



**Administrative Building Design Task Force Meeting
Monday, August 13, 2018 – 12:30 p.m.
Bud Clayton Memorial Room,
2069 Battersea Road, Glenburnie, ON**

AGENDA

Page

1. **Call to Order**
2. **Adoption of the Agenda**
 - a) **That** the agenda for the August 13, 2018 meeting of the Administrative Building Design Task Force be adopted.
3. **Disclosure of Pecuniary Interest and General Nature Thereof**
4. **Adoption of Minutes**
 - a) **Minutes of Meeting held July 18, 2018**
That the minutes of the Administrative Design Task Force meeting held July 18, 2018 be adopted.
5. **Deputations and/or Presentations**
6. **Reports**
 - a) **Next Steps to Validate Potential Partnership and Co-location of Administrative Offices**
7. **Communications**
8. **Other Business**
9. **Next Meeting**
10. **Adjournment**

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Minutes of the Administrative Building Design Task Force Meeting July 18, 2018

A meeting of the Administrative Building Design Task Force was held in the Bud Clayton Memorial Room, County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, July 18, 2018 at 12:00 pm.

Present:

Councillor Vandewal, Chair
Councillor Dewey, Vice Chair
Councillor Inglis
Councillor Nossal

County Staff Present:

Kelly Pender, Chief Administrative Officer
Joe Gallivan, Director of Planning and Economic Development
Kevin Farrell, Manager of Continuous Improvement/GIS
Jannette Amini, Manager of Legislative Services/Clerk, (Recording Secretary)

Also Present:

Robert Wood, 8020 Info Inc. (Facilitator)

1. Call to Order

The Chair called the meeting to order at 12:00 p.m.

2. Adoption of the Agenda

Moved By: Councillor Nossal
Seconded By: Councillor Dewey

That the agenda for the July 18, 2018 meeting of the Administrative Building Design Task Force be adopted.

Carried

3. Disclosure of Pecuniary Interest and General Nature Thereof

There were none

service delivery quality (developers only need to go to one place). The Municipality of North Grenville was also noted where the municipal building also incorporates community space such as a theatre, meeting rooms and an arena.

- Capital and lifecycle costs – the various financing Models noted on page 5 were discussed identifying a 25 – 30 year lifecycle.
- Operational, financial or governance concerns – 3 options are available to the County; 1) alone, 2) with the CRCA and Township of South Frontenac, 3) with the Township South Frontenac.
- Site selection, construction, financial structure and nature of partnership – A location outside of the County was off the table unless it stays at its current location. The Committee also discussed if this building is left vacant due to a new build, this may affect Council’s decision.
- Timelines/milestones – the Committee agreed with the timelines and milestones set out in the report.

Next Steps

The next stage of discussions needs to show concrete savings and reasons for a partnership with the CRCA. If savings of between 15 and 20 percent are not achievable, a partnership would not move forward.

The County and CRCA CAO’s will meet to work out their respective due diligence on these potentials and come back to a joint meeting in August. The Township of South Frontenac should also be included in these conversations.

7. Communications



8. Other Business

There was none.

9. Next Meeting

The next meeting of the Administrative Building Design Task Force is scheduled for Monday, August 13, 2018 at 12:30 p.m.

10. Adjournment

Moved By: Councillor Dewey
Seconded By: Councillor Inglis

That the meeting hereby adjourn at 1:37 pm

Carried

Shared Facilities Concept Planning Session: August 13th, 2018

Noon, Mon. August 13 **Location:** Frontenac County Offices - Frontenac Room **Facilitator:** Rob Wood

Discussion Guide:

Our goal for this session will be to confirm whether or not the CRCA and County of Frontenac (and/or South Frontenac Township) wish to pursue next steps to validate the potential for a partnership and co-location of administrative offices at a shared site.

Noon	Informal Mixing Time / Lunch Provided
12:30 pm	Welcome and Overview of the Session
12:40 pm	Decision Point: <u>Validate the Case for Shared Facilities, or Not?</u> <ul style="list-style-type: none">▪ Review identified space requirements and potential efficiencies (pg 5).▪ Review “downstream” issues to be set aside for now (shared services, site).▪ <u>Determine whether to further validate the initial concept in a next step</u>, or not, and if so, to confirm what work-up might be required for partners to make their final, individual “in/out” decisions on a project — for example:<ul style="list-style-type: none">– architectural/engineering analysis of the initial needs assessment,– preliminary conceptual/schematic floor plan based on partner needs,– potential configurations of common space for best efficiencies,– requirements for parking, water & similar services, building code etc,– potential options to preserve brand identities on shared site, and– initial budget-level estimates for comparison with stand-alone options.▪ Confirm <u>specific partnerships & sharing options</u> for further analysis (pg 2).▪ Confirm general <u>search area/boundaries</u> for any potential shared sites (pg 3).▪ Review/confirm the <u>timelines</u> applicable to any potential shared options.
2:10 pm	<i>Break</i>
2:30 pm	Time Reserved for Further Discussion (as required) <ul style="list-style-type: none">▪ Determine immediate next steps and timelines for decisions▪ Communications and process tasks
3:15 pm	Wrap-up/Next Steps & Takeaways



Highlights from Partner Meetings Since June 27th, 2018:

Following the joint meeting held June 27th, the partners each held their own planning sessions to consider their positions on the shared administrative office option. These notes highlight some of the more significant outcomes.

Clarification of the Decision Framework:

- Each partner plans to compare the costs and benefits for a shared option against their own stand-alone options, which vary from partner to partner.
- A significant potential (and credible) benefit will be needed to justify the trade-offs involved in sharing. For example, one suggested criteria was that a shared option should offer savings of 15% or more vs. going alone.
- Non-financial concerns and brand/identity desires emerged more strongly as factors in any final decision.
- The Township of South Frontenac has since indicated its potential interest in a shared facility and has engaged in the process. Some see the two municipalities as having a natural functional and brand fit on a shared site. Township participation is predicated on a location in South Frontenac.
- Critical timelines for proceeding with either shared or stand-alone options vary from partner to partner. The process may require joint agreement on a “fish or cut bait” deadline, perhaps shortly after year end, for commitment decisions on whether to proceed together or not.

Process concerns:

- One concern was expressed about the potential risk of a partner bailing on a sharing deal part-way through the process, and how to manage that risk.
- Resolutions will be needed from councils.

Current shortlist of options to be explored:

- County and CRCA
- Three-way (CRCA, County and South Frontenac)
- CRCA alone and County with South Frontenac
- All three go on their own.

Even if the idea of a shared option goes no further, the current process needs to demonstrate due diligence and be able to explain a “no-go” for a joint project.

Functional space and other site/building requirements:

- Partners expressed desire for closer scrutiny of how much space (and cost) would really be saved by sharing a facility.
- Further analysis of site requirements will also be needed, related to
 - parking lot and service/amenity needs,
 - impact on site services if a three-way/90-staff building is pursued, and
 - implications for “customer” or “user” traffic.

A shared site is not critical to opportunities for shared services:

- Consensus seemed to emerge that options for sharing services (such as back-office functions) are not that dependent on sharing a site/facility. Some services are shared now and others could be in future, either way.
- Some expressed scepticism about hard cost savings on services (although there may be potential for service quality improvements, ease of staffing, and/or better management of risk and future growth in costs).
- It is probably premature and would complicate matters at this stage to enter into discussions with community agencies or other potential tenants who would not be full partners in developing the project.

Area of search / parameters for potential location of a shared site:

The question of *how many and which partners* are willing to pursue a shared option must be resolved before more specific criteria for a site search can be determined.

Location preferences, site size, building size and service requirements, brand implications and other strategic considerations will all depend on the priorities of the particular partners involved.

In discussions with all parties to date, however, the boundaries of a potential area of search have been narrowed to:

- North of 401, south of Rutledge Road, east of Hwy 38 and west of Hwy10
- South Frontenac (Harrowsmith, Inverary, Sydenham)
- North part of Kingston close to the 401

Proximity to natural or other assets, services and infrastructure will no doubt be factors in selection of any final site. Information from studies currently under way, such as the Frontenac Communal Services Study expected later this year, may also inform or influence site selection options.



Budget estimates / options for capital and lifecycle costs:

- There is continuing interest in design/build/lease options (if possible/available).
- Partner options must take into account the costs of renovation and/or disposition of current assets. There may also be financial opportunity costs (e.g. other projects need investment).
- Different financing options and costs depend on the partners involved.
- A timeline for proposed building/financing etc should be 20 years (leases <21).
- A growth factor of 2.5% per year has been built into estimates.

Timelines/milestones:

- Proposed timelines seem acceptable:
 - 2018: work through agreement in principle (“pre-nuptial”) by early fall
 - 2019: sort out the financing arrangements / budget issues
 - 2020: complete the design work
 - 2021: start the construction build, for completion perhaps in 2022
- Any delays in moving forward will probably mean increased construction costs.
- It will be necessary to accommodate the municipal election cycle in October and new councils taking office thereafter.

Next Step: Proposal for Decision/Direction

THAT, on the basis of the partners’ initial discussions and high-level assessment of the potential for savings and other benefits by sharing administrative offices on a common site, IT IS RECOMMENDED that a budget of \$12,000 be allocated to engage appropriate architectural and engineering expertise to confirm these assessments and provide a report by the end of October enabling the partners to make a final decision on pursuing a shared development project, or not. Costs of this assignment are to be shared equally among the partners.

Scope of the assignment is to include:

- architectural/engineering analysis of the initial needs assessment,
- preliminary conceptual/schematic floor plans to meet partner needs,
- options for potential configuration of common spaces for best efficiencies,
- implications for parking, water & similar services, building code etc,
- potential options to preserve brand identities on shared site, and
- initial budget-level estimates for comparison with stand-alone options.

Comparison of Space Needs and Potential for Sharing

A follow-up task assigned at the June 27th joint meeting was to confirm initial estimates of space requirements for each partner (figures below now include South Frontenac), and to identify spaces that could be shared and might be further explored for potential space savings in a shared facility. The summary below provides highlights. *(Note: Areas are estimated in square feet, with a 35% gross up to cover full space requirements beyond core functional needs.)*

Frontenac County	CRCA	South Frontenac
DEDICATED SPACE	DEDICATED SPACE	DEDICATED SPACE
AMOUNT OF SPACE THAT	COULD BE CONSIDERED FOR SHARING IN WHOLE OR PART	

Estimates of Sq. Ft. Required	FC	CRCA	SF	Total	
Dedicated:	4,374	6,830	6,495	17,699	[58%]
Potential Shareable:	<u>3,842</u>	<u>3,729</u>	<u>5,391</u>	<u>12,962</u>	[42%]
TOTAL REQ'T:	8,216	10,559	11,886	30,661	

Spaces identified for potential sharing include reception, storage and IT/server areas and meeting spaces. The major functional uses for *potential* sharing include:

- Council Chambers/Large Meeting Room (4,833 sq. feet total used by three)
- Lunchrooms and Kitchens (2,103 sq. feet total currently for 3 partners)
- Public & Staff Washrooms (2,160 sq. feet total currently for 3 partners)

Note: The potential for space reductions would vary upon levels of shared use.

Frontenac County Space Allocation Estimate

Gross Up Pct: **35%**

Position	Space Need (sq. ft.)	Need Gross Up (sq.ft.)	Functional Group	Open/Private	Comments
Communications Officer	96	130	C.S.	Open	Access to public required
Exec Assistant	96	130	C.S.	Open	Confidentiality concerns - secure area/Adj. to CAO
Receptionist	96	130	C.S.	Open	Needs to be near foyer - security concerns
Foyer/Reception Area	150	203	C.S.	Open	Seating for 4 to 6
Finance Clerk A/P	96	130	Finance	Open	Confidentiality concerns - secure area
Finance Clerk A/P	96	130	Finance	Open	Confidentiality concerns - secure area
Payroll Clerk - 1	96	130	Finance	Private	Confidentiality concerns - secure area
Payroll Clerk - 2	96	130	Finance	Private	Confidentiality concerns - secure area
Financial Analyst	96	130	Finance	Open	Confidentiality concerns - secure area
Flex Workspace (4)	384	518	Flex	Open	Students, Interns, mobile office, quiet lounge
GIS Specialist	120	162	I.S.	Open	Confidentiality concerns - secure area
Service Desk Analyst	96	130	I.S.	Open	Confidentiality concerns - secure area
Desk Top Space for I.S.	96	130	I.S.	Open	Workbench area
Community Planner	96	130	PI & Ec Dev	Open	Access to public required
Comm Dev. Officer	96	130	PI & Ec Dev	Open	Access to public required
Director of Corp Srv/Treasure	200	270	C.S.	Private	Confidentiality concerns - secure area
Mgr of Leg Srv/Clerk	120	162	C.S.	Private	Ideally close to Lg Meeting Room
Chief Administrative Officer	200	270	C.S.	Private	Ideally close to Lg Meeting Room
Storage Space	144	194	C.S.	Private	Maybe two spaces
Deputy Treasurer	120	162	Finance	Private	Confidentiality concerns - secure area
Occ Health Nurse	120	162	HR/Occ H	Private	Confidentiality concerns - easy access for staff
Mgr of HR	144	194	HR/Occ H	Private	Confidentiality concerns - secure area
HR Generalist	96	130	HR/Occ H	Private	Confidentiality concerns - secure area
Network Administrator	120	162	I.S.	Private	Confidentiality concerns - secure area
Mgr of I.S.	120	162	I.S.	Private	Confidentiality concerns - secure area
Server Room	200	270	I.S.	Private	Maybe two spaces
Mechanical	150	203	Mech	Private	Secure area
Meeting Room Sm	150	203	Meeting	Private	Generally staff use
Meeting Room Med	300	405	Meeting	Private	Access to public required
Meeting Room Lg/Council Ch	800	1080	Meeting	Private	Access to public required
Mgr of Ec Dev	96	130	PI & Ec Dev	Private	Access to public required
Dir of PI & Ec Dev	200	270	PI & Ec Dev	Private	Access to public required
Accessible Washrooms	400	540	Washroom	Private	Assumes same as Fairmount Auditorium
Copy Room	200	270	I.S.	Private	Noisy space
Kitchen	200	270	Staff	Private	Ideally close to Lg Meeting Room
Lunch Room	200	270	Staff	Private	
Total	6086	8216			

Potential Sharable 2846 3842

South Frontenac Space Allocation Estimate

		Gross Up Pct: 35%			
Position	Space Need (sq. ft.)	Space Need Gross Up (sq.ft.)	Room Ty	Public	
CAO	150	203	OFFICE		
Executive Assistant	100	135	PRIVATE		
Clerk	120	162	OFFICE		
Mayor	120	162	OFFICE		
VAULT	120	162	STORAGE	a	
storage	120	162	STORAGE	a	
Council Chamber / meeting room for (9 council, 5 staff, 40 public)	980	1323	MEETING	public	
Council Recess Room for (9 council and 5 staff)	300	405	MEETING	public	
Servery	108	146	KITCHEN	public	
Treasurer	120	162	OFFICE		
Deputy Treasurer	120	162	OFFICE		
Accounting Clerk	100	135	OPEN		
Payroll Clerk	100	135	PRIVATE		
Treasury Clerk	100	135	OPEN		
Treasury Clerk	100	135	OPEN		
HR Officer	120	162	OFFICE		
Student	100	135	OPEN		
IT specialist	100	135	OPEN	b	
IT WORKSPACE	100	135	OPEN	b	
Roll Files	144	194	STORAGE		
Front Counter	200	270	OPEN		
storage	144	194	STORAGE	a	
Director of Development Services	120	162	OFFICE		
Planner	120	162	OFFICE		
Planning Assistant	100	135	PRIVATE		
GIS Specialist	100	135	OPEN	b	
Building Admin Assistant	100	135	OPEN		
Chief building Official	120	162	OFFICE		
Building Inspector	100	135	OPEN		
Building Inspector	100	135	OPEN		
Student	100	135	OPEN		
Roll Files	144	194	STORAGE		
Counter service	200	270	OPEN		
Intake room / meeting for 8	168	227	MEETING	public	
Intake room / meeting for 8	168	227	MEETING	public	
Reception / waiting area for 6	144	194	OPEN	public	
Receptionist	100	135	OPEN		
Washrooms for public	600	810	WASH	public	
mail/copier/office supplies	144	194	OPEN		
Kitchen and lunch room	600	810	KITCHEN		
Washrooms for staff	600	810	WASH		
lockers and showers	225	304	WASH		
IT Server Room	225	304	IT	b	
Growth: 3 offices	360	486			
Growth: 5 staff	500	675			
Total	8804	11885			

Potential Sharable 3993 5391



CRCA Basic Space Needs			Admin, ODC, Maint Subtotal	Admin, ODC, Maint Subtotal	Admin, Maint	Admin
	Office Dimensions	Open/C losed	Area (Ft2)	Grossed up - 35% Area (Ft2)	Area (Ft2)	Area (Ft2)
General Manager	10x15	C	150	203	150	150
Assistant, Chair & General Manager	10x10	C	100	135	100	100
Receptionist/Clerk	10x10	O	100	135	100	100
			350	473	350	350
Manager, Corporate Services	10x10	C	100	135	100	100
Supervisor, Information Technology	10x10	C	100	135	100	100
GIS Analyst	8x9	O	72	97	72	72
Applicaton Support Analyst	8x9	O	72	97	72	72
Student	6x6	O	36	49	36	36
Supervisor, Finance	10x10	C	100	135	100	100
Financial Analyst	8x9	O	72	97	72	72
Student	6x6	O	36	49	36	36
Supervisor, Communication & Education	10x10	C	100	135	100	100
Coordinator, Communications	8x9	O	72	97	72	72
Coordinator, Strategic Partnerships	8x9	O	72	97	72	72
Senior Conservation Educator	8x9	O	72	97		
Conservation Educator	8x9	O	72	97		
Conservation Educator	8x9	O	72	97		
Student	6x6	O	36	49	36	36
			1084	1463	868	868
Manager, Conservation Lands	10x10	C	100	135	100	100
Supervisor, Operations & Maintenance	10x10	C	100	135	100	100
Coordinator, Forestry	8x9	O	72	97	72	72
Coordinator, Operations & Enforcement	8x9	O	72	97	72	72
Conservation Operations	6x6	O	36	49	36	
Conservation Operations	6x6	O	36	49	36	
Coordinator, Operations Planning	8x9	O	72	97	72	72
Coordinator, Mac Johnson Wildlife Area	8x9	O	72	97	72	
Coordinator, Little Catarauqui Creek	8x9	O	72	97		
Student	6x6	O	36	49	36	36
			668	902	596	208
Manager, Watershed Planning & Engineering	10x10	C	100	135	100	100
Supervisor, Development Review	10x10	C	100	135	100	100
Resource Planner	8x9	O	72	97	72	72
Resource Planner	8x9	O	72	97	72	72
Development Officer	8x9	O	72	97	72	72
Coordinator, Lands Stewardship	8x9	O	72	97	72	72
Engineer, Water Resources	8x9	O	72	97	72	72
Technologist, Water Resources	8x9	O	72	97	72	72
Coordinator, Watershed Planning	8x9	O	72	97	72	72
Coordinator, Source Protection	8x9	O	72	97	72	72
Student	6x6	O	36	49	36	36
			812	1096	812	812

			Admin, ODC, Maint Subtotal	Admin, ODC, Maint Subtotal	Admin, Maint	Admin	
CRCA Basic Space Needs		Open/C losed	Area (Ft2)	Grossed up - 35% Area (Ft2)	Area (Ft2)	Area (Ft2)	Potential to Share - Grossed up
Meeting Rooms							
Small (4 - 6 people)	10x12	C	120	162	120	120	162
Small (4 - 6 people)	10x12	C	120	162	120	120	162
Medium (10 people)	10x20	C	200	270	200	200	270
Large (30 people)	30x50	C	1500	2025	1500	1500	2025
			1940	2619	1940	1940	2619
Meeting, Lunch, Storage Rooms							
Storage - Filing, Library & Office Supplies	15x20	C	300	405	300	300	300
Storage - Monitoring Equipment	10x12	C	120	162	120	120	
Storage Building Maintenance	8x9	C	72	97	72	72	72
Locker Room(s) and Showers	30x40	C	1200	1620	1200	1200	
Lunchroom/Kitchen	15x30	C	450	608	450	450	450
			2142	2892	2142	2142	1110
Laboratory Space							
Electronics - rain gauges, telemetry, batteries	15x15	C	225	304	225	225	
Wet - water quality, biology	15x20	C	300	405	300	300	
Computer - desktop setup, servers, switches	15x20	C	300	405	300	300	
			825	1114	825	825	
			7,821	10,558	7,533	7,145	3,729
			Total Staff Space Requirements				