Report to Strategic Priorities and Policy Committee

To: **Chair and Members**
          Strategic Priorities and Policy Committee

From: **Anna Lisa Barbon, CPA, CGA, Deputy City Manager, Finance Supports**

Subject: **Master Accommodation Plan – Alternative Work Strategies Update**

Date: **July 19, 2023**

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).

Executive Summary

The City of London provides a full range of administrative and customer service functions at City Hall and various leased locations, primarily within the downtown core. A Master Accommodation Plan (MAP) exercise has been underway to determine the best space allocation model to support effective administration and service delivery as well as municipal governance for the current and longer-term period.

During the pandemic, many administrative staff were required to work remotely to comply with public health guidelines, which provided an opportunity to experience the benefits and impacts of remote work. In 2021, Council directed that the integration of Alternative Work Strategies be adopted as part of the implementation of the Master Accommodation Plan guiding overall space needs.

This report provides updates on MAP-AWS through the implementation of pilot projects. The next step is the initiation of a competitive procurement process for a prospective partner to identify options for the redevelopment of the existing City Hall campus site to meet long-term space needs.

Linkage to the Corporate Strategic Plan

Well-Run City
The City of London is a leader in public service.
3.1 The City of London is recognized as an employer of choice
- Implement the Master Accommodation Plan and Alternative Work Strategies
3.3 The City of London has effective facilities and infrastructure management
- Build, maintain and operate facility assets to provide expected levels of service and optimize reliability and functionality

Climate Action and Sustainable Growth
London's infrastructure and systems are built, maintained, and operated to meet the long-term needs of the community.
3.1 The infrastructure gap is managed for all assets
- Invest in publicly owned assets to maintain existing levels of service and to implement planned levels of service

3.2 Infrastructure is built, maintained, and secured to support future growth and protect the environment
- Adapt infrastructure and assets to fit evolving community needs, including accessibility
- Build, maintain and operate assets with consideration for energy efficiency, environmental sustainability, and climate resilience

Analysis

1.0 Background Information

1.1   Previous Reports Related to this Matter

- Presentation to Finance and Administration Committee – September 28, 2011 Options Analysis City Hall

- Presentation to Finance and Administration Committee – September 28, 2011 City of Opportunity A Vision for Downtown

- Corporate Services Committee – November 7, 2017 - Master Accommodation Plan

- Council – March 2, 2020 - Approved Multi-Year Budget - Business Case #13

- Strategic Priorities and Policy Committee – November 17, 2020 Master Accommodation Plan Update and Procurement Process

- Strategic Priorities and Policy Committee – October 19, 2021 Master Accommodation Plan and Update for Alternative Work Strategies

This report provides a summary of the Master Accommodation Plan work undertaken to date, an update on the implementation of Alternative Work Strategies pilot projects as well as the next steps for the initiation of a competitive procurement process to identify a prospective partner to redevelop the existing City Hall campus site.

2.0 Discussion and Considerations

2.1   Master Accommodation Plan

Since 2016, Civic Administration has been engaged in the development of a Master Accommodation Plan (MAP) that considers the administrative and governance space located at City Hall and other downtown locations. The purpose of the MAP is to determine the best space allocation model to support effective administration and service delivery as well as municipal governance for the current and longer-term period.

In late 2016, the City of London engaged Mayhew Inc. to develop a Master Accommodation Plan that would provide:
- An assessment of current space use;
- A forecast of city requirements for staffing and space resources in the short and long term and the related ability to provide and improve service delivery;

- Priorities for the creation, consolidation or expansion of city services and the impact on space needs; and
- Standardized office areas to be applied consistently on future space projects

The Corporate Services Committee received a report in November 2017 that provided a summary of the Master Accommodation Plan. The following key findings were noted at that time:
- New administration space is needed to allow for the co-location of divisions and service areas that are in a variety of downtown locations
- Desired adjacencies cannot be achieved within the existing spaces, limiting collaboration and customer service enhancements
- While not all service areas need to be in the same facilities, customer service and internal processes would be improved by better adjacencies
- Some spaces are over-utilized and some are under-utilized
- Creating and implementing space standards would increase density and maximize the use of space to create efficiencies
- The City of London would need approximately 280,000 gross square footage for all staff and support spaces (e.g. Meeting rooms, Council Chambers, other public spaces etc.) and should include a growth factor.

Three primary options had been identified for providing space accommodation for the City's administrative staff.   Throughout the following years Civic Administration conducted detailed analysis, financial costing, and review of the various options. As a result of this work, Municipal Council directed that Civic Administration develop a business case to support the MAP for inclusion in the 10-year capital budget as part of the development of the 2020-2023 Multi-Year Budget.

As part of the 2020-2023 Multi-Year Budget approved by Council on March 2, 2020, additional investment business case #13 was approved. The business case outlined the lifecycle needs required at the existing City Hall site and significant savings as well as efficiencies that would be realized by proceeding with the consolidation of space needs across the Corporation. With the approval of the business case, the City was at the point in the Master Accommodation Plan (MAP) process where it was ready to proceed through a competitive process that would provide the best value for accommodating and consolidating core area services, administrative staff, and seat of government. However, in March 2020, just subsequent to the approval of the 2020-2023 Multi-Year Budget, COVID-19 caused an unprecedented interruption to the daily activities of individuals, businesses, and institutions around the world.

2.2   Alternative Work Strategies

In March 2020, the impact of the COVID-19 pandemic required many businesses, including the City of London, to rapidly adjust how they provided services to the community to meet public health requirements. During the pandemic, many administrative staff were required to work remotely, where possible, to comply with public health guidelines. The pandemic created the need to implement remote work quickly but also provided an opportunity to assess the benefits and impacts of remote work.

Council, at its meeting on October 27, 2020, resolved:

> *That the Civic Administration BE DIRECTED to initiate an update of the Master Accommodation Plan taking into account the potential for alternate work strategies and long-term impacts on work space requirements resulting from the COVID-19 Pandemic.*

Alternative Work Strategies (AWS) are a combination of non-traditional work practices, settings and locations that supplement, or even replace, traditional administrative workplaces.

As a result of this direction, Mayhew Inc. was reengaged to update the 2016 Master Accommodation Plan considering the potential impact if alternative work strategies were integrated on a more permanent basis. This included reassessing overall space needs. The

City's Master Accommodation Plan was always intended to also look at opportunities for alternate work strategies, however, COVID-19 fast tracked the need to address this and its impact on long term space needs.

The process Mayhew undertook included education for leaders and staff about AWS and focus groups and a staff survey; identification and refinement of suitable AWS options; and the development of a framework to categorize the nature of work performed and related needs for space and resources.

Strategic Priorities and Policy Committee received the report on October 19, 2021. The following key findings were noted:
- The adoption of AWS could potentially reduce the required administrative space by approximately 20%, from 280,000 sq. ft. to 224,000 sq. ft. representing a reduction of 56,000 sq. ft.
- Growth projections to 2031 anticipate 246,00 sq. ft. could be required if AWS is implemented, where possible.
- The experience gained from March 2020 is beneficial in transitioning from temporary remote work to incorporating long-term permanent AWS strategies.

Council at its meeting on October 26, 2021, resolved:

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.

Council approved the adoption of AWS as part of the MAP implementation, including the development of a transition plan to move towards more permanent alternative work strategies and protocols over the long-term.

The implementation of MAP-AWS offers several benefits for the City of London, especially if a full retrofit of the existing City Hall is undertaken. Potential savings could be achieved by reducing our overall space by 20%, as well as significant cost savings over the long-term if leases are reduced or eliminated. Reduced operating costs can also be achieved with the installation of more energy efficient mechanical systems. Standardized office furnishings and equipment can be reused if needs change creating capital cost savings. AWS could achieve a reduction in corporate Greenhouse Gas (GHG) emissions of approximately 22 tonnes annually. The implementation of AWS could also reduce annual community GHG emissions by an estimated 543 tonnes related to commuting by 2026. Any renovation or new construction required to meet MAP-AWS objectives will be analyzed through the Corporate Equity Tool to ensure alignment with the Anti-Racism and Anti-Oppression Framework.

MAP-AWS creates an environment that is conducive to flexible working arrangements by creating areas suitable for a variety of interactions and work tasks to help create a welcome environment and foster a positive workplace culture. This helps to recruit and retain top talent in a competitive employment market and supports the strategic goal of being a leader in public service and employer of choice. By implementing AWS, the City of London will have greater flexibility and agility to respond quickly to any significant events that could impact services in the future. A more detailed explanation of benefits has been included in Appendix A.

2.3   Temporary Remote and Hybrid Work

As pandemic restrictions eased, the City of London began a phased return of staff to city workspaces. This project started in April 2022 and was completed in November 2022. The staggered return of service divisions was very beneficial because it allowed for the resources of Facilities, Information Technology Services, and People Services to be focused to support a successful transition back to the use of City workspaces. Additionally, this allowed for the agility to respond to any changes in public health guidelines that may have been mandated.

In total, nearly 850 staff returned to City workspaces that were very similar to those used prior to the pandemic. Physical changes to work areas were limited until the long-term space needs have been assessed. Management teams were tasked with developing tactical strategies to meet their operational needs and deliver expected services.

In developing the plan, it was recognized there was an opportunity to leverage the advantages of remote working and the benefits of working in the office. The benefits of remote working include increased productivity, better work-life balance and expanded talent and diversity in recruitment efforts. Working in the office allows for enhanced team collaboration, greater social connections, and employee development opportunities. However, some external customers or groups have been critical of remote work and feel it has created greater challenges particularly in terms of responsiveness and communication. Concerns have been expressed in some industries that staff should be working full time together at City Hall.

To support the transition back to City workspaces, a temporary hybrid work policy was implemented, that allowed eligible employees the opportunity to work up to 50% of the time outside of city workspaces. The decision to implement a temporary hybrid work policy was made knowing that the long-term permanent implementation of AWS would be done through a transition plan which involved several initiatives including but not limited to:

- Pilot projects for select Service Areas;
- Engaging all stakeholders who deliver and receive the service; and,
- Testing and adjust processes to ensure feasibility during the development of supporting processes.

The long-term transition plan including pilot projects will help bridge the gap between current temporary remote work arrangements, through to the long-term permanent implementation of AWS through the Master Accommodation Plan.

2.4   Pilot Projects

The City of London is implementing AWS starting with pilot projects to learn as much as we can before we start to implement any changes on a permanent basis. The pilot projects will assist us in working through the process, looking at modifications required in supporting policies and to ensure that we consider all the elements of what alternative work will look like going forward when it is implemented on an enterprise-wide basis. It is important that the implementation is thoughtful and considers all the various impacts so that this work will set the organization up for the future to be successful. The objective of pilot projects is to determine how best to implement AWS and confirm the long-term space needs as a result.

Concurrently with temporary hybrid remote work, a project team including Communications, Facilities, Information Technology and People Services staff began planning for the implementation of two pilot projects to validate the findings of Mayhew's 2021 report at an operational level. This includes assessing the following key components:
- Various AWS strategies such as remote working, desk sharing, virtual meetings
- Technology requirements
- Overall space needs
- Impacts on service delivery
- Impact on staff culture, transfer of knowledge and staff teams, and

- Physical work environment requirements like focus rooms, bookable workstations, collaboration spaces and day use secured storage

The design of the pilot projects was heavily influenced by *GC Workplace,* the federal government program for workplace modernization. This was updated in response to the pandemic and "a *growing desire for flexibility and agility by providing options for a hybrid work environment that meets operational requirements and supports productivity and employee wellness."* [1]

Moving to AWS requires the integration of three major elements: the people (i.e. culture, human resource policies, training etc.), the technology (mobile devices, videoconferencing, data security) and the space (furnishings, private space, open collaborative space). The project team has been focused on all three pillars and continue to work to develop tools, resources, and evaluations to support the pilot project implementation.

A formal change management process, based on rigorous academic research into alternative work strategies and best practices for implementation, was also developed to support the successful transition and integration into AWS.

Understanding the space and resources a specific job function requires is key to designing workspaces that support AWS. Some job roles require an assigned space and access to corporate resources to complete tasks. Other job roles can effectively function with mobile technology and less frequently need to access corporate resources. The assigned space is referred to as a work point, that may be a private or shared office or workstation.

Between the two ends of the continuum, are job functions that can effectively share work points with access to bookable resources. The services delivered by various divisions and Service Areas can greatly influence the space and resource requirements.

Two service divisions were selected to participate in the pilot projects because they represent two different service delivery models, with different requirements.

In Pilot #1, space at 201 Queen's Ave. was renovated to support the Information Technology Services division, which occupied the updated space in May 2023. ITS is primarily an internal customer focused service, with a mobile staff group supporting other service areas in multiple locations across London. The space at 201 Queen's Ave. is a leased office space.

The Water, Wastewater and Stormwater team will be participating in Pilot #2 and will be housed on the 9th floor at City Hall. This team provides external customer service and within the team there is significant interaction and collaboration on projects and work performed in the office and in the field. Renovations to the 9th floor are underway and the team is expected to occupy the space in Fall 2023.

A formal evaluation of the pilot projects after occupancy will be completed to assess the key components of MAP-AWS and inform future projects. A staff survey completed at 1, 2 and 3 months after occupancy and focus groups will explore the "people" aspects of AWS, while booking software can show how and when the space and resources are being utilized – the "space" and "technology" pillars. Each service area participating in AWS is responsible for developing and evaluating productivity and service delivery metrics. In-depth focus groups will also be conducted to provide deeper and richer understanding of the impacts of the project.

At this point, MAP and AWS have been integrated, temporary hybrid remote work is in place and, and the Pilot Projects are initiated. The purpose of MAP-AWS has evolved to a plan to accommodate Civic Administration and governance functions in modernized facilities to support effective service delivery, sustainability, and alternative work strategies.

1. Public Services and Procurement Canada*; A modern workplace for the new public service - How the federal government manages property - Federal properties and buildings - About government - Canada.ca (tpsgc-pwgsc.gc.ca)* Retrieved May 26, 2023

2.5 Limitations of Current City Hall

In addition to the benefits noted above, implementing MAP-AWS could address other deficiencies at 300 Dufferin St. that should be considered. Although the MAP business case approval was granted as part of the 2020-2023 Multi-year Budget, COVID challenges necessitated a shift in focus towards fulfilling public health requirements and required the delay of some lifecycle renewal projects. A number of planned future projects were intended to be completed through the implementation of the MAP since it would be the most cost-effective way to proceed with the alignment of planning, phasing, and associated timelines. With the delays due to COVID, some deficiencies have become more of a pressing concern than through the previous timelines. The following areas will need to be addressed:

Lifecycle Renewal and Asset Condition

The grand opening of the current City Hall took place on September 22, 1971, and the building, considered an architectural landmark, has served the community for nearly 52 years.

The need for repairs and asset renewals can vary depending on many factors, such as design details, construction materials, climate conditions and maintenance standards. However, a commercial or institutional building's lifespan is 50 years on average. Maintenance costs are generally consistent over the life of a building, but asset renewal expenditures for major building systems is most notable in the 35-to-50-year age range.

Life Cycle Renewal projects (LCR) for City Hall as well as the parking structure and Reg Cooper Square have been deferred for many years pending decisions on MAP-AWS and the future uses of City Hall. The value of deferred capital work for the parking structure and Reg Cooper Square is estimated to be approximately $8 million. An additional $2.5 million is required to address immediate concerns including repairs to structural components and the waterproofing membrane.

Deferred LCR work at City Hall is estimated to be approximately $16 million. Critical infrastructure such as mechanical, electrical, and plumbing systems are original and beyond expected life cycle. This has resulted in challenges maintaining indoor comfort throughout the building. The recent failure of chilled water supply piping in the south cantilevered canopy and the failure of cast iron sanitation and storm water piping through out the facility has resulted in significant flooding and damage over the years. Repairs tend to be reactive in nature, and risk impacting our level of service and accessibility for the general public to City Hall. An additional $1.1 million will be required to address urgent issues within the facility. These include the repair and replacement of the South canopy (Dufferin entrance) as well as a permanent solution for public gallery in Council Chambers to address safety and security concerns.

Consistent with the 1970's period, there is asbestos containing materials (ACM) in the construction materials used. This does not pose a risk unless disturbed but does require special mitigation measures when work is required. Best practice would be to completely remove and remediate the ACM when other building systems are updated. The removal would mitigate additional costs and allow more flexibility for future changes or adjustments for the long term.

Accessibility

While the building is physically accessible, with appropriate ramps and sliding doors, certain areas within City Hall are not fully accessible. Most notably, washroom facilities have small stalls that may be difficult for people with disabilities to use and a limited turning radius for those who use a wheelchair. These washroom facilities are in designated male and female washrooms. Current accessible washroom designs would have larger single user washrooms, complete with power door operators and emergency call system and provisions for an adult-size change table, especially for public use.

In leased facilities used by the city, the property owner is responsible for accessibility items. Leased facilities meet the minimum requirements defined by the Ontario Building Code (OBC), but do not necessarily meet the City of London's Facility Accessibility Design Standards (FADS). This could impact City of London customer service levels.

Equity and Inclusion

City Hall needs to be an inclusive, accessible, and safe space for everyone, including trans people and gender non-conforming individuals.

Our current washrooms may create challenges for some members of the community including those who are trans or non-binary and those with disabilities. Universal washrooms are a preferred alternative for many. A universal washroom is accessible, private and allows for people of any gender to use them, while also ensuring space for changing, lifts and caregiving. It also allows those with personal care needs enough space to bring a care partner and allows adults with children of a different sex to enter the washroom together. Universal washrooms are available, accessible, and private for anyone to use.

In addition to Universal washroom space, there is a lack of quiet space for individuals who wish/need to have private quiet spaces at City Hall. In the pilot projects, wellness rooms were included in the design consistent with GC Workplace and Well design principles. These rooms can be used for prayer, yoga, nursing parents or simply a place to destress. As a dedicated space, open to everyone, it is more inclusive for all members of the community.

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. The layout of public areas in the main lobby does not provide unobstructed sightlines or alternative exits if staff face aggressive or potentially violent people. The Security Operations Centre at City Hall is at full capacity for people and resources and the responsibilities are increasing. Two independent audits were completed in 2019 and 2021 with both recommending significant expansion and relocation of the Security Operations Centre. The expansion of the Downtown Camera program and the new Rapid Transit System has made this need even more pressing.

By improving security, City Hall will be a safer space for all community members.

Functionality

By redeveloping City Hall to better accommodate service area adjacencies, customer service could be enhanced. Currently, some service areas are on different floors within City Hall, or even different office locations. City Hall is also at maximum staff capacity which requires additional leased space to support new staff additions. Desired adjacencies cannot be achieved within the existing spaces, limiting collaboration and internal efficiencies. By adopting consistent space standards, the use of the space can be maximized. Flexible furnishings and equipment create multi-functional environments that can be deployed in any location.

3.0   Next steps

3.1   Competitive Procurement Process

With the approval of the business case as part of the 2020-2023 Multi-Year Budget and the Municipal Council direction to integrate Alternative Work Strategies as part of the implementation of the MAP guiding overall space needs, the City is now at the point, once again, to proceed with a competitive procurement process.
The City Hall campus at 300 Dufferin Avenue provides a location and site that can accommodate the current and long-term civic office space needs and is a continued legacy for the seat of government. Subject to Council approval, Civic Administration will continue the

planning and development of a competitive procurement process to determine the best value option for accommodating customer service, governance, and administrative functions, consolidated on the existing City Hall campus site. The AWS pilot projects will be used to verify operational space needs for the implementation of the MAP.

In addition, the City Hall site should also be considered for partnership opportunities for mixed commercial and residential development including affordable housing units. With approval of the Victoria Park Secondary Plan, there is an opportunity to partner with a developer to build a mixed-use new build or buildings. There could be a blend of civic administrative space on lower floors with residential above and potential for affordable housing. Public /private partnership opportunities will also be explored as part of the competitive procurement process and may deliver a more cost-effective solution and provide additional benefits. To address the findings of MAP-AWS, a new building on the City Hall campus would need to be developed in addition to completing a comprehensive lifecycle renewal of the existing City Hall building.

As outlined in the City's Procurement of Goods and Services Policy (PGSP), there are several methods of procuring goods and services. In this case, the most appropriate method for solicitation of competitive proposals is a simultaneous Request for Qualifications (RFQUAL) and Request for Proposal (RFP).

The combined RFQUAL and RFP will see the proponents submit a two-part proposal. Only the proponents whose RFQUAL component evaluation score meets or exceeds the minimum threshold will have their RFP submission opened and evaluated. Since the RFP process provides the means and framework for evaluating differing proposals, it is the best suited process for the procurement of a potential partner to advance the MAP-AWS work.

The following primary criteria would be evaluated as part of the procurement process:

- Quality and plausibility of the respondent's vision and development strategy;
- Experience in the development of large-scale office and/or mixed-use projects;
- Experience of the respondent's team in the design and implementation of comparable projects;
- Demonstrated ability to deliver design excellence and leadership in heritage conservation and environmental sustainability;
- Design includes mixed commercial and residential development to accommodate the consolidation of civic office space and high-density residential housing units;
- Compatibility with the vision and policies of *The London Plan* and the *Victoria Park Secondary Plan* including maximizing height and density;
- Inclusion of affordable housing units;
- Project timelines; and,
- Financial proposal.

Each primary criteria will have related detailed criteria that will be assessed for alignment with the stated goals of the various associated City of London plans, programs, and policies.

Civic Administration will target the release of a RFQUAL/RFP in spring 2024. This will allow time for the completion of the AWS pilot projects and validation of assumptions for long-term space requirements. There are minimum posting timeframes for government procurement of this scale and compiling a competitive submission will require a significant amount of work on the part of the proponents. It is anticipated that a proposal this significant would take a number of months to complete. The rigorous evaluation of proposals submitted for a project of this scale and scope will also take some time. Staff will engage the services of a fairness commissioner to ensure that every activity relating to the solicitation, evaluation (and award if applicable) is transparent, objective, impartial and fair in accordance with the Procurement of Goods and Services Policy (PGSP).

If an RFQUAL / RFP is issued, the expected outcomes would include a thorough financial analysis, space analysis updated to reflect AWS and a plan to redevelop City Hall to meet accessibility and sustainability goals, among other things.

Should Council elect not to issue a request for qualifications / request for proposals, Civic

Administration would continue to optimize available space, lease additional space as needed and renew or renovate space (including the removal of asbestos by floor) to support core business functions and AWS as a phased project. A comprehensive plan for the lifecycle replacement of facility components and related systems and structures will need to be developed. This will be an ongoing and capital-intensive exercise which will cost significantly more than redeveloping the current campus.

4.0 Financial Impact/Considerations

During the 2020-2023 Multi-Year Budget process, the MAP business case was approved. GG1542 has a total approved budget for the MAP of $125.5 million for this project. Civic Administration will be reviewing cost estimates and will adjust forecasted costs as necessary through the Multi-Year Budget. The full financial impacts will be confirmed through the RFQUAL/RFP process, should it proceed.

While there are capital costs to implement MAP-AWS, significant operating cost savings from reduced lease space in the long-term and more efficient operations of refurbished or newly constructed facilities could be realized. Non-financial savings would also be created from reductions of greenhouse gas emissions.

Conclusion

As one of the fastest growing urban areas in the province, the City of London will continue to see increasing demands for services. In 2016, the need for new administration space to allow for the co-location of service areas, better adjacencies and improved collaboration and customer service was recognized. Currently, services are provided in a variety of downtown locations.

In 2021, Council directed that the integration of Alternative Work Strategies be adopted as part of the implementation of the Master Accommodation Plan guiding overall space needs. The implementation of AWS as part of the MAP is expected to result in reducing the administrative space required by 20%; reducing corporate GHG emissions by an estimated 22 tonnes annually and commute related emissions by 543 tonnes annually.

By implementing MAP-AWS and completing a full retrofit of the existing city hall, economic, environmental, and organizational benefits can be realized. The redevelopment of the City Hall campus would address space, accessibility, safety, functionality and equity and inclusion concerns. Many facility components and systems are nearing or beyond end of life and need to be replaced. Greater efficiencies in time and cost can be achieved in an integrated project with MAP-AWS activities.

The next step would be to engage in a competitive procurement to define the potential development process providing the best value for accommodating customer service, administrative staff and governance functions and achieves strategic goals.

The MAP-AWS plan is now at the point that re-confirming Council direction is required in order to advance the process.

Prepared by:	**Val Morgado, Senior Manager, Facilities**
Submitted by:	**Lynda Stewart, Director, Fleet and Facilities**
Concurred by:	**Lynne Livingstone, City Manager**
Recommended by:	**Anna Lisa Barbon, CPA, CGA, Deputy City Manager**
	Finance Supports

Attachment: Appendix A – Benefits of MAP-AWS

The implementation of MAP-AWS offers several benefits for the City of London, especially if a full retrofit of the existing City Hall is undertaken.

Economic

The potential for reducing space by 20% in the short-term offers cost savings if leases are reduced or eliminated. There are upfront costs to support MAP-AWS, such as technology investments and renovations, but reducing leasing costs offers a permanent long-term operational savings.

Reduced operating costs can also be achieved with the installation of more energy efficient mechanical systems. Updated systems that are designed to controls smaller zones would reduce the need to heat or cool large areas of the building if only smaller areas are in use, such as Council chambers.

Standardized office furnishings and equipment can be reused if needs change creating capital cost savings.

Environmental

The potentially smaller office footprint with the implementation of AWS could achieve a reduction in corporate Greenhouse Gas (GHG) emissions of approximately 22 tonnes annually. Compared to the space requirements in the original MAP (2016) without AWS this is a 40% reduction. AWS arrangements would substantially reduce commute-related emissions. The implementation of AWS could reduce annual community GHG emissions by an estimated 543 tonnes related to commuting by 2026.

Any renovation or new construction required to meet MAP-AWS objectives will be analyzed through the climate change lens to ensure alignment with the Climate Emergency Action Plan. This demonstrates leadership by example in fighting climate change.

Equity and Inclusion

City Hall needs to be an inclusive, accessible, and safe space for everyone, including trans people and gender non-conforming individuals.

Any renovation or new construction required to meet MAP-AWS objectives will be analyzed through the Corporate Equity Tool to ensure alignment with the Anti-Racism and Anti-Oppression Framework. This framework is designed to support the Corporation by embedding the principles of equity and inclusion from design to implementation of corporate policies, procedures, programs, projects, plans, services, and budget decisions.

Organizational

During the pandemic, the nature of work in many sectors was transformed, with widespread use of technology changing the way people performed their roles and where they could work. Equally important, employees enjoyed more flexibility and better work-life balance while working remotely and research shows that people are seeking that flexibility post-pandemic.

MAP-AWS creates an environment that is conducive to flexible working arrangements by creating areas suitable for a variety of interactions and work tasks. For example, collaboration zones, focus rooms, phone booths and team rooms offer a variety of places for individual or group work. Open space, natural light, and areas to eat and socialize help create a welcome environment and foster a positive workplace culture. This helps to recruit and

retain top talent in a competitive employment market and supports the strategic goal of being a leader in public service and employer of choice.

Resiliency

By implementing AWS, the City of London will have greater flexibility and agility to respond quickly to any significant events that could impact services in the future. As demonstrated during the pandemic, staff can work remotely while maintaining service levels. Should any unforeseen business interruption occur, the supporting infrastructure to respond is already available through MAP-AWS and would support Business Continuity plans.

If the disruption is public health related, AWS can help limit in-person interactions and ease pressures on common areas such as elevators and washrooms with remote working.