	Report Title	County of Oxford – Joint Service Delivery Review – Regional Governance Review
	Report No.	CAO-19-04
	Author	David Calder
	Meeting Type	Council Meeting
	Council Date	April 23, 2019
	Attachments	<ol style="list-style-type: none"> 1. CAOs Meeting Agenda – April 4, 2019 2. CAOs Meeting Notes – April 4, 2019 3. Tillsonburg Council Resolution – Regional Governance Review

RECOMMENDATION

That Council endorse the establishment of a Service Delivery Review Steering Committee comprised of the nine municipal Chief Administrative Officers in the County of Oxford to set the Terms of Reference, Request for Proposal content and evaluation of the RFPs for a joint Service Delivery Review report;

And further that Council authorizes funding to an upset limit of \$20,000 be contributed on behalf of the Town of Tillsonburg from the “Improve Service Delivery and Efficiency” funding, received from the Province in April 2019, toward this project.

EXECUTIVE SUMMARY

On Thursday, April 4, 2019, a meeting of the County of Oxford Chief Administrative Officers (CAOs), Treasurers/Clerks was held in Tillsonburg to discuss the ongoing Regional Government Review. All nine partner municipalities were represented.

Three of the municipal CAOs had previously provided reports to their respective Councils, which had also been previously shared with the partner municipal staffs and Councils. These reports centered around considerations and concerns as they relate to the Governance and Service Delivery issues of the Regional Government Review. As Council knows, at their meeting of April 8, 2019 a resolution related to the Regional Governance Review was adopted by Council.

BACKGROUND

During the meeting, as noted on the attached agenda (Appendix “A”), various items were discussed. However, the one common item mentioned by several of the participants was the desire to consider efficiencies in service delivery options.

All attendees agreed that a Service Delivery Review conducted jointly, with equal contributions from each of the partner municipalities, and within the 2 tier governance model, would ensure the process was open, fair and transparent for all parties.

The group further agreed that the first step in this joint venture would be to bring a report to each of the nine Councils. This report therefore outlines the recommended follow up steps, which include:

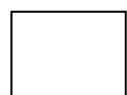
1. The establishment of a Steering Committee comprised of the nine CAOs, who will meet to develop the Terms of Reference, Scope of Work and Deliverables for a Request for Proposal (RFP) for an Oxford County Municipal Service Delivery Review.
2. The issuance of an RFP, and subsequent evaluation of the submissions by said Steering Committee including a decision to award to the preferred proponent.
3. Each municipality will contribute an equal share of the cost associated with the Service Delivery Review, to an upset limit of \$20,000 each, with the Source of Financing to be determined by each individual municipality.
4. Finally, the results of the Municipal Service Delivery Review will be brought back to all Councils for their consideration, endorsement and implementation, where applicable.

It should be noted that although governance restructuring recommendations would not be a defined deliverable within the scope of the Service Delivery Review, the successful proponent would not be limited to recommendations surrounding how services are delivered under the existing governance model alone. This aspect of the Service Delivery Review could address the alternative models as noted in the Town's resolution regarding the Governance Review.

Some documentation related to the 2000 service delivery study was found and reviewed by the group. That study was broken into two phases, one completed by CN Watson and Associates (Phase One) and the other by KPMG (Phase Two) back in 2000. At that time, five key objectives were identified by the Ministry of Municipal Affairs and Housing, which were incorporated into the RFP documents for that study. Staff would suggest that at least four of the five objectives could also be applicable to this review, namely:

Lower taxes by reducing overall municipal spending, delivering high quality services at the lowest possible costs, preserving voluntarism, and promoting job creation, investment and economic growth.

Better more efficient service delivery while maintaining taxpayer



CAO

accessibility.

Less bureaucracy by simplifying and streamlining government, reducing duplication and overlap, and reducing barriers and red tape for business.

Clear lines of responsibility and better accountability at the local level by reducing duplication and overlap.

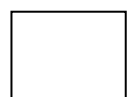
It is therefore the recommendation of Staff that Council endorse the establishment of a Service Delivery Review Steering Committee with its municipal partner CAOs in Oxford. The cost of the Review will be shared equally by all municipal partners to an upset limit of \$20,000 per municipality with the Terms of Reference, Scope and Deliverables to be established later by the Steering Committee.

FINANCIAL IMPACT/FUNDING SOURCE

As noted the County of Oxford Municipalities are recommending an upset limit of \$20,000 from each municipality for a Service Delivery Review (ie. maximum of \$180,000). Staff is recommending that the Town's funding contribution be provided from the grant funding provided by the MMAH, as one of the projects for investment of the grant funds identified by the Minister is service delivery reviews.

COMMUNITY STRATEGIC PLAN IMPACT

Community Strategic Plan (CSP), Section 1, Excellence in Local Government



Report Approval Details

Document Title:	CAO-19-04 County of Oxford - Joint Municipal Service Delivery Review - Regional Governance.docx
Attachments:	- CAO-19-04 Attachment 1.pdf - CAO-19-04 Attachment 2.pdf - CAO-19-04 Attachment 3.docx
Final Approval Date:	Apr 16, 2019

This report and all of its attachments were approved and signed as outlined below:



David Calder - Apr 16, 2019 - 4:29 PM

