

Attachment #2

Efficiencies and Cost Saving Measures from Departments

Efficiencies and Cost Saving Measures from Departments

1. Climate Action, Planning and Development

- Reallocated staff time across department, as available, to fill capacity gaps as much as possible.
 - Land use planning staff reassigned to affordable housing development application files (i.e. paused infill housing phase 2, 22nd SkyTrain)
 - Integrated Services staff assisting with maintaining City public record of Building Permits
 - Moved bylaw officers from specialists to generalists, enabling every officer to assist on any call, ensuring even file load amongst officers and no unused capacity
- Provided staff enhanced technical training to enable faster review of files:
 - Bylaw Officer training on Zoning Bylaw for related enforcement files
 - Building staff advanced code and energy advisor training enabling faster processing of permit applications
- Shifted to proactive file management in Integrated Services:
 - Instituted daily patrols for unsheltered community members, graffiti, etc. vs. waiting for the public to call, reducing number of individual trips, identifying and addressing issues earlier prior to their escalation.
 - Moved to discussion and “handshake agreements” vs. notification letters.
- Made amendments to policy/regulations to reduce number of development applications required:
 - Increased scope of work exempted from Development Permit requirements.
 - Amended the Downtown and Queensborough community plans to integrate additional flexibility built into mainland Official Community Plan.
 - Crisis Response Amendment Bylaw enacted, eliminating rezoning requirement for specific affordable housing projects.
- Ongoing streamlining of development review process, e.g.:
 - Temporary digital application processing for portion of Building Permits.
 - Pre-applications review, separate permit review stream for Tenant Improvement Permits.
 - Reduced number of applications forwarded to Council and Council’s committees (e.g. delegated to Director, focused engagement of committees on key issues).
 - Amended Secondary Suite Zoning to reduce staff review time.
- Ongoing updates to development-related public consultation, including streamlining eliminating/reducing required staff attendance, e.g.:
 - Application circulation to RAs rather than requiring applicant presentation
 - Option for virtual applicant-led consultation
 - Eliminated public consultation requirement for laneway applications
- Ongoing refocusing of efforts on achieving affordable housing, e.g.:
 - Halted City’s Small/Med Sites Affordable Housing Initiative, as City properties were too costly in financial and staff resources for too few affordable units in return.
 - Halted work with faith-based and non-profit organizations seeking to realize affordable housing on their sites following study indicating they have little likelihood of success.
 - Completed key policy work to focus work of community planning staff.

2. Electrical

Electrical Operations

- GIS based, maintenance, project, trouble call and infrastructure installation tracking. This is an upgrade from a cumbersome paper based tracking system.
- 90% complete on a new Digital/GIS based Power System Control Room. This will enhance safety and aid in providing a more reliable power system.

- Accomplished all installations during a period of extreme growth without the use of outside Power line contractors. Although the overtime was marginally higher this resulted in a net savings for the city. The plan moving forward is to install the Power system infrastructure for the Queensborough Substation without the use of outside contractors. This will save the City significant amount of money.

Electrical Services

- All metering inventory and field work was brought back in-house after being outsourced for the past 25+ years. We have been diligent in reviewing all meter types and rate codes over the past 6 months and correcting a number of anomalies within the billing system which is now bringing additional revenues.
- All street and park lighting that is in need of replacement is now being replaced with 35 or 80 watt LED luminaires, replacing 100, 150 & 250 watt HPS fixtures.
- We have assisted a number of City projects in purchasing and installing equipment such as lighting and traffic controllers instead of contracting out to third party contractors. Example are: the Agnes Greenway project, the 6th street project, 10th @ Columbia upgrade and Boyd @ Duncan install.

Electrical Engineering Design & Planning

- Continued to design electrical infrastructure entirely with in-house staff, and reduced staff by two employees due to retirements. Increased project work in the last two years was successfully completed with this reduced staffing.
- The deployment of our new Electrical GIS system is new and innovative that will greatly help field staff find accurate and up to-date information on the electrical system from a mobile device. This GIS system was created entirely with in-house staff as a result of bringing in a new GIS specialist.

Electrical Major Projects/ Business Process

- We used an innovative strategy that helped reduce project risk by carving certain large equipment purchases from the contractor scope of work (this reduced our overall cost by at least 10% of the valued equipment i.e., \$200K).

3. Engineering

Engineering Operations

- Improved efficiency in support of special events. The Manager of Transportation now represents all Engineering divisions and distributes relevant information from planning meetings, rather than having multiple Superintendents involved in all of the planning meetings. This has simplified our support and allows Superintendents more time to focus on other tasks.
- Cityworks/calls for service are now automated through Cityworks. Clerical staff can now assign a call for service to Sewer crews directly through Cityworks. This allows for more direct information transfer and improved documentation. *Note:* this is an efficiency *when Cityworks functions as planned*, but that has not always been consistent.
- Streamlining recruitment for entry level positions has reduced time spent recruiting new staff. There is a regular need to ensure adequate staffing numbers to better support operations. Superintendents have developed more efficient processes and teamwork, which better supports HR and allows for greater efficiency in recruitment.
- Improved process and collaboration with other divisions with respect to the support that Operations provides on Downtown Livability and other issues associated with supporting our homeless and street entrenched residents.
- Improved cross-departmental collaboration, generally, resulting in better communication, support and outcomes.

Civic Buildings and Properties

- The most impactful recent change has been in added productivity. Where we were previously debilitated by extensive backlog of deferred maintenance, staff have been directed to utilize portions of unspent operating budget to reduce the backlog of deferred maintenance, which is helping to mitigate further decline and failure of some building systems.
- The second biggest impact has resulted from capital project delivery process improvements, which is resulting in better project delivery and more thoughtful and efficient outsourcing of services when needed.
- Third, streamlining administrative tasks for better, more consistent records management. This has contributed to a reduction of insurance premiums from original estimates because we could demonstrate standard facility maintenance practices for life safety that are being followed. It has also resulted in more efficient use of specialist staff resources, because their time is freed up from duties that can be supported by clerical staff.
- Developed an improved process and principles for leases and license agreements for use of City facilities, and working toward a full cost recovery model for lease rates.
- Developed an improved process for land acquisition/deposition to streamline the internal review process and ensure proper review and documentation.

Department Administrative Services

- eGovernment services – we started working with IT last year to support a pilot project to expand e-Government services. The project is well underway and we hope to go live with some customer service and other improvements in the coming months.
- Shifting administrative work from technical to clerical staff – administrative staff is now supporting technical staff with some of the administrative and other type of work (e.g. processing Engineering permits, locating and organizing files for them, researching items, following up on some outstanding issues in order to close some of the files, responding to questions from residents, providing project management/project controls support, etc.).
- Created a number of internal templates for staff to use to create internal efficiency (i.e. on HUB page).
- Started work on the platform to automate review and submission of Engineering invoices (pending IT resources and Finance approval).
- Ongoing review and update of our website to provide residents with up to-date information which reduces the amount time spent on phone calls and responding to email.
- Ongoing review and update of online parking, street occupancy and other permit applications to improve efficiencies.

4. Finance

- Enhanced our Treasury Function and Cash Flow Modelling for key cash out flow requirements – were able to use this data to inform the work to review our investment portfolios – result, forecasting to generate over \$1.5M in interest revenue for the City
- Implementing the new eBidding system that will streamline the process for the City to receive responses to RFP and Tenders. Creates capacity to deliver a much larger five year plan without adding additional staff.
- Business contract with Staples Professional for centralized procurement of all office supplies – targeted to save 10% per year.
- Obtained a 10% reduction in insurance premiums by self funding certain items and renegotiating with insurance companies.
- All internal forms and time keeping processes are now electronic.
- Trained staff in the Revenue and Collections group to provide mailroom back up reducing reliance on auxiliaries.

- Planning implementation of Automated Metering which will provide efficiencies in collection of data and billing.
- Continued the momentum to online payment processing with customers and therefore have been able to manage through high vacancy rates by reducing the in person visits at City Hall – shifted phone and email calls to a queue that is managed by the customer service reps and utilizing teams software as a communication tool amongst staff members – staff have become 30% more efficient due to these small changes
- Continue momentum of hybrid work from home vs in office for Financial Planning staff – this has worked well for staff retention and productivity as the team is energized and motivated in such a supportive and flexible environment – again, seeing a 30% increase in more strategic and data driven financial planning and reporting work.

5. Fire

- Development and implementation of a Department wide Acting Policy. This allows for coverage at all levels in the event of unexpected long term or short term absences while maintaining business continuity.
- Partnership with Fraser Health to open Hosting centers in extreme circumstances where Fire resources are depleted.
- Staffing of a 2nd Rescue unit at # 2 Fire Hall with two FFs when operationally possible. This reduces the 4 person apparatus responding to non-fire related incidents (overdose, medical aid etc.).
- Staffing realignment of the Training Division and relocating to the Glenbrook Fire Hall. Increases administrative efficiency and reduces the need for IT related equipment (printers, computers etc.).
- Fire Prevention Office staff rotation to allow for remote work. This reduces the need for permanent office space and provides the “hoteling” option for staff reducing the need for computers, printers etc.
- Administrative staff realignment to support Emergency Management through reclassification of Clerk position
- Corporate Training to support operation of the Emergency Operations Center. 90+ City staff were trained in 2022 to provide resilience in the Emergency Management Office.
- Increased online training opportunities for staff in Fire Operations and Fire Prevention.
- Increasing the use of Data Analytics to identify higher risk properties and geographic locations prone to higher incidents.
- Working to increase the support to other City Departments with Fire resources and knowledge when possible (Downtown Livability, Opioid response, Social Planning etc.).
- Using City policy to repurpose expired or out of date equipment (Auction for cost recovery, donation etc.).

6. Human Resources and Information Technology

Human Resources

- Changed candidate testing to web version which reduces HR Assistant time for booking appointments and frees up testing space.
- Created and piloted the Professional Development Plan for exempt staff, which would help with developing staff and lead to higher performance, productivity, and job satisfaction.
- Collaborated with IT to create ePAF (Personnel Action Form), leading to less errors when entering employee data into the HR Information System.
- Provided Management Skills Training for supervisors, managers, and directors, which supports staff and increases retention, reduces recruitment costs, and increases productivity.
- Started phone screening and combining interviews which reduced the number of recruitment steps.
- Continued the use of virtual interviews which reduced transportation costs and travelling time.
- Implemented ongoing remote work policy which reduced transportation costs, increased job satisfaction, retention, and productivity.
- Implemented the use of a PDF Personnel Action Forms that have not yet been converted to an ePAF which reduced processing time.
- Consolidated the HR Recruitment Report from 2-3 spreadsheets to one spreadsheet.
- Created letter templates for frequently used letters.
- Created HR position guides for HR Business Partners and HR Assistants to share information, procedures, and retain institutional knowledge.
- Worked with CUPE to streamline Personal Leave approval process.
- Created Recruitment, Onboarding, Offboarding, and Retirement Checklists to reduce errors and share consistent procedures.
- Piloted Mindbeacon, a mental health tool for staff, evaluated and not enough staff use and terminated the contract.
- Developed and implemented ongoing Communicable Disease Prevention Plan to ensure staff safety which increased productivity.
- Procured, testing, and in the process of implementing Applicant Tracking System which will increase efficiencies in the recruitment process.
- Created email templates for communicating with applicants, candidates, vendors, employees.
- Implementing a time entry self-service system which reduces paper and errors from manual time tracking and increases accountability.
- Started the process for digitizing employee files.

Information Technology

- Purchased inexpensive remote support tools for Helpdesk to allow them to better support City staff working at home using their own personal computer or City-assigned device and helps to reduce unnecessary trips into the office on staff's remote work days.
- Decreased the number of staff who have both a desktop and laptop as laptops and docking stations remote workers which has reduced our software license and support costs.
- Put in place a new type of Microsoft licensing program called the Cloud Service Provider (CSP) agreement which allows licensing of applications on a month-by-month basis instead of a three-year commitment, to optimize Microsoft licensing costs.
- Created in-house applications during the pandemic (e.g., COVID-19 electrical relief program, Irving House and Anvil Museum booking application) using existing IT staff resources instead of having to contract out those services or purchase off-the-shelf software applications.
- Regularly review application, software and license inventory to optimize cost savings.

- Invested in Cloud (hosted) resources for the 2022 Municipal Election results website, which allowed IT to provide a reliable web service without incurring additional hardware and software costs that would have been needed to deliver the same level of reliability in-house.
- Reduced the number of virtualized server hosts in our datacenter when replacing the equipment with newer hardware which also reduces server licenses and maintenance support costs.
- Implemented a City-wide standard for end user hardware and peripherals which allows leveraging increased savings on volume purchases.

7. Library

Cost reallocations

- We reallocated money from areas where use has gone down to help pay for those line items that are going up. With more and more work done on computers, we are spending less on office supplies such as paper. We reallocated money from these budget lines to things like cell phone plans
- We eliminated the library app, it wasn't functional and had a yearly fee. We reallocated the money to other digital subscriptions.

Added productivity

- We are in the process of cross-training all staff to be able to provide customer service assistance at all service points/desks inside the library.
- Librarians started working outside of the library, connecting directly with community and expanding on skills and projects.
- We outfitted 4 librarians with laptops to replace their desktops to allow them to be more efficient when working out in the community (with the special grant from the province).
- We are redesigning Home Library Service, shifting staff tasks in order to be able to deliver library materials to more New West residents without adding staff time.

Streamlining

- The City's new staff intranet will help us streamline communication and create efficiencies.
- By going fine free, we reduced processing times, transactional conversations, time spent dealing with complaints, letters sent to customers. All that staff time is being used in better customer service.
- We are implementing the pre-processing of library materials with vendors. There is an increased cost for processing but a huge cost savings for staff time and getting the items out to the public sooner. Staff time is used instead for customer service inside the library.
- We were able to partner with other local libraries to bulk buy supplies (e.g. labels, cards, tags), so we were able to buy more with less.
- We are partnering more and better with local organizations to create and provide programs, avoid duplication, better target community members.

Innovation

- We are providing high-impact, low-cost programs that address community interests and needs: podcasting, seed library, tech for kids

8. Office of the CAO

Economic Development & Communications	<ul style="list-style-type: none">• Business Licensing function moved under Economic Development to foster a more streamlined and “business-first” approach to licensing.• E-Apply for business licensing platform currently being developed with launch planned in 2023. Will enable faster processing times, improved data collection, and greater convenience and choice for business owners.• Streamlining of Food Truck business license application process for special events.• Updates to On-Street and Sidewalk Patio Bylaw to ease application process for local business.• Business License Bylaw update underway to remove redundancy, and modernize license categories and language. Adoption planned in 2023.• Development of information sheets for local business with answers to frequently asked questions, increasing convenience for business owners and reducing frontline staff time required.• Continued move towards use of digital advertising vs. print enabling broader reach and impact.• Increased production of digital graphics “in-house” reducing need for external graphic design support and expense.
--	---

Community Arts & Theatre	<p><u>Innovation</u></p> <p><i>Community Art Gallery Partnership</i></p> <p>In 2023, a programming partnership has been implemented with the Arts Council of New Westminster (ACNW) for the Community Art Gallery. With the ACNW assuming the curatorial lead for the gallery, Art Services staff will be able to redirect resources to deepen community partnerships and expand programs.</p> <p><u>Streamlining</u></p> <p><i>Event Staffing Efficiencies</i></p> <p>Cross-training of Anvil auxiliary staff has resulted in efficiencies in resource allocation, scheduling and coordination across departments.</p>
Conference Services	<ul style="list-style-type: none">• Events inquiries and opportunities are reviewed by Conference Services Team to ensure that the events contracted are the best suited for the venue. Sustainability (long term repeat bookings), most efficient space utilization, size of event, number of services ordered, multiple day events and economic (i.e. restaurant / hotel requirements) & cultural impacts are considered when contracting events.• Contracting multi-year agreements with key accounts• Margin reviews are completed on an annual basis to ensure that pricing is comparable to similar venues or other Metro Vancouver venues that share clients with Anvil Centre. Pricing is adjusted based on cost of service / product if required.• Reviewing client payment by Electronic Funds Transfer to decrease fees• With 300% increase in cost of booking system, reviewing lower cost options• Proactively sourcing events to fill dates outside of Conference booking times

	<ul style="list-style-type: none"> Continue cross-training auxiliary staff in multiple Front of House positions
Legislative Services	<ul style="list-style-type: none"> Implemented escribe, a simple fast agenda management system that quickly creates and distributes Council and committee agendas. Implemented Better Impact to digitize our recruitment process, this provided for an on-line hiring process for election workers, and all committee recruits. This saves many hours of manipulating paper application forms. It is a shared resource across the City and so is very cost effective.
Museum & Heritage Services	<p><u><i>Staffing Budget Restructuring</i></u></p> <p>Through an assessment of high and low attendance periods as well as summer staffing impacts, existing budgets were adjusted to respond to new service demands and support staff retention. Staffing resources were adjusted as follows:</p> <ul style="list-style-type: none"> During the months of January and February, Irving House guide staff were reduced by 50% to reallocate funds to a new position (see below bullet). Irving House hours remain the same but fewer staff were needed to accommodate visitation demands. In accordance with the union agreement, volunteers have been welcomed to the operation to support guide staff during this period. Elimination of one of three summer student positions (5 days/week for 16 weeks) to reallocate resources to a new position (see #3). Summer staff support the delivery of programs and services through the busier summer season when students are out of university. However all knowledge and training leaves the operation with these staff when they finish their term. This makes sustainable programming and operations difficult. By keeping two of the three seasonal staff, Heritage Services can continue to deliver summer services while introducing sustainability through a year round staff position. Further, Heritage Services is continuing to fulfil an industry expectation to mentor and train new cultural workers. Creation of new position budgeted at 3 days/week for 52 weeks. This position is funded through the savings gained through summer student reductions and winter guide staff reductions. This position provides Heritage Programming support and operational support in the Archives. <p>These alterations restructured \$31,000, representing 3.4% of the overall Museums and Heritage Services operating budget, or, 5.1% of the operational staffing budget. Operationally, no community Heritage Services were affected. However school program participation has more than doubled, community engagement through consistent volunteerism has increased, reference services and archival processing has become more efficient, supervisory staff have been able to apply their efforts to long term planning, and, staffing stability has been achieved in the form of a new position that has been granted consistent hours and scheduling.</p>
New Media Gallery Art + Technology	<p><u><i>Efficiency</i></u></p> <p>Art + Technology operates using multiple efficiencies:</p> <ul style="list-style-type: none"> We are highlighting our rigorous sustainability program that is ecological and realizes significant cost savings. We recycle 95% drywall, reuse base materials through multiple exhibitions, pay carbon offsets, have largely eliminated vinyls, and choose sustainable building materials - reuse-recycle-reinvent.

Public Engagement	<p>Building internal staff capacity to deliver public engagement in-house with less reliance on consultants.</p> <p>A recent example is the <u>Reimagining the Queen’s Park Farm project</u>:</p> <ul style="list-style-type: none"> Both phases of engagement were led and delivered by City staff, whereas even two years ago we would have required consultants to plan and implement the engagement. (For clarity, there has been consultant work on the <i>design</i> side for this project, but the engagement has been delivered by City staff.)
--------------------------	--

9. Parks and Recreation

Recreation Services	
Food Services	<ul style="list-style-type: none"> Re-assessed operating hours of park concession services to focus service offerings to key demand periods. Outcome: reduced overall cost of operations with minimal service levels impact.
	<ul style="list-style-type: none"> Increased planning and coordination across all City food service functions in 2023 (Century House, City Hall, concessions). Outcome: expected cost savings resulting from bulk buying, streamlining of staffing resources, increased consistency of food product quality, increase sharing of equipment and supplies.
Arenas	<ul style="list-style-type: none"> Ice making plant upgrades to convert to high efficiency condensers, compressors, and fluid coolers. Funded in part through BC Hydro grant. Outcomes: Significant reduction in stored ammonia resulting in safer ice plant operations; 98% reduction in water consumption and associated sewer costs (9.9M annual litres of consumption reduced to 135K litres at Queen’s Park Arena), reduced electrical consumption, reduced long term capital replacement costs due to longer service life of newer equipment.
	<ul style="list-style-type: none"> Skating Instruction – introduced private instruction services, streamlined group lesson offerings. Outcome: put into use traditionally under-utilized ice times; maximized hourly ice capacity during group lesson sets.
Sportsplex	<ul style="list-style-type: none"> Gymnastics and Trampoline Instruction – return to full service offerings in 2023. Outcome: modest reduction in overall operating subsidy for facility.
Aquatics	<ul style="list-style-type: none"> Waterproofing of Hume Outdoor Pool pool gutters. Outcome: reduced need for pool water tops up, more consistent balancing of pool water chemistry, less demand for pool chemicals, reduced staff time to manager pool water chemistry
	<ul style="list-style-type: none"> Chlorine stabilizers introduced to outdoor pool systems. Outcome: Chlorine stabilized to reduce evaporation caused by sunlight; reduction in overall annual chlorine consumption resulting in cost savings of approximately 40%.
təməsew'txw Aquatic and Community Centre	<ul style="list-style-type: none"> Revisions to initial fixtures and equipment design elements to align with department wide standards in all community centres.

	<ul style="list-style-type: none"> • Outcome: more efficient delivery of building maintenance services and cost savings resulting from opportunities for bulk supplies purchases.
Fitness Services	<ul style="list-style-type: none"> • Redistribution of group fitness classes across the community. • Outcome: service offerings are more balanced across neighbourhoods throughout the City.
Volunteer Services	<ul style="list-style-type: none"> • Full implementation of software system that supports city-wide volunteer recruitment, retention, management, and data collection of the volunteer services program. • Outcome: System has replaced manual record-keeping and enabled staff to spend more time on higher order priorities.
Community Activations, Observances and Partnerships	<ul style="list-style-type: none"> • Secured local media sponsorship for various suites of community events. • Outcome: 50% reduction in event marketing costs; local media gains higher profile as supporter of valued community initiatives.
	<ul style="list-style-type: none"> • City Advisory Committee member recognition – recognition program simplified while at the same time increasing the profile and contributions of the volunteers who support the City through Committee participation. • Outcome: significant reduction in program cost; value of volunteer contributions recognized in a more meaningful way.
	<ul style="list-style-type: none"> • Purchasing select event and activations equipment in lieu of ongoing annual rental. • Outcome: longer terms savings associated with ownership; confidence in ongoing availability of equipment.
Open Space Planning and Parks Services	
Greenhouse Operations	<ul style="list-style-type: none"> • Upgraded soil processing machine. • Outcome: Faster production time for filling plant flats with soil; increased volume of production and accompanying efficiencies in staff time.
	<ul style="list-style-type: none"> • Automation of cold greenhouse ventilation mechanical systems. • Outcome: efficiency in utilization of staff time
	<ul style="list-style-type: none"> • Automation of “hot” greenhouse mechanical systems ((irrigation, ventilation, shading). • Outcome: Operations able to be reduced from 7 days to 5 days per week staffing schedule; reduction in previously require overtime
Horticulture Operations	<ul style="list-style-type: none"> • Converted fossil fuel power equipment to battery power equipment. • Outcome: reduced GHG output.
	<ul style="list-style-type: none"> • Planted more native plants and recreated more rain gardens in our parks and planters. • Outcome: reduction in intensification of labour effort; increase in sustainable practices.
	<ul style="list-style-type: none"> • Installed more automated systems (irrigation, user activated water controls). • Outcome: water conservation; reduced need for staff to travel throughout city to adjust controls and timers.
	<ul style="list-style-type: none"> • Re-use and created satellite compost sites throughout our parks system. • Outcome: reduced need to transfer/transport or dispose of materials via motor vehicle; staff able to allocate time to higher order, more productive work.

Parks Programming	<ul style="list-style-type: none"> Increased cross training opportunities to help with staff development, retention, succession planning, and more importantly, to keep up with the increasing supports for and demand from the community.
	<ul style="list-style-type: none"> Streamline outdoor spaces booking processes to reduce the number of telephone calls and/or email coming to staff.
	<ul style="list-style-type: none"> Increase transparency, information/communication and clear processes to provide equity and better support community groups.
Urban Forestry	<ul style="list-style-type: none"> Stump grinder purchase has allowed staff to remove dead trees in a timely, efficient and cost effective manner. Annual stump grinding contract = \$10,000 to \$15,000 and cost of stump grinder= \$20,000.
	<ul style="list-style-type: none"> Creating a systematic block pruning schedule that moves through the city on 7 yr. cycle, mitigating potential storm damage and reducing volume of ad hoc tree service requests.
	<ul style="list-style-type: none"> Providing training (working near existing trees) and consulting to Engineering Operations, Engineering Services and Electrical on tree assessment and tree protection for capital projects and/or maintenance work. Outcome: reduce project funds on professional arboriculture services; protect trees from damage and future conflicts.
Parks / Open Space Planning	<ul style="list-style-type: none"> Parks planners trained to develop or redevelop parks and public spaces from ‘start to finish’ (i.e. facilitate public engagement (BeHeard) and develop design concepts, tender documents, construction documents and project manage through construction) reducing the need for external consultants. This in-house expertise also supports interdepartmental initiatives and allows for a more timely response to emergent issues.
	<ul style="list-style-type: none"> Working w/ Purchasing Division to prequalify contractors for parks/ open space improvements. This process saves time, allowing us to achieve more over the year.
	<ul style="list-style-type: none"> Parks/ Open spaces applies for grants each year with a high success rate and will continue to do so.
	<ul style="list-style-type: none"> Parks planners provide urban design and landscape design review for Rezoning, DP and BP applications with CAPD, rather than CAPD hiring consultants with these expertise.
Administration and Department-wide	
	<ul style="list-style-type: none"> Reclassification of several existing positions to more appropriately reflect expanding roles of responsibilities in lieu of simply adding additional permanent staff. Outcome: supports advancement of organizational resilience, succession planning and staff retention. Evaluating staff vacancies to ensure future roles are fully aligned with new and emerging departmental operational needs. Outcome: some vacant positions have been “retired” in favour of establishing new roles that better support current and future needs. Implementation of a standardized janitorial towel cleaning system in lieu of excessive paper towel consumption for cleaning of surfaces across all community centres. Re-assessed facility operating hours to align with post COVID Demands. Outcome: Modest reduction of operating hours at selected sites with minimal impact on services.