

Supplementary Report - Report Back on Facilities Management Services

Date: May 9, 2023

To: City Council

From: Deputy City Manager, Corporate Services

Wards: All

SUMMARY

This supplementary report to GG3.16 *Report Back on Facilities Management Services* provides additional information on Corporate Real Estate Management's (CREM) implementation of work standardization for custodial services, including details on impacts on part-time staff, the cleaning service standards introduced, the change management approach and the consideration of the City's operational requirements driven by City programming as well as the hybrid work model.

This report also identifies the operational and financial implications that would arise from the General Government Committee (GGC) recommendation to Council, directing the Deputy City Manager, Corporate Services, to restore cleaning hours to the second quarter 2022 levels (the period prior to the implementation of work standardization) at buildings which house critical emergency services, including the implications of providing this direction without an accompanying financial offset.

As an alternative, City staff recommend restoring cleaning hours to staff impacted by work standardization while continuing to implement and maintain the work standardization approach that aligns with the City's operational requirements and the 2023 approved Budget. The City is committed to working collaboratively with Local 79 to address staffing impacts within the custodial services portfolio.

RECOMMENDATIONS

The Deputy City Manager, Corporate Services recommends that:

1. City Council direct the Deputy City Manager, Corporate Services to restore cleaning hours to impacted employees while implementing and maintaining the new work standardization approach that aligns with the City's operational

requirements and the 2023 approved budget and continuing to collaboratively work with Local 79 to address staffing impacts.

FINANCIAL IMPACT

During consideration of Item GG3.16 *Report Back on Facilities Management Services*, GGC recommended to Council, that the Deputy City Manager, Corporate Services, restore cleaning hours to the second quarter 2022 levels at buildings which house critical emergency services.

Overall savings factored in the approved 2023 Operating Budget from work standardization across all CREM managed facilities total \$1.1 million. It has been determined that the GGC recommendation specific to buildings which house critical emergency services would have a total 2023 financial impact of \$0.4 million. This impact is not funded within the 2023 approved Operating Budget and would require an accompanying offset to enable staff to implement this direction. Without an offset equivalent to the financial impact, staff will be unable to implement this direction.

Work standardization measures were identified to contribute to efficiencies realized in custodial services, amongst other benefits, by ensuring the appropriate number of staff and hours are assigned to clean a City facility in a standardized manner while adjusting for operational and client requirements. As noted above, these form part of the efficiencies identified and included in the 2023 Corporate Real Estate Management Operating Budget.

City staff are recommending restoring hours to impacted staff, doing so within the CREM 2023 approved operating budget through the continued implementation of work standardization across all CREM managed facilities, as planned.

Alternatively, any direction to restore cleaning hours consistent with the GGC recommendation will require approval of an equivalent offset of \$0.4 million, otherwise staff will be unable to implement this direction.

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

At its meeting on April 20, 2023, the General Government Committee adopted with amendments Item GG3.16 “Report Back on Facilities Management Services” which reported back on a directive for the City Manager and Deputy City Manager, Corporate Services to immediately pause the reduction in service levels at City Hall, Metro Hall and all Civic Centers to review the impact of service hour changes.

[Agenda Item History - 2023.GG3.16 \(toronto.ca\)](#)

At its meeting on March 29, 2023, City Council considered the March 2nd letter from Councillor Paula Fletcher. It adopted its recommendations without amendment under GG2.27 "Determining Impact of Service Hours Changes at City Hall, Metro Hall and Civic Center," putting forth a recommendation for action that City Council direct the City Manager and Deputy City Manager, Corporate Services to immediately pause any reduction in service levels at City Hall, Metro Hall and all Civic Centers to review the impact of service hour changes and report findings to the April 20, 2023 meeting of the General Government Committee.

<https://secure.toronto.ca/council/agenda-item.do?item=2023.GG2.27>

At its meeting on January 24, 2023, the Budget Committee adopted Item BU3.1 "2023 Capital and Operating Budgets," which included 2023 capital and operating budget notes for Corporate Real Estate Management that identified key areas for service reductions to be implemented for alignment with the 2023 Budget.

<https://secure.toronto.ca/council/agenda-item.do?item=2023.BU3.1>

At its meeting on July 12, 2016, the Audit Committee adopted Item AU6.10 "Audit of City Cleaning Services - Part 2: Maximizing Value from Cleaning Contracts" which included recommendations to strengthen the procurement, management, and administration of cleaning contracts.

<https://secure.toronto.ca/council/agenda-item.do?item=2016.AU6.10>

At its meeting on July 4, 2016, the Audit Committee adopted Item AU6.9 "Audit of City Cleaning Services - Part 1: Opportunities to Control Costs, Improve Productivity and Enhance Quality of Cleaning Services" which included recommendations in three key areas, including standardizing cleaning routines and monitoring performance.

<https://secure.toronto.ca/council/agenda-item.do?item=2016.AU6.9>

COMMENTS

Background

Full-time and Part-time Heavy Duty Cleaners (HDCs)

In order to deliver essential cleaning services to City buildings, CREM relies on a complement of full-time and part-time Heavy Duty Cleaners (HDCs). The part-time HDC position is crucial in supporting organizational flexibility when responding to fluctuating operational requirements driven by client needs and navigating changing staffing levels arising from accommodations, planned time off (e.g. vacation, parental leave, etc.) and significant unplanned staff time off and absenteeism (e.g. sick days, personal days, etc.). During the COVID-19 pandemic, unplanned staff time off and absenteeism for CREM became understandably pronounced, and therefore required some part-time HDC hours to be increased.

In May 2020, in order to meet the enhanced cleaning requirements and staffing challenges brought on by the COVID-19 pandemic, the City and Local 79 came together

and agreed to offer full-time hours to all part-time HDCs. It was mutually understood that:

- a) the increase to full-time hours was a temporary measure resulting from the state of emergency during the COVID-19 pandemic;
- b) the full-time hours would not be used to engage the process of making these employees and positions full-time; and
- c) the part-time HDCs would have their full-time hours restored to part-time hours when the state of emergency ended.

With the state of emergency lifted, the process of restoring part-time HDC work hours to pre-COVID-19 pandemic levels has coincided with CREM's implementation of work standardization. Standardizing cleaning services was recommended by the City's Auditor General (AG) through the July 2016 report *Audit of City Cleaning Services, Part 1 and Part 2*.

To date, work standardization has been implemented at four City staff serviced facilities: City Hall, Metro Hall, and two City buildings with critical services. The majority of these four buildings contain office space and receives the baseline standard cleaning services, noted in Table 2 below. As part of work standardization, a number of part-time HDC hours at these sites were reduced and staff were also relocated in order to align with operational requirements and budgetary constraints. However, CREM will restore cleaning hours to these impacted part-time employees while continuing to implement work standardization across the City's building portfolio.

It is important to note that absenteeism continues to present significant operational risks and requires CREM to rely on part-time HDCs to address staffing levels. The City commits to working collaboratively with Local 79 to fully address the ongoing absenteeism issues experienced within the custodial services portfolio to meet the City's operational needs and business requirements.

Work Standardization – 2016 Auditor General Recommendations

In 2016, the AG conducted a comprehensive review of the custodial services provided by Facilities Management (now CREM). As noted in the report, custodial services at the time of the review were not benchmarked to industry standards, nor were there processes in place to evaluate appropriate labour needs (e.g. no defined process to assess whether an appropriate number of employees have been assigned to clean a facility). The appropriate tools and guidance to support custodial staff in performing their day-to-day tasks were not available.

As a result of the review, the AG provided recommendations highlighting the need for standards and consistency in how the City delivers cleaning services, including introducing cleaning routines and workloading. Standardization facilitates the appropriate level of cleanliness and ensures fair distribution of work amongst staff. Without standards, cleaning approaches and results can vary greatly. Work standardization does not decrease the quality of the cleaning services. In contrast, it promotes consistency and structure, reduces the risk of duplicative efforts and enhances cleaning outcomes, contributing to a healthy and safe environment for staff and the public. For these reasons, CREM initiated the process to implement work

standardization for custodial services in 2020, beginning with contracted custodial services, and further in the third quarter of 2022 with in-house custodial services.

Change Management Approach

Engagement of Expert Custodial Consultant

In 2020, CREM began custodial work standardization by hiring a third-party custodial subject matter expert consultant. Based on the consultant's 20-year industry experience and research, they evaluated the current state of CREM's custodial services, identified gaps between the current state and industry standards, and then provided detailed guidance on how to move forward with the implementation of the AG recommendations. The consultant reviewed and established an outcome-based Recommended Service Model (RSM) for custodial services that meets or exceeds industry standards and can be utilized across all CREM-operated facilities.

As part of the RSM, target cleaning outcomes were identified for each space type with consideration given to the needs of the client served. A set of industry standard cleaning routines and quality assurance programs were developed to enable the meeting of those outcomes. Industry standards are used by both public and private sector organizations and are regularly updated to reflect best practices and health and safety requirements, including changes brought on by the COVID-19 pandemic (e.g. high touchpoint area disinfection).

As recommended by the expert consultant, a new consolidated Custodial Services team was formed, including the hiring of a Custodial Services Manager, to bring dedicated oversight, support, experience and subject matter expertise. This team was formed in early 2022 and has since provided leadership on the work standardization initiative.

Staff Engagement and Support

In preparation to implement custodial work standardization, CREM developed a set of change management strategies and a communications plan. The purpose of these strategies was to ensure open and transparent communication with staff, support impacted staff through the change process, and to continue to build positive working relationships with front line custodians. CREM also engaged with Local 79 representatives on several occasions between August 2022 to April 2023 on the custodial services work standardization.

CREM held a total of 17 staff engagement events between September 2022 and March 2023, both virtually and in-person at multiple work locations across the city. The engagement opportunities were conducted at various shift times and via different settings to ensure custodial staff would have several opportunities to participate. The events, which included one-on-one sessions, town hall meetings, and social events, provided a forum to discuss the upcoming work standardization changes, receive and answer any staff questions, and to address concerns.

Prior to the introduction of work standardization at a particular City building, dedicated building-level meetings were held with staff to discuss the coming changes, provide an

opportunity to review the new standardized cleaning routines and allow for group and/or individual discussions with the Custodial Services Manager or their Supervisor to address any questions or concerns. For example, at both City Hall and Metro Hall, each custodial staff member was engaged in one-on-one discussions with the Custodial Services Manager to introduce the new cleaning routines and was offered additional support at any time they felt it was needed. A similar stakeholder engagement approach is planned for the remaining City buildings that are ready to be brought under work standardization.

CREM commits to maintaining open lines of communication with front line staff and Local 79 to encourage feedback and further strengthen work standardization.

Implementation of Work Standardization for Custodial Services

Overall Approach to Work Standardization

To ensure staff are adequately supported and to allow for adjustments, CREM took a phased approach to standardizing custodial services, prioritizing key City facilities. Work standardization includes the following elements: a) the introduction of standard cleaning routines; b) workloading City facilities by applying industry standard cleaning times/tasks and scheduling the cleaning workforce in accordance with the estimated work volume; and c) implementing a formal quality assurance program.

The intended outcomes of the work standardization program are to empower custodial staff by supporting them with the appropriate tools, training and resources to perform their jobs efficiently and effectively, and to maintain the appropriate levels of cleanliness to safeguard the health and safety of staff and the public who occupy City facilities where CREM custodial services are offered. Of the 209 buildings where CREM provides custodial services, 110 buildings are serviced by in-house HDCs, four of which have had work standardization implemented. Two of the four locations house critical services. The balance of the 99 buildings are serviced by third-party contractors and have adhered to the same work standardization and quality assurance program since 2020.

As CREM continues to progress towards a centralized City-wide service delivery model as mandated by City Council, the standardization of custodial services is particularly important and falls into CREM's broader journey of harmonizing its policies and processes and alignment with industry standards across all real estate services. For example, CREM established a new Safety and Compliance service line to dedicate resources and programming to address a 2018 AG recommendation to create a governance process for any City-owned buildings, including standards, protocols and monitoring practices to ensure compliance with all Ontario Fire Code regulations. CREM's Project Management Office also ensures it carries out building construction work in compliance with the Ontario Building Code as well as the Toronto Green Standard for sustainable design and performance requirements. Lastly, CREM designs its Preventative Maintenance plans for elevating devices in accordance with standards set out by the Technical Standards and Safety Authority which are based on legislative requirements set out by the Province (e.g. Ontario Regulation 209/01 Elevating Devices

and Ontario Regulation 222/01 Certification and Training of Elevating Device Mechanics) and industry standards (TSSA 2000, S.O. 2000, c. 16).

Introducing Cleaning Routines and Standards

Prior to work standardization, custodial staff were simply assigned a general area in a building to clean (e.g. second floor of Metro Hall) for each shift. A lack of standard job routines and unclear direction on assigned cleaning tasks and frequencies resulted in inconsistent cleaning approaches and outcomes.

With the introduction of work standardization, CREM custodial staff are now equipped with the adequate tools, support and guidance to perform their duties in an effective, safe and streamlined manner. Staff receive a structured schedule, health and safety procedures including safety data sheets, and cleaning routines with detailed tasks, defined cleanable areas, and the required cleaning frequencies. See Attachment 1 of this report for a sample cleaning routine after CREM introduced work standardization.

Work standardization brings numerous benefits, including ensuring the health and safety of custodial staff performing cleaning duties, as well as that of the building occupants and visitors. Other benefits include limiting redundancies in work tasks being performed across a certain area, as illustrated in the examples Table 1 below:

Table 1: Examples of Cleaning Routines Pre and Post Work Standardization

Cleaning Routine	Pre-Work Standardization	Post-Standardization <i>(in accordance with industry standards and best practices)</i>
Example 1 - Vacuuming	Vacuuming all areas of an entire office floor on a daily basis.	Vacuuming low traffic areas (such as meeting rooms, offices and open space) weekly and high traffic areas such as hallways and main entrance areas on a daily basis.
Example 2 - Dusting	Dusting all high and low surfaces on a daily basis.	Dust low surfaces on a daily basis and dust high surfaces such as cubicles, partitions, radiators and windowsills on a weekly basis.
Example 3 - Floor Cleaning	Floor was cleaned in an uninstructed manner with staff focussing on an entire floor and cleaning all areas on a daily basis.	An assigned floor is split into four areas with staff focusing on high traffic areas of each area cleaned on a daily basis. Floors in common areas (e.g. washrooms and kitchens) are cleaned on a daily basis. Low traffic areas are cleaned two to three times per week.

With the adjustment of some of the frequency of cleaning activities to align with industry standards and best practices, staff can regularly clean a larger area (e.g. greater square

footage covered). This also brings clarity to the expectations of custodial staff and contributes to consistently clean and safe buildings that align with the clients and building requirements, as well as health and safety standards.

Table 2 below summarizes the baseline cleaning standards for office spaces at City facilities where CREM custodial services are supplied. These standards apply to both in-house and contracted custodial staff (e.g. there is no distinction).

Table 2: Baseline Cleaning Standards/Tasks for Office Spaces

	Standard/Task
1.	Vacuum all carpets
2.	Dust all horizontal and vertical surfaces
3.	Disinfect and clean all high touchpoint areas (doors, door handles, glass, elevator buttons, safety railings, etc.)
4.	Clean, disinfect and restock all washrooms
5.	Sweep and mop stairs
6.	Check all dispensers are stocked (hand soap and hand sanitizer)
7.	Use a dry and wet mop to clean all hard surface floors
8.	Remove and collect all garbage, recycling, and organics
9.	Spot wipe visible stains (does not include personal desks and spaces)
10.	Clean kitchenettes <ul style="list-style-type: none"> • Wipe and disinfect counters, tables and cupboard doors • Wipe exterior of refrigerator/microwave (interior upon request) • Scrub sinks • Remove all garbage, recycling and organics

The frequency of each baseline cleaning task will vary based on client needs and the use of the space. CREM also adjusts for unique client requirements, such as critical services. For example, Toronto Paramedic Services locations include garages for which additional cleaning tasks and frequencies are added to the appropriate job routines. Supplemental custodial staff are also available during the day to respond to ad hoc cleaning requests in critical buildings where this service is required. See Attachment 2 of this report for details on specialized custodial services provided in critical City facilities.

Workloading City Facilities¹

As recommended in the 2016 AG report, each City facility where CREM provides custodial services has been prepared for standardization through the introduction of cleaning routines based on current industry standard cleaning times and tasks, as well as operational and client requirements and scheduling the custodial staffing

¹Workloading (a form of balancing work) is commonly used term to objectively estimate the amount of labour required to clean a facility

complement in alignment with the projected work volume. Such measures ensure the appropriate number of staff have been assigned to clean a City facility and provides stability and predictability to budgeting costs and forecasting staffing needs.

Continuous Improvement – Quality Assurance

As work standardization continues across City buildings, CREM is committed to soliciting and receiving feedback from its clients and custodial staff on what is working well and where there are opportunities for improvement. Feedback will be sought and reviewed to make necessary adjustments to work standardization based on operational needs and best practices. A formal service complaint mechanism is currently available for building user feedback through online and telephone channels and formal client feedback surveys are being developed.

As part of quality assurance, CREM staff conduct visual inspections of buildings on a regular basis to ensure City facilities are maintained at an acceptable level of cleanliness. Forepersons conduct daily visual inspections while Supervisors conduct weekly or bi-weekly visual inspections. Supervisors will also conduct ad hoc visual inspections at buildings where ongoing concerns have been raised. As recommended by the 2016 AG audit report, CREM is working to formalize this program so that inspections continue to be consistent and objective.

If adjustments are required based on client changing needs, building usage, feedback or issues identified through the quality assurance program, CREM will consider these for implementation, with any budgetary impacts to be submitted through future year Budget processes.

Conclusion

Work standardization is critical in ensuring custodial staff are adequately equipped with the appropriate tools and support to perform their jobs efficiently and effectively, and to maintain the appropriate levels of cleanliness aligned with client requirements and health and safety standards. While work standardization continues to be implemented across all City buildings where CREM provides custodial services, CREM is committed to continuous improvement and will make adjustments as feedback is received from stakeholders and account for any changes in health and safety standards.

Furthermore, City staff recommend restoring cleaning hours to staff impacted by work standardization while continuing to implement and maintain the work standardization approach that aligns with the City's operational requirements and the 2023 approved Budget. The City commits to working collaboratively with Local 79 to address staffing impacts within the custodial services portfolio.

CONTACT

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SIGNATURE

Josie Scioli
Deputy City Manager, Corporate Services

ATTACHMENTS

Attachment 1 – Sample Cleaning Routine
Attachment 2 – Specialized Cleaning Standards/Tasks for Critical City Facilities

Attachment 1 – Sample Cleaning Routine

DUTY LISTS	
DING: EMS Call Centre CLEANER DAYS OF WORK: 5 6:00AM – 2:30PM	POSITION: FT DAY SHIFT SHIFT: Mon-Fri
FULL TIME CLEANER #3 AREA OF RESPONSIBILITY: SECOND FLOOR NORTH AND 2ND FLOOR SOUTH	

Break Times
Break 8:00AM – 8:15AM
Lunch 11:00AM – 11:30AM
Break 1:30pm – 1:45pm

SAFETY CONSIDERATIONS – REFER to SAFE JOB PROCEDURE in H&S Binder:

Head/Neck/Face Skin stress/Violence	Chest/Torso	Lower extremities/Leg/knees	Mental
Shoulder/Upper Extremity Environmental Factors	Lower back/mid back	Feet/Toes/Ankle	

- **WASHROOMS (x5)**
 - Refill all paper and soap dispensers
 - Dry mop floors
 - Toilets and urinals to be clean and sanitized
 - Clean mirrors, counters, sinks and fixtures
 - Dust toilet partitions daily, dispensers & vents weekly
 - Clean all stainless steel surfaces
 - Collect Garbage
 - Wipe off washroom stall doors
 - Wet mop Floors daily - Remove wet floor signs when dry
 - **Yearly** – Strip & wax floors

- **CHANGE ROOMS/LOCKER ROOMS X3**
 - Refill all paper and soap dispensers
 - Dry mop floors
 - Toilets and urinals to be clean and sanitized
 - Clean mirrors, counters, sinks and fixtures
 - Dust toilet partitions daily
 - Dust Lockers & vents weekly
 - Clean all stainless steel surfaces
 - Dust locker room tops
 - Collect Garbage
 - Wet mop Floors daily - Remove wet floor signs when dry
 - **Weekly** Disinfect & clean showers

- **KITCHEN/LUNCHROOM/ (x3)**
 - Wipe down counter and clean sinks and fixtures
 - Refill all paper dispensers, check and refill soap dispensers
 - Dust mop Floor
 - Clean inside and out of microwaves
 - Clean table tops, wipe chairs,
 - Dust and wipe outside and top of fridges
 - Clean Fire extinguishers
 - Collect Garbage
 - Wet mop Floors daily - Remove wet floor signs when dry
 - **Yearly** – Strip & wax floors

- **OFFICE AREAS**

- **Weekly** Dusting of top of cubicles, partitions, radiators, Fire extinguishers, baseboards, computers, window sills, shelves & etc....
- **Daily** Collect Garbage from office areas, Change all soiled bags and wipe any spills daily.
- **Weekly** Vacuum office areas, boardrooms & Common Areas Daily
- **Daily** Clean all glass on doors
- **Daily** Check and clean Boardroom, tidy chairs, wipe tables, dust chairs

Daily Sweep & mop stairwells, Clean and Disinfect hand railings - Remove wet floor signs when dry

Daily Check hand sanitizer locations and refill when needed

Daily Check and clean Boardroom, tidy chairs, wipe tables, dust chairs

DAILY CLEANING DUTIES – 2ND FLOOR SOUTH BUILDING

- **WASHROOMS (x2)**

- Refill all paper and soap dispensers
- Dry mop floors
- Toilets and urinals to be clean and sanitized
- Clean mirrors, counters, sinks and fixtures
- Dust toilet partitions daily, dispensers & vents weekly
- Clean all stainless steel surfaces
- Collect Garbage
- Wipe off washroom stall doors
- Wet mop Floors daily - Remove wet floor signs when dry
- **Yearly** – Strip & wax floors

- **KITCHEN/LUNCHROOM/ (x1)**

- Wipe down counter and clean sinks and fixtures
- Refill all paper dispensers, check and refill soap dispensers
- Dust mop Floor
- Clean inside and out of microwaves
- Clean table tops, wipe chairs,
- Dust and wipe outside and top of fridges
- Clean Fire extinguishers
- Collect Garbage
- Wet mop Floors daily - Remove wet floor signs when dry
- **Yearly** – Strip & wax floors

- **OFFICE AREAS**

- **Weekly** Dusting of top of cubicles, partitions, radiators, Fire extinguishers, baseboards, computers, window sills, shelves & etc....
- **Daily** Collect Garbage from office areas, Change all soiled bags and wipe any spills daily
- **Weekly** Vacuum office areas, boardrooms & Common Areas Daily
- **Daily** Clean all glass on doors
- **Daily** Check and clean Boardroom, tidy chairs, wipe tables, dust chairs

Daily Sweep & mop stairwells, Clean and Disinfect hand railings - Remove wet floor signs when dry

Daily Check hand sanitizer locations and refill when needed

Daily Check and clean Boardroom, tidy chairs, wipe tables, dust chairs

*****CHANGE CLEANING CLOTHS AND CLEANING SOLUTION FREQUENTLY AS PER TRAINING*****

Complete all assigned requested duties, including special tasks and/or emergency requests by management, report all deficiencies to foreperson.

Equipment Requirements:

1. Janitor's cart
2. Gloves
3. Ample supply of wet mops, cleaning cloths, Garbage Bags
4. Approved cleaning chemicals
5. Wet floor signs
6. Machines necessary (Ex. Vacuum cleaners, Floor polishers, etc.)

In Case of Emergencies – Call the following City of Toronto representatives:

Claudio Nunes – Claudio.nunes@toronto.ca

IF YOU DISCOVER A FIRE

- **Follow onsite procedure**

Chemicals – Material Health and Safety Data Sheets:

Ensure you are familiar with the locations of the 'SDS' binder for all chemicals or cleaning solutions located on site or in storage.

Equipment

Ensure all equipment is in safe operating order. Visually check for damaged wires. Test operate all electro/mechanical equipment daily to ensure such equipment is operating to specification. If any equipment has any operating deficiency, please notify your supervisor immediately.

Evacuation:

During evacuation please proceed to the nearest exit. Report to skating rink.

DO NOT RUN PLEASE WALK

WAIT FOR INSTRUCTIONS FROM Supervisor – a head count will take place – supervisor will advise security of missing personnel.

Attachment 2 – Specialized Cleaning Standards/Tasks for Critical City Facilities

CREM provides baseline cleaning standards/tasks for office spaces to all the critical City buildings identified in the below table. In addition to baseline cleaning standards/tasks, these critical City buildings contain specialized areas for which CREM provides additional/specialized cleaning standards/tasks in accordance with the client's requirements. These specialized cleaning standards/tasks are summarized below by facility.

Critical City Facility	Specialized Area	Specialized Site Specific Cleaning Standards/Tasks	Specialized Site Specific Staff	Notes
Critical Site 1 (Dufferin)	None – only office space	Not applicable	Afternoon Porter for ad hoc requests	The “critical” components of this building are: <ol style="list-style-type: none"> 1) Office space that operates 24/7 and constitutes less than 5 percent of the building’s total footprint. 2) EMS Garage with a small office for which CREM is responsible for cleaning high traffic areas.
Toronto Paramedic Services - Remote Locations	Garage/ Fleet with small office space	<ul style="list-style-type: none"> • Refill all paper and soap and sanitizer dispensers • Dry mop floors • Toilets and urinals to be clean and sanitized • Clean mirrors, counters, sinks and fixtures • Dust dispensers daily and vents weekly • Clean all stainless steel surfaces • Wipe off washroom walls and doors • Wet mop floors daily and remove wet floor signs when dry • Vacuum all carpets • Dust all horizontal and vertical surfaces • Disinfect and clean all high touchpoint areas (doors, door 	Not applicable	

		<p>handles, glass, elevator buttons, safety railings, etc.)</p> <ul style="list-style-type: none"> • Sweep and mop stairs daily • Remove and collect all garbage/recycling/or organics • Spot wipe visible stains (does not include personal desks and spaces) • Clean kitchenettes • Wipe and disinfect counters, tables and cupboard doors • Wipe exterior of refrigerator/ microwave (interior upon request) • Scrub sinks on daily basis 		
Critical Site 2 (Don Mills)	None – only office space	Not applicable	Day Porter for additional baseline cleaning	<p>The “critical” components of this building are:</p> <ol style="list-style-type: none"> 1) Office space that operates 24/7 and constitutes less than five percent of the building’s total footprint. 2) Back up office space used in emergencies and constitutes less than five percent of the building’s total footprint.
Toronto Police Services - Stations	Jail Cells	<p>Daily sweep and mopping of floors Wipe and disinfect all vertical and horizontal surfaces</p> <p><i>On Demand Cleaning</i> Power wash entire cell unit with disinfectant using Kaivac machine Extract all water and disinfect all floors with</p>	Not applicable	

		single use mop to avoid cross contamination		
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Note: Aside from office spaces, CREM generally does not provide custodial services for Toronto Fire Services, Senior Services and Long-term Care or Shelters, Support and Housing Administration.