



January 31, 2018

MEMO TO : Park Board Commissioners

FROM : Shauna Wilton
Deputy General Manager, Vancouver Board of Park and Recreation

SUBJECT : **Review of REFM Services to Park Board - Project Update**

Dear Commissioners,

The purpose of this memo is to provide an update on the motion to review the Real Estate and Facilities Management (REFM) provision of services to the Vancouver Park Board. The [REFM motion decision](#) was presented by Park Board Commissioners to staff on Oct 02, 2017. Due to the comprehensive nature of the data collection phase staff will require more time to complete the analysis and recommendations phase of this project. A full report back to the Board with recommendations on how best to improve service is planned for the second quarter of 2018. An interim discussion with the City Manager and GM of Real Estate and Facilities Management will be scheduled.

Background:

Currently the REFM department is set up as a shared service to the Board of Parks and Recreation as well as many City groups including: Vancouver Library Board, Vancouver Police Board, Fire and Rescue Services, VAHA, Engineering, Community Services and others. The shared services model was established as a result of a consolidated facilities project that was launched by the City from 2011-2016 and the relationship is governed by a partnership agreement between REFM and Park Board. Prior to consolidation, Park Board managed the provision of facility management services in-house. As a result of consolidation, the Park Board divested a subset of staff and budget to REFM who now holds accountability for services outlined in the partnership agreement and summarized below. There is a perception that the quality of service for Park Board building has dropped since the implementation of the shared service model in 2014.

Approach:

In order to address this Board motion, staff have launched a project comprised of three phases. Phase one includes data collection and stakeholder consultations, phase two includes analysis and recommendations and phase three will include the implementation of approved solutions once the Board provides direction.

In phase one staff are undertaking a review of the quantitative data available prior to and post consolidation which includes a sample of facility work order requests that will show the average time to complete a work order. Staff are also reviewing a sample of 311 facility related interactions to determine whether this data can be used for trending purposes.

In addition to quantitative data collection, staff have completed undertaking a qualitative data collection process that encompassed a comprehensive stakeholder consultation exercise



including interviews with over eighty internal PB and REFM staff, in addition to interviews with several community partners including a sample of the Community Centre Associations (CCA's), the Vancouver Botanical Garden Association (VBGA), the Dr. Sun Yat - Sen Gardens and the Stanley Park Bowling Club. The stakeholder consultation exercise were used to assess the level of customer service being perceived internally and externally as a result of the current partnership and where possible, to compare this to historical perspectives. In addition, the stakeholder consultations are informing the major issues and opportunities for improvement to be addressed in the next phase of work.

In phase two staff will analyze the data collected in phase one and will begin to address high priority and foundational issues in order to develop and recommend solutions for improving services.

In a separate but related initiative launched in August of 2018, the Strategic Planning department has undertaken several projects to improve the overall operational effectiveness of REFM wide services. A summary of the initiatives includes: an external (consultant-led) review of the facilities maintenance program; transformation of maintenance planning with a focus on improved processes and communication with service groups (such as the Park Board); a review of maintenance standards and defining resource needs to meet these standards; improvements to the Work Control Centre which manages and prioritizes all maintenance work requests; and clarifying roles and responsibilities with service groups to better manage assets. Collectively these improvement initiatives are expected to directly address or inform solutions to address several high priority and foundational issues identified in the investigation phase of the project and ultimately once fully implemented, to improve service levels between the two departments.

Next Steps:

Due to the comprehensive nature of the data collection phase staff will require more time to complete the analysis and recommendations phase of this project. In addition, the improvement initiatives underway within REFM are expected to yield significant insight into the proposed solutions on how best to improve service levels. Therefore a full report back to the Board with recommendations will be based on the integration of this collective work and is currently planned for the second quarter of 2018.

Regards,

A handwritten signature in black ink, appearing to read 'Shauna Wilton', written over a vertical line.

Shauna Wilton
Deputy General Manager, Vancouver Board of Parks and Recreation

/si/sw/ph

Copy to: PB Senior Management Team
PB Communications