

City Hall Master Plan Update

General Committee Presentation

December 5, 2016

PRESENTED BY

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Facility Planning & Development



Presentation Overview

- City Hall Past & Present
 - AGED FACILITY
 - CONDITION ASSESSMENT REPORT
 - RENEWAL REQUIRED
 - RENOVATIONS REQUIRED
 - Limited Space
 - Limited Room for Staff Growth
 - COST OF AGED FACILITY
+ LIMITED SPACE
- Next Steps
- Q & A
- City Hall Future
 - GROWTH
 - PARTNERSHIP
 - OPTIONS
 - NARROW THE FOCUS

City Hall Past & Present

- AGED FACILITY
 - Built in 1972; City purchased building in early 1980s
 - » Limited renewal of major building systems and asset components has occurred through the years
 - » Emergency repairs have taken place / are imminent in future if deferred renewal approach is continued
 - » Ad hoc sporadic renovations have occurred through the years
 - Addition of 2 Podium Floors + Rotunda & Council Chambers



City Hall Past & Present

- FACILITY CONDITION ASSESSMENT (FCA) REPORT
 - Draft report received in November 2016
 - Reports on the condition, and remaining useful life of components and systems within the building
 - Provides forecasted plan for capital renewal to maximize useful life / return on investment (ROI)
- SIGNIFICANT RENEWAL WORK REQUIRED
 - Facility Condition Assessment indicates:
 - » **Deferred maintenance backlog currently \$23.6M**
 - » **Majority of systems and building elements well past the end of their useful life; failure is imminent**
 - » **Significant renewal required**

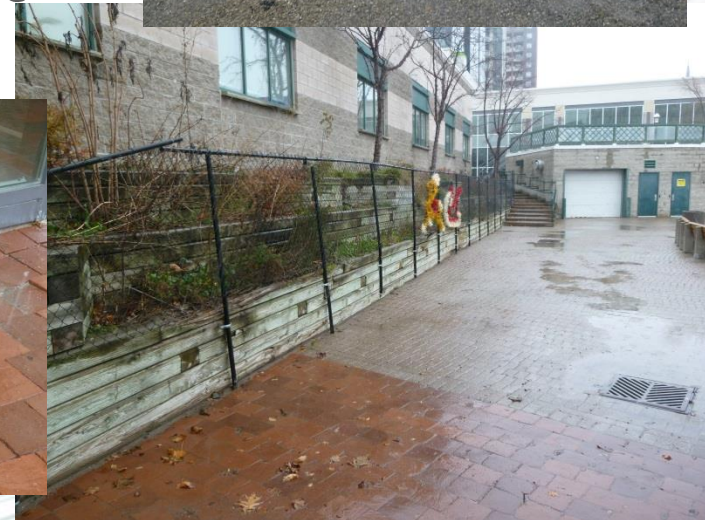
City Hall Past & Present

- SIGNIFICANT RENEWAL WORK REQUIRED Continued...
 - 40+ YEAR OLD Mechanical Infrastructure
 - » Plumbing and Drainage Systems in Tower
 - » Perimeter heating system in Tower
 - » HVAC in 56 Mulcaster
 - 40 + YEAR OLD Electrical Infrastructure
 - » Main Electrical Transformer
 - » Main Distribution and Lighting Panels
 - 40+ YEAR OLD Building Envelope
 - » Outdated Building Science Model; No Insulation
 - » Water Migration / Damage / Mold



City Hall Past & Present

- SIGNIFICANT RENEWAL WORK REQUIRED Continued...
 - 40+ YEAR OLD 56 Mulcaster Building
 - » Significant Structural Foundation Issues
 - » Roofing past end of life
 - 40 + YEAR OLD Site Infrastructure
 - » Rainwater Leaders + Pipes / Site Drainage
 - » Sanitary and Storm

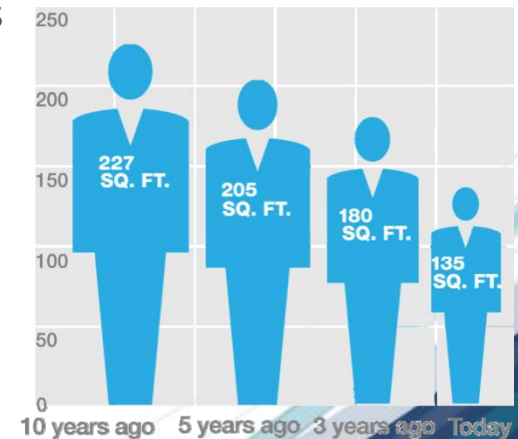
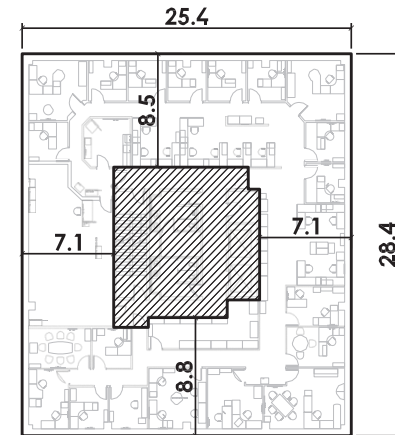


City Hall Past & Present

- SIGNIFICANT RENEWAL WORK REQUIRED Continued...
 - 30 + YEAR OLD Site Elements:
 - » Pavers spalling / significant grade changes from heaving
 - » Landscaping Beds and Retaining Walls
- OTHER IMPROVEMENTS REQUIRED:
 - Data Infrastructure and Data Centre Improvements Required
 - AODA Compliance & Upgrades
 - Sustainability
 - » Energy
 - » Lighting

City Hall Past & Present

- CURRENT SPACE & STAFF
 - 105,000 Total Sq. Ft of Space at City Hall
 - » 310 Staff in 2016
 - » 225 Sq. Ft per person (usable office space)
 - Varying Age & Condition of Office Space
 - Due to limited funding and low prioritization, renovations have occurred sporadically over the years
 - Several floors have not been renovated since the City purchased the building in the 1980's
 - Tower Floor Layout Very Inefficient
 - Fixed core elements on each floor cannot be relocated (washroom, elevators, stairs, and service shafts)
 - Limited area to renovate and create efficiencies



City Hall Past & Present

- COST OF AGED FACILITY + INEFFICIENT SPACE

COST OF AGED FACILITY	
Required Renewal	19.4 million
Capital Plan Renewal Projects *	4.2 million
Sub Total	23.6 million
INEFFICIENT SPACE	
Required Office Renovations	10.0 million
TOTAL	33.6 million

* Parking Garage Structural Rehab, Site Renewal, AODA Upgrades, and Security Upgrades

City Hall Future

- IMPACT ON FUTURE GROWTH
 - After spending \$10 million in renovation costs to maximize efficiency at City Hall, we are maxed out of space < 10 years
 - Then What?
 - » Lease?...in perpetuity?
 - High capital fit-up costs
 - High leasing / operating costs
 - » What Other Options Do We Have???
 - Partnership?
 - Renovation, Build New, Surplus?

City Hall Future

- PARTNERSHIP OPPORTUNITY
 - County of Simcoe is interested in a partnership with the City
 - County of Simcoe partner is looking to move from a leased space to owned space for long term
 - Requires +/- 50,000 Sq. Ft. of Space
 - Timing is aligned with our needs
 - Potential cost savings for shared / public spaces

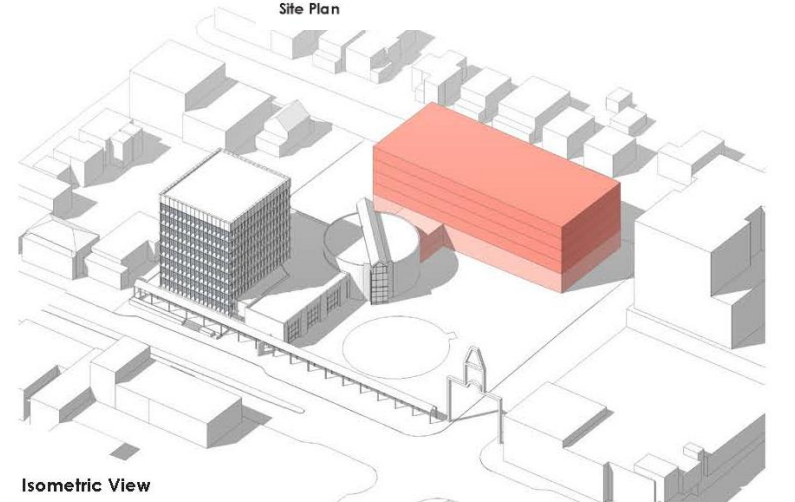
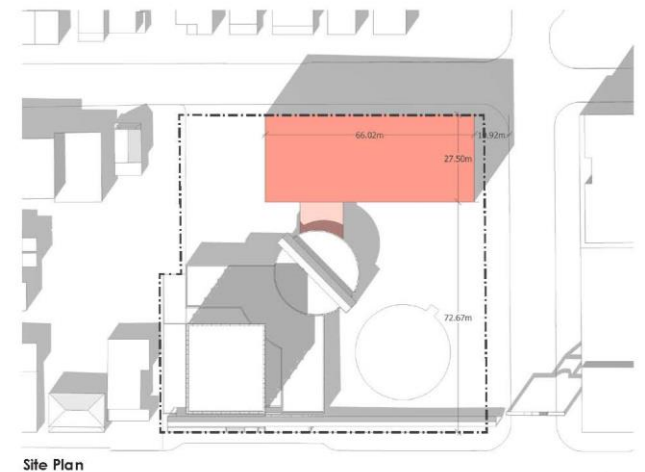
City Hall's Future

- **OPTION ONE - Renovate City Hall + Lease in Perpetuity**
 - \$23.6 million in RENEWAL
 - \$10.0 million in SPACE RENOVATIONS (will only achieve 180 Sq. Ft. per person)
 - Must Lease and Fit Out Swing Space to accommodate Renovations (\$\$\$)
 - City Hall is Maxed Out < 10 years
 - Then Lease in Perpetuity, with added Fit-Out costs?
 - Partnership not possible in this scenario



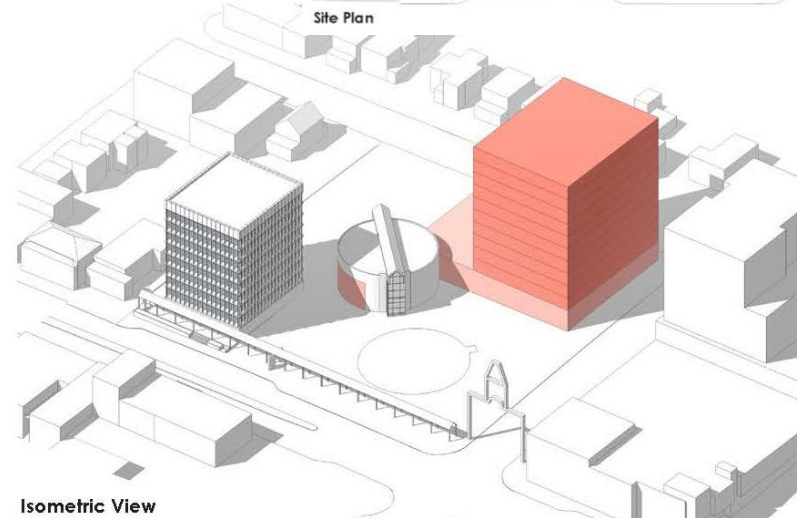
City Hall's Future

- **OPTION TWO - Build New @ 56 Mulcaster + Renovate City Hall**
 - \$23.6 Million in RENEWAL
 - \$10.0 Million in SPACE RENOVATIONS (will only achieve 180 Sq. Ft. per person)
 - Demolish 56 Mulcaster;
 - Must use renovated City Hall as swing space
 - Then, Build New +/- 100k Sq. Ft. Facility in Its Place
 - » \$30 Million New Construction
 - » Target 135 Sq. ft per person
 - » Includes 50k Sq. Ft. for Partnership with County
 - » Excludes future Parking Requirements



City Hall's Future

- **OPTION THREE - Demo or Surplus City Hall Tower, Keep Council Chambers + Build New Facility @ 56 Mulcaster**
 - Avoids sunken RENEWAL costs in City Hall Tower
 - Avoids sunken RENOVATION costs in existing inefficient City Hall Tower
 - Avoids sunken costs for swing space and long-term lease fit-up
 - Office Space and Future Growth maximized in new, efficient, flexible Office Space
 - Construct New 170k Sq. Ft. Facility
 - » \$51 Million New Construction to modern space standards (135 Sq. Ft. per person)
 - » Includes 50k Sq. Ft. for Partnership with County of Simcoe
 - » Excludes future Parking Requirements



Summary of Options

SUMMARY OF OPTIONS			
OPTION	One	Two	Three
	Renovate City Hall, Lease in Perpetuity	Build New Facility at 56 Mulcaster & Renovate City Hall	Build New Facility @ 56 Mulcaster, Keep Council Chambers & surplus City Hall Tower
Space (Square Feet):			
City Hall	105,000	105,000	n/a
Lease	50,000	n/a	n/a
New Building:			
City of Barrie		50,000	120,000
County of Simcoe		50,000	50,000
Total	155,000	205,000	170,000
Cost of Urgent Renewal Work to Existing City Hall	\$23,600,000	\$23,600,000	n/a
Cost to Renovate City Hall	\$10,000,000	\$10,000,000	n/a
Present Value of Cost to Lease Over 35 Years	\$23,874,650	n/a	n/a
Fit-out allowance for leased space	\$4,600,000	n/a	n/a
Cost to Build New @ 56 Mulcaster	n/a	\$30,000,000	\$51,000,000
Total (excluding parking **)	\$57,474,650	\$63,600,000	\$51,000,000
Less Surplus Value of 70 Collier	n/a	n/a	TBD
Less County of Simcoe Share ***		\$11,250,000	\$11,250,000
Total COB	\$57,474,650	\$52,350,000	\$39,750,000

** Underground parking cost of \$85k - \$100k per space has been excluded from the table. Requirements to be reviewed with planning department in consultation with the County of Simcoe

*** Proportionate share for discussion purposes only

Narrow the Focus

- 'Do Nothing' is not an option
- Option 2 viable, but not recommended
- Rule out Option 1
 - » 'Brand New' 1970's building; still inefficient and not cost effective
 - » Perpetual leasing costs
- Focus on the future now, with Option 3:
 - » Demo OR Surplus Tower + Build New (w/ OR w/o County)
 - » New build LEED Silver or better; 40%+ energy savings over the Model National Energy Code (\$80k annual savings over existing building)

Benefits of a New City Hall

- Choosing Option 3 has many soft, intangible benefits
 - » Revitalization of downtown core
 - » Improved presence of civic space and public forum
 - » Increased staff productivity and collaboration in purpose-built space
 - » Increased Partnership opportunities
 - » County of Simcoe
 - » Barrie BIA
 - » Chamber of Commerce

Next Steps

- City Staff will work with County to establish requirements, scope, standards for Partnership Options and proportionate share of the Project Budget
- Develop Design Concepts for Facility & Site
- Validate Financial Analysis
 - » Obtain Appraisal for existing City Hall / Site
 - » Obtain cost estimates for design concepts
 - » Validate cost estimates for operating impact (swing costs, move costs, operational impact of continued deferred maintenance during planning stage)
- Report back to Council with expected costs, schedule, and concepts by June 2017