



# Options Analysis for City Hall

City of London

Finance and Administration Committee Presentation

September 2011

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2. Additional Input: Key Findings
  - Education Partnerships - Examples
  - Service Delivery Network
  - City Hall Space Requirements
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# Purpose of the Presentation

- Report on City Hall options presented to Council in February 2011 - Council requested additional consultation
- The following themes have emerged (Downtown Summit, Mayor's Economic Prosperity Council):
  - Need for a transformational project downtown
  - Partnerships are important – education a major theme
  - A new City Hall development can be an anchor for the Downtown Master Plan and evolving vision of the riverfront
- City administration has been investigating new options for service delivery to the community, including:
  - Business Enterprise Centre
  - Service London
  - Decentralization of Community Services
  - Municipal Utility Corporation

- The University of Western Ontario (UWO) has emerged as a potential partner, with interest in a downtown presence on the current City Hall site
- Options previously presented to Council may no longer be relevant – this presentation describes what options are available to accommodate:
  - UWO on the current City Hall site
  - The City’s emerging service delivery model
- We will lay out an option which proposes to:
  - Move City Hall to a new custom designed building - smaller than the current building
  - Continue use of a leased portfolio (fewer locations) to accommodate the City’s evolving service delivery model in a flexible manner, based on a decentralized requirement

# Additional Input: Key Findings

- Partnerships with Education: Examples
- Service Delivery Network
- City Hall Space Needs

# Examples of Education Partnerships

- A number of cities have recently announced partnerships with educational institutions - many positioned as a magnet for downtown redevelopment:
  - Wilfrid Laurier: School of Social Work in Kitchener, Campus in downtown Brantford
  - University of Waterloo: School of Architecture in Cambridge, School of Pharmacy in Kitchener
  - McMaster University: Downtown Health Campus in Hamilton
  - University of Windsor: Visual Arts and Music Programs to a downtown Campus

# Service Delivery Partner Network



**Serving the community better - design the service model first.....  
the real estate solution follows.**

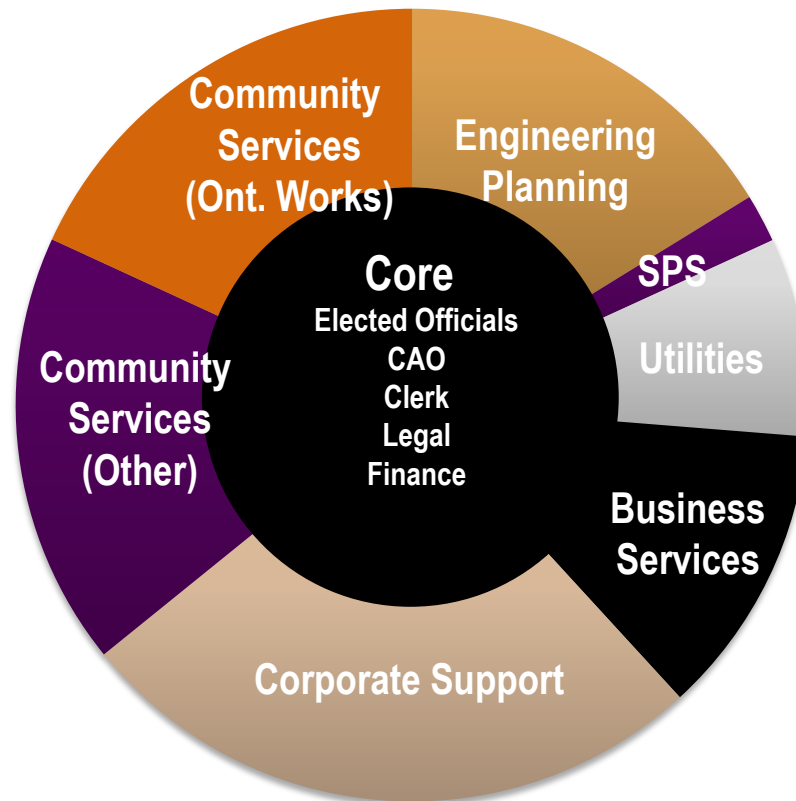


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# City Hall Space Requirements

The model for City Hall 2011 and beyond has two components to be housed:

- The Seat of City Government: the “core”
- Services to Londoners: including “virtual” City Hall and partnership arrangements





# Location and Building Requirements

We need to accommodate approx. 329,000 square feet:

- **City Hall – the Seat of Government**

- Approximately 118,000 square feet in a new building
- Public gathering space
- Institutional presence, reflecting civic pride and stewardship
- Increased parking requirement

- **The service network:**

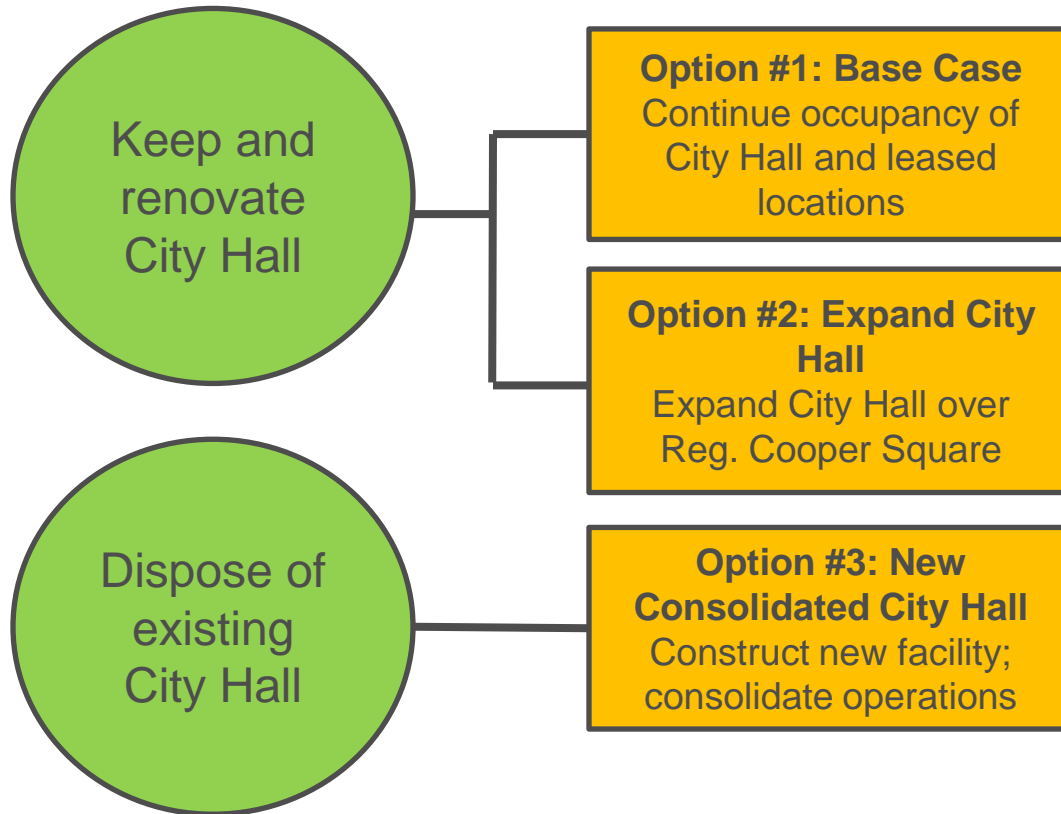
- Decentralized portfolio of approximately 211,000 square feet in owned and leased buildings (fewer locations than currently occupied)
- Based on customer and partner needs
- Supplements virtual service delivery channels

**The decision focuses on the commitment to the “core” requirement, with an investment plan**

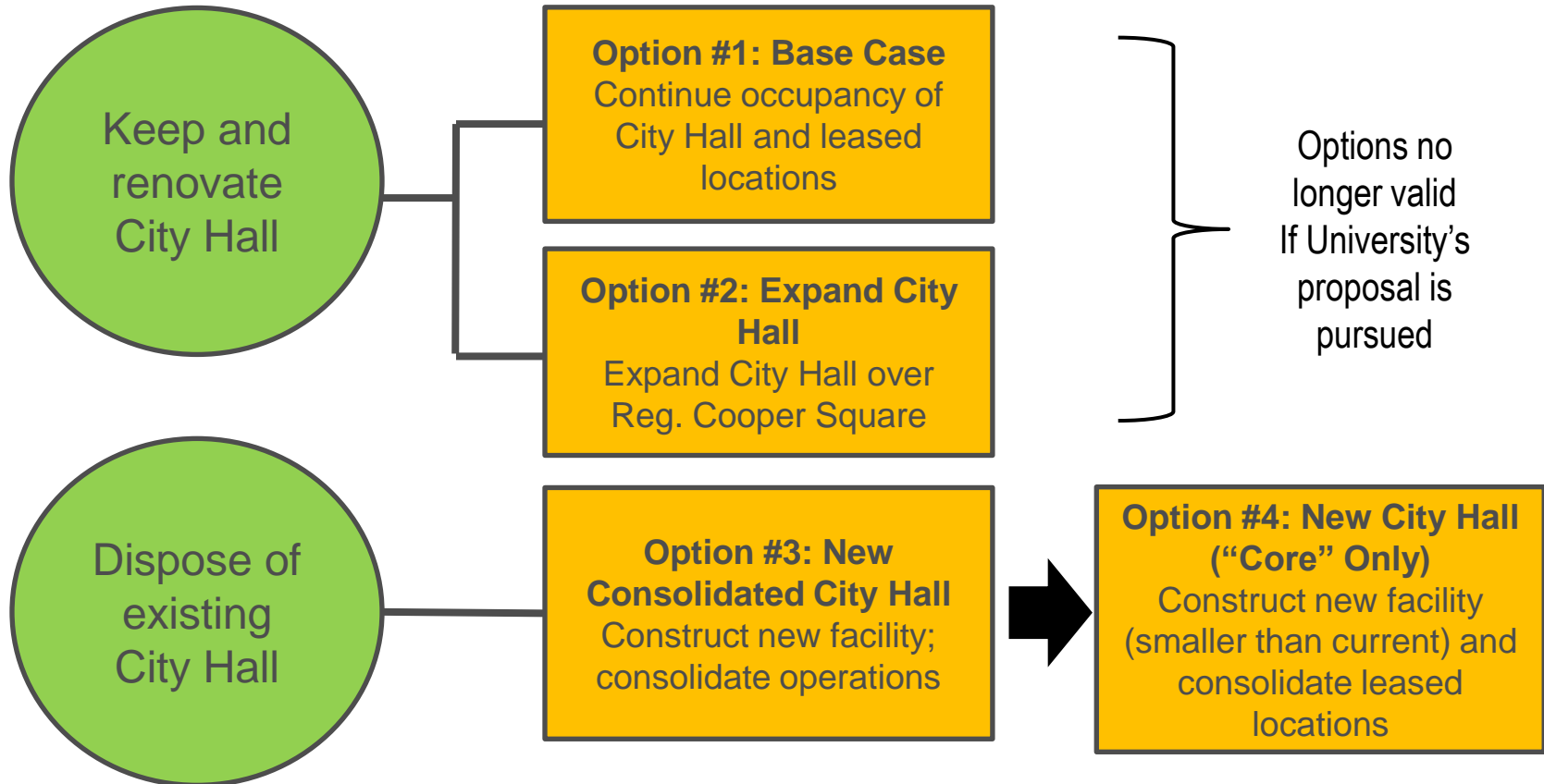
Balance of the portfolio will be rationalized over time, based on Service London requirements and individual business cases



# Options



- Three options were presented previously to Council
- Assuming that UWO is accommodated on the City Hall campus, Options 1 and 2 are no longer valid



Option 3 has been refined:

- UWO occupies the City Hall site
- New City Hall incorporates the concepts of a “core” / virtual City Hall

# Option 4: New City Hall “Core” Only

## Option 4 – New City Hall (“Core” only):

- Vacate City Hall site
- Build a new building to accommodate the “Core” (Seat of Government) requirement i.e. a smaller City Hall than previously considered
- Consolidate the Service Delivery portfolio into fewer leased/owned sites to accommodate:
  - Enterprise Centre
  - Service Ontario/ Service London
  - Community locations for Community Services/ Ontario Works

# Option 4: New City Hall “Core” Only

## Option 4 – New City Hall (“Core” only):

### ■ Pros:

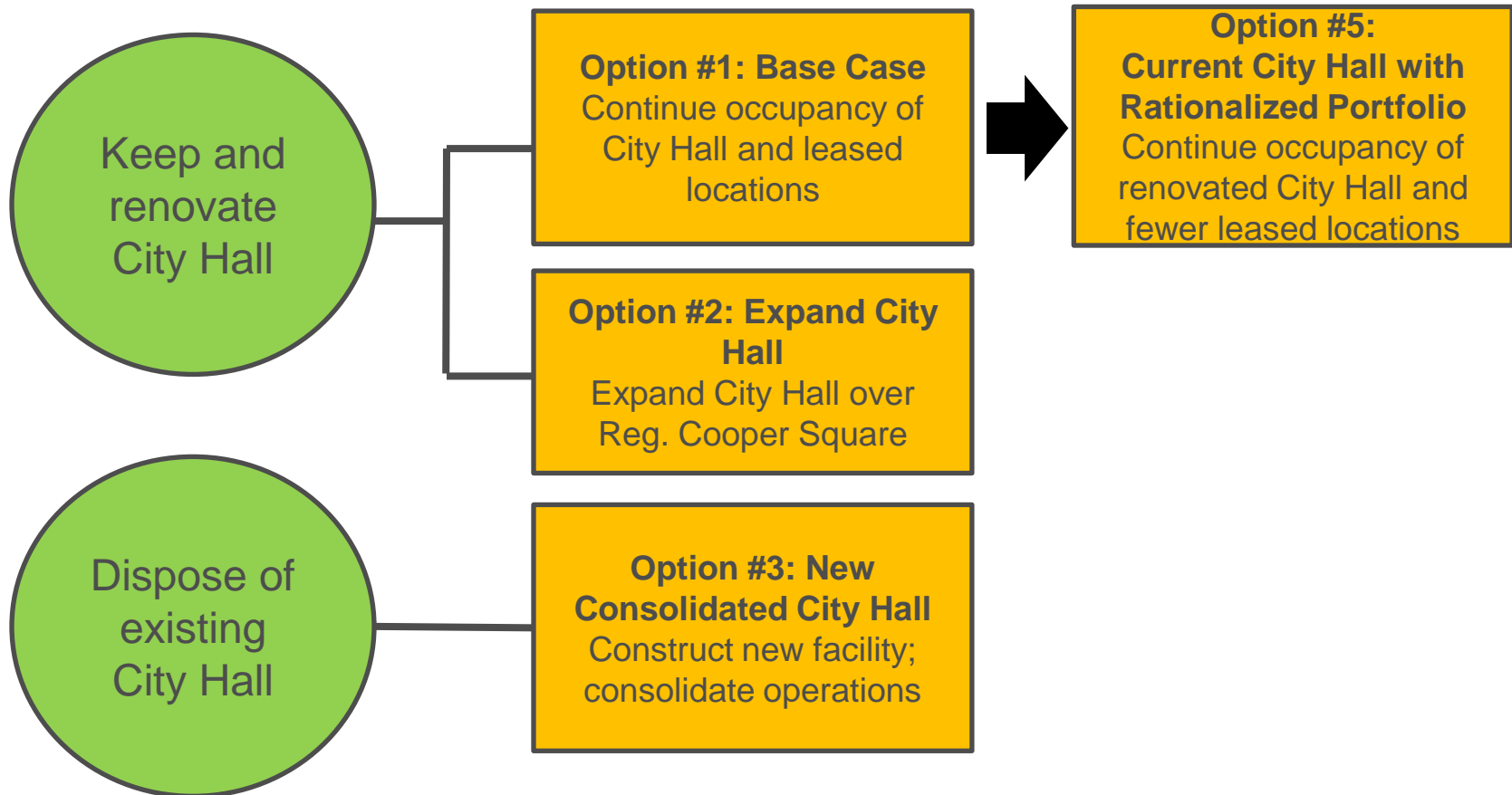
- New purpose designed building with appropriate civic presence and interior and exterior public spaces – smaller (and lower capital cost) than option 3
- New and efficient interiors, with optimized sustainability in the “Core” building
- Balance of the portfolio rationalized based on service and customer needs, optimized portfolio cost structure
- Flexibility (through leasing) to meet changing service delivery needs (and supports the health of the downtown office market)

### ■ Cons:

- Loss of the legacy civic site

### ■ Risks:

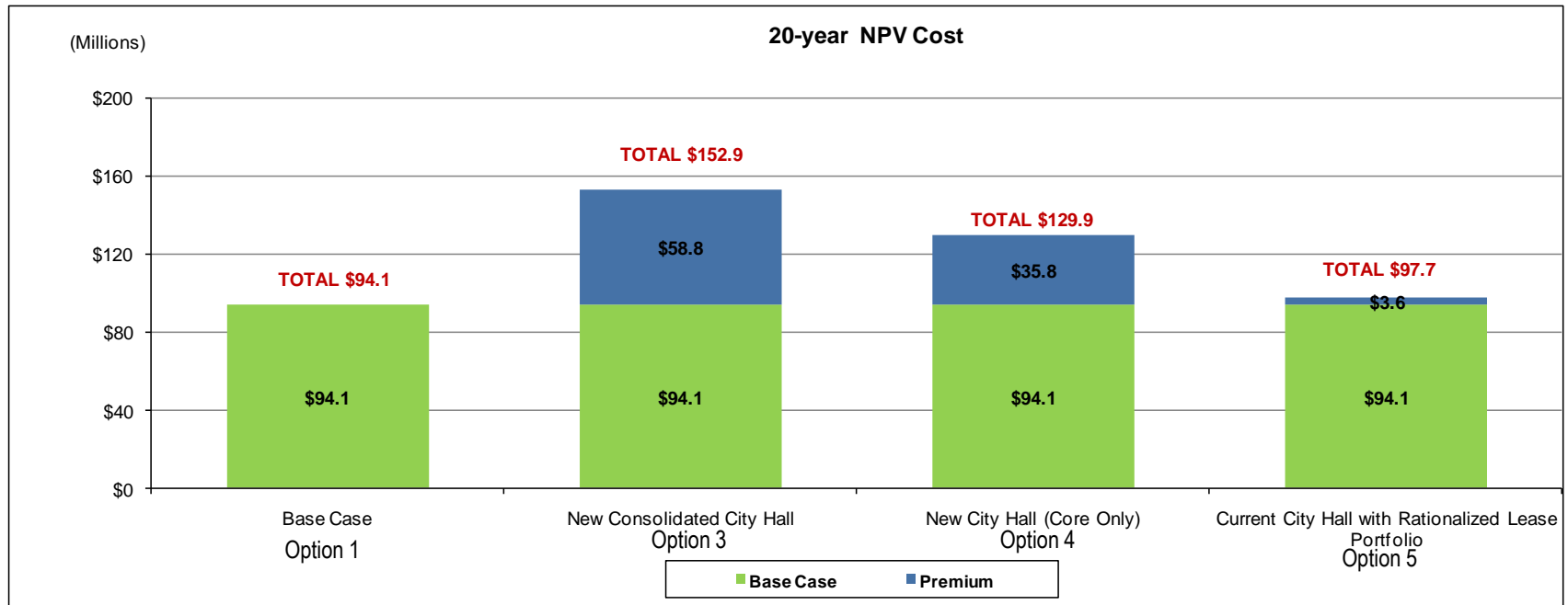
- Limited number of sites
- Financing and investment plan needed



In the event that Council does not proceed with further discussion with UWO then consider Option 5:

- Proceed with City Hall renovations
- Consolidate the leased portfolio into fewer locations

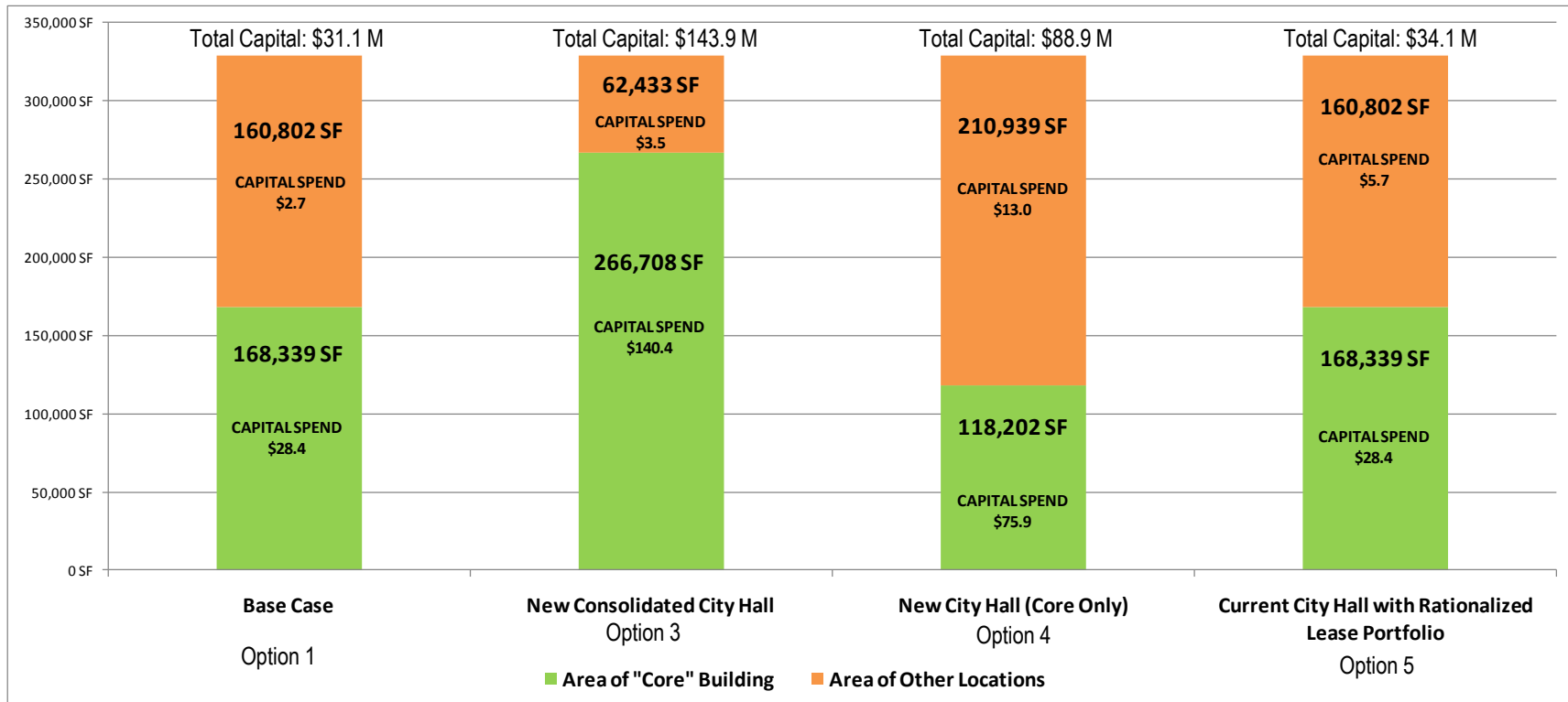
# Cost Comparison of Options





# Size of “Core” City Hall

- Split between “core” City Hall and other space is shown below (total requirement approx. 329,000 SF):



In the event that Council wishes to pursue discussions with UWO, then Option 4 is appropriate

In the event that the City remains on the current site, Option 5 should be considered

Assuming a “go” decision for Option 4, request staff to come back to Council with an implementation plan to address:

- Define project governance
- Required resources, including a financing strategy
- Detailed work plan
- Real estate and investment requirements
- Proposed procurement approach
- Communications plan and consultation process
- Co-ordination with business cases for related initiatives