

Report Back on Facilities Management Services

Date: April 4, 2023

To: General Government Committee

From: Deputy City Manager, Corporate Services

Wards: All

SUMMARY

This report outlines the impacts of service hour changes at City Hall, Metro Hall and Civic Centers, and reviews if there are any service impacts to essential and emergency service locations, as directed by City Council during the March 2023 City Council meeting:

- a. Immediately pause any reduction in service levels at City Hall, Metro Hall and all Civic Centers in order to review:
 - i. the impact of a reduction in services and public access on T.C.H.C.'s requirements for building standards and operational requirements at Metro Hall;
 - ii. general health and safety requirements for city staff and the public; and
 - iii. the impact of bundling work orders on wait times for important services.
- b. Review if there are any service impacts to essential and emergency service locations
- c. Report these findings to the April 20, 2023 meeting of the General Government Committee.

As detailed in the report, service hour changes do not equate to service levels changes. In fact, service levels support the operational requirements of City Divisions, Agencies and Corporations and aligns to the 2023 City Council approved Budget. Service hours for City's office buildings take into consideration the hybrid work model for the office portfolio, legislative requirements, health and safety, unplanned work (such as emergencies) and operational requirements. In addition, as Corporate Real Estate Management continues to implement the City Council mandated City-Wide Real Estate Model ("C.W.R.E.") and relevant Auditor General's recommendations, work standardization has increased the effectiveness of facility management services, including custodial services, and these efficiencies are reflected in the 2023 City Council approved Budget.

RECOMMENDATIONS

The Deputy City Manager, Corporate Services, recommends that:

1. City Council receives this report for information.

FINANCIAL IMPACT

There are no financial implications to the City as a result of 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

At its meeting on March 3, 2023, the General Government Committee 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 the 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. City Council will consider GG2.27 on March 29, 2023.

<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>

COMMENTS

Background

Corporate Real Estate Management ("C.R.E.M.") maintains all buildings in a safe and sustainable manner within the budget it is allocated. As a result of different City Council directions, such as the City-Wide Real Estate Model and relevant Auditor General recommendations, C.R.E.M. implemented work standardization within its custodial category (as detailed in the subsequent section). The work standardization has increased the effectiveness and efficiency of facility management services allowing both City and contracted custodial services to deliver a high standard of service. Appropriately, the implemented efficiencies (that began in August 2022) placed

C.R.E.M. in the position to reflect these efficiencies in the 2023 Budget, including custodial services. Work standardization enabled C.R.E.M. to respond to the City's current fiscal situation while adhering to legislative requirements, health and safety, and client and business requirements. It also aligns to the hybrid work model for the office portfolio. This approach adheres to the collective agreement for CUPE full-time and part-time B Local 79 members.

C.R.E.M. standardization work within the custodial portfolio

In March 2022, following a complete analysis, reconfiguration and realignment of its custodial portfolio resulting from C.R.E.M.'s ongoing work to implement the CWRE model, relevant Auditor General recommendations, and the review of a third party consultant, C.R.E.M. commenced the implementation of work standardization for custodial services. Work standardization allows C.R.E.M. to fulfil the operational needs of its client Divisions, Agencies and Corporations and maintain buildings in a sustainable manner, aligning to the City's corporate priorities of a Well-Run City and Financial Sustainability. The approach ensures all buildings receive the same baseline custodial services with a focus on legislative, and health and safety work regardless of whether the building is serviced by CUPE Local 79 members or contracted custodial services.

The impact of a reduction in services and public access on Toronto Community Housing Corporation's (T.C.H.C.) requirements for building standards and operational requirements at Metro Hall

At present, building hours at City Hall, Metro Hall and Civic Centers reflect the current occupancy in the City's office buildings, and the hybrid work model for the office portfolio. Adjustments will be made as occupancy levels increase or decrease at City Hall, Metro Hall and Civic Centres over the course of the year, while staying within the 2023 City Council approved Budget.

In 2023, reducing the hours of operation at Metro Hall during the weekdays (Monday to Friday) from 8:00 a.m. to 6:00 p.m. has no impact on T.C.H.C.'s operational requirements, as T.C.H.C public facing head office operations will be relocated to Metro Hall in mid-2024 as a part of the City Council approved Workplace Modernization Program. T.C.H.C.'s head office, currently located at 931 Yonge Street, is open to the public on weekdays from 8:00 a.m. to 4:30 p.m. Throughout the Workplace Modernization Program process, C.R.E.M. remains in close contact with stakeholders, like T.C.H.C. to incorporate their operating requirements into the delivery of Workplace Modernization Program. Table 1 details Metro Hall and T.C.H.C. head office 2023 operating hours.

Table 1: 2023 Metro Hall and T.C.H.C. Head Office Operating Hours

Location	Weekdays	Saturdays	Sundays and Stat Holidays
Metro Hall	8:00 a.m. to 6:00 p.m.	Closed	Closed
T.C.H.C. Head Office	8:00 a.m. to 4:30 p.m.	Closed	Closed

The impact on general health and safety requirements for City staff and the public

Service hour changes has no effect on the general health and safety impacts for City staff and the public. Rather, work standardization has improved the overall service quality at City facilities. All custodial staff, be it CUPE Local 79 cleaners or contracted custodial cleaners use the same standard tasks and procedures as recommended by the Auditor General.

Service impacts to essential and emergency service locations.

Essential and emergency services have a 24/7 operating model and C.R.E.M. provides service for the resulting operational requirements of these locations without compromise. Work standardization has improved the effectiveness and efficiency of custodial service delivery at all City facilities managed by C.R.E.M..

The impact of bundling work orders on wait times for important services.

Bundling work orders is a standard practice that C.R.E.M. employs to deliver facility management services that does not affect wait times as legislative requirements, health and safety and emergency work is prioritized.

Conclusion

As described in the report, service levels remain intact, meet the operational requirements of City Divisions, Agencies and Corporations and aligns to the 2023 Council approved Budget. Service hours for the City's office buildings reflect the current occupancy and the hybrid work model for the office portfolio with service delivery prioritized on legislative requirements, health and safety and unplanned work (such as emergencies). C.R.E.M. services for 24/7 operations at essential and emergency service locations meet all operational requirements of its client Divisions, Agencies and Corporations so that essential services can be delivered to Toronto residents. Work standardization provides a net positive impact to the City, with increased effectiveness and efficiency of facility management services that support the delivery of essential City services.

CONTACT

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SIGNATURE

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