

**SPECIAL MEETING
MUNICIPAL COUNCILS
TOWNSHIP OF AUGUSTA
TOWNSHIP OF EDWARDSBURGH/CARDINAL
TOWN OF PRESCOTT
COUNCIL CHAMBERS, SPENCERVILLE, ONTARIO
TUESDAY, JULY 30, 2019
6:30 PM**

Chair: Tony Fleming, Cunningham Swan

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|----|-----------------------------------|-----------------|
| 1. | Welcome and Introductions | Tony Fleming |
| 2. | Opening Statement from the Mayors | Pat Sayeau |
| 3. | Report from the CAO's | Debra McKinstry |
| 4. | Ideas from Councillors | |
| | a) Michele Bowman | |
| | b) Leanne Burton | |
| | c) Hugh Cameron | |
| | d) Tory Deschamps | |
| | e) Steve Dillabough | |
| | f) Tanya Henry | |
| | g) John Hunter | |
| | h) Teresa Jansman | |
| | i) Lee McConnell | |
| | j) Mike Ostrander | |
| | k) Samantha Schapelhouman | |
| | l) Gauri Shankar | |
| | m) Jeff Shaver | |
| | n) Ray Young | |
| 5. | Closing Statement from the Mayors | Pat Sayeau |
| 6. | Adjournment | |



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EDWARDSBURGH CARDINAL



Chief Administrative Officer's Report – Tri-Municipal Modernization

Date: July 30, 2019

By: Ray Morrison, Township of Augusta

Deb McKinstry, Township of Edwardsburgh / Cardinal

Matthew Armstrong, Town of Prescott

Background

In March of 2019, the Ministry of Municipal Affairs and Housing announced a one-time investment for small and rural communities to improve service delivery. In his letter to funding recipients, Minister Clark stated:

“Transforming service delivery and identifying more modern, efficient ways of operating is critical and complex work. As Minister of Municipal Affairs and Housing, I recognize that many of Ontario’s small and rural municipalities may have limited capacity to plan and manage transformation, depending on the resources available and how far they have moved on their own modernization agenda.

That is why we are providing a one-time payment in the 2018-19 fiscal year to support small and rural municipalities’ efforts to become more efficient and reduce expenditure growth in the longer term.

...

While this investment is unconditional, it is intended to help modernize service delivery and reduce future costs through investments in projects such as: service delivery reviews, development of shared services agreements, and capital investments. Our government believes that municipalities are best positioned to understand the unique circumstances and determine where and how this money is best spent.”

It is recognized that each municipality has a responsibility to provide efficient and effective services to their stakeholders. Exploring opportunities within each municipality to find efficiencies will provide a foundation upon which transformation can be built. By establishing a dialogue and exchanging information between municipalities, the

opportunities to forge partnerships and learn from each other will only aid in the modernization process.

Analysis

There have been several meetings amongst municipal staff and elected officials since March to explore ways this funding can best be utilized for its intended purpose of transforming services to become more efficient and reduce expenditure growth in the longer term.

The Chief Administrative Officers have met to explore ideas and exchange information to identify where opportunities may exist to find efficiencies. We have also met with our colleagues from all the municipalities in Leeds and Grenville to determine the feasibility of broader collaboration.

There are a number of themes that help to focus the concept of modernization. They are as follows:

- Administration and Operations
- Governance
- Economic Development
- Quality of Life

By exploring opportunities in the context of the above themes, it provides a useful tool for categorization and evaluation.

Administration and Operations

By comparing the relative size and makeup of each municipality's budget, it helps to establish areas where there is commonality and differences. For example, each municipality uses the Ontario Provincial Police to provide policing services with the costs allocated using a province-wide formula. Each of the three municipalities spend between \$1.0 million and \$1.1 million on police services with a common provider and a standardized level of service. This is an example where further work is unlikely to generate additional efficiencies. The Fire Departments across South Grenville have established an excellent working relationship. Areas for partnership and collaboration in this area could include establishing contracts with preferred vendors for equipment purchases and maintenance. It was also highlighted that medical supplies, previously purchased from the Emergency Medical Service at the United Counties, are now being purchased by each municipality at a higher cost as the volumes are small. These examples run through a number of functional departments where by working together to establish a preferred vendor and combining our purchasing volumes should result in a lower cost overall.

By evaluating similar services provided by each municipality from an administrative standpoint, we believe there are opportunities to standardize the approach and provide greater expertise at the same or lower cost. A very good example of this may well be Animal Control and impound services.

Another area of efficiencies is providing a similar stakeholder experience for those accessing municipal services. Investing in software to modernize processes not only is better for service users, but provides opportunities to be more efficient within and between the municipalities. An example of this could be ePermitting, whereby users can submit information electronically to the municipalities to process their permit requests. If the right processes and tools are in place, the end-to-end process can be managed electronically, resulting in faster turnaround times, better collaboration, and easier access to information. This encompasses a number of possible services including building departments, by-law departments, and planning services.

The local labour market is acknowledged to be fairly tight at the moment. Many of the services provided to residents in all three municipalities are managed by part-time persons in their roles. Examples include By-law Enforcement Officers, Chief Librarians, Recreation Coordinators. Recruitment of highly skilled individuals to these roles as full-time and shared between municipality would conceivably result in better success and level of service. Oversight of such collaborations will need to be established clearly to ensure that employees are not faced with competing loyalties and priorities.

Sharing budgeting and asset management information may provide opportunities for shared services and/or equipment and permit the movement to more efficient long term operations, for example, one Township migrating towards all paved roads from gravel and sharing another's graders during the transition period; sharing street sweeping equipment could avoid more expensive contracting-in costs. Other shared services considered during County wide discussions like Fire, Public Works and Human Resources training may be more efficiently implemented on a South Grenville level.

Governance

All three municipalities spend a similar amount on governance and oversight expenses. However, as we embark on creating partnerships to achieve a standardization of services, we will need to consider a governance structure to oversee the collaborations thereby ensuring both efficiencies and the effectiveness of the services are achieved. This will mean a structured approach to setting goals, milestones, and an evaluation process where tracking can occur to determine when and where changes need to be made.

Economic Development

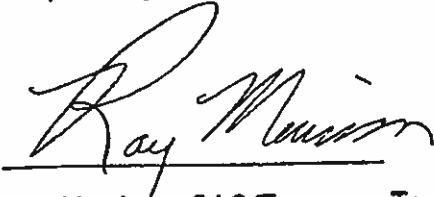
The three municipalities in South Grenville have unique attributes and strengths that they can offer perspective investors. By working together and working across the

invisible lines between municipalities we can provide a professional, cohesive, and focused response to developers.


Quality of Life

If you take a broader approach and look at South Grenville as a population to which municipalities provide services to residents, the concept of collaboration and coordination should allow us to broaden quality of life opportunities and experiences available. For example, by coordinating seasonal activities between the municipalities, residents will not have to choose one offering over another just because they have competing schedules. Taking advantage of a plethora of municipal, school board, and private facilities will result in a cohesive approach to enhancing the quality for residents of South Grenville. By working together to serve the broader area, we can develop facilities and opportunities that benefit not just one municipality but all three.

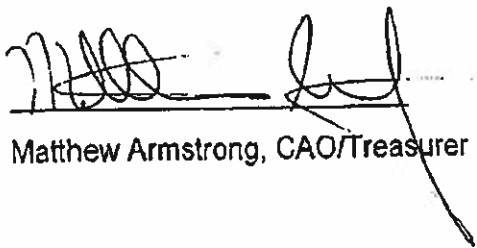
Respectfully submitted,



Ray Morrison, CAO/Treasurer Township of Augusta



Debra McKinstry, CAO/Clerk Township of Edwardsburgh Cardinal



Matthew Armstrong, CAO/Treasurer Town of Prescott