

CITY OF PETERBOROUGH, COMMUNITY SERVICES DEPARTMENT

Facility Booking Project

Final Report

For: The Steering Committee
By: Sarah Logan, Intern, Community Services
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Executive Summary

The purpose of the facility booking project has been to identify the current booking policies and procedures used by the divisions and facilities of the Community Services Department. These include the Arenas Division, the Art Gallery, the Library, the Museum, the Recreation Division and the Wellness Centre. The goal of the project is to improve customer service and to make policies and procedures more consistent across the department. This report has been prepared by a Trent Intern, from her perspective, with the support of a staff steering committee.

The process began with a series of interviews conducted with frontline staff, also referred to as booking agents in this report. The purpose of these interviews was to outline the strengths and weaknesses of each division or facility, and indicate which divisions and facilities are currently using formal or informal booking policies and procedures. This report also refers to the divisions and facilities as high volume sites and low volume sites based on their size and booking needs. By examining the findings in greater detail the gaps and commonalities became evident. Through recording these gaps and commonalities a series of recommendations have been made as a means of assisting the Community Services Department in achieving their initial goal.

This report outlines the current policies and procedures used by each division and facility, and which of these policies are formal or informal. The term formal policy refers to a written policy used by the division or facility that is legally binding. The term informal policy refers to a policy that the booking agent may use but it is not recorded contractually. By identifying which divisions and facilities are using formal or informal policies and procedures, comparisons have been made as to which sites are operating more efficiently and consistently than others. Also included is a detailed outline of the rental rates for each facility, the capacities, and what is included with the rental, with or without charge.

A brief discussion about the implementation of a new computer booking system has been added to the report due to a high volume of concern on the booking agents' part. Some of these areas of concern include: the efficiency of a new system, having a say in the new system, concern about the loss of data when the change is implemented and a concern about not having the time to take off from booking duties to learn a new system.

After examining the new computer system the gaps and commonalities amongst the divisions and facilities have been analyzed. The gaps include: inconsistency among formal policies and procedures, rental fees and allotted times for low volume sites vary, booking systems among sites vary, booking staff roles are not defined in all divisions or facilities, and a non-profit discount is used by some sites but not others. Among all six sites examined, the only commonality found was that there was a need for booking, either on a large scale or a small scale, at each division and facility. This led to the separation of the six sites into low volume and high volume groups based on the size and volume of the site and the nature of the groups who are booking with these sites. The large volume sites include: Arenas Division, Recreation Division and the Wellness Centre. The low volume sites are the facilities operated by the Culture and Heritage Division; the Art Gallery, the Library and the Museum.

Recommendations based on the findings of this project are designed to assist the Community Service Department in achieving their goal of creating a consistent business process for facility bookings within the department. There are three elements to the recommendations portion of this report: policies and procedures, training, and incorporating frontline staff. The policies and procedures portion includes developing common policies and procedures based on the high and low volume sites, and the development of more than one formal policy document due to the varying needs of each division and facility. Additionally, it is recommended to use the Recreation Division, the Arenas Division and the Library as starting points for developing formal policy documents as each of these three sites already have formal policy documents in place. Lastly, defining booking staff roles within each division and facility is essential in improving customer service and ensuring efficiency in the booking process itself. The training recommendations include bringing staff together for training and allowing staff ample time to train for the implementation of a new computer system, and/or the implementation of new policies and procedures. Finally, incorporating frontline staff into this process is important for the following reasons: reducing the risk of resistance to change by making staff a part of the process, staff know how the system works so they can provide advice to other staff and inform the department on what works and what does not work. In addition, throughout this process staff will have valuable input as to opportunities for improvement they feel may help.

Division/Facility Strengths and Weaknesses

This project began with a series of interviews conducted with frontline staff responsible for bookings in their divisions and facilities. Each staff member was asked to identify the strengths and weakness of their division, as it relates to booking facilities. The purpose of this was to engage the frontline staff in the discussion and to get an idea where they felt their site was strong and where it needed work.

Figures 1 – 6 outline the strengths and weaknesses of each division and facility. It is important when considering creating consistency across the department to understand that the divisions and facilities are all unique in nature. These differences must be considered when developing one or more sets of formal policies and/or procedures because not all will apply to each site. This will be discussed further in the recommendations section of this report.

Arenas

Figure 1

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Strong client base 	<ul style="list-style-type: none"> • Complex processes of booking facilities
<ul style="list-style-type: none"> • Starts booking process with a paper document 	<ul style="list-style-type: none"> • Access to initial paper document is limited to one person
<ul style="list-style-type: none"> • Use of contracts 	<ul style="list-style-type: none"> • Leagues are being bumped around
<ul style="list-style-type: none"> • Split booking process into winter and summer 	<ul style="list-style-type: none"> • Not enough ice
	<ul style="list-style-type: none"> • Not one formal document that houses written policies
	<ul style="list-style-type: none"> • Does not have an allocation policy

Art Gallery

Figure 2

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Location 	<ul style="list-style-type: none"> • Rental policies differ depending on who is renting
<ul style="list-style-type: none"> • Uses an event booking sheet 	<ul style="list-style-type: none"> • Not using the CLASS system
<ul style="list-style-type: none"> • Uses rental contract 	<ul style="list-style-type: none"> • Not set up for rentals
<ul style="list-style-type: none"> • Clearly defined health and safety regulations • Does after hours bookings 	<ul style="list-style-type: none"> • Not enough space to accommodate rentals • Numerous staff involved in booking • Bookings are down from previous years

Library

Figure 3

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Uses one primary booking agent 	<ul style="list-style-type: none"> • No training on the CLASS system or booking procedures
<ul style="list-style-type: none"> • Same process is used for each room 	
<ul style="list-style-type: none"> • CLASS system works well 	
<ul style="list-style-type: none"> • Booking revenue is separate from Library revenue 	
<ul style="list-style-type: none"> • Board of Directors ensures policies are in place 	
<ul style="list-style-type: none"> • Uses computer/binder system 	
<ul style="list-style-type: none"> • Strong set of policies 	
<ul style="list-style-type: none"> • Includes written rental agreement 	

Museum

Figure 4

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Uses one primary booking agent 	<ul style="list-style-type: none"> • No after hours bookings
<ul style="list-style-type: none"> • Caters to specific groups of people 	<ul style="list-style-type: none"> • No written set of policies

Recreation

Figure 5

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Very organized booking process 	<ul style="list-style-type: none"> • Issues with the alcohol and rain policies
<ul style="list-style-type: none"> • Uses computer/binder system 	<ul style="list-style-type: none"> • Very difficult to enforce the alcohol policy
<ul style="list-style-type: none"> • Grandfather clause 	<ul style="list-style-type: none"> • Need more staff
<ul style="list-style-type: none"> • Uses students to help with data entry and after hours duties 	
<ul style="list-style-type: none"> • Strong set of policies 	
<ul style="list-style-type: none"> • Uses one primary booking agent 	

Wellness Centre

Figure 6

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Uses one primary booking agent 	<ul style="list-style-type: none"> • No formal set of written policies
<ul style="list-style-type: none"> • CLASS system is easy to use 	
<ul style="list-style-type: none"> • Pay before policy - Informal 	
<ul style="list-style-type: none"> • Crystal reports tool is helpful 	
<ul style="list-style-type: none"> • Detailed rental information 	

The Wellness Centre does not allow alcohol and therefore has no alcohol policy.

Current Formal Booking Policies

Figure 7 illustrates the booking policies that are used by each division and facility. There is a stark contrast in the sites that are currently using formal policies and the sites that are not. For the Community Services Department to create consistency, common policies must be implemented. The nature of each division and facility is different and, as this report will examine later on, dividing the divisions and facilities into two groups, the high volume sites and the low volume sites, will create an opportunity for the creation of separate formal policy documents that can be used by the department.

Figure 7 Formal and Informal Booking Policies

*=Specific to Recreation division F=Formal written policies I=Informal Division/facility

Policies	Arenas	Art Gallery	Library	Museum	Rec.	Wellness Centre	Potential corporate development
Alcohol Management	F	F	F	F	F		
Allocation*	-	-	-	-	F	-	
Alternative Venues	F				F		
Application			F				
Booking Information	F		F		F	F	
Booking Priorities	F		F				
Cancellation	F	F	F	I	F	I	
Collections	F	I	F	I	F	I	
Damages	F	F	F		F	I	
Definitions			F				
Discount for non profit		F	F				
Eastgate*	-	-	-	-	F	-	
Equipment	F		F			F	
Facilities obligations	F		F		F		
Fee Schedule	F		F		F	F	
Health and safety regulations	F	F	F		F		
Insurance	F	I			F	I	
Interest	F						
Keys	F				F		
Loss of rental privileges	F		F		F		
Non Sufficient Funds	I		F		I		
Payment	F	F	F		F	I	
Permitting of outdoor facilities*					F		
Publicity and Signage			F				
Rain and Cancellation*					F		
Regulations			F				
Renters obligations	F		F		F		
Restrictions of use	F				F	I	
Room Booking			F				
Smoking	F	F	F	F	F	F	
Special Occasion Permits	F	I	F	I	F		
Termination	F		F		F		

Other factors that impact facility booking but are not strictly city policies include a motion of Council related to exclusive commercial activity and the legislated music tariffs which require clear process and customer communications.

Recreation

The Recreation Division uses five policies which outline in further detail the specifics of each policy.

- *Alcohol Management policy* – this is a city wide policy put in place to protect the City and the Renter against any liabilities and outlines a range of problems that can arise from alcohol consumption. This policy also outlines the designated licensed facilities for use of alcohol.
- *Eastgate policy* – this policy applies to Eastgate Park, a facility designed specifically for soccer and it states that soccer will prevail over any other event that takes place at this park.
- *Allocation policy* – determines the facility distribution for this division.
- *Rain and Cancellation policy* – this policy outlines the specifics for which the City must communicate cancellations based on rain or inclement weather. It is designed to protect the City's fields.
- *Permitting of Outdoor Facilities policy* – details the responsibilities of the City in regards to the allocation of outdoor recreation facilities.

The following outlines in greater detail the specifics of each policy.

Alcohol Management Policy includes:

- Purpose of the policy
- Responsibility of the sponsoring organization;
 - Accountability
 - Insurance
 - Special occasion permit requirements
 - Event controls
 - Server training
 - Security
 - Signage and community awareness
 - Promotion of the policy
 - Sale of alcohol
 - Designated licensed facilities
 - Failure to comply with the alcohol management policy

East Gate Permitting Policy includes:

- Regular use of Eastgate soccer fields
- Operation of concession
- Referee room
- Change rooms
- Stewardship of Eastgate
- Entitlement of use
- Scheduling

Allocation Policy includes:

- Permit fees
- Procedures
- Failure to pay
- Allocation of fields
- Allocation of new facilities
- Expansion of leagues
- Upgrading to better fields
- Seniority
- Female teams priorities
- Recreation division's right to alter or eliminate play

Rain and Cancellation policy includes:

- Field conditions
- Stress on the fields
- Alternative venues
- Communication of cancellation
- User responsibilities under cancellation situations
- Compliance of cancellation

Permitting of Outdoor Facilities Policy includes:

- Allocation of facilities under permit reservation basis
- Fees
- Conflict decisions will rest with Recreation Division staff
- Procedure
 - City events take precedence
 - Seasonal user fees established by City Council
 - Request for facility allocation must be submitted in writing
 - Keys

Arenas

The Arenas Division's policies are outlined within the four rental agreements this division uses. These include the *Wedding/Banquet Rental Agreement*, *Trade Show Rental Agreement*, *Boardroom Rental Agreement* and the *Ice and Floor Rental Agreement*. The following outlines more specifically the details of each agreement by the *City's Obligations*, *Renter's Obligations*, *Restrictions of Use* and any *miscellaneous* details.

City's Obligations include:

- Time allotment
- Change rooms
- Set-up and tear-down
- Clean-up
- Provide alcohol service where applicable
- Access to hydro where applicable

Renter's Obligations include:

- Confirmation
- Cancellation – specific to the agreement
- Access to the facility is limited to the times on the agreement
- Which staff the City will or will not provide
- Keys
- Responsibilities and expenses
- Rights of food and beverage services
- Lift rentals
- Additional fees
- Proof of insurance – varies with each agreement
- Damage compensation
- Liabilities
- Payment
- Interest on outstanding balances

Restrictions of use include:

- Sale of food and beverages
- Smoking

Miscellaneous

- City's right to cancel, suspend or change rental times
- City denies representation regarding rental times for the next year
- City will provide adequate notice of cancellation and where possible allocate an alternative time or refund the amount provided by the renter
- Renter agrees the City is not liable for cancellation or changes in rental times
- City is not responsible for lost or stolen items, or damages
- Breach in the agreement - the City reserves the right to cancel

Library

The Library uses an extensive set of formal written policies. These include:

- Booking priorities
 1. Library and co-sponsored programs
 2. Staff training and meetings
 3. Library related groups
 4. City departments
 5. Non-profit groups
 6. Profit-making groups
- Application
 - Use of meeting room
 - Limitations of use
 - Denial of applications
- Definitions
- The Policy
 - Regulation
 - Fees
 - Payment
 - Non sufficient funds
 - Non-profit discount
- Cancellation
- Loss of rental privileges
- Liquor license
- Smoking
- Publicity and Signage

- Damages
 - Library is not responsible
 - Rooms must be left clean and orderly
- Booking information
- Persons and organizations must appoint a contact person
- Equipment
- Fee schedule
- Alcohol management
- Smoking by-law

***Note:** The Wellness Centre, the Art Gallery and the Museum do not currently have any formal written policies in regards to facility bookings. However, rental agreements may contain more specific information such as the facilities' rules that may be interpreted as policies.

Current Formal Booking Procedures

Arenas

1. Mark out holidays.
2. Schedule maintenance
3. Events
4. Petes schedule
5. Yearly skates
6. Organizations
7. Regular weekly users
8. One off policy – open to the public

Recreation

Current

1. User must get a permit
2. Recreation sends an invoice
3. Upon payment, user receives a letter

New Procedure

1. Send letter of agreement
2. Confirmation
3. User cannot get permit until payment is made

***Note:** Divisions that do not have a formal procedure in writing may still use a procedure that works best for the frontline staff in charge of booking. However, most frontline staff indicated that they see a need for a set of common policies and procedures across the Community Services Department.

Rental Rates and Capacities by Division/Facility

Arenas

Figure 8

<u>Ice Rental Rates (incl. HST)</u>	\$/hr
Adult	\$ 200.00
Minor	\$ 173.00
Non-prime	\$ 129.00
After 11	\$ 157.00
Elementary school	\$ 82.00
<u>Floor Rental Rates (incl. HST)</u>	
Memorial Centre	
Adult	\$ 121.50
Minor	\$ 103.50
Evinrude, Kinsmen, Northcrest (incl. HST)	
Adult	\$ 107.25
Minor	\$ 86.25
<u>Insurance Rates (ice/floor, + PST)</u>	
Hourly <25	\$ 3.75
Hourly 26-50	\$ 7.56
Seasonal (up to 25/team)	\$ 225.00
Tournament (up to 12 teams)	\$ 675.00
Tournament (13-20 teams)	\$ 1,012.50
Public skate only (51-250)	\$ 18.00
Public Skates	
Northcrest	\$2/pps
Evinrude	\$3.5/pps
What's Included	
Change rooms	
Parking	
Electrical where applicable	

Figure 9

<u>Building Rates</u>	
Memorial Centre (+ HST)	
Building rental (regular)	\$ 4,120.00
Building rental (concert)	\$5000-6670
Building rental (banquet floor only)	\$ 2,500.00
Morrow Building (+ HST)	
Winter (Nov 1-Apr 30)	\$ 1,060.00
Summer (May 1-Oct 31)	\$ 930.00
Set-up/tear-down fee	\$ 212.18
Parking Lot (+ HST)	
Parking lot buy out	\$ 1,030.00
Morrow Park Track/Grandstand (+ HST)	\$ 2,575.00
Evinrude - 1 Pad (+ HST)	\$ 2,500.00
Kinsmen - 1 Pad (+ HST)	\$ 2,500.00
Evinrude/Memorial Centre Pads - SOCAN	
over 500 - without dancing	\$ 87.40
over 500 - with dancing	\$ 174.79
Resound	
Without dancing	\$ 39.33
With dancing	\$ 78.66
What's Included	
Electrical where applicable	
Parking	
Change rooms	

Figure 10

<u>Room Rental Rates</u>	
Evinrude Banquet Facility (+ HST)	
Full room (Sun-Thurs)	\$437.00
Full room (Fri-Sat)	\$651.00
Kitchen food levy charge	\$110.00
Tariffs (+ HST) - Legislated	
SOCAN with dance	\$123.38
SOCAN no dance	\$ 61.69
Resound with dance	\$ 55.52
Resound no dance	\$ 27.76
Evinrude & Kinsmen Boardroom & Green Room (+ HST)	
Up to 3 hrs	\$ 55.00
Full day	\$109.00
Table rental	\$ 16.48
Chair rental	\$ 2.06

Figure 11

<u>Executive Suites - Memorial Centre</u>	
Petes hockey package	\$781.42-740.02
Seats and eat package	\$986.42-945.02
Events package (+ Tickets)	\$ 569.42
Includes	
Two parking passes in the suite holder parking lot	
Two Peterborough Petes game day programs*	
Two game day Peterborough Petes media stats kits*	
Private suite holder washrooms	
Upholstered stadium seating & padded bar stools	
Beverage fridge	
Full cable & WIFI equipped	
32-inch flat screen television	
In-house catering & bar service options direct to your suite	
Private chef services available*	

Figure 12

Capacities	
Evinrude Boardroom	30
Kinsmen Boardroom	40
Green Room	25
Ice Events MC	3967
Concerts MC	3200
24 exec suites total capacity MC	395
PMC Pub and Grill MC	378
Morrow Building	800

Art Gallery

Figure 13

Art Gallery	Reading Room	Studio/Gallery	Main Gallery
Weekday/Evening/hr	\$ 50.00	\$ 50.00	\$ 50.00
Weekday/Daytime/hr	\$ 25.00	\$ 25.00	\$ 25.00
Weekend/Evening/hr	\$ 50.00	\$ 50.00	\$ 50.00
Weekend/Daytime/hr	\$ 25.00	\$ 25.00	\$ 25.00
Full-Day - 8 hrs	\$ 150.00	\$ 150.00	\$ 150.00
Half-Day - 4 hrs	\$ 75.00	\$ 75.00	\$ 75.00
<u>What's included</u>			
Kitchen use \$25/hr			
Extra staff. \$25/hr/staff member			
Extra \$25/hr for early opening on the weekend			
20% for non-profit			
Patio is available			
Includes electrical outlets			
<u>Capacities</u>			
Reading Room			
20 w tables			
30 w out			
Studio/Art Gallery			
20 w tables			
35 lecture style			
Main Gallery (no food or drink)			
100/seated			
150/standing			

Library

Figure 14

Library	Column2	Hourly	Half-Day - 4hrs	Full-Day - 8hrs
<u>Board Room</u>	Non-Profit	\$ 11.50	\$ 31.00	\$ 57.50
Capacity 17	For-Profit	\$ 17.25	\$ 46.00	\$ 86.25
	Additional Hrs	\$ 17.25	\$ 17.25	\$ 17.25
<u>Auditorium</u>	Non-Profit	\$ 23.00	\$ 62.00	\$ 115.00
Capacity 200	For-Profit	\$ 34.50	\$ 92.00	\$ 172.50
	Additional Hrs	\$ 34.50	\$ 34.50	\$ 34.50

Figure15

<u>Additional</u>	
No discounts on Sundays for bookings outside the regular business hours.	
<u>Included with boardroom rental</u>	
Whiteboard	
Projection screen	
Bulletin board	
<u>Included with auditorium rental</u>	
Two sizes of projection screens	
Adjoining kitchen (must request at time of booking)	

Museum

Figure 16

Museum	Hourly	Half-Day (9-12)	Full-Day (9-5)	Capacity
Fine Annex (+HST & Insurance)	\$ 20.00	\$ 65.00	\$ 100.00	30
Fleming Annex	\$ 20.00	\$ 65.00	\$ 100.00	60
Museum Tours - \$4/student, senior				
<u>Included with Cost</u>				
White Board				
LCD Projector				
Lectern				
Tables and Chairs				

Recreation

Figure 17

<u>Recreation</u>		
<u>Permitting Rates (incl. HST)</u>		
Field Class	Adult Rate	Youth Rate
Artificial 1-9 uses	\$ 92.65	\$ 92.65
Artificial-10 or more uses	\$ 68.95	\$ 68.95
Premier	\$ 36.15	\$ 8.10
A-Level	\$ 29.40	\$ 7.00
B-Level	\$ 24.85	\$ 6.00
C-Level	\$ 11.30	No charge
Volleyball Courts	\$ 18.40	\$ 4.10
Basketball Courts	\$ 18.40	\$ 4.10
<u>Light Fees/hr</u>		
Bowers Park	\$ 22.60	
East City Bowl	\$ 22.60	
Riverside	\$ 22.60	
Hogan Pitch	\$ 22.60	
Mark Forester Pitch	\$ 22.60	
TASS Artificial	\$ 22.60	
Fleming Fields	\$ 22.60	
Fee Time Schedule	Begins At:	
May-August	8-8:30pm	
April-September	7:00pm	
October-March	5:00pm	
<u>Tournaments (incl. HST)</u>	Full-Day	Half-Day
Adult	\$ 136.75	\$ 73.45
Youth	\$ 63.00	\$ 32.30

Figure 18

<u>Millennium Park/Display Room Rates</u>	
Fees - 2015	Fee (incl. HST)
1-100 persons	\$ 135.60
Over 100 persons	\$ 204.55
Major events over 3hrs (Profit)	\$ 689.30
Display room day rate	\$ 123.20
Display room hourly rate	\$ 21.50
Key deposit (if needed)	\$ 25.00
Note: All fees include hydro and water	
Charge is added for unreturned keys	
<u>Pavilion/Picnic/Special Events Rates</u>	
Fees - 2015	Fee (incl. HST)
Up to 50 persons	\$ 65.20
51-75 persons	\$ 78.00
76-100 persons	\$ 104.25
101-200 persons	\$ 130.30
200+	\$ 169.50
Note: All fees include hydro and water	
<u>Del Crary Park Rates</u>	
Fees - 2015	Fee (incl. HST)
Rate A - 1-100 persons	\$ 141.25
Rate B - 101-300 persons	\$ 210.18
Rate C - 301-500 persons	\$ 276.85
Rate D - 500+	\$ 435.05
Rate E - Commercial organizations	\$ 877.05

Wellness Centre

Figure 19

Wellness Centre Rooms	Hourly	Half-Day 6hrs	Full-Day 6hrs +
Multi-Purpose Room 1 (each)	\$ 29.50		\$ 200.00
Multi-Purpose Room x2	\$ 49.50		\$ 235.00
Multi-Purpose Room x3	\$ 69.50		\$ 400.00
Gymnasium 1 (each)	\$ 50.00	\$ 250.00	\$ 450.00
Gymnasium x2	\$ 75.00	\$ 350.00	\$ 650.00
Gymnasium x3	\$ 100.00	\$ 450.00	\$ 850.00
Pool			
Youth Room			
Commercial			\$ 2,500.00
<u>Capacities</u>			
Multi-purpose rooms	30/room		
Leisure pool	174		
Therapy pool	48		
<u>Included at No Cost</u>			
MPR - Screen & projector			
MPR A&C – Sinks & counter space			
Wi-Fi			
Chairs - 150, plastic, 50 padded			
Tables - 60, 6ft			
<u>Included with Cost</u>			
Equipment use	\$ 10.00		
Lift charge	\$ 200.00		
Floor covering - Gym (B/C)	\$ 200.00		\$ 200.00
Damage deposit	\$ 500.00		
Drapes	\$ 100.00		
<u>Additional</u>			
15% discount for leagues over 10 weeks			
SSFC booking pay full price for MPR			
SSFC no charge for gym			
Set-up and take-down			
<u>Restrictions of Use</u>			
Gym B/C Volleyball, Basketball, Indoor Soccer, Badminton, Dodge ball			
Gym A same as above but also includes any stick games			

The New Computer System

Although examining the implementation of a new computer booking system to replace the current CLASS system being used by booking agents was not part of the project requirement, it was an area of concern discussed in each interview conducted with frontline staff. This is an important issue for booking agents because the implementation of a new system will disrupt their current routines as well as have a major effect on the efficiency with which they organize booking schedules, a greater area of concern for high volume sites. The following identifies some of the areas of concern raised by staff and should be taken under consideration as the project of replacement software proceeds.

- Staff concerns must be taken into consideration as they are the individuals who will be most affected by the transition from the CLASS system to a new system.
- Staff would like a say in the new system. The booking agents who are currently using the CLASS system understand what works, what does not work and areas where there is room for improvement. Their input could be beneficial in determining which system the City will purchase.
- The concern of loss of data must be taken into consideration when the change occurs. Some of the higher volume sites have a very large number of clients which means the personal and financial data associated with the client could take a long time to recover in the event that it is lost in transition.
- Many of the frontline staff, more particularly booking agents who are working in the higher volume sites, feel they do not have the time to take off booking duties to learn a new system. Coordinating a time for booking agents across the department to train together may be difficult as peak times during the year vary depending on the division and the facility. See figure 20 for more detail.

Possible Training Times for Each Site

Figure 20

Division/Facility	Possible Training Time
Arenas	April or October
Art Gallery	January or February
Library	Summer
Museum	Oct, Nov, Jan, Feb
Recreation	November & December
Wellness Centre	June, July, August

- Avoid confusion among divisions by separating names of clients. Client records in many cases are not being deleted when change occurs, or they are no longer using the services provided by the division. For example, some clients may have three or more separate accounts within a division or across all divisions. The problem occurs when a booking agent from one division can see the details of a client's account from another division.
- Staff would like to see a system that works like the CLASS system. While most staff understand CLASS is outdated, they are comfortable with how it works.

Gaps and Commonalities

Gaps

In identifying the gaps across the Community Services Department, opportunities to create consistency will become apparent. It is essential in improving customer service that gaps are identified and rectified. In particular, the three facilities within the Culture and Heritage Division are quite different in regards to fees, operating hours and policies. Outlined below are the gaps found throughout this process across the Community Services Department as a whole:

- Room rental fees for low volume sites vary. There is a significant difference in fees between the Art Gallery, the Library and the Museum. It must be noted that these three sites belong to the Culture and Heritage Division. This is creating inconsistency within this division.
- Room rental times. The Museum does not offer after business hours rentals whereas some divisions within Culture and Heritage do offer extended hours. Offering after hours rentals can create an opportunity to cater to a different clientele, while at the same time increasing revenue for the City.
- There are unique sets of policies and procedures among high volume and low volume sites. As stated in the November 18th meeting, dividing the divisions and facilities into high and low volume sites makes it easier to compare and contrast each division and/or facility. Although each division and facility is catering to different clientele with different needs, having common sets of policies will create consistency and improve customer service.
- Frontline staff are using different booking systems. The Art Gallery is on a different computer system – SUMAC; this is creating inconsistency within the Culture and Heritage Division, therefore creating inconsistency across the Community Services Department.

- Booking staff roles differ with each division/facility. Some sites utilize a primary booking agent, which seems to help with organization, whereas some sites are using multiple agents. The sites using multiple agents appear to be less organized and have more difficulty with customer satisfaction.
- Some frontline staff feel there is a need for change in regards to creating consistent policies and procedures across the department. However, some staff like things the way they are because the processes they are using work well for them and the division/facility they are working in.
- Non-profit discounts are used by some facilities but not others.

Commonalities

When comparing all six sites the only commonality found was that all sites do bookings of some sort. The nature of the booking roles vary depending on the division and facility and the type of clientele they are catering to. This could be sport based in nature or on a room booking level which caters to a business type clientele. It is when the six sites are divided into low volume and high volume sites that the commonalities become apparent.

Low Volume Sites

Low volume sites include the Art Gallery, the Library and the Museum. Following are the commonalities between these three facilities:

- Cater to a similar client base. This is groups looking to book meeting rooms for a variety of activities, including school groups for tours and children's activities.
- Size of groups for bookings is similar.
- The low volume sites belong to the Culture and Heritage Division.

High Volume Sites

High volume sites include the Arenas Division, the Recreation Division and the Wellness Centre. Following are the commonalities between these three divisions:

- Cater to a similar client base. The client base for the high volume sites are mainly sport based in nature. While the Arenas Division does bookings for meeting rooms (boardrooms) their main focus is booking hockey teams in the winter season, trade shows and more. The Recreation Division and the Wellness Centre also focus mainly on the sporting community.
- Due to the nature of the groups who are booking with the high volume sites, the booking process is much more complex than with the low volume sites. Many of these bookings are repeated over the season and then repeated for years to follow. All of this must be taken into consideration when booking agents are scheduling.
- There is a greater need for more policies that will help with the complexities of scheduling for these divisions/facilities.

Recommendations

Through examining the facility booking details of the divisions and facilities of the Community Services Department, the following recommendations will be made as a means of assisting the Department in achieving the goal of developing a set of common business processes. Some of these recommendations are based on long-term goals; nonetheless, they are important in the overall goal the Department wishes to achieve. The recommendations are based on the gaps and commonalities outlined above, as well as input received from the booking agents who were interviewed throughout this process.

Policies and Procedures

- Clear policies and procedures must be defined. Evidently each division and facility is using their own policies and procedures to suit their needs. This is creating inconsistency across the Department.
- Develop at least two sets of common policies based on the high volume and low volume site differences. The Culture and Heritage Division could start with the Library's policy document. This is the only facility within the Culture and Heritage Division that uses an extensive set of formal policies as seen in Figure 7. Since these three facilities belong to the same division it would be very easy to develop common policies for them. For example, a standard non-profit discount could easily be implemented into this Division.
- The Arenas Division and the Recreation Division will provide adequate information regarding the types of policies that work for the high volume sites. Given that the three divisions/facilities in the high volume sites are so similar, they would do well with similar policies. It is not recommended that a standard set of policies be developed for each division because not all policies would apply. For instance, the Recreation Division uses the rain and cancellation policy to protect their fields. The Arenas Division does not have fields per say nor does the Wellness Centre. It does not make sense to implement a Rain and Cancellation policy for each of these three sites, but implementing something like an inclement weather policy may be beneficial. Using the current policies as a starting point will make developing similar policies much easier than starting anew. The policies should not be the same, but they should be similar, incorporating City-wide policies into each document.

- Incorporating a primary and secondary booking staff role for each Division and facility is essential for creating customer satisfaction across the Department. This will reduce the number of bookings that are being done by untrained staff. It will also help to create a more organized process which will reflect positively on the client. Figure 21 shows the current primary booking agent as well as the secondary agent, if any. In addition, staffing roles need to be made very clear.

Figure 21

	Scheduling and Booking	Booking clerks
Arenas	Kelli Posavad	Admin Assistant or Operations
Art Gallery	Susanne Lloyd	Janice Fortune
Library	Moirra Graham	Sherry-Lynne McMahon
Museum	Pauline Drake	Susan Neale
Recreation	Terri-Lynn Johnston	Students (May-August)
Wellness Centre	Kim Darling	None

- A non-profit discount should be reviewed in conjunction with all the rates, the principles for determining the rates and rate comparisons.

Training

- Should staff train together? Booking agents have expressed their desire to create a common set of policies and procedures across the department. Allowing staff time to train together (whether it is for the new computer system or a new set of policies) will help them to express their needs. It is a means for staff to share what works and what does not work well for them. This can be a great way to manage the risk of resistance to change by allowing staff a voice in the decisions that are to be made.
- Develop a staff training program that will address staff concern and allow for follow up. Provide staff time to train for the new computer system and/or new policies and procedures. Some booking agents feel as though more training should be provided.

Incorporating Frontline Staff

- The frontline staff are at the heart of this project. It is they who are responsible for providing customer service to the City's residents, and it is they who know best what works and to provide input into areas of improvement. Incorporating the frontline staff into this process will help to reduce the risk of resistance to change from all standpoints. Additionally, frontline staff have some really great ideas regarding changes that need to be made to current policies and procedures, and things that could be done differently. When asked how they feel they could be incorporated into the decision making process, this is what they replied:
 - It would be nice to have meetings once in a while. This would be meetings with primary and secondary booking agents.
 - Quarterly meetings would be a good way for booking staff to communicate any ideas, or if anyone has found new ways to do things or shortcuts it would be a good opportunity to discuss this.
 - Make it a policy to involve all booking staff in training programs, whether it is for the new computer program or something else.
 - Form a committee with the same interests.
- Invite staff to a meeting to discuss needs regarding the new computer system as well as needs regarding booking policies and procedures. It is very important to allow booking agents to have a say in the changes that are being made. While there will always be a resistance to change on all levels, allowing the staff to have a say in these changes will afford them an opportunity to speak their minds and voice their opinions. Additionally, staff may have great ideas that management may not have considered.

Conclusion

This report was designed as an aid to the Community Services Department for review of the booking policies and procedures for all divisions and facilities associated with the department. Each division has been analyzed and recommendations have been made based on the department's strengths and weaknesses, as well as the consistencies and inconsistencies within each division and facility, which are a direct reflection of the Community Services Department as a whole. The separation of the six divisions and facilities into two groups, the high volume sites and the low volume sites, is an opportunity to more closely analyze the possibility of developing common policies and procedures. It has shown which divisions and facilities will benefit the most from having common policies and procedures, and which divisions and facilities can be used as a starting point in these developments. Realizing each division and facility are unique in their own nature is an essential part of developing these policies in a way that will create the best outcomes for all who are involved in this process. The staff involved in this process expressed great interest in the project and on more than one occasion expressed their desire to be made part of the decision making process. The recommendations made have been made in the best interest of the Community Services Department as a whole, as well as the individuals who will be most affected by any changes made throughout this process.