



Final Report

Town of Amherstburg
Service Delivery Review

October 2020

DRAFT FOR DISCUSSION



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EXECUTIVE SUMMARY

Project Background (1 of 2)

Project Context and Scope

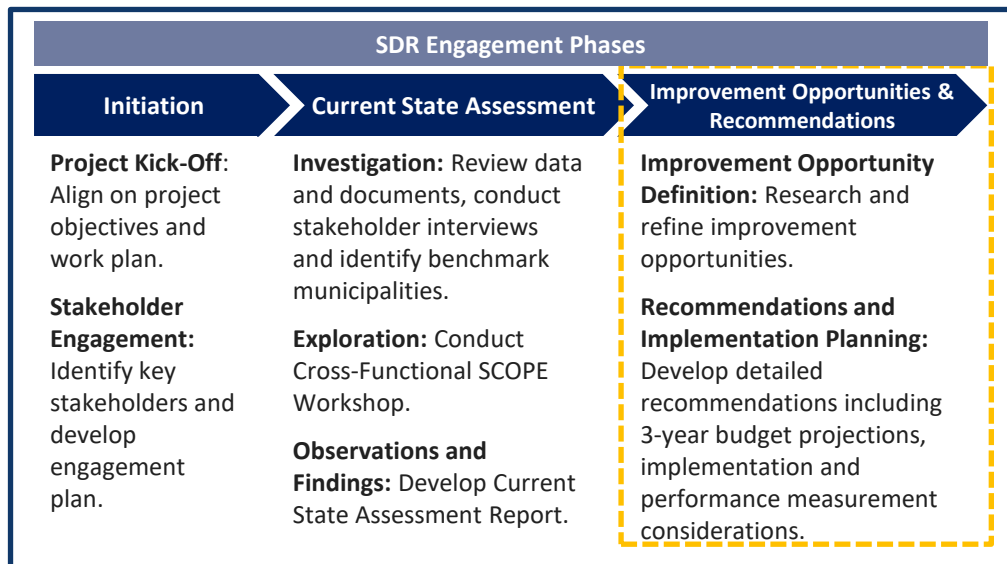
The Town of Amherstburg engaged StrategyCorp to conduct a Service Delivery Review (“SDR” or “Engagement”) to identify ways to modernize service delivery, reduce future costs, and make the best use of limited resources.

The primary focus of this review is to evaluate the Town’s services in order to achieve a more efficient and effective service delivery model, without compromising customer/ratepayer services or local identity and control.

Methodology and Approach

Our approach to conducting the review utilized multiple sources of inputs and extensive engagement, including:

1. Analyzing internal and external data to evaluate current operations and trends;
2. Benchmarking current performance and delivery models against relevant municipal comparators;
3. Conducting one-on-one interviews and workshops with elected officials, senior leadership, and staff; and
4. Developing a Current State Report that set out the operational position of the municipality and identified potential improvement opportunities for Amherstburg.



Project Background (2 of 2)

Methodology and Approach Cont'd...

Current Phase: Final Report and Recommendations

Upon review of the Current State Report, StrategyCorp developed detailed business cases for seven high-value initiatives to build recommendations for the Town.

These business cases were informed by:

Department Interviews: Speaking with department leaders to build context and identifying required data

Jurisdictional Scan: Desktop studies and research into leading practices to inform the design of initiatives and recommendations

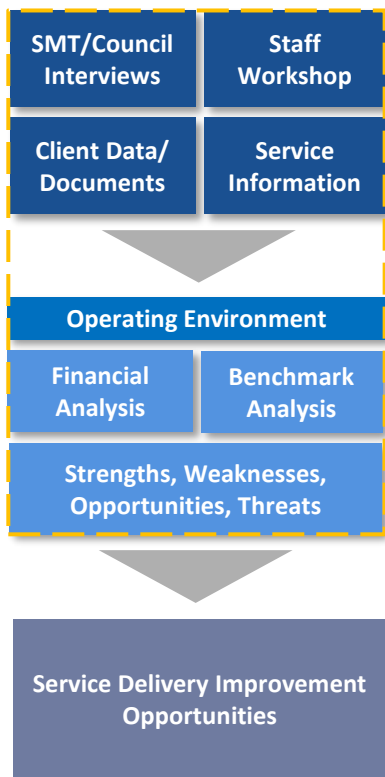
Data analysis: Deep dive into the data to put numbers to the initiative and quantify the value of each recommendation

Deliverables

Based on our work through this SDR, we have developed:

- 37 service delivery improvement opportunities, including 14 enterprise-wide, and 15 department specific opportunities.
- Detailed business cases for seven high-value initiatives, which could yield more than \$5M in savings over 5 years:
 - Conducting an organizational review to determine optimal staffing mix.
 - Establishing a long-term growth plan.
 - Developing and implementing leading practices in municipal strategic management.
 - Exploring the development of a south shore shared service initiative.
 - Investing in a centralized customer service system.
 - Reviewing recreation fees and program levels and exploring partnership opportunities to improve facility utilization.
 - Reviewing contracted services and identify opportunities to streamline and maximize contracted services.
- A high-level implementation considerations and timelines .

Current State Review High-Level Findings



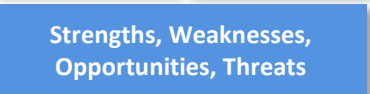
Information gathered through existing data and documents, specific details on all core services, senior management team (SMT) and Council interviews, and a workshop with staff, informed the following outputs, which in turn, were used to develop service delivery improvement opportunities and the seven business cases for the prioritized high-value initiatives.

Key findings were as follows:

- **Amherstburg has been focused on financial rebuilding and recovery** since 2014, and while the Town has seen improved financial health and sustainability, the past crisis casts a long shadow on financial sustainability, service delivery, and staff morale.
- **The Town needs a plan to grow its population** to sustain affordability for taxpayers (by spreading costs across a larger tax base) and to utilize overbuilt infrastructure.
- **While reducing overall debt burden, the Town will need to build its reserves** to address its infrastructure backlog and to guard it against future economic shocks.
 - e.g. The Town significantly lags behind relevant peer comparators in reserve levels. The reality of financial shocks like COVID-19 and the significant investments in infrastructure over the years requires savings-levels to provide the municipality the flexibility to invest and manage risks.
- **Like many Ontario municipalities, Amherstburg faces resource constraints** (both financial and staff-related) while striving to meet the expectations of its residents to provide high-quality services via modern facilities and infrastructure.
 - e.g. Amherstburg's recreation fees as a percentage of associated expenses have declined over the past 10 years, meaning that the burden then falls to the tax base.
- **The relationship between Council and Town Administration requires strengthening** through increased focus on strategic oversight, improved communication, and trust building.

Preliminary analysis indicated that high-impact opportunities lie in a clear growth plan, potential revenue diversification, exploring more shared service and contracting arrangements, modernization of tools and processes to deliver better customer service, and a modest reorganization.

Final Report Scope and High-Level Findings



From the initial identification of 37 improvement opportunities, StrategyCorp identified seven potentially high-impact opportunities for detailed business case assessment that fall under two broad categories of improvements:



Long-Term Strategy and Service Improvements

Long-Term Strategic Planning and Service Improvement programs are foundational for the Town's future success and sustainability. They offer a pathway to service quality and efficiency improvements, which are essential, but should be expected to be incremental, and not transformational in terms of cost savings.

1. **Organizational Review:** Streamlined functional alignment and sufficient resourcing needed to meet legislated and Council mandates.
2. **Strategic Management:** Comprehensive governance approach to ensure proactive decision-making and long-term focus.
3. **Long-Term Growth Planning:** Prioritizing residential development to ensure a growing and sustainable tax base.
4. **Shared Services Initiative:** Collaborate with neighboring municipalities to reduce costs and optimize service delivery.



Operational Improvements

Operational Improvements seek to achieve the efficient delivery of services and find the most cost effective way to deliver these services. These improvements will improve the quality of services the Town provides and ultimately result in greater financial sustainability for the Town.

5. **Customer Service:** Process improvements to enhance customer relations and increase staff productivity.
6. **Recreation:** Explore opportunities to increase recreation program uptake, increase revenues and recover costs.
7. **Contracted Services:** Streamline the procurement process to improve efficiency and procurement effectiveness

Types of Savings Identified

For the purposes of our analysis, we have identified three categories of revenue gains and/or cost savings:

New Revenues



New Revenues are **POTENTIAL INCREASED ANNUAL REVENUES**.

Common identifying features of New Revenues include:

- Creation of revenue-generating opportunities.
- Focus on cost recoveries over cost savings.

"Dark Green" Savings



"Dark Green" savings are **POTENTIAL DIRECT SAVINGS**.

Common identifying features of Dark Green cost savings include:

- Creation of tangible bottom line reductions.
- Defined actions that are sourced from the profit and loss directly.
- Process improvements that lead to cost reductions and/or asset efficiency.

"Light Green" Savings



"Light Green" savings are **POTENTIAL PRODUCTIVITY GAINS**.

Common identifying features of Light Green cost savings include:

- Creation of improved productivity or positive changes in operations.
- Cost avoidance.
- Process improvements that over time can become dark green cost savings.

In some instances the matters reviewed are qualitative and cultural in nature and the recommendations are attempting to change policy, processes and behaviours to address these qualitative and cultural issues. It is expected that over time, the implementation of the recommendations will result in staff productivity gains and cost savings and better risk management over the long-term.

Summary of Net Savings (5 Year Outlook)

The following is summary of the potential net savings for the Town over a 5-year period. The benefits of each high-impact opportunity have also been categorized by either potential increased revenues, potential direct savings (dark green) or potential productivity gains (light green).

High-Impact Initiative	Potential Net Benefit* (5 Year Period)	Revenues, Dark and Light Green Savings		
		Potential Increased Revenues	Potential Direct Savings "Dark Green"	Potential Productivity Gains "Light Green"
1. Organizational Review: Conduct a review of organizational design and staffing mix and levels	(\$865,300)			✓
2. Strategic Management: Update or develop foundational documents or processes that reflect municipal management leading practice in strategic management	N/A			✓
3. Long-Term Growth Planning: As part of the ongoing Official Plan review, establish a long-term growth plan	\$0-2.5M	✓		
4. Shared Services: Explore the development of a south shore shared services initiative	\$538K - \$3.2M			✓
5. Customer Service: Invest in a centralized customer service system to provide a seamless customer experience	\$61,800			✓
6. Recreation: Conduct a review of recreation fees and program levels, explore opportunities to improve programming, and reduce excess capacity	\$454,744	✓	✓	
7. Contracted Services: Review contracted services and identify opportunities to streamline and maximize contracted services	\$316,400			✓
Total Net Benefit Over 5-Year Period	\$505,550 – \$5.6M			

*Net benefit is a combination of potential cost savings and potential increased revenue

Approach to Initiative Analysis

For each initiative, the following approach was undertaken to identify and confirm savings and efficiencies, and to answer the questions: **What will improve if this initiative is implemented? What will this look like in practice?**

1. Current State Overview	2. Future State Design	3. Implementation Planning
<p>What else do we need to know about this service area to better understand:</p> <ul style="list-style-type: none"> • How much it currently costs (in dollars and hours)? • Where is there duplication of effort? • Where are there service gaps? 	<p>What do we want the outcomes of this initiative to be?</p> <ul style="list-style-type: none"> • If this initiative is implemented, what will the benefits be? • Are there any barriers/risks to implementation? 	<p>What are the immediate next steps to be taken?</p> <ul style="list-style-type: none"> • What are the longer-term actions to be taken? • What are the key implementation considerations to be taken into account? • What are the financial and risk management implications?

Using this framework, this report provides a detailed business case analysis on each of the seven initiatives identified and a summary of the current state and existing challenges or inefficiencies; a proposed future state design to address these challenges and drive greater efficiency; a summary of leading practice and comparator research and key learnings as applied to Town's context; financial analysis; and a high-level implementation plan.



Long-Term Strategy and Service Improvements Business Cases

Organizational Review

Initiative Summary: Background and Context

FINANCIAL SNAPSHOT		
5-Yr Net Savings	2021	(\$173,060)
	2022	(\$173,060)
	2023	(\$173,060)
	2024	(\$173,060)
	2025	(\$173,060)
	Total	(\$865,300)
Efficiency Gains (Hours Saved)		N/A

RISK/IMPACT SNAPSHOT	
Internal Impact	<div><div>L</div><div>M</div><div>H</div></div>
External Impact	<div><div>L</div><div>M</div><div>H</div></div>
Overall Risk	<div><div>L</div><div>M</div><div>H</div></div>
Strategic Alignment	<div><div>L</div><div>M</div><div>H</div></div>
Ease of Implementation Medium	

INITIATIVE DESCRIPTION
<p>Conduct a review of organizational design and staffing mix and levels.</p> <ul style="list-style-type: none">The Town is not sufficiently resourced to meet legislated and Council mandates.Staff are working overtime resulting in burn-out and vacation carry over.At the time of reporting, ~12% of Amherstburg’s full-time and part-time staff will be at retirement age within 5-10 years.The recent departure of in-house legal counsel is expected to result in increased spending on external legal costs.The Town is experiencing communications fragmentation and inconsistency in its communications.There is no system for tracking or measuring customer service levels.Financial Services is lacking the bench depth to meet current service levels, and to support the Asset Management and Long-term Financial Plans.The Town’s heritage assets are underpromoted and require preservation.

CHANGE HYPOTHESIS
<p>Potential outcomes of implementing this initiative</p> <ul style="list-style-type: none">Increased organizational productivity and quality of services due to:<ul style="list-style-type: none">Resourcing levels that help ensure service levels are met (or exceeded) and avoid staff burnout, overtime worked, and vacation carry over.An organizational structure that reflects the activities of its departments.Greater flow of cross-departmental communication and coordination .Streamlined accountabilities and mandates to help avoid duplication.Improved customer-centricity and a more streamlined customer experience.

COMPARATOR/LEADING PRACTICE
<p>This review was conducted using SCI’s Municipal Operating Model to ensure organizational structure is in line with sector-accepted practices and approaches.</p> <ul style="list-style-type: none">Governance and Strategy: Minimize layers, optimize accountabilities and spans of control, and allow management to perform strategic functions.People and Culture: Support employee growth, succession planning and retention, and decrease staff burn out.Process and Technology: Better align “like” functions within departmental structures to enhance operational efficiency, and opportunities for departmental collaboration and building future capacity.Service Delivery: Prioritize customer-centricity, service delivery innovation, and continuous improvement.

Initiative Summary: Implementation Considerations

FUTURE STATE DESIGN

Summary of Recommendations

- Regrouping of Fire Services with Parks, Libro Centre, Recreation Services, and Tourism and Culture under Community and Protective Services
- The addition of a full time Communications Officer
- The transition of part-time Guest Services resource to full-time Customer Services Representative
- The addition of in-house Legal Counsel
- The addition of a Financial Services Manager
- The addition of a Licensing and Enforcement Supervisor
- The addition of a Heritage Preservation Planner.

It was noted that there is a high volume of work associated with supporting Committees of Council. This can be addressed through key tactics described further in the following improvement opportunity.

KEY RISKS AND CONSIDERATIONS

Internal:

- The impact of these changes are primarily internal and will result in increased internal capacity to deliver municipal services.
- A common risk of organizational restructuring is a lack of staff engagement and buy-in. This can be mitigated through clear communication, ongoing change management and progress measurement.
- While the Town does not have a Corporate Strategic Plan, this opportunity supports findings of the 2014 Deloitte Financial Management Review, which has served as a guide for Town administration.

External:

- While none of the proposed changes are drastic enough to cause serious service disruption, continuity of service should always be prioritized during implementation.

ADDITIONAL NOTES

Assumptions:

- Salary calculations are based on the 'Step 3' of each position's salary band.
- Hourly rates calculated by taking salary, adding 30% for benefits, and dividing by total annual standard work hours (37.5 hrs/week @52 weeks).
- Departmental communications activities calculated by taking average of the 'Step 3' pay band for one manager per department and assigning the cost of 5 hours per week, per manager.
- Departmental customer service activities savings are a conservative estimate based on the capacity that the addition of a CRM and full-time customer service representative would free up from supervisory and management staff. This assumes a savings of 30 hours of aggregated supervisory and management staff savings across the enterprise each week in dealing, managing, and resolving customer inquiries at an average hourly cost of \$56/hour.
- Customer Service Representative salary calculated based on current part time Guest Services Clerk's hours: 1248 hours (64% of full time) at \$23.95/hour.

Initiative Summary: Financial Considerations

FINANCIAL IMPACT

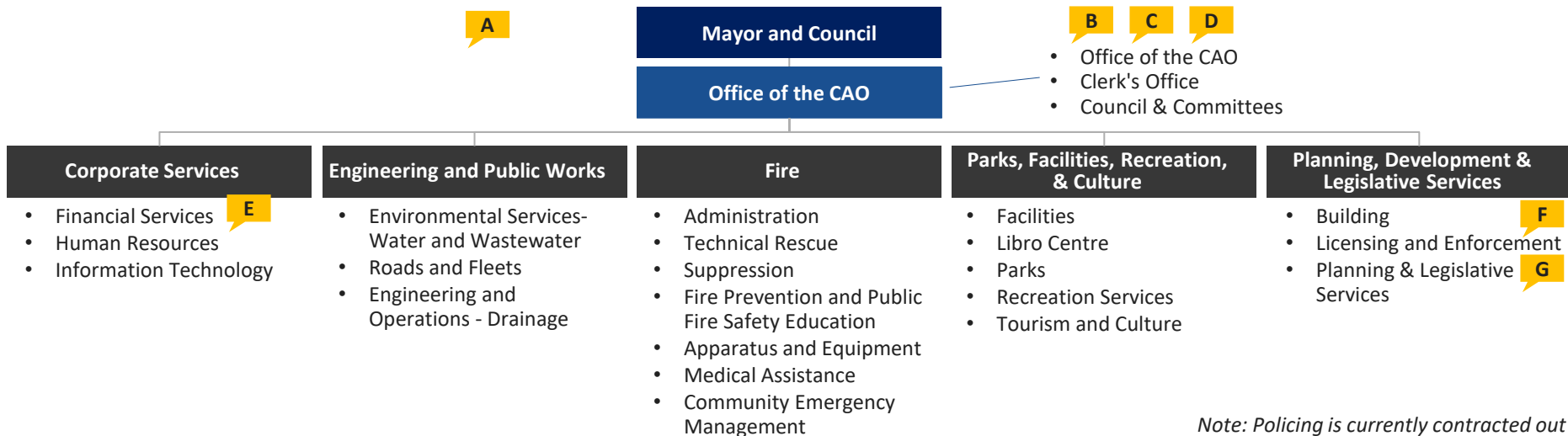
It is recommended that the Town streamline its departments from five departments to four through a better alignment of “like services” and re-profile the Director of Planning, Development and Legislative Services position (currently budgeted) to offset the cost of creating required new strategic positions (Communications, Customer Relations, and Financial Services) that support the Town’s long term stability and sustainability.

Costs				
Communications Officer Salary				(\$137,800)
In-house Legal Counsel				(\$169,000)
Financial Services Manager				(\$137,800)
Licensing and Enforcement Supervisor				(\$79,300)
Heritage Planner				(\$94,900)
Full Time Customer Relations/Guest Services Salary				(cost included in Customer Service Initiative – slide 71)
Total Costs				(\$606,000)
Direct Savings				
Legal-fee savings from conducting annual bylaw reviews through in-house counsel*				\$150,000
Savings from increasing scope of in-house counsel to include planning, legal, development and contract harmonization				\$95,000
Productivity Gains/Savings	Hours/Week	Hourly Rate	Savings/Week	Productivity Savings/Year
CAO Communications Activities	15	\$140	\$2,110	\$109,740
Department-Level Communications Activities (5)	25	\$70	\$1,770	\$91,000
Department-Level Customer Service Activities (6)	30	\$56	\$1,680	(savings included in Customer Service Initiative – slide 71)
Total Annual Savings				\$445,740
Net Annual Savings				(\$173,060)
Total 5 Year Net Savings				(\$865,300)

Note: Other cost considerations for new resources may include: memberships/dues, training, travel, subscriptions, licensing, software, equipment, supplies, furniture, vehicle, etc.

*Source: RFP for a bylaw review at a comparator municipality

Current State Overview: Organizational Structure and Key Challenges



- A. The Town is not sufficiently resourced to meet legislated and Council mandates. Staff are working overtime resulting in burn-out and vacation carry over (average of 6.25 days carried over in past three years). In addition, at the time of reporting, ~12% of Amherstburg's full-time and part-time staff will be at retirement age within 5-10 years.
- B. The Town does not have a corporate communications plan or dedicated communications resource, which has led to fragmentation and inconsistency in internal and external communications.
- C. The recent departure of in-house legal council is expected to result in increased spending on external legal costs.

- D. There is currently no centralized system for tracking or measuring customer service levels (resolved cases, resolution times, etc.). This limits the Town's ability to understand certain issues and to ensure continuous improvement.
- E. Financial Services is lacking the bench depth required to meet current service levels, and to support the asset management plan, which is out of date, insufficiently funded, and at risk of noncompliance.
- F. Licensing and Enforcement is struggling to balance day-to-day demands with longer term projects that support Council priorities due to a lack of capacity.
- G. The Town's historic and heritage characteristics are underpromoted and require additional attention to ensure sufficient preservation.

Current State Overview: Amherstburg's Staffing Overview

The Town currently has 89 permanent full-time and 46.5 part-time staff based on a review of the most recent Organization Chart dated March 2020.

Department	Full-Time	Part-Time
Office of the CAO	6.00	11.00
Corporate Services	17.00	0.00
Fire*	8.00	1.00
Parks, Facilities, Recreation, & Culture	28.00	45.00
Engineering and Public Works	20.00	0.00
Planning, Development & Legislative Services	10.00	0.00
TOTAL	86.00	57.00

* The Fire Department has a volunteer complement of 60 firefighters

Using the most recent FIR Data available (2018), other key facts about Amherstburg's staffing composition as compared to peer comparators include:

- Amherstburg has a lower proportion of full-time staff compared to its peer comparators by approximately 15% and is lower than average on salaries, wages, and benefits as a percentage of operating expenses by approximately 3% (which has been declining over the past several years.)
- Should Council approve the five recommended additions, this would bring Amherstburg up to the average staffing levels of its peers.

Based on information provided by the Town, and through Council reports, the following summarizes personnel requests, approvals, and rejections since 2018.

Approved Additions		Declined Additions
Purchasing Coordinator	Policy and Committee Coordinator	Financial Services Manager
Planner		Communications Officer
Parks General Labourers (3)	Supervisor, Environmental Services	Human Resources Coordinator (Temporary)
Events Coordinators (2)	Supervisor, Roads and Fleet	
Fire Assistant (Part Time Temp)	By-Law Enforcement Officer	
Director, PFRC		

Based on engagement with the Town's Council, Senior Management Team, and manager-level staff, the recently declined additions remain key gaps in the organization's capacity to define and deliver on strategic priorities and to meet basic delivery standards.

Future State: Types of Organizational Structures

Organizational design is the configuration of structures, processes, and people practices that support the achievement of an organization's strategic goals. The table below outlines common types of organizational structures, their benefits and drawbacks, and when they are most commonly used:

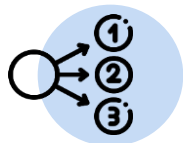
Type/Description	Benefits	Drawbacks	Best Suited for Use When	Illustrative Example																
Functional: Organized around services and activities	<ul style="list-style-type: none">Effective communication within departmentsHigh level of functional specializationEfficiency and economies of scaleStandardization	<ul style="list-style-type: none">Limited departmental decision-making capacitySiloed communicationsCan be less responsive to client needs	<ul style="list-style-type: none">Single line of businessCommon standards requiredHighly regulatedCore capability is based in functional expertise or economies of scale	<div><div>Office of the CAO</div><div><div>HR</div><div>Parks & Rec</div><div>Finance</div><div>Planning</div></div></div>																
Program: Organized around program area market, product, or customer groups	<ul style="list-style-type: none">Speed of product development and delivery cycleProduct excellence and diversityOperating freedom	<ul style="list-style-type: none">Duplication of effortLost economies of scaleMultiple customer interaction points	<ul style="list-style-type: none">Multiple product lines and multiple market segmentsMultiple products/services needed for market segmentsShort product life cycles	<div><div>Office of the CAO</div><div><div>Corporate Services</div><div>Community Services</div><div>Infrastructure Services</div></div></div>																
Matrix: Combination of functional and divisional (product focused)	<ul style="list-style-type: none">Decentralized decision makingGreater autonomyMore inter-departmental interactions	<ul style="list-style-type: none">Higher level of duplicationMay lead to conflicts between the vertical functions and horizontal services	<ul style="list-style-type: none">High level of project management required	<table><tr><td></td><td>HR</td><td>Finance</td><td>IT</td></tr><tr><td>Product A</td><td></td><td></td><td></td></tr><tr><td>Product B</td><td></td><td></td><td></td></tr><tr><td>Product C</td><td></td><td></td><td></td></tr></table>		HR	Finance	IT	Product A				Product B				Product C			
	HR	Finance	IT																	
Product A																				
Product B																				
Product C																				

Currently, the Town's model is a *hybrid* between the Functional and Program model, which can offer advantages from both approaches. A version of this hybrid will likely continue to be the best option for the Town, with some variation, including a shift toward more alignment of functions ("putting like with like").

Source: Adapted from the Corporate Finance Institute, and Designing Your Organization, Amy Kates and Jay R. Galbraith, 2007

Future State Design: Leading Practice Principles

Key design principles that StrategyCorp uses to evaluate organizational structures, have served as a guide for the organizational design recommendations.



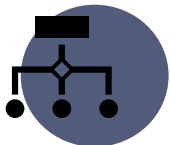
Optimize management for the purposes of streamlining accountabilities, ensuring appropriate spans of control, and allowing management to perform strategic functions. Spans of control consists of two elements: 1) the number of staff reporting to a given resource; and 2) the alignment of reporting staff to a departmental function.



Where required, elevate certain activities to corporate level functions to drive corporate cultural change, encourage collaboration and continuous improvement.



Better align “like” functions within departmental structures to enhance accountability, operational efficiency, and opportunities for cross-training staff for succession planning and building future capacity.



The organizational structure should reflect the ability to deliver against core services and strategic priorities. In addition structure needs to ensure segregation of duties for operating accountabilities and risk management.

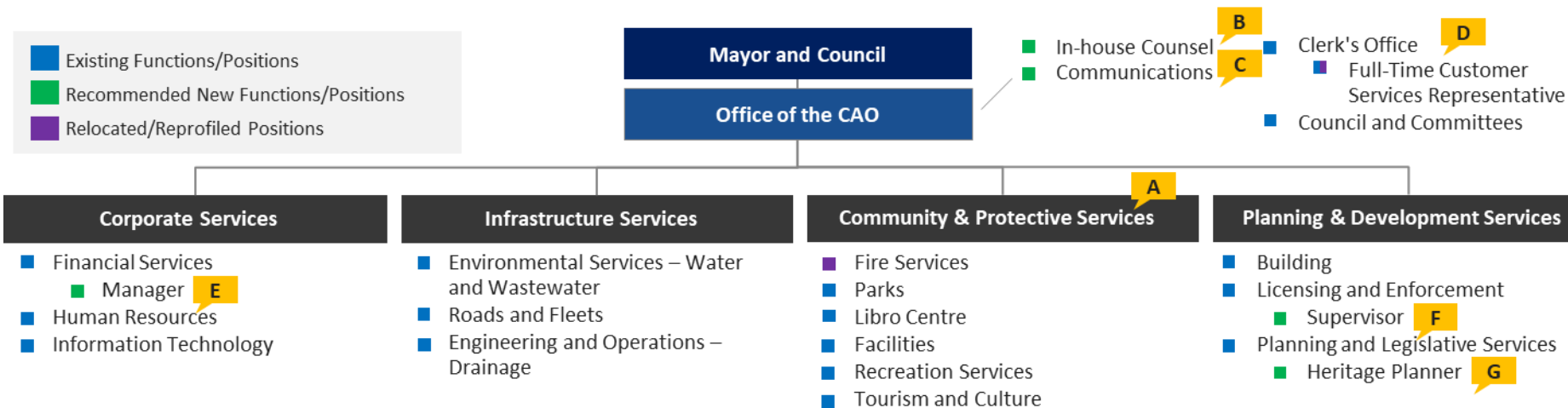


Ensure the organizational structure is in line with sector-accepted practices and approaches.

Ultimately, the organizational design should be structured in a way to best deliver the strategic priorities—form follows function.

Future State Design: Potential Structural and Staffing Changes

As described above, the Town currently has a hybrid functional-program organizational structure, and this could continue, but might benefit from a gradual realignment towards a program model over the medium-term through opportunities presented through attrition.



- A. Regrouping of Fire Services with Parks, Libro Centre, Recreation Services, and Tourism and Culture under Community and Protective Services.
- B. The addition of an in-house Legal Counsel in the Office of the CAO.
- C. The addition of a full time Communications Officer in the Office of the CAO.
- D. The transition of part-time Guest Services resource to full-time Customer Services Representative in the Clerk's Office.

- E. The addition of a Financial Services Manager in Corporate Services.
- F. The addition of a Licensing and Enforcement Supervisor in Planning and Development Services.
- G. The addition of a Heritage Planner in Planning and Development Services.

Future State Design: Rationale for Change (1 of 5)

Proposed Structural Adjustment	Potential Financial Impact
<p>A. Regrouping of Fire Services with Parks, Libro Centre, Recreation Services, and Tourism and Culture under Community and Protective Services.</p> <p>Rationale: This change streamlines functional alignment and spans of control and, in the long term, would offset spending on net new positions. via productivity gains.</p> <p>Aligned with Leading Practice/Comparators? Yes, the grouping of similar functions under Community and Protective Services is common across municipalities in Ontario, and supported by leading organizational design principles.</p>	<p>Neutral Upfront Financial Impact</p>
<p>B. Addition of in-house Legal Counsel in the Office of the CAO</p> <p>Rationale: Until January of 2020, Amherstburg had full time in-house Legal Counsel who undertook key legal work that did not require external legal services. Moving forward, the Town would benefit from conducting a rolling four-year bylaw review, with 25% of bylaws reviewed annually, under the purview of the in-house legal counsel. In addition, to meet long-term growth targets, particularly residential growth, legal counsel will need to expand scope of work to include the additional planning, legal and development reviews. Additional savings will be realized by using this role by identifying additional savings from contract harmonization. Beyond the potential savings, the addition of an enterprise resource in the Office of the CAO who may potentially hold key areas of specialization (e.g. municipal, legislative, or HR law) would be a benefit for multiple reasons as outlined below.</p> <p>Aligned with Leading Practice/Comparators? Yes, there are many widely recognized benefits of an in-house solicitor that will support overall operational efficiency and productivity such as:</p> <ul style="list-style-type: none"> • The development of a clear understanding and ability to triage which legal matters should be handled in-house vs. externally. • Improved ability to deliver strategic value and avoid risk. • Legal advice that is comprehensive and embedded in the Town's day-to-day reality. • Stakeholder engagement and conflict resolution support. <p>Amherstburg's neighbours and key peer comparators such as Essex, Leamington, Kingsville, La Salle, and Fort Erie have either a Town Solicitor or Director of Legal and Legislative Services with a formal legal background..</p>	<p>Potential additional operating costs of \$169,000</p>

Future State Design: Rationale for Change (2 of 5)

Proposed Staffing Adjustment	Potential Financial Impact
<p>C. Addition of a full time Communications Officer for the Corporation in the Office of the CAO</p> <p>Rationale: The Town does not currently have a corporate communications plan or dedicated communications resource, which has led to fragmentation and inconsistency in internal and external communications.</p> <ul style="list-style-type: none"> Amherstburg has demonstrated a lot of progress in stabilizing its finances in recent years, but still faces barriers to growth. One of these barriers is a lack of trust and transparency between Town staff, Council, and residents. This has the potential to create a less than favourable reputation for the Town with potential investors and future residents. It is important to have someone who is able to manage communications to increase transparency and trust and build the Town's brand in the marketplace. The Town should develop a Communications Master Plan to lay out a more disciplined and centralized approach to communications that will better support effective and efficient service delivery, including reducing duplication of efforts and inconsistent and/or untimely communications with key stakeholders. The experience of COVID-19 has further highlighted the need for a dedicated Communications Officer to help manage risk. At the onset of the pandemic, an existing Tourism Coordinator stepped into the role of Emergency Information Officer. The person in this role would be responsible for developing the Communications Master Plan; communicating with key external audiences including taxpayers, journalists, investors, developers, and suppliers, through different channels about events, service changes, and new investments; and, marketing and promotion of the Town. Internally, this resource would also advise staff and Council on communication needs – a support identified by most staff engaged throughout this Service Delivery Review as a major capability gap. A centralized effort could support more strategic communications as well as new or innovative approaches to keep residents and staff informed and engaged in the Town's activities and operations. <p>Consistent with Leading Practice/Comparators? Yes, the majority of the peer municipalities have a communications staff resource (e.g. communications coordinator) that focuses on corporate and/or external communications.</p>	<p>Potential additional operating costs of \$137,000</p>

Future State Design: Rationale for Change (3 of 5)

Proposed Staffing Adjustment	Potential Financial Impact
<p>D. Transition of part-time Guest Services resource to full-time Customer Services Representative</p> <p>Rationale: There are currently a low number of complaints and inquiries from residents, but when they are submitted, they are processed in a fragmented manner with no clear timelines for response or resolution. Tracking inquiries and complaints would enable a streamlined and reliable approach to customer service and support the Town in gathering data to understand challenges, service volumes, improvement opportunities, and measure results.</p> <ul style="list-style-type: none"> As put forward in a separate initiative, it is suggested that the Town invest in a centralized customer service system (e.g. a Customer Relationship Management software). Amherstburg's neighbours, Leamington and Kingsville, both use a software called Cityworks to manage customer service which is a GIS based software that supports Customer Relationship Management and can be also be used for budgeting and forecasting, inventory management, and permit issuance etc. Once operationalized, multiple staff will need to be trained on the software, but it is advised that there also be a full-time customer service representative dedicated to 'owning' the customer services process both in-person and online, to help support a 'one-window' approach to customer service. It would be important to ensure that backup is identified for when the one this resource is not at work (lunch, breaks, sick, vacation, LOA, training, etc.) The relevancy of this role has become especially clear during the COVID-19 pandemic. Due to the public emergency caused by COVID-19, the Town has experienced the need to handle a higher volume of remote inquiries and help control public access to the building. To handle this extra workload, the Town has been using rotating staff to attend the front-desk, a need that would be alleviated with a full-time customer service representative position. <p>Consistent with Leading Practice/Comparators? Yes, in both the public and private sectors, customer centricity has become a top priority to increasing engagement and improving trust. Municipalities such as Orangeville, Caledon, Oakville, Ajax, and Aurora, among others, all have dedicated customer service resources.</p>	<p>Potential additional operating costs of \$14,300</p>

Future State Design: Rationale for Change (4 of 5)

Proposed Staffing Adjustment	Potential Financial Impact
<p>E. Addition of a Financial Services Manager</p> <p>Rationale: Financial Services is lacking the bench depth required to meet current service levels, and to support the asset management plan, which is out of date, insufficiently funded, and at risk of noncompliance with legislated requirements.</p> <ul style="list-style-type: none"> This role would provide additional capacity to the Town's Financial Services function to carry out existing workloads, most urgent of which relates to the updating and implementation of the Town's Asset Management Plan, Long-term Financial Strategy, and Reserve Policy, among others. This capacity gap was originally noted in Deloitte's 2014 Financial Management and Practices Review, which highlighted that the Town required additional resources in order to address the 41 recommendations in the report. Since the presentation of this report, no additional Financial Services resources have been approved by Council. While many of the items in the report have been addressed, there are some that have not, and will remain unresolved until the resources are provided. <p>Aligned with Leading Practice/Comparators? Yes, based on the recommendations of the 2014 Deloitte report, which considered leading practice, the addition of this resource would be aligned with municipal financial management best practices and with O.Reg. 588/17, which sets out requirements for Asset Management Planning for Municipal Infrastructure.</p>	<p>Potential additional operating costs of \$137,800</p>

Future State Design: Rationale for Change (5 of 5)

Proposed Staffing Adjustment	Potential Financial Impact
<p>F. Addition of a Licensing and Enforcement Supervisor</p> <p>Rationale: Licensing and Enforcement in the Planning and Development Department is currently struggling to balance operational demands with longer term projects that support Council priorities and work plans due to a lack of capacity.</p> <ul style="list-style-type: none"> The introduction of a Supervisor of Licensing and Enforcement would allow for an improved level of service, allowing the current Manager to focus on more strategic projects and initiatives. The Supervisor could also begin to address tasks that are often delayed such as creating, maintaining and updating bylaws, policies and procedures for service delivery goals and objectives; working on programs that will improve operational functions such as an Administrative Monetary Penalty Program; and making the connection between front line objectives and organizational objectives. Structurally, this addition would also help consolidate all building-related activities under the purview of the existing manager as these activities are currently dispersed across the three different divisions within Planning and Development. <p>Aligned with Leading Practice/Comparators? Yes, this addition would support the key design principles of developing a structure that supports management's ability to focus on strategic initiatives, and to appropriately group similar capabilities.</p>	<p>Potential additional operating costs of \$79,300</p>
<p>G. Addition of a Heritage Planner</p> <p>Rationale: The Town's historic and heritage characteristics are under promoted and require additional attention to ensure sufficient preservation. These attributes are an important part of the Town's identity. In September of 2020 the Heritage Committee endorsed the request for a Heritage Planner in the 2021 Budget and delegated to Council to communicate their endorsement of this position.</p> <p>Aligned with Leading Practice/Comparators? Yes, all municipalities are subject to obligations under the Ontario Heritage Act. Beyond statutory requirements, heritage conservation is a vital component of growth and revitalization efforts and are beneficial to local business and tourism.</p>	<p>Potential additional operating costs of \$94,900</p>

Implementation and Next Steps: Timelines and Key Considerations

Suggested Implementation Timeline				
Activities	Year 1 (2021)			
	Q1	Q2	Q3	Q4
Approval of new positions*				
Development (or updating) of position roles and responsibilities				
Prioritization of positions to be recruited for based on key criteria (e.g.				
Phased recruitment of resources				
Tracking of productivity savings				
*It is recommended that the new positions be implemented over a three to five-year timeframe based on advice from staff to Council on order of priority based on the Town's business needs.				

Key Considerations
<ul style="list-style-type: none"> While the future state of the Town's new organizational design requires the addition of 5.5 net new full-time staff, some of these new positions will allow the CAO to focus on longer term and strategic issues for the Town, and others will increase the capacity of departments to deliver on their mandated services. Michael Mankins' Harvard Business Review article "Stop Wasting Valuable Time" discusses the importance of saving leadership's time for strategic decision-making. Transitioning the CAO's current communications responsibilities to a Communications Officer will allow the CAO to spend more time on issues that impact the Town's future and value to its residents. The Town should consider tracking productivity improvements to help understand and communicate the value of these additions and to help strengthen any future case for additional resources in the future.

Strategic Management

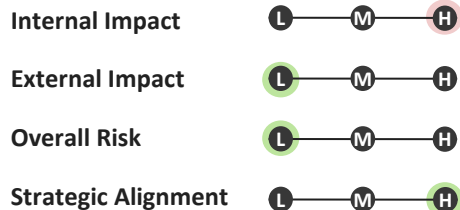
Initiative Summary: Background and Context

FINANCIAL ASSESSMENT

In some instances the matters reviewed are qualitative and cultural in nature and the recommendations are attempting to change policies, processes, and behaviours to address these qualitative and cultural issues.

It is expected that over time, the implementation of the recommendations will result in staff productivity gains, and could lead to cost savings and better risks management in the long-term.

RISK/IMPACT SNAPSHOT



Ease of Implementation *Medium*

INITIATIVE DESCRIPTION

Review strategic management documents and processes to provide a comprehensive governance approach that supports proactive decision making, improved governance, and clear divisions of responsibility

- Amherstburg currently does not have a corporate strategic plan to guide the allocation of resources.
- The 2015 10-year strategic financial plan was never adopted and there is currently a lack of connection and continuity between the Town's strategic, financial, and performance management processes.
- Given its history of financial insecurity, the Town could develop and maintain an enterprise risk management (ERM) plan to help it actively mitigate risk.
- Both staff and Council identified the critical need for continuous improvement in their collaboration, openness, and trust.

COST-BENEFIT OVERVIEW

Potential outcomes of implementing this initiative

- Institutionalization of key policies and processes for the Municipality's strategic management needs.
- Application of a disciplined risk management approach to decision-making and priority setting.
- Investment in Council's professional development to enhance performance and execution of critical governance role.
- Streamlining of roles and responsibilities within the governance infrastructure of the Municipality (i.e., Council and its committees).

COMPARATOR/LEADING PRACTICE

"Municipalities must respond to unlimited demands with distinctively limited resources. A well-governed municipality focuses on the big picture. It addresses major issues facing the local community.

It is future-oriented and sensitive to changes and challenges that await it. It has a clear sense of priorities and ensures scarce resources are wisely allocated accordingly.

Those scarce resources include the time and energy of members of council and municipal staff, which need to be focused on important matters, not pre-occupied with 'the crisis of the week' or 'administrivia'."

– Tindal & Tindal, *Guide to Good Municipal Governance, Second Edition, 2019*

Initiative Summary: Implementation Considerations

RECOMMENDATION HIGHLIGHTS

- Implement a Corporate Strategic Planning Framework that includes a regular and permanent strategic planning cycle alongside Enterprise Risk Management.
- Update and approve a Long-Term financial Plan.
- Develop a comprehensive Succession Plan and Staff Engagement Strategy (directed at the millennial cohort).
- Align Council agendas, staff reports, and Council committee work with the priorities set through the Corporate Strategic Planning Framework.
- Council to implement an annual professional development education program for its members to continue to build the necessary skills, competencies, and knowledge to be effective governors.

KEY CONSIDERATIONS

Internal:

- Staff and Council capacity to undertake policy development and implementation.
- Developing necessary templates and staff training to support implementation of new policies and approaches.
- Council appetite and budget allocation to invest in its own professional development.

External:

- There should be some level of engagement with the public when developing and validating the Strategic Plan.

ADDITIONAL NOTES

Assumptions






- It is understood that the Town has developed a Financial Strategic Plan that has yet to be adopted by Council.

Sources

- Six steps for bottom-up succession planning. Municipal World.
- The Millennials: A new generation of employees, a new set of engagement policies. Ivey Business Journal.
- Framework for Risk Management provided in Guide to Good Municipal Governance, Second Edition (Tindal and Tindal, 2019)

Current State Overview: Existing Strategic Documents and Processes

The Town has partially implemented or adopted some elements of a Corporate Strategic Planning Framework (CSPF). A CSPF unifies and articulates the relationship among the Corporate Strategic Plan, Official Plan, and Service Master Plans along with the components of annual budgets and departmental workplans.

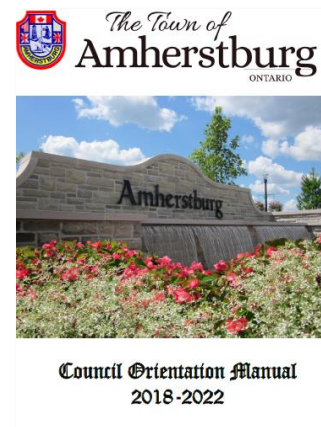
	CSPF Element	Description	In-place?
	Strategic Plan	<ul style="list-style-type: none"> Sets out the core strategic goals and priorities as developed in consultation with the community and staff, approved Council. 	No
	Master Plan Suite	<ul style="list-style-type: none"> Suite of master plans developed by the Municipality and approved by council. Typical plans in this suite include the Official Plan, Long-Term Financial Plan, Long-term Capital/Asset Management Plan, and service-based master plans such as Recreation, Communications, Water, Wastewater, etc. These plans are to inform, and be informed by the Strategic Plan. 	Partially
	Municipal Policy Suite	<ul style="list-style-type: none"> This is the suite of Municipal policies (e.g., Council Code of Conduct, HR, financial, purchasing, procedural, etc.) that guide Council and administration actions in conducting the affairs of Amherstburg. Municipal policies are to be informed by, and to also inform, the strategic plan and the suite of master plans. 	Partially
	Annual Budget	<ul style="list-style-type: none"> This is the annual operating and capital budget approved by Council. The annual budget, and the priorities set therein, are to be informed by the strategic plan, master plans, and policies. 	Yes
	Annual Department Work Plans	<ul style="list-style-type: none"> These are the work plans set by administration management to execute the strategy, master plans, and policies as expressed in the choices made within the annual budget. 	Partially

Current State Overview: The Role of Council as Governors

In the Current State Report, the opportunity was identified to work towards clearly defining and strengthening Council's role by striking the appropriate balance between operational and strategic oversight and bolstering the staff-Council relationship through regular training on the roles and responsibilities of elected officials and staff.

The specific matter of Council-staff relations is an ongoing area for work and improvement in all municipalities – large and small, south and north, rural and urban. However, where there are issues in the relationship between a council and staff, the specific issue is often a symptom of a larger issue – the need to invest in and support Councillors in their roles as governors.

The Town of Amherstburg has a [Code of Conduct](#) for Councillors. The Code is in line with municipal best practices. But the Code doesn't help an individual to understand and grow into their role as a Councillor. While the Town has a comprehensive Orientation Manual and Councillors receive onboarding at the beginning of their terms, good governance is not a once every four years event. It is an ongoing process involving learning by doing and learning through ongoing education.



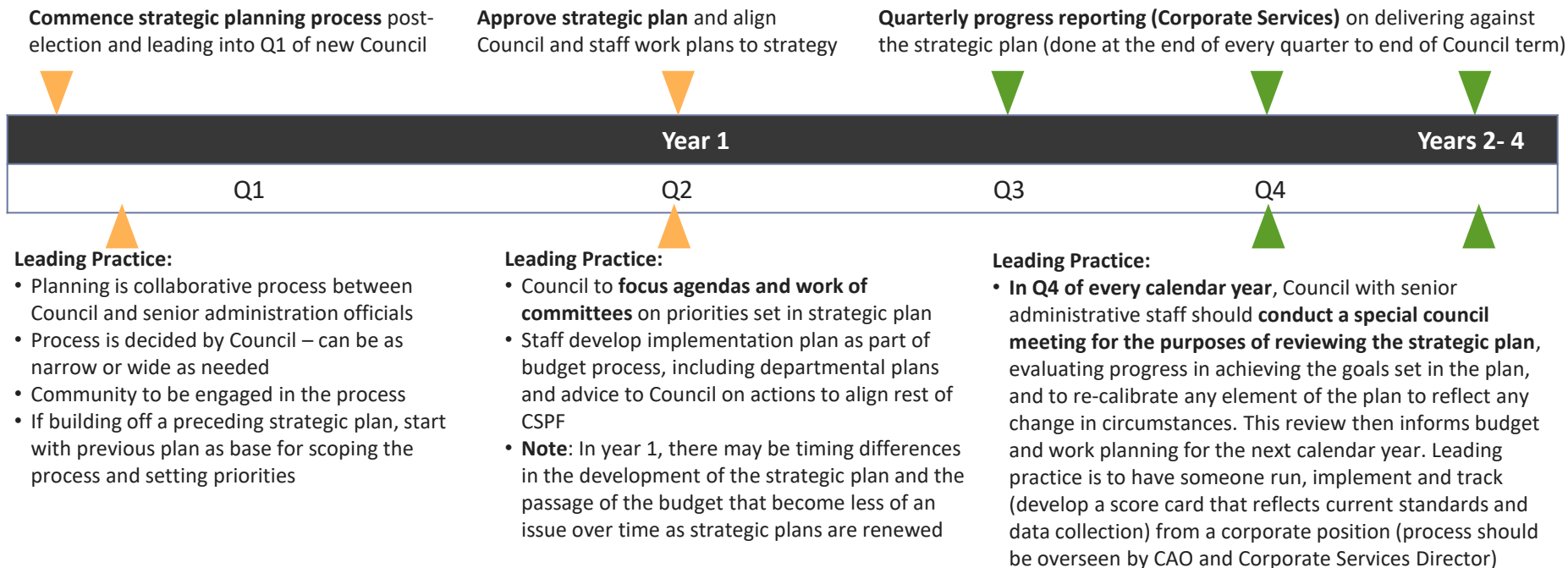
Recommendations Based on the Current State

The recommendations are focused on:

1. Making the development of the strategic plan a regular and permanent feature of the Town's practices (i.e. setting a strategic planning cycle).
2. Adopting the existing Long-Term Financial Plan.
3. Developing a Succession Plan.
4. Including an Enterprise Risk Management Policy as a key feature of the Town's policy suite.
5. Strengthening the role of Council as governors.

Future State Design: (1) Strategic Planning Cycle – Timing

Strategic planning, properly done, is an ongoing and regular process of good governance (i.e. Council) in partnership with administration and the community. To ensure that strategic planning becomes an ongoing and regular process, leading practice is to have Council establish a strategic planning cycle and to enshrine this cycle in policy. The recommended strategic planning cycle for Amherstburg is provided and explained in the figure below.



Future State Design: (1) Strategic Planning Cycle – Leading Practices

Structuring and delegating work to committees of Council can support implementation:

The Town has 17 committees of Council – six of which are statutory and 11 of which are creations of Council. There is no overarching general policy on non-statutory advisory committees.

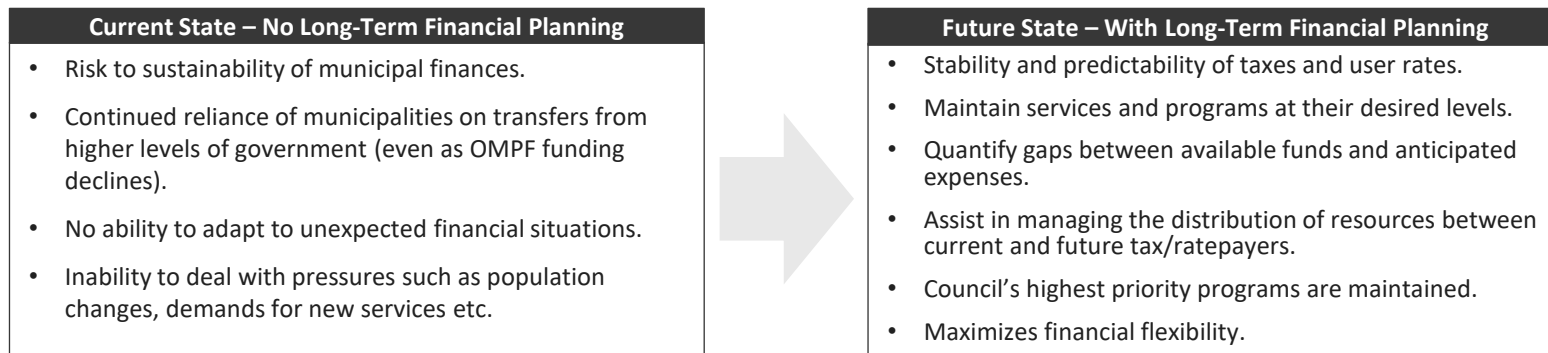
It is recommended that Council develop, adopt, and implement an overarching general by-law on non-statutory advisory committees that sets out, in addition to standard clauses related to legislative and other authorities, the following:

- The general purpose and role of non-statutory advisory committees, including committee relationship to Council and limits to their mandates;
- Criteria to guide Council in deciding when to create, amend, or retire an advisory committee;
- Acceptable levels of staff support and attendance at committee meetings;
- Process for regular Council review of Committee mandates, structure, and responsibilities;
- Process for annual work planning (for Council approval) and regular and annual reporting of committee activities to Council;
- Work and participation expectations of committee members, particularly with respect to the role of chairs, vice-chairs, and secretaries;
- Process for setting committee budgets and a full cost accounting of staff time to committee deliberations.

Future State Design: (2) Long-Term Financial Planning

Like most organizations, public or private, it is essential for municipalities to undertake long-term financial planning.

Financial sustainability for municipalities means the ability to continue to deliver services and develop infrastructure without sudden unplanned increases in rates or a reduction in services, as well as the capacity to absorb financial shocks without external financial assistance. Long-term financial plans are a key element that link operating and capital budgets, asset management plans, supporting financial policies and master plans, and allow municipalities to be strategic rather than just reactive.



It is recommended that successful long-term financial planning include the creation of two key deliverables:

1. *Long-Term Financial Planning Report*: focuses on financial management and sustainability; identifies goals targets and objectives; provides an overview of the Town's financial history and a 10-year forecast; identifies risks, challenges and opportunities; provides key direction and policy recommendations.
2. *Fiscal Impact Model*: a tool for staff to assess the current financial position of the municipality, forecast the future financial position over the next 10 years, identify overall capital and operating needs, assist in the annual budget process, undertake sensitivity testing and provide information and data for update to the long-term financial plan.

Sources: (1) *Integrated Long-Term Financial Plans*. AMCTO. (2) *Long-Range Financial Planning*. Hemson Consulting Ltd & Municipal Finance Officers' Association of Ontario. 2017. (3) *Long-Term Financial Planning Strategy*. Chatham-Kent.

Future State Design: (3) Succession Planning

Municipalities across Ontario are facing the challenge of an aging workforce, as well as retention issues associated with the growing millennial workforce.

These trends are impacting municipalities' ability to attract and retain municipal professionals. To adjust and respond effectively to these trends, it is important for municipalities to prioritize succession planning.

Fundamentals of Succession Planning

1. **Identify position requirements:** Develop clear job descriptions along with the qualifications and characteristics required of a person to be successful in the job.
2. **Consider internal talent pool:** Survey the internal talent pool to determine the level of interest and for positions.
3. **Conduct a gap analysis:** Conduct a comparison of the qualifications and characteristics required of the jobs against those of the candidates interested in filling those jobs.
4. **Determine optimal source of talent:** Use the resulting gap analysis to form the basis for a career action plan for the candidates. The action plans must be quantifiable, time limited, and realistically achievable.
5. **Develop a training plan:** Based on employees' career plans, identify time frames necessary for an adequate pool of candidates to be prepared to compete for key positions. This will result in a list of positions that will be filled internally, a list of positions that will be filled externally, and a list of positions that will be filled from a mixed pool of internal and external candidates.
6. **Re-assess:** Be prepared to conduct regular (annual) check-ups to ensure that everybody remains on track and to make the necessary adjustments.

With specific respect to retaining millennial employees, the Town should consider tactics to manage engagement including annual engagement studies, ensuring transparent processes, identifying and benchmarking against workforce threats, deployment of engagement champions, and providing appropriate discretion to managers (among others.)

At the time of reporting, 12% of Amherstburg's full-time and part-time staff will be at retirement age within 5-10 years. This underscores the urgency of implementing succession planning initiatives for the Town. Although succession planning can take on many forms, it is recommended that Amherstburg consider the strategies outlined above.

Source: Six steps for bottom-up succession planning. *Municipal World, The Millennials: A new generation of employees, a new set of engagement policies.* Ivey Business Journal.

Future State Design: (4) Enterprise Risk Management

Municipal Risk Management Framework*



Source: Adapted from the Framework for Risk Management provided in Guide to Good Municipal Governance, Second Edition (Tindal and Tindal, 2019)

A leading municipal practice is the development of an Enterprise Risk Management Policy that sets out the key categories and specific risks faced by a municipality and the activities undertaken to mitigate those risks. This policy should be assigned to a Corporate Services role, ideally Director.

- In light of COVID-19, and the business continuity and other risks it has presented to the Town of Amherstburg, an Enterprise Risk Management Policy needs to be a key part of the policy suite in its CSPF. Risk management is not just financial in nature, it is also operational (e.g., service quality) and reputational (e.g., resident satisfaction).
- It is recommended that the development of this policy and its operationalization be a strategic priority for the Town and that risk management become a key decision-making criterion for Council and a core feature of the budget process and staff reports to Council.
- The elements to be developed and incorporated into the ERM Policy are generally consistent across municipalities.

Future State Design: (5) Strengthening Councillors as Governors

Amherstburg has an opportunity to update how its Council is supported in fulfilling their roles as fiduciaries, stewards, policy-makers, and representatives. There are two fundamental roles of Council: 1) Operational Oversight and 2) Strategic Oversight.

The tables below outline the leading practice for balancing these roles, the Town's current state, and the recommended future state:

LEADING PRACTICE		CURRENT STATE		RECOMMENDED FUTURE STATE	
Operational Oversight	Strategic Oversight	Operational Oversight	Strategic Oversight	Operational Oversight	Strategic Oversight
<i>"Delivering services efficiently"</i>	<i>"Delivering the right services"</i>	<i>"Delivering services efficiently"</i>	<i>"Delivering the right services"</i>	<i>"Delivering services efficiently"</i>	<i>"Delivering the right services"</i>
✓ Managing customer service inquiries	✓ Strategic planning and creating a common vision	✓ Managing customer service inquiries	• No corporate strategic plan	✓ Managing customer service inquiries	✓ Developing and implementing of a Corporate Strategic Planning Framework
✓ Controlling costs	✓ Capital planning and long-term stewardship	✓ Controlling costs	• Strategic Financial Plan not adopted	✓ Controlling costs	✓ Updating/adopting Strategic Financial Plan
✓ Auditing staff accountability	✓ Setting service standards	✓ Auditing staff accountability	• Capital/Operating Budget account for service levels	✓ Auditing staff accountability	✓ Implementing operational plans and setting service standards

In order to make the transition to the recommended future state, Council should prioritize filling the current gaps under 'Strategic Oversight' and, with support from staff, set an annual education plan for itself. This annual education plan should include an annual refresher on the Code of Conduct and its practical application and a refresher on elements of the onboarding orientation provided to councillors at the beginning of a term.

Implementation and Next Steps: Timelines and Key Considerations

Suggested Implementation Timeline								
Activities	Year 1 (2021)				Year 2 (2022)			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Strategic Planning Process and Cycle								
Align Council Agendas and Staff Reports to Strategic Plan								
Update and Approve Long-Term Financial Plan								
Develop and Implement Enterprise Risk Management Policy								
Develop Succession Plan and Engagement Strategy								
Set general Policy on Advisory Committees								
Annual Review of Select Set of Advisory Committees (3-4 annually)								
Council Annual Education Plan								
Other Considerations								
<ul style="list-style-type: none"> The success of this work will depend on the availability and mobilization of resources to undertake policy development and implementation and Council's appetite and budget allocation to invest in its own professional development. Few, if any, municipalities the size of Amherstburg have an ERM Policy. None of the comparators used for this SDR have an ERM Policy. However, ERM is becoming an increasingly necessary competency and the Municipality has an opportunity to be a leader amongst smaller municipalities in developing and implementing an ERM Policy. 								

Long-Term Growth Planning

Initiative Summary: Background and Context

FINANCIAL SNAPSHOT

5-Yr Net Revenue	2021	\$(34,394)-\$396,816
	2022	\$651-\$501,954
	2023	\$3,672-\$511,017
	2024	\$6,724-\$520,173
	2025	\$9,808-\$529,425
	Total	\$(13,537)-\$2.4M
Efficiency Gains (Hours Saved)		N/A

RISK/IMPACT SNAPSHOT

Internal Impact	
External Impact	
Overall Risk	
Strategic Alignment	

Ease of Implementation

Medium

INITIATIVE DESCRIPTION

As part of the ongoing Official Plan review, Amherstburg should develop a long-term growth plan

- Amherstburg's population and residential assessment base have seen slow growth relative to its regional peers. Its ability to sustain itself as a standalone, full-service municipality is at risk unless the municipality's population and assessment base grow.
- Should Amherstburg not grow its tax base by prioritizing residential growth (which will help to stimulate commercial growth), the Town may face an increased tax burden on a smaller tax base, tax increases, or service reductions.

CHANGE HYPOTHESIS

Potential outcomes of implementing this initiative

- In the short-term, growth can help maintain current service standards, and can help to generate new jobs, income, property tax revenue, and higher property values
- In the long-term, growth can lower the cost of certain services through economies of scale, allow businesses and people to share resources more efficiently, and provide more employment options and social diversity

COMPARATOR/LEADING PRACTICE

Comparator Insights

The Tecumseh Road Main Street Community Improvement Project (CIP) is an example of the successful use of development incentives to achieve residential growth that Amherstburg could model its efforts after. Powell River's resident attraction campaign, that resulted in a 1% increase in population in one year, could be a model for the Town.

Leading Practice

Some practices and tactics to incentivize residential development and increase population growth include subdivision development, development incentives, waiving building permit fees, public relations campaigns to attract new residents, bridging the gap between landowners and developers and pivoting the economy to attract young professionals. Sources: See slide 41.

Initiative Summary: Implementation Considerations

FUTURE STATE DESIGN

- It is recommended that the Town target a 4.5% increase in population over five years, and a 3.5% increase in its residential assessment base
- To achieve this, it is recommended that the Town continue to pursue subdivision development, and consider using the following initiatives to stimulate residential growth:
 - Development incentives
 - Waiving building permit fees
 - Public relations campaigns to attract new residents
 - Using land assembly to bridge the gap between land-owners and developers
- Although the focus of this initiative is on residential growth, it is expected that the efforts would lead to commercial growth as well

KEY RISKS AND CONSIDERATIONS

Internal:

- The nature of the Official Plan and the relationship between Amherstburg's planning department and the County's should be clarified to ensure successful long-term growth planning.

External:

- The Town's financial history may have an impact on the confidence of investors and developers.
- All development initiatives will be subject to other planning jurisdictions, including the County's and Province's.
- COVID-19 is having unpredictable impacts on peoples' willingness to invest in homes. However, it is also driving people out of cities to live in more rural settings.

ADDITIONAL NOTES

Sources

- Examining the Local Value of Economic Development Incentives. Brookings Institution. 2018
- Development Charges. City of Brampton.
- Selling a Small-Town Lifestyle to Attract Entrepreneurs and Investment. Government of B.C. 2018.
- Attracting Young Urban Creatives to Small Town B.C. Government of B.C. 2018.
- Neighbourhoods/Housing. The Town of Amherstburg website.

- Official Plan. The Town of Amherstburg. 2009
- Tecumseh Road Main Street (CIP). Town of Tecumseh.
- 3 Ways Land-Use Planning and Zoning Can Increase Urban Density. Smart Cities Dive.
- Collingwood, Ontario – Where People and Businesses Thrive. Business View Magazine. 2019.
- Torontonians are fleeing the city for cheaper homes, more green space and a balanced life. The Toronto Star. 2020.

Initiative Summary: Financial Considerations

FINANCIAL IMPACT

Costs				
Total recommended spending on residential growth initiatives over 5 years.*				(\$1.3M-3.8M)**
Total 5 Year Costs				(\$1.3-3.8M)
Total Revenues				
Increase in tax revenues from residential assessment growth over 5 years.***				\$1.3M-3.8M****
Total 5 Year Revenues				\$1.3M-3.8M
Net 5 Year Revenues				\$0-2.5M

*After reviewing and assessing potential initiatives (see slide 48-50), the Town would select the most appropriate initiatives to stimulate population and residential assessment growth.

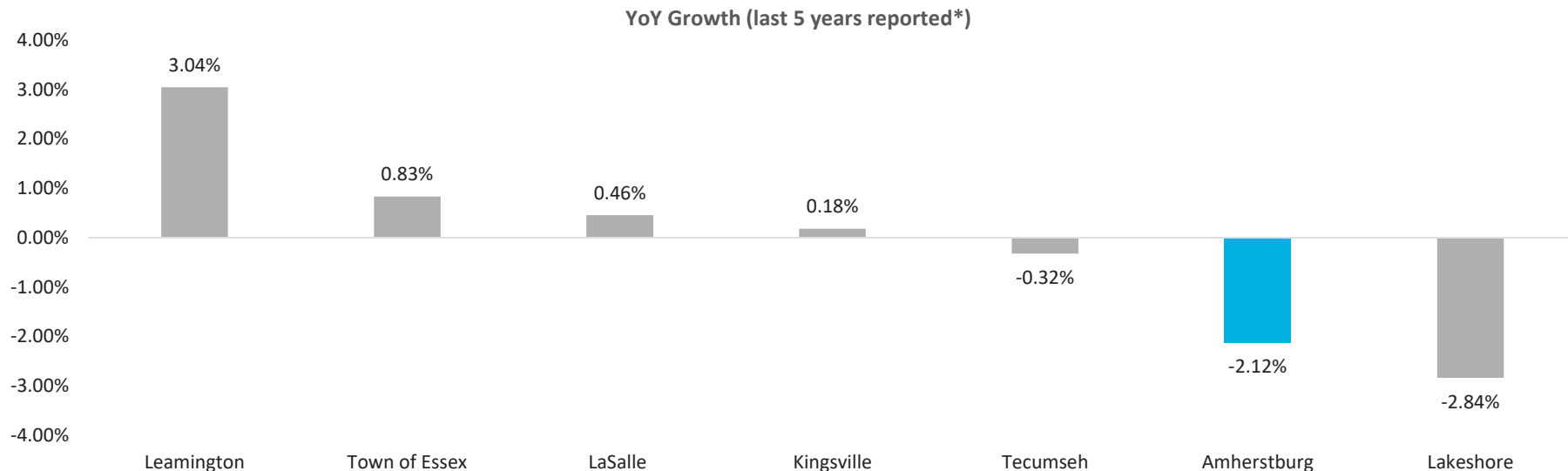
**This spending is based on spending estimates of \$250,000-\$750,000 per year. The spend on stimulating residential growth will depend on the appetite of Council to invest in this initiative. Incentives can become expensive if there is a significant uptake by the development sector. Activity would need to be consistently monitored, with periodic reports to Council and reassessments annually at budget time.

***It is recommended that the Town aim to achieve a 3.5% increase in residential assessments over the next 5 years (cumulatively). This increase in tax revenue is calculated based on this target, and the average of the residential and multi residential tax rates in 2018 and 2019 projected over the next five years. An average tax rate was used to calculate this potential revenue, as it is assumed that future development will be a mix of both residential and multi-residential unit developments.

****The final revenue costs were calculated assuming the initiative would realize 25%-75% of projected revenue.

Current State Overview: Declining Population

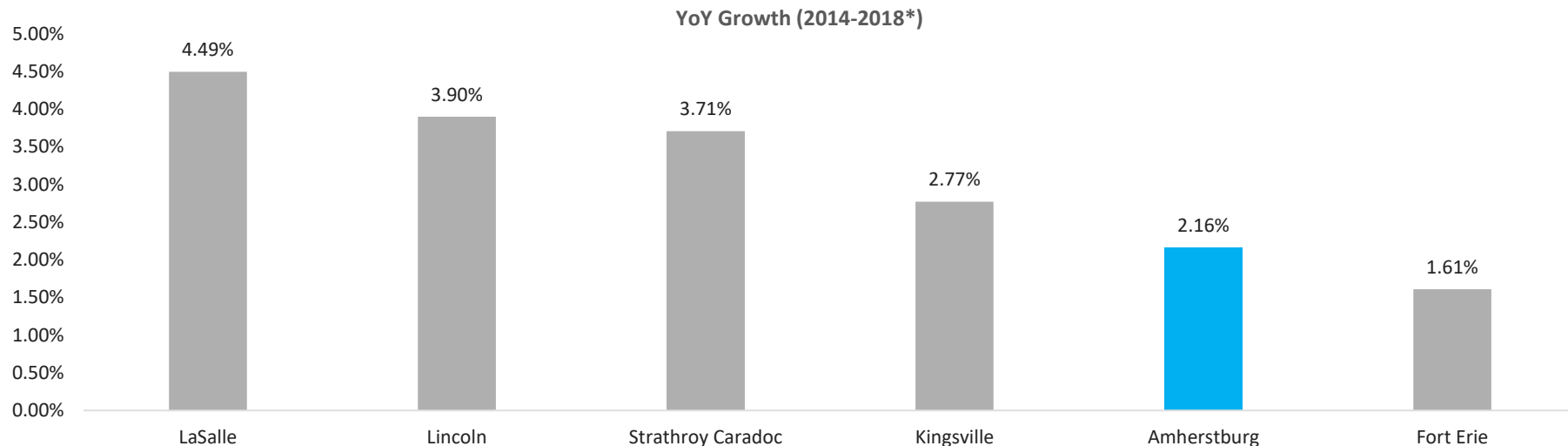
Unlike most of its peer comparators, over the past five years, Amherstburg population has declined YoY by 2.1%.



- To maintain a sustainable residential tax base in the future, the Town should consider opportunities to improve its population trajectory.
- Amherstburg strategically built infrastructure (e.g. its water treatment plant) in anticipation of future population growth. In order to receive a return on this investment, the Town's population will likely need to grow. Otherwise, this oversized infrastructure may continue to be a large tax burden on the residents of the Town.

Current State Overview: Slow Residential Assessment Base Growth

Over the past 5 years, Amherstburg has also seen its residential assessment base grow slowly compared to its peers. Given Amherstburg's slow population and residential assessment base growth, its ability to sustain itself as a standalone full-service municipality is at risk unless the municipality's population and assessment base grow.



- Should Amherstburg not grow and diversify its tax base by prioritizing residential growth, the Town may face disproportionate tax increases or service reductions. In order to avoid this, it is recommended that the Town prioritize population and residential assessment growth.
- Although the focus of this initiative is on stimulating residential growth, it is expected the efforts to do so would also lead to commercial growth in the long-term and additional benefits for the Town.

Current State Overview: Growth Background and Planning Context

- Amherstburg was created in 1998 through the amalgamation of the former Town of Amherstburg, the Township of Anderdon and the Township of Malden. This amalgamation was designed to provide a large tax and improve the fiscal position of the Townships.
- In recent years, the volume of development has been continuously increasing. In the last two years, the Town has seen gradual increases in the number of building permits distributed. Along with this increase in residential permitting, the Town has seen the development of some large projects, including a new school, greenhouse operations and new hotels in the area.
- Residential development has been driven in part by regional economic conditions, real estate values, and an increase in retirees moving to Essex County from other parts of the country. It is likely that the new school will also play a part in increasing residential development in the future.
- Although Amherstburg is continuously prioritizing industry growth in the region, especially to attract younger families, prioritizing economic development is a key strategic pillar for the Town.
- 80% of vacant residential land supply is currently located within the old Town of Amherstburg, which also has the greatest concentration of facilities, services, social programming and employment opportunities. In the areas north, south, and east of old Amherstburg, there are approximately 650 to 700 acres of land available for development. There are existing lots and vacant lands on Bois Blanc that have also been proposed for development.
- The main priority areas for residential development are areas where development has already occurred and are areas that have sanitary sewer service areas. Development activity is currently limited in McGregor, Amherst Point, Bar Point and Lakewood Beach because of the lack of sewage service.

Status of Official Plan Review

Amherstburg's Official Plan was last updated in 2009 and approved in 2010. A review began in late 2019, however, public consultations and open houses were delayed due to COVID-19. The aim is to resume public engagement in late fall or early winter of 2020.

Key elements of Official Plan related to residential growth

One key area identified in the Official Plan for residential growth is the Kingsbridge subdivision, where development is currently booming. In the long-term, services (water, sewer, etc.) will need to be expanded to some subdivisions designated in the official plan before development can occur.

The other key areas identified for residential development in the Town's Official Plan are: the old Town of Amherstburg; lands immediately to the south of the old Town (up to the Big Creek fill regulation which is now known as the Limit of the Regulated Area); lands to the north of Texas Road (up to the Edgewater sewage treatment facility); McGregor; Bois Blanc Island; and, Amherst Point.

Current State Overview: Considerations for Long-Term Growth Planning

Municipalities across the province are facing similar population and assessment challenges as Amherstburg. Amherstburg however, also faces unique challenges that may create additional barriers while addressing this issue.

Province Wide

Across the province, the pandemic is impacting municipalities' revenue and ability to provide services. It is also affecting people's eagerness to invest and afford homes in unpredictable ways, a major consideration for long-term residential growth planning. The pandemic, however, has also been driving people to move to more rural settings and is an opportunity for municipalities that are trying to attract more residents.



Considerations for Amherstburg

- Any decisions around the future of Amherstburg's growth will always be subject to the decisions of other jurisdictions. However, it was noted in the Current State Analysis that there is a lack of understanding about Amherstburg's relationship with other planning jurisdictions. This may create barriers to successful long-term growth planning.
- There is currently a misunderstanding about the nature of the Official Plan. Clarifying this throughout the Corporation will be a necessary step to successful long-term development plans.
- The Town has seen a recent loss of industry, and with the Town's history of financial instability, investor confidence is a key risk. In addition to residential growth, the Town should continue to focus on investment attraction to diversify its tax base and continue to attract new residents.

Future State Design: Leading Practices in Stimulating Residential Growth

Below are some leading practices and tactics commonly employed by smaller municipalities when looking to drive growth.

Implementing a Strategic Plan	Strategic Plans help Towns manage and plan for long-term growth, and create strategic alignment year to year.
Subdivision Development	Prioritizing subdivision development can be effective when Towns need to build concentrated residential growth.
Development Incentives	Development incentives come in many forms, but most often, these incentives are deferrals of property taxes over a limited amount of time (e.g. 5 or 10 years).
Waiving Development Charges	To incentivize development, municipalities can waive a portion of development charges (one-time fees collected from new developments to help pay for new infrastructure that is related to growth).
Waiving Building Permit Fees	Municipalities can also waive a portion of building permit fees to incentivize development.
Public Relations Campaign to Attract People	Towns can use social media, website and print campaigns to spread the word about their community and attract new residents and families to the area.
Land Assembly - Bridging Gap Between Land Owners and Developers	Land assembly—a type of land-use planning—is a process of consolidating small pieces of land into larger plots in order to repurpose underutilized areas. The municipality acquire the land to offer to developers, acting as a broker.
Pivoting economy to be attractive to young professionals	Towns that see a decline in their traditional industries can pivot their economies to attract young professionals and entrepreneurs to relocate (e.g. by creating tech hubs).

Key considerations when developing long-term residential growth strategies.

- The type of residential growth a municipality pursues has a big impact on the initiative's ability to generate revenue.
- Residential growth can more easily cover its cost if it is concentrated (residential subdivisions, in-fill housing, medium-density accommodation on town sites with full services, etc.).
- As much as you should try and plan for residential growth, growth in population may not land where it's expected.
- Stimulating residential growth means an increase in demand for building and permit applications that municipalities need to be prepared for.
- When deploying growth strategies, it is important to engage residents and encourage their participation in initiatives like public relations campaigns.

Future State Design: Opportunities to Stimulate Residential Growth in Amherstburg (1 of 3)

Based on leading practices, the following are key opportunities that Amherstburg could pursue in the near-term to stimulate residential growth. These opportunities could be taken into consideration as part of the ongoing Official Plan review.

Opportunity	Description	Already aligned with Town's existing strategies?
Implementing a Strategic Plan	Implementing a Strategic Plan would help the Town manage long-term residential growth. It would help the Town prioritize growth strategies, and foster strategic consistency year to year. The Strategic Plan would work in conjunction with the Town's Official Plan. More information on implementing a Strategic Plan can be found on slide 33.	No
Subdivision Development	<p>As outlined on slide 47 prioritizing subdivision development as a form of concentrated residential development is beneficial to a Town because the costs of these developments can be easily covered. This is especially important for Amherstburg, as there is a need to distribute the current high cost of services (e.g. wastewater) between more residents. Amherstburg is already prioritizing subdivision development and it is recommended that the Town continues to pursue this path.</p> <p>It will be important in the long term, as development expands beyond already serviced areas, to ensure that capital planning is in alignment with future development needs. It is recommended that the Town continue to be proactive in discussions with developers and major property owners to maintain this alignment.</p>	Yes – included in Official Plan

Future State Design: Opportunities to Stimulate Residential Growth in Amherstburg (2 of 3)

Based on leading practices, the following are key opportunities that Amherstburg could pursue in the near-term to stimulate residential growth. These opportunities could be taken into consideration as part of the ongoing Official Plan review.

Opportunity	Description	Already aligned with Town's existing strategies?
Development Incentives	<p>Development incentives can be used to encourage development that aligns with the Town's strategic priorities. These incentives come in many forms, but most often, these incentives are deferrals of property taxes over a limited amount of time (e.g. 5 or 10 years). The parameters of these incentives must be carefully developed, considering aspects such as the incentive's geographic limitations.</p> <p>These tax deferrals are frequently included in Community Improvement Plans (CIPs). There are many examples of municipalities successfully implementing these incentives around the province and in Essex County, including Tecumseh's Road Main Street CIP (slide 51). There are many opportunities in Amherstburg where services already exist and development incentives could be used beneficially, including Navy Yard Park and the waterfront.</p>	No
Waiving Building Permit Fees	<p>Amherstburg could utilize exemptions from development charges or building permit fees to encourage residential growth. It is generally advisable to utilize one or the other, not both. Waiving building permit fees is often preferable because it usually results in less lost revenue for the Town.</p> <p>It would not be necessary to wave the entire building permit fee, only enough to effectively incentivize development. In the long-run, the benefits of the new developments would outweigh the short-term costs of subsidizing them.</p>	No

Sources: *Selling a Small-Town Lifestyle to Attract Entrepreneurs and Investment* and *Attracting Young Urban Creatives to Small Town B.C.*. Government of B.C.. 2018.

Future State Design: Opportunities to Stimulate Residential Growth in Amherstburg (3 of 3)

Based on leading practices, the following are key opportunities that Amherstburg could pursue in the near-term to stimulate residential growth. These opportunities could be taken into consideration as part of the ongoing Official Plan review.

Opportunity	Description	Already aligned with Town's existing strategies?
Public Relations Campaign to Attract New Residents	Small Towns across the Country, such as Powell River and Kaslo, have successfully used public relations campaigns to attract people to relocate, especially young professionals and families. Resident attraction campaigns can get a huge boost with “buy-in” from residents using their personal social media networks to get the message out. They also benefit from messaging that clearly articulates why the Town is unique, as well as sustained social media outreach to target audiences over time.	No
	Plans for additional residential development are needed before individuals can relocate, so this initiative would be advisable in the medium-term. However, the current COVID-19 pandemic also presents a unique opportunity to try and attract new residents as individuals are relocating out of cities to more rural locations.	
Land Assembly - Bridging Gap Between Land Owners and Developers	The Town could encourage residential growth by bridging the gap between land owners and developers. The Town could identify areas that are unlikely to be developed on their own because they have multiple land owners. Through a land assembly process, the municipality would act as a broker and acquire the land to offer to developers. The municipality would take on some risk, but would quickly recover their investments once the land was sold to developers. Small parcels of land would be best suited for this initiative, and the Town could include servicing based on how much it would be willing to incentivize development.	No
	Discussions with the planning department indicate that there exist land-assembly opportunities in Amherstburg. The Town has large private parcels of land which are designated for residential use, including Amherstburg's southeast quadrant.	

Future State Design: Peer Comparators

Tecumseh, ON –Development Incentives as part of Community Improvement Plan

- The Tecumseh Road Main Street Community Improvement Project (CIP) Area included the historical and commercial core of the Town, including approximately 115 commercial and residential properties.
- The purpose of the CIP was to provide a means for planning and promoting development activities to effectively use lands, buildings, and facilities to bring about revitalization and encourage both private and public investment in the CIP Area.
- To achieve this vision, the CIP provided a range of financial incentive programs to registered owners and tenants of land and buildings within the CIP Area.
- The CIP successfully attracted new residential developments in the form of townhomes and condominiums using 10-year tax deferral incentives.



Powell River, BC* – Launched Resident Attraction Campaign to reach new residents

- The paper industry in Powell River declined in 1990s, reducing employment rates and tax revenues for the small Town. As part of a multi-faceted response, the Town launched a resident attraction campaign in 2015 to draw in new younger residents and families.
- The campaign used social media, video profiles, a print brochure and a website to spread the word about their community, and the Town engaged residents to help spread the posts on social media.
- The campaign has been very successful, as seen through the high levels of engagement on social media, and the resulting positive impacts on the Town's population and economy.

The Town has seen:

- 64% of home sales in the first half of 2018 for principal residences;
- A 33% increase in the median selling price for residential single-family homes;
- 50% of properties sold to out-of-town buyers in the last three years, around half were moving for job-related reasons; and
- The value of building permits for the city doubled from 2017 to 2018.

*Although Powell River is less proximate to an urban centre, it could be assumed that a similar initiative might have the same or even greater effect in Amherstburg given its proximity to Windsor.

Sources: See slide 41.

Implementation and Next Steps: Timelines and Key Considerations

Suggested Implementation Timeline

Activities	Year 1 (2021)				Year 2 (2022)			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Set target population and residential assessment growth rate.								
Assess opportunities listed on slides 48-50 to determine which initiatives would be most feasible to achieve targeted growth rate.								
Ensure planning and finance teams have capacity to administer incentive programs, or work with other municipalities to do so.								
Begin rollout of growth initiatives.								
Consistently monitor growth and development activity and ensure periodic reports to Council are made along with annual reassessment at budget time.								

Key Considerations

- Factors of internal support and change management such as staff and Council alignment on growth priorities, Council's willingness to stick to the same growth priorities over multiple terms; and staff and Council capacity to undertake analysis and implementation.
- External barriers beyond the Town's control (e.g. COVID-19 and economic slowdown).
- There is an opportunity to share some planning services with other municipalities and even the County. This is especially the case if the planning department does not have the capacity administer the programs needed to pursue these initiatives. The Town could pursue some initiatives, like the resident attraction campaign, with other municipalities to save costs and create benefits for the whole region.
- Other types of growth (e.g. industry, commercial) are still important priorities for the Town. However, ensuring an adequate residential tax base and the ability to share the cost of preexisting services will be crucial for the long-term financial stability of the Town.

Shared Services

Initiative Summary: Background and Context

FINANCIAL SNAPSHOT

5-Yr Net Savings	2021	\$0
	2022	\$28,539 - 667,973
	2023	\$169,789 - \$853,223
	2024	\$169,789 - \$853,223
	2025	\$169,789 - \$853,223
	Total	\$537,906 - 3.2M
Efficiency Gains (Hours Saved)		N/A

RISK/IMPACT SNAPSHOT

Internal Impact	L	M	H
External Impact	L	M	H
Overall Risk	L	M	H
Strategic Alignment	L	M	H
Ease of Implementation	Low		

INITIATIVE DESCRIPTION

Explore the development of a south shore shared services initiative to deliver key services such as HR, IT, building inspection, Fire services, and strategic procurement and purchasing

- Amherstburg and its County of Essex neighbors, do not currently engage in collaborative purchasing in a formal way.
- There are some 'one-off' agreements with the County, as well as existing mutual aid agreements amongst fire departments, but there is no strategy driving the sharing of services.
- There has been some resistance to sharing services in the past as municipalities are wary of reducing their control over service delivery to residents

CHANGE HYPOTHESIS

Potential outcomes of implementing this initiative

- Mitigating costs through greater scale without decreasing service levels
- Opportunity to provide new services and enhance responsiveness to new and growing citizen demands
- Building municipal capacity through access to new resources, (e.g. facilities, information and expertise) and standardization of processes
- Building recruitment capacity by pooling resources and building staff capacity through knowledge transfer, cross training and collaborative problem solving

COMPARATOR/LEADING PRACTICE

Comparator Insights

- Participants in the Peel Public Sector Network save 25% of their telecommunications costs
- Members of the Peterborough County Purchasing Group save 5%-15% of product and service costs
- The York Region N6 collaborative conducts joint services including auditing, waste collection, insurance and economic development saving more than \$11 million in the second year of a ten-year plan

Leading Practice

- For successful shared services, municipalities should consider: the degree of flexibility, formality and commitment sought, duration of sharing, cost of administration, number of collaborators and the type and number of services provided

Initiative Snapshot: Implementation Considerations

FUTURE STATE DESIGN

1. Town of Amherstburg Council approves the Shared Service recommendation
2. Identify opportunities for collaboration between municipalities across key departments and assess feasibility
3. Define a set of core principles and service selection criteria to identify optimal shared delivery model
4. Development of a Joint Service Program Proposal that prioritizes shared service opportunities by impact and effort, outlining costs and necessary investment by member municipalities
5. Develop a roadmap to build procurement strategy, identify opportunities collaborate with existing procurement organizations, identify potential vendors and define a transition timeline

KEY RISKS AND CONSIDERATIONS

Internal:

- Assign personnel to lead a shared service working group, tasked with continuously identifying opportunities for shared services and owning the transition
- Review existing contractual agreements and any by-laws that may be affected
- To minimize start-up costs, set aside first year budget that identifies costs to build a shared service group assigning costs to each member municipality
- Prepare comprehensive change management plan to help communicate the change to staff, and ensure long-term buy-in and success

External:

- Buy-in from member municipalities
- Development of a Joint Service Program Proposal to attain approval from Amherstburg Council as well as Council for member municipalities

ADDITIONAL NOTES

Assumptions:

- Estimated savings and costs are contingent on the number of FTE's and processes transitioned to the Shared Service Initiative, and the type of initiative the participants choose. For example, developing a stand-alone IT shared service will require transitioning IT staff from participating towns, recruiting missing positions and investing in additional capabilities.
- Shared services will be limited to the four participants and will not be available to external partners






Sources:

- The Case for Shared Services in Ontario's School Board Sector. Deloitte. 2012.
- Shared Services in Ontario's local public sector: localizing accountability. Municipal Finance Officers' Association of Ontario. 2014
- The Shared Services Handbook. Deloitte. 2016.

Initiative Summary: Financial Considerations

FINANCIAL IMPACT

The South Shore Shared Service initiative could provide between 10-25% in savings annually by consolidating departments to reduce redundancy, streamlining services through process standardization, and purchasing at scale.

Department	2020 Budget	Low- End Savings (10%)*	High-End Savings (25%)**
 Human Resources	\$735,017	\$73,501	\$183,754
 IT	\$1,064,918	\$106,418	\$266,230
 Fire	\$2,117,867	\$211,787	\$529,467
 Planning, Development & Legislative Services	\$520,090	\$52,000	\$130,023
 Shared Procurement	\$510,000 (Estimated General Supplies)	\$51,000	\$127,500
Total Annual Savings		\$494,789	\$1,236,973
Total One-time Set Up Cost:		(\$141,250)	(\$185,250)
Total Annual Salary Costs:		(\$325,000)	(\$383,750)
Total 5-Year Net Savings:		\$537,906	\$3.2M






*Shared Services generally provide 10% savings as per the Deloitte Handbook for Shared Services

**Mature procurement organizations, such as school boards have resulted in 25% savings, please see references in the appendix for further details

Current State Assessment: Current Delivery Model and Key Issues

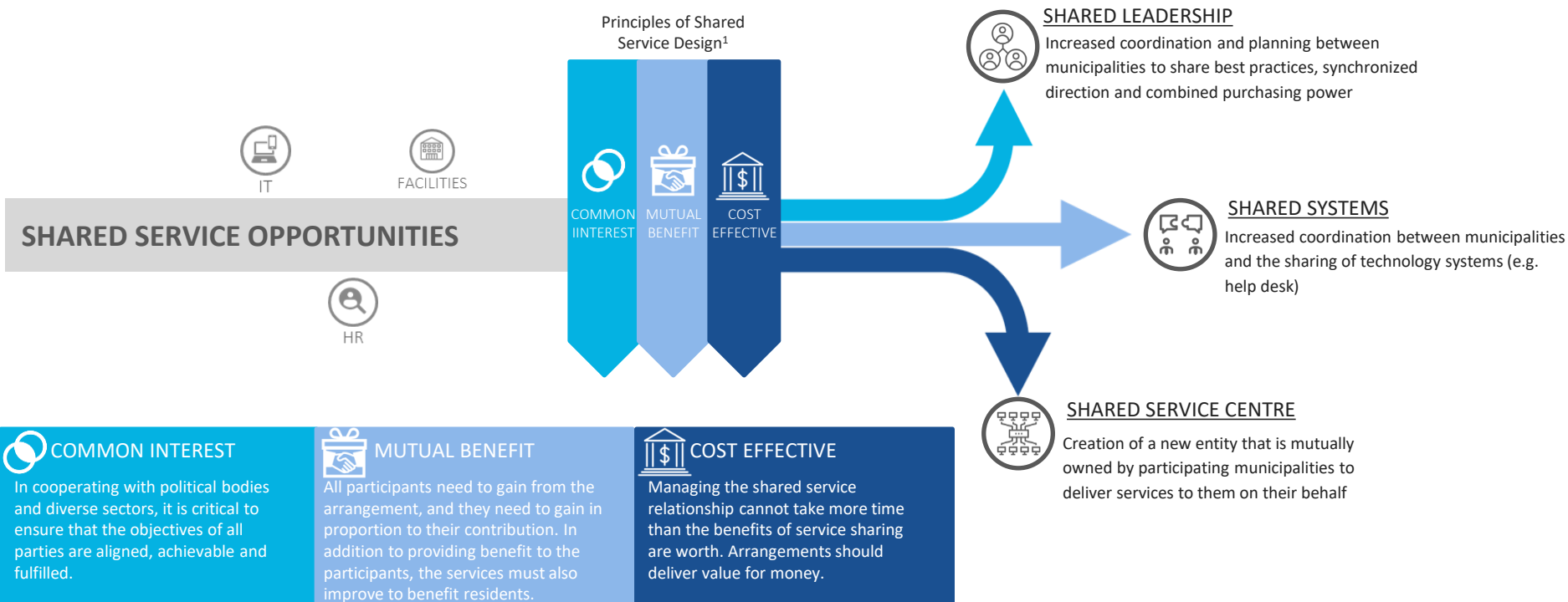
Through surveys and engagement with Departments, opportunities were identified to improve services, reduce duplicated efforts, manage costs and improve service delivery by exploring shared services.

These opportunities were socialized with Amherstburg staff and outlined below are the respective staff impacted by a joint shared service organization.

Department	Service	Shared Service Opportunities
 Human Resources	<ul style="list-style-type: none"> Payroll Administration Joint Benefits 	<ul style="list-style-type: none"> Moving to a share service model for payroll administration would reduce costs by taking advantage of scale and cost-sharing
 Information Technology	<ul style="list-style-type: none"> IT Security IT Asset Management Helpdesk and Technical Support 	<ul style="list-style-type: none"> Improved ability to respond to complex and evolving cyber security threats Robust maintenance of IT assets and potential for increased scalability as Town grows Accessible around-the-clock support from highly specialized workforce
 Fire Services	<ul style="list-style-type: none"> Joint Fire Services 	<ul style="list-style-type: none"> Reducing duplication of effort among member municipalities, and joint procurement resulting in increased savings
 Planning, Development & Legislative Services	<ul style="list-style-type: none"> Building Permits and Inspections 	<ul style="list-style-type: none"> Scalability of building inspections, improving service and reducing costs by reducing duplication of efforts Standardization of common permitting and inspecting systems across municipalities creating efficiencies for contractors and developers
 Shared Procurement	<ul style="list-style-type: none"> Procurement of materials, equipment across all departments 	<ul style="list-style-type: none"> Strategic planning and management of procurement of services and commodities Joint purchasing of assets and equipment across all departments at scale to reducing purchasing costs

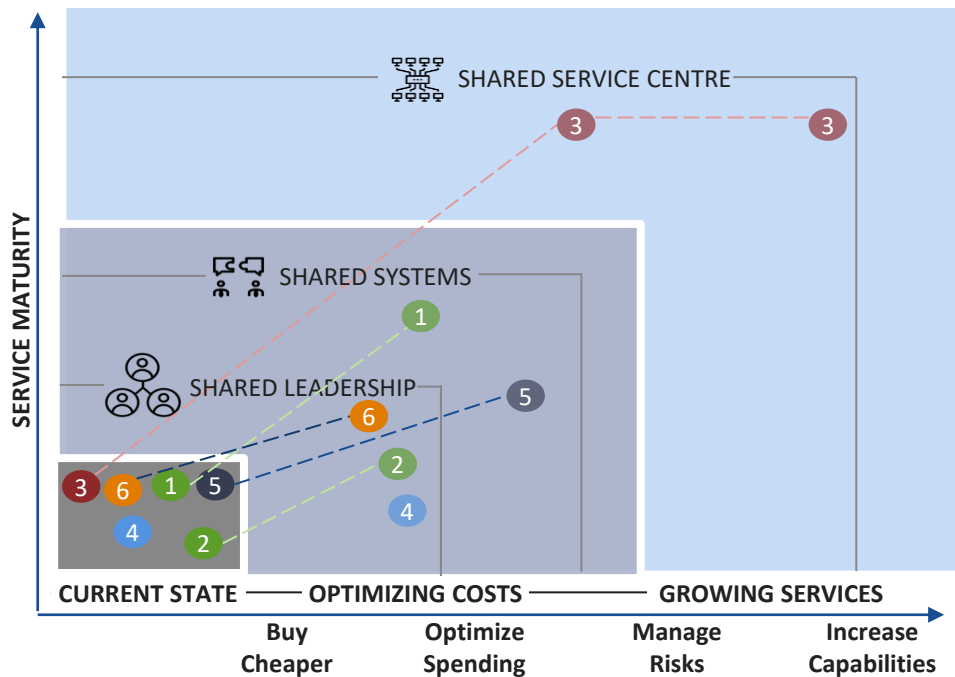
Future State Design: Shared Service Design Leading Practice (1 of 2)

The basic principles for shared service design guides municipalities in identifying which opportunity works best for participants, as well as the ideal service delivery model as shown below:



Future State Design: Shared Service Design Leading Practice (2 of 2)

Transitioning to a shared service delivery model will allow the Town to buy cheaper, optimize spending, managing risks and increase capabilities.



Service	Future Model	Description
1. Payroll Administration	Shared Systems	Shared payroll administration for participating municipalities optimize spending.
2. Joint Benefits	Shared Leadership	Group purchasing of benefits to buy cheaper.
3. IT Shared Services	Shared Service Centre	Optimize spending and manage risks by sharing the administration and maintenance of IT assets. Further opportunity to increase capabilities in IT security.
4. Joint Fire Services	Shared Leadership	Joint purchasing of equipment and other assets would realize cheaper costs regardless of joint services.
5. Building Permits and Inspection	Shared Systems	Shared building inspections and permits operation to optimize resource management for participating municipalities.
6. Shared Procurement	Shared Leadership	Group planning and management of purchasing of supplies and equipment to buy cheaper.

Future State Design: Comparator Insights

	Northumberland County	Perth County Fire Services	County of Lambton	Elgin County
Departments	Human Resources - Payroll IT Services	Fire	Planning, Development & Legislative Services	Human Resources - Benefits
Type	Shared Service Centre	Shared Leadership	Shared Service Centre	Shared Systems
Context	Northumberland County provides shared services for Human Resources and IT Services. The County has entered into Managed Service Agreements with multiple participating municipalities, providing IT security, managing assets and technical support.	West Perth required a Fire Chief for their town, and Perth East was actively recruiting for a PT Fire Protection Officer. To support resourcing and expand services while reducing costs, West Perth and Perth East entered into a Joint Fire Service agreement, with West Perth revising its command structure to mirror Perth East, and Perth East hiring a Fire Protection Officer fulltime to be shared between both municipalities.	The County of Lambton Building Services Department has a coordinating role for all 11 lower-tier municipalities and manages building permits for changes to existing properties, providing services to both municipalities and residents.	Elgin County and six of its seven local municipal partners participate in a benefits consortium that was established 25-years ago. The member municipalities of this consortium have different plans and labour units. Each municipality can build custom plans that meets their needs.
Savings	Between 10-15% cost savings have been achieved in IT by participating townships	15% savings achieved from joint purchasing and hiring	N/A	5-10% savings depending on the size of the employer and individual groups

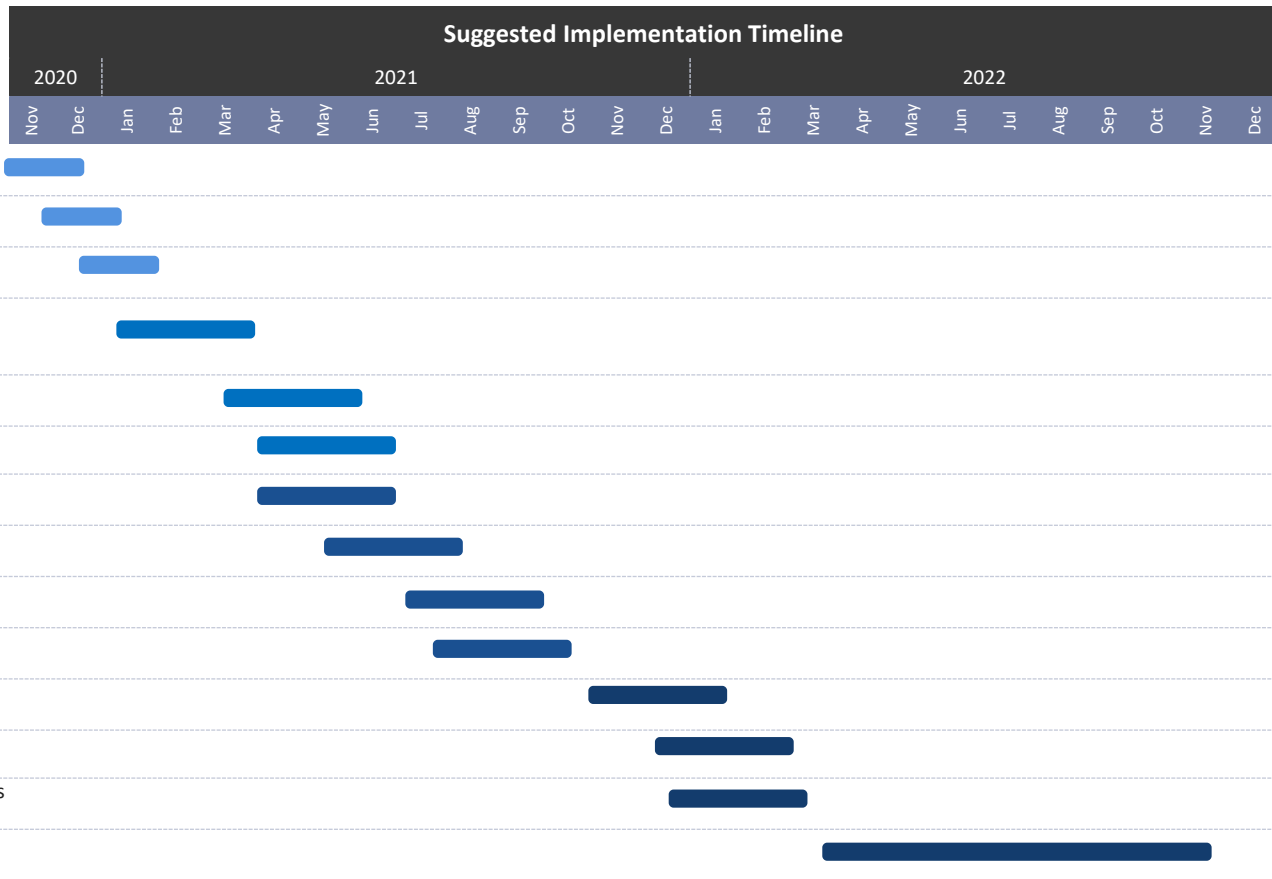
Future State Design: One time and annual costs to set up a Shared Service Organization

Costs to set up and operate the South Shore Shared Service ("S4") initiative will be split evenly among the participant municipalities. The costs below are estimated based on similar shared services provided at the County level.

South Shore Shared Service (S4) Development Costs								
Initial Start Up Costs		Low-end Net Costs	High-end Net Costs		Annual Staff Salary Costs		Low-end Net Costs	High-end Net Costs
Legal work and incorporation costs for the S4 organization		\$125,000	\$150,000		Administrative support		\$100,000	\$125,000
Implementation of governance structure		\$90,000	\$120,000		IT Staff x 3		\$340,000	\$380,000
Purchasing IT and organizational assets to support operations		\$300,000	\$400,000		HR Staff x 2		\$200,000	\$240,000
Staff training		\$50,000	\$75,000		Fire Service Chief and Deputies (x4)		\$420,000	\$500,000
					Procurement Staff		\$110,000	\$130,000
					Building Staff		\$130,000	\$160,000
Total Estimated Cost		\$565,000	\$745,000		Total Estimated Cost		\$1,300,000	\$1,535,000
Total One Time Cost for Town of Amherstburg		\$141,250	\$185,250		Total Annual Cost for Town of Amherstburg		\$325,000	\$383,750

Implementation and Next Steps: Timelines and Key Considerations

*Timeline below is based on an optimal scenario inclusive of resource availability, buy-in among participants and council approvals



Implementation and Next Steps: Timelines and Key Considerations

Suggested Implementation Timeline																									
2020			2021												2022										
Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

IDENTIFY OPPORTUNITIES	Amherstburg signs off on an initial vision for their identified opportunities
	Reach out to potential member municipalities and socialize opportunity for a shared service organization
	Build a shared vision with member municipalities, assessing each opportunity against shared service basic principles
DEFINE FEASIBILITY	Develop an assessment framework for each opportunity, to determine if the opportunity furthers municipal goals
	Identify process and personnel changes that would be required for shared services
	Conduct a cost benefit analysis and finalize Joint Service Program proposal
PRIORITIZE SHARED SERVICES	Align each opportunity to a type of shared service
	Prioritize shared service opportunities based on (1) cost/benefit and (2) ease of implementation
	Create a shared service working group and assign a lead municipality for each shared service opportunity
	Present Joint Service Program proposal to municipal councils for approval
DEVELOP IMPLEMENTATION PLAN	Identify key outcomes, technical, service level and performance requirements from contractors
	Develop a governance structure and transition roadmap
	Manage people and change: develop internal communications of timeline and implementation readiness program
	Present procurement proposal to respective councils, following approval, execute on procurement

IDENTIFY OPPORTUNITIES

- Amherstburg signs off on an initial vision for their identified opportunities
 - Deep dive analysis into shared service candidates e.g. validating costs to provide services in-house, number of FTEs required to provide service, potential concerns and perceived barriers
- Reach out to potential participants and socialize opportunity for a shared service organization
 - Attend a collaborative workshop, facilitated by a neutral party, to disclose service opportunities for peer municipalities in Essex County and signal intent to explore the South Shore Shared Services (S⁴) initiative
- Build a shared vision with member municipalities, assessing each opportunity against shared service basic principles
 - Each participant will identify shared service opportunities, which are assessed against the three principles for shared services: common interest, mutual benefit, and cost effectiveness



Implementation and Next Steps: Timelines and Key Considerations



IDENTIFY OPPORTUNITIES	Amherstburg signs off on a shared vision for their identified opportunities	Nov 2020 - Dec 2020
	Reach out to potential member municipalities and socialize opportunity for a shared service organization	Dec 2020 - Jan 2021
	Build a shared vision with member municipalities, assessing each opportunity against basic principles	Jan 2021 - Feb 2021
DEFINE FEASIBILITY	Develop an assessment framework to determine if each identified shared service opportunity furthers joint municipal goals	Feb 2021 - Apr 2021
	Identify process and personnel changes that would be for a future state shared service organization	Mar 2021 - May 2021
	Align each opportunity to a type of shared service	Apr 2021 - Jun 2021
PRIORITIZE SHARED SERVICES	Conduct a cost benefit analysis and finalize Joint Service Program proposal	Apr 2021 - Jun 2021
	Prioritize shared service opportunities based on (1) cost/benefit and (2) ease of implementation	May 2021 - Sep 2021
	Create a shared service working group and assign a lead municipality for each shared service opportunity	Jun 2021 - Sep 2021
DEVELOP IMPLEMENTATION PLAN	Present Joint Service Program proposal to municipal councils for approval	Sep 2021 - Oct 2021
	Identify key outcomes, technical, service level and performance requirements from contractors	Oct 2021 - Nov 2021
	Develop a governance structure and transition roadmap	Nov 2021 - Dec 2021
	Manage people and change: develop internal communications of timeline and implementation readiness program	Dec 2021 - Jan 2022
	Present procurement proposal to respective councils, following approval, execute on procurement	Jan 2022 - Feb 2022

DEFINE FEASIBILITY

1. Develop an assessment framework to determine if each identified shared service opportunity furthers joint municipal goals
 - ▶ Once a list of finalized shared service opportunities have been finalized, assign a lead from each town and begin a detailed assessment to determine potential savings, alignment to municipal goals, and both organizational and political risks
2. Identify process and personnel changes that would be for a future state shared service organization
 - ▶ Assess the current state processes and personnel to identify how many additional staff will be required, and what the future state organizational design will be
3. Align each opportunity to a type of shared service:



SHARED LEADERSHIP



SHARED SYSTEMS



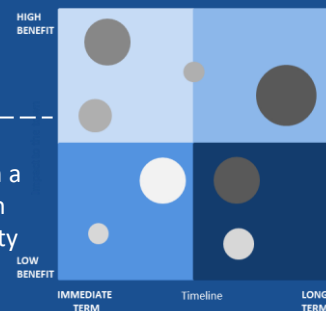
SHARED SERVICE CENTRE

Implementation and Next Steps: Timelines and Key Considerations

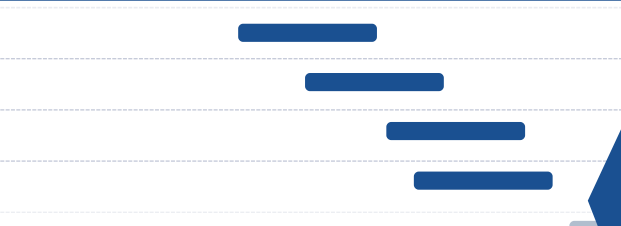
Suggested Implementation Timeline																									
2020			2021												2022										
Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

- PRIORITIZE SHARED SERVICES**
1. Conduct a cost benefit analysis and finalize Joint Service Program proposal
 - ▶ Conduct a cost benefit analysis on the future state organization, including costs for setting up the S4, savings, personnel required, and future state organization design
 - ▶ Summarize findings into the Joint Service Program Proposal for municipal council approval

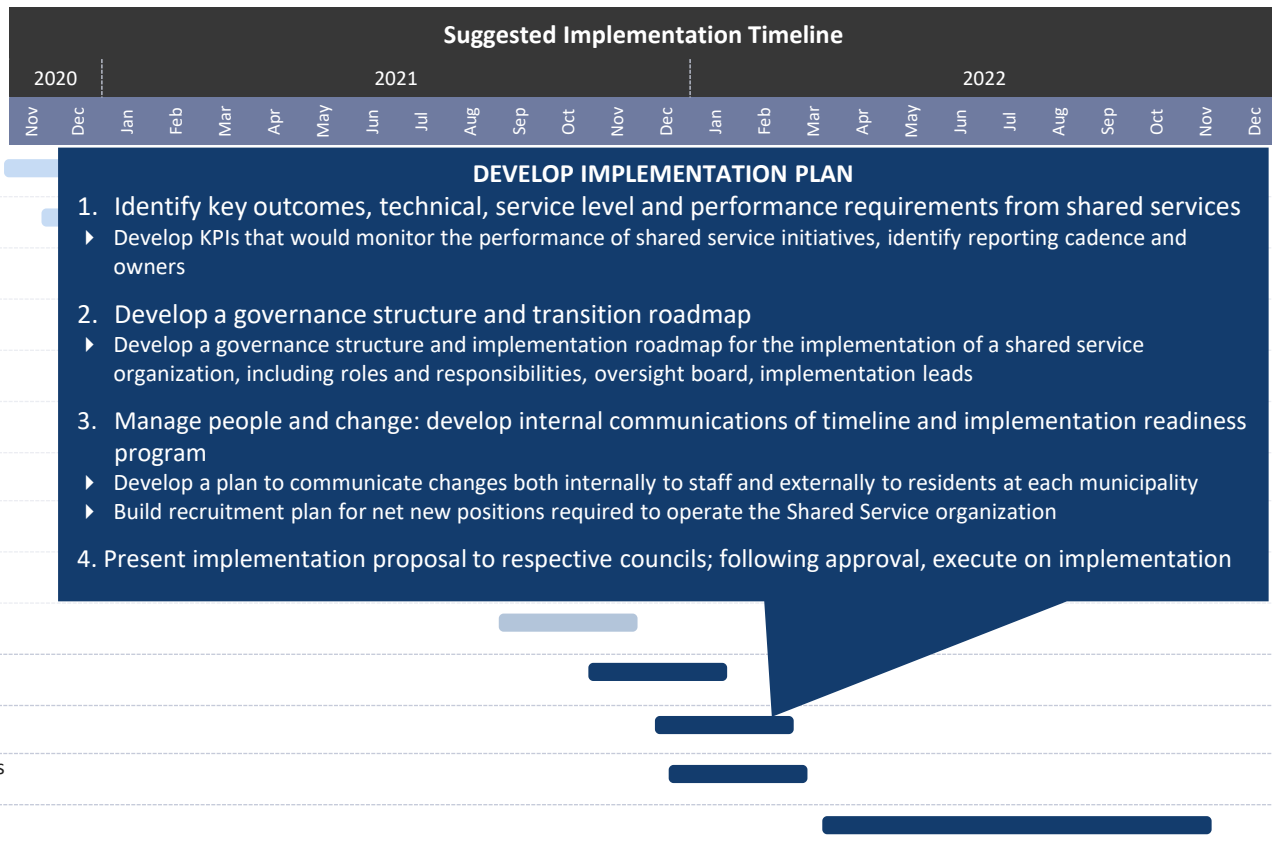
2. Prioritize shared service opportunities based on (1) cost/benefit and (2) ease of implementation
 - ▶ Build a 2X2 matrix based on cost/benefit to implement shared service opportunities as well as time/effort commitment required for implementation



3. Create a shared service working group and assign a lead municipality for each shared service opportunity
 - ▶ Lead will be responsible for subsequent steps, including project management of the design and implementation of each shared service opportunity
4. Present an updated and prioritized version of the Joint Service program to respective councils for approval



Implementation and Next Steps: Timelines and Key Considerations





Operational Improvements Business Cases

Customer Service

Initiative Summary: Background and Context

FINANCIAL SNAPSHOT		
5-Yr Net Savings	2021	\$46,360
	2022	\$46,360
	2023	\$46,360
	2024	\$46,360
	2025	\$46,360
Total		\$231,800
Efficiency Gains (Hours Saved)		1560/Year

RISK/IMPACT SNAPSHOT	
Internal Impact	<div><div>L</div><div>M</div><div>H</div></div>
External Impact	<div><div>L</div><div>M</div><div>H</div></div>
Overall Risk	<div><div>L</div><div>M</div><div>H</div></div>
Strategic Alignment	<div><div>L</div><div>M</div><div>H</div></div>
Ease of Implementation	Medium

INITIATIVE DESCRIPTION

Develop a centralized customer service system to provide a seamless customer experience for residents and staff

- There is currently no centralized system for tracking or measuring customer service levels (resolved cases, resolution times, etc.). This limits the Town’s ability to understand certain issues and to ensure continuous improvement.
- Complaints/inquiries from residents are processed in a fragmented manner with no clear timelines for response or resolution. Internal customer service processes for IT, HR and Finance could also be improved, and benefit from standardized response times.
- A centralized system that involved tracking inquiries from staff and residents would enable a streamlined and reliable approach to customer service, improved two-way communication, and support the Town in gathering data to understand improvement opportunities, and set service level standards.

CHANGE HYPOTHESIS

Potential outcomes of implementing this initiative

- Organize resident inquiries and reduce staff time dedicated to customer service-related activities.
- Implement a central process so residents can more easily submit questions, and staff can direct inquiries to the appropriate department.
- Implement and uphold standardized response times, as well as track, measure and improve on them over time.
- Create a more organized internal process for handling internal inquiries.

COMPARATOR/LEADING PRACTICE

Comparator Insights

The County, Leamington and Kingsville, and municipalities around the province use CRM (customer relationship management) software to manage customer service requests. It is recommended that Amherstburg implement one to improve its customer service processes.

Leading Practice

Key elements to improving public sector customer service include defining clear customer experience aspirations, developing an understanding of what matters to customers to inform journey redesign, innovating journeys to include digital and design thinking, using customer journeys to empower front line, and defining journey metrics and governance system to continuously improve.

Initiative Summary: Implementation Considerations

FUTURE STATE DESIGN

Summary of Recommendations

It is recommended the Town implement the following changes to its customer service processes:

- Direct customers primarily to the general email, inquiry intake form or phone number, instead of having the option to contact departments directly.
- Make the customer service representative (CSR) a full-time position.
- Implement a Customer Relationship Management Software (CRM) for both internal and external customer service requests.
- Track customer service performance over time, with additional input from the distribution of customer satisfaction surveys.

KEY RISKS AND CONSIDERATIONS

Internal:

- Ensuring consistent uptake across the organization will be central to the success of this initiative. A fragmented transition will make it difficult for residents to adjust to new processes.
- Implementing this initiative would align with the Town's values: to be service oriented and "listen and respond to our customers in a culturally responsive way and prioritize their satisfaction as we do our work."

External

- Whenever a digital strategy is pursued, risks related to security, data management, and continuity of services need to be managed.

ADDITIONAL NOTES

- The recommendations for customer service process improvements in this initiative were only made based on feedback received from Town staff.
- Resident and customer feedback was unable to be incorporated in this initiative due to the scope of this project and the current lack of a customer satisfaction survey.
- Although recommendations in this initiative were developed through a customer-service lens, it is advisable that the Town gather resident feedback on current customer service processes to ensure that key improvement areas are not missed.

Initiative Summary: Financial Considerations

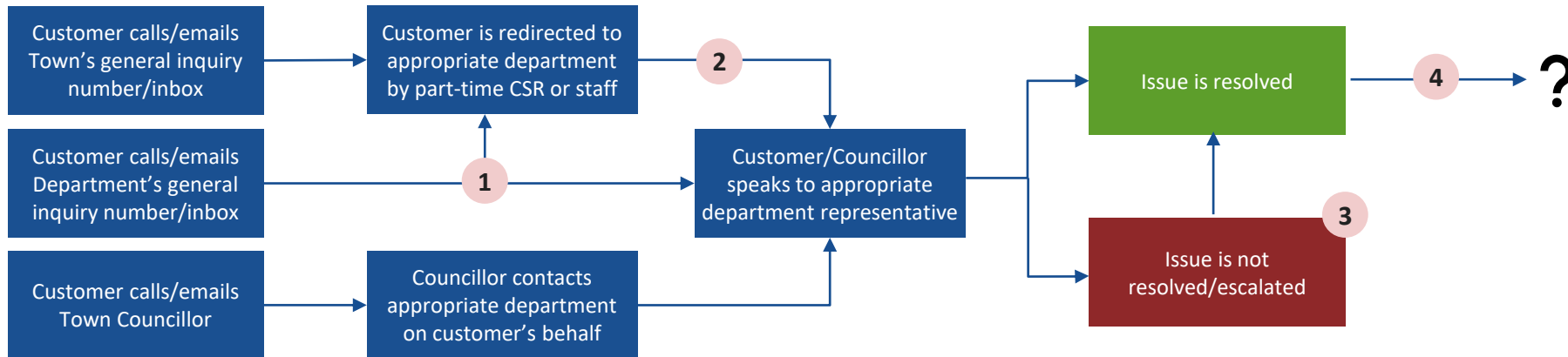
FINANCIAL IMPACT

Costs				
CRM software licensing				(\$30,000)*
Full Time Customer Relations/Guest Services Salary (.5 FT)				(\$35,000)
Total Costs				(\$75,000)
Direct Savings				
N/A				N/A
Productivity Gains/Savings (Year 1)	Hours/Week	Hourly Rate	Savings/Week	Productivity Savings/Year
Department-Level Customer Service Activities**	30	\$56	\$1680	\$87,360
Total Annual Savings				\$87,360
Net Annual Savings				\$12,360
Total 5-Year Net Savings:				\$61,800

- * This estimate is based on how much it would cost the Town for a Cityworks software license, as an example of a CRM software.
- **This is a conservative estimate based on the capacity that the addition of a CRM and full-time customer service representative would free up from supervisory and management staff. This assumes a savings of 30 hours of aggregated supervisory and management staff savings across the enterprise each week in dealing, managing, and resolving customer inquiries at an average hourly cost of \$56/hour.

Current State Overview: External Customer Service Process*

A high level overview of the Town's **external** customer service processes, with key improvement points identified:

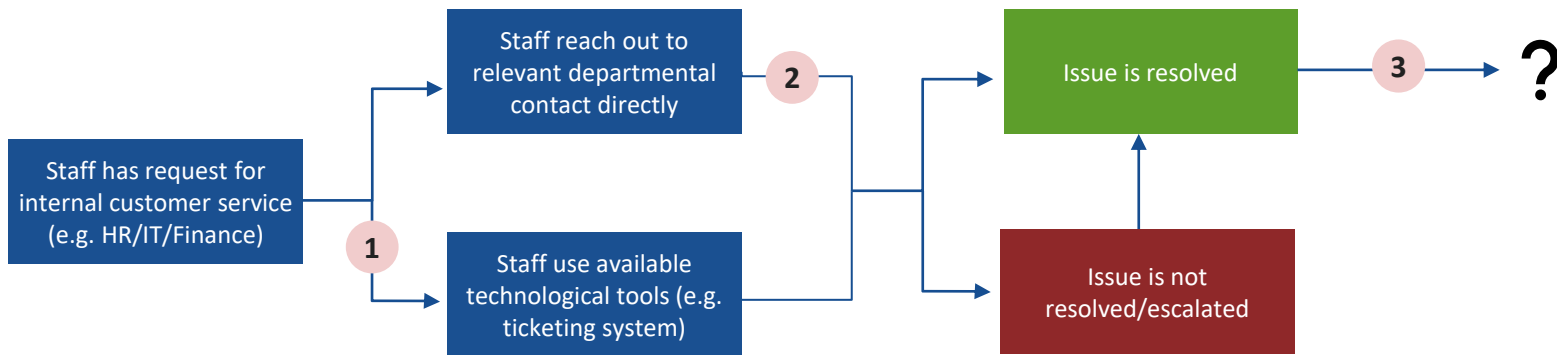


1. If the customer doesn't choose the correct department to contact they will have multiple 'touch-points' before speaking to the right contact. This can result in confusion, increased process times as staff are reviewing voice mails and calling residents back, and having senior staff answer basic inquiries.
2. Once the inquiries reach the appropriate department, there are no formal customer service standards outlining expected response times. There is a need throughout the Town to standardize and improve response times and enhance two-way communication.
3. If the issue is not resolved or needs to be escalated to senior staff, there is considerable time currently spent trying to understand the work that has been completed on resolving the issue.
4. After inquiries are resolved, there is no way to track customer service performance over time, and identify improvement areas.

*This process is a high level snapshot of the main Town Hall building, acknowledging the separate guest services at the Libro Centre and the clerks at the public works facility.

Current State Overview: Internal Customer Service Process*

A high level overview of the Town's **internal** customer service processes, with key improvement points identified:



1. There are technological tools available to help organize the Town's internal customer service requests (e.g. an IT ticketing system). However, the tools are used inconsistently across the organization.
2. When staff do not use the available ticketing software, there is no way for staff to track the progress of their requests, or for staff to organize incoming requests.
3. After inquiries are resolved, there is no way to track internal customer service performance over time, and identify improvement areas.

*This process is a high level snapshot of the main Town Hall building, acknowledging the guest services at the Libro Centre and the clerks at the public works facility.

Current State Overview: Customer Service Standards

Department	Customer Inquiry Type	Service Standard
Corporate Services	Human Resources inquiries	<ul style="list-style-type: none"> Customer service standards are informal/not in writing. Email inquiries are generally addressed in the same day. Resumes submitted by email generally receive a response within 2 days. Responses to external inquiries are generally within the same day. For labour relations requests, staff respond to internal staff or business representatives same day or next day.
Corporate Services	Finance	<ul style="list-style-type: none"> Customer service standards are informal/not in writing. Staff hold to the standard of same day response to inquiries.
Corporate Services	Information Technology	<ul style="list-style-type: none"> Customer service standards are informal/not in writing.
Fire Services	Fire Services	<ul style="list-style-type: none"> Standards are not mandated but examples include answer the phone before end of the third ring, never transfer someone more than once etc.
Engineering and Public Works	NA	<ul style="list-style-type: none"> No written standards. However, the importance of customer service is emphasized.
Planning, Development and Legislative Services	Planning	<ul style="list-style-type: none"> Staff are expected to provide responses within two business days.
Planning, Development and Legislative Services	Licensing and Enforcement	<ul style="list-style-type: none"> Although not a written standard, typically resident inquiries are returned within two business days.

- While the Town has informal customer service standards, there are no formal, unified customer service standards. From the Current State Report, it was noted the concern that staff are not meeting customer expectations, and response to customer inquiries vary too significantly across the organization.
- Because there is a lack of unified standards, there is also no ability to measure customer service performance over time and identify improvement areas.

Note: Information from Parks, Recreation, Facilities, and Culture were not available at time of reporting.

Future State Design: Leading Practice in Public Sector Customer Service

There are many benefits that can come from prioritizing customer service, including: a) increased customer engagement b) improving resident trust in government c) reducing costs, and d) creating a streamlined process for employees that can lead to reduced stress, improvements in time allocation and increased satisfaction.

Some key elements to consider when developing successful customer service programs include:



1. Define clear customer experience aspiration and common purpose: Organizations need a clear customer service vision that is consistent with a company's value proposition. It should be easily translatable into a set of principles or standards to guide behavior consistently throughout the organization.



2. Develop deep understanding of what matters to customers to inform journey redesign: Once organizations have identified the most important processes and defined their strengths and weaknesses from a customer-centric lens, the process of redesigning and prototyping can begin.



3. Innovate journeys including digital and design thinking: Agencies can realize significant improvements in citizen experience by digitizing the processes behind the most important customer processes.



4. Use customer journeys to empower the front line: Customer service processes should also be grounded in employees needs, and mechanisms should be established to address their issues and needs. Formal reinforcement mechanisms and skill-building activities at multiple levels of the organization help boost these benefits as well.



5. Define journey metrics and governance system to continuously improve: The key to satisfying customers is not just to measure what happens but also to use continual collection of data to drive action throughout the organization. Leaders at all levels must also serve as role models for the behavior they expect from these teams, constantly communicating the changes needed.

Source: Adapted from *Improving the customer experience to achieve government-agency goals*. McKinsey & Company. 2017.

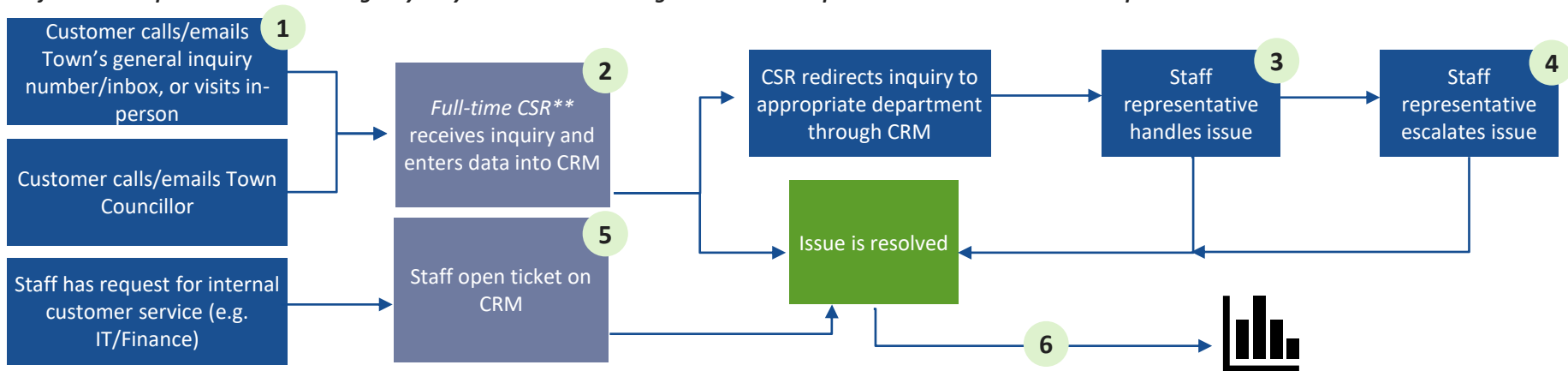
Future State Design: Recommended Changes

Change	Change impact on customer service
Implement a customer relationship management (CRM) software	Implementing a customer relationship management system would provide staff with a simple and centralized way to track and manage customer inquiries. Staff requesting internal services, such as IT and HR, would also be able to use the CRM to make service requests. Further details on CRMs can be found on slide 78.
Make current Customer Service Representative (CSR) full-time	It is recommended that the current part-time CSR become a full-time position. All incoming requests (in-person, over the phone, by email) could be directed to the CSR, who would input the information into the CRM and redirect inquiries to the appropriate department. Having one knowledgeable, full-time individual responsible for inquiry intake would save staff time, reduce customer frustration and reduce the number of issues escalated to senior staff or Council.
Implement service standards	It is recommended that Amherstburg develop well-defined and formal customer service standards, building on the informal ones that already exist at the Town. Implementing service standards are a key element in any successful customer service system, and help create a clear customer service vision, as leading practices recommend (slide 75). Implementing service standards also assists in managing staff and customer expectations. Examples of service standards can be found on slide 78.
Begin reporting and tracking customer service performance	Once Amherstburg establishes service standards and begins tracking resident requests in a CRM system, the Town would have the capability to track customer service performance over-time and report results, as leading practices recommend. This tracking would provide feedback on the performance of the entire organization in meeting service standards, and help identify what actions may be needed to resolve issues. Data received could also be incorporated in performance reviews.
Administer Annual Resident Survey	While Amherstburg receives and resolves many different resident inquiries ranging across its services, it does not have any information on how staff meet resident's needs. To be a customer-centric organization, it is recommended that Town begin to collect data and identify its strengths and weaknesses in providing resident-centric services through an annual survey, that may also be able to be distributed through a CRM.

An updated future state process is outlined on slide 77, demonstrating the ways these key changes could be incorporated in the customer service process.

Future State Design: Potential Centralized Customer Service Process

An future state process demonstrating ways key recommended changes could be incorporated in the customer service process.



- On the website, all customers could be directed to the general email, phone number or CRM general inquiry intake form, discouraging them from calling individual departments. This process would be more straightforward.
- It is recommended that the CSR be full-time. The CSR would be able to receive inquiries, input issues in the CRM, and redirect customers quickly to the appropriate department, saving staff time, and lessening customer frustrations.
- The customer service process could include service standards that staff are expected to adhere to. The CRM would help staff track the time it takes to respond to resident inquiries, and ensure that questions are missed.
- If the issue needs to be escalated, a history of the completed work on the issue would be available on the CRM. This would avoid situations where the information needs to be manually tracked down, and would save staff time.
- Staff could use the same CRM software for internal customer service requests. Having one central system will encourage consistent uptake for internal inquiries, and result in similar tracking and organizational benefits.
- After inquiries are resolved, the CRM would provide a way to track customer service performance over time, identify improvement areas and possibly administer customer satisfaction surveys.

* These process recommendations are for the main Town Hall building, acknowledging the need for separate guest services at the Libro Centre and the clerks at the public works facility. The staff at these facilities could use the CRM in a similar fashion to improve services. **A full time CSR was requested in the 2021 budget.

Future State Design: Enabling Software and Implementing Service Standards

CRM Software

It is recommended that Amherstburg implement a CRM to improve its customer service processes. Some features that would benefit Amherstburg include:

- A general issue intake form that is easy for residents to use;
- Ticketing capabilities that track issues and notify staff when issues are unresolved;
- The capability to distribute customer satisfaction surveys; and
- A platform that allows customers to track progress on issues.

CRM software sometimes also include non-customer service-oriented features that would be useful to Amherstburg, such as budgeting and forecasting, inventory management, permit issuance etc.

Discussions with Corporate Services indicated that Amherstburg would have access to Cityworks, a CRM software used by Leamington, Kingsville and the County. It is recommended that the Town implement one software across the organization, for consistency and cost effectiveness. From preliminary research, it is feasible that the Town be able to implement one software that would address the needs of staff and customers across the corporation.

Examples of Customer Service Standards

Some examples of customer service standards are:

- Telephone calls will be returned within XX business days;
- Customers will receive a response to a general email inquiry within XX business days;
- All incoming phone calls coming from external sources will be answered with a consistent greeting such as “Good afternoon, Mayor’s office, [name] speaking. How may I help you?”; and
- Email response templates to resident inquiries.

Implementation considerations include:

- Setting all service standards in consultation with staff and Council;
- Developing and designing materials to communicate the service standards to the organization and the public;
- Building service standards into the Town’s foundational documents;
- Developing and measuring a feedback mechanism; and
- Incorporating adherence to standards into employee performance management frameworks.

Implementation and Next Steps: Timelines and Key Considerations

Suggested Implementation Timeline									
Activities	Year 1 (2021)				Year 2 (2022)				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Transition part-time CSR to full-time position									
Create external and internal customer service standards									
Adopt CRM system and perform change management, including staff training									
Track and measure customer service standards and identify improvement areas									
Launch an annual resident survey.									

Other Considerations
<ul style="list-style-type: none"> The successful implementation of this work will require consistent uptake and commitment to standards across the organization, and staff and Council capacity to undertake analysis and implementation. Whenever a digital strategy is pursued, risks related to security, data management, and continuity of services need to be managed. Although staff feedback was taken into consideration for this initiative, there was no opportunity to collect resident feedback on the Town's customer service processes. As leading practices suggest (slide 75) it is recommended that the Town engage citizens and receive feedback while redesigning customer service processes.

Recreation

Initiative Summary: Background and Context

FINANCIAL SNAPSHOT

5-Yr Net Revenue	2021	\$0
	2022	\$113,686
	2023	\$113,686
	2024	\$113,686
	2025	\$113,686
Total		\$454,744
Efficiency Gains (Hours Saved)		Maintenance time from reducing rink availability

INITIATIVE DESCRIPTION

The Town recovers approximately 10% less in costs from their user fees for services in comparison to peers, both within and outside of Essex County

- Although the Town aligns fees to Consumer Price Index, and recently instituted a surcharge to support capital upgrades, cost recovery for recreation expenses remains low.
- To date, recommendations to increase user fees have been brought forth during the budget review process but have not been supported by Council or residents.
- In addition to user fees, the Town requires a structured, and disciplined approach to managing capacity for recreational facilities, implementing cost recovery strategies to reduce losses in off-peak months.

COMPARATOR/LEADING PRACTICE

Comparator Insights

- Comparators have reduced the number of days ice-rinks are available, to better mirror demand and limit utility costs
- Increased prime-time hours to improve revenue generation
- Comparators have managed their prices in line with demand and availability

Leading Practice

Municipalities have encouraged participation from residents by:

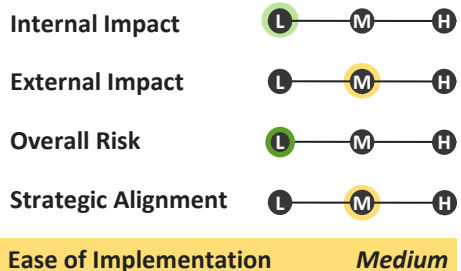
- Improving their social media and marketing presence
- Providing “try-it” days for camps and workshops
- Implementing youth nights Friday and Saturday evenings
- Building partnerships with private organizations and local businesses to host “workspaces” in day-time weekday hours.

CHANGE HYPOTHESIS

Potential outcomes of implementing this initiative

- Greater and more fair cost recovery from user fees, while remaining competitive against peer jurisdictions both within and outside of Essex county
- Optimizing scheduling of recreational facilities to incur cost savings and/or increase cost recovery through higher user volumes

RISK/IMPACT SNAPSHOT



Initiative Summary: Implementation Considerations

FUTURE STATE DESIGN

1. Increased ability for capital investments to better service the community and improve programming.
2. Increased program uptake by providing additional recreation opportunities that could attract residents from neighboring towns.
3. Diverse programming and incentives to reduce excess capacity. The town can provide working spaces for community partners, improving partnerships and growing social media presence to better utilize existing facility space.
4. Managing costs by understanding peaks and troughs of ice rinks and managing utility costs.

KEY CONSIDERATIONS

Internal:

- Town's appetite for recovering expenses. Currently the Town recovers 28% of expenses through programming and rentals at the Libro Centre. Leadership must weigh service delivery to residents against operational costs.

External:

- There is public and stakeholder sensitivity to user fee increases.

ADDITIONAL NOTES

Assumptions:

- Assumption 1: The total pool of used hours were split 60/40 between prime and non-prime ice rentals
- Assumption 2: Price increase for prime-time rental would not decrease the demand for prime-time ice hours
- Assumption 3: Utility costs were split between the % of used hours for the three rinks (Movati, Main, and Goalie rink), the amount saved was then divided equally across all 365 days to give a utility cost per day. Finally the utility cost per day metric was multiplied by the total days reduced (62 days)

Sources:

- Official Plan. The Town of Amherstburg. 2009
- Recreational and Libro Centre Budget. Town of Amherstburg. 2020
- Recreation and Culture Strategy, Best Practices. Strathcona County. 2019

Initiative Summary: Financial Considerations

FINANCIAL IMPACT

Recommendations

• Increase prime-time hours from 6 pm-12 am to 4pm - 12am, in line with peer municipalities*	\$62,517
• Increase price of prime-time hours from \$175/hour to \$185/hour, in line with peer municipalities**	
• Reduce schedule of the Movati Rink from Aug 1 to June 1st (304 days) to Sept 1 to May 1 (242 days)***	\$47,674
• Increase Camp prices from \$140/week to \$155/week, in line with peer municipalities.	\$3,495
• Increase Daily camp prices from \$32/day to \$35/day, in line with peer municipalities.	

Direct Savings

• Increase in revenue from increasing user fees	\$66,012
• Savings from decreasing ice rink maintenance***	\$47,674

Net Annual Revenue

\$113,686

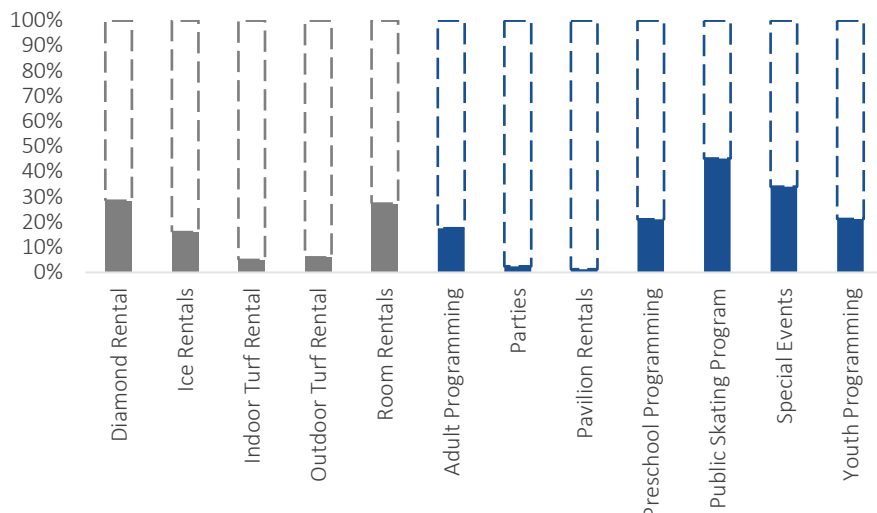
Total 5-Year Net Revenue:

\$454,744

- *Assumption 1: The total pool of used hours were split 60/40 between prime and non-prime
- ** Assumption 2: Price increase for prime-time rental would not decrease the demand for prime-time ice hours
- ***Assumption 3: Utility costs were split between the % of used hours for the three rinks (Movati, Main, and Goalie rink), the amount of saved was then divided equally across all 365 days to give a utility cost per day. Finally the utility cost per day metric was multiplied by the total days reduced (62 days)

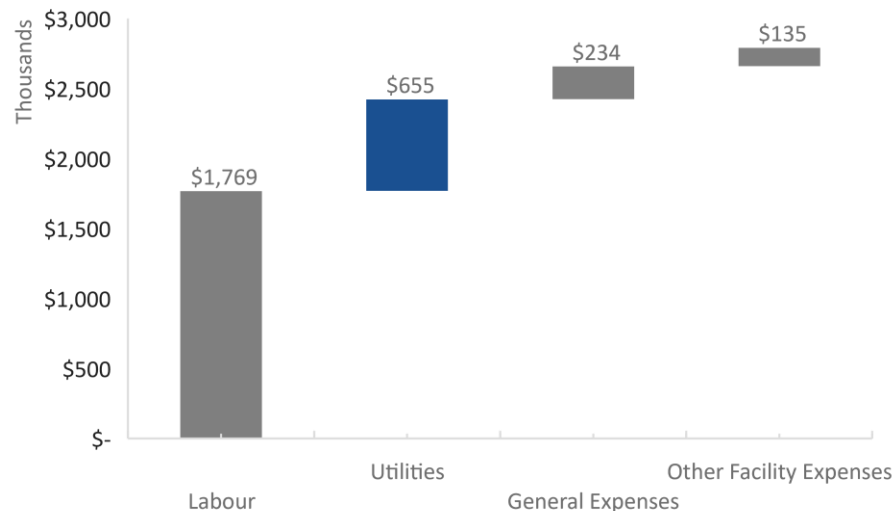
Current State Overview: Current Delivery Structure and Key Challenges

The Town has unused capacity across its facilities for programming



An analysis of the Town's programming frequency and duration shows that the Town has surplus space and availability for further programming. Some assets like the Pavilions are rarely used but available for 12 hours a day, year around. The Town should explore expanding usage of these assets or reduce availability to manage costs.

Utilities are the second largest expense for recreational services at the Town

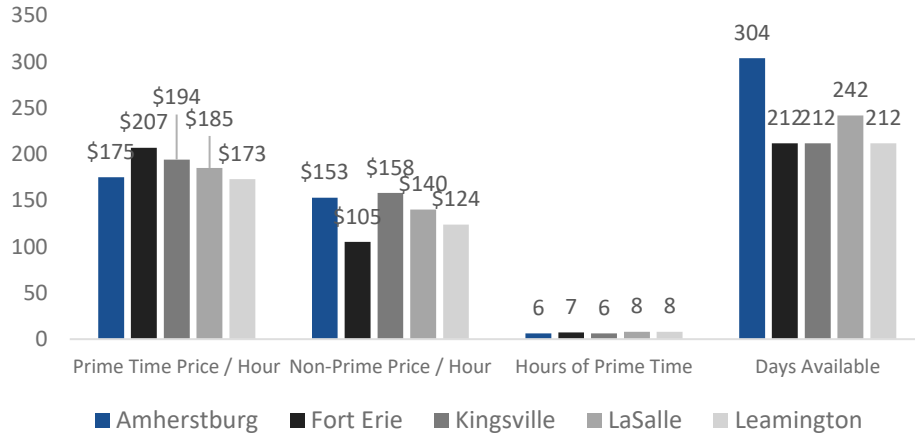


Utilities is the second highest cost driver for providing recreation services and is driven by the upkeep and maintenance of two full ice rinks and goalie pads. The Movati Rink and Goalie Rinks are available from August 1st to June 1st.

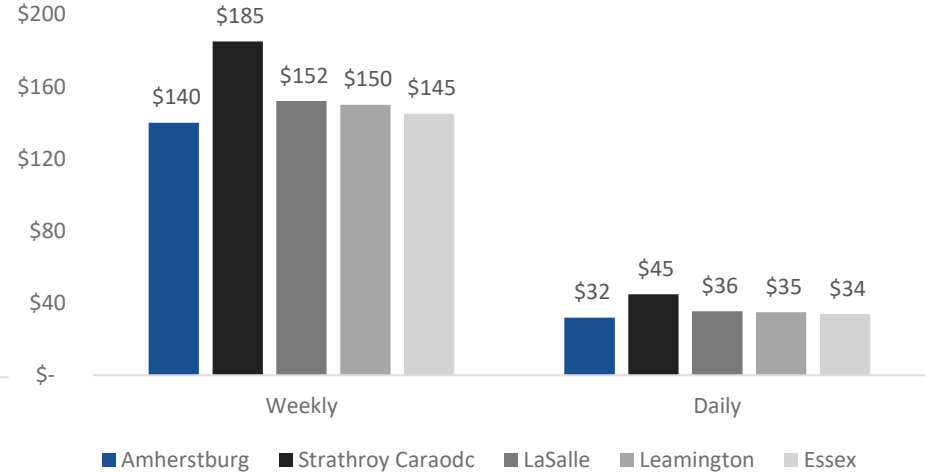
Labour expenses include salaries and wages, as well as benefits for staff that support programming and work at the Libro Centre. Currently, the Town recovers 28.8% of expenses from rental and programming revenue.

Current State Overview: Current Delivery Structure and Key Challenges

Amherstburg charges less than peers for one hour of prime ice time and is open longer



The Town has the lowest day camp rates among peers



Amherstburg charges the second lowest prime-time ice hours, and the second most amount of non-prime price. The Town is also tied with Kingsville in having the least amount of prime-time hours. In addition, the Movati and Goalie Rink are open for 304 days, the highest among peer municipalities.

Weekly and daily day camp rates at Amherstburg are the lowest among peer municipalities. Day camps are part of Youth Programming and have consistently grown in attendance and total revenue.

Initiative Detail: Future State Design

Increasing Capacity and Usage

Recommendation: The Town should explore alternate uses for their available capacity in the Libro Centre and other recreational facilities. This could include:

- **Increasing Participation:** Some municipalities have partnered with youth organizations to host drop-in youth nights on Friday and Saturday evenings. Additionally, participation could be encouraged by free drop-ins during off-peak hours, partnering with local health organizations to honor “prescriptions” to recreational facilities and programs.
- **Aligning Programming to Provincial and National Strategic Initiatives:** Municipal service providers can align their strategic planning and program provision to provincial and national initiatives to increase access to grant funding, utilize resources, and provide consistent messaging to local community groups increasing exposure to residents. The Ontario Sport and Recreation Communities Fund provides funding to help organizational increase opportunities for participating in sports and recreation.
- **Improving Local Partnerships:** The Town could explore providing their meeting rooms and community areas for local businesses to use as meeting or collaboration rooms. Organizations such as the Ontario Public Health Association provide seminars and workshops on healthy eating and recreational activities aligned to provincial and national mandates.

User Fees: Ice Rinks and Day Camp

Recommendation: The Town should explore an increase in prime-time prices to align to peer standards and should manage costs by aligning their ice rink availability to peer standards. This includes:

- Increasing prime-time hours from 6 pm-12 am to 4pm - 12am, in line with peer municipalities
- Increasing price of prime-time hours from \$175/hour to \$185/hour, in line with peer municipalities
- Reducing schedule of the Movati Rink from Aug 1 to June 1st (304 days) to Sept 1 to May 1 (242 days)***

Recommendation: The Town should explore increasing the number of classes and fees for both weekly and daily camps. In addition, the Town should explore expanding the frequency and sizes for day camps as well as potential activities. This includes:

- Increasing Camp prices from \$140/week to \$155/week, in line with peer municipalities.
- Increasing Daily camp prices from \$32/day to \$35/day, in line with peer municipalities.

Implementation and Next Steps: Timelines and Key Considerations

Suggested Implementation Timeline									
Activities	Year 1 (2021)				Year 2 (2022)				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Conduct a line-by-line review of user fee and scheduling against comparators to identify additional opportunities to improve price									
Develop report for council highlighting discrepancies									
Attain approval and build communication plan for residents about user fee and scheduling changes									
Update user fee schedule, publish publicly and implement									

Other Considerations									
<ul style="list-style-type: none"> Success of this work will depend on Staff and Council capacity to undertake analysis and implementation, and Council priorities and service standards for residents might affect implementation capability and timeline. Updating pricing should remain competitive to ensure volume of service uptake does not decline. Updating user fees is not a politically easy recommendation to implement. The town must weigh their priority to resident satisfaction and service standards with cost recovery. 									

Contracted Services

Initiative Snapshot: Background and Context

FINANCIAL SNAPSHOT

5-Yr Net Savings	2021	\$0
	2022	\$35,000
	2023	\$93,800
	2024	\$93,800
	2025	\$93,800
	Total	\$316,400
Efficiency Gains (Hours Saved)		2 hours per procurement form

RISK/IMPACT SNAPSHOT

Internal Impact

External Impact

Overall Risk

Strategic Alignment

L

M

H

L

M

H

L

M

H

L

M

H

Ease of Implementation

Medium

INITIATIVE DESCRIPTION

The Town currently contracts out some of its services to the private sector, including certain corporate services, police services and water and wastewater treatment.

While the Town is a leader in outsourcing the delivery of certain services, the Town lacks a formalized process to identify outsourcing opportunities as well as subsequent steps to build business cases for outsourcing services and attaining approval.

Currently, outsourcing opportunities are identified during the budget process in departments and follows a mish-mash of different policies, forms and templates as it transitions from ideation to implementation. A clear, streamlined and standardized process for evaluating and transacting outsource opportunities can save costs and improve service delivery.

CHANGE HYPOTHESIS

Potential outcomes of implementing this initiative

- Identified opportunities to contract services and decrease costs while maintaining service levels
- A formalized process to plan, identify, assess and procure contracted services will create clear decision points and streamline outsourcing projects
- Better management of scarce resources and improved service delivery

COMPARATOR/LEADING PRACTICE

Comparator Insights

It would benefit the Town to explore outsourcing:

- Animal services, and potentially working with other local peer groups to share costs
- By-law and parking enforcement
- Road Maintenance is currently conducted by the County for County roads. However, there is opportunity to expand the scope of services.

Leading Practice

The Outsourcing Playbook from the UK outlines 11 key policies to initiate and implement outsourcing projects which we have used as a framework to build a future state process.

The key policies will support preparation and planning, publication selection, evaluation and award, and finally, implementation.

Initiative Snapshot: Implementation Considerations

FUTURE STATE DESIGN

The Outsourcing Playbook outlines 11 key policies to implement outsourcing projects. We have used as a framework to build a future state process:

1. Developing a procurement strategy aligned to the Town's strategic goals
2. Conducting a thorough capability assessment of current capabilities
3. Establishing checkpoints with to validate outsourcing projects
4. Performing a delivery model assessment before deciding to outsource, insource or re-procure
5. Conducting thorough cost modeling to determine value per dollar
6. Exploring piloting some services before full contract awarding suppliers
7. Identifying Key Performance Indicators for each contract
8. Conducting a risk analysis and allocating risk
9. Defining pricing and payment mechanisms
10. Developing a supplier assessment framework looking at: ability to deliver services, supplier financial standing and operational plan
11. Building a feedback loop to assess supplier performance and furthering the Town's strategic plan

KEY CONSIDERATIONS

- Ensuring appropriate policies and procurement bylaws are in place to support a streamlined procurement process
- Segregation of duties for approval of contracts, based on procurement value thresholds to ensure spend is monitored and controlled
- Change management and training in place when transitioning to new procurement process

ADDITIONAL NOTES

Sources:

- The Outsourcing Playbook, Central Governance Guidance. UK. 2020
- Value Creating Purchasing. McKinsey&Company. 2016.
- Improving Local Government Procurement Processes. AGLG Perspectives. 2016

Initiative Summary: Net Savings

FINANCIAL IMPACT

Savings will be gained by reviewing and updating the existing procurement process. An integrated strategy would allow the Town to identify opportunities for contract harmonization. The Town must also streamline the existing procurement process and conduct performance management once contracts are fulfilled to identify poor vendors/services and manage costs.

Current Procurement Budget:	\$9,383,320
Recommendations	Savings
<ul style="list-style-type: none"> Implementing an integrated procurement strategy that is updated yearly to reflect Town needs and strategic priorities Streamlining forms and expediting the utilization of Questica to ensure all relevant information is captured from requesting departments Mandating compliance with existing contractor evaluation processes and developing a robust contractor feedback cadence to inform procurement strategy 	\$93,800*
Net Annual Savings	\$93,800
Total 5-year Net Savings	\$316,400

*Source: A recent McKinsey report on procurement strategy indicates organizations can save between 1-10% by more carefully screening the supplier market, aggressively negotiating conditions and utilizing robust contractor management tools to attain cost transparency

Initiative Detail: Current State Assessment

POLICE SERVICES, \$4,762,000

- In 2019, the Town contracted out police services to the Windsor Police Services, signing a 20-year contract with the Town
- The contract was awarded following recommendations from a Council approved sub-committee and a third-party review of Town requirements, service needs and budget

PUBLIC WORKS, \$3,216,510

- Public Works and Engineering includes Waste collection water treatment, grass cutting and road maintenance
- In comparison to peer municipalities, Public Works is a smaller value and consolidated in one department. In contrast, peer municipalities procure engineering, roadway and trees/grass maintenance through a decentralized department by department process

CORPORATE SERVICES, \$1,338,810

- Corporate Services includes HR and Finance and IT functions including health benefits, employee assistance, IT asset management and website agreements

The Town of Amherstburg is a trailblazer in Essex County for procurement and contracted services.

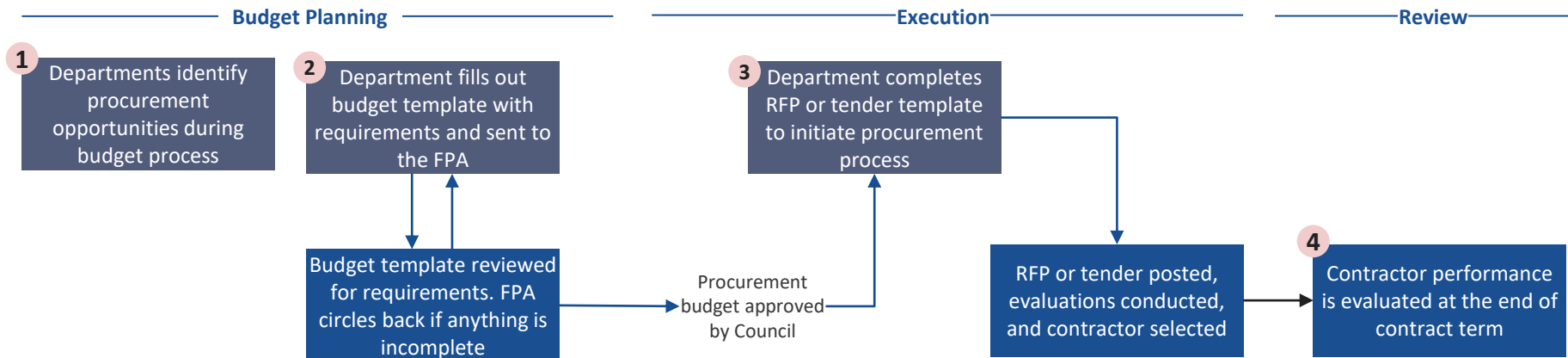
The first Town in the County to dedicate a role for procurement, the Town has grown in recent years and has expanded their contracted services to include outsourcing police services to the Windsor Police Service.

Currently, the total procurement budget is \$9.4M, with the largest segment being police services and public works.

SHARED SERVICES, \$35,000 - GIS Geomatics software

Planning, Development, and Land Services,\$31,000 -Animal Control/Dog Catcher

Current State Overview: Current Procurement Process



Current State Pain Points

1. The Town lacks a robust procurement planning process. Individual departments petition for additional contracted services every July during the budget review process. Without a clear and organization-wide procurement strategy, including active needs identification this could result in poor internal needs analysis or inadequate vendor selection.
2. The budgeting template and process is manual and requires a back-and-forth with legacy documents to complete. The back-and-forth delays the overall budgeting process and in some circumstances results in a duplication of effort between staff.
3. Department leaders do not use the appropriate forms, instead opting for older forms that have not been updated to reflect new policy and procedures. The resulting back-and-forth delays the overall procurement execution process.
4. Contract evaluation forms are currently filled out on an ad-hoc basis, although it is a required step in the process and should be done after every contract. As a result, the Town lacks a robust evaluation methodology to measure value from contracted services.

Initiative Detail: Leading Practices (1 of 2)

A procurement Vision and Strategy will effectively align organizational culture, systems and operational processes to the Town's strategic plan and goals – including financial sustainability.



Procurement Vision

Strategic procurement planning begins with a Vision that allows the procurement department to align goals, programs, activities and resources with the Municipal strategic plan.

The Town should begin by asking:

- What is our Mission as defined by the strategic plan? And where does the organization want to be in the future?
- How can procurement build improvement paths to meeting our goals?

Procurement Strategy

Without a yearly procurement strategy planning process there will be misalignment between the procurement department's functions and the overarching needs of the organization.

To that extent, the Town should begin by answering the following questions periodically:

- What are our procurement goals for this year?
- What key areas can we improve through procurement?

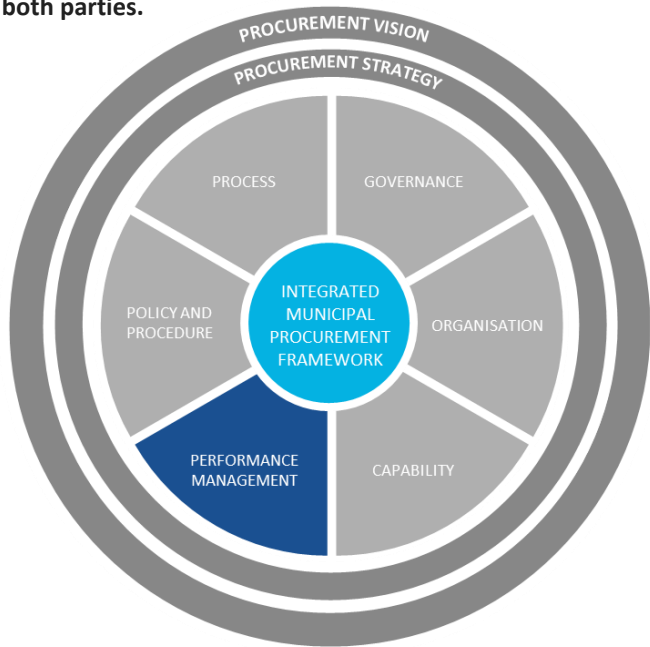
Procurement Process

Standardization of templates and forms are quick wins the Town can initiate immediately to streamline the procurement process

Forms and templates need to be updated regularly to stay up to date with new policies and procedures. Additionally, change management and training should follow any updates to forms, both for department leaders and for procurement staff.

Initiative Detail: Leading Practices (2 of 2)

A robust performance management program provides transparency on what the Town's expectations are, what evaluation criteria will be used and what the outcomes should be for both parties.



Procurement Evaluation

If vendor performance information is adequately gathered, validated and shared, it can inform future contract award decisions and prevent contracting with repeat poor performers.

Municipalities need a performance measurement system in place that assesses, on a regular basis (for example, quarterly), progress toward achievement of their procurement strategy. For the Town to improve savings and get more value per dollar, it is important to link performance measurement back to

WHAT ARE THE TOWNS PROCUREMENT GOALS, OBJECTIVES, AND STRATEGY?



HOW DO THE CURRENT CONTRACTED SERVICES HELP ACHIEVE THE GOALS?

Performance metrics will focus on value for money (economy, efficiency, and effectiveness) of the procurement processes or structure. Municipalities can begin the process by identifying performance metrics that assess their contracted services against their strategy, including:

- What is our total spend, purchase spend and organizational budget?
- What are our supplier satisfaction ratings? How many new suppliers has our organization identified?
- What are our savings per employee from procurement?
- What are the amount of savings due to new contract, supplier arrangement or purchasing initiative?

Initiative Detail: Future State Design

Budget Planning

1 The Town develops an integrated procurement strategy informing budgets and contracts

Departments identify procurement opportunities aligned to strategy

2

Department fills out updated Budget template for approval

Procurement budget approved by Council

Execution

2

Department completes RFP template to initiate procurement process

RFP posted, evaluations conducted, and contractor selected

3

Contractor performance evaluated throughout the lifecycle of the contract.

Review

4

Contractor performance submitted to departments to inform procurement strategy

Future State Improvements

- Leadership at the Town develop an integrated procurement strategy aligned to their organizational goals and vision. Reviewing contractor performance and value per dollar, high level financial targets are set for the organization, and procurement opportunities are identified to meet targets.
- Expedite the utilization of Questica by Finance to expedite the budgeting process, limiting the usage of legacy forms and manual entry. Implement a training and change management program to ensure all relevant staff are using the right tools and templates required to complete the process.
- Contractor performance is monitored throughout by the Finance Division. Metrics are determined during the strategy phase, and results are communicated to leaders throughout the contract lifecycle.
- Once the contract is completed, the final evaluation form is filled out and submitted to the Finance Division to inform the next iteration of the Town's procurement strategy.

Initiative Detail: Implementation and Next Steps

Suggested Implementation Timeline									
Activities	Year 1 (2021)				Year 2 (2022)				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Review and update procurement templates and forms used during the procurement process									
Develop training modules for staff to update them on new templates and forms									
Schedule and conduct procurement strategy meeting with department leaders to build an organizational vision for procurement aligned to the Town's strategic plan									
Define metrics that provide transparency to leadership and monitor contractor performance									
Create tracking documents and templates with metrics clearly articulated. Define cadence for performance metric tracking									
Identify contract managers responsible for tracking contractor performance and develop training modules and train staff on procurement performance management									

Additional Considerations

- The success of this work will depend on staff and Council capacity to undertake policy development and implementation.
- Many of the tools are already in place, e.g. Questica has been implemented but uptake has lagged. The Town has to focus on uptake of existing tools, identify areas to update forms and ensure compliance for policies to realize savings.



NEXT STEPS

Phase 3: Improvement Opportunities and Recommendations

Below are the next steps in the project, which satisfy the requirements of the Ministry of Municipal Affairs and Housing's Municipal Modernization Fund.

- 1 Receive feedback on draft report and recommendations, and identify additional information requested to support Amherstburg in moving forward.
- 2 Revise Final Report and recommendations based on SMT feedback.
- 3 Prepare council presentation and public report.
- 4 Deliver council presentation and post public report before MMAH deadline.



APPENDIX A: FULL LIST OF SDR IMPROVEMENT OPPORTUNITIES

ENTERPRISE-WIDE IMPROVEMENT OPPORTUNITIES

Enterprise-Wide Improvement Opportunities (1 of 5)

Theme	Opportunity and Rationale	Potential Outcomes
Governance and Strategy	<p>1. Opportunity: Develop a corporate strategic plan and corporate planning framework that articulates a long-term vision and short- to medium-term strategic priorities and clearly articulates Council's priorities. The framework would connect the corporate strategic plan, annual budget process, strategic financial plan, and capital plans, with a performance management/measurement process. Monitor, report and celebrate successes.</p> <p>Rationale: While Amherstburg has an externally-focused community strategic plan, it would also benefit from an updated vision and set of priorities to guide department level planning and to ensure alignment on and measurable progress toward achieving the Town's goals. Additionally, there is currently a lack of connection and continuity between the Town's strategic, financial, and performance management processes. Council and staff would like to be engaged in identifying priorities and the resources needed to deliver on them</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add
	<p>2. Opportunity: Develop an Enterprise Risk Management (ERM) plan that will identify, assess, and prepare for any potential for critical issues that may interfere with the Town's operations and objectives.</p> <p>Rationale: Given its history of financial insecurity, the Town should develop and maintain an ERM plan to help it actively manage risks as they emerge and evolve and have a plan of action embedded corporate planning framework.</p>	<ul style="list-style-type: none"> ✓ Efficiencies
	<p>3. Opportunity: As part of the ongoing Official Plan review, establish a long-term growth plan for the municipality.</p> <p>Rationale: Amherstburg's population growth has been slow relative to regional peers and its ability to sustain itself as a standalone, full-service municipality is unlikely unless the municipality's population and assessment base grow.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add
	<p>4. Opportunity: Prioritize the adoption of the of a Long-Term Financial Plan.</p> <p>Rationale: A 10-year Strategic Financial Plan was reviewed by Council in 2015, but never adopted. Since then, the administration has been applying the principles of the plan informally. The 2020 Corporate Services Finance workplan includes preparation of an updated Long-Term Financial Plan for Council consideration and adoption but staff have not had the capacity to execute on this effort.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add

Enterprise-Wide Improvement Opportunities (2 of 5)

Theme	Opportunity and Rationale	Potential Outcomes
Governance and Strategy	<p>5. Opportunity: Work toward striking a balance between the two roles of Council (i.e. operational oversight and strategic oversight) and strengthening the staff-Council relationship through regular training on the roles and responsibilities of both elected officials and staff.</p> <p>Rationale: Both staff and Council identified the critical need for continuous improvement in their collaboration, openness, and trust.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add

Enterprise-Wide Improvement Opportunities (3 of 5)

Theme	Opportunity and Rationale	Potential Outcomes
People and Culture	<p>6. Opportunity: Promote increased trust, transparency, and staff engagement through enhanced internal and external communications processes.</p> <p>Rationale: There is an opportunity to improve communications internally (from Council to the administration, senior leadership to managers, managers to staff, and across departments) and externally (from Council and the administration to residents). Staff identified a silo effect between departments, and a lack of awareness of organizational initiatives. It is felt that improvement in this area will lead to improved customer service, raise engagement, and reduce duplication of efforts across the organization.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add
	<p>7. Opportunity: Develop a comprehensive HR Strategy that addresses succession planning, staff retention, performance management, and a comprehensive training/progression model.</p> <p>Rationale: A prominent theme at all levels of the organization is the concern around staff retention and succession planning (especially with respect to retiring staff). Additionally, it was noted that while there is training available, it is not a comprehensive curriculum, and that while there is a performance management program, it is implemented inconsistently across the organization. An organization-wide approach to HR will help ensure that staff turnover is reduced; organizational knowledge and capabilities are not lost; and that staff are being trained for the roles they play now and plan to grow into.</p>	<ul style="list-style-type: none"> ✓ Efficiencies
	<p>8. Opportunity: Conduct a review of organizational design and staffing mix and levels to support optimal use of each staff member and ensure alignment to the objectives of their department (e.g. the communications resource, bringing legal counsel in-house, the separation of the clerk from the CAO's office, etc.).</p> <p>Rationale: Concern was been raised around the Town's staffing levels and mix. Initial benchmarking analysis indicates that Amherstburg has a lower full-time staff complement than its peers and that it may be under-resourced. Opportunities to relocate staff and/or work units to departments that align more closely with their roles and responsibilities should be considered in order to build an organizational structure that supports service excellence.</p>	<ul style="list-style-type: none"> ✓ Cost-Savings/ Revenue Generation ✓ Efficiencies

Enterprise-Wide Improvement Opportunities (4 of 5)

Theme	Opportunity and Rationale	Potential Outcomes
Processes and Technology	<p>9. Opportunity: Adopt an updated reserve policy based on capital needs and in conjunction with an updated asset management plan (AMP).</p> <p>Rationale: The Town has made significant progress toward improving its financial health but has failed to meet MMAH's target Asset Sustainability Ratio, which reflects the poor condition of over a quarter of its assets (per the 2016 AMP, the most recent document). The Town is planning to conduct a review of its reserves as well as undertake an Asset Management Initiative to develop a fully funded AMP that will meet legislative requirements, prioritize asset renewals and investments and determine funding demands. However, resource limitations may impact the delivery of this work for 2020.</p>	<ul style="list-style-type: none"> ✓ Cost-Savings/Revenue Generation ✓ Efficiencies ✓ Value-Add
	<p>10. Opportunity: Implement ongoing improvements in IT systems and tools to streamline key organization processes and procedures through either outsourcing, sharing IT delivery (with certain neighbouring municipalities or across the county), or the development of an IT strategy.</p> <p>Rationale: It was noted that technology and processes tend to be out-of-date or "patchwork" across departments (e.g. CRM, software for GIS, records management, claims management etc.), and there is a need to understand technology gaps and to prioritize how to address them. A more cohesive approach to IT systems management could support information sharing and tracking that would also address key silos across work units (e.g. Fire prevention, Building and Bylaw). The County taking a lead role providing IT support to lower tier municipalities may provide consistency in systems, lower costs, and reduce duplication of software investment, among other benefits.</p>	<ul style="list-style-type: none"> ✓ Cost-Savings/Revenue Generation ✓ Efficiencies ✓ Value-Add
	<p>11. Opportunity: Conduct a review of contracted services and explore potential savings or increased capacity that may (or may not) result from contracting out.</p> <p>Rationale: Amherstburg spends a proportionately smaller part of its operating budget on contracted services, relative to its peer group in the County member municipalities. A review of contracted services will identify which services comparable municipalities outsource and what the corresponding unit costs for the outsourced service are. This will then be compared with Amherstburg's services that are either outsourced already or could be considered for outsourcing. Note: Additional information regarding the Town's full list of contracted services is required.</p>	<ul style="list-style-type: none"> ✓ Cost-Savings/Revenue Generation ✓ Efficiencies

Enterprise-Wide Improvement Opportunities (5 of 5)

Theme	Opportunity and Rationale	Potential Outcomes
Service Delivery	<p>12. Opportunity: Invest in a centralized customer service system (e.g. a CRM software) to provide a seamless customer experience from the opening of a ticket to the internal tracking of the response and resolution.</p> <p>Rationale: There are a low number of complaints from residents, but when they are submitted, they are processed in a fragmented manner with no clear timelines for response or resolution. Tracking inquiries and complaints would enable a streamlined and reliable approach to customer service and support the Town in gathering data to understand challenges, service volumes, improvement opportunities, and measure results. This is an ideal opportunity for a shared service with one or more neighbouring municipalities.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add
	<p>13. Opportunity: Further develop and implement a customer experience strategy that leverages digital service delivery options.</p> <p>Rationale: There is an opportunity to save staff time and resources via digital registration and payments processing. Customers increasingly expect the use of digital tools and platforms to improve their experience. Paperless and cashless opportunities can increase efficiency for the customer and the back office and enable staff to focus on the customer rather than labour-intensive processes. Post-COVID, there is an opportunity to adopt processes for contactless transactions, greater efficiency, and customer convenience.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add
	<p>14. Opportunity: Create and maintain an inventory of service profiles that (1) identify the service delivery model (in-house, contract, etc.); (2) tracks partnership opportunities; (3) service level standards; and (4) key performance indicators and targets.</p> <p>Rationale: The Town does not currently have a centralized system to track and evaluate service levels, the way services are delivered, and measure performance against standards and KPIs.</p>	<ul style="list-style-type: none"> ✓ Cost-Savings/ Revenue Generation ✓ Efficiencies

DEPARTMENT-SPECIFIC IMPROVEMENT OPPORTUNITIES

Department-Specific Improvement Opportunities (1 of 8)

Department	Opportunity and Rationale	Potential Outcomes
CAO's Office	<p>15. Opportunity: Consider the addition of a full-time communications resource to lead the development and implementation of enhanced internal and external communications processes (<i>see opportunity #6</i>).</p> <p>Rationale: The Town does not currently have a corporate communications plan or dedicated communications resource, which has led to some fragmentation and inconsistency both in internal and external communications. A centralized effort could support more strategic communications as well as new or innovative approaches to keep residents and staff informed and engaged in the Town's activities and operations. The majority of the peer municipalities have a communications staff resource (e.g. communications coordinator). This position could be combined with other 'strategic duties' (e.g. coordinating the strategic planning process).</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add

Department-Specific Improvement Opportunities (2 of 8)

Department	Opportunity and Rationale	Potential Outcomes
Corporate Services	<p>16. Opportunity: Maintain momentum on the implementation of an automated online payment portal for a range of resident services (e.g. taxes, accounts receivable, water utility, parking, dog tags, etc.).</p> <p>Rationale: There are currently many services that still require in-person payment. Changes made to in-person processes during COVID should be continued and built upon. Online payments may encourage more timely payments and registrations and would also serve residents' desire for more options and flexibility for the completion of payments. A shift to online payments may also free up staff time for other initiatives while also improving customer service. There is also the potential to include a service/convenience fee and generate additional revenue for the Town, thus generating additional revenue.</p>	<ul style="list-style-type: none"> ✓ Cost-Savings/ Revenue Generation ✓ Efficiencies ✓ Value-Add
	<p>17. Opportunity: In addition to the development of an updated reserve policy and AMP (<i>see opportunity #9</i>), support funding for asset management initiatives and adoption of updated AMP.</p> <p>Rationale: Although progress has been made on the AMP, there has been no movement on the 2016 plan for the establishment of business processes to guide future planning and expenditures. There has been some commitment from council to get work done, however a lack staff resources have delayed progress. A commitment to funding the life-cycle reserve with annual contributions will result in the long-term sustainability of the AMP.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add
	<p>18. Opportunity: Clarify the roles and responsibilities of management in relation to Finance in providing support to other departments and define financial capabilities departments should have internally.</p> <p>Rationale: Finance is not currently resourced to provide the level of support requested by individual departments, including budgeting, flow monitoring, monthly accounting and authorization. This is also a risk management issue with both corporate and departmental implications to be considered.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add

Department-Specific Improvement Opportunities (3 of 8)

Department	Opportunity and Rationale	Potential Outcomes
Corporate Services <i>(Continued)</i>	<p>19. Opportunity: As part of the centralized customer service system (<i>see opportunity #12</i>) implement a central corporate property repository/shared database or further use existing software to full capability (i.e. Laserfiche)</p> <p>Rationale: There is currently no system (e.g. CRM database) for all departments to communicate or share information electronically. For properties that receive services from multiple departments, a shared repository or database could support increased collaboration, streamline information sharing and timelier resolution of issues. Best practices of peer municipalities will be of value.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add

Department-Specific Improvement Opportunities (4 of 8)

Department	Opportunity and Rationale	Potential Outcomes
Engineering and Public Works	<p>20. Opportunity: Implement a long-term capital plan for roads as set out in AMP and identify resourcing needs and operating plans to drive a linkage between daily resource utilization and strategic needs.</p> <p>Rationale: Road conditions have been consistently expressed as a concern of staff, Council and residents, and capacity has been cited as a major barrier to upkeep. A long-term capital plan would support the prioritization of projects based on need, funding availability and resources, condition assessments, and help avoid one-off projects.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add
	<p>21. Opportunity: Implement remote water reading using technology that is integrated with a centralized database for billing and analysis and consider the installation of border meters to track and bill for cross-border water usage.</p> <p>Rationale: While initial implementation may be costly, Automatic Meter Reading (AMR) has the potential for significant down-stream savings by reducing the cost of meter reading, providing real-time billing data, reducing re-billing costs, detecting leakages, and promoting energy conservation and customer savings with time of use consumption. Amherstburg supplies water to parts of Essex and LaSalle and has issues with delinquent payments. Border meters would address this by billing the municipalities directly as opposed to residents. Consultation with Essex Power may offer some options for consideration, comparable to those in other local municipalities.</p>	<ul style="list-style-type: none"> ✓ Cost-Savings/Revenue Generation ✓ Efficiencies
	<p>22. Opportunity: Conduct an updated Water & Sewer Rate Study to review and ensure rates reflect inflationary increases and growth and capital needs.</p> <p>Rationale: While the Town is in line with its comparator municipalities with respect to water and sewer charges as a percentage of expenses, the downward trend observed in recent years is an indication that an updated Water & Sewer Rate Study should be undertaken to ensure that rates reflect inflationary increases and growth and capital needs. This is particularly important, given the size of Amherstburg's water and wastewater infrastructure relative to the customer base it serves and the need to maintain this infrastructure in the long term.</p>	<ul style="list-style-type: none"> ✓ Cost-Savings/Revenue Generation ✓ Efficiencies

Department-Specific Improvement Opportunities (5 of 8)

Department	Opportunity and Rationale	Potential Outcomes
Parks, Facilities, Recreation, and Culture	<p>23. Opportunity: Conduct a review of recreation fees. This review, which would analyze user rates, fee levels and total revenues, among other data inputs, may reveal opportunities for cost savings and/or increased revenues, including adjustments to the existing fee structure.</p> <p>Rationale: Amherstburg's recreation user fees as a percentage of associated service expenses are 10% lower than both the averages of its comparable peers in and outside of Essex County. Although the Town does align fees with the Consumer Price Index and recently instituted a surcharge to support capital upgrades, cost recovery for recreation expenses has remained low. Recommendations to increase fees have been brought forward in the annual budgeting process but have not been supported by Council or residents. However, this means that to continue to provide the same level of service, the burden then falls on the residential tax base. A comprehensive review of recreation fees would support the business case for a sustainable fee and user rate structure moving forward.</p>	✓ Cost-Savings/ Revenue Generation
	<p>24. Opportunity: Evaluate the placement of Facilities Management within its current department, and consider either a separate facilities department to provide services to multiple departments or the development of a 'whole-of-organization' facilities plan that can identify opportunities for internal shared resources and more efficient uses of facilities.</p> <p>Rationale: Amherstburg's Facilities function provides services to a range of other functional areas within the organization and is responsible for range of activities outside the scope of Parks, Recreation, and Culture. Additionally, ensuring state of good repair to assets is an integral component of AMP.</p>	✓ Efficiencies

Department-Specific Improvement Opportunities (6 of 8)

Department	Opportunity and Rationale	Potential Outcomes
Planning, Development and Legislative Services	<p>25. Opportunity: Align on Amherstburg's long-term planning vision with respect to growth and economic development.</p> <p>Rationale: The Town lacks a long-term growth and development vision and strategy. It is unclear whether growth is a priority, and if it is, what that growth should look like (i.e. maintain status quo as being predominantly a bedroom/retirement community vs. attracting younger families; continue to focus on tourism vs. increasing commercial and industrial growth). For example, the former Honeywell site has been long vacant, somewhat remediated, but has not yet been successful in attracting development, notwithstanding expressions of interest.</p> <p>Alignment on Amherstburg's growth objectives would enable the Town to consider specific initiatives to support those objectives (e.g. if prioritizing commercial/industrial development, developing a Town liaison for developers, proactively upgrading the Official Plan and Zoning permissions, etc.). This also aligns with recent activities undertaken by the Town to support economic development, including its submission, in partnership with WEEDC, of three properties, including the former Honeywell site, to the province's Job Site Challenge.</p>	<ul style="list-style-type: none"> ✓ Efficiencies ✓ Value-Add
	<p>26. Opportunity: Expand the scope of the current Tourism function to include economic development and business improvement.</p> <p>Rationale: While tourism is key to Amherstburg's identity and economic model, the role of the municipality in prioritizing tourism, as opposed to a broader economic development program with respect to business retention and attraction, has been a source of both internal and external criticism. Keeping in mind that both of these functions are provided at the regional level, funded through the County levy and that some duplication exists it may be justified. Consequences, risk and cost vs. benefit should be examined and considered.</p>	<ul style="list-style-type: none"> ✓ Cost-Savings/Revenue Generation ✓ Efficiencies ✓ Value-Add

Department-Specific Improvement Opportunities (7 of 8)

Department	Opportunity and Rationale	Potential Outcomes
Planning, Development and Legislative Services (Continued)	<p>27. Opportunity: Improve development processes that connect Engineering and Public Works, and Planning Development and Legislating Services to be more consistent when it comes to securities, agreements, and the overall process.</p> <p>Rationale: As a result of a lack of documented protocols and requirements, the development planning process currently varies from development to development. A documented, standardized process would increase efficiency across service areas.</p>	✓ Efficiencies
	<p>28. Opportunity: Consider bringing legal services in-house to provide the majority of the Town's legal services and contract external legal services as needed.</p> <p>Rationale: The Town currently receives external legal services, and there is an opportunity to review whether the status quo or the hiring an internal solicitor is the most cost-effective method of service delivery. An initial review of Amherstburg's peer municipalities indicates that half currently provide in-house legal services and half contract out.</p>	✓ Cost-Savings/ Revenue Generation ✓ Efficiencies

Department-Specific Improvement Opportunities (8 of 8)

Department	Opportunity and Rationale	Potential Outcomes
Fire	<p>29. Opportunity: Assess current structure of services and requirements that put stress on the department.</p> <p>Rationale: There are potential opportunities that could be examined to increase the department's capacity such as establishing a self-inspection program for less at-risk properties, and with random inspections rather than annual inspections, although all opportunities would need to be appropriately evaluated against legislative requirements.</p> <p>For this to be possible, resources will be need in the short term to conduct site visits to confirm demonstrated compliance, but once this is complete, self-inspection will result in less of a burden on the fire department in the longer term.</p>	<ul style="list-style-type: none"> ✓ Cost-Savings/ Revenue Generation ✓ Efficiencies

SHARED SERVICES IMPROVEMENT OPPORTUNITIES

Shared Services Improvement Opportunities (1 of 5)

Department	Opportunity and Rationale	Potential Outcomes
Enterprise-Wide	<p>30. Opportunity: Increase participation in collaborative purchasing organizations that offer procurement support and expertise to facilitate a collaborative purchasing initiative with some or all the neighbouring municipalities.</p> <p>Rationale: Navigating the procurement process is complex and time consuming. Additionally, the delivery of some services in a shared capacity may result in cost savings (e.g. through economies of scale in purchasing), increased collaboration, and stronger relationships between regional partners.</p>	<ul style="list-style-type: none"> ✓ Cost-Savings/ Revenue Generation ✓ Efficiencies ✓ Value-Add
	<p>31. Opportunity: Identify opportunities to share fleet and expensive equipment (procurement, operations, maintenance, etc.) across departments and with neighbouring municipalities.</p> <p>Rationale: There is often unnecessary overlap in purchases made by departments within the Town and by the Town and its neighbours.</p>	<ul style="list-style-type: none"> ✓ Cost-Savings/ Revenue Generation ✓ Efficiencies
	<p>32. Opportunity: Explore the development of a south shore shared services initiative or corporation to deliver key services such as HR, IT, finance, and components of fire services and recreational programming delivery, and certain public works services (e.g. winter control), among others.</p> <p>Rationale: By sharing certain assets and resources with neighbouring municipalities, Amherstburg can lower costs through economies of scale and scope. It may allow access to new revenue streams that require a critical mass of users or inputs. Additionally, there are non-financial benefits including potential service enhancements and expansion; increased service integration; sustainability and viability across the region; building local capacity, trust and, relationships while also maintaining local identities; and potentially seeing a positive public response to more efficient use of assets in providing services across municipal borders.</p>	<ul style="list-style-type: none"> ✓ Cost-Savings/ Revenue Generation ✓ Efficiencies

Shared Services Improvement Opportunities (2 of 5)

Department	Opportunity and Rationale	Potential Outcomes
Engineering and Public Works	<p>33. Opportunity: As part of the potential shared services corporation (<i>see opportunity #32</i>), continue to explore the possibility of sharing water with Windsor/Essex.</p> <p>Rationale: The Town's Water Treatment Plant was built for a population of 55,000 residents. As a result, some 20,000 residents are currently funding the system, making it an expensive asset for the Town.</p>	<ul style="list-style-type: none"> ✓ Cost-Savings/ Revenue Generation ✓ Efficiencies
	<p>34. Opportunity: Explore potential of an enhanced regional role in the delivery of certain services such as roads, infrastructure and uploading the remaining drainage services to the County.</p> <p>Rationale: A Roads Rationalization Study was conducted in 2018 and 2019 by Essex County (estimated completion January 2020 – approval TBC). A review of the proposed recommendations, including the practical and financial benefits that could be delivered to the Town, should be conducted. Opportunities for an enhanced regional role have the potential to deliver cost savings and a decrease in maintenance-related workload for Town staff.</p>	<ul style="list-style-type: none"> ✓ Cost-Savings/ Revenue Generation ✓ Efficiencies

Shared Services Improvement Opportunities (3 of 5)

Department	Opportunity and Rationale	Potential Outcomes
Parks, Facilities, Recreation, and Culture	<p>35. Opportunity: Explore partnerships with neighbouring municipalities and private and non-profit entities to deliver recreation programming and rent out facilities where excess capacity exists, and make better use of the Town's large recreation facilities and many parks.</p> <p>Rationale: Amherstburg's parks and recreational centres are not used to their full capacity, and cost more to operate and maintain than user fees can cover. In particular, the Libro Centre's operational costs significantly outstrip its revenues and there are concerns about the ability of the Town to finance the facility's operating and maintenance costs of the facility in the long term. A regionalized approach to recreation could achieve enhanced services and facilities, and expanded program choices at a lower cost realized through shared staff, management, equipment, expertise, etc.</p> <p>There may be opportunities for Amherstburg to share programming with other south shore municipalities in order to increase utilization rates and rental revenues. Similarly, innovative partnerships with non-profit or private sector entities could support higher revenues and support the sustainability of the Centre.</p>	<ul style="list-style-type: none"> ✓ Cost-Savings/ Revenue Generation ✓ Efficiencies

Shared Services Improvement Opportunities (4 of 5)

Department	Opportunity and Rationale	Potential Outcomes
Planning, Development and Legislative Services	<p>36. Opportunity: Explore opportunities for a more regional approach to planning, building, and by-law enforcement.</p> <p>Rationale: There is a lack of alignment between the Town and County on planning (e.g. the Town and County Official Plans are often at cross-purposes) which leads to duplication and misaligned funding.</p>	<ul style="list-style-type: none"> ✓ Cost-Savings/ Revenue Generation ✓ Efficiencies

Shared Services Improvement Opportunities (5 of 5)

Department	Opportunity and Rationale	Potential Outcomes
Fire	<p>37. Opportunity: Consider the creation of a South Shore Jointly Operated and Managed Fire Service</p> <p>Rationale: Joint delivery of fire services should be explored to ensure that services, training, and assets appropriately match need. A Jointly Operated and Managed Fire Service could reduce costs in Amherstburg while also increasing the level of service provided for those involved.</p> <p>This would also facilitate joint purchasing would help achieve “economies of scale” by purchasing in bulk for a larger work force, which could in turn result in reduced costs. Fire-related apparatus and equipment, including hoses, nozzles, scuba and firefighter gear, represent millions of dollars of assets that could be procured more efficiently through bulk purchasing.</p> <p>This has been successfully implemented between two towns (Georgian Bluffs and Municipality of Meaford) and in Middlesex County between four municipalities into two fire departments.</p>	<ul style="list-style-type: none"> ✓ Cost-Savings/ Revenue Generation ✓ Efficiencies



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