

## Cultural Hub at Tom Davies Square Project Update

Presented To:	City Council
Meeting Date:	November 28, 2023
Type:	Presentations
Prepared by:	Nick Zinger CAO's Office
Recommended by:	Chief Administrative Officer

## Report Summary

This report provides Council with updated information related to the Cultural Hub at Tom Davies Square. Council approval and directions are recommended for several aspects of the project and the path to project completion is outlined.

## Resolution

1. That the City of Greater Sudbury approves the Cultural Hub at Tom Davies Square Project, as outlined in the report entitled "Cultural Hub at Tom Davies Square Update," from the Chief Administrative Officer, presented at the City Council meeting on November 28<sup>th</sup>, 2023, with a total budget of \$68.8 million, comprising the following elements:
  - a. Construction of the Cultural Hub at Tom Davies Square with an estimated construction cost of \$32.9 million including a project contingency budget of \$13.2 million, net HST.
  - b. Costs associated with the Municipal Services Relocation and Office Consolidation estimated to be \$14.0 million, net HST.
  - c. Other project costs (incl. project administration) of \$7.5 million.
  - d. Municipal portion of HST costs of \$1.2 million.
2. That the funding for the Cultural Hub at Tom Davies Square be provided by the following sources:
  - a. Cultural Hub Partners' contributions (as defined in this report) – up to \$3.1 million.
  - b. Potential external funding – up to \$24.9M million, subject to staff's ongoing efforts to confirm potential funding sources
  - c. Municipal funds – up to \$40.8 million, with funds provided by debt already secured for this project.
3. That where funds described in Motion 2a or 2b are less than anticipated, additional municipal funds be provided up to the approved budget amount using funds from the previously secured debt for this project to an upset limit of \$64.5.

4. That in consideration of the planned Cultural Hub at Tom Davies Square project outcomes, the City of Greater Sudbury directs staff to close out and permanently suspend the Junction East Cultural Campus project and associated contracts.

## **Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)**

This report addresses Strategic Objective 2.0 – Economic Capacity and Investment Readiness, from the City of Greater Sudbury Strategic Plan 2019-2027 (Revised July 2023). The Cultural Hub at Tom Davies Square will address the sustainability goals of the CGS Community Energy and Emissions Plan.

## **Financial Implications**

The financial impact of this report is discussed in the Financial Plan, as detailed in the report and Resolutions #2 and #3 above. The proposed total budget, if approved in its current form, is up to \$68.8 million. Funding for this budget would be sourced from multiple channels, including the committed debenture funding for the Cultural Hub (previously Junction) project, contributions from partners, and support from senior governments, contingent upon the confirmation of funding applications currently undergoing review.

The project creates significant cost avoidance opportunities worth more than \$45M. This reflects the reduced project budget compared to Junction East, cost avoidance related to other municipal facility needs and operating cost savings by integrating the cultural hub into an existing, fully operational municipal facility.

## **Background**

From 2015-2022, responding to Council's directions, staff worked with the Greater Sudbury Public Library, Art Gallery of Sudbury and later, the Sudbury Multicultural and Folk Arts Association, to develop feasibility studies, business plans, a concept design, financial plan, and governance structure for the co-location of these facilities. The evolution of the project from a co-located library/art gallery to a cultural campus integrated additional requirements into the project and aligned with subsequent decisions of Council including Greater Sudbury's Community Energy and Emissions Plan (CEEP), Greater Sudbury's Multi-Year Accessibility Plan, and Council's draft Public Art Policy. All this work culminated in June 2022 with Council direction to proceed with the new build project, known as Junction East, which would include a new central library, art gallery and multicultural centre.

The original scope of the project did not include some elements that developed with the evolution of the project, such as the need for land acquisition due to a change in project location, as well as the prioritization of enhanced sustainability and accessibility features, and the inclusion of public art. These enhancements added costs to the overall project budget. Similarly, the project's cost was affected by market volatility following the COVID-19 pandemic, further increasing costs like all other construction projects.

As a result, on February 21, 2023, City Council directed staff (CC2023-47) to suspend the Junction East Cultural Hub in its current configuration and instead explore two alternative approaches that fulfill the project's original goals. The first was to investigate the possibility of retrofitting existing infrastructure and community-owned buildings in the downtown. The second was to redesign the Junction East Cultural Hub to reflect a total project cost of approximately \$65 million.

## **Exploring Alternatives**

As staff reported to Council in July 2023, a redesigned Junction East Cultural Hub with a reduced budget resulted in significantly reduced square footage. The partners felt strongly that this approach would significantly compromise the original project goals and fundamental objectives for a new library and art

gallery. As result, staff concentrated on exploring the viability of retrofitting existing infrastructure, which would allow for the partners to retain the square footage needed for their programs and to better understand the physical, technical, and financial feasibility of retrofitting each of these sites. Tom Davies Square emerged as the best alternative, and Council directed staff to further explore this option with the partners.

## **Project Goals and Vision**

Throughout the evolution of the project the goals for a co-located facility have remained the same: create a cultural hub, establish a positive anchor in the downtown, create a welcoming first impression, support tourism visitation, support businesses to attract new talent, contribute to downtown revitalization, trigger private investment in the historic core, create a connection to the history of the people who lived on and shared the land.

This is re-enforced by the project's vision of success:

*To create a cultural hub that is economically, socially, environmentally, and politically sustainable, through celebrated architecture, while creating a destination for tourists, a catalyst for community growth and economic development. A civic landmark, which is accessible for all abilities, ages, and social groups, which is welcoming and inclusive.*

## **The Cultural Hub at Tom Davies Square**

The project creates a nationally significant hub providing a venue for arts, culture, technology, knowledge, and innovation through the creation of a facility that includes a central library, an art gallery, and a multicultural facility. The gallery will attract visitors to see one of the largest public art collections in the north and will dedicate a new gallery to the famed Group of Seven artist Franklin Carmichael that will house 33 of his work, generously donated by grandchildren. The new central library will be a twenty-first century library, one which bridges the technology access divide and support the community in meaningful ways, while still providing access to a great collection. The project makes a statement about our city's position as the Capital of northeastern Ontario and our community's commitment to accessibility, environmental sustainability, multiculturalism, Indigeneity, social inclusion, and the importance of the cultural industry.

By transforming the existing city hall facility, the project is a catalyst for further downtown revitalization by establishing an accessible, inviting, contemporary, people-oriented space for connecting citizens not only to each other, but also to a world of art, information, and technology. This facility embodies Greater Sudbury's respect for the dignity and rights of persons with disabilities and provides inclusive access to municipal programs, services, and facilities. The facility will also contribute to the local economy and tourism, drive municipal environmental performance and model green building technologies other commercial building owners could emulate, all while providing a welcoming gathering place for citizens and visitors alike.

Engaging with Indigenous communities is not only a matter of respect and recognition of the historical and cultural significance of their presence on the land but also a fundamental step toward building inclusive and sustainable communities. As stewards of the traditional territory that CGS is now located within, local Indigenous peoples bring invaluable knowledge, cultural insights, and perspectives that enrich the design and development of public spaces. During the design phase of the new build project, great attention was given to engaging with the Indigenous communities in and around Greater Sudbury area to find out how the new space could be a place of belonging for Indigenous peoples while also incorporating elements of Indigenous design to the overall look and feel of the building. Staff will continue to advance the design of the Cultural Hub at Tom Davies Square in a similar way. While the project continues to evolve, the engagement and design process has the capacity to demonstrate how buildings in the municipality can be designed and built to include Indigenous perspectives in thoughtful, responsible and positive ways.

The library/art gallery/multicultural facility transforms an already iconic public building and sparks a revitalization of Greater Sudbury's historic downtown by reimagining the civic centre building into approximately 86,000 square feet of iconic architecture that includes the Art Gallery of Sudbury (30,000 square feet), Sudbury Multicultural and Folk Arts Association (2,000 square feet) and the Main Branch of the Greater Sudbury Public Library (54,000 square feet). This transformation contributes to maximizing the use

of unique existing facility features that include a massive outdoor courtyard, two second story terraces and a magnificent atrium, and makes full use of available space in the entire TDS complex. Bringing these services together in one location reduces the capital and operating costs originally anticipated for this project.

## **Municipal Service Delivery Opportunities**

The creation of a cultural hub at Tom Davies Square also takes advantage of the municipal corporation's adoption of technologies and policies that reflect a contemporary work environment. This project introduces opportunities to design efficient office space and capture the savings created by the introduction of remote and flexible work policies, and technology that supports "work from anywhere" capabilities. The reconfiguration and relocation of municipal services is anticipated to trigger an additional 50,000 square feet of retrofitted space within the TDS complex and enable further service improvements.

## **Concept of Cultural Hub at Tom Davies Square (TDS)**

As described above, the Cultural Hub at TDS project is in direct alignment with the project's vision and goals set out by Council and project partners, and validated through community engagement, while also supporting the revitalization and vibrancy of the community's historic downtown.

### **Tom Davies Square (TDS): The Facility**

Tom Davies Square was originally constructed during the 1970s, and early 1980s. The complex began to take its shape with the development of 190 and 200 Brady Street including the courtyard. The 199 Larch St. facility was constructed following the completion of the two original buildings. The TDS complex is a civic landmark that offers striking iconic architecture in the City's downtown skyline that is already in place. The Cultural Hub at TDS project introduces an enhancement to the original project's co-location, with the inclusion of municipal services offered through the City's successful One-Stop Services located within 200 Brady Street.

The TDS complex is an active facility that has a funded maintenance and operations program already in place. Furthermore, the facility has a robust capital program included as part of the City's existing, annual capital budget. The Tom Davies Square complex is the City's largest single infrastructure asset and receives significant attention.

Recent capital investment to update and improve the TDS complex include:

- Updated courtyard and upper terraces with associated waterproofing
- New elevators within 200 Brady St.
- New life safety and fire annunciator systems
- Upgraded high voltage electrical systems.
- New emergency power generator for the entire complex
- Security system upgrades and security integration at TDS for monitoring
- Parking garage repairs and exhaust fan replacements
- Precast panel caulking replacement for 190 Brady St.
- New universal washrooms
- Lightning protection upgrades for 199 Larch St.
- Heating, cooling, and ventilation connections to the Sudbury District Energy system
- New One-Stop Services municipal service centre.

Notable upcoming and approved capital investment to update and improve the TDS complex include:

- New elevator cabs and controllers for three passenger elevators and one freight elevator within 199 Larch St.
- Precast panel caulking replacements for 199 Larch St.
- Plumbing upgrades throughout

- Heat pump replacement for 190 and 200 Brady St.
- The Paris/Notre Dame Bikeway project is underway. This project aims to connect New Sudbury, the Flour Mill, the Donovan, and the South End to the City's downtown core in a way to promote physical and pedestrian activity.

Planned, but not yet funded, capital investments required to update and improve the TDS complex in the coming years include:

- Waterproofing along the Paris Street corridor. The previously completed courtyard and upper terrace waterproofing project wrapped around the 199 Larch St. facility but stopped short of the entire Paris Street facing side. This waterproofing project will be required in the coming years and presents the opportunity to reimagine the entire Paris Street facing side of the facility and building façade. The project is also being looked at from the lens of the Downtown Masterplan.

### **Cultural Hub at TDS Program Layout**

The primary focus of work completed to date toward realizing the Cultural Hub at TDS project has been to determine if the partners' functional programs could fit within the facility. This is a comprehensive process for the partners and the project design team. For the partners this involves rethinking their operations to picture how the form and limitations of the existing facility can be leveraged and overcome. For the project design team this involves a very detailed understanding of the existing facility, its structure and environmental systems, and find ways to adapt to limitations.

Project partners have worked collaboratively with the project design team to achieve a program layout that works for their operations while satisfying the design live load limitations of the building. With the recently completed program layouts, there is confidence the project can be successful, particularly related to the library and its stacking requirements.

As the full design layouts progress, the consulting team will proceed with preparing a compliance alternative for the structural loading requirements and any required remediation. There may be situations which require localized structural reinforcement, as noted in the Structural Engineer's report, which will be built into the final budget prior to tender.

The project team will continue to work closely with the City's Building Services towards attaining full compliance with the Ontario Building Code and application for Building Permit. Currently, with the proposed program layouts and Structural Engineer's recommendations, there are no structural prohibitions.

### **Municipal Services Relocation and Office Consolidation**

The modern workplace is a flexible and dynamic environment that is influenced by technology and collaboration to achieve the goal of maximizing service delivery efforts and fostering a positive work-life balance. Modern and efficient service delivery requires a work environment that offers the flexibility to adapt to new ways of working.

There are many municipal services that may be relocated into empty space within the upper floors of 199 Larch St. Recently endorsed by the Executive Leadership Team the Municipal Services Relocation Masterplan provides the guiding principles and best practices to be implemented across the organizations (Appendix A).

The City's project team is working to define what a collaborative office workspace will look like to accommodate the municipal sections that would be relocated to make room for the cultural hub's space needs. Additionally, there will be municipal sections who currently operate from other municipal facilities that will be incorporated into the municipal service relocation and office consolidation.

With the modern workplace environment, this project not only represents a relocation of municipal services, but an office consolidation with technology upgrades to promote a hybrid and collaborative work environment to realize space efficiencies and facilitate optimal service delivery.

## Project Timeline

The estimated project schedule considers posting a procurement request for proposal to retain a full complement consulting team including library and gallery consultants. Project construction is anticipated to be completed in Q4 of 2026.

Milestone	Date
Post Request for Proposal	Q4 2023
Award Request for Proposal	Q1 2024
Design	Q2 2024
Contract Documents	Q4 2024
Tender Award	Q2 2025
Construction	Q3 2025
Municipal Relocation	Phased throughout 2026
Cultural Hub Partner Occupancy	Q4 2026

## Parking

Staff understand that a component of a successful and vibrant downtown is ensuring an adequate parking supply to support local commercial and recreational activity. Over the past decade several approaches have been used for assessing and maintaining awareness of parking needs, including the 2011 IBI Downtown Parking Study, the 2018 IBI study update and the 2019 Parking Structure Expression of Interest (EOI). The development of the Cultural Hub at Tom Davies Square will create added parking supply pressures in the downtown's south district. It is reasonable to anticipate this new location will have specific parking needs that need to be accommodated.

Staff recently worked with J.L. Richards and Associates to update previous parking studies based on the current context. The scope included understanding the specific supply and demand dynamics in the south district, including the anticipated effect of event nights at the cultural hub. It also considered active transportation alternatives and assisted with identifying the potential range for post-pandemic parking demands across the downtown. Staff will bring updates and recommendations to the next Council update on the cultural hub project.

## Impact on 199 Larch St. Tenants

Should Council approve proceeding with the Cultural Hub at Tom Davies Square it is important to understand that it may impact existing tenants. At one time, the Province of Ontario occupied most of the space at 199 Larch St. (the Provincial Tower). As a result of post-pandemic changes to business operations, the province has relinquished a significant amount of space within 199 Larch St. This has created vacancies within the tower that make the recommendation to proceed with the Cultural Hub at Tom Davies Square more feasible. With the required municipal services relocation project to accommodate the cultural hub functional program, there is an opportunity to consolidate services and workspaces. Detailed work is required and underway to refine staff's understanding of how to best capture opportunities to maximize the use of existing, available space.

Most of the tenant space within 199 Larch St. is currently leased by the City to Infrastructure Ontario. The City also has a lease agreements with our service partner Nickel District Conservation Authority; and an agreement with an independent cafeteria operator.

Staff communicated the proposal with all tenants. The tenants are aware that their spaces may be impacted by the creation of a cultural hub at TDS. Staff will continue to work with tenants to ensure they are provided with timely communication and information.

It should also be noted that the Larch Street Kids childcare centre has recently been exploring opportunities for expansion that allow them to expand their program, create more childcare spaces, and include a full outdoor playscape to increase opportunities for outdoor learning and play. Over the next several months, the childcare centre will be working with the City of Greater Sudbury and the Ministry of Education to explore potential new sites.

## Facility Operation

Tom Davies Square is a fully operational facility that has a maintenance and operations program funded through the annual budget process.

By opting to utilize Tom Davies Square rather than a new build, the City is making a financial decision that significantly contributes to cost savings. The existing facility is already equipped to handle the day-to-day operational needs, with costs for maintenance, utilities, and other essential services being consistently funded through the tax levy and tenant revenue.

The budgeted costs for facility operating costs such as maintenance, service contracts, utilities, insurance, and property taxes for 2024 and 2025 are:

<b>Facility Operating Costs</b>	<b>Budgeted 2024</b>	<b>Budgeted 2025</b>
190 & 200 Brady Street	3,382,000	3,648,000
199 Larch Street	1,819,000	1,866,000
74 Mackenzie Street Library	307,000	309,000
<b>Total</b>	<b>5,508,000</b>	<b>5,823,000</b>

The estimated annual maintenance and operating budget for the new build scenario was approximately \$1.6M, to be funded through the tax levy and potential revenue. However, by opting not to proceed with the construction of a new facility, the City significantly mitigates the financial impact on future budgets. This decision results in a notable reduction in the additional costs that would have been incurred by introducing a new facility into the financial landscape.

With some past tenants recently relocating from existing space within 199 Larch St., there's a direct impact on the revenue generated to cover operating costs required to maintain the facility. However, by fully utilizing the existing space within TDS, the City will minimize the unused overhead associated with vacant areas, and the impact of reduced revenue is mitigated.

Additional savings can be realized if the city ceases to operate the existing facility located at 74 Mackenzie Street.

The potential municipal service relocation also offers a cost avoidance. The Depot Masterplan project is considering a new build facility for administration staff, many of which may be able to move into 199 Larch St. The budgeted sum for the new build administration building is \$18.94M. Furthermore, two depot administration facilities may be able to be either completely or partially demolished. Removing these facilities from service presents a potential operating cost avoidance of \$0.78M.

## Financial Plan

Staff are recommending a fully funded capital budget for Council approval. In addition, staff will continue to explore potential funding sources to reduce the municipal portion of the funding plan.

## Estimated Costs

The recently developed partner program layouts and existing facility details have been reviewed and analyzed by a cost consultant in preparation of a Class D Cost Estimate (+/- 20%), to gain an understanding of the costs associated with the Cultural Hub at TDS project. Included in the total estimated project cost is the relocation and office consolidation for municipal services. As part of the estimate, the project cost consultants analyzed the market to prepare a projected inflationary index for the period leading to project completion. The escalation allowance is set at 5% per annum.

<b>Project Cost Summary</b>			
Building Construction (per Class D Estimate +/- 20%)			
<i>Greater Sudbury Public Library</i>			\$13,700,000
<i>Art Gallery of Sudbury</i>			\$8,900,000
<i>Sudbury Multicultural and Folk Arts Association</i>			\$600,000
<i>Municipal Relocation of Services</i>			\$14,000,000
Soft Costs (incl. Fees, Furniture/Equipment, and Permits)			\$9,700,000
	<i>Subtotal</i>		<b>\$46,900,000</b>
Contingencies (incl. escalation allowance)			\$13,200,000
Enhanced Sustainability			\$4,000,000
Enhanced Accessibility			\$2,000,000
Public Art			\$400,000
	<i>Subtotal</i>		<b>\$19,600,000</b>
Other Project Costs (incl. Admin)			\$1,100,000
	Total Net HST =		\$67,600,000
	Municipal Portion of HST =		\$1,200,000
	<b>Total =</b>		<b>\$68,800,000</b>

## Projected Funding

Staff continue efforts to promote the Cultural Hub at TDS project as a worthy investment with senior levels of government and their associated funding streams. Meetings with funding program staff have been positive, and staff will continue to pursue these opportunities to realize as much external support as possible to reduce the portion funded by the City.

The funding plan is in the early stages of development due to changes in the facility design and location. This plan considers potential funding contributions based on the original project scope, and staff members are actively collaborating with investors and partners to confirm their contributions. Presently, there is an existing commitment of \$64.5 million in debenture associated with the Cultural Hub project.

In the event of any funding shortfall at the time of the tender award, the plan proposes addressing it by utilizing the remaining balance of the committed debenture funding.

<b>Project Funding Summary</b>				
Source	Potential	Confirmed	Totals	Share
<b>External Third Parties</b>				
Federal and Provincial Program Applications	\$24.9M		\$24.9M	36.2%
<b>Cultural Hub Partner's Estimated Contributions</b>				
AGS, GSPL, and SMFAA	\$3.1M		\$3.1M	4.5%
<b>CGS Funds (Balance Required to Fully Fund Project)</b>				



Debt (30 Year Debenture)	\$40.8M	\$40.8M	59.3%
<b>Total</b>	<b>\$68.8M</b>	<b>\$68.8M</b>	<b>100.0%</b>

## Historic Trends in Construction

Statistics Canada offers a Non-Residential Building Construction Price Index (NRBCPI) that is demonstrated in the following table. Since there is no local index specifically for Greater Sudbury, the City's policy is to use the index for Ottawa/Gatineau as a proxy. Over the course of five years, the NRBCPI has increased by 43.4% in Ottawa/Gatineau according to Statistics Canada. A significant portion of the increase is represented after 2020 when constraints such as a global pandemic and various supply chain issues came into effect. Thus far within the current year of 2023, the NRBCPI to date is 3.7%.

Annual % Increase of the Non-Residential Building Construction Price Index - Statistics Canada													
2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
4.9	4.1	0.4	0.1	1.8	1.8	1.3	3.1	7.1	2.6	4.6	17.6	9.6	3.7

As demonstrated in the table above, and trending back to when Statistics Canada initiated the NRBCPI in Q1 of 1981, it is evident that construction prices have only increased over time.

## Next Steps

Subject to Council's consideration of the recommendations in this report, staff anticipate next steps will include, in collaboration with the partners:

1. The issuance and award of a Request for Proposal (RFP) for professional services that will provide a consulting team including an architect; engineering disciplines such as structural, mechanical, electrical, and sustainability; space planning and parking; code compliance; and specialty library and art gallery sub-consultants. Partners will play an active role in reviewing the RFP and the proposal submissions.
2. Following the RFP process, staff will work to award an Ontario Association of Architects Agreement with the successful proponents and begin the design stages of the cultural hub and municipal services relocation. Currently the intention is to begin schematic design in Q2 of 2024.
3. Confirmation of external funding sources.

With Council approval, staff will also close out all contracts that are associated with the new build Junction East project and move forward with the Cultural Hub at TDS.

## Resources Cited

1. Cultural Hub at Tom Davies Square and Junction East Update, Report to City Council, September 26, 2023. <https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=51126>
2. Library / Art Gallery / Multicultural Initiative Update (Junction East), Presentation to City Council, July 11, 2023. <https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=50117>
3. February 21, 2023. Motion to Suspend Work on Junction East Cultural Hub. <https://pub-greatersudbury.escribemeetings.com/Meeting.aspx?Id=fa0c24e0-d25f-451a-8ffa-2fec27825c2a&Agenda=PostMinutes&lang=English>

## Appendix A: Municipal Services Relocation and Office Consolidation Guiding Principles and Best Practices

The proposed municipal relocation creates a central, collaborative, and consolidated office environment for staff and their operating departments. The municipal relocation project incorporates staff that currently report to positions within TDS, and staff that report to various other City owned facilities. There will be a focus on collaboration through workplace design, and technology to enhance the office environment and remote work connection.

The objective of municipal relocation and office consolidation is to maximize collaboration while also reducing space so that physical space is utilized more efficiently for municipal service delivery.

To modernize the work environment, principles are defined to guide design of spaces. Design principles to be implemented include:

- *Activity Based Work Environments* to facilitate flexibility and choice in a work setting. This includes a mix of personal workspaces, open and closed collaboration areas, quiet areas for calls, and appropriate support spaces and amenities. Within this type of work environment, there is a combination of assigned and unassigned seating as required. Unassigned seating is planned for as a hotel station.
- *Neighbourhood Adjacencies* to accommodate collaboration between sections that commonly work together for the goal of completing a task. Planned adjacencies will promote greater communication by enabling employee interaction, integration, and knowledge transfer. Furthermore, adjacencies promote the sharing of spaces such as meeting rooms, employee amenities, support space, and hoteling workstations.
- *Collaboration Space* to be designed with furnishings to promote flexibility and facilitate primary objectives which include but are not limited to presentation and information sharing, performance and accomplishment, brainstorming and strategic/analytical thinking, and interaction and connection.
- *Modularity* provides flexibility and adaptability within a work environment. The work environment could be quickly rearranged and reconfigured, and scaled up or down, to accommodate evolving business objectives and needs. To achieve modularity, space design will plan for power and data to be strategically placed within mountable partitions.
- *Standard Space Size* to be consistent across the organization with some special exceptions fostering a sense of equality and fairness while being efficient with space requirements. Senior roles within the organization should have an enclosed office of a predefined size to ensure privacy and consistency.
- *Daylighting* to provide sunlight as effective internal lighting whenever possible. Not only does this offer potential energy efficiency for office light during daytime hours, daylighting also promotes a moral boost within the work environment.

The design principles are recommended to guide the project to achieve the planned desired outcomes which include: a renewed workplace, a collaborative work environment to increase productivity, a focus on innovation and maximizing the efficient use of building square footage to maintain or improve service delivery to the community.

Greater Sudbury has made a commitment to accessibility and sustainability through internal policy and the adoption of both the Multi-Year Accessibility Plan and the Community Energy and Emissions Plan (CEEP). The goals and intended outcomes of these documents are considered with the design of all infrastructure projects. Furthermore, the minimum general reference criteria for workplace design and planning considerations will be informed by the following.

- *Accessibility for Ontarians with Disabilities Act, S.O. 2005, c. 11 (AODA)*
- *O. Reg. 191/11: Integrated Accessibility Standards* under the AODA; this regulation provides *Part IV.1 Design of Public Spaces Standards (Accessibility Standards for the Built Environment)*
- *Building Code Act, 1992 S.O. 1992 c. 23 (OBC)*
- *O. Reg. 332/12: Building Code* under the OBC
- *O. Reg. 88/19: Building Code* under the OBC

Additionally, the Province of Ontario has prepared a document titled: Guidelines for Barrier-Free Design of Ontario Government Facilities. The accessible guidelines were developed by the Government of Ontario in consultation with persons with disabilities for exterior and interior areas such as paths of travel, and facility amenities such as washrooms, drinking fountains, and controls. The guidelines are intended as an outline and defer to the OBC as amended.

There are several best practices that will be considered while planning and designing the layout of municipal office space beyond what is specified in legislation and accessible guidelines. Supplemental best practices include and are not limited to:

- Prominent main public entrance
- Visitor parking
- Public business and waiting area with appropriate amenities, i.e., universal washroom
- Wayfinding
- Shared spaces to avoid duplication and promote collaboration.