



## Regional Municipality of Wood Buffalo

Community Investment Program Review

Kickoff Meeting – December 7, 2022

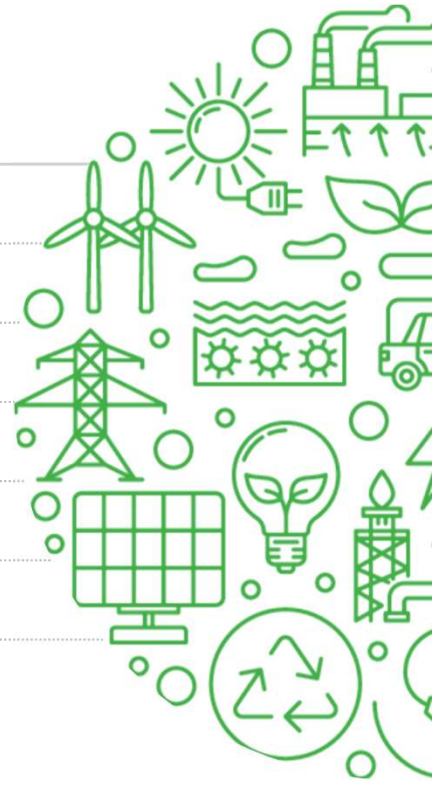


REGIONAL MUNICIPALITY  
OF **WOOD BUFFALO**

# AGENDA

---

- |    |                                    |
|----|------------------------------------|
| 01 | Introductions                      |
| 02 | Objectives                         |
| 03 | Approach                           |
| 04 | Timeline                           |
| 05 | Our Asks                           |
| 06 | Initial Feedback (Time Permitting) |



# INTRODUCTIONS

We have assembled a diverse and skilled team with experience in municipal operations and granting:



**Darren Liviniuk**

**Lead Partner**

Edmonton  
780-421-3685  
[dliviniuk@deloitte.ca](mailto:dliviniuk@deloitte.ca)



**Luke Wilson**

**Project Manager**

Edmonton  
587-338-1359  
[lwilson@deloitte.ca](mailto:lwilson@deloitte.ca)



**Mark Fanous**

**Delivery Team**

Edmonton  
780-860-2490  
[mafanous@deloitte.ca](mailto:mafanous@deloitte.ca)



**David Science**

**Granting SME**

Toronto  
416-775-8585  
[dscience@deloitte.ca](mailto:dscience@deloitte.ca)

# OBJECTIVES

We are excited to work with the CIP Advisory Committee to review the current state of the Community Investment Program.

We anticipate that this review will take four to five months with our target completion in April 2023.

We understand from the RFP that we have the following shared objectives:

## **CIP Advisory Committee Mandate:**

- Increase efficiencies within and synergies between the Program, the Social Profit community and other levels of government;
- Eliminate duplicate services within the Social Profit sector as well as services provided by the Municipality
- Oversee the granting process for Municipal Controlled Organizations
- Oversee the granting process which includes clarifying eligibility criteria, monitoring and evaluating applications, and determining grant deliverables
- Establish the Committee's future role surrounding the grant applications and distributions

## **CIP Review Objectives:**

- Identify efficiencies and duplications that can be addressed to increase the impact of CIP on RMWB citizens
- Increase accountability for grantees to demonstrate deliverables in line with Council's strategic priority of Fiscal Management
- Clarify eligibility and other guidelines to streamline program administration
- Strengthen and mature governance practices to provide more assurance around future operations
- Amplify the impact that the CIP can have on communities within RMWB

Our commitment is to work collaboratively with you to deliver on these mandates and objectives.



# APPROACH

We proposed the following three-phase approach based on the requirements outlined in the RFP:

Phase	1	2	3
	Discovery / Planning	Research	Reporting
Objective	Understand current CIP operations and define an evaluation criteria for recommendations	Conduct a comprehensive review to identify efficiencies and enhancements	Validate findings, recommendations and implementation activities with our stakeholders and create reports for public use
Activities	<ul style="list-style-type: none"> <li>Conduct internal kickoff for Deloitte team</li> <li>Conduct joint kickoff with RMWB stakeholders</li> <li>Review current policies, processes and reports</li> <li>Conduct discovery session with knowledgeable stakeholders and Deloitte SME to understand issues with current CIP</li> <li>Conduct initial review of CIP Policy to assess maturity level and potential gaps</li> <li>Agree on target comparables for benchmarking scan</li> <li>Discuss form and content of final deliverables</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a jurisdictional scan of up to 10 comparable entities to develop a deep understanding of common practice for community granting</li> <li>Develop a deep understanding through interviewing the Committee regarding the CIP priorities, operations, and directives with the intent to identify areas of improvement and streamline of processes</li> <li>Develop and validate criteria to measure CIP performance success based on relevant benchmark</li> <li>Consider policy standards for similar public entities to align the Policy with leading practices</li> <li>Develop a list of preliminary recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Validate findings and recommendations with stakeholders</li> <li>Draft a final report, including, at minimum:                             <ul style="list-style-type: none"> <li>Detailed complete recommendations</li> <li>Observations of efficiencies or improvements</li> <li>Summary of benchmarking findings</li> <li>Implementation plan where applicable</li> </ul> </li> <li>Review drafts with Project Team and address any questions or concerns</li> <li>Finalize report for Council and Administration</li> <li>Present final report to the CIP Advisory Committee</li> </ul>
Outcomes	<ul style="list-style-type: none"> <li>Obtain understanding of the strengths and weaknesses of the current CIP</li> <li>Validate key questions for our report to answer</li> <li>Refine detailed project plan</li> </ul>	<ul style="list-style-type: none"> <li>Summary of research findings</li> <li>Outline of preliminary recommendations</li> <li>Recommended revisions to FIN-220</li> </ul>	<ul style="list-style-type: none"> <li>Final report</li> <li>Any supporting deliverables</li> </ul>

This approach is intended to satisfy all requirements outlined in the RFP. We welcome any feedback on how we can work together more efficiently to achieve the objectives of this project.

# APPROACH – DISCOVERY/PLANNING

---

Phase 1 includes the following key activities:

## Discovery & Planning

Following this kickoff, our team will work to understand the current state and challenges of the CIP to refine our research plan.

This review will include:

- Obtaining all documentation available regarding the Committee and CIP creation, goals, and mandates
- Reviewing other available documents to obtain background information and knowledge
- Conducting consultation meetings with stakeholders to understand their current role in the program and discuss opportunities and challenges, as well as key gaps for future analysis
- Understanding existing non-profit community goals and priorities
- Understanding constraints related to policies on grant funding administration
- Exploring stakeholder behaviors in the context of the program and the associated financial and non-financial impacts
- Understanding actions taken to date and the current evaluation of each initiative against the concepts of efficiency, effectiveness and economy
- Complete a detailed review of the CIP FIN-220 Policy to provide clarification on objectives, criteria for grant funding, CIP role clarity, and any additional areas of improvement identified during the review

# APPROACH – RESEARCH

Phase 2 includes the following key activities:

## Jurisdictional Scan

We will leverage our national reach and experience with similar municipalities to compare current CIP practices and policies against up to 10 comparable municipalities. We expect that the 10 comparable municipalities will include at least 6 similar or larger Alberta municipalities, 2 out of province municipalities, and 2 international municipalities that we consider leaders in social granting. Once we have benchmarked the 10 comparable entities, we will assess the current CIP practices against those to look for behaviors and current challenges that can be considered to align objectives, streamline operations, and increase value for money. Based on our current understanding, we have tentatively proposed the following municipalities:

Alberta Municipalities	Other Canadian Municipalities	International
City of Grande Prairie	Cape Breton Regional Municipality	TBD
City of Lethbridge	Prince George	TBD
City of Medicine Hat		
City of Red Deer		

## Consultation

With support from our subject matter expert in public grant management, we will interview key stakeholders from the team that administers CIP to validate our understanding of current gaps and opportunities that exist within the program. We will also review thought leadership on the subject and other available resources.

## Policy Review

Based on the key questions identified, we will compare FIN-220 to comparable policies from our benchmark municipalities. We will use these different policies to validate if current policies are aligned with good practice. Based on our findings, we will recommend revisions to clarify FIN-220 on subjects including, but not limited to, those listed in the RFP document.

## Analysis & Recommendation

We will draft an outline of our preliminary findings and recommendations. We will rank the recommendations based on a mutually agreed evaluation criteria derived from RMWB's stakeholder preferences and objectives.

# APPROACH – REPORTING

---

Phase 3 includes the following key activities:

## **Compile Results**

Based on the results from our previous deliverables, we will summarize findings the scope of work performed, the potential recommendations identified, our analysis of the recommendations, and associated implementation activities. Recommendations will be ranked using the evaluation criteria defined in our planning phase. Our goal in this process will be to provide a clear and comprehensive understanding of current issues with the CIP, potential improvements to the CIP, potential refinement to FIN-220, associated opportunities/risks, and final recommended enhancements. The purpose of the report will be to provide key decision makers from RMWB with the background and support needed to make an informed decision on next steps. At this stage we would recommend final validation of findings and recommendations before it is presented to the Council.

## **Validate Findings**

We will work collaboratively with our Project Team at the Municipality to ensure the final deliverables meet the needs of the Committee's key decision makers. We will review the preliminary findings and recommendations with our stakeholders, then complete appropriate steps to address any comments or concerns. We will evaluate implementation activities to ensure they are feasible given RMWB's unique priorities and constraints.

## **Finalize Report**

We will address any questions or concerns, then finalize draft reports including condensed versions for public consumption.

## **Presentation of Results**

Once approved and finalized, the results and next steps will be shared with the CIP Advisory Committee and then Council.

Materials will be customized for the major stakeholders as required to highlight their unique needs and perspectives.

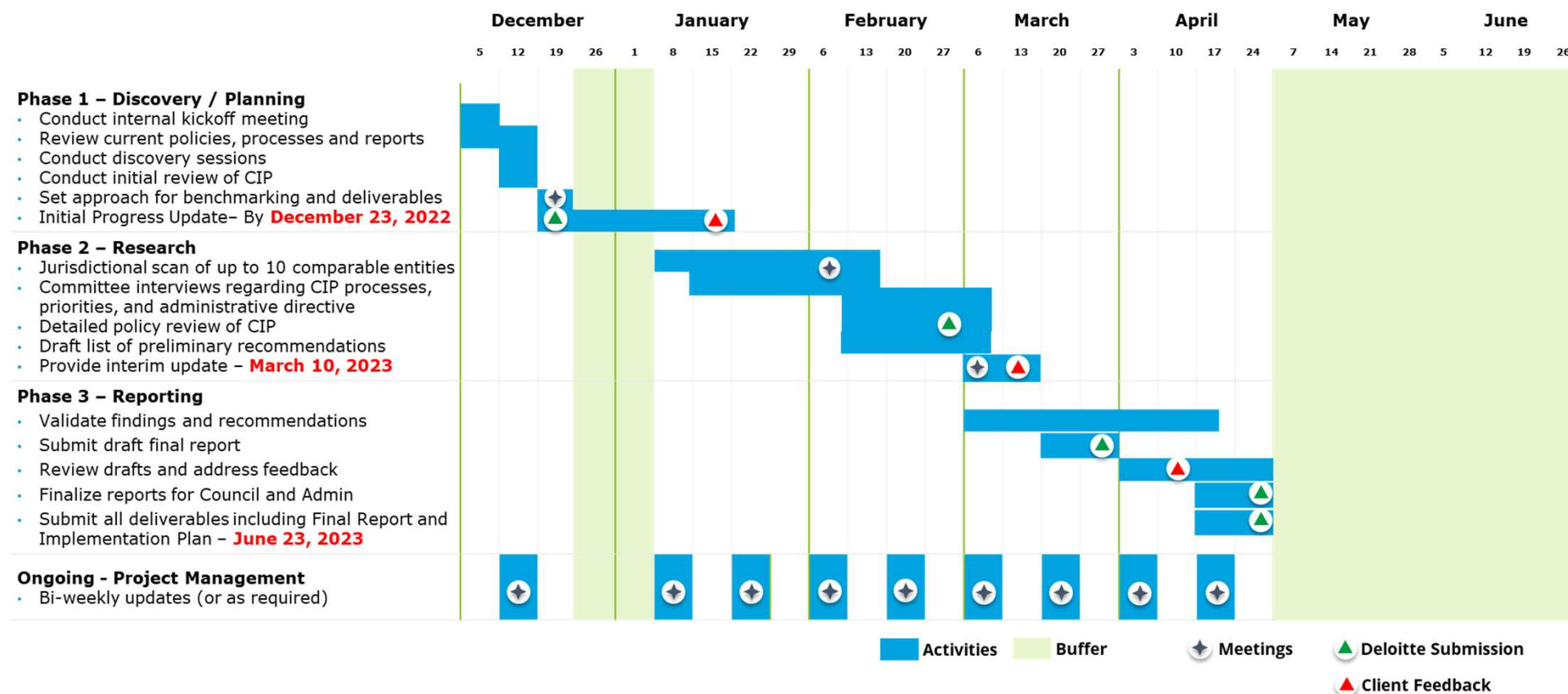
## **Next Steps**

As needed by Council and Committee, Deloitte will be pleased to continue working with the Municipality on any follow-up research and analysis needed to implement the new improvements as a new scope.



# TIMELINE

We proposed the following recommended timeline based on the requirements outlined in the RFP:



We will work with our counterparts from the Committee and RMWB Administration to ensure that we can accommodate competing priorities including personal commitments.

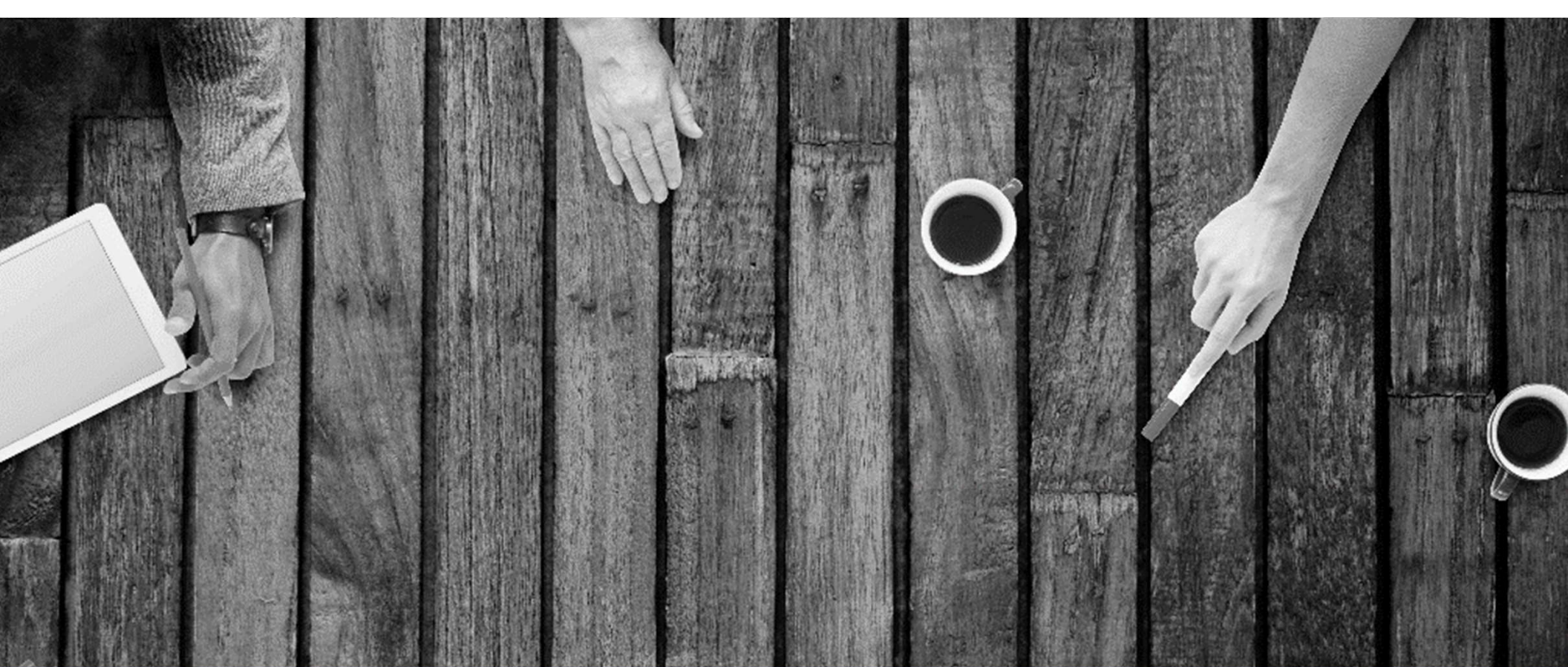
# OUR ASKS

Working together we can ensure the success of this project:

- **Candid Feedback** – The more transparent and direct you are in raising ideas and concerns the better we can prioritize and execute on our work.
- **Time Commitment** – We understand that the Committee will meet at least three times over the course of the project:
  - Initial Update – **By December 2022**
  - Interim Update – **By March 2023** (proposed for February 2023)
  - Final Presentation – **By June 2023** (proposed for April 2023)

We also expect that there may be opportunities to provide written documents for feedback and would request timely responses (within 5 business days).

- **Sponsorship** – We understand and appreciate that our project team counterparts in RMWB Administration have daily job requirements. We will do our best to plan the timing of our requests to accommodate their schedules but will look for sponsorship from the Committee should we have any difficulty accessing required information or people in a timely manner. We have proposed to hold bi-weekly status meetings with the core project team from Administration to ensure the smooth execution of this project. We will work collaboratively with Administration to obtain any required information.



# Initial Feedback





## Of the mandates of the CIP Advisory Committee, which do you personally believe presents the largest opportunity?

Increase efficiencies within the Program and Social Profit Community



**1st**

Increase synergies between the Program, Social Profit Community and other levels of government



**2nd**

Eliminate duplicate services across the Social Profit sector and RMWB



**3rd**

Improve the granting process for Municipal Controlled Organizations



**4th**

Clarify the eligibility requirements for grants



**5th**

Streamline the evaluation and monitoring process for grants



**6th**







After our meeting today, are you confident in the project plan and direction?

0%

Feeling great!

0%

Feeling okay.

0%

Feeling nervous!



## Discussion & Closing





Deloitte, one of Canada's leading professional services firms, provides audit, tax, consulting, and financial advisory services. Deloitte LLP, an Ontario limited liability partnership, is the Canadian member firm of Deloitte Touche Tohmatsu Limited.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see [www.deloitte.com/about](http://www.deloitte.com/about) for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

The information contained herein is not intended to substitute for competent professional advice.

© Deloitte LLP and affiliated entities.