

# FACILITIES AND SERVICES

## STRATEGIC PLAN 2019 – 2024

**FOR MORE INFORMATION CONTACT US:**

**Phone:** 416.978.4792

**Website:** [www.fs.utoronto.ca/StrategicPlan](http://www.fs.utoronto.ca/StrategicPlan)



UNIVERSITY OF  
**TORONTO**

## MESSAGE FROM RON SAPORTA

In early 2019, Facilities and Services (F&S) took on an ambitious strategic planning initiative. The time was right to consult with our clients, partners and F&S team members to generate a comprehensive plan.



### The big picture questions we set out to answer included:

- How do we ensure we meet client expectations while providing essential services that impact every person, every building and every outdoor space at the University of Toronto (UofT)?
- How can Facilities and Services keep pace with a diverse, growing campus?
- How can we better collaborate with our clients to support UofT's global leadership in research and learning?
- How can we take good care of heritage buildings and decrease the deferred maintenance backlog while achieving new sustainability targets, leveraging technology and being innovative?
- How can we provide a supportive, rewarding work environment for our 800-person strong team?

These were significant questions that needed to be answered. I am proud of the F&S team for developing our 2019 – 2024 Strategic Plan that enables us to address these challenges and provide areas of focus that reflect the priorities of our UofT community.

The F&S strategic plan is our roadmap to guide not only what we'll focus on over the next 5 years but also how we'll do it. During the development process of this plan we heard that many opportunities existed to: strengthen relationships and learn from each other — within F&S and with our clients and partners; plan and implement collaboratively; improve our processes and enhance the campus environments; as well as take a leadership role in key campus-wide initiatives. In the guiding principles, see our commitment to make improvements in how we interact with each other and make decisions. Read about our vision — what we want to create; our mission — what our special contribution to UofT is; and our 5 strategic priorities — where we'll focus our resources.

I would like to thank everyone who contributed suggestions, concerns, ideas and challenges during our robust engagement strategy. All together we had over 13,000 points of feedback to inform our discussions and decision-making. We carefully considered each point and used a collaborative process within F&S to create our vision, mission, guiding principles and strategic priorities. I am excited to share these with you.

Now comes the work of implementing the plan in collaboration with our F&S team members, clients, partners and UofT community. We can't wait to get started on creating a world-renowned campus where students, faculty, and staff thrive in safe, vibrant and sustainable environments.



**Ron Saporta**, Chief Operating Officer

Property Services & Sustainability  
University of Toronto, 255 McCaul Street, Level 4, Toronto, ON. M5T 1W7  
416.978.5098 | [ron.saporta@utoronto.ca](mailto:ron.saporta@utoronto.ca) | [www.fs.utoronto.ca](http://www.fs.utoronto.ca)



# TABLE OF CONTENTS

- 4** Our Strategic Planning Process
- 6** Strategic Plan One-Page Overview
- 7** Vision and Mission
- 8** Guiding Principles and Commitments
- 10** Strategic Priorities
- 16** F&S Backgrounder and Awards
- 20** Acknowledgements

*We wish to acknowledge this land on which the University of Toronto operates. For thousands of years it has been the traditional land of the Huron-Wendat, the Seneca, and most recently, the Mississaugas of the Credit River. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.*

# OUR STRATEGIC PLANNING PROCESS

*“BE INNOVATIVE AND BOLD.” - CLIENT*

We wanted a cooperative, energetic, positive, future-focused strategic planning process and outcome. We branded the engagement strategy with the tagline “We’re all in!” to reflect this aspiration. The new F&S strategic plan is a reflection of the input received from hundreds of F&S team members, as well as our clients and partners.



## ENVIRONMENTAL SCAN

The purpose of the environmental scan was to gather insights into the current state of F&S, as well as gain a deeper understanding of the future academic and research environment that F&S will contribute to. Our facilitators, from InVizzen Knowledge Brokers Inc., recommended the SOAR strategic planning technique: Strengths – Opportunities – Aspirations – Results (Stavros, Cooperrider, & Kelley, 2003). SOAR is grounded in the appreciative inquiry approach. The model was used to both articulate questions, organize answers and analyze results.

In early 2019, The F&S leadership team endorsed an engagement process that encouraged feedback from clients, partners and F&S managers and staff. Questions centred on current service delivery, what F&S is known for now, strengths, challenges, as well as future needs, expectations and vision.

Clients and partners were very generous with their time and insightful comments during one-on-one interviews conducted by our facilitation team. We learned a great deal about what is most important when it comes to collaboration, planning and customer service. This understanding was integrated into every aspect of the new strategic plan.

All F&S team members had a chance to influence where F&S is headed over the next 5 years through 6 question of the week opportunities. The response, both in terms of quantity and quality, was outstanding. F&S managers and senior leaders participated in interviews and workshops. Everyone’s input shaped our new strategic plan.



*“BUILD UPON THIS EXAMPLE AND CONTINUE TO CONSULT ON AN ONGOING BASIS.”*

- CLIENT

*“EVERYONE’S VOICE SHOULD BE HEARD.”*

- F & S

## ANALYSIS OF ENVIRONMENTAL SCAN



The facilitators organized the 13,000 feedback data points into a SOAR framework.

**STRENGTHS** - What the organization does well, along with its key assets, resources, capabilities and accomplishments.

**OPPORTUNITIES** – Circumstances that your team could leverage for success.

**ASPIRATIONS** – An expression of what you want to be and achieve in the future.

**RESULTS** - Tangible outcomes and measures that demonstrate you’ve achieved your goals and aspirations.

## STRATEGIC OPPORTUNITIES

The next step was to use the SOAR framework to inform the identification of three main strategic opportunities. These in turn, formed the foundation for the strategic priorities.



### 1 ENHANCE COLLABORATION AND STRENGTHEN PARTNERSHIPS

*“By having open communication and collaborative process your stakeholder groups will become your ambassadors.” - CLIENT*

#### Build partnerships -

*“Be open to input from other groups, build upon synergy created, don’t do it all yourself.” - CLIENT*

#### Strengthen relationships and work together better with partners -

*“Seems to be lack of understanding between the two groups (F&S and UPDC) who handles what and who is accountable.” - CLIENT*



## 2 DELIVER LEADING CLIENT SOLUTIONS

*“Be the go-to group...Leader with the best, innovative service and solution, at best cost bar, none.” - F&S*

### Sharpen focus on client experience -

*“They (F&S) need to understand why the requests are important and why their role is important to overall university purpose – mission.” - CLIENT*

### Be the trusted experts -

*“We would love to have the ability to know our impact on energy consumption and to be able to change behaviour.” - CLIENT*

### Leverage technology platforms -

*“Their service order system is outdated.” - CLIENT*

## 3 CREATE A ROBUST F&S TEAM CULTURE

*“Develop a vision with short and long-term goals, strategies for implementation, have a realistic sense of time-line, solidify your finances and build a strong team.” - CLIENT*

### Invest in people. Invest in teams. -

*“We need to understand who we are, what we can do for people, how to work together then go to the people to solve issues.” - F&S*

### Solidify identity and create a brand -

*“Getting more people to recognize what we do, how we operate and impact that it has on operating costs and carbon footprint.” - F&S*

## STRATEGIC PLAN COMPONENTS

Our facilitators guided the F&S leadership team through a series of consensus building activities to generate the vision, mission, guiding principles, strategic priorities and goals. Every step of the way, we used the environmental scan input as our touchstone.

## IMPLEMENTING OUR STRATEGIC PLAN



*“GET THE VISION OUT EVERYWHERE.” - CLIENT*

### We are excited to get started!

Over the summer of 2019, the F&S senior leaders reviewed the long list of possible strategic projects that emerged from the consultations. We identified priority projects that will help us achieve our goals. We are mapping these projects into a 5-year roll-out plan, and a detailed year 1 implementation plan. In addition, key performance indicators and dashboard reporting are being developed.

During the implementation phase, we will continue to collaborate within F&S, and with UofT partners and clients to co-create project plans. Over the coming years, F&S will designate funds to support the implementation of strategic projects and work with our clients to ensure our strategic goals are achieved.



## STRATEGIC PLAN:

2019 – 2024

### VISION

To provide a world-renowned campus where students, faculty, and staff thrive in safe, vibrant and sustainable environments.

### MISSION

We create environments that foster learning and discovery by empowering partnerships, people, technology, innovation and passion. We support the University's growth through stewardship of the campus, while respecting our heritage and embracing sustainability.

## GUIDING PRINCIPLES AND OUR COMMITMENTS

	to F&S Team Members	to our Clients	to the University Community
RESPECT	We are polite, honest, fair and friendly when we communicate and work with each other.	We're fair, courteous and transparent when we communicate and work with you. We appreciate your circumstances. We provide practical options, and clearly explain benefits, impacts, plans and costs.	We honour the University's heritage and recognize its role as a global leader. We promote inclusivity and the diversity of the University community.
DEDICATION	We take pride in our work. We enthusiastically take on the challenges of caring for the growing University campus. We actively explore new innovations.	We're approachable and focus our energy on what's possible. We openly share our expertise and eagerly learn from our clients.	We honour the University's commitment to providing highest quality research and learning.
COLLABORATION	We work diligently to build a strong, unified F&S Team. We help each other, develop solutions, learn and willingly share our expertise.	We earn the trust of our partners. We create solutions together. We show genuine interest in your plans and priorities.	We use a collegial approach to forge mutually beneficial partnerships. We are stronger together.
RESPONSIBILITY	We do what we say we're going to do. And we do it well. We always look for ways to make things better, improve our skills and leverage technology.	We wisely use the resources entrusted to us to help you succeed. We consistently provide excellent quality and value to our partners. We balance current needs and longer-term ambitions.	We demonstrate accountability as we reliably care for the campus' assets and provide safe, comfortable and sustainable environments for students, faculty, staff and visitors.

## STRATEGIC PRIORITIES



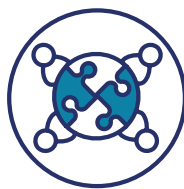
### GREAT PLACE TO WORK

Invest in people,  
invest in teams,  
invest in success.



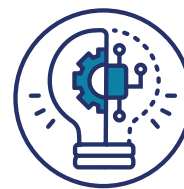
### LEADERSHIP IN CAMPUS STEWARDSHIP

Expert asset management,  
aligned for growth of our  
community.



### SUPERIOR CUSTOMER SOLUTIONS

Excellent client experiences,  
trusted partners.



### INNOVATIVE TECHNOLOGY

Greater efficiency,  
sound decisions,  
effective communication.



### IMPACTFUL SUSTAINABILITY

Design for people, exceed our  
climate change commitments,  
create for lasting impact.





# VISION

---

To provide a world-renowned campus where students, faculty, and staff thrive in safe, vibrant and sustainable environments.

# MISSION

---

We create environments that foster learning and discovery by empowering partnerships, people, technology, innovation and passion. We support the University's growth through stewardship of the campus, while respecting our heritage and embracing sustainability.





# GUIDING PRINCIPLES



## RESPECT

### Our commitment to ...

#### F&S Team Members

We are polite, honest, fair and friendly when we communicate and work with each other.

#### Our Clients

We're fair, courteous and transparent when we communicate and work with you. We appreciate your circumstances. We provide practical options, and clearly explain benefits, impacts, plans and costs.

#### The University

We honour the University's heritage and recognize its role as a global leader. We promote inclusivity and the diversity of the University community.

## DEDICATION

### Our commitment to ...

#### F&S Team Members

We take pride in our work. We enthusiastically take on the challenges of caring for the growing University campus. We actively explore new innovations.

#### Our Clients

We're approachable and focus our energy on what's possible. We openly share our expertise and eagerly learn from our clients.

#### The University

We honour the University's commitment to providing highest quality research and learning.





# GUIDING PRINCIPLES

## COLLABORATION

### Our commitment to ...

#### F&S Team Members

We work diligently to build a strong, unified F&S Team. We help each other, develop solutions, learn and willingly share our expertise.

#### Our Clients

We earn the trust of our partners. We create solutions together. We show genuine interest in your plans and priorities.

#### The University

We use a collegial approach to forge mutually beneficial partnerships. We are stronger together.



## RESPONSIBILITY

### Our commitment to ...

#### F&S Team Members

We do what we say we're going to do. And we do it well. We always look for ways to make things better, improve our skills and leverage technology.

#### Our Clients

We wisely use the resources entrusted to us to help you succeed. We consistently provide excellent quality and value to our partners. We balance current needs and longer-term ambitions.

#### The University

We demonstrate accountability as we reliably care for the campus' assets and provide safe, comfortable and sustainable environments for students, faculty, staff and visitors.



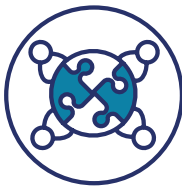
# STRATEGIC PRIORITIES



**GREAT PLACE  
TO WORK**



**LEADERSHIP IN  
CAMPUS STEWARDSHIP**



**SUPERIOR  
CUSTOMER  
SOLUTIONS**



**INNOVATIVE  
TECHNOLOGY**



**IMPACTFUL  
SUSTAINABILITY**

Once we identified our 5 priorities, we created aspiration statements to capture what we will strive to achieve over the next 5 years and developed goals to focus our efforts.





# GREAT PLACE TO WORK

## INVEST IN PEOPLE, INVEST IN TEAMS, INVEST IN SUCCESS

### OUR ASPIRATIONS

Our dynamic work environment helps us attract and retain the best talent – people want to stay, contribute and grow. Staff adapt to new technology, are effective at managing risk, meet sustainability ideals and embrace change. We have solid development and succession plans. We have the teamwork, skills, training, communications and robust procedures to support our drive for excellence.

We recognize that one group does not know it all, and we can achieve more by working together, sharing information and resources, and being cohesive in everything we do. As a unified F&S team - we understand who we are, what we can do for people, how we can solve issues and how to work collectively. Together (within F&S and with our clients and partners), we agree on best solutions. As a team, we are aligned and committed to providing the best service, at the best cost.

### OUR GOALS

- Develop our staff's capacity to meet the changing needs of Facilities and Services, our partners and our clients.
- Create a robust team culture that promotes team engagement, mutual respect, recognition and collaboration.



# LEADERSHIP IN CAMPUS STEWARDSHIP

## EXPERT ASSET MANAGEMENT, ALIGNED FOR GROWTH OF OUR COMMUNITY.

### OUR ASPIRATIONS

We excel at managing campus operations, maintaining a dependable, safe, secure environment 24 hours a day, every day. We seamlessly adapt to changing standards, as well as emerging social expectations and design principles. We embrace new initiatives, promote wellness, and contribute to healthy indoor and outdoor spaces. Our facilities are always up-to-date, meeting academic and research standards. This fosters the University's efforts to attract and retain research talent, as well as a diverse student body, while achieving its learning, discovery and knowledge creation mission. Our University community members speak of how we helped them thrive in their environments.

We have high standards that reflect the way people interact with their environment. We know our buildings, from heritage to state-of-the-art, so well that there are no surprises and we can anticipate future needs. Our co-developed multi-year deferred maintenance plan is supported by all faculties and divisions and ensures we have the funding to maintain the physical infrastructure for at least another 200 years. We encourage changes in behaviour that promote energy savings, efficiencies and the long-term viability of our campus.

### OUR GOALS

- Implement a predictive maintenance model that will increase asset reliability.
- Implement an integrated Asset Management approach that will ensure that our development, operations and deferred maintenance plan are integrated into one comprehensive system.
- Develop and implement an updated Building Standards plan to ensure state-of-the-art facilities in terms of diversity of students, programs, research, technology, and learning communities.
- Develop and implement a long-term Utilities Master Plan to ensure we renew our over 100-year-old district energy system, prepare our campus for growth, and exceed our climate change commitments.





# SUPERIOR CUSTOMER SOLUTIONS

## EXCELLENT CLIENT EXPERIENCES, TRUSTED PARTNERS.

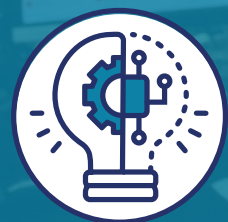
### OUR ASPIRATIONS

Our clients are our greatest supporters, we earn their trust every day, partnering to enhance the lives of community members and improve the campus infrastructure. They know and appreciate that we are the leader with the best, innovative service and solutions. They help advocate for solutions that are cost-effective over the long-term. We actively engage with our partners, and gain mutual understanding of needs, plans and capabilities. We work together, share expertise, and generate solutions that meet high expectations.

We are transparent, collaborative, and empathetic. Our in-person and technology-enabled client service communication is respectful, effective, and timely. Clients understand the scope, costs, risks and guidelines for all work and are informed, in a timely fashion when changes are required.

### OUR GOALS

- ④ Engage our clients in developing solutions that are transparent and add value.
- ④ Create a Continuous Quality Improvement culture in F&S, that will enable better client-oriented systems and solutions.
- ④ Improve client service communications with improved in-person and technology-enabled strategies.



# INNOVATIVE TECHNOLOGY

## GREATER EFFICIENCY, SOUND DECISIONS, EFFECTIVE COMMUNICATION.

### OUR ASPIRATIONS

We leverage technology for systems and data support, building operating efficiency, grounds management, predictive maintenance, reporting and measuring outcomes. Our team members have access to the technology needed for outstanding performance. We have the proper mix of people and technology working in harmony. We partner with our talented students and faculty to enhance our technology investments.

Predictive maintenance systems have eliminated downtime. All service requests are online, user-friendly, with real-time status accessible from any user platform.

### OUR GOALS

- Implement technology to improve Asset Management, including an Enterprise Asset Management System.
- Implement technology to improve the Client Experience, enabling reductions in occupancy costs while improving service order systems, and enhancing communications platforms.
- Implement technology to improve Operational Excellence, including enhancements that support our staff's daily work.





# DESIGN FOR PEOPLE, EXCEED OUR CLIMATE CHANGE COMMITMENTS, CREATE FOR LASTING IMPACT.

## OUR ASPIRATIONS

We optimize conservation and renewable generation of energy to significantly reduce our campus' carbon emissions, while creating comfortable spaces for the University community. The campus community understands the positive benefits energy conservation has for physical, natural and learning environments. We lead decisions about sustainable energy and energy conservation, and exceed our UC3 commitment.

Buildings with “good bones” are invested in with new efficient systems considering the lifecycle, payback and heritage value. New buildings are increasingly higher performance and are the perfect blend of interactivity, functionality, sound design principles, maintainability and sustainability. F&S is the centre of excellence with all sustainability initiatives driven through this hub. We are a model of sustainability worldwide.

## OUR GOALS

- ④ Be recognized as the “hub” for sustainable initiatives and information that integrates sustainability into the fabric of the University operations.
- ④ Exceed our University Climate Change Coalition (UC3) carbon reduction commitments.
- ④ Reimagine our sustainability standard to ensure our facilities are designed and operated for people and their well-being.
- ④ Be a leader in experiential learning and living lab opportunities for our students and faculty.

# F&S BACKGROUNDER AND AWARDS

Every day, about **100,000 people** (students, faculty, staff and visitors) count on the **800 Facilities and Services team members** to make sure the St. George campus is a safe, clean, comfortable, attractive and sustainable environment.



## INDOOR SPACE OPERATIONS

Ensure buildings are kept in a good operational state, are safe, comfortable and efficient including property management, heating/cooling, ventilation, electrical systems, design of new buildings, renovations, mechanical equipment, general and specialized cleaning, elevators, hazardous waste removal, lab equipment installation, trades —electrical, locksmith, carpentry, machine, sheet metal, plumbing, steam fitting.



**\$5.5**

**BILLION IN  
PHYSICAL  
ASSETS**

Buildings and  
grounds at the  
St. George Campus.

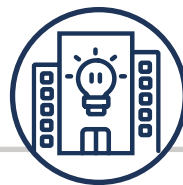


**130**

**BUILDINGS**

over

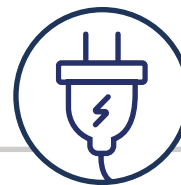
**14**  
**MILLION  
SQUARE FEET**



**150**

**BUILDINGS  
SERVED BY EXTENSIVE  
DISTRICT ENERGY  
SYSTEM**

Energy efficient  
network of pipes that  
heat and cool.



**80%**

**OF HEATING  
and**

**25%**

**ELECTRICITY  
NEEDS**

are produced at  
St. George Campus.



**\$19**

**MILLION SAVINGS**

in utility costs  
since 2011.



# F&S BACKGROUNDER AND AWARDS



## CAMPUS CONNECTIONS & OUTDOOR SPACE MANAGEMENT

Work to keep communications and workflow processes flowing. Promote a safe, secure community and respond to emergency situations. Keep the campus looking great and safe year-round so people can easily move around and enjoy the natural environment.



**35,000**

SERVICE ORDERS  
PROCESSED  
PER YEAR



**30,000**

INVOICES PROCESSED  
PER YEAR



**22,000**

CALLS PER YEAR  
HANDLED BY  
THE UNIVERSITY  
SWITCHBOARD



**1**

**MILLION**

PIECES DELIVERED BY  
CAMPUS MAIL YEARLY

Incoming from Canada Post,  
mail metered or shipped via  
courier, and internal mail.



**100,000**

CALLS PER YEAR  
RECEIVED BY CAMPUS  
COMMUNITY POLICE  
COMMUNICATION  
CENTRE



**5,000**

PERENNIALS  
PLANTED ON  
CAMPUS EACH YEAR  
FROM FLOWERING  
BULBS TO SHRUBS



**3,300**

TREES  
MAINTAINED ON  
ST. GEORGE CAMPUS



**228**

METRIC TONNES  
PER YEAR

Amount of grass mulched  
and tree branches chipped,  
which are then reintroduced  
back into the soils & gardens  
on St. George Campus.



**2,400**

HOURS PER YEAR  
SPENT CUTTING  
GRASS



**31**

BATTERY POWERED  
EQUIPMENT USED  
TO CUT AND MULCH  
GRASS ON CAMPUS

(includes 12 lawn mowers,  
12 trimmers and 7 blowers)

# F&S BACKGROUNDER AND AWARDS



## SUSTAINABILITY

Promote a culture that reduces UofT's environmental footprint and enhances social engagement.



**40**

TONNES OF  
MATERIAL REUSED  
OR RECYCLED BY  
SWAP SHOP IN  
2017-2018



**496**

TONNES OF  
PAPER RECYCLED  
IN 2017-2018



**14.2**

TONNES OF  
BATTERIES  
RECYCLED IN  
2017-2018



**19,421**

LIGHTS CONVERTED TO  
HIGH EFFICIENCY LED  
2012-2019

Saving over 10 million kWh.



**74  
MILLION**

KWH OF ELECTRICITY  
SAVED 2012-2018

Over 34% of UofT's  
average yearly usage.



**3,000**

LITRES OF GAS PER  
YEAR SAVED BY  
CAMPUS POLICE  
USING HYBRID  
VEHICLES

A first in North America.



**15**

POLICE MOUNTAIN  
BIKES FOR REGULAR  
CAMPUS PATROL



**22,674**

TONNES OF  
EQUIVALENT CO<sub>2</sub>  
EMISSIONS REDUCTION  
SINCE 2011



**754  
MILLION**

LITRES OF  
WATER SAVED  
SINCE 2011



# F&S BACKGROUNDER AND AWARDS



## CIMS – Green Building Certification with Honors

In 2019, Caretaking Services at University of Toronto St. George Campus successfully passed its Cleaning Industry Management Standard - Green Building assessment and was awarded the CIMS-green building certification with honors.



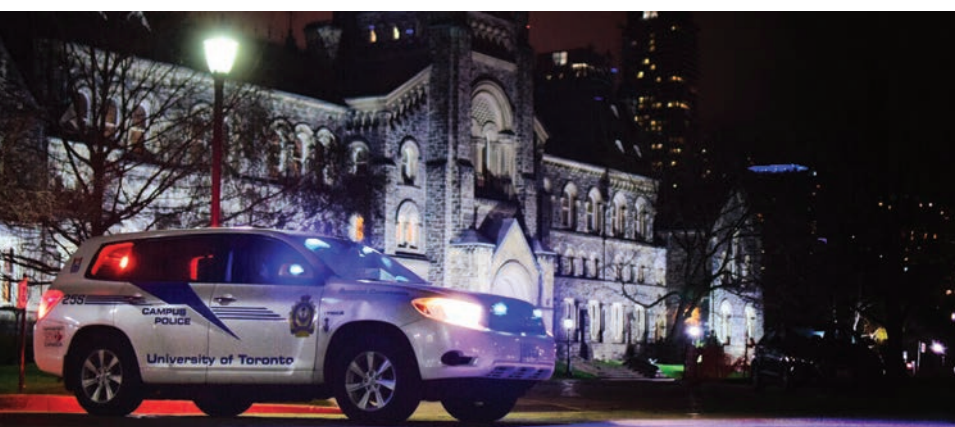
## Awarded Canada's Greenest Employer 6 times

Canada's Greenest Employer is an editorial competition organized by Canada's Top 100 Employers project. This special designation recognizes the employers that lead the nation in creating a culture of environmental awareness in their organizations.



## CAUBO Quality & Productivity Award

In 2016, F&S Finance received a Q&P Award from the Canadian Association of University Business Officers (CAUBO) for implementing an Automated Invoice Workflow project. A broadly transformative project, the Facilities & Services (F&S) Workflow initiative automates the department's invoice payment process, significantly increasing productivity for more than 100 staff members across the University.



**Campus Police recognized by the Ontario Provincial Government for 100 years of creating a safe and secure community;**

and the first University in Canada to be awarded the "Quality & Productivity" award as voted on by the Canadian Association of University Business Officers (CAUBO) for introducing the "S.T.O.P. Anti-Theft" program.





## ACKNOWLEDGMENTS:

### Photography Credits:

Sheila Cook, InVizzen

Jennifer Puskarova, Sustainability Office, University of Toronto

Jing Tey, Sustainability Office, University of Toronto

University of Toronto

Paul (dex) Bica from Toronto, Canada [CC BY 2.0 (<https://creativecommons.org/licenses/by/2.0>)]

This document was created by InVizzen Knowledge Brokers Inc. and Tigerlily Graphics.



UNIVERSITY OF  
**TORONTO**

### FOR MORE INFORMATION:

Phone: 416.978.4792

Website: [www.fs.utoronto.ca/StrategicPlan](http://www.fs.utoronto.ca/StrategicPlan)

