



## **The Corporation of the City of Stratford Committee of the Whole In-camera Session Minutes**

A meeting of the Committee of the Whole was held in In-camera Session on Monday, January 27, 2019 in the Council Chamber, City Hall, 1 Wellington Street, Stratford at 6:13 p.m.

**Present:** Mayor Mathieson - Chair presiding, Councillors Beatty, Bunting, Burbach, Clifford, Gaffney, Henderson, Ingram, Ritsma, Sebben and Vassilakos.

**Regrets:**

**Staff Present:** Joan Thomson – Acting CAO, Michael Humble – Director of Corporate Services, Ed Dujlovic – Director of Infrastructure and Development Services, David St. Louis – Director of Community Services, John Paradis - Fire Chief, Jacqueline Mockler – Director of Human Resources, Kim McElroy - Director of Social Services, Tatiana Dafoe – Acting Clerk

Prior to going to In-camera session, Item 1.0 was dealt with in open session.

Call to Order by Mayor Mathieson

### **1.0 Adjournment into In-camera Session**

Motion by Councillor Henderson and Councillor Beatty

**THAT the meeting adjourn to an In-camera Session to discuss:**

#### **4.1 Municipal Modernization Service Review**

*"Strengthening Our Community: Attracting People and Investment"*

**[Security of municipal property of the municipality or local board (section 239.(2)(a))].**

**Carried**

The meeting then adjourned to an In-camera session.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**4.0 Report of the Acting Chief Administrative Officer**

**4.1 Municipal Modernization Service Review**

Security of municipal property of the municipality or local board (section 239.(2)(a)).

**Objective:** To consider the City undertaking a third party Municipal Modernization Service Review with the goal of identifying service delivery efficiencies and lowering costs.

**Background and Analysis:** The Ministry is providing funding under the Municipal Modernization Program Intake 1 to undertake service reviews. There are 3 options available to conduct the review:

- A line by line review of the municipality's entire budget
- A review of service delivery and modernization opportunities; or
- A review of administrative processes to reduce costs.

CLT has reviewed and is recommending "a review of service delivery and modernization opportunities" for this round of funding.

The review must be completed and reported to Council by the end of June 2020. The result of the review is a report by the independent third party that provides specific and actionable recommendations for cost savings and improved efficiencies.

**Financial impact:** None identified as this is 100% covered by a government grant, if approved.

#### **Alignment with Strategic Priorities:**

##### **Developing our Resources**

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

##### **Widening our Economic Opportunities**

Strengthening Stratford's economy by developing, attracting and retaining a diversity of businesses and talent.

**Staff recommendation:** THAT a Council resolution be considered in Open Session at the February 10 Council meeting, for Council approval for a third-party municipal modernization program review to be completed.

**In-camera Discussion:** The Acting Chief Administrative Officer advised the Province has announced another round of funding for municipalities to conduct efficiency and service reviews. There are 3 options available to conduct the review as outlined in the report.

Following discussion with the corporate leadership team, staff recommend submitting an application under the "review of service delivery and modernization opportunities" stream. The timeline to complete the review is June 30, 2020.

To ensure the deadline is met, staff are requesting direction to list a Council resolution at the February 10 meeting. The purpose of the resolution is to seek approval for the completion of a third-party municipal modernization program review. A third party must undertake the review and they will be asked to examine how we do business, whether services can be centralized and standardized and how the recommendations can be implemented.

It was noted the focus of review will not be on a reduction of staff, as the City is lean in a lot of areas. The review may identify areas where resources can be re-allocated to maximize the customer service experience.

Members of council will be involved in the review through interviews and employees will be notified of this project prior to the February 10 Council meeting.

It was questioned whether the previous review will be circulated to the consultant. Members were advised the last review was undertaken in 2007 and that it would be given as background material.

Support for the review was expressed but concern was noted with pre-judging whether the City is understaffed. It was noted the recommendations, if approved, will need to be implemented by staff.

It was questioned whether the City will be obligated to implement the recommendations. The Acting Chief Administrative Officer advised if the City did not submit an application, the Province may decide to take certain actions in the future. The Province has indicated that completing efficiency reviews is a priority but that it will be up to Council to implement any recommendations.

It was noted employee engagement is necessary in order for this exercise to be successful. Members were advised of the service review undertaken by the health unit and how engaging those employees was useful as they focused on improving their roles and not on losing their employment.

The areas identified for review were questioned. The Acting Chief Administrative Officer advised facilities and asset management are two areas that have been identified. Consideration will also need to be given for a centralized intake for the City.

