**B**LACKLINE
**C**ONSULTING

A Higher Standard

# Service Efficiency Study – Final Report

Community Services

## City of Brampton

20th January 2020

# Contents

# EXECUTIVE SUMMARY

# We identified 20 high priority opportunities for the Community Services Department

**Blackline Consulting conducted a review of the Community Services Department**

In scope were Animal Services, Facilities Operations and Maintenance, Recreation and Service Brampton; excluded from the scope were Realty Services and Building Design and Construction.

► We identified a total of 72 opportunities across the four divisions
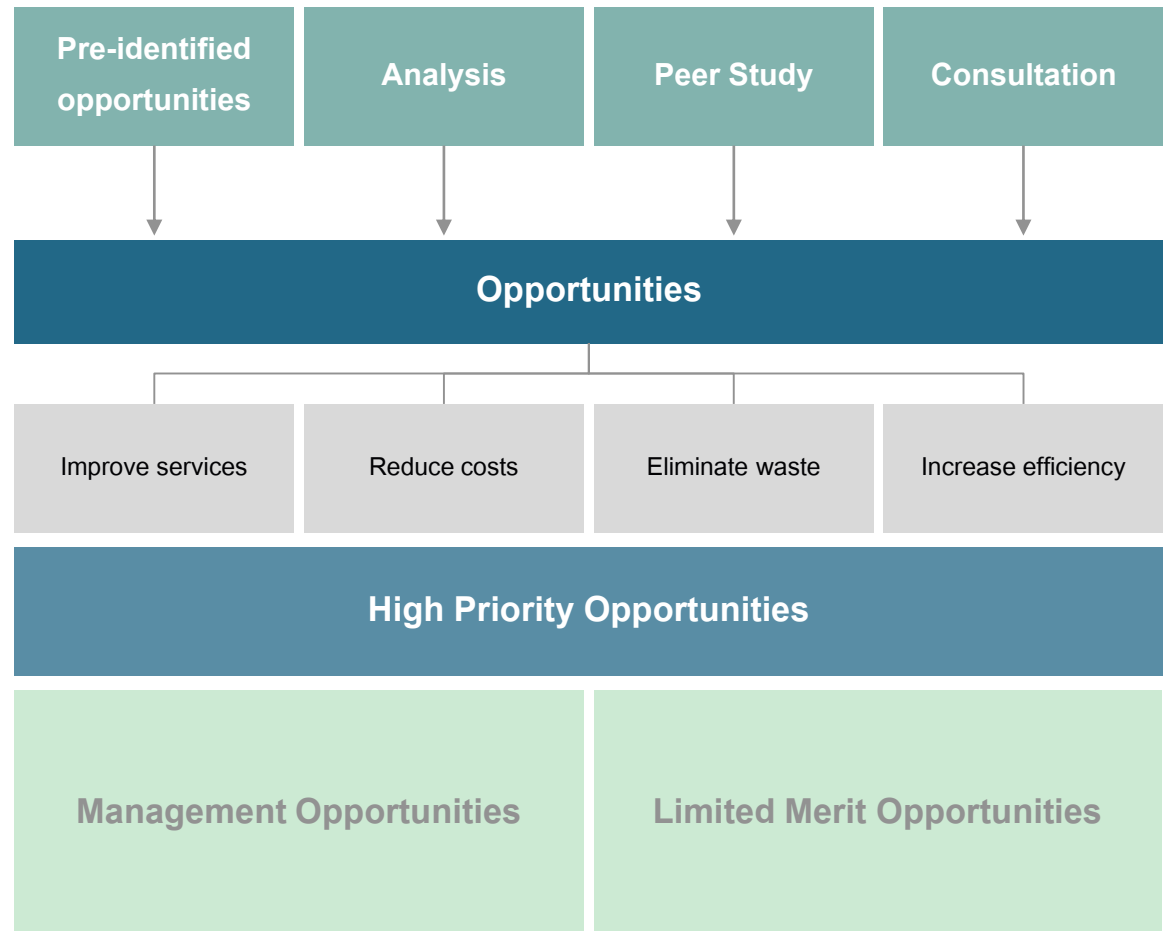
**20** high priority opportunities

**25** opportunities for management

**27** opportunities with limited merit

The body of this report includes the high priority and management opportunities. Opportunities with limited merit are in the appendices of the report.

► Throughout this report, we use financial data from FY 2018.

**The diagram below summarizes our approach to generating the 72 opportunities**

| Pre-identified opportunities | Analysis | Peer Study | Consultation |
|---|---|---|---|

**Opportunities**

| Improve services | Reduce costs | Eliminate waste | Increase efficiency |
|---|---|---|---|

**High Priority Opportunities**

| **Management Opportunities** | **Limited Merit Opportunities** |
|---|---|

# Service Brampton and Recreation opportunities have a net impact of almost $4 million

| | # | Opportunity | Current Net Position ($) | Future Net Position ($) | Net Impact ($) |
|---|---|---|---|---|---|
| **Service Brampton** | 1 | Automate form entry | (47,444) | (23,722) | 23,722 |
| | 2 | Use chat capabilities to divert volume away from Service Brampton contact centre | (1,778,803) | (1,429,652) | 349,151 |
| | 3 | Reduce Service Brampton service levels | (1,953,357) | (1,683,410) | 269,947 |
| | 4 | Consolidate the Transit and Service Brampton contact centres | (467,089) | (378,069) | 89,019 |
| | 5 | Allow for flexible work through remote agents to work only when required | (1,612,522) | (1,598,173) | 14,349 |
| **Recreation** | 6 | Increase user fees for programs and facilities | 6,847,425 | 7,879,946 | 1,032,522 |
| | 7 | Partner with third parties to increase the utilization of programs | (790,359) | 0 | 790,359 |
| | 8 | Optimize Chinguacousy Park to achieve greater fiscal sustainability | (1,060,531) | 36,626 | 1,097,157 |
| | 9 | Improve underperforming facilities and sports fields | (171,598) | 43,137 | 214,736 |
| | 10 | Phase out the print brochure and adopt an interactive digital brochure | (67,900) | (13,550) | 54,350 |
| | | **Total** | **(1,102,178)** | **2,833,134** | **3,935,312** |

# Animal Services and Facilities Operations and Maintenance opportunities have a net impact of $2 million

| | # | Opportunity | Current Net Position ($) | Future Net Position ($) | Net Impact ($) |
|---|---|---|---|---|---|
| **Animal Services** | 11 | Improve information online to reduce calls | (57,007) | (42,755) | 14,252 |
| | 12 | Move to a new facility | (2,920,084) | (2,772,861) | 147,223 |
| | 13 | Provide scripts to Service Brampton | (23,325) | (21,457) | 1,868 |
| | 14 | Increase utilization of Chameleon | (92,384) | (28,477) | 63,907 |
| | 15 | Redesign the payment process | (60,062) | (2,125) | 57,937 |
| | 16 | Provide education related to animal services | 0 | 0 | 0 |
| **Facilities Operations and Maintenance** | 17 | Implement a CMM/CAM system and reduce the demand maintenance | (2,444,192) | (1,916,836) | 527,356 |
| | 18 | Centralize facilities management | (17,411,361) | (16,800,026) | 611,335 |
| | 19 | Bring security patrol in-house | (4,776,956) | (4,694,554) | 82,402 |
| | 20 | Change aspects of service delivery to increase efficiency | (2,103,678) | (1,699,154) | 404,524 |
| | | **Total** | **(29,889,049)** | **(27,978,246)** | **1,910,803** |

**CONTEXT**

# Blackline Consulting conducted a review of Community Services

The City of Brampton ("City" or "Brampton") continuous to grow and experience changes to its community. As a result of this, and the need to maintain fiscal sustainability, the City underwent a corporate-wide Service Review in May 2019. As a next step, the City initiated multiple targeted and in-depth Service Deliver Reviews (SDR), including the Community Services Department.

► Blackline Consulting (Blackline or BLC) was selected by the City to conduct the SDR of the Community Services Department. However, not all services within Community Services were in scope for this review (excludes Realty Services and Building Design and Construction).

**Scope and Focus**

From the earlier corporate-wide scan of services, the City was provided with a list of possible opportunities. Our scope began by conducting a broad scan of the in-scope divisions to identify a more fulsome list opportunities beyond those from the scan.
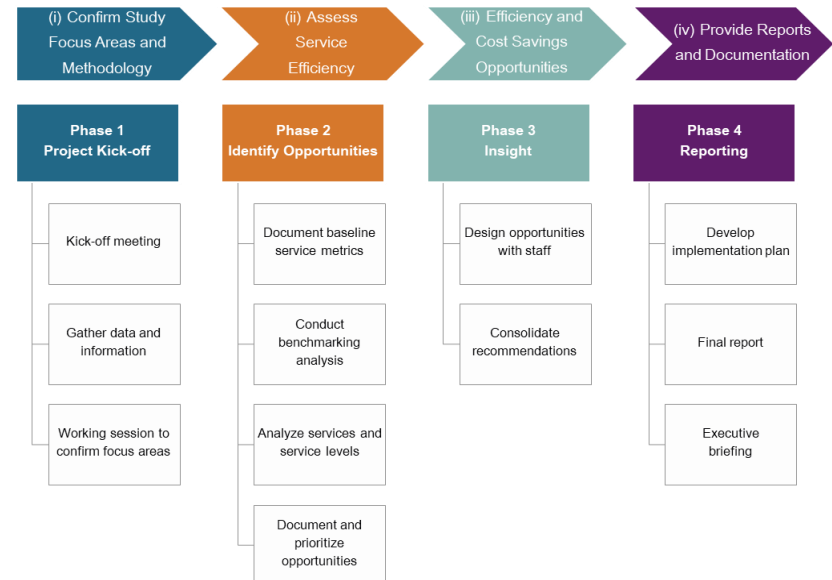
► We then went through a process of validating this longer list and prioritizing the opportunities, selecting 20 to conduct detailed investigations into.

► The City has received funds from the provincial Audit and Accountability Fund (AAF), which sets a hard deadline of the 30th November 2019 to complete the review.

**Objective**

The objective of this engagement is to identify changes that could lower the cost of service delivery or increase the service standard. This objective set our criteria for prioritizing opportunities as the impact it has on reducing expenses or raising revenue.

**Approach**

The approach we took to complete this engagement follows the structure outlined below. We engaged with staff, project managers and ad-hoc meetings throughout the engagement for purposes such as data gathering, prioritization of opportunities, feedback and progress updates.
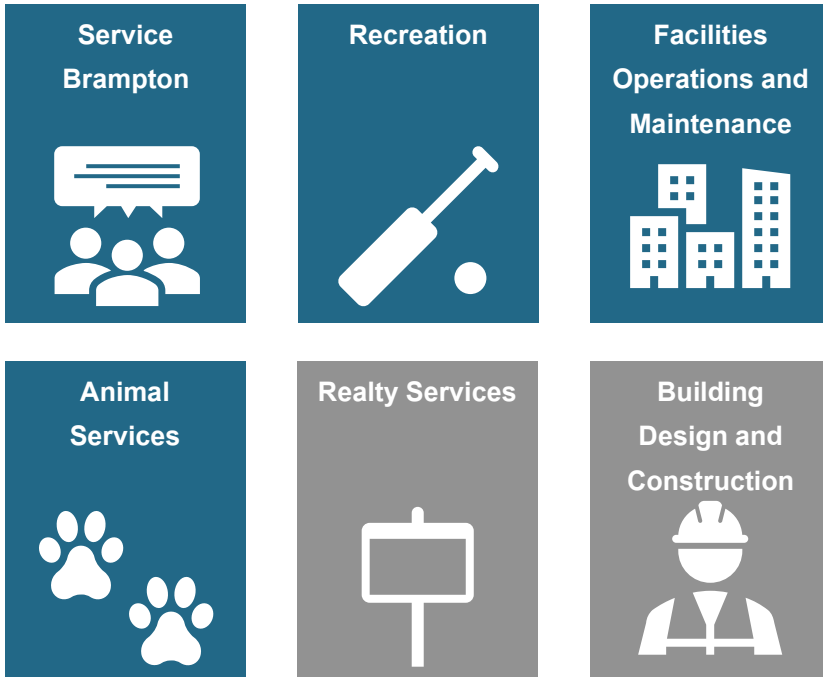
| (i) Confirm Study Focus Areas and Methodology | (ii) Assess Service Efficiency | (iii) Efficiency and Cost Savings Opportunities | (iv) Provide Reports and Documentation |
|---|---|---|---|
| **Phase 1** **Project Kick-off** | **Phase 2** **Identify Opportunities** | **Phase 3** **Insight** | **Phase 4** **Reporting** |
| Kick-off meeting | Document baseline service metrics | Design opportunities with staff | Develop implementation plan |
| Gather data and information | Conduct benchmarking analysis | Consolidate recommendations | Final report |
| Working session to confirm focus areas | Analyze services and service levels | | Executive briefing |
| | Document and prioritize opportunities | | |

# Community Services is split into six areas, four of which are in scope for this review

**The Community Services Department's objective is to create a vibrant and attractive community for the City, its residents and businesses**

► The Department is split into six divisions, four of which are in scope for this review.

| Service Brampton | Recreation | Facilities Operations and Maintenance |
|---|---|---|
| Animal Services | Realty Services | Building Design and Construction |

**The Community Services Department is one of seven departments that service the City, its residents and businesses**

► The Community Services Department has a total of 369 full-time staff and 2,555 part-time staff.

► The Department's total expenses are $86.6 million and total revenues are $31.4 million. The expenses of the in scope divisions make up 13% of the City's total expenses and 93% of the Community Services total expenses.*

| | | |
|---|---|---|
| **SB** | 40 FT<br>64 PT | **Expenses:** $5.6 million<br>**Revenues:** $0.1 million |
| **REC** | 228 FT<br>2,488 PT | **Expenses:** $56 million<br>**Revenues:** $28 million |
| **FOM** | 80 FT<br>2 PT | **Expenses:** $22 million<br>**Revenues:** $3.0 million |
| **AS** | 22 FT<br>16 PT<br>5 SE | **Expenses:** $3.0 million<br>**Revenues:** $0.3 million |

► Throughout this report, we use financial data from FY 2018.

*Based on the City's 2018 Budget ($678 million total City expenses and $94 million Community Services expenses)

**Service Summary**

# SERVICE BRAMPTON

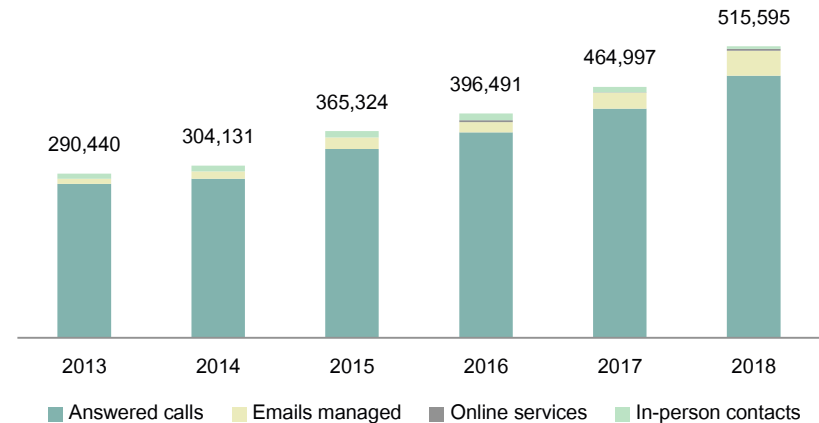# Service Brampton's work volume has been increasing annually

**Service Brampton is the first point of contact for the City**

► Service Brampton (SB) supports all departments, including Bylaw Enforcement, Recreation, Public Works and Animal Services. In addition, SB provides after-hours services for several departments for a variety of issues, such as for the Bylaw department regarding after hours resident complaints.

► Since 2006, SB has shifted to be a 24 hours a day and 7 days a week. There are physical service desks around different facilities throughout the City (e.g. City Hall, Civic Centre). They also operate other services, including cashiers, a telephone contact centre, and handling online and email contacts.

► For contacts that require more immediate action, SB forwards service requests to their Dispatch service to notify City staff.

**Contact centre volume handled has increased over 75% from 290,000 resident contacts in 2013**

► In 2018, the contact centre had over 515,000 contacts with residents over channels including phone, email and in-person.

► The volume of contacts handled by SB has been steadily increasing. While phone calls are increasing yearly, the fastest growing type of contact are through email.

► Current staffing for the contact centre and email response includes over 30 full-time daily shift equivalents.

**Total YoY Service Brampton Contact Volume**



Legend: Answered calls | Emails managed | Online services | In-person contacts

Values: 2013: 290,440; 2014: 304,131; 2015: 365,324; 2016: 396,491; 2017: 464,997; 2018: 515,595

**Cashiers processed $298 million of transactions for the City in 2018**

► Cashier services are the main first point of contact for payments (including all property taxes) and general service inquiries around the City. This includes residents inquiring about making payments to other departments such as pay parking ticket infraction.

► Current transaction levels have declined 49% from peak levels in 2015, when cashiers processed $582 million of transactions for the City. This is largely due to the increased availability of online services and online payment options.

# Service levels have recently fallen dramatically

**In 2018, the budget for Service Brampton was $5.48 million**

► The overall budget for SB has remained largely the same in recent years. It has increased by only 12% since 2016, when the budget was $4.88 million. While at the same time total resident contacts have increased by 30%.

► Almost all of SB's expenditures are related to salary, wages and benefits (98%). Just $90,000 relate to other categories, particularly office and administrative costs ($55,000), professional services ($19,000) and contracted services ($10,000).

**In October 2019, SB changed their staffing model**

► Previously they staffed based on call volume to achieve the 80% service level. They are now staffing to budget.

► The chart to the left shows the how the change has led to a pronounced decline in service level.

**SB currently receives a comparable overall call volume to London and Ottawa**

► Peer comparators indicate centralization varies considerably, with London being very decentralized. They currently have CRM systems, and some are set up so that customers have access to their accounts. Innovations planned include integration with city systems and improving self-service options (including chat systems and online content).

**Service levels have declined in October and November**
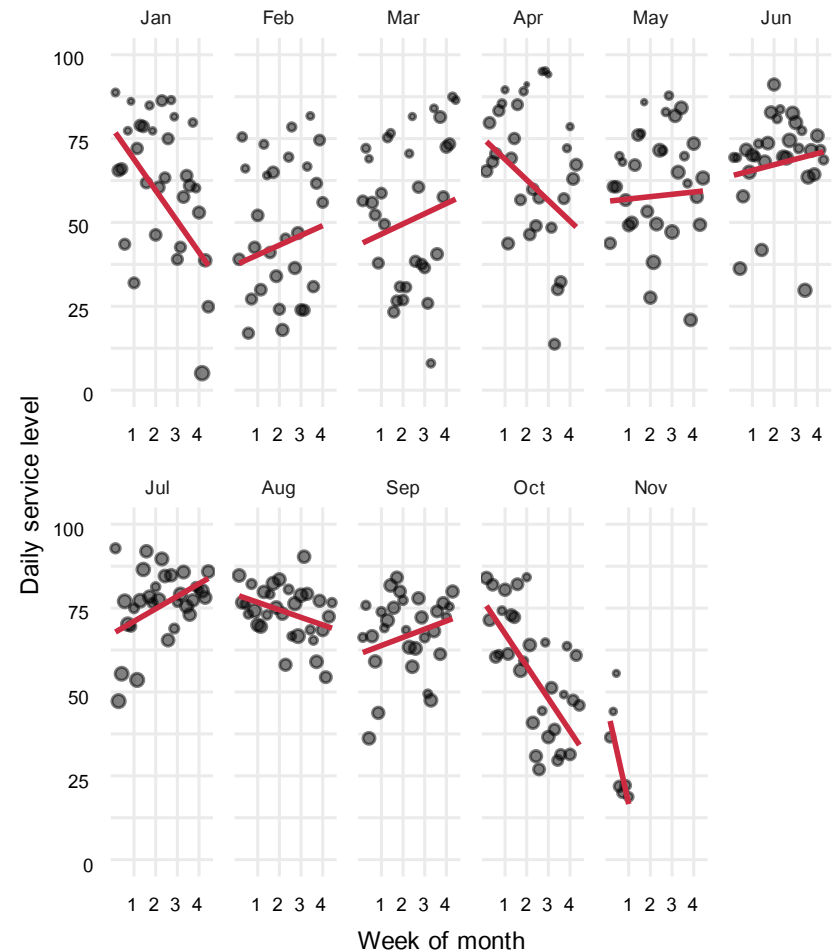
# The average span of control between supervisors and staff is 11, which is reasonable given the work of Service Brampton

**Supervisors in Service Brampton have distinct portfolios**

SB has a total of 104 staff, including PT positions. Sections in SB include Cashiers, Quality and Learning, CRM management, Workforce management and the Contact Centre, and responsibilities are distributed amongst the different Supervisors. As such, the nature of the work is different and variation in spans will exist. For example, since the contact centre operates 24x7, supervisors and staff operate shifts. Call volume determines the number of CSRs that are directly supervised at any one time. Although a reasonable span of control, many call centres of this nature would look to a span closer to 20 during peak staffing periods.
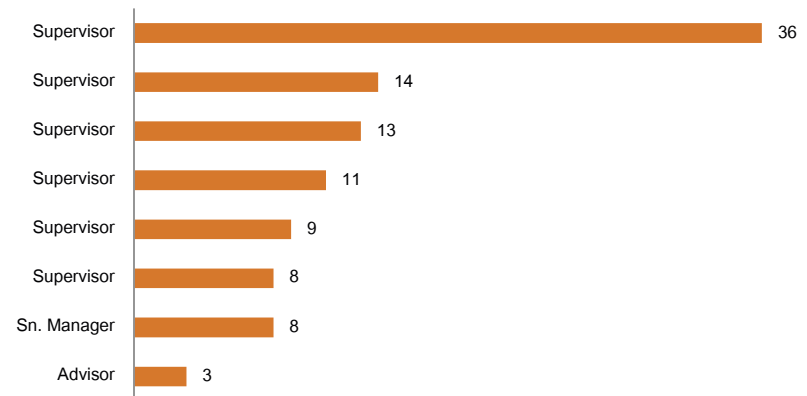
**The Division is currently managed by a senior manager, skipping layer 4 of the organizational structure.**

► This type of structure might be suitable during the establishment of a function such as SB, which would require knowledge to put in place the processes. However, once stabilized, a manager-level position could oversee operations.
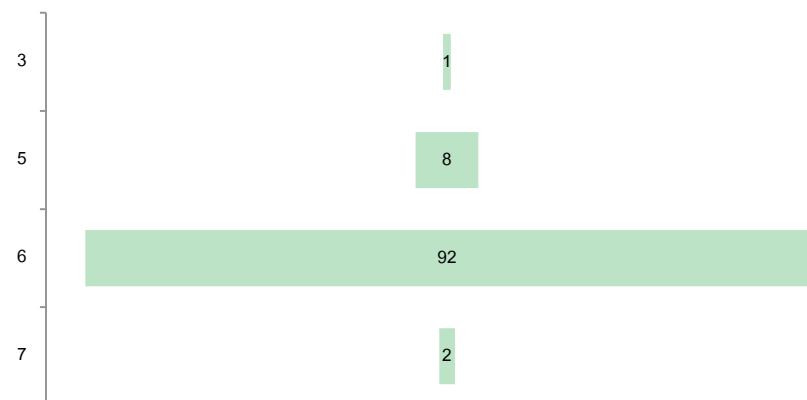
**The Division could investigate operating with five supervisors to manage 85 customer service associates and team leaders.**

► Merging two of the current supervisor positions would require redistributing responsibilities.

► Over time, the Division should consider having manager in layer 4 lead activities.

**Service Brampton – Span of Control**

| Role | Value |
|------|-------|
| Supervisor | 36 |
| Supervisor | 14 |
| Supervisor | 13 |
| Supervisor | 11 |
| Supervisor | 9 |
| Supervisor | 8 |
| Sn. Manager | 8 |
| Advisor | 3 |

**Service Brampton – Staff Layers**

| Layer | Value |
|-------|-------|
| 3 | 1 |
| 5 | 8 |
| 6 | 92 |
| 7 | 2 |

Recommendations

# SERVICE BRAMPTON

# Of the five higher priority opportunities investigated, all have a positive economic case

**We investigated 17 opportunities to improve services levels, increase efficiency or reduce costs in the Service Brampton Division**

The table to the right shows the high priority opportunities, and the net change to operating expenses for each of the opportunities.

**In the following pages, we provide business cases for each opportunity**

The source of the information used to assess these opportunities came from interviews with management and council, documentation and City-supplied financial data.

**At times, the data available in the City was limited**

The analysis and figures quoted here are directional. They are intended to assist the City in deciding whether to move forward with additional analysis or with the implementation of the opportunities.

**Below is a summary of the recommendations and the impact**

| Financial Impact | Baseline ($) | Future ($) | Net Change ($) |
|---|---|---|---|
| 1. Automate form entry | (47,444) | (23,722) | 23,722 |
| 2. Use chat capabilities to divert volume away from Service Brampton contact centre | (1,778,803) | (1,429,652) | 349,151 |
| 3. Reduce Service Brampton service levels | (1,953,357) | (1,683,410) | 269,947 |
| 4. Consolidate the Transit and Service Brampton contact centres | (467,089) | (378,069) | 89,019 |
| 5. Allow for flexible work through remote agents to work only when required | (1,612,522) | (1,598,173) | 14,349 |
| **Total** | **(5,859,215)** | **(5,113,026)** | **746,188** |

The recommendations can potentially save the City approximately $750,000. That being said, it is crucial that every opportunity, before being pursued, considers the non-financial aspects on the community, specifically the service levels of Service Brampton.

At the time of our review services levels were trending lower, some of the opportunities would contribute to lowering those levels even further.
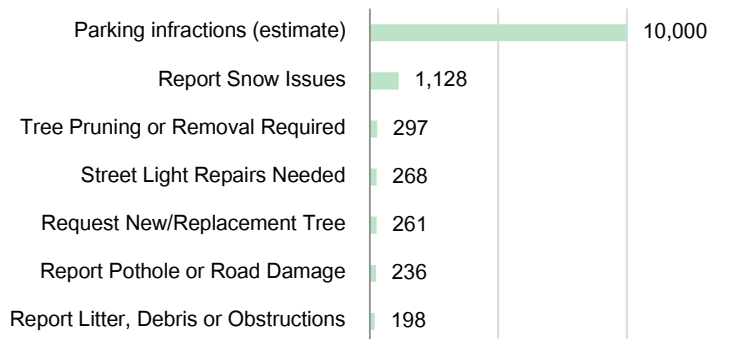
# 1. Automate Form Entry

**Situation**

Residents can submit a variety of forms, including those related to Bylaw Enforcement, Public Works and Engineering, and Animal Service, via the City's website. In 2019, residents submitted an average of 350 forms each month. The more common were related to parking infractions and reporting snow issues. More residents submitted forms online in 2019 than in 2018.

► When residents submit forms through the City's website, SB staff manually copy the form into City systems for processing and resolution. This manual process uses about 160 hours of staff time on average each month, duplicates work and takes time away from higher value staff activities.

► Currently, one integration between the City website and Amanda is completed and others are planned contingent on resourcing.

**Top Online Service Requests\***

| | |
|---|---|
| Parking infractions (estimate) | 10,000 |
| Report Snow Issues | 1,128 |
| Tree Pruning or Removal Required | 297 |
| Street Light Repairs Needed | 268 |
| Request New/Replacement Tree | 261 |
| Report Pothole or Road Damage | 236 |
| Report Litter, Debris or Obstructions | 198 |

\*For the period January to September 2019

**Recommendation**

To improve service responsiveness and the overall resident experience, the City should automate the process of transferring forms into City systems, beginning with the most highly-used forms.

► The top five forms comprise almost nine in ten of all forms submitted. Very few residents currently use the website to report other issues such as street sign issues or notifying the City that tree debris cleanup is required.

Use of a fully automated process to handle form submission allows Customer Service Associates (CSAs) to spend more time on higher value activities and will:

- Improve the handling time of service requests
- Reduce the potential for transcription error
- Reduce direct labour costs

**Approach**

► Begin with top service request forms.

► Work with IT to understand costs and times for integration.

► Start with system changes and implement a pilot of integration.

**Timing**

This recommendation can be implemented in 2020. The priority for integration with the website is parking infractions, followed by snow issues forms, and finally, other top forms.

# 1. Automate Form Entry

**Key Assumptions**

► A total of 17,000 forms will be submitted online in 2019 based on the current monthly rate of submitted forms.

► Based on input provided by management, the overall time to manually enter one form into the CRM is six minutes. Based on staff information provided, integration is expected to halve this time to three minutes per form.

► Under the status quo and based on the total number of forms and time to submit forms internally, SB staff are expected to use 1,650 hours next year manually entering forms from the website into other City systems, which can be freed up for other purposes.

► The City has plans to upgrade many of the systems that SB uses to key information into. We assume that timing the upgrades and any additional integration work would be best to avoid additional technology costs.

**Risks**

► Implementation by the IT department may take longer or cost more than expected.

► Resident expectations for service delivery may increase (such as Amazon-style tracking of service requests), and this opportunity will mitigate time-consuming manual updates.

► This opportunity would improve the quality of service delivery.

| Financial Impact | Baseline ($) | Future ($) |
|---|---|---|
| **Operating** | | |
| **Costs** | | |
| Labour | (47,444) | (23,722) |
| **Total Operating** | **(47,444)** | **(23,722)** |
| | | |
| **One-time** | | |
| n.a. | | |
| **Total One-time** | **0** | **0** |

# 2. Use chat capabilities to divert volume away from Service Brampton contact centre

**Situation**

Currently, SB manages multiple communication channels with residents, known as "contacts". This includes phone, email, in-person, and online requests. While 90% of contacts take place by phone, the use of emails and online service requests have been increasing rapidly over the past two years.

- ► Handling resident contacts over the phone is labour intensive, and efforts to respond to routine information requests divert CSAs from responding to more complex issues.
- ► The City website already has chat functionality but it is not currently activated.
- ► One-third of logged resident contacts in the 2018 business partner reports relate to information only requests.

**Business partner reports:**
**Logged information requests (2018)**



34%
66%

■ Information only
■ Other requests
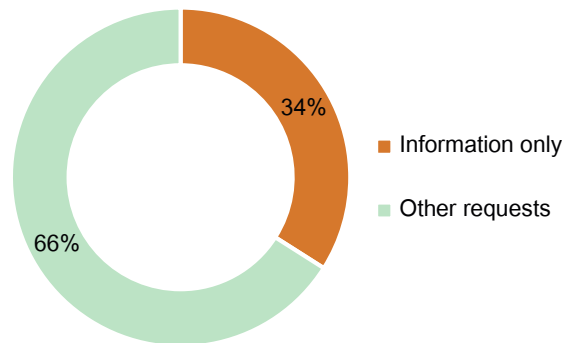
**Recommendation**

Implementing a chat system on the City's website and promoting its use will divert routine requests from SB's contact centre, allowing it to use its trained CSAs to respond to more complex and non-routine inquiries. This system will have two components:

- ► Activating the chat system to connect residents with CSAs on the City's website or through apps, and
- ► Implementing a business rules-based AI chat system to answer and divert common inquiries or issues from being handled manually.

**Approach**

The live chat system should be implemented first. Strategies for ensuring use may include:

- ► Adding a prominent button or link to the SB chat system on the front page of the City's website.
- ► Informing residents calling 311, via a recorded message, that chat support is available on the City's website.

Using lessons derived from implementing the live chat system, SB can then implement a business rules-based AI chat system.

SB has compiled a large body of documents with processes, lessons and other information that should be used to implement training, guidelines and procedure for both the live chat and AI chat systems.

# 2. Use chat capabilities to divert volume away from Service Brampton contact centre

**Key Assumptions**

▶ The labour cost per contact, currently $3.45, is the hourly wage of CSAs ($27.54), divided by an average of eight contacts handled per hour. Total labour costs are given by multiplying by the 515,595 resident contacts in 2018.

▶ As CSAs using a live chat system will be able to handle more than one chat at a time, the labour cost per live chat contact is halved to $1.73.

▶ Based on interviews with SB management about the quantity of information-only calls, up to 20% of total call volume will be diverted to the live chat system.  As well, up to 10% of total call volume will be diverted to business rules-based AI chat system and will not be handled by CSAs directly.

▶ We assume that training systems will be developed largely organically as work proceeds. While some documentation, organization of information, and procedures will be developed ahead of time, SB will rely on current documentation and procedures were applicable and develop additional training where necessary.

▶ Training for CSAs on the chat systems will be 20 hours per staff member, with 12 staff needed to be trained on the new system.

▶ Implementing this opportunity would improve the quality of service delivery and the capacity of SB.

| Financial Impact | Baseline ($) | Future ($) |
|---|---|---|
| **Operating** | | |
| **Costs** | | |
| Labour | (1,778,803) | (1,423,042) |
| Training costs | | (6,610) |
| **Total Operating** | **(1,778,803)** | **(1,429,652)** |
| | | |
| **One-time** | | |
| **Costs** | | |
| Developing training system | 0 | (9,231) |
| **Total One-time** | **0** | **(9,231)** |

**Timing**

The live chat system on the website can be activated in 2020.  The following year, the AI chat system could be implemented based on lessons learned.

**Risks**

▶ Low use of new systems, that the business rules-based AI chat system does not displace or divert significant volume from the contact centre.

▶ Unexpected difficulties or higher than expected technology costs.

▶ Labour issues, including higher training costs or difficulty recruiting staff.

# 3. Reduce Service Brampton service levels

**Situation**

The single largest component of SB's budget is labour costs. Throughout each day, the volume of resident telephone calls, emails and service requests greatly vary, as seen in the graphic below.

► The troughs in the graph show that the centre receives fewer than ten calls per half-hour between midnight and 7:00 am.

► During peak times in the workweek, by contrast, they receive more than 60 calls per half-hour.

► As shown below, while call volume is roughly steady over the work-week, Mondays are the busiest day while Fridays are less busy.

**Recommendation**

► Eliminate 24 hour service, closing the Centre between 12:00 am and 8:00 am.

► Further promote the use of call back assist to help balance CSAs' workloads over the course of their shifts and improve internal efficiency.

**Timing**

The City can implement changes to service levels as soon as new service level agreements can be negotiated with SB's business partners.

**Service Brampton receives most calls during workday hours**
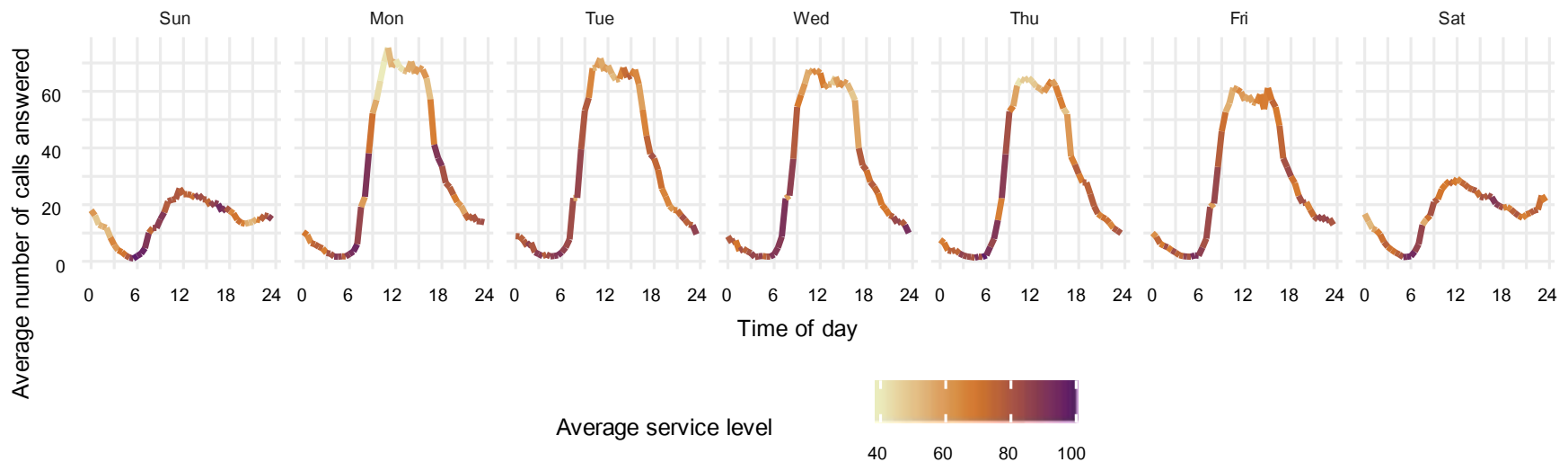
# 3. Reduce Service Brampton service levels

**Key Assumptions**

► We have estimated the total cost of operations from midnight until 8:00 am from staffing level documents, reaching an average of 188.5 weekly hours during those times.

► The hourly wages used for CSAs are $27.54.

► Implementing this opportunity would reduce the quality of service delivery.

**Risks**

Issues with reducing service levels include a worsened resident experience, particularly:

- Longer times to address resident issues.
- Fewer concerns addressed overall.

► Other risks include that no reduction in total resident contacts will occur as contact attempts will be shifted to the new operating hours. However, as staff working from midnight until 8:00 am handle fewer calls compared to daytime staff, efficiency may improve.

| Financial Impact | Baseline ($) | Future ($) |
|---|---:|---:|
| **Operating** | | |
| **Costs** | | |
| Labour, 12 am to 8 am | (269,947) | 0 |
| Labour, 8 am to 11:59 pm | (1,683,410) | (1,683,410) |
| **Total Operating** | **(1,953,357)** | **(1,683,410)** |
| | | |
| **One-time** | | |
| n.a. | | |
| **Total One-time** | **0** | **0** |

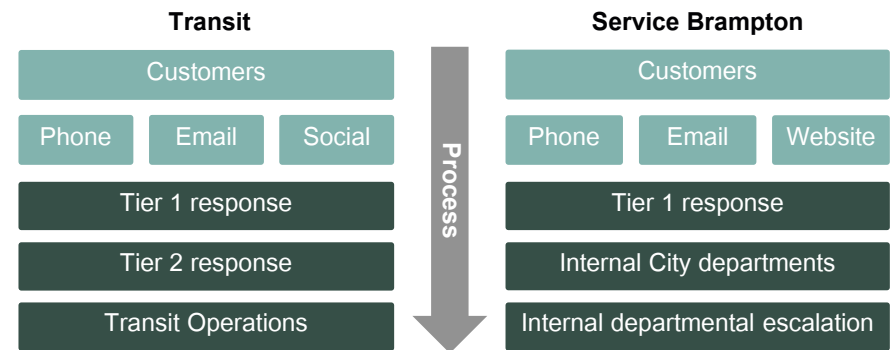# 4. Consolidate the Transit and Service Brampton contact centres

**Situation**

Brampton Transit (Transit) and SB operate independent contact centres for servicing customer contacts. Both Transit and SB have similar channels and procedures for responding to customer enquiries, as shown in the diagram to the right. One difference is that Transit uses social media.

Responsibility for the Transit contact centre sits with a senior manager, who is also responsible for strategic communications and marketing.

► One supervisor oversees the Transit contact centre, which includes:
   - 14 part-time Transit Information Clerks as their first tier of response
   - 5 full-time Coordinators as their second tier who respond to escalated calls and social media

► Tier 1 will attempt to resolve customer enquiries and can resolve 90% of them (this is also true for SB). Tier 1 agents are responsible for handling phone, email, and social media enquiries.

► If Tier 1 agents cannot resolve a customer enquiry or it is urgent, they will escalate it to Tier 2, where staff with greater experience and subject matter knowledge attempt to resolve the enquiry. If necessary, they will escalate the enquiry to Transit Operations for investigation. However, escalation to Tier 3 is low, fewer than one percent of enquiries.

► Transit schedules change every 5 to 8 weeks for a variety of reasons such as changes in season. When schedule changes occur the data in the systems automatically update. There is no impact (e.g. additional training or notification) to Transit contact centre staff.

SB has a similar process, although first tier agents do not currently handle social media responsibilities. If the first tier of response is unable to resolve a contact, agents escalate the enquiry to the relevant City department.

| Transit | Service Brampton |
|---|---|
| Customers | Customers |
| Phone / Email / Social | Phone / Email / Website |
| Tier 1 response | Tier 1 response |
| Tier 2 response | Internal City departments |
| Transit Operations | Internal departmental escalation |

*Process*

► Call volumes are largely steady between 9:00 am and 6:00 pm for Transit.

► Transit considers quick handling and resolution of non-peak hour customer contacts to be very important, as less frequent transit service can exacerbate trip scheduling and other issues.

► As Transit's contact centre is located near Transit Operations, staff from either department are able to move from one area to the other to efficiently transfer knowledge and updates about emerging situations, in addition to using phones and email.

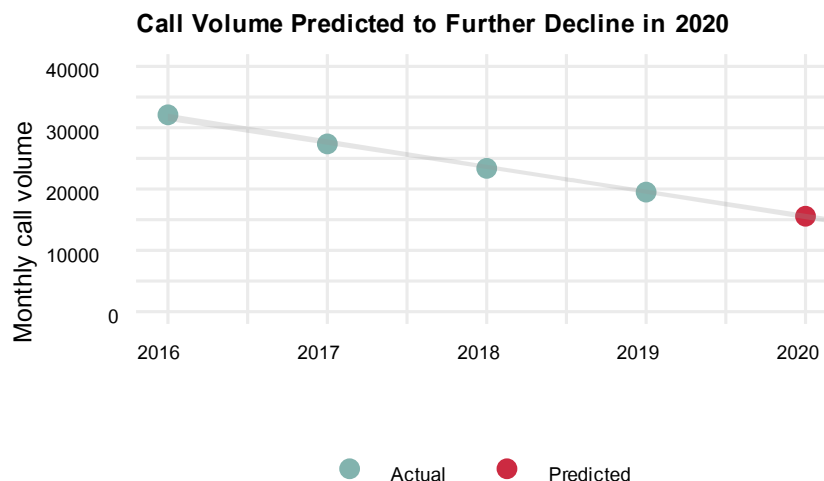# 4. Consolidate the Transit and Service Brampton contact centres

The urgency of Transit enquiries varies, most (90%) Tier 1 handle. Transit's contact centre provides the following assistance:

| Request | Examples | Time Sensitive |
|---------|----------|----------------|
| Trip planning | Arrival times, connections, info about other transit organizations | Yes |
| Trip assistance | Route planning, website tech support | No |
| Fare information | Cost of trips, passes, Presto. Payment and transfer policies | No |
| Urgent enquiries | Missing persons, health and safety issues | Yes |
| Social media | Posting content, monitoring feedback, customer requests, direct messages | Yes |
| Other | Route, service or infrastructure requests, compliments, miscellaneous | No |

*Note: Our review did not assess the extent of specialization to perform the above nor was a comparison to SB.*

▶ The average Transit monthly call volume has declined at a steady rate and is now 40% below 2016 volumes. If this trend continues, Transit will be receiving about 15,000 calls per month in 2020.

▶ With declining call volumes, the Transit contact centre staffing may reach a minimum staffing point. Consequently, staff efficiency will drop with agents managing fewer calls per person. Merging the contact centres before this point will help ensure effective use of staff time.

▶ Average call length increased from about 1:30 minutes in 2016 to about 2:00 in 2019, suggesting complexity increased as volume decreased.

▶ Similar to SB, Transit is exploring technological innovations, including chat service/AI chat bots and a mobile transit app, which will also reduce total incoming call volume.

**Call Volume Predicted to Further Decline in 2020**



● Actual    ● Predicted

# 4. Consolidate the Transit and Service Brampton contact centres

**Recommendation**

Amalgamate Tier 1 of the Transit contact centre (Transit Information Clerks) with SB. SB will be responsible for incoming calls regarding Transit. Transit's Tier 2 (Transit Coordinators) will maintain its current structure, including physical location. It will respond to social media and escalated contacts. SB will agree on an escalation procedure as it has with other departments.

► Hours of service will match to SB hours, currently 24x7.

► Merging the two contact centres will simplify the resident experiences by ensuring that a single point of contact is used for almost all City services. It will also provide a consistent standard of quality, training, and service evaluation.

► Call volume has been consistently decreasing at Transit. Merging staff at the Tier 1 level will ensure contact responsibilities are transferred before a low call volume at Transit negatively affects agent productivity.

► As all front-line staff will be cross-trained to cover services beyond transit, the City will have improved flexibility to cover both transit and non-transit resident contacts.
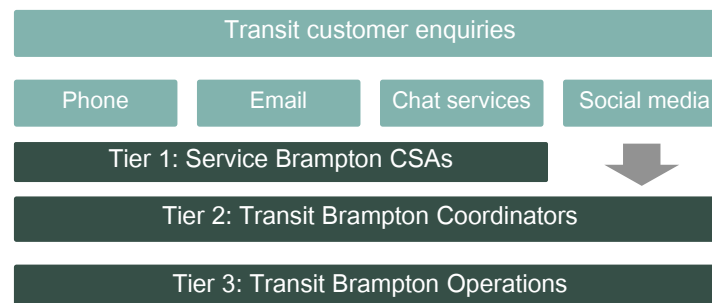
**Approach**

Transit Information Clerks will be fully integrated into SB and retrained as CSAs. Like other CSAs, they will be responsible for the full range of enquiries that SB provides, and work in the same physical location, with the same management structure.

► Current CSAs at SB will also be trained for Transit calls, including with current platforms like Hastus, NextRide, and Triplinx. SB should understand and develop procedures to ensure CSAs have the subject specialization and expertise to effectively handle Transit issues.

► SB will manage facilities, equipment and training. Training and reference documents will be developed by both SB and Transit.

► All CSAs will be able to escalate calls requiring immediate resolution, such as those involving missing persons or health and safety issues to Tier 2 staff as per current policies.

► Other SB opportunities, such as directing simple enquiries to a chat service, will help divert call volume away from live operators. Planned Transit innovations, such as a mobile app, will also assist in reducing the number of incoming calls.

**Timing**

Implementation can begin in the 2020 fiscal year after a Service Level Agreement is negotiated with Transit and negotiations with affected unions.

**Recommended Process**

| Transit customer enquiries | | | |
|---|---|---|---|
| Phone | Email | Chat services | Social media |

Tier 1: Service Brampton CSAs

Tier 2: Transit Brampton Coordinators

Tier 3: Transit Brampton Operations

# 4. Consolidate the Transit and Service Brampton contact centres

**Key Assumptions**

► The call volume, currently 19,501 calls/month, will continue to decrease at the current rate of 3,870 calls/month each year. While call volumes will eventually flatten, the expected volume of calls in 2020 will handled by 11 Tier 1 staff, compared to the 14 Tier 1 staff in the current year.

► One supervisor position will be able to be eliminated due to a rationalizing span of control. The supervisor's salary is based on current pay rates.

► We assume that expenses for Transit contact centre Tier 1 staff will transfer to SB.

► We assume that current SB CSAs will require one week of training on Transit procedure, systems, and operations, while Transit staff will require eight weeks of training on SB's procedures, City departments and business partners, and systems.

► TIC* pay rate is assumed to be $21.00/hour, and CSA rate is $27.54/hour. Transferred staff will be paid at current CSA rates.

► This opportunity does not consider savings from the physical office space. Typically, leasing space costs range $34 to $36 per square foot, thus savings may exist when consolidating contact centres.

**Risks**

► CSAs portfolio becomes too broad and they are unable to maintain the 90% call resolution. Alternate contact methods like chat services and social media may mitigate frustrations, as may implementing on-demand transit and micro-transit.

| Financial Impact | Baseline ($) | Future ($) |
|---|---:|---:|
| **Operating** | | |
| **Costs** | | |
| Labour | (366,912) | (378,069) |
| Supervision | (100,177) | 0 |
| **Total Operating** | **(467,089)** | **(378,069)** |
| | | |
| **One-time** | | |
| **Costs** | | |
| Training | | (138,802) |
| **Total One-time** | **0** | **(138,802)** |

► Service quality may decrease if there are difficulties transferring updated transit service information (such as information about delays or route updates) to SB in a timely fashion.

► Customers may have higher service expectations for calls about transit than for other City services. SB will need to meet service standards to reflect the time sensitivity and urgency of transit needs.

► Transit manages social media for Brampton transit specifically. Social media may become a common way to communicate with the City, and consideration should be given for the way social media is managed across the City. Does it continue to be decentralized or is there some area of consolidation?

*Transit Information Clerks are unionized positions under the Amalgamated Transit Union (ATU) Local 1573. According to Transit a five year contract has recently been signed.

# 5. Allow for flexible work through remote agents to work only when required

**Situation**

Currently, all SB staff are required to work on-site. There are occasional difficulties with providing service during inclement weather as attendance is lower as staff find it difficult to travel to work. Further, with the large changes in call volumes during the day, some parts of the day receive better coverage and better service levels while higher volume times are less likely to achieve high service levels.

**Average service level decreases as call volume increases**



Service level

Number of calls answered per 1/2 hour interval

Volume of calls at point
Low    High

**Recommendation**

SB considered a pilot program to allow staff to work at home during weather events. Brampton should implement this program to allow CSAs to work as remote agents and handle calls through a secure City laptop that would be checked out to them. This will give CSAs the flexibility to work remotely and save on transportation expenses. In the long term, this will contribute to a reduction in carbon emissions and physical office SB office space.
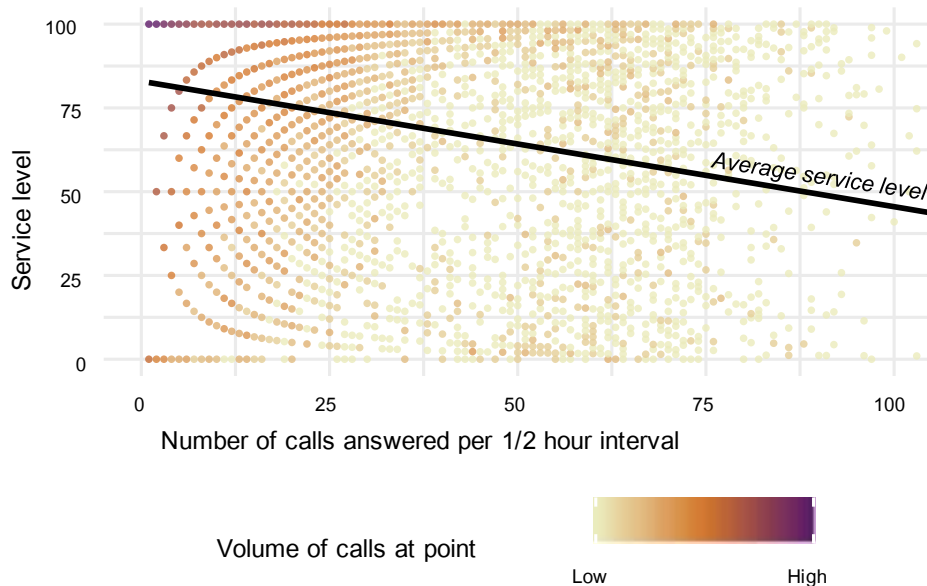
**Approach**

Remote agents would be used in conjunction with:

► Scheduling fewer hours per shift (e.g. only working during peak hours).

► Split shifts across the day, with CSAs working two shorter periods to better handle and to coincide with peak hours.

The use of remote working and split shifts will provide workers with greater flexibility during their day and provide SB with greater agility to respond to sudden changes in workload, such as an unexpected increase in calls.

► It will also allow the City to provide workers with safer working conditions during weather events while maintaining service levels. Potential disciplinary issues can be mitigated through current workplace procedures such as call quality monitoring and statistical analysis.

# 5. Allow for flexible work through remote agents to work only when required

**Timing**

The City can implement in 2020.

**Key Assumptions**

► The cost of provisioning CSAs with laptops, headsets, and other equipment, including setup and initialization, will be $1,500 per kit. Ten remote working kits will be created.

► Increased flexibility will allow SB to schedule shifts to align closely with service demand. Based on new recommended operating hours from 8am to 12pm, we assume a total 1% reduction in labour hours. An analysis based on daily scheduling of staff to meet a minimum of 6 calls per hour indicates the potential to reduce up to 4% of total hours.

► Current systems are able to handle remote work securely through the use of VPN and Avaya communication system's 'soft phone' functionality.

► Remote agents will have their internet costs paid for by the city. Compensation is calculated from a monthly cost of $75, based on current average broadband prices. Compensation will be pro-rated based on hours worked.

► The hourly wages used for CSAs are $27.54.

► Implementing this opportunity would have minimal impact on the quality of service delivery.

► This opportunity does not consider savings from the physical office space, as Service Brampton is not directly subject to lease payments. Typically, leasing space costs range $34 to $36 per square foot, thus savings may exist.

| Financial Impact | Baseline ($) | Future ($) |
|---|---:|---:|
| **Operating** | | |
| **Costs** | | |
| Labour | (1,612,522) | (1,596,397) |
| Broadband use compensation | 0 | (1,776) |
| **Total Operating** | **(1,612,522)** | **(1,598,173)** |
| | | |
| **One-time** | | |
| **Costs** | | |
| Creating remote working kits | 0 | (15,000) |
| **Total One-time** | **0** | **(15,000)** |

**Risks**

► Technology issues, such as internet outages, and breaking laptops or headsets, may reduce the volume of calls and other resident contacts that remote agents are expected to handle.

► Disciplinary issues, including work avoidance or tardiness, may reduce the volume of calls that remote agents can handle.

**Service Summary**

# RECREATION

# Recreation operations are broadly split into two geographic regions

**The City's Recreation department is split into six unique areas of operations**

| | | | |
|---|---|---|---|
| Admin | Recreation Planning | Recreation Services | Strategic Partnership Comm. Dev. |

| | |
|---|---|
| Recreation West | Recreation East |

Recreation West and East are responsible for facility and program delivery, split by the different regions within Brampton. The four areas of Recreation (Admin, Planning, Services and Strategic Partnership Comm. Dev.) support the Recreation department as a whole and provide strategic direction to the respective frontline areas.

► Recreation is working on a number of initiatives to improve the operations of the Division, some examples include replacing CLASS (ActiveNet) with PerfectMind, assessing the implementation of Microsoft Teams for time and attendance reporting by Recreation staff. A list of these initiatives can be found in the Appendix.

**Recreation offers financial assistance to low-income individuals**

► The program is called ActiveAssist and the objective is to encourage all residents to participate in recreation programs and to promote a healthy lifestyle.

► Approved individuals or families receive a credit of $275 per person valid for a year.

► In 2017, 8,500 individuals and 2,700 families were enrolled and a total of $2.3 million was allocated to the program.

**The City has a combination of outdoor facilities, multi-purpose recreation centres and single-purpose facilities**

► Recreation has a broad portfolio of 25 facilities, including community centres, recreation centres and the golf course.

► Each facility is equipped with amenities, such as ice pads, meeting/community rooms, gymnasiums, auditoriums, pools, indoor soccer.

► Some of Brampton's facilities include unique amenities, such as a petting zoo and barn, mini-golf course, nine-hole course, greenhouse.

**The City has 327 different outdoor fields for a variety of sports including baseball, cricket, field hockey, soccer, football, and softball**

The types of fields range from school fields to minor fields, stadium, major fields and artificial turf. Fields are available lit and unlit.

# Brampton offers a variety of programs in its broad portfolio of facilities

**For programs, the City offers registrations, memberships and drop-ins, as well as facility rentals to the public**

## Drop-ins and Memberships

► The City offers the ability for residents to engage in programs through drop-ins, which can be done for the majority of program areas: dance, swimming, fitness and health, sports, skating, seniors centre, inclusive programs, and general interest programs.

► Drop in programs are offered on a pay as you go basis.

► Memberships are a package that includes access to a variety of facilities and amenities, such as weight rooms, hot tubs, swimming pools, skating rinks, saunas, squash courts and babysitting services.
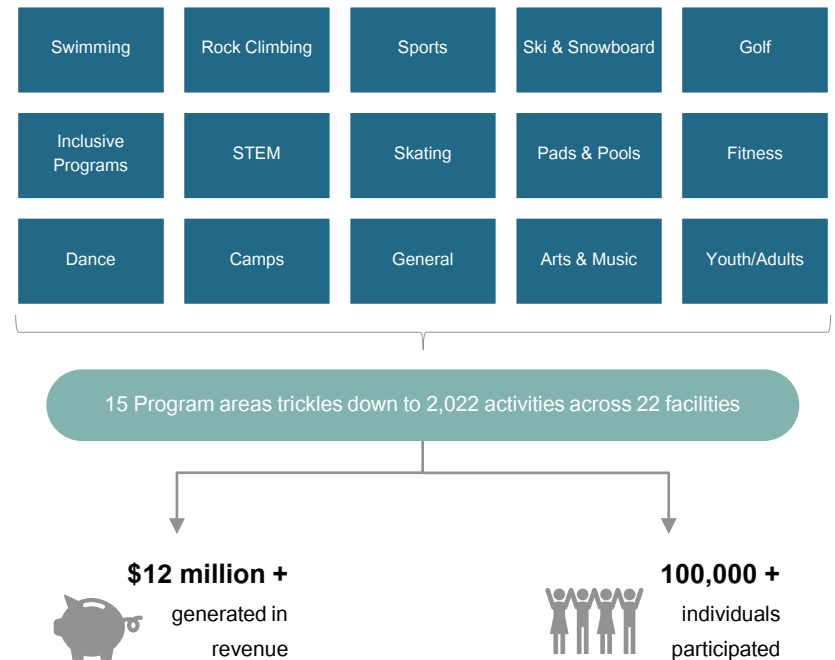
## Facility Rentals

► Residents booked over 400,000 hours in the City's facilities in 2018.

► The single most rented facility is South Fletcher's, with 94,000 hours booked, generating $1.2 million – or 17% of total rental revenue.

► Ice rentals make up the largest share of rentals.  A total of 24,000 hours booked, generating $3.3 million, equivalent to 44% of rentals revenue.

► The facility rental process is not very user-friendly.  An online form or PDF has to be filled in and staff from Recreation then book the facility.  This becomes time-consuming when requested times and dates are not available.  The PerfectMind implementation will address this by streamlining the process and introducing real-time scheduling.

## Registered Programs

The City offers registered programs for families and individuals of all ages to participate in.

► A fair number of programs are offered in partnership with third parties and affiliate groups (e.g. martial arts delivered by Tora Martial Arts Inc).

► Below is a high-level summary of the registered programs landscape:

| Swimming | Rock Climbing | Sports | Ski & Snowboard | Golf |
| --- | --- | --- | --- | --- |
| Inclusive Programs | STEM | Skating | Pads & Pools | Fitness |
| Dance | Camps | General | Arts & Music | Youth/Adults |

15 Program areas trickles down to 2,022 activities across 22 facilities

**$12 million +**
generated in revenue

**100,000 +**
individuals participated

# Compared to Peers, the City's user fee per resident is relatively low

**We compared Brampton to nine peers using publicly available financial information**

▶ The per resident user fee ranges between $21.9 to $52.7 with the median being $37.8 and the average $36.7. Brampton's is $28.2.

▶ We conducted a comparison of popular and traditional recreation program user fees (e.g. swimming, ice rental) of peers against Brampton. The comparison showed that Brampton's user fees are lower than their peers. See opportunity #6 (increase user fees for programs and facilities) and the appendix for more details.

  - Note that a lower user fee per population figure may be due to lower participation rates. The chart does not take into account participation rates.
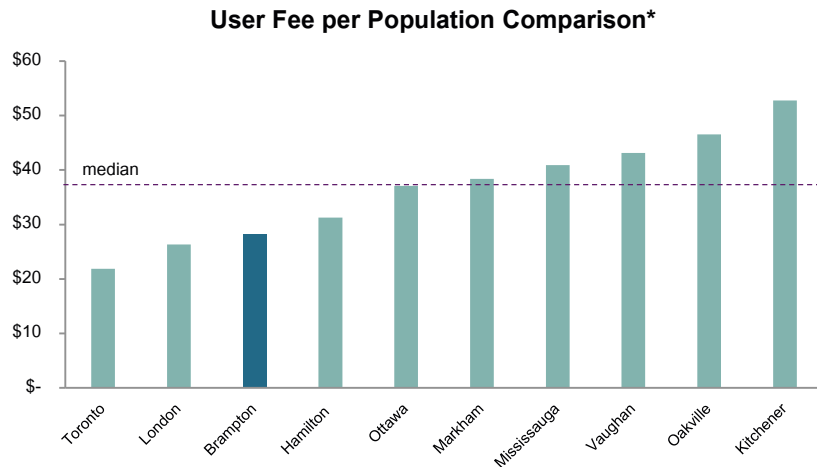
### User Fee per Population Comparison*

**Below are some factors that are changing the recreation landscape generally and that are impacting municipalities differently**

**Inclusivity:** according to the World Health Organization (WHO), people with disabilities are the world's largest minority (15% of the population). Municipalities are actively reviewing programs and facilities to ensure they are compliant and accommodating to people with disabilities.

**Community groups:** municipalities engage with member-run groups who deliver programs. Brampton has partnerships with such affiliate groups who deliver a variety of programs ranging from lacrosse to hockey.

**Changing demands:** a trend Canadian municipalities are experiencing is the impact of newcomers on recreation programing – increasing demand for new recreation activities and less for traditional ones. Additionally, awareness and language inclusiveness are two elements at the forefront of this trend.

**Mental wellbeing:** growing acknowledgement that wellbeing goes beyond physical wellbeing to include mental health. Municipalities are taking measures to address this by expanding programing by including inclusive programming, such as art therapy for ADHD.

*Based on publicly available information in FIRs (2018); calculated by dividing total recreation User Fees and Service Charges by population

# Recreation's net financial position has been improving

**On aggregate, the net position was -$30.7 million in 2016, and -$27.4 million in 2018 – an improvement of almost 11% year over year**

► Expenses dropped in 2017 from 2016, but slightly increased again in 2018 but remained lower than in 2016.

► Revenue has been steady over the period, with a slight drop in 2017, before an increase in 2018 that pushed it slightly higher than in 2016.

► Labour costs make up over 70% of the total expenditure. The remainder is composed of other expenses – predominantly made up of: (in order of magnitude): utilities/fuel, repairs/maintenance/materials, office/administration, contracted services.

### Recreation Financial Net Position
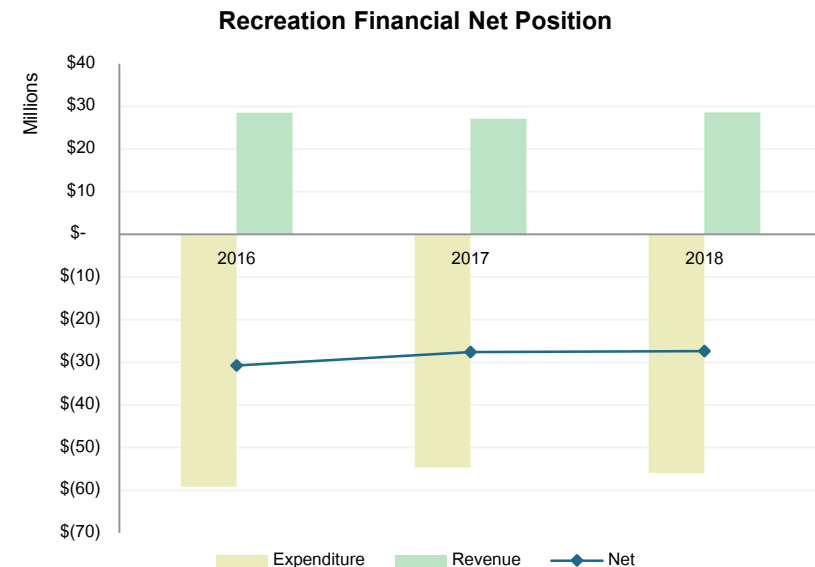


**In 2018, program-related expenses made up 35% (or $19.7 million) of the total expenses and non-program expenses made up 65% (or $36.2 million) the total expenses**

► The majority of non-program related expenses are for Facility Administration (74%) and Administration (15%), followed by Program and Property Administration. The recovery on these is fairly low (15%), however, expected given the type of expense.



► Program expenditures are slightly more than one-third of the total recreation expenses. The recovery on program expenditure is high and exceeds total expenses (or 116%). However, it does not factor in the indirect (overhead) costs related to operating programs.
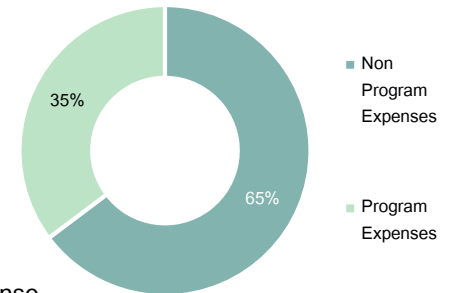
**Overall, the total Recreation's recovery rate is good with the potential to improve it further by tackling user fees**

► The recovery rate over the three year period ranges from 49% to 51%, with an average of 50%. This is a relatively good rate.

► Recreation user fees are, on average, lower than the City's peers, with the potential to increase it and bring them more in line, potentially improving the total recovery rate.

# Recreation has a large number of part-time staff, in line with the nature of their business

**Recreation has a total of 228 full-time regular staff and 2,488 part-time staff. Given the nature of recreation and the way services are delivered, it is common to have a large number of part-time staff**

► There are data limitations with the reporting structure of the part-time staff data; therefore, our analysis hones in on the manager and supervisor level.

► The majority of the Recreation expenditure relates to labour. In fact, 72% of the total costs are labour costs, with little use of contracted services (only 2%).

► There are 6 layers of hierarchy in Recreation's staffing model, starting with level 2. Due to data limitations, we have assumed that the majority of part-time staff corresponds to layer 8.

   - Level 4 are the Managers that report directly to the Director of Recreation. Note that level 3 is excluded because there are no Senior Managers.

**The number of reports to a Manager will also be diminished if that person has operational responsibilities in addition to management responsibilities**

In the case of the Manager of Special Projects and the Manager of Strategic Partnership Development both have fewer reports as they also have operational activities.

**Staffing Layers by Grade**

| Grade | Count |
|---|---|
| 1 | 1 |
| 2 | 1 |
| 4 | 6 |
| 5 | 20 |
| 6 | 53 |
| 7 | 120 |
| 8 | 2522 |
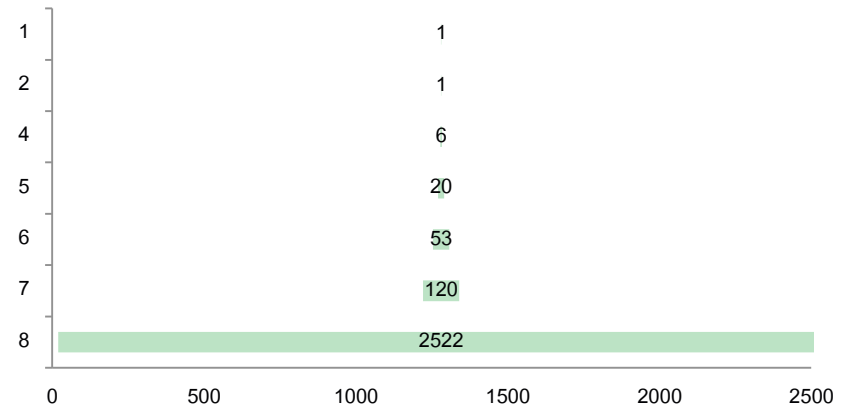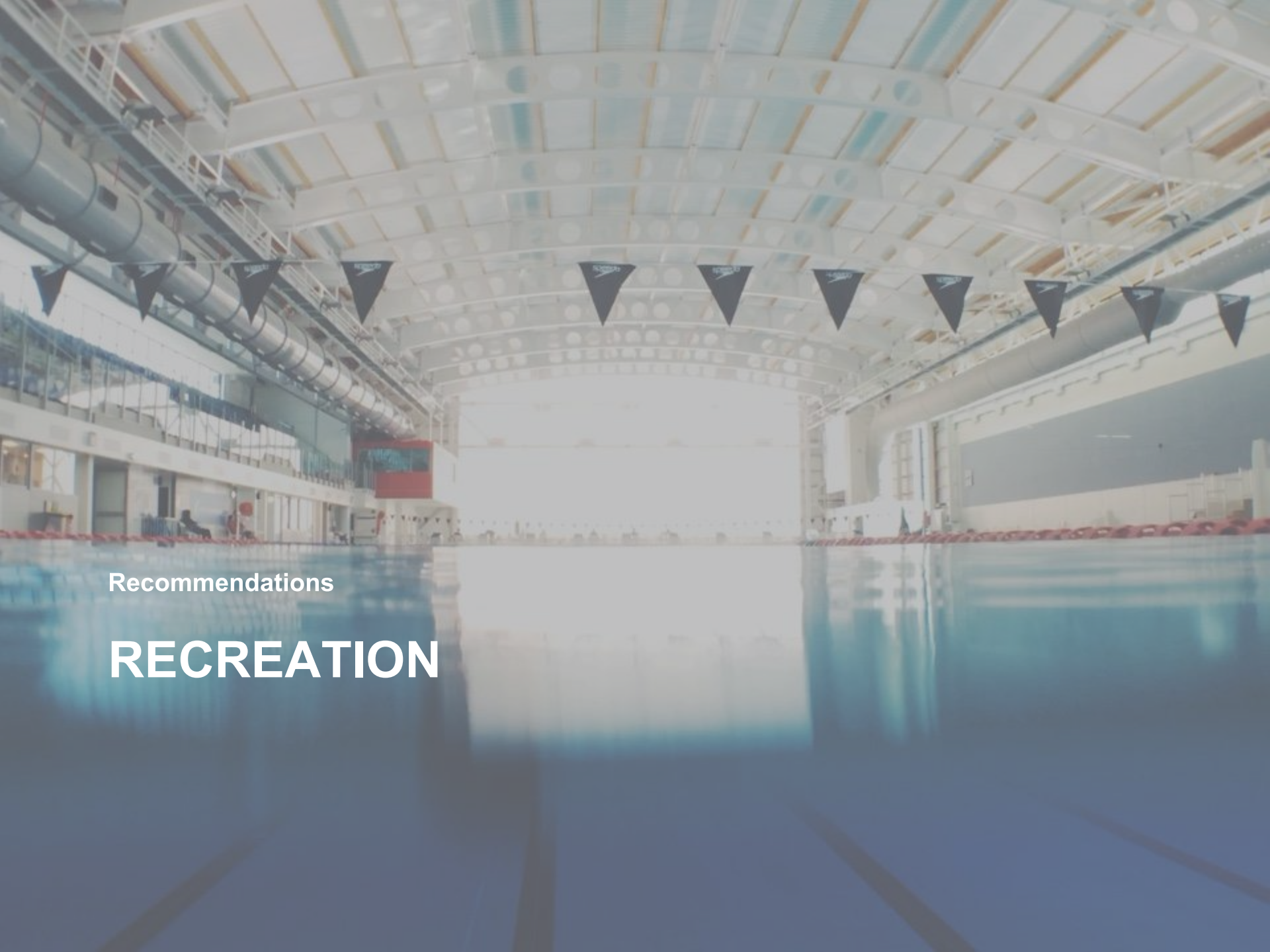
**Recommendations**

# RECREATION

# Of the eight high priority opportunities investigated, five have a positive economic case to consider

**We investigated 14 opportunities to improve services levels, increase efficiency or reduce costs in the Recreation Division**

The table to the right shows the high priority opportunities, and the net change to operating expenses for each of the opportunities analyzed.

**In the following pages, we provide business cases for each opportunity**

The source of the information used to assess these opportunities came from interviews with management and council, documentation and City-supplied financial data.

**At times, the data available in the City was limited**

The analysis and figures quoted here are directional. They are intended to assist the City in deciding whether to move forward with additional analysis or with the implementation of the opportunities.

**Below is a summary of the recommendations and the impact**

| Financial Impact | Baseline ($) | Future ($) | Net Change ($) |
|---|---|---|---|
| 6. Increase user fees for programs and facilities | 6,847,425 | 7,879,946 | 1,032,522 |
| 7. Partner with third parties to increase the utilization of programs | (790,359) | 0 | 790,359 |
| 8. Optimize Chinguacousy Park to achieve greater fiscal sustainability | (1,060,531) | 36,626 | 1,097,157 |
| 9. Improve underperforming facilities and sports fields | (171,598) | 43,137 | 214,736 |
| 10. Phase out the print brochure and adopt an interactive digital brochure | (67,900) | (13,550) | 54,350 |
| **Total** | **4,757,036** | **7,946,160** | **3,189,124** |

The recommendations can potentially save the City approximately $3.2 million, taking into account the potential revenue that can be raised.  That being said, it is crucial that every opportunity, before being pursued, considers the non-financial aspects on the community, specifically the service levels.
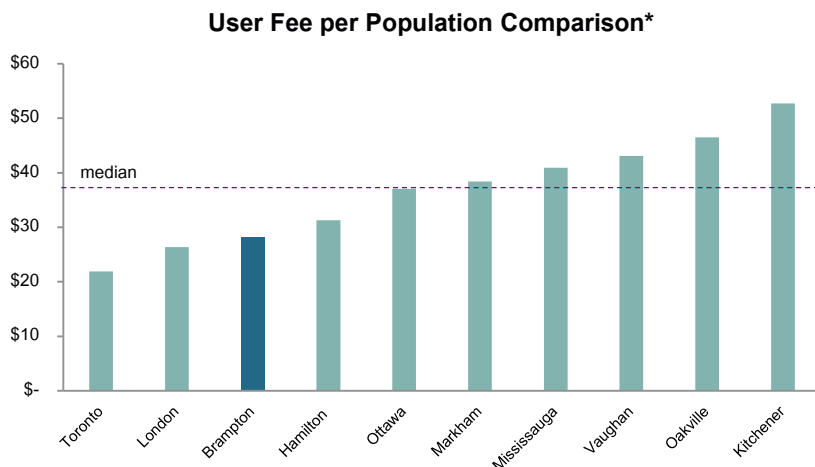
# 6. Increase user fees for programs and facilities

**Situation**

User fees are the main source of revenue for the Recreation Division. In order to ensure service delivery of recreation activities are not fully funded from the tax base, such fees are used as a cost recovery tool.

► While user fees are currently structured to recover direct costs of programs, Brampton ranks below many of its peers on a user fee per population measure, suggesting that there may indeed be an opportunity to raise fees and recover a greater portion of their costs.

► In addition, key direction C within the Council approved report Long Term Financial Master Plan (2017), recommends adjusting user fee rates to increase revenue as a key initiative in achieving long term financial sustainability in the City.

**User Fee per Population Comparison***



The average and median user fees per population are $36.7 and $37.7, respectively – Brampton's is $28.2. Recreation user fees pay for 18.37% of the City's Recreation total expenses; the average and median of the peer group is 24.08% and 24.28%, respectively.

► Note that a lower user fee per population figure may be due to lower participation rates. The chart does not take into account participation rates.

► Brampton ranks below its peers when conducting a comparison of common programs (e.g. ice rental, swimming). It ranks 20% below, on average, on a scale of 10% higher to 42% lower (see Appendix).

► On average, Brampton's user fees for older adults (55+) registered programs are almost 50% lower than user fees for all its other user groups.

► The City's Recreation Division conducts user fee reviews on an ongoing basis to provide the City and Council with an overview of Brampton's recreation user fees. Management also conducts benchmarking against some of the City's peers to identify how Brampton ranks against them.

Affiliate groups currently book all fields and diamonds (school and minor parkland) below Major (type) at no charge. While there are instances where municipalities offer large discounts to community groups, a no-charge blanket policy is not in line with the common practice of larger municipalities.

*Based on publicly available information in FIRs (2018); calculated by dividing total recreation User Fees and Service Charges by population

# 6. Increase user fees for programs and facilities

**Recommendation**

Increase the user fees of programs and rentals over the next five years to align with peers and recover a greater share of expenses.

**Approach**

We have modelled the impact of user fee increases on the next page to demonstrate the potential increased revenue. This is based on the high performing programs and rentals (facilities and outdoor space), i.e. high participation figures and high rental hours.

► The suggested approach is to gradually increase user fees over the next five years, albeit not in a uniform fashion. The approach should consider factors such as utilization, revenue, participation and uniqueness of programs and facilities to drive the decision.

► We recommend that user fees for 'sticky' programs are increased, i.e. where an increase in price will have a relatively smaller impact on registration numbers, such as ice rental, camps, swimming, etc.

► We recommend that the City consider which programs it wishes to subsidize based on its philosophies and the desires it has for community outcome. For instance, does the City wish to subsidize competitive dance programs and learn to swim programs?

**Risks**

► A fall in participation of more than 2% – the financial model has assumed a 2% decrease in participation due to increased user fees.

► Public dissatisfaction with cost increases for participating in recreation activities.

**Timing**

Increases can begin as early as 2021 and then span a five-year period from 2021 to 2026.

# 6. Increase user fees for programs and facilities

**Key Assumptions**

► The increase in user fees is 15% for programs and 20% for facilities, as Brampton's user fees per resident are 24% below average and the user fees for traditional and common programs is on average 20% lower.

► The analysis is based on 2018 participation and prices.

► It models a 2% decrease in program participation and facility bookings due to increased fees.

► This case study is based on high performance programs and facilities (revenue and participation/bookings).

► The user fees in-scope include an average of all user fees (i.e. non prime, prime, resident, non resident, youth/affiliate).

► Programs also include the rates and fees for older adults (55+).

► Swimming programs used in this case study are splash and private lessons; camp programs are all camp programs; sports programs are tennis, gymnastics and dance.

► The facilities included are limited to arena, cricket, soccer, turf, baseball and curling.

| Financial Impact | Baseline ($) | Future ($) |
|---|---|---|
| **Operating** | | |
| **Costs** | | |
| [Costs would remain the same as today] | | |
| **Revenue** | | |
| Increase User Fees - Swim | 315,790 | 377,685 |
| Increase User Fees - Camps | 536,789 | 641,999 |
| Increase User Fees - Sports | 134,752 | 138,735 |
| Increase User Fees - Facilities (including Outdoor) | 5,860,093 | 6,721,527 |
| **Total Operating** | **6,847,425** | **7,879,946** |
| | | |
| **One-time** | | |
| n.a. | | |
| **Total One-time** | | |

# 7. Partner with third parties to increase the utilization of programs

**Situation**

The City offers an array of recreation courses as shown in the table below.

| Course Group | # of Registrations | |
|---|---|---|
| | **2017** | **2018** |
| Aquatics | 56,445 | 57,780 |
| Sports | 26,719 | 26,086 |
| Camps | 26,478 | 24,273 |
| Fitness and Health | 11,896 | 11,363 |
| Dance | 5,943 | 4,891 |
| Gymnastics | 3,843 | 4,169 |
| Lifeskill and learning | 3,781 | 3,651 |
| First Aid, Certification and Leadership | 3,430 | 3,288 |
| Art and Music | 2,824 | 2,772 |
| Event | 2,589 | 2,281 |
| Flower City Seniors Programs (FCSP) | 1,147 | 1,217 |
| STEM | 269 | 793 |
| Curling | 63 | 21 |
| **Grand Total** | **145,427** | **142,585** |

There are 20 youth affiliate groups in place that deliver specific courses such as taekwondo, youth volleyball, minor lacrosse, martial arts, hockey. Partnerships of such nature help avoid costs that the City would otherwise face.  There are several partnerships that exist with other organizations such as William Osler, Library and the Region.

Analysis at a course level indicates there are several that have low participation, are common in the private sector and could be contenders for using third parties and associations to help promote and deliver.  The following are a list of those courses:

| | Is it a life skill or contribute to basic health and wellbeing? | Does it require unique facilities? | Does the private sector offer the course? | Is there an advantage to the City delivering it? |
|---|---|---|---|---|
| FCSP | N* | N | N | N |
| Curling | N* | Y | Y | N |
| Dance | N | N | Y | N |
| Leadership | Y | N | Y | N |

► The total direct expense to deliver these courses is $2.2 million and they have a net position of -$647,059.

► In addition, the net position (positive) of room rentals was $118,000 in 2018.  Little data is available on the utilization of rooms.  Booking a room online also has limited functionality –  it is a PDF form and does not show availability.

► Considering the City's facility portfolio, this indicates an opportunity to further promote room rentals and increase room rental utilization / revenue.

*The elderly may consider this a contributor to their health and well-being.

# 7. Partner with third parties to increase the utilization of programs

There is roughly 39,000 sq. ft. of fitness-related space across seven City facilities (see Appendix).

► While it does compete with the private sector, the majority of participants (registered programs) are over 55. This is a market segment that the private sector (beyond the YMCA) does not particularly focus on or cater to.

► Fitness memberships have a positive net position of $994,709.

► In most cases, they are not large enough to sell to a third party as a gym. An alternative is to repurpose the space, however, this is costly and considering the locations, converting the space into community/boardrooms may create more supply than demand, potentially impacting utilization in other areas.

**Fitness Programs Financial Performance**
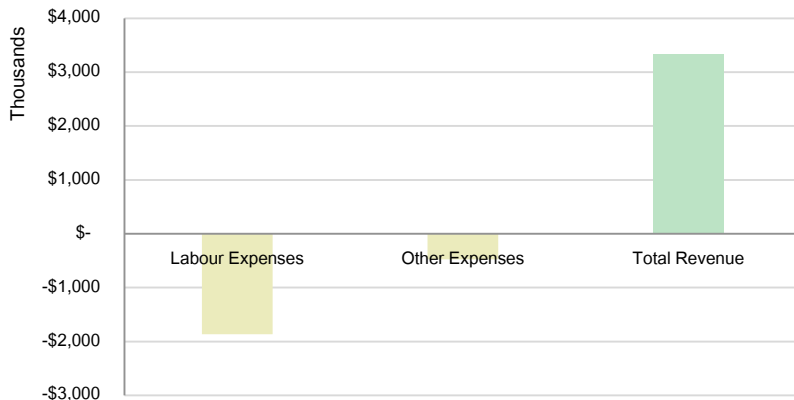


**Recommendation**

The City should:

► Seek partnerships with third parties (private sector or associations) to promote and deliver the four program areas (Flower City Seniors Programs (FCSP), Curling, Dancing and Leadership). Should this prove to be unsuccessful, the City should consider removing the programs or using volunteers to deliver programs (for select programs e.g. senior programs).

► Implement a more robust process for booking and tracking of facility rooms to help maximize utilization and revenue.

► Avoid adding more fitness centres or build them in such a way that they can more easily be repurposed in the future.

**Approach**

► The City should begin collecting data on the utilization of facility space. Such data will allow the City to make more informed decisions about which facility space they should consider changing (invest, alternative delivery or discontinue).

► The City is currently implementing a new recreation system (PerfectMind), this creates an opportunity to build in said functionality. Consideration should also be given to ensuring the financial data from the GL links to the PerfectMind course information to help ease efforts to perform analytics.

► Tender RFPs seeking partnerships on select courses (see the previous page).

# 7. Partner with third parties to increase the utilization of programs

**Timing**

▶ The City should monitor these courses over 2020 and capture utilization figures to help make decisions on changes in 2021.

**Key Assumptions**

▶ Ability to transfer staff to other responsibilities or reduce staff numbers without incurring additional expenses (e.g. severance).

▶ No revenue is received from third parties for space rental.

▶ The calculation excludes additional revenue from room rentals.

▶ Competitive Dance program excludes non-competitive dance programs as the latter has a positive net position.

**Risks**

▶ Suitable third parties cannot be found, and underperforming courses are discontinued, which may lead to resident concern and dissatisfaction.

▶ The City is not able to establish quality SLAs with third parties to run the courses leading to low customer satisfaction.

▶ Course prices cannot be controlled by the City and this may create a void for vulnerable groups to access certain recreational services.

| Financial Impact | Baseline ($) | Future ($) |
|---|---:|---:|
| **Operating** | | |
| **Costs** | | |
| Curling Program | (828,091) | 0 |
| Competitive Dance | (643,713) | 0 |
| Leadership | (7,601) | 0 |
| Flower City Seniors Programs | (600,694) | 0 |
| **Revenue** | | |
| Curling Program | 455,842 | 0 |
| Competitive Dance | 498,631 | 0 |
| Leadership | 0 | 0 |
| Flower City Seniors Programs | 335,267 | 0 |
| **Total Operating** | **(790,359)** | **0** |
| | | |
| **One-time** | | |
| n.a | 0 | 0 |
| **Total One-time** | **0** | **0** |

# 8. Optimize Chinguacousy Park to achieve greater fiscal sustainability

**Situation**

Chinguacousy Park is one of the City's largest multi-purpose facilities with amenities and activities for children, youths, adults and families. It includes a number of amenities, including a greenhouse, petting zoo, nine-hole golf course, mini-golf, skatepark, ski hill, ice pad, outdoor track field, splash pad and tennis courts.

► At a high level, the park recovers 44% of its expenses (i.e. operates at a negative net position), which includes Peel Village Golf Course that operates at a positive net position.

► The petting zoo and barn are designed for visitors to pet animals and to ride ponies. It is predominantly used by families, children and schools.

► The greenhouse and poly house are used by City staff to plant flowers and plants. They are open to the public for visiting and educational purposes. A chapel is available for rent for weddings ceremonies too.

► There are three parking lots with over 600 free parking spots.

The ski hill is used in the winter for skiing and tubing. It's used for drop-ins, programming and rentals. Rentals are predominantly filled by schools for school-based programming.

► The Hill requires specialty equipment (i.e. Groomer) that is expensive to procure and difficult to maintain (e.g. timely access for replacement parts) in Ontario.

► Ski programs are costly to operate for the City because of the cost and availability of ski instructors. Many of the ski instructors work in places with more consistent snow, such as Banff, Whistler, and Blue Mountain. In addition, with the uncertainty of the weather, shifts and programs are not guaranteed and cancellations occur often throughout the winter season.

► City staff estimated revenue losses of almost $30,000 due to maintenance delays (seven-day delay) with the Groomer and ski hill refunds due to the weather in one given season.

Peel Village Golf Course is a nine-hole golf course, and is currently at 67% utilization based on hours available for booking and hours booked.

► Bookings can be made over the phone, in person or online; however, the online booking process is not very user friendly.

► The City is currently in the midst of implementing PerfectMind to replace its existing system (CLASS). This will likely improve the user experience for bookings. However, there are limited capabilities to do last minute bookings for tee time currently, which may limit the City's ability to tackle the 33% non-utilized time.

# 8. Optimize Chinguacousy Park to achieve greater fiscal sustainability

**Recommendation**

There are several opportunities for Chinguacousy Park's amenities:

1. Repurpose the ski hill for tubing only and cease all ski programs

2. Increase the fees for the barn and petting zoo

3. Introduce paid parking at the facility

4. Repurpose the greenhouse into an outdoor parking space

5. Collaborate with a third party for last minute tee time booking

**Key Assumptions**

▶ No change to Tubing operating hours. Operating north and middle lanes only; tubing on Thursday and Friday is 1 lane and 2 lanes on weekends.

▶ Ski Chalet one time cost is cost of purchasing barrier for middle lane.

▶ Ski Chalet net position improves from 2019 budgeted figures with changes.

▶ Modelled tubing users to increase by 40%.

▶ Modelled a 10% and 20% reduction in visitors for pony ride and petting zoo entrance respectively due to the price increases.

▶ The parking fee is $3.50 (excluding accessibility) for full day with unattended automated gates; modelled parking utilization based on season and day.

▶ Repurposing greenhouse to parking lot ($250,000 repurposing cost) adds 50 parking spots, for a total of 650 spots.

▶ A one time cost of $10,000 per parking gate and $5,000 per parking gate for annual maintenance – a total of three gates.

▶ A 27.5% increase in tee hours booked (total utilization 85%) through last-minute tee time booking, assuming a 20% revenue share with a third party.

| Financial Impact | Baseline ($) | Future ($) |
|---|---:|---:|
| **Operating** | | |
| **Costs** | | |
| Ski Chalet | (734,531) | (610,326) |
| Barn | (277,266) | (277,266) |
| Parking | 0 | (15,000) |
| Golf Course | (469,736) | (473,370) |
| Greenhouse | (668,202) | 0 |
| **Revenue** | | |
| Ski Chalet | 428,939 | 305,533 |
| Barn | 38,469 | 44,687 |
| Parking | 0 | 434,190 |
| Golf Course | 609,019 | 628,180 |
| Greenhouse | 12,778 | 0 |
| **Total Operating** | **(1,060,531)** | **36,626** |
| | | |
| **One-time** | | |
| **Costs** | | |
| Ski Chalet | 0 | (30,000) |
| Parking | 0 | (30,000) |
| Greenhouse | 0 | (250,000) |
| **Total One-time** | **0** | **(310,000)** |

# 8. Optimize Chinguacousy Park to achieve greater fiscal sustainability

**Timing**

The recommendations are somewhat interdependent and we recommend implementing them sequentially as shown below.

► The work can commence next year.

| 2021 | 2022 | 2022+ |

- 1 & 2
- 3 & 5
- 4

**Risks**

► Public dissatisfaction with the closure of the ski hill and the removal of ski related programs.

► Eliminating ski programs will have an impact on ski passes, therefore impacting swimming revenues.

► Ski Patrol operators are available on weekends only due to the assumed increased users on weekends.

► Greater than modelled decreases in the number of visitors due to higher user fees.

► Utilization of parking is lower than modelled thus less revenue is generated.

► No increase in the number of tee time bookings - this will not have a financial impact as the model assumes a revenue share with the third party.

► One time cost of repurposing the greenhouse to 50 parking spaces is higher than anticipated (currently modelled to be $250,000).

# 9. Improve underperforming facilities and sports fields

**Situation**

The City has a broad portfolio of recreation facilities and sports fields.

► It has 25 community centres, a mix of single purpose (e.g. Howden Rec Centre) and multi purpose facilities (e.g. Chinguacousy Park).

► There are 327 sports fields for a variety of activities, such as football, soccer, lacrosse and cricket.

► Facilities and sport fields generate revenue through several sources: registered programs, rentals, and drop ins.

Recreation Facilities

The City's recreation facilities are mostly multi-purpose with amenities such as swimming pools, gymnasiums, community and meeting rooms, gyms; however some single purpose facilities remain.

► Single purpose facilities are considered "less flexible" than multi purpose. They typically have limitations in revenue generation and are usually older, making them more costly to operate.

► Recreation collects information on facility bookings, more specifically the hours booked by amenity in the various facilities (e.g. gymnasium, arena). This data is at a macro level and does not capture details (e.g. gymnasium A, gymnasium B, gymnasium C bookings separately). This makes it difficult to make informed decisions to improve facilities' performance at a micro level.

► In addition, the City is currently replacing its main software system, which may improve data collection at a micro-level.

As a portfolio, the City's recreation facilities are recovering 55%. The best financially performing facility is Peel Village Golf Course, while the least performing is Chinguacousy Park; however opportunity #8 seeks to address this. Further analysis of the facilities - considering not only financial performance but also utilization, asset age, location, use, and flexibility - indicates that there is very few facilities candidate for repurposing / decommissioning:

► Balmoral Recreation Centre

► Howden Recreation Centre

► Ellen Mitchell Recreation Centre

However, the City already has capital projects to address some of its facilities by renovating and expanding facilities. This leaves Ellen Mitchell as the main candidate for repurposing / decommissioning.

Ellen Mitchell Recreation Centre (Ellen Mitchell) is a single-purpose facility with a pool and racquetball court. Most of the revenue is driven by the pool and a room rental by a not-for-profit group. The facility is subject to capital expenses because of its age.

# 9. Improve underperforming facilities and sports fields

## Sports Fields

The City has a broad portfolio of outdoor sports fields (327) that cover eight different sports. Total utilization across the outdoor sports fields is fairly low.

► Utilization is highest during prime hours on weekdays (58%) and is lowest during weekdays non-prime hours (8%).

► From a sport perspective, cricket pitches are most utilized, while football and lacrosse are least utilized, as per the table to the right.

Similar to other facilities, utilization of sports fields is unlikely to be at 100%, however municipalities tend to set utilization targets between 70% to 80% as part of their outdoor sports fields strategies.

► Utilization of non-prime hours is expected to be lower as these are typically lower demanded times of the day, particularly during weekdays. That said, this is not true for prime time, especially during weekends, which are typically in high demand.

► When looking at the breakdown of field utilization by type, the lowest ranking ones across all sports are school fields (see Appendix for details on breakdown). However, we have excluded sports fields from our analysis as the City has less control over them.

► Note that the table on the right includes 76 school fields for soccer, football and softball (see Appendix for more details on breakdown).

| Sport | # Fields | Prime Hours Utilization (Mon-Fri) | Non-Prime Hours Utilization (Mon-Fri) | Prime Hours Utilization (Sat/Sun) | Non-Prime Hours Utilization (Sat/Sun) |
|---|---|---|---|---|---|
| **Baseball** | 6 | 77% | 11% | 45% | 47% |
| **Cricket** | 16 | 63% | 22% | 83% | n.a. |
| **Field Hockey** | 1 | 81% | 0% | 51% | 41% |
| **Lacrosse** | 2 | 14% | 6% | 26% | 9% |
| **Soccer** | 195 | 54% | 3% | 20% | 13% |
| **Soccer / Football / Track** | 3 | 54% | 15% | 31% | 16% |
| **Softball** | 101 | 66% | 4% | 32% | 13% |
| **Football** | 3 | 57% | 0% | 1% | 0% |
| *Average* | *n.a.* | *58%* | *8%* | *36%* | *20%* |

Some field utilization (e.g. cricket) in the above chart may be higher than represented, as the figures may be skewed by the transition time between two different booking sessions.

# 9. Improve underperforming facilities and sports fields

School sports fields have been excluded from the analysis, however the grey shaded sports field below are under utilized:

| Sport | Classification | # of fields | Recommended # of fields |
|---|---|---|---|
| **Baseball** | Hardball Lit | 6 | 6 |
| **Cricket** | Cricket Pitch | 16 | 16 |
| **Field Hockey** | Artificial Turf | 1 | 1 |
| **Lacrosse** | Major Lit Field | 2 | 1 |
| **Soccer** | Artificial Turf | 2 | 2 |
| | Major Field | 41 | 31 |
| | Major Lit Field | 9 | 5 |
| | Mini Field | 62 | 62 |
| | Minor Field | 29 | 29 |
| | Stadium | 3 | 2 |
| **Soccer / Football / Track** | Artificial Turf | 3 | 2 |
| **Softball** | Major | 21 | 19 |
| | Major Lit | 24 | 24 |
| | Minor | 30 | 27 |
| **Football** | Major Field | 2 | 2 |
| | **Total** | **251** | **229** |

**Recommendation**

► Collect more information regarding facility utilization at the micro-level, specifically the number of rooms, hours available for booking and hours booked. Ultimately this can be achieved as part of the PerfectMind system implementation.

- This will allow for data-driven decision making about each amenity at facilities.

- It will also give the City more insights on underperforming facilities and rooms, and therefore able to identify strategies and tactics to raise revenues from them.

► Decommission and sell (if possible) Ellen Mitchell facility and land. It is a single-purpose facility with limited amenities (i.e. pool and multi purpose room), therefore limited revenue tools. In addition, capital costs will be required for structural elements (e.g. roof replacement) of the facility as the facility ages.

► Increase Sport field utilization from partnerships or decommissioning

- Initially the City should attempt to find partnerships for the under utilized fields. If this is not possible, the City should consider converting them into parks. Prior to decommissioning or converting to parks, the City should evaluate the trend for any sports (e.g. field hockey demand increasing) and if any are under supplied then repurpose declining sports fields into fields for increasing sports. Users of the spaces can be redirecting to other nearby sports fields to achieve greater utilization on existing fields.

  • More specifically, the table to the left recommends which fields to consider. In the Appendix we have modelled the average change and impact on utilization if recommendation is pursued.

# 9. Improve underperforming facilities and sports fields

**Key Assumptions**

► We have not factored in the one-time revenue of selling the Ellen Mitchell facility and land.

► Tracking room utilization in PerfectMind will not cost the City additional funds.

► Not-for-profit group at Ellen Mitchell can be diverted to other City facility therefore maintaining the revenue.

► There are one-time cost associated with repurposing sports field to parks or for other sports that have not been factored into the financial impact analysis.

► There may be reductions in costs associated with maintaining sports fields after consolidating them that have not been modelled in the financial impact analysis.

► School fields have been excluded from the sports fields analysis.

**Timing**

► The City should include requirements for collecting facility utilization as part of the PerfectMind implementation (beginning in in 2021).

► Sports field utilization through marketing and partnerships can begin in 2020.

► Facility and sports fields decommissioning requires a phased multi-year approach that could begin in 2022.

| Financial Impact | Baseline ($) | Future ($) |
|---|---|---|
| **Operating** | | |
| **Costs** | | |
| Decommission Ellen Mitchell | (549,710) | 0 |
| **Revenue** | | |
| Decommission Ellen Mitchell | 378,112 | 43,137 |
| **Total Operating** | **(171,598)** | **43,137** |
| | | |
| **One-time** | | |
| n.a. | | |
| **Total One-time** | | |

**Risks**

► Public dissatisfaction with the closure of Ellen Mitchell.

► Program participation does not shift to other facilities.

# 10. Phase-out the print brochure and adopt an interactive digital brochure

**Situation**

Recreation annually publishes two Recreation Guides for residents to use as a guide for programs. The Recreation Guide is published for Spring/Summer, and for Fall/Winter. The guide includes:

► An overview of each program area and the different classes – e.g. an overview of the Dance program and the different classes such as recital, non-recital, etc. Along with the time and day that the class is available.

► The guide is available to pickup at various facilities across the City, as well as digitally. However, the digital version is limited to a PDF document and is not interactive. A full-year print brochure is on average 240 pages and over 130,000 copies are printed.

► The digital guide does not have the functionality to 'Add to Cart' (i.e. register) as it is a static PDF, however, with some interactive guides, this could be achieved.

Peer municipalities publish similar guides and make them available in both digital and print versions. There has been a move lately towards phasing out print brochures and only maintaining digital brochures. For instance, the Town of Milton, as well as Cities of Ottawa, Burlington and Mississauga only offer their recreation guide in digital format now, for reasons such as:

- Digital and online service are becoming more desirable
- The share of younger families and individuals is growing

The City collects analytics on uptake of the digital brochure, which we have summarized below.

► The majority of individuals viewing the digital guide are between the ages of 25 and 44, making up 72% of the total viewers.



Pie chart with legend: 25-34, 35-44, 45-54, 18-24, 55-64, 65+. Values: 37%, 35%, 14%, 7%, 4%, 3%.
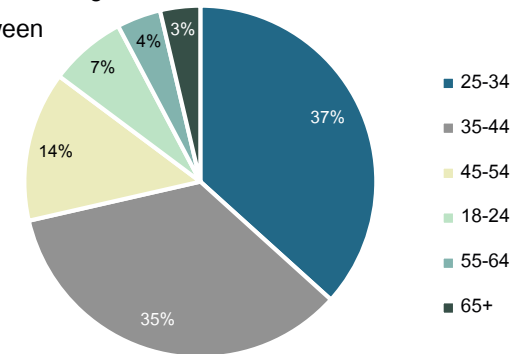
► Online registrations have been increasing at a faster rate than in-person registrations. Between fall 2019 and summer 2019, online registration increased from 25% to 32%, while in-person registration decreased from 75% to 68%.

**Recommendation**

Adopt an interactive digital recreation brochure and eliminate printed brochures. An interactive digital brochure allows for page flipping, searching and embedded links (e.g. residents entering email addresses to register or clicking links for more information).

# 10. Phase-out the print brochure and adopt an interactive digital brochure

**Timing**

▸ The City has a high-level long-term plan to gradually phase out the print brochure and maintain a digital one. However, this opportunity could be implemented beginning in 2021 and having the physical brochure completely phased out by 2022.

▸ The Recreation Guide is prepared several months in advance, additionally it will take some time to find the right digital solution.

**Key Assumptions**

▸ The digital brochure cost is based on a sample vendor costing for Business Solution Plan costs.

- The Business Solution Plan includes 500 catalogues, 500 pages, and 3 user accounts.

▸ The effort put into designing the print brochure will be identical for the digital brochure.

▸ The current effort is split as 32 hours from Strategic Communications department and 96 hours from Recreation, and remains unchanged.

**Risks**

▸ Public dissatisfaction with removal of physical recreation brochure.

▸ Uptake of digital brochure is lower than expected and residents prefer physical copies.

▸ Public calls increase as residents inquire about programs because they do not want to use the online brochure.

| Financial Impact | Baseline ($) | Future ($) |
|---|---:|---:|
| **Operating** | | |
| **Costs** | | |
| Design | (11,700) | (11,700) |
| Print | (46,800) | 0 |
| Distribution | (9,400) | 0 |
| Digital Brochure | 0 | (1,850) |
| **Total Operating** | **(67,900)** | **(13,550)** |
| | | |
| **One-time** | | |
| n.a. | 0 | 0 |
| **Total One-time** | 0 | 0 |

Service Summary

# ANIMAL SERVICES

# Animal Services provide both by-law enforcement and shelter services

**Animal Services (AS) provides treatment, care and protection for all animals in the community while advocating for cohabitation with wildlife**

They are the only shelter facility in Brampton. Their services are:

- Managing and operating an animal shelter including working with vets for the care of the animals and running an adoption program
- Education and outreach, including partnerships with institutions and volunteers
- Licensing and registration of cats and dogs, kennel owners and coop owners. Along with inspections of pet shops and pigeon owners facilities
- Enforcement of municipal, provincial and federal legislation relating to animals
- General wildlife management to aid in residents cohabiting with the community wildlife

▶ The table below shows a snapshot of the branch's workload in the last twelve months.

| | 2018 - 2019 |
|---|---|
| 311 | 26,858 |
| Service requests | 17,141 |
| Animals received | 7,689 |
| Adoptions | 697 |

▶ This is a fall from full-year 2018, where 31,000 requests were received by 311, which was 10% up from 2017.

Although work volume has fluctuated year-over-year, expenditures have slightly increased each year.

| | 2016 | 2017 | 2018 |
|---|---|---|---|
| Revenue | 228,527 | 250,351 | 271,789 |
| Labour Expenses | (2,155,382) | (2,392,152) | (2,601,405) |
| Other Expenses | (298,703) | (445,686) | (428,056) |
| **Net** | **(2,225,558)** | **(2,587,486)** | **(2,757,672)** |

While revenue has been steadily increasing, it is lower than the budget of $340,000, although much lower than the peers that provided use feedback, as a percentage of expenses.

**Ratio of Revenue to Expenses**
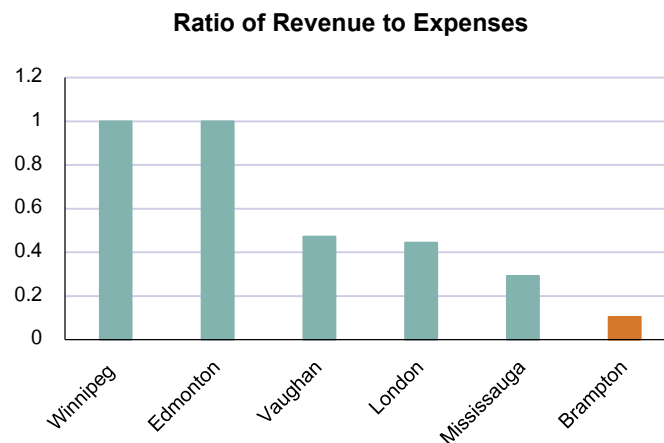
# Residents drive much of the workload

**When residents contact the City with an animal-related matter, AS records a service request within the Chameleon system**

The top five categories of service requests account for 50% of the total service requests that AS dealt with.

▶ Most relate to wild animals, over 5000, but AS has limited control over affecting the volume of requests.

▶ The other three categories to the right, along with a number of other categories, call volumes could be affected with proactive work.

| Incident | Number | Total Time (Hrs) |
|----------|--------|------------------|
| Dead – wild | 3389 | 11,184 |
| Wild – injured | 1880 | 1,880 |
| Licence – dog | 1569 | 5,021 |
| Park – patrol | 1335 | 7,343 |
| Stray – roam | 1163 | 3,489 |

**The contacts that AS receives show clear seasonality**

Contacts grow dramatically during the summer months. The chart to the right shows how extreme this shift can be, with volume tripling in 2017 between Q1 and Q3.

▶ AS is aware of this and adds limited seasonal staff during the summer.

▶ Variable work volume of this nature is often a signal that contracted services can help. Certainly, the specialized nature of Animal Control Officers (ACO) will make it unlikely that much temporary or seasonal staff can be found.

**Contact Seasonality**
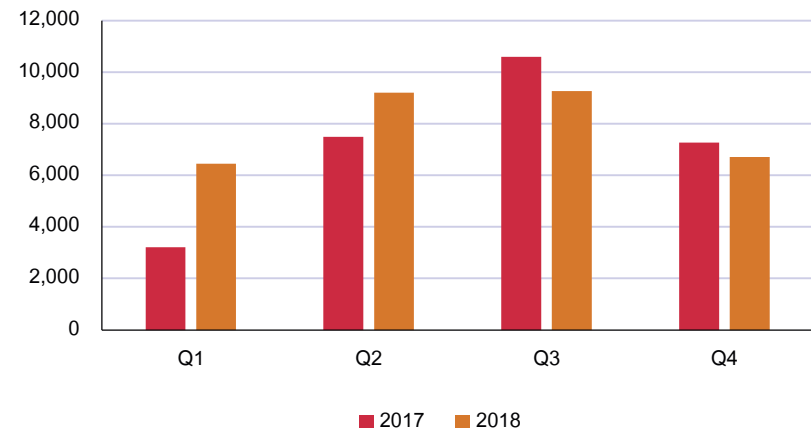
# The Division has an evenly distributed span of control

**With a total of 21 regular staff, they have an even distribution between the two supervisor**

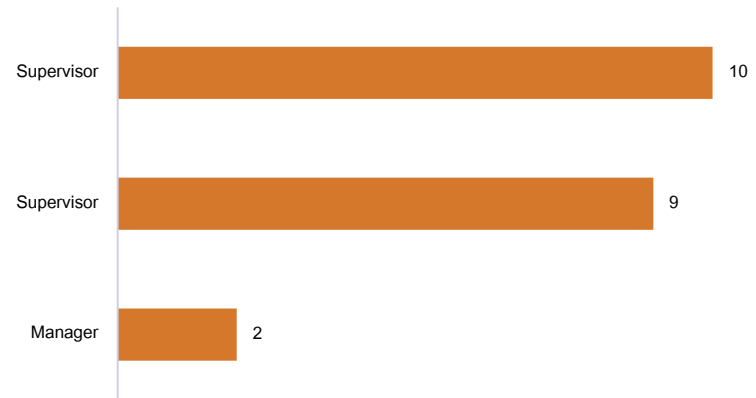One supervisor oversees all ACOs, the other one is responsible for all kennel attendants and clerks within the shelter.

▶ AS operates with three layers of management. This organizational structure is in line with the Division's operations. Most of the labour required is done by the officers and attendants.

▶ One manager has overall responsibility for the Division.

**Overall, the structure is reasonably efficient**

With 22 full-time staff, it is a small Division in the context of the City. Additionally, the Division is physically separate from other City operations.

▶ This means it is difficult for them to take advantage of shared staff, such as administrative support.

▶ Management should give consideration to how AS gets access to shared and corporate resources.

**Span of Control**

| | |
|---|---|
| Supervisor | 10 |
| Supervisor | 9 |
| Manager | 2 |
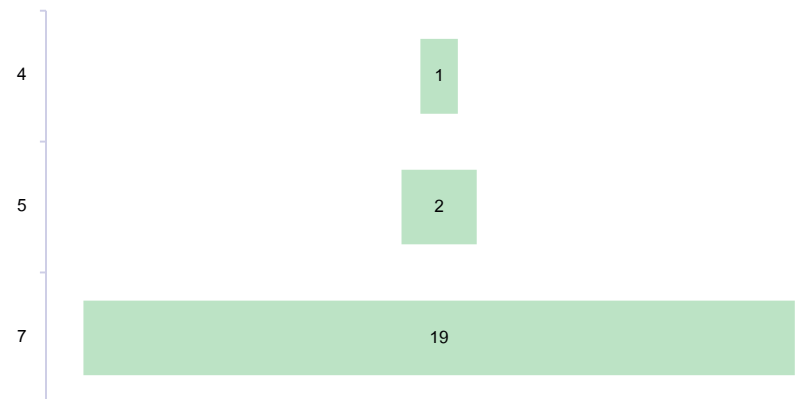
**Staffing Layers by Grade**

| Grade | |
|---|---|
| 4 | 1 |
| 5 | 2 |
| 7 | 19 |

Recommendations

# ANIMAL SERVICES

# Of the 23 opportunities we identified, six have a high priority economic case

**We investigated 23 opportunities to improve services levels, increase efficiency or reduce costs in the AS Division**

From the 23, we identified six that were higher priority offering larger or more immediate benefits. The table to the right shows the net change to operating expenses for each of those opportunities.

**In the following pages, we provide business cases for each opportunity**

The source of the information used to assess these opportunities came from interviews with management and council, documentation and City-supplied financial data.

**At times, the data available in the City was limited**

The analysis and figures quoted here are directional. They are intended to assist the City in deciding whether to move forward with additional analysis or with the implementation of the opportunities.

**Below is a summary of the recommendations and the impact**

| Financial Impact | Baseline ($) | Future ($) | Net Change ($) |
|---|---|---|---|
| 11. Improve information online to reduce calls | (57,007) | (42,755) | 14,252 |
| 12. Move to a new facility | (2,920,084) | (2,772,861) | 147,223 |
| 13. Provide scripts to Service Brampton | (23,325) | (21,457) | 1,868 |
| 14. Increase utilization of Chameleon | (92,384) | (28,477) | 63,907 |
| 15. Redesign the payment process | (60,062) | (2,125) | 57,937 |
| 16. Provide education related to animal services | 0 | 0 | 0 |
| **Total** | **(3,152,862)** | **(2,867,676)** | **285,186** |

The recommendations can potentially save the City over $285,000. That being said, it is crucial that every opportunity before being pursued considers the non-financial aspects on the community (e.g. changes in service levels) before committing to its implementation.

# 11. Improve information online to reduce calls

**Situation**

In 2018, Service Brampton received over 31,000 calls related to animal services – this equates to 5% of the City's population.

► Of these, more than 13,000 calls were requests for information only.

► An additional 5,000 were transferred to the Division.

► Limited information online, the wrong type of information, or difficulty in being able to find the information, are likely factors in the high volume of animal services calls.

**Recommendation**

Redesign the AS website to better inform the public, with the objective of reducing the number of information only calls so that more time can be spent on service request calls.  Specifically:

► Increase the amount of information that is available on the website

► Promote content related to common inquiries

► Clearly outline the services provided by Division

► Investigate what services can be provided online (e.g. type of service requests that can be created online

**Approach**

Provide information directly on the website

The Division uses external links throughout the website, rather than providing the information directly.

► In some cases, the Division has chosen to provide links as information is controlled by a third party such as the Province and is often updated.

► However, often, when users have an inquiry, they want the answer to be easy to find and may not want to be directed to multiple other websites.

► Some external websites have a lot of information that can be frustrating for users to sort through to find the answers to their questions.

► We suggest the Division summarize information on these websites and provide links to external sources, should residents wish to learn more.

► IT manages the City webpages and the Division manages their own Facebook and Instagram accounts.  While IT is responsive, it may be beneficial for the Division to promote their social media links more on its website to get information out to residents in a timely manner.

The website also provides links to PDF pamphlets created by the Division.

► These are designed to be printed and folded (e.g. wildlife pamphlets). If using a mobile device, the layout would be challenging to navigate.

► We suggest changing the focus of these web pages away from providing links and toward addressing the user's needs directly on the website.  From the first interaction, help users to satisfy the reason they are visiting your pages.  A common approach to this is "I want to…"

# 11. Improve information online to reduce calls

**Promote content related to the most common inquiries**

Keep track of the volume of specific inquiries you receive and make sure this information is highly visible on the website.

► Work with Service Brampton to improve the categorization of calls.

► Implement a "Top Inquiries" menu on the home page to direct users to those pages.

► Change the list over time as the type of call inquiries change.

An FAQ section is another helpful source for common information. The current section has questions that are not explicitly answered.

► At the time of writing, the answer to "What are the fees for adopting" is a web link that does not work. This has now been fixed.

► We suggest more direct answers (e.g. providing the fees table as the answer), even if it is also offered in another area of the website. This means less of the user's time is spent searching for the information.

| Top Inquiries (2018) | Calls | Current Online Information | Potential Improvements |
|---|---|---|---|
| General information | 1,696 | Limited FAQ section, and some of the links are broken | Expand FAQ section, provide direct answers, and include working links |
| Animal shelter volunteers | 964 | Explicitly tells the reader to call the shelter about orientation | Provide online ability to sign up or be put on waitlist |
| Licensing/registration | 927 | Information provided and easily accessible | Online licensing |
| Dog adoptions | 633 | | Describe what to expect of the adoption process (e.g. steps) |
| Cat adoptions | 382 | | |
| Euthanasia/cremation | 357 | Information not provided | Provide clear list of services, and this is not one |
| Surrendering an animal | 472 | Information not provided | Describe what to expect of the process so residents come prepared |
| Lost animal | 805 | Information provided and easily accessible | In addition, provide ability to report online (e.g. create a service request) |
| Found animal | 276 | | |
| Stray domestic at large | 228 | Information not provided | Provide information and online service request capability |
| Property wildlife removal | 1,325 | | |
| Young/orphaned wildlife | 234 | Links to other websites | Clarify what the public needs to know "the do's and don'ts" |

# 11. Improve information online to reduce calls

## Outline your services

Many calls relate to services the Division does not provide (e.g. animal cruelty enforcement, euthanasia etc.).

► Clearly outline the services on the first page of the website.

► Provide a list of services that are not provided by the City but are frequently asked about. To pre-emptively address further resident questions, provide details of where the resident can receive these services. Include contact details for these third parties.

## Investigate what can be requested online

There are examples of inquiries that could potentially be addressed online. For example:

► For inquiries related to volunteering, the website says to call to book an orientation. This is an example of where online booking would reduce the number of phone calls.

  - Within the same webpage, the user is informed to contact the shelter for more information regarding donations.

  - We suggest that instead, that the Division provides a checklist of what is and what is not appropriate to donate. However, we recognize that the type of donations the Division needs changes very frequently, and it may be onerous to contact IT to change this every time.

  - This is an example of where it may be beneficial to provide links to the Facebook and Instagram pages in a highly visible place on that webpage.

We also suggest the Division work with IT and Service Brampton to investigate the current capability for online service requests. For example, consider including the ability to report a lost pet.

► We recognize that often, when residents call with these reports, staff have a series of questions to assist the caller to correctly identify the breed of animal.

► We suggest incorporating these probing questions within the online report. While this will not eliminate the call volume – there will continue to be some cases the Division may have to follow-up with a call to the reporter – it will still reduce the total number of calls that are received by Service Brampton and then transferred.

# 11. Improve information online to reduce calls

**Timing**

This opportunity can be pursued in 2020 and could see a reduction in the number of calls immediately.

**Key Assumptions**

► With an average phone call of 5 minutes, the 2018 volume of calls equates to almost $60k in labour costs.

► With the suggested website improvements, the total call volume will decrease by 25%.

► There will be one-time labour costs to make these changes to the website.

**Risks**

► Residents still chose to call, even though the information is readily available online.

► The ability to make changes to the web pages as outlined here is limited both by the technology and the communication policies in place at the City.

| Financial Impact | Baseline ($) | Future ($) |
|---|---|---|
| **Operating** | | |
| **Costs** | | |
| Labour related to calls | (57,007) | (42,755) |
| **Total Operating** | **(57,007)** | **(42,755)** |
| | | |
| **One-time** | | |
| **Costs** | | |
| Labour to enhance the website | 0 | (2,481) |
| **Total One-time** | **0** | **(2,481)** |

# 12. Move to a new facility

**Situation**

The AS division is located in the east of Brampton – shown on the map to the right.

▶ The site consists of the main shelter building that houses shelter staff and animals. Animal control staff are housed in a second building near the shelter.

▶ The facility is at capacity for staff, with staff typically having less than 75 square feet of desk-based accommodation. The shelter can accommodate the volume of animals they have historically had to manage. Current levels mean there is some spare capacity.

▶ However, a temporary trailer has been set up in the parking lot for a number of years, to house animals if the volume exceeds capacity, or if isolation is required.

▶ There is no room for any other activities beyond sheltering animals. They have even set up common pet owners sale items in the entrance vestibule.

The location is semi-industrial, with little natural foot traffic.

▶ While this is advantageous as there are few residents to make potential noise complaints, anyone wishing to adopt must make a focused journey to reach the shelter.
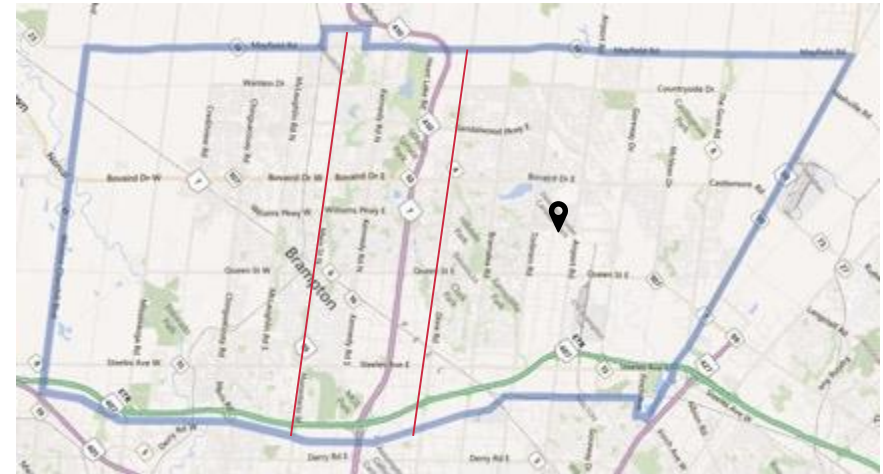


**Not being centrally located may increase the travel time for ACO's**

Currently, AS has divided Brampton into three zones, east, central and west (Marked with the red lines).

▶ Having to cross most of Brampton to reach incidents on the west-side can mean ACOs are in vehicles – essentially unproductive time – for long periods.

▶ This may be made worse by having to traverse some of Brampton's denser urban areas as well.

Investigating a new facility gives opportunity to address all of these issues.

# 12. Move to a new facility

**Recommendation**

Investigate moving to a new facility that has more square footage to allow for additional services to be offered that might be revenue-generating.

► The facility should be more centrally located and close to a residential population to increase the profile of AS, increase foot traffic – particularly for the new services - and improve accessibility.

► The size should allow for three new activities:

- On-site vet

- Storefront for pet owner products

- Education

► A new location could also promote licensing and possible speed adoption.

► Expanding the existing facility would not resolve the problems that were outlined on the previous page relating to its location.

**Approach**

Identify a facility

The nature of the required facility means it is unlikely one exists today. A suitable sized space will need to be found that can be renovated to meet the needs of AS.

► Alternatively, a new facility could be built if no suitable facility exists.

Partner with third parties to deliver additional services

Having a vet on-site will reduce travel to move shelter animals that need treatment and reduce travel time for vets providing scheduled services to the shelter.

► Offering to lease space to vet is likely a better model as the shelter does not require full-time vet services today. Having a private vet will also increase foot traffic to the facility. Four of the peers we contacted had adopted a vet on site model.

► The same is true for the store front, have a commercial provider lease the space.

Optimize the ACO routes

Once the new location has been identified, look at the best zones for the ACO's.

► However, with the small number of ACOs on duty at any one time, it is likely easier to manage service level not by geography but by proximity (i.e. whichever ACO was closest would be dispatched).

# 12. Move to a new facility

**Timing**

This is a multi-year initiative that focuses on reinventing the role of AS in the community.

► If this initiative started in 2020, it would be at least three years before AS was operational in a new facility.

**Key Assumptions**

This opportunity is based on the assumption that a suitable facility can be found.

**Risks**

Moving the location of the shelter might increase the dissatisfaction of residents near the new facility.

► Residents may be concerned about having a shelter near them, may be unhappy with noise and may have concerns about increased foot traffic.

| Financial Impact | Baseline ($) | Future ($) |
|---|---|---|
| **Operating** | | |
| **Costs** | | |
| Facility costs | (314,985) | (425,000) |
| Vet services | (194,638) | (175,174) |
| Labour | (2,601,405) | (2,557,725) |
| **Revenue** | | |
| Adoption | 59,716 | 65,688 |
| Licenses | 131,228 | 144,351 |
| Vet lease | 0 | 105,000 |
| Store lease | 0 | 70,000 |
| **Total Operating** | **(2,920,084)** | **(2,772,861)** |
| | | |
| **One-time** | | |
| **Costs** | | |
| Renovation and move costs | 0 | (5,950,000) |
| **Total One-time** | **0** | **(5,950,000)** |

# 13. Provide scripts to Service Brampton to reduce the number of transfers

**Situation**

As discussed, Service Brampton receives about 31,000 calls per year related to AS.

► Around 17,000 calls relate to information only. Service Brampton is not able to answer all of the information only calls and transfers approximately 5,000 calls to AS.

► Additionally, Service Brampton creates around 8,500 service requests for the AS ACOs. The ACOs find the information in the service requests can often be incomplete or incorrect, reducing their effectiveness at delivering their services.

► Examples include:

- Not having clear locations of where a stray was spotted, it might highlight the stray was near a specific intersection, but not which street, side of the street and direction the stray was moving in.

- Calls about injured animals are given higher priority than dead ones, but at times when the ACO arrives, an animal report with a non-life threatening injury is actually dead.

► Service Brampton can get multiple calls from residents that relate to the same animal incident, but it is rare that the service requests are linked, forcing ACO to try to recognize the incidents are linked or to investigate the same matter twice.

**Recommendation**

Implement a more robust set of call scripts that would assist the CSRs to ask better questions, capture better information and transfer fewer calls.

► CSRs cannot be experts in all the fields they receive calls and this is true whether it's a 311 service such as Brampton or Rogers customer service. While SB has some guides from AS today, they can be improved.

► Common practice for call centres is to have call scripts that lead the CSR through a dynamic, structured set of questions that change the path based on the answers received.

► Implementing these sorts of scripts would enhance the service provided to operational divisions in Brampton. It will also increase the consistency of the customer experience.

# 13. Provide scripts to Service Brampton to reduce the number of transfers

**Approach**

Identify the most common contacts that prove difficult

There are a large number of possible inquiries, to get the highest impact, identify the issues that most commonly cause difficulty for SB to address.

► These may be the most common informational calls that are transferred or the type of service request that most often has missing or incorrect information.

► From this list, identify those that a question script can be employed.

For each situation, develop the question script

To be clear, this is not a what to say script, but a what to ask script.

► ACOs can document what information they would like in each scenario. Then translate the desired information into a question. The questions should be clear and specific so that the information gathered is complete.

► ACOs should then consider the order the questions should proceed and structure the basic question tree. Next, consider the common answers that a CSR might receive and what questions would follow an answer.

► For scenarios where a caller is requesting information, at the end of the tree, document the answer the CSR should provide. In some cases, it may be useful to provide links to web pages that provide the information rather than having to maintain the information in two locations.

An example tree may look something like this

► Below is an extract of a simple example of a question tree.
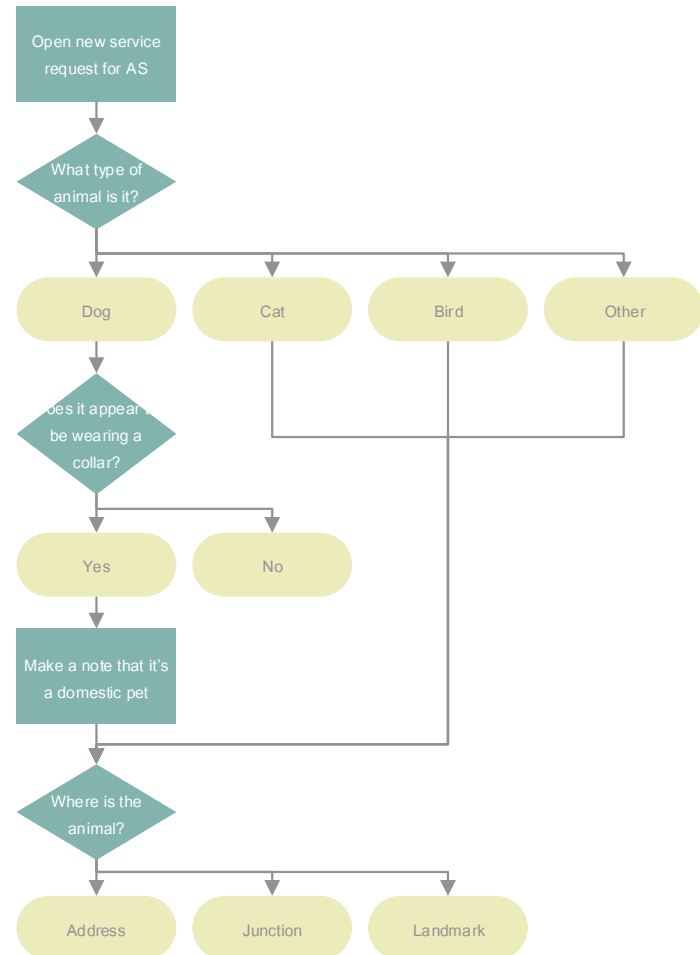
# 13. Provide scripts to Service Brampton to reduce the number of transfers

We can quantify a small labour saving for this opportunity from fewer calls being transferred, much of which would be used to maintain the scripts.

► Rather than significant cost savings, this opportunity creates a better customer service experience.

**Timing**

This opportunity can be pursued in 2020 and could see a reduction in the number of transfers immediately.

**Key Assumptions**

The major assumptions for this opportunity are that the top five most common transfers are addressed with question trees and that employing this approach would reduce transfers from those calls by 50%.

**Risks**

While not specifically a risk, creating a system as described requires maintenance. AS will need to update the question trees and the information as policies and operations change.

► It would also be helpful to know how well each script works and, over time, to adjust those that don't.

► The labour to monitor and adjust scripts is likely greater than savings.

| Financial Impact | Baseline ($) | Future ($) |
|---|---|---|
| **Operating** | | |
| **Costs** | | |
| Labour addressing transferred calls | (23,325) | (19,707) |
| Labour to maintain scripts | 0 | (1,750) |
| **Total Operating** | **(23,325)** | **(21,457)** |
| | | |
| **One-time** | | |
| **Costs** | | |
| Costs to develop scripts | 0 | (1,750) |
| **Total One-time** | **0** | **(1,750)** |

# 14. Increase utilization of Chameleon

**Situation**

Chameleon is the main system where all AS related activities and data are tracked. Each activity is linked to an animal, person or both.

► Every person's interaction with AS is tracked by activities, such as service requests, donations, and adoptions etc.

► Similarly, all activities that occur with an animal are tracked, such as intake, medical treatments and adoptions etc.

► People and animal files are then linked to those activities.

Chameleon is being used in a very manual fashion – where information is required, it is input manually. The Division is not leveraging all of the system's many windows and automation capabilities.

**Recommendation**

Increase utilization of Chameleon to increase efficiency and reduce labour, specifically:

► Utilize already existing Chameleon functionality:
  - Animal behavioural window
  - Citation violation window
  - Web-based volunteer application

► Automate the majority of the medical to-dos by using scanners and leveraging the information already in Chameleon.

Utilize Chameleon's animal behavioural window

► Currently, results of animal behavioural assessments are recorded on paper and then manually transcribed into the animal's Chameleon file.

► As of right now, there aren't designated fields in the system to record and organize the information. Rather, some staff will key the information into the memo section of the file and then scan and attach the paper to the file.

► In this format, the results of the assessments are difficult to find and the data can not be easily analyzed or reported.

► We recommend implementing the use of Chameleon's animal behavioural window to reduce the time spent recording results and improve the quality of data.

► Program the window to include all behavioural tests and create specified fields with drop-down menus and selections to record the results of the tests.

► Using the window, staff will be able to select which test they are conducting and record the data in specific fields.

► This will allow the Division to easily track and asses behavioural data and make recommendations for future tests, medications, or adoptions.

# 14. Increase utilization of Chameleon

## Utilize Chameleon's citation violation window

► The majority of ACO's notes are documented on paper. A portion of investigations-related information, such as witness reports, is put into Chameleon as an attachment to activity numbers. In this format, it is difficult to find and track information.

► A great deal of manual effort is required to gather and package all the required documentation for prosecutions packages.

► We recommend the Division use Chameleon's citation violation window to store all information the relates to an investigation in a format that is searchable and easy to report on.

► We suggest the Division first document the system requirements (e.g. what fields are necessary to capture information) for creating prosecution files, then use these to program the window.

► Once implemented, store all evidence within the database and prohibit the use of paper. This may require further discussions with the legal team regarding the validity of electronic evidence.

► Have ACO's utilize tablets to record electronic witness statements.

► When programmed with the correct fields, ACO's can enter required information against the activities in designated fields. The data can then be pulled to generate the desired letters automatically .

► Additionally, electronic documentation in this format will enable the Division to easily identify and report on trends (e.g. neighbourhoods requiring increased enforcement).

## Utilize the web-based volunteer application

► Annually, the Division accepts and manages over 100 volunteers, and volunteer turnover is incredibly high. There are many types of volunteers (e.g. fostering, dog walking etc.), and the volunteers differ in their availability.

► As safety to both the volunteers and animals is extremely important, the Division places restrictions on what they are allowed to do and where/what they are allowed to access.

► This management of the volunteers is highly cumbersome and manual. Clerks manually schedule the volunteers, track hours, communicate tasks, etc.

► We recommend the Division use Chameleon's web application designed to automate many aspects of volunteer management.

► We suggest programming the application to enable electronic assignment of tasks to volunteers, provide sign in and out functionality, automate scheduling and tracking of volunteer hours.

► The Division may wish to also use the system to communicate with volunteers through alerts or requests.

# 14. Increase utilization of Chameleon

Automate the majority of the medical to-dos by using scanners and leveraging the information already in Chameleon

► The Division classifies medical to-dos as any treatments or medical interventions they provide the animal. This includes tracking medications, sending animals to the vet clinic, tracking the animal's exercise, etc. The majority of Kennel Attendant staff tasks are considered medical to-dos.

► Medical-related information is tracked on paper and then later transcribed into the system.

► The Division has to follow strict regulations for tracking medication and overall animal health. Having paper as the primary method puts the Division at high risk, as paper is easily lost or destroyed. The Division has expressed great difficulty in abiding by the legal requirements and maintaining accurate records due to the level of manual effort required

► We recommend the Division automate the creation of hospital sheets when sending animals to the veterinary clinics.

► We recommend the Division utilize scanners to get information into the system to:
  - Reduce manual effort and duplication associated with keying information into Chameleon
  - Ensure the data is accurate and eliminate duplicated entries going forward

► The Division will need to program the scanners with business rules to get the data into the right fields of Chameleon. Specifically, set the scanners up to:
  - Input customer information at the front counter (e.g. scan license to identify whether a record already exists and automate the creation of one if it doesn't)
  - Input the information from the treatment cards on the front of animal cages into the animal's file

**Timing**

This opportunity can be pursued in 2020 as Chameleon already has much of the suggested functionality. The Division could see a reduction in labour costs immediately.

**Risks**

► Right now, paper is integral to many of the Division's processes. Removing it will require thinking about what controls will be required to keep the various processes running smoothly – which if not in place may delay uptake.

# 14. Increase utilization of Chameleon

**Key Assumptions**

- Using drop-downs and selection boxes to enter the information eliminates steps to rekey information and will half the time required to document behavioural assessments

- Storing information about investigations electronically will automate many steps of the investigations and prosecutions processes, reducing total labour hours by almost half.

- Clerks spend 12 hours a week managing the volunteers. The volunteer application window will automate many activities (e.g. scheduling, tracking hours and assigning duties), reducing manual efforts by half.

- Two medical to-dos will be fully automated by leveraging information already in the system and using scanners.
  - Creating hospital reports will be fully automated.
  - Treatment cards will be scanned with the portable scanners

- There will be one-time IT labour costs to program the behavioural assessment, citation violation windows and the scanners.

- Additional equipment will be required, including:
  - Nine mobile printers and tablets (one for each truck) for ACO to use off-site
  - Two laptops for the shelter for volunteers to access the web-based application
  - Five scanners, one available in each animal room

| Financial Impact | Baseline ($) | Future ($) |
|---|---:|---:|
| **Operating** | | |
| **Costs** | | |
| Labour costs | | |
| Behavioural assessments | (22,294) | (11,147) |
| Investigations and prosecutions | (3,561) | (1,901) |
| Managing volunteers | (13,024) | (6,512) |
| Medical to-do's | (53,505) | (8,917) |
| **Total Operating** | **(92,384)** | **(28,477)** |
| | | |
| **One-time** | | |
| **Costs** | | |
| Labour | | |
| Program behavioural window | 0 | (3,600) |
| Program citation violation window | 0 | (12,000) |
| Program scanners | 0 | (1,600) |
| Electronic equipment | | |
| Printers | 0 | (1,575) |
| Tablets | 0 | (1,800) |
| Laptops | 0 | (1,500) |
| Scanners | 0 | (750) |
| **Total One-time** | **0** | **(22,825)** |

# 15. Redesign the payment process

**Situation**

Currently, the Division's payment process requires the use of two systems. Staff expressed that while Chameleon has POS functionality, the Division has been instructed to use the Class POS, as it is integrated with the GL system, PeopleSoft. However, at this time, the Recreation Department is in the process of implementing PerfectMind, a membership management system that will replace Class.

► The Division accepts payments for a variety of services, including adoptions, licences and donations. Given the two systems, Class and Chameleon, are both required but are not integrated, the process is highly manual with duplicate data entry and multiple reconciliations required.

## There is duplicated effort at the point of payment

► The Division accepts payment by cash, cheque, debit and credit.

► Staff input the necessary animal and/or person-related information into Chameleon and the system automatically completes some of the fields and selects the correct pay code.

► Staff then access the Class system and input similar data, such as the customer's information, the necessary transaction item codes that would be found on the receipt (e.g. licensing information for pet licenses) and selects the pay code.

Staff expressed that using both systems simultaneously often causes the computers to freeze. When this happens other windows or tasks can not be used or completed while the transaction is being processed

► Once the transaction has been completed in Class, staff will return to Chameleon and print the receipts to close the transaction.

► Creating this receipt closes the transaction in Chameleon, which automates other aspects related to the purchase. For example, closing the transaction for a license triggers the tag renewal, automatically notifying the Division later when the owner needs to renew.

► The Chameleon receipts contain much greater detail for the customer. For example, for adoptions, it would include the animal's medical history.

► A copy of each receipt is stored at the front desk until the following morning, at which point they are packaged during the reconciliation process.

## There is an extensive reconciliation process

► Each morning the clerks will reconcile the data in the two systems

► Multiple copies of different reports are printed from each system
  - Three different Class reports: Daily Cash Balance, Daily GL, Journal Listings
  - Three different Chameleon reports: Cash Box Closing, Account Code, Donation Summary

► Staff then reconcile the information between the various reports, ensuring that both systems are reporting the same data (e.g. same $ for each account code)

# 15. Redesign the payment process

► Staff will manually create a "Daily Revenue Summary" in excel, by rekeying select data from the Class and Chameleon reports.

► The reports, revenue summary, and receipts from the previous day are packaged and provided to the Supervisor for review and approval.

Any discrepancies usually go unresolved, leading to unreliable data

► The reconciliation process reveals when there is a discrepancy between the Class and Chameleon data.

► The most common potential errors are when item codes do not match. Common scenarios include:
  - Adopting a cat is accurately depicted in Chameleon, but the dog adoption code is selected in Class.
  - The multiple license costs each have a different code, such as for a spayed animal is $40, but if it's for a senior citizen it is $10

► Using two systems that are not integrated introduces the potential for human error.

► In Chameleon, the item codes (payment required) are automatically selected based on the information that precedes them, such as the tag number populates the type of license and item code.

► When there are errors between the Class and Chameleon data, the Division will contact the customer to resolve (e.g. refund). However, sometimes, it isn't resolved and so the two systems continue to have different data.

**Recommendation**

Change the payment process to reduce the manual reconciliations required. Reducing the number of systems used removes the need to reconcile. Specifically,

► Utilize Chameleon's POS

► Integrate Chameleon with PeopleSoft's GL

**Approach**

► The Division already has access to Chameleon's POS, therefore costs related to purchasing additional modules or capabilities are not required.

► What is required would be integration between PeopleSoft and Chameleon. We suggest the City undergo a simpler integration, where only a daily total of each payment type, rather than every single transaction, is sent from Chameleon to the GL. In this scenario, Chameleon would be acting as a sub-ledger.

► The City is already in the process of integrating the online payment ability of Chameleon with the PeopleSoft GL. There may be an opportunity to extend this to include the in-person payments.

# 15. Redesign the payment process

**Timing**

This opportunity can be pursued in 2020 and the labour benefits could be realized immediately.

**Key Assumptions**

► Process steps will be eliminated with the use of only one system

- Double-entry currently required for each transaction will be eliminated

- The daily reconciliation process

► IT will no longer need to pay for the Class licenses used by the AS Division.

► Current IT staff have the capabilities to integrate Chameleon POS and Peoplesoft.

**Risks**

► Poorly designed integration can lead to data inaccuracies between the two systems.

► There may be a level of staff training required for the new system capabilities, the costs of which are not considered here.

| Financial Impact | Baseline ($) | Future ($) |
|---|---|---|
| **Operating** | | |
| **Costs** | | |
| Labour costs (transaction) | (4,251) | (2,125) |
| Labour costs (reconciliation process) | (51,011) | 0 |
| Class licenses | (4,800) | 0 |
| **Total Operating** | **(60,062)** | **(2,125)** |
| | | |
| **One-time** | | |
| **Costs** | | |
| Labour costs (integration) | 0 | (3,200) |
| **Total One-time** | **0** | **(3,200)** |

# 16. Provide education related to animal services

**Situation**

The services provided by the Division are typically triggered by a resident, whether that be a call to Service Brampton or a visit to the shelter.

► In that sense, AS can be thought of as reactive and as such, have little control over the volume of work that they receive.

► Becoming more proactive in the services they provide has the potential of reducing the downstream workload.

A key element of being proactive is education.

► While training is available in the community, for example, puppy classes, the responsibilities of pet ownership is not as available.

► Educating residents on responsibilities could have the effect of reducing the demand for AS.

► Education is a responsibility of the Division today, however, the service demands mean that little time is actually available for this activity.

**Recommendation**

Transform the role of AS to focus more on education in order to reduce the downstream incidents the Division has to address.

### Identify segments

The population of residents can be divided into segments, each having a different educational need.

► An example segmentation could be current pet owner/not pet owner; adult/children; planning pet ownership/not planning.

### Investigate the source of incidents

AS has reasonable data on what ACOs were called to act upon in recent years.

► Analysis of this data would all AS to identify which set of incidents might be mitigated through education.

► It would also help to decide which segment should be targeted in order to reduce the more common incidents that could be avoided.

### Design education

Develop the educational materials that would achieve the designed change in incidents and develop the materials.

# 16. Provide education related to animal services

**Timing**

We propose conducting a pilot or trial to demonstrate that this approach can reduce the incidents that AS has to address.

► Using the pilot approach, two staff could be hired next year to undertake the pilot.

► That said, a material fall in incidents might take two or more years to achieve. Once the incident volumes have begun to change, the pilot can transition to a full program with an equivalent reduction of staff in enforcement or shelter activities.

**Key Assumptions**

Run as a pilot initially, when this opportunity becomes operational, it would be cost-neutral and reflects a different type of service to the community.

**Risks**

Natural changes affect the volume of incidents AS address.

► With a pilot of this nature, it is critical that clear connections be drawn to its impact on incidents as well as identifying other factors that may affect them.

► If the pilot cannot demonstrate that positive impact and staff transition to return to cost-neutral, the pilot should not be continued.

| Financial Impact | Baseline ($) | Future ($) |
|---|---|---|
| **Operating** | | |
| **Costs** | | |
| [Costs would remain the same as today] | - | - |
| **Total Operating** | **0** | **0** |
| | | |
| **One-time** | | |
| **Costs** | | |
| Labour | 0 | (150,000) |
| **Total One-time** | **0** | **(150,000)** |

**Service Summary**

# FACILITIES

# The Division is split into four functional areas

**The Facilities Operations and Maintenance (FOM) Division ensures that the City's facilities are well-maintained, safe, comfortable and functionally rich**

FOM's vision focuses on embracing techniques and technologies that will provide the most cost-effective service delivery and continuously improve service quality.

- The table to the right highlights the core services provided by the Division.

- Security incidents have increased by 11% and the number of patrols has doubled. It is likely that with the increased patrols, fewer incidents are going unnoticed now.

- Asset Management and Capital Planning (AM&AP) has the smallest expenditure.

- Maintenance and Operations have a similar scope of services, and together makeup 70% of the Division's annual expenditure.

- While corporate greenhouse gas emissions have increased by 11%, the total equivalent kWh energy consumption for all buildings has decreased from 27.3 kWh/sq. ft. to 26.2.

| | Core Services | Expenses (2018, $) | Workload Snapshot |
|---|---|---|---|
| **Security Services** | ► 24/7 Security Control Centre<br>► Foot and mobile patrols<br>► Investigations and crime analysis<br>► Transit Terminal Security<br>► Security Risk management | 5.2 million | ► 13,152 incidents<br>► 32,879 patrols |
| **Asset Mgmt. & Capital Planning** | ► Audits and reporting<br>► Environmental management<br>► Capital planning<br>► Asset management | 0.37 million | ► 17,500 assets<br>► 180 condition assessment per year (650 every four years) |
| **Maintenance** | ► Satellite buildings maintenance<br>► Contract management | 7 million | ► 97 contracts managed<br>► 34,000 work orders completed |
| **Operations** | ► Downtown buildings maintenance<br>► Energy management<br>► Courier and mailroom<br>► Facility event coordination | 5.6 million | ► 249 events coordinated<br>► 2877 tonnes of emissions<br>► 685,000 mail delivered |

# Maintenance-related contractor costs have increased by 52% since 2016

**FOM manages 48 buildings equalling 2,128,804 square footage**

The Division uses a mix of staff and contractors for maintenance.

► Total contracted services costs related to maintenance in 2018 was $3.9 million, while the total labour costs for maintenance was $3.3 million.

► The contracted services costs per sq. ft. for demand maintenance has almost doubled since 2016. While preventative maintenance has increased by only 27%. Outside services maintenance (which could include any type of maintenance), has increased by over 40%.

► Ideally, an increase in preventative maintenance would decrease the need for demand maintenance, as scheduled maintenance reduces the likelihood of assets breaking down.

► The increase in contractor costs cannot be explained by an increase in the number of buildings. Nor has there been a reduction in headcount, which would typically be supplemented with contractors. Rather, labour costs have slightly increased by 3% since 2016.

► The reasons for this increase are not apparent. Potential explanations could include:
  - Increase in service levels
  - Minimum wage increases, however, this would only explain the increase from 2017
  - No predictive maintenance resulting in an increase in assets breaking down

► However, these are speculative explanations. Further analysis and discussions with the Division are required to identify why there has been such a large increase in contracted services.

**Contracted Services Cost per Sq. Ft.**



Legend: ■ 2016  ■ 2017  ■ 2018
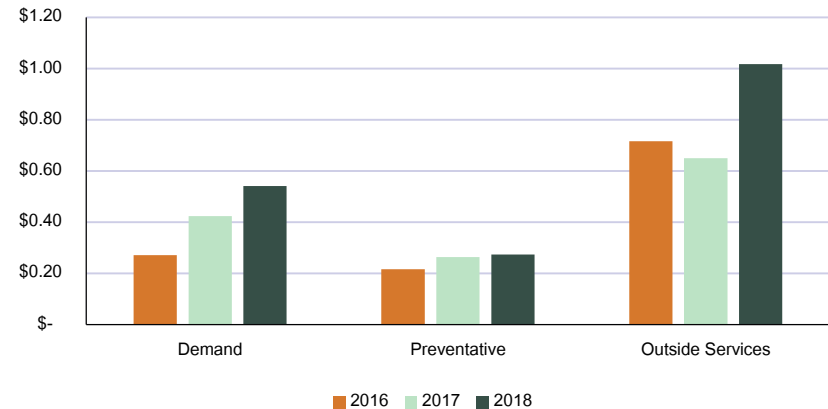
**Labour Costs per Sq. Ft.**
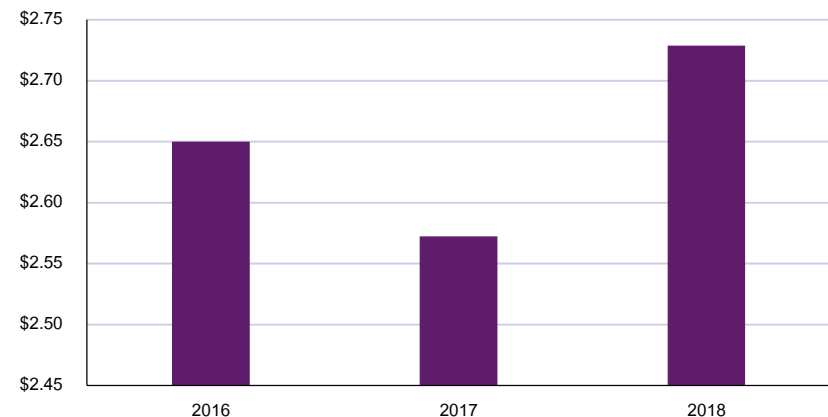
# The Division's net expenses have increased by 17% since 2016

**Expenses for FOM increased by 20% and revenue by almost 40%**

With the exception of AM&CP, Labour across all areas has increased due to recent minimum wage increases.

► Additionally, Security converted three caretakers into FT security guards.

► Over 80% of the remaining Security expenses relate to the security contract. This has increased by 27% since 2016 as FOM procured a new provider with higher service levels.

► AM&CP's other expenses, which include contracted and professional services, have decreased. FOM uses these services to assist with various audits (e.g. BCAs, roof audits etc.). Many occur on either a 3, 5 or 7 year cycle, or as needed. Likely, 2018 was an off-cycle year. It may be beneficial to stagger these audits in order to spread these costs evenly over the years.

► Facilities maintenance makes up the majority scope of work for both Maintenance and Operations. Since 2016, revenue increased by 40%, while labour stayed the same. Other expense categories increased by over 30%.

   – Repairs/maintenance/materials increased by over 60%

   – Contracted services increased by 50%

   – Utilities increased by almost 25%

► While a small number, the peer feedback did not show any trend in the percentage of facilities work that is contracted.*

* City of London; City of Calgary; City of Kitchener

| | 2016 ($) | 2017 ($) | 2018 ($) |
|---|---|---|---|
| Security Labour | (689,161) | (739,206) | (785,620) |
| AM&CP Labour | (537,434) | (312,187) | (363,970) |
| Maintenance and Operations Labour | (5,641,681) | (5,475,900) | (5,809,076) |
| Labour Expenses | (7,177,886) | (7,128,370) | (7,662,028) |
| Security Other | (3,885,727) | (4,041,314) | (5,011,412) |
| AM&CP Other | (181,973) | (22,432) | (5,859) |
| Maintenance and Operations Other | (7,654,600) | (8,174,656) | (10,034,240) |
| Other Expenses | (11,361,114) | (11,895,847) | (14,572,292 |
| Security Revenue | 433,061 | 362,519 | 505,475 |
| AM&CP Revenue | - | - | - |
| Maintenance and Operations Revenue | 2,345,061 | 1,686,347 | 3,244,987 |
| Total Revenue | 2,345,061 | 1,686,347 | 3,244,987 |
| **Net** | (16,193,939) | (17,337,870) | (18,989,334) |

# FOM has low spans of control, with management having few direct reports

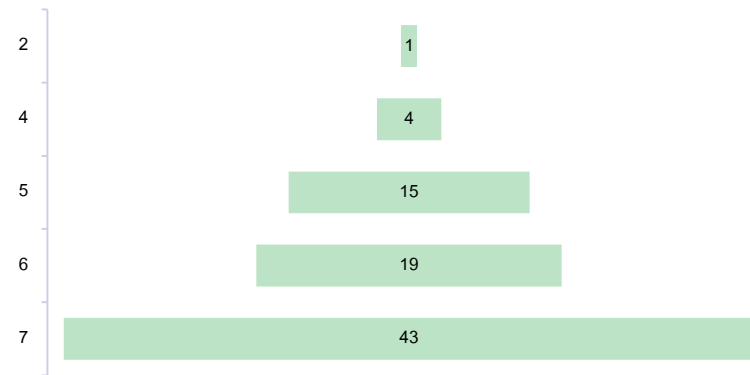**FOM has 82 full-time staff across five layers of hierarchy**

Beginning with the Director in level two and managers in level four. The Division does not have senior managers, which would typically be in the third layer.

▶ The fifth layer is a mix of supervisors, advisors and analysts, while layer six is primarily coordinators.

▶ The majority of staff are concentrated in layer seven. This includes building maintenance operators, caretakers and property services attendants.

▶ Without considering management of contracts, the Division appears to have low spans of control, this is especially evident as the difference between layers five and six is small.

**The Division should investigate reducing the number of manager and supervisor positions to increase the span of control**

▶ Supervisory positions that have a similar scope of work may make good candidates for consolidation. For example, the Supervisor of Security Risk Management and the Supervisor of Security Operations, or the Manager of Operations and the Manager of Maintenance.

**Staffing Layers by Grade**

| Layer | Count |
|-------|-------|
| 2 | 1 |
| 4 | 4 |
| 5 | 15 |
| 6 | 19 |
| 7 | 43 |

**Span of Control**
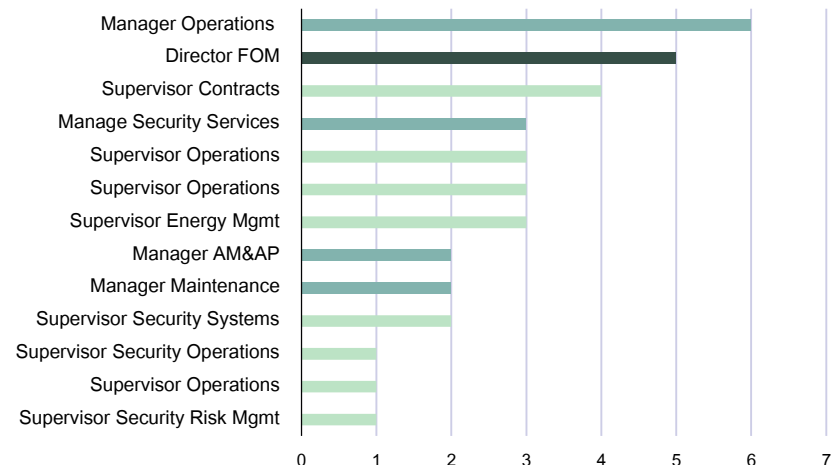
| Position | Value |
|----------|-------|
| Manager Operations | 6 |
| Director FOM | 5 |
| Supervisor Contracts | 4 |
| Manage Security Services | 3 |
| Supervisor Operations | 3 |
| Supervisor Operations | 3 |
| Supervisor Energy Mgmt | 3 |
| Manager AM&AP | 2 |
| Manager Maintenance | 2 |
| Supervisor Security Systems | 2 |
| Supervisor Security Operations | 1 |
| Supervisor Operations | 1 |
| Supervisor Security Risk Mgmt | 1 |

Recommendations

# FACILITIES

# Of the 23 opportunities we identified, four have a high priority economic case

**We investigated 23 opportunities to improve services levels, increase efficiency or reduce costs in the FOM Division**

From the 23, we identified six that were higher priority offering larger or more immediate benefits.  Some of those higher priority opportunities were consolidate to leave the four shown in the table to the right.

**In the following pages, we provide business cases for each opportunity**

The source of the information used to assess these opportunities came from interviews with management and council, documentation and City-supplied financial data.

**At times, the data available in the City was limited**

The analysis and figures quoted here are directional. They are intended to assist the City in deciding whether to move forward with additional analysis or with the implementation of the opportunities.

**Below is a summary of the recommendations and the impact**

| Financial Impact | Baseline ($) | Future ($) | Net Change ($) |
|---|---|---|---|
| 17. Implement a CMM/CAM system and reduce the demand maintenance | (2,444,192) | (1,916,836) | 527,356 |
| 18. Centralize facilities management | (17,411,361) | (16,800,026) | 611,335 |
| 19. Bring security patrol in-house | (4,776,956) | (4,694,5554) | 82,402 |
| 20. Change aspects of service delivery to increase efficiency | (2,103,678) | (1,699,154) | 404,524 |
| **Total** | **(26,736,187)** | **(25,110,570)** | **1,625,617** |

The recommendations can potentially save the City $1.63 million. That being said, it is crucial that every opportunity before being pursued considers the non-financial aspects on the community (e.g. changes in service levels) before committing to implementation.

# 17. Implement a CMM/CAM system and reduce the demand maintenance

**Situation**

FOM is responsible for managing approximately 17,500 assets across 165 facilities, as well as the operations and maintenance of more than 40 facilities.

► These facilities and assets generate over 34,000 work orders a year for FOM along. In 2018, FOM completed 33,582 work orders, of which they characterized 10,914 (32%) as demand maintenance.

Today, work orders and assets are managed manually.

► When a work order is received, it is manually communicated to staff or contractors to complete the work. The City has access to some contractor's work order systems to allow it to see that work orders have been completed.

► Assets are tracked in spreadsheets. When work orders are completed, there is no process to update assets. Each year assets must be inspected to confirm their condition and spreadsheets updated.

► As with any manual information management process, there is extensive duplication of effort to track information, certainly data will be lost and reporting will not be easily available to inform decision making.

With no system to assist them, FOM predominantly undertakes demand maintenance.

► Demand maintenance are non-recurring events that require the attention and resources of FOM. It will often relate to a failure and may be reported by staff or identified during regular inspections.

► Demand maintenance may be accompanied by unplanned downtime that may affect service delivery and, for a division such as Recreation, this could lead to lost revenue.

► The remainder are preventative maintenance. Maintenance that is performed regularly to reduce the likelihood of a failure. Typically the trigger for preventative maintenance is time (e.g. every six months) or usage (e.g. every 100 hours of use).

► The third approach to maintenance is predictive maintenance. By monitoring the assets and their operation, it is possible to identify signs that the asset may need maintaining. Using sensors, characteristics should as vibration or heat may indicate required maintenance.

Moving to more preventative or even predictive maintenance reduces the total cost of maintenance and also reduces equipment failures and the associated loss of revenue.

► The three peers* that provided us with are in the same position as the City, with no CMMS and high levels of demand maintenance.

# 17. Implement a CMM/CAM system and reduce the demand maintenance

**Recommendation**

Implement a Computerized Maintenance Management and Asset Management Solution

The key features should include:

- ► Asset management

- ► Inventory management

- ► Work order management

- ► Preventive Maintenance

- ► Predictive maintenance

- ► Mobile access

- ► Scheduling

- ► Reporting

Increase the amount of preventative and predictive maintenance

Use the systems to increase the amount of preventative and predictive maintenance, which will reduce the total cost of maintenance.

- ► Establish maintenance schedules for all assets to reduce demand maintenance. Conduct a report on asset performance to allow for some predictive maintenance. Overall reduce asset failures.

Automate asset management activities

Link work orders and maintenance activities to an asset so that the condition is updated as the asset is maintained.

- ► Establish asset condition schedules that estimate the rate at which an asset's condition will decline over time without maintenance. This schedule would be automatically applied to the assets periodically to update the condition.

- ► Reduce the frequency of physical condition assessments.

Manage work orders within the system

The preventative maintenance schedule would automatically generate work orders.

- ► Demand maintenance requests would be directly entered into the system.

- ► Workflow would allow requests to be sent to the right staff member to action.

# 17. Implement a CMM/CAM system and reduce the demand maintenance

The table to the right shows the change to operating expenses related to managing asset and work order information, as well as the shift to PM.

**Timing**

This opportunity will take some time to implement. The City will need to find suitable software and to have it configured and implemented. If deemed a priority, it is reasonable to expect implementation within 12 to 18 months.

► Benefits from the reduction in labour to manage assets and work orders would occur immediately.

► The benefits from shifting from DM to PM will take longer to accrue as the historical effects of less PM will still lead to DMs occurring.

**Key Assumptions**

► The same standards can be applied across all buildings (e.g. preventative maintenance schedules).

► All procurement practices will go through the centralized function.

Pricing

We have summarized some publicly available pricing information per user per month for cloud CMM/CAM solutions in the table to the right. We have used a cost of $165, reflecting a mid-point enterprise license.

| Financial Impact | Baseline ($) | Future ($) |
|---|---|---|
| **Operating** | | |
| **Costs** | | |
| Labour associated with asset tracking | (328,267) | (106,687) |
| Labour associated with work order mgmt. | (153,109) | (29,856) |
| Software costs | 0 | (172,913) |
| Costs for demand maintenance | (1,261,711) | (776,448) |
| Costs for preventative maintenance | (701,104) | (830,933) |
| **Total Operating** | **(2,444,192)** | **(1,916,836)** |
| | | |
| **One-time** | | |
| **Costs** | | |
| System implementation costs | 0 | (200,000) |
| **Total One-time** | **0** | **(200,000)** |

| License | Low | High |
|---|---|---|
| Basic | $25 | $40 |
| Professional | $60 | $90 |
| Enterprise | $95 | $195 |

# 17. Implement a CMM/CAM system and reduce the demand maintenance

**Non-financial benefits**

In addition to the financial benefits outlined on the previous page, this opportunity gives the Division greater reporting capability to improve asset monitoring and increase the ability to make informed, data-driven decisions (e.g. whether to invest or refresh an asset).  Examples of these capabilities include:

► Reporting ongoing work activity and maintenance trends (e.g. average time to repair, average time between failures) that will allow FOM to improve response times and accountability

► Record complete maintenance history (e.g. all work orders generated per asset)

► Track labour and contracted services against each building component

► Provides electronic storage of asset-specific documentation (e.g. operations and maintenance manuals, warranty information etc.)

There will likely be additional benefits such as a reduction in customer complaints related to equipment failures and ensuring the City remains compliant with regulatory standards.

**Risks**

► May be some change to the type of work that staff are doing.  A higher expectation of their use of systems and less demand maintenance.

# 18. Centralize facility management

**Situation**

Recreation and Transit are each responsible for the maintenance of the buildings they use. Whereas the rest of the City facilities are maintained by FOM.

The different divisions are not recording costs the same way

► Facility maintenance costs are found in three GL accounts: demand maintenance, preventative maintenance, outside services maintenance.

► For the City to understand the true cost of maintaining facilities and make decisions to reduce that cost, all costs would need to be coded to the right account. However, each of the three groups use the accounts differently. Staff also indicated there are other GL accounts where facility maintenance might be allocated.

We were provided with a list of 173 buildings that are City-owned, managed-only by the City or leased.

► We matched 117 of those buildings to 94 cost centres in the FOM, Recreation and Transit financial data.

► The remaining buildings are either not the responsibility of these three divisions or the maintenance costs are allocated to other cost centres and cannot be easily distinguished from program-related costs.

The City has contracts with multiple contractors that deliver the same services

FOM manages a list of 97 contracts.

► For some services, there can be as many as four contracts. For example, the City has four contracts for HVAC maintenance:

- Recreation has its own contract
- FOM, Fire and Transit have a different contract
- For each group, there are different contractors for both DM and PM
- Contracts vary in value, from $822,000 to $1.8 million

► Other services with multiple contractors include plumbing, electrical, fire alarm testing and inspections, and snow removal.

► There may be some instances where the different contractors provide specialized services.

► However, having multiple contracts for the same service may prevent the City from getting the best value.
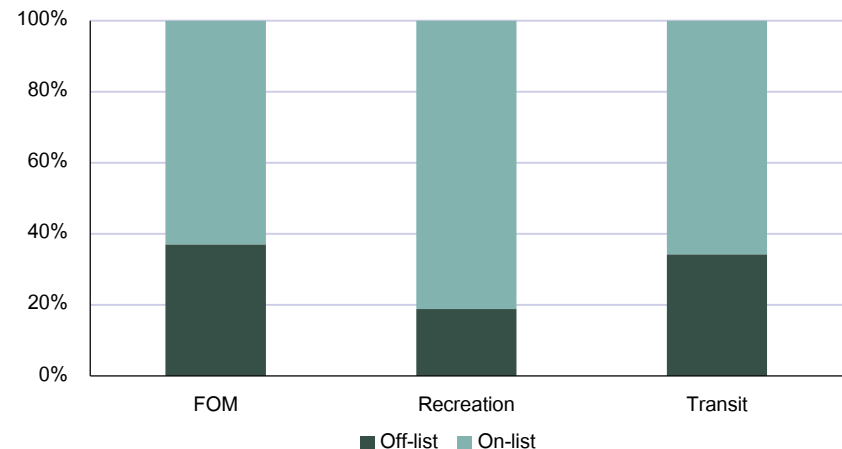
# 18. Centralize facility management

**The preferred contractor list may be missing some key services**

► Principally, the rationale for having a list of contracts for repeat services is for purchasing discounts.

► We would expect to see the majority of City expenses going towards the preferred contract list to help ensure the City is realizing the financial benefits.

► This list contains contracts that are managed by FOM and are intended to be used repeatedly and across the City. We are not suggesting that improper procurement processes were used for contracts not on this list.

► Unfortunately, the City does not categorize vendors, so we cannot compare the on and off-list purchases by service type. It is likely that the current list is missing a few key services the divisions require.

► Improving the list so that it better reflects the City's needs will likely provide savings. This is easier to achieve with a centralized function:

  - There will be accountability – with the decentralized model, divisions are able to stray away from the list.

  - There will be oversight – with one team monitoring the use of contracts, you will be able to identify whether the list suits your needs and the contractors on it are the best value.

**We would expect to see the majority of contracted services costs going towards on-list contractors**

► This would indicate good value for the on-list contractors. The graph below shows the percentage of 2018 contracted services costs that are either on-list or off-list.

► The breakdown for Recreation is what we would expect to see – more costs associated with the on-list contracts.

► Each division likely require similar facility maintenance services, so we would expect to see a similar breakdown. However, almost 40% of FOM and Transit expenses are going towards contractors that are off-list.

**Breakdown of Contractor Costs**



Off-list ■ On-list

# 18. Centralize facility management

The cost for on-list versus off-list vendors is different across the three divisions

► To get a directional comparison of the unit costs, we divided the contractor costs for the on-list and off-list contractors by the number of purchases made to that contractor type (see table below).

► Since we do not have the categories of spend (e.g. electrical services), this analysis can only be directional, however, it does show that FOM and Transit pay a lower unit cost for on-list vendors.

| Division | Cost per Purchase ($) | | Difference |
| --- | --- | --- | --- |
| | On-list | Off-list | |
| FOM | 1,032 | 1,510 | -32% |
| Recreation | 631 | 546 | 16% |
| Transit | 1,263 | 1,305 | -3% |

► This view suggests that moving more procurements to the on-list vendors could create lower purchase costs.

► It may also suggest that the currently on-list vendors are not the best for Recreation and that some of the off-list vendors they are using should become on-list vendors.

► The list has some contractors specific to Transit and Recreation, that FOM does not use. We would expect to see this for specialized services, such as arena board maintenance and pool heat recovery maintenance. However, there are services common to all buildings, such as generator maintenance and HVAC maintenance, where there isn't a clear rationale for having separate contractors.

► It is worth investigating whether the current contractors are providing the City with the best value for service and whether different contractors for the divisions are necessary.

► The costs per purchase can also be reduced through a centralized maintenance model through improved coordination of maintenance.

► With the current decentralized model, each division calls a contractor to come. In a centralized model, one team has oversight of when maintenance is required.

  - Particularly with preventative and predictive maintenance, which can be scheduled, the City can schedule when contractors are called out, reducing costs associated with duplicated travel time and overhead.

# 18. Centralize facility management

The cost per square footage of labour and contractors differs between the divisions

- ▶ Recreation has the largest workforce responsible for facility maintenance, followed by FOM and then Transit with the smallest. Positions that have contract administration as most of their workload are not included in this analysis, nor were management.

- ▶ We've estimated that 40% of Recreation and 30% of Transit facilities staff are responsible for program-specific maintenance activities and adjusted the costs. We then standardized the labour and contractor costs by dividing each by the square footage managed by the Division.

- ▶ FOM labour costs per square foot are 80% and 86% of the labour costs for Recreation and Transit, respectively.

- ▶ FOM contractor costs per square foot are 72% and 68% of the contractor costs for Recreation and Transit, respectively.

- ▶ We believe this analysis is directional. There are additional factors that would affect this analysis. For example, Transit facilities are operating 24 hours a day, which would increase the wear and tear. Conversely, the maintenance costs of a finished office space will be higher than of an open yard area.

- ▶ Service-based costing (linking purchases and activities to a service), would be the most accurate way to compare costs between the divisions.

| Division | Staff Count | Total Sq. Ft. Managed | Labour Costs per Sq. Ft. ($) | Contractor Costs per Sq. Ft. ($) |
|----------|-------------|-----------------------|------------------------------|-----------------------------------|
| FOM | 51 | 2,136,570 | 1.44 | 1.80 |
| Recreation | 81 | 1,522,666 | 1.78 | 2.50 |
| Transit | 17 | 431,079 | 1.67 | 2.62 |

**The above analysis is based on 2018 data**

Transit staff have indicated that the Sandalwood facility is being expanded and due to fully open soon. This would increase the sq. ft of facilities to 596,000.

- ▶ They have also indicated that they will not be adding facilities staff to support this 38% increase in managed floor space.

- ▶ The sq. ft. above also does not include bus shelters, of which the City has 775.
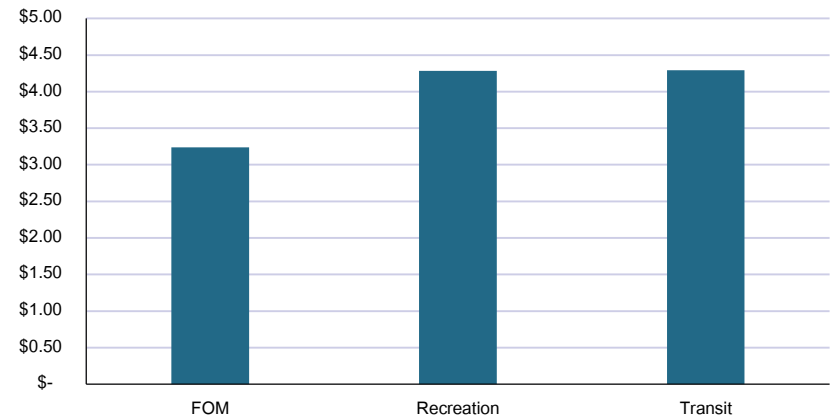
# 18. Centralize facility management

**The total cost of facility maintenance differs between the divisions**

The total facility maintenance costs for FOM are 25% less per square foot than both Recreation and Transit.

► While there are some activities that are specific to Recreation and Transit, we would not expect these alone to make their costs more expensive.

► In addition to regular maintenance of facilities, the Recreation and Transit facility staff are also responsible for maintaining program infrastructure.

► Recreation facility staff are responsible of the pools and arenas, which are found in the majority of recreation facilities.

► Snow removal is an ongoing concern for Transit, whereas Recreation and FOM have established protocols and contracts.

  - Contracted snow removal at the transit facilities has been difficult in recent years. Transit facilities staff have augmented this activity.

  - Transit continues to seek a resolution. At the same time of this review, Transit is working with a consulting firm to review the snow removal model.

**Total Costs per Square Footage**

# 18. Centralize facility management

**Recommendation**

Have one division responsible for the maintenance of most City facilities. To achieve this, we recommend:

► One division take on contract management for all buildings in the City

► Clean up accounting practices

► Centralize facilities staff under one division

Have one division take on contract management for all buildings in the City to ensure consistent costs and services levels

► We recommend conducting a spend analysis to identify:

- The contractors providing the best value – are there multiple contractors providing the same service? Can this be reduced, and can volume discounts be negotiated?

- The services the City is using off-list contractors for – are there current costs related to services that are not fulfilled from the contract list? Would establishing contracts reduce these costs?

► It is likely that service requirements and maintenance needs will continue to change over time and contracts will need to be revisited.

► A centralized function will eliminate existing duplication across divisions such as contract oversight, invoicing, performance management etc. Further, it ensures that every City building is receiving the same level of service.

Clean up accounting practices

► With one division responsible for the maintenance of all City buildings, the way costs are accounted for will be consistent.

► Address the current inconsistencies in the data. For example, the way maintenance costs are allocated to multiple GL accounts.

► Address the current gaps in the financial data. For example, there isn't a vendor category. This makes it difficult to identify what the costs relate to. Service-based costing is one accounting methodology that links all costs to a specific service or activity, allowing for more cost-effective decision-making.

► Create cost centres for each facility to track what is being spent on each facility (this will allow you to assess for each service the efficiency of staff and contractors per square footage).

# 18. Centralize facility management

**Centralize facilities staff into one division**

▶ We recommend the City undergo an exercise to define clearly which facility maintenance activities qualify for centralization.

- For example, regular building maintenance activities such as monitoring BAS or general repairs and routine maintenance are services common to all City buildings.

- Alternatively, daily water chemistry checks of pools and ice resurfacing are likely specialized services that are program-specific and therefore remain decentralized.

▶ Have staff track their time against facility maintenance activities for one year. The City can then use this data to identify the FTE requirements.

▶ Through the time tracking exercise, identify potential duplication. Examples include:

- Where activities are being done by multiple groups but can be completed by just one, such as ordering materials and supplies.

- Where there are multiple pieces of the same maintenance equipment with low utilization being used by the different divisions.

▶ Once the centralized activities and staffing requirements are confirmed, we recommend creating service agreements with building user groups outlining the expectations and the responsibilities of both parties.

▶ For each common activity that is centralized, establish service standards and apply to all these to all City buildings.

**The total number of staff will decrease from 149 decentralized facilities staff to 146 centralized staff**

▶ The majority of recreation buildings have program amenities that require 2-3 FGOs onsite during operating hours, such as arenas and pools. The remaining buildings do not have this requirement, meaning 10 FGOs may be mobile and thus eligible for centralization.

- At this time, it is unclear whether the having onsite FGOs is due to legislation or bylaw requirements, or whether it is due to the volume of work related to these program amenities.

▶ We expect that through centralizing facilities maintenance staff and increased specialization, the City will be able to reach a target labour cost of $1.44 per square footage for facilities operation and management, which is what FOM is currently achieving as shown on page 91 of this report. This will allow for a reduction in 3 FTE facilities maintenance staff.

# 18. Centralize facility management

**Timing**

We recommend taking a phased approach to this opportunity:

► In 2020:

  - Focus on addressing inconsistencies and gaps in the data

  - Centralize contract management and conduct the spend analysis

  - Define which facility maintenance activities qualify for centralization

  - Begin the time tracking exercise

► In 2021, using the data collected in the previous year:

  - Centralize the necessary staffing from the other Divisions

  - Define service standards and create service agreements with the user groups of the various buildings

  - Update approved contractor list

**Key Assumptions**

► The centralized model will achieve a target labour cost efficiency of $1.44 per square foot from improving work allocation, increasing knowledge/skill, eliminating duplicated activities and reducing workload.

► Improved contract oversight will lead to volume discounts and improved coordination among facilities. We have not reduced the number of staff responsible for contract management. Currently, Recreation contract management staff manage $272,000 each, while FOM manages $642,000 each. There may be further opportunities to reduce staffing and redistribute the workload.

| Financial Impact | Baseline ($) | Future ($) |
|---|---:|---:|
| **Operating** | | |
| **Costs** | | |
| Labour | (8,618,914) | (8,447,202) |
| Contracts | (8,792,447) | (8,352,825) |
| **Total Operating** | **(17,411,361)** | **(16,800,026)** |
| | | |
| **One-time** | | |
| n.a. | | |
| **Total One-time** | **0** | **0** |

**Risks**

► Unable to reach target labour efficiency.

► Having facility maintenance staff not reporting to the operational division could lead to a difference in priorities and the condition of facilities not meeting resident standards.

► Increased movement of facilities staff may cause disruption in customer service and decrease response times.

► Our analysis only looks at full time employees. There may be additional opportunities to centralize the cleaning and maintenance activities completed by part time staff.

# 19. Bring security patrol in-house

**Situation**

All security is provided by a contract service, however, the City has little say over the quality and qualifications of the employees of the contracted service provider.

▶ The scope of service is primarily patrolling City parkland, trails and facilities and providing static guards at City Hall, the Civic Centre and bus terminals.

▶ The contractor tends to provide reactive services outside of the patrolling and staff turnover reduces the relationship with the community.

▶ Having a proportion of the security staff as employees of the City can increase the proactive nature of the service, reduce the incidents and reduce the number of patrolling staff required to meet the same service level.

The City has conducted a small pilot of three internal security staff

The results of this pilot have been positive, including:

- Incident rate has dropped slightly
- Quality of reporting has improved
- Increased compliance during incidents
- Increased community outreach

Overall it suggests that fewer City staff might be able to deliver an equivalent service.

**Recommendation**

Transition security at higher incident location to in-house staff to reduce the number of incidents and therefore lower the total cost of security.

▶ Retain some contract delivery to give the City greater flexibility in delivering security services and provide variable capacity to support events for example.

# 19. Bring security patrol in-house

**Approach**

## Acquire and fit fleet vehicles

The first step to transitioning is purchasing the required fleet. The current security contract provides eight vehicles to the City at the cost of $115,000 per year.

► Purchasing vehicles is relatively straight-forward, however, Fleet Services should be consulted to confirm they can take on the management.

► That said, in a City the size of Brampton, we would anticipate Fleet managed a few hundred vehicles today, adding eight would not significantly affect them.

**Incidents per Hour**
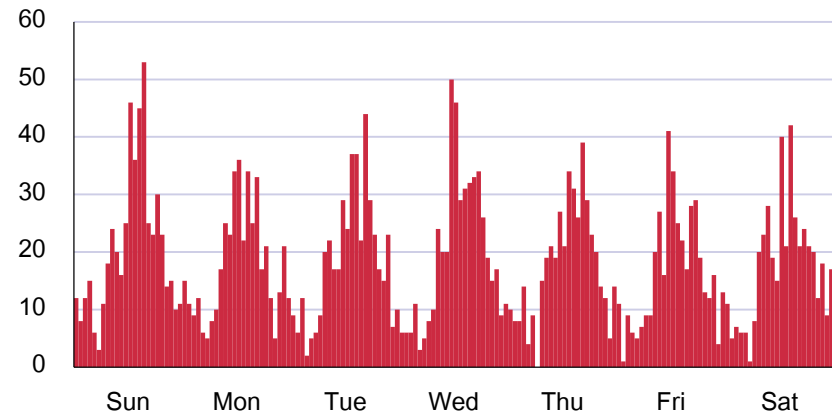


## Focus on high incident times of day

The chart about shows how the incidents occur most frequently during daytime.

► Having City staff available during high incident periods can have the most impact on number of incidents.

► Repeating this analysis for more serve and criminal incidents shows a similar pattern of higher numbers during daytime.

# 19. Bring security patrol in-house

**Identify high incident locations and replace the staffing with City staff**

The evidence generated from the pilot suggests that City security staff would have some impact on the number of incidents. The highest impact on a reduction in incidents is likely by targeting locations with the highest number of incidents.

► In 2018 these locations included:
  - City Hall
  - Downtown Transit Terminal
  - Civic Centre
  - Century Gardens Recreation Centre
  - Bramalea Transit Terminal
► These five locations account for around 20% of the incidents.

With the exception of the recreation centre, these facilities have standing guards, which would go some way to explaining why the count of incidents is higher at these locations.

**Hire for the positions**

The current contract provides around 64 FTEs of labour across six roles. The table below shows the roles to be transitioned from contracted FTE to City staff.

| Role | FTE |
|------|-----|
| Security Control | 2.5 |
| Mobile Response | 6.0 |
| Standard Guard | 11.0 |
| Coordinator | 2.0 |

► The City has a supervisor and coordinator of Security Operations, who would now take on some of the responsibilities for overseeing the in-house staff with the reduced contract size.

► To operationalize this model adjustments to the numbers above may have to be made and likely in discussion with the contractor. However, the salaries modelled for the three non-supervisor positions are the same, swapping roles between these positions does not affect the cost.

► We have factored in a 15% reduction in incidents, which would mean that the contract would be reduced to 38.5 FTE and City staff increased to 21.3 FTEs for a total of 59.8 FTEs.

# 19. Bring security patrol in-house

**Timing**

This recommendation can be implemented in 2020.

- ▶ The contract allows for scaling up or down services and so no costs would be incurred for changing the services.
- ▶ Benefits would be accrued within the first year.

**Key Assumptions**

The primary assumption associated with this opportunity is that having more direct management of in-house security staff can lead to a 15% reduction in incidents. The reduction will not occur immediately, we suggest an additional 3 FTE for one year while the Division transitions to this new model.

**Risks**

- ▶ Fleet Services is unable to take on the additional fleet.
- ▶ Management has highlighted that they believe this model needs to focus more broadly and cover after hours operations. On the following page, we include the economic analysis of the management proposed approach to allow the City to make an informed decision.

| Financial Impact | Baseline ($) | Future ($) |
|---|---|---|
| **Operating** | | |
| **Costs** | | |
| Contracted services | (4,661,956) | (2,825,425) |
| Fleet | (115,000) | (152,368) |
| Salary | 0 | (1,716,761) |
| **Total Operating** | **(4,776,956)** | **(4,694,554)** |
| | | |
| **One-time** | | |
| **Costs** | | |
| Contract allows for scaling up or down | 0 | 0 |
| Labour | 0 | (237,000) |
| Uniforms | | (4,301) |
| Training | | (32,255) |
| **Total One-time** | **0** | **(273,556)** |

# 19. Bring security patrol in-house

**Management proposes bring 44 FTE on as City staff**

Achieving the 15% efficiency, this would leave 16.6 FTEs on the contract.

► The table below shows the role allocations.

| Role | FTE |
|---|---|
| Security Control | 8 |
| Mobile Response | 16.0 |
| Standard Guard | 16.0 |
| Coordinator | 4.0 |

► This model would cost the City an extra $107,000 per year.

► The security contract has changed over the last three years, repeating this analysis with 2019 actuals might change the costs and benefits.

| Financial Impact | Baseline ($) | Future ($) |
|---|---|---|
| **Operating** | | |
| **Costs** | | |
| Contracted services | (4,661,956) | (1,220,039) |
| Fleet | (115,000) | (152,368) |
| Salary | 0 | (3,512,000) |
| **Total Operating** | **(4,776,956)** | **(4,884,407)** |
| | | |
| **One-time** | | |
| **Costs** | | |
| Contract allows for scaling up or down | 0 | 0 |
| Labour | 0 | (237,000) |
| Uniforms | | (8,800) |
| Training | | (66,000) |
| **Total One-time** | **0** | **(311,800)** |

# 20. Redistribute the work to most efficiently deliver the activities

**Situation**

While the Division uses contracts to deliver some aspects of their services, in 2018, the majority of their expenditure was on labour, as described in the table below.

► The Services and Operations group has a much larger workforce, with dedicated facilities clerks, attendants and a custodial team that the Facilities Maintenance group does not have. This is reflected in their 2018 expenditure.

| Sub-division | Services Provided | Labour ($) | Contract ($) |
|---|---|---|---|
| Facilities Maintenance | ► Maintenance of satellite buildings<br>► Cleaning services<br>► Contract management | 2.48m | 1.7m |
| Services and Operations | ► Maintenance of downtown buildings<br>► Cleaning services<br>► Energy management<br>► Courier/mailroom<br>► Event coordination | 3.3m | 0.6m |

The Division has not assessed their contract use in recent years. There may be a possibility that the balance of staff to contractors may not be the most economical and changing the distribution of work may reduce the total cost.

We assessed current contract usage

We identified 33 service activities delivered between both groups. We assessed each activity against four criteria to determine whether it was suitable to be contracted out, those criteria were:

► Specialized skills – are specialized skills required that the municipality would not be able to fully utilize?

► Specialized equipment – would the required equipment be idle for much of the time?

► Variable workload – does the workload vary meaning staff would be underutilized if delivered fully internally

► Infrequent workload – is it an activity that occurs infrequently making it difficult for staff to work efficiently or to maintain the required knowledge

# 20. Redistribute the work to most efficiently deliver the activities

**The majority of FOM activities align with the criteria**

► 10 of 33 services are provided entirely in house. Examples include energy governance, procurement and event set-ups. This is supported by the four criteria.

► Only 1 service, elevator repairs, is completely contracted out as to be expected based on the criteria.

► The remaining 22 services are provided by a mix of both contractors and staff. The criteria would suggest that these activities be provided by contractors as special equipment and skills are required, and some of the work is variable.

► For most of the maintenance-related services for both downtown and satellite buildings, contractors deliver 80% or more of the work. Examples include, plumbing, electrical, HVAC maintenance.

► The Division expressed there is a clear division in duties for these activities, whereby staff conduct daily monitoring and the contractors conduct the maintenance (preventative and demand) and this leads to either a 20:80 or 10:90 split between staff and contractors.

► This is supported by the qualitative criteria, suggesting little need for redistribution of work for these activities.

**Our assessment uncovered three sets of activities that may benefit from being contracted out**

► Cleaning services includes three activities: janitorial, window cleaning, and carpet cleaning

- There is a discrepancy in how this service is delivered – for satellite buildings, these services are almost entirely contracted out (95%), while downtown buildings are almost entirely in-house (90%).

► Snow removal is provided by FOM staff, contractors and Parks staff.

- This is a seasonal activity with a variable workload, suggesting it could be a candidate to be contracted out.

► Painting services are provided by contractors and FOM staff

- Painting is an infrequent activity, indicating that contracting it out may be more economical.

**The City does not have activity-based or service-based costing**

► Labour costs are not linked to activities. Currently, financial data represents labour in aggregate.

► Further, contracts are not associated with a service or activity either.

► As such, there is no way to compare the economic efficiency of delivering services in-house or through contractors.

# 20. Redistribute the work to most efficiently deliver the activities

**Recommendation**

Rebalance the uses of contracts to have the most efficient distribution of work between staff and contractors.

► To do this, the City will need to implement activity-based or service-based costing and then compare the cost of internal delivery with external delivery for each activity.

Our assessment has indicated three areas for the City to begin analyzing

► Cleaning services:

- There is a clear distinction in how the Division delivers cleaning services between the two types of facilities, however, there is no difference in the activities or work being done. There does not appear to be clear reasons for needing two different models and it is likely that one of the models is more economical.

- As the Division does not track activity or service-based costing we are unable to quantify the differences.

► Painting services are provided by contractors and FOM staff

- Staff are almost entirely responsible for downtown buildings, while contractors complete this activity for satellite buildings.

- In 2018, the Division spent almost $100k on contracted painting services. However, there is no data that relates to labour costs to deliver these services.

► Snow removal:

- FOM expressed that their staff are responsible for clearing the first three metres of entranceways, while Parks are responsible for the remaining walkways and parking lots.

- We suggest that the Division review liability boundaries – whether the City is at risk with current service levels and should increase them to more than three metres (e.g. perhaps clear the entire walkway)

- We suggest that for the buildings with Facilities staff, the Division should continue to utilize these staff. For the buildings that do not have Facilities staff, the Division should compare the cost for contractors.

As the Division's services change over time, reassess the distribution

► Activity or service-based costing will allow you to assess the cost of service provision over time. The Division can use this data towards continuous improvement.

# 20. Redistribute the work to most efficiently deliver the activities

**Timing**

We suggest implementing service-based costing beginning in 2020. In 2021, use a year's worth of data to assess the economics of the three areas we identified as good candidates for contracting.

**Key Assumptions**

► The cleaning contractors are over 60% more efficient per Sq. Ft. than the in-house custodial team. Putting all buildings on a cleaning contract will increase the efficiency to $1.44 per Sq. Ft.

**Risks**

► The City is not able to establish quality SLAs for the cleaning of the downtown buildings.

| Financial Impact | Baseline ($) | Future ($) |
|---|---|---|
| **Operating** | | |
|   **Costs** | | |
|     Labour (cleaning services downtown) | (1,034,286) | 0 |
|     Contract (cleaning services satellite) | (1,069,392) | (1,699,154) |
|   **Total Operating** | **(2,103,678)** | **(1,699,154)** |
| | | |
| **One-time** | | |
|   n.a. | 0 | 0 |
|   **Total One-time** | 0 | 0 |

# OPPORTUNITIES FOR MANAGEMENT

# In addition to the profiled opportunities, there are 25 that management can also pursue

**As we highlighted in our approach, we generated a broad list of changes**

We prioritized the opportunities and profiled the highest or most impactful opportunities for each division in the previous sections of the report.

► Some of the opportunities we initially identified turned out to have no merit or were already being pursued by management. We have listed these opportunities in the appendices.

**Following are short summaries of the residual opportunities**

► They have merit, but many have dependencies on the high prior opportunities or may have more limited benefits.

► Most are within the scope of management to implement.

# Service Brampton

## Expand Service Brampton user permissions to edit data in Chameleon

**Situation**

Staff are able to create and add to existing requests on Chameleon (the system used for AS), however, are unable to delete or edit any requests. The current process forces staff to email AS and request for them to edit it, when this could be streamlined by giving staff additional permissions. This occurs on average multiple times a week.

**Management actions**

Enter discussions with IT and Animal Service to identify why Service Brampton staff cannot edit data in Chameleon. Identify the permissions that Service Brampton would be allowed as necessary.

**Benefits**

► Streamlined process – SB staff don't need to rely on AS staff for changes and edits

► Productivity gain for SB and AS staff

## Configure parking ticket machines for after-hours parking and delegate responsibilities to onsite staff

**Situation**

Parking garage issues (e.g. gate not working, free parking exit) requests are all routed to Service Brampton dispatch. The volume of these ranges from 10 to 50 per day, depending on the day and whether it is a Monday.

Dispatch SB staff have no way of verifying customer requests (e.g. broken gate) and may, therefore, result in unintended revenue losses. Delegating the responsibility of parking to onsite staff (e.g. security officers) may resolve some of these concerns.

**Management Action**

Identify the number of onsite staff at City managed parking garages, then identify with the appropriate department whether the responsibility can be delegated to them. Alternatively, investigate whether the gate for after-hours can be modified to streamline the process (e.g. issue free tickets for after-hours).

**Benefits**

► Productivity gain for SB staff

► Better customer service

# Service Brampton

## Change SLAs to be more specific to the BU and business processes

**Situation**

SLAs should be changed to be more specific about the service in question and the standards as they relate to the service.  Currently, they list the responsibilities of the Business Unit (BU) as well as Service Brampton leadership but do not specify the responsibilities of the BU staff and Service Brampton staff as it relates to the service specifically.

**Management Action**

The SLAs between BUs and Service Brampton are fairly similar, consider SLAs that are more tailored to the needs of the BUs.  Meet with the individual BUs in Service Brampton's realm and identify tailored metrics as it relates to the urgency and nature of their operations.

**Benefits**

► Set expectations for BUs and SB

► Ability to measure against tailored SLAs targets

► More efficient with service delivery

## Shift Service Brampton's mail responsibilities to City mail unit

**Situation**

All mail is received at the City's mailroom currently, the ones without specific names (i.e. not addressed to a specific person) are handed off to Service Brampton.  The Service Brampton administrators filters through the mail.  If the item relates to a payment, then it is processed by Service Brampton (e.g. cheques).  Other mail is handed off to the appropriate department.  Often the administrator is left investigating where mail should go and who the recipient is (e.g. cheque sent from Developer without stating who it is for beyond "City of Brampton").

**Management Action**

Identify the role and responsibility of the City's mailroom, and investigate whether it can be expanded to take on Service Brampton's roles regarding forwarding mail to the appropriate department.

**Benefits**

► Productivity gain for SB staff

# Recreation

**Allow for resident self-service capabilities and bookings for Recreation facilities**

**Situation**

Booking Recreation facilities is currently a manual and cumbersome process. Residents fill in a form online or in person, or call to make a booking. The online form has a number of fields with simple data entry (e.g. name, type of facility required, time and date of the booking, alternative time and date). However, it does not offer any capabilities for viewing the schedule in real-time, this can lead to much back and forth between staff and residents.

**Management actions**

Recreation is currently replacing its current system, CLASS, with PerfectMind, giving residents capabilities for online bookings with real-time schedule views.

**Benefits**

► Better customer service

► Productivity gains for staff

► Insights into facility booking utilization

**Automate time and attendance of part-time and seasonal staff through a mobile app**

**Situation**

Recreation has many part-time and seasonal staff who are front line staff and don't necessarily have access to technology at their workplace. Time and attendance currently is a manual paper-heavy process. The process takes up a lot of time from staff, supervisors, with manual data entry, making it prone to more errors. Automating can save time, streamline the process and reduce any human errors.

**Management actions**

A pilot project is currently being tested using Microsoft Teams to allow for automated time and attendance process for staff and giving capabilities to do so on mobile devices.

**Benefits**

► Less prone to human error

► Productivity gain for staff

► Convenient method to track time and attendance (mobile device)

► More insights on data and better reporting capabilities

# Recreation

Track details regarding facilities and room bookings to gain insights and make data-driven decisions

**Situation**

Facility composition and utilization are currently not tracked to a detailed level. This limits the ability of management to make data-driven decisions on ways to increase the utilization of the facilities.

**Management actions**

The implementation of PerfectMind software may address utilization data collection, depending on the functionalities implemented. For instance, if all the rooms are entered into the system with their respective times available for booking, then rentals made (through PerfectMind) are tracked against it then utilization can be calculated.

**Benefits**

► Greater insights into facility use

► Ability to make data-driven decisions

► Ability to raise greater revenue if utilization figures used to drive decisions

# Animal Services

Investigate third party delivery of animal services

**Situation**

AS offers a full range of services and does not use third parties for service delivery. There are some circumstances when third parties can provide municipal services more cost-effectively than the City.

► However, AS operates the only animal shelter in the City. Additionally, the common organization that municipalities partner with, the OSPCA, does not have a branch in the area.

► Of the five peers consulted, three delivered services in-house and two partnered for adoption services.

**Management actions**

Investigate whether organizations exist that could provide some of the services. The list below shows the services that would and would not qualify for this investigation.

**Benefits**

Contracting out services reduces the workload for staff. This may result in either a reduced workforce or productivity gains for staff to focus on higher-value activities.

| Service | Candidate | Reason |
|---|---|---|
| Animal shelter adoptions | No | No organization in the area that can provide this service |
| Animal shelter animal care | No | |
| By-law enforcement | No | The recent SPCA case highlights the difficulty of contracting out enforcement |
| Dead animal removal | Yes | Contractors may exist that offer this service at a lower cost combining their travel with other collection services |

# Animal Services

## Integrate Versatile and Chameleon

**Situation**

Versatile is the formal City-wide electronic filing system. Once an investigation is completed and a decision has been made, the paper dispatch file is provided to the Clerk, who then checks Versatile to see if a record already exists (e.g. this investigation may be a reopened case). The Clerk then manually keys information from the file into Versatile as either a new record or updates an existing record.

**Management actions**

Implementation of Chameleon's citation violation window means that all investigation records will be electronic. Investigate whether these can be used as the official records, instead of Versatile. If the City wishes to continue with Versatile as the main record-keeping system, investigate the capability of integrating with Chameleon. Identify what information from the investigations' records will need to be transferred from Chameleon into Versatile.

**Benefits**

Integration between Versatile and Chameleon will reduce the manual effort and duplication associated with rekeying information into Versatile.

## Review fleet quality, configuration and quantity

**Situation**

AS currently has nine vehicles and a few different configurations. During our shadowing, it was highlighted that:

- Not all the configurations as functional. For example, some vehicles have high backs making it difficult to load unwilling animals.
- Some of the older vehicles are unreliable, with examples of not starting or not being able to remove the ignition key.

Both situations lead to wasted time for ACOs. It may also lead to AS carrying more vehicles than are required so that if vehicles are unavailable, they have backups.

**Management actions**

Identify the right configurations and additions that would create the most functional fleet.

► Create a plan with Fleet Services to phase out vehicles and migrate to the more optimal configurations.

► Assess fleet utilization to identify whether the fleet is the right size. Ideally, any one vehicle should be utilized more than 60% of the time.

**Benefits**

Reduced fleet costs (e.g. fleet maintenance, storage, etc.). Decrease in wasted ACO time.

# Animal Services

Identify a satellite facility in another part of Brampton that ACO could more easily access to shelter animals for a short period

**Situation**

With the location of the existing shelter in the east end of Brampton, ACO can face long commutes to bring animals to the shelter from the west side. This is of particular concern if the animal requires vet attention.

**Management actions**

Identify potential locations and suitable facilities that can provide vet services and potentially short-term shelter.

► Quantify the time that would be saved, from not having to return to the shelter in all situations and then to go onward to a vet facility.

**Benefits**

This will greatly reduce the travel time of ACOs. Additionally, it will improve the quality of life for the animals (e.g. get the animals medical attention sooner), which may potentially decrease total medical costs.

Redraw area boundaries that ACOs are allocated to in order to reduce total travel time

**Situation**

AS has split the City into three areas and allocates one area to each ACO on duty.

► The City is split into bars, as shown on page 63. This arrangement means that the ACO in the west zone will spend much more time driving than the other two zones.

► The configuration also does not consider where requests more commonly occur so that each area receives about the same number of requests in aggregate.

**Management actions**

Analyze the location of service requests across Brampton and develop a set of zones that equalizes the amount of travel and the number of requests.

**Benefits**

Reduction in travel time will provide productivity gains for ACOs and decrease wear and tear on vehicles.

# Animal Services

### Review vet clinic procurement process

**Situation**

Periodically, AS establishes a multi-year contract for vet services. However, the nature of City procurement has placed a disproportionate weight on the cost of the service – meaning the lowest cost provider typically gets the contract.

► In some cases, lower-cost has translated to lower quality of service. With AS staff or other vets having to bridge the service gaps, which in turn increases the total cost of vet services.

**Management actions**

Work with Procurement Services to identify assessment criteria that would help ensure a better balance between quality and cost.

► Retain a vendor performance score to rate vet services that could be factored into future procurements.

**Benefits**

All future contracts will maintain a quality of service set by AS. This means the care for animals will not fluctuate over the years, and AS staff will not have to bridge the service gaps, ensuring year over year consistency in the total cost of vet services.

### Partner with local volunteer groups to extend the services that AS offers, for example, delivering education

**Situation**

There are some volunteer groups in Brampton, but AS has limited involvement with them and they appear to be less organized than in other municipalities.

► By identifying and supporting the development of suitable, more stable groups, AS might be able to expand the services available to the community.

**Management actions**

Identify a list of groups that may be candidates and spend time to confirm their suitability. Undertake joint activities initially to build trust and understanding between the two organizations.

**Benefits**

In working with other groups, AS may be able to build capacity and capability within the volunteer group. This will increase the number of services and the service levels provided by AS (e.g. education is not often provided), and may also alleviate additional workload (e.g. by housing animals that don't require vet care).

# Facilities Operations and Maintenance

## Enter logs directly into the building automation system (BAS) through mobile devices

**Situation**

Sensors on assets detect and track the usage and condition of the asset (e.g. humidity, temperature, etc.) and transmit this information to the BAS. For the assets without sensors, staff conduct manual inspections and record usage and condition on paper or excel. Having data in multiple locations makes it difficult for the Division to identify trends among City assets and predict when maintenance is required.

**Management actions**

Assets without sensors can not be retrofitted with sensors until the asset is ready to be replaced. In the interim, staff can manually capture the information directly into the BAS with mobile devices so that all the information is stored in one location and can be monitored by the Division.

**Benefits**

Monitoring the condition of assets enables the Division to conduct predictive maintenance, which will reduce the frequency/volume of equipment failures and the total cost of maintenance.

## Develop an asset dashboard to monitor performance

**Situation**

Currently, the Division does not have a set of measures to monitor the performance of assets. Without these, it is difficult to make informed decisions (e.g. refresh an asset, invest in new assets, etc.).

**Management actions**

Improve asset monitoring by identifying the key performance indicators (KPIs) that best measure the performance of assets. Ideally, KPIs that measure both:

► Performance and condition of the assets, such as:
   - Schedule compliance (measures adherence to the preventative maintenance schedule and can predict a rise in demand maintenance)
   - Average time between failures
   - Planned/unplanned ratio (an indicator of the effectiveness of PM and DM programs)

► Operating effectiveness and efficiency of the assets
   - Work order closure rate (indicative of planning efficacy or labour efficiency)
   - Maintenance costs per asset (e.g. staff and contract labour)

**Benefits**

Having structured asset performance indicators greatly increases the Division's ability to make data-driven decisions and reduce spending on asset maintenance.

# Facility Operations and Maintenance

## Use the PW work order management system (WOS)

**Situation**

The Division does not track work orders. When work needs to be completed it is manually communicated to staff or contractors. Some contractors provide the City access to their WOS, but this only gives the City with a partial view of the total work that has been done. Without work orders, there is no way to update an assets condition on an ongoing basis.

**Management actions**

Investigate whether other areas in the City (likely public works) are utilizing a WOS. Identify the system requirements for tracking work orders related to facilities and whether there are any changes that need to be made to the current system to support facility-related work orders. Example requirements may include:

- Ability to program preventative maintenance schedules for automated generation of work orders
- Ability to link work orders to an asset so that condition is updated

.Enforce the use of this system among facilities staff.

**Benefits**

There will be a reduction in labour to manage assets and work orders.

## Apply maintenance standards to all properties

**Situation**

Brampton does not have City-wide maintenance standards. With multiple divisions maintaining their own facilities, each likely follows their own standards and types of facility maintenance. This means that there are likely differences in the overall condition of similar assets across different facilities. This is a problem because:

- Capital costs will be more difficult to anticipate.
- Condition of facilities and the maintenance costs will vary across the City.
- Noticeable differences in facility conditions may cause resident dissatisfaction.

**Management actions**

Establish and enforce City-wide maintenance standards that can be applied to all City facilities.

**Benefits**

Assuming some facilities will be brought up to a higher standard, the City may experience a decrease in operating and capital costs associated with demand maintenance and expensive repairs by ensuring inspections and scheduled (preventative) maintenance occur more frequently.

# Facility Operations and Maintenance

## Sell services to smaller municipalities

**Situation**

The City of Brampton is the 9th largest city in Ontario, surrounded by some smaller neighbouring municipalities. There is potential to sell services related to facilities management to generate revenue.

**Management actions**

Identify whether there are any facilities services the City could provide to other municipalities. For example, security services could be expanded and contracted to neighbouring municipalities.

**Benefits**

The City will see an increase in revenue. While overall operating costs may increase (e.g. additional staff for security services), the Division will likely see economies of scale and the cost per unit of service provided will be less than the current costs.

## Staff training to increase the effectiveness of predictive maintenance

**Situation**

For predictive maintenance, there are techniques designed to determine the condition of the asset and estimate when maintenance should be performed. The goal is to prevent unexpected equipment failures. Predictive maintenance can be more cost-effective than preventative, as maintenance tasks are performed only when warranted, rather than on a set schedule. Presently, the Division does not perform predictive maintenance and focuses instead on preventative and demand.

**Management actions**

Implement training programs to teach staff the various testing activities such as vibration analysis and help staff develop skills for proper data collection and early fault detection. Trained staff will be able to observe when an asset isn't performing well before it breaks down.

**Benefits**

Conducting more predictive maintenance will reduce the number and frequency of equipment failures and the total cost of maintenance.

# Facility Operations and Maintenance

## Reduce energy costs

**Situation**

Brampton is currently LEED certified – meaning, the City is meeting or exceeding the LEED certification requirements. The Division measures and reports on LEED standards, which are a measure of a building's waste products and energy efficiency. In 2018, the Division spent over $3.5 million on utilities, a 25% increase since 2016. While the Division is required to meet energy targets to reduce emissions each year, these do not relate to costs. This makes it difficult for the Division to make decisions that will reduce spend on utilities.

**Management actions**

Investigate other measures of energy consumption that directly link energy to cost savings. For example, measuring energy consumption or intensity per Sq. Ft. will provide a direct link to costs.

**Benefits**

The utilities' costs will decrease. Additionally, there is opportunity for revenue from Federal and Provincial grants that relate to energy efficiency.

## Implement a district energy system

**Situation**

The Division wants to reduce energy consumption at the City and is required to reduce emissions to maintain its LEED status. A district energy system could assist with these goals.

► Studies have shown that individual heating and cooling systems are inefficient. In some cases, district energy systems use less energy than when individual buildings have their own boilers and chillers. Municipalities that operate district energy systems include London, Markham and Windsor.

**Management actions**

Investigate whether having the buildings on one system is more economical than the current individual model.

- Identify how much energy you wish to save. The Division currently tracks the energy consumption for each building and the overall costs.

- Investigate whether a district energy system can save you that energy and what the costs are to implement the system.

- Buildings connected to the system do not need their own boilers etc., which will reduce the current maintenance costs. Compare this saving to the costs to monitor and maintain the infrastructure of the district energy system.

**Benefits**

This opportunity may have limited impact. Implementing and maintaining the infrastructure of a district energy system is very costly and requires a lot of effort.

# Facility Operations and Maintenance

## Optimize the layout of CCTV

**Situation**

The City has 1600 cameras across approximately 170 buildings – that's between 9 and 10 cameras per building. With a volume this high, it is not possible for staff to actively monitor all the cameras. Rather, cameras are used retrospectively so that if there is an incident, the City can review the footage for evidence. It is likely that there are duplications and overlaps in the areas that some of the cameras are monitoring.

**Management actions**

Reduce the number of cameras used:

► Review all the areas that are covered and remove cameras that duplicate or overlap with others.

Develop a more strategic layout:

► Identify problematic areas (high incident count or difficult to patrol due to location) and place the cameras there.

**Benefits**

Less effort is required to manage fewer cameras that are in more strategic locations. Overall service level will increase, as footage can be actively monitored in real-time.

## Reduce security involvement in events

**Situation**

So far in 2019, security management has attended approximately 370 city events. The security contractor charges the event holder directly for its services, however, the Division does not chargeback or receive budget transfers from other Divisions for supporting these events. So far this year, the Division has provided over $60,000 of in kind support. This is a lot of time and effort, yet there doesn't appear to be many incidents that have occurred at these events.

**Management actions**

Review the number of incidents that have occurred at events and identify which events may be most problematic and require security presence as a deterrent. For the remaining events, establish an on-call roster, so that security guards are only called when absolutely needed.

**Benefits**

Depending on the reduction in security involvement, this may translate into either a reduction in workforce or productivity gains for staff, who can then use their time on other higher-value activities.

# Facility Operations and Maintenance

Relocate standing staff to higher risk facilities as deterrent and move periodically

**Situation**

The total number of incidents has increased each year:

- 11% increase between 2016 and 2017
- 5% increase between 2017 and the end of September 2018

These increases appear to be targeted in certain areas, such as recreation centres.

**Management actions**

Review the incident logging system to identify the high-risk areas and relocate staff there to act as a deterrent.  Continuously monitor the data to identify new high-risk areas.  When the number of incidents is reduced in response to security staff presence, move the staff to the next set of high-risk areas.

**Benefits**

There will be a reduction in the number of total incidents.  Eventually, as the incident volume is reduced, the number of patrols and standing staff can be reduced.

# APPENDICES

# Appendix A - Opportunities with limited merit
## Service Brampton

We identified the opportunities in the table below at the beginning of the engagement, however, when further investigated they proven to have limited benefit to the City, were already actioned by management or where better addressed by pursuing other opportunities.

| Opportunity | Investigation |
|---|---|
| **Expand existing Service Brampton services** | Service Brampton has an inhouse Business Analyst who actively meets with Business Units to identify uploading processes and improving existing processes. |
| **Place CSAs at other City facilities** | There is greater desire to use technology rather than individuals, for instance self service kiosks at facilities. |
| **Greater self-service for Bylaw field workers - including animal bylaw services** | Service Brampton staff change status for safety reasons as well as to ensure no service tickets are assigned to staff who are not available. |
| **Work with the BUs to re-map some processes and set expectations to ensure efficient and consistent service delivery** | Service Brampton has an inhouse Business Analyst who actively meets with Business Units to evaluate existing performance, and trends and highlights. |

# Recreation

| Opportunity | Investigation |
|---|---|
| **Review sport-fields service levels** | Out of scope |
| **Review Recreation's sponsorship delivery model** | Sponsorship for Recreation and other areas of the Corporation is handled in a centralized fashion by the Economic Development department. |
| **Enhance cost recovery model to allow for scenario modelling** | Recreation does not have a cost recovery model with scenario building capabilities; this is not part of the City's current Council direction. |
| **Review the City's concession offerings** | Concessions across Recreation facilities are revenue generating. |
| **Review affiliation agreement policy** | City is currently working with a third party on reviewing the policy. |
| **Outsource operations of golf course** | Recreation currently outsources elements of the operations (e.g. grass cutting and maintenance, golf carts) therefore little outsourcing opportunity remains.  In addition, the golf course generates revenue on an aggregate level. |

# Appendix A - Opportunities with limited merit
## Animal Services

| Opportunity | Investigation |
|---|---|
| **Sell services to smaller municipalities/collaborate near borders** | Management has investigated this previously with Caledon who at the time were not interested. It is something that could be revisited in the future. |
| **Reduce hours of operation for the shelter** | Management is undertaking this already. |
| **Review inventory storage model** | AS has limited inventory on-site that would be common to other divisions in the City. Most of the inventory relates to Animal Services only, such as animal food. Storing it anywhere else would just increase transit. |
| **Increase the fees** | Fees are inline with other municipalities and set to incent behaviours. |
| **Investigate new licensing models to increase license compliance (e.g. increase routes to licensing, animal supply chain)** | AS currently participate in the Regional program, which has shown door to door is the most effective method. Something they are already doing. |
| **GPS in trucks or phone mounts** | Management is acting upon this opportunity. |
| **Find more cost-effective suppliers (e.g. food)** | AS already receives a discount from the current supplier of almost 50%. Unlikely they would get a larger discount from an alternate supplier. |
| **Review licensing and permit to move to a one window approach** | Licensing is already offer across most counters and channels. Management is already working on offering online licensing. |
| **Increase the product catalogue** | The current facility does not have space to have a larger product catalogue. The opportunity to move to a new facility considers having a retail space. |
| **Review veterinary service model to reduce travel and improve care with vet on staff or collocated** | The current facility does not have space to accommodate a vet on site. The opportunity to move to a new facility considers having a vet collocated. |

# Appendix A - Opportunities with limited merit
## Facilities Operations and Maintenance

| Opportunity | Investigation |
|---|---|
| **Review facilities management operating model** | A significant portion of the day-to-day work is already contracted out and contracting out the remainder does not appear to have significant benefit. Rather, in opportunity #20 we investigate whether redistribution of the work between contractors and staff (i.e. changing who does what) would result in more efficient service delivery. |
| **Implement one building automation system for all buildings**<br><br>**Procure intelligent assets (smart sensors) to reduce the inspections done by contractors** | As current systems and assets reach the end of their lifespan, the City can replace these with more modern technology with enhanced capabilities. Rather than replacing everything at once, stagger the procurement (e.g. by asset type), moving at the pace dictated by the asset/system expiration. |
| **Software for event booking** | The City has a Class system that Recreation is already using for booking facility space that can be used across all divisions. The City is in the process of switching from Class to Perfect Mind, which has the same functionality. |
| **Change facilities footprint to reduce total cost - Number, age, etc.** | FOM does not have control of the facilities footprint as decisions on building use involves other factors apart from maintenance costs. There is a committee formed where FOM can contribute information and data to assist in these decisions. |
| **Redesign the invoicing process to remove reliance on paper and reduce the manual effort.** | FOM does not have control over the invoicing process. Likely, this falls within Finance's responsibility. |
| **Automate the time and attendance process** | While FOM, like all areas of the City, is affected by this cumbersome process, it is not within the control of the Division to implement this change. |

# Comparator Study – municipalities contacted

**We contacted 22 municipalities in Ontario and outside of Ontario to gather their views on operations regarding Animal Services, Facilities Operations and Customer Service. 11 of the municipalities contacted responded to our questionnaire, achieving a 50% response rate.**

The table below summarizes the municipalities that were contacted and the ones who responded.

| Division | Municipalities contacted | | Municipalities who responded | |
|---|---|---|---|---|
| | Ontario | Other Provinces | Ontario | Other Provinces |
| **Animal Services** | • London<br>• Mississauga<br>• Ottawa<br>• Toronto<br>• Vaughan | • Edmonton<br>• Winnipeg<br>• Calgary | • London<br>• Mississauga<br>• Vaughan | • Edmonton<br>• Winnipeg |
| **Facilities Operations Management** | • London<br>• Mississauga<br>• Ottawa<br>• Kitchener<br>• Hamilton | • Edmonton<br>• Winnipeg<br>• Calgary | • London<br>• Kitchener | • Calgary |
| **Customer Services** | • London<br>• Mississauga<br>• Ottawa<br>• Kitchener<br>• Hamilton | • Edmonton<br>• Winnipeg<br>• Calgary | • London<br>• Ottawa<br>• Kitchener | |

# Recreation – Opportunity #6: user fee comparison

A comparison* of Brampton's user fees for programs demonstrates that the fees Brampton charges are below average.  The programs that are chosen for this comparison represent common traditional programs that municipalities offer and are drop in fees - with the exception of Fitness membership (annual) and Ice Rental (per hour).

| figures* exclude HST & other charges | Oakville | Burlington** | Richmond Hill | Markham** | Vaughan | Oshawa** | Toronto** | Mississauga** | Milton | Brampton | Average | Median |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Full Fitness (annual, a) | $ 529.00 | $ 589.00 | $ 461.62 | $ 533.19 | $ 564.00 | $ 485.91 | $ 605.31 | $ 480.00 | $ 566.90 | $ 380.02 | $ 519.50 | $. 531.10 |
| Ice Rental (prime, p.h, a) | $ 309.00 | $ 199.10 | $ 273.74 | $ 255.40 | $ 334.00 | $ 206.04 | $ 306.89 | $ 265.70 | $ 241.33 | $ 242.57 | $ 263.38 | $. 260.55 |
| Shinny (prime, p.v, a) | $ 7.00 | $ 6.30 | $ 6.50 | $ 4.70 | $ 12.17 | $ 6.88 | $ 6.00 | $ 7.60 | $ 6.86 | $ 7.88 | $ 7.19 | $ 6.87 |
| Aquatics Swim (p.v, a) | $ 4.20 | $ 5.75 | $ 3.98 | $ 4.70 | $ 5.09 | $ 4.70 | $ 4.00 | $ 3.36 | $ 3.98 | $ 2.43 | $ 4.22 | $ 4.10 |
| Skating (prime, p.v, y) | $ 3.36 | $ 3.05 | $ 2.85 | $ 2.75 | $ 2.43 | $ 3.03 | $ 3.50 | $ 3.05 | $ 2.79 | $ 1.99 | $ 2.88 | $ 2.94 |



User Fee Comparison
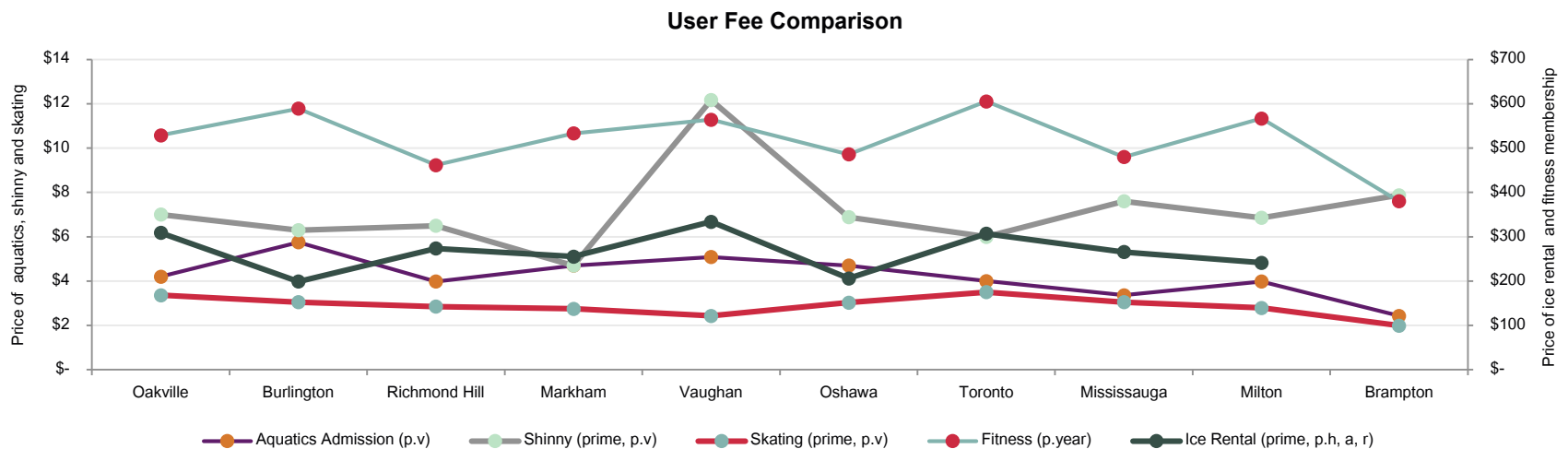
**Table Legend:**

p.v = per visit; p.h = per hour; a = adult; y = youth; Mississauga Shinny is for 2 hours;

*figures are publicly available on Municipal websites and are for local residents

# Recreation – Opportunity #7: fitness centres

**An overview of the City's different facilities offering fitness related space**

| Facility | Fitness/Track Area | Studio Space |
|---|---|---|
| Cassie Campbell Community Centre | 15,000 sq. ft. | 2,800 sq. ft. |
| Century Gardens Recreation Centre | 2,060 sq. ft. | 1,040 sq. ft. |
| Chinguacousy Wellness Centre* | 10,100 sq. ft. | 2,330 sq. ft. |
| Earnscliffe Recreation Centre | 1,195 sq. ft. | 2,110 sq. ft. |
| Gore Meadows Community Centre* | 10,430 sq. ft. | 2,520 sq. ft. |
| South Fletchers Sportsplex | 4,000 sq. ft. | 1,670 sq. ft. |

► There is a total of 55,255 sq. ft. of fitness and exercise related space.

► The data in the table excludes Loafer's Lake as the facility is under construction.

**The chart below summarizes the financial performance of fitness related programs**
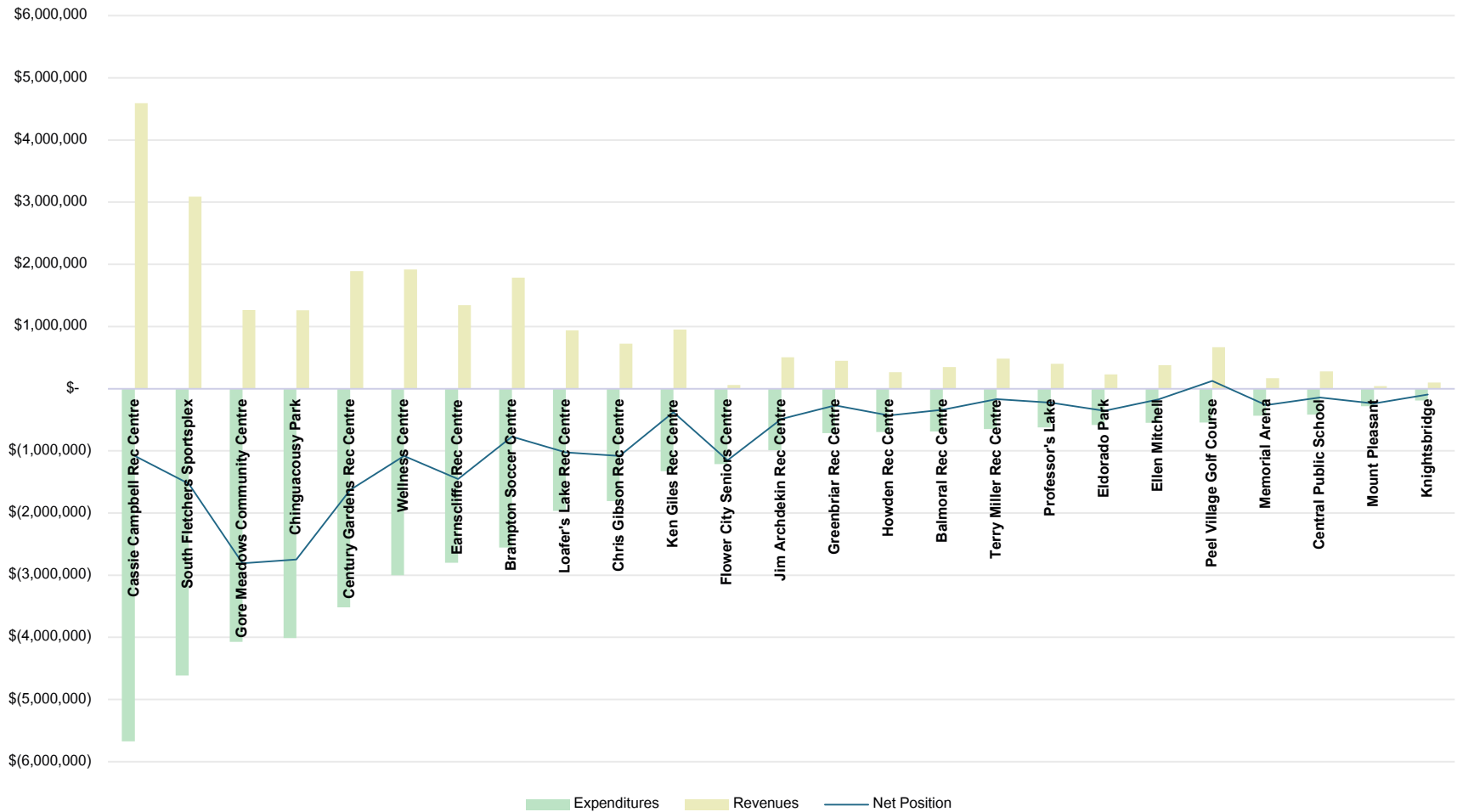
**Fitness Programs Financial Performance**
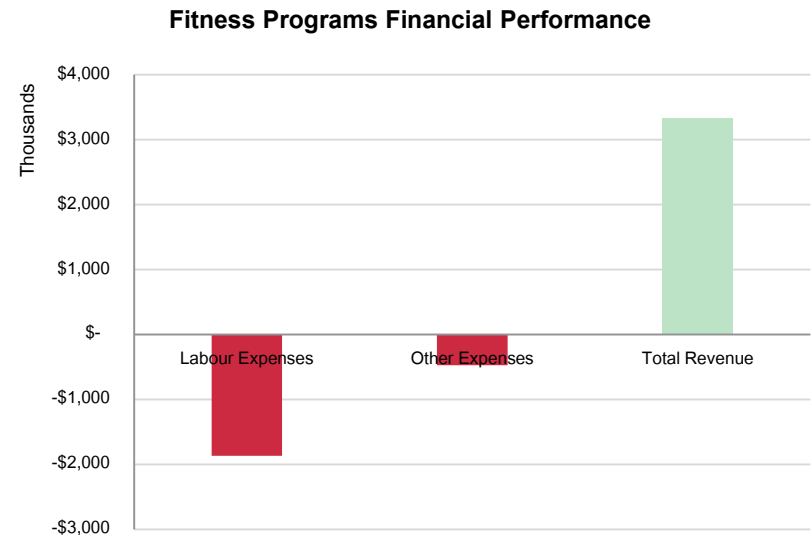


► As the chart illustrates, the revenues exceed the total expenses and the net position of fitness programs is $995,000 (i.e. 'profitable').

# Recreation – Opportunity #9: financial net position of facilities



**Financial Position by Facility (2018)**

Legend: Expenditures | Revenues | Net Position

# Recreation – Opportunity #9: sports fields classification utilization detail

| Sport | Classification | # fields | Peak Prime Hour Utilization (Mon-Fri) | Peak Prime Hour Utilization(Sat/Sun) | Non Prime Hour Utilization (Mon-Fri) | Non Prime Hour Utilization (Sat/Sun) |
|---|---|---|---|---|---|---|
| **Baseball** | Hardball Lit | 6 | 77% | 45% | 11% | 47% |
| **Cricket** | Cricket Pitch | 16 | 63% | 83% | 22% | n.a. |
| **Field Hockey** | Artificial Turf | 1 | 81% | 51% | 0% | 41% |
| **Lacrosse** | Major Lit Field | 2 | 14% | 26% | 6% | 9% |
| **Soccer** | Artificial Turf | 2 | 66% | 50% | 14% | 36% |
| | Major Field | 41 | 58% | 31% | 6% | 23% |
| | Major Lit Field | 9 | 39% | 10% | 4% | 7% |
| | Mini Field | 62 | 65% | 18% | 2% | 11% |
| | Minor Field | 29 | 67% | 38% | 3% | 24% |
| | Minor School Field | 49 | 32% | 8% | 1% | 4% |
| | Stadium | 3 | 48% | 14% | 0% | 19% |
| **Soccer / Football / Track** | Artificial Turf | 3 | 54% | 31% | 15% | 16% |
| **Softball** | Major | 21 | 67% | 22% | 5% | 11% |
| | Major Lit | 24 | 77% | 30% | 7% | 26% |
| | Minor | 30 | 63% | 48% | 1% | 1% |
| | Minor School Field | 26 | 53% | 22% | 0% | 0% |
| **Football** | Major Field | 2 | 58% | 1% | 0% | 0% |
| | Minor School Field | 1 | 56% | 0% | 0% | 0% |

Note that some field utilization (e.g. cricket) in the above chart may be higher

than represented, skewed by the transition time between two different booking sessions.

Grey shaded rows are excluded from the analysis in opportunity 9.

# Recreation – Opportunity #9: recommendation impact on utilization

| Sport | Classification | # of fields | # of fields (future) | Peak Prime Hour Utilization (Mon-Fri) | Peak Prime Hour Utilization (Sat/Sun) | Non Prime Hour Utilization (Mon-Fri) | Non Prime Hour Utilization (Sat/Sun) |
|---|---|---|---|---|---|---|---|
| Baseball | Hardball Lit | 6 | 6 | 77% | 45% | 11% | 47% |
| Cricket | Cricket Pitch | 16 | 16 | 63% | 83% | 22% | n.a . |
| Field Hockey | Artificial Turf | 1 | 1 | 81% | 51% | 0% | 41% |
| Lacrosse | Major Lit Field | 2 | 2 | 14% | 26% | 6% | 9% |
| *Lacrosse (NEW)* | *Major Lit Field (NEW)* | *2* | *1* | *28%* | *53%* | *12%* | *18%* |
| Soccer | Artificial Turf | 2 | 2 | 66% | 50% | 14% | 36% |
| Soccer | Major Field | 41 | 41 | 58% | 31% | 6% | 23% |
| *Soccer (NEW)* | *Major Field (NEW)* | *41* | *31* | *77%* | *41%* | *8%* | *31%* |
| Soccer | Major Lit Field | 9 | 9 | 39% | 10% | 4% | 7% |
| *Soccer (NEW)* | *Major Lit Field (NEW)* | *9* | *5* | *70%* | *18%* | *8%* | *12%* |
| Soccer | Mini Field | 62 | 62 | 65% | 18% | 2% | 11% |
| Soccer | Minor Field | 29 | 29 | 67% | 38% | 3% | 24% |
| Soccer (OLD) | Stadium (OLD) | 3 | 3 | 48% | 14% | 0% | 19% |
| *Soccer (NEW)* | *Stadium (NEW)* | *23* | *2* | *72%* | *22%* | *0%* | *29%* |
| Soccer / Football / Track (OLD) | Artificial Turf (OLD) | 3 | 3 | 54% | 31% | 15% | 16% |
| *Soccer / Football / Track (NEW)* | *Artificial Turf (NEW)* | *3* | *2* | *81%* | *46%* | *23%* | *23%* |
| Softball (OLD) | Major (OLD) | 21 | 21 | 67% | 22% | 5% | 11% |
| *Softball (NEW)* | *Major (NEW)* | *21* | *19* | *74%* | *24%* | *6%* | *12%* |
| Softball | Major Lit | 24 | 24 | 77% | 30% | 7% | 26% |
| Softball (OLD) | Minor (OLD) | 30 | 30 | 63% | 48% | 1% | 1% |
| *Softball (NEW)* | *Minor (NEW)* | *30* | *27* | *70%* | *53%* | *1%* | *1%* |
| Football | Major Field | 2 | 2 | 58% | 1% | 0% | 0% |