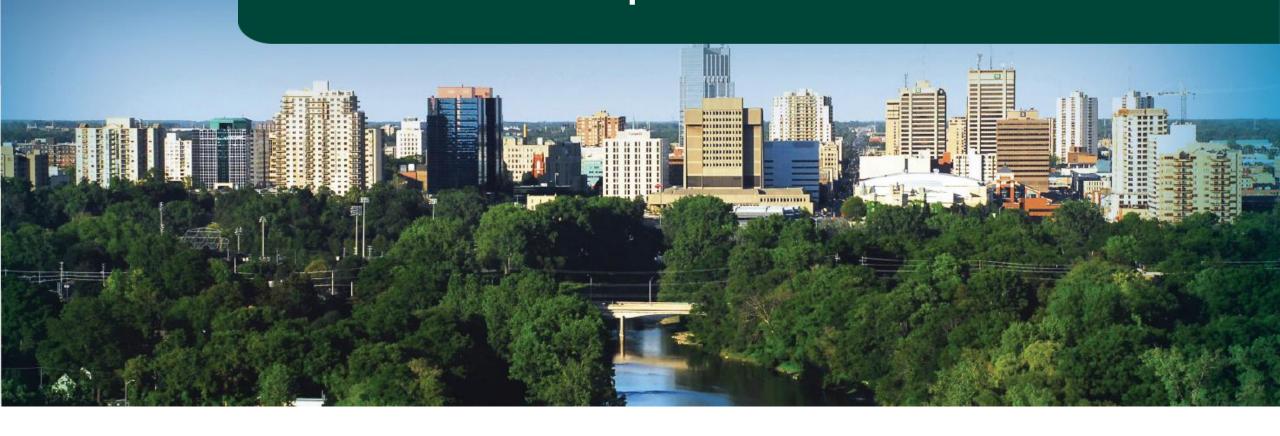# MAP – AWS Update

Strategic Priorities and Policy Committee

July 19, 2023

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Council Direction

That, on the recommendation of the Deputy City Manager, Finance Supports with the concurrence of the City Manager, the following actions be taken with respect to the Master Accommodation Plan Update for Alternative Work Strategies:

a) The report dated October 19, 2021, titled "Master Accommodation Plan Update for Alternative Work Strategies" which reviews the potential for alternative work strategies including the update report from Mayhew Inc. BE RECEIVED for information;

b) The integration of Alternative Work Strategies BE ADOPTED as part of the implementation of the Master Accommodation Plan guiding overall space needs; and,

c) It BEING NOTED that the Civic Administration will proceed with a competitive procurement process that incorporates the update of the Master Accommodation Plan (MAP) for Alternative Work Strategies (AWS) and will report back to the Municipal Council on next steps.

Master Accommodation Plan (MAP)

- Plan for administrative and governance space (ie Council Chambers) currently located at City Hall and other downtown locations

- First considered in 2016 due to space and service delivery constraints and desire to improve service efficiency and effectiveness

- MAP sets out a guide for the creation, consolidation and expansion of City services and impact on space needs with consistent space standards

- Business Case Approval through 2020-2023 Multi-Year Budget

- Competitive procurement delayed by COVID

Alternative Work Strategies (AWS)

- Combination of non-traditional work practices, settings and locations to supplement typical administrative workspaces
  - Examples: virtual meetings, desk sharing, remote working, collaborative workspaces

- AWS impact on space needs identified potential for 20% reduction in space overall, reductions in utility use and greenhouse gas reductions

- Covid required many administrative staff to work remotely to comply with public health guidelines
  - Created an opportunity to assess the benefits and impacts

- In October 2021, Council approved adoption of AWS as part of MAP implementation.

- Implementation started with pilot projects to learn and test assumptions on how best to implement and confirm long-term space needs.

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Current City Hall has several limitations and challenges:

- Lifecycle Renewal and Asset Condition
  - A commercial or institutional building's lifespan is 50 years on average; City Hall is 52 years-old and requires significant repairs and asset renewals.
- Accessibility
  - Certain areas within City Hall are not fully accessible.
  - Opportunity to enhance washroom facilities for increased accessibility.
- Equity and Inclusion
  - Current washrooms may create challenges for some members of the community including those who are trans or non-binary and those with disabilities.
  - In addition, there is a lack of quiet space for individuals who wish or need to have private quiet spaces at City Hall.
  - Opportunity to increase equity and inclusion by adding universal washroom facilities and wellness rooms throughout City Hall.

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City Hall Campus 300 Dufferin Street

- Safety
  - In recent years, there have been an increased number of security related concerns raised, including theft, disrespectful and violent conduct, and unauthorized access to non-public areas.
  - Opportunity to update the layout of main lobby and expansion and relocation of Security Operations Centre for enhanced safety and security.
- Functionality
  - Desired adjacencies cannot be achieved within the existing spaces, limiting collaboration and internal efficiencies.
  - Opportunity to enhance customer service and collaboration across the Corporation.
- Sustainability
  - Reduced operating costs and reduced Greenhouse Gas (GHG) emissions can be achieved with the installation of more energy efficient mechanical systems.
  - Implementation of AWS could also reduce annual community GHG emissions by an estimated 543 tonnes related to commuting by 2026.

City Hall Campus 300 Dufferin Street

- Implementation of MAP-AWS, refurbishment of existing City Hall building and consideration of potential partnership provides many benefits:
  - Financial – Reduction in leasing costs offers a permanent savings.
  - Environmental – significant reduction of GHG emissions
  - Organizational – more flexibility, better work-life balance, staff attraction and retention

- Should Council elect not to pursue a competitive procurement, Civic Administration would continue to optimize available space, lease additional space as needed and renew or renovate space to support core business functions and AWS as a phased project, including a comprehensive plan for lifecycle renewal
  - This will be an ongoing and capital-intensive exercise which will cost significantly more than redeveloping the current campus.

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Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports with the concurrence of the City Manager, the following actions be taken with respect to the Master Accommodation Plan:

a) The report dated July 19, 2023, titled "Master Accommodation Plan – Alternative Work Strategies Update" **BE RECEIVED** for information;

b) That Civic Administration **BE DIRECTED** to initiate a competitive procurement process to develop and implement the Master Accommodation Plan guiding overall space needs and the redevelopment of the existing City Hall Campus site which will accommodate civic administration and governance functions in modernized facilities to support effective service delivery, sustainability, and alternative work strategies; and,

c) That Civic Administration **BE DIRECTED** to continue with the implementation of Alternative Work Strategies (AWS).

Next Steps / Decision

- The City is now at the point to proceed with a competitive procurement process to determine best value option for redevelopment of City Hall campus.
- Subject to Council approval, a Request for Qualifications and Request for Proposals from interested parties will be initiated and evaluated based on the criteria set out.
- The expected outcome would include confirmation of financial costs, space analysis updated to reflect AWS and a plan to redevelop City Hall to meet accessibility and sustainability goals among other objectives.
- Seeking reaffirmation of Council support for MAP-AWS implementation to advance the process.