



ADMINISTRATION ACCOMMODATION REVIEW

NOVEMBER 2015

Haldimand County Administrative Accommodation Review – 2015

1 EXECUTIVE SUMMARY

Council identified an *Administrative Accommodation Review Process* as a High Priority for 2015. The initiation of this first phase is defined as follows:

To evaluate and obtain a Council decision on consolidating administrative functions in fewer locations through a more centralized service delivery model.

The following report responds to this direction by evaluating the *Existing Service Delivery Model* and four *Alternative Options* – two *Dispersed Service Delivery* and two *Consolidated Options* as well as alternative community locations.

In order to allow Council to assess how each option compares to the *Existing Service Delivery Model* and each other, two key analysis were undertaken:

- A set of Evaluation Metrics were used to evaluate the relative strengths and weaknesses of the accommodation options to allow comparison under the following headings:
 - Efficiencies Achieved
 - Impact on Customer Service
 - Impact on Corporate Image
 - Work Environment Quality

- A high level financial analysis was undertaken for the *Existing Service Delivery Model* and each option. This analysis was intended to provide ‘order of magnitude’ cost comparisons and will need to be refined following any Council decision on a service delivery model. The financial analysis uses an amortization timeframe of 20 years to be able to objectively compare alternative consolidation options with the existing base scenario. Costs were calculated using a Net Present Value methodology, allowing net costs (capital and operating) for future years to be shown at current day value. Applying net present value allows all options to be reliably compared.

The two service delivery models have trade-offs in terms of the cost to implement relative to the ability to achieve efficiencies, to respond to future needs and relative to customer service. Following stakeholder consultation, Council will need to assess which service delivery model is preferred and subsequently the option to go forward with.

2 CONTEXT FOR THE REVIEW

Following the municipal election in late 2014, as part of setting its Term of Council priorities for 2014 to 2018, Haldimand County Council participated in a facilitated workshop in March 2015 to discuss and establish key strategic priorities for the next four years. In July 2015 Council formally endorsed the Term of Council Priorities and their relative sequencing. Through these processes Council identified, as a High Priority for 2015, initiating the first phase of an *Administrative Accommodation Review Process* defined as follows:

To evaluate and obtain a Council decision on consolidating administrative functions in fewer locations through a more centralized service delivery model.

The key Council objectives for the review of how administrative services are provided included increasing operational efficiency, maintaining customer service levels and reducing long term operational costs. In August 2015 Council approved the scope of the review, the options to be considered, and the principles and criteria that would be used to evaluate alternative accommodation models. **Appendix 1** outlines the project scope, decision principles and evaluation metrics.

This report presents the results of the analysis of the current situation as well as several alternative options that Council could consider.

3 HISTORY

Haldimand County was created on January 1, 2001 as a result of the restructuring of the former Region of Haldimand-Norfolk and six lower tier municipalities to create two separate single tier municipalities – Haldimand County and Norfolk County. The Province established a Transition Board to guide this process and among its various responsibilities was recommendations regarding how and where municipal services should be provided. The County currently provides administrative services using a ‘dispersed’ service delivery model that was recommended by the Transition Board in 2000. This involves using the Cayuga Administration Building as the main administrative office with de-centralized offices housing customer service centres and where one or more ‘sections’ of a municipal department are located.

At the time of amalgamation the Transition Board articulated the following reasons for selecting this service delivery model:

- Cost containment – using existing facilities rather than incurring costs for new construction;
- The public awareness and familiarity of existing office locations;
- The ability to address the public’s expectations, as expressed at that time, that *‘some portion of their existing local government services/departments would remain in their immediate area’*;
- The Cayuga Administration Building was selected as the main administrative location due to its central location within the County, its condition and ability to hold Council meetings and *‘the strong historic ties within Haldimand with the building being easily located, identifiable and familiar to the vast majority of the population’*;
- At all facilities except the administrative uses at the Kohler facility , it was intended that a *“‘one-stop shop’ philosophy be implemented that would enable citizens to pay bills, fines and make application for various services”* via front-line customer service representatives.

This dispersed service delivery model has been implemented over the past 15 years in a variety of iterations.

4 CURRENT CIRCUMSTANCES:

4.1 LOCATIONS AND SERVICE FUNCTIONS:

The County currently has seven (7) administrative buildings distributed throughout the municipality. These buildings accommodate County Staff that deliver services to the community as well as third party services that include Health and Social Services, Ontario Provincial Police (OPP) community offices and space for the Provincial Offences Act Court (POA). All facilities except for the Caledonia Satellite Office (CSO) are owned by the County. The CSO is a leased facility with the lease expiry date of November, 2016. In total the County has approximately 57,600 square feet of administrative space.

The following Tables outline space break down of the various administrative offices as well as the functions these offices currently provide:

Table 1: Space Distribution:

Facility	Total Sq. Ft.	Office Sq. Ft.	Support Space Sq. Ft.	Staff/ Location	Students/ Location	Full Wkstns/ Location	Student/ Touchdown Wkstns/Loc.	TOTAL WORK-STATIONS	Total Sq. Ft./ Wkstn
<i>County Administration</i>									
Cayuga Administration Building	18,485	10,910	7,575	67	6	67	7	74	250
Caledonia Satellite Office	7,250	4,425	2,825	29	3	29	2	31	234
Dunnville Multipurpose Facility	12,100	1,400	10,700	0	0	0	0	0	n/a
Dunnville Satellite Office	5,195	2,655	2,540	13	9	13	6	19	273
Haldimand County Caledonia Centre	1,858	1,620	238	11	1	11	1	12	155
Hagersville Satellite Office	2,650	1,530	1,120	11	0	11	1	12	221
Kohler Satellite Office	3,555	2,090	1,465	20	2	20	1	21	169
<i>Sub-total County Administrative Space</i>	51,093	24,630	26,463	151	21	151	18	169	
<i>Third Party Space</i>									
Caledonia Satellite Office - Health Unit	2,370	2,010	360	21	2	21	0	21	113
Dunnville Multipurpose Facility - H&SS	2,900	2,670	230	12	0	12	4	16	181
Caledonia Satellite Office - OPP	380	0	380	n/a	n/a	n/a	n/a	n/a	n/a
Dunnville Multipurpose Facility - OPP	700	0	700	n/a	n/a	n/a	n/a	n/a	n/a
Hagersville Satellite Office - OPP	190	0	190	n/a	n/a	n/a	n/a	n/a	n/a
<i>Sub-total Third Party Space</i>	6,540	4,680	1,860	33	2	33	4	37	
TOTAL	57,633	29,310	28,323	184	23	184	22	206	

Table 2: Administrative Services by Location

Facility	Total Sq. Ft.	TOTAL WORK-STATIONS	Current Administrative Functions
Cayuga Administration Building	18,485	74	Customer Service, Council Chambers, CAO, Mayor, General Managers, POA, Clerk, Finance, HR, IT, Economic Development, Community Development, GIS
Caledonia Satellite Office (leased space)	10,000	52	Customer Service, Engineering Services, Drainage Inspection, By-law Enforcement, Building Inspection, Development Engineering; Includes third party space for OPP Sub-Office and Health Unit
Dunnville Multipurpose Facility	15,700	16	IT Training Lab & Disaster Recovery, Central Records Retention, Storage Bays; Includes third party space for OPP and Social Services Non-Administration EMS (Ambulance) is also housed in this facility
Dunnville Satellite Office	5,195	19	Customer Service, Support Services, Library Administration, Building Inspection, Corporate Communication
Haldimand County Caledonia Centre	1,858	12	Facilities and Operations Administration, Cemetery Administration, Facility Booking
Hagersville Satellite Office	2,840	12	Customer Service, Planning Services, Building Inspection; Includes third party space for OPP Sub-Office
Kohler Satellite Office	3,555	21	Roads Operations Administration, Environmental Services Administration, Waste Management Administration and Fleet Administration
Total Administrative Space	57,633	206	

Key Observations:

- Customer Service functions are available at 4 of the 7 facilities
- Building Inspection services are available at 3 facilities
- Several Departments and Divisions have staff distributed at several locations
- There is very little duplication of service across the administrative buildings
- The intensity of space use varies by administrative building – several are crowded while others are under-utilized.

4.2 CUSTOMER SERVICE

As noted earlier a key driver for the selection of a dispersed model of service delivery using satellite offices in 2000 was the intention that all facilities except the administrative uses at the Kohler facility, would implement a “*one-stop shop’ philosophy that would enable citizens to pay bills, fines and make application for various services*” via front-line customer service representatives. At the time, most services accessed by the public were done through face to face interactions or phone calls with municipal staff. A large portion of payments were received via regular mail. As time has progressed, there has been a shift in customer interaction, with an increase in the number of transactions being completed through various technological processes.

For the purposes of the Accommodation Review analysis, the following two categories of customer service were identified:

Resident Client Services:

Those services that are frequently accessed by members of the general public or which occur multiple times per year. Visits which are typically unplanned and require quick and easy access.

One Time / Business Services:

Services accessed infrequently by the general public and services accessed by the business community where the interaction is planned often involving multiple departments.

Currently customer service centers are provided at the Caledonia, Dunnville and Hagersville Satellite Offices and the Cayuga Administration Building. **Appendix 2** outlines the customer service client activities provided at these locations.

Key Observations:

- While most customer service activities are offered at each of the four customer service centers, the level of service is not consistent. Differences generally relate to municipal functions that are located in the applicable administrative centre. Specifically:
 - Freedom of Information requests, Lottery Licensing and POA matters are only provided in the Cayuga Administration Building;
 - Cemetery Plots are handled in Caledonia;
 - Building Permit related matters are not provided at the Cayuga Administration Building;
 - The Dunnville and Hagersville Satellite Offices distribute keys for municipal parks and facilities;
 - 911 Signs are the responsibility of staff in the Hagersville Satellite Office.
- In recent years a number of municipal customer service functions have become available electronically to allow clients to self-serve. Online banking and other methods of online payment eliminate the need for a customer to visit an office to make payment.
- Some residents still choose to visit an office to make payment, although in-person interaction is not required. Other services such as permits and licenses have not yet been automated and must currently be done in person, by regular mail or, in some cases, by email.

- The municipal functions that primarily support business related needs are distributed amongst a number of administrative locations. The customer service needs of business are, for the most part, scheduled interactions. The County has implemented a number of process initiatives to improve customer service including the use of pre-consultation meetings and multi-disciplinary teams that bring staff from multiple departments together to share and communicate information and problem solve issues consistent with the County’s adopted Way of Work standards. While these initiatives have been very successful, it usually involves staff traveling between administrative offices to attend meetings. An analysis of mileage claims indicates that, from a productivity perspective, approximately 1,100 hours per year or 0.75 FTE time is spent by staff traveling to meetings between administrative offices in support of customer service and other corporate needs.

4.3 FINANCIAL ANALYSIS – ESTABLISHING THE BASE LINE

In order to establish a base line to compare the current administrative service delivery functions with the alternative accommodation models set out in Section 6, a financial analysis of both the long term (20 year) capital requirements for the County administrative buildings and the operating costs incurred to deliver services was undertaken.

4.3.1 Capital Expenditures

In order to estimate the Capital Expenditures required to maintain the current administrative buildings, Facilities and Operations Staff undertook *Building Condition Assessments* of each administrative centre to estimate required repairs and maintenance over a 20 year timeframe. **Table 3** provides an outline of the major repairs anticipated for each of the satellite offices for the 20 year timeframe including accessibility improvements. Of particular note is \$1.4 million required immediately to repair the HVAC system at the Cayuga Administration Building. In total \$3.8 million in expenditures is anticipated over the next 20 years on repairs to the Cayuga Administration Building.

Table 3

IDENTIFIED MAJOR CAPITAL NEEDS >\$100,000 FOR ADMINISTRATIVE BUILDINGS							
Maintenance and Repairs Need	Facility						
	CAB	CSO	DMPB	DSO	HCCC*	HSO	KO
HVAC	✓		✓	✓		✓	✓
Flooring	✓						
Elevator	✓			✓			
Windows	✓		✓			✓	
Parking Areas	✓		✓				✓
Asbestos Abatement	✓		✓				
Roofing	✓		✓	✓		✓	✓
External Maintenance						✓	

*incorporated into overall facility capital program

4.3.2 Operating Expenditures

The estimate of operating expenditures associated with the current administrative service delivery model projected for 20 years includes the following:

- Utilities
- Grounds Maintenance including snow removal, grass cutting, landscaping
- Building Maintenance including janitorial, security, waste disposal
- Equipment maintenance including licenses, inspections and repairs
- Staff wages & benefits related to the provision of maintenance

Administration staff wages and benefits are not included in the current or projected operating costs.

4.3.3 Estimated Costs of Current Service Delivery Model:

Table 4 outlines the Net Present Value (NPV) of the operating and capital costs attributed to each of the current administrative centres over a 20 year timeframe. Net Present Value (NPV) is the method of calculating the current value, expressed in “today’s dollars”, of future cash inflows and outflows over a specified period of time. This analysis takes into account the timing, magnitude and purchasing power of one dollar of future estimated cash inflows and outflows. NPV provides the ability to compare various financial/business models or options, over the same period of time, expressed in the net cash flow in today’s dollars. Based on this analysis the existing decentralized model is anticipated to cost \$19 million over the next 20 years.

Table 4

Existing Conditions			
Facility	20 Year Operating (NPV)	20 Year Capital (NPV)	Total (NPV)
Cayuga Administration Building	\$ 4,718,000	\$ 1,926,000	\$ 6,644,000
Caledonia Satellite Office (leased space)	\$ 4,630,000	\$ 210,000	\$ 4,840,000
Dunnville Multi Purpose Facility	\$ 1,321,000	\$ 1,305,000	\$ 2,626,000
Dunnville Satellite Office	\$ 982,000	\$ 912,000	\$ 1,894,000
Haldimand County Caledonia Centre	\$ 87,000	\$ 0.00	\$ 87,000
Hagersville Satellite Office	\$ 501,000	\$ 517,000	\$ 1,018,000
Kohler Satellite Office	\$ 14,000	\$ 0.00	\$ 14,000
General	\$ 1,314,000	\$ 455,000	\$ 1,769,000
Total	\$ 13,567,000	\$ 5,325,000	\$ 18,892,000

4.4 EVALUATION METRICS – ESTABLISHING THE BASE LINE

In addition to the requirement to undertake a thorough financial analysis of the options at the outset of this initiative Council approved a set of criteria that will be used to evaluate the relative strengths and weaknesses of the accommodation options to allow comparison under the following headings:

- Efficiencies Achieved
- Impact on Customer Service
- Impact on Corporate Image
- Work Environment Quality

Appendix 1 outlines the detailed metrics developed for each of these categories.

4.5 SUMMARY – STRENGTHS AND WEAKNESSES OF THE CURRENT ADMINISTRATIVE SERVICE DELIVERY MODEL

Using the established evaluation metrics the following represents the key strengths and challenges with the current service delivery model.

4.5.1 Key Strengths:

- The ability of residents and other clients to access most County services locally including most 3rd party services;
- Work space and supporting facilities (i.e. meeting space) are generally adequate to meet functional needs;
- There is a visible County presence via satellite offices in the major local communities.
- Existing facilities for the most part are well used with little duplication of function.

4.5.2 Key Weaknesses/Challenges:

- The dispersed delivery model creates significant challenges for collaboration, internal communications and sharing of common records. These challenges result in inefficiencies and increased risk of error when there are incomplete or inconsistent records at different locations. While gradual technology and process changes have been implemented in an attempt to improve customer service and address these challenges, the current accommodation arrangement makes the creation of key adjacencies for groups that need to work together difficult, and results in some productivity loss due to staff travelling between offices for business.
- The lack of consistency in terms of which services are available at each administrative location makes it difficult for clients to understand where key staff/services can be found or to understand the roles and functions of local government. Clients may need to travel to several office locations for services, which can cause frustration. The ability to provide back-up staff and continuity of service during vacancies, illness, or vacation is challenging and can lead to inconsistent availability of staff for clients in some satellite operations.

- The age of many of the current buildings along with the fact that most were repurposed at the time of Transition:
 - creates a need for on-going capital investment including significant short term needs;
 - provides significant challenges in meeting accessibility needs of residents;
 - causes energy inefficiencies , including temperature and air quality challenges in some facilities;
 - creates difficulty in being able to reconfigure or add space to meet future needs;
 - results in the duplication of IT infrastructure;
 - results in inequity of work space amongst staff and inequity in the ability to quickly access IT support;
 - limits the ability to create a welcoming climate for clients and staff recruitment
 - results in some noise disruption and privacy challenges.

- The Caledonia Satellite Office is a leased facility. Recoveries are obtained from the sub-lease to Norfolk County Health and Social Services. The County is responsible for some capital improvement costs, including the HVAC system, in addition to the rental costs.

5 MATTERS TO CONSIDER FOR ANY ALTERNATIVE ACCOMMODATION OPTION:

5.1 DEMOGRAPHIC CHANGE:

Over the course of the next 25 years the population will proportionately get older. Currently one in five people are age 65 or older – by 2041 this will change to one in 3. Persons in the younger age groups will drop both in absolute and relative percentage terms.

Haldimand-Norfolk Census Division Population Projections					
Year	Age Cohort as a % of projected total population				
	0-19	20-39	40-64	65+	Total Population
2015	22% (23,778)	22% (23,759)	37% (40,551)	20% (22,399)	110,487
2021	20% (22,579)	21% (23,688)	33% (36,689)	25% (27,407)	110,363
2031	20% (22,461)	20% (21,655)	28% (30,545)	32% (35,776)	110,437
2041	20% (21,409)	19% (20,261)	27% (29,812)	34% (37,466)	108,948

Source: Statistics Canada Census

5.2 TECHNOLOGY AND CUSTOMER SERVICE:

Since 2000, technology has advanced at a rapid rate. Haldimand County has implemented a website with some interactive features including the ability to report concerns online, access information and register for programs. Most recently, clients now have the ability to pay property taxes and accounts receivable invoices online, at their convenience. The need to drive to a local office for in-person service has been reduced considerably. There is additional significant opportunities to further improve access to services through technology, which would provide for less dependency on physical offices throughout the County.

The customer service vision applied to all options throughout the accommodations review, including the existing option, involves providing improved access for customers through an e-government framework providing virtual customer service. This type of framework will improve service across the County by allowing residents to use technology for 24/7 access to manage and pay for services from any computer location.

Currently one in five residents are over age 65 and concern has been raised that this group in particular may prefer in person service over the use of technology. While demographic trends indicate the proportion of seniors will increase, as time passes, the differences in computer utilization by age should decline. This narrowing divide can be attributed to both the movement of existing users through age cohorts, as well as new use among today's seniors.

A key component of the customer service vision is to move to a model where the Public Library Branches become “community hubs” providing digital literacy opportunities to the public and revamping the library as a wider community resource including accessing County e-services. The County libraries are already a key source of information for residents about County services, and expanding this role builds on this foundation. The planned utilization of the libraries within the framework also recognizes the fact that Haldimand County is largely rural, which may impact the ability for some customers to access high-speed internet services at their residence. All Library branches have internet service and Library staff would be trained to support the public with respect to online municipal self-serve options on public access computers made available at each branch. The initiative promotes a supportive environment fostering an expanded understanding and familiarity towards e-government services for those who would otherwise be unlikely e-customers. With six library branches in the County, access to services at a County facility would be expanded, albeit delivered in a different manner. This expansion of services may require a review of current library hours of operation. Additionally, phone and mail services would continue to be available, as would in-person services at a main administrative centre.

The overall intent of the customer service vision is to reduce, as much as possible, the requirement for individuals and businesses to travel to a County office for services and to expand service opportunities to more communities via the local libraries. Providing more choice to customers on how they conduct County transactions (online, phone, mail, in-person) is the main customer service objective.

5.3 STAFF COMMENTS:

Each County Manager was interviewed to obtain feedback on the current accommodations model, related service issues and opportunities to make improvements. The feedback can be summarized as follows:

- Most managers recognized the need to achieve internal efficiencies with respect to work group adjacencies, recognizing lost productivity when having to travel for meetings and difficulties associated with discussing a subject over the phone.
- Most managers recognized the need for improved customer service to the business/development community to reduce the number of County offices they must visit
- Most managers recognized deficiencies under the current model in terms of parking, space inequity, privacy for customers and the ease of sharing internal information.
- Many managers acknowledged the need for improved technology and the subsequent improvement of internal and external services.

5.4 3RD PARTY REQUESTS:

5.4.1 Health and Social Services

The following feedback was provided by the Health and Social Services Department in terms of their desired accommodation needs in Haldimand County:

“The Health and Social Services Management Team met to discuss the three options presented in the Haldimand County Report for the Administrative Buildings Accommodation Review Process. The three options are:

- 1. Modified Status Quo with a decentralized delivery model.*
- 2. Partial Consolidation in Cayuga and maintaining satellite offices in Caledonia and Dunnville.*
- 3. Full Consolidation in a new building in Cayuga with much smaller satellite offices in Caledonia and Dunnville.*

Through discussions with Haldimand County staff and the supporting information collected by the Health and Social Services Management Team, a fourth option was identified.

- 4. Maintain offices in Caledonia and Dunnville. Enlarge the existing space in Dunnville to meet current requirements and future growth. Caledonia would become a Health and Social Services office, fully integrated, similar to the Simcoe office. This would be accomplished by either expanding the current location or relocating to a new site in Caledonia.*

As part of the decision making process, the Management Team considered access to services by program, current trends, caseload numbers, program data, budgets, frequency of office visits by clients, availability of transportation, technology and staff travel and alternate work methods. They also considered the current population of communities in Haldimand County and the expected growth over the next ten to twenty years.

After considering the pros and cons of options two and three, it was decided that it was not in the best interests of the Health and Social Services Department to either be part of a partial consolidation or full consolidation with Haldimand County in Cayuga. While there is support and value in principle at all levels of sharing space with Haldimand County and having increased collaboration with staff, Cayuga is not the preferred location for the following reasons:

- The client base is limited in Cayuga. The client base is primarily in Dunnville and Caledonia.*
- Cayuga is limited in overall services.*
- Public transportation is not available.*
- Staff are located primarily in Dunnville and Caledonia/Hamilton.*

Based on our client needs and demand for services, the Health and Social Services Management Team is recommending that we centralize our services in Caledonia for Haldimand County and maintain the existing office location in Dunnville. The Caledonia office would be considerably larger and could possibly remain where it is or it could be relocated to another location in Caledonia.

The Dunnville office currently has 2,944 sq. ft. of useable space. This would expand to approximately 3,544 sq. ft. The Caledonia office would grow substantially from the current 2,370 sq. ft. of useable space to approximately 7,016 sq. ft. Appendix 1 (Dunnville) and Appendix 2 (Caledonia) outline the space requirements for both locations.

If Haldimand County decided to centralize in Caledonia, the Health and Social Services Department would welcome the opportunity of sharing space and resources with the County."

5.4.2 Ontario Provincial Police (OPP) and Police Services Board:

As part of its contract with the OPP, the County is required to provide police sub offices and community policing facilities in all locations approved by Council, based on recommendations from the Police Services Board. The current contract identifies that a policing sub office will be maintained in Caledonia and Dunnville. In addition, Community Policing Offices have been approved for Hagersville and Jarvis.

As part of the research component of the Accommodation Initiative, meetings were held with the OPP Administration and the Police Services Board in July 2015. Both groups clearly indicated that maintaining the current OPP facilities in the urban areas was an integral part of policing and that there is a community driven need to have local police presence. The current police facilities have some shortcomings, but meet the local presence requirement and also allow officers to have breaks and do paperwork without leaving their zone. A downtown location for each urban area is preferred.

The following needs were identified, as they relate to the accommodation strategy options:

- Hagersville – maintain current location in the central core for visibility and, if possible, expand the space to allow for temporary storage of seized property/recovered goods, as well as a dedicated washroom for the officers.
- Caledonia – current location is too cramped; if possible, there's a desire to expand the space to allow for temporary storage of seized property/recovered goods and additional work space. Space in the Haldimand County Caledonia Centre (HCCC) is seen as advantageous if available.
- Dunnville – space size is adequate and, although the space is outside the downtown area, it is workable.

The accommodation options under consideration incorporate these desires and contemplate expanding space.

5.4.3 Provincial Offences Administration:

The County's functions include responsibility to provide space for Provincial Offences Administration associated with the Provincial Offences Court. The Council Chambers are utilized 3 one-half days per week for court activity and space is provided for the Justice of the Peace as well as POA staff in the Cayuga Administration Building. The following chart outlines the activities associated with the POA services:

DESCRIPTION	WEEKLY	ANNUALIZED
Paying Fines	60	3,120
Request Trial	3	156
Request Early Resolution	10	520
Motions	2	104
Extensions	5	260
Re-Openings	2	104
Swearing Information	2	104
Ticket Drop Off	5	260
Asking for Outstanding Fine Amounts	2	104
Transcript Orders	1	52
Information for other Court Jurisdictions	6	312
Outside Agencies	5	260
Lawyers	2	104
TOTALS	105	5,460

The current POA physical structure does not meet the “ideal” standards as set out by the Province, however, there is no requirement to retrofit a building to achieve these standards. In particular, stakeholders have indicated that currently there are security, parking and prisoner care issues. Should new or renovated space be considered, compliance with the Provincial standards is something that will need to be negotiated with the judiciary, following consultation with the OPP and other stakeholders. Some of the accommodation options that follow include consideration of added features to address the identified needs.

6 THE ALTERNATIVE ACCOMMODATION OPTIONS

6.1 OPTION 1A – CONSOLIDATION OF DUNNVILLE ADMINISTRATIVE BUILDINGS:

Option Description:

Closure and sale of the Dunnville Satellite Office (DSO) with 9 full time staff, 4 student work stations and one touchdown work station being relocated to the Dunnville Multi-Purpose Building to occupy space recently vacated by Fire Administration. Included is a customer service centre and 2 Building Inspectors.

	Administrative Accommodation Options				
	Existing	Option 1A	Option 1B	Option 2	Option 3
Description	Status Quo	Modified Status Quo Eliminate DSO Only	Modified Status Quo - Eliminate DSO, CSO + New Build	Community Consolidation – CAB + New Build	Full Consolidation
# Administrative Offices	7	6			
Total Sq. Ft – County Use	51,093	45,298			
Total Sq. Ft – 3rd Party Use	6,540	7,140			
Total Sq. Ft.	57,633	52,438			
Sq. Ft – New Construction	0	0			
Change From Existing	0	-5,195			
# Work Stations - County	169	164			
Avg. Sq. Ft/Work Station – County – Admin Uses	230	206			

Key Facts:

- The vacant space at the DMPB can accommodate the proposed uses
- Renovation costs to facilitate the changes at DMPB are minor
- Eliminates one administrative building in the inventory and generates one-time revenue from building sale
- Maintains the strengths of the current service delivery model in terms of local customer service centres and a County local presence.
- Maintains the weaknesses / challenges of the current service delivery model including inefficiencies, capital costs.
- It does not provide the space desired by the OPP and the Health and Social Services Department.

6.2 OPTION 1B – CONSOLIDATION OF DUNNVILLE ADMINISTRATIVE BUILDINGS + ELIMINATE CSO LEASE + NEW BUILD:**Option Description:**

1. 3 Customer service centres consisting of 1 or 2 Customer Service Representatives and 2 Building Inspectors at each DMPB, HSO and HCCC. CAB continues as a customer service centre without Building Inspectors.
2. Closure and sale of the Dunnville Satellite Office (DSO) with 9 full time staff, 4 student work stations and one touchdown work stations being relocated to the Dunnville Multi-Purpose Building to occupy space recently vacated by Fire Administration.
3. Elimination of lease at the current CSO location.
4. Expanded OPP use at HSO and HCCC locations in conjunction with customer service centres. Rental of remaining HSO space to private interests.
5. Construction of a new facility of approximately 16,800 square feet to primarily accommodate development and infrastructure services and achieve desired adjacencies, including the following work groups:
 - Planning & Development
 - Engineering
 - Environmental Services Administration
 - Roads Operations Administration
 - By-law Enforcement
 - Facilities and Parks Administration

	Administrative Accommodation Options				
	Existing	Option 1A	Option 1B	Option 2	Option 3
Description	Status Quo	Modified Status Quo Eliminate DSO Only	Modified Status Quo - Eliminate DSO, CSO + New Build	Community Consolidation – Renovate CAB + New Build	Full Consolidation
# Administrative Offices	7	6	4-5		
Total Sq. Ft – County Use	51,093	45,298	48,833		
Total Sq. Ft – 3rd Party Use	6,540	7,140	5,600		
Total Sq. Ft.	57,633	52,438	54,433		
Sq. Ft – New Construction	0	0	15,550		
Change From Existing	0	-5,195	-3,200		
# Work Stations - County	169	164	165		
Avg. Sq. Ft/Work Station – County – Admin Uses	230	206	231		

Key Facts:

- The vacant space at the DMPB can accommodate the proposed uses, however it uses all available space in this facility.
- Renovation costs to facilitate the changes at DMPB, HSO, HCCC are minor.
- Anticipates capital repairs at the CAB but no overall renovation.
- Eliminates the DSO facility, generating one-time revenue from the DSO building sale plus opportunity for rental revenue at HSO.
- Rationalizes 3 County administration offices, although the County will retain ownership of 2 (HSO & KSO) for other purposes.
- Maintains the strengths of the current service delivery model in terms of local customer service centres and a County local presence.

- Creates key adjacencies for those groups serving business (development) clients and allows adjacencies by co-locating development & infrastructure functions in one location. This co-location can improve capacity by increasing efficiencies of existing staffing resources in these service functions.
- Eliminates the on-going rental of administrative space (CSO)
- May provide the County owned space desired by the Health and Social Services Department in Dunnville but not Caledonia.
- Addresses the space desires of the OPP.
- Maintains some of the weaknesses / challenges of the current service delivery model including capital and operating costs for multiple buildings.

6.3 OPTION 2 – ELIMINATE SATELLITE OFFICES, RENOVATION OF CAYUGA ADMINISTRATION BUILDING + NEW BUILD:

Option Description:

1. Closure and sale of the Dunnville Satellite Office (DSO) with staff relocated to a renovated Cayuga Administration Building (CAB) facility.
2. Closure of the Caledonia Satellite Office (CSO) and elimination of the lease for County administration.
3. Hagersville Satellite Office (HSO) used for expanded OPP community policing office (700 sq. ft.) and 2000 sq. ft. rental.
4. HCCC used for expanded OPP (800 sq. ft.) and 1000 sq. ft. rental.
5. DMPB used for expanded Health and Social Services uses plus non-administrative uses.
6. Construction of a new build facility, in Cayuga, of approximately 20,850 square feet to accommodate – CSO staff, HSO staff, HCCC staff, Kohler staff and some CAB staff. The Kohler Building will remain in the County inventory as part of the works yard. Functional areas in the new build will include:
 - Planning & Development
 - Building & By-law
 - Economic Development & Tourism
 - Community Development & Partnerships
 - Facilities & Parks Operations
 - Roads Operations
 - Engineering
 - Environmental Services

	Administrative Accommodation Options				
	Existing	Option 1A	Option 1B	Option 2	Option 3
Description	Status Quo	Modified Status Quo Eliminate DSO Only	Modified Status Quo - Eliminate DSO, CSO + New Build	Community Consolidation – Renovate CAB + New Build	Full Consolidation
# Administrative Offices	7	6	4-5	3	
Total Sq. Ft – County Use	51,093	45,298	48,833	49,735	
Total Sq. Ft – 3rd Party Use	6,540	7,140	5,600	5,700	
Total Sq. Ft.	57,633	52,438	54,433	55,435	
Sq. Ft – New Construction	0	0	15,550	20,850	
Change From Existing	0	-5,195	-3,200	-2,200	
# Work Stations - County	169	164	164	161	
Avg. Sq. Ft/Work Station – County – Admin Uses	230	206	226	244	

Key Facts:

- Rationalizes 4 administrative buildings in the inventory and generates one-time revenue from building sale plus rental revenue from HSO and HCCC. The County will retain ownership of 2 buildings (HSO & KSO) for other purposes.
- Creates desired key adjacencies including those groups serving business (development) clients
- Allows adjacencies by co-locating the public works administration in one location and consolidates all corporate services functions together, while keeping senior management together with Council. This co-location helps improve capacity by increasing efficiencies of existing staffing resources and reducing duplication of some limited functions.
- Creates a centralized service delivery model due to the elimination of local customer service centres.

- May create confusion for customers as to which Cayuga office to attend.
- Eliminates the on-going rental of administrative space (CSO)
- Addresses the space desires of the OPP.
- Provides the County owned space desired by the Health and Social Services Department in Dunnville but not in Caledonia.
- Can be physically accommodated on County owned land at either Cayuga Square or Cayuga Arena properties. At the Cayuga Square site a new build of this size is the maximum that can be accommodated.
- Renovation costs for the existing Cayuga Administration Building are significant.

6.4 OPTION 3 – ELIMINATE SATELLITE OFFICES & CAB + NEW CONSOLIDATED ADMINISTRATION BUILDING:

Option Description:

1. Closure and sale of the Dunnville Satellite Office (DSO) and Cayuga Administration Building (CAB) with staff relocated to a new purpose built consolidated administration facility of 44,150 square feet. A decision regarding the use of the Haldimand County Museum and Archives building would be required as this property is land locked and is accessed and integrated into the administrative building parking area.
2. Closure of the Caledonia Satellite Office (CSO) and elimination of the lease for County use.
3. Hagersville Satellite Office (HSO) used for expanded OPP community policing office (700 sq. ft.) and 2000 sq. ft. rental.
4. HCCC used for expanded OPP (800 sq. ft.) and 1000 sq. ft. rental.
5. DMPB used for expanded Health and Social Services uses plus non-administrative uses.

	Administrative Accommodation Options				
	Existing	Option 1A	Option 1B	Option 2	Option 3
Description	Status Quo	Modified Status Quo Eliminate DSO Only	Modified Status Quo - Eliminate DSO, CSO + New Build	Community Consolidation – Renovate CAB + New Build	Full Consolidation
# Administrative Offices	7	6	4-5	3	2
Total Sq. Ft – County Use	51,093	45,298	48,833	49,735	54,550
Total Sq. Ft – 3rd Party Use	6,540	7,140	5,600	5,700	5,700
Total Sq. Ft.	57,633	52,438	54,433	55,435	60,250
Sq. Ft – New Construction	0	0	15,550	20,850	44,150
Change From Existing	0	-5,195	-3,200	-2,200	+2,600
# Work Stations - County	169	164	164	161	161
Avg. Sq. Ft/Work Station – County – Admin Uses	230	206	226	244	274

Key Facts:

- Rationalizes 5 administrative buildings in the inventory and generates one-time revenue from building sale (DSO and CAB) plus rental revenue from HSO and HCCC. The County will retain ownership of 2 buildings (HSO & KSO) for other purposes.
- Creates desired key adjacencies including those groups serving business (development) clients, allows adjacencies by co-locating the public works administration in one location and consolidates all corporate services functions together, while keeping senior management together with Council. This

co-location maximizes the ability to improve capacity by increasing efficiencies of existing staffing resources and reducing duplication of some limited functions.

- Eliminates the on-going rental of administrative space (CSO)
- Creates a centralized service delivery model due to the elimination of local customer service centres.
- Addresses the space desires of the OPP.
- Provides the County owned space desired by the Health and Social Services Department in Dunnville but not in Caledonia.
- Can be physically accommodated on County owned land at the Cayuga Arena property.
- Eliminates the need for major renovation and capital replacement costs at CAB.

7 COMPARING THE OPTIONS

All of the options described above are feasible in terms of meeting the accommodation needs of the County over the 20 year term. In order to allow Council to assess how each option compares to the existing base service delivery model and each other, two key analysis were undertaken:

7.1 FINANCIAL ANALYSIS:

A high level Financial Analysis was undertaken for each option that included the matters outlined below. This analysis was intended to provide 'order of magnitude' cost comparisons and will need to be refined following any Council decision on a service delivery model.

Net Present Value Costing:

The Financial Analysis uses an amortization timeframe of 20 years to be able to objectively compare alternative consolidation options with the existing base scenario. Costs were calculated using a Net Present Value methodology allowing net costs for future years to be shown at current day value. Applying net present value allows all options to be discounted to today's dollars, providing a more reliable comparison.

The key components of the Financial Analysis include:

New Construction Capital Costs:

- Space need estimates based on a ratio of 250 square feet / work station for permanent staff and 150 square feet / student or touchdown work station. This ratio is consistent with industry standards for mostly open concept office environments and includes:
 - Staff work space and circulation space factor (# work stations X 85 sq.ft. / staff X 1.6 (circulation space factor)
 - Support space (mail and copier rooms, storage, washrooms, utility space and meeting/public space) – (70% of staff space)
 - A building loss factor 3-5% for exterior walls, vertical penetrations
 - A 3% growth factor over the timeframe
- The Capital Cost for new construction was estimated at \$300 per square foot construction as follows:
 - \$225-250 building construction
 - \$50-75 Other – (design, consulting, parking, site works, servicing, furniture)
- These estimates were vetted with industry experts and compared to the County's recent construction results to ensure that they are reasonable and appropriate.

Other Capital Costs:

- Building Condition Assessments were undertaken for each administrative centre to estimate required repairs and maintenance over a 20 year timeframe. These new costs were merged with the current capital project forecast, removing any duplication.

- The timing and sequencing of the elimination of specific administrative facilities was considered and projected capital repairs were excluded as the closing date approaches. As well, an evaluation of any capital repairs in advance of the elimination date was conducted to verify whether they were necessary to ensure the financial model was realistic.
- Transition costs to implement the alternative scenarios, including short term leases and moving expenses, taking into consideration likely sequencing of implementation steps.
- An estimate was included for capital requirements of a new build over the 20 year timeframe.
- Renovation costs were estimated and included to address minor construction related to the relocation of staff and/or third parties at County facilities.
- Land acquisition costs were included, where applicable, based on market value estimates provided by real estate experts.

Operating Costs:

- The model includes estimates of the following operating costs over the 20 year timeframe:
 - Utilities, maintenance, janitorial, technology related costs, and staff wages relating to building, grounds and equipment maintenance
 - Debt financing costs
 - Travel time cost associated with staff mileage adjusted for different scenarios
 - Technology costs to implement the proposed customer service improvements outlined previously are not included as these costs would be incurred under all scenarios including the existing scenario, and will be better defined through the Business Application Software Replacement Project being presented separately as a 2016-2018 initiative.

Revenues:

- The financial analysis includes off-setting revenues from 3rd party leases, the sale of current buildings based on a market valuation provided by a Real Estate expert, and projected revenue from rentals of facilities to private sector interests based on market valuation. The timing and sequencing of the revenue was also taken into account.
- The HSO is identified for rental purposes rather than sale due to the building incorporating external public washrooms used by the Farmers Market and the OPP space desired for a downtown location.

Special Circumstances:

- Option 2 – Community Consolidation (Renovation of the Cayuga Administration Building + New Build) includes the following additional costs factors:
 - Renovation costs estimated at \$150 per square foot to update, re-organize and improve the Cayuga Administration Building to a condition similar to a new building. The cost includes: design/consulting, engineering, contingency, POA refurbishment including addressing security issues (possible additional entrance, a separate HVAC, early warning and egress systems and possibly a sally port to a secure area), finance security measures, accessible washrooms, additional washrooms to comply with occupancy, updated Council chambers, technology enhancements such

as video conferencing for POA and sound system in Council chambers, secure entry for staff within areas of building, etc. This is in addition to the basic construction (removing/relocating walls, electrical re-routing, re-routing computer drops etc. to coincide with new modular furniture).

- Modular furniture costs to more efficiently use the renovated CAB space.

- Option 3 – Full Consolidation – New Administrative Building includes the following additional cost factors:
 - New Council Chambers
 - Relocating the computer lab from the Dunnville Multi Purpose Building for Information Technology training purposes
 - Operational and security improvements associated with Provincial Offences Court.

7.2 EVALUATION METRICS:

In addition to the financial analysis, Council approved a set of Evaluation Metrics to be used to evaluate the relative strengths and weaknesses of the accommodation options to allow comparison under the following headings:

- Efficiencies Achieved
- Impact on Customer Service
- Impact on Corporate Image
- Work Environment Quality

A nominal group evaluation process was used to rate 60 separate factors under these headings for the current existing situation and each alternative accommodation option. A rating and scoring process was used providing a means of deriving an objective overall group perspective. The exercise was undertaken by a staff working group comprised of Senior Management and other staff whose work involves a broad corporate perspective. Each measure was scored in terms of whether it was positive, neutral or negative relative to the option. The relative importance of each measure to the metric category was also rated. **Appendix 3** shows an example of the exercise. The resulting scores were subjected to a standard deviation analysis to be able to statistically identify when results were better or worse than the average. The results were shared with the County’s Leadership Team – comprised of all Division Managers and Senior Management to ensure general consensus that the results made sense.

The Evaluation Metric Results as outlined in the following section should be interpreted as follows:

	- the option under consideration is positive relative to the metric
	- the option under consideration is neutral relative to the metric
	- the option under consideration is negative relative to the metric

7.3 OPTION EVALUATION RESULTS:

Evaluation Metrics		Existing	Option 1A	Option 1B	Option 2	Option 3
Category	Measures					
Option Description		Status Quo - Base	Modified Status Quo - Eliminate DSO	Modified Status Quo - Eliminate DSO, CSO, + New Build	Community Consolidation - Renovate CAB + New Build	New Consolidated Administrative Building
Option Summary	# Admin. Offices	7	6	4 - 5	3	2
	Total sq. ft. - County Use	51,093	45,298	48,833	49,735	54,550
	Total sq. ft. 3rd Party	6,540	7,140	5,600	5,700	5,700
	Total Square Feet	57,633	52,438	54,433	55,435	60,250
	New Construction Space	0	0	15,500	20,850	44,150
	Net Change from Base	0	-5,195	-2,598	-2,198	2,617
	# Workstations - County	169	164	164	161	161
Efficiencies	Adjacencies				11.27	28.80
	Travel Time				9.80	21.00
	Meeting Space			12.38	17.63	28.13
	Space Efficiency				11.77	31.43
	Efficiencies Total				12.26	27.34

Evaluation Metrics		Existing	Option 1A	Option 1B	Option 2	Option 3	
Category	Measures		Modified Status Quo - Eliminate DSO	Modified Status Quo - Eliminate DSO, CSO, + New Build	Community Consolidation - Renovate CAB + New Build	New Consolidated Administrative Building	
Option Description		Status Quo - Base					
Customer Service	Unplanned Resident Services		38.20	38.80	38.00		
	Planned - One Time		19.60	20.00	22.40	19.20	
	3rd Party Services		12.75	9.18		10.70	
	Clarity of Where Services are Found					15.00	
	Adequacy of Private Space					16.90	
	AODA Alignment					45.60	
	Touchdown Space		31.50	14.70	14.70		
	Parking					22.60	
	Customer Service Total						25.76
Corporate Image	Local County Presence		21.60	28.80	29.40		
	Positive Image/Brand					16.20	
	Welcoming Climate for Clients					34.50	
	Public Knowledge of Local Government						
	Staff Recruitment						
	Corporate Image Total						

Evaluation Metrics		Existing	Option 1A	Option 1B	Option 2	Option 3
Category	Measures		Modified Status Quo - Eliminate DSO	Modified Status Quo - Eliminate DSO, CSO, + New Build	Community Consolidation - Renovate CAB + New Build	New Consolidated Administrative Building
Option Description		Status Quo - Base				
Work Environment	Adequacy of Space	100.00	95.00	100.00	100.00	100.00
	Space Equity	100.00	100.00	100.00	100.00	100.00
	Security	100.00	100.00	100.00	100.00	100.00
	Energy Use	100.00	100.00	100.00	100.00	100.00
	Council Chambers	100.00	100.00	100.00	100.00	100.00
	Conflicting Service/Clients	100.00	100.00	100.00	100.00	100.00
	Technology	100.00	100.00	100.00	100.00	100.00
	Health & Safety	100.00	100.00	100.00	100.00	100.00
	Amenities	100.00	100.00	100.00	100.00	100.00
	Work Environment Total					
Financial	Net Present Value - 20 Year Capital Costs	\$5,324,000	\$4,617,000	\$4,827,000	\$5,214,000	\$3,136,000
	Net Present Value - 20 Year Operating Costs	\$13,568,000	\$12,335,000	\$14,294,000	\$17,938,000	\$19,420,000
	Total Net Present Value Funding Required	\$18,892,000	\$16,952,000	\$19,121,000	\$23,152,000	\$22,556,000
	Change from Existing	\$0	-\$1,940,000	\$229,000	\$4,260,000	\$3,664,000

8 COMMUNITY LOCATION CONSIDERATIONS

In conjunction with the decision relating to the Accommodation Service Delivery Model there are considerations and implications in terms of possible community locations for new buildings.

8.1 OPTIONS 1B AND 3 – WHICH COMMUNITY?

Option 1B proposes a new build facility of approximately 16,800 square feet to accommodate the work groups that primarily serve the business public and development community while Option 3 proposes a new, consolidated administration building of 44,150 square feet to house all administrative staff.

There are two alternative community locations that should be considered for each option depending on whether one applies a geographic or a future growth lens:

Cayuga Location:

As noted above when the County was formed in 2001 the Transition Board made a deliberate decision to select Cayuga as its main administrative centre in part due to its central geographic location in the County with the administration building being easily located, identifiable and familiar to the vast majority of the population and the historical context of the facility.

As requested by Council, Staff contacted the Grand Erie School Board with respect to their High School Accommodation process and whether surplus space would be available at the Cayuga High School. While there is currently some surplus space, the amount and the location is such that it is not suitable for any of the County administrative accommodation options under consideration.

Caledonia Location:

Currently, and at the time of transition, Haldimand County does not have one community that dominates in terms of population or services available. Current population projections and development activity, however, indicates that Caledonia is transitioning to be the primary place of growth. The following Figure from the County's approved population projections indicates that Caledonia will grow by 17,000 people to a population of 21,000 over the next 25 years – more than three times the size of the next largest community. The expected construction of the Empire Avalon community and other impending developments indicates that population change will occur rapidly and in the near future. An alternative location philosophy would be to construct any new administrative facility relative to the location of major growth and where service demands from business clients would be strongest.

**Figure 3-2
Haldimand County
Urban Community Population Forecasts by Urban Community
and Remaining Rural Area, 2011-2041**

Year	Caledonia	Cayuga	Dunnville	Hagersville	Townsend	Jarvis	Remaining Rural	Haldimand County
2011	10,400	1,700	6,000	2,700	1,200	2,600	22,000	46,600
2016	10,800	1,900	6,100	3,100	1,200	2,600	22,400	48,100
2021	12,300	2,100	6,100	3,500	1,200	2,600	22,300	50,100
2026	14,200	2,300	6,300	4,000	1,200	2,700	22,600	53,300
2031	16,600	2,500	6,500	4,500	1,200	2,700	22,800	56,800
2036	18,900	2,700	6,600	5,000	1,200	2,800	23,100	60,300
2041	21,200	2,900	6,800	5,400	1,200	2,900	23,600	64,000
2011-2031	6,200	800	500	1,800	0	100	800	10,200
2011-2041	10,800	1,200	800	2,700	0	300	1,600	17,400

Source: Watson & Associates Economists Ltd., 2014.

Note: Population figures include a net Census undercount of approximately 4%.

Figures may not add precisely due to rounding

Location Considerations:

With respect to the proposed community locations for these consolidation options the following matters should be considered:

Financial Cost:

Cost	Cayuga	Caledonia	Difference
Option 1B			
Total Operating & Capital NPV	\$ 19,121,000	\$ 20,372,000	\$ 1,251,000
Option 3			
Total Operating & Capital NPV	\$ 22,556,000	\$ 23,588,000	\$ 1,032,000

The primary difference in cost is related to the purchase of land in Caledonia. Cayuga options include building on land the County already owns while in Caledonia, the County would need to acquire land.

Convenience for Clients from Across the County:

Where face to face interaction is required for County services, implications to clients in terms of the ability to get to the administrative centre from different parts of the County and how it contributes to community isolation or belonging / affinity to the County needs to be considered. This is particularly relates to residential client services that are frequently accessed by members of the general public or which occur multiple times per year where visits are typically unplanned and require quick and easy access. Business clients have indicated that, since their meetings are planned in advance, for the most part they can take place in any location.

The following table shows travel distances associated with the alternative community locations.

Drive Time						
Community			Minutes		Kilometres	
	Population (at 2016)	Population (at 2041)	Caledonia	Cayuga	Caledonia	Cayuga
Dunnville	6,100	6,800	35.0	20.2	39.5	22.7
Cayuga	1,900	2,900	15.6	0	17.3	0
Hagersville	3,100	5,400	13.4	15.7	15.0	17.8
Caledonia	10,800	21,000	0	15.6	0	17.3
Jarvis	2,600	2,900	22.5	19.4	25.0	23.4

The foregoing analysis indicates that the difference between the two potential community locations is nominal for most County residents – except for Dunnville where the increase in drive time to a Caledonia location is significantly increased.

Based on the assessment conducted by the Health and Social Services Department, the Caledonia location is preferred for clients, and would provide an opportunity to co-locate their services with County administrative services. The space requirements identified in the analysis do not include space for Health and Social Services staff and would need to be added if co-location is part of the selected option.

Economic Development Impact of the County's Investment:

Any new build option represents a significant investment in the County and represents an opportunity to facilitate 'community building' and consider economic impacts in terms of construction activities and on-going staff personal spending relative to the overall community economy.

- A Cayuga location would increase the number of County staff in that community by 68 (from 74 currently to 161)
- A Caledonia location would increase the number of County staff in that community by 130 (from 31 to 161)

Given the relative size of the two communities and the projected growth, the positive impact from the County's investment would be more substantive in a Cayuga location.

OPTION 2 – ALTERNATIVE LOCATIONS

Option 2, community consolidation, consists of the renovation of the existing Cayuga Administration Building and a New Build of 20,850 square feet in Cayuga. The option evaluation identified that there are two viable locations that can accommodate the new building:

- Cayuga Square adjacent to the existing Cayuga Administration Building
- Cayuga Arena property

1. Cayuga Square:

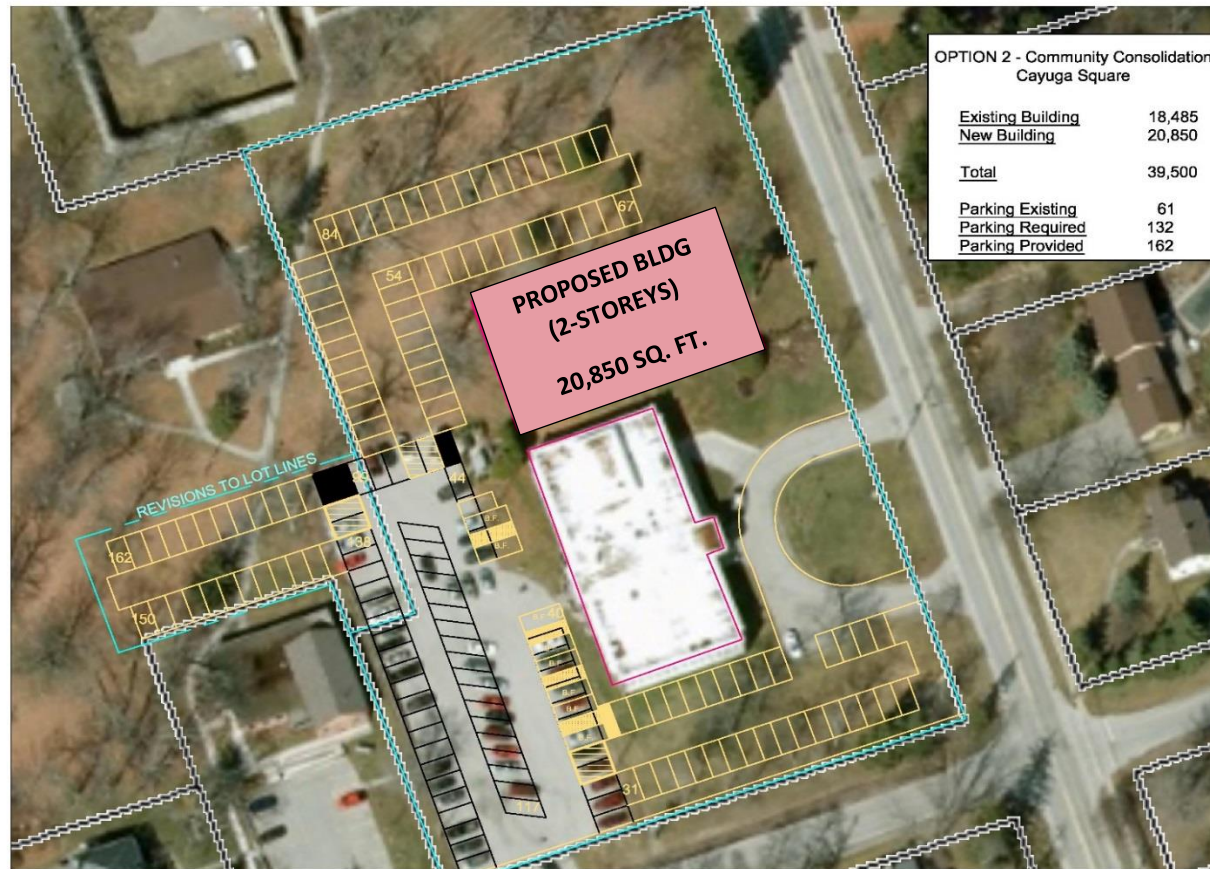
Pros:

- Places all staff in one location to achieve the desired adjacencies.
- Familiarity for clients in terms of location.
- Allows surplus land at the Cayuga Arena location to be available for other recreational or community uses without the need for land acquisition.
- Allows creative design (i.e. atrium) to connect a refurbished CAB with a new building – essentially creating one new building. In doing so it avoids possible duplication in staff (i.e. CSR services) in two buildings.

Cons:

- Requires removal of trees and will change the character of the property;
- Topography will make construction more challenging/costly;
- Potential disruption to staff and customers during construction process (risk management);
- Further expansion in long term will be restricted by site size.

The property owned by the County at Cayuga Square has sufficient area to add 21,000 square feet of additional space while providing required parking as set out below:



2. Cayuga Arena:

As part of the evaluation process an architectural firm was retained to evaluate the feasibility from a site and building perspective of building County Administrative Offices at the Cayuga Arena location. This evaluation concluded that between 47,000 and 48,700 square feet of additional space (on three storeys) could be accommodated on the existing Arena site. The architect identified two possible configurations including one which has the new build attached to the arena and one where it is a separate building which are outlined below. The advantages and disadvantages of an arena location are:

Pros:

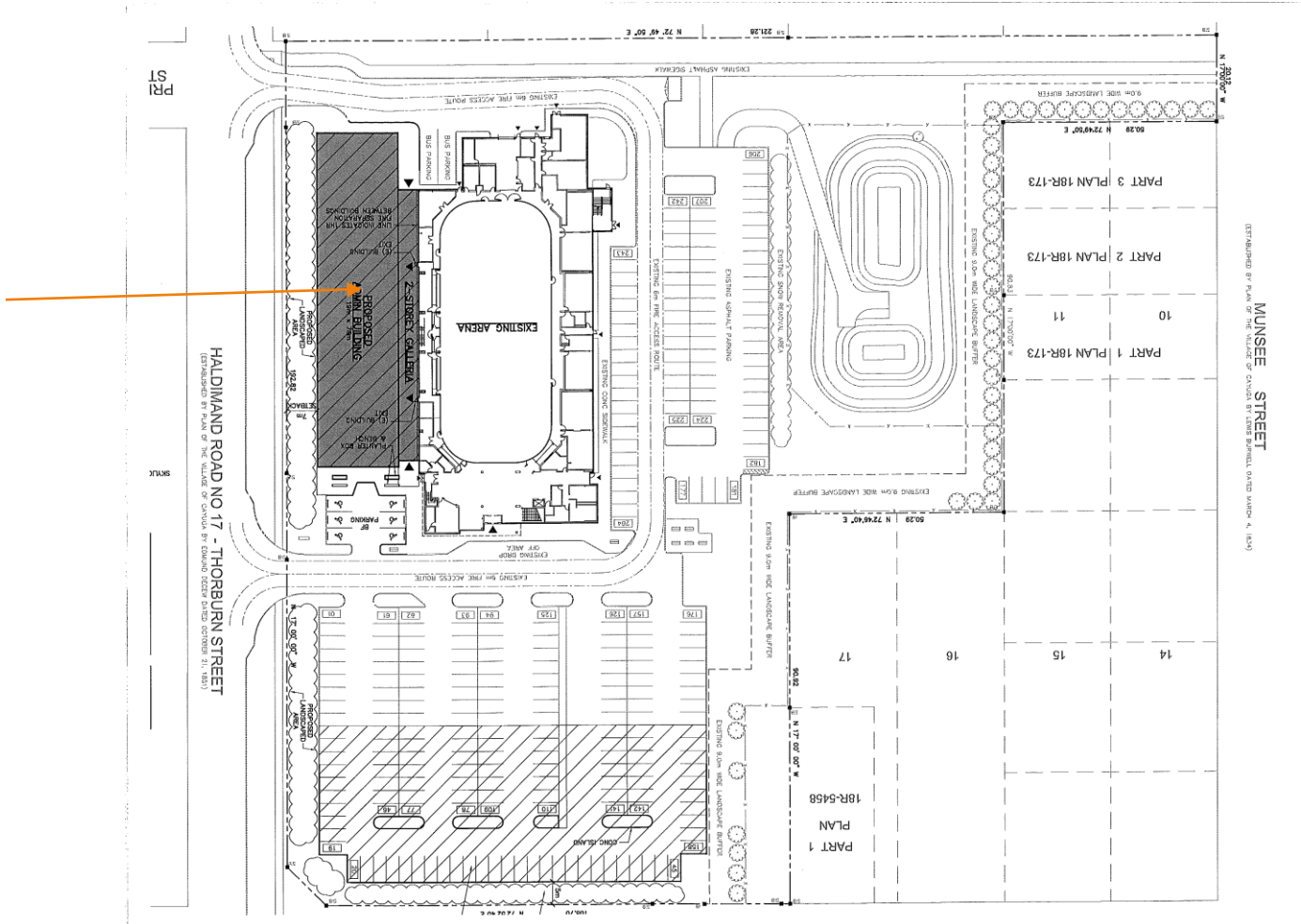
- Ease of construction – can easily be accommodated and no topography challenges – site is basically construction ready;
- Allows for further long term expansion;
- Creates a “campus” of municipal facilities along Thorburn Street (Fire Administration, Arena, Community Hall);
- Allows creative design and opportunity to enhance the aesthetic “curb appeal” of the existing arena which is more of an industrial style facility.

Cons:

- It uses surplus land at the Cayuga Arena location that could be available for other recreational or community uses;
- Does not have the immediate adjacencies with the Cayuga Administration Building;
- May create some confusion for clients in terms of which building their service needs are located;
- May require duplication of CSR services for each.

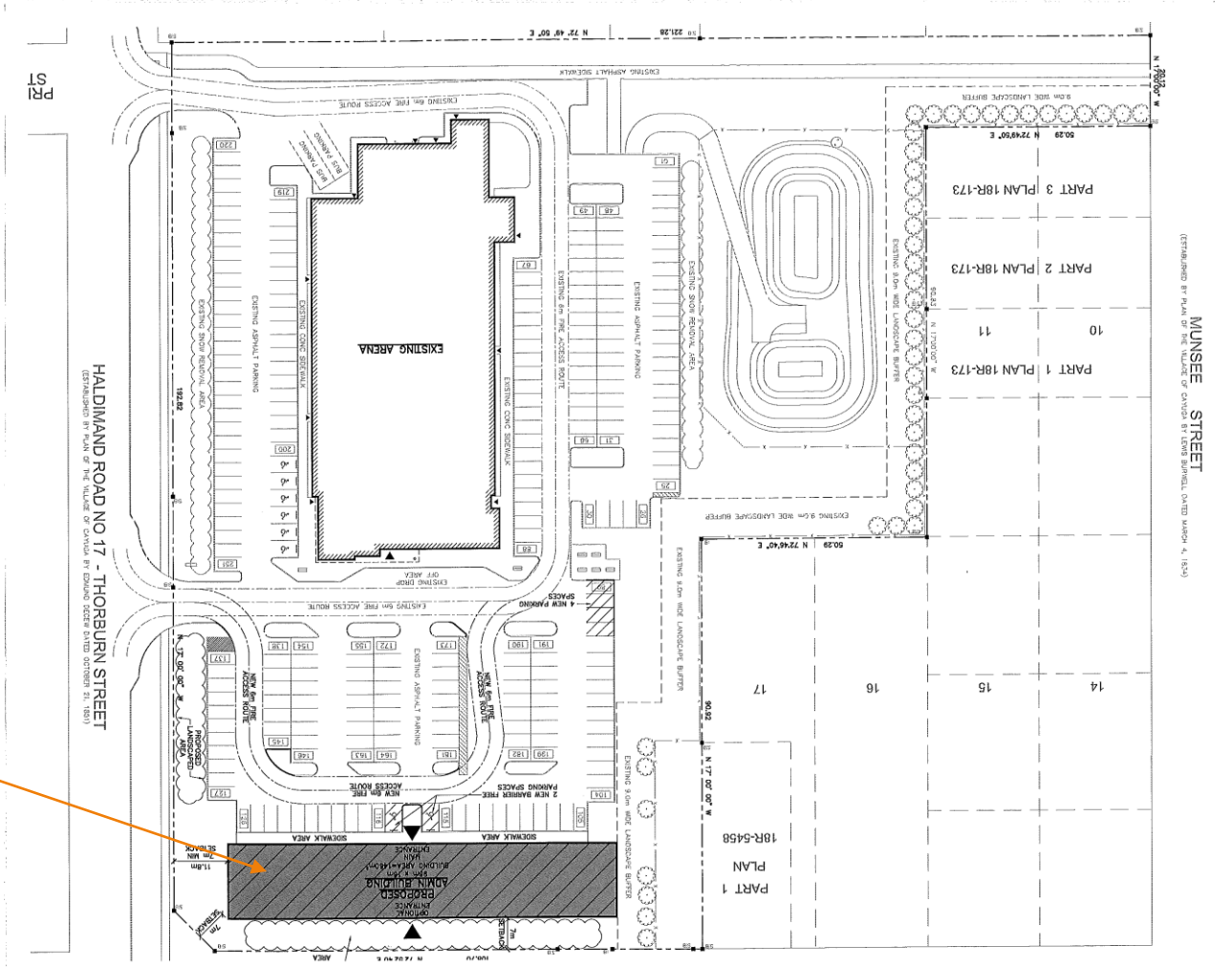
Design Alternative 1 – Attached to Arena

New Build



Design Alternative 2 – Stand Alone Building:

New Build



9 CONCLUSIONS

The Accommodation Review initiative looked at 4 options – two *Dispersed Service Delivery* and two *Consolidation Options* as well as alternative community locations. Based on the foregoing analysis, Council will need to make a decision on the preferred service delivery model going forward, and the subsequently the location. The following summarizes the implications of the two alternative service delivery models:

Consolidated Service Delivery Model:

The two Options analyzed under the Consolidated Service Delivery Model are more costly than the existing service delivery approach or the options analyzed under the Dispersed Service Delivery Model over the 20 year amortization period. If Council elects to move to a consolidated service delivery system going forward the return on investment would result in the following:

- It allows adjacencies by co-locating work groups that benefit from working close proximity to each other for collaboration and coordination, improves efficiency and work space needs. Recent experience with co-locating work groups and process change improvements to promote cross-functional coordination demonstrates that the following long term benefits will accrue:
 - It will add capacity by reducing inefficiencies associated with multiple offices, travel time, and the significant effort required to coordinate work between functions. This additional staff capacity can be used to undertake more work and will reduce additional staff demands to address growth and new work requirements going forward.
 - It will significantly improve internal communication across the Corporation, it will allow the further reduction of work ‘silos’ and promote cross-functional learning and collaboration, thus providing better, more comprehensive services for the community.
 - It will allow for some minor duplication of service that currently exists to be reduced thus allowing the resources to be reallocated for other County needs.
 - Improved work space and co-location of staff will support good staff morale, affinity to the organization, better understanding of who does what and, more personal interaction supporting the County’s staff retention and attraction efforts.
- It will provide clarity of location for customers and it will allow more comprehensive customer service – particularly for clients who need services from several functions. It also provides the opportunity to better deliver services with increased flexibility in how staff are deployed.
- At the end of the 20 year amortization period the County’s main administrative building assets will be at mid-life span and with a useful lifespan of at least another 30 years with routine maintenance.
- It allows a number of properties currently used by the County which are strategically located to be reused / redeveloped for private sector functions thus contributing to the overall economic development of the County.

Dispersed Service Delivery Model:

The two options analyzed under the Dispersed Service Delivery Model demonstrate that modest improvements to the existing service delivery approach can be implemented in a cost effective manner. If Council elects to maintain a decentralized service delivery system going forward, the approach will have the following implications:

- It maintains face to face customer service opportunities as well as building inspection/permitting services in the major communities as well as a County presence and touchdown space which is consistent with current practices.
- Some of the current customer service challenges will continue to exist in terms of clients knowing where to get service and the ability to provide comprehensive service without requiring multiple visits.
- It is possible to improve most of the key adjacency/efficiency desires for development/business services clients but there will continue to be inefficiencies for other service areas as well as internal cross functional communication and coordination challenges going forward.
- The ability to respond to growth and new service demands is more challenging as there is less flexibility in terms of how space can be utilized.
- Most of the County's administrative buildings are several decades old. While the model incorporates on-going maintenance, these assets will be near the end of their useful life at the end of the amortization period, with the inherent challenges associated with layout and infrastructure that exists in older structures relative to efficient service delivery, work environment and facility operations.
- It allows the rationalization of some of the current County operated facilities and the re-use of these for private sector functions.

Administrative Buildings Accommodation Review

August, 2015

GOALS:	TIMELINE
<p>To obtain a Council decision with respect to consolidating municipal administrative functions in fewer locations.</p> <p>To evaluate the feasibility to move from a decentralized service delivery model to a more centralized model.</p>	<p>June – Dec 2015</p>
SCOPE	
<p>Includes:</p> <ul style="list-style-type: none"> • Identification of the Key Administrative Services affected including 3rd party local services (OPP, Health and Social Services, POA) • Community location(s) where administrative services are to be provided • Development of Alternative Accommodation Delivery Options (<i>as attached</i>) <ul style="list-style-type: none"> ○ Modified Status Quo – decentralized model (two sub-options to be provided) ○ Partial Consolidation – close local administrative offices and consolidate services to one community using multiple County buildings (additions to existing County property to be evaluated for feasibility) ○ Full consolidation – close local administrative offices and build one administrative centre • Establishment of Key Decision Principles that will guide the evaluation of options – (<i>see attached</i>) • Establishment of Evaluation Metrics for the Options to include: (<i>see attached</i>) <ul style="list-style-type: none"> ○ Financial Analysis ○ Efficiencies Achieved ○ Impact on Customer Service ○ Impact on Corporate Image ○ Work Environment Quality • Research with respect to assessing the options relative to Evaluation Metrics (<i>see attached work packages</i>) • Initial Report/Workshop with Council to obtain approval of Project Scope, Process & Timing, Key Decision Principles, Evaluation Metrics and Options to be considered • Report/Workshop with Council regarding Project Scope, Process & Timing, Key Principles & Evaluation Criteria • Stakeholder Engagement – Community (Public, Chambers, BIA's), Staff 	

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<ul style="list-style-type: none"> • Final Report/Workshop with Council regarding comparison of options relative to Key Decision Principles and Evaluation Metrics, at a high level order of magnitude cost evaluation and qualitative analysis (positive, negative or neutral basis); Identification of Staff recommended option • Council Decision regarding preferred option – “go” or “no go” <p>Excludes:</p> <ul style="list-style-type: none"> • Building design, budget approval, tendering and construction • Comprehensive Facilities Review relating to non-administrative municipal buildings – museums, community halls, yards, libraries, etc. • Service Review or Organizational Review of Services • Specific property location for consolidated option 		
PROJECT OBJECTIVES		
<ul style="list-style-type: none"> • Addressing a Corporate Term of Council Initiative within Council’s desired timeline • Applying a principled based decision approach – the decision is transparent and traceable • The analytics and business case used for evaluation is appropriate and defensible • Proactive communications are employed to ensure Council, Staff and the community are informed throughout the project • Strong Council support for selected option is achieved • Staff collaboration and growth and development opportunities 		
SPONSOR		
Chief Administrative Officer – to provide resources for project and primary political interface		
LEAD		
GM – PED		
STRATEGIC COMMITTEE	NAME	ROLE
Decision making influence of key delivery or services	Craig Manley, General Manager PED Hugh Hanly, General Manager Community Services Karen General, General Manager Corporate Services	<ul style="list-style-type: none"> • Project Management & Stakeholder Engagement • Construction, Building Assets, Accessibility • Financial Planning, Local Knowledge, Information Technology

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	<p>Don Boyle – CAO</p> <p>Cathy Case</p>	<ul style="list-style-type: none"> • Political Environment • Project Coordination / Link to Working Group/Support Staff
WORKING COMMITTEE		
<p>Skills, knowledge, expertise, experience</p>	<p>Cathy Case</p> <p>Financial Analyst - Tania Comeau</p> <p>Craig Manley</p> <p>Jill Shea</p>	<ul style="list-style-type: none"> • Customer Service & Staff Engagement & Coordination of Research • Costing of Options, Financial Research • Advice • Project Communications & Branding
SUPPORT		
<p>Short term expertise/input</p>	<p>GIS Coordinator – GIS Spatial Analysis</p> <p>Financial Supervisor/Manager – Truthing of Cost Analysis, Development of Financial Evaluation model</p> <p>Manager, Information Systems – Evaluation of Technology implications of options</p> <p>Human Resources – Staff work locations</p> <p>Manager, Facilities & Parks Operations – Building conditions, construction</p>	

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KEY COMMUNICATION MESSAGES	
1.	Project is a key Council Priority.
2.	Project is primarily about achieving efficiency of service delivery and improving customer service – builds on other efficiency measures.
3.	Key stakeholders (staff, community) will have the opportunity for real input into options evaluation.
4.	It is an evaluation of how administrative services are delivered rather than a service level review or a staff reduction exercise.

WORK PROCESS AND TIMING

KEY MILESTONE/WORK PACKAGE	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	2016
PRE-PROJECT PLANNING								
PROJECT KICK-OFF		X						
COMMUNICATION TO STAFF		X						
COUNCIL APPROVAL OF PROJECT SCOPE/PRINCIPLES			X					
COMMUNICATION TO COMMUNITY STAKEHOLDERS			X					
BACKGROUND RESEARCH								
COUNCIL WORKSHOP/STAFF RECOMMENDATIONS						X		
COMMUNITY COMMENT PERIOD								
COUNCIL DECISION								X

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KEY DECISION PRINCIPLES: (these will drive the decision by allowing the alternative accommodation options to be rated on a scale of worse, neutral, better or best relative to these principles)

A Council decision on any selected option will be measured on the ability to achieve the following key principles:

1. The decision must further the County's Strategic Principles;
2. The decision will support and facilitate the implementation of the County's adopted 'Way of Work' standards;
3. The decision should provide fair and equitable access to County services for residents, businesses and investors – (the ability to get service);
4. The physical location of County services, where face to face interaction is provided, will generally be available within a reasonable and similar driving distance from the majority of the County's population;
5. Improved overall customer service for residents and businesses will be the result (access to service, minimization of number of visits, comprehensive service);
6. Increased functionality and administrative operational efficiencies in terms of service delivery will be achieved;
7. Long term cost effectiveness will be demonstrated (i.e. rationalization of operational and capital investments);
8. The decision will promote 'open local government' and should meet the needs of clients in terms of spaces that allow privacy and confidentiality, dignity, accessibility, and which reduce potential conflicts between uses and users (i.e. noise, safety);
9. The decision should result in an accommodation option that is flexible to respond to change over time (changes in services provided, growth and demographic changes, new organizational structures, evolving technology and business continuity during emergencies);
10. The decision will provide a professional work environment for staff that contributes to high performance, good morale, employee wellness and retention/recruitment.

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EVALUATION METRICS FOR OPTIONS

FINANCIAL ANALYSIS: (HIGH LEVEL FINANCIAL CALCULATIONS)

AMORTIZATION TIMEFRAME: 20 YEARS

CAPITAL COSTS:

- NEW CONSTRUCTION (including land, furniture, equipment and technology)
- RENOVATIONS
- DEMOLITION


REVENUES:

- CURRENT CAPITAL FUNDING
- ANY ALLOCATED CVF

NET CAPITAL FUNDS REQUIRED

TRANSITION COSTS (lease costs, moving expenses, one-time employment costs)

ANNUAL OPERATING COSTS / (SAVINGS):

- UTILITIES & MAINTENANCE & CLEANING
 - TRAVEL
 - STAFFING
 - TECHNOLOGY
 - FLEET
 - DEBT FINANCING
 - INSURANCE
 - REVENUE FROM SURPLUS FACILITIES (Property Sales or Lease of Space to external 3rd parties)
- 

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EVALUATION METRICS FOR OPTIONS

EFFICIENCIES: (CALCULATED & QUALITATIVE (Positive, Neutral, Negative))

PHYSICAL ADJACENCIES: SYNERGIES THAT PROMOTE COLLABORATION AND ALIGNMENT BETWEEN SERVICE FUNCTIONS THAT IMPROVE:

- INTERNAL COMMUNICATIONS
- FUNCTIONAL LINKS (Required Horizontal Alignment to Undertake Work including with 3rd Party local services)
- INTERNAL ORGANIZATIONAL COLLABORATION /EDUCATION (Supports Way of Work, Exposure, Opportunity, Corporate Learning, Level of Support, Availability of Technology)
- ACCESS TO RECORDS and OTHER SUPPORT MATERIAL
- INTEGRATION/ALIGNMENT WITH 3RD PARTY SERVICES

TRAVEL TIME: (HOURS/YEAR)

- COUNCIL MEETINGS
- INTER-DIVISIONAL MEETINGS
- TRAINING
- SUPPORT CALLS AND BACK-UP

ADEQUATE MEETING SPACE: (Size, Frequency of Use, Amenities, Privacy)

SPACE EFFICIENCY: (Current Needs, Future Growth)

FLEXIBILITY / ADAPTABILITY TO ORGANIZATIONAL CHANGE



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EVALUATION METRICS FOR OPTIONS

CUSTOMER SERVICE: (Positive, Neutral, Negative)

ACCESS FOR RESIDENT CLIENT SERVICES:

- Services that are frequently accessed by members of the general public or which occur multiple times per year. Visits to access this group of services are typically unplanned and require quick and easy access.

ACCESS FOR ONE-TIME / BUSINESS SERVICES:

- Services that are accessed by members of the business community and / or the general public that require interactions with multiple departments. Would also include services that are accessed infrequently by the general public.

ACCESS TO 3RD PARTY SERVICES: (Health, Social Services, OPP, POA Court/Services)

SERVICES ORGANIZED AROUND COMMON CLIENTELE

CLARITY OF SERVICE PROVISION FOR CLIENTS: (Is it intuitive for clients where to find services)

AVAILABILITY OF PRIVATE SPACE

AODA COMPLIANT

AVAILABILITY OF COMMUNITY BASED SPACE: (Options for touchdown space, constituent matters)

ADEQUATE PARKING FOR CLIENTS



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EVALUATION METRICS FOR OPTIONS

CORPORATE IMAGE: (Positive, Neutral, Negative)

PROVIDES A COMMUNITY PRESENCE FOR MUNICIPAL GOVERNMENT

SUPPORTS THE ESTABLISHMENT OF THE COUNTY MUNICIPAL BRAND

THE ECONOMIC IMPACT OF THE OPTION: (investment, spending multiplier)

PROVIDES A POSITIVE IMAGE FOR THE COUNTY GOVERNMENT: (building quality, reputation)

PROVIDES A WELCOMING CLIMATE FOR CLIENTS / RESIDENTS

ENHANCES THE PUBLIC'S UNDERSTANDING OF THE ROLE AND FUNCTIONS OF LOCAL GOVERNMENT



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EVALUATION METRICS FOR OPTIONS

WORK ENVIRONMENT: (Positive, Neutral, Negative)

ADEQUACY OF SPACE FOR STAFF: (size, meeting space, natural light, temperature)

EQUITY OF SPACE ALLOCATION AMONGST STAFF

SECURITY REQUIREMENTS: (safety, money, technology)

ENERGY CONSUMPTION

FUNCTIONALITY FOR COUNCIL MEETINGS/COURTS/TRIBUNALS

CONFLICTING SERVICE FUNCTIONS: (noise, scheduling, clients)

TECHNOLOGY IMPLICATIONS: (e-meetings/broadcasts, IS support, more effective IT infrastructure)

HEALTH AND SAFETY MATTERS

AMENITIES THAT SUPPORT STAFF MORALE: (lunch space, parking, outdoor spaces)



Administrative Buildings Accommodation Review

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ACCOMMODATION OPTIONS TO BE EVALUATED:

Modified Status Quo	Partial Consolidation	Full Consolidation
<p>General Description: Retain a decentralized service delivery model that maintains administrative offices and/or staffed customer service centres in the major communities. Undertake minor building rationalization improvements and implement customer service technology enhancements over time to enhance self-service opportunities. Two Options:</p> <ol style="list-style-type: none"> 1. Maintain Current County Administrative Building in Caledonia (Lease or New Build); Consolidate DMPB & DSO 2. Maintain a Customer Service Centre at HCCC; Consolidate DMPB & DSO 	<p>General Description: Eliminate Satellite Administrative Offices, retain the CAB and build additional space in Cayuga to consolidate administrative functions in one community. The additional space could either be on existing County land or purchased property. Consider adjacency improvements when deciding what functions go where. Implement technology enhancements to provide local self-service opportunities.</p>	<p>General Description: Consolidate and co-locate administrative functions in a new purpose built administrative centre. Implement technology enhancements to provide local self-service opportunities.</p>
<p>Details: Option 1A</p> <ul style="list-style-type: none"> • Retain current administrative functions at the HSO, CSO, CAB, Kohler and HCCC buildings. Caledonia lease will need extension or an alternate facility in that community will need to be found • Consolidate the services at DSO and DMPB into a single building; sell/lease surplus building • Retain current Health and Social Services functions at DMPB & CSO (no space expansion) • Retain record retention and IT Training Lab in DMPB • Retain OPP offices at current locations <p>Option 1B</p> <ul style="list-style-type: none"> • Cancel CSO lease 	<p>Details:</p> <ul style="list-style-type: none"> • Close Satellite Offices (DSO, HSO, CSO); sell/lease surplus buildings and cancel CSO lease • Move administrative functions from Kohler and HCCC to Cayuga • Address accommodation of Health staff currently in Caledonia and Social Services staff currently at DMPB • Retain DMPB (Environmental Services - Dunnville, OPP, IT Training Lab, Records Retention, Possible Lease space, Social Services including possible expansion) • Repair CAB HVAC system and other renovations as required • Construct new administrative space in Cayuga to consolidate staff not housed in CAB and to co-locate staff to increase adjacencies 	<p>Details:</p> <ul style="list-style-type: none"> • Close Satellite Offices (DSO, HSO, CSO); close CAB; sell/lease surplus buildings and cancel CSO lease; • Move administrative functions from Kohler and HCCC to new administrative centre • Address accommodation of Health staff currently in Caledonia and Social Services staff currently at DMPB • Retain DMPB (Environmental Services – Dunnville, Social Services including possible expansion, Records Retention, Possible Lease Space, OPP) • Construct new central administrative centre to include , IT Training lab, POA court facilities, new Council Chambers • Find/retain location for Caledonia OPP office and find/retain location in Hagersville • Address Needs of Hagersville Market washrooms

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<ul style="list-style-type: none"> • Consolidate the services at DSO and DMPB into a single building; sell/lease surplus building • Relocate FaPO to HSO and retain Customer Service Representatives • Take advantage of adjacencies and co-locate the Divisions from CSO with Planning Services (from HSO) through new build • Use HCCC space for a Customer Service Centre (CSR's, Building Inspectors) • Relocate Health Unit Staff <p>Alternative to Option 1B</p> <ul style="list-style-type: none"> • Also add KSO staff (Public Works Administration) to new build to address adjacencies 	<ul style="list-style-type: none"> • Evaluate location options (Arena, Court House square, OPP Headquarters, private lands or combination) for new build in Cayuga • Find/retain location for Caledonia OPP office and find/retain location in Hagersville • Address Needs of Hagersville Market washrooms • Provide on-line service terminals at County Libraries – expanded client self service 	<ul style="list-style-type: none"> • Provide on-line service terminals at County Libraries – expanded client self service <p>Alternative to Option 3 Relocate Records Retention area to new central facility</p>
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Appendix 2 – Current Customer Service Activities

Customer Service – Residential Client Services: (Shaded Lines Represent High Volume Activity)

SERVICE	CURRENT SERVICE DELIVERY LOCATION					
	CAB In person	CSO In person	DSO In person	HSO In person	Phone	Online/Email
Unplanned Interaction:						
9-1-1 Sign Distribution				X		
Apply & Pay for a Building Permit	X	X	X	X		X
Assessment Reduction Applications	X	X	X	X		X
Battery Recycling Drop Off	X	X	X	X		
Bid Document Pickup						X
Bid Document Submission	X					
Birth/Death Certificate Application	X	X	X	X		
Burial Permit (392 in 2014)	X	X	X	X		
Burn Permit (920 in 2014)	X	X	X	X		
Cemetery Plot - Payment	X	X	X	X		
Commissioning Documents	X	X	X	X		
Complaint Processing/Forwarding	X	X	X	X	X	X
Composter Sales		X	X	X		
Consent Applications	X	X	X	X		
Development/Rezoning Applications	X	X	X	X		X
Dog Tag	X	X	X	X		
Election - Nomination Filing	X					
Employment Applications						X
FOI Application	X					X
Hunting License (253 in 2014)	X	X	X	X		
Insurance Claims Reporting	X	X	X	X	X	X
Kennel License Application/Payment	X	X	X	X		
Key Distribution - Ball Diamonds			X			
Key Distribution - Bandshell			X			
Key Distribution - Washrooms				X		
Livestock Valuator Applications		X			X	X
Lot Grading Permit		X				
Lottery Licensing	X	X	X	X		

SERVICE	CURRENT SERVICE DELIVERY LOCATION					
	CAB In person	CSO In person	DSO In person	HSO In person	Phone	Online/Email
Map Sales	X	X	X	X		
Marriage License (180 in 2014)	X	X	X	X		
MPAC Request for Reconsideration Form	X	X	X	X		X
MPAC School Support Application	X	X	X	X		X
MPAC Tax Roll Lookup	X	X	X	X		
OP Purchase	X	X	X	X		
Payments - Accounts Receivable (6,698 in 2014)	X	X	X	X		X
Payments - CLASS Program Registration & Facility Booking (2,480 in 2014)	X	X	X	X		
Payments - Parking Tickets (484 in 2014)	X	X	X	X		
Payments - Property Taxes (17,357 in 2014)	X	X	X	X		X
POA Fine payments (3,900/yr)	X					X
POA - Inquiries & Other Business (2,400/yr)	X				X	
Pre-authorized Payment Plan Application Property Taxes	X	X	X	X		
Rabies Vouchers	X	X	X	X		
Souvenir Sales	X	X	X	X		X
Tax Certificates	X					
Tax Inquiries	X	X	X	X	X	X
Tax Roll Info Change Request	X	X	X	X		X
Vacancy Rebate Forms	X	X	X	X		X
Water, Bulk Account Set-Up	X	X	X	X		
Water/Sewer Connection Permit Application	X	X	X	X		X
Water/Sewer Connection Permit Payment/Pickup	X	X	X	X		
Zoning Inquiries	X	X	X	X	X	X
Zoning/Building Work Order Certificates		X	X	X		

One Time /Business Planned Interactions (Shaded Lines Represent High Volume Activity)

SERVICE	CURRENT SERVICE DELIVERY LOCATION					
	CAB In person	CSO In person	DSO In person	HSO In person	Phone	Online/Email
Business Community - Scheduled						
Building Permit Application		X	X	X		X
Building Permit Payment & Pickup		X	X	X		
Development Review Meetings	X	X	X		X	
Development/Rezoning Applications	X	X	X	X		X
Lot Grading Permit		X				
Water/Sewer Connection Permit Application	X	X	X	X		
Zoning Inquiries	X	X	X	X	X	X
Business Community - Unscheduled						
Apply for a Building Permit		X	X	X		X
Bid Document Pickup						X
Bid Document Submission	X					
Consent Applications	X	X	X	X		
Development/Rezoning Applications	X	X	X	X		X
Lot Grading Permit		X				
Water/Sewer Connection Permit Payment/Pickup	X	X	X	X		
Zoning/Building Work Order Certificates		X	X	X		

Appendix 3 – Evaluation Metrics Rating Exercise

Detailed Evaluation Metrics Used For Accommodation Option Ratings:

EFFICIENCIES		CUSTOMER SERVICE	CORPORATE IMAGE	WORK ENVIRONMENT	
Adjacencies Work Group Proximity Internal Communications Collaboration Access to Records Access to Internal Support 3rd Party Service Proximity		Unplanned Resident Services	Local County Presence	Adequacy of Space Workspace Size Workspace Functionality Availability of Meeting Space Adequacy of Meeting Space Adequacy of Support Space Adequacy of Storage Space	Conflicting Service/ Clients Noise Scheduling of use Clients
		Planned -One Time Services	Positive Image/Brand		
		3rd Party Services OPP Health Unit Social Services POA	Welcoming Climate for Clients Public Knowledge of Local Government		
Travel Time Hours/Year		Clarity of Where Services Are Found	Impact on Staff Recruitment	Space Equity	Technology Adequacy to meet needs Equity amongst users Equity of IT support Efficient IT infrastructure
Meeting Space Size Availability/Distribution Amenities Privacy		Adequacy of Private Space		Security Staff & Equipment Safety Cash handling Technology	Health & Safety Physical hazards Temperature/Climate Natural light Air quality Contamination
		AODA Alignment		Energy Use	
		Touchdown Space		Council Chambers Functionality - County Functionality - POA Functionality - Tribunals	
Space Efficiency FT. / Workstation Ability for future growth Flexibility /Adaptability		Parking			Amenities Lunch room Adequate Parking Outdoor spaces Change room/lockers

Rating and Scoring Exercise Example:

WORKSHOP PROCESS:

ADMINISTRATIVE ACCOMMODATION REVIEW EVALUATION SHEET

of Reviewers = 4

SCENARIO: Existing Conditions - Status Quo - 7 Admin Buildings

Category	Measures	Details	Rating					Importance			Overall Score	Comments	
			Positive	Neutral	Negative	Total	Low	Med	High	Average			
			2	1	0	-1	-3						
Efficiencies	Adjustments	work group proximity			2	2	-8			4	3	-18	Informal or structured?
		internal communications			2	2	-8			4	3	-18	
		collaboration				4	-8			4	3	-24	
		Access to Records		1	3	-3	1	3			1.75	-5.25	
		Access to Internal Support		2	2	-2		3	1		2.25	-4.5	
		1st Party Service Proximity		3	1		3		4		2	6	
		Overall											

