

Operational Review Implementation Plan April 2021

	Phase	Business Unit	Recommendation	Timeline	Priority	Stage	Status	Cost Savings	Next Steps
1	1	COL	Performance Management	Q2 2020 – Q4 2021	!	Implementation Operationalized	●	N/A	Corporate wide training, business planning, process improvement, update corporate strategic plan and performance management & metrics.
2	1	COL	Organizational Restructure / Workforce Adjustment (WFA)	Q3 2020 – Q3 2021	!	Implementation Planning	●	\$4,500,000 annually at full implementation (Fiscal Year 2023)	Implementation to commence June 1.
3	1	Recreation & Culture	Business Unit Restructure	Q1 2021 – Q4 2021	!	Implementation Planning	●	Included in WFA	Implementation to commence June 1.
4	1	Human Resources	Business Unit Restructure	Q1 2020 – Q2 2021	!	Implementation Planning	●	N/A	Implementation to commence June 1.
5	1	Information Technology	Business Unit Restructure	Q1 2021 – Q4 2021	!	Implementation Planning	●	N/A	Implementation to commence June 1.
6	1	Integrated Risk Management	Business Unit Restructure	Q1 2020 – Q4 2021	!	Implementation Planning	●	N/A	Implementation to commence June 1.
7	1	Facility Services	Business Unit Restructure	Q3 2020 – Q3 2021	!	Implementation Planning	●	Included in WFA	Implementation to commence June 1.
8	2	Infrastructure Administration	Business Unit Restructure	Q3 2020 – Q4 2021	!	Implementation Planning	●	Included in WFA	Implementation to commence June 1.
9	1	COL	Management Reporting	Q2 2020 – Q4 2022	!	Implementation Planning	●	N/A	Compiling information to identify key performance indicators
10	1	COL	CIP Enhancement	Q3 2020 – Q4 2022	!	Options Development	●	N/A	Proceed as per project charter. At Council August 2021.
11	1	ENMAX	Align Mandate & Governance Structure	Q1 2020 - Q2 2021	!	Work Complete, Waiting for Direction	●	N/A	Seeking Council decision June 2021. Contingent upon return to normal conditions.
12	1	ENMAX	Refocus Management Team	Q3 2020 - Q4 2021	!	Work Complete, Waiting for Direction	●	\$102,000 annually at full implementation (1 year after decision is made). May require transition costs.	Seeking Council decision June 2021. Contingent upon return to normal conditions.
13	1	ENMAX	Exempted Casual Employees	Q3 2020 - Q3 2021	!	Work Complete, Waiting for Direction	●	\$344,000 annually at full implementation (1 year after decision is made). May require transition costs.	Seeking Council decision June 2021. Contingent upon return to normal conditions.
14	1	ENMAX	Increase Arena Revenue	Q1 2020 - Q3 2021	!	Work Complete, Waiting for Direction	●	Annual average revenue increase of \$480,000 (1 year after decision is made)	Seeking Council decision June 2021. Contingent upon return to normal conditions.

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15	1	ENMAX	Generate Parking Revenue	Q1 2021 - Q4 2021	!	Implementation Planning	●	One-time costs to implement. Annual average revenue increase of \$341,700.	Contingent upon return to normal conditions
16	1	ENMAX	Increase Banquet Bookings	Q1 2020 - Q3 2020	!	Implementation Planning	●	Annual average revenue increase of \$156,000 (1 year after decision is made)	Contingent upon return to normal conditions
17	1	ENMAX	Increase Revenue from Ticketing Services	Q1 2020 - Q3 2020	!	Implementation Planning	●	Estimated annual revenue increase of \$156,000 when fully operational again.	Contingent upon return to normal conditions
18	1	ENMAX	Access to Book Indoor Soccer Venue	Q1 2020 - Q4 2020	!	Implementation Operationalized	●	N/A	Contingent upon return to normal conditions
19	1	Facility Services	Asset Rationalization Policy	Q1 2020 - Q3 2020	!	Implementation Operationalized	●	N/A	Policy approved
20	1	Facility Services	Asset Rationalization - community facilities reviewed through the framework	Q1 2021 - Q4 2021	!	Implementation Operationalized	●	TBC - Savings realized only through divestiture. Divestiture decisions to be informed by facility scoring (Fiscal 2021 - Fiscal 202X).	Scoring of picnic shelters and social services is complete. Scoring of arenas to be completed in May/June 2021.
21	1	Facility Services	Service Level Agreement & Lease Standardization	Q3 2020 - Q3 2021	!	Options Development	●	N/A	Gathering information - Lease standardization connected with Rec and Culture recommendations.
22	1	Facility Services	Consolidation of Property Management Services	Q3 2021 - Q4 2021	!	Options Development	●	TBC	Project start Q3 2021
23	1	Recreation & Culture	Service Planning	Q1 2020 - Q1 2021	!	Options Development	●	TBC	Prioritization and implementation of master plan recommendations
24	1	Recreation & Culture	Contract Management	Q1 2021 - Q4 2021	!	Options Development	●	TBC	Prioritization and implementation of master plan recommendations
25	1	Recreation & Culture	Partial Cost Recovery Policy	Q1 2020 - Q1 2021	!	Implementation Planning	●	TBC	Prioritization and implementation of master plan recommendations
26	1	Recreation & Culture	Grants Management	Q1 2020 - Q1 2021	!	Work Complete, Waiting for Direction	●	TBC	Prioritization and implementation of master plan recommendations
27	1	Real Estate and Land Development	Define Role Mandate	Q1 2020 - Q1 2021	!	Implementation Operationalized	●	N/A	
28	1	Real Estate and Land Development	Define Governance Model	Q3 2020 - Q1 2021	!	Implementation Operationalized	●	N/A	
29	1	Real Estate and Land Development	Augment Role in Industrial Development	Q2 2020 - Q4 2021	!	Implementation Operationalized	●	Revenue generation TBC	Business planning underway
30	1	Real Estate and Land Development	Joint Ventures	Q1 2021 - Q2 2022	!	Implementation Operationalized	●	Revenue generation TBC	Business planning underway

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31	1	Real Estate and Land Development	Strategy for Land Banking	Q1 2021 – Q4 2021	!	Implementation Operationalized	●	Revenue generation TBC	Business planning underway
32	1	Transit	Transition of School Bus Operations	Q3 2020 – Q1 2021	!	Implementation Operationalized	●	TBC	The AAR students will transition carefully between April-May as school boards and Southland are ready. The School Bus Fleet is being sold in its entirety which will be complete by April 15, 2021. Financial settlements will take until end of May 2021.
33	1	Transit	Change Access A Ride Eligibility Requirements	Q2 2020 – Q2 2021	!	Implementation Planning	●	TBC	Transit is working with procurement and legal to develop a contract with a local provider to complete eligibility assessments.
34	1	Transit	Absenteeism	Q3 2020 - Q3 2021	!	Options Development	●	TBC	Develop pilot project plan.
35	1	Transit	On Demand Transit	Q2 2020 – Q3 2021	!	Implementation Planning	●	TBC	Transit is developing the cityLINK routes and On Demand technology. The next step is preparing for the stakeholder engagement in June.
36	1	Human Resources	Evaluate Outsourcing the Self-Administration of Employee Benefits and STD/LTD Coverage	Q1 2020 – Q4 2021	—	Implementation Operationalized	●		Presentation to Governance SPC 25 March 21, recommendation complete.
37	1	Human Resources	Technology Enhancements	Q1 2020 – Q3 2021	—	Report Validation	●	N/A / may require investment	Process mapped, reviewing opportunities for improvement and enhanced reporting currently underway.
38	1	Information Technology	Define Delivery and Governance Model	Q1 2020 – Q2 2021	—	Implementation Planning	●		Launch various sub-committees and key processes to support the Information & Technology Steering Committee. Development of key metrics, investment mix, selection criteria, and key related processes. Communication & change planning.
39	1	Information Technology	User Fee Structure	Q1 2020 – Q4 2021	—	Implementation Not Started	●	N/A	Awaiting phase 4 of KPMG Operational review.
40	1	Information Technology	Implement Business Relationship Management Model	Q1 2021 – Q3 2021	—	Options Development	●	N/A	Project planning.
41	1	Information Technology	Project Portfolio Management	Q1 2020 – Q2 2021	—	Options Development	●	N/A	Sub-committee launch, process development, and automation development.
42	1	Information Technology	Automate and Streamline Core IT Processes	Q1 2020 – Q2 2021	—	Implementation Operationalized	●	N/A / may require investment	Phase 2 Improvements Go-live including Change, Problem, Idea and Demand Management practices.
43	2	COL	Citizen Centric Customer Service	Q3 2020 – Q2 2021	!	Implementation Operationalized	●	N/A	Customer service initiatives related to the KPMG review are nearing completion.

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44	2	COL	Public Operations Sharing	Q1 2021 – Q4 2024	!	Implementation Not Started	●	TBC	Assess current state in Q3 2021
45	2	Fleet	Fleet Asset Rationalization for City as a Whole	Q3 2020 – Q2 2022	!	Report Validation	●	TBC	Kick off meeting for Fleet Steering Committee - Stakeholders completed. Data collection and analysis on vehicle usage.
46	2	Fleet	Streamline Work Order System & Improve Staff Utilization	Q3 2020 – Q3 2022	!	Options Development	●	N/A	Software Requirements Definition and work flow documentation
47	2	Fleet	Service Level Agreements with Business Units	Q3 2020 – Q2 2022	!	Options Development	●	N/A	Draft Fleet Governance Committee TOR. Developing Service Level Agreement Template
48	2	Fleet	Fleet Reserve Policy and Level	Q3 2020 – Q4 2022	!	KPMG Review Underway	●	TBC - Depends on other initiatives	Scheduled for 2021. This initiative depends on the outcomes of Service Level Agreements and Fleet Equipment Rationalization.
49	2	Parks	Naturalization of Parkland	Q2 2020 – Q3 2021	!	Implementation Planning	●	TBC	Validation Report is in progress
50	2	Parks	Reduced Grass Maintenance	Q2 2020 – Q3 2021	!	Implementation Planning	●	TBC	Validation Report is in progress
51	2	Parks	Parkland Concentration	Q3 2020 – Q4 2024	—	Implementation Not Started	●	N/A	
52	2	Parks	Reduced Tree Planting	Q3 2020 – Q4 2022	↓	Implementation Not Started	●	TBC	
53	2	Transportation	Service Modifications – Snow & Ice Control	Q2 2020 – Q3 2021	!	Options Development	●	Street sweeping savings of \$285,000 annually due to operating budget reduction initiative.	Meeting with Communications team at the end of March to prepare for community engagement.
54	2	Transportation	Snow Removal Financial Framework – Weather & Financial Volatility	Q2 2020 – Q3 2021	!	Options Development	●	N/A	Recommendation and report generation for Economic SPC in May of 2021
55	2	Transportation	Parking Assets & Recovery Model	Q3 2020 – Q4 2024	—	Implementation Not Started	●		
56	2	Transportation	Enforcement	Q3 2020 – Q3 2021	—	Implementation Not Started	●		
57	2	Transportation	Internal vs Contracted Spend	Q3 2020 – Q4 2024	—	Implementation Not Started	●		
58	2	Water	In Home Water Services	Q2 2020 – Q3 2021	!	Implementation Operationalized	●	Revenue forecast of \$98,000 for 2021 \$122,000 for 2022	Implement communication strategy
59	2	Water	Storage Capacity	Q3 2020 – Q4 2024	—	Implementation Not Started	●		

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60	2	Water	Stormwater Model	Q3 2020 – Q4 2024	↓	Implementation Not Started	●		
61	2	Water	Operating Model	Q3 2020 – Q4 2023	↓	Implementation Not Started	●		
62	2	Electric	Asset Management & Investment Planning	Q1 2021 – Q4 2022	!	Implementation Operationalized	●		Database updates complete, gathering and sorting data
63	2	Electric	Sustainable Growth	Q4 2020 – Q4 2022	!	Implementation Operationalized	●		Program in place and implemented
64	2	Electric	Return on Equity	Q4 2020 – Q4 2024	—	Implementation Not Started	●		
65	2	Electric	Operating Model	Q4 2020 – Q4 2023	↓	Implementation Not Started	●		
66	2	Waste & Recycling	Residential Collection Efficiency	Q3 2020 – Q2 2022	—	Implementation Planning	●	TBC	Reviewing with Operations current steps and KPIs
67	2	Waste & Recycling	Residential Service Pricing Review	Q3 2020 – Q4 2024	—	Implementation Not Started	●	TBC	Will be started after a decision is made in curbside organics.
68	2	Waste & Recycling	Role in ICI Sector	Q3 2020 – Q4 2024	—	Implementation Planning	●	TBC	WRU Working with KPIs and Data analysis to plan next steps
69	2	Utility Services	Meter Data Management System	Q3 2020 – Q4 2023	—	Report Validation	●	Project would require significant upfront investment with a potential operating savings over the long run.	Research has validated that there would be a significant upfront requirement for both financial and people resources. Current contract is in place until 2024 so future exploration will happen in future budget cycles.
70	2	Utility Services	Utility Billing Software	Q3 2020 – Q4 2023	↓	Report Validation	●	Project would require significant upfront investment with a potential operating savings over the long run.	Research has validated that there would be a significant upfront requirement for both financial and people resources. Future exploration will be aligned with future budget cycle.
71	2	Galt Museum	Fund Development	Q3 2020 – Q4 2024	—	Implementation Operationalized	●	\$50,800	Fund development plan in place and working through implementation. NOTE: not cost savings but new resources.
72	2	Galt Museum	Service Hours & Temporary Exhibits	Q3 2020 – Q4 2024	—	Options Development	●	\$86,310	Allocation reductions realized in operational budget.
73	2	Galt Museum	KPI's and Performance	Q3 2020 – Q4 2024	—	Options Development	●		KPI Working Group working through plan
74	2	Galt Museum	Governance Model	Q3 2020 – Q4 2023	—	Options Development	●		
75	3	Police	City-wide Collaboration to Address the Opioid Crisis	Q1 2021 - Q1 2022	↓	Implementation Planning	●		Determine COL support resource

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76	3	Police	Intelligence-led Policing and CompStat Usage	Q1 2021 - Q4 2022	↓	Implementation Operationalized	●	1st Compstat meeting was held on 2021-03-10 with all key team leaders. LPS will be inviting the Commission members and also interested Council members to attend a future meeting (held monthly) and see it in person. LPS will continue to look at making adjustment depending on the emerging trends and crime.
77	3	Police	Further use of Civilians and CPOs	Q1 2021 - Q4 2021	↓	Implementation Operationalized	●	LPS has been given final approval by Council for 15 CPOs and the Watch Program. Budget has been amended to reflect these programs.
78	3	Police	Streamline Shared Services between the City and LPS	Q1 2021 - Q4 2021	↓	Implementation Planning	●	Planning for a more active participation of council in setting priorities for the service. LPS Chief will be working with the Commission to operationalize the proposed model for joint day workshop with all stakeholders to develop the priorities. This will be in place for 2022 when the next 4 year cycle priorities will be discussed and planned.
79	3	Police	Improved Governance and Relationship with City	Q1 2021 - Q2 2022	↓	Implementation Not Started	●	Determine COL support resource
80	3	Police	Dynamic or Staggered Shifts	Q1 2021 - Q2 2022	↓	Implementation Operationalized	●	Pilot for this has been supported by Association and is already underway for a period of one year. At that time final stakeholder engagement will be made in addition to the data to either continue or stop based on the results after the pilot.
81	3	Economic Development Lethbridge	Review City's Relationship to EDL and Improve Communications	Q1 2021 - Q4 2021	↓	Implementation Not Started	●	Kickoff meeting
82	3	Economic Development Lethbridge	Board Composition and Size	Q1 2021 - Q2 2022	↓	Implementation Not Started	●	Kickoff meeting
83	3	Economic Development Lethbridge	Review City's Role and Appointments on the EDL Board	Q1 2021 - Q2 2022	↓	Implementation Not Started	●	Kickoff meeting
84	3	Economic Development Lethbridge	Mandate Clarification and Alignment of City/Region	Q1 2021 - Q4 2021	↓	Implementation Not Started	●	Kickoff meeting
85	3	Economic Development Lethbridge	City Investment	Q1 2021 - Q4 2021	↓	Implementation Not Started	●	Kickoff meeting
86	3	Library	City-LPL Relationship	Q1 2021 - Q4 2021	↓	Implementation Planning	●	Discuss scope and timing with SPC of Council on March 25.

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87	3	Library	Hours of Operation	Q1 2021 - Q3 2022	↓	Implementation Operationalized	●		Hours of operation were altered during budget. Implementation will be realized post covid restrictions.
88	3	Library	Clarifying the Relationship and City Membership with CARLS	Q1 2021 - Q3 2022	↓	Implementation Not Started	●		Project scope to be reviewed with Council SPC March 25.
89	3	Library	Potential Streamlining of LPL Corporate Services	Q1 2021 - Q4 2021	↓	Implementation Not Started	●		Scope to be reviewed with Council SPC March 25th.
90	3	Fire	Fire/EMS Recommendations		↓	KPMG Review Not Started	●		Delayed until Q3 2021
91	4	Finance	Financial Services Recommendations		↓	KPMG Review Not Started	●		To be reviewed in phase 4
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Operational Review Implementation Plan - Legend

Priority

- ! High
- Medium
- ↓ Next

Status

- Not Started
- Off Track - Recoverable
- On Track
- Completed

Cost Savings

N/A Focused on effectiveness not efficiencies and cost reduction

TBC To Be Confirmed

Stage

