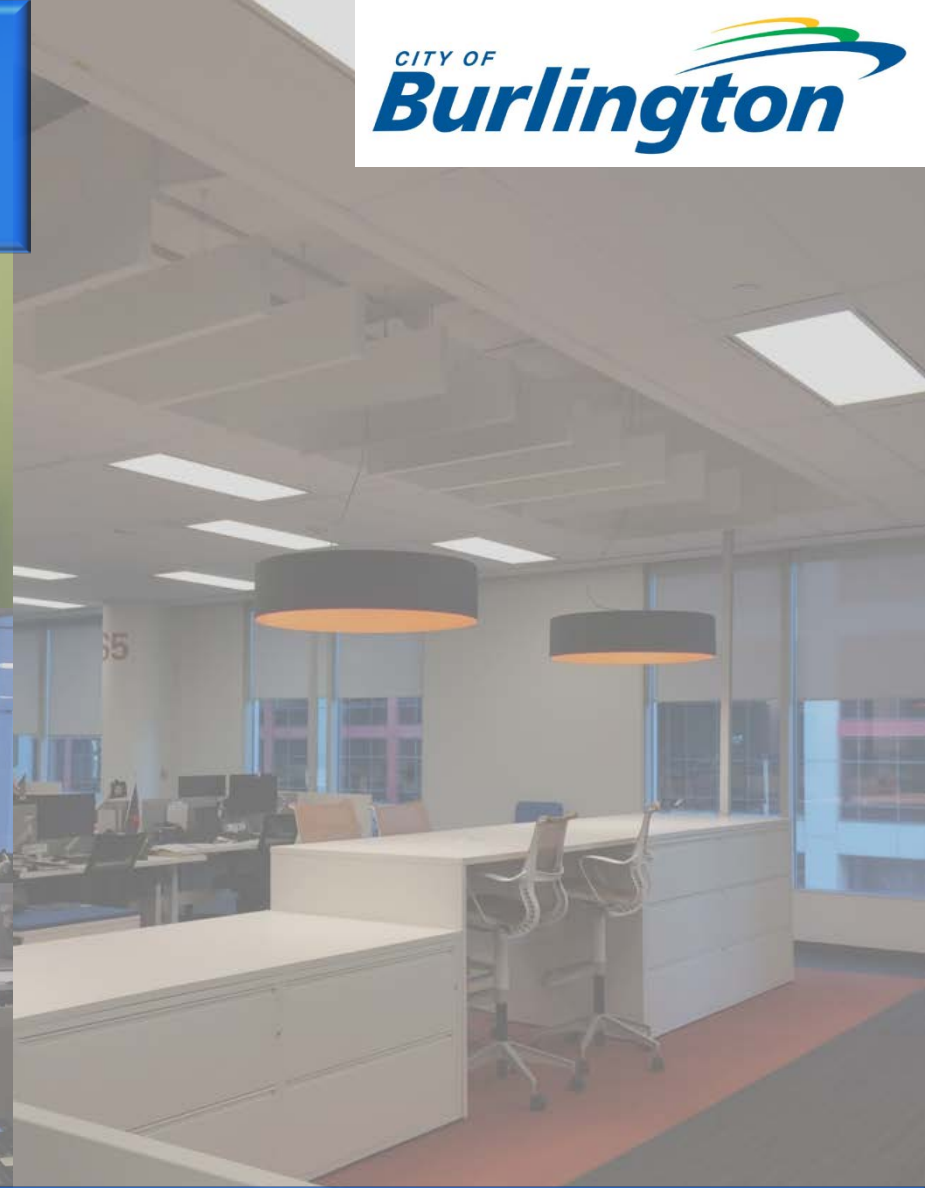
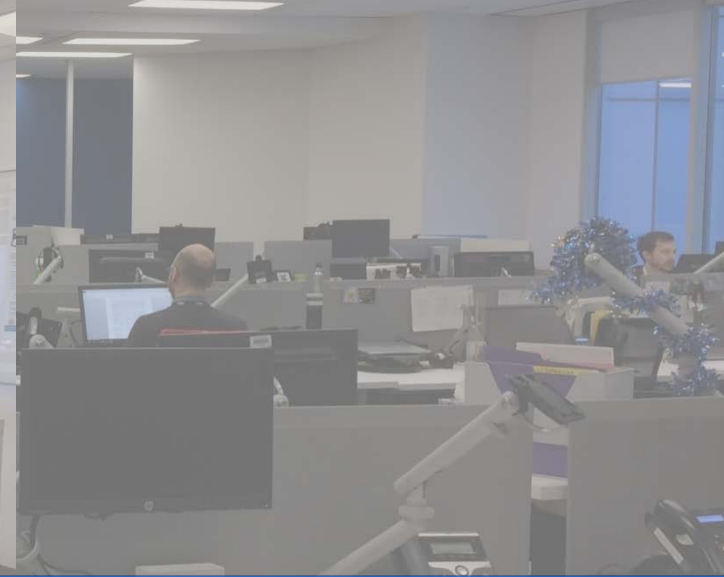


CITY ADMINISTRATIVE SPACE NEEDS REVIEW



**Committee of the Whole – Workshop
March 02 2017**

Goals and Objectives

- Create modern and collaborative work environments
- Meet the objectives of the Service Brilliance Strategy.
- Adapt to current business needs and evolving work habits
- Attract and retain talent
- Improve employee satisfaction and productivity
- Reconfigure the City's office footprint and optimize real estate costs

Findings – Existing Office Space

- City Hall Customer Service – requires consolidation of service desks
- Current Space Standards – out of date with today's collaboration requirements
- Space is not flexible for an evolving work environment
- Existing technology does not allow for mobility within the office space

Strategy

Remain at the current Administrative locations and maintain the existing assets including:

- Work within the existing usable square foot area
- Renewal to facility infrastructure – HVAC, Building Envelope, Roofing, Electrical
- Modernize the existing Council Chambers
- Modernize Customer Service areas
- Modernize Administrative space to optimize current floor area.
- Pursue technology modernization enabling a mobile workforce.
- Align with our Workplace Culture Initiatives

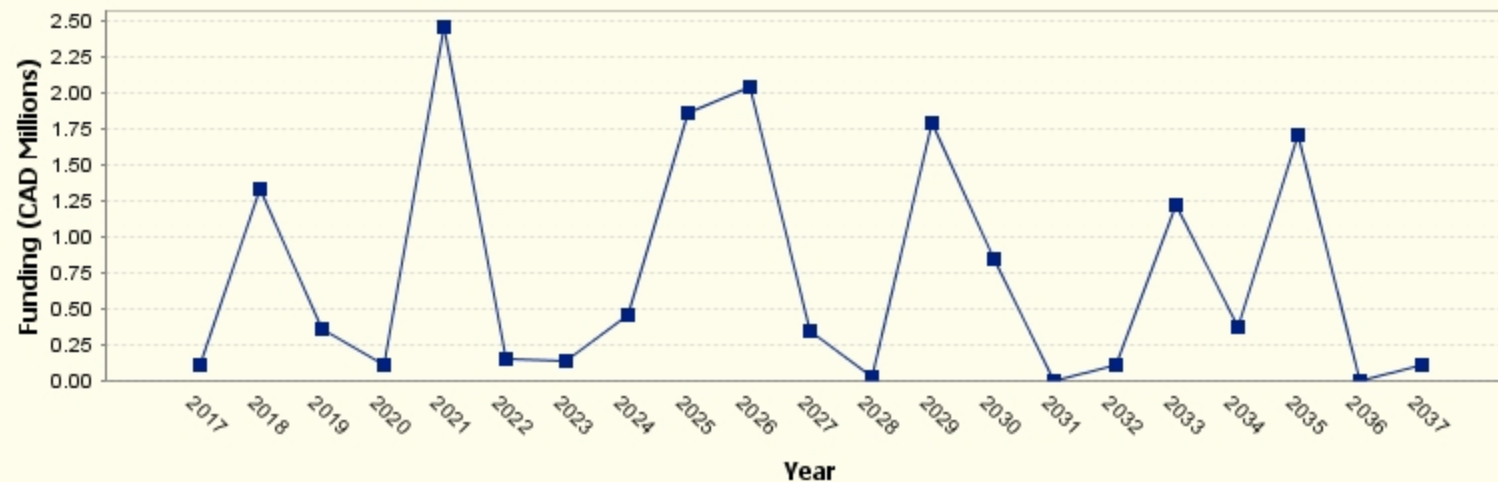
Investing in Renewal of our Facility Assets

Administrative Space - Functional Improvements and Renewal items

City Hall, RPM Operations Centre, Transit Operations Centre

- Heating Ventilation and Air Conditioning
- Elevator Renewal
- Council Chambers Renewal
- Interior Finishes, Office Work Stations

Facility Renewal Forecast



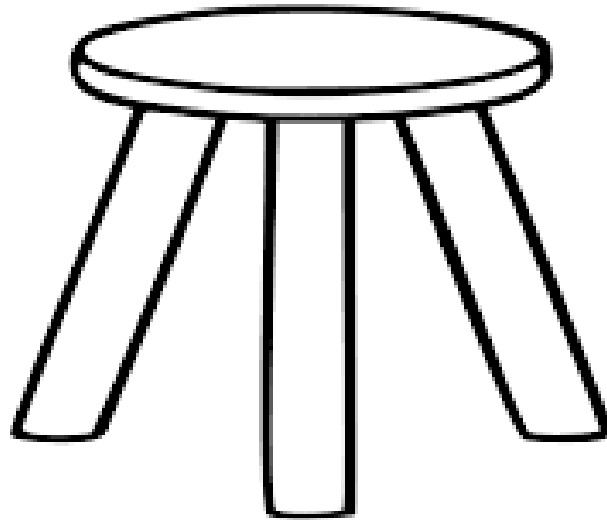
Forecast Options

■ Annual

3 Legged Stool



Technology



unique cognitive employee task result meaning symbols type behavior leadership belief high values society external cultural problems collective success satisfaction deepest feedback status stories organizational knowledge management interpersonal outlasting important



Culture



Space

Technology



Technology

Modernized Office



Mobile Technology

- **Wireless** connections (WiFi) in City Facilities
- New software to support **on-line meetings** and **collaboration**; **cloud storage**; and other functions
- Telephones replaced with **software based phones** and cell phones
- Updated **Remote Access** capabilities – when connecting from outside City facilities
- Mobile **Devices** – fewer desktop computers – more mobile choices
- **Meeting Room** Technology – seamless and integrated
- **Electronic Document Mgmt.** – reduce reliance on paper

Culture



Culture

Culture



We will

provide vision and leadership to become a
21st Century workforce to build a 21st Century city.

Culture

- Space can be an enabler or a barrier to building great workplace culture
- Attracting new and retaining top talent is critical
- Staff need space that works in harmony with how they work
- They want to be mobile and be able to work in various locations

Culture

- City Manager's Macro risk assessment presentation to Audit Committee, Feb. 18 2016:
 - risk two: **Public Sector Labour Market**,
 - risk seven: **Leadership and Culture**
- Report CM-16-16 contained the **City's top 10 enterprise risks** – the top risk dealt with:
 - Workplace culture related issues
 - Staff retention
 - Recruitment
 - Working environment
 - Staff engagement

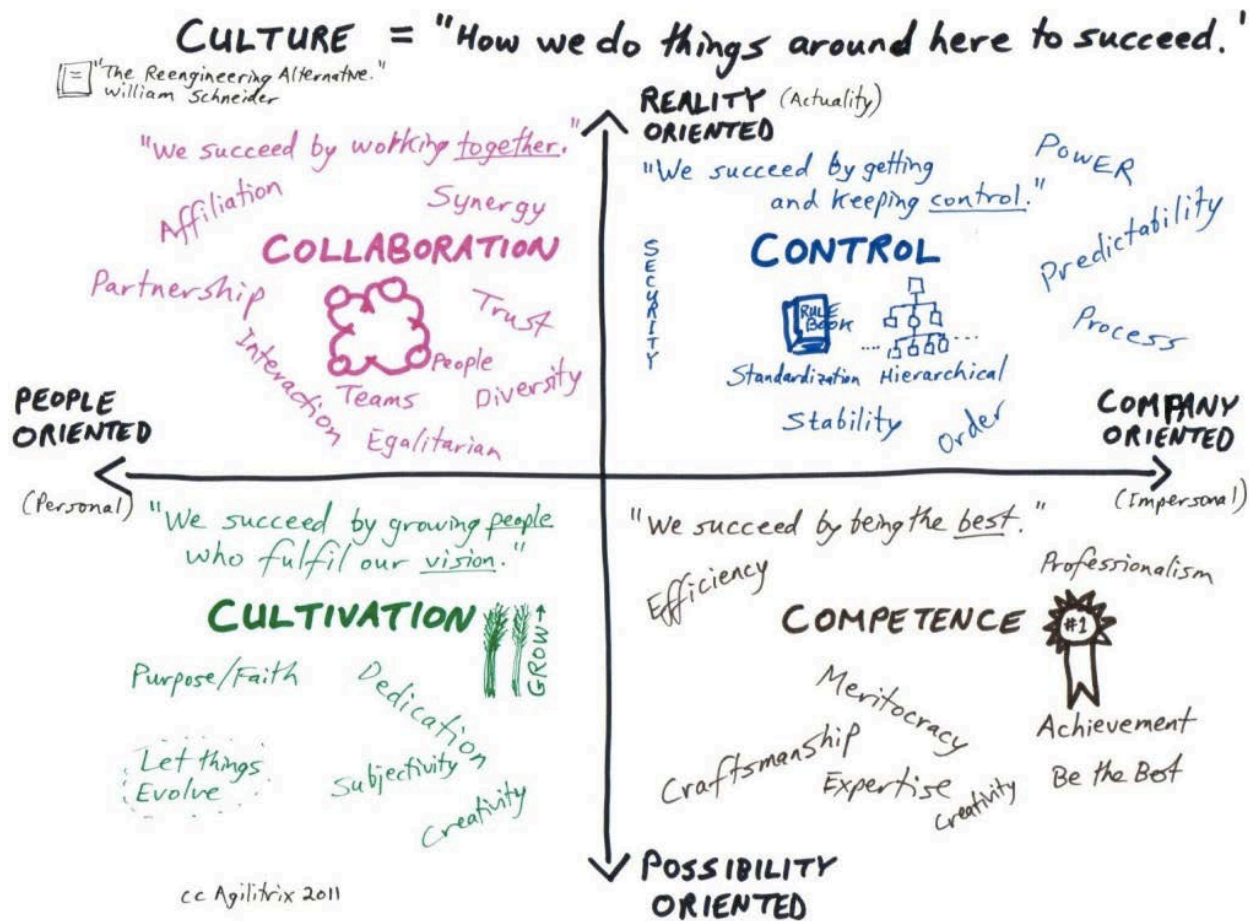
Culture

- CAO study done by StrategyCorp on large to mid-sized cities revealed several key issues for CAO's:

“Everyone understands the retirement problem and the human resources gap.”

CAO's revealed that they focus on trying to **make an appealing work culture** to encourage retention and recognize part of this is that the workforce is mobile.

Culture



- City undertook Denison Workplace Culture survey April 2016
- 11 sessions across the organization were given by James Ridge to discuss our results
- Workplace Culture team established with 57 employees from across organization to make recommendations on how to improve the culture.
- Five themes emerged and sub teams formed to address the themes and develop action plans.
- The team is presenting to BLT March 29, 2017

Space



Space

Administrative Accommodation Study

Overview – Work Place Vision

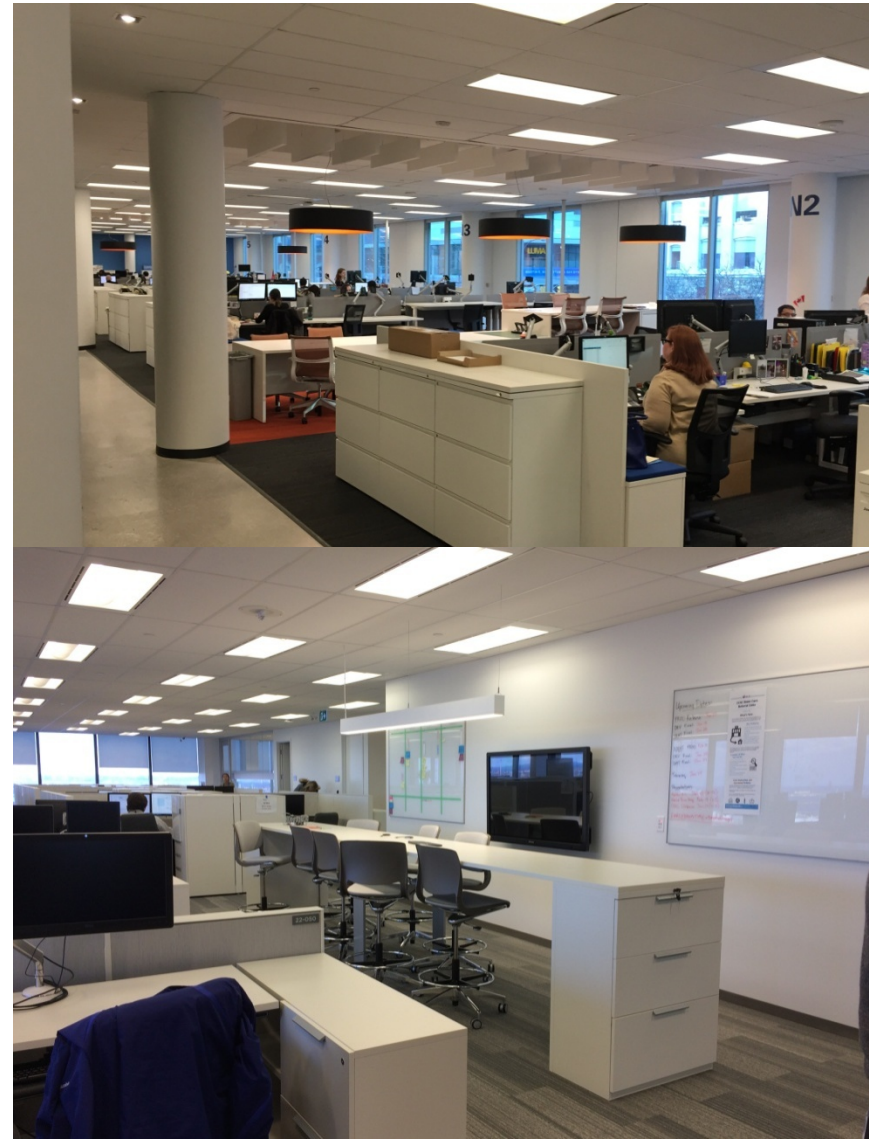
Guiding Principals

Accommodation Master Plan

Others

We are not the only ones doing this.

- **City of Toronto
Office Modernization Project**
- **Hamilton Health Sciences
100 King St. West Transition Project**







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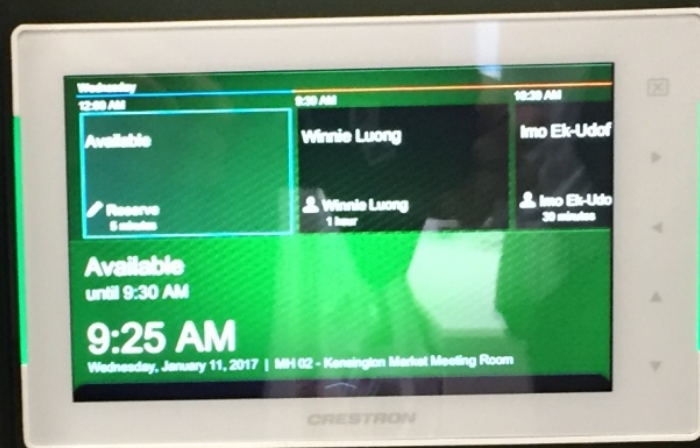
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Room

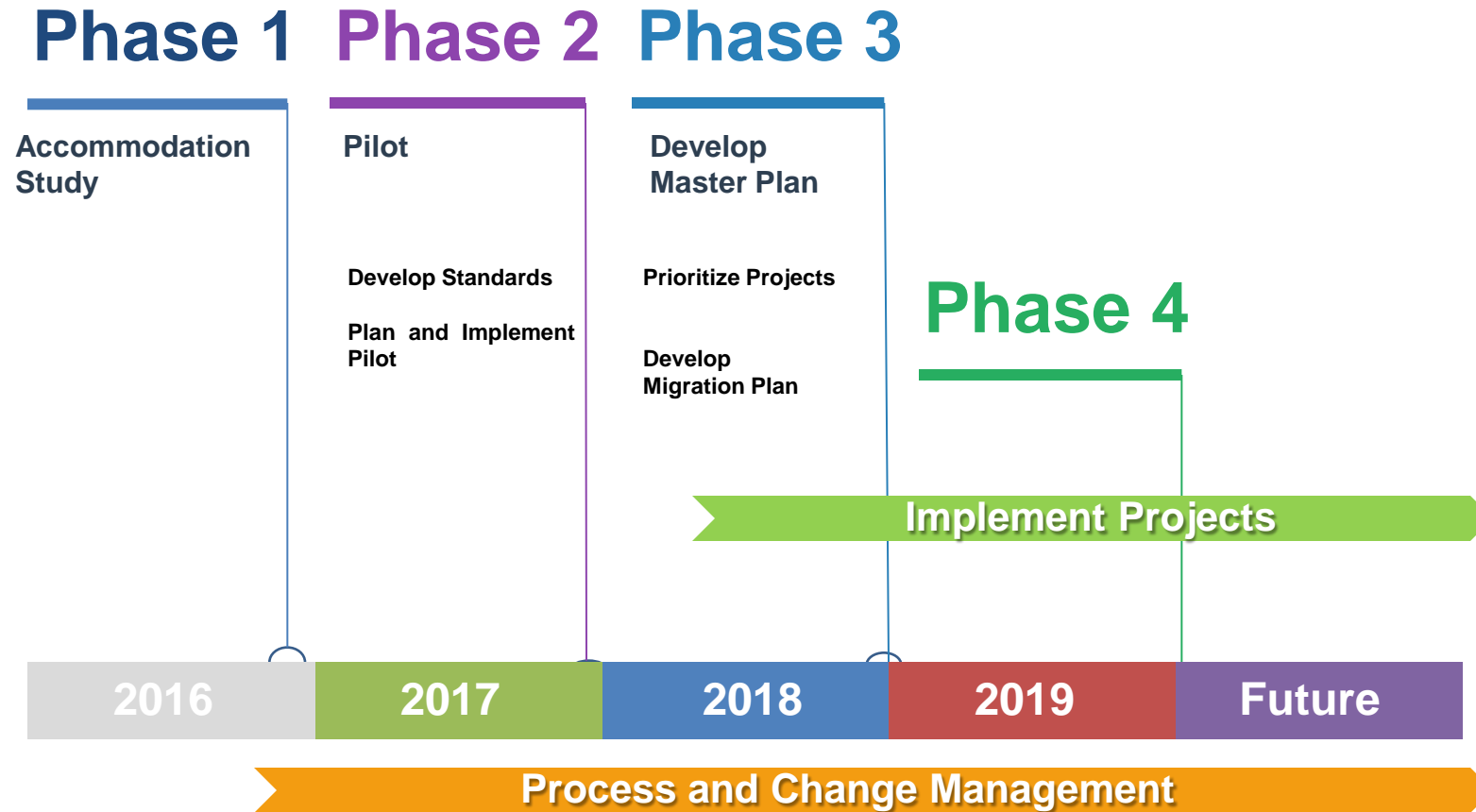


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Roadmap





Governance

**Other
Strategies**

**Change
Management**

Summary

- We are modernizing our existing owned and leased administrative space
- We will invest in the renewal and updating of our existing space
- We will implement Supporting Technology
- We will meet the objectives of the Service Brilliance Strategy
- We will engage staff in what they do
- Staff need space that works in harmony with:
 - **how they work**
 - **collaborative space to work with colleagues**
 - **space that spurs innovation and is flexible – what they need to get the job done**

Summary

- *As one city staff interviewee put it:*

“Be a catalyst for culture change – focusing on people and technology – putting technology in place, giving people permission to be more innovative and flexible in terms of how and where they work.”