**

Facility maintenance involves functional checks, monitoring, testing, measuring, servicing, repairing or replacing of necessary equipment, infrastructure, and supporting utilities so that assets can perform the required functions and achieve the intended service delivery objectives. Preventive and predictive maintenance programs are required as they are considered proactive and work to prevent breakdown, reduce wear, improve efficiency, and extend the life of asset components.

In light of recent climate change emergency declarations, buildings are well-positioned to reduce carbon emissions. More energy-efficient building products, combined with best practices for design and operation, provide a wealth of cost-effective opportunities to reduce greenhouse gas emissions. The division will continue to explore and implement emerging technology for a more profound transformation of buildings. Consideration of all the new options for using data to improve building performance, particularly energy performance is planned.

With an effort to continue to focus on due diligence, incorporating accessibility standards, energy improvements, enhanced risk management through proactive identification and mitigation the department requires significant resources, including highly skilled staff.

## **Relationships with other Departments**

The objective of this division is to provide a clear path and strong mandate by which we can maintain and improve our service delivery. An opportunity for efficiency of space utilization at the Civic Centre includes the demolition and renovation activities for the Information Technology offices and ground floor washrooms and design of the remaining Civic Centre space (old engineering, administration, human resources, communications, planning, social housing with supports, council chambers and adjacent areas, etc.) will commence with design and construction phased over several years.

The effort to develop formal services to EMS, Sun Parlour Home, Roads Department, EWSWA and others have been initiated and will only expand with time and resources. Human and financial services are required to deliver a desired level of service to make informed decisions, and to be aware of any risks to the level of service due to under-resourcing. Human resource requirements need to consider not only the number of person-hours required but also technical skills needed for changing technology.

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ISD – Facility Staffing Request

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### Staffing Requirements

Current staffing issues focus on a skill and availability shortage to maintain and/or enhance the desired level of service. Historic lower service levels, lead to less than adequate building conditions as reflected by the number of building systems work orders (approached 1700 in 2019).

The recommendation is to recruit an additional Maintenance Staff to support the existing programs and implement continuous improvement initiatives to deliver and expand services efficiently, effectively and economically. The job description is attached as Appendix IV-A. To ensure the necessary skill set is available during normal business hours, the Maintenance Person Lead Hand shall be set to regular daytime hours and the two (2) Maintenance Staff to rotate days/afternoon shifts. The extension of the temporary contract position is necessary for 2020 to meet the expected demand.

### Financial Implications

Allocations for the noted position is included in the 2020 Infrastructure Services Department (ISD) budget.

### Recommendation

That the CAO receive the report for information and consideration for the 2020 Staffing Request

Respectfully Submitted

*Jane Mustac*

Originally Signed by

Jane Mustac, P.Eng, Director of Infrastructure Services/County Engineer

Appendix No.	Title of Appendix
Appendix IV-A	Job Description –Maintenance II-Building Services