



*A People Place, A Change of Pace*  
**SHELBURNE**  
ONTARIO, CANADA

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**Meeting Date:** Monday, July 12, 2021

**To:** Mayor Mills and Members of Council

**From:** Denyse Morrissey, Chief Administrative Officer

**Report:** CAO 2021-08

**Subject:** Service Delivery Review Town of Shelburne

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## Recommendation

Be it Resolved that Council:

1. Receives report CAO 2021-08 Service Delivery Review Town of Shelburne for information; and that
2. Optimus SBR Inc be assigned the project for a budget of up to \$70,000 and the funding provided for the project by the Province of Ontario through the Municipal Modernization Program second intake; and that
3. As part of the SDR that consultation and discussions be commenced with applicable municipalities regarding potential directions and options that could be supported regarding Council's support in principle of the recommendations specific to indoor recreation and fire services from the County of Dufferin Service Delivery Review Part A and the dissolution of the boards of management whereby each service area would be directly delivered by the Town of Shelburne.

### **Province of Ontario - Municipal Modernization Fund Second Intake**

The Province's program was announced on January 25, 2021 and the deadline for expressions of interest was March 15, 2021. The Town submitted an expression of interest for \$70,000 in project funding under the second intake of the Municipal Modernization Program for our Service Delivery Review (SDR).

The grant information submitted included the general scope of work:

- The Town of Shelburne participated in the County of Dufferin's SDR. Our SDR will continue that work based on the recommendations.
- The Service Delivery Review (SDR) will include assessment of efficiency and effectiveness; identification of additional services/resources that could be shared or services Town can provide to other local municipalities, assessment of the way the services are provided including organizational and staffing review, service enhancements, subsidy requirements (taxation) of service areas needed or revised to meet Council's commitments to a vibrant and healthy community including distribution or realignment of costs to priority areas, and consideration of future requirements.
- The expected outcome includes a more responsive organization in response to Council's strategic priorities including how annual budgets, both operating and capital are more responsive to evolving priorities and then shifting resources strategically.
- The SDR does not have a pre-determined focus on cost savings as the only outcome but rather to provide services in the most responsible and responsive manner, and to deliver the services our residents want (and demand) and are supportive of paying for through their taxes.

On June 30, 2021 the Town was advised by Minister Clark, Ministry of Municipal Affairs and Housing that the project would receive \$70,000 in funding. All funding is for the cost of an independent third-party reviewer to deliver a final report with specific and actionable recommendations for cost-savings and efficiencies by November 30, 2021.

The letter from the Minister Clark is provided in Appendix 1.

### **Council's Strategic Priorities**

Council's Strategic Priorities included:

Target T2 Municipal Services Review and Evaluation

A: Complete a service delivery review for all Town services and operations

B: Complete review of municipal services delivered by third-party boards and complete a governance review

### **Dufferin County Service Delivery Review**

Dufferin County received a grant to fund their Service Delivery Review (SDR) through the first intake of the Municipal Modernization Program. The SDR was divided into two parts:

- Part A – Shared Municipal Services/Resources
- Part B – County Operations and Community/Human Services

Significant review of lower tier municipal services was completed within Part A and recommendations were provided by Optimus. The firm presented their report to an All Council's meeting of Dufferin County municipalities on November 24, 2020. The firm also presented their report to Town of Shelburne Council on December 14, 2020.

The County of Dufferin's SDR and the recommendations provide comprehensive analysis that is relevant to Council's Strategic Priorities and specific Targets and action items. The Town would also be completing a SDR in 2021, and a Parks and Recreation Master Plan in 2021.

The County's RFP also provided an option for local municipalities to separately engage and hire the firm for their own service delivery review related needs.

### **County SDR Final Report – Third Party Board Governance**

Governance analysis related to two third-party boards, which are Centre Dufferin Recreation Complex (CDRC) and Shelburne and District Fire Services as part of the services areas of Indoor Recreation, and Fire Services was completed and recommendations made. The governance of these two third-party boards would have needed to be a component of the Town's SDR as they are included in Council's Strategic Priorities.

## Current Board of Management Funding Models and Contributions: Operating & Capital

- Centre Dufferin Recreation Complex: (allocations in place since 1978)

Shelburne            62%

Amaranth            15%

Melancthon        15%

Mono                8%

- Shelburne & District Fire Department: (changes annually based on 3 year fire call average, households and assessment)

Shelburne            54.69%

Amaranth            13.05%

Melancthon        15.03%

Mono                9.75%

Mulmur              7.48%

At the March 15, 2021 Special Council meeting the February 22, 2021 staff report CAO 2021-03 Service Delivery Review Final Report – Dufferin County was further discussed and the following resolution was passed:

*Council supports in principle, the recommendations specific to indoor recreation and fire services from the County of Dufferin Service Delivery Review Part A and the dissolution of the boards of management whereby each service area would be directly delivered by the Town of Shelburne;*

*AND THAT Staff is directed to review and outline the processes to move forward with the dissolution of the two boards and outline the estimated timelines and estimated costs in a follow up report;*

*AND THAT Council directs Staff to incorporate this general direction in the scope of work that would be required within the Town's Service Delivery Review, as well as Parks and Recreation Master Plan as both projects will be completed in 2021.*

On May 31, 2021 Council requested an update on when the staff report as per the direction, as extracted, on March 15, 2021 by Council:

*Staff is directed to review and outline the processes to move forward with the dissolution of the two boards and outline the estimated timelines and estimated costs in a follow up report.*

This report has recommended that as part of the SDR that consultation and discussions be commenced with applicable municipalities regarding potential directions and options that could be supported regarding two specific third party boards. This is in follow up to Council's support in principle of the recommendations specific to indoor recreation and fire services from the County of Dufferin Service Delivery Review Part A and the dissolution of the boards of management whereby each service area would be directly delivered by the Town of Shelburne. The associated timelines, potential costs and the Town's commitment to having continued service relationships for other communities would be reviewed and discussed as part of the consultations.

The consultation team(s) representing the Town has to be confirmed and is expected to include the Mayor, another member of Council and a member of senior staff.

The Town's SDR is expected to commence in late July 2021 and be completed by end of November 2021.

## Financial

The approved 2021 budget included \$25,000 to support the costs for an SDR and hiring a consultant.

With the \$70,000 in project funding provided by the Province of Ontario through the Municipal Modernization Program second intake, the \$25,000 can be realigned. This could include supporting the implementation needs and costs related to the SDR report and recommendations.

## Policies & Implications

Not applicable

## Consultation and Communications

Not applicable

## Council Strategic Priorities

Council's Strategic Priorities has three Goals - Sustainable, Engaged and livable. There are a total of 12 targets with the three Goals.

This report aligns with the Sustainable Goals within the Targets:

Target T2 Municipal Services Review and Evaluation

Target T7 Promote Partnerships and Collaboration

## Supporting Documentation

Appendix 1: Notice of SDR project funding, Minister Clark, Ministry of Municipal Affairs and Housing, June 30, 2021.

Respectfully submitted:

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Denyse Morrissey, CAO

## Appendix 1

**Ministry of  
Municipal Affairs  
and Housing**

Office of the Minister

777 Bay Street, 17<sup>th</sup> Floor  
Toronto ON M7A 2J3  
Tel.: 416 585-7000

**Ministère des  
Affaires municipales  
et du Logement**

Bureau du ministre

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Toronto ON M7A 2J3  
Tél. : 416 585-7000



234-2021-3044

June 30, 2021

Your Worship  
Mayor Wade Mills  
Town of Shelburne

Dear Mayor Mills,

Thank you for your application to the second intake of the **Municipal Modernization Program** and for your commitment to delivering modern, efficient services that are financially sustainable.

Under the third-party review stream, I am pleased to inform you that the Ford government will provide funding of up to \$70,000 towards:

- Town of Shelburne Service Delivery Review

All funding is for the cost of an independent third-party reviewer to deliver a final report with specific and actionable recommendations for cost-savings and efficiencies by November 30, 2021.

In 2019, the Ford government launched the MMP to help small and rural municipalities modernize service delivery and identify new ways to be more efficient and effective. The impacts of the COVID-19 outbreak have made this work more important than ever. The projects selected for funding under the second intake of the Municipal Modernization Program will further support municipalities' efforts to implement efficiencies, with a focus on digital modernization, service integration, streamlining development approvals and alternative service delivery.

I understand how important this work will be to your community. To help you get started, an interim payment will be issued following execution of a transfer payment agreement. Ministry staff will forward instructions and a transfer payment agreement for each approved project in the coming days and will work with you to have it finalized. If you have questions, please contact your municipal advisor, or email [municipal.programs@ontario.ca](mailto:municipal.programs@ontario.ca).

I would like to offer my congratulations on this funding approval and extend my best wishes as you work to improve service delivery and administrative efficiency in your municipality.

Sincerely,

A handwritten signature in blue ink that reads "Steve Clark". The signature is written in a cursive, flowing style.

Steve Clark  
Minister

- c. Denyse Morrissey, Chief Administrative Officer, Town of Shelburne  
Carey Holmes, Treasurer, Town of Shelburne  
The Honourable Sylvia Jones, MPP, Dufferin—Caledon