



LAKE COUNTRY

Life. The Okanagan Way.



ROYCROFT CONSULTING SERVICES

www.roycroft.ca

Contents

BACKGROUND	4
STUDY PROCESS AND ELEMENTS.....	5
FINDINGS	6
PURPOSE OF PHASE ONE.....	6
OUTCOMES	6
ASSESSMENT OF CHANGES	6
RECOMMENDATIONS NOT YET IMPLEMENTED.....	7
EXISTING ORGANIZATION	7
ANALYSIS AND OPPORTUNITIES.....	8
1/ Municipal Employees at RCMP.....	8
2/ Planning Department Staffing Levels.....	8
3/ Building Inspection Levels.....	9
4/ Building Maintenance Activities.....	9
5/ Financial Services Management	9
6/ Administrative Support to the Engineering & Operations Department.....	10
7/ Development Services	10
8/ Service Contracts.....	11
9/ Parks and Open Space Planning	11
10/ Information Technology Services.....	11
11/ Community & Customer Services and Engineering	12
12/ Customer Services.....	12
13/ Fire Department.....	12
14/ Infrastructure Services	12
15/ Engineering Department	12
16/ Development Cost Charges	13
17/ Budget Information.....	13
18/ Continuous Improvement.....	13
19/ Outstanding Recommendations from BSR 2.....	13
RECOMMENDATIONS.....	14
FINANCIAL IMPACTS.....	16
REVISED ORGANIZATION CHART	17

CONCLUDING REMARKS 18

SUPPORTING MATERIALS 19

 APPENDIX ONE 19

 QUESTIONNAIRE 19

 APPENDIX TWO 20

 STUDY INTERVIEWS 20

 APPENDIX FOUR 22

 HISTORICAL PLANNING ACTIVITY 22

 APPENDIX FIVE 23

 BUILDING PERMIT ACTIVITY 23

 APPENDIX FIVE 24

 REVISED DEPARTMENTAL ORGANIZATION 24

BACKGROUND

In April 2012, the District of Lake Country received the final report from the initial Operations Review. That review was undertaken by Dugal Smith & Associates. Over the next two years various steps were taken to implement many of the recommendations contained within that review. The implementation step was known as Phase Two of the overall Business Service Review.

As a direct outcome from those actions, several senior positions were eliminated, some staff transferred to other positions, adjustments were made to various parts of the organization and changes were initiated in various business practices. It is recognized some previously authorized changes will have immediate impacts while others will result in more delayed impacts or will result in benefits that may take some time to manifest themselves.

Accordingly the CAO, with Council direction, in late 2013 initiated a subsequent examination of the organization. While intended as a follow-up to the first review it had several objectives. These included:

- Briefly reviewing status of Phase One changes
- Evaluate outcomes and impacts
- Examine opportunities for additional changes
- Recommend course of action

The work was directed by Alberto De Feo. As the Chief Administrative Officer for the District of Lake Country, Alberto is responsible for establishing, adjusting and managing the organization as he sees fit to meet the mandate and objectives established by District Council.

Over a series of conversations with District Council, the goals and expectations for this Phase Three Review were established and Alberto will report his findings and recommendations back to Council following completion of this review.

STUDY PROCESS AND ELEMENTS

As the various actions resulting from the initial review were being implemented, the CAO was observing and monitoring the impacts on the organization, its people and its performance. Concurrently Council was receiving feedback from the community and observing their own assessments of the changes and their implications. Collectively the two determined a need to take the next step, and to initiate a third phase review.

Identifying needs and opportunities, a draft and then final study outline was produced by late 2013. Following Council's direction, the CAO brought in an experienced local government consultant. Rob Roycroft is an ex-CAO who has run a consulting firm working primarily with local governments for the last ten years. Together, Alberto and Rob defined the specific study activities, developed a questionnaire, and clarified the outcomes and expectations.

First steps involved an extensive review of background materials, starting with the 2012 Report. A series of conversations and meetings allowed the CAO to transmit clear instructions and expectations. It was determined the process should allow for a range of staff input so a questionnaire was developed and distributed in advance to all senior and supervisory staff. (see appendix one)

Interviews started with elected officials and each and every member of District Council had an opportunity to meet with the consultant on an individual basis, see appendix two. Similar one-on-ones were held with staff. Using the pre-established questions as a guide, the discussions were broad and covered many areas of interest to both elected and appointed officials.

Results of the interviews were compiled and reviewed by both the consultant and the CAO. Through collective and collaborative discussions the findings were examined and opportunities for some further changes were identified.

As an additional benefit, the author is currently engaged in another assignment supporting the recovery of the flood-ravaged community of High River, AB. A team of four ex-CAO's , all from small organizations similar in size to Lake Country, has been assembled to support the leadership team in High River. The author has reviewed many of the findings, analysis and conclusions with that team in order to provide yet another experienced perspective.

This report captures the essence of the process and provides for the next step in the continuing evolution of the District as a progressive leader in local governance and service delivery.

FINDINGS

At the outset the author would like to express thanks and appreciation to those interviewed, both elected and appointed officials. All shared their thoughts willingly and each contributed in their way towards the understanding of the organization in its current form. Many also contributed great ideas and suggestions for improvement as they saw the opportunities. The following will briefly summarize the findings from this phase in the report.

To reiterate, it is important for the organization to know where it has come from and where it is, prior to engaging in any form of future visioning. Also to ensure readers are on the same page, Phase One was the investigation and report prepared by Smith & Associates, while Phase Two was the implementation of that report and other changes brought into effect in 2012-13.

PURPOSE OF PHASE ONE

Amongst those who were in the organization at the time, there is widespread understanding of the goals and intent behind the first investigation. Generally it is felt the purpose was to identify cost savings and operational efficiencies that might be available while instilling a customer-service focus within the organization. Some concerns were expressed by the perceived rapidity with which some of the decisions were made and introduced. There were some expressions of concern associated with the human impacts of some changes, but overall the conclusions discussed were generally positive and understanding.

OUTCOMES

Readers are directed to review the actual report for all changes made but highlights include:

- elimination of one position in planning
- elimination of Director of Corporate Services
- termination of then Director of Planning
- elimination of some steps in the planning & development processes
- termination of one building inspector position
- bringing customer service representatives into Community Services
- termination of HR Director
- addition of HR specialist

ASSESSMENT OF CHANGES

When asked if they were good, neutral or bad, the vast majority of respondents, both elected and appointed, concluded there had been many positive outcomes. Some cost

savings had been identified, some streamlining had occurred, and there was a change in overall attitude noted.

It is not known how the community has perceived the changes as they may not be well known or understood. It was suggested those external groups that may have seen the most benefit were in the development and construction sector as there was some reduction in expectations and processing of development applications.

RECOMMENDATIONS NOT YET IMPLEMENTED

There remain a number of recommendations that have not yet been concluded, and it would be timely to indicate whether those will also be brought forward. Leaving them in their current state of limbo tends to generate some feelings of unease and uncertainty within the specific staff units involved.

EXISTING ORGANIZATION

Appendix three indicates the current organizational structure as of the start of this project.

ANALYSIS AND OPPORTUNITIES

The intent here is to identify a listing, such as those that follow, of opportunities and briefly provide comment on impacts on the organization, service delivery and finances

1/ Municipal Employees at RCMP

In the past anecdotal commentary suggests that it was cheaper for municipalities to have municipal staff provide administrative functions and services within local RCMP Detachments. Current information seems to suggest that situation has reversed itself, and there are no known benefits to having municipal staff at the RCMP. In fact the opposite is true, there are numerous problems arising as a result of this situation.

The Fire Chief has assumed responsibility for supervising those staff, however he has absolutely no impact on nor influence over their working conditions, assignments or other factors that come into play in an office environment. He is their supervisor, in name only, and in fact experience has shown that the municipal employees are in fact completely under the control of RCMP staff. That situation leaves the District in the worst possible situation, possibly paying a higher wage rate than required, without any influence on working conditions, yet responsible for the treatment of its staff in a remote location. Additional time is being spent by the Fire Chief, away from and unrelated to any of his normal functions.

The suggestion to find a way to eliminate the municipal employee positions, yet continue to pay for RCMP support staff, is not a cost saving measure. Instead it is recommended for organizational effectiveness and efficiency. The Fire Chief can benefit from spending more time with his departments and staff as opposed to "supervising" in name only, RCMP support staff.

RECOMMENDATION: Investigate and if possible initiate the transfer of Municipal Employees to the RCMP.

2/ Planning Department Staffing Levels

At the time of initiation of this study, activity within the Planning Department had decreased from previous levels, but that trend was starting to show some signs of reversal, see appendix four. Experience has shown that when local governments match staffing levels too closely to current application activities there is a gap created that can cause longer term problems of significant proportions.

With staffing levels only sufficient to meet current application processing workloads, there are inadequate resources available to attend to longer term planning requirements. This means higher level plans and strategies do not advance nor adjust to reflect changing conditions within the community or its populace. When these get too

far out of date there can be serious problems managing and securing suitable forms and types of community desired developments.

Additional long term planning resources can be acquired through hiring of additional professional staff or through consultants.

RECOMMENDATION: Consider need to add additional planning consulting resources to consider long term matters.

3/ Building Inspection Levels

At the time of this study activities within the Building Inspection branch seem to be at their lowest level since 2004, see appendix five. No additional staffing can be warranted at this time and it is not certain the current staffing levels should be maintained. Workload issues do need to be monitored closely to ensure health and well being of staff and timely turn around are being achieved.

As activity levels increase there may be a need to examine the addition of a technical position to enhance plan checking in both the building and planning operations. Alternatively contracting in of occasional support from the Regional District may also be an appropriate response.

RECOMMENDATION: Eliminate one building inspector position and consider need to add a technical plan checker position to support building permit and planning units as workload warrants (could be combination plan checker & planning technician).

4/ Building Maintenance Activities

At this time the majority of municipal structures are maintained by one work unit within the Community & Customer Service Department. The one exception is the Fire Halls, which are maintained by Fire Department personnel. There was no specific rationale provided for this split and as it adds unrelated work duties to Fire Department personnel. Unless some additional justification can be provided, it makes sense to transfer all building maintenance and operational functions to one unit.

RECOMMENDATION: Transfer all Fire Department building operation and maintenance responsibilities to the work unit responsible for managing all other facilities.

5/ Financial Services Management

At the current time the Department has two senior qualified financial managers within it, the Director and the Financial Services Manager. The Director also acts as the Deputy CAO and the salary has a surcharge added to accommodate that function. The District is not a large organization and it is uncertain as to what additional benefits are achieved through having two senior well qualified financial management personnel. There is a

long range municipal financial plan in place along with a full suite of financial policies and strategies which also lessen the requirement for senior level staff.

The addition of a salary surcharge to cover Deputy CAO duties is one that is not commonly seen elsewhere. It adds an ongoing financial burden, but more importantly prevents other more junior staff from being able to learn and grow from occasional assignment to the acting CAO position duties.

With audit and accounting oversight from both the Provincial Government and the Districts auditors, it is uncertain why there are two senior positions.

RECOMMENDATION: Eliminate the position of Financial Services Manager, and assign additional duties to manage the financial branch to the Financial Analyst.

6/ Administrative Support to the Engineering & Operations Department

Throughout the entire organization there is a strong conclusion there are too many administrative support positions within the Engineering Department. Many comments were provided that suggest the three staff there are not fully occupied and do not represent an effective use of District resources.

Anecdotal comments indicate there may be an upcoming retirement from the ranks of the customer service representatives.

RECOMMENDATION: Transfer one Engineering Services clerk to Customer Service.

7/ Development Services

Concerns were expressed over the timeliness of responses to development referrals and the current lack of development oriented capacity within the Planning unit. There appears to be a large technical capacity within Engineering. When required for project specific workloads, it is usually possible to access additional support through the consulting industry.

Creation of a Development Services culture within the Planning Department would provide an opportunity to enhance and streamline service to the development industry. By having certain staff striving to focus on these applications responses should be more comprehensive and timely. .

Collaborative dialogue and coordination between Engineering and Planning should make it possible to manage the processes between two branches.

Some jurisdictions have established a special surcharge on development permit fees to offset costs of a dedicated staff work unit as this often results in more efficient and quicker application processing, always desired by industry. This issue should be explored with representatives of the local development industry.

RECOMMENDATION: Create a Development Services culture within Planning and continue to support efforts to streamline and fast track processing while meeting expected standards for consultation and legislative requirements.

8/ Service Contracts

Many communities are currently examining options to contract more hard services out to the private sector. They find it is far easier to ramp up or down when political decisions are made regarding service level and financial changes. A recent trend that seems to be arising is to examine contracting out those units that cost money (roads, park maintenance) while retaining internally those that make money (water/sewer, solid waste).

RECOMMENDATION: Any effort to examine contracting out, or bringing internal those matters currently contracted should undertake a comprehensive financial analysis including life cycle costing of all elements including labour, equipment and facilities.

9/ Parks and Open Space Planning

Municipalities gain much new parks and open spaces through transfers from development. While there is some input to the scope and form of landscaping elements during those processes, it has often been said developers landscape their areas to promote sales and not consider the longer term maintenance issues which become the responsibility of the local government.

Additionally changing demographics and service level demands often result in pressures to change and adjust existing parks and open space areas.

RECOMMENDATION: Examine the benefits to adding staff resource in the area of parks planning and landscape architecture to enhance abilities to secure better facilities through the development review process and to manage District owned spaces over the long term.

RECOMMENDATION: Consolidation of all Capital Projects within one Department would result in benefits such as coordination of projects, timing efficiencies and possible economies of scale.

10/ Information Technology Services

At this time the District contracts in all of its IT support services. Benefits associated with contracting as opposed to engaging internal staff include access to a variety of resources and ready ability to adjust the level of service. As it appears the cost to do this exceeds the costs the organization would pay to hire an internal staff person who would work full time and exclusively for the District. The benefits of this step should be assessed over a period to confirm its effectiveness, but would include more direct control and timeliness of response.

RECOMMENDATION: Terminate contracts for information services support and hire a specialist for a two year term. Evaluate effectiveness at the end of that period to confirm best way forward.

11/ Community & Customer Services and Engineering

There are many functions and services that cross over between these two departments. Examples include parks and facilities planning and maintenance. Some operational benefits could be achieved through bringing them closer together. Streamlining the two may also provide opportunities for additional financial savings.

RECOMMENDATION: Eliminate the position of Director of Community & Customer Services and combine department with Engineering & Operations to create a new department entitled Infrastructure Services.

12/ Customer Services

At this time responsibility for arts, culture, and recreation programs rests within the Customer Services Department. Planning and delivering these services cannot be done in isolation from the management of the facilities themselves so it would be preferred that integration of these two units occur.

RECOMMENDATION: Transfer responsibility for Customer Services to the branch responsible for managing facilities.

13/ Fire Department

With ever increasing amounts of new development, changing regulatory requirements, and changing scope for the Fire Chief's responsibilities the Fire Department is being challenged to manage the administrative sides of the department. Additional exempt positions are required to support the management function within the Fire Department.

RECOMMENDATION: Promote assistant chief to an exempt Deputy Chief position and assign management of the bylaw function along with supervising the ME's at the RCMP, to that position.

14/ Infrastructure Services

The creation of a new department tasked with managing facilities, capital planning, capital projects requires a well-qualified lead.

RECOMMENDATION: Transfer the current Director of Engineering to become the new Director of Infrastructure Services.

15/ Engineering Department

With the amalgamation of the engineering and operations sections with the facilities branches and the transfer of the current director to another assignment there is a need for a new Director of that branch.

RECOMMENDATION: Promote the current manager of operations to become the new Director of that branch.

16/ Development Cost Charges

Currently this is housed within finance but it makes more sense to align it within the branch that has the most familiarity with DCC's and development matters.

RECOMMENDATION: Transfer responsibility for managing DCC matters to the Planning Department.

17/ Budget Information

Some supervisors and managers have suggested they could benefit from having quicker access to financial information than is the current practice. It would assist them in having as close to real time data on expenditures within their control and likely result in better budgetary control within the area responsible for the programs.

RECOMMENDATION: Supply expenditure tracking information to supervisors and managers as quickly as possible, even if it is just identified as "committed".

18/ Continuous Improvement

Like everything else, no organization should stand still and not examine itself on an on-going basis. This is necessary to ensure activities are aligned with priorities, the form and structure of the organization fits its needs, and that sufficient resources are available where required.

RECOMMENDATION: A year following implementation of recommendations to change, review the effectiveness and outcomes of the Business Service Review 3.

19/ Outstanding Recommendations from BSR 2

While left concluded, a few of these recommendations may continue to create some anxiety and confusion related to outcomes of the phase three efforts.

RECOMMENDATION: Make a final determination as to the outstanding recommendations of the Business Service Review 2 project.

RECOMMENDATIONS

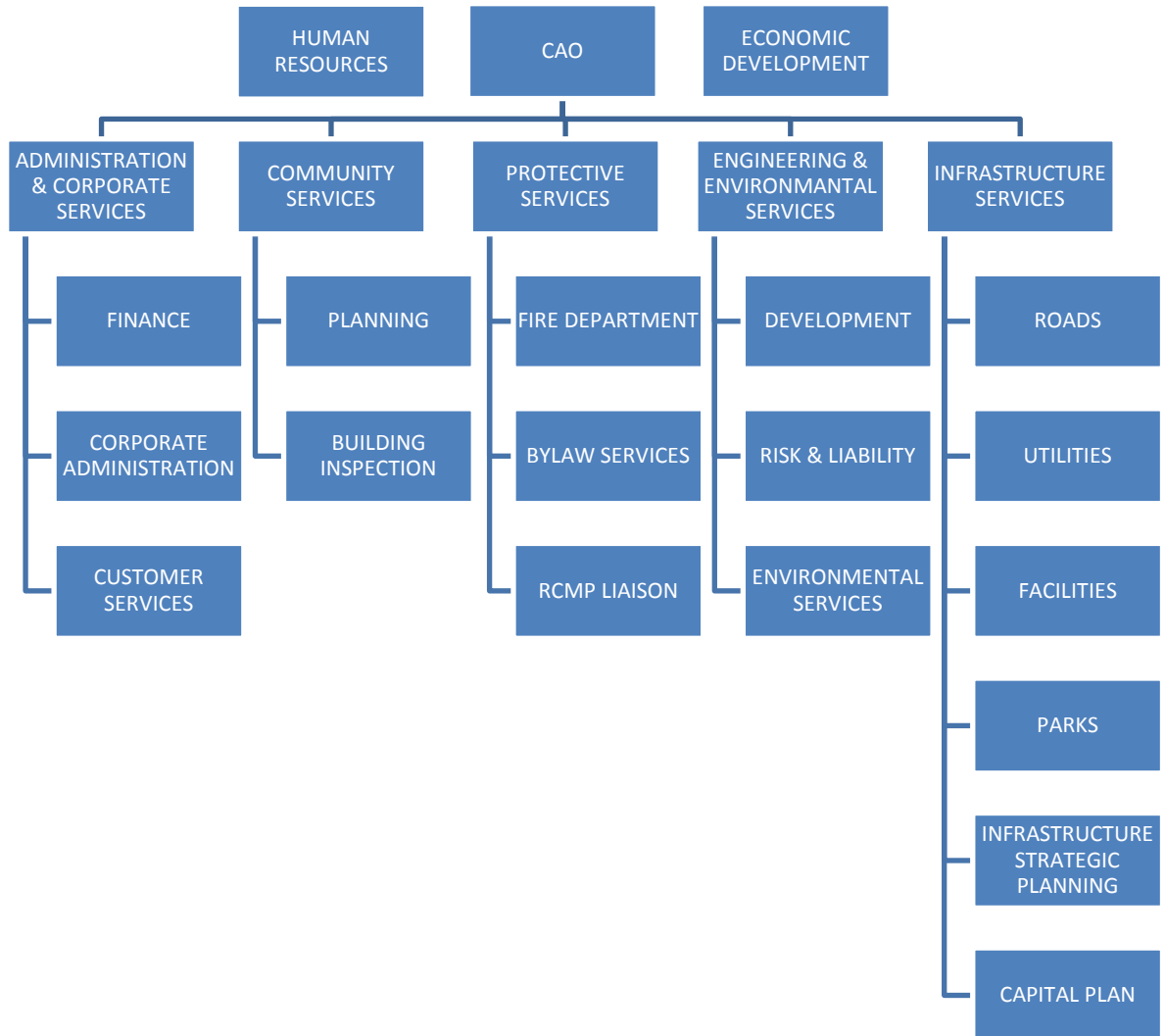
1. Investigate and if possible initiate the transfer of Municipal Employees to the RCMP.
2. Consider need to add additional planning consulting resources to consider long term matters.
3. Eliminate one building inspector position and consider need to add a technical plan checker position to support building permit and planning units as workload warrants (could be combination plan checker & planning technician).
4. Transfer all Fire Department building operation and maintenance responsibilities to the work unit responsible for managing all other facilities.
5. Eliminate the position of Financial Services Manager, and assign additional duties to manage the financial branch to the Financial Analyst.
6. Transfer one Engineering Services clerk to Customer Service.
7. Create a Development Services culture within Planning and continue to support efforts to streamline and fast track processing while meeting expected standards for consultation and legislative requirements.
8. Any effort to examine contracting out, or bringing internal those matters currently contracted should undertake a comprehensive financial analysis including life cycle costing of all elements including labour, equipment and facilities.
9. Examine the benefits to adding staff resource in the area of parks planning and landscape architecture to enhance abilities to secure better facilities through the development review process and to manage District owned spaces over the long term.
10. Consolidation of all Capital Projects within one Department would result in benefits such as coordination of projects, timing efficiencies and possible economies of scale.
11. Terminate contracts for information services support and hire a specialist for a two year term. Evaluate effectiveness at the end of that period to confirm best way forward.
12. Eliminate the position of Director of Community & Customer Services and combine department with Engineering & Operations to create a new department entitled Infrastructure Services.
13. Transfer responsibility for Customer Services to the branch responsible for managing facilities.
14. Promote assistant chief to an exempt Deputy Chief position and assign management of the bylaw function along with supervising the ME's at the RCMP, to that position.

- 15. Transfer the current Director of Engineering to become the new Director of Infrastructure Services.**
- 16. Promote the current manager of operations to become the new Director of that branch.**
- 17. Transfer responsibility for managing DCC matters to the Planning Department.**
- 18. Supply expenditure tracking information to supervisors and managers as quickly as possible, even if it is just identified as “committed”.**
- 19. A year following implementation of recommendations to change, review**
- 20. Make a final determination as to the outstanding recommendations of the Business Service Review 2 project.**

FINANCIAL IMPACTS

POSITION	ELIMINATED	ADDED
DIR COMM. & CUST. SVCS	116,000	
MGR FIN SVCS	104,000	
BUILDING INSPECTOR	63,000	
BENEFIT LOAD 21%	59,430	
NEW DIR OF INFR. SVCS.		12,000
FIN. ANALYST & SUPERV.		20,000
NEW PLANNING TECHNICIAN		63,000
BENEFIT LOAD 21%		19,950
TOTALS	342,430	114,950
SAVINGS		227,480

REVISED ORGANIZATION CHART



CONCLUDING REMARKS

It is never easy to review an organization. Just the mere mention that a review might be undertaken can send shock waves through staff as anxiety and fear about potential changes can lead to unsettling times. Clarifying expectations and objectives at the onset can help to dispel some of these concerns, and clear and open communications at the end will assist people in getting a firsthand accurate rationale for the changes being undertaken.

Every organization should undertake an internal assessment of its methods, activities, staffing levels, service levels and processes on a regular basis. Sometimes these examinations can seem painful, especially to those who are most directly affected. However not to do these reviews condemn the organization to an increasing sense of stagnancy as old habits and patterns continue well past when they should have been updated.

Congratulations to all involved, from elected officials to senior management to the workers in the trenches. These kinds of reviews are essential to maintain a healthy vibrant and responsive organization and one which provides good value for the taxpayers.

SUPPORTING MATERIALS

APPENDIX ONE

QUESTIONNAIRE

1. What were the objectives of the Phase One recommendations?
2. What were the outcomes of the Phase One changes to the organization?
 - Good
 - Bad
 - Neutral
3. How do staff feel about the outcomes?
4. How does the community feel about the outcomes?
5. Did the results of the Phase One changes meet the original objectives?
 - If not why not?
6. Are there any Phase One changes you think should be undone or changed?
7. What are the objectives of the Phase Three study?
8. What specific changes do you feel should be considered and why?
 - Organizational structure
 - Staffing levels
 - Individual positions
9. What outcomes should be achieved through Phase Three?

APPENDIX TWO

STUDY INTERVIEWS

MAYOR & COUNCIL

- James Baker
- Lisa Cameron
- Penny Gambell
- Barbara Leamont
- Owen Dickie
- Rod Geier
- Jamie McEwan

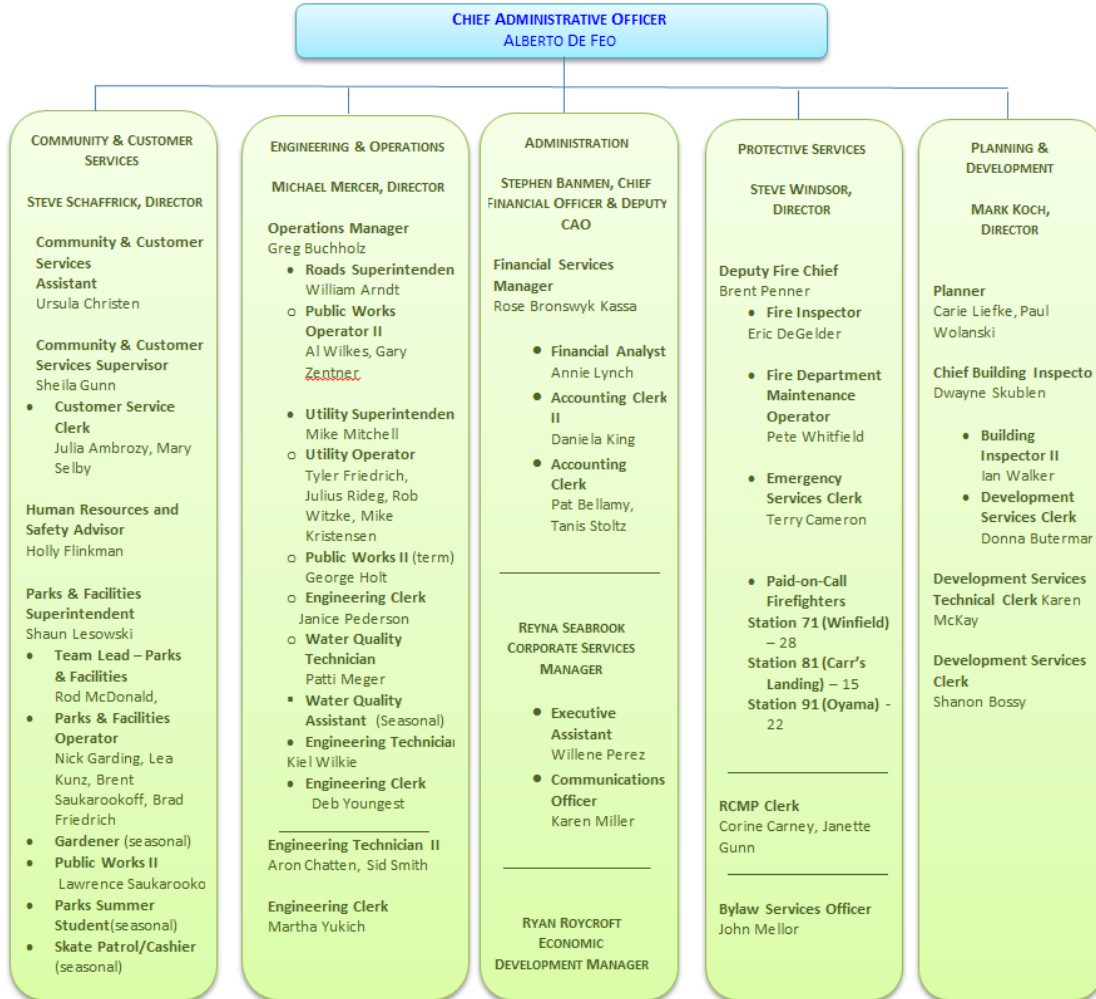
STAFF

- Alberto De Feo
- Barb Holly
- Greg Buchholz
- Holly Flinkman
- Mark Koch
- Michael Mercer
- Reyna Seabrook
- Rose Bronswyk Kassa
- Ryan Roycroft
- Shaun Lesowski
- Sheila Gunn
- Stephen Banmen
- Steve Schaffrick
- Steve Windsor
- William Arndt

APPENDIX TWO

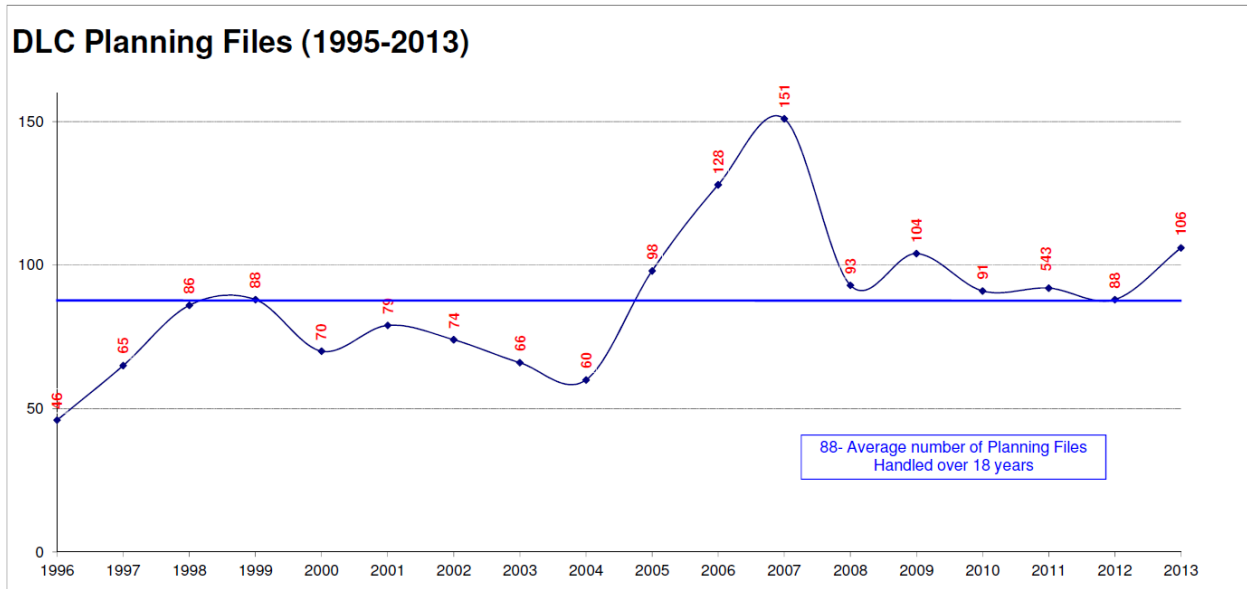
CURRENT ORGANIZATIONAL CHART

District of Lake Country



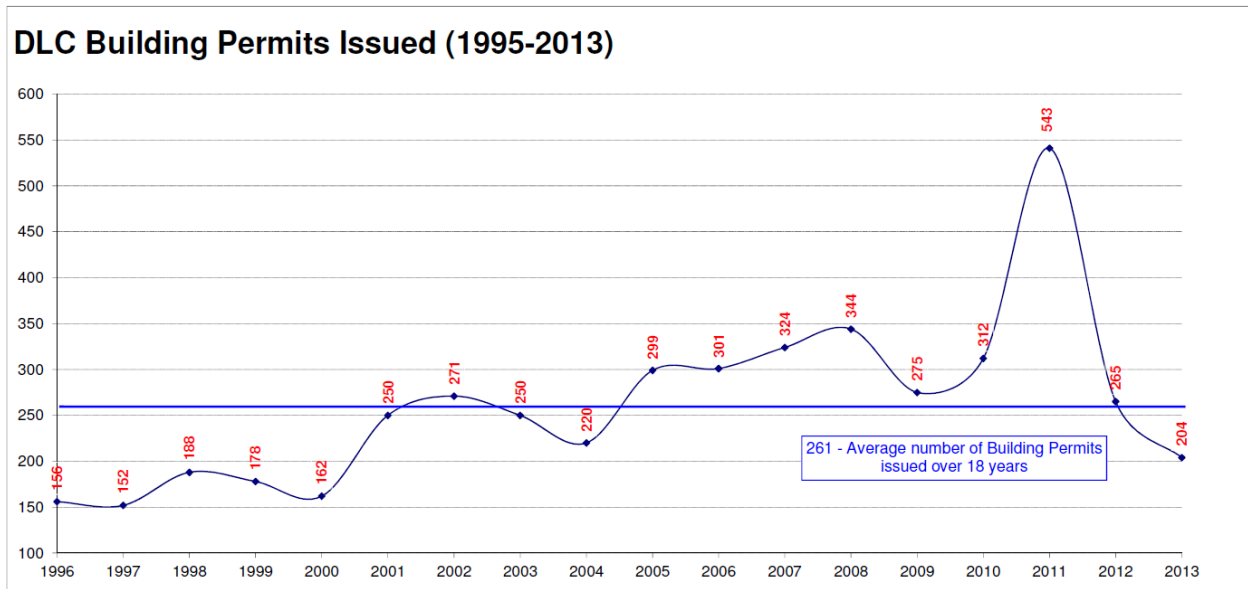
APPENDIX FOUR

HISTORICAL PLANNING ACTIVITY



APPENDIX FIVE

BUILDING PERMIT ACTIVITY



APPENDIX FIVE

REVISED DEPARTMENTAL ORGANIZATION (COMMENCING NEXT PAGE)

DISTRICT OF LAKE COUNTRY

BUSINESS SYSTEMS REVIEW PHASE 3 – JUNE 2014

Department Reorganization

NAME: Chief Administrative Officer Office

CAO: Alberto De Feo

DIRECT REPORTS: Ryan Roycroft (Manager)
Holly Flinkman (Manager)
Stephen Banmen (Director)
Michael Mercer (Director)
Greg Buchholz (Director)
Mark Koch (Director)
Steve Windsor (Director)

AREAS OF RESPONSIBILITIES:

1. Overall Administration of District Departments and Operations (Unchanged)
2. Policy Advisor to Council (Unchanged)
3. Strategic Priorities, Corporate Plan and Corporate Vision (Unchanged)
4. Economic Development (Unchanged)
5. Human Resources (Changed – Added)

Staff and Service Changes:

- Manager of Corporate Services Direct Report (Changed – Under Director of Corporate Services)
- Executive Assistant (Unchanged – Same Supporting Role)
- Communications Officer (Unchanged – Same Supporting Role)
- Manager of Economic Development (Unchanged)
- Manager of Human Resources and Safety (Changed – Added – New Title)
- HR & Safety Clerk (Changed – Added – New Title – Exempt Position)

DISTRICT OF LAKE COUNTRY

BUSINESS SYSTEMS REVIEW PHASE 3 – JUNE 2014

Department Reorganization

NAME: Administration & Corporate Services

DIRECTOR: Stephen Banmen

DIRECT REPORTS: Reyna Seabrook (Manager)
Annie Lynch (Supervisor – Union Position)
Sheila Gunn (Supervisor – Union Position)

AREAS OF RESPONSIBILITIES:

1. Corporate Administration (Unchanged):
 - Manager: Reyna Seabrook
 - Staff: Willene Perez
Karen Miller
2. Customer Services (New Responsibility):
 - Supervisor: Sheila Gunn
 - Staff: Julia Ambrosy
Deb Youngest
3. Financial Services (Some Changes):
 - Supervisor: Annie Lynch
 - Staff: Danni King
Pat Bellamy
Tanis Stoltz
IT Coordinator (New Position)

Director's Responsibilities (Changed):

- Financial Responsibilities as previously managed by Manager of Financial Services (Shared with Financial Services Supervisor)
- Land Negotiations, Risk Management, BC Transit (Removed)
- Regional Files to be shared with Director of Engineering & Environmental Services (Changed)

Staff and Service Changes:

- Manager of Financial Services (Eliminated)
- One Contract (Terminated)
- IT Coordinator (Added – New)
- Financial Analyst and Services Supervisor (Added – New)
- Financial Analyst (Vacant – Not to be filled)

DISTRICT OF LAKE COUNTRY

BUSINESS SYSTEMS REVIEW PHASE 3 – JUNE 2014

Department Reorganization

NAME: Community Services (Changed)

DIRECTOR: Mark Koch

AREAS OF RESPONSIBILITIES:

4. Planning (Unchanged):

Staff: Paul Wolansky
Juliet Van Vleet
Planning Technician (New Position)
Karen McKay
Shannon Bossy

5. Building Inspections (Unchanged):

Staff: Dwayne Skublen
Donna Buterman

Director's Responsibilities (Changed):

- Additional responsibility for DCC's
- Sustainability Planning and Implementation

Staff and Service Changes:

- Building Inspector (Eliminated)
- Planning Technician (Added – New Position)

DISTRICT OF LAKE COUNTRY

BUSINESS SYSTEMS REVIEW PHASE 3 – JUNE 2014

Creation of New Department

NAME: Engineering & Environmental Services

STAFF: Director (Michael Mercer)
Engineering Technician (Sid Smith)
Engineering Clerk (Martha Yukich)

AREAS OF RESPONSIBILITIES:

6. Subdivision & Development Control
 - a. Engineering support to Community Services (Planning)
 - b. Application of Subdivision & Servicing Bylaw
 - c. Development Design Reviews
 - d. Development Construction QA/QC
 - e. Land Matters:
 - i. Land dedication
 - ii. Land acquisition
 - iii. Late comers
 - f. Utility Company Coordination (BC Hydro, Telus, Fortis, Shaw etc.)
 - g. MOTI Liaison
 - h. Permits:
 - i. Access
 - ii. ROW's/Easements
 - iii. Soil Deposit/Removal

7. Environmental Services:
 - a. Watershed Protection and Dam Safety
 - b. Ground Water
 - c. Transit and Transportation Planning:
 - i. BC Transit and STPCO Liaison
 - ii. Transit Amenities (Bus Shelters, Park and Ride)
 - d. Solid Waste
 - e. Recycling
 - f. Contaminated Sites

8. Risk Management:
 - a. Infrastructure Emergency Preparedness
 - b. Legal Matters, Negotiation and Representation
 - c. Policy Development (e.g. sidewalk maintenance, traffic signs, etc.)
 - d. Bylaw Enforcement Support

DISTRICT OF LAKE COUNTRY

BUSINESS SYSTEMS REVIEW PHASE 3 – JUNE 2014

Creation of New Department

NAME: Infrastructure Services

STAFF: Director (Greg Buchholz)
Engineering Technologist (Aron Chatten, Kiel Wilkie)
Engineering Clerk (Janice Pederson, vacant)

Roads Superintendent (William Arndt)
Public Works Operator II (Al Wilkes, Gary Zentner)

Utility Superintendent (Mike Mitchell)
Utility Operator (Tyler Friedrich, Julius Rideg, Rob Witzke, Mike Kristensen)
Public Works II - term (George Holt)
Water Quality Technician (Patti Meger)
Utility Summer student - seasonal

Parks & Facilities Superintendent (Shaun Lesowski)
Team Lead – Parks & Facilities (Rod McDonald)
Parks & Facilities Operator (Nick Garding, Lea Kunz, Brent Saukarookoff, Brad Friedrich)
Gardener (Craig Lewis)
Public Works II (Lawrence Saukarookoff)
Parks Summer Student -seasonal
Skate Patrol/Cashier - seasonal

AREAS OF RESPONSIBILITIES:

- Plan, build and maintain public infrastructure
1. Infrastructure planning and asset management
 2. Project delivery – design and construction
 3. Operations and maintenance including overseeing maintenance contracts for
 - a. Water
 - b. Sewer
 - c. Streets
 - d. Drainage Systems
 - e. Parks
 - f. Public Buildings and Facilities

DISTRICT OF LAKE COUNTRY

BUSINESS SYSTEMS REVIEW PHASE 3 – JUNE 2014

Department Reorganization

NAME: Protective Services

DIRECTOR: Steve Windsor (Fire Chief)

DIRECT REPORTS: Brent Penner (Manager)
Eric DeGelder (Inspector)
Peter Whitfield (Maintenance Operator)
Terry Cameron (Administrative Assistant)
John Mellor (Bylaw Enforcement Officer)
Janette Gunn (RCMP Clerk)
Corine Carney (RCMP Clerk)

AREAS OF RESPONSIBILITIES:

6. Fire Protection and Rescue Services (Unchanged)
7. Emergency Response and Operations (Unchanged)
8. Bylaw Compliance and Enforcement (Unchanged)
9. Policing Clerical Support (Possible Change)

Staff and Service Changes:

- Deputy Fire Chief (Changed [Exempt Status] – Formerly Assistant Fire Chief [Union Member])
- Policing Clerical Support (Possible Change – Federal Employees)

IMMEDIATE ORGANIZATIONAL CHANGES:

GOAL	WHO	WHAT
1. Transfer RCMP Clerks to RCMP	S. WINDSOR	• Establish Feasibility and Process (Summer 2014)
2. Eliminate Building Inspector	A. DE FEO	• Union Notification and Termination (June 4, 2014)
3. Add Planning Tech/Checker	M. KOCH	• Job Description, Posting and Filling (June 2014 – August 2014)
4. Terminate Financial Services Manager	A. DE FEO	• Termination Meeting and Offer (June 3, 2014)
5. Create Financial Analyst and Services Supervisor	A. DE FEO	• Job Description, Posting and Filling (June 2014 – July 2014)
6. Hire IT Administrator	A. DE FEO A. LYNCH	• Job Description, Posting and Filling (June 2014 – August 2014)
7. Terminate Community Services Director	A. DE FEO	• Termination Meeting and Offer (June 3, 2014)
8. Create Engineering & Environmental Services Department	A. DE FEO	• Assign to Mike Mercer (June 4, 2014)
9. Create Infrastructure Services Department	A. DE FEO G. BUCHHOLZ	• Assign to Greg Buchholz (June 4, 2014)

MID-TERM ORGANIZATIONAL CHANGES:

GOAL	WHO	WHAT
1. Hire Long Term Planner	A. DE FEO	• 2015 Budget Process
2. Hire Park Planner	A. DE FEO	• 2015 Budget Process
3. Bring Sewage Services In House	A. DE FEO G. BUCHHOLZ	• Spring 2015

SYSTEMIC CHANGES:

GOAL	WHO	WHAT
1. Transfer Building Maintenance (including Fire Hall) to Infrastructure Services	A. DE FEO G. BUCHHOLZ S. WINDSOR	• Effective June 4, 2014

2. Create Community Services Dep from Planning and Comm. Serv. Fusion	A. DE FEO M. KOCH	• Effective June 4, 2014
3. Bring In External Auditor to Review Financial Practices Advise	A. DE FEO S. BANMEN A. LYNCH	• Define Scope and Purpose (September 2014)
4. Examine Contract Outs	A. DE FEO ALL	• Define Scope and Purpose (September 2014)
5. Supply Expense Tracking including Committed to Supervisors and Managers as soon as budget is approved (February)	A. DE FEO S. BANMEN A. LYNCH	• Define System (September 2014)
6. Transfer Parks Unit to Infrastructure Services Dep	A. DE FEO G. BUCHHOLZ	• Effective June 4, 2014
7. Transfer Rec Programs and CSC to Administration & Corporate Services	A. DE FEO S. BANMEN	• Effective June 4, 2014

NOTE: In September 2014, the CAO will provide a comprehensive report on the implementation of recommendations from the three Business Systems Review Phases.