City Hall Optimization Project

Summary Document

PROCESS FOUR…

APRIL 2016

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INTRODUCTION

This document has been prepared in order to consolidate information generated to date, in planning for the redevelopment of Ladysmith City Hall. This document is organized into 5 main parts, comprising this INTRODUCTION and

- SUMMARY OF PARAMETERS: extracts key information from the body of the document. This portion of the document is intended for the reader seeking a broad understanding of the parameters, or limits, within which this project is being proposed.
- PARAMETERS- DETAIL: for those who wish to understand the rationale and more detailed assumptions from which the parameters are derived. Decision-makers should at least be aware of the kind of information contained in this portion of the document.
- SPACE LIST: a space-by-space listing, along with area allocations for each space, quantifies the facilities being proposed at a detailed level.
- STREAMLINING-

The information in this document is intended for use in making strategic decisions about the redevelopment of City Hall and the proposed inclusion of a Library. Key assumptions should be reviewed and verified at each point in the decision-making process

SUMMARY OF PARAMETERS

As a planning tool, this document and associated decision support model establish a number of parameters within which this project will proceed. Any changes significantly affecting these outlined parameters must be examined for their impacts on other parameters, including costs. Decisions about modifying assumptions and/or parameters should be made before proceeding to subsequent steps in planning and design.

DEMAND

There are a range of drivers of service demand

PARTICIPANTS

There are 2 participant organizations planned for inclusion in the project. They are

- City Hall; and
- Library.

CITY HALL

Service delivery is significantly compromised, as staff are forced to work in substandard conditions. In compensating for facility age, inadequate infrastructure, and lack of space, staff spend unnecessary time and effort in conducting their work. Lack of space has also forced Development Services to be located in leased space several blocks away from City Hall. Engineering services are located at the Works Yard, which means people must often travel among three locations in securing the services they need.

The project, as proposed, will offer

- One Stop Shopping- will expedite the delivery of services for people coming to City Hall;
- Retail- space for a small 'coffee kiosk' type of operation has been included as an informal complement to City Hall and the Library;
- Post Disaster- residents will look to City Hall for support and leadership in coping with disasters;
- Streamlining- staff continue to reduce elapsed time, redundant steps, and staff time required to meet the range of requests for service;
- Repatriate Departments- current planning assumes the repatriation of Development Services and Engineering with the rest of City Hall departments; and

LIBRARY

- VIRL (Vancouver Island Regional Library) is anticipating development of a new library on the same site.

TARGET YEARS

The concept of 'Target Years' is used in planning for the future. The specific year is of less importance than calculated demand and capacities.

	Baseline	Mid-term	Long Term
Target Year	**2014**	**2020**	**2035**
Target Year for Construction	2017		
Target Year for Costs	2015		

POPULATION

The primary driver of demand is population. The following table outlines assumptions about Ladysmith population over the mid- to long-term.

	Baseline	Mid-term	Long Term
Target Year	**2014**	**2020**	**2035**
Population- LHA	18,332	19,679	22,442
Ladysmith Municipal	8,167	9,337	11,149
% of LHA	45%	48%	50%

STAFFING

Facility requirements for City Hall are organized into *Components*. Components are the building blocks for facility planning, and are defined as

> ***Component**: a group of people and/or spaces that must be kept together when locating them within a building.*

They reflect a functional organization of people and space, and often are the same as organizational units. The following table outlines the distribution of Ladysmith staff and space into planning components. Not all components listed below are included in City Hall planning, but are listed as part of overall staffing projections.

Component: Included Staff	**2014**	**2020**	**2035**	Excluded
Front of House	2	2.29	2.73	-
Council Chambers	-	-	-	-
Administration	6	6.88	8.20	-
Financial Services	7	8.03	9.57	-
Engineering	4	4.57	5.46	-
Staff Support	-	-	-	-
Building Support	-	-	-	-
Finance Storage	-	-	-	-
Administration Storage	-	-	-	-
Development Services	6	6.90	8.20	-
Public Works- Subtotals	24	22.86	27.29	-
Recreation- Subtotals	7	8.01	9.57	37
Parks- Subtotals	2	2.29	2.73	-
	58	61.83	73.74	37

STAFFING- continued

Head Count- the following table lists staff to be included in the proposed facility, as well as Mayor and Council.

Component: Workplace HC	**2014**	**2020**	**2035**		EmpList
Front of House	2	2.3	2.7		2.0
Council Chambers	-	-	-		-
Administration	13	13.9	15.2		6.0
Financial Services	7	8.0	9.6		7.0
Engineering	3	4.6	5.5		4.0
Development Services	6	6.9	8.2		6.0
Staff Support	-	-	-		-
Building Support	-	-	-		-
Finance Storage	-	-	-		-
Administration Storage	-	-	-		-
	31	35.7	41.2		25.0
Note 1: HC- Head Count					
Note 2: Administration incl Mayor & Councillors					

FACILITIES

COMPONENT AREAS

Area Allocations for each of the participant organizations are summarized in the table following. It should be noted that VIRL area allocations differ very little between 'NASF' and 'BGSF'. This reflects differences in approach to area allocations at this stage of planning. Facilities will be planned for calculated 2020 capacities.

Component Areas				
City Hall Components	NASF- 2020	BGSF- 2020	NASF- 2035	BGSF- 2035
Front of House	1,815	2,832	1,845	2,878
Council Chambers	1,172	1,829	1,172	1,828
Administration	1,896	2,958	2,054	3,204
Development Services	1,124	1,753	1,642	2,561
Financial Services	1,142	1,782	1,303	2,033
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Administration Storage	1,112	1,735	1,112	1,735
Retail	500	780	500	780
Subtotal City Hall	11,931	18,614	13,035	20,335
Library Components				
Library- Public Use	7,665	7,895	7,665	7,895
Library-Entry/Circulation	705	726	705	726
Library- Processing	1,803	1,857	1,803	1,857
Subtotal Library	10,173	10,478	10,173	10,478
NASF- Net Assignable Square Feet: excludes all circulation, walls and service space.				
BGSF- Building Gross Square Feet: includes all area within outside surface of exterior walls.				

FACILITIES- **COMPONENT AREAS**- continued

There is little difference between City Hall area allocations for 2020 and 2035, as current assumptions anticipate staffing to increase by 6 people. There is minimal impact on overall support space from such a small staff increase.

There is no difference between Library area allocations for 2020 and 2036.

STANDARDS

Space and corresponding area allocations will be based on standardized *Workplace* and *Ancillary* spaces. The workplace allocations for Ladysmith staff have been established in consideration of provincial standards (GOSS- Government Office Space Standards), but are generally smaller in area for corresponding position types. The following table outlines proposed allocations, rationale, and furnishing capacities for each workplace type.

Enclosed/Open- ft^2		Remarks
Enclosed 150	150	Mayor and City Manager. Same as EA- 13.9, despite functional similarities to Assistant Deputy Minister (EA-22.5) *6' desk, credenza + 4 ancillary*
Enclosed 140	140	Director (or equivalent). Lower than GOSS allocation for this position type at EA- 13.9 *3 worksurfaces + 6 ancillary*
Enclosed 120	120	Functional justification for privacy needs *2 worksurfaces + 5 ancillary*
Enclosed 100	100	Functional justification for privacy needs *2 worksurfaces + 3 ancillary*
Open 70	70	Supervisor or Clerical *2 worksurfaces + .5 ancillary*
Homebase	40	Inspectors and other staff who spend the majority of their time in the field. *1 worksurface*

PARKING

Current assumptions about the site and parking are theoretical and must be 'tested' through the preparation of concept drawings, but it is anticipated that some 26 stalls will need to be provided off-site. The cost of surface parking on additional property purchased nearby is significantly more economical than structured parking on-site.

City Hall- it is assumed that 23stalls are provided off-site based on preliminary site capacity calculations described later in this document.

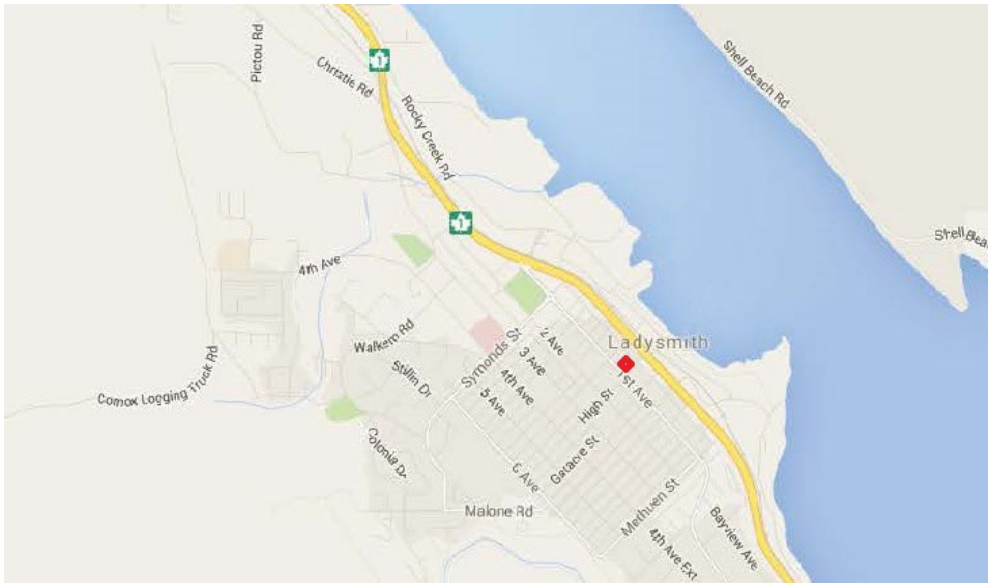
Parking Assumptions- City Hall		2020
Struct Pkg	No	
Staff Parking	64% of staff	0 stalls
Staff- Structured		0 stalls
Visitor Parking		6 stalls
Visitor- Structured		0 stalls
Loading Stalls		1 stalls
Pay in Lieu	50% of stalls	29 stalls
Parking- Offsite- City Hall		23 stalls
#Parking Spaces (By-law)		58 stalls

Library- it may be possible to provide 3 stalls for staff parking off-site, but visitor stalls will all need to be located on-site for easy access.

Parking Assumptions- Library		2020
Struct Pkg	No	
Staff Parking	100% of staff	0 stalls
Staff- Structured		0 stalls
Visitor Parking		13 stalls
Visitor- Structured		0 stalls
Loading Stalls		1 stalls
Pay in Lieu	50% of stalls	17 stalls
Parking- Offsite- Library		3 stalls
#Parking Spaces (By-law)		33 stalls

SITE

The proposed site is located at First Avenue and Buller Street in Ladysmith.



DESCRIPTION

There are 4 adjacent lots, 721 First Avenue, 12, 20, and 26 Buller Street, aligned as shown in the following diagram with total site dimensions of 120 feet by 240 feet.

SITE- DESCRIPTION- continued

The proposed site slopes away from 1st Avenue, downwards along Buller away from the intersection at 1st towards the Island Highway. Access from Buller is about one storey below the elevation along 1st Avenue near the last of the four lots that make up the site.

- Level 1 defined as the level of 1st Avenue;
- Level 0 is then accessible directly from Buller; and
- Level 2 is the second storey above Level 1.

In addition

- **Individual lot size**s- each of the four lots is 60' x 120'
- **Zoning**- the site is zoned C-2 Downtown Commercial
- **Existing Buildings**- there are buildings on the properties requiring demolition
- **Natural Light**- as the site slopes away from First Avenue, any space on Level 0 along the first half or more of the distance along Buller would not have access to natural light.

STACKING

For the purposes of this document, three 'Stacking Scenarios' are outlined. They serve to provide a sense of the capacity of the proposed site, as well as to raise some key issues that must be resolved. These and other scenarios must be explored through concept layouts before subsequent planning and design proceed.

In all scenarios:

- The floor space ratio of 1.00 allows up to 28,800 sq ft of building space, and current allocations are calculated at just over 29,000 sq ft, which may require a variance, depending upon efficiency of building design;
- Any on-site parking would be accommodated at the lower portion of the site at Level 0;
- Elevator access will likely be required to and from Level 0
- The site is too small to accommodate required parking, so off-site parking on a nearby location is assumed; and
- Structured parking would add significantly to project costs.

SITE- STACKING- continued

Scenario One

Scenario One locates the Library on Level 1, along with the Front of House, Council Chambers, and Retail components of City Hall. This provides these components with pedestrian access from First Avenue. City Hall storage and building support spaces are located on Level 0, with the balance of City Hall components on Level 2.

Building Stack	Stack 1			BGSF	
Total Stacked (BGSF)				29,092	
Facility Program- Stacked					
Level 0				4,621	16%
Level 1				15,919	55%
Level 2				8,552	30%

BGSF- Building Gross Square Feet: includes all area within outside surface of exterior walls.

This raises a number of points to consider

- Level 1 area exceeds Level 0 by more than 11,000 sq ft which, with the sloping site, is not an appropriate distribution of space among building levels
- City Hall storage components are on a different level than the components they support.

Scenario Two

This scenario locates the Library on Level 0, with the balance of City Hall components on Level 1.

- Level 0 and Level 1 areas are about the same;
- Library access from visitor parking is at the same level
- Front of House would be on the same level as the components which support the majority of requests for service

Building Stack	Stack 2			BGSF	
Total Stacked (BGSF)				29,092	
Facility Program- Stacked					
Level 0				15,099	52%
Level 1				13,993	49%

BGSF- Building Gross Square Feet: includes all area within outside surface of exterior walls.

SITE- STACKING- continued

Scenario Three

Similar to Scenario One, the Library, Retail, Front of House, and Council Chambers components of City Hall are all on Level 1. The balance of City Hall components are on Level 0.

Building Stack	Stack 3			BGSF	
Total Stacked (BGSF)				29,092	
Facility Program- Stacked					
Level 0				17,834	62%
Level 1				11,258	39%

BGSF- Building Gross Square Feet: includes all area within outside surface of exterior walls.

Point to consider include

- Calculated areas indicate the count of on-site visitor parking stalls may not fit
- There may not be sufficient building perimeter above grade to provide natural light for staffed workplaces.

RELATIVE COSTS

In addition to building area and site parameters, the relative costs of partial and overall portions of the outlined project are outlined for consideration.

Building Area Summary	**Combined**	**City Hall**	**Library**
NASF	22,104	11,931	10,173
BGSF	29,092	18,614	10,478
Building Construction	$ 8,631,665	$ 5,398,034	$ 3,233,631
Parking Construction	$ 260,258	$ 142,081	$ 118,177
Site Construction	$ 933,324	$ 618,984	$ 314,340
Other Construction	$ 1,277,282	$ 800,683	$ 476,599
Subtotal Construction Costs	$ 11,102,529	$ 6,959,782	$ 4,142,747
Project Cost in 2015		$ 9,882,369	$ 5,882,390
Escalation		$ 642,354	$ 382,355
Project Cost in 2019	$ 16,789,468	$ 10,524,723	$ 6,264,745

NASF- Net Assignable Square Feet: excludes all circulation, walls and service space.
BGSF- Building Gross Square Feet: includes all area within outside surface of exterior walls.

PARAMETERS- DETAIL

This portion of the document provides more detailed information about the proposed parameters for the project. Parameters are described in terms of

- DEMAND- is based on assumptions about the participant organizations to be included and the factors affecting service demands on each;
- FACILITIES- the spaces and areas required to accommodate calculated demand;
- SITE- the land required for facilities and supporting site elements; and
- RELATIVE COSTS- a summary of costs to inform decisions about the project and its parts. As relative costs, they allow decision-makers to understand the impacts of changes to key assumptions.

All calculations for this project are extracted from a '***decision support model'***, a spreadsheet-based tool which allows decision-makers to test changes in key assumptions. This provides a broader base from which to make decisions, in understanding the impacts of change. It also simplifies incorporating operational and facility changes that take place over time.

DEMAND

This portion of the document identifies the participant organizations and describes the factors affecting space and area allocations for each, including

- PARTICIPANTS;
- TARGET YEARS;
- POPULATION; and
- STAFFING.

PARTICIPANTS

There are 2 participant organizations planned for inclusion in the project. They are

- City Hall; and
- Library.

CITY HALL

The existing City Hall falls far short of meeting current needs. People looking for services must find their way among three different locations. There is insufficient space for effectively serving customers, and workplaces are overcrowded. The shortages in space as well as how they are organized require staff to expend unnecessary time to accomplish their work. Wiring, both electrical and communications, are at the limits of what patchwork measures can do for a building constructed in a different era. They also represent risks not acceptable in a modern city hall. The workplace environment, including air quality, also falls far short of current standards.

Current assumptions include a range of direct and indirect provisions for service demands, including

- One Stop Shopping- municipalities are increasingly working to reduce the number of stops required by people coming to city hall. Current facilities require people to go to multiple locations as well as make multiple trips;
- Retail- space for a small 'coffee kiosk' type of operation has been included as an informal complement to City Hall and the Library;
- Post Disaster- residents will look to City Hall for support and leadership in coping with disasters;
- Streamlining- staff continue to reduce elapsed time, redundant steps, and staff time required to meet the range of requests for service. These 'Streamlining' initiatives will free up staff time, which is then reallocated to new or improved services; and
- Repatriate Departments- current planning assumes the repatriation of Development Services and Engineering with the rest of City Hall departments. Efficiencies achieved through proximity, better facilities, staff communication and teamwork will translate to better service.

LIBRARY

The Vancouver Island Regional Library (VIRL) is anticipating redevelopment of the existing library in Ladysmith. It is currently anticipated that Library and City Hall space will be co-located. Ownership/financial arrangements as well as organization of building elements have yet to be established. Preliminary assumptions about size and budget are based on population projections, and will be revisited in subsequent stages of planning and design.

TARGET YEARS

The concept of 'Target Years' is used in planning for the future. The specific year is of less importance than calculated demand and capacities. Population is the primary driver of calculated demand, and while there is uncertainty about the exact year population targets will be reached, they represent reasonable milestones. Five 'Target Years' have been identified for this project.

	Baseline	Mid-term	Long Term
Target Year	**2014**	**2020**	**2035**
Target Year for Construction	2017		
Target Year for Costs	2015		

Baseline- a current context in terms of staff and facilities serves as a comparative context for future demand. As indicated in the preceding table, 2014 is the baseline year. If significant time passes or changes are implemented prior to subsequent stages in planning and design, baseline data should be reviewed and updated.

Mid-term- 2020 has been selected as the target year for which staff and facilities are calculated. It is important to emphasize that 2020 simply sets a theoretical capacity for the facility. Actual growth and operational changes will determine when the facility reaches its true capacity. Part of that process will likely involve 'crowding' as found in current conditions.

Long Term- population projections to the year 2035 are used to provide an understanding about the degree of growth anticipated over the long term. At current per capita staffing levels, growth beyond the facility capacity in 2020 should be readily accommodated without expansion.

Target Year for Construction/Target Year for Costs- these are used to establish an understanding of the impact of escalation on project costs.

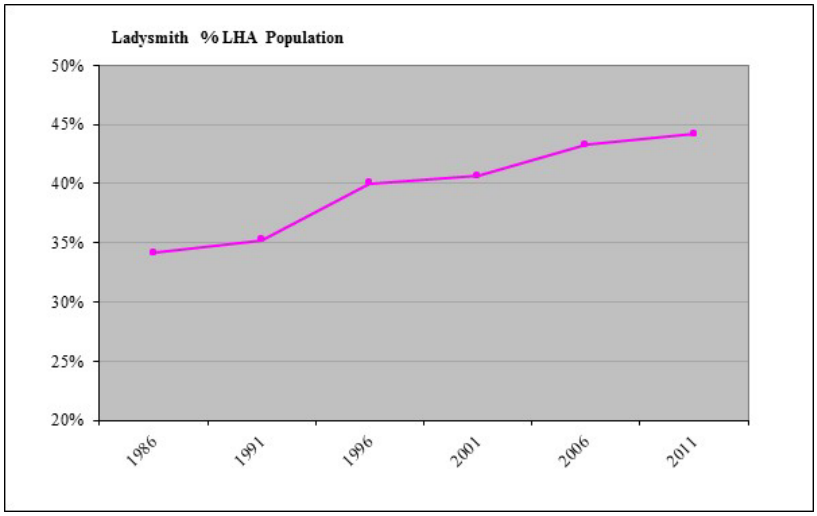
POPULATION

The primary driver of demand is population. The following table outlines assumptions about Ladysmith population over the mid- to long-term.

	Baseline	Mid-term	Long Term
Target Year	**2014**	**2020**	**2035**
Population- LHA	18,332	19,679	22,442
Ladysmith Municipal	8,167	9,337	11,149
% of LHA	45%	48%	50%

Projections are based upon P.E.O.P.L.E. 14[1], the 2014 version of a projection model prepared by StatsBC. As the level of detail only extends to the Local Health Area (LHA); census data is used to establish Ladysmith population as a % of LHA population. The following table and chart illustrate the growth in Ladysmith population in terms of people as well as percent of LHA population.

Population- Historical					
Census Year	1991	1996	2001	2006	2011
Ladysmith Municipal	13,838	16,145	16,200	17,432	17,930
% of LHA	35%	40%	41%	43%	44%



Current assumptions are that % of LHA population will continue to increase to

- 48% by 2020; and
- 50% by 2036.

As noted earlier, as this information is integrated into a decision support model, assumptions can be modified to understand the impacts of change. For example, the base population model can be updated with the latest version of the PEOPLE model, or assumptions about & of LHA can be modified.

[1] P.E.O.P.L.E. 14 (Population Extrapolation for Organizational Planning with Less Error; StatsBC

STAFFING

In calculating staff required to meet future service demand, existing staff were organized in terms of 'departmental groups'. These groupings tend to reflect a community's emphases in service delivery. The following table summarizes existing and future staffing.

Staffing	Included			Excluded
Departmental Groups- Included	**2014**	**2020**	**2035**	**2014**
Management, Support & Elected	15	17.2	20.5	-
Planning & Development	6	6.9	8.2	-
Parks, Recreation, & Culture	9	10.3	12.3	37
Works & Utilities	28	32.0	38.2	-
Subtotal Staff	58	66.4	79.2	37
*Excluded staff are those who work at venues such as pools, community centres, etc.				

A comparison of staffing across communities appears to show relatively consistent patterns, when some 'mandate areas' are excluded

- Venues such as pools, community centres, et cetera are excluded as there are significant variations in the range and type of facilities supported, as well as differences in how they are operated. For example, societies and non-profit groups operate many community facilities;
- Utilities- the degree to which individual municipalities operate utilities such as wastewater, electrical, and gas precludes comparisons; and
- Police and Fire- funding mechanisms, regional responsibilities, and use of volunteer firefighters varies significantly across jurisdictions.

While demographics and changing community expectations will also affect service delivery decisions, it is assumed that such changes will be made within per capita rates of staffing similar to current rates. The following table outlines current and future per capita staffing by departmental group and the pro-rated distribution of staff by Department.

Departmental Group- Included Staffing per thousand population				
	2014	**2020**	**2035**	Excluded
Management, Support & Elected	1.84	1.84	1.84	-
Planning & Development	0.74	0.74	0.74	-
Parks, Recreation, & Culture	1.10	1.10	1.10	4.53
Works & Utilities	3.43	3.43	3.43	-
Per Capita Staffing- Included	7.10	7.10	7.10	4.53
Department	**2014**	**2020**	**2035**	Excluded
Administration	15	17.20	20.50	-
Development Services	6	6.90	8.20	-
Public Works	28	32.00	38.20	-
Recreation	7	8.01	9.57	37
Parks	2	2.29	2.73	-
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STAFFING BY COMPONENT

Facility requirements for City Hall are organized into *Components*. Components are the building blocks for facility planning, and are defined as

> ***Component**: a group of people and/or spaces that must be kept together when locating them within a building.*

They reflect a functional organization of people and space, and often are the same as organizational units. The following table outlines the distribution of Ladysmith staff and space into planning components, prorated to future totals. Not all components listed below are included in City Hall planning, but are listed as part of overall staffing projections.

Component: Included Staff	**2014**	**2020**	**2035**	Excluded
Front of House	2	2.29	2.73	-
Council Chambers	-	-	-	-
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Administration Storage	-	-	-		-
	31	35.7	41.2		25.0
Note 1: HC- Head Count					
Note 2: Administration incl Mayor & Councillors					

FACILITIES

Facility parameters set the limits within which planning will address

- COMPONENT AREAS;
- STANDARDS; and
- PARKING.

COMPONENT AREAS

Area Allocations for each of the participant organizations are summarized in the table following. It should be noted that VIRL area allocations differ very little between 'NASF' and 'BGSF'. This reflects differences in approach to area allocations at this stage of planning.

Component Areas				
City Hall Components	NASF- 2020	BGSF- 2020	NASF- 2035	BGSF- 2035
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NASF- Net Assignable Square Feet: excludes all circulation, walls and service space.				
BGSF- Building Gross Square Feet: includes all area within outside surface of exterior walls.				

There is little difference between City Hall area allocations for 2020 and 2035, as current assumptions anticipate staffing to increase by 6 people. There is minimal impact on overall support space from such a small staff increase.

There is no difference between Library area allocations for 2020 and 2036.

STANDARDS

Space and corresponding area allocations will be based on standardized *Workplace* and *Ancillary* spaces. Position types for Ladysmith staff were compared for functional similarities against provincial government standards (GOSS- Government Office Space Standards) in arriving at proposed standards for Ladysmith.

Workplace- a *Workplace* may be an enclosed office or an open workstation, and includes one or more worksurfaces and may also include a number of ancillary furniture items. Within a workplace, ancillary furniture includes items such as chairs, tables, filing cabinets and bookcases. For planning purposes, these items will not be identified specifically until the design process is initiated.

Ancillary- despite the redundancy, the term *Ancillary* is also used for *shared furnishings*, equipment, and spaces *outside* of individual workplaces. These include not only the same kind of furnishings such as filing cabinets and bookcases, et cetera that are found in workplaces, but also include spaces like meeting rooms, storage, and other spaces shared by two or more people.

In planning for flexibility and improved functionality, it is important to identify and accommodate *shared* furniture and equipment separately from workplaces. Comparing area allocations to existing workplaces must take into consideration that bookcases and file cabinets might be more effectively used if kept in a location where others can easily access the material contained.

Area allocations are in *NASF- Net Assignable Square Feet*, which accounts for functional area only and excludes walls and circulation.

Workplace- GOSS

The acronym GOSS- Government Office Space Standards, describes provincial government standards for workplace allocations. They are used as a benchmark in generating appropriate area allocations for Ladysmith staff. The following descriptions summarize comparable positions and their workplace allocations:

Enclosed/Open- m^2	ft^2	Function
EA- 22.5	242	Assistant Deputy Minister
EA- 13.9	150	Director (or equivalent)
EA- 11.15	120	*Manager**
OA- 9.3	100	Accounting Officer, *Administrative Officer*, Clerk*, Communications Officer**, Manager, Executive Coordinator, *Executive Secretary*, Financial Officer*, Information Systems Analyst**, Planning Officer, *Research Officer**, Social Program Officer, *Systems Analyst**
OA- 6.5	70	Administrative Officer, Clerk, Communications Officer, Executive Secretary, Financial Officer, Information System Analyst, Inspector, Office Assistant, Research Officer, Systems Analyst
OA- 4.5	50	Building Maintenance Worker, Shipper/Stockworker, Youth Employment Program

Note- italicized and asterisked position names require Deputy Approval or functional justification for larger area allocation*

Workplace- Ladysmith

The workplace allocations for Ladysmith staff have been established in consideration of GOSS allocations, but are generally smaller in area for corresponding position types. The following table outlines proposed allocations, rationale, and furnishing capacities for each workplace type.

Enclosed/Open- ft^2		Remarks
Enclosed 150	150	Mayor and City Manager. Same as EA- 13.9, despite functional similarities to Assistant Deputy Minister (EA-22.5) *6' desk, credenza + 4 ancillary*
Enclosed 140	140	Director (or equivalent). Lower than GOSS allocation for this position type at EA- 13.9 *3 worksurfaces + 6 ancillary*
Enclosed 120	120	Functional justification for privacy needs *2 worksurfaces + 5 ancillary*
Enclosed 100	100	Functional justification for privacy needs *2 worksurfaces + 3 ancillary*
Open 70	70	Supervisor or Clerical *2 worksurfaces + .5 ancillary*
Homebase	40	Inspectors and other staff who spend the majority of their time in the field. *1 worksurface*
Transaction	60	Reception. May or may not be primary workplace for designated staff *2 worksurfaces*

PARKING

The following tables summarize parking assumptions for

- City Hall; and
- Library.

Both take full advantage of 'Pay in Lieu' provisions which reduce required parking by 50%.

Current assumptions about the site and parking are theoretical and must be 'tested' through the preparation of concept drawings, but it is anticipated that some 26 stalls will need to be provided off-site. The cost of surface parking on additional property purchased nearby is significantly more economical than structured parking on-site.

While it is the stated preference of VIRL is for the Library to be located on 'Level 1' with pedestrian access from 1st Avenue, any on-site parking would be at 'Level 0' and accessed from Buller at the end of the site away from 1st Avenue. The 'Stacking' description later in this document describes this issue in more detail.

City Hall- it is assumed that 20 stalls are provided off-site based on preliminary site capacity calculations described later in this document.

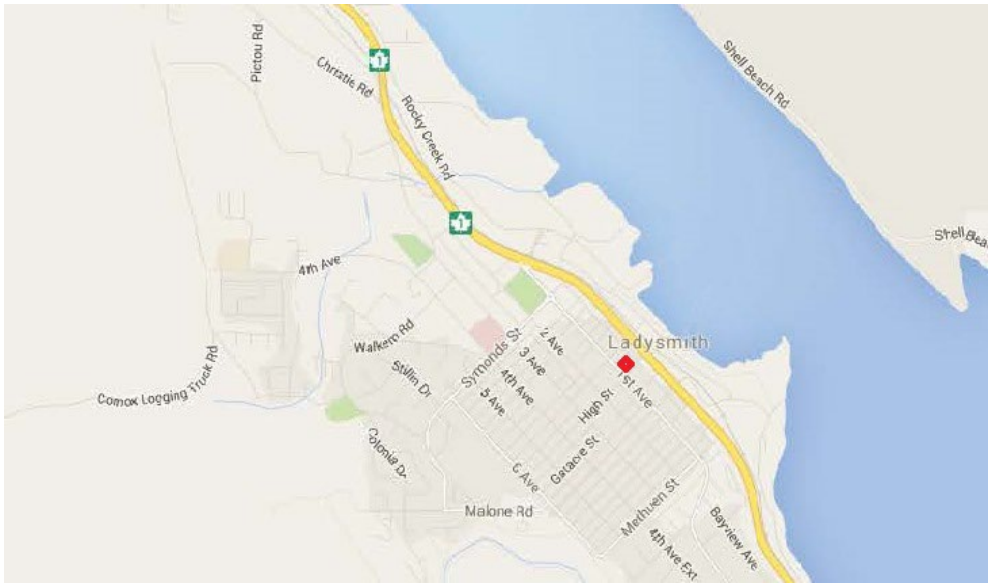
Parking Assumptions- City Hall		2020
Struct Pkg	No	
Staff Parking	64% of staff	0 stalls
Staff- Structured		0 stalls
Visitor Parking		6 stalls
Visitor- Structured		0 stalls
Loading Stalls		1 stalls
Pay in Lieu	50% of stalls	29 stalls
Parking- Offsite- City Hall		23 stalls
#Parking Spaces (By-law)		58 stalls

Library- it may be possible to provide 3stalls for staff parking off-site, but visitor stalls will all need to be located on-site for easy access.

Parking Assumptions- Library		2020
Struct Pkg	No	
Staff Parking	100% of staff	0 stalls
Staff- Structured		0 stalls
Visitor Parking		13 stalls
Visitor- Structured		0 stalls
Loading Stalls		1 stalls
Pay in Lieu	50% of stalls	17 stalls
Parking- Offsite- Library		3 stalls
#Parking Spaces (By-law)		33 stalls

SITE

The proposed site is located at First Avenue and Buller Street in Ladysmith.



DESCRIPTION

There are 4 adjacent lots, 721 First Avenue, 12, 20, and 26 Buller Street, aligned as shown in the following diagram with total site dimensions of 120 feet by 240 feet.

SITE- **DESCRIPTION**- continued
The proposed site slopes away from 1st Avenue, downwards along Buller away from the intersection at 1st towards the Island Highway. Access from Buller is about one storey below the elevation along 1st Avenue near the last of the four lots that make up the site.

- Level 1 defined as the level of 1st Avenue;
- Level 0 is then accessible directly from Buller; and
- Level 2 is the second storey above Level 1.

In addition

- **Individual lot size**s- each of the four lots is 60' x 120'
- **Zoning**- the site is zoned C-2 Downtown Commercial
- **Existing Buildings**- there are buildings on the properties requiring demolition
- **Natural Light**- as the site slopes away from First Avenue, any space on Level 0 along the first half or more of the distance along Buller would not have access to natural light.

STACKING
For the purposes of this document, three 'Stacking Scenarios' are outlined. They serve to provide a sense of the capacity of the proposed site, as well as to raise some key issues that must be resolved. These and other scenarios must be explored through concept layouts before subsequent planning and design proceed.

In all scenarios:

- The floor space ratio of 1.00 allows up to 28,800 sq ft of building space, and current allocations are calculated at just over 29,000 sq ft, which may require a variance, depending upon efficiency of building design;
- Any on-site parking would be accommodated at the lower portion of the site at Level 0;
- Elevator access will likely be required to and from Level 0
- The site is too small to accommodate required parking, so off-site parking on a nearby location is assumed; and
- Structured parking would add significantly to project costs.

SITE- STACKING- continued

Scenario One

Scenario One locates the Library on Level 1, along with the Front of House, Council Chambers, and Retail components of City Hall. This provides these components with pedestrian access from First Avenue. City Hall storage and building support spaces are located on Level 0, with the balance of City Hall components on Level 2.

Building Stack	Stack 1			BGSF	
Total Stacked (BGSF)				29,092	
Facility Program- Stacked					
Level 0				4,621	16%
Level 1				15,919	55%
Level 2				8,552	30%

BGSF- Building Gross Square Feet: includes all area within outside surface of exterior walls.

This raises a number of points to consider

- Level 1 area exceeds Level 0 by more than 11,000 sq ft which, with the sloping site, is not an appropriate distribution of space among building levels
- City Hall storage components are on a different level than the components they support.

Scenario Two

This scenario locates the Library on Level 0, with the balance of City Hall components on Level 1.

- Level 0 and Level 1 areas are about the same;
- Library access from visitor parking is at the same level
- Front of House would be on the same level as the components which support the majority of requests for service

Building Stack	Stack 2			BGSF	
Total Stacked (BGSF)				29,092	
Facility Program- Stacked					
Level 0				15,099	52%
Level 1				13,993	49%

BGSF- Building Gross Square Feet: includes all area within outside surface of exterior walls.

SITE- STACKING- continued

Scenario Three

Similar to Scenario One, the Library, Retail, Front of House, and Council Chambers components of City Hall are all on Level 1. The balance of City Hall components are on Level 0.

Building Stack	Stack 3			BGSF	
Total Stacked (BGSF)				29,092	
Facility Program- Stacked					
Level 0				17,834	62%
Level 1				11,258	39%

BGSF- Building Gross Square Feet: includes all area within outside surface of exterior walls.

Point to consider include

- Calculated areas indicate the count of on-site visitor parking stalls may not fit
- There may not be sufficient building perimeter above grade to provide natural light for staffed workplaces.

Detail- Scenario One

Building Stack			**Facility Program- Stacked**		
Components	FP		NASF	BGSF	Staff
Location	**2020**		**2020**		
City Hall	Stack 1				
Front of House	Level 1		1,815	2,832	2
Council Chambers	Level 1		1,172	1,829	-
Financial Services	Level 2		1,142	1,782	8
Administration	Level 2		1,896	2,958	14
Development Services	Level 2		1,124	1,753	7
Engineering	Level 2		639	997	5
Staff Support	Level 2		681	1,062	-
Building Support	Level 0		950	1,482	-
Finance Storage	Level 0		900	1,404	-
Administration Storage	Level 0		1,112	1,735	-
Retail	Level 1		500	780	-
Subtotal City Hall			**11,931**	**18,614**	**36**
Library					
Library- Public Use	Level 1		7,665	7,895	-
Library-Entry/Circulation	Level 1		705	726	-
Library- Processing	Level 1		1,803	1,857	3
Subtotal Library			**10,173**	**10,478**	**3**

NASF- Net Assignable Square Feet: excludes all circulation, walls and service space.
BGSF- Building Gross Square Feet: includes all area within outside surface of exterior walls.

Detail- Scenario Two

Building Stack			Facility Program- Stacked		
Components	FP		NASF	BGSF	Staff
Location	**2020**		**2020**		
City Hall	Stack 2				
Front of House	Level 1		1,815	2,832	2
Council Chambers	Level 1		1,172	1,829	-
Financial Services	Level 1		1,142	1,782	8
Administration	Level 1		1,896	2,958	14
Development Services	Level 1		1,124	1,753	7
Engineering	Level 1		639	997	5
Staff Support	Level 1		681	1,062	-
Building Support	Level 0		950	1,482	-
Finance Storage	Level 0		900	1,404	-
Administration Storage	Level 0		1,112	1,735	-
Retail	Level 1		500	780	-
Subtotal City Hall			**11,931**	**18,614**	**36**
Library					
Library- Public Use	Level 0		7,665	7,895	-
Library-Entry/Circulation	Level 0		705	726	-
Library- Processing	Level 0		1,803	1,857	3
Subtotal Library			**10,173**	**10,478**	**3**

Detail- Scenario Three

Building Stack			Facility Program- Stacked		
Components	FP		NASF	BGSF	Staff
Location	**2020**		**2020**		
City Hall	Stack 3				
Front of House	Level 0		1,815	2,832	2
Council Chambers	Level 0		1,172	1,829	-
Financial Services	Level 0		1,142	1,782	8
Administration	Level 0		1,896	2,958	14
Development Services	Level 0		1,124	1,753	7
Engineering	Level 0		639	997	5
Staff Support	Level 0		681	1,062	-
Building Support	Level 0		950	1,482	-
Finance Storage	Level 0		900	1,404	-
Administration Storage	Level 0		1,112	1,735	-
Retail	Level 1		500	780	-
Subtotal City Hall			**11,931**	**18,614**	**36**
Library					
Library- Public Use	Level 1		7,665	7,895	-
Library-Entry/Circulation	Level 1		705	726	-
Library- Processing	Level 1		1,803	1,857	3
Subtotal Library			**10,173**	**10,478**	**3**

Parking and Outdoor Space

The cost of structured parking solutions are significantly higher than for surface parking. The cost of land in the Ladysmith is low enough to warrant consideration of purchasing additional property to accommodate required parking. The following table outlines assumptions about parking and other outdoor space for City Hall.

Parking Assumptions- City Hall				
By-law Parking Requirement by Establishment Type				
GSM per Stall			FP- BGSF	
Assembly, Civic		30.00	17,834	
Commercial- Office, Retail		30.00	780	
			Calculated	
#Parking Spaces (By-law)		GSM per Stall	58 stalls	
Loading Stalls		3000 cgsm	1 stalls	
			Allocated	Sq Ft
Staffing- Peak Shift	Shell Type		36 staff	
Staff Parking	Surface Parking	64% of staff	0 stalls	-
Staff- Structured	Struct Pkg- PD		0 stalls	-
Visitor Parking	Surface Parking		6 stalls	2,340
Visitor- Structured	Struct Pkg- PD		0 stalls	-
Loading Stalls	Surface Parking		1 stalls	615
Pay in Lieu	Surface Parking	50% of stalls	29 stalls	11,310
Parking- Offsite- City Hall			23 stalls	
Savings on Parking				
Other Outdoor Spaces-City Hall		Location	Sq Ft	1,000
Outdoor Patio	Walks/Patios-at G	435	435	
Emergency Generator	Surface Parking	360	360	
Garbage & Recycle Outdoor	Surface Parking	205	205	
Additional Landscaping	General Landscaping		-	
Roadways- City Hall	Surface Parking	30' w	800	800
		25%		
			27 lin ft	

Parking and Outdoor Space- continued

Similar assumptions are outlined for the Library

Parking Assumptions- Library				
By-law Parking Requirement by Establishment Type				
GSM per Stall			FP- BGSF	
Assembly, Civic		30.00	10,478	
Other Commercial, Institutional		40.00	-	
			Calculated	
#Parking Spaces (By-law)			33 stalls	
Loading Stalls		3000 cgsm	1 stalls	
			Allocated	Sq Ft
Staffing- Peak Shift	Shell Type		3 staff	
Staff Parking	Surface Parking	100% of staff	0 stalls	-
Staff- Structured	Struct Pkg- PD		0 stalls	-
Visitor Parking	Surface Parking		13 stalls	5,070
Visitor- Structured	Struct Pkg- PD		0 stalls	-
Loading Stalls	Surface Parking		1 stalls	615
Pay in Lieu	Surface Parking	50% of stalls	17 stalls	6,630
Parking- Offsite- Library			3 stalls	
Savings on Parking				
Other Outdoor Spaces- Library			Sq Ft	-
Outdoor Patio	Walks/Patios-at G	-	-	
Emergency Generator	Surface Parking	-	-	
Garbage & Recycle Outdoor	Surface Parking	-	-	
Additional Landscaping	General Landscap	-	-	
Roadways- Library	Surface Parking	30' w	1,500	1,500
		25%		
			50 lin ft	

RELATIVE COSTS

In addition to building area and site parameters, the relative costs of partial and overall portions of the outlined project are outlined for consideration.

Building Area Summary	Combined	City Hall	Library
NASF	22,104	11,931	10,173
BGSF	29,092	18,614	10,478
Building Construction	$ 8,631,665	$ 5,398,034	$ 3,233,631
Parking Construction	$ 260,258	$ 142,081	$ 118,177
Site Construction	$ 933,324	$ 618,984	$ 314,340
Other Construction	$ 1,277,282	$ 800,683	$ 476,599
Subtotal Construction Costs	$ 11,102,529	$ 6,959,782	$ 4,142,747
Project Cost in 2015		$ 9,882,369	$ 5,882,390
Escalation		$ 642,354	$ 382,355
Project Cost in 2019	$ 16,789,468	$ 10,524,723	$ 6,264,745

NASF- Net Assignable Square Feet: excludes all circulation, walls and service space.
BGSF- Building Gross Square Feet: includes all area within outside surface of exterior walls.

Cost assumptions in the model have been reviewed by a Cost Consultant[2]. As minor changes have been made to the space list and assumptions about parking, the final figures in this document vary from those prepared by the Cost Consultant, but are sufficiently accurate for the purposes of strategic facility planning.

All assumptions in this document and the model should be reviewed and updated prior to subsequent stages of planning and design.

[2] Town of Ladysmith, New City Hall, Order of Magnitude Estimate; Hanscomb Limited; January 07, 2016

CONSTRUCTION TO PROJECT COST- CITY HALL

In calculating a project cost, a number of assumptions have been made. The following table outlines assumptions for the City Hall portion of the project.

Building Construction		$ 5,398,034	
Average Shell Cost		$ 194.96	
Average Fit-out Cost		$ 95.04	
Average Shell+Fit-out		$ 290.00	
Parking Summary			
Struct Pkg- PD		0 spaces	
Sheltered		0 spaces	
Surface Parking		7 spaces	
Parking Construction		$ 142,081	
Struct Pkg- PD		$ -	
Sheltered		$ -	
Surface Parking		$ 142,081	
Site Construction		$ 618,984	
On Site Development	$ 25.00	$ 465,350	per BGSF
Demolition	$ 12.00	$ 60,564	per BGSF
Landscaping	$ 5.00	$ 93,070	per BGSF
Building & Site Construction		$ 6,159,099	
Other Construction		$ 800,683	
G.C. Management Fee	3.0%	$ 184,773	% of Subtotal Const'n
Div 1 General Conditions	10.0%	$ 615,910	% of Subtotal Const'n
Subtotal Construction Costs		**$ 6,959,782**	
Soft Costs		$ 1,983,538	
Consultant Design Team	10.0%	$ 695,978	% of Const'n Total
Disbursements	2.5%	$ 173,995	% of Const'n Total
Design Construction Contingency	5.0%	$ 347,989	% of Const'n Total
FF&E	5.0%	$ 347,989	% of Const'n Total
Offsite Development	5.0%	$ 347,989	% of Const'n Total
Permits & Licenses	1.0%	$ 69,598	% of Const'n Total
Ladysmith DCC	$ 7.95	$ -	$ per bgsf
Regional District DCC	$ 0.811	$ -	$ per bgsf
Other Costs		$ 939,049	
Project Manager- Civic Building	2.0%	$ 178,866	% of Combined Total
General Overhead Rate	5.0%	$ 447,166	% of Combined Total
Taxes	3.5%	$ 313,016	% of Combined Total
Project Cost in 2015		**$ 9,882,369**	

CONSTRUCTION TO PROJECT COST- LIBRARY

Similar assumptions are outlined for the Library portion of the project.

Building Construction		$ 3,233,631	
Average Shell Cost		$ 202.49	
Average Fit-out Cost		$ 106.12	
Average Shell+Fit-out		$ 308.61	
Parking Summary			
Struct Pkg- PD		0 spaces	
Sheltered		0 spaces	
Surface Parking		14 spaces	
Parking Construction		$ 118,177	
Struct Pkg- PD		$ -	
Sheltered		$ -	
Surface Parking		$ 118,177	
Site Construction		$ 314,340	
On Site Development	$ 25.00	$ 261,950	per BGSF
Demolition			
Landscaping	$ 5.00	$ 52,390	per BGSF
Building & Site Construction		$ 3,666,148	
Other Construction		$ 476,599	
G.C. Management Fee	3.0%	$ 109,984	% of Subtotal Const'n
Div 1 General Conditions	10.0%	$ 366,615	% of Subtotal Const'n
Subtotal Construction Costs		**$ 4,142,747**	
Soft Costs		$ 1,180,683	
Consultant Design Team	10.0%	$ 414,275	% of Const'n Total
Disbursements	2.5%	$ 103,569	% of Const'n Total
Design Construction Contingency	5.0%	$ 207,137	% of Const'n Total
FF&E	5.0%	$ 207,137	% of Const'n Total
Offsite Development	5.0%	$ 207,137	% of Const'n Total
Permits & Licenses	1.0%	$ 41,427	% of Const'n Total
Ladysmith DCC	$ 7.95	$ -	$ per bgsf
Regional District DCC	$ 0.811	$ -	$ per bgsf
Other Costs		$ 558,960	
Project Manager- Civic Building	2.0%	$ 106,469	% of Combined Total
General Overhead Rate	5.0%	$ 266,171	% of Combined Total
Taxes	3.5%	$ 186,320	% of Combined Total
Project Cost in 2015		**$ 5,882,390**	

ESCALATION

It is important to acknowledge the impact of escalation on the costs of a project. This portion of the document outlines the assumptions and impacts for City Hall and the Library.

Escalation Assumptions		
From begining	To beginning	% Escalation/Yr
Year 2015	Year 2016	0%
Year 2016	Year 2017	3%
Year 2017	Year 2018	3%
Year 2018	Year 2019	3%
Year 2019	Year 2020	3%
Year 2020	Year 2021	3%
Year 2021	Year 2022	3%
Year 2022	Year 2023	3%
Year 2023	Year 2024	3%
Year 2024	Year 2025	3%
Year 2025	Year 2026	3%

ESCALATION ASSUMPTIONS- CITY HALL

Project Cost in 2015		**$ 9,882,369**
Duration of Construction	14 months	
Target Year for Construction		Year 2017
Escalation of Construction Costs		$ 208,793
Escalation Other		
Construction Period		$ 243,592
Portion of const period	50%	
Rate	0.50%/mo	
Soft Cost Multiplier	1.42	
Escalation		$ 642,354
Escalation in Percent	7%	
Project Cost in 2019		**$ 10,524,723**

ESCALATION ASSUMPTIONS- LIBRARY

Project Cost in 2015		**$ 5,882,390**
Duration of Construction	14 months	
Target Year for Construction		Year 2017
Escalation of Construction Costs		$ 124,282
Escalation Other		
Construction Period		$ 144,996
Portion of const period	50%	
Rate	0.50%/mo	
Soft Cost Multiplier	1.42	
Escalation		$ 382,355
Escalation in Percent	6%	
Project Cost in 2019		**$ 6,264,745**

SPACE LIST

A detailed space list for all components is shown on the following pages.

SPACE LIST	2014 HC	2020 HC	#Unit	Unit NASF	FP NASF	Remarks
Front of House	2.00	2.29			1,815	
Workplace	HC	HC	#Unit	NASF	NASF	
CUSTOMER SERVICE COORDINATOR	1.00	1.00	1	70	70	LEBLANC, JENNIFER-JO
CUSTOMER SERVICE REP	1.00	1.00	1	70	70	ECK, SAMANTHA
Prorated HC & Workplace		0.29			21	
Ancillary						
Public Area			1	600	600	
Gathering Place			1	600		
Visitor Side of Reception			1	405	405	
Entry Vestibule			10 lin ft	5		
Waiting, per person			6	15		
Floor Storage 48d			8 lin ft	8		Childrens' Play
Desk- Computer 48			1	18		Self-help Terminal
Floor Storage 24d			12 lin ft	4		Brochures/Pamphlets
Floor Storage 24d			8 lin ft	4		Displays/Memorabilia
Surge Space			15	7		Overflow queueing- 15 p
Transaction Counter			3	63	189	15 lin ft counter, incl w/c stn
Meeting- 8p			2	160	320	
Staff Side of Reception			1	140	140	
Coats/Outerwear			4 lin ft	5		
Plotter/Scanner			1	38		
Counter 24d /lin ft			8 lin ft	5		Collating/peripherals
Shelving 4w x 1.5d			2	20		Storage/holding
Council Chambers	-	-			1,172	
Ancillary						
Entry Vestibule			1	5	5	
Surge Space			12	7	84	
Washroom- Accessible			2	45	90	
Council Chamber			1	835	835	
Council Table			1	450		12 p
Desk 72			1	47		Recording Secretary
Council Viewing			1	265		20 p
Counter 24d /lin ft			15 lin ft	5		
Beverage Counter			1	40	40	
Floor Storage 36d			13 lin ft	6	78	Room setup storage
Copy/Print- Sm			1	40	40	

- continued

SPACE LIST	2014 HC	2020 HC	#Unit	Unit NASF	FP NASF	Remarks
Administration	13.00	13.88			1,896	
Workplace	HC	HC	#Unit	NASF	NASF	
CITY MANAGER	1.00	1.00	1	150	150	MALLI, RUTH E
ADMIN COORDINATOR (Corp Svcs)	1.00	1.00	1	100	100	BOUMA, SUSAN
DIRECTOR OF CORPORATE SERVICES	1.00	1.00	1	140	140	BOWDEN, SANDY
MANAGER OF ADMINISTRATIVE SERVICES	1.00	1.00	1	120	120	WINTER, JOANNA
ADMINISTRATIVE ASSISTANT - HR	1.00	1.00	1	70	70	OGDEN, JOAN
MANAGER OF HUMAN RESOURCES	1.00	1.00	1	140	140	COUSINS, KAREN
Mayor's Office	1.00	1.00	1	150	150	
Councillors' Office	6.00	6.00	2	100	200	Shared among 6 p
Prorated HC & Workplace		0.88			106	
Ancillary- Corporate Services						
Shelving 4w x 1.5d			1	20	20	Mail Cubbies
Corporate Records			1	210	210	
Shelving- Records			10	10		Rationalize with bsmt storage
Cabinet 36			1	14		
Counter 24d /lin ft			4 lin ft	5		Staging area
Floor Storage 36d			10 lin ft	6		
Utility Cart			1	18		
Print/Copy/Mail			1	260	260	Main print/copy
Copy/Print- Med			1	80		Doc disposal/recycle under
Counter 24d /lin ft			8 lin ft	5		Mail
Shelving 4w x 1d			6	15		Paper & forms storage
Floor Storage 36d			8 lin ft	6		Staging/storage
Information Technology			1	230	230	Server Room
Desk 60			1	38		
File Cab- Lateral 42			2	14		
Server/Network Racks			3	27		
Primary HVAC			1	42		
Backup HVAC			1	24		
Fire Suppression Tank			1	18		

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SPACE LIST	2014 HC	2020 HC	#Unit	Unit NASF	FP NASF	Remarks

PARAMETERS

Financial Services	7.00	8.03			1,142	
Workplace	HC	HC	#Unit	NASF	NASF	
DIRECTOR OF FINANCIAL SERVICES	1.00	1.00	1	140	140	ANDERSON, ERIN
MANAGER OF ACCOUNTING SERVICES	1.00	1.00	1	120	120	FUKAKUSA, GERALD
REVENUE ACCOUNTANT	1.00	1.00	1	100	100	KIRKLAND, BETH
PAYROLL SPECIALIST	1.00	1.00	1	70	70	FRAME, DOREEN
FINANCIAL SERVICES COORDINATOR	1.00	1.00	1	100	100	COPP, CAMELIA
ACCOUNTING TECHNICIAN	1.00	1.00	1	100	100	MCLENNAN, KARI-ANNE
ACCOUNTS PAYABLE COORDINATOR	1.00	1.00	1	100	100	SCHNEIDER, JOANNE
Prorated HC & Workplace		1.03			107	
Ancillary						
Document Centre			1	27	27	
Plotter/Scanner			1	38	38	
Counter 24d /lin ft			6 lin ft	5	30	Collating/peripherals
Cabinet 30			1	10	10	Payroll
Bookcase 32			1	10	10	Payroll
Vault			1	190	190	
Shelving- Records			12	10		Rationalize with bsmt storage
File Cab- Vertical Legal			2	9		
Bookcase 36			2	12		
Counter 24d /lin ft			6 lin ft	5		

Development Services	6.00	6.90			1,124	
Workplace	HC	HC	#Unit	NASF	NASF	
DIRECTOR OF DEVELOPMENT SERVICES	1.00	1.00	1	140	140	ADAMS, FELICITY
SR PLANNER/DEV. APPROVALS SUPER	1.00	1.00	1	100	100	BRINKMAN, LISA
SR BUILDING INSP/BYLAW COMPLIANCE	1.00	1.00	1	70	70	BOLLINGER, COLIN
PLANNER	1.00	1.00	1	70	70	DAVIES, ANGELA
ADMINISTRATIVE ASSISTANT - DEV SERVICES	1.00	1.00	1	70	70	WEBBER, DIANE J
BYLAW COMPLIANCE	1.00	1.00	-	70	-	HAYDEN, MARK
Prorated HC & Workplace		0.90			81	
Ancillary- Development Svcs						
Document Centre			1	27	27	
Plotter/Scanner			1	38	38	
Cabinet 48			1	24	24	o/s FA office
Bookcase 32			2	10	20	i/s FA office
File Cab- Lateral 30			2	10	20	i/s FA office
File Cab- Lateral 42			1	14	14	Reception; fire resistant?
Ancillary- Bldg Inspection						
Building Reference			1	450	450	
File Cab- Vertical Legal			1	9		Tom's office
Counter 24d /lin ft			6 lin ft	5		Tom's office- reference manuals over
Counter 24d /lin ft			5 lin ft	5		Tom's office- tools, storage under
Plan Files			1	37		In Lunch room
File Cab- Vertical Legal			15	9		Tom's 'Dungeon'
File Cab- Lateral 42			1	14		Tom's 'Dungeon'
Plan Files			2	37		Tom's 'Dungeon'
Rolled Drawing Holder			2	7		Tom's 'Dungeon'
Table- 72			1	43		Tom's 'Dungeon'
File Box			10	7		Tom's 'Dungeon'

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SPACE LIST	2014 HC	2020 HC	#Unit	Unit NASF	FP NASF	Remarks
Engineering	3.00	4.57			639	
Workplace	HC	HC	#Unit	NASF	NASF	
DIRECTOR OF INFRASTRUCTURE	1.00	1.00	1	140	140	MANSON, JOHN
SENIOR ENGINEERING TECHNOLOGIST	1.00	1.00	1	100	100	SLATER, PHIL
ENGINEERING ASSISTANT	1.00	1.00	1	70	70	PINNINGTON, CHRIS
GIS/Asset Management Technician		1.00	1	70	70	New Position 1
Prorated HC & Workplace		0.57			54	
Ancillary						
Engineering Reference			1	205	205	
File Cab- Vertical Legal			1	9		Phil's office
File Cab- Lateral Fire Resist			1	14		John's office
Rolled Drawing Holder			3	7		2 John, 1 Phil
Plotter/Scanner			2	38		1 plotter, 1 scanner
Plan Files_Fire Resist			1	26		w/plotter
Bookcase 36			2	12		Equiv 1- John, 1- Phil
Counter 36d /lin ft			6 lin ft	6		Reference manuals over
Staff Support	-	-			681	
Workplace	HC	HC	#Unit	NASF	NASF	
Ancillary						
Lkcr/Shwr Rm<6, acc'ble			1	196	196	End-of-Trip w/5 lckrs
Staff Room			1	365	365	
Counter 24d /lin ft			18 lin ft	5		Counter w/sink, fridge, microwave
Table- 96			1	58		
Side Chair			10	12		
Sofa Seating			4	18		
Table- Side			2	13		
Outdoor Patio				435	-	Sheltered, orient to sun and outlook
Counter 24d /lin ft			12 lin ft	5		
Table- 72			2	43		
Side Chair			12	12		
Floor Storage 96d			12 lin ft	12		
Bicycle Storage- Staff			1	120	120	Secure, sheltered, near staff entry
Floor Storage 24d			30 lin ft	4		

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SPACE LIST	2014 HC	2020 HC	#Unit	Unit NASF	FP NASF	Remarks
Building Support	-	-			950	
Workplace	HC	HC	#Unit	NASF	NASF	
Ancillary						
Loading Dock			1	145	145	
Floor Storage 96d			10 lin ft	12	120	Staging area; fenced
Housekeeping Closet			3	30	90	Distributed
First Aid Room			1	100	100	
Communication Closet			2	95	190	Stacked vertically
Maintenance Storage			1	170	170	
Counter 36d /lin ft			8 lin ft	6		Work bench
Floor Storage 24d			12 lin ft	4		Bulk boxed
Floor Storage 36d			12 lin ft	6		Cleaning equipment
Garbage & Recycle			1	135	135	
Wall Mount			8 lin ft	2		Brooms/shovels
Counter 36d /lin ft			8 lin ft	6		Recycle Staging
Totes			8	3		
Floor Storage 36d			8 lin ft	6		
Garbage & Recycle- Outdoor				205	-	
120 litre cart			4	13		
4 yd Dumpster			2	76		
Finance Storage	-	-			900	
Workplace	HC	HC	#Unit	NASF	NASF	
Ancillary						
Finance- 7 Years' Storage			1	515	515	South end of Basement
Shelving 4w x 1.5d			18	20		
File Cab- Vertical Legal			2	9		
Floor Storage 36d			8 lin ft	6		
Counter 24d /lin ft			5 lin ft	5		Staging Area
Floor Storage 48d			8 lin ft	8		Staging Area
Finance- Older Records			1	385	385	Middle of Basement
Shelving 4w x 1.5d			10	20		
Shelving 4w x 2d			5	23		
Floor Storage 36d			12 lin ft	6		
Administration Storage	-	-			1,112	North end of Basement
Workplace	HC	HC	#Unit	NASF	NASF	
Ancillary						
File Cab- Vertical Legal			5	9	45	
Shelving 4w x 1.5d			5	20	100	90 file box capacity
Shelving 4w x 1.5d			40	20	800	720 file box capacity- Corp Svcs
Shelving 4w x 2d			2	23	46	
Floor Storage 24d			8 lin ft	4	32	
Counter 24d /lin ft			5 lin ft	5	25	Staging Area
Floor Storage 48d			8 lin ft	8	64	Staging Area
Retail	-	-			500	
Ancillary						
Net Rentable 1			1	500	500	

PARAMETERS

SPACE LIST	2014 HC	2020 HC	#Unit	Unit NASF	FP NASF	Remarks
Library-Entry/Circulation	-	-			705	
Ancillary						
Entry Vestibule			1	180	180	
Floor Storage 96d			15 lin ft	12		
Circulation Desk			1	250	250	
Transaction Counter			3	63		
Bookcase 36			2	12		
Utility Cart			2	18		
Reference Desk			1	100	100	
Desk 72			1	47		
Bookcase 36			2	12		
File Cab- Lateral 42			2	14		
Literacy/OPAC/Self Check/Print Release			1	175	175	
Computer-VIRL			2	25		Literacy
Computer-VIRL			2	25		OPAC
Computer-VIRL			2	25		Self Check
Computer-VIRL			1	25		Print Release
Library- Public Use	-	-			7,665	
Ancillary						
Collection Area			1	3,770	3,770	
Shelving Library			290	13		
Childresns			1	1,250	1,250	
Shelving Library			96	13		
Teen			1	520	520	
Shelving Library			40	13		
Use & Study			1	970	970	
Seating-VIRL			12	30		Study Seating
Seating-VIRL			12	30		Lounge Seating
Computer-VIRL			10	25		Self Check
Meeting			1	960	960	
Meeting- 12p			2	255		Study Rooms
Multipurpose-VIRL			1	450		Mulitpurpose
Washroom-VIRL			2	40	80	
Washroom, Family-VIRL			1	100	100	
Balance of Space			1	15	15	
Library- Back of House	3.00	3.00			1,803	
Workplace	HC	HC	#Unit	NASF	NASF	
Offices	3.00	3.00	3	100	300	
Ancillary						
Workroom			1	1,153	1,153	
Staff Breakroom			1	350	350	
Counter 24d /lin ft			14 lin ft	5		
Table- 72			1	43		
Side Chair			6	12		
Locker			6	11		
Table- Side			2	13		
Sofa Seating			4	18		

STREAMLINING

Improvements to customer service processes are an integral part of the culture of Ladysmith civic staff. In parallel with the planning process for the redevelopment of City Hall, a 'Streamlining[3]' initiative was implemented. The application of 'lean systems' theory to customer service processes was used to demonstrate, on a 'pilot project' basis, the potential for improving staff effectiveness.

At a general level, information was generated in terms of:

- DEMAND-
- DESIGN FOR DEMAND- generating more effective ways to deliver customer service to satisfy ***high volume, predictable*** demands.
- IMPLEMENTATION- the ongoing process of ***continuous improvement***.

This initiative was focused on beginning to establish a baseline understanding of 'Demand' for Ladysmith, as well as to identify several candidates for consideration in subsequent, more detailed work.

BLIND SPOTS

An important element of this process was the identification and correction of ***blind spots***. We are often 'blind' to the way we do things- they're simply how they've always been done, or an extension of what was already in place to satisfy another demand. As the term implies, we are often unable to ***see*** our own blind spots, so we can help others in this process by beginning to notice how they go about satisfying demand.

CUSTOMERS

In beginning to understand demand in 'lean service' terms, it is important to identify the generators of demand, the 'customers'. Each part of the organization serves a variety of customers, each of whom generates demand.

A number of lists were generated in work sessions and included information about:

- ***Who***- types of customers;
- How they might be ***grouped***; and
- '***Key*** Groups/Customers' in terms of those who generate high volumes of predictable demand.

The focus of the early part of the process was to expand staff understanding about several key demands that were identified, in order to select one or more ***initiatives*** for more detailed development.

[3] Streamline Customer Processes- Lean Systems; May 2012; Process Four…

LEAN SYSTEMS THINKING

There are a number of concepts to consider, in analyzing customer processes from a ***lean systems thinking*** point of view, which emphasizes process flow and waste issues. They include:

- Work is what we do to satisfy demand
- Design for predictable, high volume demands
- Work involving multiple steps and processes can be described in terms of ***value streams***
- Always look at work and demand from the ***customer*** point of view
    - What matters to them?
    - Design a system that helps customers extract value
- In identifying work processes or value streams to streamline, there are a number of things to look for, including:
    - Wait times
    - Multiple approvals
    - Duplication
    - Bottlenecks
    - Hand-offs
    - More information than required
    - Multiple locations
    - Rework

Many of the concepts, as well as much of the language, were drawn from 'Systems Thinking in the Public Sector'[4], as well as from the writings of Taichi Ohno[5], who created the foundations for 'lean systems' design. For a more detailed understanding and description of underlying objectives, please refer to the literature.

FINANCIAL SERVICES

A number of processes were identified for several departments in the organization, including:

- Corporate Services;
- Financial Services; and
- Parks, Recreation & Culture.

[4] Systems Thinking in the Public Sector, John Seddon; 2008; Triarchy Press, UK
[5] Toyota Production System; Taichi Ohno, 1988; Productivity Press, NY, NY

FINANCIAL SERVICES- continued

Several processes in each department were detailed and examined at a relatively general level of detail. In consideration of the constraints of time and resources, processes for Financial Services were selected for a more detailed level of analysis to assess viability for implementation.

- Purchase Orders
- Inventory System
- A Primer for GL Codes

Two others, 'Tax Certificates' and 'Water Consumption Inquiry' were also being examined but then set aside at the time as relatively 'effective' in terms of complexity and resource requirements.

PURCHASE ORDERS

Current procedures required the same process be followed for all purchases, regardless of cost. This meant an item costing a few dollars was subject to the same scrutiny as one costing thousands. The procedure involved many separate steps and the involvement of several staff multiple times before completion. A cursory examination of the process clearly illustrated the end cost of inexpensive items becomes exorbitant when staff time is considered. There were also significant time delays, which invite staff to circumvent protocols in seeking to expedite project work.

GENERAL DESCRIPTION

This initiative was intended to streamline the purchasing process. The proposed changes are described in terms of:

- Eliminate significant documentation and processing costs by setting thresholds below which
  - Purchase orders will ***not*** be required; and
  - Invoices will ***not*** be required.
- Develop policies and protocols to govern purchases that fall below these two thresholds.
- Standardize pre-approval thresholds by position type.
- Reduce the number of cycles and people required to complete documentation.
  - Departmental ***administrative*** staff will create Vadim entries and coordinate information
  - Documentation including quotes and details to be retained in originating Department
  - Upon receipt of invoice, Finance will forward a scanned copy to the Department
  - Department administrative staff will review and confirm invoice details, including receipt of item
  - Approval of invoice emailed by Department Manager
  - Finance to 'attach' emailed approval to Vadim entry
  - Invoice amount entered into upcoming batch and processed for payment

INVENTORY SYSTEM

The existing inventory system is unwieldy and consumes significant time and resources in order to maintain an acceptable standard of accuracy. As a result the current system is not only time consuming and frustrating to all, but significantly increases per item cost to Ladysmith.

- The current system operates as follows:
  - Staff order inventory items
  - Items get put into shed
  - Invoice comes to AP and gets scanned to PW Admin
  - Items are entered as 'received' into Vadim
  - When workers need items, they take from inventory
  - They are *supposed* to mark down whatever they take on their timesheets, regardless of item cost
  - Timesheets get scanned into PW Admin
  - At this point, items are to be entered as 'sold' into Vadim
  - If all items that are taken are accounted for and all items that are received are entered immediately, inventory *should* always balance
  - Inventory *does not* balance and significant effort is required each year to correct information gaps
- Challenges
  - No one 'owns' inventory; no accountability
  - Too many hands can take from inventory; no internal control
  - When items need to be counted, PW has to call on whoever they can to count, usually resulting in miscounting and counters not knowing items
  - Not all items kept in one place; some inside, some outside
  - Some duplicates in list
  - Lack of manpower to maintain system tightly and efficiently
  - Lack of knowledge in how system must run and importance of its accuracy

GENERAL DESCRIPTION

This initiative was intended to streamline the inventory control system and make it easier for people to get the items they need. Proposed characteristics include:

- One or two people permitted to give out items
- Person that manages it should care about its accuracy more than Finance
- Invoices and timesheet information to be entered upon receipt
- Need to set a threshold and define
    - Items below threshold defined as '*stock'*
    - Items above threshold defined as '*inventory'*
- All *inventory* tracked from 'received' through 'sold' status
- Only carry emergency items
- *Inventory* list needs to be cleaned up, such as:
    - Duplicates purged
    - Inactive items deleted
    - Items under threshold deleted and expensed from current lists
    - Descriptions need to be modified to be true and accurate
    - *Inventory* items need to be labeled with item# and description
- Smaller items need to be in
- Inventory needs to be counted and balanced quarterly

A PRIMER FOR GL CODES

Staff can often be uncertain about which GL codes should be used. Telephone calls, email enquiries, and direct consultation are all ways for staff to attempt to identify the correct code. Responding to queries, as well as reviewing and correcting codes is time consuming and redundant. Delays in completing transactions are frustrating to end-users.

GENERAL DESCRIPTION

This initiative was intended to improve the ability of internal customers of Financial Services to extract the information they need. Code descriptions will be 'translated' into lay terms and made available electronically.

IMPLEMENTATION

After soliciting review and comments through a discussion paper, initiatives were developed in greater detail. They were be described in terms of 'value stream mapping'.

The past few years have seen the implementation of a number of initiatives.