



## Georgina Civic Centre Replacement Project

# REPLACEMENT CIVIC CENTRE REDESIGN

April 14<sup>th</sup>, 2021



**CBRE**



# GEORGINA CIVIC CENTRE REPLACEMENT PROJECT UPDATE

Objectives



Project Status



Findings and  
Recommendations



Proposed Path



Next Steps

# Objectives

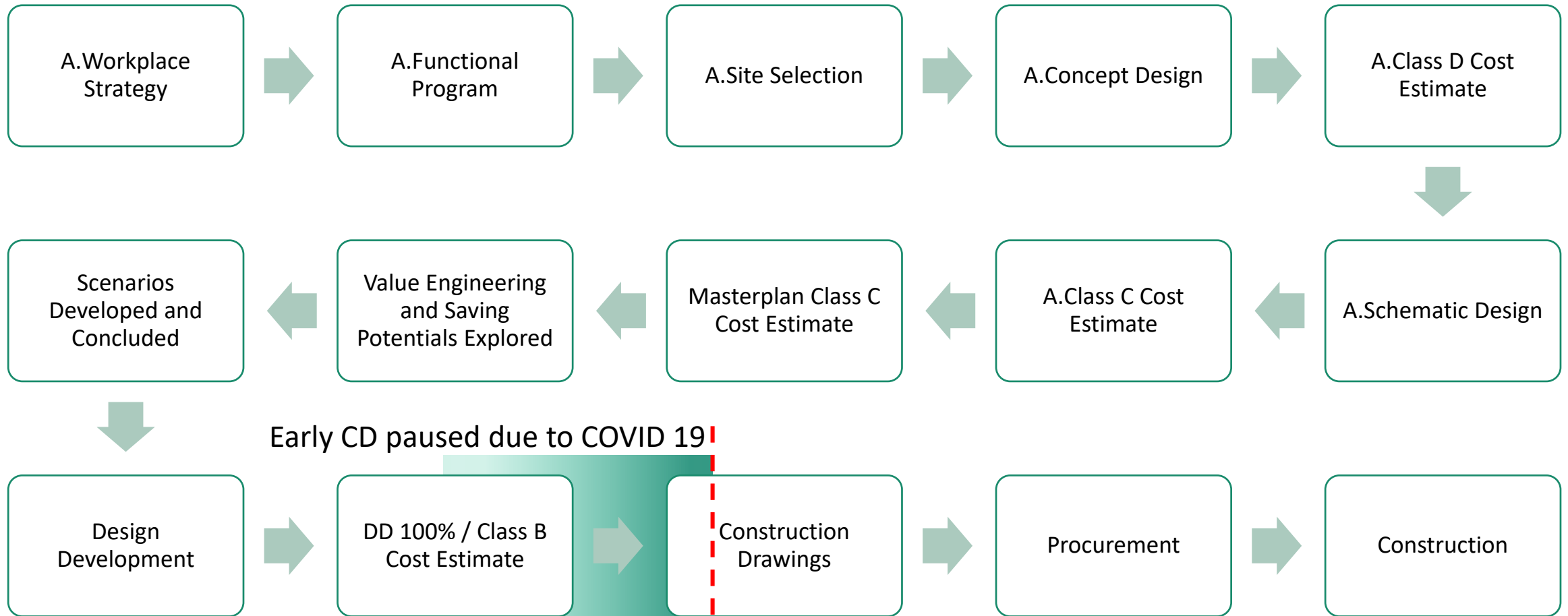
By the end of this meeting, Council:

- 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)		<b>Approx. \$4.7M</b>

\* % of Original Project Budget

A woman with long blonde hair, wearing a white blazer and blue jeans, is sitting on a purple upholstered bench, working on a laptop. She is in a modern office space with a large potted plant in the foreground and a modern chair in the background. The room has a warm, orange-toned wall and a wooden floor. A white pendant light hangs above the desk area.

# 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

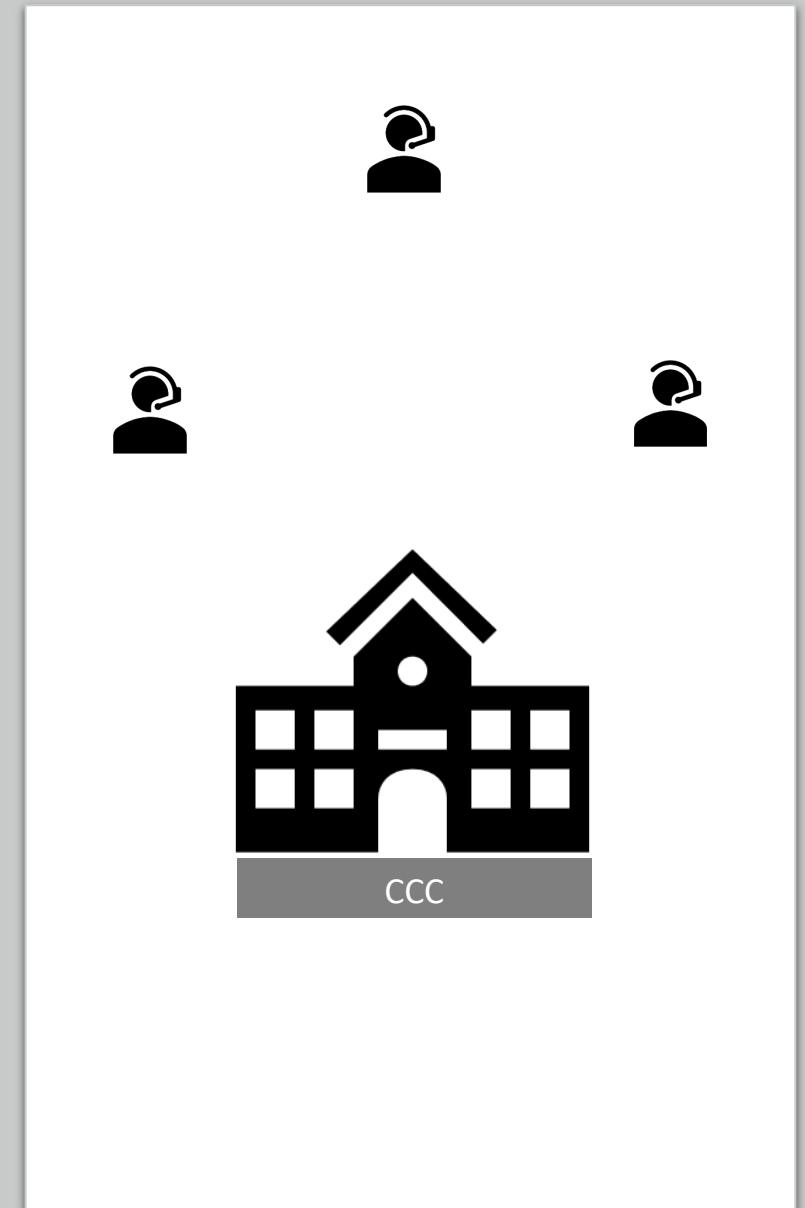
# Eliminated Scenarios

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**

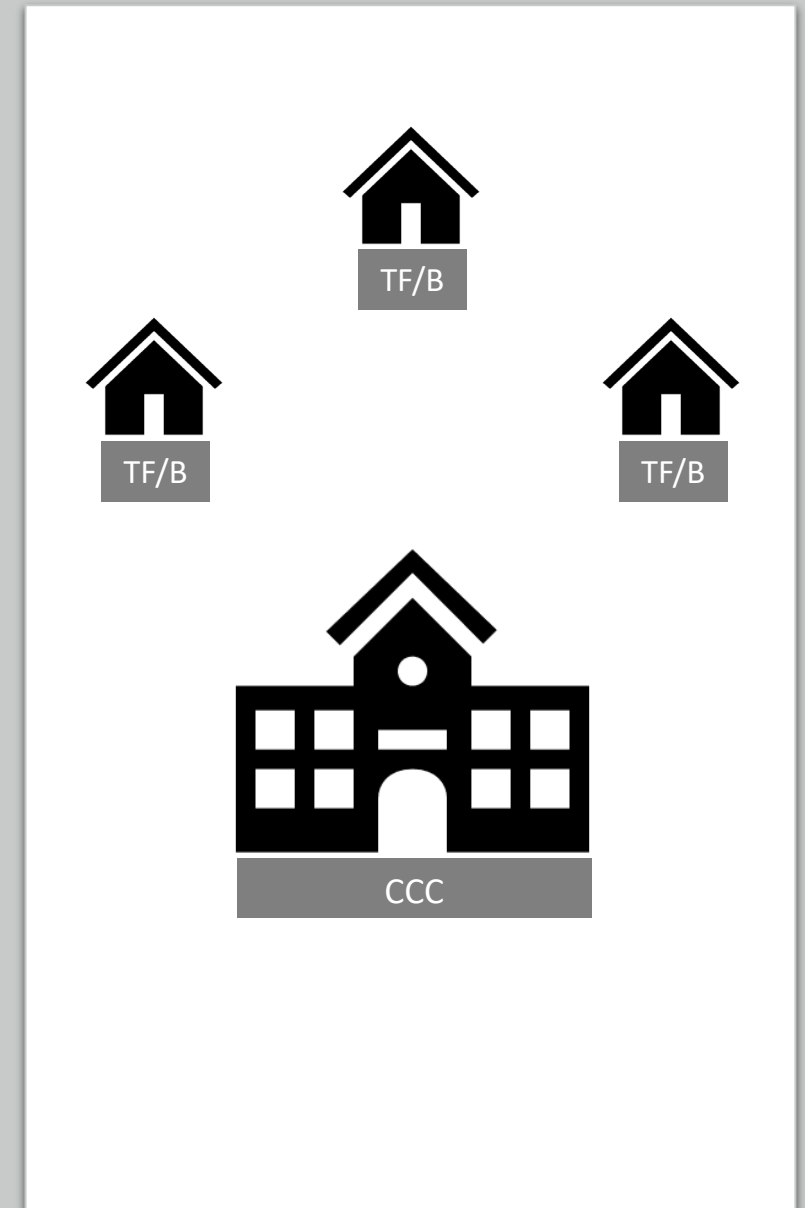


CCC: Current Civic Centre  
TF/B: Town Facilities/ Buildings

## 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**

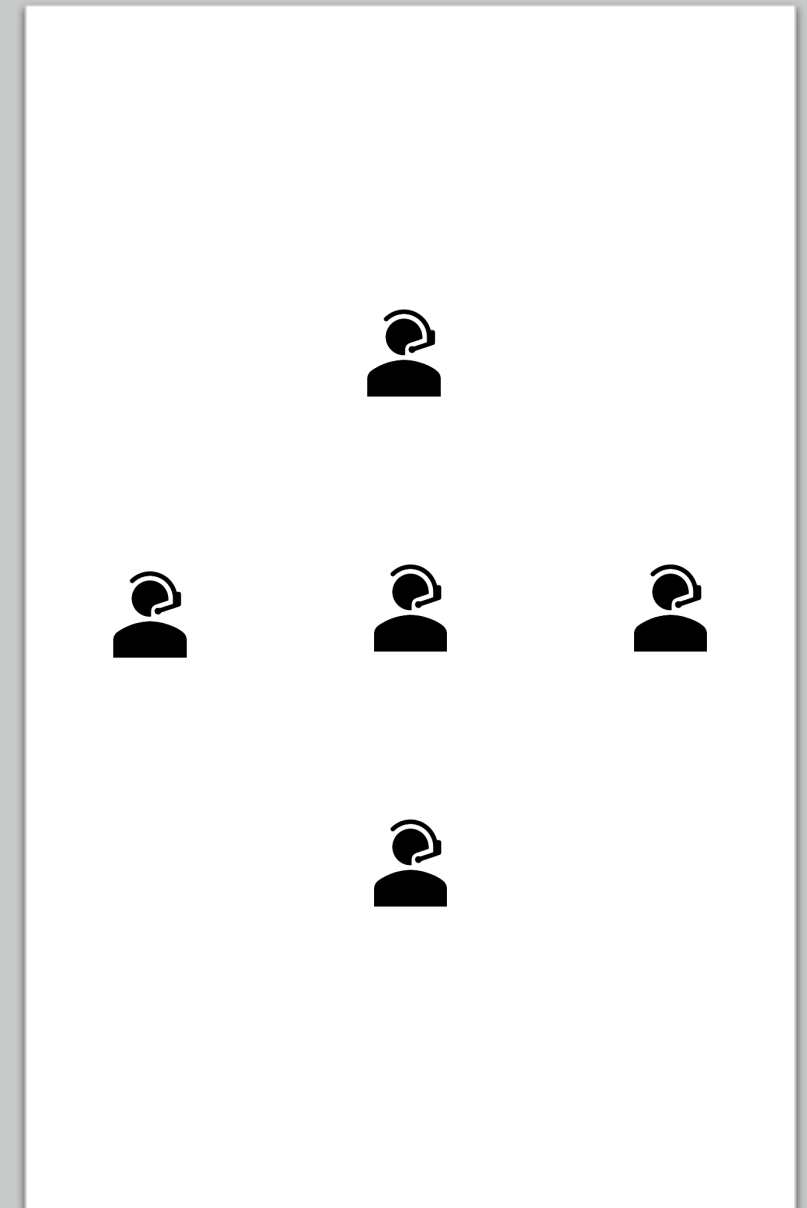


CCC: Current Civic Centre  
TF/B: Town Facilities/ Buildings

## 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

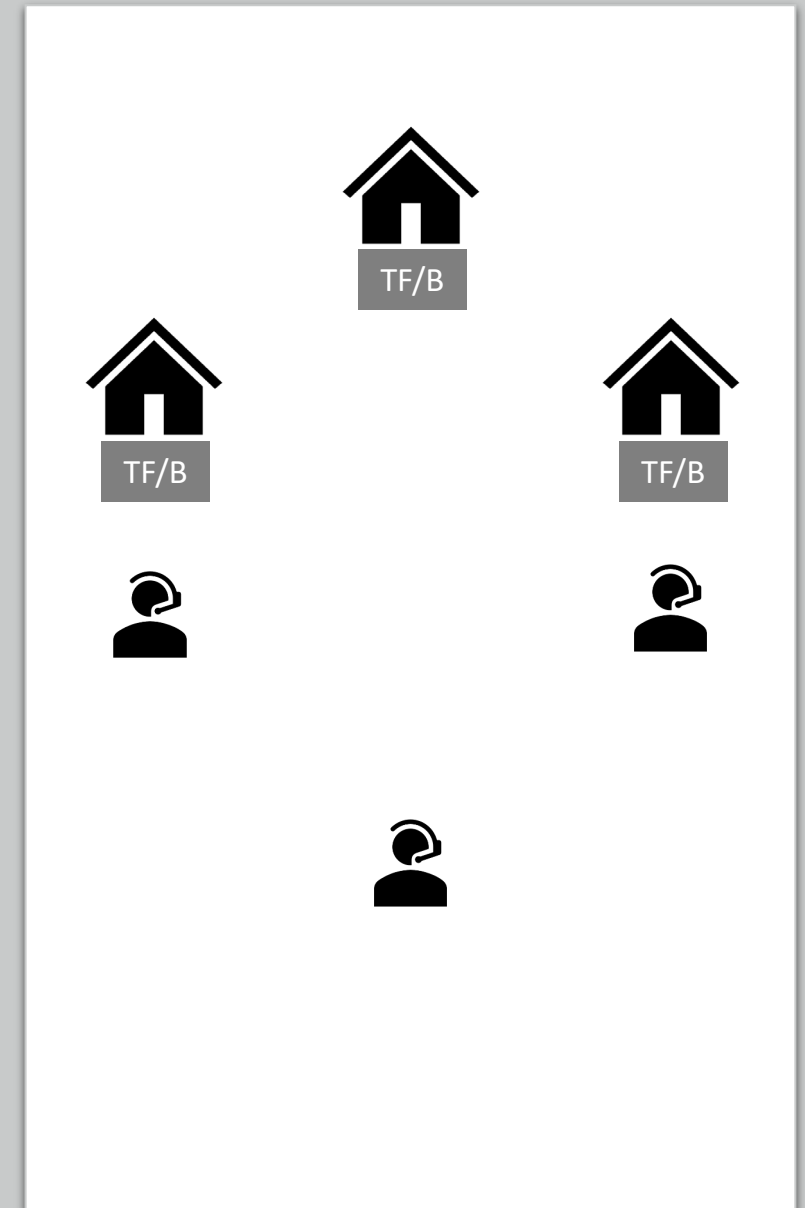


CCC: Current Civic Centre  
TF/B: Town Facilities/ Buildings

## 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

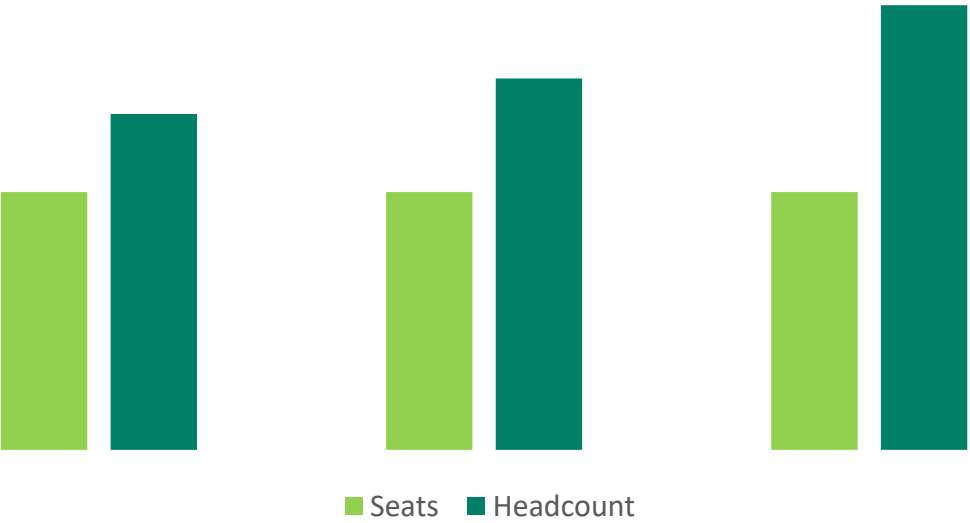
		Building Opening	2027	Beyond 2027
		SHORT-TERM	MEDIUM-TERM	LONG-TERM
		Conservative	Moderate	Progressive
SEAT SHARING RATIO	1.3 : 1.0	1.3 : 1.0	1.44 : 1.0	1.72 : 1.0
HEADCOUNT	142	142	157	188
SEAT COUNT	109	109	109	109

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.

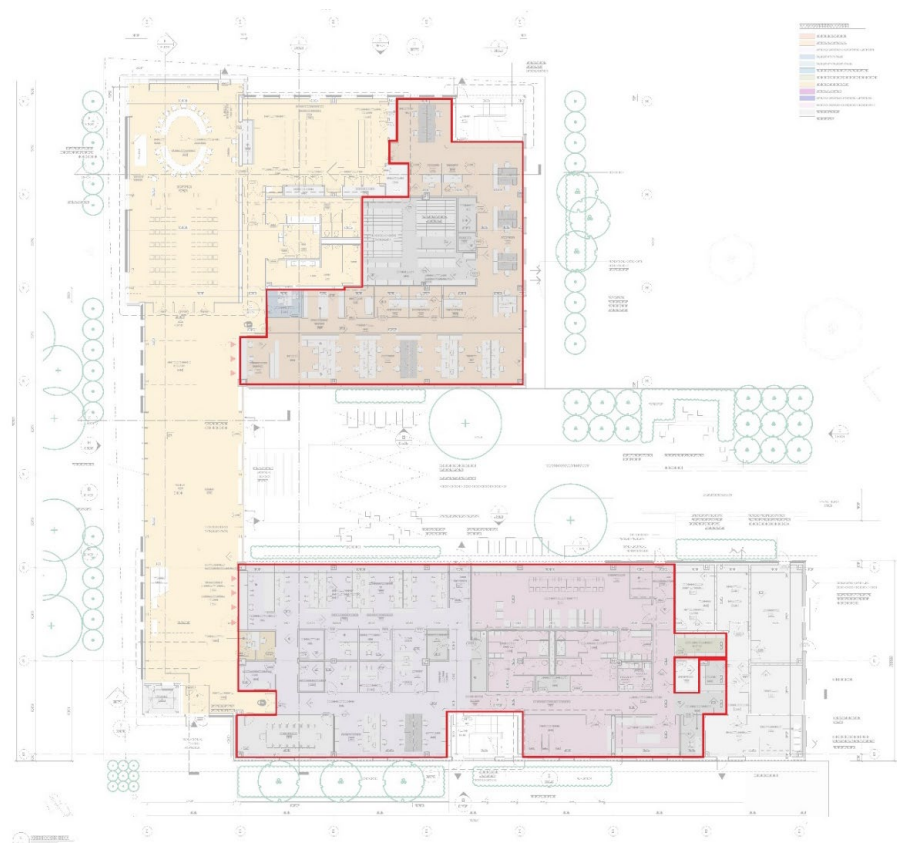
\*\*Approximate Area Reduction is based on current workplace area as per 100%DD plans.



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

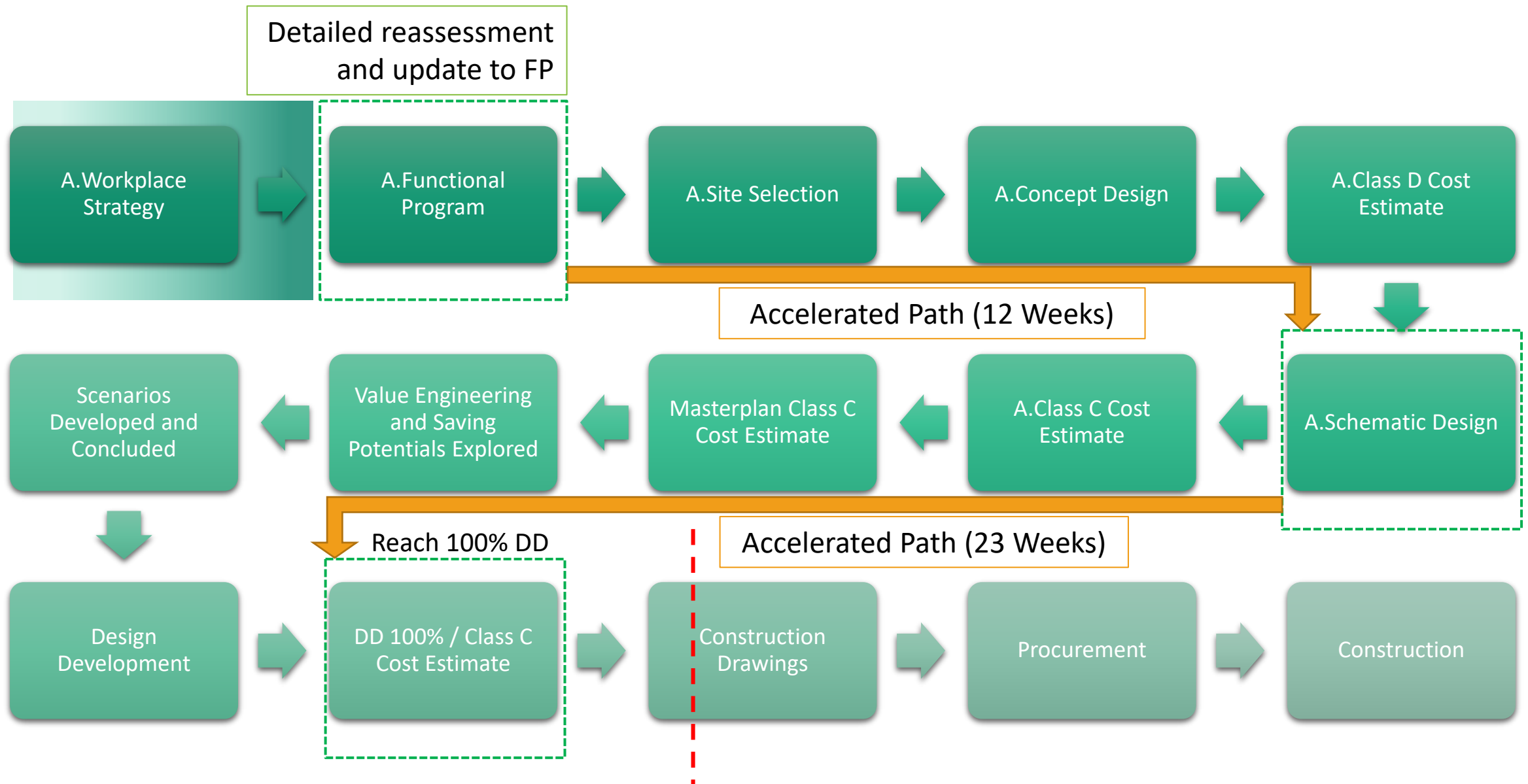


**Redesign**

Redesign Goals

	Range	
Area Reduction Target (SF)	12000	16000
<b>New Construction Budget Target</b>	<b>\$15 M</b>	<b>\$20 M</b>

# Proposed Path – Redesign (35 Weeks)



# Proposed Path – Redesign Scope

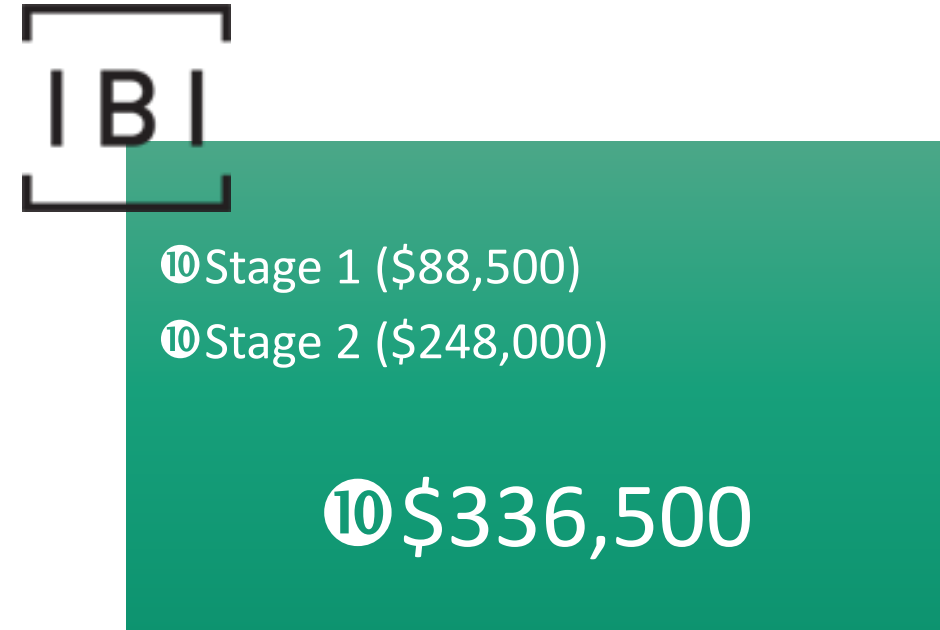
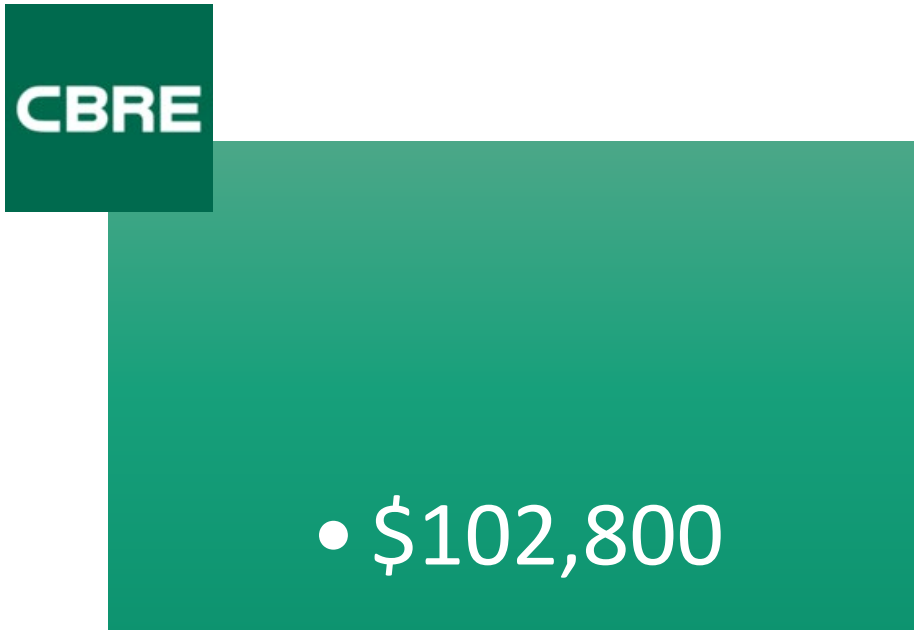
**CBRE**

- 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?