

**DIVISION:** Division of the VP Finance and Administration

**UNIT:** Facilities Services

**PLAN ID:** 1294

## 1. 21st Century Learning

**Align construction/renovation projects to state of the art learning environment facility.**

**Action/Strategy:**

Support and enhance the academic initiatives through the Construction/Renovation of Academic infrastructure to align the delivery of curriculum with state-of-the-art learning environment facility.

**Measures/Metrics/Milestones:**

Implement \$10M in value in academic learning spaces construction or major renovation through alignment with the Registers Office and the various Faculties initiatives to better equip the learning infrastructure environment to support current curriculum.

**Recruit Facilities Services leadership team.**

**Action/Strategy:**

Provide clear direction and support for leadership team that is client/customer focused Director, Campus Planning, Design, Construction (completed; June 1 start); Director, Property Management (completed; Aug 3 start) Director of Finance (completed; Aug. 31 start).

**Measures/Metrics/Milestones:**

New Director team actively participating in service transformation, including organizational change, process re engineering, project management certification, leadership, and customer service training for all staff.

**Complete Facilities Services Operational readiness plan for Markham Campus.**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

Explore scenarios that ensure high degree of efficiency while ensuring customer service requirements are met; first draft due January 2021 budget submission, AVP Budgets, Asset Management Finance

## 2. Knowledge for the Future

**Implement service transformation initiative through transformation in the project delivery model.**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

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Transformation in the project delivery model, process and methodology for the standardization and consistency framework and documentation associate with an annual expenditure of \$80M+ throughput. Create a communication strategy for project status and performance as part of this framework.

Create, train, and operationalize a Project Management Methodology that will be utilized on all capital and major renovation projects managed by Facilities Project Deliver Team.

Project Managers completing Project Management Professional (PMP) course offered through the Project Management Institute (PMI)

## Optimize the use Of Maximo to allow for future growth and business needs.

### Action/Strategy:

Create a 12-18 Month Operations Plan for MAXIMO, that includes a strategic approach to system upgrades and a prioritized list of projects. The Plan will help to ensure that we optimize use of this tool; implement upgrades cost-efficiently and build in features that will accommodate future growth and business needs.

### Measures/Metrics/Milestones:

We have just started collecting data for the plan, which should be complete and fully approved by March 2021. Some projects, in the plan, are underway and others will begin once the plan is finalized.

We will solicit feedback from these clients on the criteria used to prioritize projects and on the draft Plan.

## Work with key partners NOUS Service Excellence Team, CUBANE on the delivery of Service Excellence.

### Action/Strategy:

Service Excellence-focus teams on delivering customer focused services with clear transparency. Ensure work is User Focused, designed with the End Users while ensuring all staff and users are empowered to be accountable for the work they are requesting and completing. Moving York forward to a more technology-based format, creating benchmarking tools and intelligence tools to monitor and celebrate the great work the Team completes. (Technology, Forward Thinking, Progressive, Working Together)

### Measures/Metrics/Milestones:

## Development of a Preventative and Planned Maintenance Program.

### Action/Strategy:

Plan the transformation of Maintenance/Grounds/Stores/Custodial Services which includes the development of a Preventative and Planned Maintenance program for all of York University. Integration of services/programs, strategy and opportunity for possible financial savings and creation of new tools for public visibility into the work that our group completes regularly.

### Measures/Metrics/Milestones:

Project just kicking off. Developing tools, timelines, deliverables. Key members of team from Operational Group which will align with Deferred Maintenance components of the University. Partnering with our Financial Group for expertise in Maximo and reporting. Timeline in development but initial concepts to be completed by June 2021.

## Develop fully operational plans of Property Management Services.

### Action/Strategy:

### Measures/Metrics/Milestones:

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Markham/Glendon/Keele-planning full operational plan including 3 various options for daily operational needs. Long term planning for multisite management, staffing needs, SOP's, equipment listing, updating equipment needs/requirements, Maximo. Stores Review to look for opportunities to ensure compliance with procurement guidelines, stock issues, possible decentralization/centralization.

Project just kicking off. Developing tools, timelines, deliverables. Key members of team from Operational Group which will align with Deferred Maintenance components of the University. Partnering with our Financial Group for expertise in Maximo and reporting. Expected delivery of various options for planning to be completed by January 2021.

### 3. From Access to Success

#### Increase energy management efficiency.

**Action/Strategy:**

Energy Management Information System - Integrate energy efficiency into management practices to increase awareness of energy use, reinforce good energy management behaviors and make better use of existing energy-consuming assets and processes

**Measures/Metrics/Milestones:**

Integrate existing tools, systems, and 'dark data' that exists campus wide into real-time and actionable knowledge. Report real-time Energy/Utility/Emission performance against KPIs and targets in a single 'pane of glass' data analytics platform. Implementation estimated at 2 years upon approval.

#### Complete IESO Grid Innovation Funded Geological/Seismic Study for scalable Aquifer Thermal Energy Storage

**Action/Strategy:**

In partnership with National Resources Canada (NRCan), Toronto Region Conservation Authority (TRCA), Toronto Hydro, City of Toronto, Ontario Geothermal Association and experts from the U.S. and Netherlands. The goal of this project is to assess the techno-economic feasibility of the integration of underground seasonal storage in Ontario's large electricity consumers' district heating and cooling systems.

**Measures/Metrics/Milestones:**

The results of this project will provide the required investment decision information to supplement existing district heating and cooling systems to one that incorporates seasonal thermal storage, reducing GHG emissions and converting heating and cooling load from natural gas to electricity, while avoiding increased consumption during peak periods.

### 5. Working in Partnership

#### Implement Social Procurement Practices

**Action/Strategy:**

Incorporate Social Procurement scope and obligations in all major capital and renovation projects in tenders to contractors

**Measures/Metrics/Milestones:**

Working with Procurement, projects to report compliance with the Social Procurement as outlined in the tender.

Metrics – all projects over \$100K will have Social Procurement component in the tenders starting in fiscal year 20221/2022 (currently implemented in large capital projects as a pilot)

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## Develop Energy and Emissions Plan to position York for achievement of Emission and Sustainability Targets, that also align with Campus Development Plans

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**Action/Strategy:**

**Measures/Metrics/Milestones:**

Developing tools, timelines, deliverables. RFP for 3rd Party Energy and Carbon Management Consultant is drafted. Energy and Carbon Management Consultant will assess how the University can significantly reduce the carbon emissions, both direct emissions of generating-distributing energy as well as indirect emissions associated with fleet vehicles and other ancillary operations.

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## Advance the Digital Campus

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**Action/Strategy:**

By continuing to build the Digital framework already in place (via BIM, GIS, etc.) to ensure the digital campus is fully integrated to better inform York's decision making as it relates to the optimization of land and space use.

**Measures/Metrics/Milestones:**

- data and technology will be used to create efficiencies, improve sustainability, promote research, enhance learning, and enrich quality of life factors for university member's living and working in the campus
  - Through quarterly or by-annually working with Financial Services report how the digital data is being used or leveraged
  - This may be made possible by creating a new position, Manager of BIM and Digital Design and Construction.
- METRIC – all new standalone / capital projects needing a parcel of land can be first assessed in the digital model starting 2023.

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## Planning and Design Integration and optimization of the team.

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**Action/Strategy:**

Continue to integrate and optimize the CPDC team so it can be better positioned to respond to York's needs as it relates to better land and space use by enhancing our relationship with YUDC. This will ensure York that the highest and best use of York's land is optimized and thereby attract potential external partners.

**Measures/Metrics/Milestones:**

- A well-integrated and optimized team will result in better service to our clients and sponsors. Better communication and response to project issues would be developed as a result.
  - Working with Facility Managers and EO on a by-annual basis review projects, process and outcomes by comparing how well projects using external consultant's compare to project done internally (meet tight timelines and budgets).
- METRIC – Review % of internal projects vs external run projects starting early 2021 to determine the value of having internal services that can be quick and nimble.

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## Planning and Design Improved Client Communication and Service.

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**Action/Strategy:**

**Measures/Metrics/Milestones:**

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Develop a strong partnership with our clients/sponsors through better client communication and overall service such that our CPDC team is depended on and are trusted professionals who are responsive in meeting client's needs.

This partnership will be established through better transparency, information sharing and dialogue at frequencies that keeps the clients informed, engaged, and interested. Tools developed can provide a real-time data depository that can assist clients' decision making.

METRIC – Review with clients and other partners the rate of communication, the type of communication and tools used to communicate on a by-monthly basis. As communication and overall services improves clients will reduce trouble shooting or escalating assistance by senior management.

## Transform Financial Services Unit.

### Action/Strategy:

Transform the Financial Services unit from a transactional, paper driven team to a progressive and customer focused strategic business partner. Financial Services will embrace a culture of service excellence.

### Measures/Metrics/Milestones:

This will be accomplished by creating new Financial Analyst positions, training staff, creating templates and standards. There will be a renewed emphasis on providing value added financial services to clients in Facilities Services and Community Safety. The transformation will begin in November 2020 and is expected to be completed by Fall 2021. Our performance will be measured by client surveys.

## 6. Living Well Together

### Improve accessibility in buildings pan University campuses.

#### Action/Strategy:

A commitment to implement AODA improvements within an area of renovations of existing buildings as part of the project improvements.

#### Measures/Metrics/Milestones:

The Project Manager and the Consultants to audit and review barriers to accessibility, and current compliance with AODA in the project vicinity. The issues and opportunity to improve accessibility will be reviewed with internal stakeholders including Accessibility York to review drawings and scope for accessibility to all stakeholders.

### Advance the digital campus.

#### Action/Strategy:

#### Measures/Metrics/Milestones:

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By developing a digital campus York can track more effectively evaluate the physical environment (accessibility and other environmental design measures) through a fully integrated digital model which can track both natural and built spaces and adapt as changes take place. A digital framework will assist in spatial analysis, infrastructure optimization to better optimize libraries and similar type university key common spaces both physically and virtually.

The Smart Campus will

- Improve occupant productivity (occupant comfort and quality)
- Reduced energy consumption (building systems efficiency) by tracking all bldgs.
- Informed decision making (the end of guesswork)
- Significant operational savings (maintenance improved, equipment efficiency) by having all system linked
- Data protection

METRIC: The digital framework can record all York linked data and provide linked information at the fingertips monthly, quarterly in form of reports, diagrams and charts showing infrastructure efficiency.

## Build financial acumen of client groups and colleagues.

### Action/Strategy:

Additional training will be provided to build the financial acumen of senior management of our client groups (e.g., Property Management, Energy Management, Campus Planning, Design & Construction, Procurement and Community Safety) so that they can better understand their accountability and stewardship roles.

### Measures/Metrics/Milestones:

Beginning in 2021/22 fiscal year, the various management teams will be surveyed to assess their needs (e.g., more Maximo or eReports training). We will work with our partners in Finance and Procurement to develop/tailor training resources and deliver the training throughout the fiscal year.

## 7. Answering the Call

### Advance the digital campus

### Action/Strategy:

The digital campus can help track infrastructure changes such that sustainability and climate change actions of the university can easily be recorded and linked to the universities systems while tracking progress and outcomes. Climate change, and infrastructure innovation can be demonstrated to students, faculty, and staff through a visual dashboard which is linked to all buildings illustrating York's progress.

### Measures/Metrics/Milestones:

The Smart Campus would be an ecosystem of integrated connected buildings and infrastructure linked to advance convenience, efficiency and sustainability while supporting learning and research.

- digital systems will control mechanical and electrical equipment.
- Smart Campus with Smart Buildings would be a system that collects raw data from the equipment and analyzes it in real time. Information which can then inform decision making of future capital investments

METRIC: Ease by which data tracking and data information including general metrics on how the campus is advancing climate change through tools that track energy, carbon etc. compared to space, building GFA vs building performance.

## Climate Action Plan

### Action/Strategy:

### Measures/Metrics/Milestones:

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Establish Facilities working group with the aim of creating a path to GHG reductions along specified institutional targets, working with PSC and supporting VPFA in creation of University sustainability strategy and goals as they pertain to climate change. The Facilities work should focus on way to reduce GHG's, which should be supported by Deferred/Preventative Maintenance Strategy, new (smart) building standards.

The Project Manager and the Consultants to assess campus buildings, infrastructure and assess the issues, opportunities, and associated costs of best options for consideration of VPFA/senior leadership.