

1.0 Project Identification

Name of Project:	25.Ref. 3a3 Developing a Business Case that Analyzes the Opportunity to Reorganize the Library, Tourism, and the TOM to Create a Shared Reception/Customer Service Location
Sponsor: (Accountable)	Pam Coulter, Director of Community Services
Project Manager: (Responsible)	Aidan Ware, Director and Chief Curator – Art Gallery Culture and Tourism
Project Team Members: (Responsible or Consult)	Pam Coulter, Aidan Ware, Melissa Clancy, Shawn Dubosq, Tim Nicholls Harrison, Melissa Crannie, Kim Skene, Lindsey Harris
Approved Budget:	

2.0 Business Need

In 2023, the City engaged MNP to undertake a Service Review. The recommendations focused on 5 key areas including Organization Effectiveness, Service Delivery Efficiencies, Increasing Communication and Clarity, Prioritizing Core Services and Staffing Capacity Limitations.

Management staff supported the themes and used the premise of the MNP study to formulate a strategy to deliver a positive outcome from the Service Review process. The Service Review Priority Opportunity Action Plan, as presented by the City Manager and supported by Senior staff, supports the notion that the organizational structure is the outcome of the completed actions undertaken by Service Review rather than the beginning. It appeared that the scope and change that MNP was proposing was a change for the sake of the consultant's change – management believes that this type of recommendation would lead to a deterioration of the organization.

Council approved 49 recommendations/actions for further study.

Recommendation 3: Reduce service delivery to align with municipalities of similar size and scope.

Opportunity 3: Develop a business case that analyzes the opportunity to reorganize the Library, Tourism and TTAG entrance to create a shared reception/customer service location.

There a number of challenges facing the Library, Art Gallery, and Tourism which include:

- (1) Library – lack of accessible front entrance, limited staff resources to support information desk services, access to public/meeting spaces
- (2) Tourism Services (current location)– lack of consistent health and safety oversight and oversight of summer staffing, seasonality of current operations (limited to May – October), challenges staffing the Centre consistently (having to close when no staff available)
- (3) Art Gallery – limited staff resources to allow expansion of hours and days of service given requirement for minimum staffing levels at all times when open.

3.0 Project Objectives (Purpose)

The purpose of this project is to address the challenges and explore opportunities for: understand current services provided by Tourism, TOM (and Library)

Examine opportunities for synergies and collaboration – between the groups

- (1) shared resources that will enhance staff and public safety and oversight;
- (2) resolve the health and safety concerns with the current Tourism Centre;
- (3) support the development of collaborations between organizations/divisions, including shared marketing and programming;
- (4) support expanded hours and days of service for the Art Gallery and making the Tourism Centre available all year long;
- (5) enhance retail sales and revenue for the Art Gallery. Library, and Tourism
- (6) proposing staffing model that addresses union and non-union staff integration
- (7) utilizing volunteers to support front of house/reception for all three areas
- (8) creating shared spaces for meetings and programming as well as shared accessible entrance and “greeting” services
- (9) outline capital renovations required to support this three-way collaboration
- (10) the use of volunteer to support current staff.

4.0 Project Scope

Deliverables: Report to Service review steering committee and Council that outlines the cost/benefits of amalgamating some or all of these three entities through a shared entrance and possibility of co-locating Tourism including Visitor Services to the Art Gallery/Library complex.

Activities:

- Complete TTAG feasibility study which will provide a special analysis and proposition for combining these three entities. Incorporate conclusions and recommendations into the Service Review 3a3 Report deliverable;
- Phasing of the implementation
- Secure a quote for the removal of a section of the wall separating the Art Gallery and Library and consider options for security
- Conduct research on other institutions that have moved to a shared physical plant (interview, document, report);
- Propose a front desk model, including tasks, roles, competencies and the number of hours required for service.

4.0 Project Scope

- Develop a set of staff or volunteer competencies for “greeting” (potential term: Frontline Host - Welcome Concierge - Frontline Facilitator - Visitor Experience Curator - Visitor Engagement Specialist) role;
- Analyze the potential financial impact of this collaborative staffing and resource-sharing model;
- Analyze the potential for extended public hours and days based on shared resources;
- Analyze the potential impact of on the overall health and safety of staff;
- Analyze the potential shared entry for the Library and Art Gallery modifying the function of the current Library entrance to an emergency exit and loading area.

Key Constraints: Budget, timing

Assumptions:

- Feasibility Study will be completed and presented to Council in February
- Costing is time sensitive
- Support of the Union Library partners – Meaford, Georgian Bluffs, Chatsworth

Dependencies:

- Completion of the TTAG Feasibility Study will inform Council on the opportunities of a shared entrance and reception area. Even if Council does not support in the short term moving forward with a complete expansion of the Gallery, they may support initial renovations to the space to support open access to the Library and Tourism to enable cooperation, accessibility and customer service.

5.0 Stakeholders

Name	Consult or Inform
Service Review Steering Committee	Consult and Inform
Tim Nichols Harrison (Library CEO)	Consult
City Council	Consult
Union Library Membership (Meaford, Chatsworth, Georgian Bluffs)	Inform
CUPE 1189-00 Membership	Inform

6.0 High Level Deliverables / Milestone Dates

Item	Deliverables / Milestones	Dates
1.	Feasibility Study (Consultant: Diamond & Schmitt)	Feb 2024
2.	Quote for removal of wall section and sliding gate	Feb 2024
3.	Research on other shared models for institutions	April 2024
4.	Analysis of financial impact on Library, TTAG, Tourism	Sept 2024
5.	Analysis on the potential impact of shared staffing - open public hours	Sept 2024

6.0 High Level Deliverables / Milestone Dates

6.	Analysis of the potential impact of shared staffing and resources on overall health and safety of staff	Sept 2024
7.	Analysis of the potential impact of an accessible entrance for the Library	Sept 2024

7.0 Risks

Severity	Description	Mitigation Tactic
High	Lack of funding to renovate existing spaces	TTAG Expansion – next step is a Fundraising Feasibility Study which will help understand how much money can be raised for a complete expansion
Medium	Not repurposing the Tourism Centre and considering other group uses of the current historic building	Working with community partners to ensure that this space will be suitably utilized.
Low	Lack of support from the Union Library members.	Working with the Board to ensure that the plan is addressing some of the Library's critical needs.

8.0 Key Results for Success (Must Be Measurable or Quantifiable)

Delivery of a comprehensive report and presentation to Council that outlines each of the deliverables above and which includes recommendations for next steps following the results of the FS – this would present the business case for ...in tandem with the presentation of the consultant-led TTAG Feasibility Study in Feb 2024 (project completion listed as fourth quarter - September 2024).