



# Joint Service Delivery Review Report

Results of Workshops to Consider Implementation Issues  
Arising from the Watson JSDR

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## Background...

- The purpose of this Study is to report on the results of Council Workshops held to gauge interest in implementing Report Service Delivery Recommendations.
- In each session we took participants through the attached workbook.
- We provided a brief summary of service delivery recommendations from the Joint CAO Report (May 2020), and asked four questions:
  1. *(What are the) critical success factors and key desired outcomes?*
    - *What would success look like?*
  2. *What about your municipality is important to protect?*
    - *Are there points beyond which you would not be willing to go*
  3. *(What is your) evaluation of the current two-tier or any modified two-tier service delivery options?*
    - *Overall, is this a positive way to evolve how we deliver services?*
  4. *Any concluding comments*

# About the Workshops and the Summaries in this Document

## StrategyCorp's Role:

- We facilitated the discussions but were not retained to provide a peer review of their merit.
- The conversation took place under the assumption that participants were giving feedback based on their then familiarity with proposals.
- No specific decisions were sought.
- The workshop focused on service delivery and was not related to governance.
- The notes in this document reflect “real time” notes taken during meetings. Participants were invited to correct any notes in real time if they did not do justice to what they were wanting to express.
- Summaries reflect the attempt of the facilitators to present a large volume of content in a usable fashion.
- In some cases, quotes they have been adjusted to eliminate duplication and for readability.

Municipality	Date
East Zorra Tavistock	Feb 3
Woodstock	Feb 1
Zorra	Jan 27
Ingersoll	Jan 25
Tillsonburg	Jan 18
Norwich	Jan 14
Blandford Blenheim	Jan 13
South West Oxford	Jan 12

# Overall Orientation to Collaboration

- There was universal support for collaboration as a valuable tool, be it County wide or “among the willing.”
- No one expressed an unwillingness to collaborate more.
- All said some version of “collaboration is part of our County culture.”
- Hope is that what should be implemented, will be.
- Significant support for overall direction of CAO commentary

## Representative Quotes From Workshops

- *Hope is that as much gets done as possible. Cannot let it become another shelved report. Prioritize, implement as make s sense; but many are very real and would deliver tangible benefits.*
- *This process has raised positive reflection on overarching principles of collaboration We are unified in wanting to make evidence-based decisions.*
- *We have learned that things that seemed scary at first came to be approved after we considered the evidence and the business case.*
- *Show some progress on the big files and then we can focus on the smaller ones.*
- *The public does not care who does it; as long as it done properly.*
- *A lot of this we would just expect staff to do.*
- *If we don't do this we are not doing are jobs.*
- *We can always do better.*
- *Take care of the pennies and the dollars will take care of themselves.*
- *From the start we approached this as nine partners and not as a “two-tier” parent child arrangement, and that is how we would want to implement it too.*

# General Principles

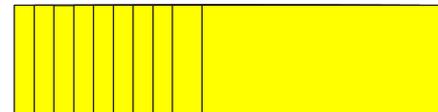
## Collaboration: General Principles

*“Overarching comment; when we first saw the CAO report on the Watson Study, the recommendations seemed reasonable. We would consider reports on any of the recommendations that brought forward a business case.” Zorra*

*“No one cares whose name is on the side of the truck.”*

- We do not have a formal collaboration policy, but we have a practice of collaboration, and a successful history to build on.
- To be attractive, any initiative should be backed up by a full business case that:
  - Considers the full cost (capital and operating) of service delivery, including the effect of stranded assets or the need to acquire new equipment or hire new crews)
  - Proves the initiative will deliver tangible benefits in terms of overall value for money.
  - Considers the impact on union/non-union workplaces
- A savings that decreases service may not be desirable.
- An efficiency improvement may desirable if it improves work conditions, even if it does not save money.
- It cannot simply be an upload or download.

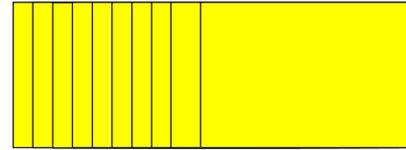
- *All initiatives should*
- *Be voluntary*
- *Respect local service level needs and delivery models, especially volunteer driven models*
- *Permit the flexibility to let us remain in strategic service areas, where we choose to do so*
- *Respect jurisdictional spheres*
- *Not just “expand government” but meet a genuine need*
- *Initiatives may*
- *Help end confusion about “who does what”*
- *Promote Innovation*
- *Promote environment improvement*



# Sample Comments -- Collaboration

Woodstock	Zorra	Ingersoll	Tillsonburg
<ul style="list-style-type: none"> <li>• Opportunities that could deliver savings and or service improvements are always of interest.</li> <li>• Need to do overall business case review to determine benefits for taxpayer</li> <li>• Need to do overall business case review to determine benefits for taxpayer</li> <li>• Collaborative decision-making around standards and tools.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>There is no hesitation to consider opportunities with partners.</b> Driven by business case. Very strong history of being open.</li> <li>• Needs to be about savings, service and full cost of delivery (capital and operating)</li> <li>• Respect local flexibility</li> <li>• Be certain there is a legitimate municipal role (not duplication of provincial)</li> <li>• Seek other policy goals – like environmental benefits</li> </ul>	<ul style="list-style-type: none"> <li>• We have a tradition collaboration and are totally open to more but we want to maintain our identity as a community</li> <li>• Needs to be proven by business case</li> <li>• Respect for jurisdictions</li> <li>• Respect for local autonomy and service delivery models</li> <li>• There may be strategic reasons why we want to stay in certain key service areas</li> </ul>	<ul style="list-style-type: none"> <li>• Already have a strong history and very happy to build on it</li> <li>• Needs to be proven by business case</li> <li>• Open to collaboration outside of County too</li> <li>• Should be community driven, respect local voice and be voluntary</li> <li>• The values of the service need to be reflected in any proposed change...not just cost savings</li> <li>• No uploading or downloading</li> </ul>
Blandford Blenheim	Norwich	SWOX	EZT
<ul style="list-style-type: none"> <li>• If there were a <b>positive business case</b>, we would be interested, in anything that would lead to efficiency / value for money</li> <li>• Preserve rural character</li> <li>• Nothing too small to improve “save your pennies the dollars will look after themselves”</li> <li>• Working together as a team is the way to deal with the urban rural dynamic .</li> </ul>	<ul style="list-style-type: none"> <li>• We already do it and are open to more based on business case demonstrating overall benefit for all partners</li> <li>• Can be County wide or among willing partners</li> <li>• Recognize different strengths of different partners</li> </ul>	<ul style="list-style-type: none"> <li>• We have a history of collaboration and are open to more</li> <li>• Promote innovation, not one size fits all</li> <li>• minor initiatives: We’d say “of course, that is something the CAO should be doing anyway...”</li> <li>• Make sure it fills a need, not just a growth of government</li> <li>• Don’t up or download and call it a saving</li> </ul>	<ul style="list-style-type: none"> <li>• We know collaboration works. We need to continue to work on it. \</li> <li>• Needs to be supported by business cases that show overall value for money</li> <li>• Very supportive of County delivery on matters where there is functionally “one service”... like a Community Safety and Well-Being Plan</li> <li>• Respect reserves</li> <li>• Respect jurisdiction</li> </ul>

# Procurement: General Principles



The following reflects a summary of the overall comments related to procurement.

- **The municipalities of Oxford County have already done a lot of shared procurement** and it is a longstanding part of our culture in the County.
- **Progress would be a matter of seeking new opportunities to do more**, not a matter of starting from the beginning.
- **Savings need to be proven by a business case** that has regard to the full range of benefits:
  - Full Cost per unit (including delivery, etc.)
  - Product standards and suitability of standards to local purpose and use
  - Service (delivery time, warranty etc.)
- **Joint procurement Initiatives should be strictly voluntary**
- **Initiatives must respect local needs**
- **Initiatives must not interfere with local service delivery models**, especially when they involve volunteer service delivery
- **Impact on Local Suppliers** needs to be understood and considered
- **Procurement is part of local economic development**
  - Need to understand if we are focused on “lowest price” or if we will consider local nature of supplier in awarding bids
  - Aggregating a contract could benefit local suppliers by giving them access to more competitive volumes
  - Creating County Level VORs could also create red tape that becomes a barrier to local vendor participation
  - Pilots on commodities that are already NOT sourced locally can avoid this problem
- **Projects should be led by staff** and we expect them to be brought forward in the normal course
- **Need to be cautious of low-yield/high transaction cost efforts**
- **Shared training is a strong opportunity**
- **On the capital side, there is interest in bundling bridge projects.**

# Sample Comments-- Procurement

Woodstock	Zorra	Ingersoll	Tillsonburg
<ul style="list-style-type: none"> <li>• <i>Broadly supportive of bulk purchasing if it makes sense on a business case.</i></li> <li>• <i>We already do it.</i></li> <li>• <i>We try to buy local where possible; but we go for best value in respect of taxpayers</i></li> </ul>	<p><i>Savings: Joint purchasing is great, subject to other considerations.. Must deliver real savings</i></p> <ul style="list-style-type: none"> <li>• <i>Overarching principle: Local decision delivery models need to be respected. Joint purchasing cannot handicap the ability of a municipality to choose its own model of service delivery</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Bulk purchasing: Supportive where it works. We are already doing it and would welcome it if it makes sense</i></li> <li>• <i>“Buy local” should be respected...but we should not be taken advantage of on quantity or price..</i></li> <li>• <i>Service and warranty: local may have better service/delivery capacity</i></li> <li>• <i>Achieving quantity by combining : If we can be part of a larger purchase order, it could improve the capacity of our local suppliers to bid competitively, on the larger quantity</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Generally we are open to joint purchasing opportunities but watch out for red tape, and make sure it meets local delivery needs</i></li> <li>• <i>Should be community driven, not top down</i></li> <li>• <i>Beware of small initiatives may cost more than the benefit</i></li> </ul>
Blandford Blenheim	Norwich	SWOX	EZT
<ul style="list-style-type: none"> <li>• <i>Interested in anything that would lead to efficiency</i></li> <li>• <i>Take care of the Pennies, the dollars will take care of themselves</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Purchasing has been a success we should build on</i></li> <li>• <i>Need not be done by having one lead on any particular file</i></li> <li>• <i>Need to respect different local needs and delivery methods</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Support efforts to achieve savings through bulk purchasing, but that is not all we are trying to achieve;</i></li> <li>• <i>We are trying to maintain and expand our volunteer delivery and the engagement that comes with it; and shared procurement</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>In general, very supportive provided it actually saves money: the business case needs to be proven</i></li> <li>• <i>Training is a very promising area for shared procurement</i></li> <li>• <i>Should be voluntary</i></li> <li>• <i>Needs to fit our delivery model</i></li> <li>• <i>Beware of high effort-low yield</i></li> </ul>

# 1a. Cost Savings

Initiatives greater than \$40K

# The Five Main Initiatives (greater than \$40K)



These recommendations account for 96% of the up to \$853K in identified savings opportunities in the Report

# 1. Roads and Bridges:

## Summary from Joint CAO Report (May 2020)

### Recommendation Summary

- Undertake a detailed review of service provisions for operations, other studies and formalization of service agreements.
- Annual savings - \$50,000 - \$ 150,000
- Benefiting Municipalities – All

### CAO Discussion

- This is one of the larger, potential efficiency and savings identified in the SDR study. It was noted that a similar recommendation for the local municipalities was identified in a previous study but the recommendations were never implemented.
- The recommendation is to undertake a detailed specific study on the benefits of local municipalities assuming the day-to-day maintenance responsibilities of all county roads within its jurisdictions. These duties would be funded via the county levy with the County approved servicing standards. Capital replacement, Bridges and Structures would remain under the care and control of the County.

### CAO Recommendation (May 2020):

- That the nine member municipalities making up Oxford County conduct a detailed review on the service of road maintenance to determine if the service should be delivered by the local municipalities based on cost savings, safety and efficiencies.

## Consultant Summary

- Overall, this recommendation had most support with interest from all municipalities
- Subject to completion of full business case and ensuring that local standards are fully taken into account.
- There is recognition that this model already works in the urban municipalities
- See detailed comments below

# Roads, Bridges etc.: \$50-150k

Woodstock	Zorra	Ingersoll	Tillsonburg
<ul style="list-style-type: none"> <li>• <i>Good idea that makes intuitive sense</i></li> <li>• <i>Would need to manage service level issues between rural and urban</i></li> <li>• <i>Needs to be proven out in detailed business case</i></li> <li>• <i>Likely to reduce confusion about “who does what”</i></li> <li>• <i>This is already part of our culture and the CAOs are already working on this</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Good idea</i></li> <li>• <i>Needs to actually deliver improvement, not just shifting of costs</i></li> <li>• <i>Requires business case that address operating and capital issues\</i></li> <li>• <i>Many benefits: lower costs, better service, environmental benefits reduce confusion on “who does what”</i></li> <li>• <i>Not just savings...service matters</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>We can and do look after our own now; Provided that it met the overall business case, we are open in principle, but it would need to be all taken in to account.</i></li> <li>• <i>Business case required to ensure that the full costs of delivering the service are fully taken into account</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>If there are opportunities they should be explored... but there has to be a legitimate business case</i></li> <li>• <b>Route optimization makes sense:</b> <i>no one cares whose logo is on the side of truck: they want the job done</i></li> <li>• <i>No uploading or downloading; must be a genuine improvement in the profile of the service.</i></li> </ul>
Blandford Blenheim	Norwich	SWOX	EZT
<ul style="list-style-type: none"> <li>• <i>Support review of opportunity and preparation of business case;</i></li> <li>• <i>Not convinced it will work, but open to it;</i></li> <li>• <i>Need to consider union issues</i></li> <li>• <i>Need to ensure it is an overall benefit, meaning costs and service levels, and overall capital implications</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>We already practice collaboration on roads tendering; We are open to explore more</i></li> <li>• <i>May not lead to much actual savings (but we will see)</i></li> <li>• <i>Anything acceptable would have to ensure levels of service, not just cost reductions, and respect our service goals.</i></li> <li>• <i>Need to consider all aspects, including liability issues, union issues</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>We are open minded to this, subject to a business case that takes in to account all aspects of the decision, including operating and capital issues</i></li> <li>• <i>For example, would taking on County roads use up existing capacity or require hiring and equipping and housing a whole new crew?</i></li> <li>• <i>Its overall value (cost and service)</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>We know this works we should get on with it</i></li> <li>• <i>Needs seamless implementation to ensure no service interruptions</i></li> <li>• <i>Full business case needed</i></li> </ul>

## 2. Parks and Recreation:

### Summary from Joint CAO Report (May 2020)

#### Recommendations Summary

- Coordinated purchasing and user fee cost recovery analysis.
- Annual Cost Savings - \$40,000 - \$330,000
- Benefiting Municipalities – All local municipalities

#### CAO Discussion

- Each municipality indicated that in large part they are doing that analysis on a regular basis for their own fees bylaws and budget process.
- Coordinated purchasing is practiced as most municipalities belong to groups that do facilitate group purchasing. Consensus was generally that each municipality in conducting its own Recreation Master Plan is in the best position to determine not only what services to provide, but also how to set user fees to recoup realistic costs associated with those programs.

#### CAO Recommendation (May 2020):

- that municipalities continue to communicate and participate in coordinated purchasing to realized bulk savings or discounts on commonly required resources.
- Municipalities conduct regular community Master Plan Reviews to determine the level of services and associated fees for their respective communities

### Some support for Shared Procurement in P & R, but doubt as to overall achievable savings

- Participants have a lot of interest in shared procurement generally but doubt the available savings opportunities in the Parks and Rec area due to the wide range in service levels and delivery models.
- To the degree that there is an opportunity for savings of this kind that can be achieved efficiently, there is support for it, provided that:
  - It can be done efficiently, and
  - It respects and does not hinder or affect local control over delivery models

### No Support for User Fee Harmonization

- We heard repeatedly that volunteerism and the preservation of volunteerism in delivery of services is the most important strategic goal, as it relates to sustainability and affordability of the service, as well as the broader goal of civic engagement.
- There is considerable commitment to maintaining local leadership and control over local service delivery models.

# Parks and Recreation: \$40-330k

Woodstock	Zorra	Ingersoll	Tillsonburg
<ul style="list-style-type: none"> <li>• <i>Broadly supportive of bulk purchasing, but doubt applicability of savings here</i></li> <li>• <i>We have a broader range of services and activity and a different servicing model, so may be difficult to find ways to share</i></li> <li>• <i>Coordinated user fees will not work due to our different model and service level</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Joint purchasing is great, subject to local standards, service models</i></li> <li>• <i>P and R is an area where local servicing model is critical: Ours is focused on community engagement</i></li> <li>• <i>Any initiatives (purchasing or fees) would have to respect that</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Should be staff led</i></li> <li>• <i>Must respect general procurement observations</i></li> <li>• <i>If it makes sense we should do it</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Generally, we already do a great job on collaborative purchasing effort and where it works we should</i></li> <li>• <i>BUT: The values of P and R are deeply entwined with volunteerism. Any change in procurement or fees needs to respect our delivery model</i></li> </ul>
Blandford Blenheim	Norwich	SWOX	EZT
<ul style="list-style-type: none"> <li>• <i>We are interested in anything that achieves efficiencies.</i></li> <li>• <i>Purchasing collaboration is fine and should be explored in P and R too.</i></li> <li>• <i>Any change needs to respect the volunteer delivery model</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Support exploration of purchasing efficiencies</i></li> <li>• <i>Any change must respect Volunteer Delivery model on purchasing or fees</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Savings on bulk purchasing are welcome but likely to be limited</i></li> <li>• <i>Maintaining our volunteer model is more important to us than increasing revenue on fees.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Happy to seek purchasing savings, but do not expect them to be large.</i></li> <li>• <i>Do not support changes to user fees that would affect the delivery model</i></li> <li>• <i>Note that EZT does not have a parks coordinator, so attending meetings to seek purchasing savings may not be the most strategic use of time unless there is reason to believe they are material.</i></li> </ul>

# 3. Solid Waste Management

## Summary from Joint CAO Report (May 2020)

### Recommendations Summary:

- Recommended Summary- Combined contracts and alignment of large item collection
- Annual Savings - \$0 - \$220,000

### CAO Discussion

- Currently Woodstock and SWOX provide waste collection for the county under agreements. There was no consensus that there was a need to roll these separate contracts into a unified county wide contract.
- There was general agreement that both the bag tag system and the large article collection systems be reviewed for efficiency. The primary concern was that limiting large article collection to an annual endeavor may contribute to illegal dumping during other periods of the year. The thought of examining whether a large article pickup bag tag, at a higher cost could be studied. It works in other jurisdictions across the province where to dispose of a couch or mattress, for example, would require a specialized sticker at a higher cost but could be done at any time.

**Recommendation:** that the current arrangement for general waste collection remain.

- The system of bag tag user pay system along with a large article be reviewed to identify improvements to both systems

## Harmonizing Contracts: Little interest at present

Overall, this appears to be an area where there is little consensus.

Those with confidence in Shared Procurement as a tool for savings support further attempts at consolidation as practicable.

Those who oppose cite:

- Preference of keeping it local
- Poor experience with previous harmonization efforts

Some expressed an interest in setting policy outcomes to guide future efforts, such as extension of the life of the current landfill, and an overall commitment to achieving diversion.

There is considerable awareness that two other trends may make change desirable or necessary:

- Implementation of changes to the Blue Box
- The need for an organics program.

There was considerable discussion about possible approaches to large item pick up, but insufficient specificity to achieve a consensus

# Solid Waste Management: \$0-220k

Woodstock	Zorra	Ingersoll	Tillsonburg
<ul style="list-style-type: none"> <li>We are always interested in a business case, but this one is not the one to start on...</li> <li>Not really interested in looking at harmonization of the contracts. Works now.</li> <li>People like the service, and it is embedded in contracts. Not a lot of interest in this one.</li> </ul>	<ul style="list-style-type: none"> <li><b>We need some general principles; change is coming.</b> Well intentioned tweaks need to be guided by overarching goals...like diversion...or they may have unintended effects.</li> <li><b>User fee vs tax as funding stream:</b> Maybe we should not collect tax to pay for waste collection; move to full producer responsibility FPR could cause the need for a major rethink.</li> <li><b>Outcomes of Blue Box:</b> Need to actually achieve recycling from Blue Box activity.</li> </ul>	<ul style="list-style-type: none"> <li>If we want to find cost reductions, why is County not considering ONE unified contract</li> <li>Recognize complexity of managing existing contracts as barrier to change</li> </ul>	<ul style="list-style-type: none"> <li><b>Must consider differences between rural and urban needs in waste.</b></li> <li>Its not name on the truck, it is about service improvement and cutting costs and value model</li> <li>Should be open to change that makes sense</li> </ul>
Blandford Blenheim	Norwich	SWOX	EZT
<ul style="list-style-type: none"> <li>Bag tag system is good: promotes recycling as good policy</li> </ul>	<ul style="list-style-type: none"> <li>Talk of "one County system" has been around a long time</li> <li>It would be more efficient...but we have 2 that don't want to go there</li> <li>Blue Box changes may enable further changes...harmonized with expiry of the Woodstock contract (2025)</li> </ul>	<ul style="list-style-type: none"> <li>Could have just one deliverer down the road (contracts, etc.)</li> <li>System should be innovative             <ul style="list-style-type: none"> <li>Incent zero waste</li> <li>Promote diversion</li> <li>Full cost recovery</li> </ul> </li> <li>Extend life of landfill to 2100</li> </ul>	<ul style="list-style-type: none"> <li>Do not favour consolidation of contracts at County level.</li> <li>This is not attractive; it has not worked in the past</li> <li>Do not want to undermine community involvement in large item initiatives, or see further cost escalation</li> </ul>

# 4. Police Service Boards Consolidation

## Summary from Joint CAO Report (May 2020)

- Recommendation Summary – Consolidation of Police Boards (Exclude Woodstock) Annual Cost Savings - \$3,000 - \$83,000
- Benefiting Municipalities – Blandford Blenheim, EZT, Ingersoll, Norwich Tillsonburg

## CAO Discussion

- The discussion primarily focused on the understanding that the Province was moving towards the consolidation of Police Service Boards under legislation.

## CAO Recommendation (May 2020):

- With the expectation that this will become a legislated requirement, savings potential be realized when the changes are implemented.

## Most Agree it should be left until the Province Makes the First Move

- All recognize the importance of representation, but there were divided views about whether consolidation would cause a loss of representation.
- Some believe that it would be a feature to combine rural and urban issues, because it is one Police Service serving the community (other than Woodstock)
- Others think that a urban rural split would be preferable.
- All recognize that the savings are slim and can see benefits from having fewer meetings.
- One commented that PSBs are limited by their statutory role and that in a consolidated form they could continue to deliver what they are permitted to do.
- One expressed regret that the real opportunity for savings is on the overall policing delivery model, not policing governance, and thought it was a “miss” to focus on governance.

# Police Services Board: \$3-83k

Woodstock	Zorra	Ingersoll	Tillsonburg
<ul style="list-style-type: none"> <li>Province will do it anyway</li> <li>Does not concern us as we have our own Police Service</li> </ul>	<ul style="list-style-type: none"> <li>Consolidation worthy of exploration;</li> <li>Need to preserve local voice.</li> <li>Maybe one for rural and one for urban</li> <li>It is a potential opportunity to do things better (reduce burden of meetings) but it is important to focus the Board on what they can do, not spin their wheels on things they are expressly forbidden to do, under the Act.</li> </ul>	<ul style="list-style-type: none"> <li>Cautious</li> <li>Need to make sure it is better for our community;</li> <li>it is not a lot of money, but it could result in a loss of input in policing priorities</li> </ul>	<ul style="list-style-type: none"> <li>This could be good for the rural communities but not for us</li> <li>Urban and rural have different issues</li> <li>We do not want to lose a local voice</li> <li>The bigger issue is not policing governance it is the opportunity for increased efficiency in overall police delivery... regret Report did not consider that</li> </ul>
Blandford Blenheim	Norwich	SWOX	EZT
<ul style="list-style-type: none"> <li>Ok with reducing the number of meetings, but that Quality of service/standards is more important than PSB consolidation</li> <li>We would need to know that shared governance would not lead to a diversion of our resources to other communities, as appears to have happened in ambulance service</li> </ul>	<ul style="list-style-type: none"> <li>PSB consolidation could deliver some small savings</li> <li>Bigger issues:</li> <li>need to respect different urban-rural servicing requirements;</li> <li>ensure urbans do not dominate rural voices</li> <li>cost and service levels overall and ensuring there is no cross-border subsidization</li> </ul>	<ul style="list-style-type: none"> <li>If the province does decide to consolidate it, it would make sense to have one PSB</li> <li>We have common enough issues and are issues do not respect borders</li> </ul>	<ul style="list-style-type: none"> <li>A good idea to reduce the number of meetings</li> <li>"it is the same force serving rural and urban communities."</li> <li>Need to ensure that each municipality has a voice on the resulting board</li> <li>Likely to be required by Ontario</li> </ul>

# 5. Trails

## Summary from Joint CAO Report (May 2020)

### Summary – Sharing of Specialized maintenance equipment

- Annual Savings - \$0 - \$ 40,000
- Benefiting Municipalities – All Municipalities

### CAO Discussion

- It was generally agreed that municipalities should generate a sound process for communication and all agreed to working towards sharing equipment as a cost saving option.

### CAO Recommendation (May 2020):

- That all municipalities work towards sharing specialized equipment whenever possible to save funds and reduce duplication when practical.

## Generally, there was support for sharing equipment where possible.

- It was noted that in the County, sharing is nothing new, and that Councils would expect staff to work things out sensibly where savings could be achieved (or costs avoided) by sharing specialty equipment.
- It was widely commented that it makes sense to have more detailed protocols to allow for sharing of costs and depreciation, not just the equipment itself, but we must be careful not to make it so complicated that it becomes a deterrent to doing the right thing.
- Concern was expressed that any emerging protocol for sharing should respect local diversity in service delivery models, and especially the use of volunteers.
- It was also commented that sharing with Conservation Authorities and other entities that manage trails should be considered.
- One expressed disappointment that it was necessary to bring this forward, given the positive track record of sharing.

# Trails: \$0-40k

Woodstock	Zorra	Ingersoll	Tillsonburg
<ul style="list-style-type: none"> <li>• <i>We already do this</i></li> <li>• <i>Naturally, sharing is attractive</i></li> <li>• <i>Needs to be appropriate charge backs to cover depreciation etc.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Reasonable to explore if it reduces costs</i></li> <li>• <i>Must ensure it does not affect our volunteer delivery model</i></li> <li>• <i>Should also explore sharing with the CA</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Seems like a good idea where it makes sense and we can make it work, user pay; full cost accounting; agreements on liability</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Work with your neighbours where you can...somewhat disappointed that it required discussion. Just common sense.</i></li> </ul>
Blandford Blenheim	Norwich	SWOX	EZT
<ul style="list-style-type: none"> <li>• <i>Would be interested...in anything that would lead to efficiency</i></li> <li>• <i>support busines case driven collaboration...as part of doing our jobs right.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Sharing is just another instance of collaboration; support it if it makes sense</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Would need to make sense given your trails ownership struck and service model – may not be relevant to SWOX</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>We already have a culture of sharing; staff led. We can do better by being mindful of seek additional opportunities . Not a change in culture.</i></li> <li>• <i>Increase the practice where there is business case.</i></li> </ul>

# The Five Main Initiatives (greater than \$40K)

## Roads and Bridges

- Support for overall action subject to full business case

## Parks and Recreation

- Support for shared procurement but no support for harmonized fees;
- Stressed importance of local service models

## Solid Waste Management

- Only very limited support for harmonization of contracts at County Level;
- concern about Organics;
- no consensus on large item pickup

## Police

- Wait for provincial action;
- ensure continued local input

## Trails

- OK to promote sharing of equipment;
- doubt significance of change

# 1b. Cost Savings

## Smaller Initiatives

# Smaller Initiatives

The smaller initiatives were discussed as a bundle.

Not every initiative was the subject of comment.

## Summary

- **Procurement initiatives:** Generally, participants agreed that the shared procurement initiatives were covered by the general principles, above.
- **Capital Planning:** Also, it was generally agreed that the shared capital planning initiatives made sense.
- **Land Use Planning (delegation of County Statutory Meeting to Lower Tier):** with one exception this received support, as a red tape reduction matter that would speed up the land use approvals process.
- **Emergency Management Coordination:** Divided view: some see synergies through County leadership; others believe it should remain local. Different views seem to vary based on whether, by their nature, emergencies tend to be experienced locally, or if they cross borders.
- **Some noted missed opportunities**
  - Inadequate response to Asset Management (water billing is not as important an areas as overall asset management)
  - Inadequate response to organic waste processing needs to be a stronger policy response than encouraging backyard composting)



# Smaller Initiatives

Woodstock	Zorra	Ingersoll	Tillsonburg
<ul style="list-style-type: none"> <li>No additional comments on purchasing</li> <li>AMANDA software is expensive; decision to purchase was not collaborative; should be billed to lower tiers in a way that allows it to be built into user fee structure.</li> <li>Concern about County lower maintenance standards on liner assets</li> <li>Support for delegation of stat meeting</li> </ul>	<ul style="list-style-type: none"> <li>No additional comments on purchasing</li> <li>Support for delegation of stat meeting</li> <li>“We would just expect alot of this to just be done” by the CAO</li> </ul>	<ul style="list-style-type: none"> <li>No additional comments on purchasing</li> <li>Support for delegation of stat meeting</li> <li>Not supportive of County role in Emergency Management</li> </ul>	<ul style="list-style-type: none"> <li>No additional comments on purchasing</li> <li>Support for delegation of stat meeting</li> <li>Beware of initiatives that are too small to be worth doing</li> <li>Should focus more on asset mangement</li> </ul>
Blandford Blenheim	Norwich	SWOX	EZT
<ul style="list-style-type: none"> <li>No additional comments on purchasing</li> <li>Support for delegation of stat meeting</li> <li>Supportive of County role in Emergency Management</li> </ul>	<ul style="list-style-type: none"> <li>Purchasing small stuff: leave it with staff</li> <li>Support for delegation of stat meeting</li> <li>Not supportive of County role in Emergency Management</li> </ul>	<ul style="list-style-type: none"> <li>No additional comments on purchasing</li> <li>Support for delegation of stat meeting</li> <li>Supportive of County role in Emergency Management</li> </ul>	<ul style="list-style-type: none"> <li>Do NOT Support for delegation of stat meeting: decision makers need to hear the representations themselves</li> <li>Supportive of County role in Emergency Management, as it is a County and not a local matter, given the nature of emergencies</li> </ul>

## 2a. Service Improvement

Not requiring additional Investment

# Cost Free Service Improvements

**The smaller initiatives were discussed as a bundle.**

**Not every initiative was the subject of comment.**

## **Summary**

Generally, these are smaller initiatives, that are covered by general principles already discussed.

There was some concern about avoiding scope creep of county services on transit.

# Cost Free Improvements

Woodstock	Zorra	Ingersoll	Tillsonburg
<ul style="list-style-type: none"> <li>• <i>Respect spheres in any initiatives; do not expand jurisdiction lightly</i></li> <li>• <i>Backyard composting may not be a good fit; needs a better policy response</i></li> <li>• <i>Shared prosecutorial services might be helpful</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Open to improvements generally but there needs to be caution that expansion of County role reflects a genuine need...example is Emergency Planning</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Emergency Management: Keep it local</i></li> <li>• <i>County should be cautious about getting into transit</i></li> <li>• <i>Some hesitation about collaboration on Ec Dev</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Ec Dev collaboration is already happening;</i></li> <li>• <i>Needs to be better promotion of the airport</i></li> <li>• <i>Should think about partners beyond County in matters like Transit (Elgin and Norfolk)</i></li> </ul>
Blandford Blenheim	Norwich	SWOX	EZT
<ul style="list-style-type: none"> <li>• <i>It may be preferable to let rural municipalities do their own coordination, rather than having the County lead on it.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>On Ec Dev, agree that we should do what we can to keep jobs in Oxford as we all benefit.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Joint training is a big opportunity</i></li> <li>• <i>A lot that is here would just expect to get on with at the staff level</i></li> <li>• <i>Ec dev: recognition of challenge of defining the "benefit of all"</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>General principles from previous discussions apply</i></li> </ul>

## 2b. Service Improvement

Requiring additional Investment

# Service Improvements Requiring Investment

**The smaller initiatives were discussed as a bundle.**

**Not every initiative was the subject of comment.**

## **Summary**

Generally, there was insufficient material before councils for a discussion of any detail. As a result, we have not summarized this material.

Council Comments appear in the appendices but, they should be viewed as preliminary comment only.

As one CAO noted, these investments may be very beneficial as service improvements that would be funded by user fees, but insufficient material was presented to make this connection.

# Other Council Comments





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