

ELGIN COUNTY UPDATE



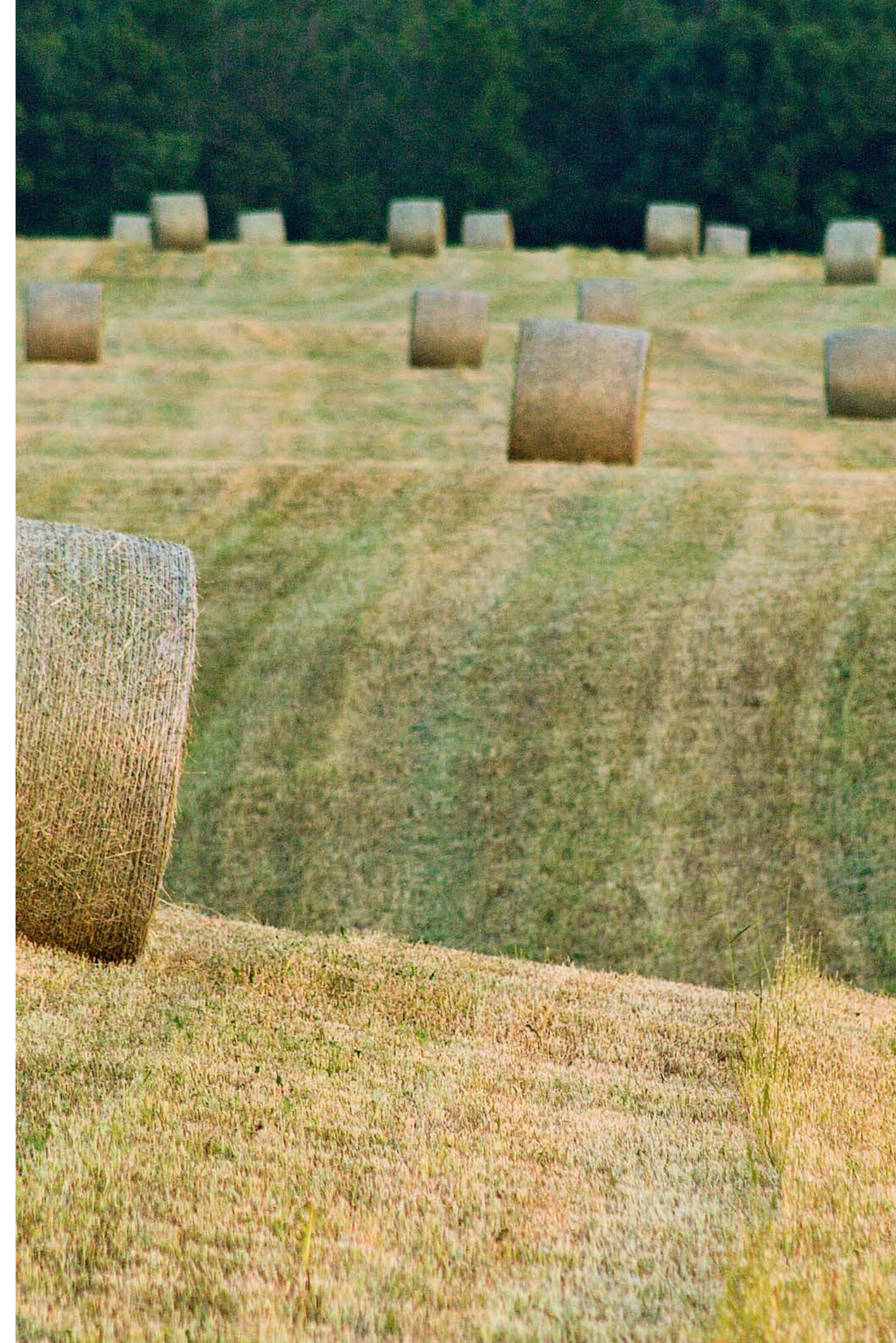
PRESENTATION TO MUNICIPALITY OF WEST ELGIN COUNCIL

NOVEMBER 26, 2020
WARDEN DAVE MENNILL
JULIE GONYOU, CHIEF ADMINISTRATIVE OFFICER



AGENDA

- 1 COVID- 19 Response
- 2 Elgin County Strategic Plan
- 3 Partnerships and
Collaboration
- 4 What's New and Exciting?
- 5 Service Delivery Review
- 6 Design Principles for Service Coordination
- 7 Road Maintenance Agreement
- 8 Development Services
- 9 Collaborative Purchasing
- 10 Human Resources
- 11 Questions



Message from the Warden



Warden Dave Mennill

COVID-19 RESPONSE

Rapid Pivot and Close Collaboration

The County was able to rapidly pivot to continue providing fulsome services to residents. Close collaboration between the County, the City of St. Thomas and Elgin's Municipal Partners ensured a consistent approach to emergency response.

Changes to Services

Offices open by appointment only, Provincial Offences Administration open for in-person ticket payment, reliance on Virtual Meetings, Library Curbside Pick up, etc.

Economic Development/ Business Support

Economic Recovery Task Force in conjunction with St. Thomas EDC, the Small Business Enterprise Centre, St. Thomas Chamber of Commerce, and Workforce Development.

Redeployed Staff

Elgin County staff redeployed to LTCHs for screening and administration support.



COUNCIL'S 2020-2022 STRATEGIC PLAN



SERVING ELGIN

To re-design how we respond to community needs in a creative, sustainable way.



GROWING ELGIN

To be the place where people want to live, work and play.



INVESTING IN ELGIN

To make responsible financial decisions.

STRATEGIC PLAN VIDEO



PARTNERSHIPS AND COLLABORATION



SWIFT Network



Fire Trainer



Community Safety and Well-Being Plan



Focus on Enhanced Communication

With internal stakeholders, partners and community.



Other

Health Recruitment Partnership, Legal, Economic Development, Elgin
Group Police Services Board, Accessibility, Libraries, EMS, Property
Assessment, Archives, Museum



Opportunities

Service Delivery Review Recommendations



Solving Elgin's Connectivity Issues

Connectivity Committee, SWIFT Network

Full Time Planner

Elgin County has hired a full time planner and is reviewing the Land Division Committee.



Budget Committee

Modernizing the budget process and enhancing engagement.



Ambulance Services, CEMC and Fire Trainer



Building Bridges

Port Bruce Bridge, King George Lift Bridge, Meeks Bridge.



Terrace Lodge Redevelopment and Fundraising Committees



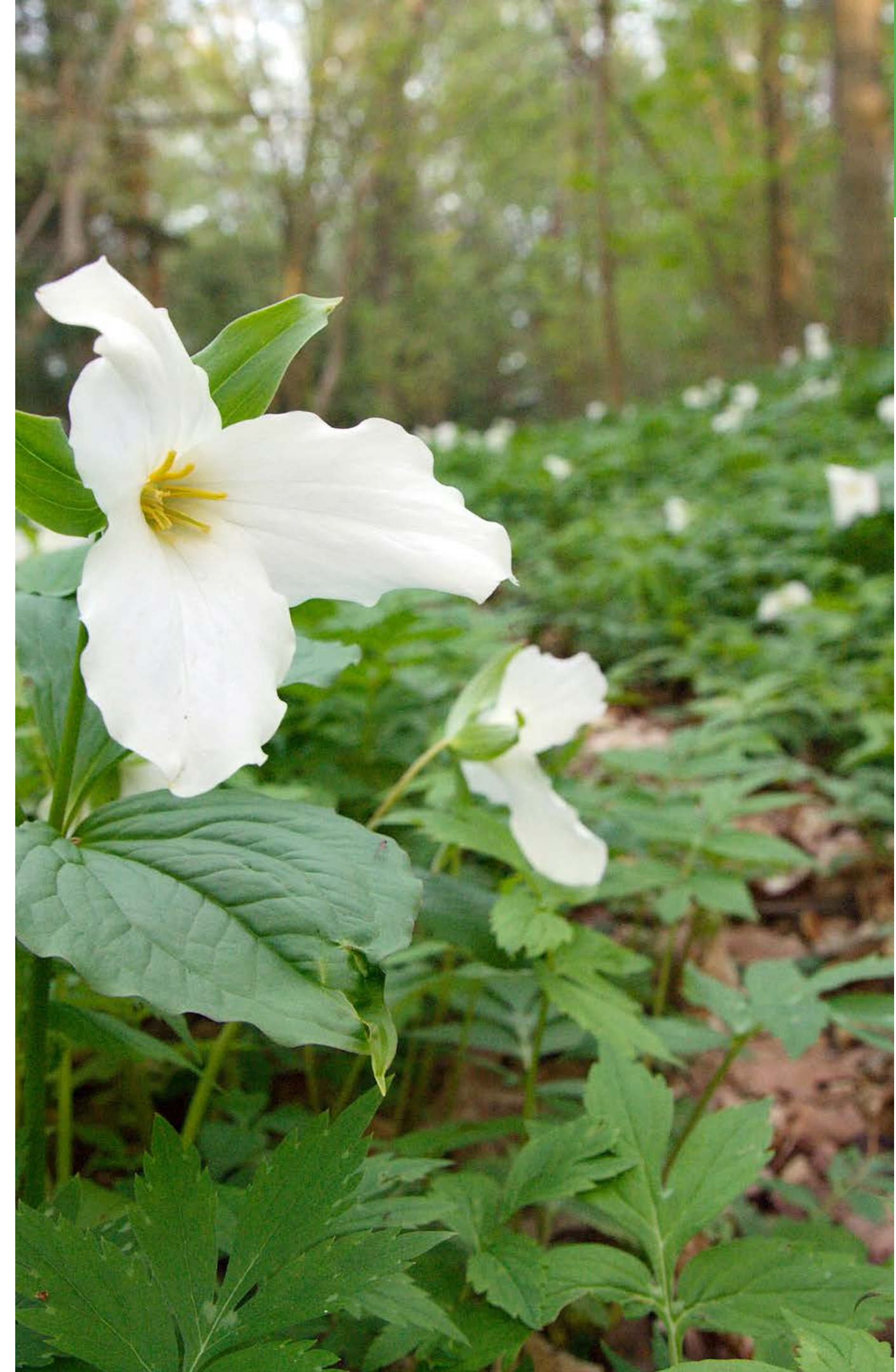
Environmental Advisory Committee

+ More

WHAT'S NEW AND EXCITING?



ELGIN COUNTY SERVICE DELIVERY REVIEW



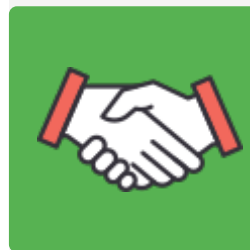
PROJECT FOCUS



Reviewing and improving the County's human and community services with a focus on long-term care.



Examining and improving the County's internal operations.



Reviewing, improving and potentially expanding shared municipal services and resources with the County's seven local municipal partners and the City of St. Thomas.

COUNTY CURRENT STATE & OPPORTUNITIES

1

The County has strong, forward-looking, nimble leadership with the desire to implement strategic change.

2

Governance and communications enhancements can improve the County's management of contracts.

3

The County celebrates its Long-Term Care Homes and now is the time to address short-term operational and long-term strategic issues.

COUNTY OPPORTUNITIES

4

The time is right to embrace the increased use of modern technologies and digital tools to improve processes and realize efficiencies.

5

Elgin's financial state is comparable to its comparators with similar operating and capital expenditures per capita and significantly lower long-term debt.

SHARED SERVICE OPPORTUNITIES



1

Consideration is being given to shared initiatives such as IT, planning, collaborative purchasing, HR, and engineering advice.

2

The opportunity exists to rework the governance and administration of existing shared services to ensure that the needs of all parties are being met. Ensuring that a successful framework exists for continuing to deliver these existing shared services is a priority.

COUNTY/CITY OPPORTUNITIES

1

Economic Development, IT Services

2

The two library services have a strong history of collaboration. Formalize procurement and work together to respond to the County and City's population growth and how it may affect service growth and facility needs. Focuses on improving the collaboration to reduce costs and improve services.

DESIGN PRINCIPLES FOR SERVICE COORDINATION

Establishing codified processes on how shared services are designed, agreed upon, and governed can improve the relationship between the County and its Local Municipal Partners.

Both Elgin County and the LMPs want to continue to improve the working relationship and have agreed that policies that balance responsibilities on both sides are needed.

This will ensure interests are balanced, increase communication and transparency, provide predictability and offer opportunities for continued improvements.

RECOMMENDATIONS

- Codify consultation processes for new shared services.
- Codify risk mitigation strategies into agreements.
- Undertake independent appraisals for the costs of delivery for shared services.
- Do not use a weighted County levy option for cost structures
- Add shared services as a standing item on the County-LMP CAO meeting agendas.
- Establish governing processes for the current advisory committee for the roads maintenance agreement.
- Conduct annual reviews of all shared services.

ROAD MAINTENANCE AGREEMENT

The policies governing the Road Maintenance Agreement (RMA) need to be updated, and the funding arrangement needs an independent review.

Both parties want to improve the working relationship surrounding the RMA, and improvements to the RMA will positively impact other shared services and future opportunities.

RECOMMENDATIONS

- Add the RMA as a standing item on the CAO meeting agenda for enhanced communications.
- Establish governing processes for the current advisory committee for the roads maintenance agreement.
- Codify policies for working together to discuss, resolves issues on, and continue to improve the RMA.
- Develop service standards and best practices to further clarify the Schedule C Scope of Services expectations.
- Undertake an independent review of the funding arrangement.
- Improve the financial reporting process.
- Improve and digitize the quarterly reporting process.

DEVELOPMENT SERVICES

The first focus of this initiative is to improve the functioning of the Land Division Committee.

Improving the processes of the Land Division Committee is expected to cost \$10,000 annually in software subscriptions but will result in \$34,000 of productivity gains providing a net benefit of \$24,000 annually.

Following these improvements, the County would explore offering Registered Professional Planning (RPP) support to participating LMPs. Exact financial benefit of RPP support will be determined by the number of participating LMPs.

RECOMMENDATIONS

- Improve the processes, technology, training, staffing, and skills development of the Land Division Committee.
- Explore and co-create an RPP support model for interested LMPs that improves resident experience.
- Launch model and demonstrate its benefits to non-participating LMPs.
- Review need for other development services coordination in the County (building).

COLLABORATIVE PURCHASING

There are significant savings opportunities through more strategic sourcing and collaborative procurement of commodities and services. In particular, commonly purchased items like aggregates or services listed in the roads maintenance agreement that may be easily shared to find savings.

Using the assumption that LMPs would generally expect to find, on average, 5%-15% savings on shared goods and services contracts—with the acknowledgment that each contract may find more or less actual savings—LMPs achieve between \$369,000 and \$ 1,107,000 in potential savings per year through collaborative procurement.

Hiring an additional resource at the County level to source and bid on goods and services on behalf of the County and LMPs would lead to a significant return on investment. This would require a a low-cost investment—salaries for these positions range from \$75,000 to \$85,000

OPTIONS FOR IMPLEMENTATION

Option 1: The County would hire a procurement specialist who would provide procurement support to LMPs on an hourly or project basis and manage a centralized, online bids and tenders site for the County and LMPs. When not supporting LMPs, their time would be used to support County procurement and contract management needs.

Option 2: The County would hire a procurement specialist whose salary would be paid for through a yearly contribution agreement with the LMPs. This resource would identify opportunities for collaborative procurement and develop shared tenders that reflects LMP needs. LMPs would need to agree to a set of principles regarding opting out, service level standards, etc.

HUMAN RESOURCES



The goal of this initiative is to meet the LMP's need for human resource services support. As many of Elgin's LMPs lack professional in-house human resource professionals, this leaves room for potential large labour risks.


This initiative will formalize the County's support for the LMPs through a phased approach. The first phase will be offer consulting services to LMPs on a cost recovery basis. After processes are established and the County has a clear sense of the LMPs' human resources structures, the County, and interested LMPs can exploring a more formalized shared service.

Consulting services would benefit the LMPs as the County's fees would be much cheaper than external consultants.

RECOMMENDATIONS

- Identify and promote consulting services to LMPs.
- Begin and manage consulting projects for LMPs.
- Begin exploring formalizing shared service with frequent LMP consulting clients.
- Attract more LMPs to formalized shared service.

OTHER POTENTIAL SHARED SERVICES



The County of Elgin currently provides IT Services to two (2) LMPs. After some capacity building and strategic digital transformation the County will be better positioned to offer this service to additional interested LMPs.

Some of the smaller LMPs with no professional engineer on staff have expressed interest in receiving engineering advice from the County level.

NEXT STEPS



Elgin County Council
receives the report in
open session on
November 10, 2020

Staff investigate
individual
recommendations and
provide Council more
information

Council decides which
recommendations to
prioritize.

Ongoing
Implementation &
Partnership with LMPs

QUESTIONS?

