



# City-Wide Real Estate Review

## Toronto Public Library Board Meeting

Presented By: Josie Scioli  
September 21, 2015



# Agenda

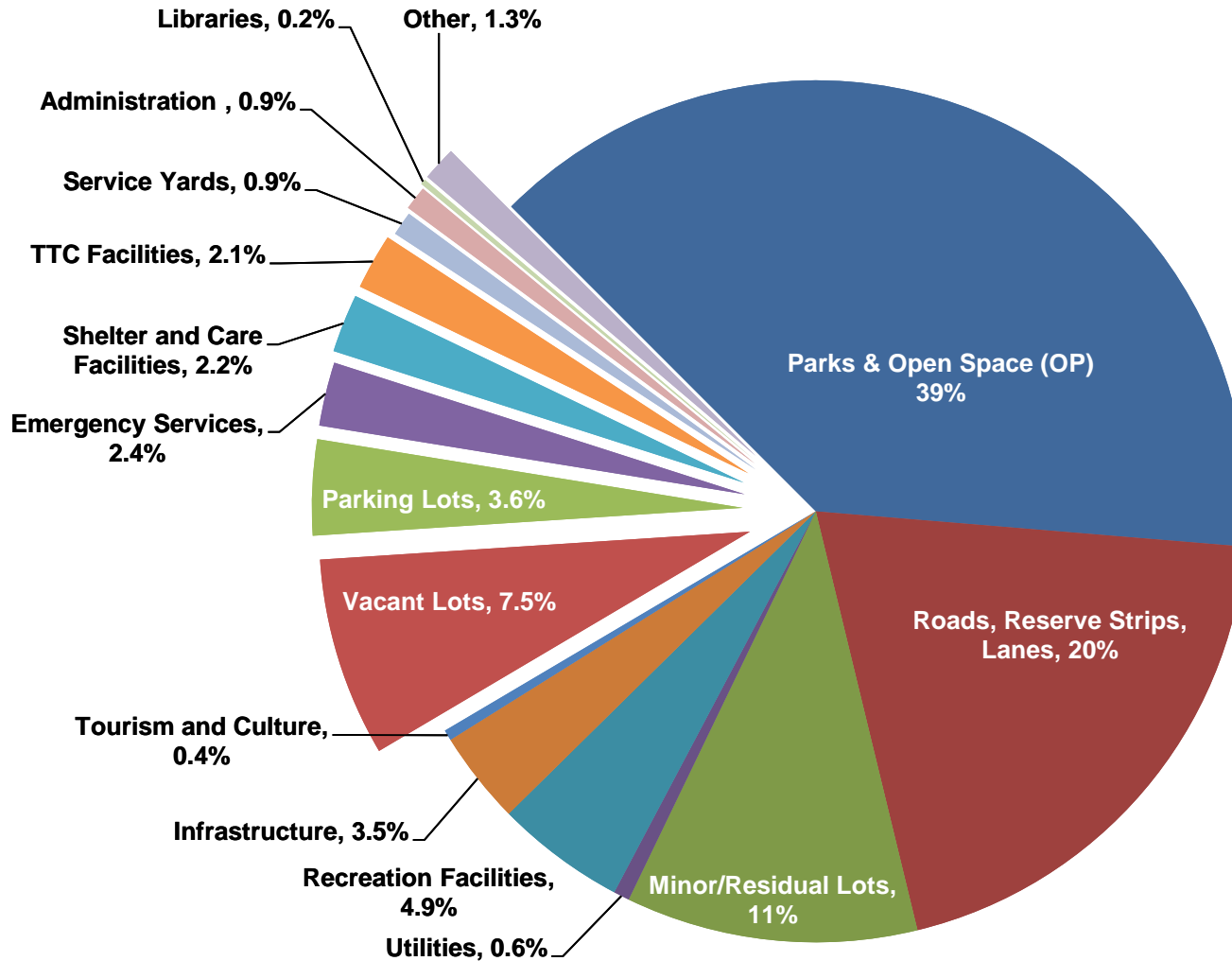
## ➤ Project Overview

- Background
  - ❖ Portfolio Mix By City Divisions
- City Representatives
- Project Outcomes
- Consultant Deliverables
- Advisory Panel Roles & Responsibilities
- City Representative Deliverables
- Project Governance Structure
- Milestones and Timelines

# Background

- The Auditor General's value-for-money audits have identified opportunities to improve the delivery of the City's real estate functions
- KPMG and the Auditor General have made a number of recommendations relative to how the City manages real estate on a city-wide basis
- The Mayor's priorities identified enhancing shared services and reviewing real estate activities city-wide

# Portfolio Mix – City of Toronto Divisions



## Highlights

- 5600+ properties
- 79%+ assets have low potential for redevelopment
- Does not include all ABC portfolios, such as TCHC, TPLC, TTC and Hydro
- Including all portfolios together can unlock greater value



# City Representatives

## ➤ 6 Agencies

- Exhibition Place - Dianne Young, CEO
- Toronto Parking Authority - Lorne Persiko, President
- Toronto Police Service – Tony Veneziano, CAO
- Toronto Public Library - Vickery Bowles, City Librarian
- Toronto Transit Commission - Andy Byford, CEO
- Toronto Zoo - John Tracogna, CEO

## ➤ 4 Corporations

- Build Toronto - William Bryck, President & CEO
- Toronto Community Housing Corporation - Greg Spearn, President & CEO
- Toronto Hydro - Anthony Haines, President & CEO
- Toronto Port Lands Company - Mike Kraljevic, President & CEO

## ➤ 5 City Divisions

- Affordable Housing Office - Sean Gadon, Director
- Long Term Care Homes and Services - Reg Paul, General Manager
- Parks, Forestry and Recreation - Janie Romoff, General Manager
- Real Estate Services - Joe Casali, Director
- Shelter, Support and Housing Administration - Phillip Abrahams, General Manager

\* Waterfront Toronto – review alignment with the project

# Project Outcomes

1. Identify the most effective service delivery model to align to City strategic objectives
2. Investigate barriers to optimize City real estate and recommend methods to overcome those barriers
3. Develop the appropriate business processes and technology to support the business delivery model. i.e. centralized real estate inventory
4. Find and recommend operational efficiencies

# Consultant Deliverables

- Engage the 15 City Representatives – Agencies, Corporations and Divisions
- Assess and document the current delivery model for each of the City Reps
- Review other jurisdictions, benchmarks and best practices
- Evaluate delivery model options balancing City building and other strategic objectives. i.e. support affordable housing, strengthen neighbourhoods, develop projects that address both City Building and financial goals
- Develop a Business Case and an implementation plan for the recommended service delivery model

# Expert Advisory Panel

## ➤ Roles and Responsibilities

- Participation and feedback as advisors in the RFP issuance - complete
- Advise the City Manager on the consultant's recommendations and implementation plan
- Meet approximately 4 to 6 times over the timeframe of the project

## ➤ Panel comprised of five real estate/ facilities professionals with public and private sector experience

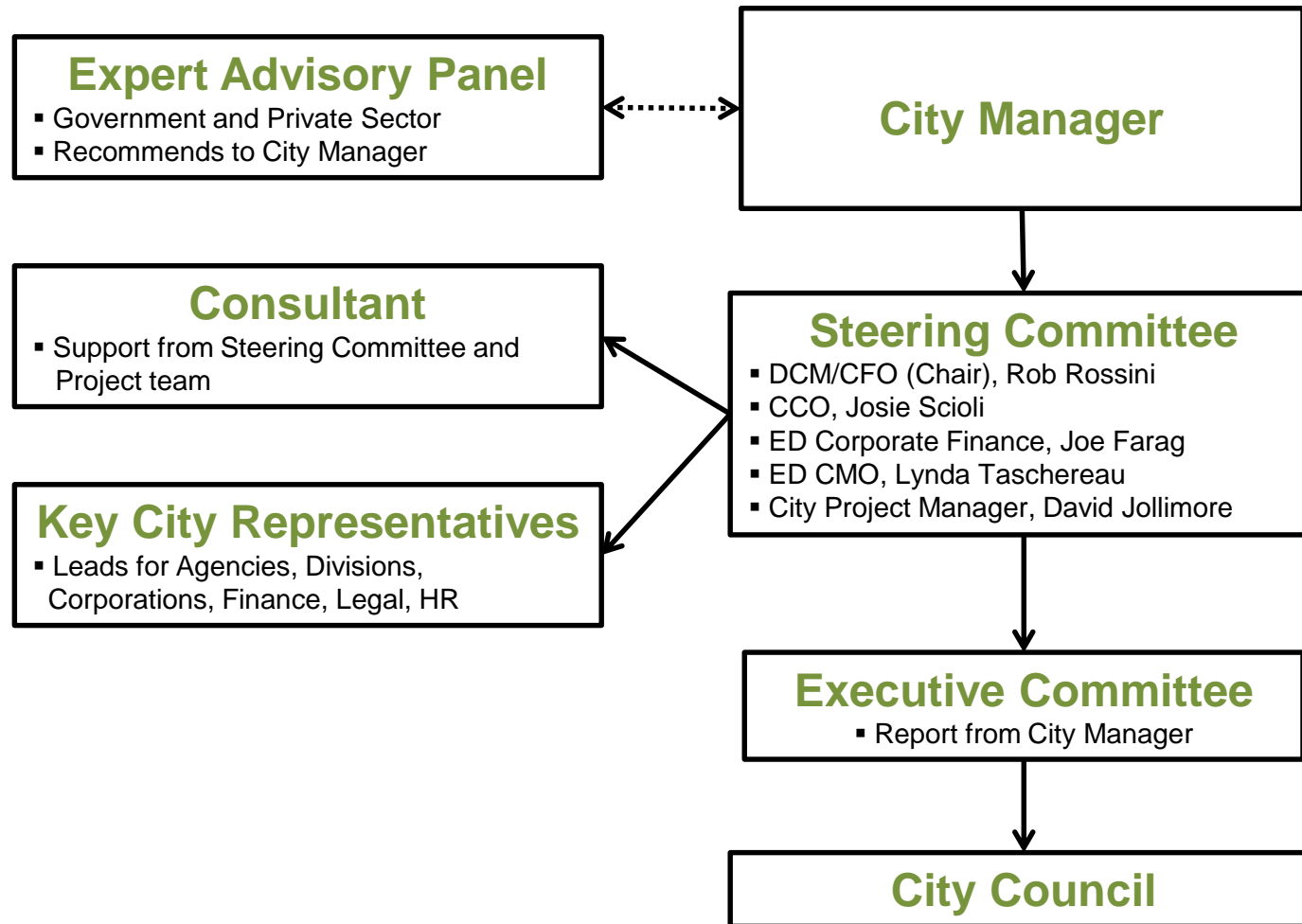
- Peter Sharpe, former President & CEO, Cadillac Fairview
- Linda Robinson, retired partner, Osler, Hoskin & Harcourt LLP
- Bryan Tuckey, President & CEO, BILD
- Stephen Taylor, President, HOOPP Realty
- Rod Phillips, Chair of the Board of Directors, Postmedia Canada Corp.



# City Representative Deliverables

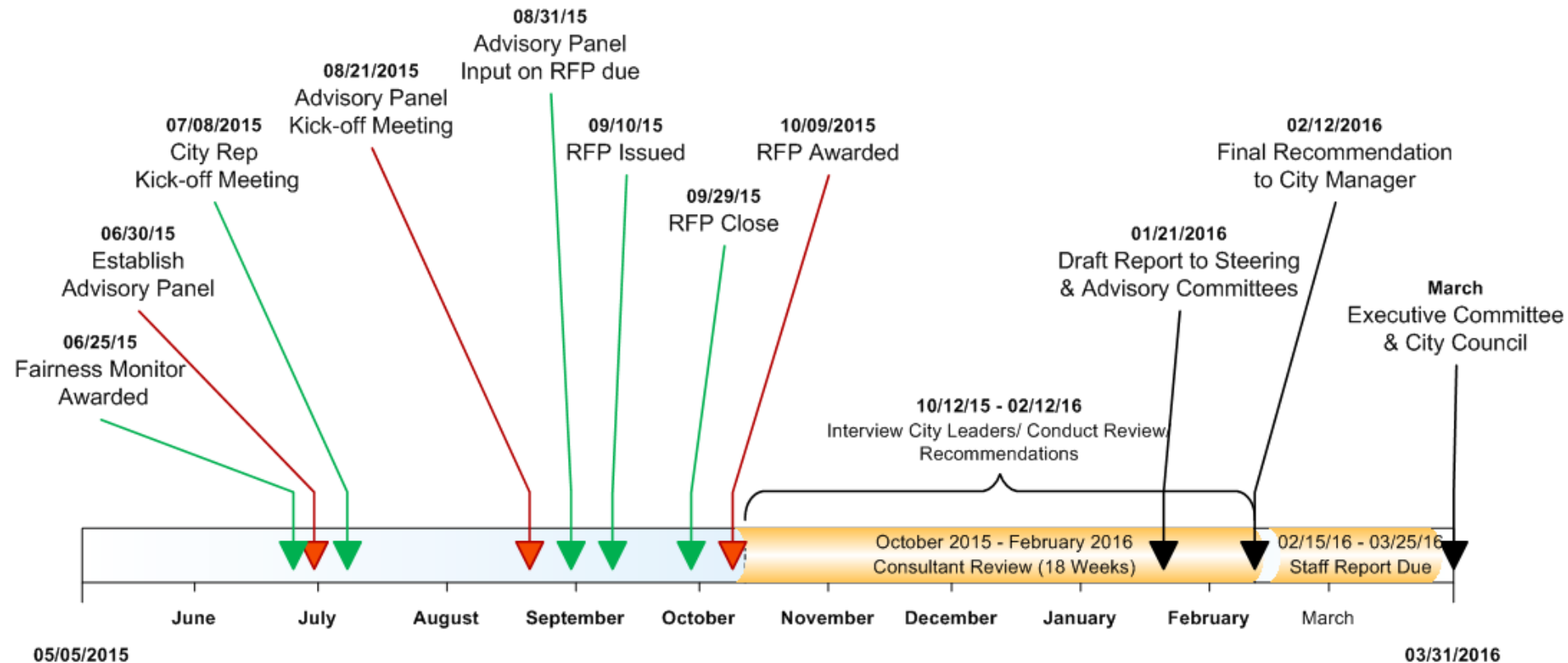
- Data Requirements (preliminary list)
  - Size and value of your organization's real estate portfolio
  - Size and value of your organization's leasing activities
  - Performance standards and metrics
  - Operating budgets, including cost of 3<sup>rd</sup> party services
  - Capital funding and a capital project list
- Face to face interviews with the Consultant
- Attend stakeholder meetings

# Project Governance Structure



# Project Milestones & Timelines

## City-Wide Real Estate Review Project Timeline



Advisory Panel and Steering Committee to review draft sections of report as completed by consultant

# THANK YOU

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# QUESTIONS?

