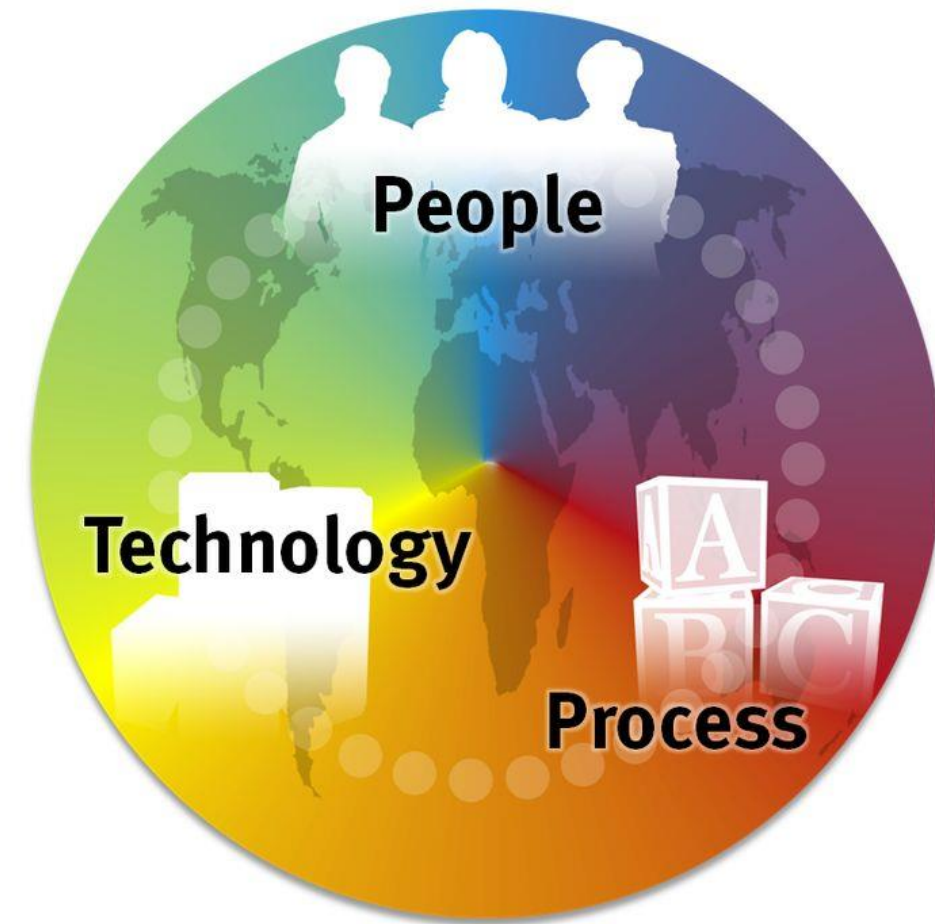


# **Strathcona County Business Transformation (SCBT) Project Complete**

Priorities Committee  
July 9, 2024

# Why Business Transformation?

Business Transformation was meant to enhance how our organization delivers service, and ensure that the right people, processes, and technology are in place to deliver on the Council's approved vision, strategy and goals!



# On budget

Approved project budget \$25,861,735



2022 budget set up ongoing operations



Continue to utilize funds to stabilize Oracle and new business processes (\$622,000 approved carryforward)

# Scope on target

Additional scope was approved before the project started



Objectives remained consistent through the project



Some decisions were made regarding specific functionality

# Time delays

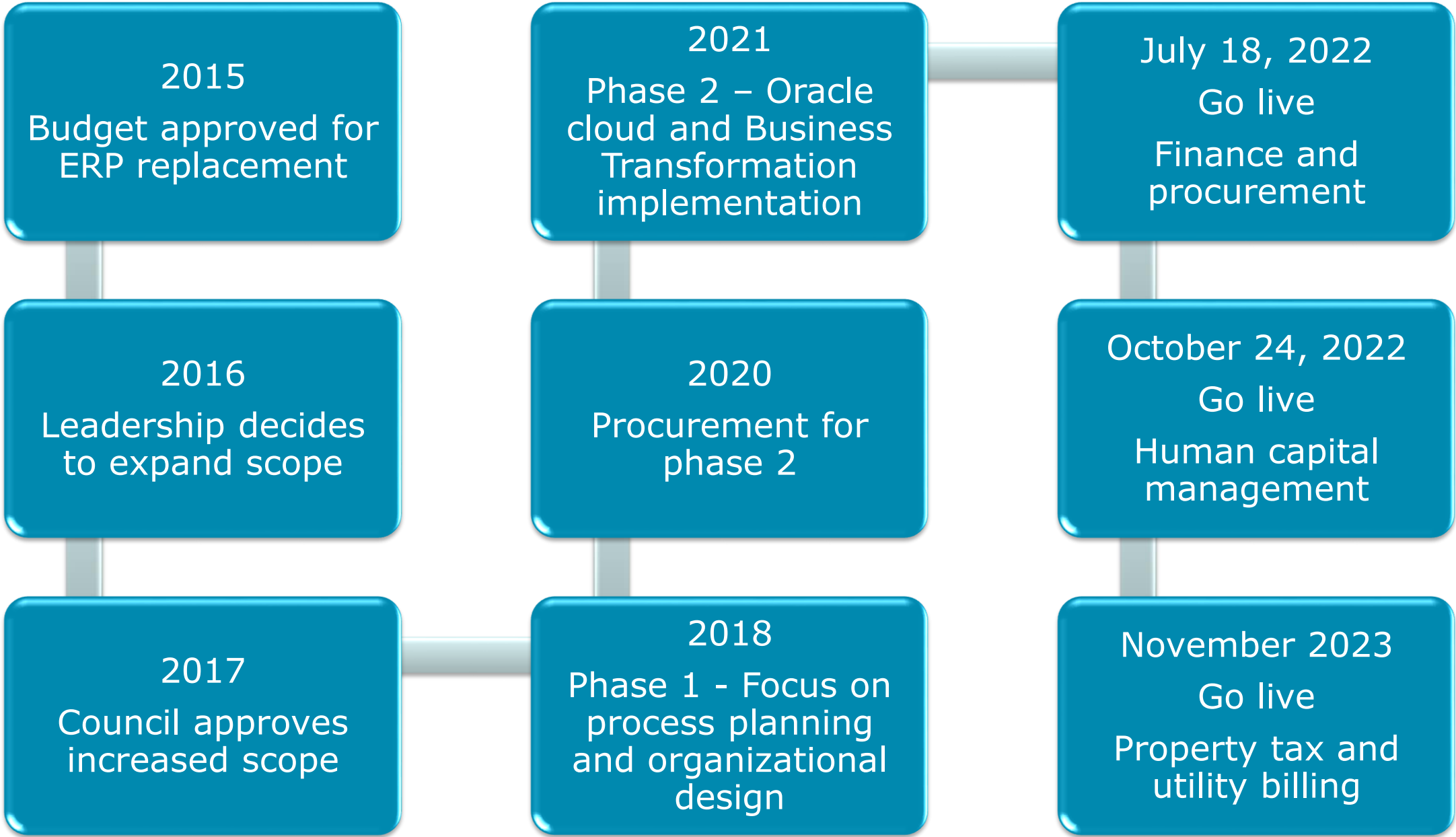
Time delays to confirm scope after approval

Procurement took longer than anticipated

Implementation took almost two years longer than planned



# Milestones



# Weathering the storms

Worldwide pandemic

Significant leadership turnover

**Significant challenges**

Over 25 years of modernization

Explosion in the Community Centre parkade

# Business Transformation objectives

## Data:

Single source of truth for master data

## Processes:

Optimized processes

## Organization:

Efficient and effective operating model



## Technology:

Common technology enables more efficient operations

**Services:** Excellence in service delivery



# SCBT guiding principles



Elevate the role  
of County staff



Clear roles and  
responsibilities



Management  
efficiency and  
innovation



Hubs of  
knowledge



One County  
(standardization)

# Benefits gained

- User friendly
- Self service
- Automated bank reconciliation, journal entries, accruals, etc.
- Integrated with purchasing card system
- Consistent reporting
- Purchasing requisition process
- Sourcing templates
- Supplier portal
- Workflows and electronic approvals
- Automated internal controls
- Defined roles
- Role based security
- User friendly payroll and expense claims
- Onboarding process in system
- Employees and leaders access to employment info
- PPR (personal performance review) in system
- Designed segregation of duties
- Billing - improved data integrity, customer portal
- Utility billing – increase automation
- Tax - assessment process changes
- Business processes modernized (i.e. approvals, workflows connected to hierarchy, payroll timing, etc.)
- And more ....

# Highlights from lessons learned



## Achievements

Dedicated, skilled core team's strength  
Transformative approach  
Project governance  
Solutions are live and functioning



## Challenges

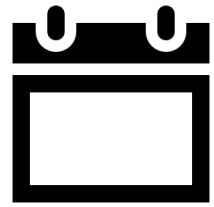
Solution alignment  
Project planning and management  
Vendor procurement and performance management  
Cross functional integration  
Resource constraints  
Staff engagement  
Organizational change management  
Training elements/support



## Additional learnings

Big picture oversight  
Communication  
People first approach  
User acceptance and usability testing

# Oracle working group



## About the working group

- Established November 2023
- Cross-functional team from across the organization
- Significant knowledge and understanding of how the Oracle implementation has impacted operations in departments
- Assess the change impacts that have resulted in business challenges
- Support the development of improvements to become more effective with Oracle and related business processes
- Continuously improve the end user experience and increase change adoption



## Work completed to date

- Eight engagement sessions involving 110 staff across the organization
- Oracle related successes and challenges relating to different end user groups were identified
- Next steps:
  - Analyze and prioritize the information gathered
  - Share successes with the organization and start to determine the root cause of the challenges

# The Business Transformation journey



Culture of  
continuous  
improvement



Mandatory  
quarterly  
updates



Stabilization  
and  
optimization



Other  
opportunities  
and  
enhancements

# Our new world

Corporate centre of excellence for priority ERP focus and continuous improvement

Mandatory updates – quarterly with some patches in between

Subject matter experts (SME) have new responsibilities

Look for other opportunities

- Assets
- Project management
- Learning management
- Analytics / dashboarding

Prioritize business support with a dedicated team

Still learning, solving issues, tweaking business processes

**SCBT Project is COMPLETE  
but our JOURNEY has just BEGUN**

