



## CITY OPERATIONS

# SERVICE LOCATION STRATEGY SUMMARY

A Roadmap to Optimize  
Our Service Yards and Facilities



**PURPOSE**

**City Operations' focus and responsibility is to provide services that maintain the public's investments and operate corporate infrastructure to enable a better life for all Edmontonians.**

# PURPOSE

City Operations operates with more than 6,000 permanent and seasonal employees who deliver 10 service lines from 133 buildings on 51 sites.

As our city grows, plans and adapts to ever-changing economic, social and environmental, we need to ensure that the way that we choose, design and use our service locations help to meet our goals and Edmontonians' expectations.

## **OUR SERVICE LOCATION STRATEGY IS A ROADMAP TO OPTIMIZE:**

- The types of services we deliver.
- Our service deployment locations.
- How we use operational space.

## **IT PROVIDES:**

- A decision-making framework to help make sure our service locations contribute to relevant, effective, efficient and excellent services to Edmontonians.
- Short-, medium-, and long-term recommendations and supporting actions to:
  - enhance department and corporate guidance, resources and tools that help inform our service location decision-making and
  - optimize our service delivery, service deployment locations and operational space use.

# MAKING DECISIONS

## OUR SERVICE LOCATION STRATEGY:

- Considers the current and forecasted realities facing our city and corporation.
- Accounts for the experiences of our employees and customers.
- Aligns to our City Operations Strategic Framework and supports the corporation's strategic planning framework.

## IT PRESENTS RECOMMENDATIONS AND SUPPORTING ACTIONS THAT:

- Directly support the vision and objectives for Reimagine.
- Make use of guidance, resources and tools (e.g., forecasting and predictive tools) to improve how we use our existing service locations.
- Capitalize on known opportunities to apply the decision-making framework to existing sites and achieve one or more of the decision-making criteria.
- Build on existing guidance, resources and tools to further strengthen our decision-making framework.

## IT GIVES US DECISION-MAKING CRITERIA AND GUIDANCE TO:

- Support good operational and capital planning.
- Make timely and informed operational and capital budget requests.
- Deliver our desired outcomes.
- Build the confidence of our employees and Edmontonians in our operations and service delivery.

## TO HELP US MAKE DECISIONS, OUR SERVICE LOCATION STRATEGY INCLUDES A DECISION-MAKING METHODOLOGY TO GUIDE HOW WE:

- Understand our service delivery role, including which services we will offer and which we are best positioned to deliver for reasons of competency and economy.
- Identify the ideal locations, based on feasible options, for our deployment locations, including which services will be based at each site.
- Gain the most value from operational space use.

The methodology includes five outcomes-focused decision-making criteria, guidance on key questions and how to answer them and resources and tools to help inform decisions.



## HIGHLIGHTS OF OUR FRAMEWORK

Our decision-making criteria reflect five outcomes that our service locations should help us achieve.



### **CUSTOMER-CENTRED: A FOCUS ON SERVICE EXCELLENCE**

We keep the experience of Edmontonians and key elements of service excellence (e.g., safe, reliable and intuitive) front and centre.



### **INCLUSIVE: A POSITIVE EMPLOYEE EXPERIENCE**

We emphasize our Cultural Commitments, which are safe, helpful, accountable, integrated and excellent, and consider how we are contributing to an inclusive workplace and a positive employee experience.



### **ADAPTIVE: ADAPTABILITY TO MANAGE CHANGE**

Our choices reflect changing conditions and expectations, account for likely future scenarios, including fiscal and operational sustainability, and consider decisions made in other areas of the corporation.



### **CONNECTED: IMPACTS OF OUR ACTIONS**

We connect across our work areas, consider how our actions in one area relate to the work of our colleagues' in other areas and strive to understand and meet our customers' needs as effectively and efficiently as possible.



### **EFFICIENT: OPERATIONALLY EFFICIENT**

We make choices that are fiscally responsible, fiscally sustainable and contribute to customer service excellence and a positive employee experience.



## GUIDING QUESTIONS, RESOURCES AND TOOLS

To help us achieve our five criteria and minimize risk to the corporation and Edmontonians, our decision-making methodology includes:

- Three areas of focus.
- A guiding question for each area.
- A set of resources and tools to help answer each question.

## AREA OF FOCUS

## FOCUS OF RESOURCES AND TOOLS

### Service Delivery

#### Guiding Question

What public and enabling services are we best positioned to deliver?

- Understand the relevancy and performance of our services.
- Identify opportunities to make changes and understand how any changes will affect our citizens, employees, culture and efficiencies.
- Identify the benefits and trade-offs of the available service delivery scenarios.

### Deployment Locations

#### Guiding Question

Where in the city should we set up work spaces (e.g., offices, garages, shops, yards) to house and deploy our employees?

- Identify the services provided in neighbourhoods/areas across the city and the required crew allocations and optimal service delivery schedules to deliver them.
- Understand our employees' needs and how our location and space decisions can help to meet them.
- Identify the types of land and facilities available throughout the city for our use, and how well the available options can meet our needs.
- Audit the state of our current locations and how well they meet our needs.

### Operational Space Use

#### Guiding Question

How do we design and use our spaces for service delivery (e.g., on-site work activities, equipment, materials and inventory storage, parking, the needs of our staff)?

- Understand current and forecasted visitor and employee needs at our sites and how our design and use of space can help to meet them and contribute to an inclusive workplace.
- Explore the role of space design, use and governance in achieving operational synergies.
- Seek opportunities to make the most of our available space.
- Identify when we need to acquire additional space.

Among our resources and tools are customer and service level data, asset assessments, service delivery optimization modeling, deployment modeling, space use guidelines, employee engagement input and much more. Our strategy also includes short- and medium-term recommendations that will further enhance our resources and tools, with the intention of strengthening our decision-making capabilities and, with them, ability to optimize the use of our service locations.



# Making decisions to optimize how we use our locations and spaces will be an ongoing process and long-term focus for us.

### **IN THE SHORT (I.E., END OF FISCAL 2022) AND MEDIUM-TERM (I.E., END OF FISCAL 2030), WE HAVE OPPORTUNITIES TO:**

- Develop and enhance the resources and tools we use to inform our decision-making.
- Apply our decision-making framework to timely opportunities (e.g., a lease is expiring, services or service levels are changing, neighbourhood profile or land-use in an area is changing).

### **IN THE LONG-TERM (I.E., END OF FISCAL 2037), WE WILL HAVE:**

- Mature guidance documents and tools to help inform our decision-making.
- Experience using our service location decision-making framework to make decisions.
- Evaluation data and lessons learned to enhance our framework.

Our work will focus on capitalizing on and integrating the work done in the short-term to optimize our deployment locations and operational use of space, and with it we will gain value from the large capital investments we make in land, buildings and ongoing asset maintenance and management.

Our recommendations are presented by area of focus, with short-, medium-, and, where applicable, long-term recommendations represented within each. Our full [Service Location Strategy](#) also presents actions tied to each recommendation, as well as information about the decision-making process involved in identifying each recommendation and the supporting actions. The actions help to make the recommendations material and provide specific evidence of what the corporation can achieve by implementing the Service Location Strategy. They should also be read and understood in context of the method used to identify them and rationale for them.

## TAKING ACTION

### SERVICE DELIVERY: HOW WE DELIVER SERVICES

<b>1</b>	Complete service reviews to decide how we deliver services.	<b>SHORT-TERM</b> END OF FISCAL 2022	<b>MEDIUM-TERM</b> END OF FISCAL 2030	<b>LONG-TERM</b> END OF FISCAL 2037
<b>2</b>	Improve field staff access to shared spaces, amenities and resources.			
<b>3</b>	Invest in, enable and support a mobile service delivery environment for all City Operations employees.			
<b>4</b>	Standardize financial analysis to identify and, wherever possible, minimize the costs to secure, maintain and allocate space.			
<b>DEPLOYMENT LOCATIONS: WHERE WE DEPLOY FROM</b>				
<b>5</b>	Assess locations for community integration and operational capacity.			
<b>6</b>	Co-locate services from leased properties to owned locations to leverage the benefits of a hybrid campus mobile model of service delivery.			
<b>7</b>	Align the proximity of service deployment locations with anticipated growth.			
<b>8</b>	Review location decisions to ensure they support employee safety, access and accessibility and a culture of inclusion.			
<b>9</b>	Focus on integrating services within existing corporately owned sites and reduce our overall land holdings.			
<b>OPERATIONAL SPACE USE: HOW WE USE OPERATIONAL SPACE</b>				
<b>10</b>	Right-size the amount of people and equipment at operational yards.			
<b>11</b>	Clarify business units' joint accountabilities on co-located sites.			
<b>12</b>	Provide more equitable space allocations for our employees, our equipment and our on-site material storage.			
<b>13</b>	Optimize our use of operational space.			



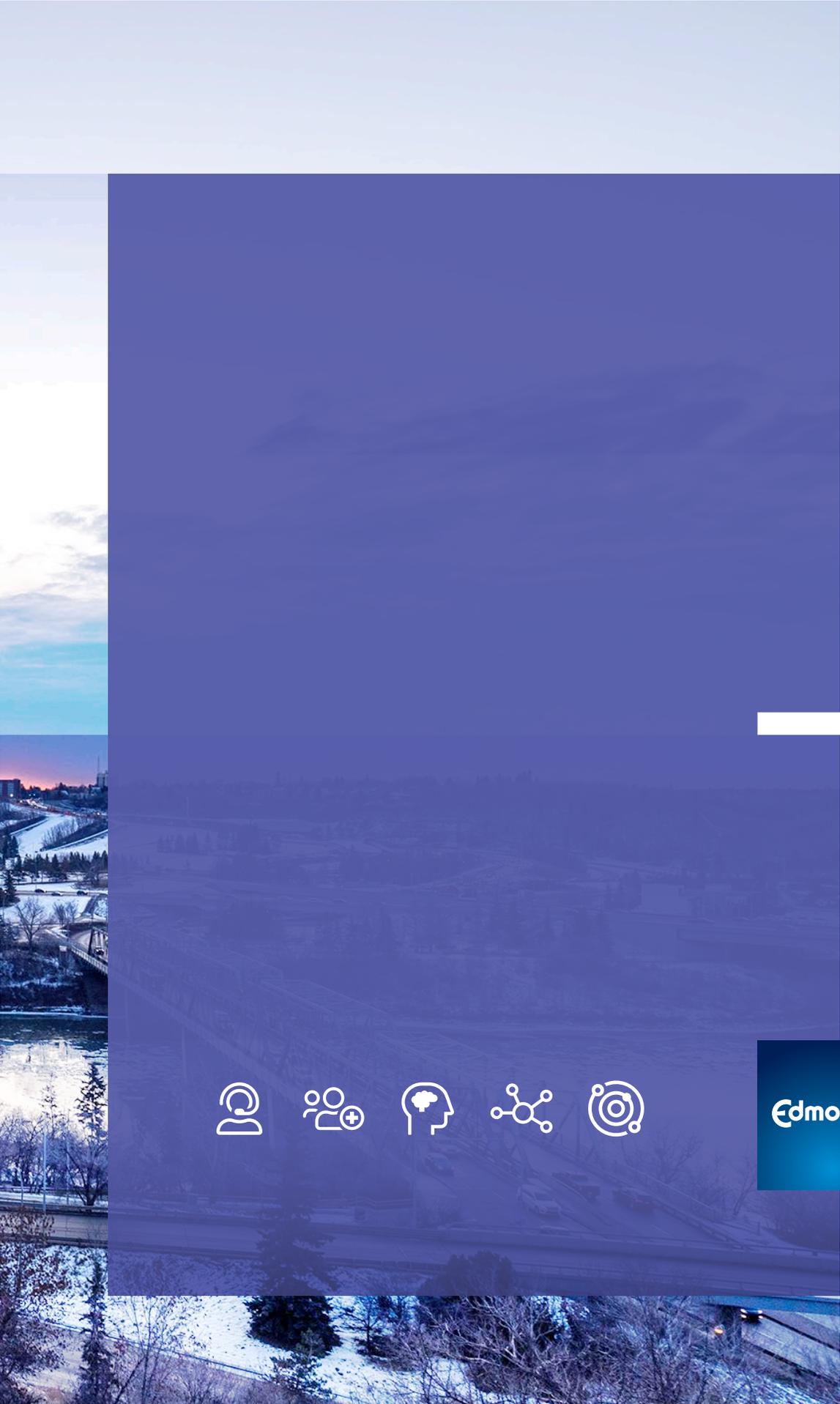
# Interested in learning more about the Service Location Strategy?

**THE FULL STRATEGY PROVIDES ADDITIONAL DETAIL ON:**

- The strategic intent behind developing and using a framework.
- The foci underlying the five decision-making criteria.
- How to apply the decision-making framework, including access to the guidance, resources and tools available to support decision-making.
- Each recommendation, including the key actions associated with it and how they were identified.

It also includes appendices that describe the service locations in-scope for the strategy, a current state analysis that helped to inform the development of the strategy, guidelines for space use on sites with co-located services and further information about actions recommended for specific service locations.





**Edmonton**