



Edmonton Combative Sports Commission

Governance Model Implementation Plan



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APPENDIX A. IMPLEMENTATION PLAN GANTT CHART

Confidentiality/Validity

This document has been prepared by Sierra Systems for the sole purpose and exclusive use of the Edmonton Combative Sports Commission. Due to the confidential nature of the material in this document, its contents should not be discussed with, or disclosed to, third parties without the prior written consent of the City of Edmonton.

1. PROJECT WORK PLAN SUMMARY

An important outcome of the Edmonton Combative Sports Commission (ECSC) strategic review undertaken by the City of Edmonton Office of the City Clerk and Sierra Systems was a high-level implementation plan the ECSC may use to put into practice an optimal governance model for combative sports regulation in Edmonton. This document presents the governance model implementation plan in greater detail, outlining proposed timelines and activities for the Commission's change management, strategic planning and business / operational planning efforts, as discussed in the Strategic Review of the Edmonton Combative Sports Commission Report.

It is foreseen that the ECSC will require approximately one year to fully develop a detailed strategic and operational plan, and another year to operationalize these plans and complete the implementation of a new governance model. Proposed activities for this two-year timeframe have been grouped into four project "phases," or four levels of effort and/or support the Commission will require in order to successfully implement a desired governance model:

1. A change management effort
2. A strategic planning effort
3. A business / operational planning effort
4. A governance model implementation effort

It is suggested that the change management effort begin at the outset of the initiative and continue throughout the two-year project timeframe. Four months have been allocated for the strategic planning effort, beginning in October of 2008. Subsequently, four months have been allocated for the business / operational planning effort, beginning in January of 2009. Finally, a twelve-month period has been suggested for the governance model implementation effort, between May 2009 and April 2010. The diagram below summarizes the timelines and proposed activities for each level of effort and/or support:

Edmonton Combative Sports Commission Governance Model Implementation Plan																																		
ACTIVITY													TIMELINES																					
	2008												2009												2010									
	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug						
1. Change Management Effort (May 2008 - April 2010)																																		
Hire or designate a part-time CEO / Change Manager																																		
Hire or designate an administrative support resource																																		
Identify & implement processes to allow Commission members more time outside of events																																		
Create sub-committees of the ECSC to allow Commission members more time outside of events																																		
Develop a standing agenda for regular Commission meetings																																		
Develop project status & decision recording mechanisms																																		
Identify change targets the Commission desires to achieve & associated dates																																		
Develop a transition project charter & work plan																																		
Complete the Commission Member Orientation Manual & establish annual orientation for Commissioners																																		
Inform the Community Services Committee of desired experience & competencies to be recruited																																		
Provide ongoing support for the Commission's change process																																		
2. Strategic Planning Effort (September - December 2008)																																		
Conduct facilitated strategic planning sessions to confirm the ECSC's vision, mandate, goals and principles																																		
Confirm the design of an optimal governance model for the ECSC																																		
Develop & finalize the ECSC Strategic Plan and strategic planning process																																		
3. Business / Operational Planning Effort (January - April 2009)																																		
Develop more open & transparent governance processes																																		
Define, simplify where appropriate & document all governance, administrative & operational processes																																		
Identify the projected annual volume of business activity & resources needed to perform all functions																																		
Identify existing gaps in resources required to perform all functions																																		
Develop strategies to fill any identified gaps in Commission resources																																		
Develop & finalize the ECSC Business / Operational Plan and Resource Development / Acquisition Plan																																		
4. Governance Model Implementation Effort (May 2009 - April 2010)																																		
Hire resources needed to fill gaps in the Commission's skill set																																		
Train Commission members to fill gaps in the Commission's skill set																																		
Implement the new Commission organizational structure																																		
Adopt new Commission processes: governance, operational & administrative																																		

Timing estimates are based on Sierra Systems understanding of the current workload and operational approach of the existing Commission members. The suggested activities within each level of effort are listed below, and the objectives, desired outcomes and activities of each effort are discussed in greater detail in the sections that follow.

With time, new experience and changes in operations the ECSC may experience efficiencies that could allow the Commission to achieve recommended changes in a shorter timeframe.

Change Management Effort (May 2008 – April 2010)

- Hire or designate a part-time CEO / Change Manager
- Hire or designate an administrative support resource
- Identify and implement processes to allow Commission members more time outside of events
- Create sub-committees of the ECSC to allow Commission members more time outside of events
- Develop a standing agenda for regular Commission meetings
- Develop status and decision recording mechanisms
- Identify change targets the Commission desires to achieve and associated dates
- Develop a transition project charter and work plan to implement change
- Complete the Commission Member Orientation Manual and establish an annual orientation for new and continuing Commission members
- Inform the Community Services Committee of desired experience and competencies to be recruited for new Commission members

- Provide ongoing support for the Commission's change process

Strategic Planning Effort (October – December 2008)

- Conduct facilitated strategic planning sessions to confirm the ECSC's vision, mandate, goals and principles
- Confirm the design of an optimal governance model for the ECSC and develop content for an Orientation Manual for Commission members (both current and future) in support of defining and documenting the most important aspects of the model
- Conduct facilitated strategic planning sessions to identify longer term plans and specific projects (eg. A review of the regulation of wrestling in Edmonton; development of plans for the recruitment and training for appointed officials; and others)
- Develop and finalize the ECSC Strategic Plan

Business / Operational Planning Effort (January – April 2009)

- Develop more open and transparent governance processes, including consideration of public, advertised meetings; publicly posted meeting agendas and minutes.
- Define, simplify where appropriate, document and distribute all governance, administrative and operational processes
- Identify the projected annual volume of business activity and resources needed to perform all Commission functions
- Identify existing gaps in resources (organizational, human, technological and financial) required to perform all functions
- Develop strategies to fill any identified gaps in Commission resources
- Develop and finalize the ECSC Business / Operational Plan

Governance Model Implementation Effort (May 2009 – April 2010)

- Hire resources needed to fill gaps in the Commission's skill set
- Train Commission members to fill gaps in the Commission's skill set
- Implement the new Commission organizational structure
- Adopt new Commission processes: governance, operational and administrative

2. CHANGE MANAGEMENT EFFORT

Timeline: May 2008 – April 2010; project planning between May – August 2008

Objectives:

- To position the ECSC for the successful implementation of a desired governance model by providing Commission members with the time and support resources they require to perform strategic planning, operational planning and governance model implementation activities while attending to the Commission's ongoing technical / operational work.
- To establish a clear path and a detailed work plan the Commission will follow to complete the strategic planning, operational planning and governance model implementation efforts. This detailed work plan will include specific project timelines and milestones, the activities to be completed, and an assignment of roles and responsibilities for all project activities.

Desired Outcomes:

- A detailed project charter and work plan.
- Commission members' commitment to the governance model implementation initiative.

The first step the City of Edmonton must take to position the ECSC for the successful completion of the governance model implementation initiative is to provide the Commission with the resources and support it requires to perform the activities outlined in this work plan in addition to its ongoing operational work. The volunteers who comprise the ECSC were recruited for their knowledge of combative sports and their interest in ensuring the continued safe conduct of these sports in Edmonton. They do not necessarily have the required level of management skills and expertise to perform the activities outlined in this work plan. Similarly, the Commission's Executive Director was recruited for his technical knowledge and experience in the industry, and is not able to provide the Commission with the broad strategic advice and project management support that will be required to bring about change. Additionally, due to the current volume of ongoing business activity and the current workload of the ECSC, Commission members lack the capacity to accomplish significant changes in a timely fashion.

To allow the Commission to succeed in implementing desired changes, the City of Edmonton will begin the change management effort by hiring or designating a part-time CEO / Change Manager with broad senior not-for-profit and volunteer management expertise to assist the Commission in strategically managing the Commission's work, in designing the required changes and in performing project management activities. The City of Edmonton will also assist the Commission by hiring or designating a knowledgeable administrative support resource to develop and maintain up-to-date administrative systems and records management systems and to bring existing records into line with the revamped system – this support might be developed through establishment of an ongoing relationship with the Development Compliance Branch of the City, whose experience in licensing and inspections could prove valuable to the ECSC. If the

Commission is not able to support the additional financial requirement associated with the retention of these resources, the City of Edmonton will need to make the financial investment to provide the Commission with these resources for the proposed two-year change period. The cost of the additional resources will depend on the work the Commission expects of these additional resources. It would seem reasonable to estimate that the additional (part-time) resources will require expenditure in the range of \$25,000 to \$75,000 per year. These costs might be apportioned in the range of 2/3 for “CEO/Change Manager” support and 1/3 for administrative support.

Another important component of the change management effort will be to identify and implement processes to allow Commission members more time outside of events to dedicate to other Commission business. One way to accomplish this may be to create sub-committees of the ECSC in order to secure the time for some Commission members to attend to strategic planning and operational planning activities while the remaining Commission members attend to ongoing combative sports operational activities. Once the Commission has secured the expertise and time capacity to undertake this initiative, the next step will be to organize the Commission’s work: develop a standing agenda for regular Commission meetings, develop project status and decision-recording mechanisms, identify the change targets that the Commission desires to achieve and the dates by which these targets are to be achieved, and based on this information, develop a detailed transition project charter and work plan to guide the proposed changes and the ongoing work of the ECSC through its 2007-08 and 2008-09 seasons. The Commission CEO / Change Manager will lead the Commission through this project planning process and provide ongoing support to the Commission throughout the two-year governance model implementation initiative. Having developed a detailed transition project charter and work plan, the Commission will be well-positioned to undertake the strategic planning effort.

3. STRATEGIC PLANNING EFFORT

Timeline: September – December 2008

Objectives:

- To confirm the Commission's role in combative sports regulation and to define the Commission's scope of practice based on a structured analysis of the combative sports industry and key issues pertinent to the Commission.
- To develop a strategic plan and strategic planning process that will help the Commission develop and align its business in successive years based on the anticipated growth and developments in the combative sports industry.

Desired Outcomes:

- A strategic plan document, confirming the Commission's vision, mandate, goals and principles – and multi-year plans for the future.
- A structured strategic planning process.

Currently, the ECSC has no planning process: it does not have a strategic, multi-year plan, nor does it develop annual business plans. The Commission works year-to-year expecting that future years will be similar to the past and that any changes required can be made during the year. This approach did not foresee the increase in events that has caused the current time demands on Commission members and does not address other significant issues such as the changing types of events or the recent appearance of another nearby Commission which regulates a number of events in the Edmonton region. After project planning for the governance model implementation initiative has been completed, the Commission's priority will be to undertake the strategic planning effort.

If the timelines presented in this implementation plan align with the Commission's needs, between September and December 2008 Commission members will devote their time outside of events to strategic planning activities. The Commission CEO / Change Manager will organize and lead a series of facilitated strategic planning sessions with Commission members, during which the Commission's vision, mandate, goals and guiding principles will be examined and confirmed, and during which the Commission will develop in detail the design of an optimal combative sports governance model based on the Commission and Administration Municipal Model or the Strengthened Municipal Commission Model discussed in the Strategic Review of the Edmonton Combative Sports Commission Report. The ECSC will also be challenged at this point to define the strategic initiatives and projects that will need to be conducted over the term of the strategic plan. Several specific issues the Commission will want to discuss and plan for are as follows:

- Should wrestling be regulated in Edmonton?

- What will be the longer-term impact of having another Commission in the region? How will events evolve in the future?
- How will the Commission develop new talent to fill the multiple roles required?
- Should the Commission look to City of Edmonton Administration to provide permit and licensing functions?
- If the Commission changes the regulatory model currently in place, can the Commission remain self-financing or will City of Edmonton support be required?

The desired outcomes of this effort are a defined strategic planning process which includes a purposeful engagement process to gather input from industry stakeholders, and a strategic plan document which identifies the required resources to carry out the plans at the Commission level (in terms of the number of Commission members required and their desired competencies), the Commission staff level and the appointed official level. The strategic plan should also include a monitoring and reporting mechanism that will provide the Commission and its stakeholders with progress reporting and insights for planning for future time periods. The strategic plan should be documented and distributed to City Council and to the Commission's stakeholders so that all can have a better understanding of the Commission's intent for current and coming years.

Once a strategic plan for the Commission has been developed, the Commission will be able to provide information to the Community Services Committee on the particular experience and competencies which the Commission would like to add to the current membership so that the City can recruit to the particular needs of the Commission. Also, the Commission will be able to complete the Commission Member Orientation Manual and to establish an annual orientation for new and continuing Commissioners in order to facilitate the change management effort.

4. BUSINESS / OPERATIONAL PLANNING EFFORT

Timeline: January – April 2009

Objectives:

- To develop the Commission's capacity to perform day-to-day operational activities by matching business volume and the resources required to perform ongoing business activities to the type and amount of resources available to the Commission.
- To streamline and formalize the Commission's business processes in order to facilitate the Commission's work, employ resources in the most efficient manner, and enable the Commission's strategic planning and annual reporting processes.

Desired Outcomes:

- A business plan / operational plan document projecting plans and activities over three years.
- A resource development and/or resource acquisition plan: Commission member training and/or recruitment, financing, meeting facility and storage space allocation.

The purpose of the business planning, or operational planning effort is to position the Commission for the successful performance of ongoing business activities by simplifying the Commission's work wherever possible and matching the Commission's capacity to the type and amount of work that is required of the Commission. Within this level of effort, the Commission CEO / Change Manager will lead Commission members through a series of operational planning sessions so that the Commission may:

- Develop more open and transparent governance processes such as advertised, regular open meetings and posting of agendas minutes and plans on a Commission website.
- Define, simplify where appropriate and document all governance, administrative and operational processes the Commission, its staff and any appointed municipal partners will use to regulate combative sports in Edmonton. These processes may include, but not be limited to:
 - The strategic planning process, including any stakeholder engagement practices
 - The rules, regulations, policies and procedures review process
 - The annual Commission reporting process
 - The record-keeping and record-management process
 - The license and permit application and approval process
 - The event and match approval process
 - Event preparation processes
 - Day-of-event processes

- Post-event processes
- Identify the projected annual volume of business activity (the anticipated number and type of combative sports events) and the resources needed to perform all functions and activities:
 - The human resources required to perform all regulation activities, including the required numbers of individuals and skill sets of individuals.
 - The time required to perform all regulation activities, including the anticipated time commitment of Commission members, commission staff and /or appointed officials, and any municipal partners.
 - The financial resources required to perform all regulation activities, including the Commission's fixed costs and variable costs per combative sports event. The projected fees to be recovered from these same regulated activities. The appropriateness of the Commission's fee structure.
- The technology and facilities the Commission needs to perform its activities, such as: a regular meeting facility, information technology, office space and record retention facilities.
- Identify existing gaps in resources required to perform all regulation activities.
- Develop strategies to fill any identified gaps in Commission resources. Of particular importance will be personnel recruitment and / or training strategies to fill gaps in human resources, and financing strategies to fill gaps in financial resources.

The desired outcomes of this effort are a business / operational plan document which outlines the Commission's business processes and operating protocols, as well as a resource development / acquisition plan which identifies the Commission's gaps in resources and outlines strategies for filling these gaps. Also, the Commission's strategic plan and Orientation Manual will be updated as appropriate to reflect the agreed-upon changes in business processes. While any efforts to change the Commission's business processes need to initially be defined as projects to develop new approaches to the way the Commission does business, these changes need to become the Commission's ongoing way of doing business once defined and approved for implementation by the Commission.

5. GOVERNANCE MODEL IMPLEMENTATION EFFORT

Timeline: May 2009 – April 2010

Objective:

- To carry out the plans articulated in the ECSC strategic plan, business / operational plan and resource development / acquisition plan and to implement the new ECSC governance model.

Desired Outcomes:

- The successful implementation of the new combative sports regulation governance model.
- The Commission's performance of all governance, operational and administrative functions in a smooth and structured manner.

The Commission's fourth and final effort will be to operationalize its plans and to come to fully function using the new governance model. A full twelve months have been allocated for the Commission to implement the plans it will have developed in the preceding twelve months. During this time, the Commission CEO / Change Manager will work with the Commission to assist in the recruitment of new Commission members and/or hire new Commission staff and officials, provide appropriate training to Commission members, and implement the new Commission organizational structure as specified in the business / operational plan. Subsequently, the Commission CEO / Change Manager will work with the Commission to implement any new initiatives and processes as outlined and prioritized in the strategic and business / operational plans. Ongoing change management support from the CEO / Change Manager will be crucial to assure that Commission members retain the capacity to fulfill their ongoing duties and obligations as new structures and processes are being introduced.

Appendix A. Implementation Plan Gantt Chart

