

## 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 Update for Alternative Work Strategies

**Date:** October 19, 2021

## 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 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.

## Executive Summary

In March 2020, remote work or working from home was implemented in response to the COVID-19 pandemic for many City of London administrative staff. In November of 2020 Municipal Council directed staff to update the Master Accommodation Plan (MAP) considering the potential for Alternative Work Strategies (AWS). Civic Administration reengaged Mayhew Inc., the original authors of the MAP 2016 study. Based on Mayhew’s findings, a potential savings of approximately 20% for overall space needs could be realized with the adoption of Alternate Work Strategies while maintaining current service levels, as identified in Mayhew report Appendix A attached. Reductions in capital and operating cost could be realized along with the elimination of costs for leased office space. With the adoption of AWS, some of the potential cost savings would be offset by incremental investment required to support new policies, procedures, and additional technology enhancements that may be required for long term implementation.

## Linkage to the Corporate Strategic Plan

### Building a Sustainable City

London’s infrastructure is built, maintained, and operated to meet long-term needs of our community

- Manage assets to prevent future infrastructure gaps
- Conserve energy and increase actions to respond to climate change

## Leading in Public Service

Londoners experience exceptional and valued customer service

- Increase responsiveness to our customers
- Increase efficiency and effectiveness of service delivery

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

#### 1.2 Update to the Master Accommodation Plan

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 alternative work strategies and long-term impacts on workspace requirements resulting from the COVID-19 Pandemic.*

Council, at its meeting on November 7, 2020, resolved:

- a) the staff report dated November 17, 2020 BE RECEIVED for information; and,*
- b) the consulting and design services budget no longer required of \$13 Million previously approved through the 2020-2023 Multi-Year Budget BE RELEASED back to the City Facilities Renewal Reserve Fund; and,*
- c) it BE NOTED that the Civic Administration will proceed with a competitive procurement process after the update of the Master Accommodation Plan (MAP) is complete and reviewed by the Municipal Council;*

This report summarizes the results of the update to the Master Accommodation Plan (MAP) with the consideration of alternative work strategies.

## 2.0 Discussion and Considerations

### 2.1 Update Master Accommodation Plan for Alternative Work Strategies

Alternative Work Strategies is a combination of non-traditional work practices, settings and location that supplement or can even replace traditional administrative workplaces. Mayhew Inc. was reengaged in December of 2020 to update the existing Master Accommodation Plan (MAP) and consider options for Alternative Work Strategies.

The impact of COVID-19 has caused many businesses, including the City of London, to reconsider how they provide services to the community as a result of Provincially imposed restrictions and updated health regulations to ensure the health and safety of both residents and staff. Remote work or working from home was implemented where possible, in response to COVID-19 at the City of London as a temporary measure. The City's MAP was always intended to look at opportunities for AWS, however, COVID-19

created the need to implement remote work quickly but has also provided an opportunity to evaluate the experience and impacts to consider should remote work be adopted as a long-term strategy.

In order to complete the MAP update considering the implementation of alternative work strategies, a process was initiated to provide education and understanding of what AWS is, considerations of how it could be applied across the organization, and creation of a framework that could be considered for application based on the nature of the work performed at the City of London. This process provided the information to assess the potential application of AWS and the resulting potential impacts on space requirements for an updated Master Accommodation Plan. The completed MAP Update for Alternative Work Strategies report is attached as Appendix A.

The following outcomes were part of Mayhew's scope of work:

- Explore potential Alternative Work Strategies (AWS) that could be implemented on a more permanent basis;
- Understand the impact of alternative work strategies that could be implemented; and,
- Identify the potential impact of alternative work strategies on the overall space needs as described in the 2016 Master Accommodation Plan.

To achieve these outcomes, Mayhew undertook the following steps to gather information:

- Focus Groups;
- Staff Survey; and,
- Development of Job Function profiles based on the nature of the work.

Discussion with the Senior Leadership Team was also undertaken throughout the study.

### Focus Sessions

Focus sessions were conducted with management staff to understand and create a set of guiding principles that would guide future implementation of AWS should it be adopted by Council. These discussions and feedback provided Mayhew with direction to evaluate which AWS were suitable options to explore further. The next step was to develop a framework to explore AWS options and further focus sessions were conducted with management staff. At these sessions participants provided an overview of their service area, impacts of the recent enterprise-wide reorganization and impacts on staff and service levels because of working remotely due to Covid-19.

### Staff Survey

To gather insight from employees about remote working arrangements, an online survey was distributed to staff. The survey link was sent to approximately 1366 employees that are impacted by the Master Accommodation Plan for administrative space. The survey was available from May 24 to June 18. A total of 1003 staff participated in the survey, resulting in a 73% participation rate.

Respondents indicated an overwhelming positive experience while working from home during COVID-19. Results from the survey are illustrated in the attached Appendix B - Alternative Work Strategies Employee Survey Summary.

The survey consisted of several closed-ended questions related to the nature of work and space requirements prior to COVID-19, while working from home during COVID-19 and feelings towards alternative work strategies in a post Covid-19 work environment. All individual responses are kept confidential and only used to identify trends.

## Nature of the Work and Categories of Alternative Work Strategies

The nature of the work for which alternative work strategies are being considered is very diverse. Based on the nature of the work, for many of the categories of work completed at the City of London, alternative work strategies cannot be applied, whereas for some other categories of work, alternative work strategies could easily be applied. At the same time, there are similar types of work across service areas where alternative work strategies could be applied equitably. To address this and have alternative work strategies applied strategically to reflect the nature of the work performed across the organization, Mayhew developed categories of AWS that they called “Job Function Profiles” to reflect the type of tasks performed by administrative staff as part of their work activities.

Through the information gathering phase, administrative work was categorized into four job function profiles based on the nature of the work for the purposes of this study:

- Resident – Employees where the nature of the work requires them to work at a specific owned individual workpoint to perform job functions effectively
- Resident Connected – Employees where the nature of the work necessitates an assigned workpoint to complete a portion of their work functions. They can perform other work functions remotely
- Non-Resident Connected – Employees who have a choice of workpoints to perform the nature of their work effectively
- Non-Resident Mobile – Employees who can perform the nature of their work effectively remotely

Each job function profile outlines the available individual workpoints. A workpoint is defined as any place where an employee can perform their work. Examples of individual workpoints are a private office or workstation.

To determine the potential impact on space needs, a square foot allocation was assigned to each job function profile along with a sharing ratio of staff to workpoint. For example a Resident job function profile would have a sharing ratio of 1:1 (82 square feet per workpoint) and on the opposite end of the spectrum a Non-Resident Mobile job function profile has a sharing ratio of 6:1 (16 square feet per workpoint).

## **2.2 Overall Space Needs**

The current administrative staffing level as identified in Mayhew’s report for 2021 is approximately 1366 employees. Administrative staff are located across several locations e.g., City Hall, J. Allyn Taylor Building, as well as other leased spaces such as Citi Plaza.

In order to accommodate all administrative staff based on the previous MAP (2016) calculations, a total of 280,000 square feet is required. Should AWS be adopted by Council, the amount of administrative space required based on the revised calculation would be 224,000 square feet. Thus, the adoption of AWS would create the potential reduction of 56,000 square feet to be realized for a savings of approximately 20%.

Projected space needs out to 2031 are anticipated to be 246,000 square feet should AWS be adopted.

The estimate of space requirements calculated by Mayhew is based on the theoretical application of the various categories of AWS based on the review of job function profiles at a high level. However, if Council were to support the implementation of AWS, work would be required as part of the implementation to identify based on job function profiles across the Corporation specifically how AWS would be applied to various roles in the organization to confirm the overall space needs during the transition and implementation phases. The nature of the work (job function profile) will determine the extent to which AWS will be implemented. Administration will need to validate space

needs through testing and pilots prior to start of a competitive process to support the space requirements.

### **2.3 Transition and Implementation Plan**

Should Council support the adoption of AWS at the City of London, Civic administration would begin the development of a transition plan to support the implementation of AWS.

The transition plan will focus on the changes from our current temporary COVID-19 working at home arrangements to permanent alternative work strategies. This will help to bridge the gap during the implementation process of the MAP long term. This will take considerable time and effort to develop procedures, test and adjust as we learn.

The transition plan will involve several initiatives including but not limited to elements such as:

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

The Transition Plan would help bridge the gap between current COVID-19 temporary remote work arrangements, through to the long-term permanent implementation of AWS through the Master Accommodation Plan. It is important to note that there are no immediate changes to current working arrangements based on this report. The update to the MAP provides the framework for planning longer term space requirements and working arrangements. Experience gained since March 2020, will be beneficial in the transition from temporary working at home arrangements to long-term permanent AWS. This would be run in parallel to the competitive procurement process and design stage.

The implementation of an alternative work strategy is multifaceted and would require several elements to be taken into consideration. These include but are not limited to:

- The development of protocols to support individual employees requiring accommodations
- Continue to evolve the IT strategy to allow for technology integration (e.g., remote technologies)
- The development of processes and procedures to further support alternative work strategies

The development of a formal change management process is critical to ensure the successful implementation. This would involve several service areas across the corporation that would play an important role in the Transition Plan. Experience gained since March 2020, will be beneficial in the transition from temporary working at home arrangements to permanent alternate work strategies.

### **2.4 Climate Change Impacts**

The implementation of alternative work strategies (AWS) will also have multiple benefits impacting both Corporate and Community emissions and accelerate the Corporation's path to net-zero emissions by 2050.

The potential reduction of office space via the implementation of AWS will reduce Corporate Greenhouse Gas (GHG) emissions by 40 percent annually in comparison to the original Map (2016), curtailing approximately 22 tonnes. Employees working from home would substantially reduce commute-related emissions. The implementation of AWS would reduce annual community emissions related to employee commuter travel by approximately 534 tonnes (2026).

Reinforcing the City's commitment to climate action, additional consideration should be given with regards to renovation or new construction to ensure alignment with the City of London's Climate Emergency Action Plan.

## **2.5 Long Term Impacts of COVID-19 on Workspace**

Although it is not known how long social distancing measures will be in place, adoption of AWS would allow Civic Administration greater flexibility. As noted, overall space can be reduced, AWS could create the flexible work spaces that would ensure social distancing is maintained. Implementing an AWS allows the ability to have more staff work remotely while maintaining service levels. This would also give the ability to safely allow staff access to their workspaces. For example, reducing pressures on elevator capacity, stairwells, corridors, washrooms, and other common office areas.

By adopting alternative work strategies, the City of London will be in a better position to respond to future pandemics and outbreaks. The flexibility related to AWS and protocols will ensure that Civic Administration can respond quickly to any significant event(s) that could impact services in the future.

Implementation of the AWS for the City of London further supports both our existing and future Business Continuity Plans. This would allow quicker response to any unforeseen business interruptions as the supporting infrastructure is already in place to support it fully.

## **2.6 Next steps**

Upon approval of AWS, Civic Administration will begin work to create the transition plan process followed by the implementation of AWS protocols over the long-term. As the implementation process will take time to develop, Civic Administration will also proceed with next steps to initiate the work to begin 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 at a future date.

## **3.0 Financial Impact**

Should the AWS be adopted, savings will be realized as the amount of space required can be reduced by approximately 20%. The full financial impact of the implementation of the MAP with AWS is not fully known yet at this time. The overall costs to build, maintain and operate the implementation of the MAP will be reduced. However, there will be some additional cost associated in supporting AWS because of supporting policies, technology, and infrastructure that may need to be put into place which will offset some of the savings to be realized.

As this work is completed and identified, financial impacts will be incorporated into the next multi-year budget as required. Costs associated with any pilot projects will be accommodated within approved existing budgets.

With the implementation of the MAP, the need for leased space would be eliminated as outlined in the approved business case from the 2020-2023 multi year budget with exception of Life Stabilization decentralized locations. Non-financial savings would also be created from reductions of greenhouse gas emissions.

Total cost of implementation will be determined as the associated policies and technology to support AWS on a permanent basis are identified. However, COVID has assisted greatly with the identification and implementation of several remote work supports that will form the foundation to build on to support a long-term implementation.

## **Conclusion**

The adoption of AWS as part of the implementation of the Master Accommodation Plan would result in space savings of approximately 20%.

Since March 2020, temporary short-term strategies were developed to support remote work in response to the COVID-19 global pandemic. This framework has produced several positive initiatives that have been implemented and has resulted in no significant impact to service levels.

The result of the staff survey indicated positive feedback and a desire for a permanent long-term strategy. Implementation of AWS as part of the MAP would allow Civic Administration to continue with the momentum gained and move forward with a permanent long-term solution.

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**Attachments:**

Appendix A: Master Accommodation Plan – Update for Alternative Work Strategies

Appendix B: Alternative Work Strategies Employee Survey Summary



**London**  
CANADA

MASTER ACCOMMODATION PLAN  
UPDATE FOR ALTERNATIVE WORK STRATEGIES



OCTOBER 2021



## Introduction

In 2016, the City of London studied their existing administrative facilities to develop a strategy for future space needs. The purpose of this study, called the Master Accommodation Plan (MAP), was to evaluate the amount of administrative space required to accommodate staffing requirements through 2026, while leveraging and enhancing customer service delivery. Mayhew Inc. was engaged by the City of London to complete the study.

The key goals of this study were to:

- Determine the amount of civic and administrative space currently used and determine how much additional space would be required to effectively deliver governance and municipal services to the community
- Identify the strategic options available to meet the needs in the short and long term
- Determine the potential financial implications of each option and recommend the preferred option
- Present the information required to direct and inform decision makers to key questions and decision points needed to be made to position next steps
- Identify the next steps to be followed upon completion of this scope of work

The results of the study identified three options for accommodation for the City of London. The options were to (1) make no facility changes or (2) maintain City Hall and construct a new facility to create a Campus with City Hall or 3) to construct a new facility on a new greenfield site.

In March 2020, the Covid-19 virus spread globally, creating a far-reaching and unprecedented impact on our daily lives. As community spread increased, regulations were enacted by the Province of Ontario to slow the spread of the virus. Similarly, the City of London declared a State of Emergency.

Many City of London administrative staff were no longer able to work from City administrative buildings due to the Covid-19 pandemic. Administrative staff for the purposes of this exercise are management staff, CUPE Local 101 and Fire Administration at the City of London. During the early stages of Covid-19, the City moved to a remote work environment, with the exception of those functions that required employees to be in the workplace. Over time, where services have been reintroduced and City facilities have been opened, employees have returned to their work spaces where the physical distancing requirements have been met. Those staff that did not fall within the categories that continued to operate at City facilities were

provided equipment resources to work from their homes during Covid-19 on a temporary basis. This commenced on March 17, 2020 and continues at the time of publication of this report.

Since that time temporary remote work options had been implemented by the City of London, City Council directed City administration “to initiate an update of the Master Accommodation Plan taking into account the potential for alternative work strategies and long-term impacts on work space requirements resulting from the COVID-19 Pandemic”.

As a result of this direction, the goals of this exercise are as follows:

- 1) Explore potential alternative work strategies that could be implemented on a more permanent basis
- 2) Understand the impact of alternative work strategies because of Covid-19
- 3) Identify the potential impact of alternative work strategies on the overall space needs, as described in the 2016 Master Accommodation Plan

Mayhew Inc. was re-engaged by the City of London to evaluate the goals stated above. The focus of this exercise is to understand the potential impact to the 2016 Master Accommodation Plan if alternative work strategies were integrated. The Worksetting & Space Allocation Standards, Facility Evaluation and Strategic Options sections from the original report were not re-examined and served as the foundation for the evaluation of the impact of alternative work strategies on the adopted Master Accommodation Plan. Further, the core guiding principle of the 2016 Master Accommodation Plan of enhancing service delivery through physical space was maintained.

## Approach

Similar to the approach taken in completing the 2016 Master Accommodation Plan, a series of focus sessions were completed with management staff from each service area. All focus groups were completed virtually using video conferencing technologies. In total, twenty-one (21) focus sessions were conducted.

The first step was to understand the impacts on work functions due to the temporary transition to work from home and to understand the job functions that are performed at the City to support service delivery. Job functions are tasks performed by employees as part of their work activities. The discussions and feedback allowed for the evaluation of which alternative strategies were suitable options for the City of London, such as desk sharing, telework/working from home, non-territorial space, and distributed work centres. All alternative work strategies were considered, and no presuppositions were made. Participants were also asked to provide an overview of their department/division/ team and explain the impact of the enterprise-wide reorganization.

With an understanding of which alternative work strategies were suitable for the City of London administrative staff based on job function, a framework was developed for implementing future alternative work strategies. Potential challenges and barriers, and parameters were also identified for implementing the recommended framework.

To gather insight from employees about working arrangements and the impacts of Covid-19 on the City of London employees, a survey was distributed to staff. The survey was sent to employees that are impacted by the Master Accommodation Plan for administrative space.

The survey was distributed using an online tool (Microsoft Forms) and consisted of 30 close-ended questions related to the nature of work and collaborative, confidentiality, and technology requirements. Questions were also asked about their work arrangements during Covid-19 and feelings towards a post Covid-19 work environment.

The online survey was emailed to approximately 1366 City of London employees (who occupy administrative work spaces) on May 24, 2021 and was available online for a period of four weeks. During this period, 1003 responses were received across the eight Service Areas.

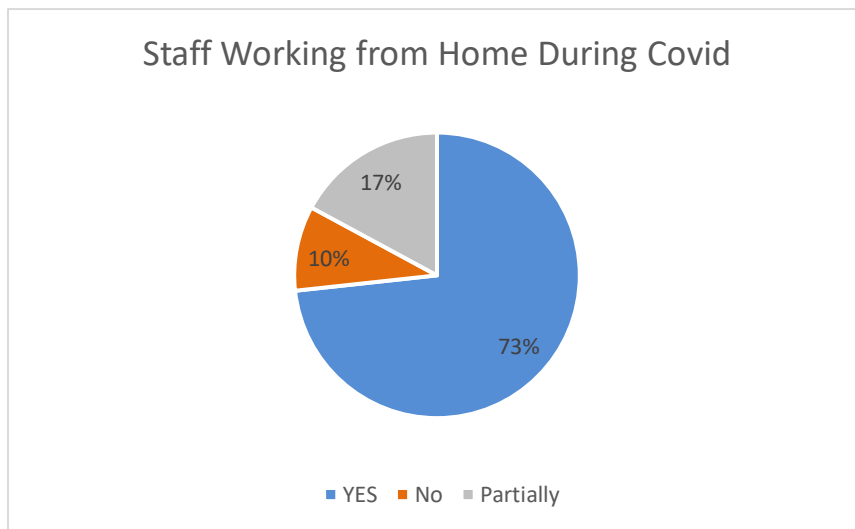
Staff were not required to self-identify with their survey responses, and email addresses were not associated with any of the responses. All individual responses are kept confidential and used only to identify trends.

## Focus Group & Survey Key Findings

Feedback received from the 53 participants of the management focus sessions was diverse, however there were some consistent trends. Regarding productivity, the majority of participants identified that productivity within their divisions had not been negatively impacted, and in many cases had improved by working from home. Similarly, managers acknowledged that staff generally transitioned to remote work effectively and that service delivery to the public was maintained.

When discussing collaboration, the overall feedback from managers was that collaboration had become more difficult due to the lack of in-person or face-to-face interactions. It was identified that not only was collaboration more difficult to do while working from home, but that it was also less effective to do virtually. Informal collaboration, on-boarding and passive learning/ mentoring was also impacted with teams unable to be in-person.

The survey identified that 73% of the administrative staff survey respondents worked from home because of the Covid-19 pandemic. Of the remaining 27%, 17% identified that they were working from home on a part-time basis.

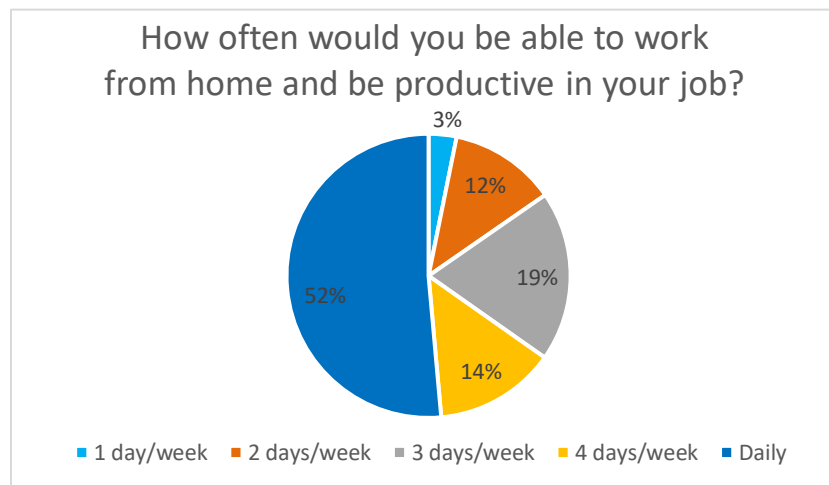


**Graph 1** Percentage of administrative staff either working from home full-time, partially or working from the office full time because of Covid-19.

The survey asked the respondents to rate their feelings on a scale of Very Positive to Very Negative towards working from home based on 6 qualities: productivity, work life balance, flexibility, work relationships, corporate tools and technology and physical

wellbeing (e.g., ergonomics/environment comfort). Except for the rating for Physical Wellbeing, all qualities had most responses as Very Positive and Positive. This was consistent across all service areas.

When asked whether they would be productive in their job if alternative work strategies were applied, most respondents answered yes. This was consistent throughout all service areas. The survey also asked the respondents to identify how many days they would be able to work from home and continue to be productive in their job. Respondents were given the options of Daily, 1, 2, 3, or 4 days a week to select for this question. Approximately half of the respondents identified that they could be productive working from home every day. Consistently throughout each of the service areas, the 1 day/week option was the least popular response.



**Graph 2:** The number of days a week the respondent answered that they could work from home and be productive in their job.

The final question of the survey asked respondents to identify their feelings towards both working from home and returning to the office post Covid-19 when restrictions are eased. For the entire organization, as well as for each of the individual service areas, most responses for feelings towards working from home post-Covid 19 were Extremely Positive and Positive, with 48% and 31% respectively. The total percentage of Negative and Very Negative responses were 5% to 4% respectively.

The responses from the staff survey are important to support any future alternative work arrangement implemented by the City of London. While many of the questions were geared towards future spatial planning, the questions regarding the individual's feelings towards working from home during Covid-19 and feelings towards working from home post Covid-19 are key components to this report and any recommendation put forth.

## Alternative Work Strategies Framework

A key step in developing the alternative work strategies framework for the City of London was determining which strategies were suitable for the organization. The process to determine alternative work strategies began with evaluating all options, with no presuppositions as to which were and were not suitable for the organization.

Focus session presentations to the Senior Leadership Team outlined alternative work strategies to consider based on the job functions within the organization. These options included telework/working from home, desk sharing, activity space, distributed work centres, non-territorial work, and flexible work hours. Following in-depth conversations with management staff, a list of suitable options for alternative work strategies were narrowed down. The alternative work strategies options that were narrowed down for further considerations and discussion are teleworking/working from home and desk sharing.

## Job Function Profiles

The administrative staff of the City of London, for which alternative work strategies are being considered, represent a very diverse set of job functions. For some of the job functions alternative work strategies could not be applied, whereas other job functions could have them be applied. At the same time, there are like job functions across service areas where alternative work strategies should be applied equitably.

To address this, the space has been allocated based on the functionality of each job. Four individual job function profiles have been created for consideration to characterize each job function based on the space required to perform the job function effectively. The job function profiles are defined as:

- Resident – Employees who require an owned individual workpoint to perform job functions effectively
- Resident Connected – Employees whose job position necessitates an assigned workpoint to complete a portion of their work functions. They can perform other work functions remotely
- Non-Resident Connected – Employees who have a choice of workpoints to perform job functions effectively
- Non-Resident Mobile – Employees who can perform their job functions effectively remotely

Each job function profile outlines the available individual workpoints. A workpoint is

defined as any place where an employee can perform their work. Examples of individual workpoints are a private office or workstation.

While a job function may be allocated an individual assigned workpoint at a City facility, the proposed strategy does not outline that the employee has to be working at a City facility five days a week. The amount of time an employee is required to spend at a City administrative facility or an alternate site (e.g., employee's home) has not been prescribed. Individuals who are unable to telework/ work from home would have workpoints available based on their job function profile. A process would need to be developed to review these accommodations, as well as determining the appropriate supporting policies/ procedures that would be required to implement alternative work strategies permanently.

The four job function profiles and their respective workpoints are listed below.

- Resident – Assigned individual workpoint
- Resident Connected – Assigned shared workpoint
- Non-Resident Connected – Unassigned shared workpoint
- Non-Resident Mobile – Hotel/Touchdown workpoint

To determine the impact on space needs, a square foot allocation was assigned to each job function profile along with a sharing ratio of staff to workpoint. These are presented below:

- Resident – 1:1 sharing ratio; blended rate of 82 square feet per worksetting to account for combination of private offices and workstations.
- Resident Connected – 2:1 sharing ratio; blended rate of 82 square feet per worksetting and 41 square feet per person.
- Non-Resident Connected – 3:1 sharing ratio; worksetting square footage calculated at the Flexible work profile from the 2016 Master Accommodation Plan at 32 square feet per worksetting and 10.7 square feet per person.
- Non-Resident Mobile – 6:1 sharing ratio; worksetting square footage calculated at the Free Address work profile from the 2016 Master Accommodation Plan at 16 square feet per worksetting and 2.7 square feet per person.

## Support Space Workpoints

The support space requirements for the update to the Master Accommodation Plan have been calculated based on the GCworkplace guidelines. In general, support space workpoints are spaces that are required to complete job activities that are not individual work areas. These include meeting rooms, shared equipment rooms and lunchrooms. GCworkplace is a government guideline that was developed to “support a flexible environment made up of a wide variety of different functional settings”. (GCWorkplace Design Guide, Part 1 Introduction). The guideline also recognizes that office space that is developed to support alternative work strategies will also require different types and quantities of collaboration space.

The Master Accommodation Plan completed in 2016 accounted for small, medium, and large meeting rooms, quiet rooms, shared equipment areas, lunchrooms/ kitchenette and undesignated support spaces. Given the impact of Covid-19 and the opportunity for remote work there has been a resulting impact on the types and sizes of support space required for the City. GCworkplace has expanded upon the types of collaborative spaces that should be included in an office space. As such, chatpoints (areas for brief impromptu conversations), teaming areas (informal open area to accommodate group work and idea generation), lounges (open area with furniture for dining and/or social interaction and informal work) have also been included as part of the support space calculations. Further, to accommodate staff without assigned workpoints, locker areas have also been included in the calculation of space required to support alternative work strategies.

## Space Impact

Using the space calculation methodology from the 2016 Master Accommodation Plan and the updates to the required support spaces, the overall space needs for City administrative functions were calculated. The space requirements were determined with and without the implementation of alternative work strategies.

With the overall space needs updated to account for the implementation of future alternative work strategies, the 2016 Master Accommodation Plan was also updated. The impact to the overall space needs with the implementation of the proposed alternative work strategies demonstrated a reduction of approximately 20% would be achievable.

When projecting overall space requirements between 2026 and 2031, it was estimated that the City of London would require an additional 11,000 square feet of space to



support the staff growth with the implementation of the alternative work strategies or 15,000 square feet without the proposed alternative work strategies. When assessing the overall space requirements until 2031, the City could reduce their space needs by 63,000 square feet if alternative work strategies are implemented.

The table below illustrates the overall space requirements:

Year	Staff Accommodation Required	2016 Master Accommodation Plan	MAP – Updated for Alternative Work Strategies	Resulting Space Reduction
		205 sq.ft. / Employee	164 sq.ft. / Employee	41 sq.ft. / Employee
2021	1366	280,000 sq.ft.	224,000 sq.ft.	56,000 sq.ft.
2026	1434	294,000 sq.ft.	235,000 sq.ft.	59,000 sq.ft.
2031	1506	309,000 sq.ft.	246,000 sq.ft.	63,000 sq.ft.

## Conclusion

The implementation of alternative work strategies is multifaceted and would require several elements to be taken into consideration. These include, but are not limited to, the development of protocols to support individual employees requiring accommodations, the development of an IT strategy to allow for technology integration (e.g., remote technologies), the development of processes to further support alternative work strategies (e.g., digital signatures), as well as a change management process to assist with implementation.

However, the application of alternative work strategies demonstrates an overall reduction of the administrative space required by the City of London. This includes an allocation of new support spaces to support the alternative work strategies, such as lockers and more collaborative space.

In addition to the reduction of space needs, the information gathering stage of this engagement identified that the overall staff responses indicated positive feelings towards working from home post Covid-19. Similarly, through the focus sessions with management staff, it was suggested that the ability to provide a high level of customer service at the City of London would be maintained with the implementation of alternative work strategies.

Covid-19 has and continues to have far reaching impacts on the way organizations utilize their workspaces. It has forced employees, including employees at the City of London, to become more mobile. It has changed how technology is used and how we interact with each other. The resulting impact on office space has been vacant workstations for extended periods of time. In a post Covid-19 environment, it is expected that the trend of mobile work will continue with employees still performing individual work tasks away from the office. The reasons employees will return to the office are to collaborate and interact resulting in the transition from dedicated space to shared, flexible space. Further to this, organizations must be able to respond to future pandemics, and outbreaks. Office space and protocols must be able to respond quickly to mitigate the impacts to their business. Implementation of the alternative work strategies for the City of London will be an integral part for any future response to these types of business interruptions.

Based on the identified administrative space requirements and the positive impact of the current staff work arrangements due to Covid-19, it is recommended that the City of London continue to explore alternative work strategies as a long-term strategy integrated into an updated Master Accommodation Plan. A recommended next step is to pilot alternative work strategies to confirm a reduction in space requirements and to ensure the City can continue to provide customer service to the community while effectively supporting staff through the implementation.

## Alternative Work Strategies Employee Survey Summary

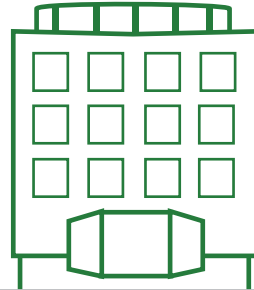
The staff survey was sent out to approximately 1366 City of London employees who occupy administrative work spaces and 1003 responses were received. The response rate was relatively consistent across all eight Service Areas



**73%** Response Rate

**90%**

**Working from home during COVID-19**



**17%** Partially

**73%** Fully



**Feelings towards working from home during COVID-19 based on**



**Productivity**  
**Flexibility**  
**Life Balance**



92%



4%



4%

93%

5%

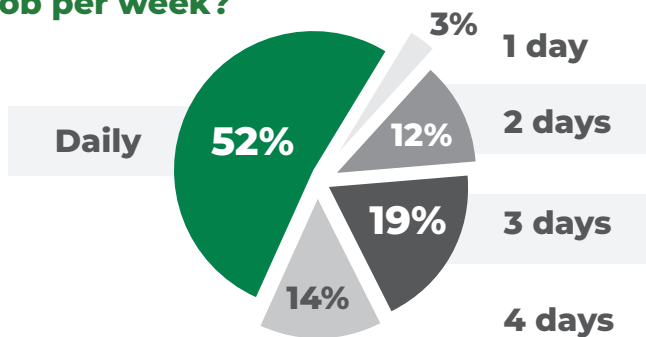
2%

84%

5%

11%

**How often would you be able to work from home and be productive in your job per week?**



**What activities would require you to come to the office to work?**

**Top 3**



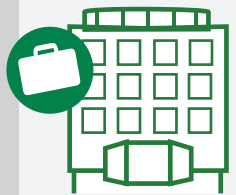
**In person meetings**



**Use of equipment**



**Social Interaction**



**Feelings towards returning to the office in a post-COVID-19 environment?**



37%



30%



33%



**Feelings towards working from home in a post-COVID-19 environment?**



79%



12%



9%

**What do you require to work successfully from home?**

**Top 3**



**Connection to the office network**



**Office space or equipment**



**Corporate tools & technology**