EXECUTIVE ADMINISTRATION YEAR END SUMMARY

MARCH 2018

OVERVIEW

1. Financial Stability Plan, Capital Plan and Tri-Municipal Capital Plan

2. Customer Service Initiative

3. Enterprise Resource Planning (ERP)

4. Safety Update

5. Learning and Development Program

6. Capital Initiatives

7. 2017 Review and 2018 Priorities

FINANCIAL STABILITY PLAN, CAPITAL PLAN AND TRI-MUNICIPAL PLAN

MARCH 2018

FINANCIAL STABILITY PLAN

Completed to date:

- A broad understanding of the capacity of the organization
- A 25-Year Strategic Plan to guide organizational priorities
  - 5-Year Plan
  - One-Year Tactical Plan
  - KPIs- Balanced Scorecard
  - Service Levels will be refined throughout Budget 2019 preparation
- Socio Economic Study on coal transition
- Multiple scenario planning on taxation relative to coal transition. We know the impacts
- Municipal financial health check presented to Council in late 2017
- Economic Development Offset plan- 1 Billion per year in assessed value required.
- Formal Report and Plan to be finalized in 2018

CAPITAL PLAN

- A broad initiative has been completed to capture the vast majority of major capital priorities

- Parkland has identified sustainable capital spend levels, and is aligning this to financial stability plan.

- These are aligned into our asset management database

- Project team has been identified, lead and definitive process are in place to achieve Parkland alignment by year end on the 3 year capital plan

- Parkland will be participating with Spruce Grove and Stony Plain on the development of a 25 year capital plan in 2018-2019

TRI-MUNICIPAL CAPITAL PLAN

- Current state
  - Each municipality completes a capital budget, relative to their guidelines and criteria
  - The sharing of that data is completed in a sporadic and unorganized structure
  - There is no current consolidation of programs
  - There is no long term perspective of what each year entails or the expectations of each party in the region to participate or pay their "share"
  - There is no definitive model that defines what is regional, site selection or how the projects are funded
  - It appears we all have large capital plans over the next short and long term that require partnership funding to make them feasible
  - We do not know where the provincial or federal funding mechanisms will be heading

TRI-MUNICIPAL CAPITAL PLAN

- Our three administrations are recommending that we work together over the next 18-24 months on a capital planning process which would including;
  - Criterion for what is "Regional"
  - A consolidated 2018-2023
  - A consolidated 2023 and beyond
  - Funding mechanisms
  - Site selection criterion
  - Business Case template(s)
  - Priority selection criterion
  - Dispute process
  - Grant Funding
  - Etc.

NEXT STEPS

- The 3 CAOS will lead a group of administrative support to develop this process and report back to each council twice per year as a group.

- It is estimated that it will take a full 18 to 24 months to get this alignment. The goal would then be to have by 2020; regional capital priorities agreed to, paid for and supported through a definitive structured Regional Capital Program.

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CUSTOMER SERVICE INITIATIVE

MARCH 2018

COUNCIL DIRECTION

- Council had identified and directed a cultural change in order to drive a perspective of solutions, single touch points, and enhanced customer experiences as the #1 priority. This will allow and align to how they want us to show up and respond to our residents and customers.

- Administration took this direction.

STRATEGY RESEARCH & DEVELOPMENT (2017)

External Review

- Toured 10 municipalities
- Studied dozens of strategies from North America
- Residents and Businesses Priorities Surveys

Internal Review

- Conducted over 70 interviews
- All-staff engagement opportunities
- Committee meetings

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INTERNAL RESEARCH FINDINGS

Parkland County's Current State

- 22 first point of contact administrative staff (various capacities)
- 8 locations, various services with inconsistent service levels
- 1:30 minute phone tree
- High % of customers are transferred throughout the organization to multiple departments

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INTERNAL RESEARCH FINDINGS

Common Complaints

- High transfer rates
- Inconsistent messaging
- Long process times or delays
- Lack of supportive tools for staff
- Lack of acknowledgement or follow-up

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THE ANSWER: SHARED SERVICES
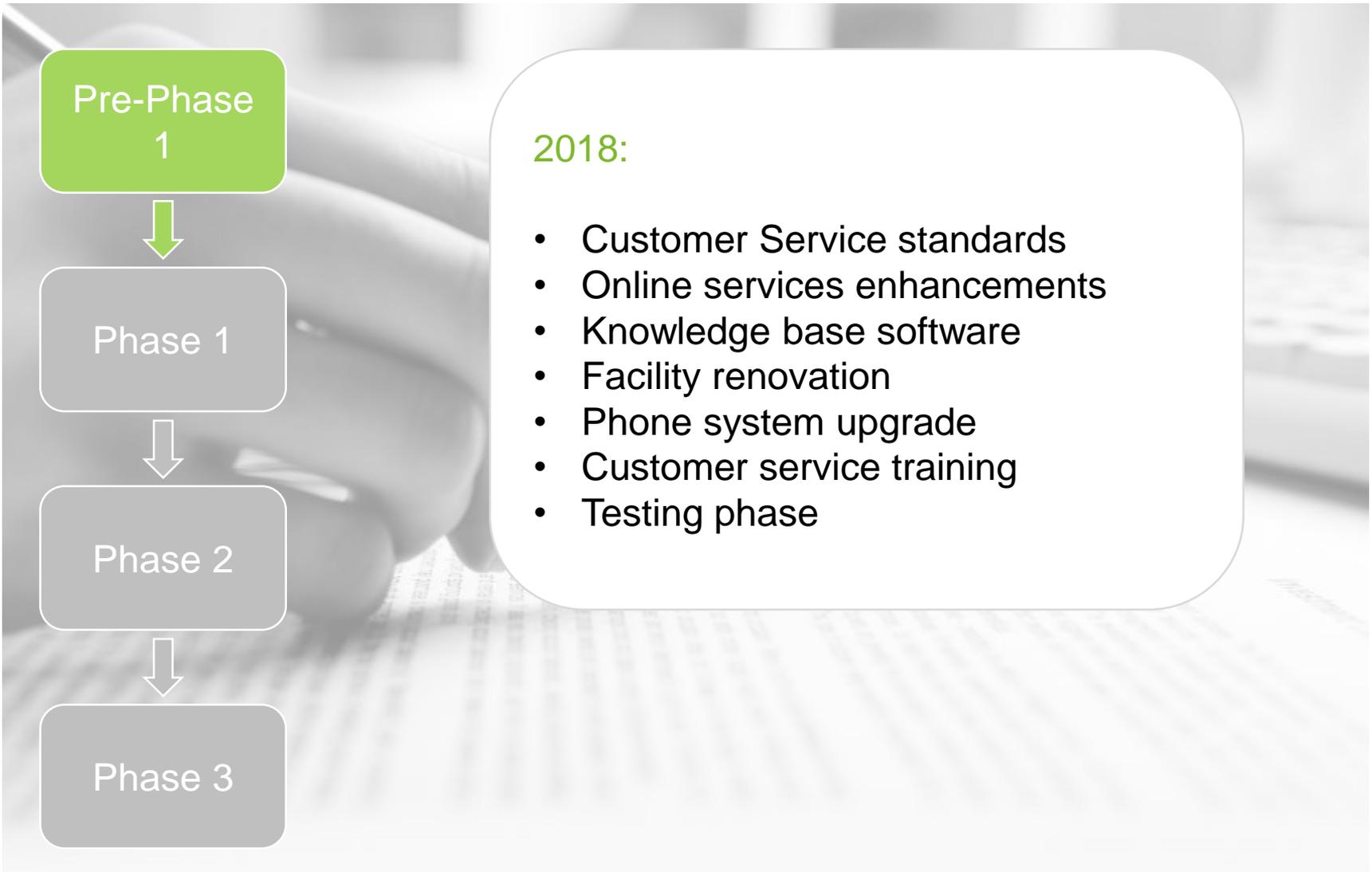
Shared Services: The "One-Stop-Shop"

- First point of contact for phones, email and visitors
- Provides information and basic services
- Maintain knowledge base information
- Process mail and deliveries
- General support, as required

CUSTOMER SERVICE INITIATIVE UPDATE

Completed to date:

- Detailed research and planning for all project components
- Strategy and Implementation Plan (approved Dec 2017)
- Further development and planning for major project components
  - Internal service standards (i.e. voicemail return time, email return time)
  - Engagement and town hall meetings with over 200 staff to reintroduce project
  - Facility Renovation design (multiple iterations)
  - Phone system planning
    - ↳ Significant front-end and behind the scenes planning required for phone system upgrades
  - Knowledge base back-end planning
    - ↳ The knowledge base will provide staff with a repository of Parkland County information and processes; requires a largescale organizational effort for planning, development, implementation and refinement
  - Online services preliminary work

IMPLEMENTATION PLAN

Pre-Phase 1	**2018:** • Customer Service standards • Online services enhancements • Knowledge base software • Facility renovation • Phone system upgrade • Customer service training • Testing phase
↓	
Phase 1	
↓	
Phase 2	
↓	
Phase 3	

IMPLEMENTATION PLAN

- Pre-Phase 1
- Phase 1
- Phase 2
- Phase 3

March 1, 2019
Departments/Service Areas:
- Assessment & Strategic Financial Services
- Communications
- Budget & Financial Reporting
- Emergency Communications Centre
- Executive Administration
- Human Resources
- Legal
- Parks, Recreation & Culture
- Planning & Development
- Strategic Planning & Intergovernmental Affairs

3.0 FTE CSRs

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IMPLEMENTATION PLAN

Pre-Phase 1

↓

Phase 1

↓

Phase 2

↓

Phase 3

Q1 2020
Departments/Service Areas:
- Agriculture
- Community Sustainability
- Economic Diversification
- Enforcement
- Engineering
- Fire
- GIS
- Information Technology
- Public Works
- Smart Parkland

2.5 - 3.0 FTE CSRs

IMPLEMENTATION PLAN

Pre-Phase 1

Phase 1

Phase 2

Phase 3

2020
Satellite location enhancements:
- Entwistle Pool
- Tomahawk Shop
- Agriculture Services Shop
- Acheson Fire Station
- Others, as identified

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ENTERPRISE RESOURCE PLANNING (ERP)

# ENTERPRISE RESOURCE PLANNING (ERP)

- ## What is it?
  - An ERP integrates various functions necessary for running an organization into one complete system to streamline processes and information
  - Functions include financial processes, human resources, customer relationship management (CRM), procurement and beyond
    - ↳ At its most basic level, ERP software integrates these various functions into one complete system to streamline processes and information across the entire organization
  - The central feature of all ERP systems is a shared database that supports multiple functions used by different business units
    - ↳ In practice, this means that employees in different Divisions (i.e. Finance and Engineering) can rely on the same information for their specific needs
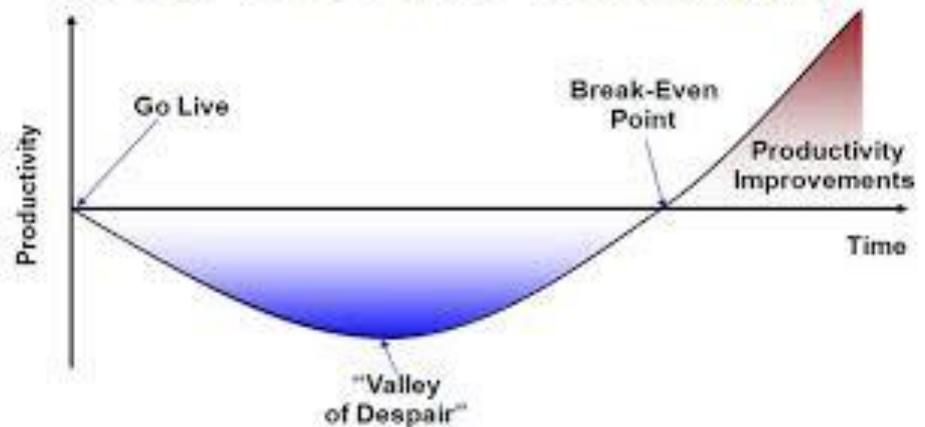
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ERP OVERVIEW

REALITIES OF ERP INTEGRATION

Emotional reactions of employees to changes
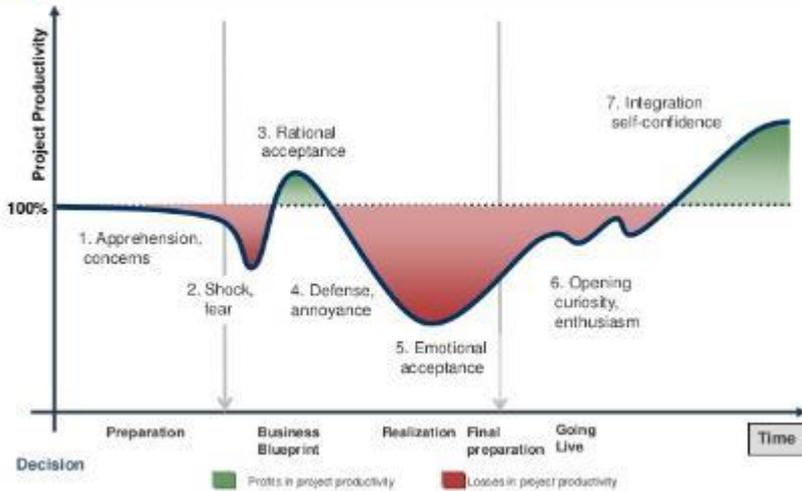
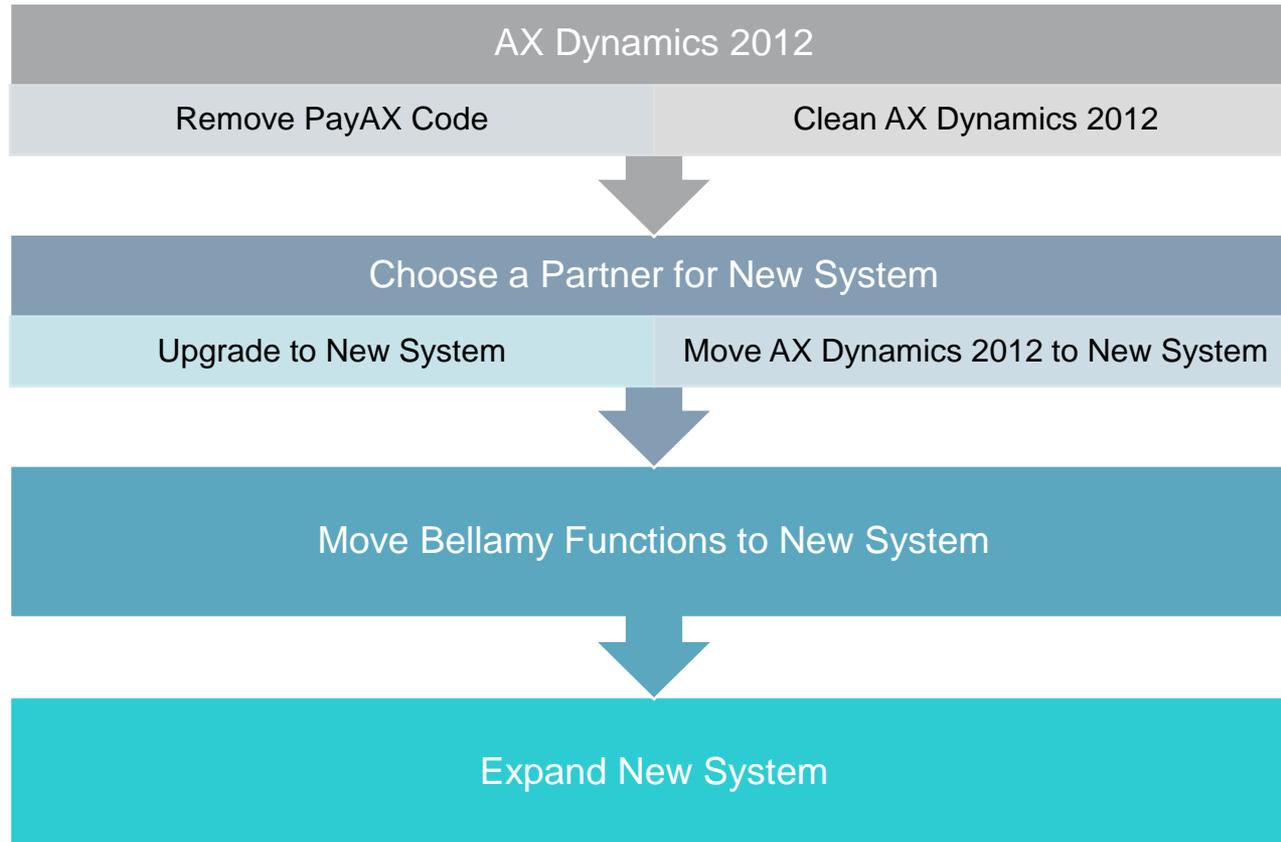The ERP Post Go-Live "Productivity Dip"

BACKGROUND

- Parkland County has a number of different software apps currently being used today (150 +-)

- In 2011 we began to seek out an ERP that would replace the aging Bellamy ERP

- In 2016 the Financial portion, including fleet management, went live on Dynamics AX2012

- We have quantified Dynamics as the correct choice for our complexity.

Accomplishments:

- Dashboard reports for manager to view their budgets vs actuals
- Project transaction inquiry to see all project details including payments in one screen
- Integration of Bellamy data to Dynamics AX
- Automation of Travel & Expense

KEY STEPS GOING FORWARD: WHERE ARE WE GOING?

AX Dynamics 2012	
Remove PayAX Code	Clean AX Dynamics 2012

↓

Choose a Partner for New System	
Upgrade to New System	Move AX Dynamics 2012 to New System

↓

Move Bellamy Functions to New System

↓

Expand New System

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BROAD OBJECTIVES

- Reduce systems (150 to 30 +-)

- Integration of workflow-automation

- Remove workarounds, duplication

- Payroll, Tax and Assessment, Planning Development first three areas of integration.

- Ensure the system is viewed as Enterprise or organizational wide, not just a financial transaction system.

- Build in capacity for support into IT and other departments
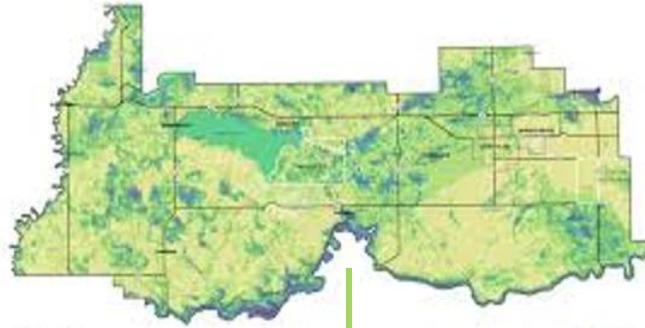
One
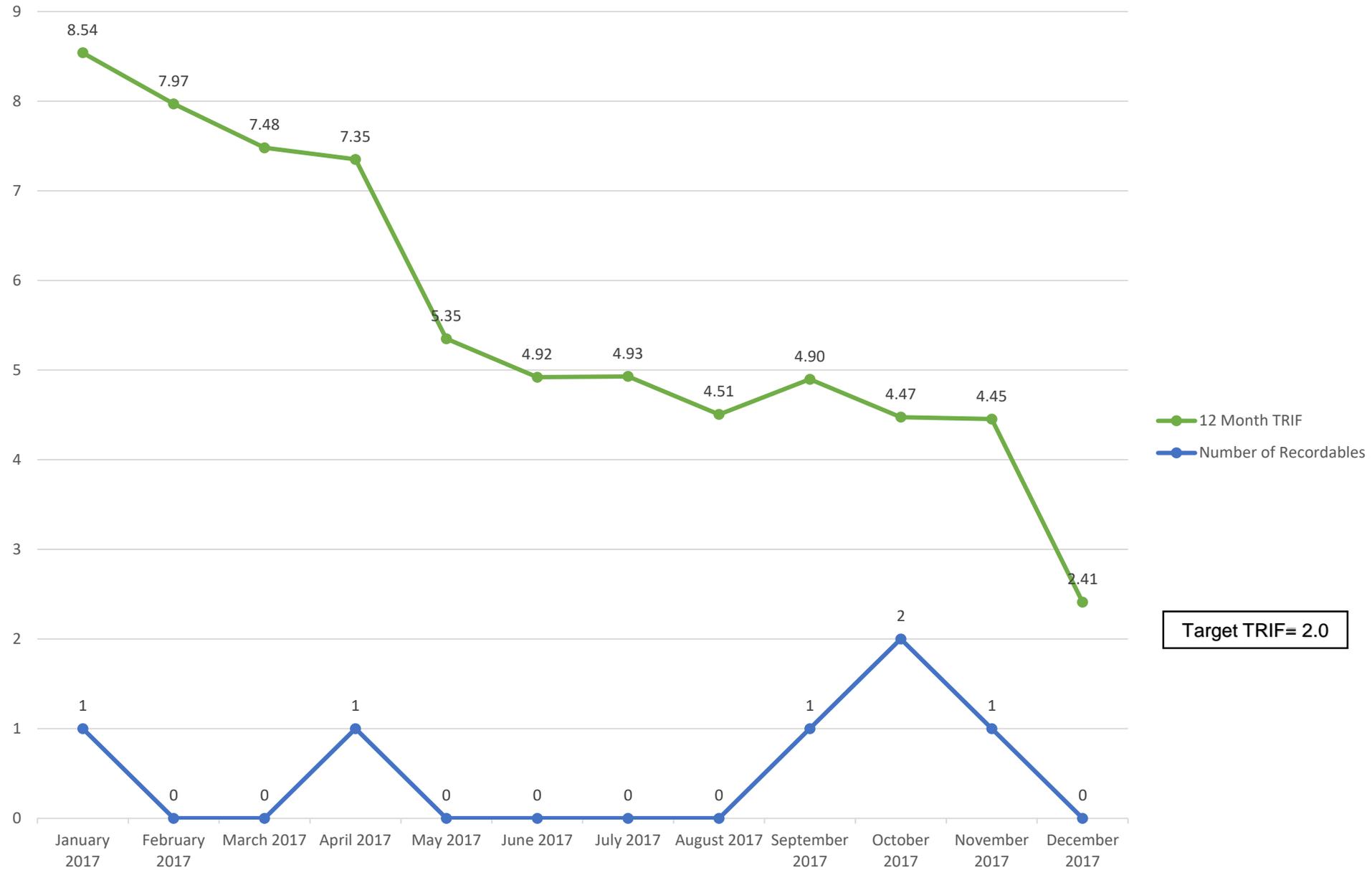Parkland
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SAFETY UPDATE

SAFETY – LOOKING BACK

- A year ago…
  - We were hurting too many employees (Total Recordable Incident Frequency)
    - ↳ 2016 TRIF = 10+
    - ↳ 2017 TRIF = **2.41** ⬇
    - ↳ Rolling TRIF (Feb 2018) = **2.79**
    - ↳ **Goal by 2020. 0.25 (Best in class)**
  - We had not developed a culture of ownership of the safety culture to the front line leadership
  - We did not have specific training to ensure management of the safety scope of work
  - We were compliance based vs. behavior based
  - We were relying on compliance factors vs. removal of risk
  - We were capturing lagging indicators, not leading indicators as KPIs
- Organizations that drive behavior based programs hurt 3 times fewer employees, on average

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2017 TRIF

Target TRIF= 2.0

Legend:
- 12 Month TRIF
- Number of Recordables

12 Month TRIF values by month:
- January 2017: 8.54
- February 2017: 7.97
- March 2017: 7.48
- April 2017: 7.35
- May 2017: 5.35
- June 2017: 4.92
- July 2017: 4.93
- August 2017: 4.51
- September 2017: 4.90
- October 2017: 4.47
- November 2017: 4.45
- December 2017: 2.41

Number of Recordables by month:
- January 2017: 1
- February 2017: 0
- March 2017: 0
- April 2017: 1
- May 2017: 0
- June 2017: 0
- July 2017: 0
- August 2017: 0
- September 2017: 1
- October 2017: 2
- November 2017: 1
- December 2017: 0

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2017 TRIF

WHERE ARE WE NOW?

- What have we done in the past year?
    - Safety Resources
        - ↳Hired Safety Coordinator
        - ↳Safety Admin Support
    - Flash Reporting
    - Observation Cards
    - Stop and Think Cards
    - Incident investigation management and training
    - Safety software RFP and decision

BEHAVIOUR BASED PROGRAMS

Bradley Curve / Safety Maturity

CORE SAFETY TRAINING (GOAL BY 2018)

- We must ensure that anyone managing field employees has a base level of training that allows both the employees and the organization to be protected

- Training will be mandatory and although we will grandfather employees to be completed over the next year, we need to get there sooner than later

- **Core Safety Training (training taken prior to instatement or within 6 months of becoming a supervisor)**
    1. Supervisory Safety Training Program
    2. Drug and Alcohol Training
    3. Field level Hazard Assessment
    4. Mentorship
    5. Enhanced Safety Leadership
    6. Disability Management
    7. Behavior Based Safety
    8. Incident Investigation

SAFETY STANDARD EXCELLENCE – (INTERNAL AUDIT)

- An Internal Audit completed by internal staff, (not in the same department). It is a standard template of process to allow peers to evaluate peers on their safety performance and give feedback to those who require it.

Measurement	100%

1. Leading Indicators
   a. Staff participation
   b. Field staff (union) participation
   c. High potential near miss   < 1.0
	
	15%
	10%
	10%

2. Core Safety Training	15%
3. Audit Score, Site Inspection (safety culture)	30%

4. Lagging Indicators
   a. Recordable Incident Rate   < 2.00
   b. Loss Control Incident Frequency (LCIF) < 15.00
	
	15%
	5%

$$LCIF = \frac{(\text{Total Injuries} + \text{Property Damage} + \text{Environmental} + \text{Near Miss}) \times 200{,}000 \text{ hrs}}{\text{Total Person Hours}}$$

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SAFETY STANDARD EXCELLENCE

Leading Indicators	Field staff (union)	Staff outside of County Center	Foremen	Managers	Executive Committee
Daily Shift Start/End	1 per day		1 per day	1 per week	1 per quarter
Weekly Safety Meetings	1 per week	1 per week	1 per week	2 per month	1 per quarter
Behavioral Observations (Interventions or BBO)	1 per employee per week		1 per week	1 per month	1 per quarter
Safety Inspections		Mandatory 1 per quarter site specific	1 per month	1 per month	1 per quarter
Incident Investigation			All	Participate	Monthly review
High Potential Near Miss, Recordable review – to be completed within 48 hrs of incident			As applicable	All reviews	All reviews

WHAT ARE OUR NEXT STEPS?

- A complete safety manual rewrite will take place
- Concentration on cleaning up orientation
- Software roll-out to cut down on paperwork and red tape
- Continued work on leading indicators
  – Goal is a TRIF of less than 2.0 in 2018, and 0.25 by 2020.
- Safety Rodeo in early summer (June 6)
- Continuation of safety training
- 3-4 trained Safety Field Officers (HSA http://www.youracsa.ca/ncso-hsa/)
- Continuation of base level behavioral programs
  – Observation cards
  – 20-20-20
  – Stop and think
- Review & Training of Case Management
- Subcontractor Management
- Incident Reviews (lesson learned)

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LEARNING & DEVELOPMENT PROGRAM

LEARNING & DEVELOPMENT PROGRAM

- Moved to a formalized program in 2017

- Consolidation of training budget to identify efficiencies and ensure training is aligned with Parkland County program
  - Benefits of the formalized program include cost efficiency, a consistent training approach and common language among staff, and a clear training program for staff for follow

- Personnel Evaluation now conducted in two parts
  - Performance review: all employee reviews completed in Q1 annually
  - Individual development discussions to be held in June annually

- Standardized training for all leadership staff
  - Courses will start this year on the Leadership Series Stage 3

- A defined career path for staff
  - This will tie into the longer term payroll and performance levels discussion
  - Calibration Session to discuss performance and succession planning

OVERVIEW/STRUCTURE
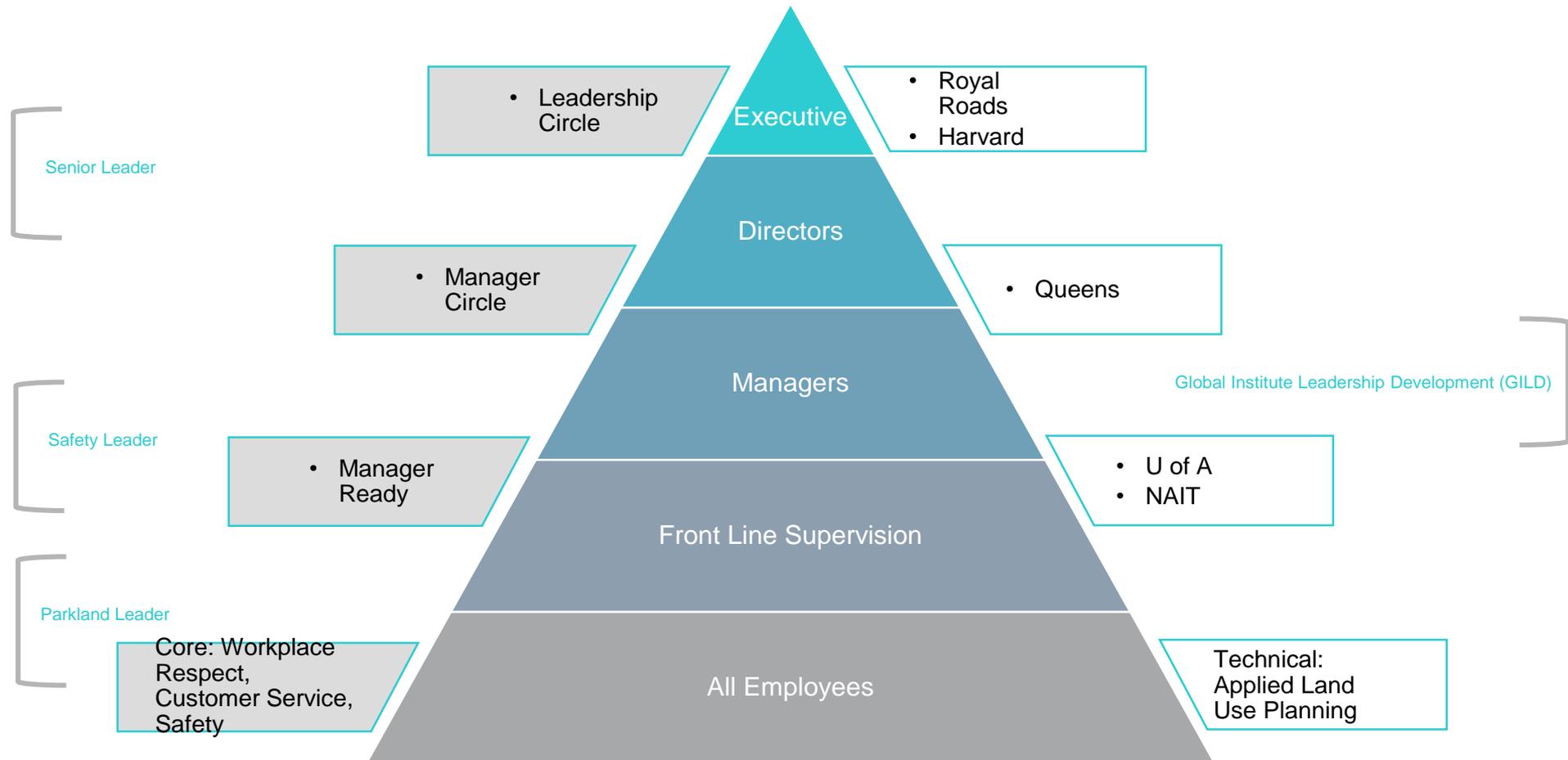
OVERVIEW

- Core training
  - For all staff, conducted in house
  - Courses:
    - ↳ Introduction to Parkland County
    - ↳ Respect in the Workplace
    - ↳ Workplace Violence
    - ↳ Orientation
    - ↳ Risk Tolerance
    - ↳ Skills/needs assessment

- Stage One – Safety Leader Certificate
  - for all leaders, conducted in house, once every five years
  - Courses:
    - ↳ Hazard Assessment
    - ↳ Drug & Alcohol Training
    - ↳ Supervisor safety training
    - ↳ Incident investigation
    - ↳ Disability and case management
    - ↳ Behaviour based safety
    - ↳ Leadership for safety excellence
    - ↳ Review and certificate
    - ↳ Better supervision

STRUCTURE

- Stage Two – Parkland Leader Certificate
  - Coaching for Peak Performance
  - Communicating for Leadership Success
  - Customer Service
  - Driving Change
  - Fostering Innovation
  - Development Planning
  - Progressive Discipline
  - Resolving Workplace Conflict
  - Strengthening Your Partnerships
  - True Colors
  - Your Leadership Journey

- Group 1 started journey in 2017
- 75 employees
- 7 out of 11 courses completed (4 hours per course)
- Roughly 2100 hours of training

STRUCTURE

- Stage 3 (Senior Leader)
  - Executive Team started their journey in Q4 of 2016
  - Directors started their journey in Q1 2018
  - Courses:
    - ↳ Understanding the Adaptive Challenge
    - ↳ Developing the Leader Within
    - ↳ Accountability, Trust and Collaboration
    - ↳ Integrity, Authenticity and Courageous Conversations
    - ↳ Creating High Performing Teams
    - ↳ Leading & Managing Through Change
    - ↳ Leading in Complexity & Decision Making
    - ↳ Systems Thinking

CAPITAL INITIATIVES

PLANNED 2018 CAPITAL INITIATIVES

Status Update:

- Parkland currently establishing a construction team consisting of a Construction Manager and Project Controls

- Completing salt shed and waste transfer station pre-construction before we go to tender

- Completing Fire Hall West and Entwistle Hub pre-construction for sanctioning at Council

- We will evaluate each project on the best method to go to market (i.e. Design Build. CM, IPD, Modified CM with GMP)

2017 REVIEW AND 2018 PRIORITIES

CONFIRMATION OF ORGANIZATIONAL PRIORITIES

- 2017
  - Customer Service
  - Corporate Planning- 25 year
  - Safety Performance
  - Formal training
  - Financial Stability

- 2018
  - Customer Choice
  - Capital Planning
  - ERP
  - Safety Performance
  - Financial Stability

Complete Communities	
Hamlet Reinvestment Strategy	Social Development Plan
Municipal Development Plan Implementation	Parks, Recreation and Culture Master Plan Implementation
Integrated Community Sustainability Plan Implementation	Smart Parkland Action Plan
Intergovernmental Strategy	Entwistle Hub (Community Facility)

Strategic Economic Diversification	
Value-Added Agriculture Action Plan	Economic Diversification Marketing Strategy
Tourism Action Plan Implementation	Rural Business Development and Attraction Plan

Respected Environment	
Corporate Land Management Strategy (Led by EC)	Watershed Land Use Plan Implementation (Lakes)
Intermunicipal Collaboration Solid Waste Masterplan	

Responsible Leadership	
Service Excellence (Customer Service) Strategy and Implementation	Enterprise Resource Planning System Upgrade
Land Use Bylaw Refresh Phase 3	Safety Program
Asset Management Program	25-Year Capital Plan
Municipal Government Act (MGA) Requirements: Intermunicipal Development Plans (IDPs), Intermunicipal Collaboration Frameworks (ICFs)	
Records Management System Scoping	Annexation Study
Learning and Development Program	Performance Management Improvement

2017 IN REVIEW

- Focus on "back to basics" and fundamentals/internal improvements

- Inventory of plans, reports, studies and cut down on the number being done; focus on implementation

- Major Projects and Strategies
  - MDP
  - ICSP
  - Customer Service Strategy and Implementation Plan
  - Intergovernmental Communications Strategy
  - Parks, Recreation, and Culture Master Plan
  - Election successfully administered

- Economic Diversification Activities
  - Champion Pet foods
  - Pinnacle
    ↳ Both total $2.5 million tax revenue
  - Major Business Attraction Program

- Corporate Improvements
  - 25-Year Strategic Plan (NEW)
  - First Year-in-Review Document published in 2016 (NEW)
  - 5-Year Plan (NEW)
  - Regular Corporate Update to Council (NEW)
    ↳ Next update March 27
  - Human Resources improvements
    ↳ Performance planning
    ↳ Training and Development

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2017 IN REVIEW

- Infrastructure Services
  - 2017 Road Program (Graminia Road, Twp 510, RR51, Twp 522)
  - Campsite Road (North) project is construction ready
    - ↳land acquired, utilities resolved, trees moved, environmental approved
  - 25% complete Highlands Development Servicing
  - 80% complete Pinnacle Wood Pellet Plant Access Road
  - Transit Route 2 and Shuttle Service added in 2017

- Public Works
  - Agricultural Services building completion and move-in
  - County Centre annex completion and Information Services move

- Enforcement Services
  - Municipal Affairs 2017 Municipal Awards of Excellence Safe Communities Winner
  - Proactive Enforcement (Unsightly Lands and Crime Prevention)
    - ↳High visibility patrols

2017 IN REVIEW

- Planning and Development
  - 3,445 permits and applications, up 4%
  - 19,753 front county phone calls and walk ins, up 10%
  - Land Use Bylaw amendments (i.e. Cottage Industry, Regional Business Industrial District)
  - Land Use Bylaw Refresh Phase 1 and 2
  - Reduced the overload of long-range projects
  - Process mapping to assist with customer service, process improvements, and knowledge transfer

- Smart Parkland
  - 20 towers built, fiber to 6 of them
  - RFP complete for fiber build in Entwistle
  - 6 additional community WiFi hotspots
  - Learning sessions, community engagement, etc.

- Community Sustainability
  - Jackfish Naturalization Project
  - Watershed Planning

2018 PRIORITIES

- Complete Communities
  - MDP and ICSP Implementation and tracking
  - Hamlet Reinvestment Strategy
    - ↳ Update to Council in April
  - Smart Parkland Action Plan
  - Entwistle Hub (Community Facility)
  - Parks, Recreation and Culture Master Plan Implementation
  - Parkland County Transfer Station Expansion

- Strategic Economic Diversification
  - Rural Business Development and Attraction Plan
  - Continued organizational focus on Economic Diversification

- Respected Environment
  - Corporate Land Management
  - Watershed Land Use Plan Implementation (Lakes)
  - Sand and Salt Shed

- Responsible Leadership
  - Customer Service
  - Capital Plan
  - Intermunicipal Development Plans and Intermunicipal Collaboration Frameworks
  - Safety and Innovation Program
  - MGA Changes
  - Policy Review
  - ERP Upgrade Planning