



The Corporation of the Town of Milton

Report To:	Council
From:	Kristene Scott, Commissioner – Community Services
Date:	October 19, 2020
Report No:	COMS-006-20
Subject:	Service Delivery Review – Phase 1 Status Update
Recommendation:	<ol style="list-style-type: none">1. THAT the Service Delivery Review Phase 1 outcomes and status updates as outlined in Schedule A be received;2. AND THAT the following recommendations identified in Schedule A be approved:<ol style="list-style-type: none">a. That Staff proceed with the conversion of seasonal workers in phases subject to annual budget approval or the reallocation of existing resources and associated funding sources;b. And that the Community Services Department continue providing oversight and management of the Energy Management portfolio within the existing staff complement.

EXECUTIVE SUMMARY

- A Corporate-wide Service Delivery Review (SDR) project is underway and being completed in phases with the intent of improving the understanding of services currently provided by the Town and providing better information that allows Council and staff to make informed strategic choices regarding them.
- Phase 1 was completed and approved by Council on August 26, 2019, and included the former Community Services Department and the Operations Division.
- 18 priority opportunities were identified by Blackline Consulting (BLC) and were endorsed in principle by Council pending further validation and financial and operational analysis prior to implementation.
- Final decisions on whether the recommendations move forward to the implementation phase is subject to Council approval.

REPORT

Background

On August 26, 2019, Council received Phase 1 of the Service Delivery Review (SDR) project which included the former Community Services Department and Operations Division.



Eighteen high priority opportunities and 31 management to review opportunities were identified. Based on BLC’s initial assessment, they anticipated an overall savings of approximately \$665,000 provided Council implemented all 18 opportunities.

As identified in Council report ES-015-19, BLC proposed time frames for all priority items and noted the importance of validating the supporting assumptions and developing a detailed implementation plan prior to taking any action. The proposed implementation plan timelines listed in the consultant’s final report were based on resources/capacity to complete the required work and took in to consideration urgency, dependencies and estimated effort (as of August, 2019). The intent was that staff would perform further analysis on a select number of items each year versus completing them all at the same time.

In April, 2020, staff indicated to Council that there was an opportunity to fast-track some of the work associated with the service delivery initiatives during COVID to better prepare for potential changes once operations returned to ‘normal’. As the situation evolved and the province implemented various regulations, the focus on service delivery also included recovery and changes in service to better support the areas that continued to operate.

Discussion

The goal of the SDR is to improve the understanding of the services currently provided by the Town and provide better information that will allow Council and staff to make informed strategic choices regarding those services. The review looked at current services and their delivery approach, identification of potential changes to service delivery methods and/or service levels and recommendations for changes that improve efficiency and effectiveness. Eighteen high-level priorities were endorsed by Council (including 3 recommended as status quo). They include:

Short-term (18 months)

Priority	BLC Net Impact Assumption
Invest in Energy Management	-59,558
Introduce Service Standards	N/A
Balance Design & Construction resourcing	-96,327
Consolidation of fleet vehicles	-142,631
Convert Seasonal Workers*	80,495
Alternate staffing model*	-50,504
Forecast workload of new infrastructure	NA

**Conversion of seasonal workers and alternative staffing model were presented as an either/or option*



Medium-term (24 months)

Priority	BLC Net Impact Assumption
Pursue changing the in-house advertising operating model	-93,212
Review Recreation User fees and cost recovery	N/A
Reduce Garbage in Parks	-124,142
Increase automation from I.T	-86,369

Long-term (36 months)

Priority	BLC Net Impact Assumption
Repurpose the Outdoor Pool	-69,620
Pursue changing the Town's Seniors' Centre operating model	-298,262
Change to leasing vehicles	NA
Plow side streets earlier	274,674

The status quo priorities included:

- Pursue different models for single purpose facilities
- Maintain Fitness Studios/Weight Rooms
- Maintain the planned concessions mix

The net impact assumption included in the final report includes numerous funding sources (taxes, DC, user fees, etc.) and the overall total of \$665,456 identified by the consultant requires validation and analysis by town staff.

The majority of the short-term items identified by BLC have been analyzed and associated savings of approximately \$225,000 has already been reflected between the 2020 and 2021 budgets as they had no impact on existing service levels or operating models.

The opportunity to convert seasonal workers and introduce an alternative staffing model in the Operations Division was identified as a short-term opportunity by BLC as an either/or option for the town to consider. Based on further analysis, staff recommend proceeding with conversions in order to ensure the town has a workforce that can support the division year-round, increase productivity, ensure timely responses to issues, balance the scheduling of the overall workforce and have a positive response to employee engagement. This will be achieved using a phased approach subject to budget approval or re-allocation of existing resources and associated funding.



Status updates and outcomes are provided on Schedule A and progress has been made on many fronts regardless of the original timing identified in the BLC report. The pending items will be addressed in subsequent years.

Continuous improvement is a corporate focus and encouraging staff to identify ways to improve customer service, and be more efficient and effective in delivering our services to the community forms the basis of our daily work. This not only includes various opportunities identified through formal SDR exercises, it forms the basis of how the town delivers programs and services now and in the future. Examples of these include:

- Ensuring customer service staff are educated on the scheduled work programs in the Operations Division and any associated capital program in the public realm so they can correctly address resident inquiries.
- Launching a public education program to ensure residents understand their homeowner responsibilities (ie: sidewalk clearing, grass cutting, etc.) to reduce inquiries and by-law concerns.
- Review of the internal development review process to ensure concerns are identified and managed and that timely sign off can be achieved.

Financial Impact

Based on the Service Delivery Phase 1 priorities, \$70,000 in savings was reflected in the 2020 budget (Fleet Consolidation). In addition, there has been a reduction in Design & Construction resourcing of 0.60 full time equivalents (FTE) in 2020 that will result in annual gross savings of approximately \$90,000. As this role undertook project management services, these savings will be realized the capital budget and its related funding sources.

Finally as a result of the Town's energy management and sustainability program, annual hydro savings of approximately \$65,000 per year are anticipated following the installation of solar panels at the Sherwood Community Centre. These potential savings will be reflected as part of the 2021 Budget process. Investment in LED lighting solutions for the Mattamy National Cycling Centre may also be considered through the 2021 Budget as a part of the Town's program.

Respectfully submitted,

Kristene Scott
Commissioner, Community Services

For questions, please
contact:

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Commissioner, Community
Services



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Attachments
Schedule A – Service Delivery Phase 1 Status Update, Outcomes & Recommendations

CAO Approval
Andrew Siltala
Acting Chief Administrative Officer

COMS-006-20 Schedule A – Service Delivery Phase 1 Status Updates, Outcomes & Recommendation

SHORT TERM (18 Months)

Opportunity/Consultant Recommendation	Analysis/Status Update	Outcome / Recommendation*
<p><i>Consolidation of Fleet Vehicles</i></p> <p>Reduce fleet size – Eliminate rollers and litter vacuum and rent equipment to meet the division’s needs.</p>	<p>In 2019, staff reviewed the BLC recommendation for reducing the fleet and balanced that with their knowledge of the operation and its challenges (ie: flexibility to rent if pieces break down, inclement weather challenges, off-peak working hours, emergencies, etc.). Although the original recommendation of reducing the fleet by the full extent of 13 vehicles was not deemed to be an efficient way to operate in light of the other consideration above, staff did proceed with several reductions through the 2020 budget.</p> <p>Staff will continue to regularly review the usage of fleet vehicles and find opportunities to consolidate where feasible.</p> <p><u>Town Financial Analysis</u> \$70,000 in savings were reflected in the 2020 base budget in relation to fleet consolidation opportunities.</p>	<p>Fleet consolidation occurred in 2020 resulting in a \$70,000 savings in the 2020 Budget.</p>
<p><i>Convert Seasonal Workers</i></p> <p>As seasonal employees receive the same pay and complete the same work as full time (FT) employees, switching will save the Town effort to hire and train seasonal staff, as well as the decrease in efficiency that occurs during the first two weeks of new employment.</p>	<p>Staff has reviewed the consultant’s recommendation and support the conversion of seasonal workers to FT. Proceeding with this recommendation will result in a reduction of time spent onboarding staff, increased productivity and consistency, flexibility and balance in the scheduling of workers (the workforce is currently reduced by 30% in 2 specific months of the year), and have a positive response to the employee engagement exercise.</p> <p><u>Town Financial Analysis</u> Cost of Conversion - \$25,000 per employee based on existing rates</p> <p><i>*Note – Conversion of seasonal workers and Alternate variable staffing model was presented by BLC as an either/or opportunity</i></p>	<p>That Staff proceed with the conversion of seasonal workers in phases subject to annual budget approval or the reallocation of existing resources and associated funding sources.</p>

SERVICE DELIVERY PHASE 1
STATUS UPDATES, OUTCOMES & RECOMMENDATIONS
COMS-006-20 Schedule A – Service Delivery Phase 1 Status Updates, Outcomes & Recommendation

Opportunity/Consultant Recommendation	Analysis/Status Update	Outcome / Recommendation*
<p><i>Alternate variable staffing model</i></p> <p>Align seasonal staffing with workload peaks and troughs (ie: FT staff complement when the team has the highest amount of work).</p>	<p>Based on the recommendation above related to the conversion of seasonal workers, the shifting of seasonal timing would not likely offer a long-term benefit. Until the conversion noted above can be fully materialized, management will continue to have discussions with the Union regarding scheduling flexibility of seasonal staff as per the Collective Agreement.</p> <p><i>*Note – Conversion of seasonal workers and Alternate variable staffing model was presented by BLC as an either/or opportunity</i></p>	<p>Aside from short-term opportunities, no long-term action is anticipated should the Conversion to FT staff opportunity be achieved as described above.</p>
<p><i>Forecast Workload of New Infrastructure</i></p> <p>Establish a process with Planning and Community Services to have them provide infrastructure-related information on new and approved infrastructure to input in to the model to identify workload impacts.</p>	<p>Meetings with Community Services and Development Services teams occur on a regular basis to track infrastructure related items by year which allows the Operations Division to plan for the maintenance of additional infrastructure. Funding is included in the forecasts in various contracted services budgets as items are added. These are identified to Council annually as ‘growth-related’ items in the applicable operating budgets.</p> <p><u>Town Financial Analysis</u> Net position remains unchanged.</p>	<p>Operating impacts related to new infrastructure will continue to be reflected through the budget process and intra-departmental coordination will occur through the design, construction and operational phases.</p>
<p><i>Introduce Service Standards</i></p> <p>Service standards are assessed and rolled out by staff internally. This requires holding working sessions and iterating through service levels by defining them and implementing them.</p>	<p>Due to the COVID pandemic this project was put on hold and efforts shifted to recovery and associated policy changes to safely re-open and operate programs.</p> <p>Once the impacts have subsided, staff will report back to Council with recommendations.</p>	<p style="text-align: center;">Pending</p>

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Opportunity/Consultant Recommendation	Analysis/Status Update	Outcome / Recommendation*
<p><i>Invest in Energy Management (EM)</i></p> <p>Hire a Full-time staff dedicated to managing the portfolio of EM. Includes looking after facilities EM as well as coordinate and liaise with other departments to be more energy efficient with existing and future facilities.</p>	<ul style="list-style-type: none"> • Position was identified as part of the 2020 budget but not approved • 2020 Climate Change work plan was approved by Council and indicated that a dedicated staff position would not be required to complete the outlined work • Town Climate Change website launched in Fall 2020 which illustrates the various initiatives related to EM and greenhouse gas reduction • 2021 Climate Change work plan will be presented to Council in November 2020 and will be the mechanism to identify any resources and capital funding needed to execute the plan (subject to Council approval). <p><u>Town Financial Analysis</u> A \$65,000 operating budget reduction has been identified in 2021 related to the installation of solar panels at the Sherwood Community Centre. The Town also expects to consider installation of LED lights at the Mattamy National Cycling Centre as part of the 2021 Capital Budget.</p>	<p>Investments in sustainable energy management solutions have been identified in the 2021 Budget and will continue to be identified in future through the annual budget process or associated reports.</p> <p><i>It is recommended that the Community Services Department continue providing oversight and management of the Energy Management portfolio within the existing staff complement.</i></p>
<p><i>Balance Design & Construction resourcing</i></p> <p>Address imbalance – this option suggests bringing the FTE ratio of indoor/outdoor more in line by making the indoor FTE’s full-time and reducing the outdoor FTE’s by one</p>	<p>Complement was reduced by .60 FTE in 2020 as a result of a staff vacancy.</p> <p>Management continue to fine tune this area based on priorities, scheduled capital work and associated synergies now that the Operations Division is part of the Community Services Department.</p> <p><u>Town Financial Analysis</u> The .60 FTE reduction translates to a gross savings in salary and benefits of \$90,000. As this role’s primary responsibilities related to project management, those savings will be realized through the overall capital program and its associated funding sources.</p>	<p>A reduction in staffing of 0.60 FTE in this area was achieved and the resulting re-balancing occurred in 2020 in relation to this opportunity.</p>

SERVICE DELIVERY PHASE 1
STATUS UPDATES, OUTCOMES & RECOMMENDATIONS
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MEDIUM TERM (24 Months)

Opportunity/Consultant Recommendation	Analysis/Status Update	Outcome / Recommendation*
<p><i>Reduce Garbage in Parks</i></p> <p>Educate and enforce – The Town should consider introducing smart devices to all existing and future garbage receptacles, install portable cameras at problematic areas and launch a 12-month education and enforcement campaign.</p>	<ul style="list-style-type: none"> • In late 2019, 3 molax-style receptacles were installed in high use parks (Bronte Meadows Park, Rotary Park and Campbellville Old Ball Park). These units have subsurface storage that allows accumulation of 500L versus the standard 35L receptacles which decreases the frequency of disposal requirements significantly; three additional units will be installed in late 2020. • Two garbage vehicles utilize tablets that allow staff to GPS location coordinates and default descriptions (i.e.: Overflowing, Household waste, Empty, Half full, etc.) prior to removal. Information is compiled on a dashboard that illustrates trends and/or impacts associated to specific areas, dates and volume. This information is used to improve the coordination and timing of waste removal from town garbage cans which helps address the overflowing of containers. • The COVID19 situation has resulted in some challenges due to higher than normal use in passive park spaces resulting in increased garbage (including household waste). • Public education related to garbage dumping was enhanced in 2020 and a formal 12-month education program will be rolled out in 2021. 	<p style="text-align: center;">Pending</p>
<p><i>Pursue changing the in-house advertising operating model</i></p> <p>Explore the opportunity to outsource sponsorships to a third party vendor who will seek opportunities as well as maintain relationships with existing sponsors</p>	<p>This portfolio has been greatly impacted by COVID 19 as the pool of advertisers and the ability to generate revenue has been reduced significantly.</p> <p>The operating model is currently being reviewed to identify the financial cost-benefit to the municipality and which approach is able to maximize revenue potential.</p>	<p style="text-align: center;">Pending</p>

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Opportunity/Consultant Recommendation	Analysis/Status Update	Outcome / Recommendation*
<p><i>Increase automation from I.T</i></p> <p>Implement New Systems – Features of the system would include fleet maintenance scheduling notifications, electronic inspection to ensure work orders are generated in real time, automated dynamic prioritization and distribution of work orders incl. mobile access, and link to asset maintenance to ensure asset information is updated when work orders are completed.</p>	<p>The Operations Division uses many manual processes, spreadsheets and information controlled by individual staff members. The current work order system requires multiple staff and constant updating and changing of information which is not efficient. Record keeping is archaic and could benefit from electronic automation to ensure timely access to required information.</p> <p>A new work order system is expected to be identified in the 2021 capital budget. A Fleet Management System was approved in the 2020 budget however, based on priorities related to COVID, the project was put on hold. Staff intend on proceeding in 2021 with identification and implementation of both systems.</p> <p><u>Town Financial Analysis</u></p> <p>There will be savings or efficiencies resulting from automation. These will be further defined through the associated business case development or vendor selection (along with the associated software costs) and reflected in future budgets.</p>	<p style="text-align: center;">Pending</p>
<p><i>Review Recreation User Fees and cost recovery</i></p> <p>Establish cost recovery targets – The town should establish a formal policy that outlines cost recovery targets for the different areas of recreation based on Council direction.</p>	<p>User fees are reviewed annually and presented to Council. Market increases are applied and benchmarking is completed.</p> <p>A budget request for the next comprehensive reviews of user fees is expected as part of the 2021 budget request. At this time a comprehensive recreation user fee update is anticipated in 2022, at which time cost recovery targets and the associated policies will be fully reviewed.</p>	<p style="text-align: center;">Pending 2022 Comprehensive Review</p>

SERVICE DELIVERY PHASE 1
STATUS UPDATES, OUTCOMES & RECOMMENDATIONS
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LONG TERM (36 Months+)

Opportunity/Consultant Recommendation	Analysis/Status Update	Outcome / Recommendation*
<p><i>Change to leasing vehicles</i></p> <p>Comparing leasing to purchasing suggests that leasing is only economically valid when the interest rate on the lease is within .3% of the Town’s discount rate</p>	<ul style="list-style-type: none"> • In Progress 	<p>Pending</p>
<p><i>Plow side streets sooner</i></p> <p>Increase the service level so that side streets are plowed 30% sooner.</p>	<ul style="list-style-type: none"> • Route optimization was completed in 2016 which identified, more efficient routes by balancing distance as well as cost; included consideration for typical 8 hr. scheduled shifts. Routes were based on distance from the Operations Centre and Satellite facilities for de-icing agents and fuel. • Factors related to the speed of which streets are plowed include: time of day, traffic, length of storm, available workforce, etc • A Public Education Campaign will be launched in November 2020 to remind residents not to park cars overnight during snow events (helps improve time required to clear the side-streets) and access to Plow Tracks as an indicator of street clearing time and location 	<p>Pending</p>
<p><i>Repurpose the Outdoor Pool</i></p> <p>The pool can be filled and repurposed to fit the needs of the community.</p>	<p>Any staff proposal to repurpose Rotary Pool will be presented to Council for approval prior to implementation.</p>	<p>Pending</p>

SERVICE DELIVERY PHASE 1
STATUS UPDATES, OUTCOMES & RECOMMENDATIONS
COMS-006-20 Schedule A – Service Delivery Phase 1 Status Updates, Outcomes & Recommendation

<p><i>Pursue changing the Town's Seniors Centre operating model</i></p> <p>Decentralize seniors programs and discontinue providing programs and services at the Milton Seniors Activity Centre. Shift program offerings to other town-owned facilities, including integrated space at future facilities.</p>	<p>COVID19 has presented some challenges for the current facility and associated programming due to capacity limits and a vulnerable population. Staff has responded by offering limited in-person programs in addition to virtual programs and social calls.</p> <p>Seniors programming as a whole will be reviewed with the goal of increasing accessibility, offerings and social connections. Any proposed changes to the operation of a stand-alone facility will be presented to Council for approval prior to implementation.</p>	<p style="text-align: center;">Pending</p>
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SERVICE DELIVERY PHASE 1
STATUS UPDATES, OUTCOMES & RECOMMENDATIONS
COMS-006-20 Schedule A – Service Delivery Phase 1 Status Updates, Outcomes & Recommendation

STATUS QUO

Opportunity/Consultant Recommendation	Analysis/Status Update	Outcome / Recommendation*
<p><i>Maintain Fitness Studios/Weight Rooms</i></p> <p>Status Quo – Assumes operations continue with the current operating model</p>	<p>In light of the COVID 19 situation staff are re-visiting this opportunity and will present any changes to the operating model to Council prior to implementation.</p>	<p>N/A</p>
<p><i>Maintain the planned concessions mix</i></p> <p>Status Quo – the opportunity to continue operating with no changes to the current operating model</p>	<p>Due to COVID19, concessions services (not including vending machines) is currently paused with a proposed resumption date of Fall 2021.</p> <p>Staff will review the business case for concessions post COVID and present any changes to the current operating model to Council prior to implementation.</p>	<p>N/A</p>
<p><i>Pursue different models for single purpose facilities</i></p> <p><i>Maintain the current situation</i></p>	<p>Status quo was recommended and staff concur with that assessment in the current environment. Facility inventory and operational models are reviewed on an on-going basis and if there is a benefit of changing how these facilities and services are provided in the future staff will bring it to Council prior to implementation.</p>	<p>N/A</p>

* Items presented in blue will continue to be updated via future Service Delivery Review Update reports.