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Tillsonburg Town Hall Space Needs Review

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Tillsonburg Town Hall Space Needs Review - Executive Summary

Attention: Town Hall Steering Committee,
204 Broadway, Suite 200, Tillsonburg

It is with the greatest pleasure that Fabrik Architects submits this Feasibility Report for your review. This report provides an updated assessment of Tillsonburg's Town Hall space needs and the feasibility of meeting these needs on three different sites. These sites include the existing 200 Broadway mall location, the customer service centre at 10 Lisgar St and the municipal parking lot site at the corner of Harvey and Brock Streets. As Fabrik's report is an update of the space needs study executed by KNY architects in 2016, it follows the same structure and refers to some of the initial analysis conducted in the original study for reference. The purpose of Fabrik's update is to reevaluate the space needs and site options for a new Town Hall in light of the global Covid-19 pandemic and resultant changes to the workplace. This includes synthesizing survey data from staff on working from home, analyzing the feasibility of the proposed sites and presenting alternative pandemic responsive office layouts. The end of the report will synthesize our analysis and provide recommendations for site selection and next steps.

As the founder and Principal Architect of Fabrik, I strongly believe in providing meaningful, comprehensive, sustainable design solutions that express each of our Client's respective visions and values. Based on our preliminary design work, Fabrik has developed an understanding and appreciation for the programmatic and organizational needs of the Town of Tillsonburg and recognizes both the deficiencies and opportunities of its current facilities. It is our understanding that the Town of Tillsonburg

wishes to invest in a new Town Hall space that better serves their needs and that their current lease is ending in December 2023. Our team understands that a new Town Hall space is critical to both improving operations, and rejuvenating the public office's appearance within the local community. Based on this understanding and our findings from site visits, analysis and coordination meetings we have determined that the Town Hall requires a more cohesive, functional space that can accommodate all administrative departments and have a greater community presence. The following report lays out the details and implications of our findings and their related recommendations with the aim of identifying an effective solution for Tillsonburg's Town Hall requirements.

Our Team thanks you for this opportunity to present a comprehensive Feasibility Report for your consideration. We would be happy to meet with you to answer any questions you may have, further discuss the details of this report and determine next steps. We look forward to continuing the professional relationship between our team and yours.

Regards,

A handwritten signature in black ink that reads 'Elisia Neves' followed by a horizontal line.

Elisia Neves, Principal Architect, Fabrik
200-135 George St. N, Cambridge ON, elisia@Fabrikarchitects.



1.0 Introduction

Space Needs Study for Tillsenburg’s Town Hall

In 2021 the Town of Tillsenburg issued an RFQ for an updated space needs study for their town hall and associated operations, in June Fabrik was awarded the contract. As per the RFQ and subsequent design coordination meetings the Client has articulated the following project terms of reference:

1. Review the 2016 Space Needs Study completed by KNYMH Inc. and complete a 2021 update to allow the document to reflect short and long term space needs for administrative and operational functions.

- a) Review Town’s internal staff survey re: Remote Work and Work Preferences
- b) Review results of any stakeholder engagement session(s)
- c) Identify changes since 2016 and review impact on space allocations over multiple physical locations housing staff (administrative and operational)
- d) Update recommendations for space rationalization
- e) Re-evaluate current Town Hall square footage requirements and provide an updated 20 year growth projection for a new Town Hall

2. Additional report content and commentary to include movement of staffing:

- a) Identify all Administrative staff and space requirements in a new Town Hall
- b) Identify all Operations staff and space requirements in a new Town Hall (or elsewhere)
- c) (Current Operations space study will be provided)
- d) Operationally, identify synergies
- e) Statement of growth and change
- f) Potential efficiencies (Mobility Hub, combined Customer Service, single customer service desk, etc.)
- g) Pandemic Affect – How to address footprint in post-pandemic times
 - i. Distancing of workstations
 - ii. Hotelling (how to make safe or more compact)
 - iii. Flexibility for staff to drop in and plug in

3. Customized suite of office furniture to optimize square footage

- a) Status of existing furniture
- b) Options for furniture layout
- c) Discuss impact of furniture on Space Needs – how systems furniture can provide many options for staff.

4. Input from consultants/engineers is not required at this time – Consultant to define the space needs for such things as staff, meeting rooms, IT space, etc.

5. Concept design or building design not required at this time – Consultant to provide space required to provide municipal services.

Based on these terms of reference Fabrik has prepared the following report including detailed assessments and recommendations. The report includes eight sections and an appendix each addressing different content. The first section as detailed over the following pages provides a background and introduction to the project context and study parameters. Section 2 is a summary of existing site conditions and spatial requirements. Section 3 is an overview of survey results including the post pandemic work survey. Section 4 is analysis of the proposed sites suitability to the project parameters. Section 5 provides a basis for interior design and specifically looks at the impact of COVID-19 on workplace layout considerations. Section 6 looks at accessibility in the workplace as it pertains to the town hall. Finally section 7 provides a summary of previous analysis, conclusions and recommendations for next steps. The body of the report is followed by an appendix that includes sections from KNY Architects original report for reference.

STUDY SUMMARY

As part of the space needs study Fabrik reviewed three sites as potential locations for the updated town hall facilities: the existing Tillsenburg Town Centre location, the Customer Service Centre and the empty lots at the corner of Harvey and Brock.

The area of scope that was reviewed for each of these sites are listed below in square feet (SF) unless otherwise indicated:

200 Broadway	11,743 SF +/-	
10 Lisgar St	18,609 SF +/-	
Harvey & Brock	1.854 Acres +/-	✘

Introduction – Continuation

In addition to the above sites Fabrik reviewed 20 Spruce St. for a separate feasibility study for a new Public Works facility intended to host all operational staff pending proposed construction completion. This Public Works feasibility study has been made available to council and when considered in conjunction with this report illustrates a larger strategy to consolidate similar municipal departments into an optimal number of program specific buildings (i.e. dedicated operations and corporate facilities) to improve efficiency and delivery of services as well as reduce operational costs. Based on this plan Fabrik assumes that all administrative employees will need to be accommodated at the updated Town Hall facilities. This includes 57 current and 5 future admin staff and Fabrik recommends that the proposed facilities be designed for a further 10% increase in staff to allow for projected growth. Although Fabrik envisions that both studies would be implemented in tandem with each other we have allowed for the provisional inclusion of the hydro department offices at the town hall should they not be relocated to 20 Spruce St. This provision is outlined in the space needs analysis section of this report.

Based on these occupancy assumptions and Fabrik’s space needs analysis the proposed town hall facilities would require between 15,265 - 22,500 SF (23,010 with maximum hydro provision). This range in areas is based on two different spatial assumptions one prioritizing an optimized floor area and the other prioritizing flexible space use. These area calculations and their inclusions are outlined in greater detail in section 2 of this report.

Also note the parking requirements for a building of this size would be between 71 and 105 parking spaces.

In the context of the three proposed potential sites this required footprint would mean potentially doubling the area of the existing 200 Broadway office suites, a one to one extensive renovation of the Customer Service Centre and Hydro Bays or full development of the three lots at the corner of Harvey and Brock, the implications and opportunities of each of these scenarios are laid out in greater detail in section 4 of this report.

Fabrik’s analysis of the required area for this project represents a reduction in space needs of between

6% (1,328 SF) and 36% (8,563 SF) from the original study. The amount of decrease in area can be largely correlated to the number of changes in the Town’s work model as a result of COVID-19. The realities of a global pandemic have quickly and in some cases permanently shifted office employees into a work from home model. The Town of Tillsontburg’s corporate office is no exception to this trend and previously conducted employee surveys further support the continuation of a hybrid work model for the indefinite future. Furthermore, COVID-19 has prompted Fabrik to reconsider office space planning and design to better adapt to external stressors including public health emergencies. A detailed analysis of these survey results and diagrammatic suggestions of pandemic responsive office spatial layouts can be found in sections 3 and 5 of this report respectively.

BACKGROUND

For a general background on the Town of Tillsontburg operational structure and summary of existing buildings please see section 1.1 of the 2016 KNY Architects Space Needs Study located in the appendix of this report as this information is unchanged.

STATEMENT OF NEED & PROJECT PURPOSE

In December 2023 the Town of Tillsontburg’s corporate office lease is expiring presenting an opportunity for much needed facility upgrades. Currently the town’s administrative staff operate over several disparate suites and buildings across town that lack a cohesive identity. Furthermore many of the existing spaces are inefficient, nonfunctional or poorly located. Therefore there is a clear need to reevaluate how to consolidate administrative programs into one functional facility with a clear municipal identity with special consideration for the implications of the global COVID-19 pandemic.

OBJECTIVE & PROJECT DELIVERABLES

The objective of this study is to produce a comprehensive report detailing space needs and recommendations to aid in the selection of a site for the proposed Town Hall facilities and form criteria for the future design of the new facility.



2.0 Summary of Existing Conditions



For a general overview of the Town’s existing conditions and facilities please see section 2.0 of KNY Architects original space needs study located in the appendix of this report.

For reference the corporate structure overview and analysis of existing conditions in that section of the original report were used to help inform proposed spatial areas in the following section and contributed to analysis of the proposed sites detailed in section 5.

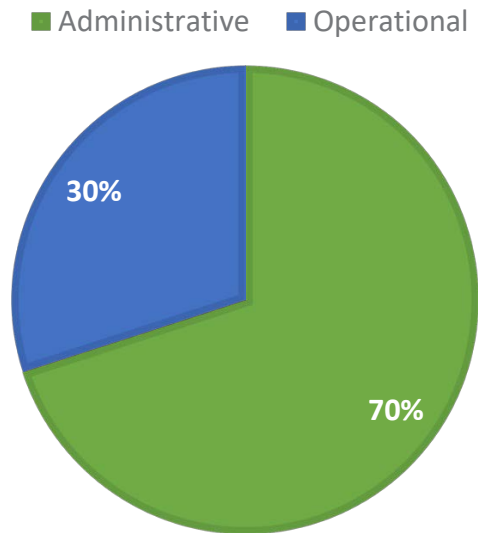
Independent of the original space needs study Fabrik conducted site visits to two of the existing condition sites: 200 Broadway and 10 Lisgar, which are both proposed as potential updated Town Hall facility locations in this report.



3.0 Overview of Survey Results

Staff Survey

STAFF WHO TOOK THE SURVEY



For the results of original departmental and staff survey conducted by KNY architects please refer to the appendix of this report. For reference the critical products/services and amenity space data from that survey remain applicable to this report and helped inform the space summary spreadsheet at the end of this section.

The rest of the survey data included in this section is taken from the 2021 staff survey conducted by the Town Hall Steering Committee to assess preferences and trends in working from home that could inform future space needs. The survey was available to all Town staff including operational staff. As Fabrik has conducted a separate feasibility study for Public Works and Operations this report will focus on the administrative staff who will be the primary occupants of the upgraded Town Hall facilities.

For reference Fabrik’s operations feasibility study looks at the possibilities for amalgamating all the public works departments including roads, fleet, hydro and parks in one facility either through a renovation and addition at the existing 20 Spruce St location or a new facility at a greenfield site. This report will also be presented to council for review in the fall of 2021.

Furthermore, for the purposes of this report Fabrik has focused on the survey results pertaining to percentage of employees who can work from home, the types of workspaces they require and perceived obstacles and advantages to the hybrid work from home model. These results have informed our summary of spaces spreadsheet at the end of this section.

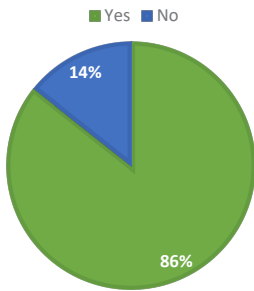
As a summary, the survey findings indicate that the majority of administrative employees (86%) are able to work from home at least part time and 73% of staff are amenable to alternative, flexible workspaces including hoteling and hotdesking. Furthermore the biggest advantage and disadvantage that staff identified of working remotely were less distractions and social isolation respectively. Both of these can be effectively addressed through strategic, hybrid work from home model. Fabrik’s recommendations for how to implement this are described in greater detail at the end of this section and in section 5.



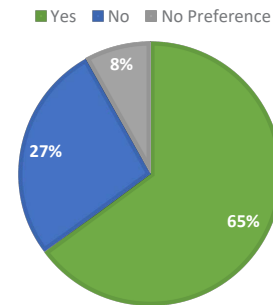
Survey Responses

Staff Survey - Administration

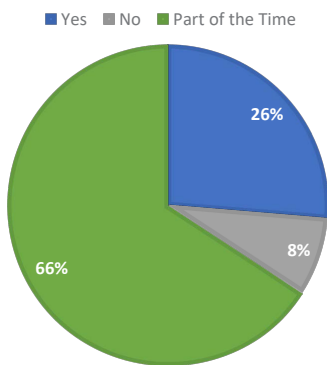
DOES YOUR JOB ALLOW YOU TO WORK FROM A REMOTE WORKPLACE?



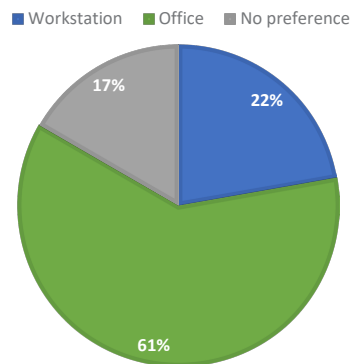
IF YOU WERE ENROLLED IN A REMOTE WORK MODEL, WOULD YOU BE FINE WITH SHARING A WORKSPACE WITH OTHER EMPLOYEE(S) WHEN YOU WERE WORKING IN THE OFFICE?



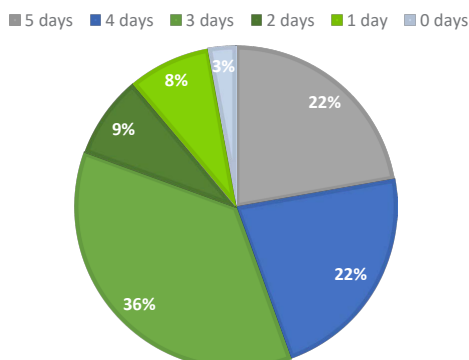
IF YES, WOULD YOU PREFER TO WORK FROM A REMOTE WORKPLACE?



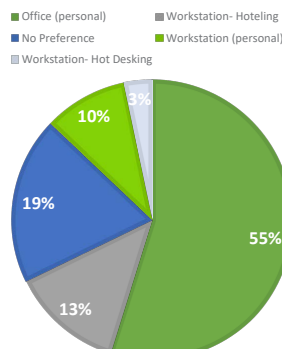
IF NO, WHAT KIND OF FIXED IN-PERSON DEDICATED WORKSPACE DO YOU REQUIRE?



HOW MANY DAYS OF THE WEEK WOULD YOU PREFER TO WORK REMOTELY?



IF YES, WHAT KIND OF SHARED WORKSPACE WOULD YOU REQUIRE?



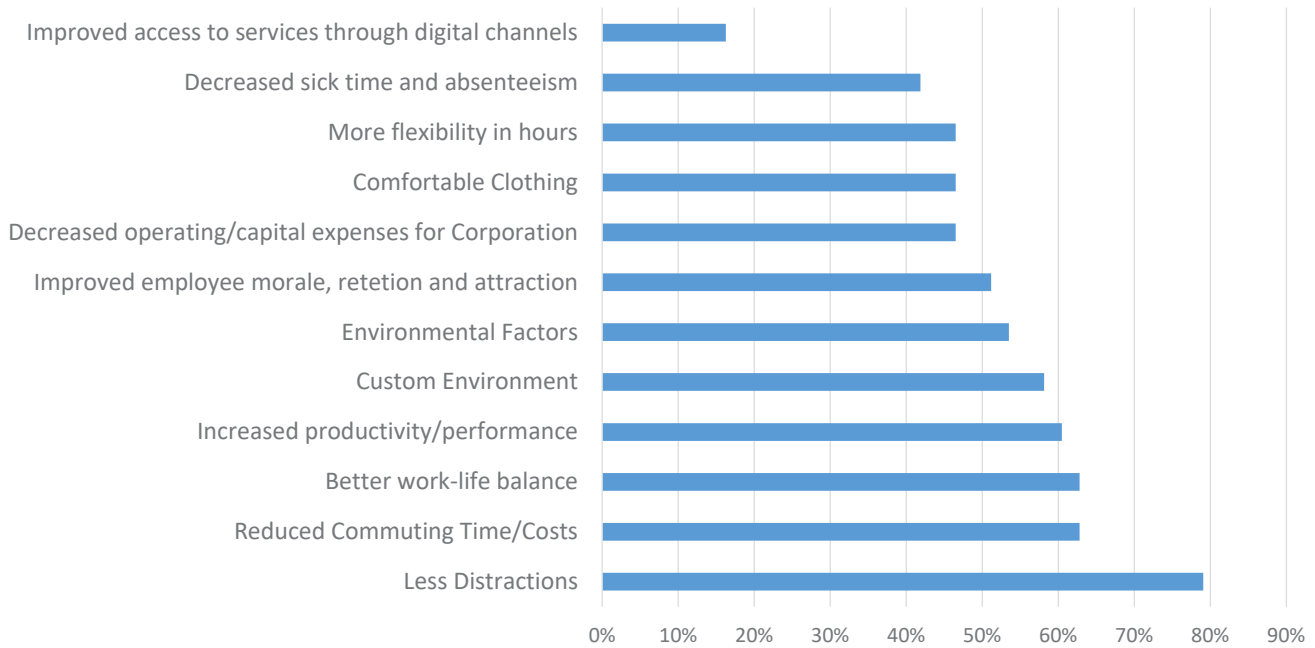
- **“Hoteling”** Desk Space involves pre-booking and checking in to access a space, much like at an actual hotel. Regardless of the occupancy of desk usage, a person still has to check in via a central booking to access their spot.

- **“Hot Desking”** is more free-wheeling. It is based on an unassigned desk concept, but the execution is first-come, first-served. If any employee sees an open space, they are welcome to claim it as their own and get to business—no reservation required.



Survey Responses - Continued

What kind of advantages do you feel could arise from working remotely?



What kind of disadvantages do you feel could exist from working remotely?



Summary of Spaces – Maximum Flexibility

This section features space needs evaluations based on two sets of assumptions. This first chart is based on maximum space usage and programming flexibility and allows for a greater amount of private workspace. Please note we have included the original 2016 space needs chart in the appendix. The positions in blue below are a combination of new hires and existing positions that were not included in KNY Architects’s 2016 analysis, they represent a 21% or 12 employee increase in positions from the original report.

Department	Program	Staff		Space Type	Number Required	Unit Area (SF)	Net Area (SF)	Description
		Current	Future					
Office of the CAO/Council	Chief Administrative Officer	1	0	Office	1	200	200	Private Office
	Mayor	1	0	Office	1	200	200	Private Office
	Councillor	6	0	Workspace	6	60	360	Individual Workstations
	Executive Assistant (CAO/ Mayor)	1	0	Workspace	1	60	60	Individual Workstation
	Total	9	0		9	520	820	
Economic Development	Development Commissioner	1	0	Office	1	100	100	Shared Office
	Economic Development & Marketing Coordinator	1	0	Workspace	1	30	30	Shared Workstation
	Summer/Co-op (Share with CAO Office)	0	1	Workspace	1	30	30	Shared Workstation
Total	2	1		3	160	160		
Corporate Services/Clerk	Clerk	1	0	Office	1	75	75	Shared Office
	Deputy Clerk	1	0	Office	1	75	75	Shared Office
	Records & Legislative Coordinator	1	0	Workspace	1	30	30	Shared Workstation
	Communications Officer (Corporate Services)	1	0	Workspace	1	60	60	Individual Workstation
	Manager of Human Resources	1	0	Office	1	150	150	Private Office
	Human Resources Generalist	1	0	Office	1	30	30	Shared Workstation
	Health & Safety Officer	1	0	Workspace	1	30	30	Shared Workstation
	Customer Service Reps / Billing Support Clerks	7	0	Workspace	7	60	420	Individual Workstations
	Information Techonology	1	0	Workspace	1	30	30	Shared Workstation
	PT CSR	0	1	Workspace	1	30	30	Shared Workstation
	Summer Student	0	1	Workspace	1	30	30	Shared Workstation
Total	15	2		17	600	960		
Building/ Planning / Bylaw	Chief Building Official	1	0	Office	1	200	200	Private Office
	Deputy Chief Building Official	1	0	Office	1	150	150	Private Office
	Property Standards / Bylaw Officer	1	0	Office	1	150	150	Private Office
	Municipal By-Law Officer	1	0	Office	1	150	150	Private Office
	Development Technician	1	0	Workspace	1	60	60	Individual Workstation
	County Planner	1	0	Office	1	150	150	Private Office
	Building Inspectors	3	0	Workspace	4	30	120	Shared Workstation
	Summer Students	0	2	Workspace	2	30	60	Individual Workstations
	Total	9	2		12	920	1040	
Finance	Director of Finance/Treasurer	1	0	Office	1	100	100	Shared Office
	Senior Financial Analyst/Deputy Treasurer	1	0	Office	1	150	150	Shared Office
	Purchasing Coordinator	1	0	Workspace	1	60	60	Individual Workstation
	Accounts Payable / Accounts Receivable	1	0	Workspace	1	60	60	Individual Workstation
	Financial & Utility Analyst	1	0	Workspace	1	60	60	Individual Workstation
	Financial Analyst (RCP)	1	0	Workspace	1	60	60	Individual Workstation
	Revenue Manager	1	0	Office	1	150	150	Private Office
	Tax Clerk	1	0	Workspace	1	60	60	Individual Workstation
	Total	8	0		8	700	700	
Recreation, Culture & Parks	Director of RCP	1	0	Office	1	75	75	Shared Office
	Manager of Park & Facilities	1	0	Office	1	150	150	Private Office
	RCP Administrative Assistant	1	0	Office	1	150	150	Private Office
Total	3	0		3	375	375		
Operation Services	Director of Operations	1	0	Office	1	75	75	Shared Office
	Operations Administrator	1	0	Workspace	1	30	30	Shared Workstation
	Manager of Engineering	1	0	Office	1	150	150	Private Office
	Senior Operations Technologist	1	0	Workspace	1	60	60	Individual Workstation
	GIS Technician	1	0	Workspace	1	60	60	Individual Workstation
	Operations Technologist	1	0	Workspace	1	60	60	Individual Workstation
	Design Technologist	1	0	Workspace	1	60	60	Individual Workstation
	Civil Designer	1	0	Workspace	1	60	60	Individual Workstation
	Asset Management Coordinator	1	0	Workspace	1	60	60	Individual Workstation
	Transit Coordinator	1	0	Office	1	75	75	Shared Office
	Summer/Co-op Students	1	0	Workspace	1	30	30	Shared Workstation
	Total	11	0		11	720	720	
	Total Office Space	57	5				4775	
Hydro	THI - General Manager/CEO	1	0	Office	1	150	150	Private Office
	Operations Regulatory Affairs Officer	1	0	Workspace	1	30	30	Shared Workstation
	Development & Design Technologist	1	0	Workspace	1	60	60	Individual Workstation
	Instrumentation Technologist	1	0	Workspace	1	60	60	Individual Workstation
	Manager of Operations	1	0	Office	1	150	150	Private Office
	Hydro Operations Coordinator	1	0	Workspace	1	60	60	Individual Workstation
Total	6	0		6	510	510		
Total Office Space Including Hydro	63	5				5285		

Summary of Spaces - Maximum Flexibility

Common Spaces	Entry Vestibule						80
	Staff Vestibule						80
	Reception						100
	Main Lobby / Welcome Area / Display Area						400
	Council Chamber	100					3000
	Board Room - 1	12					280
	Board Room - 2	6					150
	Training Room	20					500
	Break - Out Room - 1						80
	Break - Out Room - 2						80
	Lunch Room / Kitchen Staff						450
	Mail Room						80
	Copy Room						150
	File Room						150
	Library Room						120
	Map Room						150
	Plotter Room						150
	Washrooms - Public						300
	Washrooms - Staff						300
	Universal Barrier Free Washroom						100
	Waste Recycling Room						120
	Loading Area						64
	General Storage						600
	Vault						300
	IT/Server Room						225
	Mechanical Room						225
	Electrical Room						225
	Sprinkler Room						225
	Elevator						100
	Elevator Equipment Room						100
	Stair 1						250
	Stair 2						250
	Stair 3						375
Total Common Space						9759	
Total Common Space + Office Space						14534	
External Agencies	Chamber of Commerce - 20 Oxford St.						800
	BIA						400
	Total External Agencies						1200
External Agencies + Common + Office Space						15734	
Circulation & Walls - 30%							4720
Total Project Area							20454
Future Growth - 10%							2045
Total Project Area + Future Growth							22500

Please note this maximum flexibility spatial strategy results in 12 private offices, 4 shared offices, 29 individual workstations and 6 shared workstations. Based on the Steering Committee’s survey up to 4 of these shared workstations would be well suited to hoteling stations. The remaining 2 workstations would be dedicated shared stations for the same 2 employees full time. The total required office space in this scenario results in an average 77 SF of workspace per employee. Further analysis of the space needs outlined above shows that the common and service spaces make up the majority of the area (67%) and the building and by-law department has the largest office space needs at 1040 SF. When compared against the 2016 study the greatest space savings can be seen in the office of the CAO/Council 672 SF or a 45% space savings.

In addition to these workspace assumptions this evaluation includes provisions for external agencies such as the Chamber of Commerce and the BIA and includes more robust programming such as a training room and loading area as well as larger service rooms.

This model will allow for the largest number of in person employees in the future and ability to host various events and activities. As a result it requires a larger building area of 22,500 SF to accommodate all programming.

*Please note that with the provisional inclusion of hydro employees 23,010 SF of space would be required.

Summary of Spaces – Optimized Floor Plate

This second space needs analysis chart is based on optimized space usage and the assumption of full integration of a hybrid work from home model.

Department	Program	Staff		Space Type	Number Required	Unit Area (SF)	Net Area (SF)	Description
		Current	Future					
Office of the CAO/Council	Chief Administrative Officer	1	0	Office	1	100	100	Shared Office
	Mayor	1	0	Office	1	200	200	Private Office
	Councillor	6	0	Workspace	6	30	180	Shared Workstations
	Executive Assistant to CAO/ Mayor	1	0	Workspace	1	30	30	Shared Workstation
	Total	9	0		9	360	510	
Economic Development	Development Commissioner	1	0	Office	1	100	100	Shared Office
	Economic Development & Marketing Coordinator	1	0	Workspace	1	30	30	Shared workstation
	Summer Student/Co-op (Share with CAO Office)	0	1	Workspace	1	30	30	Shared workstation
Total	2	1		3	160	160		
Corporate Services/Clerk	Clerk	1	0	Office	1	75	75	Shared Office
	Deputy Clerk	1	0	Office	1	75	75	Shared Office
	Records & Legislative Coordinator	1	0	Workspace	1	30	30	Shared Workstation
	Communications Officer (Corporate Services)	1	0	Workspace	1	30	30	Shared Workstation
	Manager of Human Resources	1	0	Office	1	75	75	Shared Office
	Human Resources Generalist	1	0	Office	2	0	0	Work from Home
	Health & Safety Officer	1	0	Workspace	1	0	0	Work From Home
	Customer Service Reps / Billing Support Clerks	7	0	Workspace	7	30	210	Shared Workstations
	Information Technology	1	0	Workspace	1	30	30	Shared Workstation
	PT CSR	0	1	Workspace	1	30	30	Shared Workstation
	Summer Student	0	1	Workspace	1	30	30	Shared Workstation
Total	15	2		18	405	585		
Building/ Planning / Bylaw	Chief Building Official	1	0	Office	1	200	200	Private Office
	Deputy Chief Building Official	1	0	Office	1	150	150	Private Office
	Property Standards / Bylaw Officer	1	0	Office	1	75	75	Shared Workstation
	Municipal By-Law Officer	1	0	Office	1	75	75	Shared Workstation
	Development Technician	1	0	Workspace	1	30	30	Shared Workstation
	County Planner	1	0	Office	1	150	150	Private Office
	Building Inspectors	3	0	Workspace	4	30	120	Shared Workstations
	Summer Students	0	2	Workspace	1	30	30	Shared Workstation
Total	9	2		11	740	830		
Finance	Director of Finance/Treasurer	1	0	Office	1	100	100	Shared Office
	Senior Financial Analyst/Deputy Treasurer	1	0	Office	1	75	75	Shared Office
	Purchasing Coordinator	1	0	Workspace	1	30	30	Shared Workstation
	Accounts Payable / Accounts Receivable	1	0	Workspace	1	30	30	Shared Workstation
	Financial & Utility Analyst	1	0	Workspace	1	30	30	Shared Workstation
	Financial Analyst (RCP)	1	0	Workspace	2	30	60	Shared Workstation
	Revenue Manager	1	0	Office	1	75	75	Shared Office
	Tax Clerk	1	0	Workspace	1	30	30	Shared workstation
Total	8	0		9	400	430		
Recreation, Culture & Parks	Director of RCP	1	0	Office	1	100	100	Shared Office
	Manager of Park & Facilities	1	0	Office	1	75	75	Shared Office
	RCP Administrative Assistant	1	0	Office	1	75	75	Shared Office
Total	3	0		3	250	250		
Operation Services	Director of Operations	1	0	Office	1	100	100	Shared Office
	Operations Administrator	1	0	Workspace	1	0	0	Work From Home
	Manager of Engineering	1	0	Office	1	75	75	Shared Office
	Senior Operations Technologist	1	0	Workspace	1	30	30	Shared Workstation
	GIS Technologist	1	0	Workspace	1	30	30	Shared Workstation
	Operations Technologist	1	0	Workspace	1	30	30	Shared Workstation
	Design Technologist	1	0	Workspace	1	30	30	Shared Workstation
	Civil Designer	1	0	Workspace	1	30	30	Shared Workstation
	Asset Management Coordinator	1	0	Workspace	1	30	30	Shared Workstation
	Transit Coordinator	1	0	Workspace	1	30	30	Shared Office
	Summer/Co-op Students	1	0	Workspace	1	30	30	Shared Workstation
Total	11	0		11	415	415		
Total Office Space	57	5				3180		
Hydro	THI - General Manager/CEO	1	0	Office	1	75	75	Shared Office
	Operations Regulatory Affairs Officer	1	0	Workspace	1	30	30	Shared Workstation
	Development and Design Technologist	1	0	Workspace	1	30	30	Shared Workstation
	Instrumentation Technologist	1	0	Workspace	1	30	30	Shared Workstation
	Manager of Operations	1	0	Office	1	75	75	Shared Office
	Hydro Operations Coordinator	1	0	Workspace	1	30	30	Shared Workstation
Total	6	0		6	270	270		
Total Office Space Including Hydro	63	5				3450		



Summary of Spaces – Optimized Floor Plate

Common Spaces	Entry Vestibule						80
	Staff Vestibule						80
	Reception						100
	Main Lobby / Welcome Area / Display Area						300
	Council Chamber	50					1800
	Board Room - 1	12					280
	Board Room - 2	6					150
	Break - Out Room - 1						80
	Break - Out Room - 2						80
	Lunch Room / Kitchen Staff						350
	Mail Room						80
	Copy Room						150
	File Room						150
	Library Room						120
	Map Room						150
	Plotter Room						150
	Washrooms - Public						300
	Washrooms - Staff						300
	Universal Barrier Free Washroom						100
	Waste Recycling Room						120
	General Storage						550
	Vault						200
	IT/Server Room						200
	Mechanical Room						200
	Electrical Room						200
	Sprinkler Room						200
	Elevator						100
	Elevator Equipment Room						100
	Stair 1						250
	Stair 2						250
	Stair 3						325
	Total Common Space						7495
	Total Common Space + Office Space						10675
	Circulation & Walls - 30%						3203
	Total Project Area						13878
	Future Growth - 10%						1388
	Total Project Area + Future Growth						15265

Please note this optimized floor plate spatial strategy results in 4 private offices, 7 shared offices, 23 shared workstations and 3 full time work from home employees. Based on the Steering Committee’s survey up to 18 of these shared workstations would be well suited to hoteling stations that could be booked by employees and 2 would be suitable for hotdesks that can be used by any employee at any time. The remaining 3 workstations would be dedicated shared stations for the same 6 employees full time. The total required office space in this scenario results in an average of 51 SF of workspace per employee.

When the above space needs spreadsheet is compared against the original 2016 study the space savings of the hybrid work from home model and proposed workspace sharing is evident. Specifically, these space savings are most substantial in the CAO/Council, Finance and Parks & Recreation departments with a potential for 66%, 59% and 40% space needs reduction in each department respectively when comparing the reduction in required area between the spreadsheets. Furthermore the 3,014 SF reduction in common and service spaces required from 2016 reflects a 29% savings in total area.

In addition to these workspace assumptions this evaluation removes provisions for external agencies such as the Chamber of Commerce and the BIA and minimizes programming such as training rooms, loading areas as and service rooms.

This model will allow for the greatest space and cost savings at 15,265 SF in required building area at the potential expense of flexible programming and with the inherent requirement for a permanent hybrid work from home policy.

*Please note that with the provisional inclusion of hydro employees 15,535 SF of space would be required.

4.0 Site Design & Selection



A - 200 Broadway Street, Suite 204, Tillsonburg Town Centre

B - 10 Lisgar Street, Customer Service Centre

C - Municipal Parking Lot Site, Corner of Harvey and Brock Streets

For a detailed analysis of site selection criteria and considerations please see section 4.0 of the original KNY architects report included in the appendix.



OPTION A: 200 Broadway



PROJECT TYPE: Tenant Fit Out **PROJECT AREA:** 11,743-26,000 SF **TIMELINE:** Flexible, 1-3 Years
COSTS: Recurring, Rent, Renovation **NUMBER OF STOREYS:** 2

PROS

- Make use of existing space
- Maintain good relationship with landlord
- Located within community space
- Allows sale of 10 Lisgar property
- Defined project scope
- Lower up front construction costs

CONS

- Limits to layout and area
- Mall location inhibits creation of clear town hall identity, autonomy
- Potentially, limited project scope



OPTION B: 10 Lisgar, Customer Service Centre



PROJECT TYPE: Renovation

PROJECT AREA: 18,609 SF +/-

TIMELINE: Fixed 1-2 Years

COSTS: Renovation

NUMBER OF STOREYS: 1

PROS

- Make use of existing space
- Existing building is the perfect area
- Centrally located and visible
- No rent or development costs
- Single storey building

CONS

- Requires rework of newly re-cladded hydro bays
- Limited opportunity for future growth
- Tight timeline, would likely require temporary relocations in the interim
- Limited on site parking



OPTION C: Greenfield Site, Corner of Brock & Harvey



PROJECT TYPE: New Build

PROJECT AREA: 1.854 Acres +/-

TIMELINE: Fixed, 1-2 Years

COSTS: Development, Construction

NUMBER OF STOREYS: TBD

PROS

- No limits on size, layouts, appearance
- Allows relocation of all departments, sale of 10 Lisgar property
- Centrally located and visible
- Sufficient parking area

CONS

- Highest cost option
- Development complications (flood plains, utility lines)
- Aggressive timeline, would require temporary relocations in the interim, multi-year project



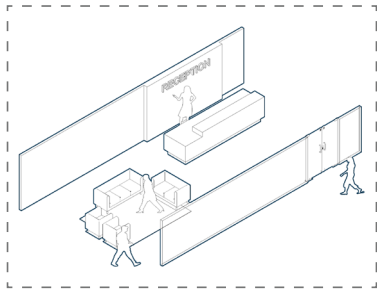
5.0 Basis for Interior Design



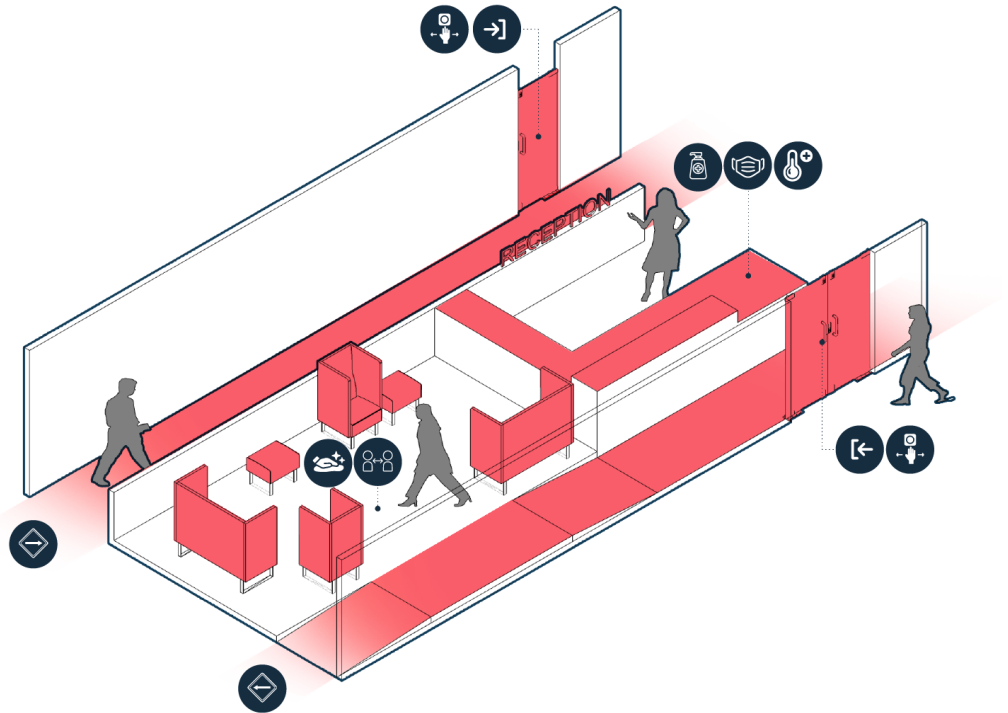
Fabrik's update to the original space needs study includes providing updated terms of reference for interior design and office space planning in response to the context of working during a global pandemic. The revised interiors guidance is categorized by program type similar to the original report but uses conceptual diagrams to illustrate various spatial strategies that can be deployed in combination or on their own to create a functional and pandemic responsive office space. These diagrams are purely representational and do not reflect furniture selections or a specific proposed layout for the Town Hall.



Office Space - Reception



TYPICAL LAYOUT



Touchless Operation



Exit / Entrance



Travel Direction (One Way)



Regular Sanitation



Social Distancing



Sanitation Station



Pre-Screening



Face Masks Required

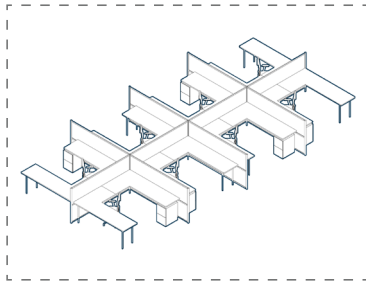
Architectural Characteristics

The re-imagined reception area focuses on creating a separation between employees and visitors to minimize contact and transmission. Separate entrances for employees and visitors open to a central reception desk which splits the lobby area into distinct zones. The reception lounge area is equipped with unique fixtures that promote social distancing and feature anti-microbial surfaces.

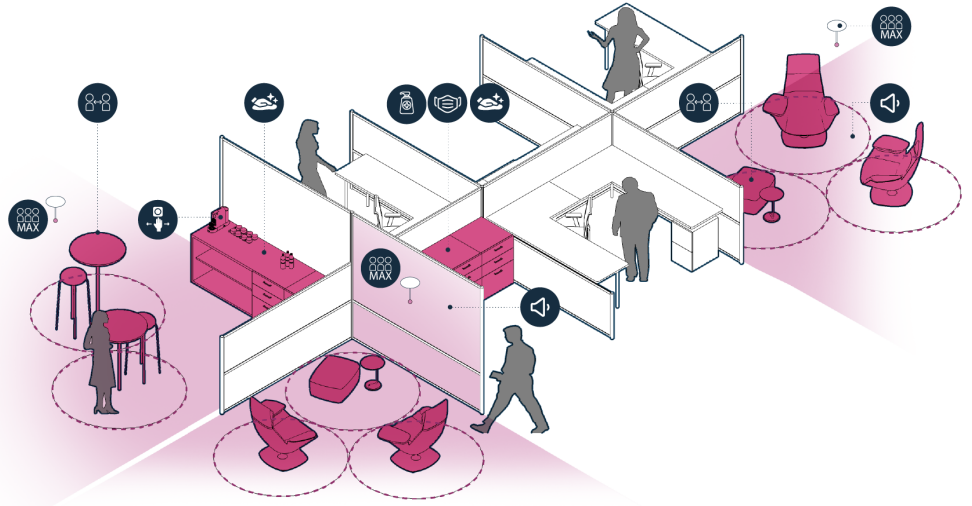
Fabrik views this strategy as viable for Tillsonburg's upgraded Town Hall given the natural division in user groups. Introduction of select lounge area fixtures, floor wayfinding, and relocation of existing reception desk furniture would yield a substantially safer office environment.



Office Space - Open Office



TYPICAL LAYOUT



Touchless Operation



Occupancy Sensor



Acoustic Panels



Regular Sanitation



Social Distancing



Sanitation Station



Face Masks Required

Architectural Characteristics

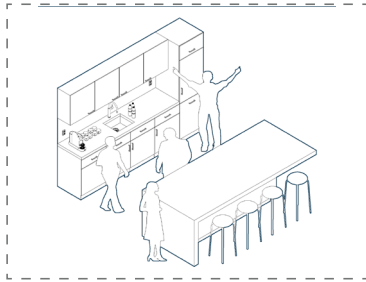
The pandemic responsive design for open office space re-imagines the typical fixed workstation grid as a patchwork of different office programming (workspace, storage, collaboration) to have diversity in function and act as a self-sufficient, decentralized node in the larger office.

Key features of the open office include alternating worksurfaces that create physical distancing between occupants, break-out areas with individual desks for small meetings and informal conversation, a refreshments area with single seat bar-tops, and a printer and copy area.

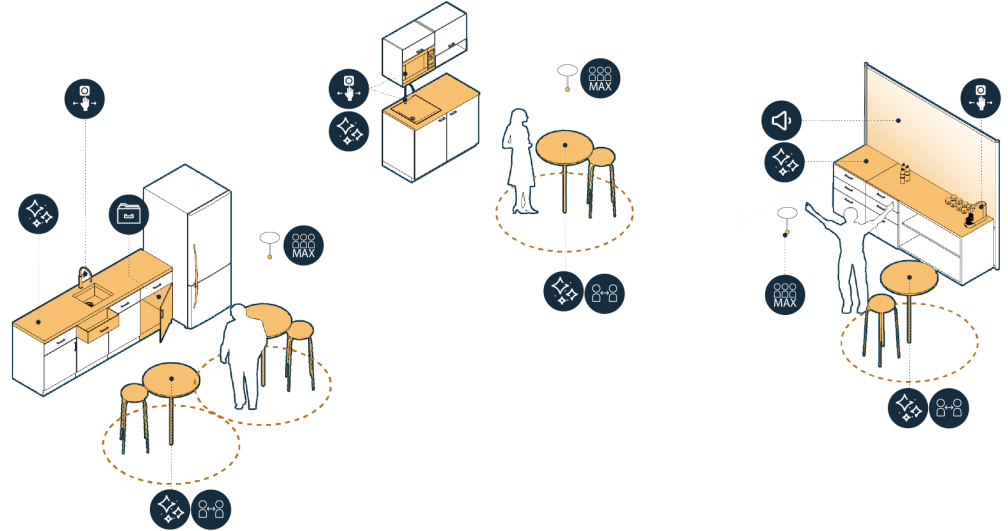
Fabrik views this strategy as viable for both Tillsonburg's existing, and or new office space as it involves a minor reorganization of a typical office workstation setup in Tillsonburg's existing furniture inventory.



Office Space - Kitchen



TYPICAL LAYOUT



Touchless Operation



Occupancy Sensor



Acoustic Panels



Anti Microbial Surfaces



Repurpose as Storage



Social Distancing

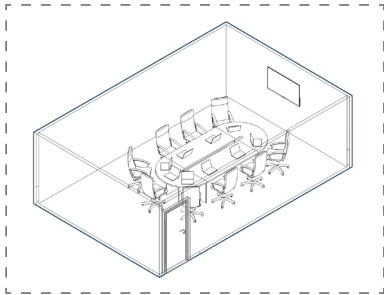
Architectural Characteristics

The kitchen in the post-pandemic office is a decentralized space that eliminates large gatherings of employees. A range of kitchen sizes are evenly distributed across the office floor plate to service pockets of users and create isolated spheres of working individuals. Single seat bar-tops coupled with antimicrobial materials and occupant sensors create safe environments for respite and recess.

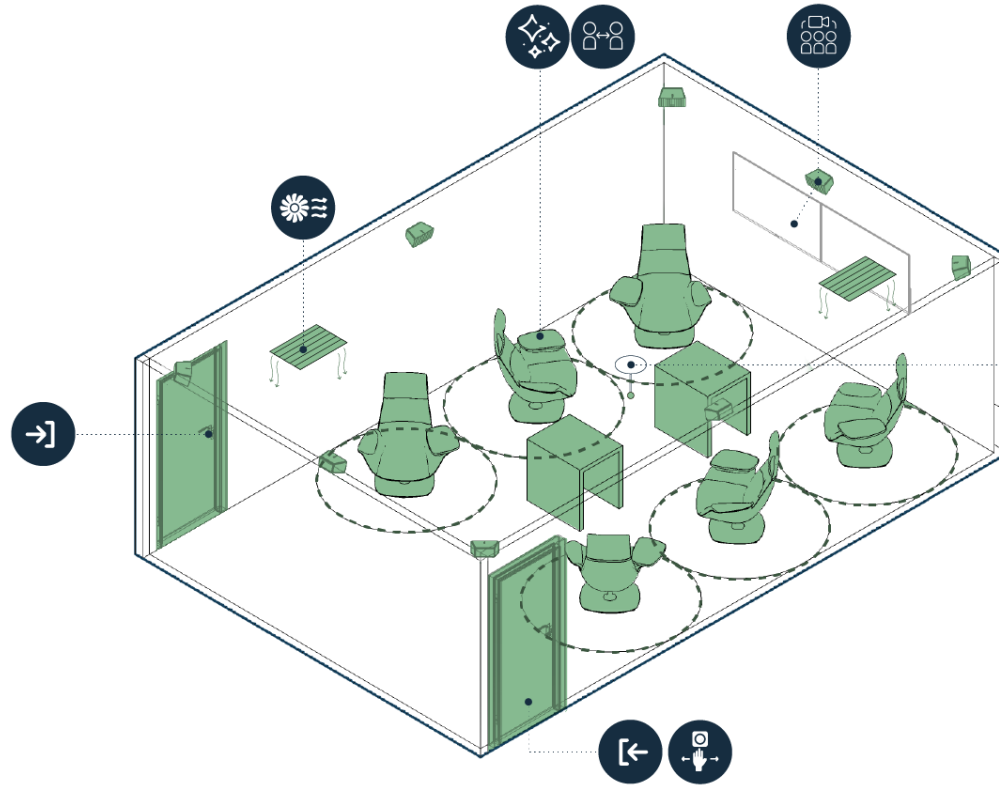
Fabrik views this as a viable option for both Tillsonburg's existing and new office space as it involves the addition of minor kitchen millwork to substantially improve occupant safety.



Office Space - Meeting Room



TYPICAL LAYOUT



Touchless Operation



Occupancy Sensor



Enhanced HVAC System



Integrated AV System



Anti Microbial Surface



Exit / Entrance



Social Distancing

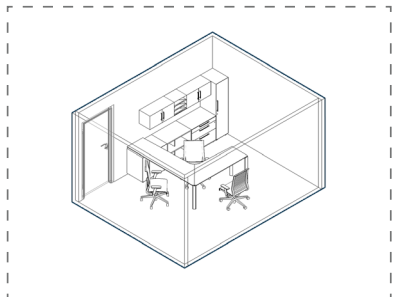
Architectural Characteristics

The reconsidered meeting room provides a safe, and socially distant environment that does not compromise collaboration. Separate entrances and exits ensure minimal contact between meeting participants. Rooms are equipped with fixed seating that features integrated work surfaces and state of the art AV connectivity to further reduce physical contact. Similar to the private office, a reconfigured HVAC system provides enhanced ventilation and filtration to eliminate airborne particulates.

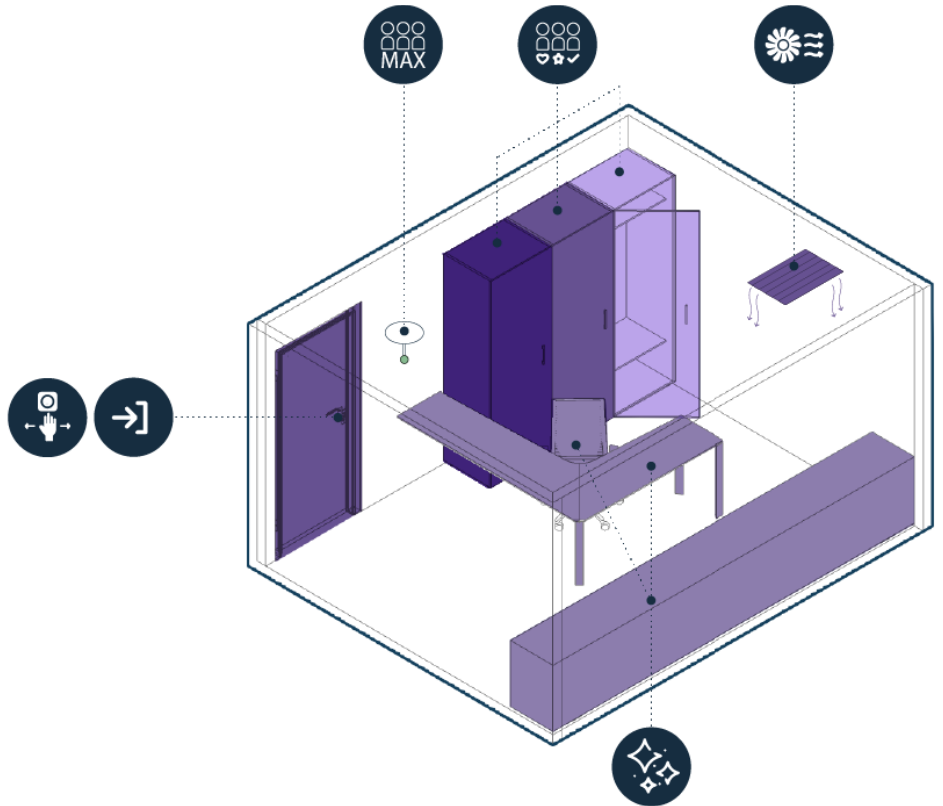
Fabrik views this as a viable strategy for Tillsontburg's new office space as it involves small scale additions of new furniture fixtures, a new integrated AV system and a careful consideration for a new HVAC system that is easily integrated in new build projects.



Office Space - Private Office



TYPICAL LAYOUT



Touchless Operation



Occupancy Sensor



Enhanced HVAC System



Integrated AV System



Anti Microbial Surface



Exit / Entrance

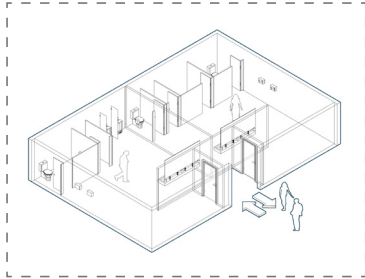
Architectural Characteristics

The revised private office takes advantage of the hybrid office model; in office and remote work flexibility. This is achieved by hosting multiple employees in a single space with adequate storage space and amenity. Anti-microbial surfaces coupled with regular sanitation ensure clean work areas between employee use. Reconfigured HVAC systems also ensure employee wellbeing with optimal air quality.

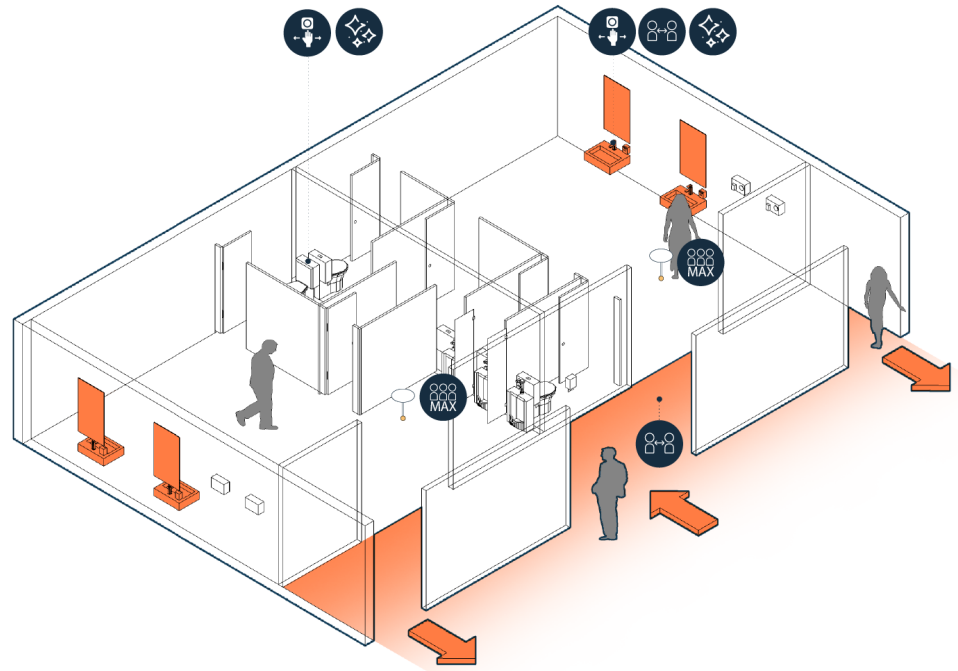
Fabrik views this strategy as highly viable for both Tillsnburg's existing, and or new office space as it involves a minor addition of lockable storage fixtures and a reassessment of existing HVAC systems for performance.



Office Space - Washroom



TYPICAL LAYOUT



Touchless Operation



Occupancy Sensor



Enhanced HVAC System



Anti Microbial Surface



Exit / Entrance



Social Distancing

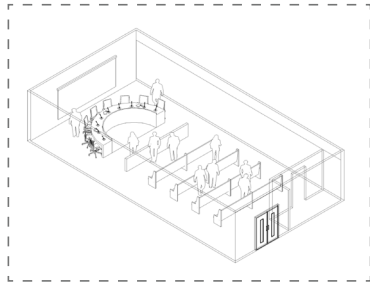
Architectural Characteristics

The pandemic responsive design for the washroom embraces circulation as a method to ensure occupant safety. A minor modification to the washroom access and exit creates a significant improvement in occupant safety. Specification of individually mounted plumbing fixtures and robust privacy guards further minimize particulate transmissions.

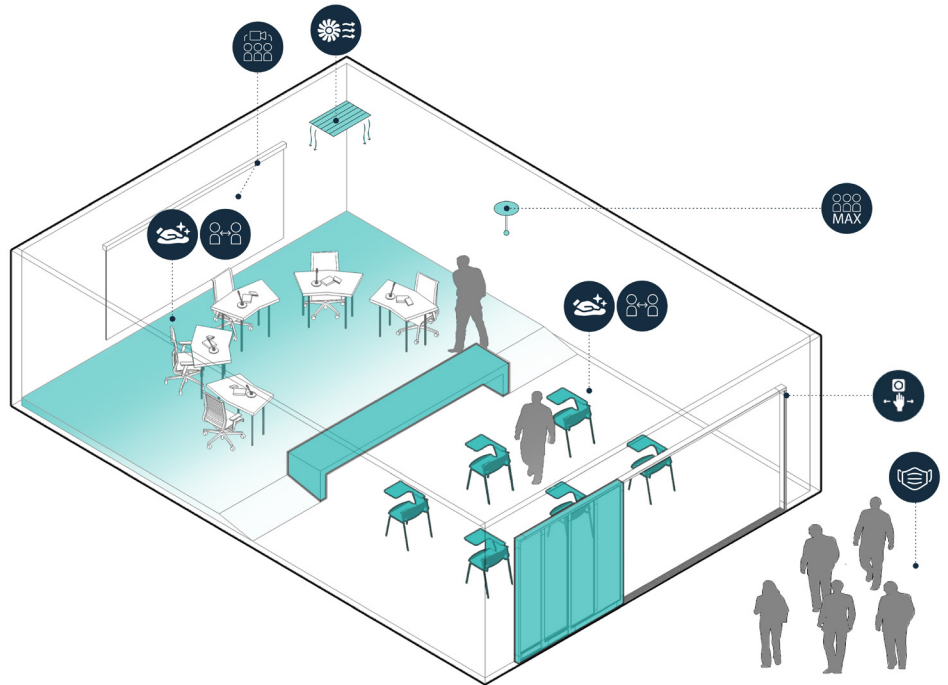
Fabrik views this as a viable strategy for Tillsongburg's new office space as it involves layout consideration and access/exit paths for the washrooms.



Council Chambers



TYPICAL LAYOUT



Touchless Operation



Occupancy Sensor



Enhanced HVAC System



Integrated AV System



Regular Sanitation



Face Masks Required



Social Distancing

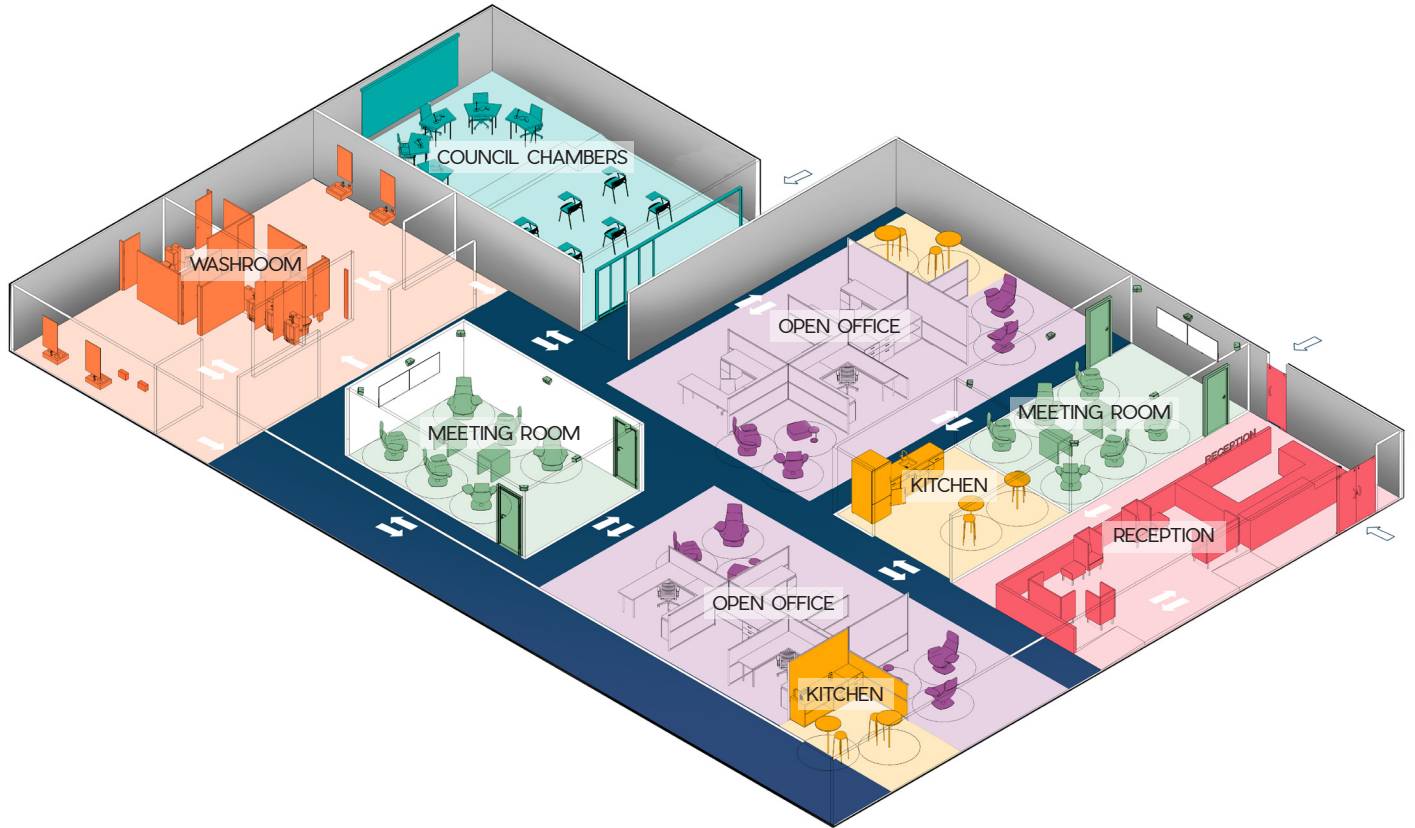
Architectural Characteristics

The revised council chambers prioritizes layout flexibility to maximize space usage options. This includes placing the council chambers space alongside a central circulation corridor to allow greater space for social distancing or larger groups. Additionally an upgraded, integrated AV system allows meetings to be digitally streamed to keep occupancy numbers low while promoting the transparency of government.

Fabrik recommends this strategy for Tillsonburg's new council chambers as it maximizes programmatic flexibility without compromising functionality or safety allowing the Town to effectively reduce their building footprint.



Office Space - Overall



Pandemic Responsive Design: Kit of Parts

The strategies suggested above have been designed to act as a kit of parts system which can be deployed as a whole or individually to new, and or existing facilities. This context agnostic methodology allows Fabrik to significantly improve occupant safety while being cognizant of space and cost parameters.

While this overall diagram is in no way site specific, it is a framework of Fabrik's Pandemic Responsive Design best practices that focus on circulation, limiting contact transmission, HVAC enhancements, improved surface sanitation and managing spatial occupancy.



Accessibility in the Workplace



For a general overview of accessibility requirements in the workplace please see section 7.0 from KNY Architects original space needs study included in the appendix of this report. All of the accessibility considerations and criteria in this original section continue to apply to any future design work for this project.

Fabrik Architects further recommends surpassing the considerations in the 2016 report by taking a holistic approach to accessibility as this is a growing trend in municipal buildings that helps to promote transparency and equity in public offices. Specifically Fabrik recommends the Town consider a high visibility design solution with public programming at grade for the future Town Hall.



Conclusions & Recommendations

CONCLUSIONS

In summary, for this report Fabrik analyzed three Town of Tillsonburg sites: the second floor of 200 Broadway, 10 Lisgar Street and the municipal parking lot site at the corner of Harvey and Brock streets. This analysis was informed by site visits, a rereading of previous stakeholder consultation information and Fabrik's professional evaluation of the suitability of each site with special consideration given to the impact of the COVID-19 pandemic. The purpose of this report was to both analyze the potential of each site and re-evaluate the Town's space needs in the context of continued hybrid work from home model. Fabrik found that the Town's space needs are flexible and dependent on various assumptions including the permanent adoption of a hybrid work from home model. Furthermore Fabrik found that a number of positions were not included in the original 2016 report and in addition to staff growth resulted in a higher baseline for office space needs. Despite this increase in projected occupant load Fabrik was able to find a space needs reduction between 1,328 and 8,563 square feet through the incorporation of work space sharing and a hybrid work from home model. Please note that office space needs could be further reduced with definitive commitment from employees to work from home on a full time permanent basis.

Another important consideration for the proposed town hall facility is Tillsonburg's future growth. To accommodate this growth, the municipality may wish to consider mandating a work from home policy or pursuing the maximum flexibility option to allow for a greater increase in staff and services.

Finally, council should evaluate the financial and logistical feasibility of pursuing both an updated Town Hall and Operations Facility coincidentally as this would impact the overall movement of staff and building usage required.

RECOMMENDATIONS/NEXT STEPS

Based on analysis of the Town of Tillsonburg's space needs and site evaluations of 200 Broadway, 10 Lisgar and the corner of Harvey and Brock, Fabrik recommends that the Town pursue further design study of one or two sites and advance discussion with their current landlord to explore the limitations and possibilities of redeveloping the second floor of the mall.

Next steps to advance the project would include a detailed evaluation of the preferred site or sites followed by a detailed design and tender of the proposed design. When followed by construction this would result in a total project timeline of one to three years depending on the selected site and project scope.



8.0 Appendix

Sections from KNY Architects 2016 Space Needs Report

32 Summary of Existing Conditions

39 Overview of Survey

44 Site Selection

48 Accessibility in the Workplace





Town of Tillsonburg

Space Needs Study



Final Report – May 2, 2016



architecture / planning / interiors / management
Brantford – Burlington

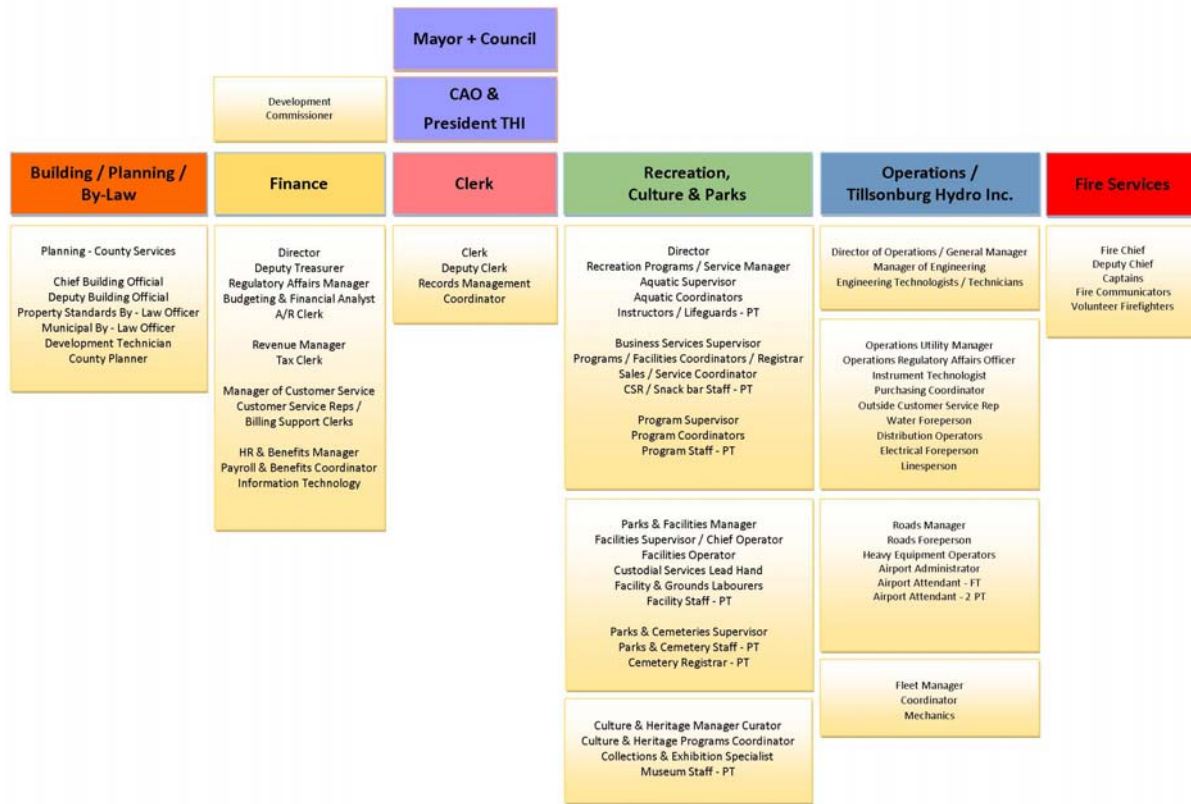
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2.0 SUMMARY OF EXISTING CONDITIONS

2.1 Corporate Structure

The Town of Tillsonburg administration consists of 5 Departments, Development and Communication Services, Finance, Fire Services, Parks and Recreation and Operations which includes Tillsonburg Hydro Inc., plus the Office of the Chief Administrator and guided by Mayor and 6 Councilors'. Each department is led by a Director, who is a corporate leader and liaison between corporate and their department.



General Overview

Office of the Chief Administrative Officer

Each of the five above mentioned municipal departments are headed by specialists who are understandably focused on the needs of their departments. The CAO is the senior administrator of the Town and is responsible to city council for the effective and efficient operation of the Town. All Town departments report to council through the CAO. The CAO ensures that the advice and recommendations provided by staff to council are balanced and broad in perspective.

Clerk

The Clerk's office coordinates Council agenda and minutes, marriage and burial certificates, committee of Council, by-laws and record management. The expanded role includes performing statutory duties and duties of public interest and ensuring compliance with statutory requirements and municipal policy.

Building, Planning / By-Law

The Building / Planning / Department is responsible for providing a wide range of advisory and regulatory services that pertain to land use matters as well as the enforcement of the Ontario Building Code and Town By-laws.

The department functions in order to enforce property standards and related by-laws and is responsible for the review and administration of applications for development planning and building approvals.

Finance and CSC

The Finance Department is responsible for providing a variety of services to all departments throughout the Town, such as treasury functions, maintenance of the general ledger, and budgets, through audited financial statements and quarterly reports. Human Resources also falls under this department.

Recreation, Culture and Parks

This department includes the majority of the city's customer-direct service / face to face interaction with the public on a daily basis. The department provides community-oriented programs and services, facilities, and recreational and cultural opportunities for the community. The department also delivers cemetery services, environmental and conservation protection and facility maintenance to the Town.

Operations Services

The Town's Operations Services generally operates engineering, fleet services, water, Tillsonburg Hydro and general infrastructure services responsible for infrastructure design, construction, operations and management. The department ensures the Town's environment is efficient, safe, livable, prosperous and vibrant through quality road and sewer infrastructure.

Fire Services

Emergency response is the core of the department's mission. The Tillsonburg Fire Department is staffed by a career Chief and Deputy Chief with 28 on call volunteer firefighters operating from one station. The Department protects the Town of Tillsonburg and responds outside this area on a mutual aid basis as part of the Oxford County Mutual Aid Association. Emergency dispatch services operate out of the Fire Hall.

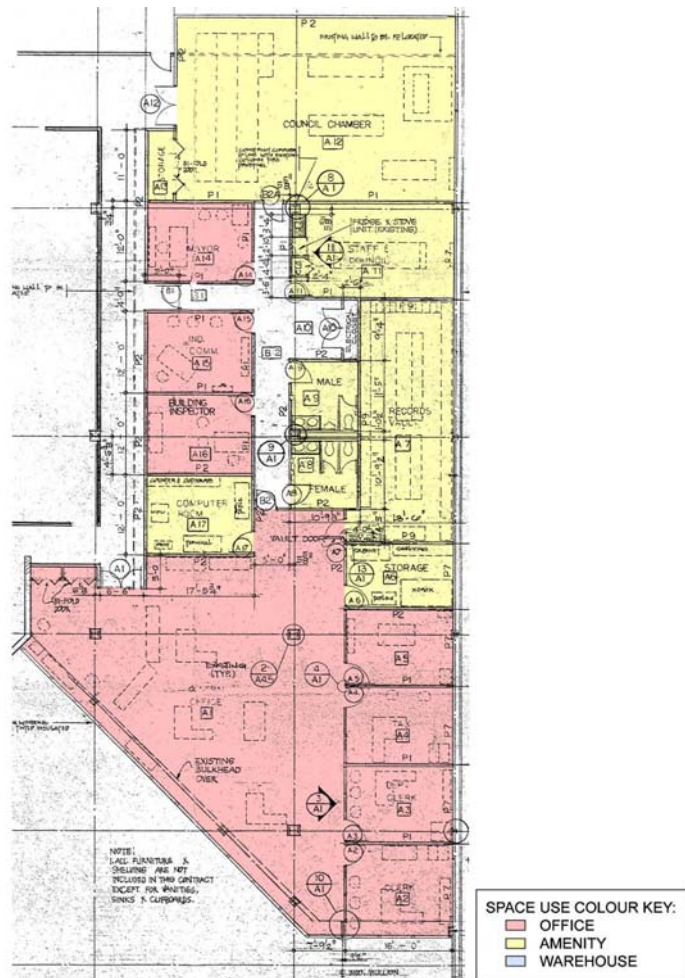
2.2 Current Facilities



**200 Broadway Street
Town Hall**

Office / Amenity Area - 9,000 SF. +/-

- Year Built 1980
- Located on the second floor of Tillsonburg Town Centre
- Functions for Mayor, Council, CEO, Clerk, Finance
- Spaces include Council Chambers, Offices, and amenity spaces
- No. of Offices – 10
- No. of Workstations - 10
- Spaces are not contiguous in operations
- Public access is via an elevator or fire stair
- Lacks sense of arrival, presence and spirit of a Town Hall
- Staff working environment is dated with poor access to natural daylight
- Expansion for more space is unknown at this time
- Chamber is not presentation friendly
- Chamber space suggested to be multi-functional



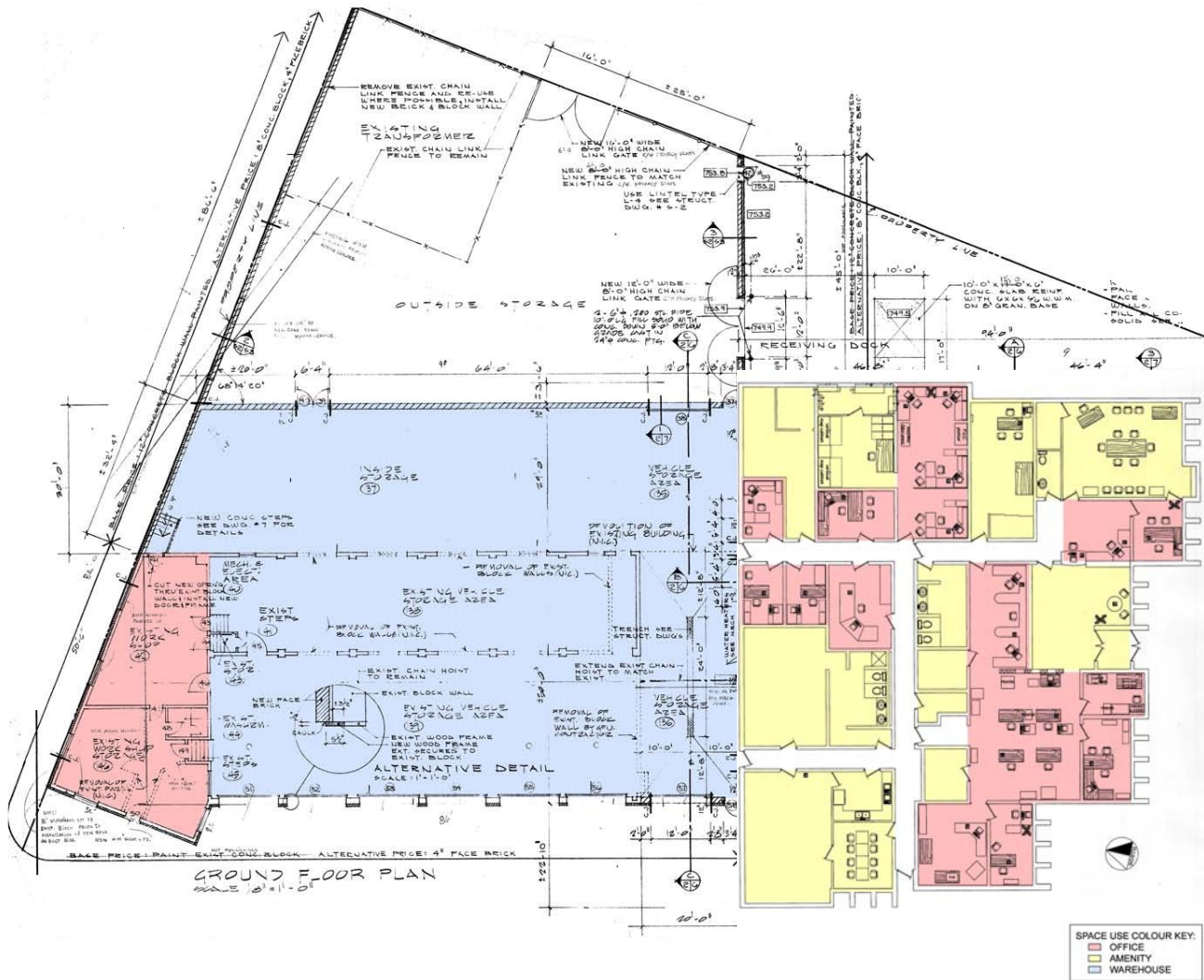


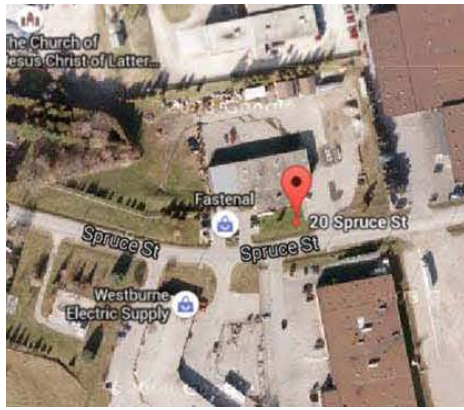
**10 Lisgar Street
Customer Service Centre**

Office Area – 8,496 SF+/-
Warehouse – 10,114 SF+/-
Total – 18,609 SF+/-



- Year Built - Circa 1970
- Functions for Customer Services, Building, Engineering
Tillsonburg Hydro
- Call Centre for Town Departments
- Spaces include Offices, truck storage and amenity spaces
- No. of Offices – 10
- No. of Workstations - 15
- Spaces are connected via corridors
- Public access at grade
- Staff working environment is dated, however acceptable
- The building envelop requires a great detail of repair
- Expansion to this building would be difficult
- Was constructed for public utilities

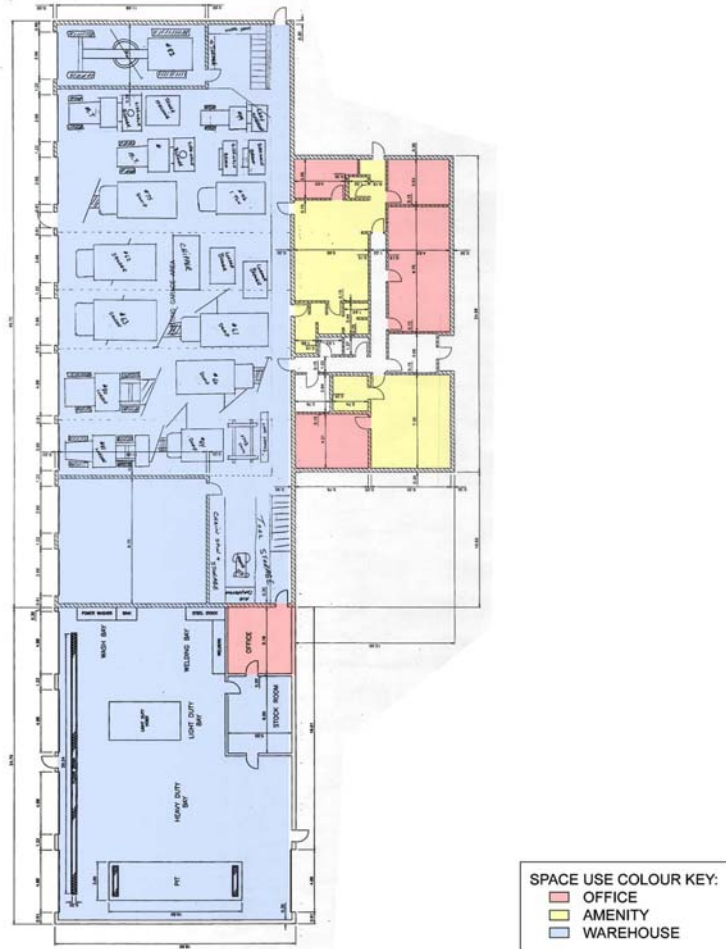




20 Spruce Street Operation Services

Office Area – 3,326 SF+/-
 Warehouse – 14,327 SF+/-
 Total – 17,653 SF+/-

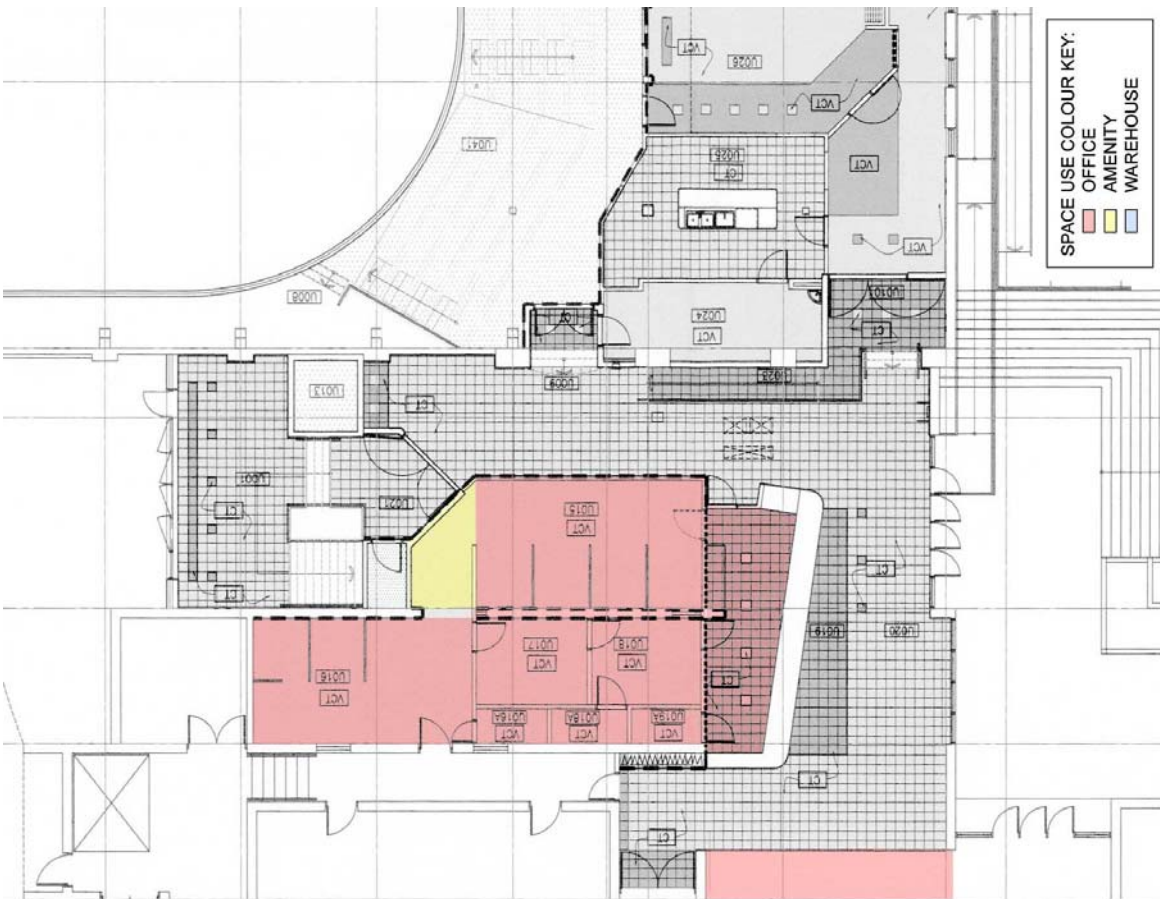
- Year Built – Circa 1970
- Functions for Public Works, Roads, Water
- Spaces include Offices, Fleet Warehouse and amenity spaces
- No. of Offices – 6
- No. of Workstations - 0
- Spaces are connected via corridors
- Public access at grade
- Staff working environment is dated, however acceptable
- Expansion to this building is possible but unlikely for a location for a Town Hall

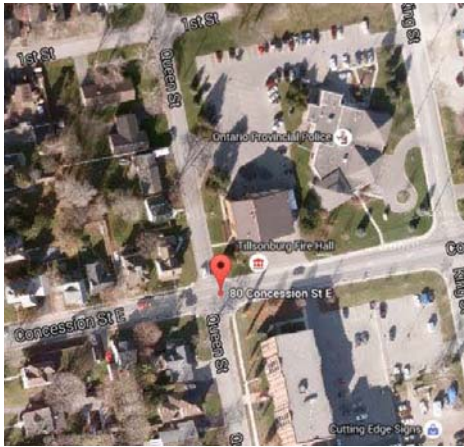




45 Hardy Avenue
Tillsonburg Community Centre
 Office Area – 1,600 SF+/-

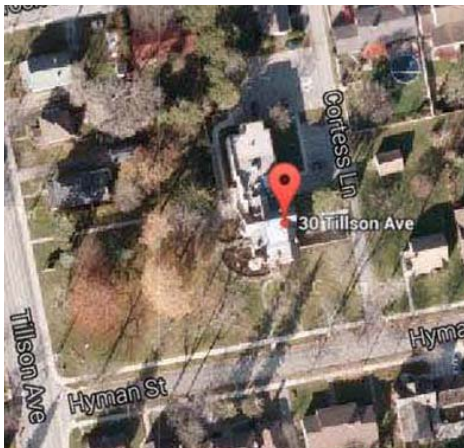
- Year Built – Circa 1970 with Multiple Additions since
- Functions as the Recreation, Culture and Parks
- Spaces include Offices, Arena, Pool, Senior Centre, Outdoor Recreation
- No. of Offices – 3 Plus 2 not seen
- No. of Workstations - 7
- Spaces are accessed behind a Customer Service
- Public access at grade / elevator at rear of building
- Staff Environments are acceptable
- This building is a dedicated recreational use building





**80 Concession Street East
Tillsonburg Fire Hall**

- Year Built – Circa 1979
- Function – Fire Hall with Dispatch Services
- Spaces include – 3 Bay Apparatus Area, Offices, Dispatch, Crew spaces
- Spaces are connected via corridors / Stairs
- Public access at grade only
- Staff working environment is acceptable
- Not reviewed for the study



**30 Tillson Avenue
Annandale Museum**

- Year Built – 1883
- National Historic Site
- Not reviewed for the study



3.0 OVERVIEW OF SURVEY

3.1 Questions

Survey questions focused on the following discussion items:

- a) The 5 most critical products / services provided by that Division;
- b) Level of interaction with the public as well as personal or confidential information;
- c) Level of interaction with other staff / Divisions / Departments;
- d) Space requirements for seasonal / temporary / visiting staff;
- e) Projected growth of staff population (within 5 years); and
- f) Specific amenity needs of each department.

3.2 Survey Responses

Seven (7) Survey responses were completed and received:

- Office of the CEO
- Clerk
- Building / Planning / Bylaw
- Finance + CSC
- Recreation, Culture & Parks
- Operation Services Fire Services

3.3 Survey Results

Refer to the following pages:

3.3 Survey Summary

DEPARTMENTS	Office of the CAO	Clerk	Building / Planning / By-Law	Finance + CSC	Recreation, Culture & Parks	Operations Services	Fire Services	
5 CRITICAL PRODUCTS / SERVICES	<ol style="list-style-type: none"> Economic Development Marketing and Communication Town Administrative Oversight Governance – Council Reception Services 	<ol style="list-style-type: none"> Council Agendas & Minutes Vital Stats – Burial Permits, Death Registration, Civil Marriages Services Committees of Council By-Laws Records Management 	<ol style="list-style-type: none"> Review and Issuance of Building Permits Building an Property Standard Inspections Planning & Development Applications Building, Planning, By-law Inquiries & Reporting 	<ol style="list-style-type: none"> Budgeting Support Purchasing Support Customer Service IT Support Taxation 	<ol style="list-style-type: none"> Recreational & Cultural Programs for Area Residents Museum Display and Collection Activities Recreational Meetings and Event Space Rentals Parks & Cemetery Services to Area residents Facility Maintenance Services to Corporation 	<ol style="list-style-type: none"> Road Maintenance Water Distribution Hydro Distribution Sanitary & Storm Collection Asset Management (data collection / management, analysis / design, capital planning) 	<ol style="list-style-type: none"> Fire Suppression and Rescue Services Community Emergency Management Program Fire Emergency Communications & Customer Service Fire Prevention & Public Education Fire Code Enforcement 	
INTERACTION FACE TO FACE	Public - High Clerk - High Building - High Finance - High Parks - High Operations - High Fire - High	Public - High CAO / Mayor / Council - High Building - High Hydro - High Customer Service - High Engineering - Medium - High	Public - High CAO - Low Clerk - Medium Engineering - Medium Operations - Low	Public - High CAO - Medium Clerk - Medium Building - Low Parks - Medium Operations - Medium Hydro - Low	Public - High Clerk - Medium Finance - Medium Operations - Med - Low Fire - Low	Public - High Building - High Finance - Medium Engineering - High	Public - High Building - Low Finance - Low Operations - Medium	14 0
STAFFING	3	8	12	29	45	33	13	
PROJECTED GROWTH - 5 YEAR	0	0	0	2	5	5	5	
WORKSPACE REQUIREMENTS	6 - Offices 1 - Office Shared for 3 1 - Reception 1 - Workspace	2 - Offices 1 - Reception 1 - Workspace	5 - Offices 1 - Reception for 2 Staff 2 - Workspaces	4 - Offices 1 - Reception 8 - Workspaces	3 - Offices 1 - Reception 5 - Workspaces 3 - Workspaces Shared 3 - Other	9 - Offices 1 - Reception 10 - Workspaces 3 - Workspaces Shared	3 - Offices 1 - Reception 3 - Workspace 2 - Other	3 - Offices 1 - Reception 3 - Workspace 2 - Other

3.3 Survey Summary

DEPARTMENTS	Office of the CEO	Clerk	Building / Planning / By-Law	Finance + CSC	Recreation, Culture & Parks	Operations Services	Fire Services	
AMENITY SPACE NEEDS	Reception Counter – Yes Dedicated Space – No Shared Spaces – Yes File Storage Library / Storage Computer Storage Electronic Equipment Copy Room Refuge Area Break Room Convenience Station	Reception Counter – Yes Dedicated Space – No Shared Spaces – Yes File Storage Library / Storage Computer Storage Electronic Equipment Copy Room Refuge Area Break Room Convenience Station	Reception Counter – Yes Dedicated Space – No Shared Spaces – Yes File Storage Library / Storage Computer Storage - Scanners Electronic Equipment Copy Room Refuge Area Break Room – 8 people Convenience Station – 8 people	Reception Counter – Yes Dedicated Space – No Shared Spaces – Yes File Storage Library / Storage Computer Storage Electronic Equipment Copy Room – 2 Shared Refuge Area Break Room – 2 Shared Convenience Station – 2 x 2 (M / F) Shared	Reception Counter – Yes Dedicated Space – No Shared Spaces – Yes File Storage Library / Storage Computer Storage – 8 x 4 Electronic Equipment Copy Room – 6 x 6 Refuge Area Break Room – 20 x 30 Convenience Station – 8 x 8	Reception Counter – Yes Dedicated Space – No Shared Spaces – Yes File Storage Library / Storage Computer Storage Electronic Equipment – 15 x 15 Copy Room – 6 x 6 Refuge Area Break Room – 40 x 40 Convenience Station – 8 x 8	Reception Counter – Yes Dedicated Space – No Shared Spaces – Yes File Storage – 10 x 12 / 10 x 16 Library / Storage – 12 x 16 / 20 x 20 Computer Storage – 16 x 20 Electronic Equipment – 15 x 15 Copy Room – 10 x 12 Refuge Area – 16 x 20 Break Room – 20 x 30 / 6 x 8 Convenience Station – 8 x 8	
SPECIFIC AMMINITY NEEDS	Council Chamber – 100 Boardroom – 12 Boardroom – 6 HR Training Room – Size?	Council Chamber Boardroom – 15 Boardroom Training Room Records Vault Room	Plans Storage – 150 SF	Boardroom – 6-8-13 Boardroom Presentation Room Training Room Server Room – 12 x 12		Field Equip. Storage – 10 x 10		Apparatus Bays – 70 x 80 Hose Tower – 10 x 8 x 3 Storeys Locker / Wash Room – 40 – 50 Lockers SCBA Fill Station – 14 x 16 Bunker Gear / Dryer – 10 x 10 / 10 x 16 PPE Storage - 10 x 12 Generator / Electrical – 10 x 12

3.4 Summary of Spaces

Department	Staff		Space Type	Number Required	Proposed			Alternate	REMARKS
	Current	Future			Room Size	Area (SF)	Area (SF)		
Office of the CAO / Council									
Chief Administrative Officer / President TH1	1	0	Office	1	14	x	18	252	252
Mayor	1	0	Office	1	14	x	18	252	252
Councillor	6	0	Workspace	1	15	x	20	300	300
Assistant to CAO / Mayor	1	0	Workspace	1	8	x	8	64	54
Commissioner of Economic Development	1	0	Office	1	10	x	14	140	140
Marketing / Partnership Officer	1	0	Workspace	1	8	x	8	64	54
Manager of Human Resources	1	0	Office	1	10	x	14	140	140
HR Assistant / Payroll	1	0	Office	1	10	x	14	140	140
General Manager / CEO TH1	1	0	Office	1	10	x	14	140	140
Total	14	0		9				1492	1472
Clerk									
Clerk	1		Office	1	10	x	14	140	140
Deputy Clerk	1		Office	1	10	x	14	140	140
Records Management Coordinator	1		Workspace	1	8	x	8	64	54
Part Time / Student	0	1	Workspace	1	8	x	8	64	54
Total	3	1		4				408	388
Building / Planning / Bylaw									
Chief Building Official	1	0	Office	1	10	x	14	140	140
Deputy Chief Building Official	1	0	Office	1	10	x	14	140	140
Property Standards / Bylaw Officer	1	0	Office	1	10	x	14	140	140
Municipal By-Law Officer	1	0	Office	1	10	x	14	140	140
Development Technician	1	0	Workspace	2	8	x	8	128	108
County Planner	1	0	Office	1	10	x	14	140	140
Summer Students	2	0	Workspace	2	8	x	8	128	108
Total	8	0		9				956	916
Finance									
Director	1	0	Office	1	10	x	14	140	140
Deputy Treasurer	1	0	Office	1	10	x	14	140	140
Budget Analyst	1	0	Workspace	1	8	x	8	64	54
Purchasing Coordinator	1	0	Workspace	1	8	x	8	64	54
Accounts Payable / Accounts Receivable	1	0	Workspace	1	8	x	8	64	54
Revenue Manager	1	0	Office	1	10	x	14	140	140
Tax Clerk	1	0	Workspace	1	8	x	8	64	54
Customer Service Reps / Billing Support Clerks	4	0	Workspace	4	8	x	8	256	216
Information Technology	1	0	Workspace	1	8	x	8	64	54
Total	12	0		12				996	906
Recreation, Culture & Parks									
Director	1	0	Office	1	10	x	14	140	140
Manager of Parks & Facilities	1	0	Office	1	10	x	14	140	140
Unassigned / Spare	1	0	Office	1	10	x	14	140	140
Total	3	0		3				420	420
Department	Staff		Space Type	Number Required	Proposed			Alternate	REMARKS
	Capacity	Future			Room Size	Area (SF)	Area (SF)		
Operations Services									
Director	1	0	Office	1	10	x	14	140	140
Operations Administrator	1	0	Workspace	1	8	x	8	64	54
Manager of Engineering	1	0	Office	1	10	x	14	140	140
Senior Operations Technologists	1	0	Workspace	1	8	x	8	64	54
Asset Management Technologists	1	0	Workspace	1	8	x	8	64	54
Total	5	0		5				472	442

3.4 Summary of Spaces

Department	Staff		Number Required	Proposed			Alternate Area (SF)	REMARKS	
	Current	Future		Room Size	Area (SF)	Area (SF)			
Office / Work Space Summary									
Office of the CAO / Council	14	0				1,492	1,472		
Clerk	3	1				408	388		
Building / Planning / Bylaw	8	0				956	916		
Finance	12	0				996	906		
Recreation, Culture & Parks	3	0				420	420		
Operation Services	5	0				472	442		
Total	45	1	0			4,744	4,544		
Department	Staff		Number Required	Proposed			Alternate Area (SF)	REMARKS	
	Capacity	Future		Room Size	Area (SF)	Area (SF)			
Common Spaces									
Entry Vestibule				8	x	10	80	80	
Staff Vestibule				8	x	10	80	80	
Reception				10	x	10	100	100	
Main Lobby / Welcome Area / Display Area				20	x	20	400	300	
Council Chamber	100			50	x	75	3,750	3,000	
Board Room - 1	12			14	x	20	280	280	With servery /presentation space
Board Room - 2	6			10	x	15	150	150	
Training Room	20			20	x	25	500	0	
Break - Out Room - 1				8	x	10	80	80	
Break - Out Room - 2				8	x	10	80	80	
Lunch Room / Kitchen - Staff				15	x	30	450	450	
Mail Room				8	x	10	80	80	
Copy Room				10	x	15	150	150	
File Room				10	x	15	150	150	
Library Room				10	x	12	120	120	
Map Room				10	x	15	150	150	
Plotter Room				10	x	15	150	150	
Washrooms - Public				12	x	25	300	300	
Washrooms - Staff				12	x	25	300	300	
Universal Barrier Free Washroom				10	x	10	100	100	
Waste Recycling Room				10	x	12	120	120	
Loading Area				8	x	8	64	0	
General Storage				20	x	30	600	550	
Vault				15	x	20	300	250	
IT / Server Room				15	x	15	225	200	
Mechanical Room				15	x	15	225	200	
Electrical Room				15	x	15	225	200	
Sprinkler Room				15	x	15	225	200	
Elevator				10	x	10	100	100	
Elevator Equipment Room				10	x	10	100	100	
Stair 1				10	x	25	250	250	
Stair 2				10	x	25	250	250	
Stair 3				15	x	25	375	325	
Total Common Space							10,509	8,845	
Total Common Space + Office Space							15,253	13,389	
Chamber of Commerce - 20 Oxford St.							800	800	
BIA - 41 Bridge St. W.							400	400	
Unassigned							1,852	1,600	
Sub - Total							18,305	16,189	
Circulation & Walls - 30%							5,523	4,857	
Total							23,828	21,046	

5.0 Site Selection – Guiding Principles

5.1 Site Selection Criteria / Location Determinants

Many factors determine the most appropriate and cost-effective location for a New Town Hall. The final decision will be a balance of both tangible and intangible selection criteria and preferences. The site selection process should include various types of properties and should include an investigation of both “greenfield and brownfield” parcels that could have the greatest impact in improving Downtown’s, neighborhoods and communities overall.

5.2 Location

The most critical determinant for the location of a Town Hall is “Community Presence,” one that is prominent and easily visible and recognizable as leader in local government, for staff, and visitors and the Community customer it serves.

5.3 Size

Ensure adequate site space is available to accommodate current needs and future expectations. Accommodate a desired level of public space for arts, entertainment, and recreation. Accommodate staff parking, visitor parking, and accommodate the needs for future expansion. The size of site will also dictate whether the building becomes a multiple floor structure (1, 2 or 3 storey structure).

5.4 Sustainable Design

The sustainability component of the site selection and development process should focus on the selection of sites that will have:

- *Least negative impact on the environment*
- *Fewest possible threats from the environment*
- *Require the least extraction of natural resources for site preparation, construction, and operation*
- *Redevelopment and Rehabilitation Potential*
- *Alternative Transit Availability*
- *Energy Efficiency or Reduction in Usage*
- *Habitat Preservation or Improvement*





5.5 Cost

The cost to purchase property at fair market value is understood to impact any development budget. The building site itself is a powerful determinant of construction costs. Sloped sites cost more to build on than level sites. Sites with poor soils conditions, high ground water tables, environmentally sensitive parcels of land, often require special and expensive construction methods.




Investment in additional studies and evaluations to understand site conditions and development challenges before the purchase is critical to uncover some of the hidden development costs that will need to eventually be dealt with during the detailed design of the site.



An evaluation of sites should include the following:

5.6 Cultural Factors

Existing Use, Ownership and Control	
<p><i>Site Context / Location</i></p> <p><i>Type of Land Ownership – Municipal or Private</i></p> <p><i>Legal property description, including limits of property, easements, rights of ways, and north indication.</i></p> <p><i>Zoning Bylaws and Local Codes / Function and Pattern of Land Use</i></p> <p><i>Current Uses / Adjacent Uses</i></p> <p><i>Setbacks</i></p> <p><i>Staff / Public Parking</i></p>	
Traffic and Transportation	
<p><i>Apparatus driveway and Point of entry - front door</i></p> <p><i>Vehicular turning radius</i></p> <p><i>Delivery / service entrance</i></p> <p><i>Transit / Walkability</i></p> <p><i>Traffic Capacity</i></p>	
Immediate Surroundings	
<p><i>Neighbourhood structures</i></p> <p><i>Shading and solar access</i></p> <p><i>Noise from streets, emergency services, aircraft, Odours, etc.</i></p> <p><i>Views and vistas</i></p>	
Site History - Former Site Uses	
<p><i>Hazardous dumping</i></p> <p><i>Landfill</i></p> <p><i>Old foundations</i></p> <p><i>Archaeological grounds</i></p> <p><i>Historic worth / History of existing structures</i></p>	

5.7 Technical Factors

Utilities	
<p><i>Potable water</i></p> <p><i>Sanitary Sewer Service</i></p> <p><i>Storm drainage (surface , sub-surface)</i></p> <p><i>Electricity</i></p> <p><i>Gas</i></p> <p><i>Telephone</i></p> <p><i>Cable / data / communications</i></p> <p><i>Fire Protection</i></p>	
Climate	
<p><i>Solar Orientation</i></p> <p><i>Shading of (or from) adjacent structures, natural features and vegetation</i></p> <p><i>Prevailing Winds</i></p>	
Topography / Hydrology	
<p><i>Topography</i></p> <p><i>Contours and spot elevations</i></p> <p><i>Slopes: percentage, aspect, orientation</i></p> <p><i>Erosion Channels</i></p> <p><i>Extent, location, and general configuration of rocks, ledges, outcrops, ridges, drainage lines, and other unique features</i></p> <p><i>Visual characteristics</i></p> <p><i>Potential problem areas during construction: siltation, erosion, etc.</i></p> <p><i>Analysis of physical features, including major focal and vantage points and their relationship within, into, and out from the site.</i></p> <p><i>Existing access and circulation</i></p> <p><i>Vehicular</i></p> <p><i>Pedestrian</i></p> <p><i>Vegetation</i></p> <p><i>Existing water bodies</i></p> <p><i>Drainage Canals: rivers, streams, marshes, lakes, ponds, etc.</i></p> <p><i>Natural and built</i></p>	

<p><i>Alignments and gradients</i></p> <p><i>Existing water way easements</i></p> <p><i>Surface</i></p> <p><i>Sub-surface</i></p> <p><i>Surface Drainage</i></p> <p><i>Patterns on and off the site (location of streams and washes)</i></p> <p><i>Proximity to floodplains</i></p> <p><i>Maximum flood level</i></p> <p><i>Frequently flooded areas</i></p> <p><i>Local watershed areas, amount of runoff collected, and location of outfalls</i></p> <p><i>Swampy and concave areas of land without positive drainage and other obstacles that may interrupt or obstruct natural surface drainage</i></p> <p><i>Potential areas for impoundments, detention/retention ponds.</i></p>	
Subsurface / Geotechnical Soil Conditions	
<p><i>Basic surface soil type: sand, clay, silt, rock, shale, gravel, loam, limestone, etc.</i></p> <p><i>Rock and soil type: character/formation and origin</i></p> <p><i>Geologic formation process and parent material</i></p> <p><i>Inclination</i></p> <p><i>Bearing capacity</i></p> <p><i>Bedrock</i></p> <p><i>Depth to Bedrock</i></p> <p><i>Bedrock Classification</i></p> <p><i>Seismic Conditions / Requirements</i></p> <p><i>Environmental Hazards</i></p>	
Financial Factors	
<p><i>Site Acquisition and Relocation Costs</i></p> <p><i>Demolition/Remediation Costs</i></p> <p><i>Site Construction and Preparation Costs</i></p> <p><i>Infrastructure Improvements</i></p>	

5.8 Civic Architecture and Civic Spaces

Civic Architecture and Civic Spaces are institutions, such as town halls, city halls, court houses, libraries, and cultural facilities, public markets, parks and squares, police stations and fire halls, are all the foundations of a civil society and the cornerstones of democracy.

7.0 ACCESSIBILITY IN THE WORKPLACE

On June 13, 2005, the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA) received Royal Assent and is now law. The purpose of the AODA 2005 is to benefit all Ontarians by developing, implementing and enforcing accessibility standards in order to achieve accessibility for Ontarians with disabilities by 2025. A disability is any restriction or incapacity that prevents one from doing something.



A disability can be visible or invisible, for example:

- Mobility - People requiring the use of a mobility device (wheelchair or scooter), an assistive device (cane/crutch or walker) or persons of short stature.
- Sensory - People experiencing deficits in sight, hearing or smell.
- Coordination - People with multiple sclerosis, arthritis or pregnant women.
- Strength and endurance - People with heart conditions or breathing difficulties.
- Cognitive - People who experience memory loss or have an intellectual disability.

Planning For Accessibility: Key Points

7.1 General

- The goal of renovations should be to provide universal access for all people, including all ages and abilities, an overall functional environment, which will benefit everyone and offer equal opportunity to employment, community services and volunteer experiences.
- Design considerations should include accommodation of the needs of persons with mobility/agility impairments, sensory impairments, co-ordination impairments, strength/endurance impairments and cognitive impairments.

7.2 Accessible Routes

- The minimum turning radius required by most mobility devices is 1500 mm (5'). Appropriate maneuvering space should be available in areas such as landings, at intervals along longer paths and within any room type (washrooms, offices, meeting rooms).

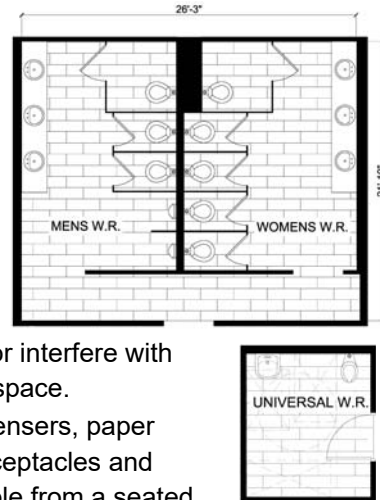
7.3 Accessible Entrances

- Main entrances should provide barrier-free access. However, where it is not possible to alter these entrances, an alternate accessible entrance may be provided in conjunction with the above accessible routes and parking.
- It is recommended that access be provided to main accessible entrances by both ramps and stairs with handrails.
- Ramp slopes should be a maximum of 1:12. Slopes of 1:16 to 1:20 are easier for most people to negotiate. That is: for every 1" of vertical rise, 12" of horizontal ramp is required (e.g. a 5" step would require a 60" ramp to be built).

- Accessible doors and doorways within the building should provide a minimum of 850 mm (33-1/2") of clear space. That is, when the door is open, the space from the door to the opposite side of the doorframe should be a minimum of 850 mm (33-1/2").
- Accessible door hardware should be lever-type, push/pull or d-shaped.
- If an automatic door is available, the 'push-pad' should be a minimum 150 mm (6") diameter button with the international symbol of accessibility clearly identified.
- Windows or glass panels should be clearly identifiable (colour contrasting frames, markings on glazing).
- Changes in colour and texture as well as appropriate signage should be considered.
- Appropriate lighting should be provided in these areas.

7.4 Accessible Washrooms

- If modifying an existing washroom is not possible, design of at least one individual accessible unisex washroom should be considered. Although larger in size, unisex washrooms provide an individual with the ability to have assistance by a caregiver.
- Appropriate transfer space on one side and in front of the toilet should be provided. Flush controls should be located on the transfer side of the toilet. Dispensers and other accessories should not obstruct or interfere with the safe use of the grab bars, transfer or maneuvering space.
- Accessories (such as light switches, mirrors, soap dispensers, paper towel dispensers, hand dryers, coat hooks, garbage receptacles and shelves) should be mounted at a height that is accessible from a seated position. Appropriate clear floor space beneath and/or in front of each fixture should be considered.



7.5 Accessible Kitchens / Coffee Areas

- Kitchens should provide appropriate clear floor space in front of appliances and work spaces. Custom millwork and careful product selection will give you the opportunity to design areas, which are fully accessible.
- Accessible workspaces should have appropriate clear space underneath.
- Switches, outlets and controls should be located at the front of appliances and counters.
- Cabinets should provide some shelving that is accessible from a seated position or a pantry could be constructed.
- Sinks should be mounted so that appropriate knee and toe space is provided underneath. Faucets should have handles that are lever-type. Pipes and drains under the sink should be insulated to prevent injury.
- Any vending machines, coffee makers, microwave or other appliances should be accessible.

7.6 Access between Floors

- Elevating devices should be considered where any significant change in level cannot be safely or feasibly accommodated.
- Space for maneuvering of a variety of mobility devices and for transportation of two people, where assistance to travel between floors is required, should be considered.

7.7 Offices and / or Meeting / Program Rooms

- All meeting rooms, program rooms and staff areas should be accessible. All furniture and office accessories/equipment should be located so that they do not obstruct accessible paths of travel or interfere with interior room maneuvering spaces.

7.8 Signage

- Signage will be important to all people using the building. To improve the environment for persons with visual impairments, signage should be mounted at a consistent height of 1525 mm (5').

7.9 Public phones

- If public phone(s) are available, at least one should be installed with a clear knee space of 720 mm (29") with the maximum highest point no more than 1200 mm (47").

8.0 SUSTAINABLE OFFICE ENVIRONMENTS

A sustainable office environment and design requires building an office to the highest quality and functional standard, understanding aesthetic, environmental and social benefits, and always based on cost assessments that reflect the whole office interior life cycle, in order that the investment can be responsibly maintained.

Modifications to existing spaces should be considered with the integration of sustainable design principles.

Environmental aspects could include:

- Plan to enhance work environments through healthy and vibrant internal environments including excellent levels of natural light and ventilation with personal control.
- Does not endanger the health of the occupants through exposure to pollutants, the use of toxic materials or providing host environments to harmful organisms - Use renewable and recycled and recyclable resources and materials wherever possible.
- Optimizing natural light and views to the exterior with the open office design
- Reuse of materials, including carpeting, and other salvaged materials and equipment.
- Selection of low emitting materials and recycled content materials
- Installation of energy-efficient lighting with sensors and a sophisticated control system to significantly reduce the use of electricity in the office
- Maintained the majority of the existing construction, reused some components within the project, and recycled most of the construction waste
- Commitment to the space through a long term lease, lengthening the cycle of tenant fit-ups that often occurs with short-term leases
- Green housekeeping practices by the property manager and tenant complement the sustainable principles of the project.
- Uses materials that are environmentally friendly in manufacture, use and disposal



- Planning the space to optimize the exterior views and to use natural light as a resource for all occupants.
- Finishes should be chosen for their durability, their recyclability, and their low toxicity.
- Use of energy efficient fixtures and renewable, sustainable products and materials were specified.
- Reuse of existing materials.
- Use of recycled content for carpet, sheet flooring and fabrics.
- Use of low VOC interior paints and other floor, wall and ceiling finishes.
- Light colours are used on large walls and ceiling surfaces to reflect as much natural light as possible.
- Overhead lighting can be switched / controlled by photocells that detect if enough daylight is illuminating the open space.
- Occupancy sensors in the private offices and conference rooms assure that overhead lighting is turned off automatically when the rooms are not occupied.

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