

Township of Wilmot



Administration Space Needs Study

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Prepared for:

Chris Catania, Director Community Services
Amber Schenck, Project Coordinator
Geoff Dubrick, Parks and Facilities Manager
Township of Wilmot
60 Snyder's Road West
Baden, ON
N3A 1A1

Prepared by:

+VG Architects

Thomas Wilson BES, B/Arch,
OAA, MRAIC, Partner

72 Stafford Street, Suite 200
Toronto, ON M6J 2R9
Main: 416 588 6370
Mobile: 416 358 4115
Email: twilson@plusvg.com

ThinkingStrategy: New Paradigms Inc.

Judith Amoils CMC, FRICS,
CRE, Principal

7030 Woodbine Avenue
Suite 500
Markham, ON, L3R 6G2
Mobile: 416-305-8765
Email:
jamoils@thinkingstrategy.com

Bethune Puttock Consulting Inc.

Roger Puttock BES (Arch)
MBA
President
780 Woodward Ave
Milton, ON, L9T 3T9
Mobile: 416-579-0862
Email: roger@puttock.ca



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1. Executive Summary

The Township of Wilmot's Administration Centre at 60 Snyder's Road, Baden, has housed the Township's administration since 1994. The complex was designed for workforce projections of 20 years. While the building has served as intended, the last ten years has brought additional growth in staff and changes to staff working patterns. This study represents an opportunity for the Township to reassess its need for administrative space, optimize layouts within the Administration Centre, and utilize other Town-owned locations as potential satellite locations.

The study, completed between December 2023 and August 2024, covered 3 in-scope sites:

- Township of Wilmot Administration Centre - located at 60 Snyder's Road, Baden, Ontario
- Wilmot Recreation Complex (WRC) – located at 1291 Nafziger Road, Baden, Ontario
- Parks and Facilities Operations Centre – located at 30 Neville Street, New Hamburg, Ontario.

The Township recently acquired the property at 30 Neville Street, is planned as an Operations Centre for Parks and Facilities staff. The Parks staff located at the WRC have begun operations at 30 Neville Street. This property will also accommodate Fire Administration, which has moved from the Administration Centre to Neville Street. Fire Administration will be relocated in the mid-term to a permanent home within a planned future Fire Hall. Given these planned moves, the consultant was required to develop a space plan within the Administration Centre with the objective of accommodating planned growth of administration staff.

A functional program of future space needs was developed, showing needs for the near term (< 5 years) and longer term (5 - 15 years). An analysis of existing Administration Centre space in comparison to the Functional Program identified space deficits within the planning horizon for department staff in the order of 32%, and deficits in building support and services spaces in the order of approximately 29%.

The space analysis indicated that the current building's space envelope will accommodate approximately 5 years of staff growth, with continued limitations in other areas. There is limited capacity to provide additional meeting rooms and to address other desirable requirements such as additional storage space, improved archive space, drop-in offices for Councilors, and improved staff amenities.

Given that this is a solution with a five-year lifespan, the consultant team recommends focusing the capital budget on interior renovations that address immediate priorities (accommodating new hires) and other improvements that could be made for minimal incremental spend. Major capital spend, including major structural changes to the building and expansion of the building envelope, should be avoided at this time and reserved for the longer-term solution. Planning for the longer-term solution should begin immediately.

The plan proposes renovations on all three levels of the Administration Centre, however, this should be phased to allow for temporary relocation of staff and maintenance of Township operations while construction is occurring. It is proposed that the first phase of renovations is the basement level, followed by the main level and the upper level last.

The report provides suggested next steps to address implementation and operational impacts of the proposed changes. In addition, the report suggests improvements to strategic facilities

planning for the Township to consider, which includes taking an enterprise approach to planning for facilities, and reviewing corporate governance for this function

2. Background and Approach to Space Needs Study

Future administrative space needs for the Administration Centre were determined through an interview program of Human Resources and departmental Directors. These meetings asked Directors for their future staff growth requirements, and invited qualitative feedback on various topics, including potential for remote working by admin staff, satisfaction with current space as well as thoughts on opportunities for changing how space is used. The Directors were asked for input on the most important outcomes of the Facilities Space Assessment. Directors identified meeting functional needs (such as staff growth and productivity) as the most important requirement. Council members were also invited to provide input on their requirements and feedback on space available to Council within the Administration Centre.

The consulting team developed a functional program, which summarized future staff and space requirements by department (Appendix A). Future space requirements were compared to existing space to identify which groups have space deficiencies and pressures, as well as inefficient space.

Review of the in-scope sites included review of available building condition reports, available drawings, and site visits to the three in-scope sites.

The space needs analysis determined that the current building envelope at the Administration Centre could accommodate limited staff growth for the next 5 years, and that the building would need to be expanded after that time to address space deficiencies. Space planning options were presented to the Leadership team, and the preferred option was further developed with high-level costs. This report presents this analysis.

A supplementary report has been provided to Township Staff identifying long-term space and functional program requirements to assist Staff in planning for longer-term options.

3. Review of In-Scope Buildings

This section provides an overview of the three in-scope facilities. Other planned facility changes were noted in discussion with Staff but are out of scope for this analysis. This includes:

- The planned construction of a new Fire Hall at 30 Neville Street, New Hamburg. This building will be a new free-standing building on a severed portion of the site.
- Renovation of the existing building at 30 Neville Street is identified in the 10 year capital planned with the construction of the new Fire Hall. The renovation will address the long-term functional needs of the Community Services Department, particularly Parks and Facilities Operations, and bring the existing building into compliance with current building, fire, and life safety codes and regulations consistent with its new use.¹

¹ Items to address will depend on more detailed analysis for intended uses and occupancy, but include: the building has no elevator, stairs are non-compliant (width, handrails, rise-run ratio), washrooms are non compliant, barrier free path of travel through-out floor level is non compliant (corridor widths, door widths, door hardware, designated turning radius areas) as well as common areas (non-compliant kitchen / lunchroom, public service counter – if required), and main entrance (non compliant door width, needs auto operator).

- Plans for an expanded Public Works Operations Centre at 2719 Sandhills Road in Baden.

Each of the in-scope facilities is reviewed below.

- **Township of Wilmot Administration Centre - located at 60 Snyder's Road, Baden, Ontario:**

This building was constructed in 1994 and has a concrete frame with a brick exterior. The Administration Centre is attached to, and designed to complement Castle Kilbride, which is a designated National Historic Site built in 1877 as a private home. Castle Kilbride is now used by the Township as a museum. The Administration Centre was originally designed for approximately 36 staff, with 5 customer service counters and a mix of private offices and workstations for Township staff. The building currently houses 50 staff plus an office for the mayor.

- **Wilmot Recreation Complex (WRC) – located at 1291 Nafziger Road, Baden, Ontario:**

The WRC was built in 2007 as a twin-pad arena complex with community space and support areas. It was expanded in 2012 with the addition of the Wilmot Aquatics Centre, administration space, additional community rooms for youth and seniors, a walking/running track and dryland training/fitness area. The building's structure is steel frame with precast hollow-core slab upper level and slab-on-grade lower. The pool area features wood beams and posts supporting the roof. The exterior is primarily brick with metal paneling. Most of the administration areas are taken up by program staff, and with the addition of Community Services Administration staff is no longer adequate for the intended programming.

- **Parks and Facilities Operations Centre – located at 30 Neville Street, New Hamburg, Ontario:**

This 9,670 SF building was built for industrial use in 1984, with two-story office space in the front with a partial basement, and a single-story open storage bay in the back. A mezzanine in the storage bay at the second-floor level was expanded in 2010. The exterior is brick and metal paneling. The roof appears to be wood trusses with a metal ceiling in the warehouse area. The exterior has deteriorated and needs attention. The interior office areas have a residential-quality wood floor framing and stud walls, and numerous code issues were observed that will eventually need to be addressed by the township, including a single exit stair from the basement and second level, a lack of an elevator, inadequate door widths, and no universally accessible washrooms.

4. Observations Regarding the Current State of In-Scope Facilities

Administration Centre:

The Admin Centre is at 140% of the original design occupancy and planned staff growth cannot be accommodated without changes to internal layouts. Growth has been accommodated to date incrementally, without a strategic space plan. All departments have grown over time with the most sizable increases in staff within Corporate Services and Infrastructure Services. The Township anticipates increasing administrative staff due to population growth and downloading of services. The Museum function has grown over time, and due to storage limitations in the Castle Kilbride building, has encroached into the lower level of the Administration Centre.

The space built in 1994 does not reflect contemporary ways of working. In the 30 years since the building was designed, the organization structure, staff work processes and work arrangements have changed significantly – with the COVID-19 pandemic having had a major impact on adoption of virtual meeting technology and potential for remote working. Currently, some department personnel are not optimally located or co-located – for example, Community Services management is distributed between the Administrative Centre and WRC. There are no drop-in offices for staff who are located elsewhere, there are insufficient meeting rooms (particularly small meeting rooms for informal meetings), and meeting rooms are not uniformly equipped with technology for virtual meetings which are an essential in today's world. Some areas are not used as originally intended (i.e. Councilor's Gallery Meeting Room) and storage areas in the lower level take up space that could be used for staff.

The public welcoming experience to the building is confusing for new visitors given the lack of a central reception and inadequate wayfinding signage. The layout of the current building is constraining and there are elements that are difficult to change without incurring significant expense, such as the location of the entrance, the main stair in the atrium and the atrium space itself. It is desirable to improve both public welcoming as well as security for staff - by limiting public access to staff working areas. Accessibility can also be improved. Codes and accessibility best practices have changed substantially since the building was constructed. While there is currently no obligation to upgrade these items unless triggered by another permit-required renovation activity, municipal centres at their core are places for the public, all members of the public, to engage with their civic leadership. In this light, reducing the barriers to access in every form should naturally form part of the customer service strategy for every municipality.² However, given the need for additional staff accommodation and the constrained area of the existing building, some of these changes would still be compromised with the limited space available.

Currently, the building has five customer service counters. Many municipal organizations are moving towards a single-window customer service concept or streamlining customer service - reduced complexity for customer service is desirable, however, this has an operational implication.

Records management practices have changed - while the volume of records and archival material has increased over time, the use of digital records has also increased. Corporate records are not adequately protected, and there is insufficient space available.

Castle Kilbride and the Wilmot Museum are integral with the Administration Centre – both architecturally and from an operations perspective as Castle/Museum staff and storage are housed within the Administration Centre. The Museum function has special purpose space requirements which include climate-controlled archival space, and space to accommodate public access to records for research purposes. Over time, the Museum's storage and archival needs have grown, but the Museum lacks a formal program strategic plan which would facilitate improved accommodation planning and forecasting of space needs.

² Examples of potential upgrades include: barrier free service counters, universal washrooms for each floor within the building, ensuring continuous barrier free path of travel throughout the building including corridor and door widths, tactile and other visual warning markers, sound system reinforcement / assistive listening devices for meeting rooms and council chambers.

The Mayor has an office in the building, but Councilors do not have space available for their use for meetings with constituents or for office work (for example drop-in offices).

Staff amenities are limited – kitchenettes are available, and the Council overflow space in the basement is used informally as a staff lunchroom. Improvements to staff amenities, including a dedicated lunchroom and the availability of a shower are desirable.

In discussion with Directors, it became evident that options for space use are limited: beyond the current plan to relocate Fire to the Neville Street facility, it is not desirable to relocate any other department out of the Administrative Centre from a customer service perspective. Space limitations and the configuration of the Administrative Centre are constraining factors and trade-offs and prioritization are needed. Of all the potential improvements and changes identified, it was agreed that the practical and immediate priority is to accommodate new hires – many other desired improvements will need to be addressed in the long-term plan.

Wilmot Recreation Complex:

Some rationalization of occupancy of the administration space is possible within the facility, but renovations or changes to the building are not needed nor contemplated within this study.

Parks Operations Centre (30 Neville Street):

The building will require some functional improvements and upgrades for fire code and accessibility. These changes will be accommodated in a future planned project that is out of the scope of this study.

General Comments:

The Township's circumstance – a shortage of space at the Administration Centre – is not unique. Many local governments have city / town halls or civic centres that were constructed many decades ago and are currently in a circumstance where growth in staffing, changes to the organization and changes to workstyles (including the post-pandemic increase of hybrid and remote working) has meant that administrative space is both insufficient for an increased staff count, and no longer functionally suitable.

Solutions can range from expanding a town hall, leasing additional space, renovation of space to improve space utilization, or improving the utilization of other buildings within the local government's portfolio. The preferred solution will always depend on the specific context of the organization and its portfolio of buildings.

There are some common themes in exploring solutions:

- **Municipal staff work from multiple locations and moving some staff to alternate locations is an option:** Some municipal functions have a distributed footprint for their staff (and their buildings) because they need to be close to the communities they serve – examples are emergency services (fire halls, paramedic stations), public works yards, community and recreation services, by-law and enforcement, public health and housing. These functions typically have staff at city/town hall as well as their satellite facilities. Other functions tend to be at city hall because they interact closely with Council and the CAO – this includes a clerk's function, and corporate support services (such as HR, IT, legal and finance). Planning services typically locate at a city hall because they do not require specialized facilities. When there is insufficient space at city hall, it is common for the

departments with a distributed team to re-examine which of their staff need to stay at city hall and which can move to an operational facility. This solution is often deployed to avoid a major capital expansion at city hall.

- **Hybrid working increases flexibility:** Post-pandemic, most organizations have the technology capacity to allow administrative staff to work virtually. This helps teams that have staff in multiple locations (as described above). Some organizations who have formalized a hybrid working policy no longer permanently allocate desks to staff who work mostly remotely. This solution can save space if adopted on scale, however, for smaller organizations the potential space savings does not justify the complexity of implementation.

The Township of Wilmot, through its decisions to purchase the property at 30 Neville Street has started down the road of having a more dispersed footprint for its staff. Township staff are also equipped for virtual collaboration which provides increased flexibility. Given the shortage of space at the Administrative Centre, the Township will need to consider carefully which staff need to remain based at the Administrative Centre and who can be based at other sites.

5. Functional Program

Purpose of Functional Program

The Functional Program describes proposed space allocations for all staff and support space requirements for each department. It is broken down by Department, by staff position, and by number of staff (current, near future and potential longer-term future). Specific support spaces such as copy and filing requirements are also included in the Departmental summaries. The Functional Program focuses specifically on Staff Administrative office requirements. It does not include common building spaces and support spaces such as Public Lobbies, Council Chamber, washrooms, building service rooms, etc.

The Functional Program document is developed based upon current best practices for municipal and regional government administration space and informed by the specific needs of the Township as identified through discussions with Department Directors and Leadership.

In the context of this study, the Template Functional Program for the Township of Wilmot is used as an idealized summary of space. This comparison allows us to identify areas of space deficiency or excess, and ultimately draw conclusions on where space demands reside and options for addressing these.

The template Functional Program is built by understanding:

- Structure of the organization.
- Structure of each department.
- Required net square footage for each position (based on need, not entitlement).
- Future growth projections based on the Strategic Workforce Report and validated through the Leadership interview process.
- Required square footage for ancillary spaces such as meeting rooms, filing, print and copy areas.
- Net Assignable areas estimations for each department.

In interviews with Directors, options and potential for remote or hybrid working was discussed. Many organizations have adopted hybrid working policies since the COVID-19 pandemic. Within the Township, practices regarding hybrid working vary. Organizations with large space

requirements that have deployed hybrid working have also moved to desk-sharing and non-territorial space for staff in order to save space – however, for smaller organizations, the space savings achieved generally do not mitigate the disruptions caused. For this reason, the functional program assumes that staff are generally allocated to a desk at a 1:1 ratio, however, the program also notes some positions where staff are predominantly out of the office (e.g. by-law staff) and require drop-in facilities.

Functional Program Summary:

The Township currently has 45 staff accommodated at the Administration Centre (with the Fire Department relocated to Neville Street). The near-term requirement (under 5 years) for staff growth is an additional 11 staff, and the longer-term requirement (5 – 15 years) is an additional 12 staff, for a total of 68 over the forecast horizon.

This is summarized below:

	Seat Count	Staff Count		
	Current	Current*	Future	TOTAL
Mayor and Council	1	1	1	2
Office of the CAO	8	6	1	7
Corporate Services	11	16	9	25
Development Services	8	7	6	13
Infrastructure Services	11	11	6	17
Fire Services	7	0	0	0
Community Parks, Recreation & Culture	3	4	0	4
TOTAL	49	45	23	68

Staff Count	Current	45
	Near Term Future (1-5 years)	11
	Long Term Future (15 years)	12
	TOTAL	68

Conclusions from Functional Program Analysis

An analysis of the Administration Centre in comparison to the Functional Program identified space deficits within the planning horizon for department staff in the order of 32%, and deficits in building support and service spaces in the order of approximately 29%. Many of these support space deficits are present today in the form of lack of meeting rooms, council touch-down spaces, and amenity spaces (such as a dedicated lunchroom for the facility), etc. This is not unusual for organizations experiencing space pressures as one of the most typical approaches is to provide increased staff seating requirements by harvesting meeting rooms and storage space areas. Detail is presented in Appendix A.

6. Accommodation Analysis and High-Level Costs

Proposed Changes to the Admin Centre:

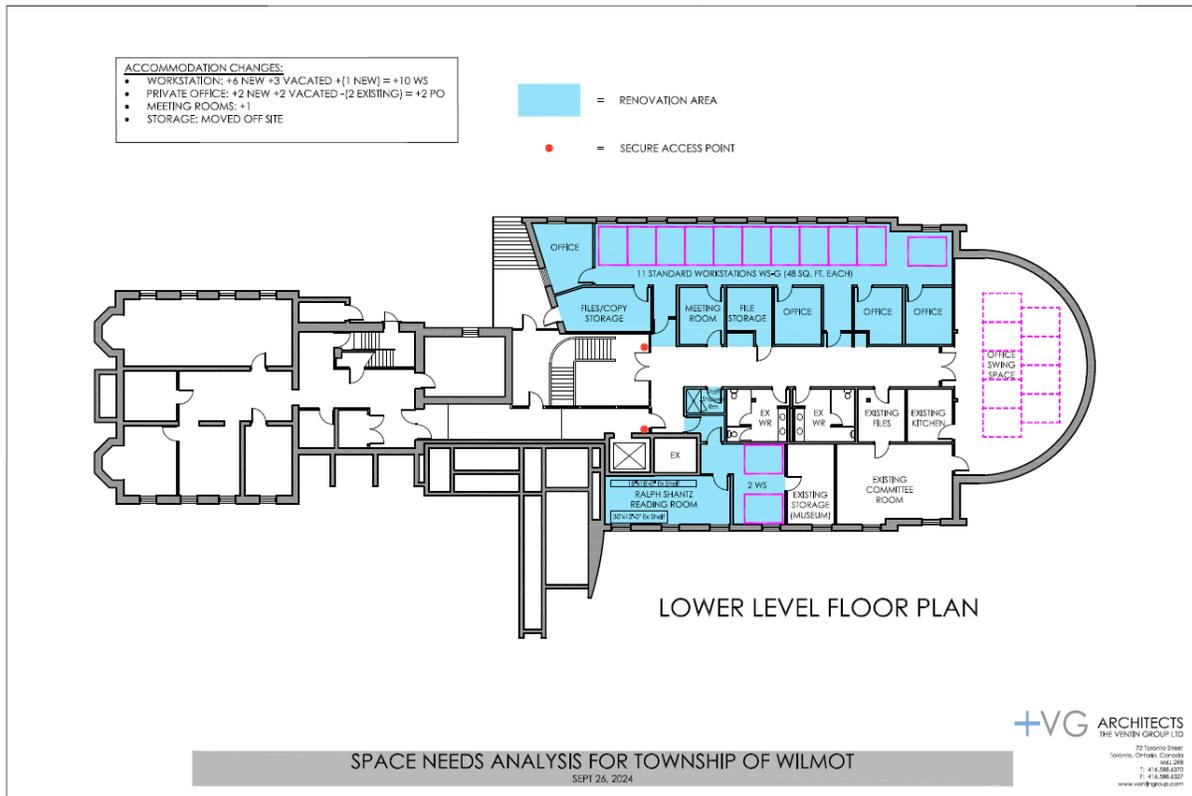
As stated earlier the building's configuration, while optimal for the organization in 1994, is constraining for current Township operations in 2024. The functional program analysis indicates that the current building envelope will accommodate approximately 5 years of staff growth, with limitations (such as adding the optimal number and type of meeting rooms) and continued compromises to the desired amenity space. There is limited capacity to address other desirable requirements such as additional storage space, improved archive space, drop-in offices for Councilors, increased meeting space, formalized staff lunchroom and other staff amenities.

The analysis presented above illustrates that the current building envelope offers a solution with a five-year lifespan. The consultant team therefore recommended focusing the capital budget on interior renovations that address immediate priorities (accommodating new hires) and other improvements that could be made for minimal incremental spend. Major capital spend, such as major structural changes to the building and expansion of the building envelope, should be avoided at this time and reserved for the longer-term solution which will need to be developed.

Renovations will be needed on all three levels of the Administration Centre, however, it is proposed that these be phased to allow for temporary relocation of staff and maintenance of Township operations while construction is occurring. Renovations should begin in the basement level, followed by the main level and the upper level last.

The following changes are proposed to the Administration Centre:

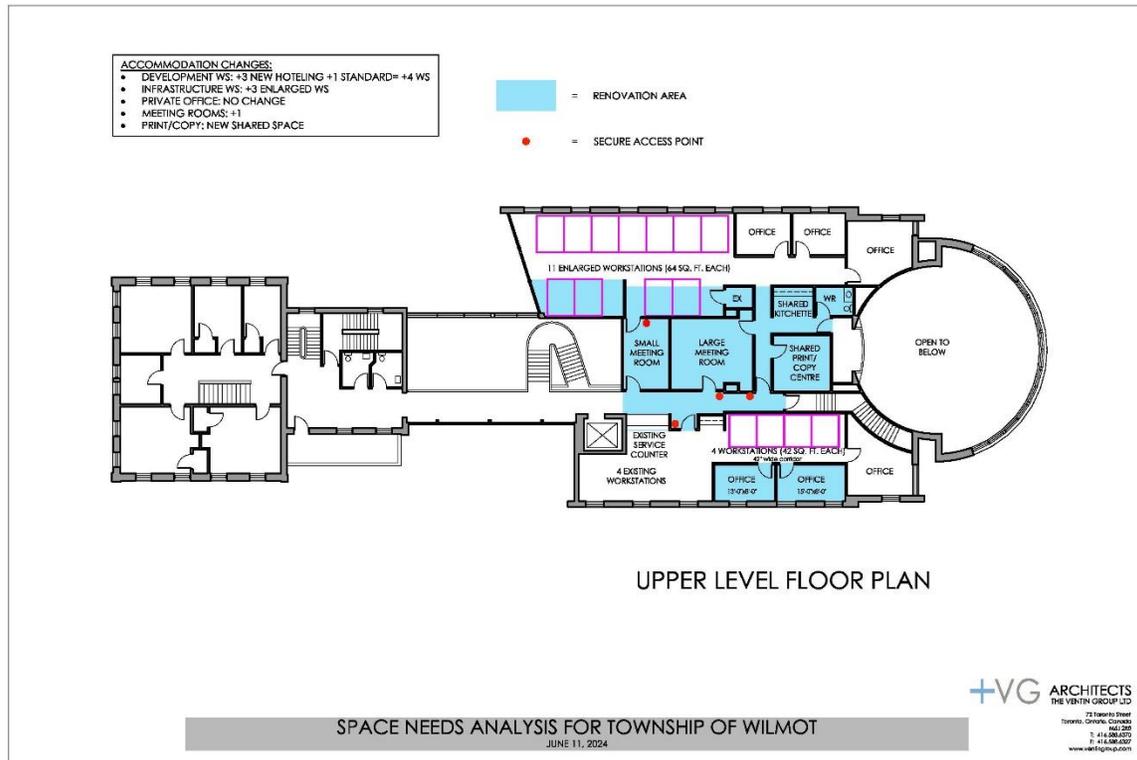
- **Lower-Level Renovations:**
 - Renovations to West Wing (2,080 sf) and East Wing (520 sf).
 - Furniture changes: 13 new workstations, 4 private offices, 2 meeting room spaces (net increase of 10 workstations, 1 private office and 1 meeting room).
 - Relocation and rationalization of Township Archives and Legislative records storage.
 - Council overflow space used as temporary swing space to accommodate staff through the construction phase, and then potentially fitted up as a staff lunchroom if alternate permanent options for accommodating Council overflow are adopted.
 - Public counter removed from this level and public access restricted to code exit requirements only through the addition of additional FOB access control points.



- **Main Level Renovations:**

- Reception / Public Lobby: A single customer service / reception counter is introduced, with a new meeting room available for staff to address customer service inquiries.
- New Mayor's office (970 sf) added, with space to accommodate a newly created position for an executive assistant to the Mayor and Council.
- Furniture changes: 4 new workstations, 1 meeting room space (net plus one workstation and plus one meeting room, assumes mayor office furniture and reception furniture is re-used and 14 other seats are unchanged).

- Two Development Services private offices modified in size to assist in accommodating 4 larger workstations in this department.
- Public access to administration space is restricted through the addition of FOB access control points, but code compliance exiting is maintained.



High-Level Cost Estimate:

The high-level cost estimate for the above is:

Phase	Description	Estimate
1a	Lower level: fit-up of Overflow area with 9 temporary workstations	\$29,500

1b	Lower level: West side - demolition of existing to build new offices, meeting room and workstations. East side - revise office and storage arrangement.	\$398,000
2	Main level: Revisions to create new meeting room and add workstations. New reception desk.	\$222,000
3	Upper level: Revisions to create new meeting rooms and copy centre, alter washroom and kitchenette, shrink east side offices to add workstations.	\$393,000
	TOTAL	\$1,042,500

Neville Street Building

As noted above, this facility is intended to be used as a Parks Operations Centre (functions and staff have been relocated from the WRC). The site will ultimately also house a new Fire Hall, with space for Fire Administration. A separate project is planned to address this and will incorporate renovations to the interior to accommodate Parks functional requirements, as well as code compliance upgrades that are needed. In this regard, entrances, vertical circulation, washroom, lunchroom and locker facilities, barrier free path of travel, would need to be addressed to meet current accessibility requirements. The Neville Street building also offers the opportunity to provide additional administration storage capacity which provides an effective alternative to paid off-site storage services. Scoping and budget estimates for this work is out of scope for this study.

Wilmot Recreation Complex:

Parks operations have vacated Wilmot Recreation Complex. While some administrative staff can be relocated within the WRC, no renovations or changes are planned as part of this study. The relocation of Parks Operations staff does not yield any surplus space as these staff are inappropriately housed sharing meeting rooms and various other support spaces.

7. Next Steps for Implementation

Implementation Planning:

The following will need to be undertaken to implement the Administration Centre renovation:

- **Leadership in managing change:** changing workspace arrangements can be personal for staff, and CLT will need to demonstrate change management leadership by explaining the need for change to staff, and actively and positively supporting the implementation of the solution.

- **Temporary swing space:** workstations vacated by Fire Administration in the lower level can be used to accommodate staff hired in the near-term. Arrangements should also be made to purchase new workstations and fit-up the Council overflow space in the lower level for temporary use as office space.
- **Planning for necessary site improvements** (not included in this study) such as expansion of the parking lot and replacement of the generator at end-of-life. Optimal placement of these improvements should consider the long-term plans for the site, in order to avoid throw-away spend.
- **Procurement of necessary architectural and engineering services** for detailed design, permitting and tender drawings for the planned renovation.
- **Capital Planning:** budget amounts for the planned renovation need to be included in the Township's Capital Plan for 2026.

Operational Impacts to be Addressed:

The proposed changes to the Administration Centre will require some operational changes. These include:

- **Customer service impacts:** the current building has five customer service counters. In the proposed renovation, this will be reduced to a single customer service counter on the main floor in the long-term. Directors and staff need to plan for the required changes to processes and procedures to simplify customer service interactions. As an interim measure, the Development Services counter will be maintained on the upper level, and a small meeting room will be created to facilitate customer service inquiries and discussions with Development and Infrastructure Services staff. It is assumed that all customer service inquiries are triaged at the customer service counter on the main floor.
- **Technology improvements to meeting rooms:** not all meeting rooms are fully equipped for virtual meetings or the ability to project a laptop screen. While not all of the Township's administrative staff use remote working, the ability to host virtual meetings and plug in laptops for a meeting are a necessity in a contemporary office environment.
- **Storage and archives:** given that the Administration Centre has limited space, the potential for off-site storage in appropriate climate controlled facilities should be explored.
- **Overflow arrangements for Council meetings:** it is suggested that the current space on the lower level be re-purposed as temporary swing space, and once no longer needed as swing space, the Township can consider fitting up this space as a staff lunchroom if a suitable alternate arrangement can be made for public overflow attendance at Council meetings (for example by offering television screens with a live feed and temporary seating in the WRC lobby). There is an infrequent need for an overflow space for Council meetings - three or four times per year. The level of public attendance varies depending on the topic being discussed.
- **Changes to building security and FOB access:** additional FOB access points should be added to the building to further limit public access to staff areas.

Strategic Facilities Planning:

A critical conclusion of the functional program analysis is that the current building configuration and space available at the Administration Centre has limitations, and while short term staff growth can be accommodated with the interior renovations outlined in this report, the solution leaves deficiencies. It is critical that longer-term planning begin now:

- **Long-term strategic planning** for the future of the Administration Centre should begin immediately: Options can range from expanding the existing building on site to a new greenfield solution. If land is to be acquired, or if co-location with other entities is desired, this should be explored in the near term. The long-term solution should address staff growth beyond five years, as well as deficiencies in other support spaces noted in this analysis.
- **Capital planning** should begin immediately for a long-term solution.
- **Planning for the future space needs of the Museum:** The Wilmot Museum is currently housed within Castle Kilbride and the basement of the Administration Centre. The space has special purpose requirements – climate controlled archival storage, and public access for research. There is a growing need which is constrained within the current building, and space planning has been reactive. A long-term strategic program plan including programming, exhibits and events should be developed to properly determine future space needs and determine how much of this can be accommodated within the existing Administrative Centre.
- **An enterprise view of facilities planning is desirable:** to date, planning for facilities is occurring within Departmental silos. Some departments work in multiple locations and have flexibility with respect to the location of some staff positions. This creates dependencies between facilities which need to be managed for enterprise benefit. The needs of all departments converge at the Administrative Centre, where departments have had the view traditionally that they “own” their space within the Administrative Centre. Space changes at the Administrative Centre historically have been addressed through incremental changes without a masterplan. This approach, as illustrated by the Space Needs Study, has proven ineffective - resulting in a space crisis at the Administrative Centre affecting the Township’s ability to hire new staff. Implementing an enterprise-wide approach to facilities, with an appropriate governance structure, will benefit the Township by effectively addressing the increased complexities of the facilities portfolio:
 - Master-planning is needed to avoid throw-away spend that result from incremental changes that have no long-term utility.
 - Admin space needs to be viewed as a corporate resource, managed for the benefit of all, and not “owned” by departments.
 - Asset Management Planning (required by Ontario regulation) is a corporate function and is required for all facilities. A good practice is that the Asset Plan should reflect technical inputs from facilities staff which reflect reasonably current building condition reports.
 - Multiple new facilities projects are planned in the near future – Baden Fire Hall, Neville Street renovation, Sandhills expansion, and the Administration Centre renovation. Township leadership will need to consider the required resourcing for the planning and delivery of this workload.
 - Governance for facilities should be reviewed to facilitate enterprise-wide planning and the resolution of the above issues.

Appendix A - Functional Program Detail