

## 1.0 Project Identification

**Name of Project**

*3 b 3 Develop a policy that would be applied in developing new partnerships and service delivery agreements or in renegotiations to ensure Council direction with respect to mandate and negotiation principles are applied.*

**Sponsor**

(Accountable) Tim Simmonds, City Manager

**Project Manager**

(Responsible) Pamela Coulter, Director of Community Services

**Project Team Members (Responsible or Consult)**

Kristen Van Alphen

Christine Gilbert

Bradey Carbert

Jenn Wright

Ryan Gowan

Ashley Ford

Shannon Bingeman

Desiree van Dijk

**Approved Budget**

No budget is allocated.

This project is identified in work plans for 2024.

## 2.0 Business Need

The City has partnerships and agreements with a wide variety of organizations for a wide range of services. These agreements are critical to success and efficiency. Where we have a partner with an aligned vision, we can achieve more.

Through Service Review, Council has asked that we inventory all of the agreements and also that we:

*3 b 3 Develop a policy that would be applied in developing new partnerships and service delivery agreements or in renegotiations to ensure Council direction with respect to mandate and negotiation principles are applied.*

While no two agreements may be identical and may cover a wide range of services, the principles that should be considered in new agreements or when renegotiating agreements should have consistently applied principles.

Project 4 c 1 is an inventory of current agreements. Ensuring there is a consistent approach to updating agreements and establishing new agreements is critical to ensuring these agreements meet the needs of the municipality. The complete inventory and classification by type is important to informing the policy.

Theme 3 is: Reduce Service Delivery to align with municipalities of similar size and scope.

Theme 4 is: Target increased level of revenues through revenue generation opportunities.

In evaluating the following actions under themes 3 and 4, both appear to envision the development of a policy around new or updated agreements.

Two of the actions, 3b3 and 4c2, each describe a policy that would be used at the time a new agreement is developed or updated as follows:

3 b 3 Develop a policy that would be applied in developing new partnerships and service delivery agreements or in renegotiations to ensure Council direction with respect to mandate and negotiation principles are applied.	4 c 2 Create a policy that will, at the time of new/renewal of Agreements the agreement updated with a report to Council and identifies: alternative methods of service delivery, cost of the agreement, and negotiating parameters
Sponsor Tim, Lead P.Coulter	Sponsor Tim, Lead Kristen Van Alphen
Project Team: Christine Gilbert, Bradey Carbert, Jenn Wright, Ryan Gowan Shannon Bingeman, Andrew O’Leary, Ashley Ford, Desiree van Dijk	

Rather than eliminate one of the initiatives, staff are recommending that there be one policy developed to satisfy both actions.

Further, it is proposed that a “tool kit” would follow that would support the implementation of the policy. This refers to Project 4c2 from the Service Review deliverables.

### 3.0 Project Objectives (Purpose)

Develop a policy that would be applied in developing new partnerships and service delivery agreements or in renegotiations to ensure Council direction with respect to mandate and negotiation principles are applied in the negotiation/update.

### 4.0 Project Scope

The policy will apply any time a current agreement with a third party is being re-negotiated or when a new agreement is being considered.

This would apply to all agreements with third parties where a service is being provided or shared or where there is a financial arrangement.

The scope will be further defined by the policy itself.

Within scope: policy, toolkit, reference material, educational rollout to staff

## 5.0 Stakeholders

Name	Consult or Inform
Managers/ Supervisors/Superintendents	Consult
Directors	Inform

## 6.0 High Level Deliverables / Milestone Dates

Item	Deliverables / Milestones	Dates
1.	Develop considerations for the establishment of a project team and develop a Project charter and RACI	Q1 2024
2	Analyze agreement types to inform thinking regarding policy development	Q1 2024
3	Prepare Draft Policy for review by SR Working group and edit policy based on feedback	Q1 2024
	Review draft policy with Service Review Ad Hoc Committee	Q2 2024
4	Finalize Policy for approval by Council with input from SR Committee and City Manager	Q2 2024
5	Meet to determine action items for each member to develop the draft tool kit	Q3 2024
6	Develop a draft tool kit and review with working group	Q4 2024
7	Finalize tool kit and develop communication plan	Q1 2025
8	Roll out Policy and tool kit to all staff	Q1 2025
9		
10		
11		
12		
13		

## 7.0 Risks

Severity	Description	Mitigation Tactic
Low	Simple agreements are made more complex by new process	Addressed through scope
High	Lack of staff buy-in to policy	Education for all staff who develop agreements
Medium	Staff resource constraints	Project identified in workplan as priority; tasks and deadlines will be agreed upon by team and escalated to sponsor if not met
Medium	Scarce sample resources	Use various advisory groups to request resources from i.e. buyer's groups, events groups, Clerks groups, etc.
Medium	Scope and toolkit does not meet needs of diverse departments within the City	Policy and toolkit will be reviewed in one year after implementation to capture any deficiencies or gaps; departmental feedback will be used to develop toolkit

## 8.0 Key Results for Success (Must Be Measurable or Quantifiable)

1. In advance of agreement negotiation, a report is presented to Committee/Council, outlining the vision for the partnership and the parameters for negotiation
2. Agreements are updated applying the new policy
3. A procedure is developed to help keep agreement updated or development on track
4. Timing for agreement development or renewal is achieved ( per initial council report)
5. Tool kit of sample reports, agreements, clauses etc. (other project)