



Preparing Parkland County's Organization for the Future

Presentation to:
Parkland County Council
March 4, 2014

What the Project is about ...

Examine and Evaluate the Organization to determine if there are:

- Material *improvements* that can be made to:
 - processes
 - practices
 - policies
 - organizational structure.
- Areas of concern with the *delivery of services*.
- Opportunities to realize *material benefits* from making improvements.
- *Revenue generating opportunities*, either new or expanded.

What we did ...

Who we talked to:

- Members of Council, pre- and post-election.
- General Managers.
- Selected Managers and staff members.
- External Stakeholders.

Who we heard from (through surveys and emails):

- Staff members.
- Contract staff.

And examined many relevant studies, plans and reports.

What we found ...

100+ opportunities that we categorized into 10 themes:

The Opportunities

1. **Council**
2. HR Practices
3. **Structure**
4. **Communications**
5. **IM/IS**
6. Economic Development
7. **Planning & Development**
8. **Development Engineering**
9. **Administrative Performance**
10. Enforcement

The Steering Committee instructed us to examine in depth the themes in **RED**.

What we found ...

EVALUATING REVENUE OPPORTUNITIES							
	OPPORTUNITY	EVALUATION FACTORS					MOST HIGHLY RANKED OPPORTUNITIES
		NEW SERVICE OR ENHANCES OWN SERVICE	LIMITED OR NO INVESTMENT REQUIRED	SIGNIFICANT MARKET SIZE	LIMITED OR NO NEGATIVE EFFECT	ANNUAL NET REVENUE > \$ 100,000	YES COUNT
	CORE REVENUE SOURCES:						
1	REVENUE BASED ASSESSMENT	N	Y	Y	N	Y	3
2	ERP - PARTNER WITH SP FOR RCG	Y	Y	N	Y	Y	4
3	FEE SCHEDULES COST NEUTRAL	N	Y	Y	N	N	2
4	ENSURE BUSINESSES ARE LICENSED	N	Y	N	N	N	1
5	COST RECOVERY TIPPING FEES	N	Y	Y	N	Y	3
6	SALE OF COUNTY OWNED GRAVEL	N	N	Y	N	Y	2
7	HIGHWAY FINES SECONDARY HIWAYS	N	N	Y	Y	Y	3
	EXPAND MUNI SERVICES TO OTHERS						
8	EMERGENCY COMMUNICATIONS	N	Y	Y	Y	Y	4
9	HEALTH AND SAFETY	N	N	Y	N	Y	2
10	PEACE OFFICERS	N	Y	Y	Y	Y	4
11	PEACE OFFICER TRAINING	N	Y	Y	Y	N	3
12	TOWER CO-LOCATION	N	Y	Y	Y	Y	4
13	FIREFIGHTER TRAINING	N	Y	Y	Y	N	3
	NEW MUNI SERVICES TO OTHERS						
14	ADMINISTRATIVE SERVICES	Y	Y	N	Y	Y	4
15	COMPUTER SUPPORT	Y	N	N	Y	Y	3
16	CAO SERVICES	N	N	N	Y	Y	2
17	ASSET MANAGEMENT	N	Y	Y	Y	Y	4
18	HEAVY DUTY MECHANICS	N	Y	N	N	N	1
19	PARKS MAINTENANCE	N	Y	Y	Y	N	3
20	PLANNING & DEVELOPMENT	N	Y	N	N	Y	2
21	EMERGENCY RESPONSE	N	Y	Y	Y	Y	4
22	FIRE SERVICES	N	Y	Y	Y	Y	4
23	PACKAGED ASSET MGT APPROACH	N	N	Y	Y	Y	3
24	ROAD CONSTRUCTION	Y	N	N	N	Y	2
25	COLD MIX PAVING OF SUB-DIVISIONS	Y	Y	Y	N	Y	4
	NON-TRADITIONAL SOURCES						
26	GRAVEL CRUSHING AND HAULING	Y	N	Y	N	Y	3
27	RURAL UTILITIES	Y	N	Y	N	Y	3
28	PROPERTY DEVELOPMENT	Y	N	Y	N	Y	3
29	HOTEL AND CONVENTION CENTRE	Y	N	N	N	Y	2
30	BIO-FUEL DIESEL PLANT	N	N	Y	N	Y	2
31	THEME PARK	Y	N	N	N	Y	2
32	EDEN LAKE DEVELOPMENT	Y	N	N	N	Y	2
33	MARKET GARDENS - FARMERS MKT	Y	N	N	Y	N	2
34	RECYCLE CENTRE	Y	Y	N	Y	N	3

Revenue Opportunities:

What we recommend ...

A Vision of the Municipality of 2030

We presented likely characteristics of Parkland County in the year 2030 and recommend to Council that:

Recommendation #1 – Council should review the visionary statements at each strategic planning session, and refine them to serve as the basis for its strategic planning work.

What we recommend ...

Council Strategic Planning

We examined the processes and results of the current Strategic Planning approach and recommend to Council:

Recommendation #2 – Establish clear goals, strategies and targets and hold Administration accountable for reporting on progress to the outcomes.

Recommendation #3 – Administration should be charged with developing a set of projects that are drawn from the goals and strategies of the strategic plan.

Recommendation #4 – Council should be receiving meaningful reports on progress to achievement of its goals and strategies, and have a process in place to take corrective action.

What we recommend ...

Communications

We examined the structure, processes and outcomes and recommend to Council:

Recommendation #5 – Ensure that every product of PC has been reviewed for professional correctness. This will require either a new administrative process, or training for staff.

Recommendation #6 – Decide if Communications is a strategic priority, and if so, invest in more resources, specifically to address website/intranet management and maintenance, and to provide professional management of community consultations.

... contd.

What we recommend ...

Communications

... contd.

We examined the structure, processes and outcomes and recommend to Council:

Recommendation #7 – Review the Communications matrix, revise it, circulate to all staff and enforce its application.

Recommendation #8 – Create a strategic planning implementation role and move it out of Communications (specific structural recommendation to follow).

What we recommend ...

Information Management/Information Systems

We prepared a series of options for positioning IT as a strategic resource and recommend to Council:

Recommendation #9 – Create a separate business unit for IT with a full-time manager. The structural aspect of this will be addressed in the chapter on organizational structure.

Recommendation #10 – Building on Recommendation #9, create a vision for moving IT from the status quo to option 2 immediately and with an intent of landing on option 6 as soon as feasible.

... contd.

What we recommend ...

Information Management/Information System

...contd.

We prepared a series of options for positioning IT as a strategic resource and recommend to Council:

Recommendation #11 – Develop an IT Master Plan that articulates:

- IT mission, vision and goals
- Strategies to be employed to achieve the goals
- Major initiatives to be undertaken
- The schedule to complete the initiatives
- The resources required
- Performance targets

Recommendations #12 – Concurrently, assess the viability of partnering regionally (or more broadly) to deliver IT services.

What we recommend ...

Planning & Development (P&D)

We examined the processes and structure and recommend to Council:

Recommendation #13 – Adopt a Planning Review Committee model that requires all relevant departments to review development applications and to meet on a regular basis to provide input on potential development agreement conditions.

Recommendation #14 – Appoint a Point Person to manage large, complex applications and advocate for the application throughout the organization and with the developer.

What we recommend ...

Planning & Development (P&D)

We examined the processes and structure and recommend to Council:

Recommendation #15 – Proceed with the move of Development Engineering into Planning & Development, with the goal of providing a seamless development application and approval process.

Recommendation #16 – Formalize fast tracking for significant developments to allow for a competitive advantage in attracting and retaining larger developers.

Recommendation #17 – Work with Communications to develop web-based tools for residents to support non-commercial development applications.

What we recommend ...

Development Engineering

We examined the practices and approaches to work and recommend to Council:

Recommendation #18 – Involve developers in updating the municipal servicing standards, then agree, publish and put the material on the County's website.

What we recommend ...

Administrative Performance

We examined the measurement of reporting of performance and recommend to Council:

Recommendation #19 – Discuss and agree on a set of KPIs, and put in place a process to collect data, report and take corrective action. Report on performance against the KPIs to all affected stakeholders.

Recommendation #20 – Implement a capital project reporting system.

Recommendation #21 – Implement a business planning process with elements as indicated above.

What we recommend ...

Revenue Opportunities

We gathered opportunities from a variety of sources and looked at the current approaches to exploitation and recommend to Council:

Recommendation #22 – Create a revenue generation unit within the organization responsible for identifying, investigating and planning the implementation of revenue opportunities.

What we recommend ...

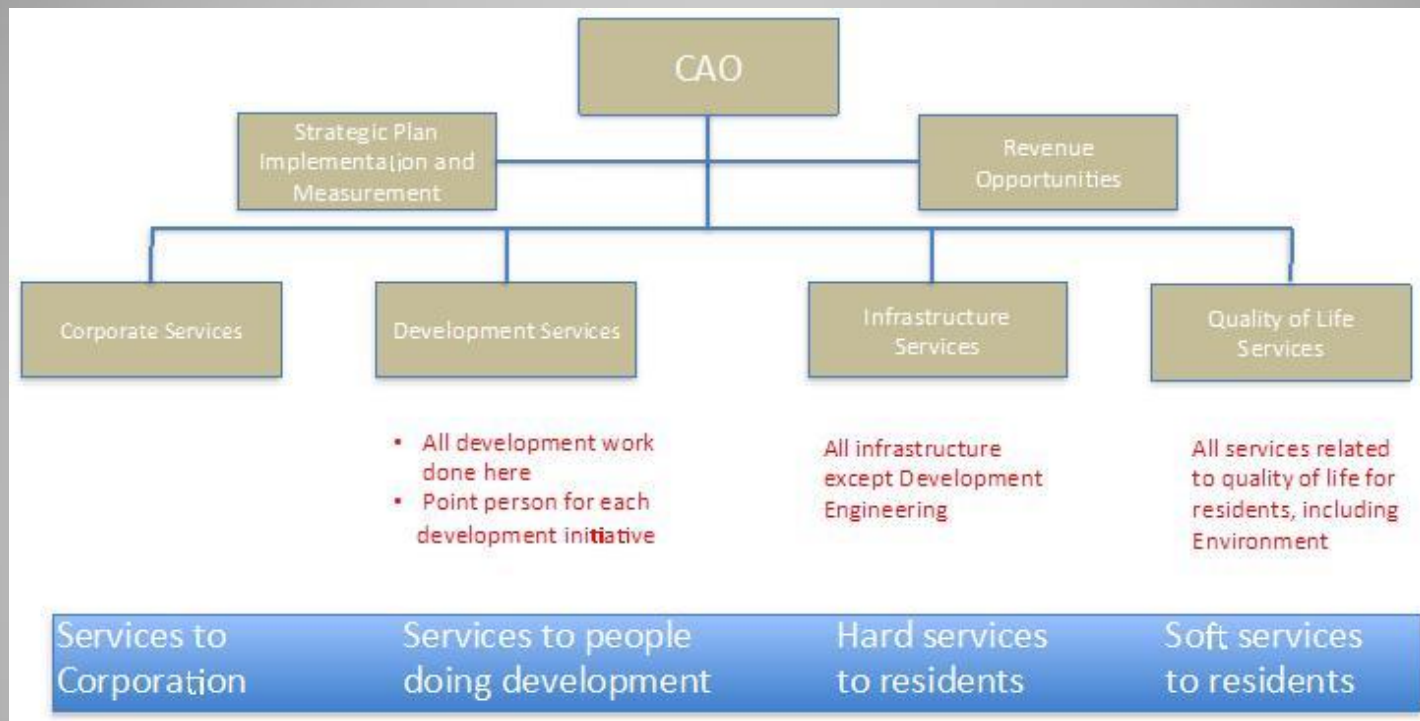
Structure

We prepared a series of options that incorporated the vision of 2030 and the proposed opportunities and recommend to Council:

Recommendation #23 – Implement the Customer Service Model as the new structure of Parkland County administration.

What we recommend ...

The Proposed Structure



What we recommend ...

Other considerations

We view organizational change as an on-going process and recommend to Council:

Recommendation #24 – Conduct a ‘top-down’ organizational review every 3 – 5 years.

What we recommend ...

Staffing Implications

Function	Activity	Additional FTEs
Communications	Web, Community Consultations	1
Strategic Planning	Strategic Planning Implementation and Measurement	1
Revenue Opportunities	Identification, Analysis and management of opportunity realization	2.5
Engineering	Development Engineering Officer	1
Environment	Additional resourcing	1
IM/IS (Option 2)	Management & Planning (1) Services Project Support (.5) Support Services Applications (.5) Data Standards (1) Operations Growth (1)	4
	Total	10.5

Concluding Remarks

We wish to thank:

- The members of the Steering Committee.**
- Staff members who we interviewed and surveyed.**
- The other members of staff who responded to our offer and provided us with their thoughts.**