



Georgina Civic Centre Replacement Project

REPLACEMENT CIVIC CENTRE REDESIGN

April 14th, 2021



CBRE



GEORGINA CIVIC CENTRE REPLACEMENT PROJECT UPDATE

Objectives

Project Status

Findings and
Recommendations

Proposed Path

Next Steps



Objectives

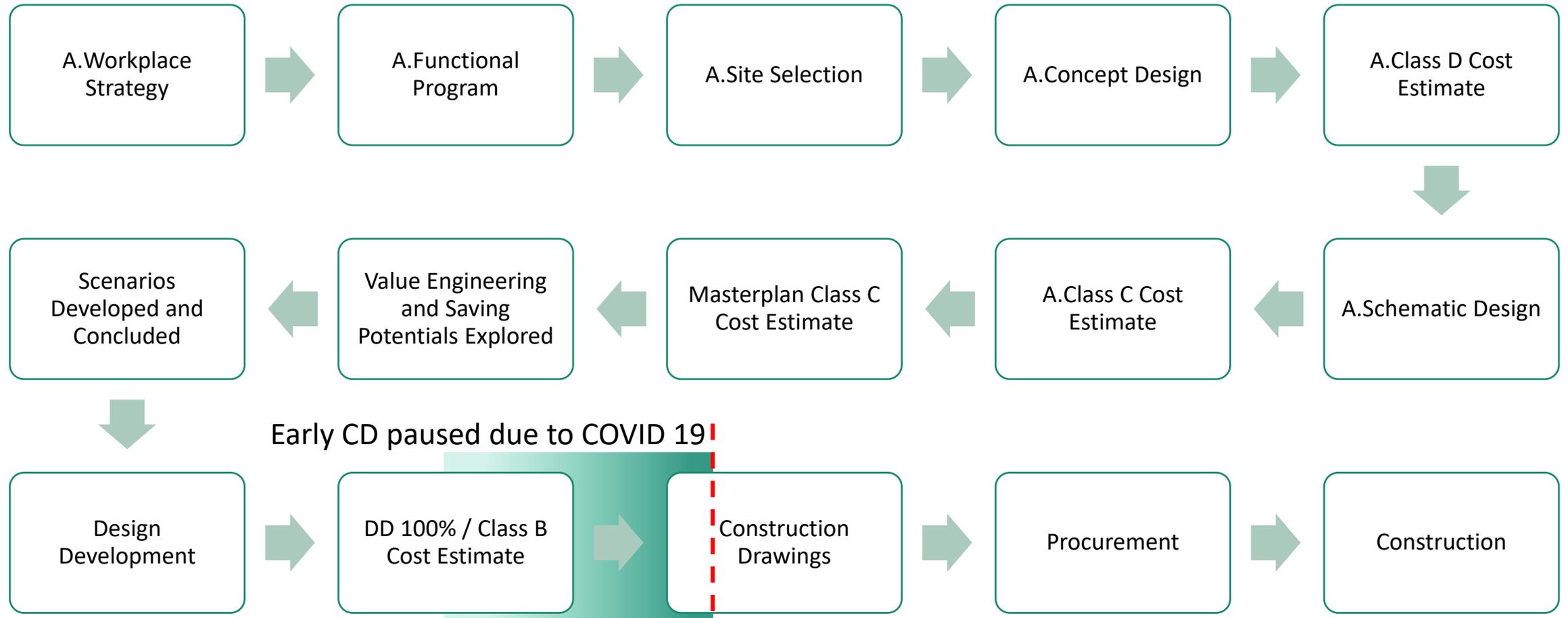
By the end of this meeting, Council:

- A. Will be informed of the current status of the project including impacts on Scope, Budget, and Schedule.
- B. Will be made aware of the recommended options to move forward with the project, in view of a post-COVID 19 needs reassessment
- C. Will provide direction and decide on the next steps

Project Status



Project Status



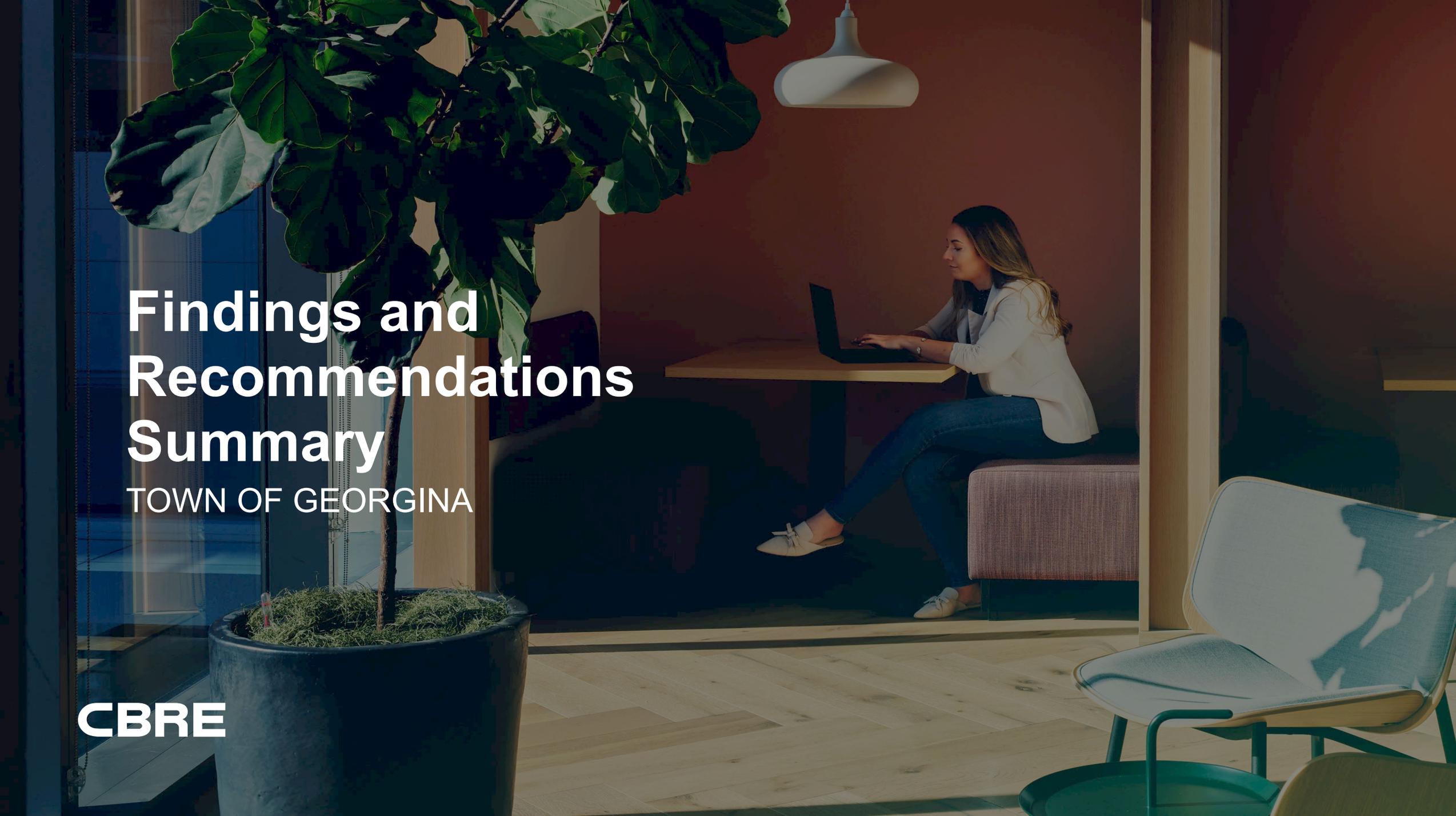
CBRE's Workplace Strategy Team completed the project needs reassessment and updated the Workplace Strategy.

Project Status – Schedule and Budget

- **Regular Project activities were paused since June 2020 due to COVID 19**
- **Current Finish Date is May 2023 instead of Nov 2022 (without redesign)**

Updated Project Budget received by Steercom (Feb 2020)	\$31,200,000	
Original Project Budget (Jan 2019)	\$27,000,000	
Costs to date (All Project related paid invoices)	\$979,625 (3.6%)*	} Approx. \$2M
Costs Committed (POs – Costs to date)	\$927,182 (3.4%)*	
	CBRE	\$102,599
	IBI	\$824,583
Current Civic Centre 2016 BCA Immediate Repairs(Elevator Modernization, HVAC renovation, Emergency Generator Overhaul, New Fire Sprinkler System, Fire Alarm Replacement)		Approx. \$4.7M

* % of Original Project Budget

A woman with long blonde hair, wearing a white blazer and blue jeans, is sitting on a pinkish-purple upholstered bench. She is leaning forward, typing on a laptop that is open on a light-colored wooden table. The setting is a modern office or lounge area with a large potted plant in the foreground, a white pendant light hanging above the table, and a light-colored wooden floor. The background features a dark red wall and a large window with a view of a city skyline.

Findings and Recommendations Summary

TOWN OF GEORGINA

CBRE

RESEARCH INPUTS

WORKSHOPS

- SMT Workshop (10 participants)
- Managers/Supervisors Workshop (38 participants)

SMT/MANAGERS/SUPERVISORS SURVEY

- 31 respondents

TAC INTERVIEWS/MEETINGS

- Records Management Strategy (2 participants)
- Customer Service Strategy/Corporate Strategy (3 participants)
- HR Policies (3 participants)
- IT Strategy (3 participants)
- TAC (15 participants)



KEY FINDINGS

01

A HYBRID REMOTE WORKING MODEL IS OPTIMAL FOR THE TOWN OF GEORGINA

02

THE FUTURE OF SERVICE DELIVERY IS INCREASINGLY VIRTUAL

03

IMPROVED TECHNOLOGY WILL OPTIMIZE REMOTE WORKING

04

LONG-TERM REMOTE WORKING WILL REQUIRE A SHIFT IN CULTURE

RESEARCH HIGHLIGHTS

SMT/MANAGERS/SUPERVISORS SURVEY

87% of respondents expect they and their team(s) will work remotely at least 2 days a week in the future

73% or more of respondents report satisfaction with collaboration, focus and productivity, connection, technology, and home office furniture

33% or less of respondents report struggling with work-life balance, social isolation, distractions and interruptions, technology issues, and collaboration/communication

53% or more of respondents report enjoying more flexible hours, not commuting, fewer distractions and interruptions, and virtual collaboration tools



RESEARCH SUMMARY

Research Outcomes

Impact

Increased WFH challenges space allocation (e.g. role of office shifts to place for collaboration and community instead of place for individual work, etc.).



Potential design modifications to the Replacement Civic Centre.

Increased WFH reduces office occupancy.



Seat sharing, neighbourhoods, and related policies and technology, are efficient and effective strategies to accommodate a reduce office occupancy.

The Town of Georgina includes diverse groups (from service counter workers to field workers), and the optimal WFH frequency will not be consistent in all worker types by division.



A hybrid WFH solution will ensure that each worker type by division is WFH at the optimal frequency to maintain a high-performance organization.

Increased WFH decreased the justification of the space and cost associated with assigned, private offices.



Reduced need for assigned, private offices.

Increased WFH requires the infrastructure for remote communication, collaboration, and file access.



Increased need for enhanced technology (hardware and software) to support WFH.

RECOMMENDATIONS

ENVIRONMENT

WORKPLACE

- Decrease seats based on 2 days/week average
Seat-sharing ratio of 1.3 to 1.5 employees per desk
- Offices of the day for flexibility and reduction of private offices overall
- Right-sizing meeting room sizes to accommodate smaller groups with virtual participants
- Reduced workstation size for Development Services with communal plan surfaces
- Reduced paper storage
- Decrease in amenity space

PUBLIC FACILITIES

- Decreased size and capacity of service counters with virtual service
- Decrease in public circulation area
- Increase of power/data in public area to support potential service kiosks in the future

POLICIES/ETIQUETTE

- Develop flexible work policy
- Adopt a clean desk policy to support seat sharing
- Leadership training for managers/supervisors to effectively manage their teams remotely.
- Consideration of a stipend for home office accommodation

TOOLS

- Acquire collaborations software (e.g. MS Teams) for all employees
- Transition all employees to laptops.
- Accelerate digitization efforts for remote file access
- Implement online self-serve capabilities for customers (as per customer service strategy).
- Adopt desk & meeting room reservation technology

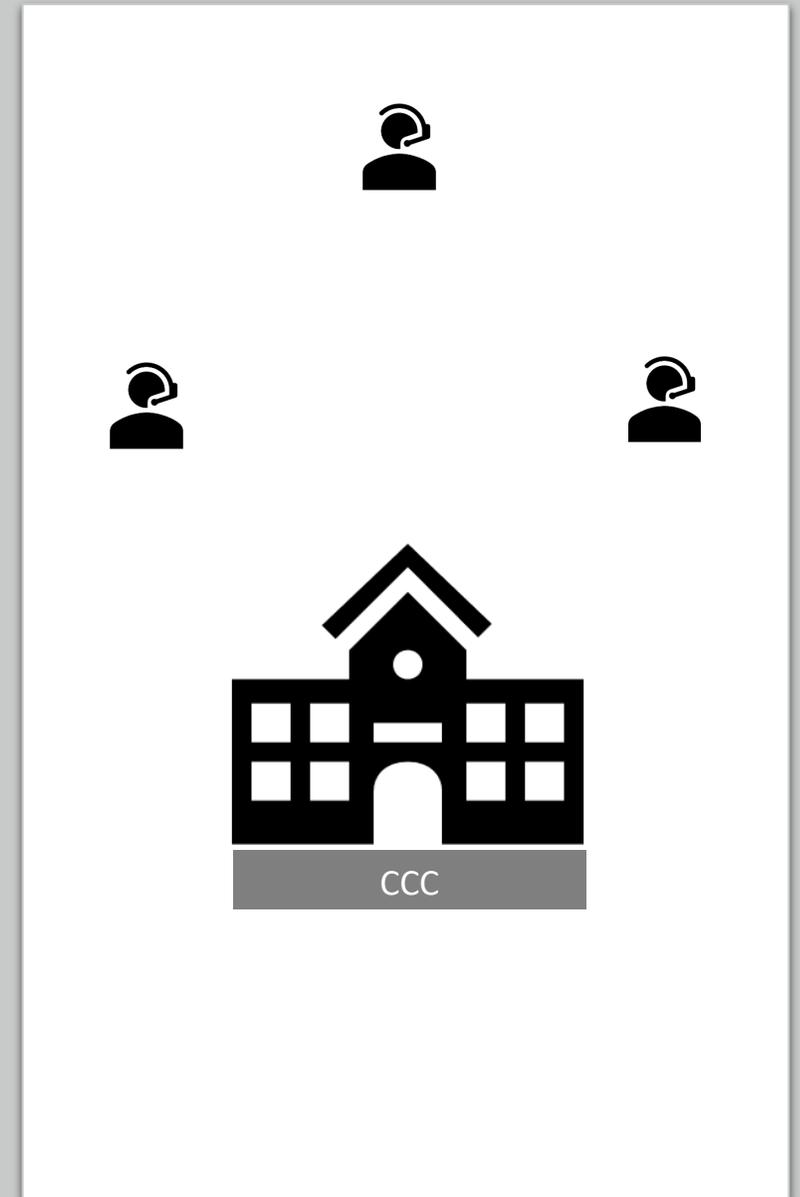
Eliminated Scenarios

1. **Keep Current Civic Centre (CCC) and accommodate for Future with or without remote work**
2. **Utilize a portion of CCC with other Town Facilities/Buildings (TF/B)**
3. **Move Town to Remote Work only**
4. **Utilize TF/B with Remote Working but without a Civic Centre**

Scenario 1: Keep Current Civic Centre (CCC) and accommodate for Future with or without remote work

Major Challenges

- Covid-19 – HVAC system upgrade
- Costly upgrades – elevator, AODA compliance, ...etc. (Approx. \$4.7M)
- Heavily demised cellular block wall structure preventing cost-effective open plan layout / or reconfiguration
- Collaborative space/ public space limitations
- **Council has already approved a new Replacement Civic Centre and the demolition of the existing Civic Centre**

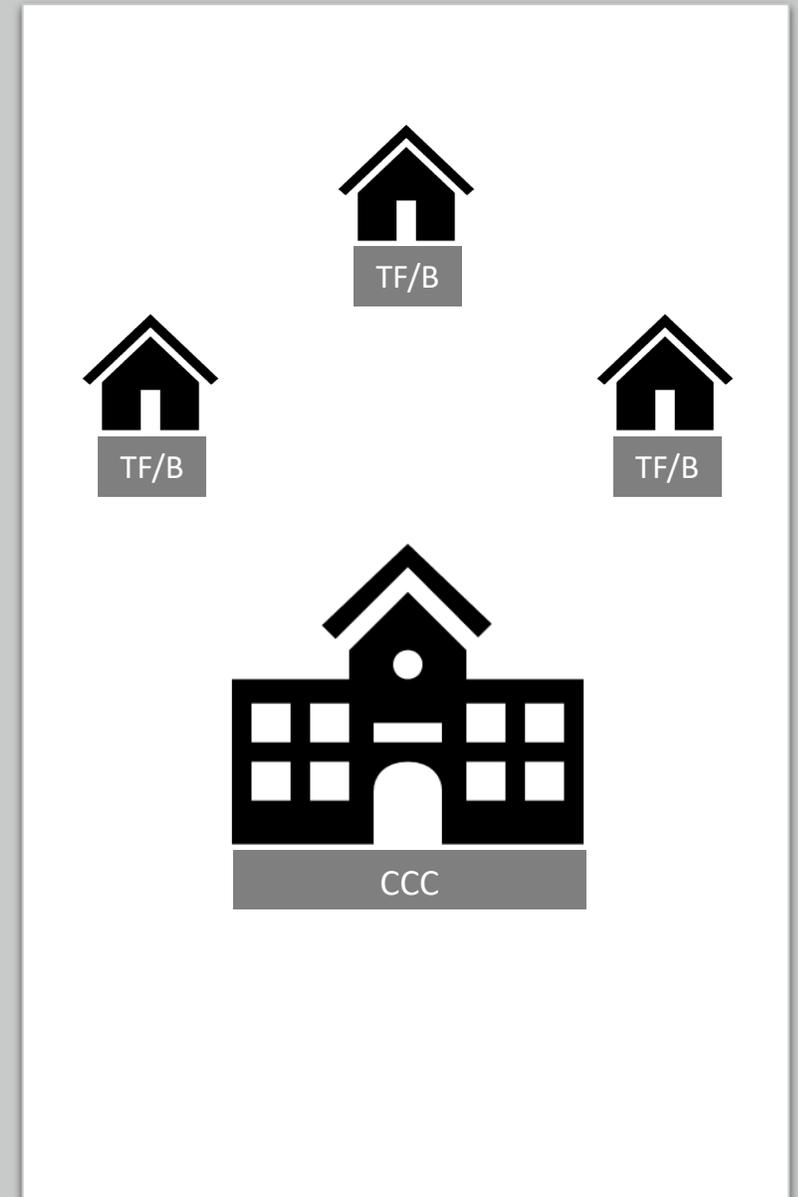


CCC: Current Civic Centre
TF/B: Town Facilities/ Buildings

Scenario 2: Utilize a portion of CCC with other Town Facilities/Buildings (TF/B)

Major Challenges

- Covid-19 – HVAC system upgrade
- Costly upgrades – elevator, AOD compliance, ...etc.
- TF/B status and potential upgrade – no economy of scale
- In-person team adjacency and collaboration challenges (capacity/access)
- Restrictive meeting and amenity distribution
- Imbalanced utilization
- **Council has already approved a new Replacement Civic Centre and the demolition of the existing Civic Centre**

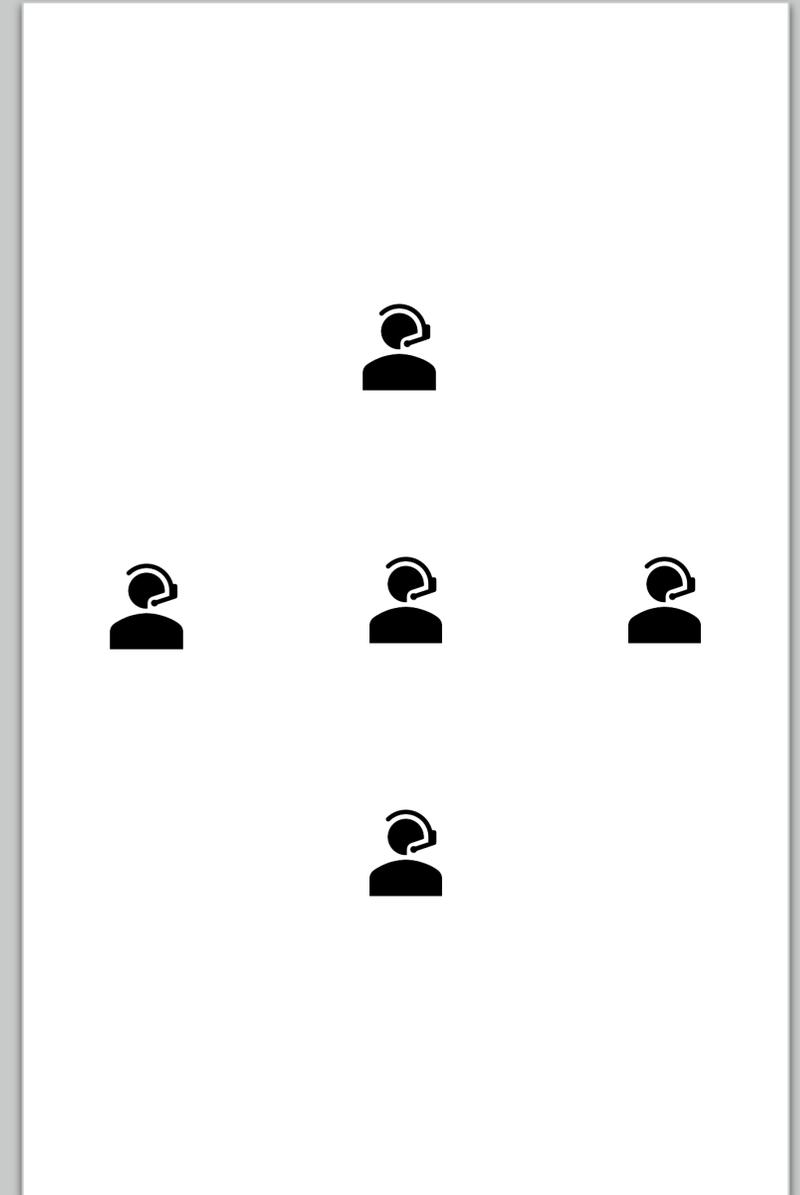


CCC: Current Civic Centre
TF/B: Town Facilities/ Buildings

Scenario 3: Move Town to Remote working only

Major Challenges

- Public space programme may need to exist across buildings
- Public access to several buildings may require multiple retrofits of existing.
- No hub with amenity for employee connection, large team meetings, onboarding or building a sense of community or pride
- Concern about productivity by employees with incompatible conditions or personal preference to work from home

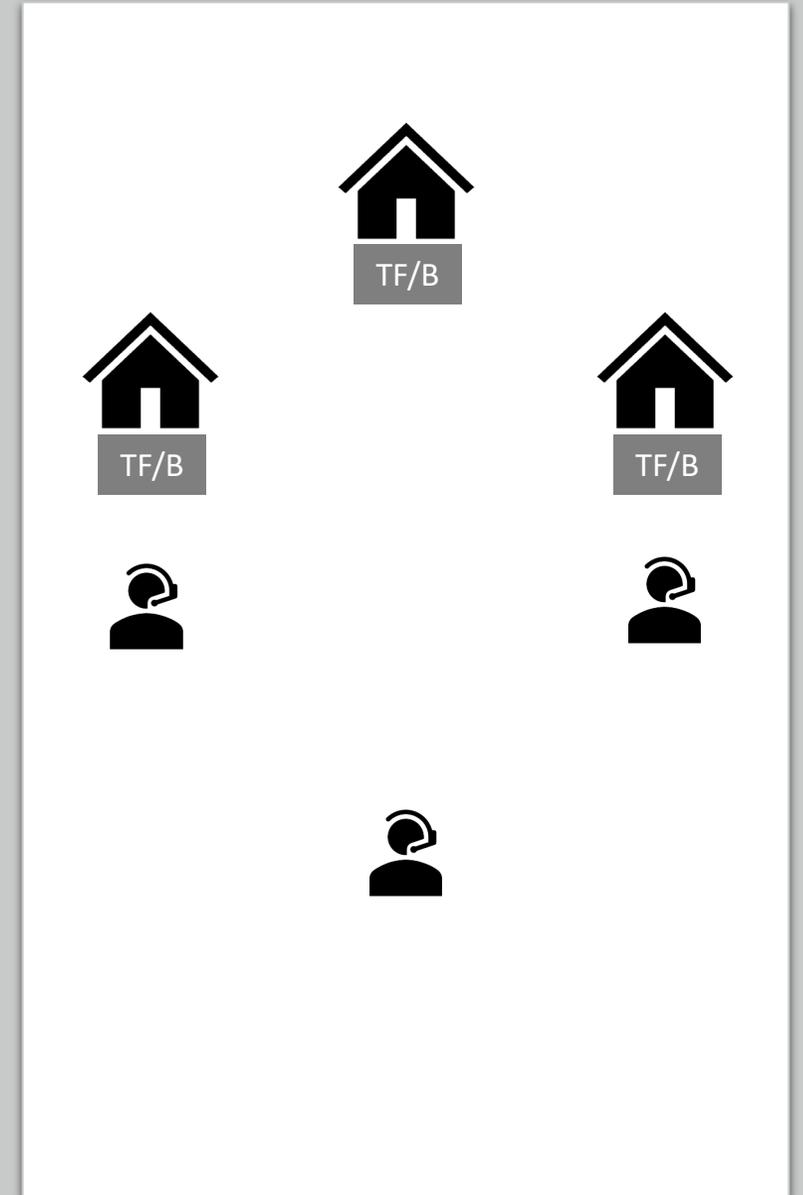


CCC: Current Civic Centre
TF/B: Town Facilities/ Buildings

Scenario 4: Utilize TF/B with Remote Working

Major Challenges

- TF/B status and upgrade
- Limited capacity flexibility
- In-person team adjacency and collaboration challenges (capacity/access)
- Restrictive meeting and amenity distribution – need for a hub
- Capacity limitations for dynamic work
- Imbalanced utilization



SCENARIOS – RELATIVE TO CURRENT PLANS

	CURRENT DESIGN	CONSERVATIVE	MODERATE	PROGRESSIVE
SEAT SHARING RATIO	1.0 : 1.0	1.3 : 1.0	1.4 : 1.0	1.5 : 1.0
FUTURE HEADCOUNT*	182	182	182	182
SEAT COUNT	182	140	130	121
APPROXIMATE AREA/SEAT**	170	165	160	155
APPROXIMATE WORKPLACE AREA	30,940 SF	23,100 SF	20,800 SF	18,807 SF
APPROXIMATE AREA REDUCTION	0 SF	7,840 SF	10,140 SF	12,133 SF

*Future Headcount of 182 is based on 100%DD floor plans which illustrate that the facility design can accommodate 182 Work Seats.

**Current Design of 170 SF/Seat is based on workplace area indicated on 100%DD floor plans. Seat sharing scenarios indicate a gradual decrease of area/seat - a more mobile workplace will further reduce allocation of private offices, meeting room capacity, and support/amenity space capacity.

SCENARIOS – HEADCOUNT

Building Opening

2027

Beyond 2027

SHORT-TERM

MEDIUM-TERM

LONG-TERM

Conservative

Moderate

Progressive

SEAT SHARING RATIO

1.3 : 1.0

1.3 : 1.0

1.44 : 1.0

1.72 : 1.0

HEADCOUNT

142

142

157

188

SEAT COUNT

109

109

109

109

APPROXIMATE AREA/SEAT

165

APPROXIMATE WORKPLACE

17,985 SF

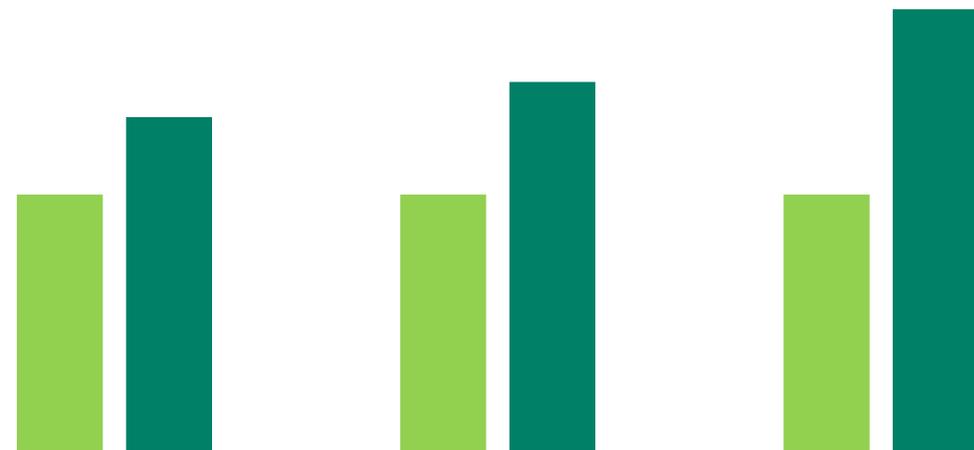
AREA*

12,955 SF

APPROXIMATE AREA REDUCTION**

*Approximate Workplace Area is comparable to applying Progressive (1.5 : 1.0) seat sharing ratio to 100%DD plans.

**Approximate Area Reduction is based on current workplace area as per 100%DD plans.

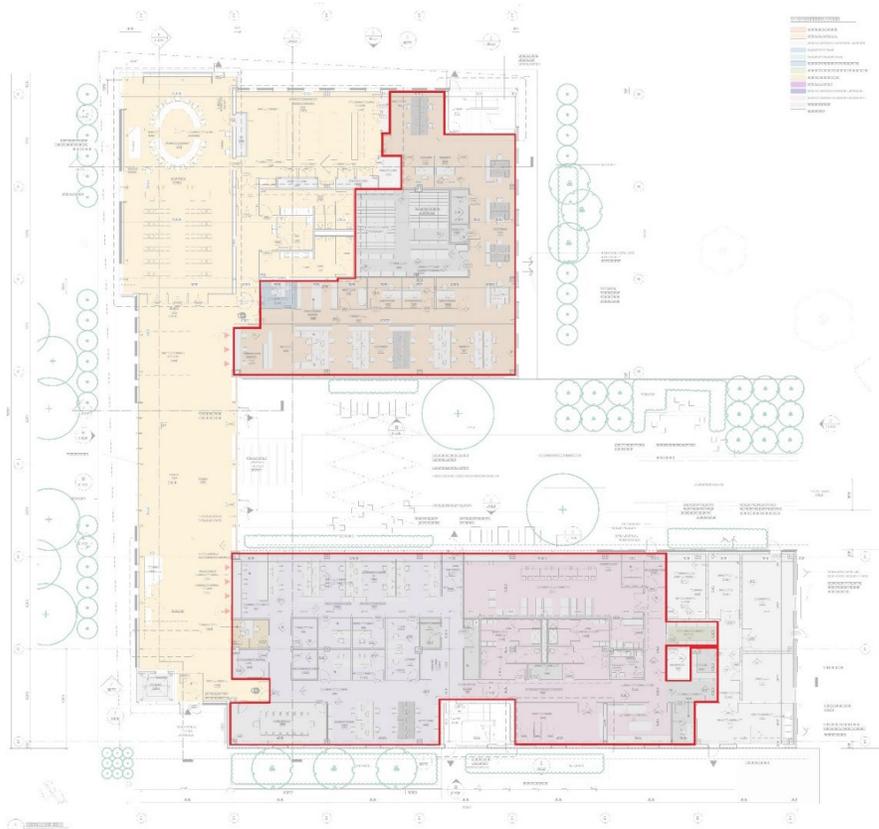


■ Seats ■ Headcount

APPENDIX A: 100%DD FLOOR PLAN – WORKPLACE AREAS

FIRST FLOOR – NORTH

- 4,960 SF
- 38 Work Seats



FIRST FLOOR – SOUTH

- 8,444 SF
- 30 Work Seats

SECOND FLOOR – NORTH

- 7,514 SF
- 40 Work Seats



SECOND FLOOR – SOUTH

- 10,431 SF
- 74 Work Seats

Proposed
Path



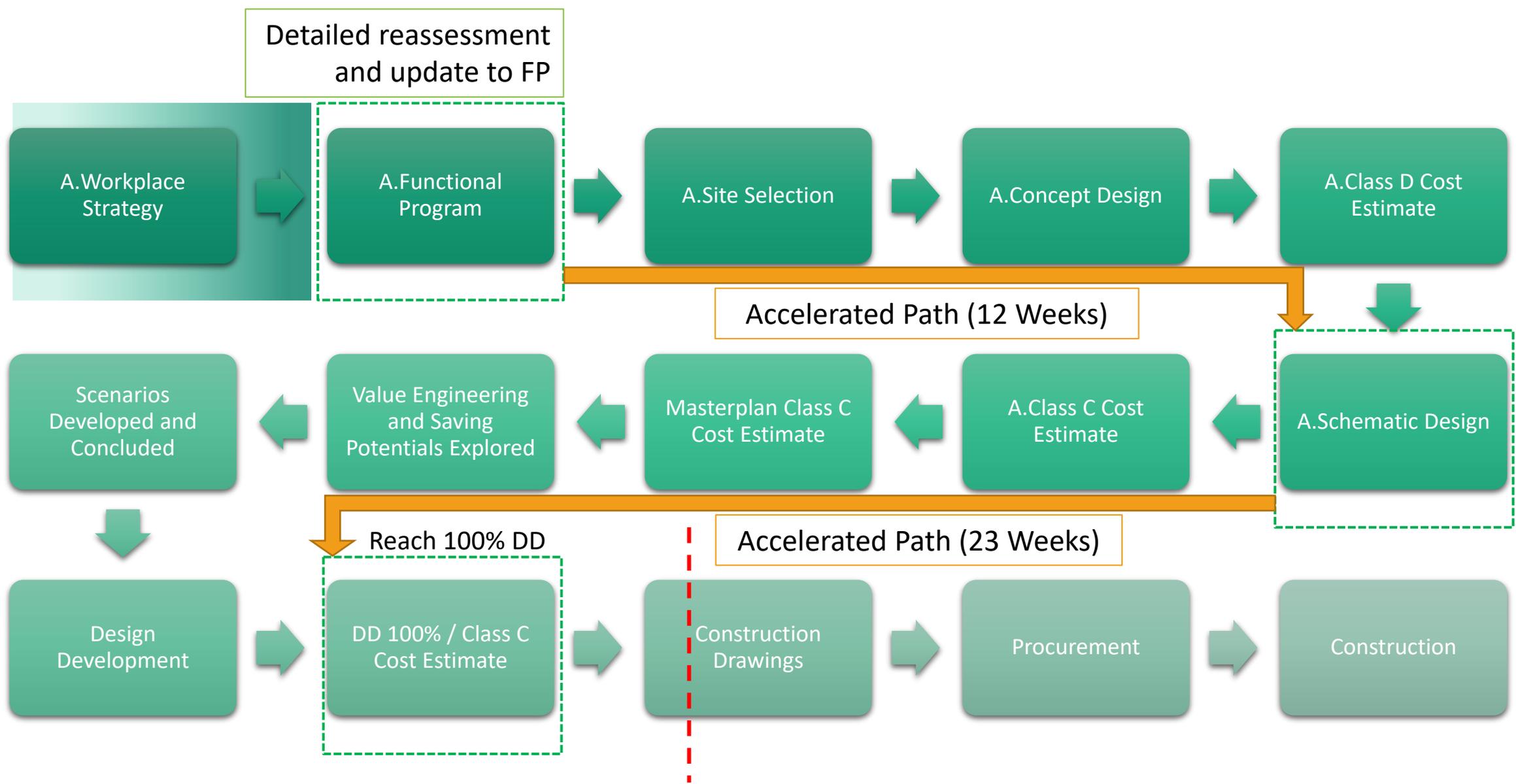
Redesign

Range

Redesign Goals

Area Reduction Target (SF)	12000	16000
New Construction Budget Target	\$15 M	\$20 M

Proposed Path – Redesign (35 Weeks)



Proposed Path – Redesign Scope

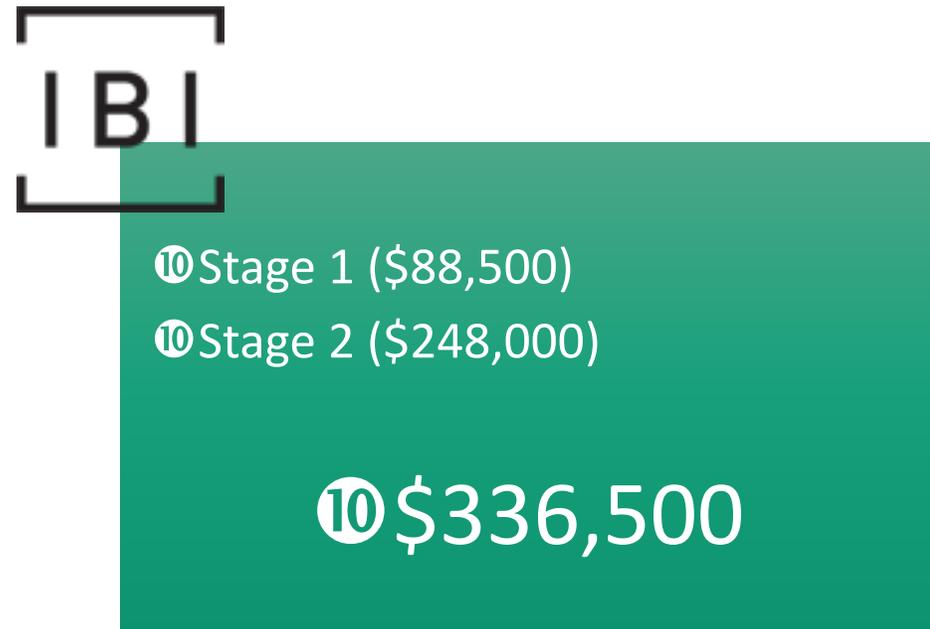
CBRE

- ⑩ Revised Functional Program - Detailed Programming
- ⑩ Additional Project Management services
- ⑩ Revised Furniture plans and submissions

IBI

- ⑩ Stage 1
 - ⑩ work plans, review of new project data provided
 - ⑩ Blocking / stacking /massing drawings
 - ⑩ Presentations
- ⑩ Stage 2
 - ⑩ Civil, Landscape, Architectural, Structural, Mechanical, Electrical/COMMS/ AV/IT
 - ⑩ Class C Estimate
 - ⑩ Presentations

Proposed Path – Redesign Budget



A Total of \$ 439,300

Next Steps: Resolutions Required

- That Council endorses the new proposed path to redesign the Georgina Replacement Civic Centre and reduce the building size within a new proposed project budget target range.
- That Council approves the schedule, new scope, and additional costs for the Georgina Replacement Civic Centre project redesign including a total of \$102,800 for CBRE and a total of \$336,500 for IBI



Georgina Civic Centre Replacement Project

Thank you for Listening!

Questions?