



# City of Saint John City Hall Space Optimization

Lean Summit Rapid Fire  
April 2019



**D**

## DEFINE

- Establish Charter
- Launch Team
- Plan Project
- Gather VOC
- Plan for Change

**M**

## MEASURE

- Document Process
- Collect Baseline Data
- Narrow Project Focus

**A**

## ANALYZE

- Analyze Data
- Identify Root Causes
- Identify and Remove Waste

**I**

## IMPROVE

- Generate Solutions
- Evaluate Solutions
- Optimize Solutions
- Pilot
- Plan and Implement

**C**

## CONTROL

- Control the Process
- Validate Project Benefits



Excess Space

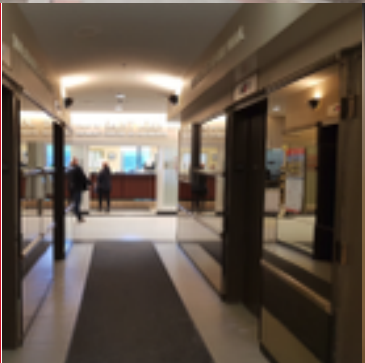
Energy Costs

Inflexible Lease

Accessibility

Wayfinding

Customer Service

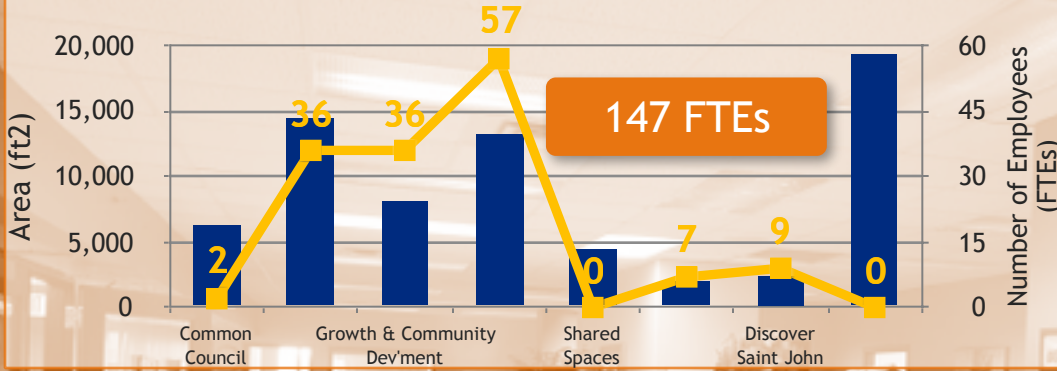


\$1.7  
Million  
(2016 Rent)





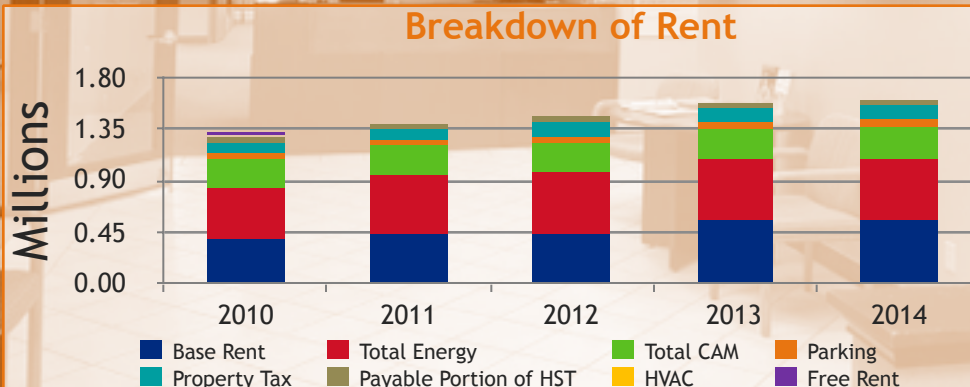
### Breakdown of Service Areas and Employees (FTEs)



Total lease space - 69,658 ft<sup>2</sup>  
 27.6% of leased space unused

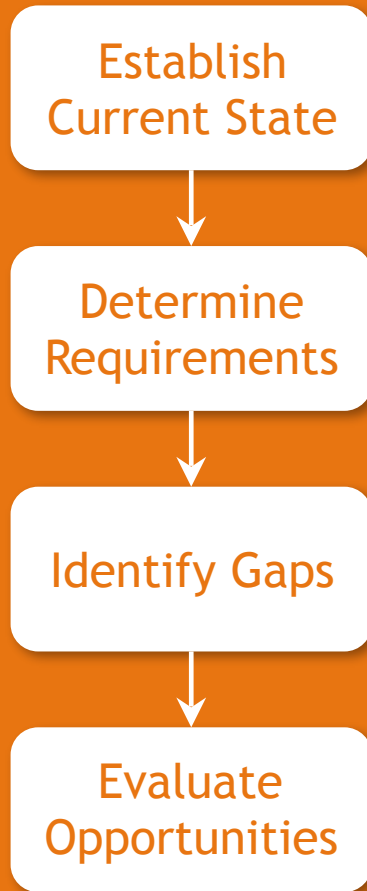
Area/Employee  
 Saint John - 474 ft<sup>2</sup>  
 Moncton - 385 ft<sup>2</sup>  
 Fredericton - 367 ft<sup>2</sup>

### Breakdown of Rent



Energy costs equal to  
 base rental costs  
 @ 34% of total rent

# Optimization Process

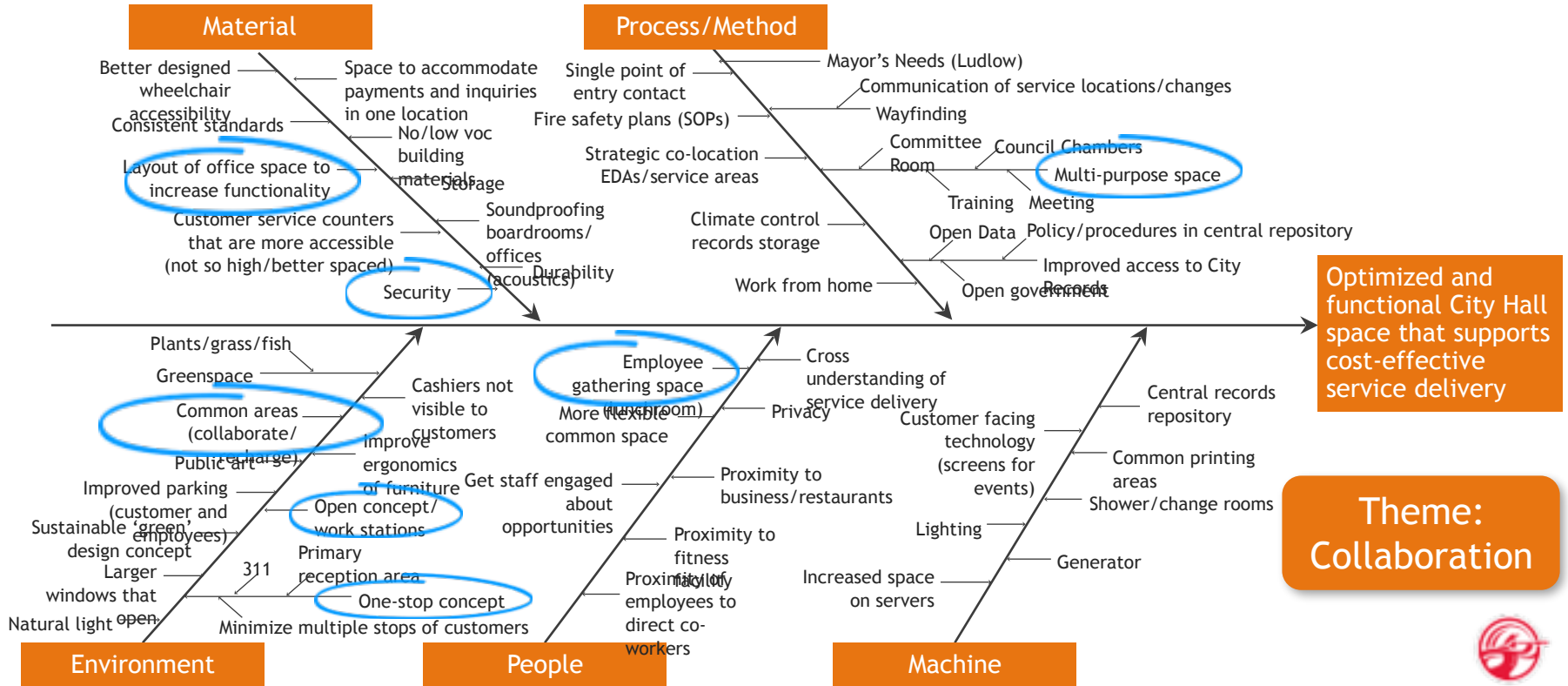


# Procurement Process



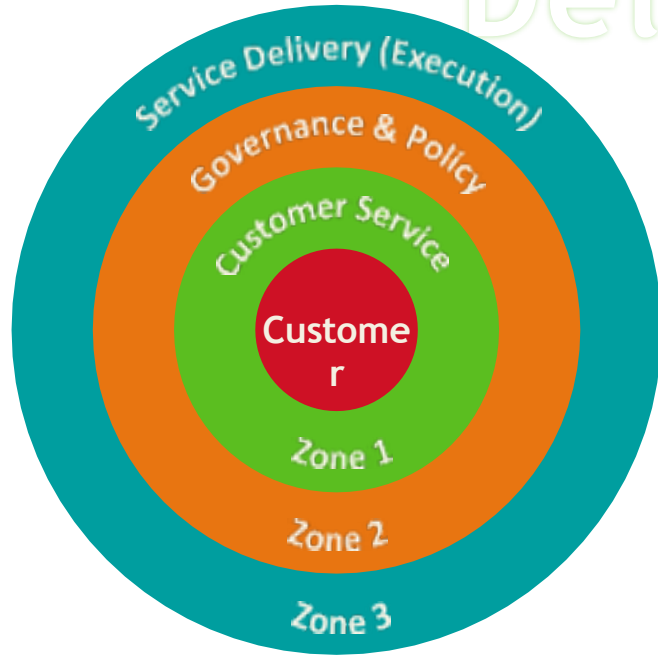
NFRP - Negotiated Request for Proposals

# Cause & Effect



# Functionality & Service

## Delivery



## Potential City Hall Space

Single-Level - Zones refer to areas and their distance from the primary access point

Multi-Level - Zones refer to floors in relation to the primary access point

# Interactions

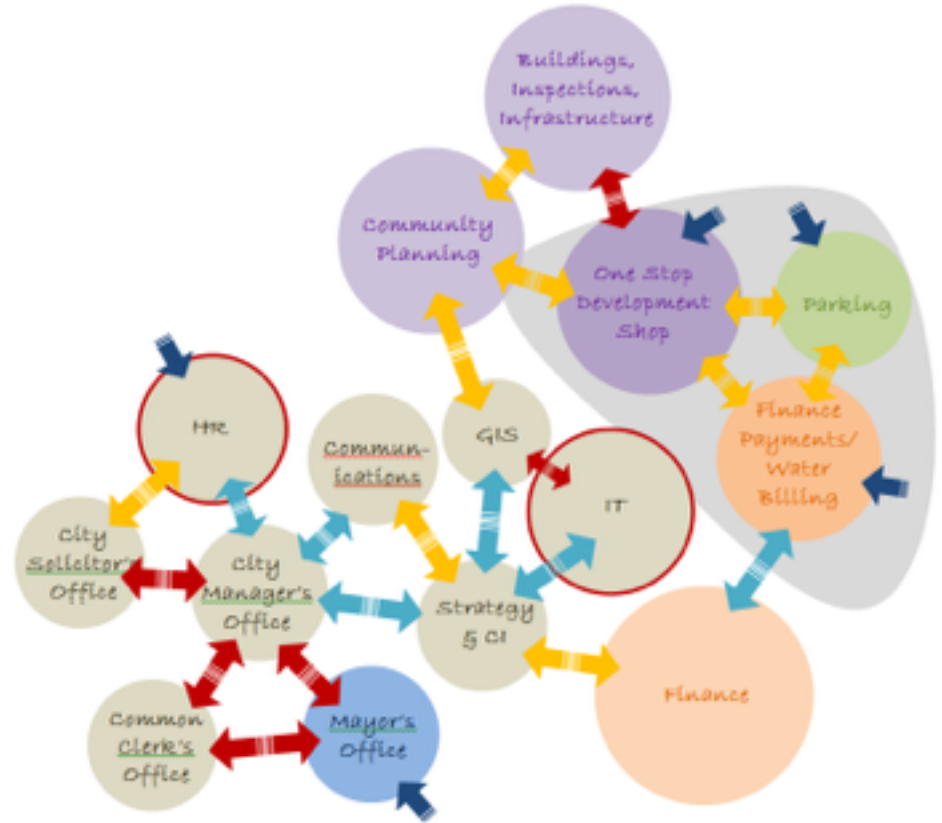
 Direct adjacency

 Close adjacency

 Reporting relationship

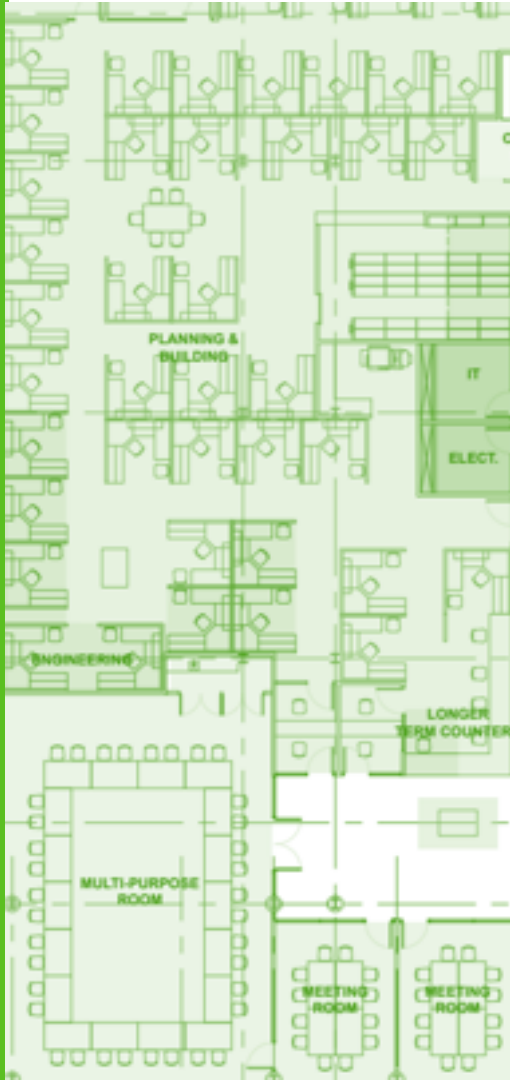
 Public access

 Additional confidentiality





# Space Standards



The Government of Canada  
Workplace 2.0 Fit-up Standards

Government Office Space  
Standards Province of British  
Columbia

Office Space Standards and  
Guideline Government of the  
Northwest Territories

# Optimization Opportunities



City Market Tower



Data Centre



Storage

# Options

1 Workplace 2.0 Standard

2 Government NWT Standard

3 Partial use of Tower

4 Full use of City Market Tower

# Space Analysis

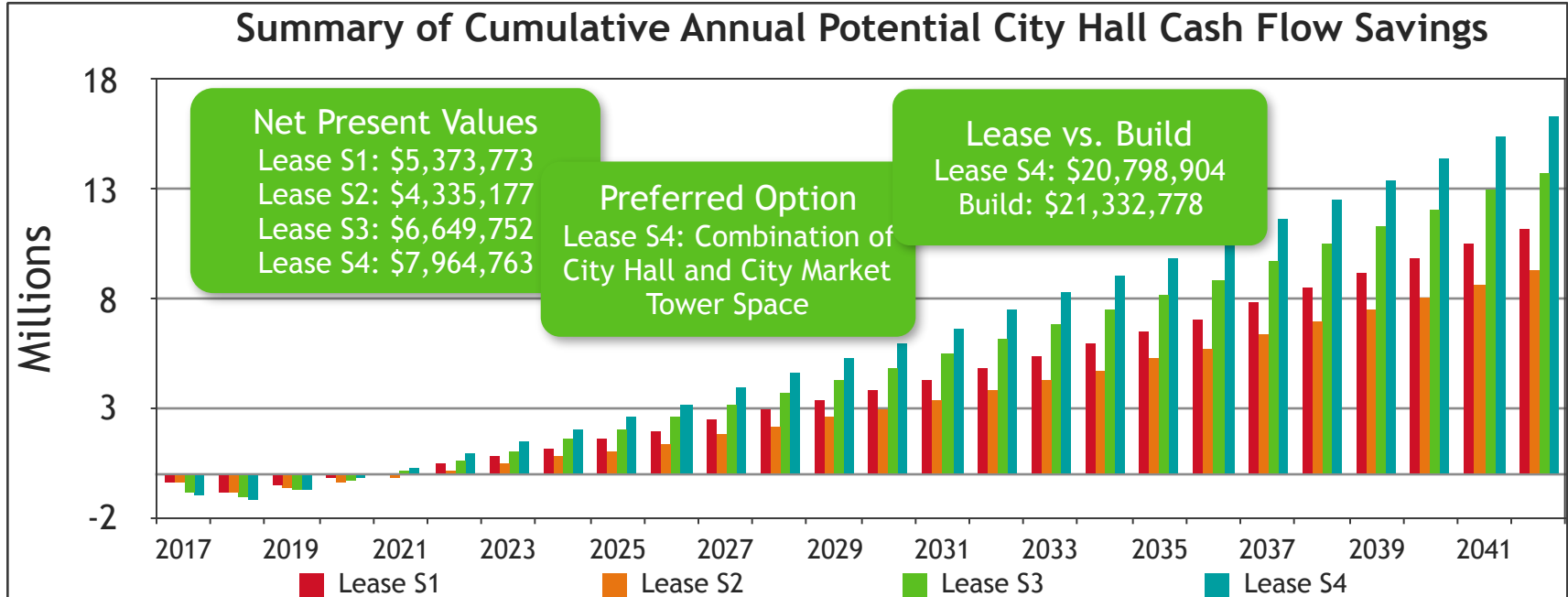
Options	FTE	Current Area (ft <sup>2</sup> )	Proposed Area (ft <sup>2</sup> )	Difference in Area (ft <sup>2</sup> )
Option 1	148	51,437	38,616	12,966
Option 2	148	51,437	41,063	10,519
Option 3	127	48,188	35,091	13,097
Option 4	110	45,675	32,155	13,520

## Assumptions and considerations:

- **Data Centre** - Co-locate offsite
- **Storage** - Project to reduce (2,000 ft<sup>2</sup>)
- **Printers** - Central stations with supplies
- **Meeting Space** - Increased to meet need

Cumulative increases in individual space results in ~ 6.5% more space  
(Difference between Option 1 and Option 2)

# Savings Potential





# Space

## Objectives

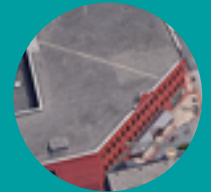
- City Hall presence
- Easy public access
- One-stop customer service
- Cost-effective service delivery
- Flexible, scalable space
- Safe, healthy environment
- Sustainable financial savings





# Selection Criteria

- One-Stop customer service
- Presence
- Accessibility
- Parking
- Flexibility
- Fit and functionality
- Natural light
- Proximity to City Market
- Ownership





15 Market Square

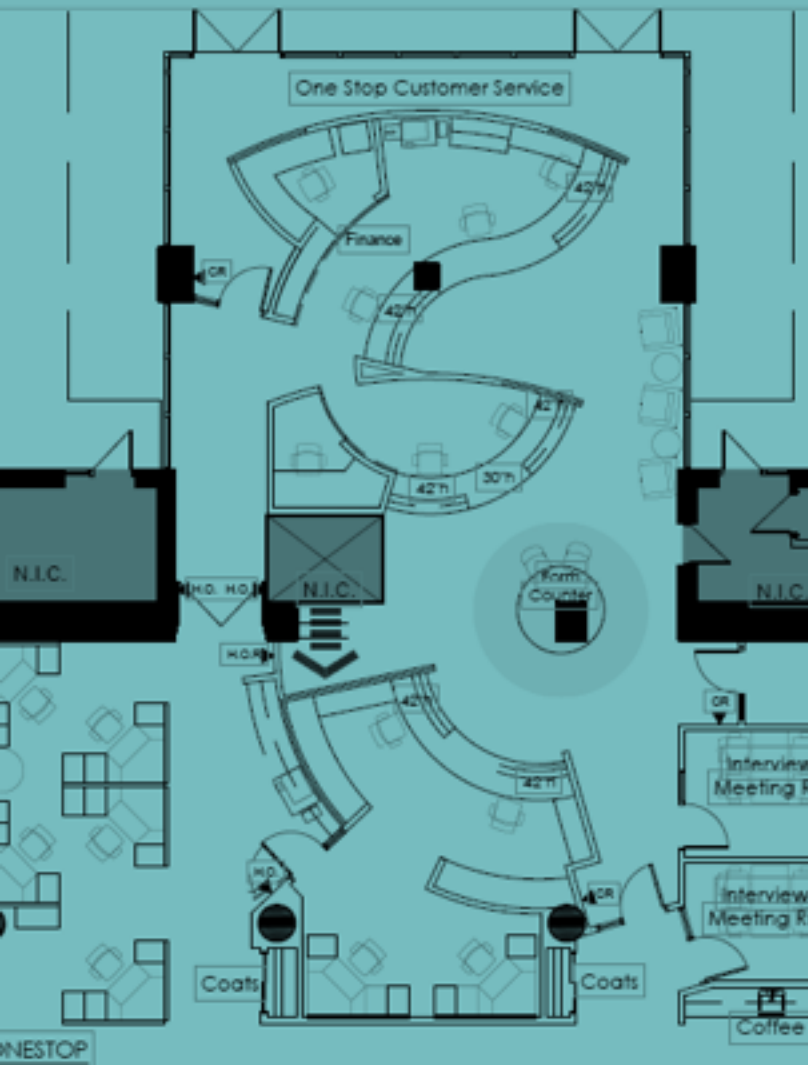
# Final Selection

## Features of Space

- ✓ Customer service focus
- ✓ Functional space
- ✓ Accessible

## Lease Terms

- ✓ Fifteen (15) year lease
- ✓ Semi-gross Rent
- ✓ Building enhancements
- ✓ Life safety requirements
- ✓ Performance



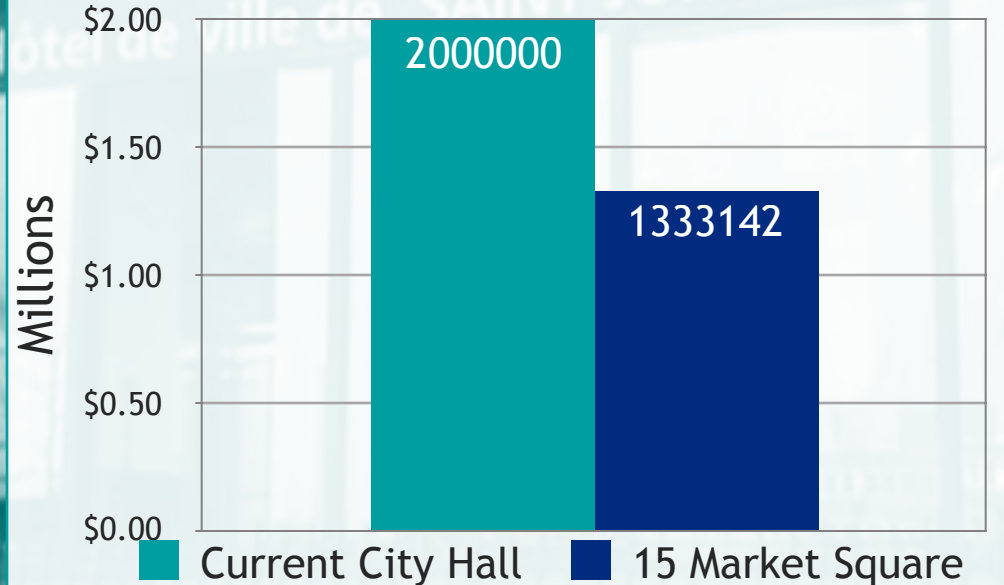


# Results

Based on Class D Estimate  
Projecting ~ \$500,000  
Savings Total

Over \$700,000 annual rent  
savings realized (2018)

Approximate Annual Operating  
Costs  
(including Market Tower and Data  
Centre)





# Sustainability

Project Management

Change Leadership

Engagement

Contract Administration

Continuous Improvement





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