

TO:	CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON NOVEMBER 7, 2017
FROM:	MARTIN HAYWARD CITY MANAGER AND ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER
SUBJECT:	MASTER ACCOMMODATION PLAN

RECOMMENDATION

That, on the recommendation of the City Manager and Managing Director, Corporate Services & City Treasurer, Chief Financial Officer, this report **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- September 28, 2011 Presentation to Finance and Administration Committee – Options Analysis City Hall
- September 28, 2011 Presentation to Finance and Administration Committee – City of Opportunity – A Vision for Downtown

STRATEGIC PLAN 2015-19

The Master Accommodation Plan for Civic Administration is in alignment with the following objectives from the 2015-2019 Strategic Plan:

1. Building a Sustainable City – Robust infrastructure
 - Address and manage the infrastructure gap to maintain what we have now and reduce the tax burden on future generations. This includes everything from roads to parks to buildings.
2. Growing Our Economy - Urban regeneration
 - Invest more in heritage restoration, brownfield remediation, urban regeneration, and community improvement projects.
3. Leading in Public Service - Excellent service delivery
 - Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day.
 - Deliver great customer experiences to residents, businesses, and visitors.
 - Make strategic decisions about our long-term space needs and service delivery locations.
 - Keep looking for new opportunities to share services and supports between the City of London and its agencies, boards, and commissions.

BACKGROUND

PURPOSE

The purpose of this report is to provide an overview relating to the City’s current physical administrative space allocation, its observed limitations and to advise of the three primary options the City has at its disposal for fulfilling its plan to improve customer service while planning for space accommodation through to 2026.

CONTEXT

Currently Civic Administration is housed/accommodated in a variety of spaces in City Hall, and scattered around the Downtown in owned and rented premises. There are, as well, other use-specific City-owned facilities that house staff, and rented premises throughout the City that accommodate decentralized services for Ontario Works. The intention of the Master Accommodation Plan (MAP) is to determine the most effective model focusing on the City's administrative and governance space located at City Hall and other Downtown locations, for now and into the future. The MAP does not address or duplicate the work that has already been done in connection with the Ontario Works decentralized service delivery model completed in the summer of 2017.

One of the first steps in developing the Plan has been to determine whether or not the City's present methodology of service delivery is appropriate and what, if any, changes need to be made in the short, medium and long term to ensure effective delivery of services while supporting the "Seat of Government" and the associated political environment.

The City of London currently owns and leases a number of facilities that accommodate staff where City services are delivered. It has become evident that there is the opportunity to utilize space more effectively, improve capacity for future growth, as well as optimize departmental or services proximity in order to improve the efficiency of the delivery of customer services.

Many of the current facilities, including City Hall, are aging, have limited flexibility and space use is not efficient, as staff needs and technology have changed since the facilities were first constructed or leased. The MAP will:

- assess current space utilization;
- forecast the City's requirements for the short and long term with respect to office space, staffing needs and the ability to provide services and improve the delivery of those services;
- review trends and options within the industry;
- establish priorities relating to creation, consolidation or expansion of the City's services, and the impact on future space needs; and,
- develop consistent/standardized office areas that can be used in future office space related projects.

The information collected through the MAP process will aid the Administration in making informed recommendations to Council regarding future administrative space needs and standards throughout the Corporation.

KEY FINDINGS TO DATE

- New administration space is needed for the City of London to allow for co-location of service areas which are presently spread throughout the Downtown.
- Desired adjacencies cannot be accomplished within the existing model, limiting collaboration and customer service enhancements.
- While not all service areas need to be in the same facilities, customer service and internal relations would be improved by better adjacencies.
- Some spaces are over-utilized while others are under-utilized.
- Occupancy levels are generally high and the application of a standard would increase density, maximizing space which would create efficiencies within the organization.
- The City of London requires additional square footage for all staff spaces, support spaces (e.g. meeting rooms, Council Chambers, and other public spaces) and should include a growth factor to accommodate future growth.
- Improvements such as increased density, reduction in leased space, will result in savings to assist in offsetting other costs associated with implementation of the MAP.

PRIMARY OPTIONS

The City has three primary options for providing space accommodation for its administrative staff moving forward:

1. Make no facility changes.
 - a) Keep existing administrative facilities both owned and leased as well as perform required life cycle renewal of the existing City Hall and parking garage structure.
 - b) This option does not resolve customer service needs as the distance between service areas would not improve.
 - c) City Hall is at capacity and continued growth would be accommodated by leasing.
2. Expand on and optimize the use of the properties and facilities that the City currently has in its portfolio.
 - a) Continue to utilize City Hall and construct a new facility in a campus environment. City Hall would likely be repurposed to internal functions with an administrative focus, while a new build and/or expansion would support a customer centric focus and house the “Seat of Government”.
3. New greenfield construction.
 - a) Consolidation of all Civic Administration space and “Seat of Government” with a high focus on customer service.

SUMMARY

Currently administrative staff are located across a combination of City-owned and leased space, much of which is remote from City Hall challenging the City’s service delivery efficiency and effectiveness. The City of London requires additional square footage for staff and support spaces which includes meeting rooms, Council Chambers and other public spaces. The current space also restricts potential for forecasted organizational growth and has constricted recent reorganizations from benefitting from physical business adjacencies. Addressing these challenges through the MAP, as identified in the 2015-2019 Strategic Plan will allow the City to align with current Public Service Delivery Trends. The Municipal Council will be provided with further updates as civic administration continues the development of the MAP.

SUBMITTED BY:	CONCURRED BY:
JIM KLINGENBERGER MANAGER ASSETS, ENERGY & REALIBIITY	TIM WELLHAUSER DIVISION MANAGER, FACILITIES
RECOMMENDED BY:	RECOMMENDED BY:
ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER	MARTIN HAYWARD CITY MANAGER

cc: Senior Leadership Team