



**Date:** November 8, 2021

**To:** Mayor and Council

**Author:** G.A. Plancke / Director of Infrastructure & Engineering

**RE:** Municipal Office Space Needs

**Report No.:** IED 2021-50

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## **RECOMMENDED ACTION**

1. That the repurposing of the Unico Community Centre for relocation of the Planning and Building divisions of the Community and Development Services Department **BE APPROVED**; and,
2. The allocation of \$250,000 from Facilities Lifecycle and Building Reserves to engage a consultant to complete detailed design and tendering to support design, construction, permits and contingencies to complete the renovations **BE APPROVED**.

## **BACKGROUND**

In the past decade, the Town has experienced growth in population and corresponding services that has translated to an increase in the level of staffing throughout the Corporation.

In 2013, Town Hall underwent a \$1.98 million expansion of the existing building envelope that provided an additional 3,600 sq ft of functional space to accommodate staff and incorporate designated meeting areas. This expansion has now exceeded its original design criteria and Town Hall has reached its limits with all offices, meeting rooms and workstations now occupied.

In September 2020, Council received a presentation from Pesce & Associates who undertook an organizational review to assess the organizational structure and departmental service responsibilities to project future staffing requirements that will support the operations in being responsive, coordinated and accountable. The presentation included a review of the current organizational structure and alignment of departmental service responsibilities, identified projected staffing needs for the next 5-10 years, and made recommendations related to project workplace needs and spaces. Administration has exhausted any internal use of space in Town Hall, and cannot now adequately accommodate current staff, let alone any further increases in staffing.

In 2021, as part of budget deliberations and other changes, Council approved several new positions and approved the creation of a new Department of Community and Development Services to oversee Planning Services, Building Services, Parks, Recreation, Arts and Culture. Additionally, departments are increasingly looking to co-op and internship

programs and seasonal/short-term contract staff to fill project/program needs. The newly created positions and future projections require that the Town review its office space needs and consider renovation/expansion of the municipal building or relocate municipal departments/staff to municipally owned spaces outside of the Town Hall including:

- Cottam Library Building / 122 Fox Street, Cottam ON
- Unico Community Centre / 37 Beech Street, Kingsville ON
- Kingsville Arena – Committee Room D / 1741 Jasperson Lane, Kingsville ON
- Town Hall – 2<sup>nd</sup> Level Addition / 2021 Division Road North, Kingsville ON
- Council Chambers / 2021 Division Road North, Kingsville ON

## DISCUSSION

Administration undertook a review of each option, including consideration of the benefits and weaknesses of each option, estimated costs for implementation, impact on administrative and community function, customer service and accessibility, internal and external relationships, confidentiality and security, public expectation, employee morale and servicing/utilities.

FACILITY REVIEW: OPTIONS ANALYSIS				
Location	Size	Est. Cost	Benefits	Weaknesses
Cottam Library Building	3,600 sq.ft.	\$500,000+	<ul style="list-style-type: none"> <li>▪ Currently vacant</li> <li>▪ Accessible</li> <li>▪ Capable to host a department/division</li> <li>▪ ‘Frees up’ space at Town Hall to consolidate other departmental office needs</li> <li>▪ Expands the Town’s Administrative footprint to Cottam</li> <li>▪ The library (within the building) has indicated to administration that there is a need to renovate the building, so renovation would serve that need also</li> </ul>	<ul style="list-style-type: none"> <li>▪ IT and network connectivity required</li> <li>▪ Standby power required. (Generator)</li> <li>▪ Additional area for parking needed</li> <li>▪ Unknown costs related to asbestos abatement and other infrastructure</li> </ul>
Unico Community Centre as Office Space	2,750 sq.ft.	\$250,000 +/-	<ul style="list-style-type: none"> <li>▪ Space available</li> <li>▪ Accessible</li> <li>▪ Available and adequate parking</li> <li>▪ Capable to host a department/division</li> <li>▪ ‘Frees up’ space at Town Hall to consolidate other departmental office needs</li> <li>▪ Storefront access for ‘front facing’ department</li> </ul>	<ul style="list-style-type: none"> <li>▪ IT and network upgrades needed</li> <li>▪ Standby power required. (Generator)</li> <li>▪ Minimal opportunities for any further staffing increases pending the department/ division relocated</li> </ul>

			(e.g. Planning and Building Services)	
Kingsville Arena Room B&C	2,200 sq. ft.	\$150,000	<ul style="list-style-type: none"> <li>▪ Space available</li> <li>▪ Adequate parking</li> <li>▪ Accessible</li> <li>▪ IT and network connectivity in place</li> <li>▪ Creates vacant office spaces at Town Hall</li> <li>▪ Combines larger department staff in one area.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited future growth</li> <li>▪ Removes community space from use which would require renovation to other community spaces to offset loss</li> <li>▪ Will also require 'front desk' space to be created to facilitate community interaction</li> </ul>
Town Hall – Addition	3,500 sq. ft.	\$3 million	<ul style="list-style-type: none"> <li>▪ Promotes internal collaboration with all staff located in one building.</li> <li>▪ Accessible</li> <li>▪ IT and network connectivity in place</li> <li>▪ Capable to accommodate longer-term staffing needs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Requires new septic system or sanitary solution.</li> <li>▪ Costly investment that may not be in best long-term interest of Town</li> <li>▪ Additional parking may be needed</li> </ul>
Town Hall - Council Chambers as office space	1,100 sq. ft.	\$150,000 +/-	<ul style="list-style-type: none"> <li>▪ Accessible</li> <li>▪ Majority of staff located under one main building or headquarters</li> <li>▪ Space readily available</li> <li>▪ IT and network connectivity in place</li> </ul>	<ul style="list-style-type: none"> <li>▪ Requires new septic system or sanitary solution (not included in estimated budget).</li> <li>▪ Requires relocation of Council Chambers (e.g. Unico – see below)</li> <li>▪ Additional parking may be needed</li> <li>▪ Provides short-term solution</li> <li>▪ Loss of large meeting space at Town Hall</li> </ul>
Unico Community Centre as Council Chambers Option 2	2750 sq. ft.	\$200,000 +/-	<ul style="list-style-type: none"> <li>▪ Centralized urban meeting space.</li> <li>▪ Accessible</li> </ul>	<ul style="list-style-type: none"> <li>▪ IT and network upgrades needed</li> <li>▪ Standby power required. (Generator)</li> </ul>

Based on the above review, and discussions at SMT and with departments, Administration recommends the repurposing of the Unico Community Centre for staff offices.

The Unico Community Centre (Unico) could be repurposed to provide approximately 2,750 sq.ft. of office space and would not require a “significant” investment to renovate.

The Town has invested significantly to renovate the Unico Centre. This investment did receive some support in the form of business and community group donations of approximately \$50,000 to help offset some costs and for ‘naming rights’ of the building.

Administration further recommends that Planning Services and Building Services relocate from Town Hall to the Unico Space. Planning and Building Services are both 'front facing' programs that receive clients regularly and are best suited to a storefront location for ease of access, and improved customer service. In addition, with a renewed focus on Main Street Development, there is an opportunity to make the Unico a 'hub' for community engagement related to the Main Street Strategy.

The Unico Centre space has been used for recreational programming, public rentals and other community uses. With COVID restrictions and vaccination requirements in place, Administration have relocated current users to the Arena facility where staff are able to manage access and address needs of user groups more efficiently including vaccination certificates. It is proposed that Unico user groups be invited to continue using Arena facilities long-term. If the Arena is not suitable for some users, administration has also spoken to the Lions Club about the potential to share space at Lions Hall (which is a Town-owned building used by the Lions Club). The Lions Club is open to shared spaces arrangements, but additionally notes that COVID restrictions and vaccination requirements are currently limiting use of Lions Hall as they are at Unico. For other users, the Grovedale Arts and Culture Centre, or Lakeside Pavilion would also be used for special events as required.

### Long Term Municipal Office Needs

Despite renovations, in the long-term, Town Hall may not fully satisfy the needs of Administration, or the needs of the Community. Changes to work patterns, infrastructure and IT needs, energy efficiencies, costs, and other demands may require that the Town begin to consider longer-term solutions for its administrative needs.

The Towns of Essex, LaSalle, Leamington, Lakeshore, Windsor, County of Essex, and Tecumseh have all gone through similar reviews and have or are undertaking renovation, reconstruction and/or relocation of Town Halls to better meet the needs of their communities. Their solutions have varied from significant renovations (e.g. County of Essex, Tecumseh) to new construction (e.g. Windsor, LaSalle, Leamington), in most cases with support from senior levels of government through municipal infrastructure improvement funding programs.

## **FINANCIAL CONSIDERATIONS**


As noted above, it is estimated that the cost to renovate the Unico is approximately \$250,000 including costs to furnish, upgrade Information & Technology (IT) infrastructure, and satisfy standby power requirements (Generator).

Administration has drafted a preliminary plan for the Unico space to accommodate Building and Planning Services. On approval by Council, Administration would engage an Architect to complete drawings and tender documents and refine associated costs. In keeping with its procurement policies, Administration would present any revised cost estimates and recommendations to complete the work as drafted.

Administration recommends funding the renovation through a combination of Facility Lifecycle reserves and Building department reserves, based on the square footage allocated to Planning services and Buildings services.

## CONSULTATIONS

Senior Management Team  
Manager of Information Technology  
Manager of Planning Services  
Chief Building Official



G.A. Plancke Civil Eng. Tech (Env)  
**Director of Infrastructure & Engineering**

REVIEWED BY:



John Norton  
**CAO**

## LINK TO STRATEGIC PLAN

- Strive to make the Town of Kingsville a more accessible community.
  - Effectively manage corporate resources and maximize performance in day-to-day operations.
  - Manage growth through sustainable planning.
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- ☐ COVID-19 and the health and safety of the community
  - ☒ Customer Service: Training, Technology, Staff, Review Standards/Level of service
  - ☐ Housing: Affordability (lot sizes, developer incentives, second dwellings, density, etc.)
  - ☐ Greenhouse: lights & dark sky, odours (site plan compliance, bylaws, other tools)
  - ☐ Programming Increase: Youth and Seniors
  - ☒ A development plan for Downtown Kingsville / Main Street
  - ☐ Financial savings: Schools closings, Migration Hall
  - ☐ Economic Development: strengthen tourism/hospitality
  - ☐ COVID - economic recovery
  - ☐ Communications: Strategy – Policy (social media), Website refresh and other tools, Public engagement
  - ☐ Housing: Migrant Worker Housing – Inspections (Building/Fire), regulate, reduce, or increase
  - ☐ Committees / Boards: Review and Report
  - ☐ Policy Update: Procedural Bylaw

- ☐ Economic Development: diversify the economy; create local jobs, industrial, Cottam
- ☐ Infrastructure (non-Municipal): Union Water expansion & governance
- ☐ Infrastructure (Municipal): Asset Management Plan update, the infrastructure-funding deficit
- ☐ No direct link to Council priorities