



# Fleet and Facility Management Department Functional Review

Strathcona County

Executive Summary

Final Report - **DRAFT**

Date: March 11, 2025



# Notice

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# Executive Summary

Strathcona County (the County) engaged KPMG LLP (KPMG) to conduct a Functional Review of its Fleet and Facility Management Department (FFM or the Department). This Report provides an assessment of the Department's current operations, identifies areas for improvement, and outlines a high-level implementation plan to support the County's and Department's growth. The primary objectives of this project were to support the County in:

- Enhancing FFM's overall effectiveness,
- Demonstrating value for money, and
- Increasing service excellence as one of the County's critical enabling services.

## Background and Context

Strathcona County has experienced considerable population growth over recent years placing added strain on assets, operations, and the services they help support. Administration is actively seeking to address potential risks associated with the quality and sustainability of its services. In doing so, the County aims to understand and enhance the efficiency, effectiveness, and resilience of its service delivery.

To continue the County's goal of enhancing FFM's efficiency and effectiveness, the County was interested in performing a functional review to identify the Department's strengths and gaps in the service delivery model. As a core enabling service, its success is tied to effectively meeting the evolving needs of other County departments thereby ensuring each can reliably count on the physical space, vehicles, and equipment they need to fulfil their mandates.

The FFM Department was formed from the merger of two former departments, Fleet Services and Facility Services. FFM is comprised of four main branches: Facility Operations, Technical Services & Construction, Fleet Operations, and Central Services and Facility Planning. Each with distinct responsibilities to ensure efficient fleet and facility operations.

The Department is responsible for overseeing the County's fleet equipment and managing various facilities. The general tasks and responsibilities of Fleet and Facility Management (FFM) include maintenance and repairs, planning and execution, customer service, space bookings, and financial management related to fleet and facility operations. Additionally, FFM manages numerous assets within the Department and for other County departments that may require specific tools, and equipment.

## Our Approach

To achieve the stated objectives, KPMG developed a four-step approach as described below:

**Figure 1: Project Approach**



Source: Prepared by KPMG.

- **Step 1: Initiate:** Establish the foundation of the project, aligning key tasks, schedule, objectives, and project management routines.
- **Step 2: Current state analysis:** Build a substantive evidence-based understanding of the County's current state strengths, challenges, and improvement opportunities.
- **Step 3: Evaluate and prioritize:** Identify improvement opportunities for processes, procedures, and evaluation of organizational structure options.
- **Step 4: Report and present:** Prepare and deliver this Report and implementation roadmap.

## Vision, Guiding Principles and Assessment Criteria

The FFM Department plays a crucial role as the County's critical enabling service department. This Report, prepared by KPMG, aims to provide recommendations that supports the Department's efforts toward enhanced service delivery. The outlined principles serve as the foundation for developing the recommendations in this report.

Through research and engagement with internal stakeholders, this Report was prepared with the following vision in mind for the Department to consider as it grows:

**The Fleet and Facility Management is an efficient, responsive, and reliable department that proactively meets the County's evolving needs.**

The key outcomes for FFM included streamlined operations, optimized resource utilization and enhanced service delivery. The guiding principles intended to shape the future of the Department are:

- **Staff optimization:** Aligning and placing staff to appropriate positions to maximize productivity and value.
- **Service efficiency:** Implementing streamlined processes that optimize resources required to deliver services effectively.
- **Service effectiveness:** Ability of the Department to meet the needs and expectations of the County and its stakeholders.
- **Resiliency / agility:** Developing processes that have the capacity to respond and adapt to future increases in volume and complexity.
- **Quality and consistency:** Establishing processes that meet standardized expectations, reducing the variability of service outputs.

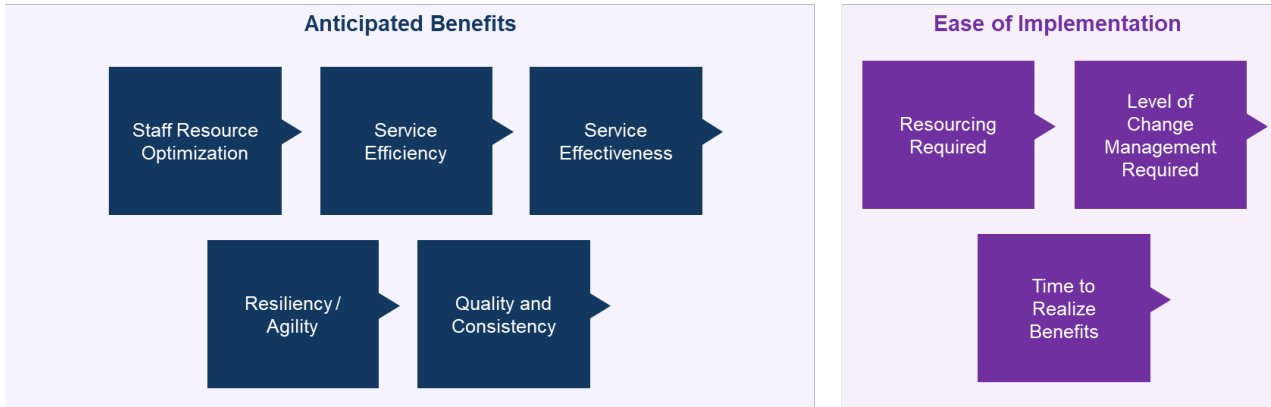
The Department currently demonstrates several strengths that position FFM well for achieving the vision of efficiency, responsiveness, and reliability. A key strength identified is the dedicated and skilled workforce committed to delivering high-quality services to the County. The staff recognize the need to adapt to the changing needs of its customers and are interested in increasing the Department's organizational maturity, proactivity and ability to pursue innovative practices. These strengths provide a foundation for implementing the recommendations outlined in this report, ensuring that FFM continues to meet the needs of the County effectively.

Assessing the FFM Department's current service delivery approach was essential to the success of the Functional Review. By using KPMG's 9 Levers of Value methodology, KPMG considered how the Department creates value in relation to its stated outcomes. Value is derived when a service or program is designed and delivered to realize a vision. This guiding

methodology also supported the identification and categorization of the 11 recommendations presented in this Report.

Based on the proposed objectives, the following criteria were used to prioritize potential opportunities for improvement. These were further refined and categorized by anticipated benefits and ease of implementing the opportunity.

**Figure 2: Prioritized Opportunity Assessment Criteria**



Source: Prepared by KPMG based on information provided by the County.

## Summary and Recommendations

Aimed at addressing the opportunities for improvement highlighted in the Functional Review’s current state, 11 recommendations were identified and mapped against the 9 Levers of Value, as depicted in the table below.

**Table 1: Recommendations Summary**

#	Recommendation	Description
<b>1. Outcome and Results</b>		
1.1	<b>Strategic Direction</b>	Leverage the guiding principles and vision established for this project to create a clear and concise strategic direction for the Department that complements the existing focus on costs.
<b>2. Legislation &amp; Regulations</b>		
2.1	<b>Policy and Standards Development</b>	Create new policies and standards to better equip FFM with regards to sustainability promotion, energy management, and inclusive spaces and accessibility practices.
<b>3. Priorities and Service Delivery</b>		
3.1	<b>Service Level Definition</b>	Refine FFM’s service level agreements to further define scope, responsibilities, and performance targets of core services to proactively communicate and manage customer expectations.

#	Recommendation	Description
<b>4. Stakeholder Experience</b>		
4.1	<b>Customer Communication</b>	Identify points of contact between customer departments and FFM to establish regular communication channels and proactively engage with customers.
<b>5. Core Operational Functions</b>		
5.1	<b>Process Documentation</b>	Conduct a process mapping exercise to begin the development of procedures and flowcharts of prioritized processes to assist in training staff, increase consistency and raise accountability.
<b>6. Operational &amp; Technological Infrastructure</b>		
6.1	<b>Enabling Technologies</b>	Establishment of an internal task force responsible for identifying data and technology needs, prioritizing initiatives, and increasing realized benefits of new technologies to drive innovation and change management.
<b>7. Organizational Structure &amp; Governance</b>		
7.1	<b>Organizational Design</b>	Work towards a future state organizational design that aligns common functions, optimizes spans of control, recognizes the natural transition points or handovers, and creates space for internal specialization and task differentiation.
7.2	<b>Role Clarification</b>	Clearly define and communicate FFM’s core functions, roles, and responsibilities by conducting a review of each Branch’s responsibilities and reassigning duties based on available resources.
<b>8. People &amp; Culture</b>		
8.1	<b>Workforce Strategy</b>	Identify and address potential gaps between the current workforce and future needs by developing a workforce strategy that encompasses talent attraction, retention, succession planning, performance management, training, and development, informed by engagements with FFM and customer departments.
8.2	<b>Departmental Communication</b>	Encourage open lines of communication between departments by conducting regular meetings, implementing communication tools, and training to foster a collaborative work environment where all voices are heard.

#	Recommendation	Description
<b>9. Performance Measures</b>		
<b>9.1</b>	<b>Performance Management Framework</b>	Establishment of regular data collection and reporting schedules to develop a performance management framework to guide improvements and decision making of the Department.

Source: Prepared by KPMG based on information provided by the County.

Taken together, KPMG’s observations and recommendations outline a path forward for the County. This Report aims to better position FFM for a future of streamlined operations, optimized resource utilization, and enhanced service delivery.



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