



INFORMATION ONLY

Date: March 20, 2018

Subject: CreateTO: Integrated Real Estate Service Delivery Model

At the TTC Board meeting on March 20 2018, Antoinette Tumillo, Transition Lead, CreateTO and David Jollimore, Director of Real Estate Services, City of Toronto, will deliver a presentation entitled "CreateTO: Integrated Real Estate Service Delivery Model".

Original signed by Kevin Lee

Head of Commission Services

CreateTO

PRESENTATION TO THE TORONTO TRANSIT COMMISSION BOARD

Integrated Real Estate Service Delivery model

March 20, 2018

CreateTO

*Working with the City's real estate to create opportunity, community and a better Toronto for all.
Join us as we transform our brand.*

CITY-WIDE REAL ESTATE

A NEW VISION, MANDATE, & DIRECTION

1. Enable city-building / placemaking
2. Maximize value (social, economic, environmental) & program benefits
3. Coordinated stewardship of City's real estate assets



A DIFFERENT APPROACH

1. COORDINATED CITY-WIDE PLANNING & COLLABORATION

- Maximizing assets, co-location solutions, leveraging investments
- Standardizing lifecycle asset management & capital project planning/execution
- Enhanced management & accountability for real estate (all groups)

2. DRIVE NEW PROJECTS & CITY BUILDING

- Etobicoke Civic Centre; Rail Deck Park; Danforth/Coxwell; Moss Park
- Program Management approach with multi-disciplinary teams driving project execution

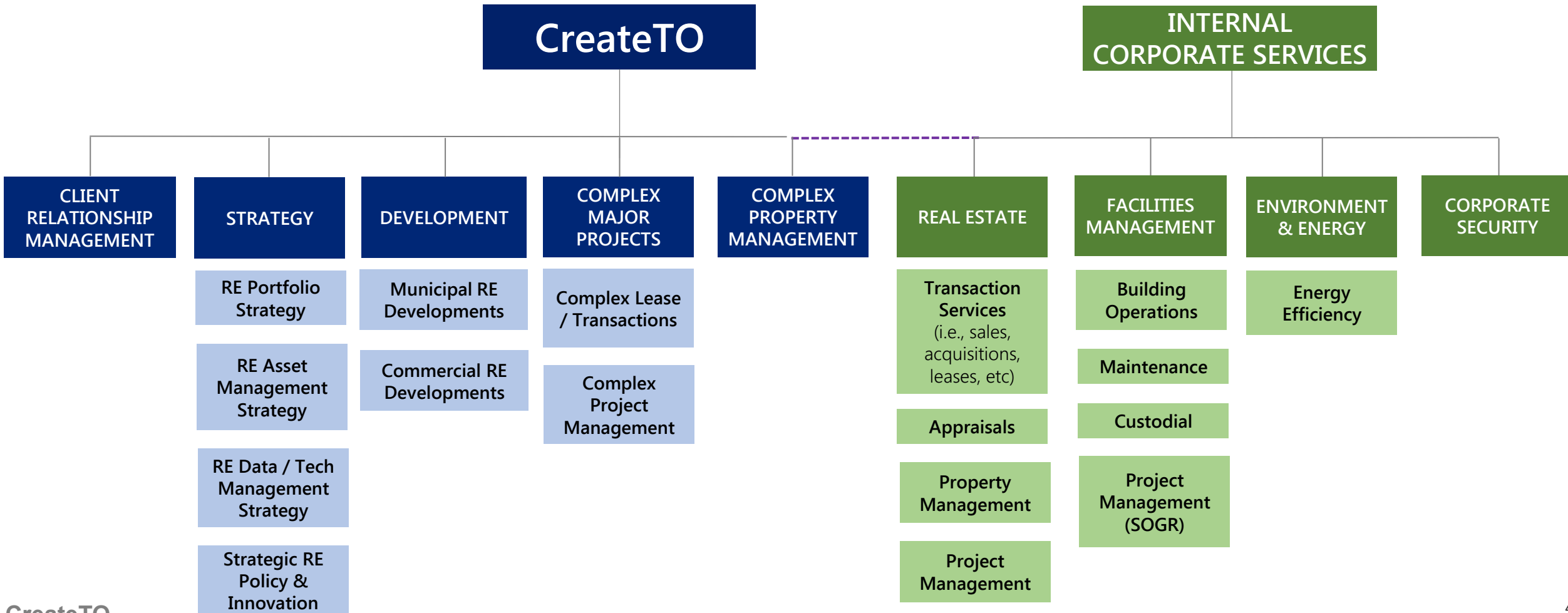
3. BUILD AN INTEGRATED REAL ESTATE PRACTICE – *INCUBATE OVER 3-YEARS*

- Start-up new practices and/or enhance current ones
- Consolidation of real estate transaction service activities city-wide, where appropriate (not including TCHC & Toronto Hydro)
- Consolidation of facility services & state-of-good-repair capital delivery, where appropriate



FULL SERVICE REAL ESTATE PROGRAM

TTC to be supported by a full-service real estate program. The new integrated team will undertake all real estate strategy, transactions, major development and capital projects (i.e., excludes transit infrastructure)



KEY BENEFITS TO TTC

CreateTO brings industry insights, City linkages/context, & ability to activate opportunities = TTC can realize solutions that were not readily available in the past

1. **Dedicated CRM for program solutions & customer service needs** (*Joe Casali & Ryan Glenn*)
 - Senior level staff to proactively plan & solution real estate requirements with key TTC staff
2. **Management of both “day-to-day” activities** (*operational / transactional*) & strategic projects (*Office Rationalization, Danforth/Coxwell; Canada Square; Retail Strategy*)
 - All real estate needs provided through the model vs. navigating various entities
3. **Staff Committee focused on programs area needs (City Building & Strategic Programs)**
 - Dedicated venue to address real estate needs with senior staff and build greater connections to other programs (City-wide view)
4. **Access to Board/Industry Expertise**
 - Additional expertise at Board level to guide, advise and steer major real estate solutions to meet City requirements

PRIORITY - ESTABLISHING A PARTNERSHIP

Establish collaborative partnership to deliver solutions + supporting TTC in analyzing real estate requirements / desired business outcomes

OUR ROLE - AS AN INTEGRATED TEAM

- Professionalism - *responsive, available, knowledgeable, accountable*
- Performance – *KPIs/SLAs, surveys, business outcomes, service delivery*
- Collaboration – *city-wide view, opportunity identification, co-location*

TTC'S ROLE – AS A STRATEGIC PARTNER

- Foresight on service delivery outcomes & prioritized business needs
- Vetted requirements (*not prescribing solutions*)
- Earmarked capital budget

COLLECTIVE RESPONSIBILITY

- Risk identification – *service delivery, political, financial, community*



NEXT STEPS

TTC staff will continue to bring forward real estate requirements & collaborate with CreateTO / ICS to find effective solutions in the City-wide context

1. Drive clarity on roles & responsibilities as partners

- *STRATEGIC INPUT* (Development, Major Projects, Complex Transactions) = Lead from CreateTO
- *DAY-TO-DAY REQUIREMENTS* (Facilities management, transactions, program planning) = Lead from the City

2. Drive key projects that better support TTC:

Office Strategy, Retail Strategy, Danforth/Coxwell; Canada Square; Obico Yard

3. Ongoing - Build consensus on strategy, goals, & timelines

