



Committee of the Whole Report

Report Number: CAO2021-001
Meeting Date: February 9, 2021
Title: Update on Modernization Reviews
Description: An update to Council on active and ongoing municipal modernization reviews
Author and Title: Ron Taylor, Chief Administrative Officer

Recommendation(s):

That Report CAO2021-001, Update on Modernization Review, be received;

That staff make application(s) for funding through the provincial Municipal Modernization Program – Intake 2, to complete digital modernization projects for a Comprehensive Roads Inventory & Database and Water Smart Meter Reading Technologies, where eligible; and,

That this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

Department Head: _____

Financial/Legal/HR/Other: _____

Chief Administrative Officer: _____

Background:

At the Committee of the Whole Meeting of February 4, 2020, the CAO provided a presentation entitled 2020 Service Modernization Reviews. That presentation outlined various active Provincial and/or City-driven service modernization consultations and reviews. A copy of this presentation is attached as Appendix A.

In addition, Confidential Report CAO2020-002, entitled Shared Service Reviews – Update, was considered and received by Council on February 18, 2020.

This report is provided to update Council of active and ongoing municipal modernization reviews.

Rationale:

Provincial Modernization Reviews

The Province continues to encourage municipalities and local service providers to review their core service delivery and mandates, and review program and partner structure and funding. These modernization reviews are intended to realize efficiencies, expanded resource capacity, overall budget savings, and/or service enhancements.

Public Health Services

The Province initiated Public Health Modernization consultations in 2019. This process remains suspended during the pandemic. It is anticipated that this review will reactivate later in 2021-22. The City will continue to track and inform this review when reactivated, and work with the HKPR District Health Unit on service review and recommendations. The City remains concerned with possible downloading to municipalities to make up for reduced provincial funding.

Emergency Health Services (Paramedics)

The Province initiated Emergency Health Services Modernization consultations in 2019. This process remains suspended during the pandemic.

The City partnered through the Eastern Ontario Wardens Caucus (EOWC) to complete a “situational overview” of paramedic services in Eastern Ontario. This Study was completed in 2019 and supported recommendations submitted to the Province to inform their review.

City staff are reviewing our service structure and deployment through an updated Paramedic Master Plan. Staff are targeting March 2021 for an update to Council on this Plan.

The City, in the fall of 2020, executed a service agreement with the County of Peterborough for a shared Chief service arrangement. Shared Service agreements and arrangements are one option to potentially reduce duplication, centralize and consolidate all or portions of program and service delivery, capitalize on partner best practices, and/or realize monetary savings. This arrangement will encourage ongoing discussions respecting shared resources and opportunities.

Long Term Care

At the February 9 2021 Committee of the Whole meeting, an update will be provided to Council respecting Victoria Manor redevelopment, and the recently completed review and study of Eastern Ontario municipal long term care homes completed by the Eastern Ontario Wardens Caucus (EOWC). Although not a formal provincial modernization review, lessons learned through the pandemic have triggered the province, the LTC industry and the public to scrutinize and consider changes to long term care provision.

Conservation Authorities (CA's)

The Province announced in 2019 potential changes to the Conservation Authorities Act. As a result of significant feedback and concern, the Province delayed legislation passage and initiated consultations early in 2020 with CA's and other stakeholders.

Later in 2020, the province brought forward Bill 229 that proposed changes to the Conservation Authorities Act. Details of how these changes will be implemented, and impact and roles of conservation authorities, municipalities and the province is pending.

Both staff and council members on respective Authority Boards will continue to track progress and impacts of these proposed changes in 2021, and update Council as required.

Kawartha Lakes City Reviews

Public Transit Services

The City currently provides public transit service within Lindsay. Discussion occurred in 2020 between city staff and the Fleming College student association respecting possible shared service and expansion of student shuttle services to Peterborough. At this time, those discussions are completed, and the student shuttle service they offer continues to

meet their needs. It was a pleasure working with them to explore options for service enhancements for student travel. The College continues to advocate for improvements to regional transit connections from Lindsay to Peterborough and the Greater Toronto Area (GTA). Staff will continue to advocate for this through regional transit planning and provincial advocacy efforts.

City Budgets

In March 2019, the Province provided one-time funding to municipalities to support efficiency reviews, strategic investments and expenditure containment strategies. The City was provided \$725,000. Council directed through budgets certain technology investments, and authorized funding various reviews. Approximately \$300,000 of this funding remains uncommitted. Staff will be recommending that these remaining funds be allocated to eligible reviews and investments proposed in the 2021 budgets to reduce tax-support funding.

CR2019-697

This resolution of Council reduced the 2020 operating budget by \$300,000 in the city-wide materials, supplies and services budget. This reduction was achieved, but within the context of significant changed operations during the pandemic. This intended target has been included in the 2021 proposed operating budget to continue to target savings and efficiencies in this area of the budget.

CR2019-699

This resolution of Council directed a review and consideration of service level reductions to certain operating programs, being insurance, waste collection programs, and land fill operations. Council requested staff to report back on program costs and possible savings. These operating programs were reviewed and reported on, resulting in annual net insurance expenditure reductions beginning in 2021 of approximately \$500,000.

Council opted to maintain current landfill and waste collection services in 2021, with the exception of implementing in 2021 an increase to the minimum tipping fee from \$5.00 to \$10.00.

Council will revisit landfill service, costs and possible savings in future years when “producer pay” legislation is implemented and better understood.

Fleet Modernization

The City received provincial modernization funding through a first intake application-based Municipal Modernization Program. Staff are providing an update to Council on this fleet modernization review at the February 9 2021 Committee of the Whole meeting.

The province recently announced a second intake of this Program. A copy of the letter with details of this announced funding is provided in Appendix B to this report. The deadline for expressions of interest is March 15 2021. Staff will review eligibility and options for possible applications, and pursue any applications directed by Council.

At the present time, staff are recommending pursuit of digital modernization project applications for a Comprehensive Roads Inventory & Database and a Water Smart Meter Reading Technologies improvement.

CR2021-016

At the January 28 Regular Council meeting, the CAO was directed to review service levels in light of operational changes and changing service demands, and recommend efficiencies and service enhancements. This review will look at service changes resulting from our pandemic response and lessons, with a report back in Q2 of 2021.

Other Alternatives Considered:

This report is being provided for informational purposes only.

Alignment to Strategic Priorities

Good government is a strategic priority of the City. One identified priority action is to increase efficiency and effectiveness of service delivery. This will be accomplished by, among other things, reviewing and establishing levels of service, promoting continuous improvement to Make It Better in all service areas, and to streamline processes.

Financial/Operation Impacts:

There are various service enhancements and savings resulting from the noted modernization reviews. Ongoing recommendations would be brought forward to Council as certain reviews advance and/or when direction from Council is required.

Attachments:

Appendix A – February 4, 2020 Presentation to Council re 2020 Service Modernization Reviews



2020 Service
Modernization Upd.

Appendix B – January 26, 2021 Letter from Ministry of Municipal Affairs and Housing



Jan 26 2021 MMAH
Letter.pdf

Department Head Email: rtaylor@kawarthalakes.ca

Department Head: Ron Taylor

Department File: A17 Service Modernization