

LEVELS OF SERVICE



05 LEVELS OF SERVICE

The purpose of Levels of Service (LoS) is to define and communicate the quality and extent of services that the City aims to provide, ensuring alignment with strategic goals and legal requirements. They help bridge the gap between current service delivery and stakeholder expectations, guiding resource allocation and decision-making to achieve sustainable and affordable service delivery. By setting clear standards, Levels of Service support transparency and accountability in municipal operations.

Levels of service are categorized into three levels:

1

Corporate LoS define the extent and quality of services provided, aligning with strategic goals and legal requirements. They reflect the organizational mission, vision, and goals set by elected officials and municipal administration, setting the tone for financially supported service levels that align with stakeholder values and regulatory requirements.

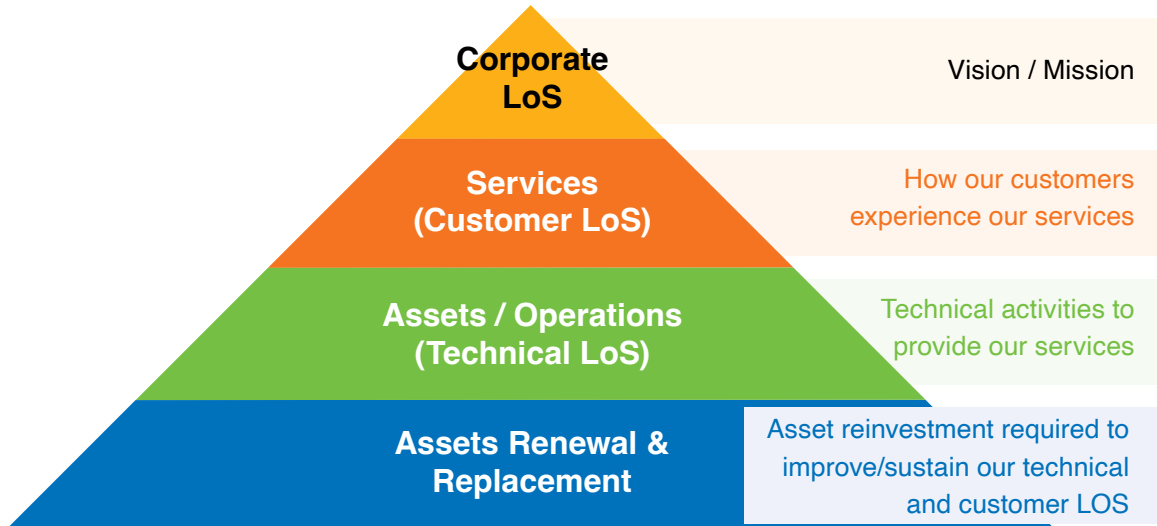
2

Customer LoS describe the quality and extent of services provided from the user's perspective, focusing on their experience and satisfaction. They outline in plain language, understandable to most stakeholders, the services that individual stakeholders and users can expect. They speak to "How does the customer receive the service?"

3

Technical LoS describe the adequacy of assets to provide customer services from a physical characteristics perspective. They outline parameters that must be achieved to deliver customer levels of service and may be described in more technical language. They speak to "How does the City provide the service?"

Figure 4: Level of Service Hierarchy



Asset renewal and replacement are foundational to achieving alignment across corporate, customer, and technical levels of service because they ensure that infrastructure remains reliable and efficient. By regularly renewing and replacing assets, the City can maintain the quality and performance standards set at the corporate level, meet customer expectations for service reliability and satisfaction, and adhere to the technical specifications necessary for operational efficiency. This proactive approach helps prevent service disruptions, reduces maintenance costs, and supports long-term sustainability, ensuring that acceptable levels of service are consistently met.

The City has not established a formal and consolidated Levels of Service (LoS) framework. However, various customer and technical LoS are integrated into operational processes and are driven by Council direction, regulatory requirements, and planning documents, including individual asset management plans.

See page 23 for a description of corporate level of service objectives by asset class.

Corporate Level of Service Objectives:

Drainage:

To deliver stormwater services that safeguard the community by effectively managing runoff and minimizing flood risks, while ensuring these services have minimal impact on daily life and the environment, and are financially sustainable.

Sanitary:

To ensure reliable and efficient wastewater services by maintaining adequate treatment capacity for peak flows, ensuring accessible sewer collection infrastructure, minimizing service interruptions, effectively managing odors, and reducing environmental impacts, while adhering to stringent regulatory requirements and maintaining affordability.

Parks and Public Spaces:

To ensure City parks and public spaces are well-maintained, safe, and accessible, providing diverse recreational opportunities that meet the needs of the community and enhance the quality of life for all residents and visitors, within a financially sustainable framework.

Transportation:

To ensure the City's transportation networks are safe, efficient, and comfortable, offering a variety of mobility options to meet the diverse needs of all residents and visitors, while being financially sustainable.

Airport:

To ensure the City's regional airport provides a diverse range of aviation services, supports airside manufacturing, aircraft maintenance, and flight training, while maintaining high standards of safety, efficiency, customer satisfaction, and financial sustainability.

Building Facilities:

To ensure the provision of facilities that meet the evolving needs of the community, prioritize energy performance to reduce utility consumption and support climate change goals, and maintain facility assets in a state of good repair to provide reliable services to the community, all within a financially sustainable framework.

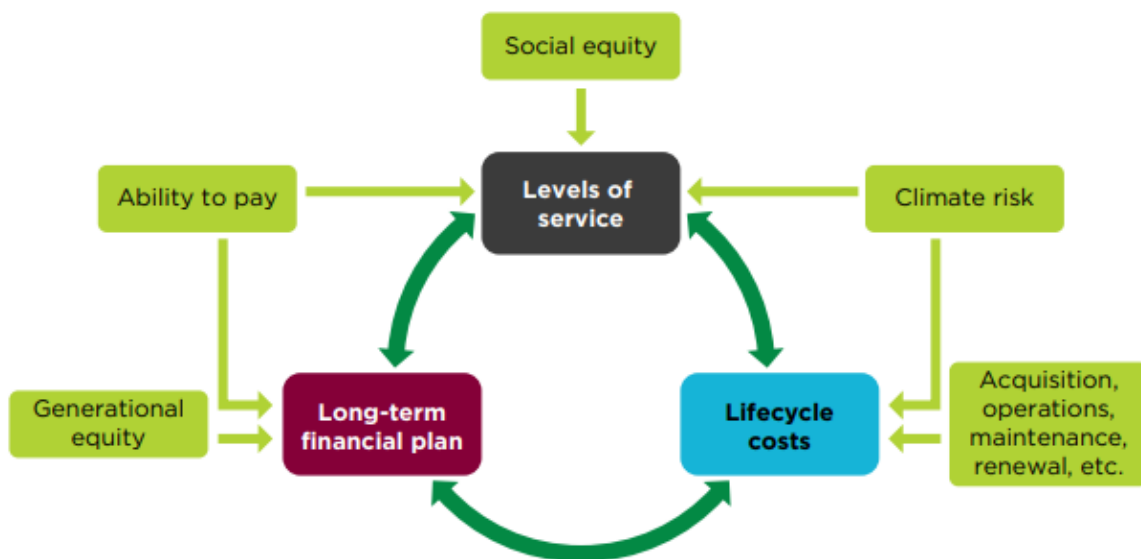


Climate Change and Levels of Services

Climate change will affect the City’s ability to achieve and sustain its desired levels of service. Within the context of asset management, climate change is a threat to sustainable service delivery because it can increase the likelihood of asset failure thereby increasing lifecycle costs. The City of Vernon is committed to working with stakeholders to address the risks that climate change presents.

Note that planning for climate change, setting levels of service, and long term financial planning are inseparable:

Figure 5: Components that inform a long-term financial plan¹



1 <https://greenmunicipalfund.ca/sites/default/files/2024-09/going-deeper-how-levels-of-service-and-lifecycle-costing-inform-long-term-financial-planning.pdf>



Proactive recognition and risk management will improve the resilience of the City's infrastructure to the impacts of climate change. Here are some ways the City has integrated climate change into its asset management program and levels of service:

Table 6: Climate Change integration into LOS

Drainage Infrastructure	The City integrated climate change adaptation measures into the Drainage Infrastructure Prioritization Plan, 2019 by incorporating vulnerability assessment findings into the risk prioritization framework. The study delineated overland flow routes using LiDAR and prioritized them based on consequence and flow rates.
Sanitary Sewer Infrastructure	The City has a Trenchless Storm and Sanitary Rehabilitation capital program that leads to the City's goal of Environmental Leadership in the category of Asset Management. Through a CCTV pipe inspection program, pipes are selected for the program.
Parks & Public Spaces	One of the 11 attributes used to assess a park's level of service is climate resilience: "designed, developed, or provided components of a park which address climate change adaptations including flood resiliency, drought resistant landscaping, shade trees, and sustainable infrastructure"
Transportation Infrastructure	The draft upcoming AM plan recommends using a preservation and recycling approach to extend the life of the City's roads. In addition to lowering costs, using preventative treatments such as microsurfacing and full depth reclamation can offer significant environmental savings and reductions in GHG emissions over time.
Buildings	In order to prioritize investment and provide sustainable service, the City is updating its Building Facility Asset Management Plan. In addition, to identify a sequence of greenhouse gas (GHG) reduction measures that will help to optimize energy performance and reduce emissions for community buildings, the City is applying for FCM grant funding to complete a GHG Reduction Pathway Feasibility Study.
Natural Assets	The City is actively in the process of developing a "State of Natural Assets Report", which will largely stem from a revised landcover/ sensitive ecosystem inventory and Riparian Area Protection area based on best practices as outlined by the Municipal Natural Assets Initiative.