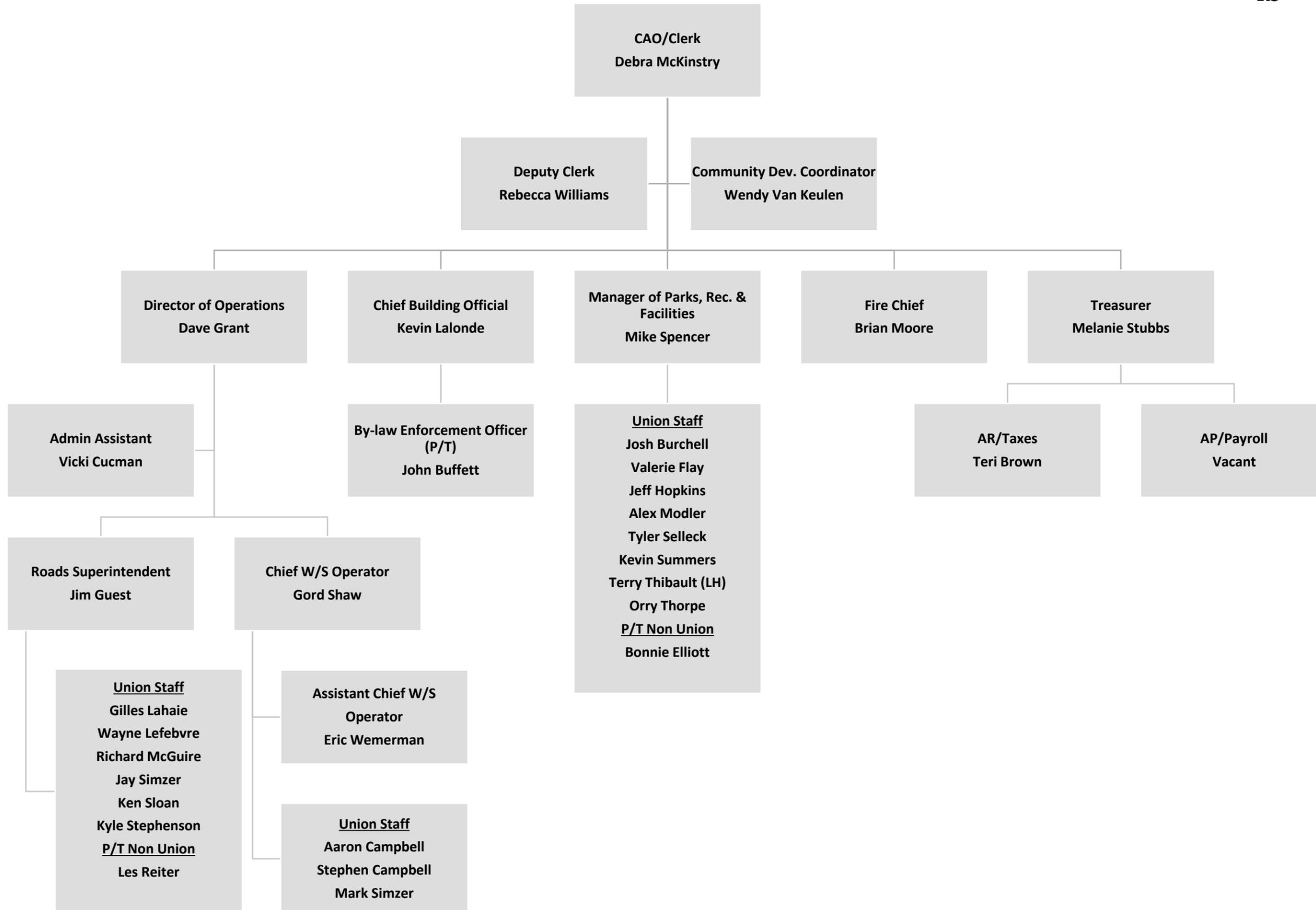


**COMMITTEE OF THE WHOLE
MONDAY, JUNE 10, 2019
COUNCIL CHAMBERS, SPENCERVILLE
1:00PM**

1. Call to Order – Chair, Mayor Sayeau
2. Approval of Agenda
3. Disclosure of Pecuniary Interest & the General Nature Thereof
4. Discussion Items
 - a) Efficiency Ideas - Committee
 - b) Organization Chart
5. Action/Information Items
 - a) Modernization Funding – Township
6. Councillor Inquiries/Notices of Motion
7. Mayor's Report
8. Question Period
9. Closed Session
10. Adjournment



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**TOWNSHIP OF EDWARDSBURGH CARDINAL
ACTION ITEM**

Committee: Committee of the Whole

Date: June 10, 2019

Department: All

Topic: **Modernization Funding**

Purpose: To recommend suggested next steps in determining a strategy to ensure that the Municipal Modernization funding received in March 2019 is effectively used to find efficiencies and cost savings.

Background: The Township received a one-time grant of \$584,335 from the Provincial government in March of 2019. The letter from Minister Clark announcing the funding described the payment as being unconditional, but clearly outlined that it was “intended to support small and rural municipalities’ efforts to become more efficient and reduce expenditure growth in the longer term”.

Various discussions have taken place since the Minister’s announcement at Township committees, at Counties Council and at the staff level. As well, two meetings were held with neighbouring municipalities to determine if there was a will to find efficiencies through shared services or other means.

Following is a brief description of the various items that have been suggested at several meetings wherein any costs incurred might be paid for from the Modernization Fund:

- Survey with respect to recreation and programming
- Partnering with UCLG for purchasing and tendering or other services
- Shared services among neighbouring municipalities such as fire protection, specialized equipment, snow plowing, recreational facilities
- Studies and surveys for service enhancement
- Service review study
- Internal review for efficiency improvement
- Modernization of the Township IT system
- Sharing of graders between EC and Augusta; use of Fund to finance the purchase or lease of a new grader

Edwardsburgh Cardinal staff has been requested to provide reports on two of these matters specifically (IT and graders), and the three CAO's from EC, Augusta and Prescott have been tasked with finding ways to compare the municipal operations from the three entities to identify possible efficiency targets.

Staff has begun the work as requested. It is becoming increasingly clear that there is very little time capacity for these extra reports and comparisons in the workload of the three CAO's or the other staff at the Township.

It is a somewhat unspoken assumption that the Modernization Fund is intended to find cost savings for municipalities because provincial transfer payments will be drastically reduced in future years. It is important that the greatest possible return on investment be achieved. The Fund should be utilized with a view to streamlining both the process to arrive at decisions and direction, as well as the outcomes of those decisions.

Township staff therefore recommends the initiation of an internal service delivery review, using the expertise of an external consultant with a proven track record. In addition to determining possible efficiencies within our own organization, an internal review could also be used to point to some of the more obvious and perhaps simpler shared service targets.

Some of the direction suggested will no doubt be unpopular with residents and may impact staff and volunteer morale in at least the short term. Having the review completed by an external agency offers the perception of neutrality, which could assist Council in making the difficult decisions that may be required. Information from a variety of consultants interested in and capable of completing such a task is already flowing into the Township.

Policy Implications: An internal service delivery review process will require the creation and issuance of an RFP.

Financial Considerations: The cost of an internal service delivery review is undetermined at this time. However, a recent RFP by another similar sized municipality resulted in quotes between \$56,000 and \$80,000.

Recommendation: That Committee recommends that Council direct staff to draft and issue an RFP for an internal service delivery review with the express purpose of identifying efficiencies that will result in cost savings for the municipality.


CAO/Clerk