

Request for Decision

Tom Davies Square - One Stop Shop

Presented To:	City Council
Presented:	Wednesday, Aug 12, 2020
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Type:	Managers' Reports

Resolution

THAT the City of Greater Sudbury directs staff to proceed with renovations for a "One Stop Shop" service area in Tom Davies Square, as outlined in the report entitle "Tom Davies Square – One Stop Shop", from the General Manager of Corporate Services, presented at the City Council meeting on August 12, 2020;

AND THAT \$464,000 be transferred from the Capital Holding Account Reserve.

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Asset Management and Service Excellence as it aligns with the goal of emphasizing how new assets can improve service delivery and costs.

Report Summary

On March 19, 2020, Tom Davies Square (TDS) and all other City facilities closed to the public. From that point, employees at TDS accessed the building via locked external (controlled access) doors, ensuring there was no encounter with any member of the public using the same entrance. All business transactions with residents was through scheduled appointment, conducted solely on the main floor of the building. On July 13, 2020, public access to TDS resumed for specific City of Greater Sudbury services. In the interest of customer service and personal health and security (risk mitigation) public services were consolidated to the main floor of the facility with public access to TDS streamlined to specific entry and exit points. The new service model of main floor only service at TDS is the first phase of this project; the second phase recommends renovation and creation of a permanent TDS "One Stop Shop" front-counter. It addresses long-standing security

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Manager Review

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Financial Implications

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concerns for the complex and aligns with recommendations received through a third party security audit. There is direct link to the City's Corporate IT Strategy and continued work toward online service delivery through new systems like a new leisure booking software, a new Land Management Information System and Customer Relationship Management system ; each a critical component to the success of the later stages of this project, as they greatly enhance our abilities to offer services at one central TDS location and online, 24/7.

Financial Implications

This report recommends funding of \$464,000 from the Capital Holding Account Reserve to allow construction to begin in Q4 2020. It further contemplates use of already approved capital funding of \$325,286 from the Corporate Infrastructure-Equipment Capital account to support the overall estimated project cost of \$789,000.

Executive Summary

On Tuesday, June 09, 2020, Tuesday, June 23, 2020 and Tuesday, July 07, 2020, City Council received an update with respect to COVID-19 and service restoration. In each report, staff provided regular service status and restoration updates. Each update has featured a description of the services and facility status for Tom Davies Square (TDS). In the June update, staff indicated that interim arrangements were being made to safely open TDS and that planning was underway for a more permanent change to service delivery in the form of a “One Stop Shop” on the first floor at TDS.

While the focus on physical distancing and creation of employee only areas is in response to the COVID-19 pandemic, the option before Council presents opportunity to ensure enhancements meet organizational needs post pandemic and ensure building security and customer service into the future.

The implementation of a new “One Stop Shop” will provide for the following:

- A safe workspace for staff and customers; designed with purpose to position the Organization well in response to COVID, and in the event of future pandemic service level planning
- The ability to better leverages capital funding already in place for security enhancements within the facility. Funds will support enhancements that address significant security gaps, while also providing high-level customer service.
- Renovation of a 3,800 sq. ft. space that provide the facility with an additional three (3) larger meeting rooms and two (2) designated interview/service areas; all supported by six (6) service counters and three (3) Offices. This project will include new outward finishes, supported by HVAC, sprinkler system, surveillance and access systems upgrades.
- Cost avoidance related to AODA requirements for renovation of (11+) service counters within TDS to ensure they are accessible.
- With contingency built into the recommended project budget, per square foot construction cost estimate of \$153.39 per sq. ft., aligns with industry averages. The competitive process may further produce savings in the budget.
- Provides asset renewal for a space to be the foundation for customer service at TDS and highlights this facility as the community’s most visible and interactive civic space.

This report will inform Council of the recommended plan and scope of work for the creation of a “One Stop Shop” service delivery model, and further recommends funding of \$464,000 from the Capital Holding Account Reserve to allow construction to begin in Q4 2020.

Background

On March 19, 2020, TDS and all other City facilities were closed to the public. From that point, employees at TDS accessed the building via locked external (controlled access) doors, ensuring there was no encounter with any member of the public using the same entrance. All business transactions with residents were through scheduled appointments and conducted solely on the main floor of the building.

On July 13, 2020, public access to TDS resumed for specific City of Greater Sudbury services. In the interest of customer service and personal health and security (risk mitigation), public services were consolidated to the main floor of the facility with public access to TDS streamlined to specific entry and exit points.

Many in-person services such as obtaining a building permit or marriage license have continued by appointment, with walk-in services available. Walk-in service is provided with the caveat that service may take longer as a result of appointments already booked. Day-to-day services such as tax bill payments or purchase of garbage bag tags, is available at the Citizen Service Centre counter.

Passive health screening is in place at all public City of Greater Sudbury facilities. Employees that are attending a facility are required to conduct a self-screening before attending work. There are signs posted directing visitors not to attend the facility if they experiencing any COVID symptoms, and encourage contact with Public Health for more information. The installation of plastic barriers at front-counter spaces, arrows that direct travel and physical distancing and a requirement for residents and staff to wear a face covering while in a public area ensures health and safety of staff and residents and alignment with public health guidance.

The new service model of main floor only service at TDS is the first phase of this project; the second phase recommends renovation and creation of a permanent TDS “One Stop Shop” front-counter. This project and associated service level aligns with the 2019-2027 Strategic Plan objective of Asset Management and Service Excellence, specifically for capital work to emphasize how new assets can improve service delivery and costs. Further, this project assists the City of Greater Sudbury achieve goals

outlined in the 2019-2022 Customer Service Strategy, by creating simple, easy access to services for residents. It addresses long-standing security concerns for the facility and aligns with recommendations received through a third party security audit. Finally, there is a direct link to the City's Corporate Information Technology (IT) Strategy and continued work toward online service delivery through new systems like Perfect Minds, Land Management Information System (LMIS) and Customer Relationship Management system (CRM); each a critical component to the success of the later stages of this project, as they greatly enhance our abilities to offer services at one central TDS location and online, 24/7.

Analysis

In support of this longer-term capital planning for a one-stop service delivery model, an architect has been engaged. Based on the advice of the architect, with contingency built into the construction, the recommended project budget is approximately \$789,000. Capital budget funding of \$325,286 is already in place to accomplish security enhancements in the building; thus the net cost for the renovation is approximately \$464,000.

The recommended "One Stop Shop" contemplates six (6) service counters within a space that is easily accessible for residents. It includes self-serve kiosks in anticipation to leverage online services into the future. The space aligns with Accessibility for Ontarians with Disabilities Act (AODA) requirements for service counters, and includes break out space, personal or rotational office space (3) and breakout meeting rooms (5) that contemplate a wide variety of service activities.

Staff access to and from the area is made via an internal stairwell that extends from ground floor through to the 4th floor, or alternatively by using a redesigned main staircase, solely within employee space. With contingency built into each recommended project budget, a review of costs by Capital Project staff conclude that estimates are within reasonable tolerances for work of this type.

Figure 1- 3D Conceptual Design- One Stop Shop- Tom Davies Square



Figure 2- 3D Conceptual Design- One Stop Shop- Tom Davies Square



Figure 3- 3D Conceptual Design- One Stop Shop- Tom Davies Square



Over 500 employees are currently working from home. Many of these employees work at TDS. There is a significant opportunity to minimize construction costs and project duration with less employees and visitors in the building.

The proposed project schedule estimates that construction will take place between December 2020 and April 2021. Adhering to procurement requirements, an option to fast track the tendering process is being considered in order to allow for the potential of construction to begin in October 2020.

Link to Customer Service Strategy

The City of Greater Sudbury's 2019-2022 Customer Service Strategy established outcomes and actions "intended as a roadmap for employees and citizens alike to make a positive customer service culture part of the City of Greater Sudbury brand". This project is an investment in the delivery of in-person services for the City of Greater Sudbury for years to come. It shows pride in the City's most visible civic space; coupled with recent work in the courtyard and the elevators, it reflects the vision of the community.

The strategy contains seven (7) customer service principles that form a basis to ensure consistently high levels of customer service. The implementation of a "One Stop Shop" directly links to three (3) of the principles, specifically:

"We resolve issues on a first contact basis where possible"

"We are committed to measuring and improving our customer service performance"

"We use technology to effectively leverage customer service opportunities and address customer service issues"

The Customer Service Strategy ensures that services are easy to access and easy to understand and that customer service practices are consistent across the organization. There is a commitment to "invest in the right channels to provide services to residents in the way they wish to receive it". By consolidating a number of services to one specific area, any confusion is removed from municipal services. It envisions one location where a resident will receive quick, efficient and consistent service from an "expert" in a number of municipal services.

Finally, listed actions of "review high-volume, routine service transactions for potential transfer to an online self-service delivery system" and "review wayfinding and signage at key municipal facilities and develop plans to create easy access for citizens" that are contained within the Customer Service Strategy will be addressed through this project.

Leveraging Successes of 311

In its origin, City of Greater Sudbury 311 was originally a "switchboard" service. With that, the first call resolution rate was essentially 0%, with every call transferred to another department. Over time, and with growth and maturity of the service and its employees, 311 has become the foundation of customer service for the organization; equipped with staff who are subject matter experts for a variety of services offered by the City of Greater Sudbury.

In receipt of approximately 200,000 calls and 15,000 emails per year, 311 now hosts a first call resolution rate close to 80%. As evident in the success and growth of 311, this "One Stop Shop" project presents an opportunity to provide an in-person service level that aims to resolve many issues on the first contact. It allows for organizational growth where many of the routine, high volume service transactions of the organization can be supported.

Alignment with 2013 Security Audit

In 2013, as conducted by representatives of Strategic Improvement Company (SIC), the City of Greater Sudbury completed a third-party audit of security services and access control within TDS. In addition to the completion of a survey of (392) staff that work within the facility, a physical audit of work areas and public use of the facility was completed. Applying feedback and observations, a set of recommendations were made to address concerns with public access and the delivery of public services within the complex.

To address concerns for customer service and gaps in security, SIC recommended a “one stop shop” on the main floor of TDS, where services would be offered. Further, it was recommended that citizen traffic be removed from the main stairway and redirected to the elevator. At the time this recommendation was made, the facility had yet to complete a replacement of elevators and did not have access control or surveillance cameras as we do today.

The survey of staff that was included as part of the security audit provided feedback that illustrated the open design of the facility was not only concerning from a security perspective, but coupled with inconsistent wayfinding, also caused customer service issues. It was noted that staff often took it upon themselves to assist residents away from their department in order to minimize the concern with residents wandering into unsupervised areas. Staff reported “receiving dismissive or harassing comments” when offering to assist those who appeared lost or unsure of a service location or counter. In reference to this concern, one staff comment from the survey confirmed “customers should not have access behind counters. TDS needs a new re-design to better control the flow of people”.

Significant steps have been made in recent years with respect to access control in the facility. Various controls are in place in many public areas and access control improvements have been made within elevators, main floor meeting rooms and Council Chambers. However, capital work required to define staff and public space on each floor, and via the main staircase, remains outstanding. Prior to the development of the “One Stop Shop”, in order to control the flow of the public within the facility and ensure the safety and security of all, staff from Capital Projects, Facilities and Corporate Security developed a plan that recommended the installation of two (2) access control gates on each floor (floor 2 through 4), with another larger gate system at the base of the main stair case. The estimated cost of security enhancements was approximately \$400,000.

By providing services in one specific area and restricting access to upper floors to appointment only and while escorted by an employee, the recommended “One Stop Shop” addresses all security gaps by limiting free public access to any employee area in the facility. As such, this project represents cost avoidance of approximately \$400,000 for security gates and access control.

Finally, in addition to addressing long-standing security concerns, the recommended design presents an opportunity for further cost avoidance related to requirements within the Accessibility for Ontarians with Disabilities Act (AODA) for accessibility standards. Consolidating numerous services counters from within the building to an area that is fully accessible removes renovation costs associated with the remodeling of over ten (10) service counters within TDS (pre-COVID). There is capital cost avoidance for the redesign of space throughout the building ensuring customer service counters are accessible and compliant with AODA requirements for counters and wayfinding signage.

Response to Citizen Satisfaction Survey

As part of Council's commitment to engage citizens in decisions that affect municipal programs, services and policies, the City of Greater Sudbury hosted a third party Citizen Satisfaction Survey in 2016 and 2018. Approximately 1,200 completed phone interviews and an average of 1,382 online surveys were completed each year with residents being asked a variety of questions related to their opinions of services offered by the City of Greater Sudbury. The same questions were asked in both 2016 and 2018 to ensure comparability.

Perhaps speaking to advancements in online services offered to residents, the surveys concluded that approximately 42% of residents had an in-person interaction at TDS or other City facilities in 2016, with 31% doing so in 2018. In review of statistical differences, the group more likely to have contact are "those who feel they are more informed about municipal affairs, feel the quality of life in Sudbury is poor, and do not feel the City is moving in the right direction". When asked to rank their satisfaction with customer service received, approximately 22% of residents were not satisfied with the service. The top three (3) reasons for their dissatisfaction were "didn't do anything to help", "didn't respond" and the "process too slow/took too long".

In consideration for the delivery of approximately 58 lines of service in the municipality, some which may not be public facing, it's acknowledged that a resident who does not have intimate knowledge of the physical location of a service, or the steps required to complete a process, may attend numerous counters. Whether to pay a ticket/taxes, obtain a permit/license, file a complaint, or obtain information, etc., the current system is siloed and presents great opportunity for improvement and added efficiency. It is anticipated that consolidating service counters to one area where most processes can now start or finish, will allow for an improvement in the delivery of customer service, which will be positively reflected in future Citizen Satisfaction Surveys.

Link to IT Strategic Plan

While a "One Stop Shop" commits to provide easily accessible and efficient in-person services for residents, it does not replace commitments of the City of Greater Sudbury Corporate IT Strategic plan. The associated vision of "great service experiences powered by technology and data, available anywhere, anytime" encapsulates the idea that the City can modernize how it delivers services by taking advantage of technologies directly aligns with the design and intended use of the One Stop Shop. The planning and design for the space has maintained direct foresight for continued work toward online service delivery through new systems like new leisure booking software, a new Land Management Information System and Customer Relationship Management system in order to improve efficiency and customer service.

Recommendations

This report provides Council with information regarding the scope of work for a "One Stop Shop" service level, and makes recommendation to fund \$464,000 from the Capital Holding Account Reserve to allow construction to begin in Q4.

The recommended design of this space supports growth of the organization where there's opportunity to align human resources in each reception area to respond to a number of customer requests. While process of Planning, Building Services, Engineering, Clerks and Social Services each host intricate details

that a front line Citizen Service Representative may not understand today, growth of the organization within this space supports a transition where a resident will be able to inquire about any City service, and not have to go anywhere else. Where the organization has experienced success in first call resolution with developments and expansion in 311, opportunity for the same exists in this model for in-person interaction. With cost avoidance related to security and AODA, this project provides a foundation for customer service at TDS and highlights this facility as the community's most visible and interactive civic space.

References

Report- City of Greater COVID-19 Response Management- Update on Financial Impacts and Service Restoration Planning

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Report- COVID-19 Update- June 09, 2020

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=30461.pdf>

Report- COVID 19 Response Update- June 23, 2020

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=30590.pdf>

Report- COVID 19 Response Update- July 07, 2020

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=30679.pdf>

Report- 2018 Citizen Survey Results- August 14, 2018

<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&lang=en&id=1245&itemid=14481>

City of Greater Sudbury 2019-2022 Customer Service Strategy

<https://www.greatersudbury.ca/city-hall/contact-the-city/customer-service-strategy/>

City of Greater Sudbury 2019-2027 Strategic Plan <https://www.grandsudbury.ca/hotel-de-ville/maire-et-conseil/conseil-municipal/pdf-documents/2019-2027-strategic-plan/>

City of Greater Sudbury Corporate Information Technology Strategic Plan- June 26, 2018

<https://www.greatersudbury.ca/city-hall/reports-studies-policies-and-plans/report-pdfs/corporate-information-technology-strategic-plan/>

2018 Canadian Cost Guide <https://creston.ca/DocumentCenter/View/1957/Altus-2018-Construction-Cost-Guide-web-1>

Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c. 11, O. Reg. 191/11:
Intergrated Accessibility Standards <https://www.ontario.ca/laws/regulation/110191#BK143>