

## **Business Transformation Initiatives in the Corporate Real Estate Management Division**

**Date:** June 30, 2021

**To:** Audit Committee

**From:** Executive Director, Corporate Real Estate Management

**Wards:** All

### **SUMMARY**

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The Auditor General's report AU9.14 "Challenges in Contract Management - Auditor General's Review of the Corporate Real Estate Management Division" includes recommendations to improve contract management oversight and processes in the Corporate Real Estate Management (C.R.E.M.) division. C.R.E.M. agrees with these recommendations and has prepared this report to convey supplementary information about completed, ongoing, and planned business improvement and transformation initiatives in the Corporate Real Estate Management division. These initiatives will support the division's efforts to address the recommendations made by the Auditor General in Item AU9.14, and are intended to improve multiple aspects of the division's business, including the sourcing and management of contracted services.

### **RECOMMENDATIONS**

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The Executive Director, Corporate Real Estate Management recommends that:

1. City Council receive this report for information.

### **FINANCIAL IMPACT**

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There is no financial impact associated with the adoption of the recommendation in this report.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial implications as identified in the Financial Impact section.

## **DECISION HISTORY**

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This constitutes a new item.

## **COMMENTS**

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In recent years, the C.R.E.M. division has undertaken significant efforts to align its structure and business processes with best practices in the corporate real estate industry. C.R.E.M. has identified several strategic goals to guide this transformation, including onboarding new leadership with industry expertise, investing in staff training and development, increasing staff accountability, and incorporating industry best practices within C.R.E.M. The division is also developing division-wide business practices and tools to support operations, as well as to improve oversight of its contract management and billing practices. Attachment 1 provides a detailed breakdown of initiatives the division is pursuing or has completed to date.

Further, these initiatives will support work to implement the recommendations in the Auditor General's report titled, "Challenges in Contract Management - Auditor General's Review of the Corporate Real Estate Management Division," which provides guidance on how to strengthen contract management oversight and processes in C.R.E.M (AU9.14). C.R.E.M. will continue to implement its planned transformation initiatives to ensure the Auditor General's recommendations are addressed in a timely manner.

## **CONTACT**

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## **SIGNATURE**

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Patrick Matozzo  
Executive Director, Corporate Real Estate Management

## **ATTACHMENTS**

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Attachment 1 - Corporate Real Estate Management Division, Transformation Initiatives