

Attachment 1

Corporate Real Estate Management Division, Transformation Initiatives – June 30, 2021

Strategic Goals	Completed Objectives	Ongoing Objectives	Future Tasks
1. Onboarding new leadership with industry expertise	<ul style="list-style-type: none"> • Hired two new Facilities Management Directors in 2019. • Hired leaders with industry expertise in strategic sourcing and vendor management in 2019 and 2020 respectively. 	<ul style="list-style-type: none"> • Continue strategic recruitment and retention of top talent in operational and support teams. 	<ul style="list-style-type: none"> • Align facilities management team with industry best practice through One FM – a new organizational model to centralize and optimize City facilities management services.
2. Investing in staff training and development	<ul style="list-style-type: none"> • Provided CREM leadership team across all levels with training and development opportunities, including: • Facilities Management Professional (FMP) designation from the International Facilities Management Association (IFMA); • Masters in Corporate Real Estate (MCR) designation from CoreNet Global, The Global Association for Corporate Real Estate; • CoreNet's Qualified Professional in Corporate Real Estate program; • In-house training and ongoing information sharing for frontline staff on new tools and processes. 	<ul style="list-style-type: none"> • The continuation of the learning and development opportunities including providing IFMA training and FMP designation for CREM staff, including 21 Managers and Supervisors. • Implementing mentorship and skills training for frontline staff to enable knowledge transfer, succession planning and career development. 	<ul style="list-style-type: none"> • IFMA training and FMP designation to be considered a mandatory requirement for all new and existing facilities management staff within CREM.

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3. Increasing staff accountability	<ul style="list-style-type: none"> • Developed performance metrics and key performance indicators (KPIs) for external vendors as well as internal staff. 	<ul style="list-style-type: none"> • Ongoing performance measurement and monthly reporting of internal KPIs. • Building a robust quality assurance team to ensure vendors and internal staff adhere to contract terms and processes. • Developing internal quality assurance processes to ensure staff compliance and accountability for assigned work orders and invoice processing. 	<ul style="list-style-type: none"> • Review and update KPIs using information obtained through compliance reviews.
4. Incorporating industry best practice within CREM	<ul style="list-style-type: none"> • Developed new teams over the course of 2019 and 2020 to align with industry best practice, including Strategic Sourcing, Vendor Management and Quality Assurance and Risk Management teams. • Developed and implemented new processes in 2020, including a process to validate invoices and service reports against contract terms. 	<ul style="list-style-type: none"> • Implementing modernized vendor contracts and contract management practices to align with industry best practice. • Strategic sourcing approach to procurement activities to strengthen contracts and improve value and service from contracted services. • Monthly staff training on process compliance. 	<ul style="list-style-type: none"> • Continuous alignment with new and emerging industry best practices, including implementing new organizational model for facilities management team. • Introduce periodic vendor operational reviews and business / performance reviews, a best practice within the industry.

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5. Improving business practices and tools to support operations	<ul style="list-style-type: none"> • Developed tools and processes related to invoice validation, billing and contract management compliance. • Created a central repository for contract documents, accessible by all staff. • Implemented technology solutions with existing tools to support electronic work order dispatch and work quotations. • Created vendor management portals and other business dashboards. 	<ul style="list-style-type: none"> • Creating online inventory of facility assets to provide staff with detailed equipment maintenance history and asset life cycle information. • Digitally tracking work orders and vendor activities to validate vendor performance against contract terms. 	<ul style="list-style-type: none"> • Refine existing tools and provide further staff training. • Explore the use of new technology to further streamline processes, improve operational efficiency, and strengthen oversight and contract management.
6. Improving oversight of contract management, terms, and billing practices	<ul style="list-style-type: none"> • Centralized oversight and defined responsibilities of key service contracts and categories, delineating between operational and business / commercial management of contracted services. • Improved contract documentation and procurement strategies. • Provided training on contract terms and expectations for staff, including Managers and Supervisors. 	<ul style="list-style-type: none"> • Continue staff training on updated processes, including mandatory annual trainings. • Developing process to document and manage changes to existing service contracts. • Developing dispute resolution process to document and resolve vendor invoice disputes. 	<ul style="list-style-type: none"> • Centralize oversight of additional service contracts, expanding this approach across additional service categories.