Service Delivery Review

Modernizing to Serve You Better

Member Municipality Council Meetings
Recommendations Report

January 2021

Service Delivery Review
Modernizing to Serve You Better

Project Recap

Project Mission and Success

→ **Project Mission**
- o To assist the County of Dufferin in conducting a comprehensive service review of shared municipal services/resources, internal county operations, and human/community services.

→ **Project Success**
- o An in-depth understanding of current services and service delivery methods

- o Provision of actionable recommendations for efficient, effective, and sustainable delivery of municipal services

- o Alignment of all engagement and outcomes with the County's strategic priorities

- o Buy-in among County stakeholders that the recommendations are aligned to the community needs and will reduce operational costs and improve service delivery

- o Continuous transfer of knowledge to County staff on tools, techniques and general methodology.

Project Description/Scope
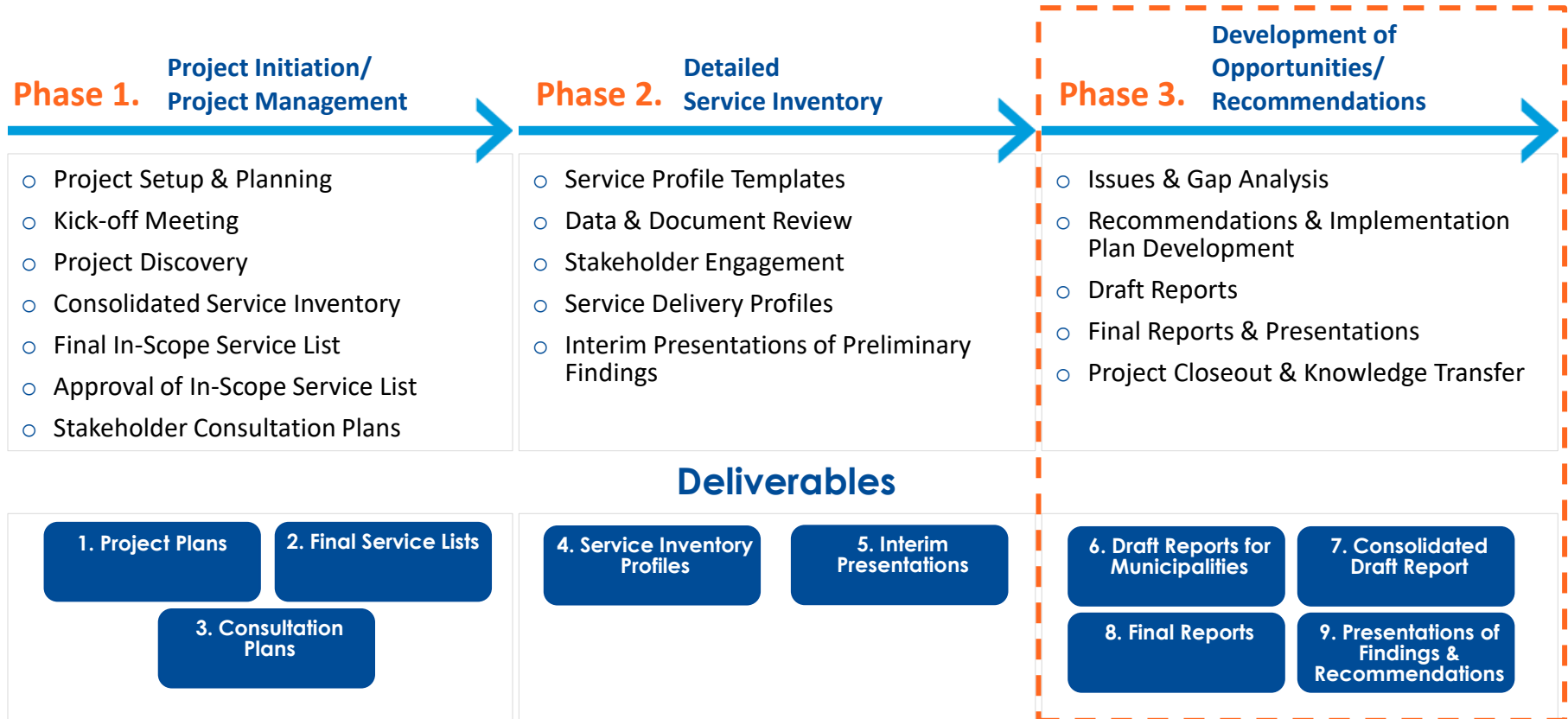
Today's focus:

PART A will involve a review of shared municipal services/resources and will be managed by the Working Group comprising the CAOs from each Member Municipality and the County as well as a Steering Committee which will consist of an elected representative from each local Council.

Through this portion of our review, specific shared services will be identified, reviewed, and recommendations will be developed as appropriate.

PART B will involve a review of internal county operations and human/community services and will be managed by a County Service Review Team consisting of representatives from each County department.

Through this portion of our review, specific County services will be identified, reviewed, and recommendations will be developed as appropriate.

Project Activities

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Phase 1. Project Initiation/ Project Management	Phase 2. Detailed Service Inventory	Phase 3. Development of Opportunities/ Recommendations
o Project Setup & Planning o Kick-off Meeting o Project Discovery o Consolidated Service Inventory o Final In-Scope Service List o Approval of In-Scope Service List o Stakeholder Consultation Plans	o Service Profile Templates o Data & Document Review o Stakeholder Engagement o Service Delivery Profiles o Interim Presentations of Preliminary Findings	o Issues & Gap Analysis o Recommendations & Implementation Plan Development o Draft Reports o Final Reports & Presentations o Project Closeout & Knowledge Transfer

Deliverables

1. Project Plans 2. Final Service Lists 3. Consultation Plans	4. Service Inventory Profiles 5. Interim Presentations	6. Draft Reports for Municipalities 7. Consolidated Draft Report 8. Final Reports 9. Presentations of Findings & Recommendations

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Draft Recommendations Report

Principles for Recommendations

In preparing recommendations, the following principles were followed:

- Recommendations were developed to address identified gaps, or lack of best practices, in Current State activities.

- Where there is a best practice that is not followed, and The Optimus SBR team believes is relevant to the County of Dufferin and/or Member Municipalities, a recommendation was provided to adopt the best practice.

- Wherever possible, key stakeholders were engaged to support the development of recommendations.

- Achieving full consensus on a recommendation is not a requirement of future state engagement activities. As outlined above, where the Optimus SBR team believes a recommendation is aligned to best practices, that has been provided.

Developing Recommendations

Each service took into consideration the complexity of the service and initial feedback on the scope of recommendations.

Recommendations were developed through:

- Leading practices desk research & external consultations as applicable
- Further refinement of recommendations
- CAO joint working session(s) for select services
- Opportunity refinement and analysis
- Review and discussion with the Project Steering Committee

Discussion & Comments

The Service Delivery Review includes 11 in-scope services

A1 – Accounting

A2 – Indoor Recreation Facilities

A3 – By-Law Enforcement

A4 – Economic Development

A5 – Fire Services

A6 – Human Resources (HR) Services

A7 – IT Services

A8 – Planning

A9 – Procurement Services

A10 – Roads

A11 – Winter Control

As we review each profile, please consider the following questions for the proposed recommendations:

1. **Were the recommendations clear?**

2. **What challenges may need to be mitigated if you move forward with proposed recommendations?**

Evaluating Recommendations

Foundational Objectives

The following tables provides an evaluation guide for measuring the impact of each recommendation against the three fundamental objectives of shared services: business enablement, resource stewardship and service experience.

Evaluation Guide			
Shared Service Objective	**High**	**Medium**	**Low**
Impact on Business Enablement	Significant impact on providing staff/service provide with expertise, processes, tools, collaboration and resources to deliver on mandates, programs, and goals.	Some positive impact on providing staff/service provide with expertise, processes, tools, collaboration and resources to deliver on mandates, programs, and goals.	No, or minimal, impact on the enhancement of the expertise, processes, tools, collaboration, or resources to deliver on mandates, programs, and goals.
Impact on Resource Stewardship	Significant impact on the potential to realize financial or resource savings (or reduce rate of increase for higher service volume requests) while maintaining or improving defined service levels.	Some positive impact on the potential to realize financial or resource savings (or reduce rate of increase for higher service volume requests) while maintaining or improving defined service levels.	No, or minimal, impact on the potential to realize financial or resource savings (or reduce rate of increase for higher service volume requests) while maintaining or improving defined service levels.
Impact on Service Experience	Significant, noticeable, and measurable improvement on the quality/level of service provided is expected.	Some positive and measurable improvement on the quality/level of service provided is expected.	No, or minimal, measurable improvement on the quality/level of service provided is expected.

Implementation Considerations

The following table reviews the difficulty level and cost implications associated with the recommendation.

Implementation Considerations	High	Medium	Low
Implementation Difficulty/Cost	Significant new investments are required to implement the recommendation (one time and/or ongoing). Will require considerable external support to design and lead the implementation. (estimated greater than $100k) Recommendation may require 12+ months for implementation Change management considerations will need to be accounted for as the recommendation will have impacts on processes, technology, and or culture beyond the focus service.	Some new costs (one time or ongoing) are anticipated as a result of new staff or one-time spends (IT, consulting, etc.). Likely requires some external support for specific, highly specialized activities (legal, HR, etc.) (estimated less than $100k) Recommendations may require 12+ months to implement Will require consideration for organizational impacts beyond the focus serve and change management activities should be considered.	Minimal costs associated with new positions or external vendors. Minimal new system costs. Recommendation can be primarily be supported by staff and some external vendor support to augment capacity. Recommendation can be accomplished within 12 months. Minimal negative disruption on organization culture, process, etc.

Recommendations Report

Proposed
Recommendations

Accounting

The goal of the review of Accounting services was to identify potential areas of duplication and determine where formal or informal agreements for technology sharing may exist.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa-tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Development of a budget framework for the rural Member Municipalities that would tie the budget to key strategic priorities.	Accounting	High	High	Medium	Low	x	x	x	x	x	x			
That the Member Municipalities and the County explore shared budgeting and accounting software to find efficiencies as a long-term consideration.	Accounting	Medium	Medium	Low	Medium	x	x	x	x	x	x	x	x	x

1. Were the recommendations clear?

2. What challenges may need to be mitigated if you move forward with proposed recommendations?

Indoor Recreation

The goal of the review was to understand gaps in the current governance structure and recommend a governance and reporting structure that better enables municipal oversight and involvement in Recreation Facilities, given that they are their largest funders.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa-tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Explore a revision to the current governance structure associated with Indoor Recreation Facilities in the Rural Municipalities	Indoor Recreation	High	Low	Low	Medium	x	x	x	x	x	x		x	
Develop a regional Recreation & Facilities Strategy	Indoor Recreation	High	Medium	High	High	x	x	x	x	x	x	x	x	x

1. Were the recommendations clear?

2. What challenges may need to be mitigated if you move forward with proposed recommendations?

By-Law Enforcement

With increasing growth in built space for some Member Municipalities and subdivision development, stakeholders involved in by-law enforcement noted that the number of by-law enforcement complaints has risen and will likely continue to rise. The goal for reviewing by-law enforcement services was to address capacity constraints occurring across the County and to improve service outcomes.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa-tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Update By-Law Enforcement policies	By-Law Enforce-ment	Medium	Low	Medium	Low	x	x	x	x	x	x	x	x	x
Hire a shared By-Law Enforcement resource	By-Law Enforce-ment	Medium	Medium	Medium	Medium	x	x	x	x	x	x			
Develop key performance indicators	By-Law Enforce-ment	Medium	Low	Medium	Low	x	x	x	x	x	x	x	x	

1. Were the recommendations clear?

2. What challenges may need to be mitigated if you move forward with proposed recommendations?

Economic Development

The goal of the review has been to create a framework for fostering strategic planning and alignment between the County and the Member Municipalities and a regional approach to Economic Development, which would be gained by further delineation of roles and responsibilities which recognize current capacity constraints.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa-tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Develop a Collaborative Framework and Action Plan for the region	Economic Development	High	Low	High	High	x	x	x	x	x	x	x	x	x

1. Were the recommendations clear?

2. What challenges may need to be mitigated if you move forward with proposed recommendations?

Fire Services

The responsibilities of local municipal Councils for the delivery of fire protection services are included in The Fire Protection and Prevention Act (1997) ("FPPA"). At a high level, the services provided by fire departments include public safety and prevention, providing fire suppression and conducting inspections to enforce the Fire Code. Across the County, Fire Services are provided by eight different Fire Departments, including three fire departments from outside of Dufferin County. The objective of the review was to streamline governance and accountability structures in order to reduce risks and find efficiencies within fire services.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa-tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Explore alternative structures/governance mechanisms for Fire Departments currently governed by Fire Boards	Fire Services	High	Low	Low	Medium	x	x	x	x	x	x		x	
Establish a regional Fire Chiefs Association	Fire Services	High	Medium	Low	Low	x	x	x	x	x	x	x	x	x
Improve reporting and performance measurement	Fire Services	Medium	Low	Medium	Low	x	x	x	x	x	x		x	

1. Were the recommendations clear?

2. What challenges may need to be mitigated if you move forward with proposed recommendations?

Human Resources

Member Municipalities are compliant with current practices and also able to adapt to new and upcoming changes as they occur with subject matter expertise available when required. In addition, with the transition to a new Health and Safety Coordinator it is necessary to ensure that a shared service delivery model is able to meet service outcomes.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementation Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Develop a Health and Safety Memorandum of Understanding	Human Resources	Medium	Low	Medium	Low	x	x	x	x	x	x		x	x
Explore retaining a shared HR consulting firm	Human Resources	Medium	Medium	Medium	Medium	x	x	x	x	x	x		x	
Explore the potential for a common HRIS shared platform	Human Resources	High	Low	High	Medium	x	x	x	x	x	x	x	x	x

1. Were the recommendations clear?

2. What challenges may need to be mitigated if you move forward with proposed recommendations?

IT Services

The review of IT services looked to understand how the services are provided overall, and to identify opportunities to pool resources for enhanced cyber security, and to review the service delivery model for a fair distribution of costs.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa-tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Develop a costing model for County IT Services*	IT	N/A – The County IT Services costing model will allow for informed decision making regarding the provision of this service to Member Municipalities. The model itself is not expected to impact services.			Medium	x	x		x				x	x
Establish a regional working group	IT	High	Medium	Medium	Low	x	x	x	x	x	x	x	x	x

*Note, applicability to individual Municipalities refers to those Member Municipalities currently receiving IT Services. Pending costing model, this may change.

1. Were the recommendations clear?

2. What challenges may need to be mitigated if you move forward with proposed recommendations?

Planning

In reviewing Planning services, the goal was to identify a coordinated approach across Dufferin for streamlining planning resources and processes across Dufferin and identify any opportunities for enhancing technologies.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementation Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Streamline and Make Consistent the Development Approval Process	Planning	Medium	Low	High	Medium	x	x	x	x	x	x	x	x	x
Explore GIS Support with the County	Planning	Medium	Medium	Medium	Low	x	x	x	x	x	x	x	x	x

1. Were the recommendations clear?

2. What challenges may need to be mitigated if you move forward with proposed recommendations?

Procurement

Due to the many changes in procurement legislation that impacts municipalities (e.g. recent Free Trade agreements, etc.) it is important to ensure that procurement practices in Dufferin align to Broader Public Sector guidelines and requirements that promote fair and effective procurement. In addition, the business of running municipalities requires the purchase of much of the same goods and services, and procurement services can maximize cost savings by pooling resources where possible.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa-tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Modernization of Procurement Methods	Procure-ment	High	High	High	Medium	x	x	x	x	x	x	x	x	x
Establish a Dufferin Procurement Working Group	Procure-ment	Medium	Medium	Medium	Low	x	x	x	x	x	x	x	x	x

1. Were the recommendations clear?

2. What challenges may need to be mitigated if you move forward with proposed recommendations?

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Roads

The objective of the review of Roads was to reduce duplication of resources and address any capacity constraint through resource sharing, and to enhance the overall road network.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa-tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Continue the development of the Transportation Master Plan	Roads	High	Low	High	High	x	x	x	x	x	x	x	x	x
Develop a Dufferin-wide Public Works Asset Management Plan for equipment/vehicles	Roads	Medium	Medium	Low	Low	x	x	x	x	x	x	x	x	x

1. Were the recommendations clear?

2. What challenges may need to be mitigated if you move forward with proposed recommendations?

Winter Control

Improvements in service delivery for Winter Control services are heavily dependent on recommendations proposed for Roads services. For Winter Control in particular it was important to identify ways in which to integrate winter maintenance across Dufferin to improve services for residents, and to identify opportunities to reduce costs where possible.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa-tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Develop a business case for establishing a second County operations centre	Winter Control	Medium	Low	High	Low									x
Enhance communications protocols	Winter Control	High	Low	Medium	Low	x	x	x	x	x	x	x	x	x
Increase storage space	Winter Control	Medium	Low	Medium	Low	x	x	x	x	x	x	x	x	x

1. Were the recommendations clear?

2. What challenges may need to be mitigated if you move forward with proposed recommendations?

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Future State Plan & Next Steps

Next Steps – Part A

The project targeting a completion date of January, 2021.

#	Next Steps	Completion Target
1	Optimus SBR to present to Local Council Municipalities if requested.	Early December & January
2	Project Closeout and Knowledge Transfer Activities.	January

Appendix A

Service Profile Summaries:
Objectives, Strengths & Gaps

Service Profile Summaries

Accounting, Indoor Recreation Facilities & By-law Enforcement

Service	A1: Accounting
Objective	• To identify potential efficiencies through shared service provision or technology resources.
Strengths	• Staff appear committed to sharing best practices and demonstrate a strong team-oriented culture; • Orangeville and Shelburne have recently refined their budgeting process to establish a budget framework where the respective Councils will endorse the key priorities of the Member Municipality.
Gaps	• Shortages of administrative support roles is an issue among several Member Municipalities; • Limited online payment options for residents is a growing concern • Duplication/completion of very similar tasks across the Member Municipalities on a regular basis.

Service	A2: Indoor Recreation Facilities
Objective	• To identify optimal approach for cost-sharing forthcoming infrastructure investments and ongoing operations and maintenance
Strengths	• A commitment to ensure that residents have access to Indoor Recreation Facilities; and • Alignment among staff leadership in their priorities for delivering Indoor Recreation Facilities, including quality and sustainability.
Gaps	• A lack of a County-wide approach to planning for recreation services. Asset management plans are specific to each facility and do not consider "bigger picture" options (exceptions: Mulmur, Melancthon and Orangeville); • A lack of a clear understanding of the exact needs or preferences of the community; • No KPIs being recorded or produced by the Management Boards overseeing Indoor Recreation Facilities; • No comprehensive financial sustainability report for each facility/Governance Board.

Service	A3: By-Law Enforcement
Objective	• To identify shared service options to address capacity constraints and improve service outcomes, potentially including legal services related to By-Law Enforcement
Strengths	• By-law enforcement activities were being carried out effectively amongst their respective member municipalities, • Resources were being shared wherever possible.
Gaps	• Increasing growth in some member municipalities' built space and subdivision development has led to increased number of complaints • Approach to by-law enforcement is inconsistent across the County, leading to varied service experience

Service Profile Summaries

Economic Development, Fire Services & HR

Service	A4: Economic Development
Objective	• To Identify opportunities to align strategic priorities across the organizations and reduce duplication of effort. • To identify options for defining roles and responsibilities across County and Member Municipalities given available resources
Strengths	• Positive impacts of economic development recognized across the County • Active and engaged Economic Development Committee (EDC) public members • The County of Dufferin, Orangeville and Shelburne have developed Economic Development Strategic Plans articulating priorities and key sectors
Gaps	• Barriers to developing a County-wide coordinated economic development strategy in particular for the rural municipalities, including lack of staff capacity and limited access to economic development expertise.

Service	A5: Fire Services
Objective	• To Identify opportunities to streamline governance and accountability structures to better match service levels to local needs; and, • To identify opportunities to reduce risks associated with HR, IT, insurance and procurement.
Strengths	• Demonstrated ability for Fire Departments to support each other with clear roles and responsibilities and formal agreements in place outlining coverage
Gaps	• Performance targets / service levels are not clearly documented or included in Fire Board agreements; • Municipal staff stakeholders do not have full confidence that procurement guidelines or HR policies are always followed

Service	A6: Human Resources (HR) Services
Objective	• To identify shared service delivery models to improve service outcomes including Health and Safety. • To identify opportunities to mitigate costs, including potentially related legal services, through shared services.
Strengths	• A shared resource devoted to Health and Safety requirements • A culture of support and commitment among CAOs to offer guidance on HR issues, where appropriate.
Gaps	• Need to updating HR policies and procedures to ensure compliance • Time-consuming activities spent on recruitment tasks such as candidate shortlists, ad placements, etc. • A lack of dedicated in-house HR expertise available in the smaller Member Municipalities • Resourcing changes leaving some Member Municipalities challenged to ensure compliance.

Service Profile Summaries

IT, Planning & Procurement

Service	A7: IT Services
Objective	• To identify opportunities to consolidate resources and standardize business processes and tools to improve service outcomes, potentially including website construction and maintenance. • To identify a service delivery model to fairly distribute costs. • To identify opportunities to pool resources for enhanced cybersecurity.
Strengths	• IT Support Services provided by the County are well received • Member Municipalities providing internal IT Services meeting their internal needs
Gaps	• Dufferin County likely not recovering full cost of the services they provide • Some stakeholders are concerned about cybersecurity practices and infrastructure currently in place. • Concerns regarding the capacity of IT staff to absorb additional workloads.

Service	A8: Planning Services
Objective	• To identify opportunities for a more coordinated approach to streamline resources and processes County-wide • To Identify opportunities for technology improvements
Strengths	• A high degree of engagement and collaboration through the Planners of Dufferin (PoD) forum • A clear distinction in the role of the County and that of Member Municipalities
Gaps	• Varied approaches to GIS support and the use of consultants across the County, which may represent duplication; • Different software platforms being used across the Member Municipalities • Planning services emerging as an increasing source of work, often driven by public inquiries

Service	A9: Procurement Services
Objective	• To identify opportunities for potential cost savings through group purchasing process • To identify opportunities for increased effectiveness through pooling resources
Strengths	• Wherever possible group purchasing had been considered or implemented for cost efficiencies across the County • Considerable informal sharing of procurement related documents, templates and tenders. • All Member Municipalities are cost-conscious given their scope of services and budget, driving value for money
Gaps	• Lack of awareness of changes to and/or the existence of new free trade agreements linked to lim • Lack of expertise in writing policies, or the lack of staff capacity • Lack of a coordinated procurement strategy or approach across the County, though examples indicated informal opportunities for sharing procurement practices exist

Service Profile Summaries

Roads & Winter Control

Service	A10: Roads Services
Objective	• To identify opportunities for an integrated road network for greater efficiency • To identify opportunities to address duplication and capacity constraints by sharing resources
Strengths	• Boundary road agreements in place where necessary that address maintenance, and capital and operating cost requirements • Willingness to share equipment where it is possible and aligns with the timelines and needs of equipment owner.
Gaps	• Lack of a current, County-wide comprehensive Transportation Master Plan that includes the County and Member Municipalities • Limited proactive sharing of Roads Services equipment, sharing often reactive and responding to urgent needs • Low utilization in several instances of pieces of equipment owned my multiple Member Municipalities • Limited meetings among members of the Dufferin Caledon Roads Supervisors Association

Service	A11: Winter Control Services
Objective	• To identify opportunities for an integrated winter maintenance plan to improve service delivery for residents • To identify opportunities to reduced costs through shared service/resource models
Strengths	• Strong relationships across the public works departments of the County and Member Municipalities • Member Municipalities' inclusion of option of other municipalities to join in their Winter Control procurements • Ongoing equipment and information sharing to support Winter Control Services
Gaps	• Mostly reactive and ad hoc collaborative support and mutual aid provided across the public works departments • Difficulty of pre-staging winter control equipment at different locations, given public works yards are each at capacity for indoor vehicle storage; • A communications gap regarding the legislative requirements associated with road service levels and operational realities • Equipment used for Winter Control is not standardized, which results in the need to carry an inventory of spare parts across the County

Appendix B

In-Scope Services

A1 – Accounting

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	• Governance, Accountability, Roles and Responsibilities; Business Processes and Tools
Objective(s) of Service Review	• Identify potential efficiencies through shared service provision or technology resources
Focus of Stakeholder Engagement	• Understand existing accounting functions, including payroll and technology used by each Member Municipality • Identify potential areas of duplication • Identify formal or informal agreements of service support or technology sharing between Member Municipalities, where applicable

A2 – Indoor Recreation Facilities

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	• Governance (Boards), Accountability, Roles and Responsibilities; Resource Stewardship
Objective(s) of Service Review	• Identify optimal approach for cost-sharing forthcoming infrastructure investments and ongoing operations and maintenance
Focus of Stakeholder Engagement	• Understand existing governance structures • Understand benefits, challenges and opportunities related to providing arena services to residents • Understand expected infrastructure investments required

A3 – By-Law Enforcement

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	• Capacity and Competencies; Service Experience
Objective(s) of Service Review	• Identify shared service options to address capacity constraints and improve service outcomes, potentially including legal services related to By-Law Enforcement
Focus of Stakeholder Engagement	• Understand the current complement of resources available to each Member Municipality in its by-law enforcement activities • Understand the scope of requirements for by-law enforcement for Member Municipalities • Understand need and requirements for legal expertise for Member Municipalities

A4 – Economic Development

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	• Governance, Accountability, Roles and Responsibilities; Business Processes and Tools; Resource Stewardship
Objective(s) of Service Review	• Identify opportunities to align strategic priorities across the organizations and reduce duplication of effort • Identify options for defining roles and responsibilities across County and Member Municipalities given available resources
Focus of Stakeholder Engagement	• Understand current roles and responsibilities, activities, and capacity of Economic Development resources at the County, Orangeville, and Shelburne • Understand current practices of Member Municipalities without dedicated resources

A5 – Fire Services

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	• Governance (Boards), Accountability, Roles and Responsibilities; Capacity and Competencies; Resource Stewardship; Service Experience
Objective(s) of Service Review	• Identify opportunities to streamline governance and accountability structures to better match service levels to local needs • Identify opportunities to reduce risks associated with HR, IT, insurance and procurement
Focus of Stakeholder Engagement	• Understand existing governance structures • Understand impacts on service levels and cost arrangements

A6 – Human Resources (HR) Services

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	• Capacity and Competencies, Resource Stewardship; Service Experience
Objective(s) of Service Review	• Identify shared service delivery models to improve service outcomes including Health and Safety • Identify opportunities to mitigate costs, including potentially related legal services, through shared services
Focus of Stakeholder Engagement	• Identify existing HR services (including Health and Safety) that each Member Municipality currently operates independently or provides via contract services • Understand existing shared services arrangements (formal or informal), policy agreements, processes, etc. • Understand need and requirements for legal expertise for Member Municipalities

A7 – IT Services

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	• Capacity and Competencies; Business Processes and Tools; Resource Stewardship; Service Experience
Objective(s) of Service Review	• Identify opportunities to consolidate resources and standardize business processes and tools to improve to service outcomes, potentially including website construction and maintenance • Identify a service delivery model to fairly distribute costs • Identify opportunities to pool resources for enhanced cybersecurity
Focus of Stakeholder Engagement	• Understand existing IT and GIS services and resources within each independent municipality (either by in-house staff or via outsourcing) • Understanding existing resources for website construction and technical maintenance within each Member Municipality • Understand suite of cybersecurity activities offered by the County and each Member Municipality

A8 – Planning

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	• Governance, Accountability, Roles and responsibilities; Business Processes and Tools
Objective(s) of Service Review	• Identify opportunities for a more coordinated approach to streamline resources and processes County-wide • Identify opportunities for technology improvements
Focus of Stakeholder Engagement	• Understand key similarities, differences, and gaps across Member Municipalities' planning efforts • Identify duplication, gaps, and discrepancies for the application process

A9 – Procurement Services

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	• Governance, Accountability, Roles and Responsibilities; Business Processes and Tools
Objective(s) of Service Review	• Identify opportunities for potential cost savings through group purchasing process • Identify opportunities for increased effectiveness through pooling resources
Focus of Stakeholder Engagement	• Understand current procurement practices across the County and Member Municipalities, including resources available • Understand existing practice relative to best practices and compliance with free trade agreements

A10 – Roads

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	• Governance, Accountability, Roles and Responsibilities
Objective(s) of Service Review	• Identify opportunities for an integrated road network for greater efficiency
	• Identify opportunities to address duplication and capacity constraints by sharing resources
Focus of Stakeholder Engagement	• Understand existing plans and outlines for road networks within Member Municipalities
	• Understand areas of divergence and duplication
	• Understand different needs of rural and urban communities

A11 – Winter Control

Focus Areas and Objectives of Reviewing this Service	
Framework Focus Area(s)	• Governance, Accountability, Roles and Responsibilities; Business Processes and Tools; Resource Stewardship
Objective(s) of Service Review	• Identify opportunities for an integrated winter maintenance plan to improve service delivery for residents • Identify opportunities to reduced costs through shared service/resource models
Focus of Stakeholder Engagement	• Understand current snow removal and other practices across Member Municipalities • Understand current equipment in use, where it is located, and related logistical considerations • Understand existing arrangements/agreements