

Accommodation Plan and Long-Term Strategy for Service Delivery for the City of Toronto and Master Plan for Office Accommodation

(City Council on December 14, 15 and 16, 1999, amended this Clause by striking out Recommendation No. (1)(ii) of the Administration Committee and inserting in lieu thereof the following new Recommendation No. (1)(ii):

“(1)(ii) Council striking out and referring Recommendation No. (11) of the report dated November 23, 1999, from the Chief Administrative Officer, back to the Chief Administrative Officer for further consideration and report thereon to Council, through the Office Consolidation Sub-Committee and the Administration Committee, such report to include an analysis of the interoffice mail delivery services, viz.:

‘(11) Council determine, on an equitable basis, the future of office provision in the community for all Members of Council prior to the next term of Council;’. ”)

The Administration Committee recommends:

- (1) the adoption of the report (November 23, 1999) from the Chief Administrative Officer, subject to:**
 - (i) striking out and referring the following Recommendations Nos. (9) and (10) to the Chief Administrative Officer for report thereon, through the Office Consolidation Sub-Committee, identifying what organizations are being referred to:**
 - “(9) as a result of the City’s requirement for all its space, notice be given to all non-government tenants, and tenants paying below-market rent, presently located in the facilities to be utilized, to vacate in accordance with the terms of their leases;”;**
 - “(10) in cases where the City provided free or below market rent to grant receiving organizations, the City adopt a policy that reasonable rent be provided as part of the grant;”;** and
 - (ii) Council deferring consideration of the following Recommendation No. (11) embodied therein until January, 2001:**

“(11) Council determine, on an equitable basis, the future of office provision in the community for all Members of Council prior to the next term of Council;”;

- (2) that as part of the medium and long term space use planning, staff include planning for employee allocation based on alternative work arrangements such as telecommuting where practicable;**
- (3) that Councillor Jane Pitfield be appointed to the proposed Working Group that will be giving consideration to the long term future of Old City Hall referred to in Recommendation No. (5) (c) of the aforementioned report;**
- (4) that all Members of Council be canvassed to determine their interest in participating in the Working Groups referred to in Recommendation No. (5) of the aforementioned report; and**
- (5) that citizens from the York/Etobicoke communities be requested to participate in the aforementioned Working Groups.**

The Administration Committee reports, for the information of Council, having:

- (i) requested the Chief Financial Officer and Treasurer to submit a report to the Special Meeting of the Administration Committee scheduled to be held on December 8, 1999, on what the current taxes are on the parcels of land located behind City Hall and what the tax implications would be if the properties were developed;**
- (ii) requested the Chief Administrative Officer:**
 - (a) to provide the lease expiration dates for the leased properties outlined in his report (November 23, 1999) entitled “Master Plan for Office Accommodation”;**
 - (b) to submit a report directly to Council for its meeting scheduled to be held on December 14, 1999, with a list of warehouse and special purpose spaces owned and leased by the City, as well as any properties the City plans to lease; and**
 - (c) and the Acting Commissioner of Corporate Services to review this matter further and submit a further report thereon directly to Council for its meeting scheduled to be held on December 14, 1999; and**
- (iii) issued directions to staff respecting the foregoing matter, such direction to remain confidential in accordance with the provisions of the Municipal Act.**

The Administration Committee submits the following report (November 23, 1999) from the Chief Administrative Officer:

Purpose:

To respond to Council's directives and outline a short term plan and long term strategy to address the City's current and future accommodation needs.

Financial Implications and Impact Statement:

The total estimated cost for Phase 2 of the program dealing with the consolidation and tenant improvements to office space required for the City of Toronto is \$38.2 million. Capital funds in the amount of \$38.2 million are included in the Transition Program of the 2000 Capital Budget for this phase of the work as follows: \$14 million in 2000, \$14 million in 2001, and \$10.2 million in 2002.

Phase 1 of the program, being all work previously authorized by Council, will have cost \$16.6 million when completed in early 2000.

The program previously authorized by Council with respect to the consolidation of external leases (to be continued in Phase 2) will have produced net savings of \$2.5 million by December 31, 1999, and will produce cumulative net savings of approximately \$22.8 million over the initial ten-year period following amalgamation. The disposal of office accommodation properties no longer required will produce a one-time revenue approaching \$10 million.

Phase 3 of the program, (the long term accommodation strategy), as set out in this report, will be costed when the Working Groups complete their analysis.

The Chief Financial Officer and Treasurer has reviewed this report and concurs with the financial impact statement.

Recommendations:

It is recommended that:

- (1) Phase 2 of the Plan for Office Accommodation be approved;
- (2) the amount of \$38.2 million be approved in the Transition Program of the 2000 – 2004 Capital Works Program for implementation of Phase 2 with cash flow distribution as follows:

2000 - \$14 million;
2001 - \$14 million; and
2002 - \$10.2 million;
- (3) the Executive Director of Facilities and Real Estate Division be authorized and directed to take any and all actions required to implement the short term accommodation plan in an expeditious manner;

- (4) interim progress reports be presented for information purposes to the Administration Committee at six-month intervals throughout the program;
- (5) in preparation for Phase 3, the long term accommodation strategy, three Working Groups of Councillors be formed to work with appropriate staff and other government agencies to give consideration to:
 - (a) resolution of the current dual ownership and occupancy of the Scarborough Civic Centre;
 - (b) the potential of creating a new civic facility to replace the existing York Civic Centre and the Etobicoke Complex (comprising the former Etobicoke Civic Centre, Hydro and Education Facility), together with the disposal and re-development of the Etobicoke Complex and the future of the York Civic Centre, as well as the re-development potential of the areas adjacent to and including the North York Civic Centre including creating a new civic facility;
 - (c) the long term future of Old City Hall, as set out in the body of the report;

and collectively the Working Groups should give further consideration to:

- (d) the options to meet the diminishing requirements for long term office space in the downtown core including timing and sale of Metro Hall;
- (6) the Chief Administrative Officer prepare Terms of Reference, reporting relationships and staffing support for the respective Working Groups for consideration by the Office Consolidation Sub-Committee;
- (7) external leases, set out in this report, be consolidated into municipally owned facilities as part of the program;
- (8) the Urban Affairs Library be relocated to City Hall, the cost of which is in the proposed budget;
- (9) as a result of the City's requirement for all its space, notice be given to all non-government tenants, and tenants paying below-market rent, presently located in the facilities to be utilized, to vacate in accordance with the terms of their leases;
- (10) in cases where the City provided free or below market rent to grant receiving organizations, the City adopt a policy that reasonable rent be provided as part of the grant;
- (11) Council determine, on an equitable basis, the future of office provision in the community for all Members of Council prior to the next term of Council;
- (12) the City Clerk establish, in consultation with the Agencies, Boards and Commissions, appropriate arrangements and scheduling for public meetings of such bodies in City space;
- (13) the properties delineated in Appendix A be declared surplus to office accommodation requirements and the existing tenancies be terminated;

- (14) the financial elements of this report be forwarded to the Policy and Finance Committee for consideration during the 2000 Budget process; and
- (15) the appropriate City officials be authorized and directed to give effect thereto.

Background:

At its meeting on February 4, 5, and 6, 1998, Council approved a report entitled “Planning for the Seat of Government” (Clause No. 2 of Report No. 1 of The Special Committee to Review the Final Report of the Toronto Transition Team). This report authorized the relocation of Council Members to City Hall and provision of a modified Council Chamber and Committee Rooms. At its meeting on July 8, 9 and 10, 1998, Council dealt with an addition to the original program (Clause No. 2 of Report No. 8 of The Special Committee to Review the Final Report of the Toronto Transition Team). Council approved \$6.89 million for this Council relocation program.

At its meeting on February 3 and 4, 1999, Council approved a report entitled “Concept Plan for Office Consolidation” (Clause No. 1 of Report No. 2 of The Strategic Policies and Priorities Committee). The report outlined a strategy to further reduce office space and improve efficiency of facilities in use by City staff. Council also approved \$6.98 million in capital funding for Phase 2 – Council, City Hall East Tower Floors 4 -12 of which \$2.4 million was directly related to the East Tower modification program.

On July 27, 28, 29 and 30, 1999, City Council adopted the recommendations of the Chief Administrative Officer which provided a revised approach to complete the Office Accommodation Master Plan. This new approach recognized the additional work required to ensure that the Plan forms the basis for effective decision-making respecting the future office space needs for the City. Council requested a report by late fall, 1999, on the Master Plan Strategy that rationalizes all office space for the City and its Agencies, Boards and Commissions. Included in this adoption was the provision of a further \$2.8 million for Finance Department consolidation at North York Civic Centre and Metro Hall.

To date, Council has authorized expenditures in the amount of \$16.6 million for consolidation purposes.

Comments:

1.0 Introduction:

Immediately prior to the creation of the new City of Toronto all seven former municipalities fully utilized their respective headquarters.

The space that these municipalities utilized both for Council and Committee meetings (ceremonial space) and Net Rentable Space for potential accommodation purposes amounted to over 1.7 million square feet (not including parking areas, unusable basement areas, mechanical and electrical rooms or shaft spaces, etc.). The table below provides the detail as at January 1, 1998.

Facility	Ceremonial Space square feet	Net Rentable Space square feet	Total Available Space
York Civic Centre	3,953	56,575	60,528
Etobicoke Civic Centre	5,911	119,185	125,096
City Hall	50, 928	405,291	456,219
Scarborough Civic Centre	34,300	187,126 *	221,426
North York Civic Centre	26,336	202,151	228,487
East York Civic Centre	7,404	52,582	59,986
Metro Hall	76, 764	538,388	615,152
Total	205,596	1,561,298	1,766,894

* includes 60,973 square feet utilized by (former) Scarborough Board of Education.

What was not so readily understood was that in addition to the above, the municipalities also collectively utilized a further approximate 267,000 square feet of space (either owned or leased) for their general administrative purposes. This space, together with a number of specialized operational administrative functions and major facilities occupied by various Agencies, Boards and Commissions, are discussed later in some detail.

The Transition Team made no recommendations with respect to re-organization of service or administrative processes or how best to rationalize the accommodation requirements of the newly created municipality, leaving such determination to the new City.

2.0 Council Activities:

Since its inception, Council has initiated a number of actions, each of which has directly or indirectly impacted on accommodation requirements and/or planning:

- (a) Council made an early determination that Council members and their staff be accommodated at City Hall and that the Chamber be modified for Council meetings, effectively making Toronto City Hall the City's new Headquarters;
- (b) Council refined the Council Committee and administrative structures originally proposed by the Transition Team;
- (c) Design of the administrative organizational structures and staff appointments are progressing based on these structures;

- (d) Council has directed that wherever practical and feasible previous leases be consolidated by relocation into City-owned properties;
- (e) Council adopted an initiative with respect to potential Y2K technology problems. This initiative involved engaging a large number of external resources requiring accommodation on a phased basis. This program should be completed by March 2000;
- (f) Council required an investigation of the potential of acquiring and/or creating new space adjacent to City Hall, the relocation of staff from Metro Hall, and the sale of Metro Hall. As part of this consideration Council requested an estimation of the travel cost of staff moving, between Metro Hall and City Hall on a daily basis;
- (g) Council endorsed the program and policies recommended in a report entitled: 'Concept Plan for Office Accommodation' in February 1999 and directed that a detailed Master Plan be prepared. As part of this consideration it was determined that:
 - (i) the executive management function should also be located at City Hall, as part of the Headquarters function. Significant progress has been made in this regard and space was occupied by September 1999;
 - (ii) the City should continue to utilize the former Civic Centres for municipal purposes;
 - (iii) every effort should be made to provide service to the public on a consolidated basis at each of these Civic Centres to ensure community access, with particular reference to individuals with specific accessibility needs;
 - (iv) reasonably consistent space standards and work environments should be utilized as the basis for revised accommodation plans;
 - (v) as part of the process of preparing the Master Plan, the properties that may be surplus to the needs of the amalgamated Hydro system should be investigated;
 - (vi) similarly, any properties that may be surplus to the requirements of the Board of Education should be reviewed; and
 - (vii) some properties should not be considered as part of the Office Accommodation Master Plan. These have been reviewed and are dealt with in this report;

- (h) Council endorsed a recommendation to combine the Headquarters facility for Fire and Ambulance at 4330 Dufferin Street and approved a suitable expansion to the facility. This program is now under way;
- (i) Council approved actions to consolidate Revenue staff of the Finance Department at North York Civic Centre and to consolidate Pensions, Payroll and Employee Benefits and Accounting staff at Metro Hall; and
- (j) Council approved the CAO's recommendation to review not only City administrative requirements, but also those of the Agencies, Boards and Commissions in presenting a Master Plan for Office Accommodation.

It is clear that many initiatives have commenced. However, until Council has spent time determining ultimate levels of service to be provided to its citizens, and the relative priority of each of these services, there will be uncertainties with respect to future staffing and accommodation needs. As these situations are clarified, it is probable that work will commence with respect to the re-engineering of operational and administrative practices together with an examination of alternate or modified service delivery methods.

It follows that at this time there can be no perfect or permanent plan for accommodation in such an environment. What is required is the development of a strategy for the longer term. Interim decisions can then be made in the context of that strategy.

Such a strategy can only be developed in the context of a broad examination of facility requirements for all aspects of the City's operations.

Much was learned from the experience of the Police Service and the TTC, single purpose agencies not affected by amalgamation. Both started consolidation activities well in advance of January 1998 and are only now approaching the finalization of these programs.

A methodical approach to bring staff together from their previous dispersed locations will keep the City moving toward a more functional organization. A longer term strategic direction based upon analysis of facility requirements, location, condition and service plans will provide focus for the future.

3.0 Progress to date:

3.1 Physical Relocations:

The initial three elements of accommodation re-organization have been approved by Council. The first element provided new offices for Council members, made revisions to the Council Chamber, and renovated new Committee meeting rooms and was completed by December of 1998 at a cost of \$6.9 million. The second element undertaken was space re-organization for much of the Executive management function on floors 4 – 12 of the East Tower. This physical revision was completed in September 1999 and cost \$2.4 million. As a result, about 280 staff, previously utilizing these spaces, had to be relocated on a permanent basis. The third element involves the consolidation of Revenue

Staff of the Finance Department at North York Civic Centre and the consolidation of Pensions, Payroll, and Employee Benefits and Accounting staff at Metro Hall. This work is proceeding on schedule and, when complete, will cost \$2.8 million. These three approved elements will now be considered to be Phase 1 of the total program.

The Y2K initiative involved the provision of temporary space (approximately 70,000 square feet) for up to 350 external workers undertaking various aspects of this work for the duration of the project. The work is on schedule with completion (utilizing a declining staffing requirement) anticipated by mid-March 2000. The space vacated by some Y2K staff will be filled by the Purchasing Division of Finance shortly thereafter.

A further 400 staff have been relocated into City-owned space from previously leased premises.

Additional existing leases which are now planned for consolidation have been identified and over time these will result in further incremental savings.

This total lease consolidation program when taken to completion will produce cumulative lease savings of \$33.1 million over a ten-year period with annual savings as set out below:

\$ Millions	\$ Millions
1998 - \$1.1	2003 - \$3.6
1999 - \$1.4	2004 - \$4.3
2000 - \$2.9	2005 - \$4.3
2001 - \$3.1	2006 - \$4.6
2002 - \$3.1	2007 - \$4.7

This total saving will be offset by approximately \$10.3 million for annual operating costs related to the former Hydro facilities to be utilized commencing in 2000, for a net saving of approximately \$22.8 million over the ten-year period.

These cumulative savings are based on the following annual rental reductions as they are actualized. The first table refers to leases now consolidated by the City.

Address	User	Square Feet	Annual Savings (\$)
188 Eglinton	Public Health Offices	7,087	160,082
5160 Yonge St.	North York Transportation	10,480	250,624
2238 Dundas St. W.	Parks & Recreation	3,273	92,277
700 Lawrence W.	Children's Services	3,922	113,230
65 Hartsdale Road	Etobicoke Fire Prevention	1,200	12,120
939 Eglinton Ave. E.	Licensing Staff	32,657	1,079,456
20 York Mills Road	(Metro) Housing Company	28,871	1,039,356

The following table refers to leases to be consolidated by the City over time.

Address	User	Square Feet	Annual Savings (\$)
5150 Yonge Street	Children's Services	3,000	122,700
55 Town Centre Ct.	Public Health	13,115	306,628
300 Consilium Dr.	Works	32,783	1,134,292
112 Elizabeth St.	Finance and others	20,000	764,067

3.2 Surplus Office Buildings:

Council adopted Clause No. 1 of Report No. 2 of The Strategic Policies and Priorities Committee, entitled "Office Space Consolidation Concept Plan" which identified buildings surplus to the City's office space needs. Attached, as Appendix A to this report is a list, which includes the previously identified surplus property with the addition of one other building. The combined market value of these five properties is approximately \$10 million.

3.3 Space Standards:

Fundamental to the master planning process was the development of new common space standards to be utilized in re-organizing accommodation. A staff team has developed new standards for staff space based on tasks. These general standards are now being applied as staff are moved. They are outlined in a staff document entitled 'Strategy and Standards for Office Space and Ergonomics,' a copy of which has been placed on file with the City Clerks Department. Not only does the document deal with space definitions but also the ergonomic conditions that should be met for the health and safety of staff.

3.4 Accommodation Standards (the workplace environment):

An examination was made of the general workplace environment including space standards utilized in the Civic Centres. The primary objective of this examination by an external consulting team was to assess the scope of work required, and the estimated cost associated with achieving compatible/standard and functional office space environments at each of the buildings to be utilized in the short term.

A “no frills” discipline was exercised in recommending scope of work requirements for functional office environments. These included building finishes such as paint, ceilings and carpet; adequacy of support space; washrooms; reception areas; meeting rooms and other office support areas; elevator performance; accessibility for persons with disabilities; acoustics; security; adaptability to standard office plan configurations; and engineering infrastructure, including HVAC/environmental comfort, life safety systems, lighting sufficiency; and power supply.

The standards established in the study’s terms of reference consider existing office environments relative to applicable jurisdictional codes and guidelines and to a reasonable benchmark. As a model for this assessment, a typical Class ‘B+’ office space rating was established as a base for comparison. The East York Civic Centre became the benchmark.

3.5 Review of the Assets:

3.5.1 Background:

The City’s office space inventory had been documented through 1998 in order to prepare the Concept Plan. The condition of each building was analyzed. Probable operating costs were developed. The amount of floor space and the number of work stations on each floor were determined. Accessibility via public transportation and the road system was evaluated. Finally, a determination was made of the disposal value of each building in the accommodation market place. This initial program was expanded in 1999 to include other properties as endorsed by Council. Leased premises were similarly studied with a view to determine the best fit for potential consolidations.

3.5.2 The Civic Centres:

An analysis was then made of the mix of uses which now take place in the Civic Centres with particular emphasis on the uses which inhibited potential staff accommodation. This analysis demonstrated that in addition to the 205,000 square feet of ceremonial space a further 163,000 square feet is not available for staff use. The details are set out below:

square feet

Mayor and Council offices	48,441
Cafeteria Operations	36,444
Libraries	18,928
Day Care Facilities	23,948
Credit Unions	5,073
Media	7,000
Wedding Chapels	2,487
Constituency Offices	13,881
Other (non-profit uses)	<u>6,661</u>
Total	162,863

3.5.3 Operational Administrative Facilities:

In addition to the Civic Centres, there are a number of specialized facilities that might have some potential for general accommodation purposes, and these too were reviewed.

Fire/Ambulance Headquarters at 4330 Dufferin Street, as noted earlier, was the subject of a detailed review. A planned expansion to accommodate future requirements has been approved by Council at a cost of \$5.9 million in the Transition Program. Inherent in this arrangement is the concept that emergency communications for Fire/Ambulance and Police will have mutual back-up capabilities at respective locations.

The communications facility at 703 Don Mills Road has already seen some adjustment and now houses Transportation, IT and Police Communications functions, together with the Land Information Systems staff.

With these adjustments there is some limited additional space in which to consolidate similar activities.

The Archives and Records Centre at 255 Spadina Road is where archival records for the City are now being consolidated. The total review of requirements for space indicates that there is an immediate need for storage of inactive records of a non-archival nature with retrieval capability both for the City and some of its Agencies, Boards and Commissions.

Most of this is still in the form of paper records as required by Retention By-laws. New methods of recording information, such as on video or film, has led to an ever-increasing requirement for storage and retrieval provisions. Huge volumes of data that must be stored are created on a daily basis.

Furnishings recovered from a phased-out operation waiting to be re-used, surplus equipment awaiting auction and periodic uses of such items as ballot boxes or voting machines, which the City is currently purchasing, all require dry storage. This is not easily or cost-effectively dealt with in an office environment. This dry storage requirement is urgent and indeed a vital aspect of the City's total ongoing needs.

3.5.4 The Agencies, Boards and Commissions:

The Agencies, Boards and Commissions, which are an integral part of the total municipal structure, have been undergoing similar consolidations or amalgamations to those occurring within the City itself.

The Police Service has undergone a consolidation utilizing space standards developed in 1996 and very similar to those now adopted for City purposes, which has, for the most part, eliminated external leases. This has been accomplished by moving some operations from Headquarters at 40 College Street into other Police Service locations owned by the municipality and replacing those operations with consolidated groupings moved from leased locations. One external unit still operates from 590 Jarvis Street and Parking Tag Enforcement Operations are centralized with a head office at Don Mills Road/York Mills Road in leased space.

Once some further internal moves are finalized, it is likely that the only remaining opportunity to facilitate future potential growth would be to eliminate from Headquarters the existing space devoted to Board use.

Similarly, the Toronto Transit Commission, following the previous Chief General Manager's re-organization of its management functions and significant downsizing of its management staff, has consolidated its operations. External leased locations have been or are being vacated by relocation to its Headquarters (at 1900 Yonge Street), facilitated by the past decision to hold Commission meetings in a public venue. Arising from this process, two external leases have been identified for potential short term use.

The Library Board has largely completed its initial consolidation of the seven previous administrations into five owned properties, with its headquarters function being located at the Central Reference Library. This program is ongoing and over time, utilizing appropriate space standards, further consolidation may occur.

The consolidated Parking Authority administration is now located at a City-owned facility at 17 Queen Street East as is the Toronto Historical Board at 205 Yonge Street. Exhibition Place Board of Governors and the Zoo Board each have their own administrative operations located on their respective sites. TEDCO is still located in leased premises at 33 Yonge Street and has stated a desire to co-locate with the City's Economic Development function by April 2000. The former Licensing Commission has been largely integrated into a City departmental operation with its tribunal function accommodated in City-owned facilities.

3.5.5 The Hydro Facilities:

Following Council's directive to investigate the properties that may be surplus to the amalgamated Hydro system, the examination and evaluation process was expanded to include four former Hydro administrative buildings which are being declared surplus. Of these:

- (a) the former East York Hydro facility is in poor condition and is too small to be of any long term use for future accommodation purposes;

- (b) the former York Hydro facility is not well located for general accommodation purposes. Initially, the Social Services Division indicated that it might provide an opportunity to replace its currently leased space at 605 Rogers Road. Accordingly, a detailed investigation was carried out. It was determined that the redevelopment of this facility (which would have required an addition), together with needed capital upgrades, was not a cost-effective solution. This building, therefore, serves no useful long term function;
- (c) the former Etobicoke facility located immediately adjacent to the Civic Centre will be retained for use in the short term; and
- (d) the former Scarborough Public Utilities Commission facility at Markham Road will also be retained for use. It has interesting potential in that it is, structurally, able to take a two-storey addition and has the infrastructure for good training facilities. Conversely, there are tenants in the building, some of whom have quite lengthy lease periods.

3.5.6 Former Board of Education Facilities:

As requested by Council staff have completed a quick overview of the current situation with the Board of Education buildings. In general, portions of these office facilities now becoming surplus to the eventual needs of the Board do not seem to have any particular relevance to the accommodation needs of the City. They have no locational benefits over existing Civic Centres. As the Board of Education is in similar circumstances to the City, any planned use would involve either purchase or lease at full market value. The exception to this is that portion of the Scarborough Civic Centre owned by the Board. This original concept, wherein the former Scarborough Board and the former City jointly developed a single facility (the Civic Centre), with each owning its respective portion, made considerable sense. It now poses a problem. Present indications are that the Board has, at least in the short term, a requirement to utilize some portion, but not all, of its owned space. The Provincial Government, in creating the new Board of Education, has enacted regulations with respect to the disposal process for surplus property, which do not indicate a high priority for civic government needs.

3.5.7 Initial Diagnosis:

From this initial analysis and overview the following facts emerged:

- (a) the seven previous Civic Centres contain 1,767,000 square feet of useable space of which 205,600 square feet relate directly to meeting places for the former Councils and their Committees and are therefore not available for staff accommodation use in the short term. A further approximate 162,800 square feet is also not available for staff accommodation unless some existing uses are phased out and the necessary alterations made;
- (b) in addition to the foregoing, prior to amalgamation an additional 267,000 square feet of outside space was required to house the civic administration. Of this total, some 87,500 square feet of former leases have been consolidated into City-owned facilities (not including Agencies, Boards and Commissions consolidations);

- (c) an additional 68,900 square feet of this total of potential leasehold consolidation has been identified and, further, Council has directed that the City-owned property at 277 Victoria Street, which also makes up the total outside space (96,850 square feet), form part of the Dundas Square Development Plan, and cannot be considered as potential for long term accommodation;
- (d) of the former Hydro properties, East York and York have no long term potential. East York is presently being utilized to reduce some immediate pressures in the Health Department. The situations at the former Etobicoke and Scarborough facilities are set out below:

Location	Size (square feet)	Leased Space (square feet)	Annual Rent (\$)
Etobicoke Hydro (2 Civic Centre Ct.)	45,000	2,400 Credit Unions	28,900
Scarborough Public Utilities Commission (1530 Markham Road)	110,000	13,350 C.C.A.S. and minor others	195,500
Totals	155,000	15,750	224,400

a relatively small amount of space (12-15,000 square feet) at 703 Don Mills Road can be made available;

- (e) the Agencies, Boards and Commissions have consolidated external leaseholds, which action should be reflected in ongoing operating estimates. Opportunity for further internal growth in these areas is limited (save and except for consideration of Board functions and meeting spaces);
- (f) TEDCO, with 8 staff and approximately 5,500 square feet is still located in leased premises and should if feasible, be consolidated into departmental space, thereby creating annual savings of approximately \$140,000;
- (g) the joint-ownership situation, with respect to Scarborough Civic Centre, requires careful examination and resolution; and
- (h) there is an inherent and immediate requirement for storage of paper and other records (as well as other materials and equipment) which must be met, although it is not cost effective to do so in office space.

4.0 State of Good Repair/Asset Preservation:

Based on this initial diagnosis, the current state of the physical assets which would probably be required to meet the City's accommodation needs was again reviewed. While, for the most part, they have been reasonably well maintained on a day-to-day

basis (albeit to differing standards), there is reason to undertake a program of asset preservation if they are to be utilized on an ongoing basis. Such action is not directly related to this report on office accommodation. It is dealt with in a separate report to the Office Consolidation Sub-Committee (State of Good Repair/Asset Preservation for Major Office Buildings).

5.0 Other Influences:

A number of other potential influences were examined prior to undertaking the detailed planning to meet accommodation needs, requiring the development of further policies to guide the process. These considerations are set out below:

5.1 The Operation of Council, its Committees and Associated Boards:

It would appear unlikely that the size of Council will change in the near future. It is improbable that it would ever get larger. Therefore, no provision need be made for expansion. In the event that contraction should occur, office space no longer required could be utilized for needed additional meeting space for members of Council or for relocation of some Clerks functions having a proximity relationship to Council support.

There is the potential that change could occur with respect to the number and makeup of Community Councils to perhaps better reflect communities within the City, rather than today's reflection of the former municipalities. If this were to occur, there might be a requirement for modified meeting places for such new Community Councils rather than, or in addition to, existing Council Chambers. An examination indicates that this should not present any significant problem in that suitable meeting spaces are readily available at locations such as St. Lawrence Hall, Police Headquarters, Exhibition Place, the Zoo, the Civic Garden Centre at Edwards Gardens, some community centres and libraries, etc. All that is required is appropriate scheduling and prior arrangement.

Consideration will also be given to appropriate locations for public meetings of the Agencies, Boards and Commissions, particularly where citizen input is desired in the decision-making process. Again there is no shortage of suitable locations for such meetings. There is only a requirement that provision be made in overall schedules and locations in order that the load on the use of particular Chambers or Committee meeting rooms can be accommodated with certainty.

It is concluded that no particular provision be made at this time for potential changes to the space that supports the political process. This space, through carefully planned scheduling, can be used more efficiently.

5.2 District Management:

As the new departmental structures evolve, it becomes apparent that there is a District Management structure emerging. This acknowledges that a large geographic area is difficult to administer on a fully centralized basis. In general departments have moved to a four-district arrangement to serve the public across the city. Over the long term the

City must move toward “borderless” or “seamless” service delivery. This will assist all citizens making enquiries about any topic in their district.

5.3 Organizational Realignment:

Notwithstanding existing departmental alignments, if the potential exists, similar units should be placed in close proximity to one another. Over time studies will be initiated by appropriate staff teams to investigate:

- (a) the creation of one or more consolidated call centres to serve all elements of the new City; and
- (b) further aspects of Communications, Printing, Graphics and Design with a view to creating a consolidated unit to provide services to all departments.

5.4 The Validity of Other Uses:

Existing uses within the Civic Centres were again reviewed. This examination focused on two particular uses. The first of these is use by ‘others’, most notably in the form of leases either to non-government lessees or to lessees that may have some relationship to local government and who pay less than market rent. Clearly neither of these groupings should have an accommodation priority that is higher than the City’s own use. At this time there is well in excess of 20,000 square feet of such use in major office buildings including 590 Jarvis Street, which Council has determined is surplus to the City’s needs. Wherever the leases so allow, notice should be given to discontinue such use as soon as possible.

In dealing with non-profit organizations, which are eligible for City grant programs and which are currently in City owned space, it should be Council’s position that reasonable rent be provided as part of a grant rather than the provision of space. The preservation of accommodation space for the City’s own purposes is vital for adjacencies and potential efficiencies.

The second of these uses examined is that of Constituency Offices. These are secondary offices provided to Council members at their former Civic Centres. Some members do not utilize this space and have, in fact, opened constituency offices in their wards. The uncertainty of the future existence of these offices in the Civic Centres makes it very difficult to plan on a long term basis. At each election time there will be uncertainty with respect to ongoing accommodation requirements and changes may take place with respect to the size and number of Community Councils. It would be preferable for members of Council to determine their future requirement for offices in the community on an equitable basis.

Should the occupation of the existing space be terminated, there would be reason to provide meeting space at District locations for Council members or their staff to meet with citizens and district staff.

6.0 Phase 2: The Elements of the Accommodation Plan:

6.1 Options:

In February 1999, in its report on the Concept Plan for Office Consolidation, Council determined that every effort be made to provide services to the public on a consolidated basis at each of the civic centres.

Given the evolution of the new City and its departmental structures, there are a number of options that could be taken regarding its accommodation planning process other than the City's current decentralized approach. These options are outlined in Appendix B.

In the short term, accommodation planning for the City is constrained by a number of issues including the facilities we already own, their size and geographical location, how staff are organized for services to Council, the corporation, and the public as well as Council's request to continue to use the civic centres.

The City currently operates on a decentralized service delivery model, with services provided throughout the community. Examples of these services include animal centres, child care centres, hostels, homes for the aged, ambulance, fire stations, long term care, police, community centres, etc. This model has worked well over the years and continues to provide efficient services to all communities in the City. Ultimately, it makes sense to continue with this approach to service delivery, referred to as "Distributed Centralized with Districts" in Appendix B, and therefore forms the basis of future accommodation planning in the City.

6.2 Framework for Accommodation:

The accommodation plan utilizes a framework to determine, in large part, who goes where. It reflects the use of City Hall as the seat of government and, therefore, the Head Office of the organization. There is a sequence to be considered with respect to the location of particular units. It is set out simply below:

- Mayor and Council Members and their staff;
- Functional support for Council and Committee system;
- Executive Management Groupings (CAO, Commissioners and required support);
- Divisional Head Office Staff (General Managers, Executive Directors and required support);
- District Office Staff;
- front line Operational Management Staff;
- front line Field Supervision; and
- front line Operational Work Force.

This sequence and the inter-relationship between such groups have governed a great deal of the Master Plan work. An examination of the lower portion of the listing illustrates an overlap with other studies (e.g., fleet, yards and stores) where relationships must be studied by the CAO and sequenced carefully to determine appropriate accommodation locations for operational management units.

6.3 Building in Flexibility:

Accommodation plans are never static. The Master Plan must be capable of handling ongoing changing needs in a cost-effective manner. An overall strategy was developed that would:

- (a) utilize the buildings with large flexible floor plates for large groups of staff and use functional space standards throughout;
- (b) reduce enclosed office space and utilize more open space;
- (c) maximize the use of efficient modular workstations;
- (d) provide space-efficient central file storage systems and set up intermediate basement storage systems;
- (e) create a teleworking environment where staff can access computer files and e-mail systems from any workstation in the organization (touchdown stations); and
- (f) leave a small proportion of floor space in each building temporarily unassigned, giving flexibility for future changes.

The Master Plan for Office Accommodation has built flexibility into its design but the short term accommodation plan is impacted by the facilities we already own and their respective size and location, and how staff are organized to serve Council and the community. One area that requires further work from the list above is the opportunities for and potential of a broader application of teleworking wherever possible. The IT infrastructure required to support telework is in place. As the long term plans develop, this option and related policies will be investigated and reported to Council.

6.4 Building Utilization:

A review of all of the foregoing indicates that if the City is to consolidate the identified leases and at some point vacate 277 Victoria, it must in the short term utilize:

- City Hall;
- all other Civic Centres;
- Metro Hall; and
- the former Hydro properties in Etobicoke and Scarborough.

These identified properties must be utilized to house the staff based on a Distributed Centralized Management concept augmented by District Management provisions at four locations. In the short term, as per Council's earlier direction, services to the public should be provided at all Civic Centre locations.

6.5 Public Service Provisions:

People expect to get information about everything the City does and to access all City services. Every public service provided by the City will be accessible through friendly public service counters conveniently located in the Civic Centres. There should be help for the person wanting a building permit or a parking permit; the one who needs advice on starting a small business or organizing a charity bingo event. Perhaps someone is planning a picnic in a park, wanting to know more about plans for the empty lot across the street, or simply wanting to pay their taxes. Whatever it is, either information or a public service, that person should get it quickly and easily.

In the short term modest public service improvements will be made on a continuous basis at all City locations. Over the long term new ways of providing convenient single point of access service delivery in various locations will be investigated. This will include a thorough review of current and new technology and will be reported back to Council.

6.6 Technology Support:

The initial review of the technology requirements needed for improved customer service indicates that the new City is well positioned.

The City, by the end of this initial term of Council, will have put in place common voice and high-speed data transmission systems with messaging, information and data distribution and retrieval capability throughout the organization. Distance and geographic location will no longer be factors in the distribution of information.

The opportunity to correlate information from various departmental sources and make it available to all staff in any location and at all service 'counters' will significantly change the way the City serves the public.

6.7 The Urban Affairs Library:

With the large reduction in the numbers of executive and management staff that has occurred in the initial two years of operation, there is a corresponding loss of direct knowledge of municipal history (or municipal memory). This situation will probably be exacerbated in the short term, and make the City more dependent on archival records, information retrieval systems, and the research services provided by the Urban Affairs Library.

The existing Library at Metro Hall is used by members of Councillors' staff and those who advise senior management. After meetings with City staff, Library representatives recommended that the Urban Affairs Library be relocated to the southeast basement at City Hall. This proposal has been endorsed by the Library Board and was well received by Council's Office Consolidation Sub-Committee.

Such relocation, which is recommended, is estimated to cost \$875,000 and this cost is included in the 2000 Capital Budget provision. The relocation would also provide the opportunity to consolidate the operations of Social Services Area Office S (now at two

locations within Metro Hall) which will facilitate an improved operation of the Area Office.

6.8 Training and Development Requirements:

As indicated, there has been considerable loss of experienced management staff during the initial two years of amalgamation. This brings into focus the continued need for training and management development facilities for the City's staff of the future. Clearly some facilities do exist in Metro Hall and City Hall and the base potential exists for others. The Executive Director of Human Resources has initiated a review of their training space requirements and the accommodation plan provides for dispersed training opportunities.

6.9 The Logistics and Principles of Who Goes Where:

The task of relocating the City's staff into new consolidated functional groupings is very complex. Prior to amalgamation, in many units, staff were dispersed throughout as many as seven locations. The task is to create space, modify that space to an appropriate size, move staff from various locations into the modified space as a functional unit, thereby creating smaller spaces elsewhere. Similar processes are then started in order to modify and fill these spaces. At all times the focus is on eventual consolidation of functional units and appropriate adjacencies. Complications arise when approval is granted to increase staffing in any given area. When such staff is hired suitable short term locations must be found to accommodate them close to their public service delivery function.

As the process continues there will always appear to be unused space in the system. Such space is, however, always being adjusted to prepare for the next sequence of moves, which may be major or minor. Eventually, all space will be filled as leases are consolidated and swing space vacated.

Derived from all of the foregoing material in this report are a number of "principles" that govern the ongoing logistics. Simply stated they are:

- (i) support the Framework for Accommodation established in Section 6.2;
- (ii) consolidate District operations at four locations (Etobicoke, North York and Scarborough Civic Centres and Metro Hall);
- (iii) locate public information and service counters at the Civic Centres, where Community Councils meet;
- (iv) locate units with minimal public interaction (or very specific public interaction in a particular field) where public access is somewhat limited;
- (v) consolidate units where functional adjacencies can be accomplished easily, early in the program;

- (vi) maintain existing child care operations (except to make minor modifications to create space);
- (vii) distribute training facilities throughout the system; and
- (viii) build flexibility into the plan so that it is capable of adjusting to ongoing Council activities.

The early part of 2000 will involve the major preparation of space to allow for greater flexibility later in the year and to prepare for the loss of swing space at 500 University Avenue in the spring of 2001. Alternatives have been examined, such as the potential of space that will require renovation becoming available at Union Station, but these are more expensive and cannot be completed by April. The lease renewal option at 500 University Avenue will therefore be exercised.

Key to space preparation is the completion of the Y2K program located at Metro Hall followed by a major reworking of the second floor; preparation for the relocation of the Urban Affairs Library to City Hall (followed by the consolidation of Social Services Area Office S within Metro Hall); preparation of the former Etobicoke Hydro building which will be finally vacated by Hydro early in the new year, for initial occupation; and the ability to start preparation of the former Scarborough Public Utilities Commission facility (commencing in late spring/summer when Hydro finalizes its relocation program). These activities combined with modest relocations to 703 Don Mills Road and other adjustments within Metro Hall will provide space for contractors to make significant progress.

In the same period, initial space planning will be converted to contractual working drawings, facilitated by staff teams working on each building to be utilized for initial accommodation purposes. Sequential movement toward functional planned accommodation can then be implemented more rapidly.

At City Hall, Headquarters operations will be completed by locating the Commissioners of Works and Emergency Services and Community and Neighbourhood Services with each of their respective head office functions, together with the CAO's Strategic and Corporate Policy Division; Facilities and Real Estate's core divisional functions; Urban Planning and Design's central administration and Licensing head office in the remaining East Tower floors.

The West Tower will house all sections of Clerk's Department supporting Headquarter activities together with the Economic Development division and Parks and Recreation central administration and policy section, Urban Planning and Design's core units of Policy and Research, Transportation Planning, Urban Design and support groupings.

As the phased plan for improvement is implemented, public service functions will be consolidated on the main floor with remaining South District functions joining the south district grouping already at Metro Hall.

A typical district consolidation will feature district staff groupings of: Economic Development Parks, Recreation and Culture; Buildings; Licensing and Municipal Standards; Planning; Engineering; Transportation and Water and Waste Water together with appropriate groupings of Health and Fire Prevention related to that particular geographic area. Space remaining will be utilized to accommodate specific corporate functions on a distributed basis. One example of this is the relocation of Finance's Revenue Division to North York Civic Centre.

Generally speaking, public services available at Civic Centres will comprise: Communications; Revenue; Legislative Services (Marriage and other Licences); Licensing and Municipal Standards with Buildings and Permit Parking. The respective Community Council Secretariat will provide corporate and public service linkage and each Civic Centre will have local building management and the local IT help desk support.

With the work proposed in all three reports before Administrative Committee today, Council will have effectively finalized the long term planning for City Hall; initiated a process to create a City Hall Campus; approved the implementation of the short term plan for the rest of the organization in its current portfolio; and directed that a state of good repair capital program be implemented for its office buildings and developed for all major facilities.

As noted earlier, this ongoing process must be flexible as Council continues to review programs and priorities. It is anticipated that it will take two to three years before all units are properly relocated.

6.10 Financial Implications:

The total estimated cost associated with this second phase of the accommodation plan is \$38.2 million. This cost includes work at the facilities to be utilized, moves associated with the work and the provision of workstations conforming to space standards where appropriate, to facilitate effective space utilization. Provision is made for an increase in construction costs as prices have risen in the past year together with project design and project management costs (Appendix C).

Of this total cost, \$9.7 million is directly related to work at City Hall (including re-location of the Urban Affairs Library). Thus the total cost for accommodation purposes at this location will approximate \$19 million (including works previously approved and completed).

Consolidation of external leases completed to date and as further recommended in this report will produce cumulative lease savings of approximately \$33.1 million (offset by a \$10.3 million increase in operating cost) over the initial ten-year period commencing on the date of the creation of the new City of Toronto (see section 3.1). Additionally, there will be a potential one-time revenue of almost \$10 million in Phase 2 generated from disposal of properties no longer required (see section 3.2).

Appendix D shows all costs associated with both accommodation adjustments and the two companion reports on the State of Good Repair and Civic Spaces.

7.0 Phase 3: Toward the Future:

As work on the Master Plan for Office Accommodation progressed a number of issues were examined which lead to a longer term strategy. The plan would have considerable impact on the City and its accommodation needs for the future.

It has been concluded earlier that Distributed Centralized Management with District Office provisions should continue to form the basis of future accommodation planning. Distance and location are not factors that inhibit access to any form of communication or management information. Service is to be provided to the public on a distributed basis and civic government facilities should have a focus in the community. In this context the wider distribution of functions should be encouraged. Our prime goal should be the creation and utilization of well located facilities with much improved efficiency and overall effectiveness throughout the entire City.

The long term strategy is based on a direction that sees staff currently located in the downtown core relocated to more cost efficient space in each of the North, East, and West Districts. This direction also supports the City's long term economic strategy of model development, will relieve congestion in the core, supports an improved live/work situation for staff and ensures services are located close to the communities they serve.

A brief discussion follows:

7.1 Movement Outward:

East District:

In order to deal with the dual ownership and occupancy of Scarborough Civic Centre, it is recommended that a Working Group be created to carry out the necessary negotiations.

West District:

An overall review leads to consideration of the age, condition and public accessibility of the structures that the City must use in the short term. This consideration brings focus to the fact that the facilities in the west sector (York and Etobicoke) are the oldest, are not in particularly good condition, and are not well located from a public access consideration. They are also inefficient from a space-utilization viewpoint. The civic complex that is represented by the collective of Etobicoke Civic Centre and the Hydro and Board of Education facilities is, however, well located from a potential redevelopment perspective. This gives rise to a recommendation that a Working Group be established to undertake an investigation to seek a new site, better located with respect to access. An expanded facility would meet the future requirements of both the City and the Board of Education and, as part of the process, dispose of those facilities which would no longer be required. This would include a review of potential alternate uses, such as a community centre and/or Social Services Area Office consolidation, for the York Civic Centre. This is a

longer term strategy that would have to be evaluated on the basis of the eventual cost-effectiveness of such an undertaking.

In preparing base information relative to such a strategy, consideration would be given to previous Etobicoke Council resolutions concerning the inclusion of modest performing arts facilities with respect to that Centre.

North District:

With this strategy in mind, it is further recommended that the above noted Working Group also consider the redevelopment potential with respect to the North York Civic Centre site. In this case the redevelopment examination might take into account more than just the existing Civic Centre and the adjacent Board of Education building.

The wider distribution of functions outlined above will not be achieved in the short term. If each situation is well researched and the negotiations involved are pursued with diligence, much can be achieved with the movement of staff and services outward to the east, west and north.

With the creation of these two Working Groups to explore the feasibility of the long term directions, as set out above, with regard to Scarborough Civic Centre, York Civic Centre and Etobicoke Complex as well the North York Civic Centre, one further Working Group will be required to examine the highest and best use of Old City Hall (see section 7.4).

7.2 Facility Development and Yard Consolidation:

Consideration of such matters as a Strategic Plan, Official Plan, guiding corporate and program policies, economic development and other priorities, and an effective budget process, are matters high on the agenda at Headquarters. However, the front line workforce delivers visible end products and services which are of prime interest to the taxpayer.

Both operational improvements and establishing and meeting standards must be high priorities in future work programs. Re-engineering at this level provides maximum public benefit. This is best achieved when front line operational management staff is co-located with the workforce and spends time in the field observing and improving operations.

The City must continue to move over time to ensure that such management groupings, and any other groupings that can effectively operate from a facility or yard, be appropriately located. Progress is already being made in this area and should continue as an important element of our accommodation realignment.

7.3 Metro Hall and the Annex Concept:

This leads to discussion of the future of Metro Hall. As a preamble it is useful to review briefly why Metro Hall exists. From 1954 until the late 1980s the former Municipality of Metropolitan Toronto did not own its office accommodation.

It operated on a distributed departmental basis from leased accommodations located throughout the central part of the region. Over time these locations became somewhat more concentrated in the core area. By the mid 1980s, Metro was caught in the spiral of ever increasing office rent driven by ever increasing downtown land values. It became cost-effective to consider owning its own facilities, thus eliminating the rent spiral. It became even more cost-effective to build a single facility on one parcel of expensive land rather than many facilities on various parcels. It took the pragmatic approach to build an efficient building with resale in mind and occupied the facility in 1992.

Responding to Council's original directive with respect to the creation of an Annex and the sale of Metro Hall, the City commissioned a consultant's study co-ordinated by staff of Facilities and Real Estate Division and Finance Department. The terms of reference called for a financial analysis comparing the base case option of retaining Metro Hall against various alternative ways of meeting the City's need for downtown office space. The consultants' report, by the IBI Group and J.J. Barnicke Ltd., was provided in confidence to members of the Office Consolidation Sub-Committee. The consultant's report remains confidential, however, Councillors who wish to review the document may do so in confidence in the City Clerk's office. The report used a net present value technique to compare the costs and benefits of various hypothetical alternatives over a twenty-seven year period. All options involved the provision of 600,000 square feet of office space in no more than three buildings. Ideally, all this office space would be in a zone bounded by properties fronting on Dundas Street, Yonge Street, Queen Street and University Avenue.

The report finds that options relying wholly or partially on leased space will cost the City more than remaining in Metro Hall. The costs are similar only if the amount of leased space is limited to 50 percent and if no allowance is made for the cost of staff travel time between buildings. (In the study such cost was taken as the high end of a range of \$250,000 to \$1.2 million annually).

The report concludes that the most cost-effective option, at least from a theoretical standpoint, would be the purchase of one or more existing office buildings close to City Hall. This would provide some long term savings, but the opportunities to implement this option are limited by the very small number and size of potentially available buildings.

The report suggests that the Annex site would require a design build option and must recognize a total development process of required land assembly, rezoning, the seeking of proposals, analysis, clarification of design, negotiation of a final agreement, final design, base building construction, tenant improvement and occupation. Such a process is estimated to take some four years, or perhaps longer, from start to finish.

The City's use of Metro Hall must, therefore, continue for the moment, but ongoing ownership, while desirable, is not mandatory. With the results of the three Working Groups analysis, the real, as opposed to theoretical market value of Metro Hall can be determined. A defined sale price with various leaseback conditions to satisfy the City's diminishing needs can be obtained in a proposal call process. Armed with these facts it will be possible for Council to make informed decisions about both office space requirements downtown and its options to proceed. Until such action is taken decision-making can only be based on theoretical evaluations.

If Council acts prematurely, it will have no option in the short term but to build or lease the space equivalent of Metro Hall. If a more thoughtful approach is taken and the initiatives outlined above are investigated in depth, exploring, with the other government agencies involved, the potentials of private/government partnerships, the need for 600,000 square feet of space at Metro Hall should diminish considerably. It is impossible at this point to predict by how much. Over time, however, such a determination can be made with accuracy.

In the intervening period, Metro Hall is a new, efficient and saleable, office facility that can continue to be a vital part of the City's short term accommodation plan.

7.4 Old City Hall:

The Concept Plan endorsed by Council early in 1999 gave no consideration to Old City Hall insofar as it was leased to the Province of Ontario for court purposes.

Old City Hall, built 100 years ago, was designed as a combination civic administration facility and courthouse. It is typical of that era in its architectural design. It does not represent large open sweeping floorplates typical of today's office buildings. When the Toronto Council determined to vacate the facility for Toronto's new City Hall, the eventual heritage/historic designation inhibited its destruction but no definitive plans were made for its future. Since that time various governments have provided patchwork maintenance of the structure and converted it totally to courthouse use. Today there are some twenty-five courtrooms in operation on a regular basis used for both Criminal and Provincial Offences Act prosecutions.

Recently two new issues have arisen. First, the Province has announced its intention to download the administration of the Provincial Offences Act (POA) by early 2001 (approximately 8-12 courtrooms including some at Old City Hall). This will have an impact, as yet not fully defined, on the operation of such courts within the City. The City's Task Force on POA is working with the Province to review all arrangements for potential transfer and to prepare recommendations to Council.

Second, there is the suggestion that the City should take back the facility and modify it for its own purposes including administration. Should this occur, and all vestiges of the previous considerable investment for court use were stripped out of the facility, Old City Hall would have a potential useable size of about 150,000 square feet (not including approximately 52,000 square feet of multi-level, largely unfinished, attic space not served by elevators). The space would be, by today's office standards, inefficient and costly to operate. There is, for example, no central air handling system.

It might be possible, subject to detailed discussion with the Toronto Historical Board, to create additional space by infilling the existing courtyard. If this were undertaken, the useable infill floor plate would be about 10,000 square feet. Thus an eight storey infill structure (i.e., not protruding above the roof line) might produce an additional 65-70,000 square feet. All in all, it is doubtful if a total of 215,000 square feet of useable space could be created utilizing Old City Hall; and the final cost could exceed \$100 million. Due to this cost such an undertaking cannot be recommended simply for office space.

Nevertheless, some determination must be made with respect to the future of the facility. The primary problem is the utilization of large portions of the structure for criminal court activities that do not mix well with any other public use of the Old City Hall. Other levels of government have been studying provisions of courthouses in the City for many years. It is now time for Council to establish a Task Group to work with both the Federal and Provincial governments so that the City can determine the appropriate long term use (part of which might involve some localized civic administration use) of this visible monument to our political past and how such future uses should be financed. Therefore, a third Working Group should be established to initiate broader discussions to determine the highest and best use of Old City Hall.

The concept of City Hall Campus has been raised by Council on several occasions. The City is well on its way to making this concept a reality. Council has determined that City Hall will be its Headquarters, which is the anchor for a Campus.

As noted above, the City will be exploring the future highest and best use of Old City Hall and related costs. A companion report on civic spaces is seeking to reinvent the main floor of City Hall and Nathan Phillips Square, another key element of the Campus concept. Finally, we have put in place a strategy to diminish our reliance on the use of Metro Hall, so that it can be sold, the proceeds of which can be used for the necessary development of any additional requirements as part of the Campus.

Conclusions:

From all of the foregoing, the following conclusions are drawn:

- (1) City Hall is the seat of government and the Headquarters for new City of Toronto;
- (2) in the short term (3-5 years), a pragmatic approach must be taken wherein we must utilize
 - City Hall;
 - the Civic Centres;
 - Metro Hall; and
 - two surplus Hydro properties (Etobicoke and Scarborough PUC) to meet the City's accommodation needs;
- (3) external leases, as set out in the foregoing, should be consolidated into municipally owned facilities;
- (4) the accommodation plan should fit the concept of Distributed Centralized Management with District offices at four accessible locations (Etobicoke, North York and Scarborough Civic Centres and Metro Hall);
- (5) public services will be made available to individuals at the six Civic Centres during this initial period;
- (6) in order to accommodate citizen interest and input into the political process the City Clerk should determine appropriate locations for public meetings held by Agencies, Boards and Commissions and in consultation with such bodies;
- (7) the Urban Affairs Library is a key resource that should be relocated to City Hall as part of the plan;
- (8) notice should be given to all non-government tenants and tenants paying below-market rent, presently located in facilities required for City purposes, to vacate in accordance with the terms of their leases;
- (9) Council adopt a policy with respect to grant receiving organizations that reasonable rent be provided as part of a grant rather than the current provision of free or below market rent space;
- (10) prior to the end of this term, Council should determine, on an equitable basis, the future of office provision in the community for all members of Council;
- (11) the accommodation program must utilize reasonably consistent space standards and workplace environments and be able to accommodate individuals (both visitors and staff) with specific accessibility needs;

- (12) the cost of this accommodation program and related activities is estimated to be \$38.2 million. Cumulative net savings derived from the lease consolidation program will amount to approximately \$23 million over the initial ten-year period following amalgamation. In addition, one time revenue of \$10 million from disposal of properties no longer required will also be achieved;
- (13) three Working Groups be created to:
- (i) resolve the current dual ownership and occupancy of the Scarborough Civic Centre;
 - (ii) determine the potential of creating a new civic facility with rapid transit access to replace the existing York and Etobicoke Civic Complex facilities. Such a concept should include the eventual disposal and redevelopment of the entire Etobicoke Complex (Civic Centre, Board of Education and Hydro) together with a determination of the future of the York Civic Centre site as well as consider the re-development potential of the North York Civic Centre site and surrounding lands including the North York Performing Arts Centre, retaining the elements of direct connection to the rapid transit system and Mel Lastman Square; and
 - (iii) study the future of Old City Hall and the various options for its highest and best use. This consideration should involve other levels of government but the final determination must rest with Council, the owner of the facility.
- (14) as part of the ongoing program with respect to new facility undertakings and yards consolidation, the City must continue to investigate the potential of under-utilized space being set aside and if need be altered or modified. This will ensure that all operational and supervisory staff, together with other staff units that can or should operate from a facility or yard, are suitably accommodated;
- (15) when the foregoing initiatives, together with program re-engineering initiatives, have reached some degree of resolution (and thus the potential impact on long term accommodation requirements can be determined), Council can consider a cost-effective solution for the creation of a suitably sized replacement facility for the residual space at Metro Hall. At that time Council can determine the true market value of Metro Hall by offering it for sale, with various lease-back options identified as part of the conditions of sale;
- (16) Council must reach a determination, probably in conjunction with other levels of government, with respect to the future of Old City Hall. The ongoing uncertainty with respect to this 100-year-old facility must finally be resolved by careful consideration of various options to evaluate its highest and best use. This consideration should involve other levels of government but the final determination must rest with Council, the owner of the facility; and
- (17) the properties delineated in Appendix A should be declared surplus subject to existing tenancies being terminated and other notations shown.

There is no requirement for instant resolution of all of these matters. We can take the appropriate time. The City will exist for years to come. In the interim, an organized program for short term accommodation is recommended to proceed.

List of Attachments:

Appendix A - Surplus Office Properties

Appendix B - Potential Options and Evaluation With Respect to Accommodation Planning

Appendix C - Accommodation Plan Costs

Appendix D - Consolidated Summary of Estimated Costs and Savings

Appendix A

Surplus Office Properties

A full analysis of the City's office space needs has identified several properties that are surplus to requirements. These are office buildings that, because of their size, condition or location – or some combination of these – cannot contribute effectively to meeting the City's office space needs.

Five such buildings have been identified:

- (1) 590 Jarvis Street is a 1953 six-storey office building, just south of Bloor Street, that contains approximately 68,000 square feet of office space and was formerly the headquarters of the Metro Toronto Police. Currently about half the building is being temporarily used by City departments for either office space or storage. About one-quarter is occupied by various non-profit organizations as tenants of the City on a month-to-month basis or other short term arrangements. The rest of the space is vacant. This building is in a deteriorated condition and would require an estimated \$6 million in capital expenditures to bring it up to the standards of a modern office building. From a municipal office needs perspective it is poorly located, being neither close to City Hall nor highly accessible to it or to any of the civic centres. The City has no long term requirement for this office building.
- (2) 951 Wilson Avenue is a 1989 office condominium of 72,000 square feet, located between Keele and Dufferin Streets, where the City owns fifteen of eighteen units as a result of a tax sale. These are small, two-level units which do not meet the City's accessibility standards (since only the main floor is wheelchair accessible) and could not easily be retrofitted. If the City wanted to use the property for office purposes an immediate outlay of at least \$500,000 would be required for finishes, electrical wiring and IT cabling. Two of the City's units have been finished and are now occupied, and required on an ongoing basis, by the Police Department's Public Complaints group. The remaining thirteen units are vacant and not needed by the City for office purposes.
- (3) 5248 Yonge Street is a seventy year old 2,800 square foot office building one block north of the North York Civic Centre. This building is too small to be of any real value to the City as a general office building, and would require an outlay of almost \$300,000 to bring it up to modern office standards. The City has no immediate need of this building for office purposes, but has recently assigned it for use as a temporary shelter for the homeless. If this is a necessary and acceptable ongoing use for the property, the City may wish to retain it.
- (4) 175 Memorial Drive is a one-storey masonry office building of approximately 6,200 square feet, located close to the East York Civic Centre and built in the early 1950s. It was transferred to the City by Toronto Hydro in June 1999. After being vacant for about one year the building was recently occupied on a temporary basis by the Public Health Department, which urgently needed space in this general area to accommodate additional staff. The building is small and inefficient, and does not meet the City's normal office space standards. The Public Health staff are expected to be relocated in the course of office consolidation, and the building will then be surplus to requirements. A community group delivering services in the East York area has for several years been requesting both Hydro and the City that it be given occupancy of the building. 175 Memorial Drive is located on public land that forms part of Memorial Park; the former Borough of East York typically consulted with the Royal Canadian Legion in making major decisions about Memorial Park properties.

- (5) 1652 Keele Street is a two-storey office building with a raised basement and total floor area of approximately 22,000 square feet. It was built in two stages, in the early 1940s and in 1957. Located just north of Rogers Road, the property was transferred to the City by Toronto Hydro in June 1999. City staff initially earmarked the building to accommodate a Welfare Office. However, they concluded this was not cost-effective when an architectural/ engineering review showed that \$3 million would need to be spent on the base building to bring it up to standard for long term use (in addition to the cost of tenant improvements). In view of this, and the City's very limited need for office space in this area, the property can be declared surplus to the City's office space requirements. 1652 Keele Street is located adjacent to several other land parcels that are publicly owned and currently underutilized, so there may be potential for comprehensive redevelopment.

Appraisals carried out in September 1998 assessed the combined market value of the above five properties at \$9.66 million.

The City's procedure for disposition of surplus properties was approved by City Council on July 29-31, 1998, through its adoption of Clause No. 1 of Report No. 11 of The Corporate Services Committee. It includes four basic steps:

- (1) a review by staff of issues and considerations;
- (2) a circulation of notice to departments and ABCs;
- (3) a resolution of conflicting interests by a senior staff Property Management Committee; and
- (4) a report by the Commissioner of Corporate Services to the Administration Committee on the recommended disposition.

In the case of 590 Jarvis Street and 951 Wilson Avenue this process is already well underway. Earlier this year City Council approved a staff recommendation identifying these buildings as surplus to the City's office space needs, and proposing that they be circulated to all civic departments and ABCs, then disposed of unless required for municipal purposes. (See "Office Space Consolidation - Concept Plan and Proposal for Phase 2 Work", as adopted by City Council at its meeting of February 2 – 4, 1999: Clause No. 1 of Report No. 2 of The Strategic Policies and Priorities Committee).

For the three remaining properties, the staff review (Step 1) is expected to begin shortly. In the case of 5248 Yonge Street and 175 Memorial Drive, the timing of this review will be influenced by timelines for current occupancies. For 1652 Keele Street, at least, a planning analysis that takes into account broader redevelopment options should be undertaken.

Appendix B

Potential Options and Evaluation With Respect to Accommodation Planning

These options are best understood by an examination of the following simplistic locational concepts:

- (a) Centralized – all head office and operating functions are accommodated together at one location.

Given that close to 2,000,000 square feet of space is utilized to house the City staff and its political processes, no single building or two existing buildings close together are capable of accommodating a fully centralized organization.

- (b) Centralized with Districts – as in (a) except that District management functions are separated out and located geographically within each District.

Even with a District operation implemented it is still impossible to appropriately accommodate the remainder of the organization centrally.

- (c) Executive Management with Districts Decentralized – this is almost the reverse of (b) wherein the organization is totally divided into District operations with a comparatively small group managing the entire operation centrally.

This organization is, in reality, a centrally managed four-city operation. Insufficient space is available in the District areas and surplus space would be produced in the Headquarters location.

- (d) Distributed Centralized – as in (a) above except that accommodation for Departments or Divisions can take place at several locations.

Such an organization is possible with the distribution of facilities that are available but it pays no attention to the evolving District Management function.

- (e) Distributed Centralized with Districts – as in (d) above, except that the operation is supplemented by the District Management function being located geographically with each District.

Option (e) is both possible and practical in that it is able to be accommodated utilizing existing facilities. This option is generally speaking currently in use at this time and continues to form the basis of future planning.

Appendix C

Accommodation Plan Costs

	Phase 1 Cost Previously Approved	Phase 2 Estimated Cost	Total Costs
	\$000's	\$000's	\$000's
City Hall	9,290	8,892	18,182
Urban Affairs Library	0	875	875
Metro Hall	600	5,696	6,296
North York Civic Centre	2,200	3,325	5,525
Scarborough Civic Centre	0	4,165	4,165
Etobicoke Civic Centre	0	2,683	2,683
East York Civic Centre	0	1,461	1,461
York Civic Centre	0	2,199	2,199
Etobicoke Hydro	0	2,146	2,146
Scarborough Public Utilities Commission	0	2,652	2,652
703 Don Mills Road	0	331	331
Swing Space	1,875	1,300	3,175
Project Management	2,705	2,500	5,205
Total Accommodation Plan Costs	16,670	38,225	54,895

Appendix D

Consolidated Summary of Estimated Costs and Savings

Component	Previously Approved Cost to Date \$000's	Estimated Costs				Total \$000's
		2000 \$000's	2001 \$000's	2002 \$000's	2003 \$000's	
Accommodation Phase 1 (previously approved)	16,670	0	0	0	0	16,670
Accommodation Phase 2	16,670	0	0	0	0	16,670
Sub-total Accommodation Plan	16,670	14,000	14,000	10,225	0	54,895

Component	Previously Approved Cost to Date \$000's	Estimated Costs				Total \$000's
		2000 \$000's	2001 \$000's	2002 \$000's	2003 \$000's	
Main Floor City Hall	0	500	4,000	2,400	836	7,736
Nathan Phillips Square	0	500	0	0	0	500
Total before State of Good Repair (A)	16,670	15,000	18,000	12,625	836	63,131
State of Good Repair (Note 1)	0	4,353	7,460	4,958	T.B.D.	16,771
Less: Board of Education Recovery	0	(248)	(243)	(82)	T.B.D.	(573)
Net Cost State of Good Repair After Recov. (B)	0	4,105	7,217	4,876	0	16,198
Total Including State of Good Repair	16,670	19,105	25,217	17,501	836	79,329

Note 1- Subject to development by the Facilities and Real Estate Division, of a five-year program with a ten-year projection for state of good repair of major facilities.

Savings/Revenues Arising from Office Consolidation	\$000's
Net Savings from Consolidation of External Leases by December 31/99	2,500
Cumulative Net Savings from Consolidating External Leases over 10 years following amalgamation	22,800
Approximate One-Time Revenues from Disposal of Office Accommodation Properties No Longer Required	10,000

The Administration Committee also submits the following communication (November 29, 1999) from the City Clerk:

Recommendations:

The Office Consolidation Sub-Committee recommends that:

- (1) consideration of Recommendation No. (11) of the report (November 23, 1999) from the Chief Administrative Officer respecting Master Plan for Office Accommodation be deferred until January, 2001; and

- (2) the reports (November 23, 1999) from the Chief Administrative Officer, as amended by Recommendation No. (1), be adopted.

The Office Consolidation Sub-Committee reports, for the information of the Administration Committee, having requested the Chief Administrative Officer to:

- (1) report to the Office Consolidation Sub-Committee on the total cost of all leased office properties, the square footage and the terms of each lease;
- (2) report to the Office Consolidation Sub-Committee, for information purposes only, on the approximate number of funded or actual employees within the corporation, by office space required;
- (3) further report to the Office Consolidation Sub-Committee on the relocation of the day care centre, credit union and public library, presently located on the ground floor of City Hall;
- (4) report to the Office Consolidation Sub-Committee on three additional meeting rooms in the concept plan for the ground floor of City Hall;
- (5) expedite the Terms of Reference for the proposed Working Groups set out in Recommendation No. (6) of the report (November 23, 1999) from the Chief Administrative Officer respecting Master Plan for Office Accommodation; and
- (6) report to the Toronto Community Council on the impact of the proposal for the short-term relocation of district operations to Metro Hall.

Background:

The Office Consolidation Sub-Committee, on November 29, 1999, had before it reports (November 23, 1999) from the Chief Administrative Officer respecting:

- (1) Master Plan for Office Accommodation;
- (2) Civic Space Associated with Civic Centres; and
- (3) State of Good Repair/Asset Preservation for Civic Centres and Major Civic Office Buildings.

The Chief Administrative Officer made a presentation to the Sub-Committee respecting the foregoing.

The Sub-Committee's recommendations and actions are noted above.

The Administration Committee reports, for the information of Council, having also had before it:

- (1) an overview report (November 23, 1999) from the Chief Administrative Officer respecting the three reports entitled “Master Plan for Civic Accommodation”, “Civic Spaces Associated with Civic Centres”, and “State of Good Repair/Asset Preservation for Civic Centres and Major Office Buildings”; and
- (2) a publication entitled “Strategy and Standards for Office Space and Ergonomics, dated November, 1999, prepared by the Office Space Strategy Team, which was distributed to Members of the Administration Committee at its meeting on November 30, 1999.

The Chief Administrative Officer gave an overhead presentation to the Administration Committee in connection with the foregoing matter.

The following Members of Council appeared before the Administration Committee in connection with the foregoing matter:

- Councillor Tom Jakobek, East Toronto;
- Councillor Jane Pitfield, East York; and
- Councillor David Shiner, Seneca Heights.

(City Council on December 14, 15 and 16, 1999, had before it, during consideration of the foregoing Clause, the following report (December 14, 1999) from the Chief Administrative Officer:

Purpose:

To report, as requested, on office and warehouse space owned and leased by the City of Toronto.

Financial Implications and Impact Statement:

None.

Recommendation:

It is recommended that this report be received for information.

Background:

At its meeting of November 30, 1999, the Administration Committee had before it a report on the “Master Plan for Office Accommodation” dated November 23, 1999, from the Chief Administrative Officer, and also a report on “Accommodation Needs of Clerk’s Functions: Records and Elections” dated November 19, 1999 from the Acting Commissioner of Corporate Services and City Clerk.

In dealing with the Master Plan for Office Accommodation, the Committee requested the Chief Administrative Officer to, among other things:

- (a) provide the lease expiration dates for the leased properties outlined in (that report)*
- (b) submit a report directly to Council for its meeting scheduled to be held on December 14, 1999, with a list of warehouse and special purpose spaces owned and leased by the City, as well as any properties the City plans to lease; and*
- (c) with the Acting Commissioner of Corporate Services, review this matter further and submit a further report thereon directly to Council for its meeting scheduled to be held on December 14, 1999.*

Comments:

The City owns nearly two thousand buildings and leases space in almost one hundred others. These range in size from small sheds of 100 square feet to Metro Hall with its gross floor area of 870,000 square feet. The above request asks for information on portions of this portfolio of buildings, both owned and leased by the City, as they relate to the Master Plan and to the Election space request.

(a) Lease Expiration Dates:

Table 1 lists the properties outlined in the Master Plan report and the lease termination dates of each, as requested. Appendix A shows how the annual savings from these leases relate to the total projected savings as described in that report.

The savings projected are the minimum that will be achieved. There may be opportunities to increase savings in some cases by early termination of leases, depending on factors such as the timing of the City's office consolidation process and the availability of sub-lease or buy-out opportunities.

Table 1: Lease Termination Dates

<i>Address</i>	<i>User</i>	<i>Termination Date</i>	<i>Annual Savings (\$ per full year)</i>
<i>Already Terminated</i>			
<i>188 Eglinton Ave.</i>	<i>Public Health</i>	<i>May 31, 1998</i>	<i>160,082</i>
<i>5160 Yonge St.</i>	<i>North York Transportation</i>	<i>July 31, 1998</i>	<i>250,624</i>
<i>2238 Dundas St. W.</i>	<i>Parks & Recreation</i>	<i>July 31, 1998</i>	<i>92,277</i>
<i>700 Lawrence Ave. W.</i>	<i>Children's Services</i>	<i>Sept.30, 1998</i>	<i>113,230</i>
<i>65 Hartsdale Rd.</i>	<i>Etobicoke Fire Prevention</i>	<i>Jan.28, 1999</i>	<i>12,120</i>
<i>939 Eglinton Ave. E.</i>	<i>Licensing Staff</i>	<i>Mar.31, 1999</i>	<i>1,079,456</i>
<i>20 York Mills Rd.</i>	<i>(Metro) Housing Company</i>	<i>May 31, 1999</i>	<i>1,039,356</i>
<i>To Be Terminated</i>			
<i>5150 Yonge St.</i>	<i>Children's Services</i>	<i>Aug.31, 2000</i>	<i>122,700</i>
<i>55 Town Centre Court</i>	<i>Public Health</i>	<i>Oct.31, 2005</i>	<i>306,628</i>
<i>300 Consilium Dr.</i>	<i>Works</i>	<i>July 31, 2003</i>	<i>1,134,292</i>
<i>112 Elizabeth St.</i>	<i>Finance & Others</i>	<i>Aug.18, 2007</i>	<i>764,067</i>

(b) “Warehouse” Space:

There is no clear or simple definition of “warehouse space”. To provide the most comprehensive picture of all space that might reasonably be seen as having a warehouse function, Appendix B lists all City-owned “service buildings” of more than 25,000 square feet. These include garages (except TTC garages), storage facilities and other “yard” buildings that might be able to be used for warehouse purposes. Leased buildings and those recently acquired from Toronto Hydro are included in this list.

At the Administration Committee meeting, concern was expressed that the City is proposing to lease additional space for the Elections function through a report which does not document the availability of vacant space in City-owned warehouse facilities.

Earlier this year the City Clerk’s Elections unit identified their need for approximately 30,000 square feet of space combining warehouse, office and training facilities. This space must be air conditioned for the safe storage of automated voting equipment. To achieve amalgamation efficiencies the space must be in a single building.

As stated in the “Accommodation Needs” report, leasing space is the only viable alternative currently available. Facilities & Real Estate staff did a comprehensive review of all City-owned buildings in excess of 25,000 square feet, as listed in Appendix B, and found nothing available that could meet the Elections unit’s needs.

(c) “Special Purpose” Buildings:

The request for information on “special purpose” buildings arose from a discussion at Administration Committee, where it was explained that the City’s Communications Centre at 703 Don Mills was not part of the Master Plan’s main thrust because it was a special purpose building. This led to a request for information on other special purpose buildings – implicitly suggesting that these may not have been considered in preparing the Master Plan.

In fact, the team preparing the Master Plan for Office Accommodation took a comprehensive approach. It started with an overall picture of the City’s office space, and made a conscious decision to focus on what it termed the “general purpose office space” used by the City itself.

The 1.5 million square feet of general purpose office space in City-owned buildings is located at Metro Hall, City Hall, 277 Victoria Street and the five civic centres; section 1.0 of the Master Plan report provides a breakdown. At amalgamation there was a further 104,000 square feet of leased general purpose office space at six locations, since reduced to 53,000 square feet at two locations.

The City’s agencies, boards and commissions have a further 530,000 square feet of general purpose office space in other buildings, with the Police Headquarters building accounting for slightly more than half of the total. The Master Plan report briefly discussed the ABCs and their current office status. In so doing, it established that no space was vacant and thus available for City use. In recognition of their arm’s length relationship with the City, however, it did not deal with their future in any detail.

In addition to this “general purpose office space” the Master Plan team recognized that the City has other kinds of offices – “special purpose” as opposed to “general purpose”. The report described these as “operational administrative facilities”. It explicitly reviewed three of these “that might have some potential for general (office) accommodation purposes”: the Fire/Ambulance Headquarters at 4330 Dufferin Street, the communications facility at 703 Don Mills Road and the Archives and Records Centre at 255 Spadina Road.

Program specific (or special purpose) facilities contain office space. Almost every works yard, parks yard, recreation centre, library, police station, clinic, and fire station contains an area that could reasonably be described as “office space”. Some of these are predominantly program specific buildings, such as the Oakwood Avenue Health Centre, the Heritage Toronto headquarters at 205 Yonge Street, and a number of service yard buildings. On the whole, the office areas are ancillary to the building’s main function. The floor areas of these City-owned program specific buildings are not generally classified by activity type. Appendix C is a generalized list of these buildings.

Most program specific buildings are City-owned, but there is also leased space. Appendix D lists all program specific and other non-residential buildings leased by the City. Leased program specific space amounted to 491,000 square feet in 32 locations at amalgamation, since reduced to 444,000 square feet at 28 locations. Nearly two-thirds of the remaining leased space is Welfare offices (64%), with the balance being Public Health (14%), Police, mainly Parking Tags (13%), and Children’s Services (5%) with the remaining 4% a mix of Buildings, Housing and Assessment Review Board. These are almost all providing front line services to the public where staffing has not been reduced as a result of amalgamation. They have historically been in leased premises, they are location-sensitive and must sometimes move or expand to meet the evolving needs of a changing clientele – hence their space requirements change over time.

The Master Plan is mainly focused on general purpose office space, since this is where most of the City’s administrative work is done and where the opportunities for potential downsizing are concentrated. However, the Master Plan team also reviewed potential opportunities to:

- accommodate staff from rented offices in the major civic buildings (as has already been done in several instances) and*
- accommodate more office workers in operational administrative facilities. Opportunities in this respect include some space at 703 Don Mills Road and additional offices now being created at the Fire/Ambulance Headquarters facility.*

The proposed leasing of warehouse space for Elections staff, some of whom were previously housed in the civic centres, is the only known example of additional space being leased (even in part) to accommodate office staff, outside the temporary leasing of “swing space” for two years at 500 University Avenue.

(d) Properties the City plans to Lease:

Administration Committee also requested information on any properties the City plans to lease. The Facilities & Real Estate Division is currently working on seven requests to lease space, which are summarized in Appendix E.

Conclusions:

In making its recommendations, both on corporate office accommodation and on the warehouse needs of the City Clerk's Division, staff have consistently taken a comprehensive approach and sought to achieve cost-effective solutions.

Contact:

Michael R. Garrett, Chief Administrative Officer

List of Attachments:

<i>Appendix A</i>	<i>Annual Savings from Office Lease Termination (\$000s)</i>
<i>Appendix B</i>	<i>"Warehouses" – Service Buildings of more than 25,000 square feet</i>
<i>Appendix C</i>	<i>"Special Purpose" City-Owned Buildings</i>
<i>Appendix D</i>	<i>Leases of Special Purpose Space</i>
<i>Appendix E</i>	<i>Properties the City Plans to Lease</i>

Appendix A: Annual Savings from Office Lease Termination (\$ 000s)

Address	Occupant	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	Total
112 Elizabeth St	Various	0	0	0	0	0	0	0	0	0	292	292
20 York Mills	Metro Housing Corp. Ltd.	0	606	1,039	1,039	1,039	1,039	1,039	1,039	1,039	1,039	8,921
188 Eglinton Av. W.	Public Health Offices	93	160	160	160	160	160	160	160	160	160	1,534
65 Hartsdale Road	Etobicoke Fire Prevention	0	11	12	12	12	12	12	12	12	12	108
700 Lawrence W.	Children's Services	28	113	113	113	113	113	113	113	113	113	1,047
5160 Yonge St.	North York Transportation	104	251	251	251	251	251	251	251	251	251	2,360
2238 Dundas St. W.	Parks & Recreation	38	92	92	92	92	92	92	92	92	92	869
939 Eglinton Av. E	Licensing Staff	810	1,080	1,080	1,080	1,080	1,080	1,080	1,080	1,080	1,080	10,530
5150 Yonge St.	North York Health Clinic	0	0	0	88	106	106	106	106	106	106	723
5150 Yonge St.	Children's Services Office	0	0	41	124	124	124	124	124	124	124	910
55 Town Centre Ct.	Scarborough Health Office	0	0	0	0	0	0	0	51	307	307	664
300 Consilium Dr.	Scarborough Works Offices	0	0	0	0	0	473	1,134	1,134	1,134	1,134	5,010
1530 Markham Rd.	Scarborough Fire Prevention	0	77	154	154	154	154	154	154	154	154	1,311
Total Savings Per Year:		1,075	2,391	2,943	3,114	3,132	3,604	4,266	4,317	4,573	4,864	34,279
Buy-out cost for 20 York Mills lease:			1,000									1,000
Operating Costs for Hydro buildings:				1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288	10,300
Cumulative Net Savings:		1,075	2,465	4,121	5,948	7,792	10,109	13,088	16,117	19,402	22,979	22,979

Appendix B: "Warehouses" – Service Buildings of more than 25,000 square feet

Building Name	Address	Why Rejected for Elections
<i>Alness Parks Service Yard</i>	<i>21 Alness St</i>	<i>In active use</i>
<i>Archives & Records Centre</i>	<i>255 Spadina Ave</i>	<i>In active use</i>
<i>Atlantic Ave Storage Building</i>	<i>98 Atlantic Ave</i>	<i>In active use</i>
<i>Bering Yard – Main Building</i>	<i>320 Bering Ave</i>	<i>In active use</i>
<i>Bermondsey Transfer Station</i>	<i>188 Bermondsey Rd</i>	<i>In use / unsuitable</i>
<i>Brant Street Stores</i>	<i>505 Richmond St W</i>	<i>In active use</i>
<i>Canada Malting Complex – Building # 1</i>	<i>5 Bathurst St</i>	<i>Unsuitable</i>
<i>Castlefield Yard – Building # 1</i>	<i>1401 Castlefield Ave</i>	<i>In active use</i>
<i>Central Equipment Yard</i>	<i>1025 Finch Ave W</i>	<i>In active use</i>
<i>Central Garage</i>	<i>843 Eastern Ave</i>	<i>In active use</i>
<i>Commissioners Street Transfer Station</i>	<i>400 Commissioners St</i>	<i>In use / unsuitable</i>
<i>Disco Road Transfer Station</i>	<i>120 Disco Rd</i>	<i>In use / unsuitable</i>
<i>Disco Yard – South Garage 102</i>	<i>150 Disco Rd</i>	<i>In active use</i>
<i>Dufferin Transfer Station</i>	<i>35 Vanley Cr</i>	<i>In use / unsuitable</i>
<i>Dufferin Yard – Building # 1</i>	<i>75 Vanley Cr</i>	<i>In active use</i>
<i>Eastern & Booth Block B</i>	<i>433 Eastern Ave</i>	<i>In active use</i>
<i>Eastern & Booth Block C</i>	<i>433 Eastern Ave</i>	<i>In active use</i>
<i>Eastern & Booth Block E</i>	<i>433 Eastern Ave</i>	<i>In active use</i>
<i>Ellesmere Yard – Building A</i>	<i>2020 Midland Ave</i>	<i>In active use</i>
<i>Ellesmere Yard – Building C</i>	<i>2020 Midland Ave</i>	<i>In active use</i>
<i>Exhibition Place – General Services Building</i>	<i>2 Manitoba Dr</i>	<i>In active use</i>
<i>Fire Dept Repair Shop</i>	<i>35 Strachan Ave</i>	<i>In active use</i>
<i>Former Hydro Office/Service Building</i>	<i>18 Dyas Rd</i>	<i>Other plans for site</i>
<i>Former Hydro Office/Service Building</i>	<i>3 Dohme Ave</i>	<i>Unsuitable</i>
<i>Former Hydro Service Building</i>	<i>700 Huron St</i>	<i>Assigned for housing</i>
<i>Ingram Drive Transfer Station</i>	<i>50 Ingram Dr</i>	<i>In use / unsuitable</i>
<i>King Street Yard – Building # 1</i>	<i>1116 King St W</i>	<i>In active use</i>
<i>Murray Road Maintenance Yard – Building 1</i>	<i>64 Murray Rd</i>	<i>In active use</i>
<i>Nashdene Yard</i>	<i>70 Nashdene Rd</i>	<i>In active use</i>
<i>North District Service Yard</i>	<i>140 Merton St</i>	<i>In active use</i>
<i>Northline Yard – Building # 1</i>	<i>30 Northline Rd</i>	<i>In active use</i>
<i>Parks Maintenance Yard</i>	<i>441 Kipling Ave</i>	<i>In active use</i>
<i>Police Central Garage</i>	<i>45 Strachan Ave</i>	<i>In active use</i>
<i>Police Central Garage / Office Building</i>	<i>45 Strachan Ave</i>	<i>In active use</i>
<i>Police Garage</i>	<i>18 Cranfield Rd</i>	<i>In active use</i>
<i>Police Property Bureau</i>	<i>799 Islington Ave</i>	<i>In active use</i>
<i>Police Stores And Garages</i>	<i>2050 Jane St</i>	<i>In active use</i>
<i>Property Maintenance Office & Stores</i>	<i>149 River St</i>	<i>In active use</i>
<i>Property Workshop</i>	<i>786 Dundas St E</i>	<i>In active use</i>
<i>Rockcliffe Yard Works Building</i>	<i>301 Rockcliffe Blvd</i>	<i>Other plans for site</i>
<i>Roundhouse Building</i>	<i>222 Bremner Blvd</i>	<i>Unsuitable</i>
<i>Scarborough Transfer Station</i>	<i>1 Transfer Place</i>	<i>In active use</i>
<i>St Lawrence Market – North Building</i>	<i>92 Front St. E</i>	<i>In active use</i>
<i>Symes Road Yard</i>	<i>150 Symes Rd</i>	<i>In active use</i>
<i>Vacant Warehouse</i>	<i>419 Coxwell Ave</i>	<i>Assigned for housing</i>
<i>Victoria Park Transfer Station</i>	<i>3350 Victoria Park Ave</i>	<i>In use / unsuitable</i>
<i>Wellington Transfer Station</i>	<i>665 Wellington St W</i>	<i>In use / unsuitable</i>
<i>Westwood Theatre</i>	<i>3741 Bloor St W</i>	<i>Other plans for site</i>
<i>Whitlam Warehouse</i>	<i>25 Whitlam Ave.</i>	<i>Other plans for site</i>
<i>Works North District Office</i>	<i>275 Merton St</i>	<i>In active use</i>

Appendix C: “Special Purpose” City-Owned Buildings

<i>Building</i>	<i>Address</i>
<i>Fire/Ambulance Headquarters</i>	<i>4330 Dufferin Street</i>
<i>Communications Centre</i>	<i>703 Don Mills Road</i>
<i>Archives & Records Centre</i>	<i>255 Spadina Road</i>
<i>Heritage Toronto Headquarters</i>	<i>205 Yonge Street</i>
<i>93 Service Yard Buildings</i>	<i>(various)</i>
<i>8 Treatment Plants</i>	<i>(various)</i>
<i>142 Recreation & Community Centres</i>	<i>(various)</i>
<i>71 Arenas, Pools etc.</i>	<i>(various)</i>
<i>6 Training Facilities</i>	<i>(various)</i>
<i>38 Police Stations</i>	<i>(various)</i>
<i>77 Fire Stations</i>	<i>(various)</i>
<i>31 Ambulance Stations</i>	<i>(various)</i>
<i>9 Health Centres</i>	<i>(various)</i>
<i>16 Shelter Facilities</i>	<i>(various)</i>
<i>6 Social Service Offices</i>	<i>(various)</i>
<i>14 Children's Services Centres</i>	<i>(various)</i>
<i>6 Homes for the Aged</i>	<i>(various)</i>
<i>11 Museums</i>	<i>(various)</i>
<i>80 Libraries</i>	<i>(various)</i>
<i>10 Miscellaneous Facilities</i>	<i>(various)</i>

Appendix D1: Leases of Special Purpose Space

<i>Address</i>	<i>User</i>	<i>Sq.Ft.</i>	<i>Total</i>
<i>(A) Special Purpose Office Space Leased by the City</i>			
<i>5150 Yonge St.</i>	<i>Children's Services</i>	<i>3,103</i>	<i>5.5%</i> <i>24,503</i>
<i>2363 Finch Ave.W.</i>	<i>Children's Services</i>	<i>3,500</i>	
<i>1243 Islington Ave.</i>	<i>Children's Services</i>	<i>9,605</i>	
<i>2425 Eglinton Ave.E</i>	<i>Children's Services /MTHCL</i>	<i>8,295</i>	
<i>225 Danforth Ave.</i>	<i>Health</i>	<i>14,217</i>	<i>14.0%</i> <i>61,986</i>
<i>2238 Dundas St.W</i>	<i>Health</i>	<i>10,037</i>	
<i>2300 Sheppard Ave.W</i>	<i>Health</i>	<i>6,960</i>	
<i>2181 Queen St.E</i>	<i>Health</i>	<i>8,518</i>	
<i>225 Duncan Mills Rd.</i>	<i>Health</i>	<i>7,168</i>	
<i>55 Town Centre Ct.</i>	<i>Health</i>	<i>13,115</i>	
<i>5150 Yonge St.</i>	<i>Health</i>	<i>1,971</i>	
<i>3080 Yonge St.</i>	<i>Police Complaints</i>	<i>8,777</i>	<i>12.6%</i> <i>56,077</i>
<i>1500 Don Mills Rd.</i>	<i>Police Parking Tags</i>	<i>36,273</i>	
<i>970 Lawrence Ave.W</i>	<i>Police Parking Tags</i>	<i>11,027</i>	
<i>1860 Wilson Ave.</i>	<i>Welfare</i>	<i>23,194</i>	<i>64.0%</i> <i>284,152</i>
<i>1450 O'Connor Dr.</i>	<i>Welfare</i>	<i>34,215</i>	
<i>605 Rogers Rd.</i>	<i>Welfare</i>	<i>19,097</i>	

<i>Address</i>	<i>User</i>	<i>Sq.Ft.</i>	<i>Total</i>
1225 Kennedy Rd.	Welfare	20,000	
150 Eglinton Ave.E	Welfare	23,292	
5639 Finch Ave.E	Welfare	49,385	
220 Attwell Dr.	Welfare	20,282	
1117 Finch Ave.W	Welfare	18,930	
20 Lesmill Rd.	Welfare	27,577	
1900 Dundas St.W	Welfare	25,680	
779 The Queensway	Welfare	22,500	
425 Adelaide St.W	Assessment Review Board	3,993	3.9%
2238 Dundas St.W	Buildings	5,798	17,521
2300 Yonge St.	MTHCL	7,730	
TOTAL:		444,239	100%

Appendix D2: Leases of Special Purpose Space

<i>Address</i>	<i>User</i>	<i>Sq. Ft.</i>	<i>Total</i>
(B) Other Leased Special Purpose Space *			
321 Rexdale Blvd.	Ambulance Station	4,256	8%
2075 Bayview Ave.	Ambulance Station	1,830	16,840
2753 Jane St.	Ambulance Station	1,700	
5316 Lawrence Ave.E	Ambulance Station	731	
3300 Bayview Ave.	Ambulance Station	1,700	
12 Canterbury Pl.	Ambulance Station	4,737	
115 Parkway Forest Dr.	Ambulance Station	1,886	
Don Mills Arena	Arena	34,042	56%
180 Chalkfarm Dr.	Community Centre	8,000	114,172
160 Eglinton Ave.E	Community Centre	7,933	
Falstaff Community Centre	Community Centre	13,852	
1700 Finch Ave.E.	Community Centre	9,000	
Flemingdon Resource Centre	Community Centre	7,250	
7 Edithvale	Community Recreation Ctr.	24,730	
5720 Bathurst St.	Esther Shiner Stadium	9,365	
19 River St.	Health – Animal Control	3,550	3%
340 College St.	Health – Dental Clinic	1,582	6,432
726 Bloor St.W	Health – Clinic	1,300	
Monarch Library	Library	4,716	17%
85 Ellesmere Rd.	Library	4,421	33,837
255 Morningside Ave.	Library	6,032	
2267 Islington Ave.	Library	2,342	
1571 Sandhurst Circ.	Library	4,256	
2977 Kingston Rd.	Library	2,800	
2380 Eglinton Ave.E	Library	3,825	
2900 Warden Ave.	Library	5,445	

<i>Address</i>	<i>User</i>	<i>Sq. Ft.</i>	<i>Total</i>
<i>90 Niagara St</i>	<i>Clerks Printing Unit</i>	<i>13,004</i>	<i>16% 33,407</i>
<i>238 Queen St.W</i>	<i>Foodshare</i>	<i>5,144</i>	
<i>159 Dufferin St</i>	<i>Heritage Toronto</i>	<i>4,200</i>	
<i>729 Petrolia Rd.</i>	<i>Maintenance Facility</i>	<i>8,547</i>	
<i>121 Richmond St.W</i>	<i>Police – Employee Assist’ce.</i>	<i>2,512</i>	
<i>TOTAL:</i>		<i>204,688</i>	

** above list excludes Child Care Centres and all nominal-rent leases*

Appendix E: Properties the City Plans to Lease

<i>Address</i>	<i>Function</i>	<i>Client</i>	<i>Sq. Ft.</i>	<i>Comments</i>
<i>3100 Weston Rd.</i>	<i>Recreation uses</i>	<i>EDCT – Parks</i>	<i>49,883</i>	<i>Former school to be leased from Basilian Fathers *</i>
<i>t.b.d.</i>	<i>Classrooms for Taxi training</i>	<i>UPDS – Licensing</i>	<i>(4 class rooms)</i>	<i>Search in process</i>
<i>t.b.d.</i>	<i>Election storage & preparation</i>	<i>Clerk’s – Elections</i>	<i>30,000</i>	<i>See report at last Admin. Committee</i>
<i>t.b.d.</i>	<i>Storage of semi-active records</i>	<i>Clerk’s – Records & Archives</i>	<i>30,000 – 60,000</i>	<i>See report at last Admin. Committee</i>
<i>t.b.d.</i>	<i>Homeless Shelter</i>	<i>C&NS – Shelter & Housing</i>	<i>30,000 – 40,000</i>	<i>Search in process</i>
<i>Downsview</i>	<i>Police Training</i>	<i>Police Services</i>	<i>15,000</i>	<i>In negotiation with Canada Lands Corp.</i>
<i>(605 Rogers Rd.)</i>	<i>Welfare Office</i>	<i>C&NS – Social Services</i>	<i>29,000</i>	<i>Needs new, larger location; search in process</i>

** a report on this matter is forthcoming)*