

**F**ACILITIES  
**M**ANAGEMENT  
**B**RANCH

# *Building on Success*



# *Building for Success*

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FACILITIES  
MANAGEMENT  
BRANCH



# Message from the Director, Facilities Management Branch



I was thrilled to be able to join the Facilities Management Branch team in 2006. In the time I've been with FMB, I've benefited greatly from the support, encouragement, and expertise of all who work here. In 2006-2007, the branch coordinated complex projects, worked to facilitate increased cooperation between different divisions and organizations, and continued to identify avenues for change and improvement.

The Facilities Management Branch (FMB) is leading the ministry in the development of a strategic capital plan that will guide the ministry's infrastructure investments for the next 30 years. The branch is dedicated to maintaining and enhancing infrastructure across the province through judicious planning and the fostering of innovative, client-focused approaches.

We are working with our partners at the Ontario Realty Corporation (ORC) and Infrastructure Ontario (IO) to plan and construct consolidated courthouses that will be distinguished by operational and architectural excellence.

FMB also continues to collaborate with ORC and the Ministry of Public Infrastructure Renewal (PIR) on improvements to the infrastructure planning process. We believe strongly in the importance of a robust, year-round planning cycle and in the benefits of cross-divisional exchange and communication. Together, we can make informed and innovative decisions about the future of our justice facilities.

In order to ensure that we are meeting the needs of our stakeholders, we are also developing a communications plan. This plan will assess the priorities of our stakeholders inside and outside of the ministry and provide us with a roadmap for future innovations. In the Facilities Management Branch, we are always learning and growing.

We are looking forward to another year full of unique challenges and opportunities.

Judy Stamp  
Director  
Facilities Management Branch

*Cover page (clockwise from top left): **Sudbury**-159 Cedar St., **Brantford**-70 Wellington St., **Owen Sound**-611 9<sup>th</sup> St., **Fort Frances**-333 Church St., **Toronto**-361 University Ave., **Kingston**-5 Court St., **Oshawa**-330 King St.*



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# Who We Are

## FACILITIES MANAGEMENT BRANCH

At Facilities Management Branch, we are devoted to planning and delivering high-quality facilities and services through innovation and a client-centred approach.

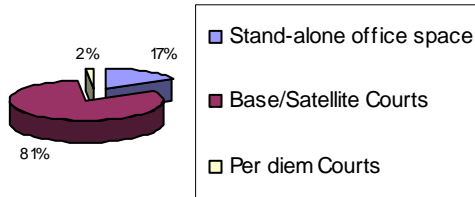
Our aim is to work with our clients and partners to ensure that Ontario's justice facilities are secure, accessible, and architecturally distinguished.



At FMB, we are responsible for providing a number of critical services. We:

- Help court programs identify crucial infrastructure investments and then work with the ministry to secure funding
- Manage and plan the implementation of major courthouse projects
- Coordinate relocation, renovation, alteration and expansion projects
- Act as a liaison between court programs and the Ontario Realty Corporation (which manages the service providers for all provincially owned sites) and Infrastructure Ontario (which coordinates the government's Alternative Financing and Procurement projects) during project planning, tendering, design, construction, and commissioning
- Direct studies that determine how space at MAG's existing facilities can be most effectively used and how much new space will be needed in the future to ensure that the justice system remains safe, efficient, and accessible
- Provide administrative support services for the justice ministries

### MAG Accommodation Portfolio



*As of March 31<sup>st</sup> 2007, ministry operations were accommodated in 244 facilities, encompassing 5.7M rentable square feet with an annual lease cost estimated at \$124M.*

# Planning

## CONSOLIDATED COURTHOUSE PLANNING STUDIES

This year, we completed five consolidated courthouse planning studies for projects in **Waterloo, St. Thomas, Quinte, Thunder Bay, and Toronto.**

Planning studies help to establish the number of judicial hearing rooms required by a specific facility, and to identify the stakeholders and programs that will need to be accommodated at the new site.

### Each Planning Study includes:

- an analysis of various factors that contribute to the selection of a site
- preliminary cost estimates
- preliminary drawings and designs that help MAG determine the optimal layout and size for a facility

*Informed and thorough planning is the strongest foundation for any infrastructure project*

## ASSET MANAGEMENT PLAN (AMP)

We have made considerable progress this year on our ministry's Asset Management Plan (AMP). The AMP, which will inform our infrastructure planning for the next 25 years, will help us make crucial decisions regarding the renovation of existing courthouses and the construction of new ones.

*We have now completed Courthouse Assessment Studies for all 7 regions.*

The Courthouse Assessment Studies inventory all courthouses in each region and provide information about their current condition. They will orient and inform the ministry's AMP.

### Renfrew County Courthouse - Pembroke

*The \$23-million consolidation project in Pembroke is complete, and the courthouse opened its doors on June 25, 2007. The 19<sup>th</sup>-century courthouse at 297 Pembroke East has been restored and expanded by a team dedicated to the preservation and reinstatement of its heritage features. NORR Architects were honoured for their work on this project with an award from the American Institute of Architects.*



*Before renovation and restoration*



*After renovation and restoration (2007)*

# Planning

## COURTHOUSE SECURITY STUDY

The Courthouse Security Study, initiated by the Facilities Management Branch and conducted by the Ventin Group, will give the ministry added insight into the relationship between a facility's structure and site and the level of security it provides for users, visitors, and staff.

*This study will enable us to develop facilities solutions for security issues and to maximize the effectiveness of our courthouses.*

The Courthouse Security Study will be a vital tool for future infrastructure planning, and will help us to maintain an efficient, accessible, and safe justice system.



## COURTROOM FORECASTING STUDY

The Courtroom Forecasting Study, initiated by the Facilities Management Branch (FMB) and conducted by the Ventin Group Architects of Toronto, will develop and document a courtroom forecasting process that will inform the Ministry of the Attorney General's future courthouse planning.

Courtroom forecasting involves determining how many courtrooms, motions rooms, and case conference rooms will be needed in court facilities to accommodate future demand. Courtroom forecasting allows the ministry to make informed decisions about the allocation of resources. It is vital that facilities be constructed and maintained with anticipated pressures and demands in mind, and that the ministry have a sophisticated and comprehensive forecasting process in place to predict future trends and needs



*Infrastructure Ontario*

*Artist's rendering of the Durham Consolidated Courthouse, scheduled for completion in 2009*

The new Durham Consolidated Courthouse will consolidate justice services currently provided at 8 locations in the region. Its features include 33 courtrooms, 3 motions rooms, and 2 conference/settlement rooms.

The facility will conform to rigorous Leadership in Energy and Environmental Design (LEED) standards for energy management and conservation.



## MINISTRY ACCOMMODATIONS COUNCIL (MAC)

In the spirit of continuous improvement, the branch has developed and implemented new processes designed to promote cross-divisional dialogue and customer satisfaction. In order to facilitate discussion between different divisions and to promote an inclusive approach to strategic capital planning, FMB established the **Ministry Accommodations Council (MAC)**.

MAC representatives work as a team to make informed and timely decisions related to infrastructure renewal in the justice sector.

Because the divisions worked together to develop infrastructure priorities, the branch was able to take advantage of \$3.7 million of in-year funding related to the government's Economic Stimulus initiative. Thanks to the Accommodations Council, 24 additional projects were initiated this year!

The Council brings together representatives from:

- **Corporate Services Management Division**
- **Policy Division**
- **Courts Services Division**
- **Ontario Victims Services Secretariat**
- **Criminal Law Division**
- **Family Justice Services Division**
- **Legal Services Division**
- **Ontario Realty Corporation**

## REGIONAL ACCOMMODATION WORKSHOPS (RAW)

In the last three weeks of June, FMB coordinated **7** Regional Accommodation Workshops (RAW) across the province. Nearly **100** people attended the workshops, which were held in one city from each of the province's 7 regions.

**RAW sessions: *Toronto – Sudbury – Hamilton – Ottawa – Thunder Bay – Whitby – London***

RAW provided a forum for Facilities Management Branch (FMB) and regional ministry and Ontario Realty Corporation representatives to exchange information, and plan strategically for 2008/09.

These sessions gave FMB the opportunity to gain valuable insights into regional and cross-divisional contexts and to initiate a more collaborative and inclusive year-round planning process.

Cooperative planning will allow all of us to make informed and effective infrastructure investments.

## MULTIPLE ACCUSED HIGH SECURITY COURTROOM: DISCUSSION PAPER

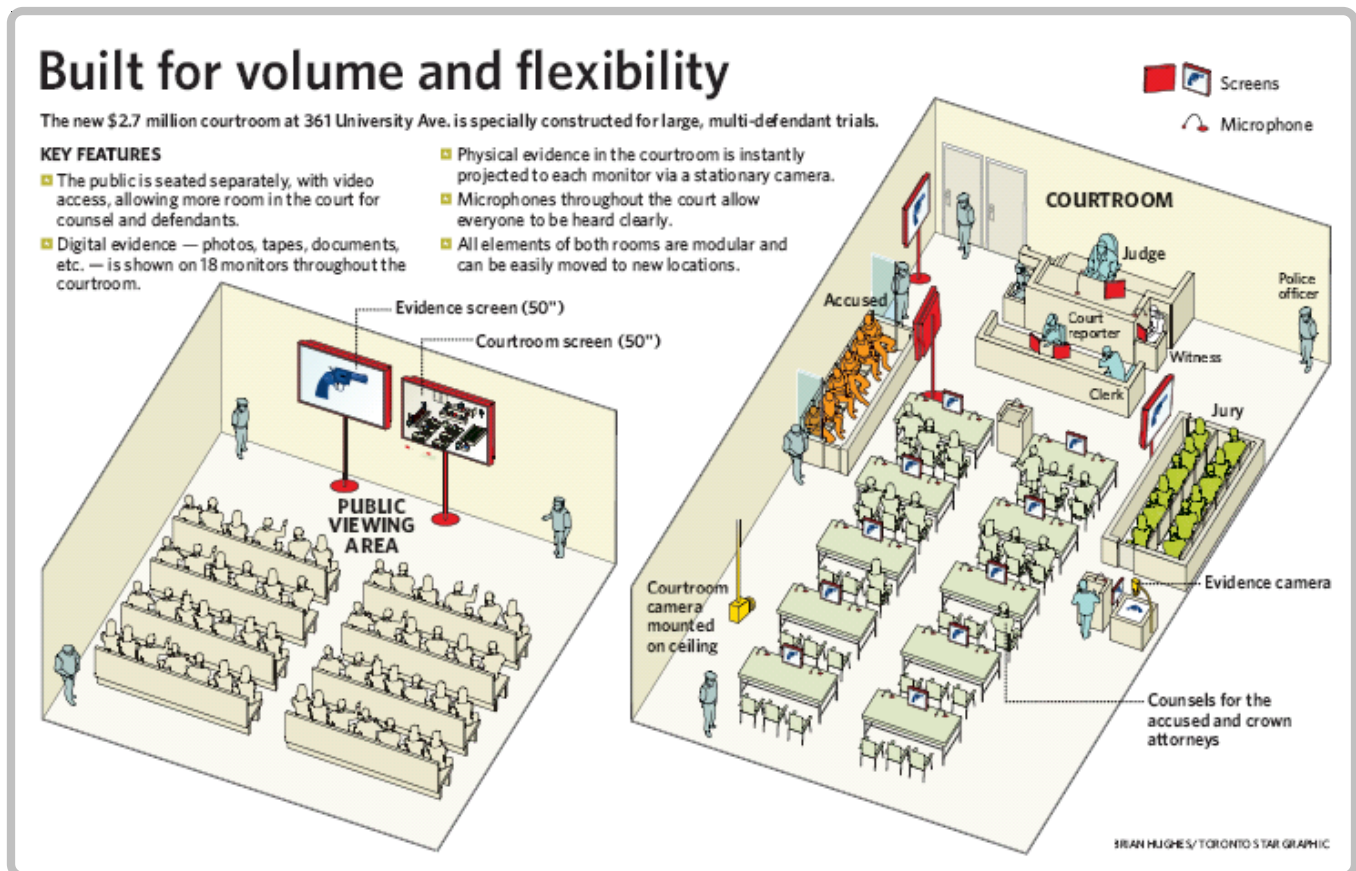
Increasingly, the Ministry of the Attorney General is being called upon to accommodate criminal prosecutions involving multiple accused individuals and/or more demanding security scenarios.

In the past year, FMB completed multiple accused, high security courtrooms at 2201 Finch Ave. and 361 University Ave. in Toronto.

FMB partnered with Perkins Eastman Black to produce the Multiple Accused High Security

Courtroom Discussion Paper, which will assist the ministry in developing design standards for this innovative venue for the delivery of justice.

Our aim is to create architectural standards that allow for and encourage flexibility and utility: we will be able to transform some courtrooms into multiple accused, high security courtrooms for the duration of a trial, while other courtrooms will be permanently reconfigured to deal with complex criminal prosecutions.



# Modernizing

## ACCESSIBILITY

FMB is working to realize the ministry's vision of a thoroughly modern and accessible justice system.

FMB continues to develop and/or review barrier-free best practices to ensure that the Provincial Architectural Design Standards for Courthouses are comprehensive and effective.

The ministry applies the most effective barrier-free design principles to all capital and accommodation projects when feasible and appropriate.

As part of our commitment to eradicating barriers to physical accessibility in all provincial facilities, we have ensured that our Asset Management Plan identifies opportunities for AODA improvement.



*New barrier-free witness box with removable platform (Pembroke)*

## SECURITY

FMB is dedicated to maintaining and building justice facilities that safeguard the health and security of all court visitors, staff, and users.

The security components of each and every project receive careful consideration. During 2006-2007, the branch coordinated more than 40 projects specifically targeting security concerns in Ontario's justice infrastructure.

These security projects ranged in size and type, dealing with issues such as the installation of state-of-the-art technology and the need for separate routes through the courthouse for the judiciary, the public, and in-custody individuals.



*Public counters with security glazing (Hamilton)*

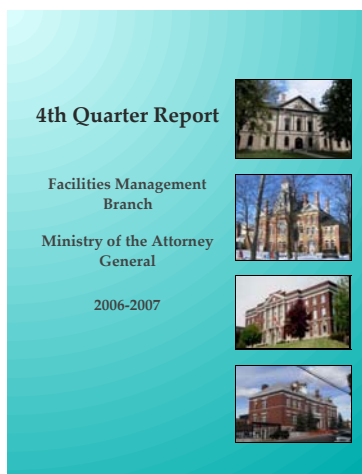


*High-security courtroom prisoner box (London)*

# Communicating / Responding

## PROJECT FACT SHEETS (PFS)

The FMB communications team is dedicated to finding new and innovative ways to engage and inform stakeholders. This past year, the team devised Project Fact Sheets (PFS), which feature vital statistics about each ongoing project. The PFS allow our clients to remain involved in and aware of the progress of their projects.



*All Project Fact Sheets were distributed to stakeholders in the 4<sup>th</sup> Quarter Report*

## NEWSLETTERS

In 2006/2007, our team also produced a number of newsletters. Infrastructure projects are generally fast-paced and complex: newsletters such as the ones developed for the **Provincial Operations Centre** and the Toronto courts construction projects allow FMB to keep stakeholders apprised of all details and developments.

**Provincial Operations Centre:** The Operations Centre for the Guns and Gangs Task Force, announced in January 2006, is home to approximately 270 full-time, dedicated staff, including municipal and provincial police and Crown prosecutors, victim and witness support workers and probation and parole officers. FMB is pleased to have contributed to the establishment of this centre, which became operational in January 2007.

## POST-PROJECT REVIEW

This year, the Facilities Management Branch established a new performance measure to assess client satisfaction. In order to ensure we are meeting our clients' needs, and to identify potential areas for improvement, we invited client contacts to complete a survey. This survey was distributed to primary client contacts for projects completed during the 06/07 year that were either 1) client-paid or 2) received less than \$1 million in funding.

*We are thrilled to have received an 84% client satisfaction rating, and appreciate being given new insights into what our clients need and want.*

## COMMUNICATIONS PLAN

FMB is committed to providing stakeholders with useful and timely project updates and to finding new opportunities for collaboration and exchange. To that end, FMB retained a consultant to complete the initial phase of a communications plan. We are well on our way to establishing a comprehensive plan for the development of additional communications tools and resources.

*At FMB, we are working to ensure that our stakeholders are informed and engaged.*