



Workspace Assessment and Hybrid Work Program

Municipality of Lakeshore

Presentation of Final Report to Council

June 25th, 2024

Agenda

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Introductions

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Project
Overview

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Key Findings and
Potential Courses of
Action

04





Next Steps and
Questions

Project Overview

Project Objectives:

- **Provide a thorough review of Municipality of Lakeshore's current roles and their use/requirements for office space considering the Municipality's currently available workspace across its multiple facilities.**
- **Consider the outcomes of the workspace assessment, provide recommendations on ways to optimize existing office space for anticipated staffing levels for the next 5 years.**
- **Provide a report detailing the assessment/consultation efforts with recommendations around quantity and type of office spaces for Municipality staff to allow for a hybrid work policy for staff, future growth, and to right-size the office inventory.**
- **Develop recommendations for the Municipality to consider regarding a hybrid work program and policymaking efforts, as well as tools to assist the organization in assessing the eligibility of positions for hybrid work.**

Project Overview

	Phase 1: Project Planning 	Phase 2: Current State Analysis 	Phase 3: Recommendations 	Phase 4: Final Report 
Objectives	<ul style="list-style-type: none"> Align on project plan, schedule & objectives, develop a strong foundation 	<ul style="list-style-type: none"> Define consultation approach 	<ul style="list-style-type: none"> Validate current state findings 	<ul style="list-style-type: none"> Synthesize work into a final report
Activities	<ul style="list-style-type: none"> Facilitate project kick-off Confirm project objectives and scope Develop stakeholder engagement plan Documentation Review Finalize Workplan 	<ul style="list-style-type: none"> Stakeholder consultation Job description analysis of current roles and responsibilities Review of workspace availability 	<ul style="list-style-type: none"> Engage the project team to prioritize and categorize opportunities Develop future state recommendations regarding the Hybrid Work Program 	<ul style="list-style-type: none"> Draft and present Needs Profiles, findings, conclusions and recommendations
Deliverables	<ul style="list-style-type: none"> Project Kick-off Meeting Project Charter Establish status reporting structure 	<ul style="list-style-type: none"> Space Needs Profiles for each department Key themes from stakeholder analysis Preliminary opportunities Interim report to project team 	<ul style="list-style-type: none"> Develop opportunities to optimize workspace utilization standards Draft future state recommendations of hybrid work models 	<ul style="list-style-type: none"> Draft final report Working session to review final report with Project Team High level change management plan Presentation to Corporate Management Team and Council
Timelines	4 Week	6 Weeks	3 Week	3 Weeks

Key Findings

The Voice of the Customer (‘VOC’)

The VOC helps identify the value from the customer’s perspective. A “customer” could be any process stakeholder, whether internal or external to the organization.

The findings from our consultation and review are based on these four primary sources of information:



Key Findings – Consultations and Focus Groups

01

Physical Space

- Concerns about the suitability of certain work spaces and the physical limitations of the current work space
- Future planning and the financial implications
- Renovations to two municipal facilities i.e. town hall and public works have allowed for more collaborative space for staff

02

Staffing

- Common concern was expressed about a potential competitive disadvantage in the absence of a hybrid work program
- Another concern that staffing levels may exceed the physical space within the Town Hall building particularly to the extent the Municipality increases upon its current complement

03

IT Infrastructure

- Current IT infrastructure appears to be in place to support remote work when required
- Investments have been made in cyber security (frequent testing and the use of external cybersecurity) and supporting policies to better protect the Municipality.

04

KPIs and Performance Measurement

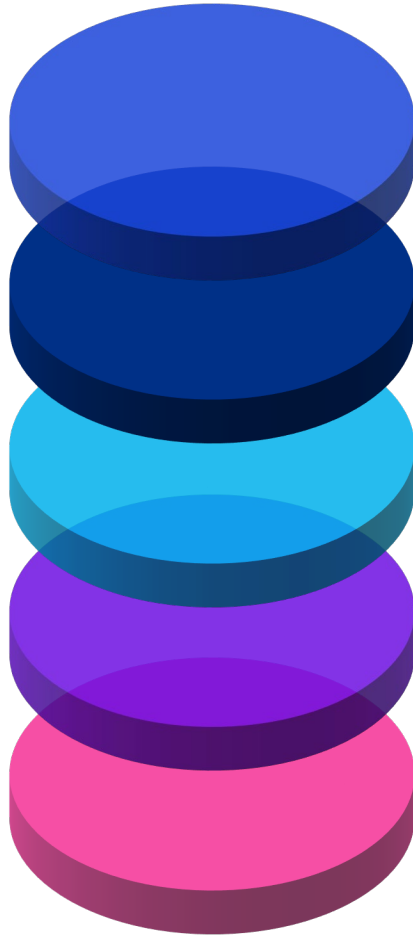
- An acknowledgement that the overall approach to performance measurement is inconsistent and there is a need to develop relevant KPIs to track performance metrics.
- IT department could be the model to replicate within the organization

05

Hybrid Work Model

- The majority of leadership appear to be receptive to the concept
- An ‘open mind’ to the idea of hoteling as part of any potential hybrid work model.
- The need for structure to ensure trust and the ability to effectively collaborate to deliver municipal services

Key Findings – Hybrid Work Survey



01

Collaborative Environment

Respondents cited a high need to collaborate with a co-worker at least once per day.

02

Standardized Workstations

Respondents often cited workstation cleanliness and set up as concerns for shared workspaces.

03

Noise & Distractions

Noise & distractions as a result of office activity were the primary barriers mentioned throughout the survey.

04

Need for Private Spaces

There is a need for additional private spaces for work, internal/external meetings, and document storage.

05

Work Equipment Limitations

The need to access special equipment located on-site (e.g., surveying equipment), as well as a lack of office equipment at home (e.g., monitors) would be barriers to working effectively.

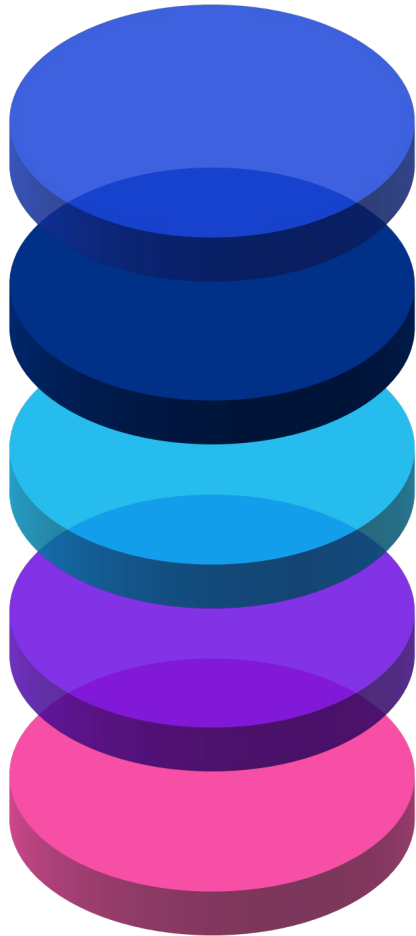
Key Findings – Environmental Scan

KPMG conducted a high level assessment of hybrid work policies from a group of municipal comparators. The purpose of the scan was to identify potential components for the consideration of the Municipality. The following policy areas were examined:

- The right to terminate an agreement
- Departmental service coverage
- Time required on-site
- Alternative arrangement for working hours
- Performance/work tracking
- Alternative arrangement for location requirements/restrictions
- Equipment and supplies provisions
- Electronic document accessibility and confidentiality



Key Findings – Floor Plan Analysis



01

Storage Capacity

Storage areas at Town Hall are at or nearing capacity leading to documents being spread out throughout the facility. Overflow of documentation into the mechanical room is a potential hazard.

02

Optimizing Spaces for their Intended Use

Lunch room and print rooms are not optimized for their intended use. Unnecessary equipment and boxes of documents limit the amount of usable space.

03

Potential for Greater Office Density

Many of the offices at both the Town Hall and Operations Centre are large enough to accommodate two employees.

04

Increasing Utilization of Council Chambers

The council chambers space offers a large amount of functional workspace. Potential to be utilized as multiple workspaces using cubicles and/or meeting rooms.

05

Operations Centre Closed to the Public

Certain public services and functions can't be offered here. Needs to be considered when evaluating which spaces are usable for which service lines.

Recommendations

01

Hybrid Work

Provision of tools to assist the organization in assessing the eligibility of positions for hybrid work and any additional policy considerations. In the process of assessing the eligibility of employees for a hybrid work model, the results will assist in determining the overall space needs and ultimately increase optimal space utilization rates

Having an activity-based approach to space planning allows employees to choose from a variety of work settings best suited to the tasks and activities to be carried out. Optimization could be improved by implementing “fit to function” of the space.

02

Space Optimization

03

Productivity Measurement

The development and implementation of performance measurement based upon service level commitments are essential to demonstrating to all community stakeholders that municipal service delivery is not comprised as a result of a hybrid work program.

04

Document Storage and Clean Up

5S is a Lean method of organizing the workplace to reduce waste and improve productivity. It is a powerful tool that when implemented correctly could result in a workplace that is clean, uncluttered, safe, and well organized.



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