



Facility Rationalization Report

CITY OF GREATER SUDBURY

JANUARY 2016

Purpose

- ▶ Reduce overall footprint
- ▶ Establish best use of surplus space
- ▶ Address unacceptable facility conditions
- ▶ Ensure compliance with OHSA
- ▶ Consider functional efficiency opportunities

Project Background

- ▶ Rationalize 23 sites (~68 buildings).
- ▶ Two asset categories; Operations Yard Portfolio and Office Portfolio.
- ▶ Functional Consideration.
- ▶ Project Design Life - 15-20 years.

Scope of Work

- ▶ Review CGS services related to facility condition and constraints.
- ▶ Review geographic location of properties site conditions and constraints.
- ▶ Business evaluation - consolidation and co-location.
- ▶ Evaluate ability to ensure sustained compliance with Health and Safety regulations.

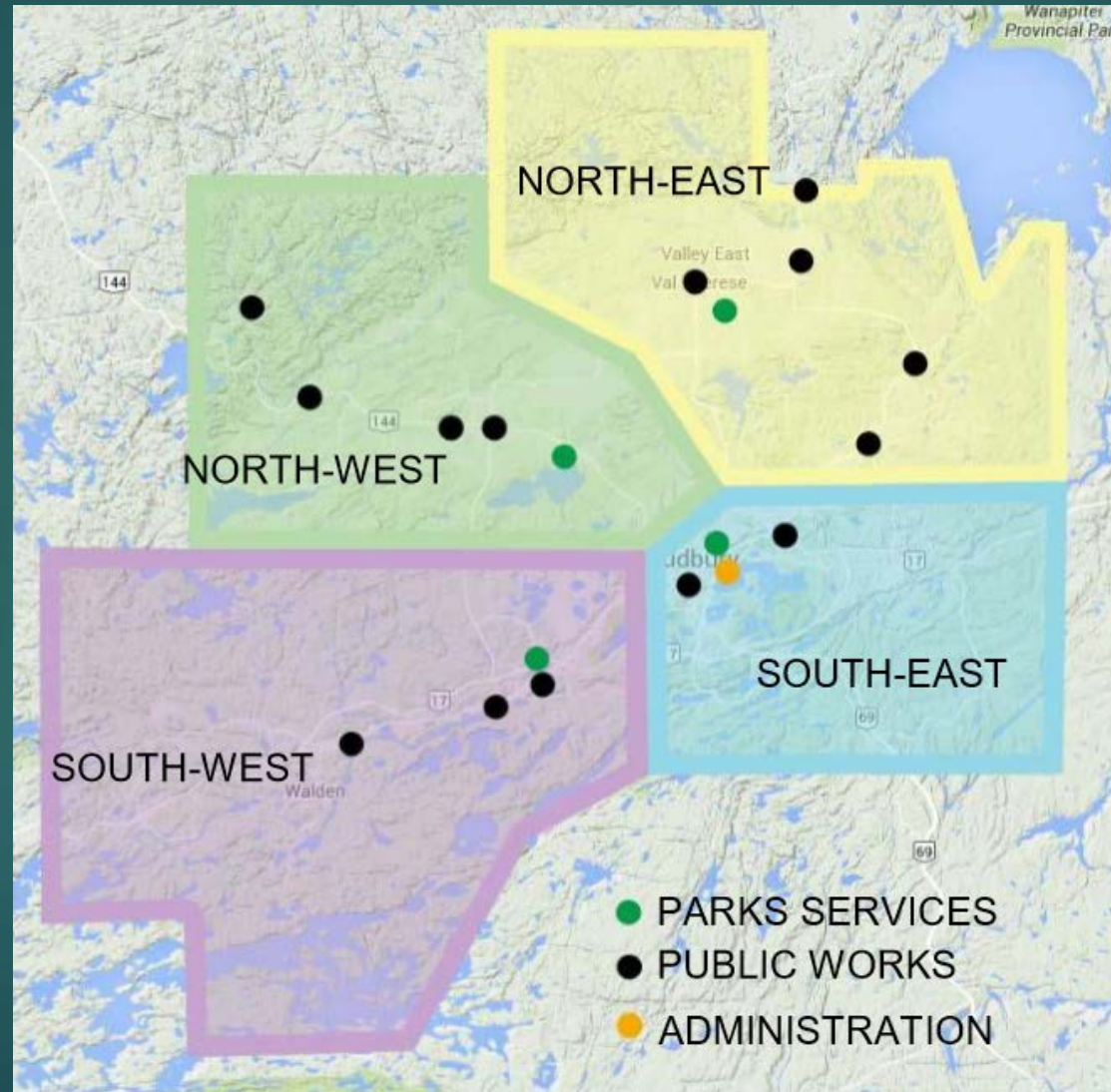
List of Sites

- ▶ Parks
- ▶ Public Works Depots
- ▶ Administration Offices
- ▶ Police Services



Operations Yard Portfolio Recommendations

Service Zones



Key Depot Findings

- ▶ Substandard depot conditions.
- ▶ Facility Condition Index (FCI) over 10%.
- ▶ Surplus space.
- ▶ Some Depots ideally located close to work areas.
- ▶ Sites have constraints that limit expansion capacity.
 - ▶ Source protection
 - ▶ Access and Egress
 - ▶ Limited property size

Key Depot Findings (Cont'd)

- ▶ Administrative spaces fragmented throughout City.
- ▶ Some administrative spaces inadequate.
- ▶ Opportunities exist to centralize administrative spaces.
- ▶ Opportunities exist to rationalize some operations .

North-West Zone



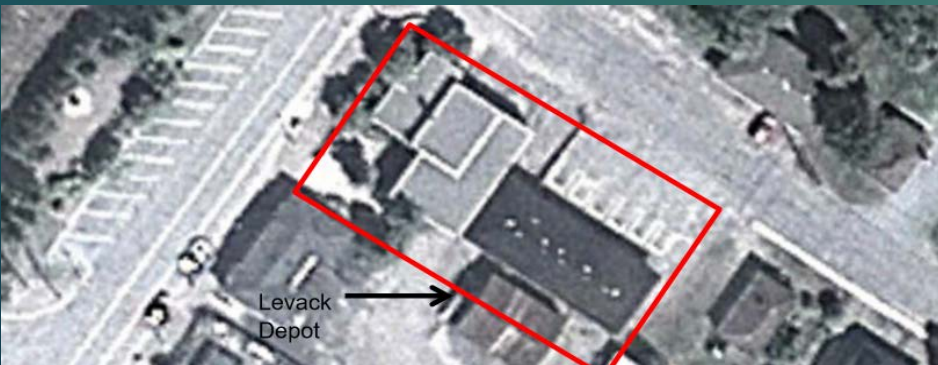
Rayside North West Depot - 101 Radisson Avenue, Chelmsford



Recommendation

- Retain and maintain as major depot

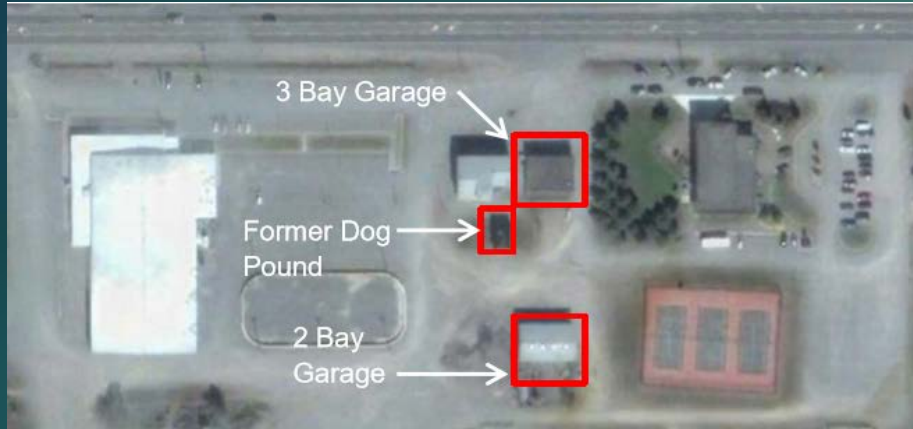
Levack Municipal Building - 55 Levack Drive, Levack



Recommendation

- ▶ Dispose and Sell / Lease
- ▶ Retain sand depot and service
- ▶ Seek alternate location for plow and loader

Dowling Public Works Garage - 61 Main Street, Dowling



Recommendation

- ▶ Dispose and Sell / Lease
- ▶ Move storage to Rayside Depot

Rayside Balfour Old MTO - 3098

Highway 144, Chelmsford



Recommendation

- ▶ Dispose and Sell / Lease
- ▶ Move equipment to North-West Rayside Depot

Rayside Parks Services Depot - 11 Champlain Street, Azilda

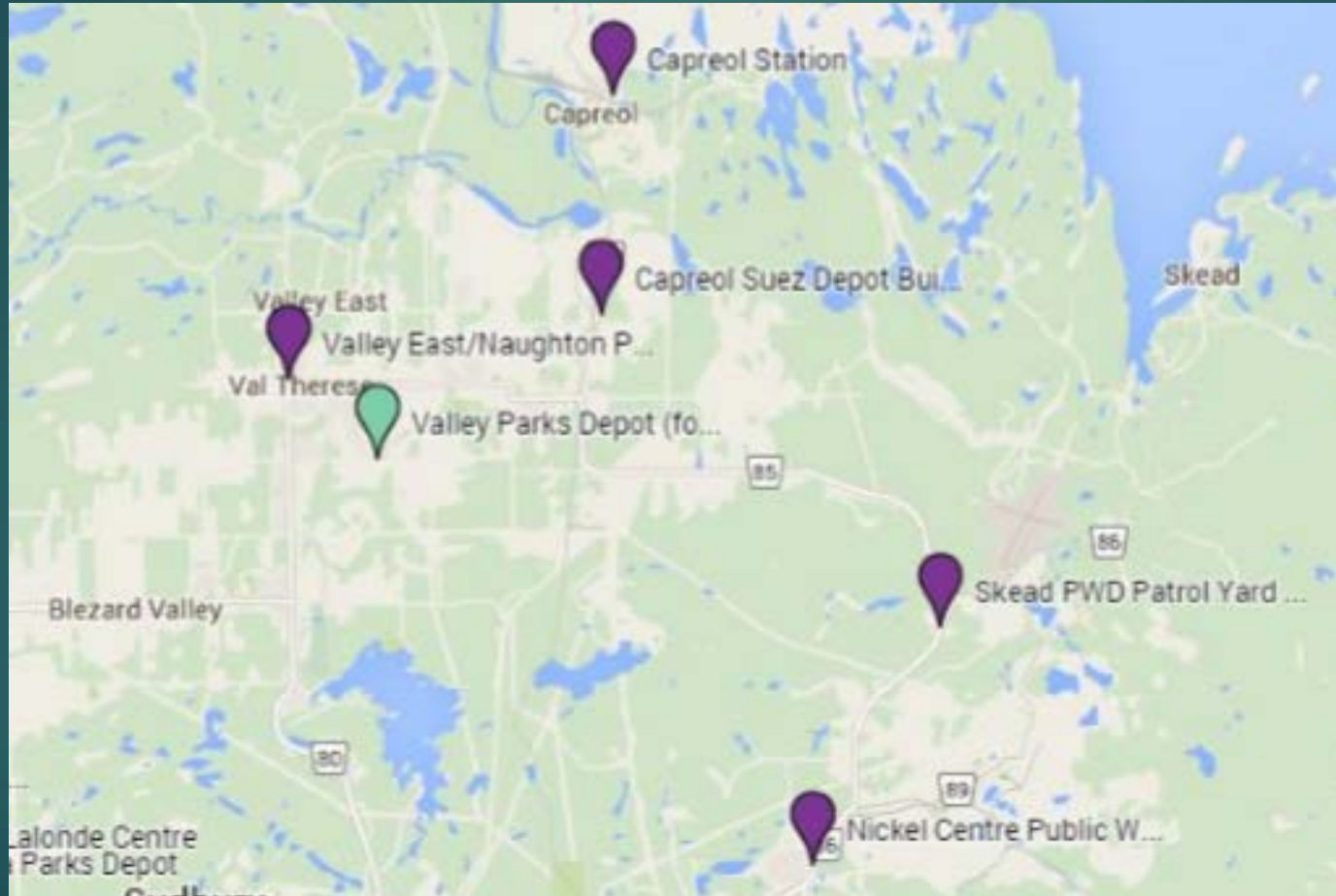


Recommendation

- ▶ No investment for 5 years
- ▶ Re-evaluate after 5 years.



North-East Zone



Valley East Parks Services Depot - 960 Dominion Drive, Hanmer



Recommendation

- Retain and maintain

Valley East Garage - 4614 Desmarais Road, Sudbury



Recommendation

- ▶ Dispose and sell / lease
- ▶ Relocate storage material



Capreol Garage - 65 Railway Avenue, Capreol



EMS bays (left) and single Roads bay (right)

Recommendation

- ▶ Facility to be retained for EMS use
- ▶ Relocate equipment as required
- ▶ Sidewalk Plow to remain

Suez Depot - 5081 Capreol Road, Capreol



Recommendation

- ▶ Study best location for new North-East depot
- ▶ Reconstruct depot on same site or acquire a new site.

Skead PWD Patrol Yard - 1921

Skead Road, Garson



Recommendation

- ▶ Dispose and sell / lease.
- ▶ Relocate stored equipment.

Nickel Centre Garage - 3610 Falconbridge Road, Garson



Recommendation

- Dispose – Sell or Lease

South-East Zone



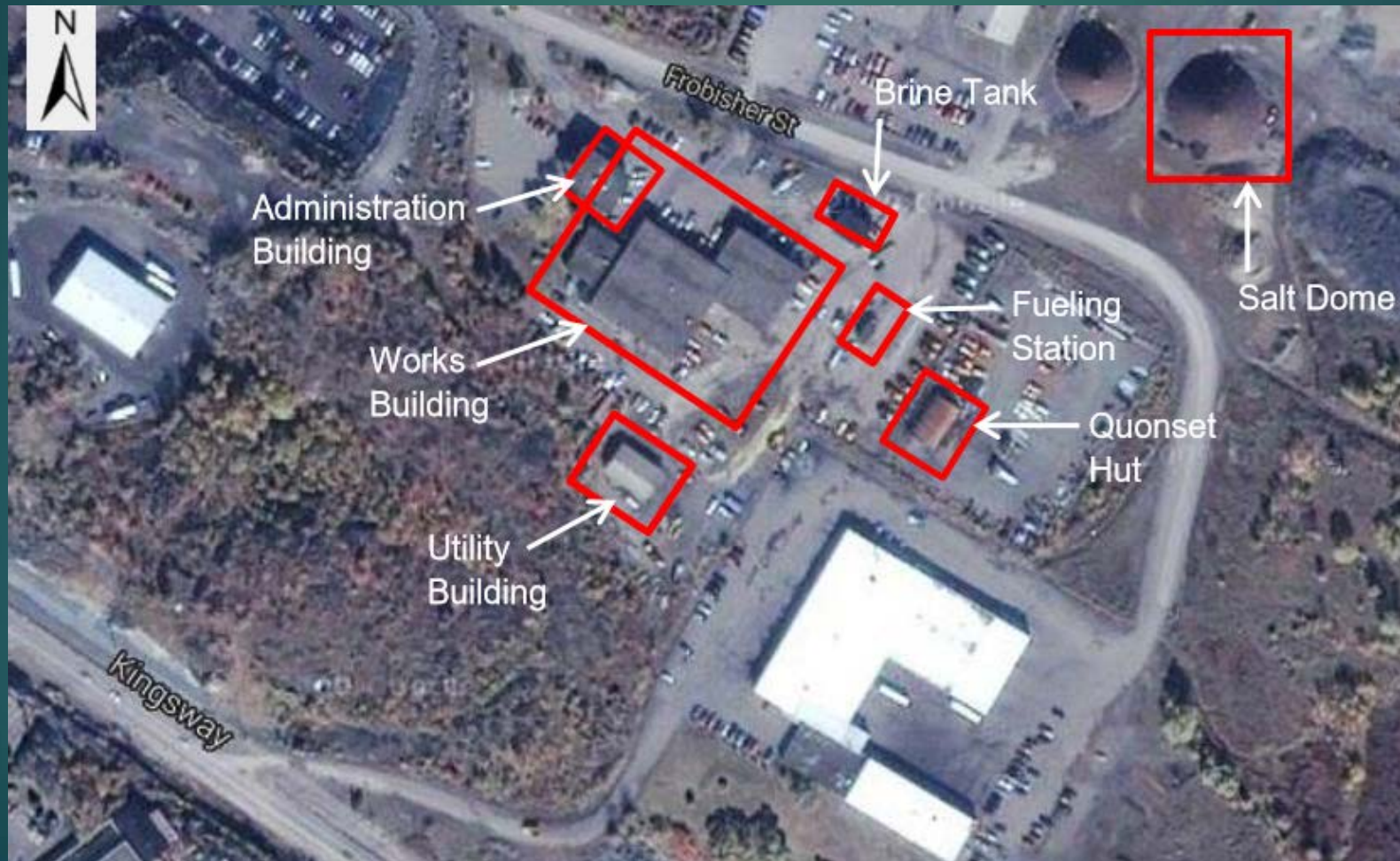
Kathleen Street Park Services Depot - 310 Brebeuf Avenue, Sudbury



Recommendation

- ▶ Retain and maintain
- ▶ No renovations required over next 15 to 20 years
- ▶ Consider relocation after 15 years

Frobisher Depot - 1800 Frobisher Street, Sudbury



Frobisher Depot Cont...



View of Works building (left) and Office building (right) from the street



Salt dome across the street from 1800 Frobisher

Frobisher Depot Cont.

Recommendations

- ▶ Conduct Study for best fit.
- ▶ Retain for Roads South East Operations and Environmental Services.
- ▶ Relocate Roads and W/WW Administration; W/WW Distribution and Collections and Compliance Section.
- ▶ Demolish existing administration office.
- ▶ Construct new salt storage facility.
- ▶ Renovate the existing Works Building.

Frobisher Transit Garage - 1900

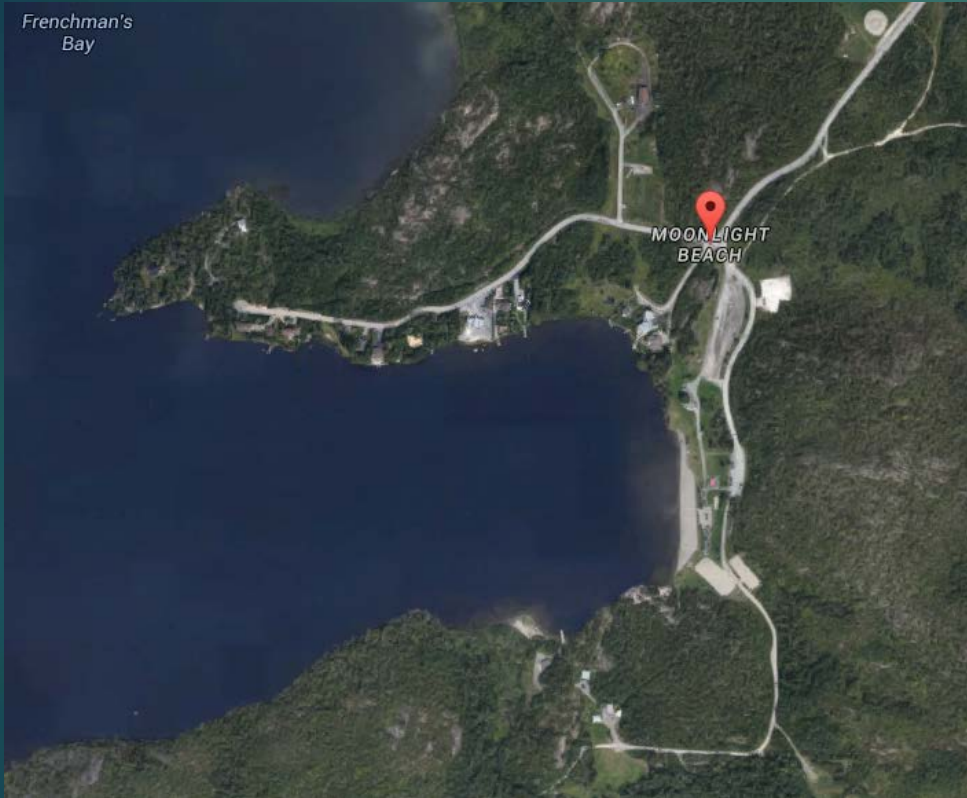
Frobisher Street, Sudbury



Recommendation

- ▶ Study best fit with Depot operations.
- ▶ Demolish old repair garage wing.
- ▶ Utilize remainder of building for City / Police storage needs.

Moonlight Beach Forestry Facility



Recommendation

- ▶ Demolish building
- ▶ Re-purpose site

South-West Zone



St. Clair Public Works Depot - 733 St. Clair Street, Sudbury



St. Clair Public Works Depot Cont.



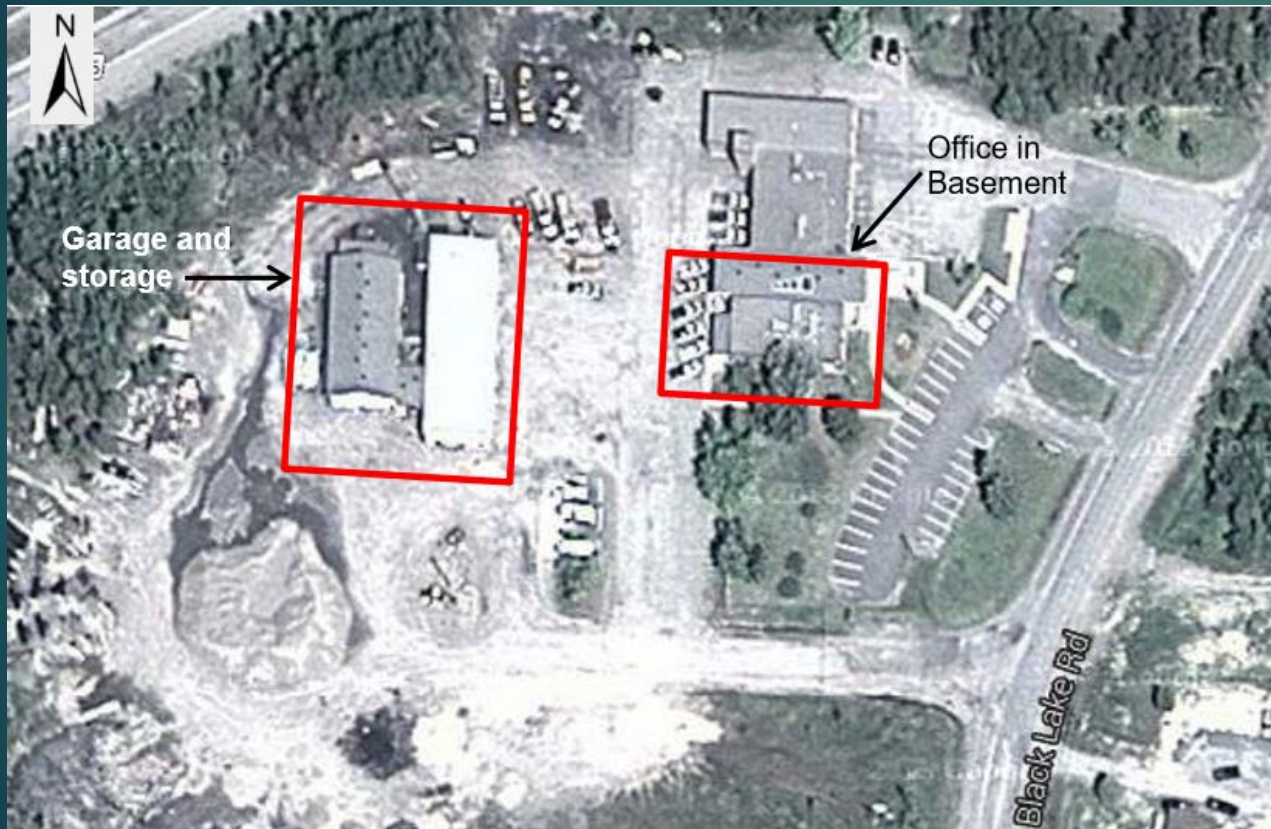
View of Main Building from St. Clair

St. Clair Public Works Depot Cont.

Recommendations

- ▶ Retain and redevelop site.
- ▶ Renovate pre-engineered building.
- ▶ Demolish older office portion of depot.
- ▶ Construct new office for centralized administrative .
- ▶ Retain Pump House building, Salt Shed and Sand Pile.
- ▶ Conduct study for best fit.
- ▶ Consider future consolidation.

Walden Public Works Depot - 25 Black Lake Road, Lively



Recommendation

- ▶ Retain.
- ▶ Build new salt structure.
- ▶ Additional study required to confirm site fit.

Lively (Parks) Operations Garage - 251-261 First Avenue, Lively



Recommendation

- ▶ Retain land and storage of ski-hill equipment.
- ▶ Relocate functions to Walden Depot.

Naughton Depot - 1425 Municipal Road 55, Naughton



Garage



Salt Dome

Recommendation

- ▶ Demolish buildings.
- ▶ Relocate salt storage to Black Lake Depot.
- ▶ Retain land for wastewater plant expansion.

Whitefish Public Works Garage - 4895 Municipal Road 55, Whitefish



Recommendation

- ▶ Retain site as a materials depot and store 1 MT Sidewalk Plow.
- ▶ Demolish and replace existing building with smaller storage building when required.

Advantages

- ▶ Maintain service levels;
- ▶ Identified surplus properties and facilities;
- ▶ Upgraded and renovated facilities will meet 15 year operational requirements;
- ▶ Consolidated administration – enhanced quality and production;
- ▶ Improved housekeeping, inventory control and stock management;
- ▶ Minimized risk of non compliance with OHSA;
- ▶ Reduction in approximately 95,000 sq. ft.

Cumulative 10-year Depot Capital and Operating Cost (\$M)



Next Steps - Depots

- ▶ Initiate the sale and/or lease of properties declared surplus.
- ▶ Review alternate depot arrangements in Levack.
- ▶ Commence detailed site studies.
- ▶ Prepare detailed capital financial plan.



Office Portfolio Recommendations

Tom Davies Square - 200 Brady Street, Sudbury



Recommendation

- ▶ Detailed space re-allocation study.
- ▶ Develop office space standards.
- ▶ Comprehensive review of Police/TDS space utilization and requirements.

Annex Building – 200 Larch Street, Sudbury



Recommendation

- ▶ Dispose and sell
- ▶ City staff to be relocated.

Junior Citizens Daycare Building/YMCA – 140 Durham Street, Sudbury



Recommendation

- Dispose and sell or lease

Lionel E Lalonde Centre, 239 Montée Principale, Azilda



Recommendation

- ▶ Re-evaluate space allocations for Police training needs.
- ▶ Renovations required for Fire and Emergency Services.

City / Police Functions

- ▶ Training space at LEL challenging.
- ▶ Existing office space at TDS inadequate.
- ▶ Police storage needs inadequate.

City / Police Functions

- ▶ Consider Frobisher Transit garage for Police Storage requirements
- ▶ Conduct Study of Space at TDS – Relocate HR space
- ▶ Re-evaluate program space at LEL.

Next Steps – Office Portfolio

- ▶ Detailed review of TDS/Police office space utilization – can relocated offices accommodate police requirements?
- ▶ City/Police review of training and storage needs.
- ▶ Initiate the sale or lease of the Annex facility and the former Junior Citizen Daycare facility.
- ▶ Update financial plan for capital needs.

Conclusion

- ▶ Reduces square footage by 95,456.
- ▶ Reduction of 9 sites, 34 buildings.
- ▶ Reduces the 10 year capital burden by \$9.0M.
- ▶ Possible reduced operating costs.
- ▶ Potential to generate revenue through sale of sites.
- ▶ More efficient and effective use of space.
- ▶ Ensures compliance with OHSA.



Questions?