



# The Townships of Waterloo Region Joint Service Review

**Final Report**  
**December 1, 2020**

# Disclaimer

This report is subject to the terms and conditions in our engagement letter November 4th, 2019. This report is intended solely to assist North Dumfries, Wellesley, Wilmot, and Woolwich Townships (“the Townships of Waterloo Region” or “the Townships”) with a joint service review. The comments and observations in our report are not intended, nor should they be interpreted, to be legal advice or legal opinion. This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated.

We had access to information up to November 20, 2020 in order to arrive at our observations but, should additional documentation or other information become available which impacts upon the observations reached in our report, we will reserve the right, if we consider it necessary, to amend our report accordingly. This report and the observations expressed herein are valid only in the context of the whole report. Selected observations should not be examined outside of the context of the report in its entirety.

Our observations and full report are confidential and are intended for the use of the Townships of Waterloo Region. Our review was limited to the procedures conducted. The scope of our engagement was, by design, limited and therefore the observations should be considered in the context of the procedures performed. In this capacity, we are not acting as external auditors nor value for money auditors and, accordingly, our work does not constitute an audit, examination, value for money, attestation, or specified procedures engagement in the nature of that conducted by external auditors on financial statements or other information and does not result in the expression of an opinion.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the Townships of Waterloo Region. KPMG has not and will not perform management functions or make management decisions for the Townships of Waterloo Region.

KPMG has no present or contemplated interest in the Townships of Waterloo Region, nor are we an insider or associate of the Townships of Waterloo Region. Accordingly, we believe we are independent of the Townships of Waterloo Region and are acting objectively.

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# Project Overview

An abstract geometric pattern consisting of numerous small white dots connected by thin white lines, forming a complex, web-like structure that occupies the bottom left corner of the slide.

**The Townships of Waterloo Region  
Joint Service Review**

# Project Overview

## Project Objectives – *How will we define success?*

As municipal budget challenges grow year after year, municipalities are facing a host of unavoidable pressures that are increasing the cost of service delivery. In 2019, to ease the transition, the Province of Ontario released a series of grant programs for municipalities to fund a review of their operations.

We understand that the Townships of Waterloo Region (“the Townships”) share the Province’s objective of greater efficiency and effectiveness. Accordingly, the Townships have identified increased collaboration in the delivery of municipal services as a key priority and have retained KPMG to assist in identifying opportunities for shared service delivery and improved efficiency and effectiveness.



KPMG was engaged by the Townships of Waterloo Region (North Dumfries, Wellesley, Wilmot and Woolwich) to undertake a joint service delivery review (the “Project” or “Service Review”) in a phased approach. For Phase 1 of the Service Review, the Townships are focusing on five service areas – Fire, Emergency Management, Corporate Communications, Information Technology, and Library. For Library services, the Townships are responsible for providing the facilities in which the services are delivered; and the Region of Waterloo is responsible for delivery of library services and programs.

Specific project objectives included the following:

- **Facilitate Review** – Conduct a comprehensive review to understand the current service delivery models through documentation review and stakeholder consultation. As part of this, consider the current service delivery approaches, cost and impact the services have on the Townships, including high level benchmarking with comparator municipalities.
- **Identify Opportunities** – Identify and explore opportunities for sustainable shared approaches to service delivery and establishing and/or amending service levels.
- **Recommendations** – Evaluate and categorize opportunities to develop recommendations for Phase 2 priorities. Provide strategic guidance to leadership on implementation and prioritization of new, innovative and/or leading service delivery models that improve upon organizational efficiency while balancing stakeholder expectations. In addition, advise on the risks associated with each proposed change/option to inform management of the key factors and risks which should be considered during the decision making process.

# Project Overview

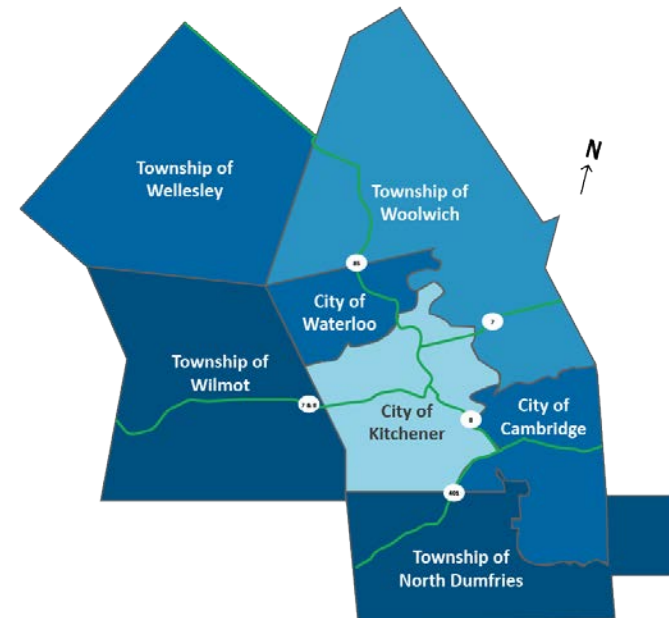
## Project Drivers – *Why are we doing this, what problem do we want to solve?*

The Townships are undertaking a joint service review to provide a better understanding of the services currently provided by each municipality, or in the case of the Library, the Region of Waterloo. This will allow Council and Staff to make informed strategic decisions regarding these services and identify opportunities for shared service delivery. It is anticipated this will provide greater efficiency and effectiveness in service delivery and the ability to respond to future pressures associated with residential and non-residential growth.

## Setting the Stage

The Townships of Waterloo Region are located in southwestern Ontario. The Townships of Waterloo Region is made up of four townships including the Township of North Dumfries, Township of Wellesley, Township of Wilmot and Township of Woolwich. The Waterloo Townships were home to over 63,000 residents in 2018. The communities within the Waterloo Township contribute to a diverse population, including a robust Amish and Mennonite population in some of the Townships. Key industries and services vary between Townships and include manufacturing, agriculture, airport and chemical processing.

The Townships provide residents with a number of services including fire services, emergency management, communications, by-law enforcement, recreation, and planning and development services. Each Township's Information Technology team provides IT services to support and enable the organization to deliver municipal services.



# Scope of Work

A service delivery analysis provides a high-level assessment of the potential options and benefits available to the Townships for jointly delivering selected services to local communities. An iterative approach to conducting the analysis was prepared with important input sought from each Township at key milestones. The approach draws on the experiences of other municipalities in jointly delivering services to local communities and outlines a roadmap for implementing potential shared service mechanisms for the five identified services.

The table below outlines the iterative approach to building the service delivery analysis. The project team composed of the four Chief Administrative Officers (supported by their respective management teams) were consulted regularly to confirm project scope as well as better understand each Township's operating model, local challenges and related priorities and strategies as well as past experiences with delivering shared services in the region. These insights were important to documenting the lessons from previous shared service initiatives and local perceptions of what opportunities may exist for shared services in the future.

	1. Project Initiation	2. Environmental Scan	3. Current Service Delivery Model Review	4. Opportunity Identification	5. Final Report & Presentation
Objectives	<ul style="list-style-type: none"> <li>✓ Align on project objectives and work plan</li> </ul>	<ul style="list-style-type: none"> <li>✓ Collect relevant information on current methods of service delivery</li> </ul>	<ul style="list-style-type: none"> <li>✓ Assess current service delivery model of the five service areas</li> </ul>	<ul style="list-style-type: none"> <li>• Identify potential opportunities for innovative service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare Final Report and presentation to Steering Committee and Council</li> </ul>
Activities	<ul style="list-style-type: none"> <li>✓ Kickoff meeting</li> <li>✓ Develop project charter</li> </ul>	<ul style="list-style-type: none"> <li>✓ Data and document review</li> <li>✓ Stakeholder consultations</li> <li>✓ Comparator analysis of municipalities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Complete service profiles for all in-scope areas.</li> <li>✓ Develop and validate common understanding of the current state</li> <li>✓ Prepare Interim Report</li> </ul>	<ul style="list-style-type: none"> <li>• Identify opportunities for improved service delivery</li> <li>• Prepare draft recommendations and presentation to Steering Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Draft and revise Final Report and presentation</li> </ul>
	✓ Complete	✓ Complete	✓ Complete	✓ Complete	✓ Complete



# Shared Services Introduction

**The Townships of Waterloo Region  
Joint Service Review**

# Defining Shared Services

Despite the potential benefits that arise from shared service arrangements, municipalities can sometimes be reluctant to identify and pursue these opportunities. While geography will play a major role in dictating the extent to which municipalities are candidates for shared service arrangements, it can also be used as a default for ruling out any form of service sharing. Similarly, concerns over the impact on existing service levels are often cited as reasons not to pursue shared service arrangements, despite the potential to actually enhance the quality of service provided to residents.

Sharing delivery of similar services across neighbouring local townships can reduce cost, enhance efficiency and improve quality. It requires, however, careful consideration of both the structure and governance to ensure the partnership achieves the level of cooperation required to implement an effective shared services model.

Shared services' are typically where two or more local municipalities jointly provide:

- **External citizen-facing services** – services that municipalities provide to the local community, such as, fire protection, public transportation, recreation and library services;
- **Back office functions** – functions that support external services, such as information technology, finance, legal, payroll, and human resources; or,
- **Procurement** – purchase of goods and services.

Shared services may also include one or more municipalities partnering with other organizations outside of local government for the delivery of specific services. This is typically referred to as outsourcing.

Many municipalities explore the possibilities of shared services with the goal of reducing costs, increasing service quality and providing better community outcomes. In addition to cost savings, there are other financial and non-financial benefits associated with shared services, including:

- Increased efficiency through the reorganization and sharing of assets;
- Improved service delivery and consistency across regions;
- Economies of scale
- Reduced duplication of processes;
- Improved quality of service through a larger and more skilled resource pool; and,
- Support of local economies by sustaining local employment.

# Shared Services Delivery Models

Embarking on shared service arrangements is a complex, and potentially costly, exercise and should not be viewed by municipalities as simply a means of avoiding other structural reform options and continuing with the status quo. There are a wide range of potential delivery mechanisms available for shared services for municipalities to consider:

- **Resource sharing** – contractual arrangements between local municipalities to share key resources (plant, equipment or personnel) to achieve efficiencies and lower costs. Typically one municipality employs resource and hires out to others on a “time and materials” basis.
- **Centralized services** – relocation of multiple delivery sites or services to one centre which then serves across multiple municipalities.
- **Joint venture** – establish stand-alone incorporated entity to share costs and risks of providing municipal services and infrastructure, e.g. public library board.
- **Outsourcing** – Key municipal services outsourced to organizations typically from the private sector or external public sector entities. In this case, participating municipalities do not always have the sufficient size or scale to effectively deliver the service in an economic manner.

The adjacent table provides a comparative framework of the attributes of each of the shared service delivery mechanisms available to municipalities. This framework is applied to each of the five services areas in further detail in the following sections of this report.

	Resource Sharing	Centralized Services	Joint Venture	Outsourcing
Start Up Costs	Low	Low- Medium	Medium-High	Medium-High
Enduring nature of arrangement	Short-Term	Medium-Term	Medium-Long Term	Medium-Long Term
Savings Potential	Low-Medium	Medium-High	Medium-High	Medium-High
Time required for net benefits to accrue	Short-Term	Short-Medium Term	Medium-Term	Medium-Term
Scale of structural change (i.e. disruption)	Low	Medium	High	Very High
Exit Costs	Low	Medium	High	Low-Medium

Source: KPMG analysis

# Resource Sharing

## Carling-Archipelago Case Study

In 2010, the retirement of senior staff in Carling Township (pop. 1,125) led to a shared services agreement with the Township of Archipelago (pop. 531) for senior municipal staff. Carling Township estimated that it saved \$90,000 - \$120,000 per year by sharing the CAO and Treasurer position.

Nevertheless, in 2015, it was determined that Carling Township needed its own CAO, financial and public works managers and the inter-municipal agreement was terminated.

*Source: Parry Sound North Star, February 4, 2015*

### Sharing of Physical & Human Resources

Resource sharing refers to arrangements between local municipalities to share financial, human or physical resources to achieve common objectives. The typical main drivers behind resource sharing are efficiency and reduced costs. One municipality may own a resource and hire it to another municipality during off peak periods. Alternatively, two or more municipalities may jointly own a resource and share it on an agreed basis.

In Ontario, many resource sharing arrangements are informal agreements based on the quality of relationships between the municipalities. There may be an opportunity to formalize the process of resource sharing to gain greater savings as well as to ensure the highest utilization of an asset. A contractual arrangement can agree for example, when and for how long, each partner will have access to the resource.

Resource sharing opportunities are available across a range of operational and capital works areas as well as:

- Building inspection
- Specialized plan and equipment (e.g. road sealing equipment and/or lift trucks); and,
- Specialized staff (e.g. training officers and project management officers).

While such resource sharing arrangements offer significant flexibility, they are typically more ad hoc (i.e. project based) and less enduring than other shared service models.

# Service Centralization

## Kawartha Collaborative Purchasing Group

KCPG is an unincorporated association of purchasing professionals representing publicly funded organizations located within the boundaries of the City and County of Peterborough, the City of Kawartha Lakes and Northumberland County. KCPG members work together to cooperatively purchase common services and commodities by combining their purchasing volumes and participating in competitive tendering exercises. Members have the ability to opt in or out of procurements at the initial consultation stage. Once a municipality commits to a procurement process there is a mandatory requirement for them to award based on the consensus of the group.



### Centralization of Services

Centralized services requires the relocation of multiple delivery sites to one centre (such as a 'centre of excellence') which then serves across multiple municipalities. It tends to generate efficiencies from increased specialization and improved infrastructure. Services where the marginal cost of delivering one task (such as a planning approval) is low but the fixed costs (information systems) are high may also generate economies of scale.

Our leading practice research and experience finds that back office functions are best suited to centralization. A significant majority of back office or administrative services can be delivered electronically and the volume of digitized data is expected to only grow in the future. External services (e.g. community services, maintenance, etc.) are less likely to improve from centralization as the cost of delivering on additional service may vary significantly and requires significant travel.

Some of the back office functions that may be candidates for centralization include:

- Professional services such as legal, internal audit, financial accounting and information technology ("IT")
- Procurement; and,
- Human resources and payroll.

# Joint Venture

## Frontenac County Communal Servicing

Under the 2014 Provincial Policy Statement, Frontenac County's small villages were determined to be the focus of growth. However, none of the four municipalities in Frontenac County have the financial capacity to invest in municipal water/waste water services.

The County and member municipalities are now working together to create a municipal services corporation ("MSC") to facilitate the development of communal servicing. The MSC will establish a corporate structure for the construction and delivery environmental services thereby removing the financial liabilities from the municipalities as well as sharing the overall operating and capital risk.

### **Joint Venture (Municipal Services Corporation)**

Local municipalities may overcome revenue constraints through the creation of private companies whose purpose is to undertake critical infrastructure or projects that are judged to be in the best interests of the community. The municipality is often not a contracted party itself but rather it establishes a company, with potentially other municipal joint ventures through which the enterprise is conducted.

Joint ventures have many benefits including the opportunity to share costs and risk. They have proven to deliver value for money for ratepayers as well as a consistent and responsive private entity to complement municipal operations. Parties often gain from the different expertise and perspective brought by other parties to the project.

Joint ventures are among some of the potential options for delivering:

- Waste services
- Water supply and sewerage services; and,
- Engineering and works services.

It is important to acknowledge that certain joint venture structures can allow employees to be engaged on terms and conditions outside local government enterprise agreements. Depending on the legal structure of the organization, different taxation and regulatory reporting functions may vary from typical local municipal entities. In Ontario, these joint ventures are typically conducted through the creation of a Municipal Services Corporation under Section 203 of the Municipal Act and associated regulation 599.

# Outsourcing

## Hamilton Entertainment & Convention Facilities Inc. (HECFI)

In 2012, the City of Hamilton determined that continual annual losses in excess of \$7 million by HECFI in the operation of the City's convention centre, arena and performing arts centre were unsustainable.

After a public RFP process, the City outsourced the operations of the convention centre to a local banquet hall operator and the arena and performing arts centre to Spectra – a global venue management firm.

The City estimates that it has saved \$10 million dollars over the first five years of outsourcing. The contracts have been renewed for an additional 5 years (2024).

### Outsourcing

Outsourcing occurs when a municipal government chooses an outside company to provide particular services on its behalf. Municipalities often shift certain services to private companies to provide a diverse range of services to citizens, from trash collection to parking lot management and even facility management.

There are many reasons government may choose to outsource a service rather than providing it themselves (or 'in-house'). Sometimes a company has more specialist skills and particular experience and is able to provide the service more efficiently and quickly, or in some cases at a higher quality level. Municipal government delivers multiple different services and is often not able to be an expert in the delivery of all types of services. Accordingly, it turns to the private sector or in some cases other governments or non-profit agencies for assistance.

In some situations, government usually provides the services themselves, but they lack the capacity at present. In these cases, it may be easiest and quickest to use an outside company. In other instances, government decides that it is not cost-effective to build the capacity in-house to deliver the service and so they decide it is more efficient to use an outside company in the long-term.

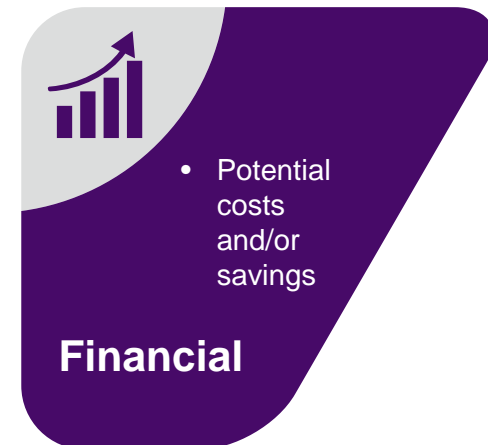
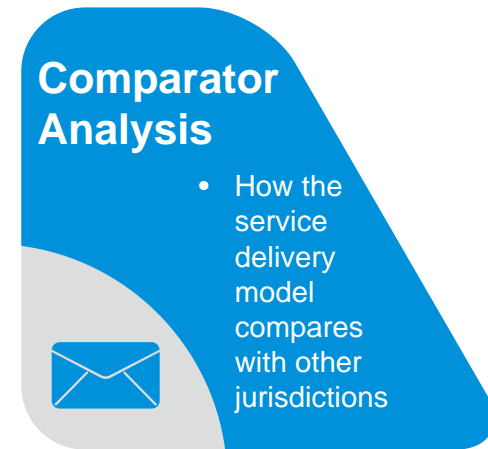
There are also some disadvantages to outsourcing. By adding an additional organization to the delivery process, outsourcing distances the municipality from the residents who are receiving the service and therefore can reduce government's accountability. Service provision may be harder to monitor when it is being delivered by an outside company.

# Evaluation Criteria

## Determining the Optimum Model

In order to understand the merits and challenges of each service delivery model, the following criteria are used to determine the preferred model for each of the five service areas.

1. Service level impact
2. Comparator Analysis
3. Financial Impact
4. Barriers to Implementation





# Fire Service

**The Townships of Waterloo Region  
Joint Service Review**

# Stakeholder Consultation Findings

## Fire Service

Strategy	Service Standards	Process & Delivery Model	Data, Technology & Infrastructure	People
All four Townships have well-established fire service master plans identifying strategic objectives and service priorities.	Service standards are based on legislative requirements and adopted through Township by-laws and service agreements with other jurisdictions.	There are commonalities amongst the Townships in delivering the three lines of defense services. Staff believe there is opportunity to establish a framework to collaborate more on firefighter training programs, fire inspection and prevention services, and procurement.	All Townships are facing financial pressure to maintain equipment, fleet and infrastructure in accordance with lifecycle renewal requirements. The fire departments would like to streamline fire reporting and data transmission across jurisdictions. Respondents would like to better utilize the Waterloo Region Emergency Services Training and Research Centre (WRESTRC) facility.	Recruiting and retaining volunteer firefighters has become more and more challenging. Succession planning is also a concern as long term volunteers retire. Respondents are open to exploring shared resource models, such as firefighter training and public education.

All four Townships are facing similar challenges related to the part-time firefighter (volunteer) staffing model, including recruitment and retention; sufficient headcount for response, and meeting training standards. Most Townships agree it is beneficial to explore shared efforts in procurement and training given that mutual aid agreements exist between Townships.

# Current State of Service Delivery

Municipality	Fire Halls	Description	Operating & Capital Cost			Full-Time Positions	Part-Time Positions	On-Call Positions	Service Level Assessment
			Personnel (\$000's)	Material, Operating & Other (\$000's)	Capital (\$000's)				
North Dumfries	Ayr	Support Services and Training Programs	\$0	\$17	\$0	1	1*	0	Standard
		Fire Prevention & Public Safety Education	\$0	\$3	\$0	0	1*	0	
		Emergency response	\$406	\$592	\$259	0	10	24	
		Total	\$406	\$612	\$259	1	10	24	
Wellesley	Linwood St. Clements Wellesley	Support Services and Training Programs	\$172	\$178	\$81	1.5	1*	0	Standard
		Fire Prevention & Public Safety Education	\$0	\$8	\$0	0	1*	0	
		Emergency response	\$235	\$231	\$722	0	0	65	
		Total	\$407	\$417	\$803	1.5	0	65	
Wilmot	Baden New Dundee New Hamburg	Support Services and Training Programs	\$587	\$104	\$164	2	0	0	Standard
		Fire Prevention & Public Safety Education	\$95	\$8	\$60	1	2*	0	
		Emergency response	\$317	\$255	\$885	0	0	80	
		Total	\$999	\$367	\$1,109	3	0	80	
Woolwich	Breslau Conestogo Elmira Floradale Maryhill St. Jacobs	Support Services and Training Programs	\$372	\$601	\$0	2	6	0	Standard
		Fire Prevention & Public Safety Education	\$27	\$22	\$0	0	0	6*	
		Emergency response	\$691	\$195	\$1,255	0	0	160	
		Total	\$1,090	\$818	\$1,255	2	6	160	
		Townships Total	\$2,902	\$2,214	\$3,426	7.5	16	329	

# Identified Opportunities from Consultations

Opportunity	Observations & Challenges
<p>Develop a joint procurement program for fleet and equipment.</p>	<p>In the past, the Townships' Fire Departments have experienced successful joint procurement projects for specific equipment renewal. There is opportunity to develop a broader joint procurement program to maximize buying power. This would require the Townships to synchronize equipment and fleet requirements and the associated replacement cycles.</p>
<p>Firefighter training:</p> <ul style="list-style-type: none"> <li>• Provide coordinated joint or rotating training sessions across municipalities to allow greater access to required training certification requirements.</li> <li>• Explore sharing training officers and leverage personnel with specialized expertise to develop a fulsome training program.</li> <li>• Increase coordinated access to the Waterloo Region Emergency Services Training and Research Centre (WRESTRC) training grounds.</li> </ul>	<p>All Townships share similar challenges in terms of keeping its workforce up-to-date with training requirements.</p> <p>Respondents identified the opportunity to pursue corroborative training subjects and explore resource sharing, such as appointing “specialists” from each Township to provide subject matter expertise training or serve as backup training resources.</p> <p>Respondents also noted an opportunity to improve the utilization of the WRESTRC facility to conduct joint training sessions. The Townships would need a lead coordinator to align Township and Region resources.</p>
<p>Explore pooling and sharing Fire Prevention Officers / Public Educator resources across the four Townships.</p>	<p>Public education and fire prevention responsibilities are performed by Fire Services staff in their existing roles. Respondents would like to advance fire prevention services to a proactive approach; enhancing services beyond a complaint base model as more development unfolds in the Townships.</p> <p>There is opportunity to explore a mix of dedicated positions and back-up support that serve more than one Township, and streamline service delivery and resource allocation.</p>

# Fire Service Delivery Model Analysis

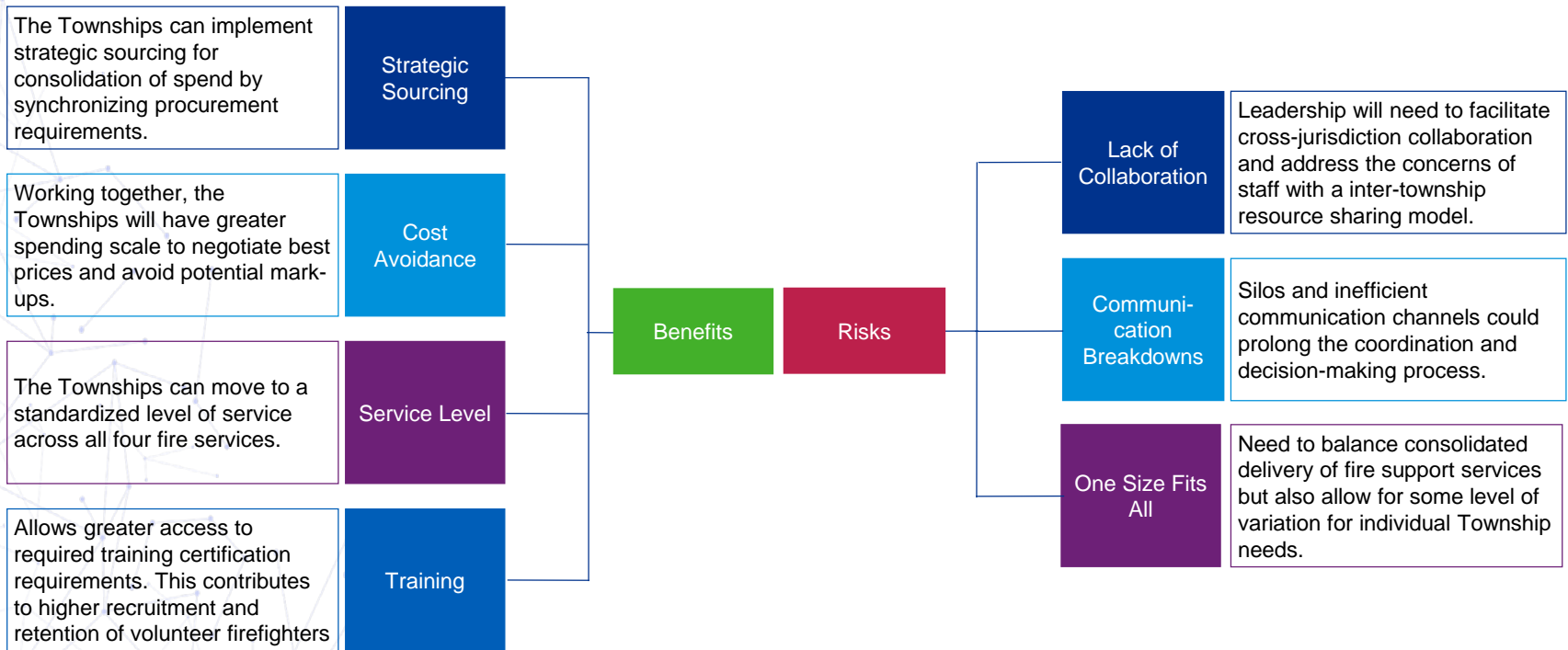
	Resource Sharing	Centralized Services	Joint Venture	Outsourcing
<b>Description</b>	<ul style="list-style-type: none"> <li>The Townships develop a formalized joint services framework in procurement, firefighter training and fire prevention/public education to maintain a volunteer fire service</li> </ul>	<ul style="list-style-type: none"> <li>The Townships establish a central fire service that serves all four municipalities under a inter-municipal agreement</li> </ul>	<ul style="list-style-type: none"> <li>The Townships create a municipal services corporation to establish a central fire service that serves all four municipalities</li> </ul>	<ul style="list-style-type: none"> <li>The Townships outsource the delivery of fire services to Regional Cities similar to North Dumfries' eastern geography</li> <li>There is a shift to a composite fire service</li> </ul>
<b>Client / Service Level Impact</b>	<ul style="list-style-type: none"> <li>There should be a modest increase in service level across the four Townships with the additional capacity provided by the pooling of fire service capabilities and resources</li> </ul>	<ul style="list-style-type: none"> <li>The establishment of a central fire service may result in higher service levels for administrative and operational services</li> </ul>	<ul style="list-style-type: none"> <li>The establishment of a joint venture fire service may result in higher service levels for administrative and operational services</li> </ul>	<ul style="list-style-type: none"> <li>Outsourcing of the fire service to neighbouring cities would likely result in a higher service standard given the resources and capacity of the full-time departments</li> </ul>
<b>Financial Impact</b>	<ul style="list-style-type: none"> <li>Estimated 10-15% in operational &amp; capital savings on materials and supplies when fully implemented</li> <li>Most cost efficient model out of the four shared-service models</li> </ul>	<ul style="list-style-type: none"> <li>Estimated 10-15% in operational &amp; capital savings, however, start-up costs and additional administrative staffing has the potential to negate any savings</li> </ul>	<ul style="list-style-type: none"> <li>Estimated 10-15% in operational &amp; capital savings, however, start-up costs and additional administrative staffing has the potential to negate any savings</li> </ul>	<ul style="list-style-type: none"> <li>There would be a significant cost (&gt;50%) to the Townships in the outsourcing of fire services and the implementation of a composite fire service</li> </ul>

# Fire Service Delivery Model Analysis

	Resource Sharing	Centralized Services	Joint Venture	Outsourcing
<b>Comparator Analysis</b>	<ul style="list-style-type: none"> <li>Common service delivery model for smaller fire services in Ontario (e.g. Grimsby/Lincoln partnership)</li> </ul>	<ul style="list-style-type: none"> <li>Not a common service delivery model for fire services in Ontario</li> </ul>	<ul style="list-style-type: none"> <li>No example in Ontario</li> </ul>	<ul style="list-style-type: none"> <li>Not a common service delivery model for fire services in Ontario</li> </ul>
<b>Barriers</b> <ul style="list-style-type: none"> <li><b>Political</b></li> <li><b>Legal</b></li> <li><b>Labour/Contractual</b></li> <li><b>Cost</b></li> </ul>	<ul style="list-style-type: none"> <li>Limited barriers to implementation because of existing high level collaboration of fire services</li> <li>Limited economies of scale for fleet because of specialization of apparatuses</li> <li>Potential legal barriers for fire inspection services</li> </ul>	<ul style="list-style-type: none"> <li>Significant legal and political barriers to implementation with labour and financial risks</li> </ul>	<ul style="list-style-type: none"> <li>Significant legal and political barriers to implementation with labour and financial risks</li> </ul>	<ul style="list-style-type: none"> <li>Highest cost model with complex political and labour barriers</li> </ul>

# Proposed Model Description with Benefits/ Risks

**KPMG proposes the Resource Sharing Model – The four Townships develop a joint services framework in procurement, firefighter training, and fire prevention/public education.**



## ESTIMATED SAVINGS

\$550,000 - \$850,000  
10 – 15%

## SERVICE LEVEL IMPACT



## COMPARATOR ANALYSIS

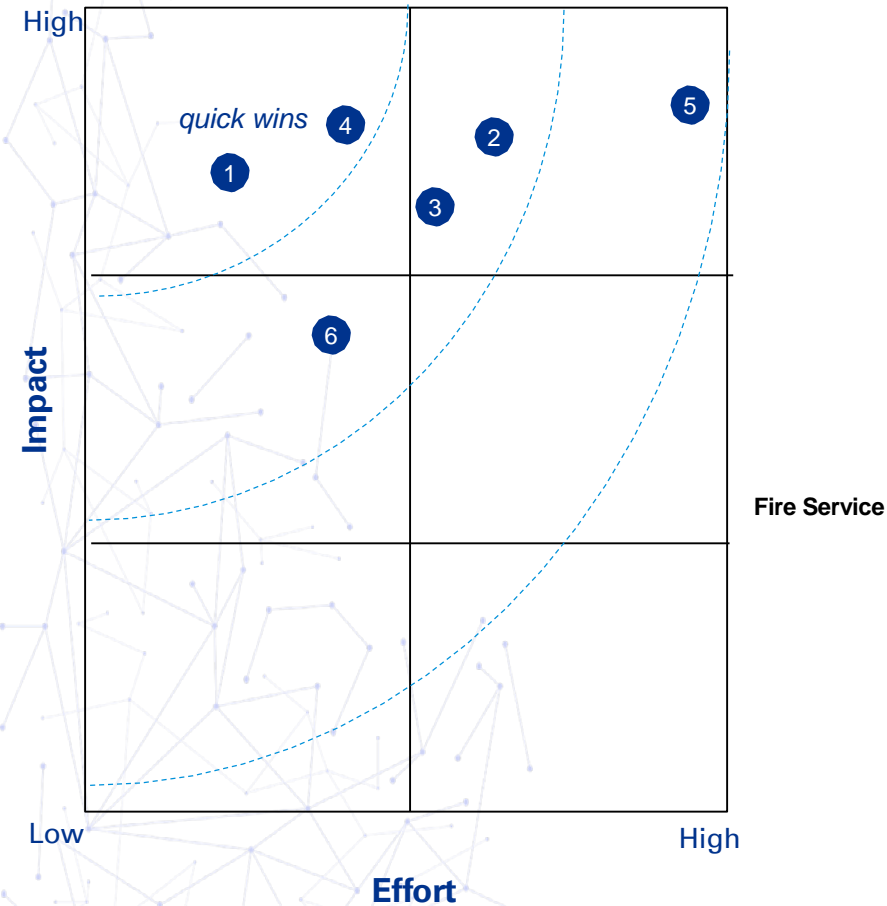


## BARRIERS & RISK



# Proposed Model – Prioritization of Suggested Implementation Initiatives

Suggested actions have been mapped for **impact** vs **effort** to help prioritize activities.



## Suggested Implementation Initiatives

1	Formalize a fire service agreement for shared services in procurement, firefighter training and fire prevention/public education
2	Develop a joint procurement program for the four Townships that would allow collaborative purchase of common services, commodities and equipment
3	Develop a business plan for joint firefighter training program, for example: <ul style="list-style-type: none"> <li>Joint or rotating training sessions across the four Townships</li> <li>Shared training officers and fire personnel with specialized expertise</li> </ul>
4	Initiate discussion with the Region for greater access and usage of the WRESTRC facility
5	Explore feasibility to establish a joint Training Coordinator to liaison and coordinate access to the WRESTRC training grounds
6	Identify and explore the feasibility of joint public education initiatives

# Proposed Model – Suggested Implementation Timeline

Impact to Services:		Timeline for Implementation		
Effort of Implementation:		12-18 months	18-24 months	24-36 months
Suggested Implementation Initiatives		Timeline for Implementation		
1	Formalize a fire service agreement for shared services in procurement, firefighter training and fire prevention/public education	Impact: <span>H</span>	Effort: <span>L</span>	Timeline: 12-18 months
2	Develop a joint procurement program for the four Townships that would allow collaborative purchase of common services, commodities and equipment	Impact: <span>H</span>	Effort: <span>M</span>	Timeline: 12-18 months
3	Develop a business plan for joint firefighter training program, for example: <ul style="list-style-type: none"> <li>Joint or rotating training sessions across the four Townships</li> <li>Shared training officers and fire personnel with specialized expertise</li> </ul>	Impact: <span>H</span>	Effort: <span>M</span>	Timeline: 18-24 months
4	Initiate discussion with the Region for greater access and usage of the WRESTRC facility	Impact: <span>H</span>	Effort: <span>L</span>	Timeline: 12-18 months
5	Explore feasibility to identify a joint Training Coordinator to liaison and coordinate access to the WRESTRC training grounds	Impact: <span>H</span>	Effort: <span>H</span>	Timeline: 18-24 months
6	Identify and explore feasibility of joint public education initiatives	Impact: <span>M</span>	Effort: <span>M</span>	Timeline: 12-18 months



# Emergency Management

The Townships of Waterloo Region  
Joint Service Review

# Stakeholder Consultation Findings

Emergency Management				
Strategy	Service Standards	Process & Delivery Model	Data, Technology & Infrastructure	People
Emergency Response Plans are in place to provide operational guidelines to respond to emergency situations.	Service standards are defined through Township by-laws and Emergency Response Plans.	Staff expressed an interest in greater emergency management collaboration to proactively address regulatory requirements and climate change. These two areas are becoming a greater demand and challenge on the current service delivery model given the limited resource capacity at each Township.	Staff noted that improvements could be made in communication infrastructure for emergency management. Municipal GIS data should be more closely incorporated into emergency management planning processes.	All four Townships are experiencing resource constraints and respondents noted the need to explore shared resource models for emergency management.

For the Townships of North Dumfries, Wellesley and Wilmot, Emergency Management responsibilities are performed by Fire Services staff in their existing roles (i.e. Fire Chief and/or Training Officer). Woolwich has a dedicated resource for emergency management. This resource also provides administration and IT support to the Fire Software system. Most Townships expressed interest in exploring a framework for joint emergency management practices.

# Current State of Service Delivery

Emergency Management responsibilities are performed by Fire Services staff in their existing roles (e.g. Fire Chief and/or Training Officer). Service level standards for the three Townships where emergency management is delivered by the Fire Services is at standard. The cost of staff time associated with emergency management is captured in the overall Fire Service budget. Woolwich alone has a dedicated resource for emergency management; hence, cost associated with that resource is separately reported. The service level standard for emergency management in Woolwich is at an enhanced level.

Municipality	Description	Total Operating Cost (\$000's)	Full-Time Positions	Service Level Assessment
North Dumfries	Emergency Management Services	\$4	0	Standard
Wellesley	Emergency Management Services	\$5	0	Standard
Wilmot	Emergency Management Services	\$1	0	Standard
Woolwich	Emergency Management Services	\$113	1	Enhanced
Total		\$123	1	

Note - Total Cost is based on the Township's 2020 operating and capital budgets.

# Identified Opportunities from Consultations

Opportunity	Observations & Challenges
<p>Establish a joint emergency management framework:</p> <ul style="list-style-type: none"><li>• Implement coordinated Emergency Management Plans and training programs that can address common and unique emergency management attributes of each Township.</li><li>• Explore pooling and sharing CEMCs / emergency management personnel across the four Townships to manage and deliver Emergency Management Programs, training and annual compliance matters.</li><li>• Expand the use of zone mapping / GIS technology across all Townships to aid in emergency management.</li></ul>	<p>The risk of emergency incidents occurring across boundaries is increasing. In addition, there is an opportunity to modify the current operating model to respond to changing legislative requirements.</p> <p>Other than Woolwich, emergency management responsibilities are performed by Fire Service staff in their existing roles. There is opportunity to explore a mix of dedicated positions and back-up support that serve more than one Township, and streamline service delivery and resource allocation.</p> <p>Zone mapping / GIS data serves as a critical aspect of emergency management planning. The use of GIS technology could be expanded across all four Townships (already utilized in North Dumfries and Wilmot).</p>
<p>Explore the feasibility to contract emergency management services with a 3<sup>rd</sup> party (i.e. another municipality or the private sector).</p>	<p>There is opportunity for the Townships to use contracted services to strategically coordinate emergency management services.</p>

# Emergency Management Service Delivery Model Analysis

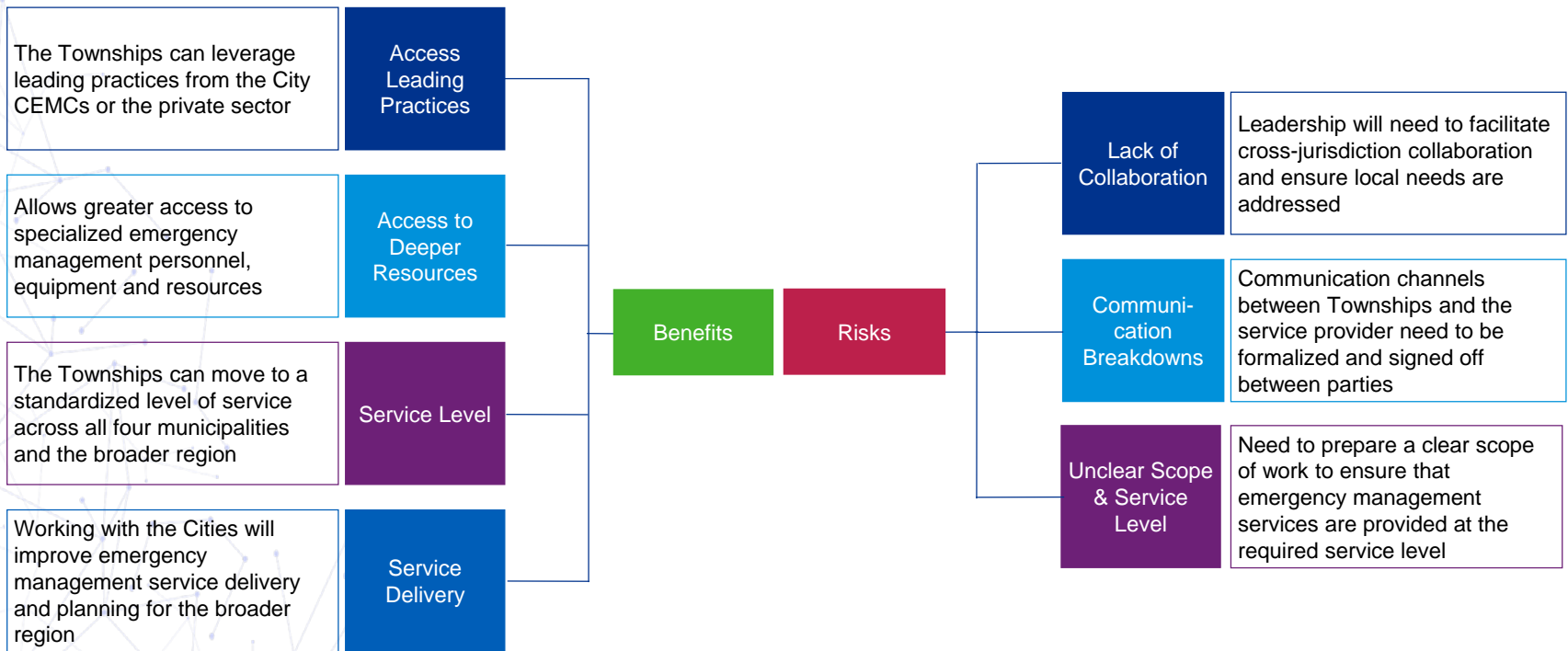
	Resource Sharing	Centralized Services	Joint Venture	Outsourcing
<b>Description</b>	<ul style="list-style-type: none"> <li>The Townships develop a joint emergency management services framework that pools CEMC resources</li> <li>Assuming Woolwich will maintain its current full time model, this will require the appointment of one additional CEMC resource to ensure operational capacity</li> <li>Each Township's Fire Chief will continue to serve as an alternate CEMC resource</li> </ul>	<ul style="list-style-type: none"> <li>The Townships establish a central emergency management service that serves all four municipalities under a inter-municipal agreement</li> <li>Assuming Woolwich will maintain its current full time model, this will require the appointment of one additional CEMC resource to ensure operational capacity</li> <li>Each Township's Fire Chief will continue to serve as an alternate CEMC resource</li> </ul>	<ul style="list-style-type: none"> <li>The Townships create a municipal services corporation to establish a central emergency management service that serves all four municipalities</li> <li>Each Township's Fire Chief will continue to serve as an alternate CEMC resource</li> </ul>	<ul style="list-style-type: none"> <li>The Townships contract emergency management services to Regional Cities or the private sector</li> <li>Each Township's Fire Chief will continue to serve as an alternate CEMC resource</li> </ul>
<b>Client / Service Level Impact</b>	<ul style="list-style-type: none"> <li>There should be a modest increase in service level across the four Townships with the additional capacity by pooling emergency management service capabilities and resources</li> </ul>	<ul style="list-style-type: none"> <li>The establishment of a central emergency management service would provide a higher service level that is standardized across four Townships</li> </ul>	<ul style="list-style-type: none"> <li>The establishment of a central emergency management service should result in a higher service level standardized across four Townships</li> </ul>	<ul style="list-style-type: none"> <li>Outsourcing the emergency management service to neighbouring cities or private sector would likely result in a higher service standard given the resources and capacity of the full-time departments</li> <li>Private sector provider would be a scalable model to align with service demand</li> </ul>

# Emergency Management Service Delivery Model Analysis

	Resource Sharing	Centralized Services	Joint Venture	Outsourcing
<b>Financial Impact</b>	<ul style="list-style-type: none"> <li>The pooling of CEMC resources will require the hiring of an additional CEMC to ensure operational capacity</li> <li>Financial impact is an additional ~ \$100K for the additional CEMC resource.</li> <li>Increases emergency management expenditures to \$223K or \$56K/ township</li> </ul>	<ul style="list-style-type: none"> <li>The centralization of emergency management will require the hiring of an additional CEMC to ensure operational capacity</li> <li>Financial impact is an additional ~ \$100K, however, start-up costs and additional administrative staffing will likely require an additional 20% in overhead</li> </ul>	<ul style="list-style-type: none"> <li>The centralization of emergency management will require the hiring of an additional CEMC to ensure operational capacity</li> <li>Financial impact is an additional ~ \$100K, however, start-up costs and additional administrative staffing will likely require an additional 50% in overhead</li> </ul>	<ul style="list-style-type: none"> <li>The servicing of the Townships emergency management by a Regional City would likely require the appointment of an additional CEMC resource at the City. The financial impact is an additional ~ \$100K + ~20% overhead costs which would pass through to the Townships</li> <li>Similar cost estimate for a private sector provider</li> </ul>
<b>Comparator Analysis</b>	<ul style="list-style-type: none"> <li>Common service delivery model for similar municipalities (e.g. Grimsby/Lincoln/West Lincoln partnership)</li> </ul>	<ul style="list-style-type: none"> <li>Not a common service delivery model for emergency management services in Ontario</li> </ul>	<ul style="list-style-type: none"> <li>No example in Ontario</li> </ul>	<ul style="list-style-type: none"> <li>Outsourcing is becoming a more common service delivery model for emergency management services</li> </ul>
<b>Barriers</b> <ul style="list-style-type: none"> <li><b>Political</b></li> <li><b>Legal</b></li> <li><b>Labour/Contractual</b></li> <li><b>Cost</b></li> </ul>	<ul style="list-style-type: none"> <li>Limited barriers to implementation outside of cost</li> <li>Resource pooling would represent an increase in service levels and corresponding costs</li> </ul>	<ul style="list-style-type: none"> <li>Some legal and political barriers to implementation</li> <li>Service centralization would represent an increase in service levels and corresponding costs</li> </ul>	<ul style="list-style-type: none"> <li>Significant legal and political barriers to implementation</li> <li>Not a suitable use of municipal services corporation model</li> </ul>	<ul style="list-style-type: none"> <li>Limited barriers to implementation outside of the willingness of adjacent Cities to provide emergency management services or the capacity of the private sector</li> </ul>

# Proposed Model Description with Benefits/ Risks

**KPMG proposes the Outsourcing Model – The Townships contract emergency management services to either the Regional Cities or the private sector.**



## ESTIMATED COST

\$125,000 gross

## SERVICE LEVEL IMPACT



## COMPARATOR ANALYSIS

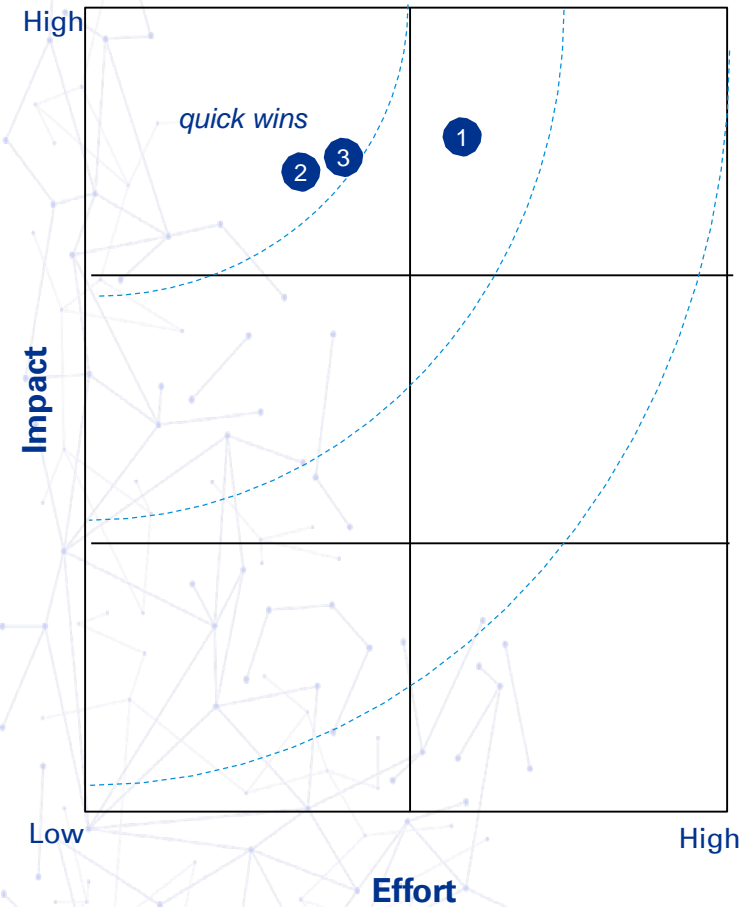


## BARRIERS & RISK



# Proposed Model – Prioritization of Suggested Implementation Initiatives

Suggested actions have been mapped for **impact** vs **effort** to help prioritize activities.



## Suggested Implementation Initiatives

1	Establish a joint emergency management framework for: <ul style="list-style-type: none"> <li>Coordinated Emergency Management Plans</li> <li>Expanded use of zone mapping / GIS technology across all Townships</li> </ul>
2	Explore feasibility of sharing a private contractor to deliver the four Townships' emergency management programs, training and annual compliance matters
3	Explore feasibility of contracting emergency management services to the Regional Cities

# Proposed Model – Suggested Implementation Timeline

Impact to Services:		Timeline for Implementation		
Effort of Implementation:		12-18 months	18-24 months	24-36 months
Suggested Implementation Initiatives		Timeline for Implementation		
1	Establish a joint emergency management framework for: <ul style="list-style-type: none"> <li>Coordinated Emergency Management Plans</li> <li>Expanded use of zone mapping / GIS technology across all Townships</li> </ul>	Impact: H	Effort: M	Timeline: 18-24 months
2	Explore feasibility of sharing a private contractor to deliver the four Townships' emergency management programs, training and annual compliance matters	Impact: H	Effort: L	Timeline: 12-18 months
3	Explore feasibility of contracting emergency management services to the Regional Cities	Impact: H	Effort: L	Timeline: 12-18 months



# Corporate Communications

**The Townships of Waterloo Region  
Joint Service Review**

# Stakeholder Consultation Findings

## Corporate Communications

Strategy	Service Standards	Process & Delivery Model	Data, Technology & Infrastructure	People
There is a need to implement Corporate Communication Plans to provide strategic direction for communication services. Wilmot is in the final stages of completing its Corporate Communication Plan.	<p>The Townships are experiencing pressure to improve communication services to meet growing resident expectations.</p> <p>Service standards are not well defined and there is limited staff expertise in communication at North Dumfries, Wellesley and Woolwich. Wilmot is experiencing the benefit of increase service levels with a dedicated Communications Specialist.</p>	<p>Stakeholders believe there are alternative service delivery approaches that could be explored, such as contract with an external communications service provider to offer expertise for “hot button” issues.</p> <p>Respondents would like to explore collaboration with other Townships in the form of ideas and initiatives to deliver consistent messaging across the Townships.</p> <p>Content guidance is needed to establish a consistent “voice” that also recognizes each Township’s unique culture.</p>	<p>Each Township has a Township website and a variety of social media accounts. All four Townships use eSolutions Group as an outside vendor to provide website architecture and design.</p> <p>There are opportunities to perform more data analysis on how residents would like to receive Township information (e.g. social media, email blasts) ; updating the Township’s communication channels; and working with the local print media on Township activities and businesses.</p>	Other than Wilmot, respondents noted that the service delivery model including staffing roles and responsibilities need to be further clarified.

For the Townships of North Dumfries, Wellesley and Woolwich, communication services are the responsibility of operational staff. In contrast, the communication services at Wilmot are delivered by a dedicated Communications Specialist which has enabled the Township to expand their communications capacity and increase their service level. Respondents noted it may be beneficial to share leading practices and explore joint service delivery options that also recognizes the individual needs of each Township.

# Current State of Service Delivery

In the Townships of North Dumfries, Wellesley, and Woolwich, communication responsibilities are performed by staff in their existing roles (e.g. Clerks, Recreation Services staff). The cost of staff time associated with corporate communication is captured in the departmental budgets where the staff resides in the organization structure. Other communication related expenditures (e.g. payment to eSolutions Group) are also captured in other departmental budgets. Wilmot has a dedicated resource for corporate communications; hence, cost associated with that resource is separately reported.

Municipality	Description	Total Cost (\$000's)	Full-Time Positions	Service Level Assessment
<b>North Dumfries</b>	Corporate Communications	\$0	0	Standard
<b>Wellesley</b>	Corporate Communications	\$8	0	Slightly Below Standard
<b>Wilmot</b>	Corporate Communications	\$90	1	Above Standard
<b>Woolwich</b>	Corporate Communications	\$0	0	Slightly Below Standard
<b>Total</b>		<b>\$98</b>	<b>1</b>	

Note – Total cost (operating and capital) is based on the Township's 2020 operating and capital budgets. The Province's Municipal Modernization Program is used to fund Wilmot's investment in corporate communications.

# Identified Opportunities from Consultations

Opportunity	Observations & Challenges
<p>Explore opportunities for joint communications initiatives.</p> <ul style="list-style-type: none"><li>• Share leading practices on developing and implementing Communication Strategy / Communication Plan to engage residents.</li><li>• Connect communications staff/contractors across all four Townships to engage in joint initiatives and share knowledge and experiences.</li></ul>	<p>The Townships have expressed interest in sharing leading practices and conducting joint communication initiatives. Communication is a priority in a COVID-19 environment to engage citizens on municipal affairs.</p>
<p>Increase data collection and data analytics on the usage of the Townships' various communication channels and tailor content to community concerns.</p>	<p>The Townships have various communication channels, from print media to social media, and there is opportunity to perform data analyses around the usage and effectiveness of each platform, and adjust resource allocation accordingly.</p>
<p>Explore the feasibility of contracting external resources to support internal and external communication needs across the four Townships.</p>	<p>Communications is a profession that requires specific training and skill sets. Municipal employees and community residents are expecting higher service standards particularly in a COVID-19 environment.</p>

# Corporate Communications Service Delivery Model Analysis

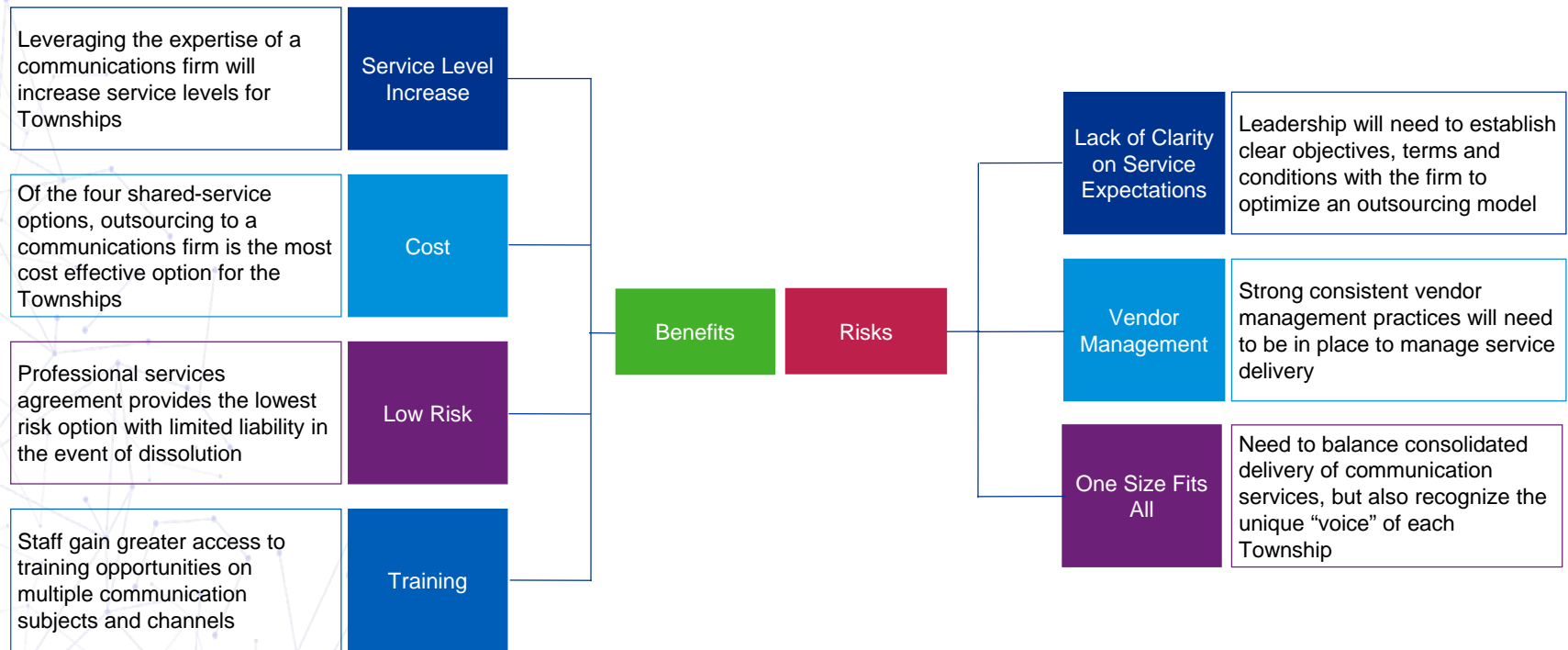
	Resource Sharing	Centralized Services	Joint Venture	Outsourcing
<b>Description</b>	<ul style="list-style-type: none"> <li>The Townships develop a joint communications framework that pools communication resources.</li> <li>This will require the appointment of additional communication resources to ensure operational capacity</li> </ul>	<ul style="list-style-type: none"> <li>The Townships establish a central corporate communication service that serves all four municipalities under a inter-municipal agreement</li> </ul>	<ul style="list-style-type: none"> <li>The Townships create a municipal services corporation to establish a central communication service that serves all four municipalities</li> </ul>	<ul style="list-style-type: none"> <li>The Townships contract communication services to a professional communications service provider to augment the existing level of service</li> </ul>
<b>Client / Service Level Impact</b>	<ul style="list-style-type: none"> <li>There should be an increase in service levels across the four Townships with the additional capacity provided by the pooling of communication service capabilities and resources</li> </ul>	<ul style="list-style-type: none"> <li>The establishment of a central corporate communication service should result in a higher service level that is standardized across four Townships</li> </ul>	<ul style="list-style-type: none"> <li>The establishment of a municipal services corporation to deliver a central communication service should result in a higher service level that is standardized across four Townships</li> </ul>	<ul style="list-style-type: none"> <li>Outsourcing of corporate communications to a professional service provider would result in a higher service standard with access to professional communication resources for Townships who do not have dedicated communications staff</li> </ul>
<b>Financial Impact</b>	<ul style="list-style-type: none"> <li>The pooling of communication resources would likely require the hiring of two additional communication specialists to ensure operational demands are met</li> </ul>	<ul style="list-style-type: none"> <li>The centralization of communication services will require the hiring of two additional communication specialists to ensure operational demands are met</li> </ul>	<ul style="list-style-type: none"> <li>The centralization of communication services will require the hiring of two additional communication specialists to ensure operational demands are met</li> </ul>	<ul style="list-style-type: none"> <li>Estimated initial cost of \$40,000 to stand up and develop collaboratively a Communication Strategy / Communication Plan for each Township</li> </ul>

# Corporate Communications Service Delivery Model Analysis

	Resource Sharing	Centralized Services	Joint Venture	Outsourcing
<b>Financial Impact (continued)</b>	<ul style="list-style-type: none"> <li>Financial impact is an additional ~ \$200K</li> <li>Increases corporate communication expenditures to ~ \$70K for the 3 Townships with no current communication services</li> </ul>	<ul style="list-style-type: none"> <li>Including Wilmot's costs, financial impact is ~ \$300K, however, start-up costs and additional administrative staffing will likely require an additional 20% in overhead</li> <li>Increases corporate communication expenditures ~ \$90K for all 4 Townships</li> </ul>	<ul style="list-style-type: none"> <li>Financial impact is an additional ~ \$300K, however, start-up costs and additional administrative staffing will likely require an additional 50% in overhead</li> <li>Increases corporate communication expenditures to ~ \$115K for all 4 Townships</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing communications support is estimated to be \$35,000 per year for each participating Township, subject to each Township's specific service needs</li> </ul>
<b>Comparator Analysis</b>	<ul style="list-style-type: none"> <li>Communication services is still typically uncommon in smaller municipalities although it is emerging as a greater priority</li> </ul>	<ul style="list-style-type: none"> <li>No example in Ontario</li> </ul>	<ul style="list-style-type: none"> <li>No example in Ontario</li> </ul>	<ul style="list-style-type: none"> <li>Outside of direct service delivery, outsourcing communication services is the most common service delivery model in Ontario</li> </ul>
<b>Barriers</b>	<ul style="list-style-type: none"> <li>Limited barriers to implementation outside of culture and cost</li> <li>Resource pooling would represent an increase in service levels and corresponding costs</li> </ul>	<ul style="list-style-type: none"> <li>Some legal and political barriers to implementation</li> <li>Service centralization would represent an increase in service levels and corresponding costs</li> </ul>	<ul style="list-style-type: none"> <li>Significant legal and political barriers to implementation</li> <li>Not a suitable use of municipal services corporation model</li> </ul>	<ul style="list-style-type: none"> <li>Limited barriers to implementation</li> <li>Outsourcing would represent an increase in service levels and corresponding costs</li> </ul>

# Proposed Model Description with Benefits/Risks

**KPMG proposes the Outsourcing Model – The Townships contract communication services to a professional service provider to provide either base-line communication services or support existing communication staff on “hot-button” issues.**



## ESTIMATED COSTS

\$40,000 Stand-Up costs  
\$35,000 annual fee/ Township

## SERVICE LEVEL IMPACT



## COMPARATOR ANALYSIS

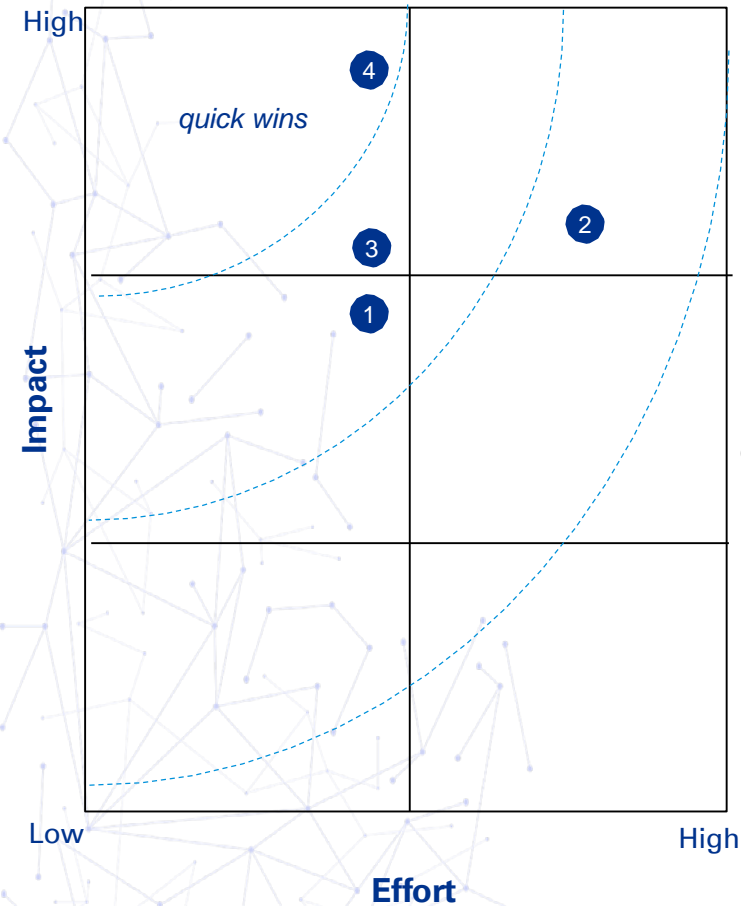


## BARRIERS & RISK



# Proposed Model – Prioritization of Suggested Implementation Initiatives

Suggested actions have been mapped for **impact** vs **effort** to help prioritize activities.



**Corporate  
Communications**

## Suggested Implementation Initiatives

1	Obtain improved understanding of staff time and resources spent on communication services for the three Townships that do not have dedicated communication resource
2	Develop collaboratively a Communication Strategy / Communication Plan for each Township
3	Identify and explore joint communications initiatives (e.g. tourism and community events)
4	Explore feasibility of sharing a private contractor to provide base-line communication services or support existing communication staff on “hot-button” issues

# Proposed Model - Suggested Implementation Timeline

Impact to Services:		Timeline for Implementation		
Effort of Implementation:		12-18 months	18-24 months	24-36 months
Suggested Implementation Initiatives		Timeline for Implementation		
1	Obtain better understanding of staff time and resources spent on communication services for the three Townships that do not have dedicated communication resource	Impact: M	Effort: M	Timeline: 12-18 months
2	Develop collaboratively a Communication Strategy / Communication Plan for each Township	Impact: H	Effort: H	Timeline: 12-18 months
3	Identify and explore joint communications initiatives (e.g. tourism and community events)	Impact: H	Effort: M	Timeline: 12-18 months
4	Explore feasibility of sharing a private contractor to provide base-line communication services or support existing communication staff on "hot-button" issues	Impact: H	Effort: M	Timeline: 18-24 months



# Information Technology

**The Townships of Waterloo Region  
Joint Service Review**

# Stakeholder Consultation Findings

## Information Technology

Strategy	Service Standards	Process & Delivery Model	Data, Technology & Infrastructure	People
All four Townships participate in the Region of Waterloo's Inter Municipal IT Collaboration Committee as a forum to facilitate more collaboration among municipalities and the Police within the Region. The Committee has jointly identified a list of opportunities for potential collaboration. While there has been some progress on certain initiatives, there appears to be varying degrees of direction from each Township Council and leadership team on the prioritization of opportunities and the allocation of resources to work with neighbouring municipalities.	Overall, service standards are clear at each Townships. With limited staff resources, improvements can be made on priority setting between different IT service activities.	Collaboration across municipal boundaries is recognized as a benefit. Respondents identified a need to establish a framework and collaboration model. Common needs include procurement, GIS and training; however, there are barriers in sharing resources.	Currently, the Townships have different perspectives on using the cloud. Remote working technology has become important in delivering municipal services. Long-term planning and implementation of IT infrastructure and upgrades is critical, but often sidetracked by "help desk" needs.	There is a need to reassess each Township's IT staffing model, especially on help desk services, project management, and strategic planning activities, including use of outside vendors. More cybersecurity and end-user training is needed.

IT services are minimally staffed across the Townships with North Dumfries outsourcing IT to a third-party. It was commonly noted that more focus is needed on IT project management, cybersecurity awareness, and timely hardware and software upgrades.

# Current State of Service Delivery

IT infrastructure, systems, software and equipment specifications vary across the four Townships. Staff noted that they are unfamiliar with each other's IT capabilities.

Municipality	Service Description	Operating Cost (\$000's)	Capital Cost (\$000's)	Delivery Model	Full Time Positions	Service Level Assessment
<b>North Dumfries</b>	Information Technology	\$122	\$36	Outsource	0	Slightly Above Standard
<b>Wellesley</b>	Information Technology	\$151	\$14	In-house	1	Slightly Below Standard
<b>Wilmot</b>	Information Technology	\$431	\$470	In-house	2	Standard
<b>Woolwich</b>	Information Technology	\$458	\$274	In-house	3	Standard
<b>Total</b>		<b>\$1,162</b>	<b>\$794</b>		<b>6</b>	

Note - Operating and capital expenditures are based on the Townships' 2020 operating and capital budgets. Capital budgets fluctuate year over year depending on the specific equipment replacement cycles, system and application updates, and planned IT projects for a given year. The Provincial Municipal Modernization Program was used to fund Wilmot and Woolwich's capital expenditures for IT.

# Identified Opportunities from Consultations

Opportunity	Observations & Challenges
<p>Outsource IT services to third-party providers and transition Township personnel to focus on IT management activities.</p> <p>With outsourcing, the Townships could focus on synchronizing IT practices to support more consistent delivery of municipal services:</p> <ul style="list-style-type: none"><li>• Software and system specifications</li><li>• Common IT policies and procedures</li><li>• Joint procurement of IT infrastructure, services and equipment</li><li>• End-user training</li></ul>	<p>Leverage North Dumfries experience and explore a common IT outsourcing model. Outsourcing IT services provides advantages around access to a wide network of specialized IT resources and solutions.</p> <p>One of the most significant barriers to collaboration is the difference in software and systems used across the Townships. Staff are unfamiliar with other Townships' IT capabilities.</p> <p>Respondents identified the following key areas that the Townships would benefit from common IT policies and procedures:</p> <ul style="list-style-type: none"><li>- Cyber security;</li><li>- Business continuity and disaster recovery plans;</li><li>- Digital record management and retention;</li><li>- Remote access to Township network.</li></ul> <p>IT procurement is performed separately. The Townships could initiate joint procurement to increase purchasing power and synchronize IT services.</p> <p>Current end-user training programs vary in terms of frequency and quality. With more demand of online services, municipal staff need further training to meet service delivery needs.</p>

# Information Technology Service Delivery Model Analysis

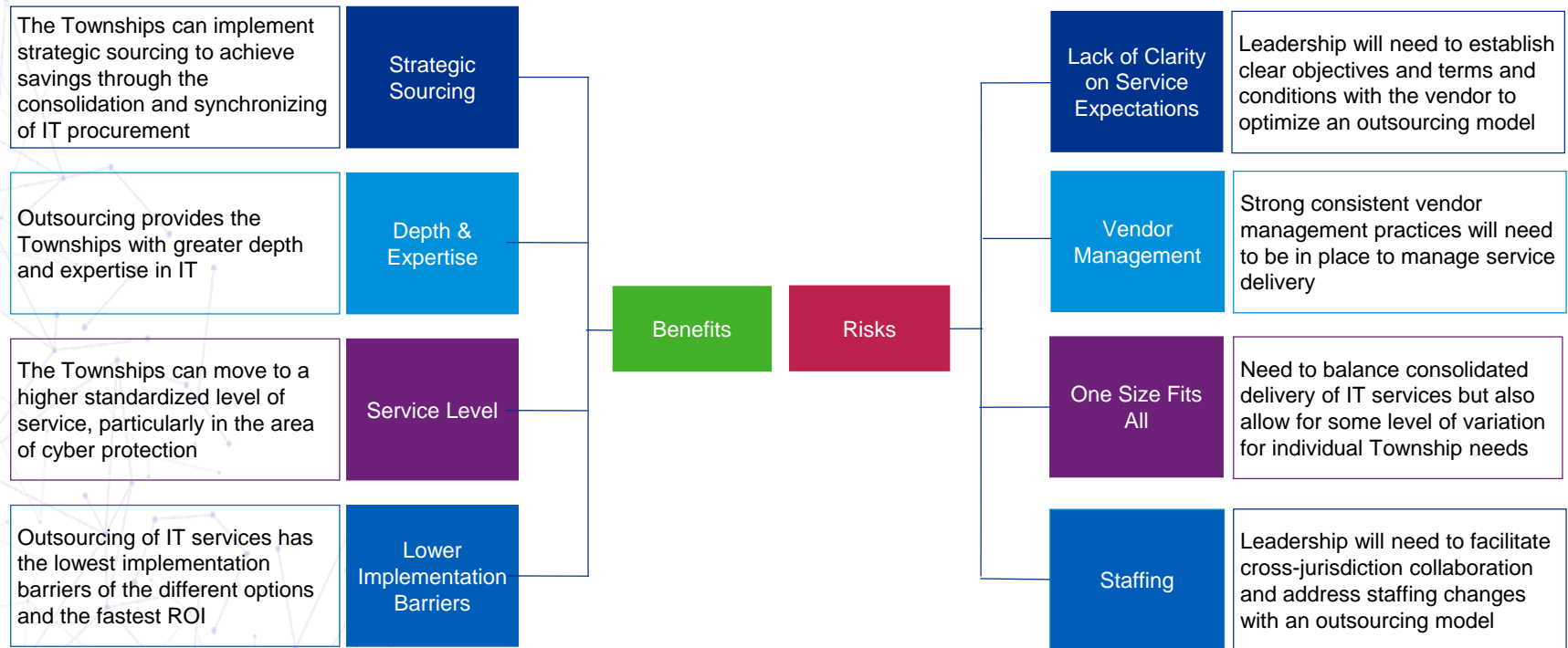
	Resource Sharing	Centralized Services	Joint Venture	Outsourcing
<b>Description</b>	<ul style="list-style-type: none"> <li>The Townships develop a joint IT service framework that pools IT resources to address identified IT challenges e.g. procurement, GIS, training challenges and help desk support</li> </ul>	<ul style="list-style-type: none"> <li>The Townships establish a central IT service that serves all four municipalities under a inter-municipal agreement to address identified IT challenges e.g. procurement, GIS, training challenges and help desk support</li> </ul>	<ul style="list-style-type: none"> <li>The Townships create a municipal services corporation to establish a central IT service that serves all four municipalities</li> </ul>	<ul style="list-style-type: none"> <li>The Townships contract IT services to a professional service provider by leveraging North Dumfries experience with their outsourced business model. Township personnel would transition to focus on IT contract management</li> </ul>
<b>Client / Service Level Impact</b>	<ul style="list-style-type: none"> <li>There should be a modest increase in service level across the four Townships with the additional capacity provided by the pooling of IT service capabilities and resources</li> </ul>	<ul style="list-style-type: none"> <li>The establishment of a central IT service would result in a higher service level that is standardized across four Townships</li> </ul>	<ul style="list-style-type: none"> <li>The establishment of a central IT service should result in a higher service level that standardized across four Townships</li> </ul>	<ul style="list-style-type: none"> <li>Outsourcing of IT to a professional service provider would likely result in a higher service standard with access to professional resources and latest industry trends</li> </ul>
<b>Financial Impact</b>	<ul style="list-style-type: none"> <li>The pooling of IT resources would likely not require any additional staffing resources</li> <li>There would be start-up and additional administrative staffing costs</li> </ul>	<ul style="list-style-type: none"> <li>The centralization of IT resources would likely not require any additional staffing resources</li> <li>There would be start-up and additional administrative staffing costs</li> </ul>	<ul style="list-style-type: none"> <li>The centralization of IT resources would likely not require any additional staffing resources</li> <li>Significant start-up and additional administrative staffing costs</li> </ul>	<ul style="list-style-type: none"> <li>The outsourcing of IT services would cost ~ \$75,000 per Township</li> <li>Expect that there would still be a requirement for an internal resource to manage the IT contract particularly for the larger Townships</li> </ul>

# Information Technology Service Delivery Model Analysis

	Resource Sharing	Centralized Services	Joint Venture	Outsourcing
<b>Comparator Analysis</b>	<ul style="list-style-type: none"> <li>Less common service delivery model for municipalities due to variations of IT infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>More common service delivery model for provincial and federal government</li> </ul>	<ul style="list-style-type: none"> <li>More common service delivery model for provincial and federal government</li> </ul>	<ul style="list-style-type: none"> <li>A more common IT service delivery model for smaller municipalities in Ontario</li> </ul>
<b>Barriers</b> <ul style="list-style-type: none"> <li><b>Political</b></li> <li><b>Legal</b></li> <li><b>Labour/Contractual</b></li> <li><b>Cost</b></li> </ul>	<ul style="list-style-type: none"> <li>Some barriers to implementation due to differences in IT infrastructure and capabilities</li> <li>Resource pooling would represent an increase in service levels and corresponding costs</li> </ul>	<ul style="list-style-type: none"> <li>Some barriers to implementation due to differences in IT infrastructure and capabilities</li> <li>Service centralization would represent an increase in service levels and corresponding costs</li> </ul>	<ul style="list-style-type: none"> <li>Significant legal and political barriers to implementation</li> <li>Not a suitable use of municipal services corporation model</li> </ul>	<ul style="list-style-type: none"> <li>Limited barriers to implementation</li> <li>Requirement to manage existing employment relationships</li> </ul>

# Proposed Model Description with Benefits/ Risks

**KPMG proposes a Modified Outsourcing Model – North Dumfries and Wellesley Townships jointly contract IT services to a professional service provider by leveraging North Dumfries’ experience with their outsourced business model. Given the size and growth projections, Wilmot and Woolwich Townships continue with the current in-house service delivery model but also identify IT services that require greater support and can be contracted out.**



## ESTIMATED COSTS

\$50,000 - \$100,000 outsourced services per Township

## SERVICE LEVEL IMPACT



## COMPARATOR ANALYSIS

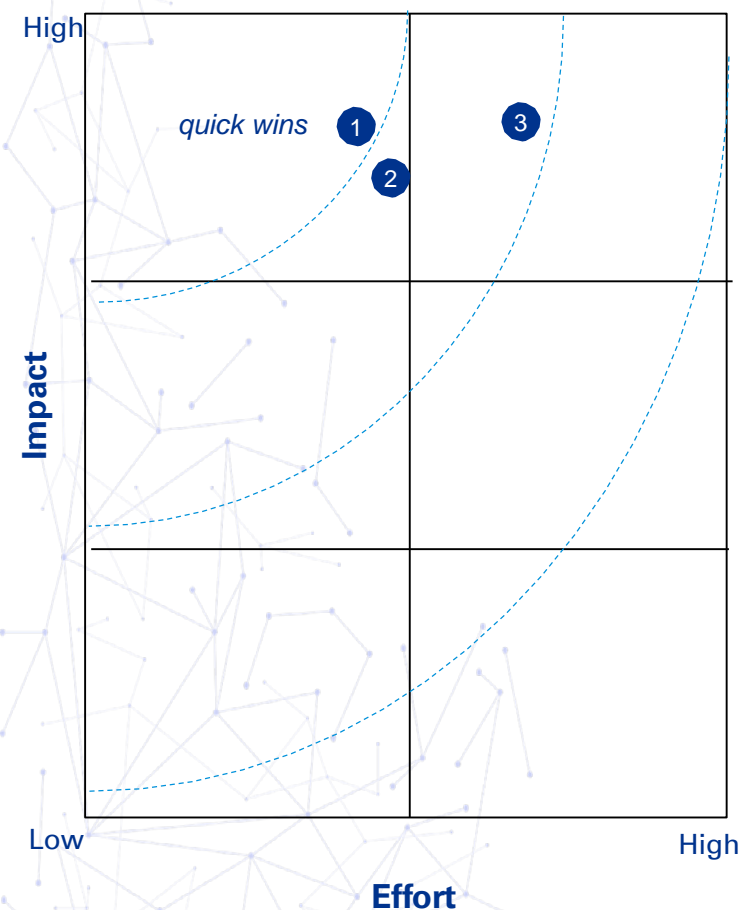


## BARRIERS & RISK



# Proposed Model – Prioritization of Suggested Implementation Initiatives

Suggested actions have been mapped for **impact** vs **effort** to help prioritize activities.



## Suggested Implementation Initiatives

### Information Technology

<b>1</b>	North Dumfries and Wellesley Townships – Explore feasibility to jointly outsource IT services to a professional service provider.
<b>2</b>	Wilmot and Woolwich Townships – Identify and explore joint procurement opportunities for IT service areas that require greater support e.g. cyber protection
<b>3</b>	Review collaborative opportunities identified by the Region of Waterloo Inter Municipal IT Collaboration Committee, and explore Township-specific priority initiatives for implementation

# Proposed Model - Suggested Implementation Timeline

Impact to Services:		L	M	H
Effort of Implementation:		L	M	H
		Timeline for Implementation 12-18 months    18-24 months    24-36 months		
Suggested Implementation Initiatives		Timeline for Implementation		
1	North Dumfries and Wellesley Townships – Explore feasibility to jointly outsource IT services to a professional service provider.	Impact: H	Effort: L	Timeline: 12-18 months
2	Wilmot and Woolwich Townships – Identify and explore joint procurement opportunities for IT service areas that require greater support.	Impact: H	Effort: M	Timeline: 18-24 months
3	Review collaborative opportunities identified by the Region of Waterloo Inter Municipal IT Collaboration Committee, and explore Township-specific priority initiatives for implementation	Impact: H	Effort: M	Timeline: 18-24 months



# Library

**The Townships of Waterloo Region  
Joint Service Review**

# Stakeholder Consultation Findings

## Library

Strategy	Service Standards	Process & Delivery Model	Data, Technology & Infrastructure	People
Per the Municipal Act, Region Council is deemed the library board, not the Library Committee. This governance structure creates confusion of oversight authority, and there is interest in establishing a Township library board.	Branch operations and service standards are customized based on community needs and expectations. Both the Region and Townships agree that the Facility Maintenance Service Level Agreements (SLAs) should be updated and agreed upon.	Branches rely on Township collaboration to maximize efficiency and effectiveness of services. Respondents noted the need to breakdown silos where Library services may overlap with Township services, i.e. recreation services, and build a coherent approach to service delivery while recognizing unique community needs.	Several Branch facilities are aging, small and no longer meet community needs. Technological advances may reduce facility space requirements. A joint assessment process is needed to plan and re-examine Library facility needs. In addition, RWL is utilizing patron data to improve service delivery.	Both Region and Township staff agree the need for increase collaboration to better serve community needs and expectations.

Both the Townships and the Region recognize the importance of library services and noted that increased collaboration and fluid communication is required between the two levels of municipal government.

# Current State of Service Delivery

The budgeting and accounting process to record library-related expenditures is dispersed across five municipal entities. Capital expenditures fluctuate depending on each municipality's capital plan for library facilities.

Municipality	Branches	Service Description	Operating (\$000's)	Capital (\$000's)	FTE	Note
<b>Region</b>	Region of Waterloo Library Headquarters	Library programs and operations	\$3,214	\$103	32.8	2020 Program Area Capital: <ul style="list-style-type: none"> <li>Library Holdings Acquisition</li> <li>Branch Furnishings</li> <li>Branch Development</li> <li>New Hamburg Branch – Puddicombe Estate</li> </ul> Funded by Library Capital Reserve and Development Charges Reserve Funds
<b>North Dumfries</b>	Ayr	Library Facility	\$0	~\$22	0	Annual transfer to Reserve for Facility Lifecycle Replacement / Rehabilitation for major building components
<b>Wellesley</b>	Linwood St. Clements Wellesley	Library Facility	~\$30	~\$12	0	Direct cost associated with operating/maintenance, minor capital and capital renewal.
<b>Wilmot</b>	Baden New Dundee New Hamburg	Library Facility	~\$24	~\$45	0	Direct costs associated with lawn care, snow removal, maintenance/utilities, and building replacement cost
<b>Woolwich</b>	Bloomingdale Elmira St. Jacobs	Library Facility	~\$49	~\$24	0	Operating includes staff, snow removal, garbage, operating/maintenance, minor capital, and transfer to reserves. 5-year capital plan based on BCA report forecasts \$200K in capital projects (brick and mortar repairs, window replacements and chimney work).
<b>System Total</b>			<b>~\$3,317</b>	<b>~\$206</b>	<b>32.8</b>	<b>Operating: ~\$332K per branch / ~\$49.08 per capita</b>



Note - Total Cost, Total Revenue and Net Levy is based on the Region's 2020 operating and capital budget for Region of Waterloo Library. Township library facility spend is an approximation of annual expenditures in recent years.

# Current State of Service Delivery – The Region's Back Office Support for Library Operations

The tables below provide a summary snapshot of the amount of back office support provided by the Region's shared-services functions for library operations.

Function	2020	2019	2018	Comments
Facilities Management	476	483	707	Number of Library work orders
IT	147	332	347	Number of IT service tickets
Legal – Contracts, Privacy & IT	31	~5	~5	Number of cases regarding: <ul style="list-style-type: none"> <li>• Agreements, contracts, and lease reviews</li> <li>• Collection and protection of personal information for online payments and new library software app, access to virtual programs and online resources</li> </ul>
Creative Multimedia Services	~5 projects per year		Marketing and graphic design support	
HR		57	Number of positions recruited between 2018 – 2020.	

Library Facility Work Orders	2020	2019	2018
Ayr	66	84	101
Baden	37	43	60
Bloomingtondale	33	31	38
Elmira	56	52	73
Linwood	31	31	40
New Dundee	35	30	42
New Hamburg	45	50	72
St Clements	36	39	56
St Jacobs	37	34	50
Library HQ	66	52	129
Wellesley	34	37	46
<b>TOTAL</b>	<b>476</b>	<b>483</b>	<b>707</b>

# Identified Opportunities from Consultations

Opportunity	Observations & Challenges
<p>Explore the feasibility of the following alternative library governance models:</p> <ul style="list-style-type: none"> <li>A. Create a separate Rural Library Board across the four Townships that contracts to the Region of Waterloo for service delivery</li> <li>B. Create a separate Rural Library Board across the four Townships that contracts the libraries of Cambridge, Kitchener, and Waterloo for service delivery</li> <li>C. Create individual library boards at each Township</li> <li>D. Status Quo, with further clarification of roles, responsibilities, and decision making process between Regional Council (Library Board) and the Library Committee. Explore establishing and appointing an independent Library Board that has community representatives.</li> <li>E. Create a separate Rural Library Board across the four Townships that delivers library services at the Township level as a whole</li> </ul> <p><u>Reference Note:</u></p> <ul style="list-style-type: none"> <li>• Changes to the library governance structure would need to follow through the <i>Public Libraries Act for Ontario</i> (R.S.O. 1990, c. P.44, s. 34 (1)).</li> <li>• The <i>Section 474.16 of the Municipal Act, 2001</i> establishes Regional Council as the Library Board for township area municipalities.</li> </ul>	<p>Per the Municipal Act, Regional Council is deemed the Library Board, not the Library Committee. This governance structure creates confusion of oversight authority, and there is interest in establishing a Township-centric library board.</p> <p>The pros and cons of each alternative governance models, include:</p> <ul style="list-style-type: none"> <li>A. The Townships would have more direct strategic control of operations and services. The funding model (per-capita funding) would remain the same pooled by a new Rural Library Board. The Township Board would contract with the Region for library services and back office support, such as HR, Legal, Facilities Management, and IT (currently 100% funded by the Region).</li> <li>B. Same as above. The Townships would contract with the Cities for library services and back office support.</li> <li>C. Each Township would be autonomous, with complete responsibility for its own library services and branch operations, including reciprocal borrowing agreements with neighbouring library systems. The Townships would lose economies of scale and direct access to the Region's back office support. It would potentially be a high-priced service delivery model solely supported by the rate payers of each Township.</li> <li>D. Status quo would involve the least amount of change of the 5 options. There is opportunity to formalize lines of communication, establish service level agreements, and form steering committees etc.</li> <li>E. The four Townships would establish a new rural library board and directly deliver library services (operations and facilities) at the lower tier in a similar manner to the cities.</li> </ul>

# Identified Opportunities from Consultations

Opportunity	Observations & Challenges
<p>Initiate a joint facility assessment program to plan and re-examine Library facility needs:</p> <ul style="list-style-type: none"> <li>A. Conduct joint strategic planning of library facilities.</li> <li>B. Establish a system-wide understanding of building conditions and start budgeting and account for the total cost of library services.</li> <li>C. The Region and the Townships update and agree on the Service Level Agreements (SLAs) for Region of Waterloo Library branches. Continuously monitor and refine SLAs as appropriate.</li> <li>D. Consider feasibility of consolidating ownership, operation and delivery of library facilities at the Region level.</li> </ul>	<p>Stakeholders noted that branch facilities are aging, small, and may not be in ideal locations. As such, community needs are no longer being met.</p> <ul style="list-style-type: none"> <li>A. There is opportunity to engage both tiers of government through a Facilities Steering Committee to draft short-term and long-term capital plans, such as business case for branch expansions or relocations, capital renewal projects, etc. There is a need to also address AODA requirements by 2025.</li> <li>B. In addition to the Region's facilities management support, library buildings are managed individually by each Township. Respondents acknowledged the need for a more coherent branch facilities management process. The budgeting and accounting process to record library expenditures is dispersed across five legal entities.</li> <li>C. The Region and the Townships have not agreed on the most recent SLAs drafted in 2016 leaving "grey areas" of roles and responsibilities. Both parties recognize this issue, and have been working on clarifying roles and responsibilities.</li> <li>D. Provides clarification of responsibilities for library facilities.</li> </ul> <p>The COVID-19 pandemic has demonstrated the need to re-evaluate public places in terms of health and safety measures and interior space design.</p>

# Identified Opportunities from Consultations

Opportunity	Observations & Challenges
<p>With regard to library programs and branch operations; build a coherent approach to service delivery while recognizing unique community needs. Increase use of data analytics to identify trends and improve service delivery.</p> <ul style="list-style-type: none"> <li>A. Branch Operations – Continue to analyze patron data to understand demand for operating hours, physical resources, online and contactless services.</li> <li>B. Brand Recognition – Increase public awareness that Region of Waterloo Library is a township service, delivered in partnership with the Region.</li> <li>C. Programming – Collaborate with Township Recreation Services to curate programming content that meet community needs while avoid service overlaps.</li> </ul>	<p>Branches rely on Township collaboration to maximize efficiency and effectiveness of services. Respondents noted there is a need to improve communication and incorporate more of the Townships' feedback in the service planning process.</p> <ul style="list-style-type: none"> <li>A. The Region has utilized data tools at one branch to better understand community demands and adjusted services accordingly. This data driven approach could be expanded across all branches.</li> <li>B. There is still confusion among residents regarding the Region's library services as a whole, specifically the difference between Region of Waterloo Library versus Cambridge Idea Exchange, Kitchener Public Library and Waterloo Public Library.</li> <li>C. There has been a trend for municipalities to seek innovative approaches to streamline library and recreation services to optimize use of resources and reduce operational inefficiencies.</li> </ul>

# Library Service Delivery Model Analysis

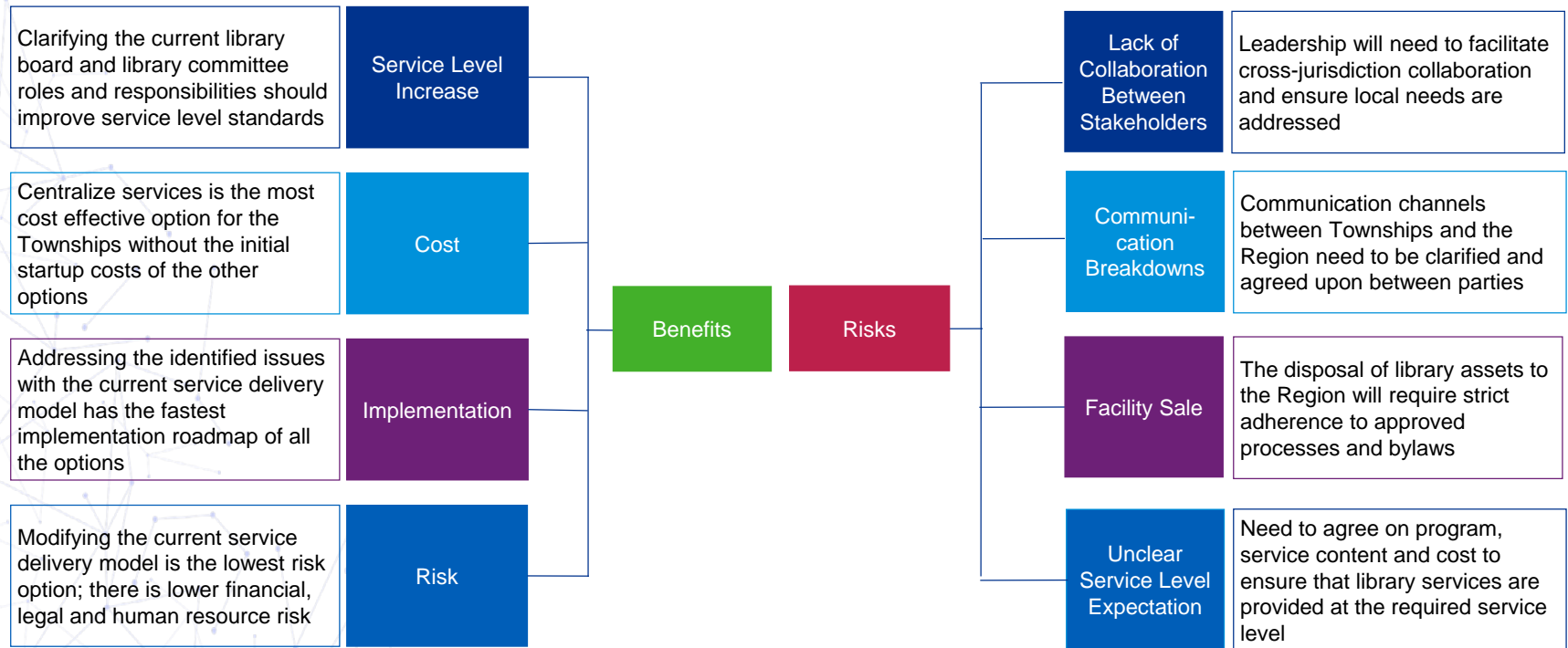
	Resource Sharing	Centralized Services	Joint Venture	Outsourcing
<b>Description</b>	<ul style="list-style-type: none"> <li>Create individual library boards at each Township</li> <li>Pool and share library personnel to deliver library services</li> </ul>	<ul style="list-style-type: none"> <li>Establish a stand alone Regional Library Board for the Townships of Waterloo Region modelled on Wellington County</li> <li>Appoint a Library CEO reporting to the Board</li> <li>Townships sell library assets to the Region of Waterloo</li> </ul>	<ul style="list-style-type: none"> <li>Create a separate Township Library Board across the four Townships that delivers library services at the lower tier as a whole</li> </ul>	<ul style="list-style-type: none"> <li>Create a separate Rural Library Board across the four Townships that contracts the Region of Waterloo or City library boards for service delivery</li> </ul>
<b>Client / Service Level Impact</b>	<ul style="list-style-type: none"> <li>Expected decrease in service levels across the four Townships from a loss of scale and depth in library operations</li> </ul>	<ul style="list-style-type: none"> <li>Clarifying the decision-making process and communication between stakeholders through a new governance model should result in higher service levels</li> </ul>	<ul style="list-style-type: none"> <li>The establishment of a Township library board should result in a higher service level that directly meets the service level expectations of the Townships</li> </ul>	<ul style="list-style-type: none"> <li>More direct strategic control of operations and services should result in a higher service level</li> </ul>
<b>Financial Impact</b>	<ul style="list-style-type: none"> <li>The Townships would lose economies of scale, including the Region's back office support</li> </ul>	<ul style="list-style-type: none"> <li>Townships will incur appraisal costs on their library assets</li> <li>Potential revenue from sale of library assets to the Region</li> </ul>	<ul style="list-style-type: none"> <li>Estimate some start-up, staffing, and back office costs to stand up new Library Board</li> <li>\$3.2M budget becomes responsibility of the Townships</li> </ul>	<ul style="list-style-type: none"> <li>Assuming continuation of \$3.2M library spend, the financial impact would be similar to the Joint Venture option</li> </ul>

# Library Service Delivery Model Analysis

	Resource Sharing	Centralized Services	Joint Venture	Outsourcing
<b>Financial Impact (continued)</b>	<ul style="list-style-type: none"> <li>A high-priced service delivery model solely supported by the rate payers of each Township.</li> </ul>	<ul style="list-style-type: none"> <li>Library operating expenditures continue to be funded by the Regional levy</li> <li>Library capital expenditures become the responsibility of the Region</li> </ul>	<ul style="list-style-type: none"> <li>Allocation of \$3.2M across four Townships as per the Region's library levy:                             <ul style="list-style-type: none"> <li>North Dumfries ~ \$576K</li> <li>Wilmot ~ \$628K</li> <li>Wellesley ~ \$324K</li> <li>Woolwich ~ \$886K</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Assuming continuation of \$3.2M library spend, the financial impact would be similar to the Joint Venture option</li> </ul>
<b>Comparator Analysis</b>	<ul style="list-style-type: none"> <li>A common service delivery model in Ontario</li> <li>Public libraries have a culture of co-operation and support across the different Boards</li> </ul>	<ul style="list-style-type: none"> <li>A common service delivery model in Ontario</li> </ul>	<ul style="list-style-type: none"> <li>A common service delivery model in Ontario</li> </ul>	<ul style="list-style-type: none"> <li>Not a common service delivery model for library services in Ontario</li> </ul>
<b>Barriers</b>				
<ul style="list-style-type: none"> <li><b>Political</b></li> <li><b>Legal</b></li> <li><b>Labour/ Contractual</b></li> <li><b>Cost</b></li> </ul>	<ul style="list-style-type: none"> <li>Highest cost model with high labour and political barriers; will require amendment to the <i>Municipal Act</i></li> </ul>	<ul style="list-style-type: none"> <li>Limited barriers to implementation</li> <li>Possible amendment to the <i>Municipal Act</i> may be required</li> </ul>	<ul style="list-style-type: none"> <li>Significant legal, political and labour barriers to implementation; some financial risk; will require amendment to the <i>Municipal Act</i></li> </ul>	<ul style="list-style-type: none"> <li>Significant legal, political and labour barriers to implementation; some financial risk; will require amendment to the <i>Municipal Act</i></li> </ul>

# Proposed Model Description with Benefits/ Risks

**KPMG proposes the modification of the status quo through a centralized services model similar to the Wellington County model.** A stand alone Regional Library Board would be established for the Townships of Waterloo Region with a library CEO reporting directly to the Board. The Board would be composed of elected officials and public appointees from the Townships. The Townships' library assets would be sold to the Region.



## ESTIMATED COSTS

The capital cost of facility maintenance is removed from the Townships' budget ~ \$100K



## SERVICE LEVEL IMPACT



## COMPARATOR ANALYSIS



## BARRIERS & RISK

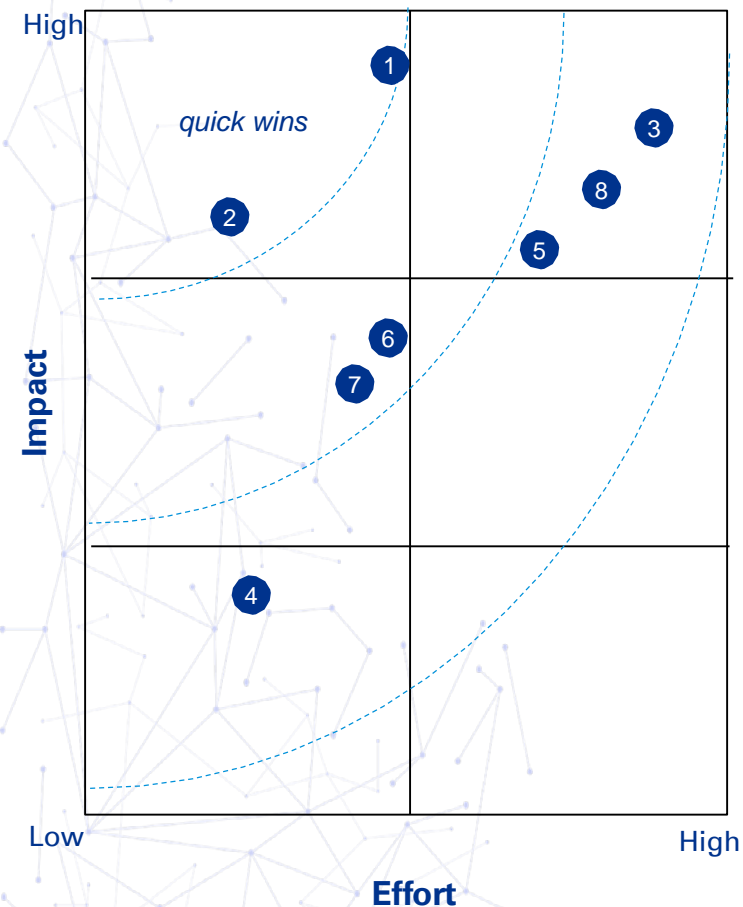


# Proposed Model – Comparator Reference Example

Wellington County Library	
<b>Governance Structure</b>	The Wellington County Library Board, a separate corporation, has five council members (with the County Warden as of the five members) and four citizen trustees. In practice, the Board chair has been a member of council, but this role could be held by a citizen trustee. Members of Council are appointed for a two-year term; citizens are appointed for the term of Council.
<b>Organizational Structure and Decision Making Process</b>	<p>The Library CEO is the CAO of the County. Daily operations are managed by the Chief Librarian who reports both to the Library CEO and the Board. Under the Chief Librarian there is an Assistant Chief Librarian (also known as “Deputy Chief”). The Chief Librarian is also a department head within the County municipal structure. The duties of Board Secretary are held by the County Clerk or their designate; the Board’s Treasurer responsibilities are delivered by the County Treasurer. Wellington County Library has just over 100 staff and 14 libraries.</p> <p>The Chief Librarian in consultation with the CEO/CAO makes recommendations on library services to the Board for discussion and approval. The Board reports to Council at the monthly council meeting under the Information, Heritage, and Seniors Committee.</p>
<b>Key Priorities</b>	<p>Library services is recognized as a strategic priority in the Wellington County Strategic Action Plan. The branches are anchor facilities in the local downtown areas. The County has invested approximately \$30 million in library facilities since 2000. Significant investment will continue to be made to the library infrastructure to maintain high service delivery standards.</p> <p>The County owns 12 of the 14 branches, except for:</p> <ul style="list-style-type: none"> <li>• The Erin branch - located in a public high school under a 25 year agreement signed in 2000, with a one-time payment, that provides for both a public and a school library.</li> <li>• The Rockwood branch – located in a Guelph-Eramosa Township-owned building under a five year lease agreement.</li> </ul> <p>Other notable arrangements include:</p> <ul style="list-style-type: none"> <li>• The Arthur and Clifford branches have medical centres in them.</li> <li>• The Harriston and Puslinch branches have space rented to local community groups.</li> <li>• The Aboyne branch shares the building with the County’s Early Years Childcare Division.</li> <li>• Twelve libraries offer public meeting rooms and some small seminar rooms; rental rates are approximately \$60 for 4 hours.</li> <li>• The newest library in Hillsburgh has a commercial kitchen, patio area, and a 40-seat meeting room. All are accessible during and after library hours. The commercial kitchen was planned in partnership with the County’s Economic Development Office and is used by food business operators and caterers.</li> </ul>
<b>Facilities</b>	
<b>Service Levels</b>	The Wellington County Library meets or exceeds the Ontario Public Library guidelines to meet community expectations. No significant changes are contemplated to the current service levels.

# Proposed Model – Prioritization of Suggested Implementation Initiatives

Suggested actions have been mapped for **impact** vs **effort** to help prioritize activities.



## Suggested Implementation Initiatives

Library

1	Advise the Region on the Township's preferred option. Solicit Region's input and determine mutual interest and understanding of change initiatives to improve Region of Waterloo Library services.
2	Seek legal opinion on the need to amend the <i>Municipal Act</i> in terms of an independent Library Board governance authority
3	Establish a new Library Board that uses Wellington County as a reference model
4	Obtain appraisals on Township library facilities
5	Negotiate sale of library facility assets
6	Re-establish service levels for library programs and operations
7	Establish system-wide understanding of library service cost and the associated Regional library tax levy
8	Transfer Region of Waterloo Library staff to become employees of the Library Board

# Proposed Model – Suggested Implementation Timeline

Impact to Services:		Timeline for Implementation		
Effort of Implementation:		12-18 months	18-24 months	24-36 months
Suggested Implementation Initiatives		Timeline for Implementation		
1	Advise the Region on the Township's preferred option. Solicit Region's input and determine mutual interest and understanding of change initiatives to improve Region of Waterloo Library services.	Impact: <span>H</span>	Effort: <span>M</span>	Timeline: 12-18 months
2	Seek legal opinion on the need to amend the <i>Municipal Act</i> in terms of an independent Library Board governance authority	Impact: <span>H</span>	Effort: <span>L</span>	Timeline: 12-18 months
3	Establish a new Library Board that uses Wellington County as a reference model	Impact: <span>H</span>	Effort: <span>H</span>	Timeline: 24-36 months
4	Obtain appraisals on Township library facilities	Impact: <span>L</span>	Effort: <span>L</span>	Timeline: 12-18 months
5	Negotiate sale of library facility assets	Impact: <span>H</span>	Effort: <span>H</span>	Timeline: 18-24 months
6	Re-establish service levels for library programs and operations	Impact: <span>M</span>	Effort: <span>M</span>	Timeline: 12-18 months
7	Establish system-wide understanding of library service cost and the associated Regional library tax levy	Impact: <span>M</span>	Effort: <span>M</span>	Timeline: 12-18 months
8	Transfer Region of Waterloo Library staff to become employees of the Library Board	Impact: <span>H</span>	Effort: <span>H</span>	Timeline: 24-36 months

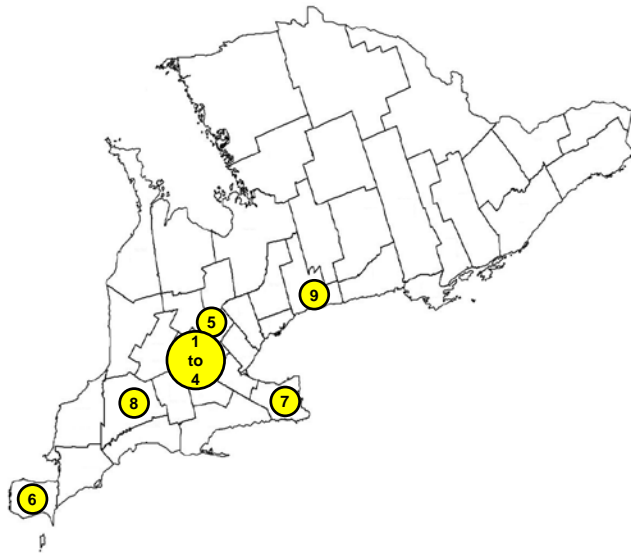


# Appendix A Benchmarking & Performance Perspectives

**The Townships of Waterloo Region  
Joint Service Review**

# Comparative Analysis – Why Compare to Other Communities

For the purposes of the project, five comparator communities were selected as municipal comparators based on population growth, urban/ rural characteristics and geography:



Municipality	Upper Tier	Area Square KM <sup>1</sup>	Fire Hall Locations
1. Township of North Dumfries	Waterloo Region	187	Ayr
2. Township of Wellesley	Waterloo Region	278	Linwood, St. Clements, Wellesley
3. Township of Wilmot	Waterloo Region	264	Baden, New Dundee, New Hamburg
4. Township of Woolwich	Waterloo Region	326	Breslau, Conestogo, Elmira, Floradale, Maryhill, St. Jacobs
5. Township of Centre Wellington	Wellington County	408	Elora, Fergus
6. Town of Lakeshore	Essex County	530	Belle River, Comber, Emeryville, Maidstone, Ruscom
7. Town of Lincoln <sup>2</sup>	Niagara Region	163	Beamsville, Campdon, Jordan, Vineland
8. Municipality of Strathroy-Caradoc	Middlesex County	271	Strathroy, Mount Brydges, Melbourne
9. Township of Uxbridge	Durham Region	421	Uxbridge

<sup>1</sup> Statistics Canada census profile, 2016 census data

<sup>2</sup> No response was received from Lincoln at the date of the Final Report.

The primary purpose of the comparative analysis is to understand the performance of comparator municipalities and to identify opportunities to change how the Township's organization is aligned to deliver municipal services.

- Communities with similar financial benchmarks/service levels – insight into operating efficiencies; and
- Communities with different financial benchmarks/service levels – opportunities to change existing organizational structure/processes to reflect common service levels.

Comparative analysis has both benefits and risks:

- Provides insight into affordability issues; what a peer municipality can achieve with the same resources;
- Assumes that all variables are the same (assessment base, non-taxation revenues); and
- Assumes that taxation and service levels in other communities are 'right'.

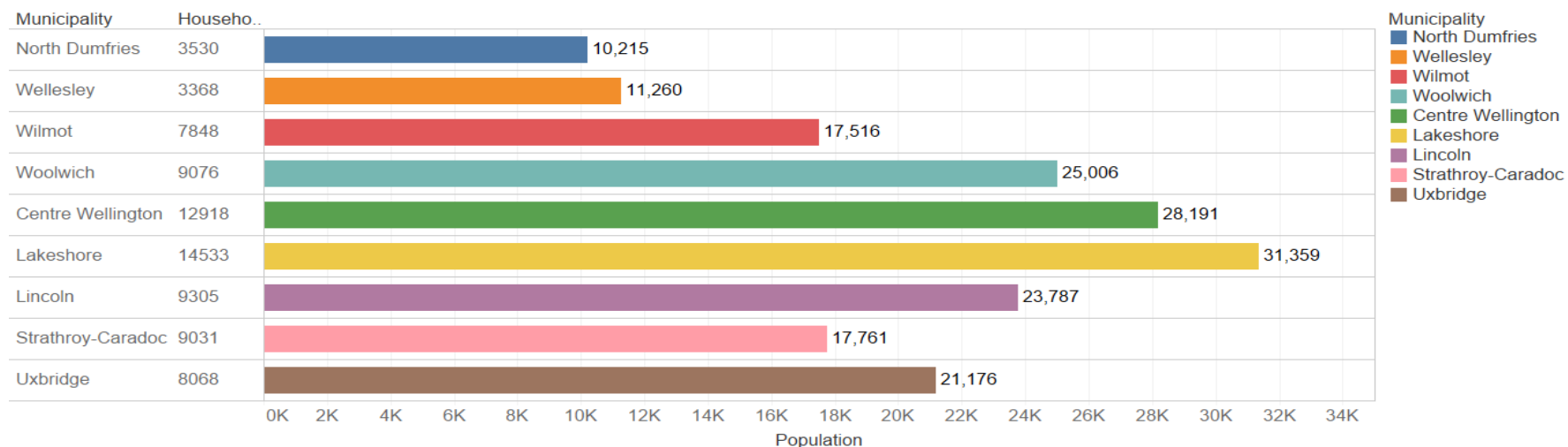
# Benchmarking & Performance Perspectives

## Comparative Analysis

The following comparator group was used for library services analysis. The group represents a snap shot of local and upper tier library services for rural communities with small urban centres.

Municipality	Upper Tier	Library
Waterloo Townships	Region of Waterloo	Region of Waterloo Library
Strathroy-Caradoc	Middlesex County	Middlesex County Library
N/A <sup>3</sup>	Oxford County	Oxford County Library
Centre Wellington	Wellington County	Wellington County Library
Uxbridge	Region of Durham	Uxbridge Public Library
Grimsby	Region of Niagara	Grimsby Public Library

<sup>3</sup> Lower tier municipalities within Oxford County are not included in the comparator group for Fire, Emergency Management, Communications, and IT services.



Source: Municipal Financial Information Returns  
Nr of households and population from Schedule 2



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# Fire Service

**The Townships of Waterloo Region  
Joint Service Review**

# Summary of Comparator Consultation

*What is the current delivery model employed by your department; what works and what are the main challenges?*

*Do you have dedicated resources for training, prevention and public education or is it performed by personnel with other functional responsibilities?*

Centre Wellington	Lakeshore	Strathroy-Caradoc	Uxbridge
<p>Operate a hybrid composite fire rescue service from 2 stations with a mix of full-time (6) and paid-on-call firefighters (66) utilizing a crew stand-by system.</p> <p>Full-time staff look after communication, training, asset management, HR, fire prevention &amp; public education programs, budgets, incident command of major calls.</p> <p>Current service delivery model is acceptable for the Township.</p>	<p>Operate from 5 stations using a combination of full-time and part-time firefighters. Full-time staff consist of 6 full-time firefighters and one administrative assistant. There are 96 paid-on-call firefighters per the 2020 budget.</p> <p>Of the full-time staff, there is one Fire Prevention Officer dedicated to inspections and public education.</p> <p>The Township has recently undergone a Fire Underwriter Survey. Given the rapid growth of the Township, there are concerns that the current service delivery model may not meet future demands or standards. As a result, the Township is contemplating whether to discontinue delivering certain services, such as ice water rescue.</p>	<p>A hybrid composite fire rescue service is used operating via a crew stand-by system. Staffing consists of one full-time Fire Chief and 75 paid-on-call volunteers operating from 3 stations. A full-time administrative assistant is used as a resource. There is currently no dedicated in-house resource for training, prevention or public education. These services are completed by volunteer and/or full-time staff.</p> <p>The Township's fire rescue service does not provide medial assistance. One fire station acts a host for the EMS staging area.</p> <p>Current service delivery model is acceptable for the Township. There are recruitment and response to daytime calls challenges given the volunteer-based model and outside commitments.</p>	<p>Operate a hybrid composite fire rescue service from one station with a mix of full-time (2), part-time (2) and paid-on-call firefighters (40).</p> <p>Of the paid-on-call firefighters, there is one Training Officer, one Public Education Officer and one Mechanical Officer who work approximately 5-7 hours per week, in addition to their regular suppression duties. All responders are required to perform station duties/vehicle checks every 5<sup>th</sup> weekend and all are required to be on standby for 2 of 10 summer weekends.</p>

# Summary of Comparator Consultation

*How is your fire training program delivered? By in-house training officer/resources, outside provider, or joint training with other municipalities?*

*What training standard or certification is adhered to by your department? With regards to training, what works or what could be improved?*

Centre Wellington	Lakeshore	Strathroy-Caradoc	Uxbridge
<p>Training is done in house where the Fire Deputies create a training subject calendar.</p> <p>Each fire station has three training instructors delivering the content.</p> <p>One full-time training officer assists all fire departments with training across the county and delivers county-wide recruit training annually. The class sizes are around 25 to 40 participants.</p> <p>All firefighters are trained to NFPA standards Firefighter Level 1 &amp; 2, Fire Operations 1 &amp; 2, Pump Operations, etc.</p>	<p>Lakeshore meets FPPA standards for training, including Firefighter Level 1 &amp; 2, Fire Operations 1 &amp; 2, Pump Operations, etc.</p> <p>Given the Township is in the process of evaluating whether to cease delivery of certain fire services in the future, the corresponding training would be discontinued.</p>	<p>Training is developed by external facilitators based on the OFMEM training standards.</p> <p>Each station has a training facilitator to schedule and monitor attendance of training sessions.</p> <p>Training is typically led by the Fire Chief or Fire Deputies. Training occurs twice monthly, with a third session held as a make up opportunity. There is also the option to attend training at the fire college.</p> <p>All firefighters are trained to NFPA standards Firefighter Level 1 &amp; 2, Fire Operations 1 &amp; 2, Pump Operations, etc.</p>	<p>A hybrid form of training is offered by the Township, including in-house under the Training Officer; Ontario Fire College; Eastern Ontario Emergency Training Academy (member); and Base Hospital Program.</p> <p>Training is delivered once weekly. Given a large number of firefighters are shift-workers, the Township experiences challenges with scheduling “make ups” for training.</p> <p>The Township offers annual rural water supply training with mutual aid partners, as well as water rescue training. Firefighters are trained to the IFSTA curriculum according to their current rank.</p>

# Summary of Comparator Consultation

*What types of public education and fire prevention programs / inspections / community activities are offered by your municipality?*

*Are inspections proactive or reactive? With regards to fire prevention, what works or what could be improved?*

Centre Wellington	Lakeshore	Strathroy-Caradoc	Uxbridge
<p>Full-time staff deliver all public education and fire code inspections. Paid-on-call firefighters may assist with large public education group events.</p> <p>Centre Wellington performs both proactive inspections and request-based inspections. The fire loss rate is low which indicates the prevention programs are working well.</p>	<p>Inspections and public education activities are completed by the full-time Fire Prevention Officer.</p> <p>Lakeshore meets FPPA standards for inspection and public education. However, there are concerns the Township may fall below inspection standards in the future, given the rapid growth of the Township.</p>	<p>The Township delivers fire awareness programs to schools and the public.</p> <p>Fire inspections are performed by the Fire Chief and volunteer-based members. The majority of inspections performed are reactive. Some proactive inspections are performed if time permits.</p>	<p>Public education and community events are delivered by one full-time and one part-time Fire Prevention Officer. The following events are delivered: annual school programs, seniors program, local radio, print and municipal webpage, "After the Fire" door knock program, Fall Fair and Canada Day displays, station open house, station tours (on request) and other community events.</p> <p>Proactive inspections are performed for registered vulnerable occupancy, retail, assembly and multi-unit residential. All other inspections are performed on a request/complaint basis. The Township noted an area of improvement would be inspections for second suites, but there is a lack of sufficient resources.</p>

# Benchmarking & Performance Perspectives

## Fire Workforce

The size of the workforce for fire services is directly related to the organizational structure and number of fire stations within each municipality. The population size and community density impacts the number of fire stations needed in each municipality to meet regulatory requirements.

Woolwich has the largest volunteer workforce due to the number of fire stations within the Township.

Both Centre Wellington and Lakeshore have dedicated Fire Prevention Officers; hence, more full-time positions.

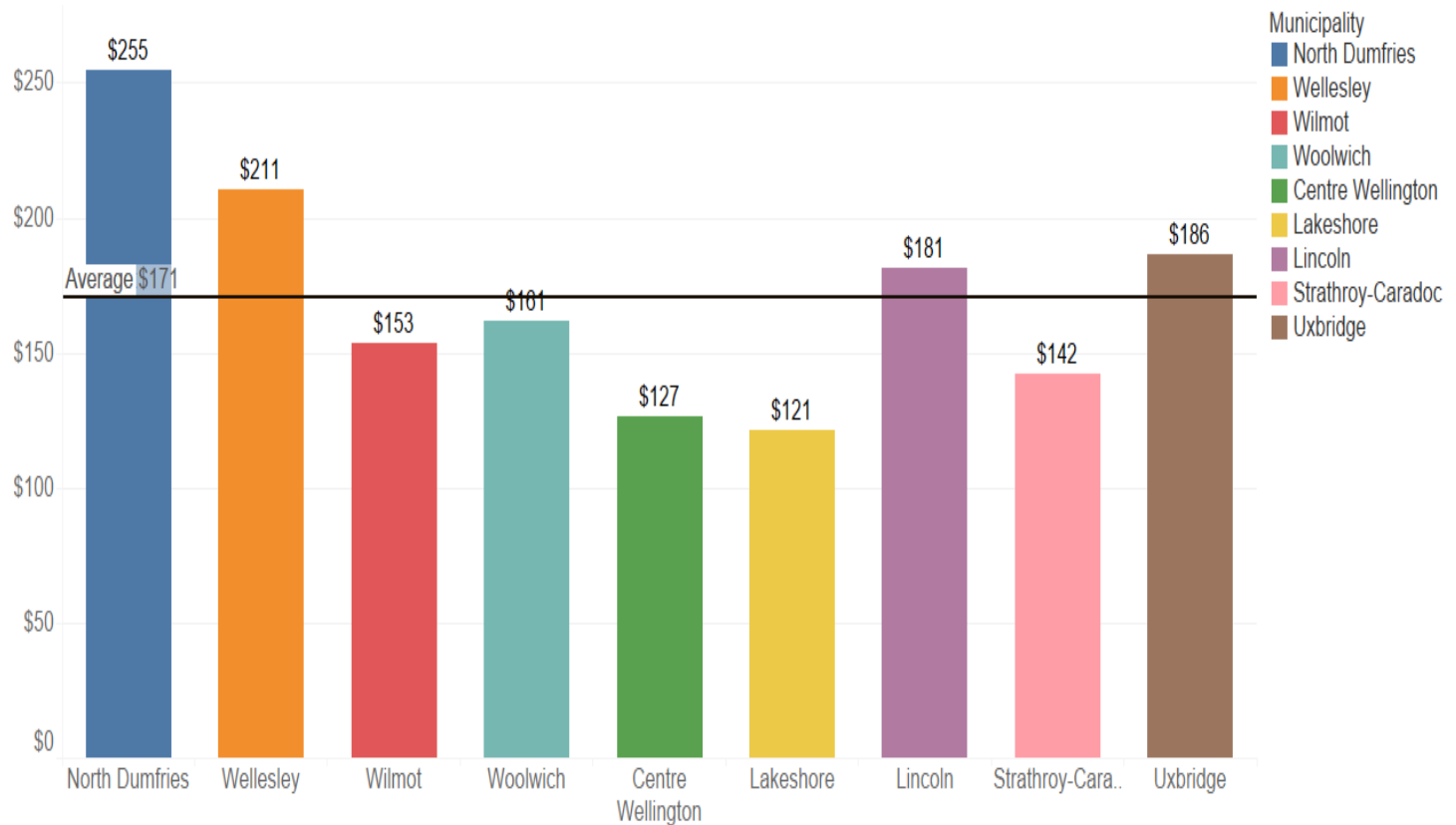
	North Dumfries	Wellesley	Wilmot	Woolwich	Centre Wellington	Lakeshore	Strathroy-Caradoc	Uxbridge
Full-time positions	1	1.5	3	2	6	6	2	2
Part-time positions	10	-	0	6	-	-	-	2
On-call positions	24	65	80	160	66	96	75	40
Total Positions	35	66.5	83	168	72	102	77	44
Number of Stations	1	3	3	6	2	5	3	1

**Note:** Positions for North Dumfries, Wellesley, Wilmot and Woolwich are based on our discussions from Stakeholder Consultations and review of organization charts. Positions for Centre Wellington, Lakeshore, Strathroy-Caradoc and Uxbridge are based on comparator interview responses.

# Fire Services Cost per Household (2018)

The 2018 FIR fire expense per household averages \$171 per household with North Dumfries at the highest of \$255 and Lakeshore at the lowest \$121 per household.

The diagram coincides with the number of households within each municipality. Expenses are spread across a smaller number of households resulting in a higher cost per household for North Dumfries and Wellesley.



**Source:** Municipal Financial Information Returns

**Total expense:** Total Expenses Before Adjustments net of Amortization from:  
Schedule 40, line 0410

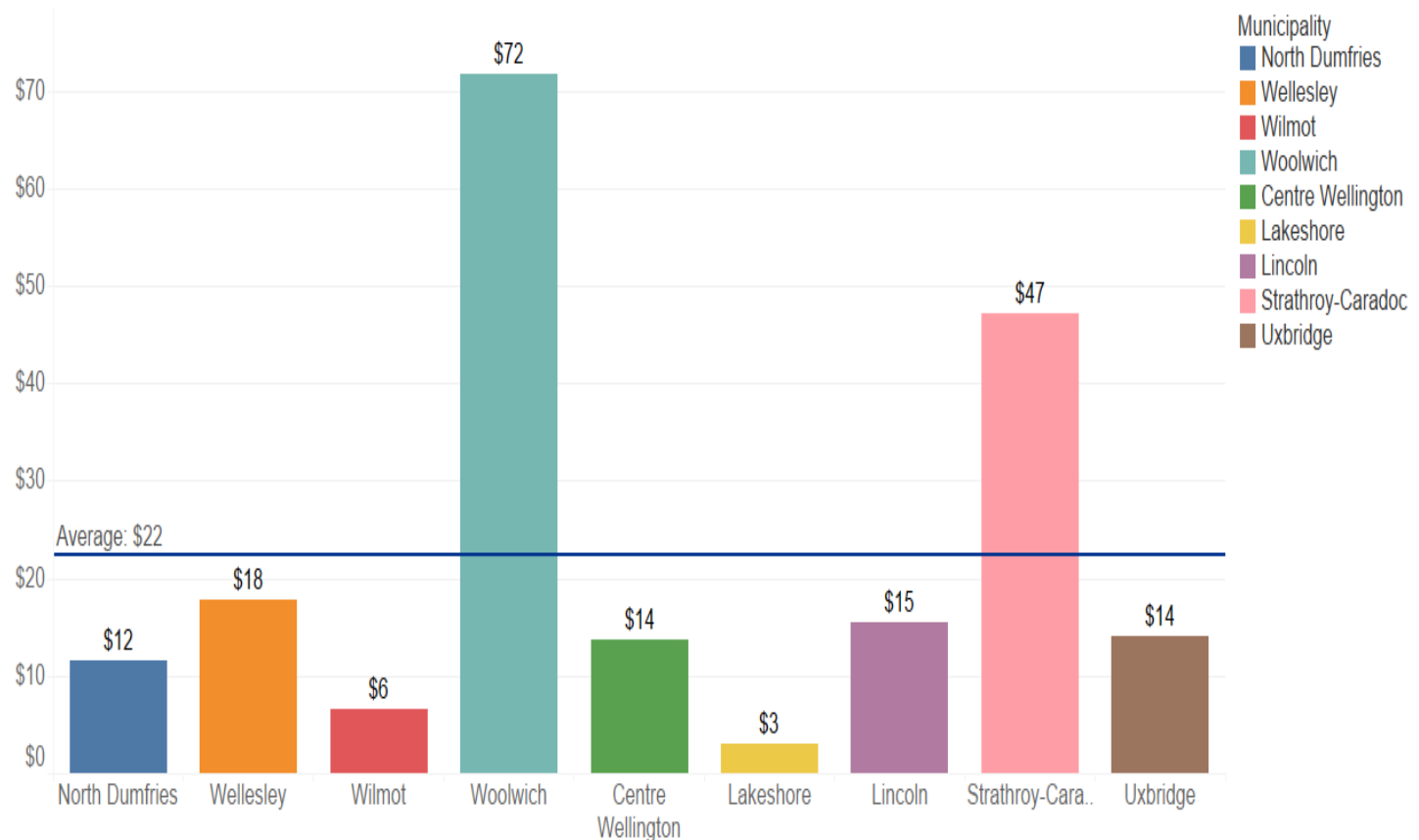
**Nr of households** from Schedule 2

# Fire Services Revenue per Household (2018)

2018 FIR Fire Revenue per Household averages \$22 per household with Woolwich at the highest of \$72 and Lakeshore at the lowest \$3 per household.

The primary source of revenue for fire services are from other municipalities for providing mutual aid support, including amounts received for tangible capital assets; and user fees / service charges, such as permits and inspections.

Woolwich has established several mutual aid support agreements with neighbouring municipalities. Projected revenue in 2020 will decrease with the end of Guelph-Eramosa mutual aid support.



Source: Municipal Financial Information Returns

Total revenue: Schedule 12, line 0410

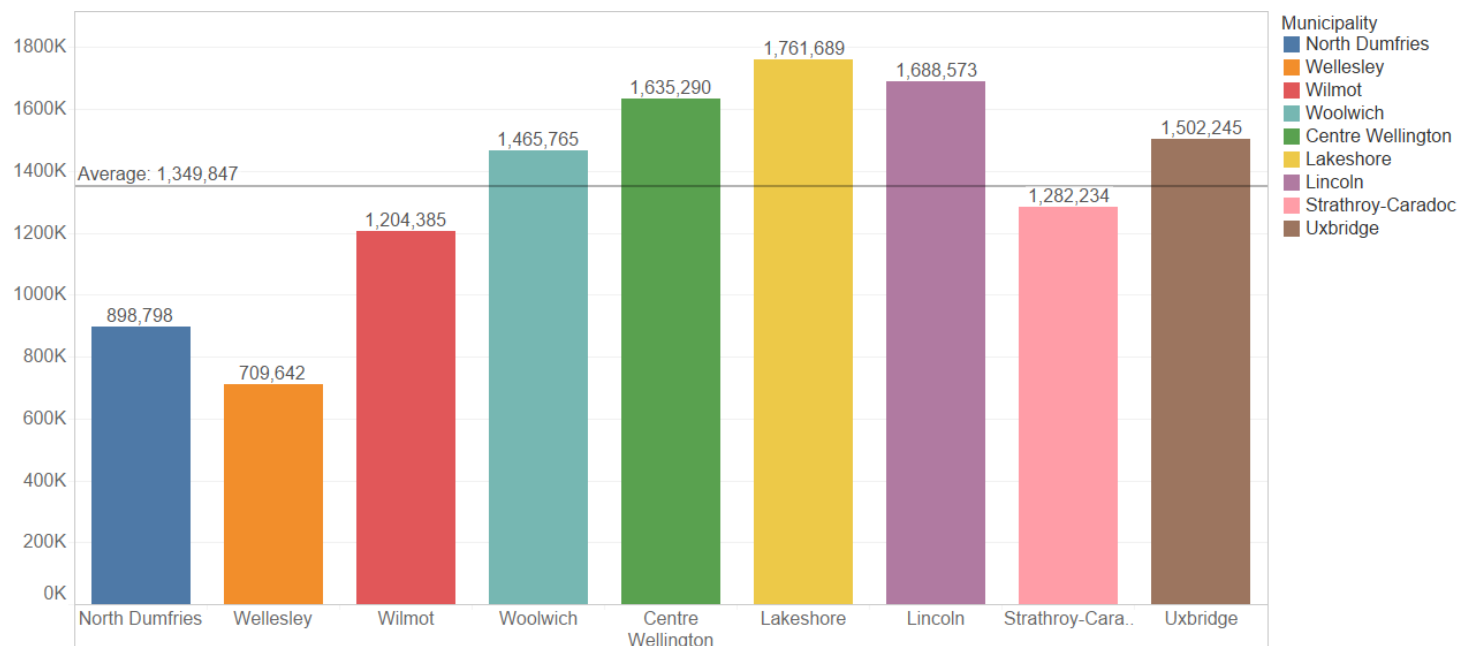
Nr of households from Schedule 2

# Fire Services - Total Expenses (2018)

Looking at incurred expense amounts reported to the Province, Wellesley reported the lowest amount of total fire expenses (\$709,642) in the 2018 FIR.

Wages and benefits are a reflection of the fire workforce size and composition of each municipality; where North Dumfries has the smallest workforce.

A significant portion of North Dumfries and Uxbridge fire expense relates to contracted services where both municipalities have fire service contracts with neighbouring municipalities to supplement their main fire station.



Source: Municipal Financial Information Returns

Total expense: Total Expenses Before Adjustments net of Amortization from:  
Schedule 40, line 0410

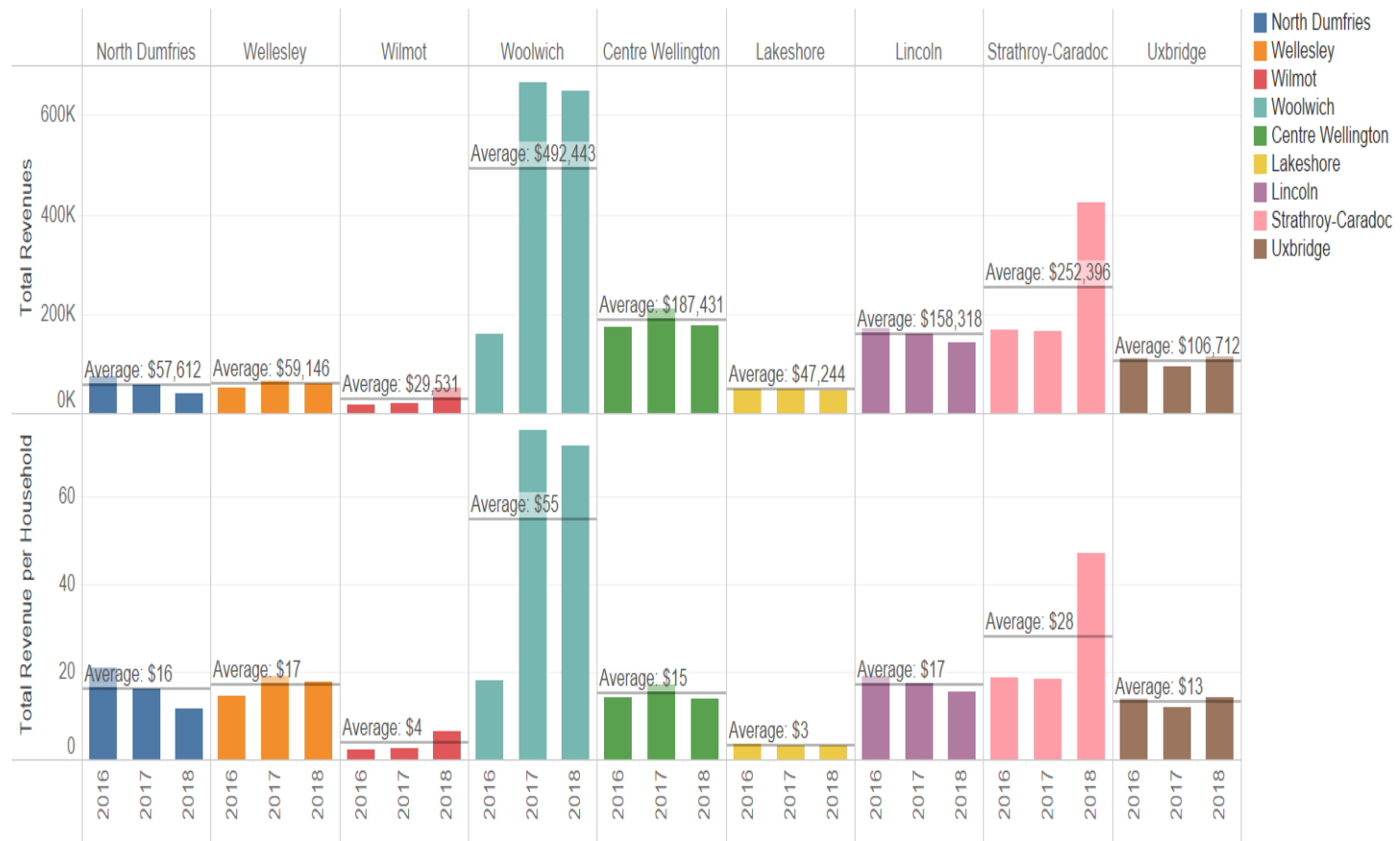
	North Dumfries	Wellesley	Wilmot	Woolwich	Centre Wellington	Lakeshore	Lincoln	Strathroy-Caradoc	Uxbridge
Wages and Benefits	\$374,025	\$425,532	\$859,233	\$1,009,100	\$1,377,568	\$1,163,444	\$1,161,062	\$866,966	\$966,141
Materials	\$97,630	\$284,110	\$259,093	\$426,568	\$257,722	\$502,661	\$438,762	\$390,691	\$185,112
Contracted Services & Other Exp	\$427,143	\$0	\$86,059	\$30,097	\$0	\$95,584	\$88,749	\$24,577	\$350,992
<b>Total Expenses</b>	<b>\$898,798</b>	<b>\$709,642</b>	<b>\$1,204,385</b>	<b>\$1,465,765</b>	<b>\$1,635,290</b>	<b>\$1,761,689</b>	<b>\$1,688,573</b>	<b>\$1,282,234</b>	<b>\$1,502,245</b>

# Fire Services Revenue (2016 - 2018)

Woolwich generated approximately \$508K in revenue from 2016 to 2017. Increase in revenue was mainly attributed to mutual aid response of accident calls.

Strathroy-Caradoc reported an increase of around \$261K in revenue from 2017 to 2018.

The historical three year trend (2016, 2017, and 2018) of total fire revenue and fire revenue per household remains relatively constant for all the other municipalities.



Source: Municipal Financial Information Returns

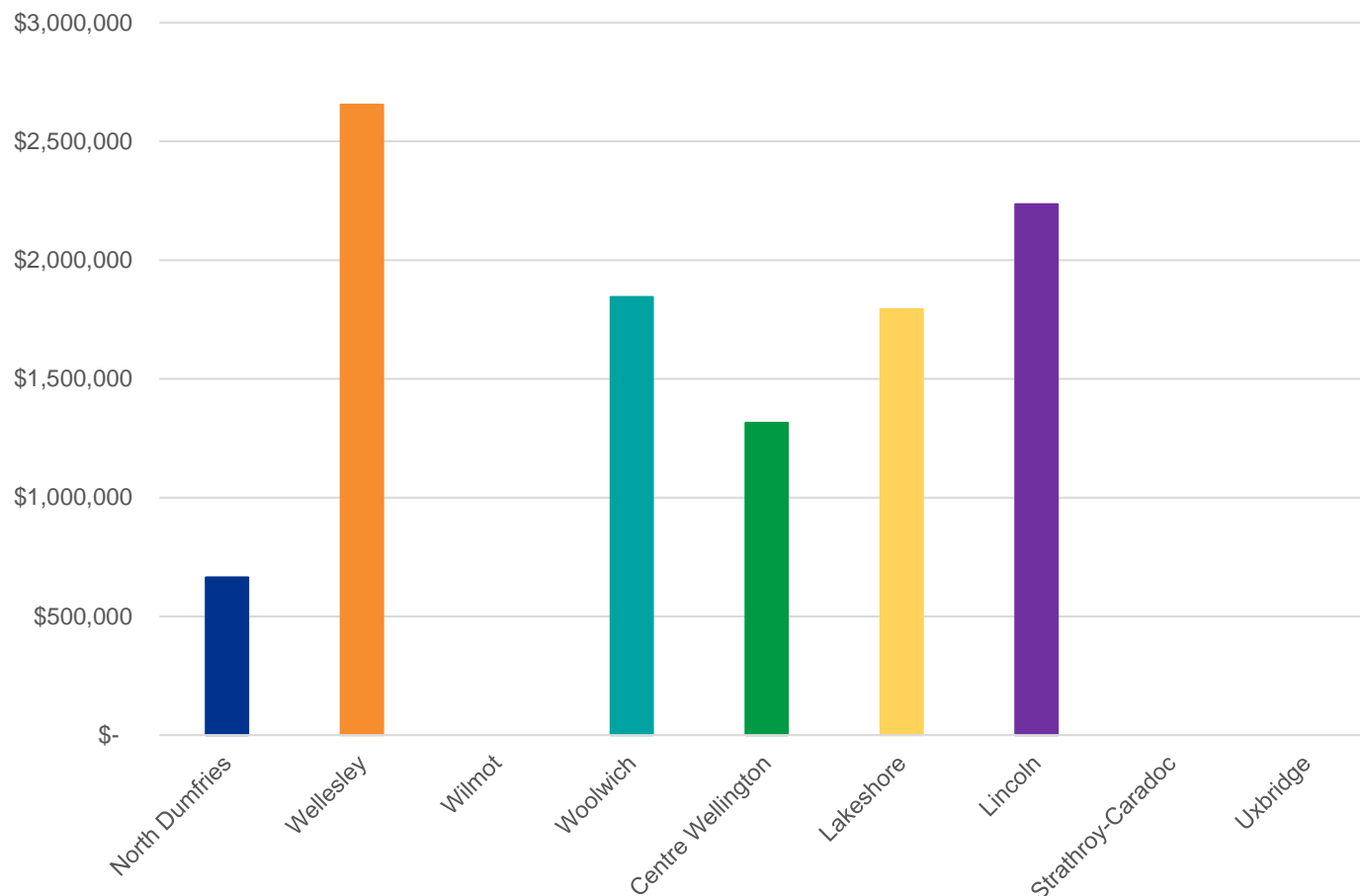
Total revenue: Schedule 12, line 0410

Nr of households from Schedule 2

# Losses Due to Structural Fires (2016 - 2018)

Wellesley reported the highest amount of estimated dollar loss due to structural fires during 2016 to 2018. Wilmot, Strathroy-Caradoc and Uxbridge did not report any losses for 2016 – 2018.

Estimated dollar loss is defined as the cost of actual damage to property and property contents. This amount includes direct losses resulting from fire, explosion, smoke, water or other destruction associated with firefighting operations.



**Source:**

2018 FIR, Schedule 80A, Line 1510, Losses due to structural fires, averaged over 3 years (2016-2018)



# Emergency Management

The Townships of Waterloo Region  
Joint Service Review

# Summary of Comparator Consultation

*What is the current delivery model for emergency management? Is it performed by dedicated resources or performed by personnel with other functional responsibilities? With regards to emergency management; what works and what could be improved?*

Centre Wellington	Lakeshore	Strathroy-Caradoc	Uxbridge
<p>The Township's emergency management division is led by the County's Emergency Manager. The County provides support and assistance to the seven local municipalities in developing emergency management plans, annual updates, annual training exercises, and ongoing training. The Township has an Emergency Management Committee. There are two CEMCs, who are existing staff in the organization. The advantage of the Committee structure is that it mirrors the Senior Management team, so roles and responsibilities are known during an emergency.</p>	<p>Emergency management services provided by the Township are compliant with provincial legislation.</p> <p>The Township is minimally staffed for emergency management. CEMC responsibilities are performed by the Fire Chief.</p>	<p>There is currently no dedicated resource for emergency management. The Fire Chief performs CEMC responsibilities, with the Township CAO acting as the alternate.</p> <p>The Township has an Emergency Management Committee consisting of the Fire Chief, CAO, Council, City Hall personnel and Strathroy police. A "table top exercise" is performed twice yearly for emergency management.</p>	<p>The Fire Chief performs CEMC responsibilities for the Township. There is currently no dedicated resource for emergency management.</p> <p>The Emergency Planning Program Committee for the Township meets quarterly. It is comprised of department heads, with the CEMC as the committee chair. The committee structure is a legacy of the 2012 version of the Emergency Plan. The Township will complete transition to IMS in Q2 2020.</p> <p>There is ongoing emergency management training and exercises with the Region of Durham.</p> <p>Challenges include raising awareness of non-site specific emergencies, as well as increasing emergency management resources (staff capacity currently at maximum).</p>

# Summary of Comparator Consultation

*How many emergency incidents occurred in 2017, 2018 and 2019, if any? What was the nature of these incidents?*

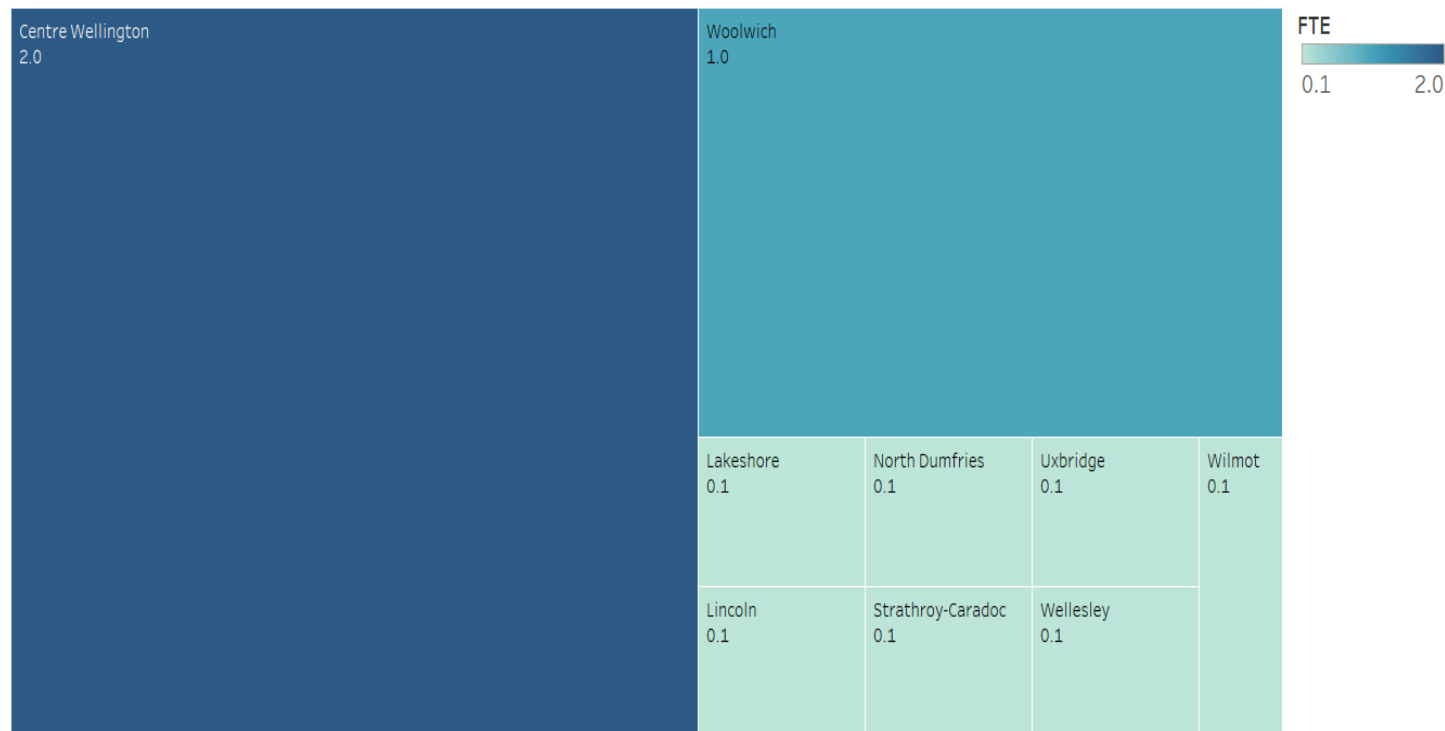
Centre Wellington	Lakeshore	Strathroy-Caradoc	Uxbridge
In 2019, one emergency incident occurred because of heavy rainfall, causing several roads and bridges to be washed out. There was no major damage and work to rebuild washed out areas was covered by the Township. There have been no other emergency incidents in recent years.	<p>There have been no state of emergencies declared in recent years.</p> <p>Due to the Town's geographic location, the Town works with the Essex Region Conservation Authority for flood watch and issues flood warnings to the community for emergency preparedness.</p>	<p>There have been no state of emergencies declared in recent years.</p> <p>Past situations that triggered emergency management involvement from the community include a rail line derailment and a significant winter event, however, these were not declared states of Township emergencies.</p>	There have been no state of emergencies declared in recent years.

# Community Emergency Management Coordinator (CEMC) Workforce

Of the comparator group, Woolwich and Centre Wellington have CEMC positions at the Township. The CEMC responsibilities are performed by the Fire Chief for all the other municipalities.

An estimated 10% of the Fire Chief's time is dedicated to CEMC activities for those municipalities where the Fire Chief acts as CEMC.

Woolwich's emergency management position provides additional administration and IT support to the Fire Software system.

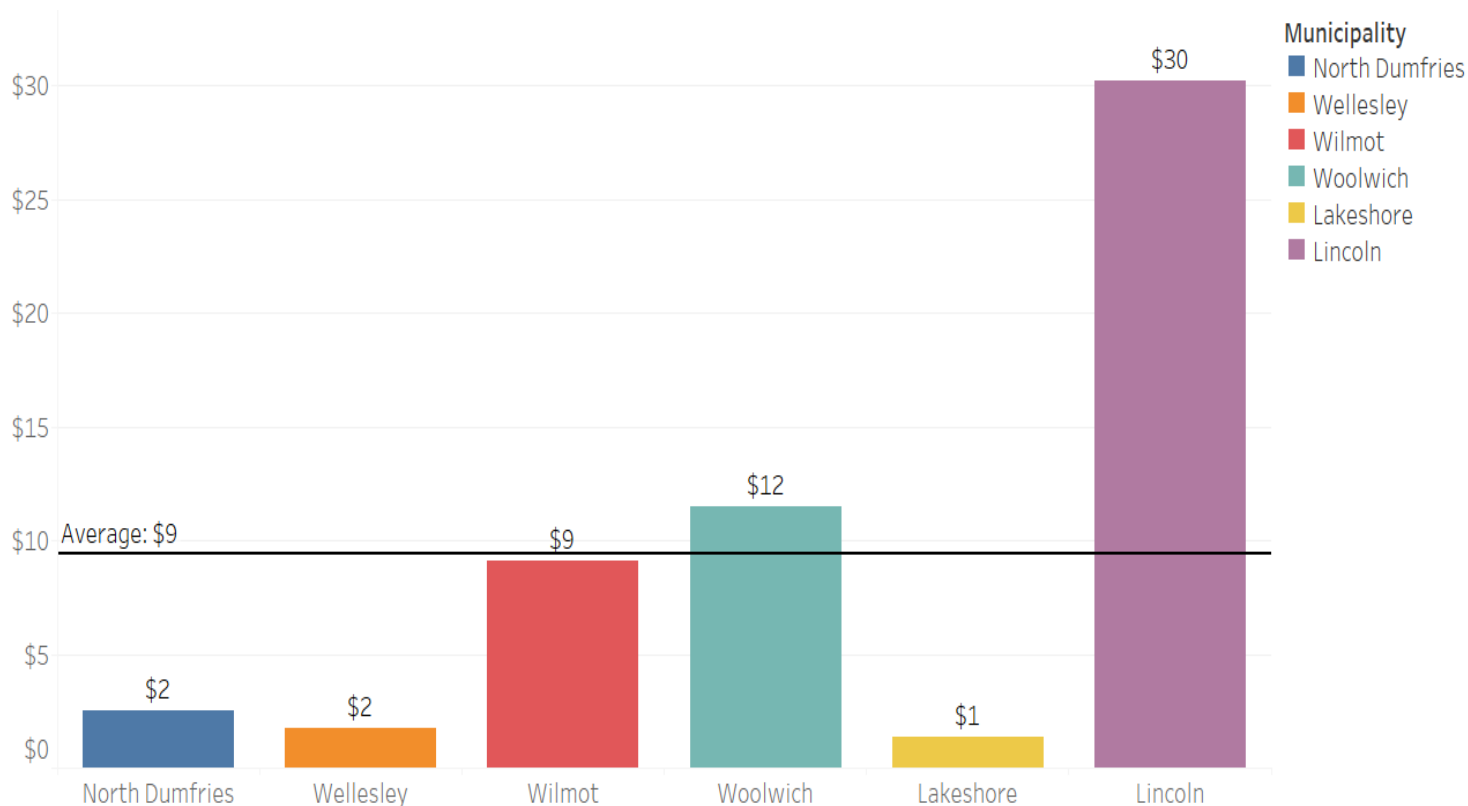


*Source:* Municipal interviewed response of Community Emergency Management Coordinator (CEMC) workforce.

# Emergency Measures Expense per Household (2018)

North Dumfries and Wellesley emergency measures expenses are below the comparator group average of \$9 per household. Wilmot's emergency measures expenses is on par with the average, and Woolwich is slightly above. Lincoln has the highest emergency measures expense per household at \$30 per household.

[Note: Centre Wellington, Strathroy-Caradoc and Uxbridge did not report emergency measures expense in the 2018 FIR; as such, were not included in this diagram. Reporting of this expense type is subject to whether the municipality's accounting records separately trace and record such costs, specifically administrative costs associated with emergency measures.]



*Source for all except Wilmot and Woolwich: Municipal Financial Information Returns*

*Total expense: Total Expenses Before Adjustments net of Amortization from:*

*Schedule 40, line 0450*

*Nr of households from Schedule 2*

*Source for Wilmot and Woolwich: Information for Wilmot and Woolwich provided by municipal staff since not reported in 2018 FIR.*



# Corporate Communications

The Townships of Waterloo Region  
Joint Service Review

# Summary of Comparator Consultation

*How is corporate communications managed and delivered by your municipality? By individual departments, by central communications specialists, or through contracted services? What are your strengths and what could be improved?*

Centre Wellington	Lakeshore	Strathroy-Caradoc	Uxbridge
<p>The Township has one full-time Communication Coordinator and one part-time Digital Media Specialist (2-year contract). This Specialist is also dedicated to Tourism and Culture communications. Communications oversees the public communications, the Township website, and promotes the Township to support economic development activities.</p> <p>The Township has challenges maintaining the flow of information from front-line staff to the Communications team. Another challenge is negative social media comments from specific individuals in the community.</p>	<p>The Town has one Manager of Communications and Strategic Initiatives within the Community and Development Services department.</p> <p>The Manager oversees strategic branding and manages the Town's public communications; each department is responsible for generating and maintaining its own website content.</p> <p>The Town is in the process of re-assessing whether this position should remain within Community and Development Services since its corporate mandate has evolved over the years.</p>	<p>The Township's communications are managed on a part-time basis by a Communications Coordinator. This position also performs the duties of a Deputy Clerk. The Communications Coordinator possesses a background in journalism which assists the Township in communications.</p> <p>Other individuals supporting the communications include two other Deputy Clerks. This current staffing level meets the Township's service delivery requirements.</p>	<p>The Township has a Communications Officer that is dedicated 2 days per week to Corporate Communications. The Communications Officer vets material prepared by the Township's departments prior to being published. Some information is directly prepared by the Communications Officer.</p> <p>The Township notes that it would be beneficial to have more time dedicated to this position. The Township is currently developing a Communications strategic plan.</p>

# Summary of Comparator Consultation

*Does your municipality produce regular communications? If so, what is the frequency (monthly, weekly) and what tools do you use (Mailchimp, etc.)?*

*How many social media accounts does the municipality have, and which ones in particular? (Twitter, Facebook, YouTube, etc.) How many followers are there per account, number of views/tweets/likes, etc.?*

Centre Wellington	Lakeshore	Strathroy-Caradoc	Uxbridge
<p>The Township has several channels for communications. For Township residents, there is a corporate website; one official Facebook account (3,681 followers); and one Twitter account (2,685 follower). For tourism purposes, there is a tourism Webpage, one Facebook account and one Instagram account. Recently, the Township implemented new social media channels for the Fergus Grand Theatre, including Facebook and Instagram accounts.</p> <p>The Township also has a dedicated communication electronic tool called “CW Connect” from Bang Your Table. Here they post projects and allow comments from individuals on these projects. An opportunity was identified to use this tool more effectively.</p>	<p>The Town is currently conducting a citizen survey to find out what type of communication tools, frequency and forums the community prefers.</p> <p>The Town’s website serves as the main channel for informing citizens of municipal news. Each department is responsible for posting and responding to social media for topics specific to their services.</p>	<p>Channels of communication include the Township website, two municipal newsletters, one official Facebook account and one Twitter account.</p> <p>The website serves to post official notices, notes and agendas from Council meetings, as well as other Township information.</p> <p>There are 1,533 Twitter and 3,280 Facebook followers. Township alerts are also circulated via these social media accounts.</p>	<p>The Township has a significant social media presence, producing communications on a weekly basis. There are various content owners, including the Township, Recreation &amp; Camps, Library, Animal Shelter, Town Trails, Tourism (Discover Uxbridge) and Uxbridge Historic Centre. Each of these content owners have various channels of communication, including Facebook, Twitter, Instagram, YouTube, etc. For the Township, there is one official Facebook account with 1,620 followers; one official Twitter account with 2,017 followers; one official Instagram account with 204 followers; and one YouTube account with 59 subscribers.</p> <p>The Township also communicates through a corporate website and occasionally uses Mailchimp.</p>

# Summary of Comparator Consultation

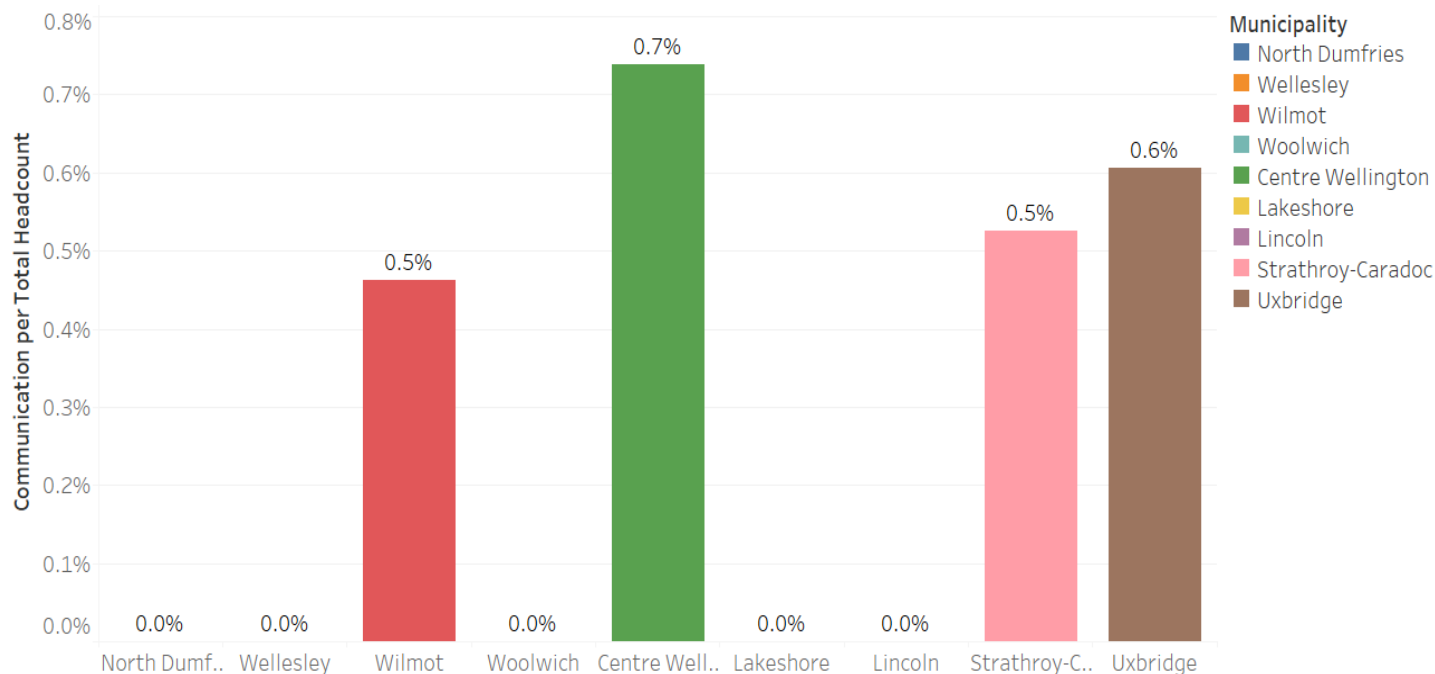
<i>Does your municipality do any graphic design work? If so, how (contracted, in house, pre-purchased templates)?</i>			
<b>Centre Wellington</b>	<b>Lakeshore</b>	<b>Strathroy-Caradoc</b>	<b>Uxbridge</b>
The Town contracts out its graphic design work.	The Town contracts out its graphic design work.	Graphic design work is performed solely in-house by the Communications Coordinator.	The Township performs most graphic design work in-house. An outside consultant is used for some projects.

# Corporate Communication Positions per Total Headcount

Traditionally, municipalities have viewed corporate communications as non-essential that could be delivered by existing functional personnel.

Citizen engagement through various communication channels (other than print media) has become the new communication standard. Municipalities are increasingly identifying corporate communications as a priority for their operations.

Currently, only Wilmot has a dedicated corporate communication specialist. This position was appointed a full-time position in 2020. Communication services for Wellesley and Woolwich are performed by the Clerks department; for North Dumfries communications services are performed by the Clerks (media releases, website, and public advisors) and Recreation (social media and e-blasts). There is no dedicated resource within the three Townships.



**Source:**

- Municipal interviewed response of Corporate Communications workforce.
- Financial Information Returns, Schedule 80A for total workforce of full-time funded, part-time funded and seasonal positions.

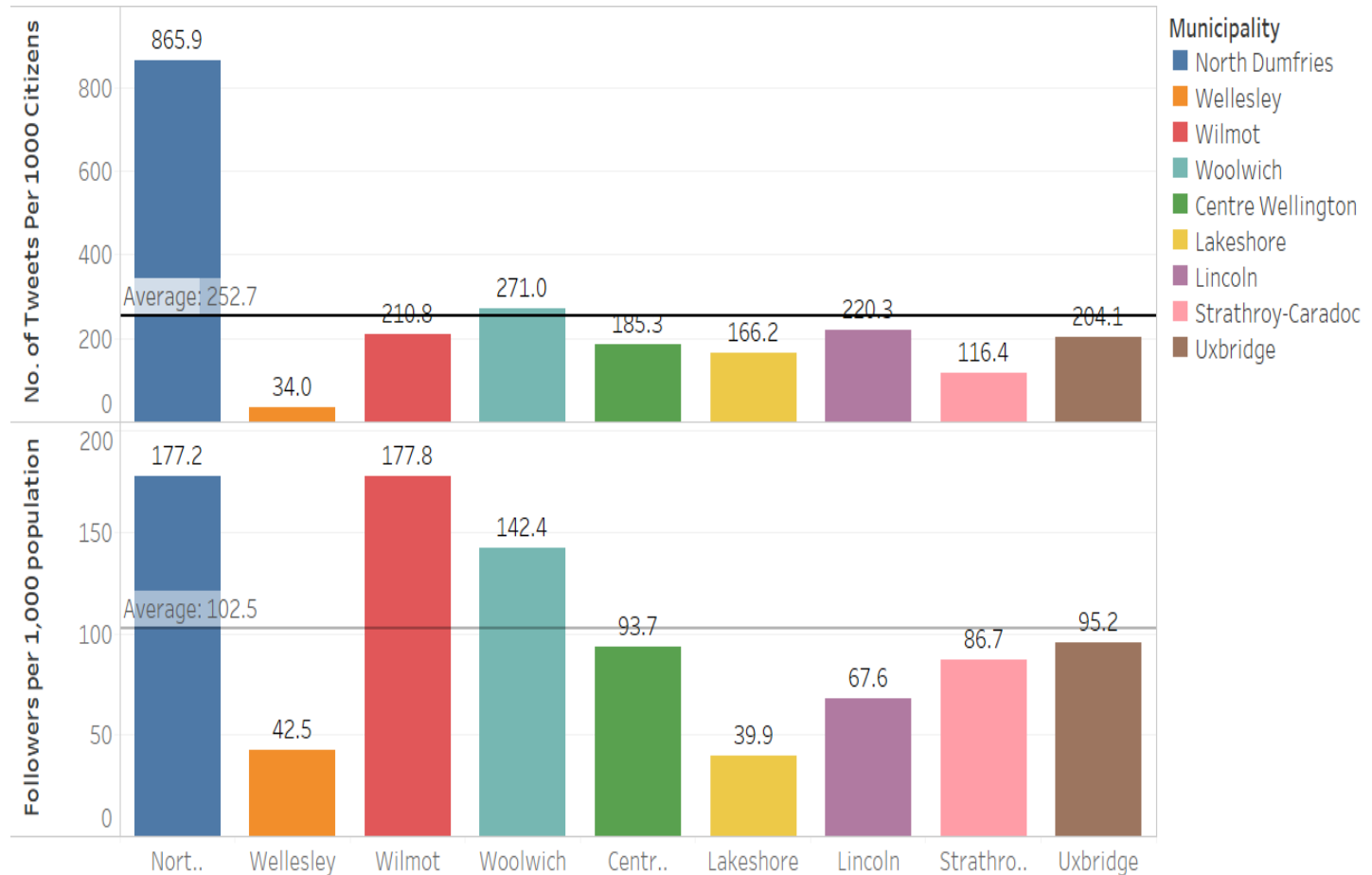
	North Dumfries	Wellesley	Wilmot	Woolwich	Centre Wellington	Lakeshore	Lincoln	Strathroy-Caradoc	Uxbridge
Responsible Department	Clerks	Clerks	Clerks	Clerks	Office of the CAO	Community Development	Office of the CAO	Clerks	Clerks
Communication positions	0	0	1	0	2	0	0	1	1

# Citizen Engagement - Twitter

In addition to the Municipal websites, Twitter has become the leading channel to provide real-time updates of municipal news and activities, including emergency and safety messages.

North Dumfries is most active in engaging the community through its municipal Twitter account.

Since Twitter is a highly interactive social media channel, it requires resources (time and effort) to monitor and respond to tweets.



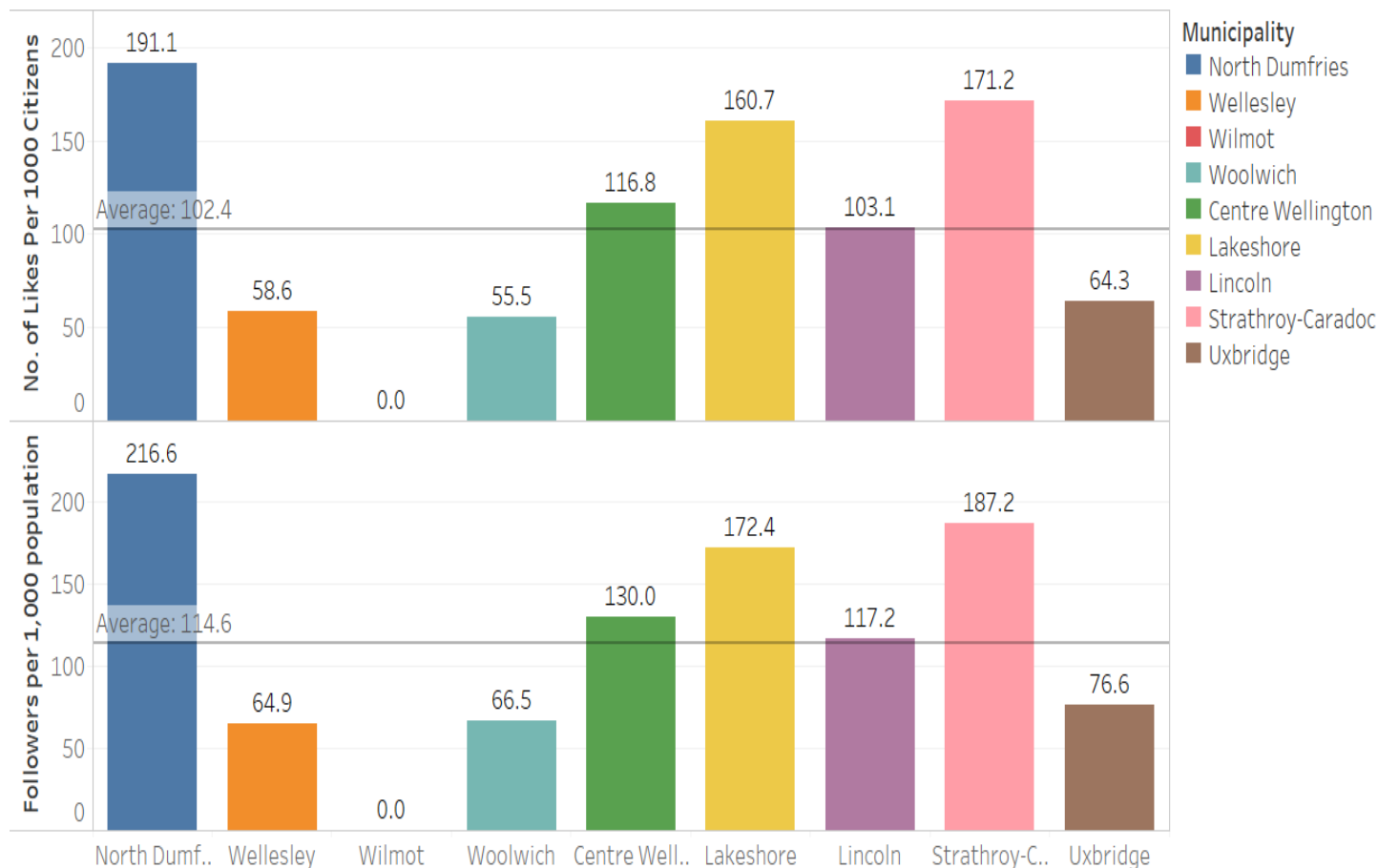
Source: Official Municipal Twitter Accounts as of February 19, 2020

# Citizen Engagement - Facebook

Facebook is another popular social media channel used by municipalities to engage its community, especially for events and programs.

Again, North Dumfries has the highest amount of followers from its community following the municipal Facebook account.

Wilmot currently does not have an official municipal Facebook account.



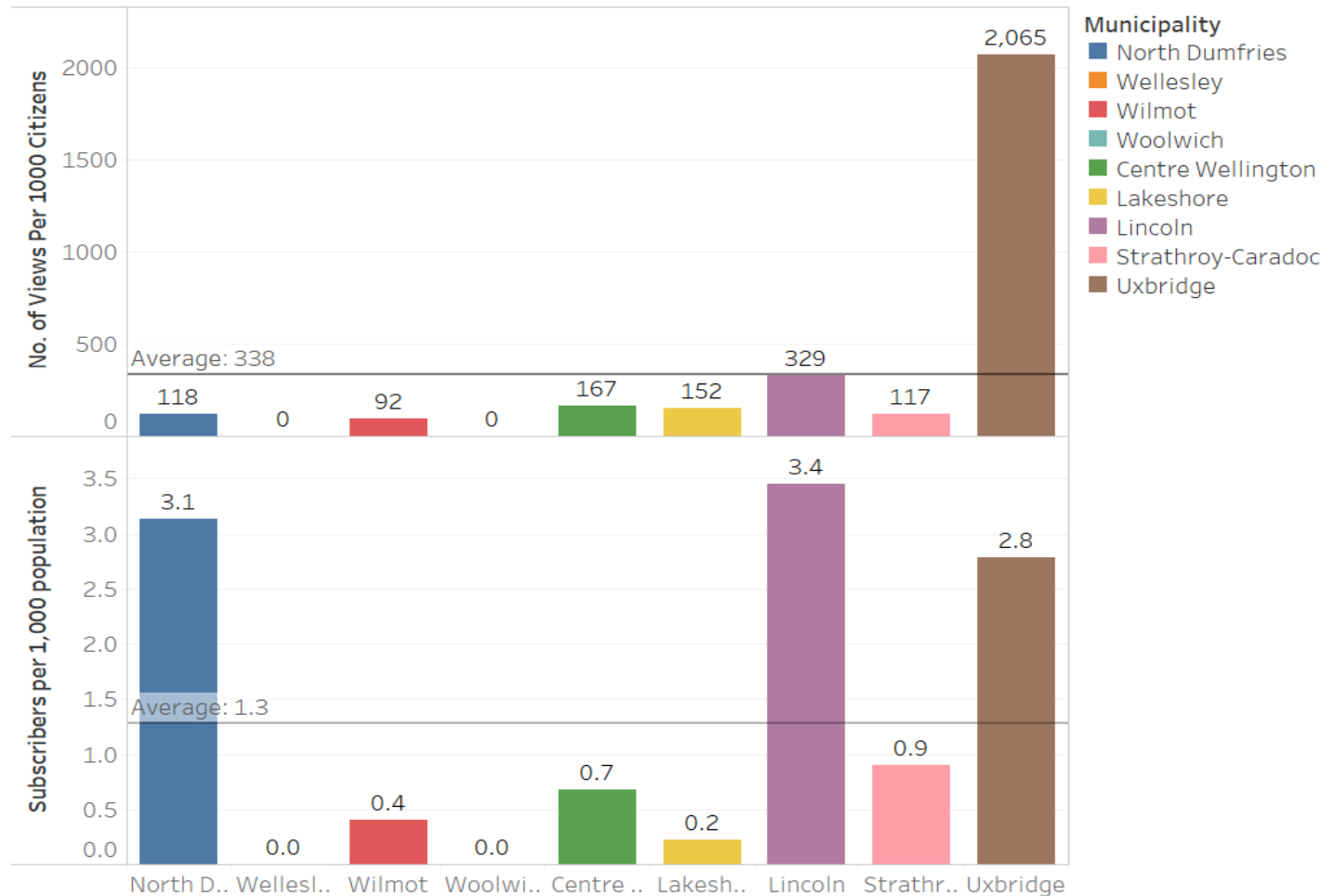
Source: Official Municipal Facebook Accounts as of February 27, 2020

# Citizen Engagement - YouTube

YouTube channels provide a platform for video content and is another avenue to communicate and explain municipal affairs. Creating video content is a less traditional way of communication for municipal government.

The municipal YouTube accounts are less active when compared to Twitter and Facebook accounts.

Currently, among the Waterloo Townships, only North Dumfries and Wilmot have an official municipal YouTube account.



**Source:** Official Municipal Youtube Accounts as of February 27, 2020 for all Townships, except North Dumfries, which is as of September 30, 2020.



# Information Technology

The Townships of Waterloo Region  
Joint Service Review

# Summary of Comparator Consultation

*What are your main concerns in terms of your IT capabilities (i.e. personnel skill sets, technology upgrades, cyber security, meeting citizen expectations, etc.)? What are your strengths and what could be improved?*

Centre Wellington	Lakeshore	Strathroy-Caradoc	Uxbridge
<p>The IT Division reports to the Managing Director of Corporate Services and consists of the following full-time staff: one Manager of IT, one Supervisor of IT, one System Analyst and one Application Support Analyst.</p> <p>The Township is in the process of completing an IT Service Review with the County and 6 other local municipalities to explore the possibility of shared resources. The Township is also considering providing IT support to other municipalities and/or an organization. The Township is implementing the same Asset Management Planning (AMP) software across all 7 local municipalities and the County.</p> <p>The biggest concern is cybersecurity – this is actively being monitored and training is provided to staff.</p>	<p>IT staffing for the Township consists of one manager, two technical analysts and two GIS analysts. The IT team provides IT support for the Township, as well as facilities security. All IT support is performed in-house.</p> <p>The Township is in the process of updating several technologies, including transitioning from landlines to VoIP. The IT staffing level is sufficient to meet service demands.</p>	<p>The Township's IT department consists of one full-time staff, one part-time staff and one contractor. They are responsible for providing end-to-end IT support to the Township's employees internally. The department does not provide IT support for the Township's citizens.</p> <p>Some software used by the Township is cloud-based. The Township maintains their own servers.</p> <p>Current service delivery model is working well for the Township. In general, employees are comfortable using the Township's technology.</p>	<p>The Township contracts out IT services rather than performing IT duties in-house. The IT service provider reports to the Treasury Department, and provides a contractor on site at the Township two days per week.</p> <p>IT challenges experienced by the Township include the age of server hardware and older operating systems; use of terminal services; email exchange hosted on-premises rather than in Office 365; and cybersecurity awareness. The Township's IT strengths include robust backup/disaster recovery plan; restrictive firewall policies; and use of third-party e-mail spam/malware filter. The Township is currently reviewing their IT strategic plan. Plans include to upgrade hardware and establish upgrade cycles; use cloud services; and improve the alignment of IT with Regional standards.</p>

# Benchmarking & Performance Perspectives

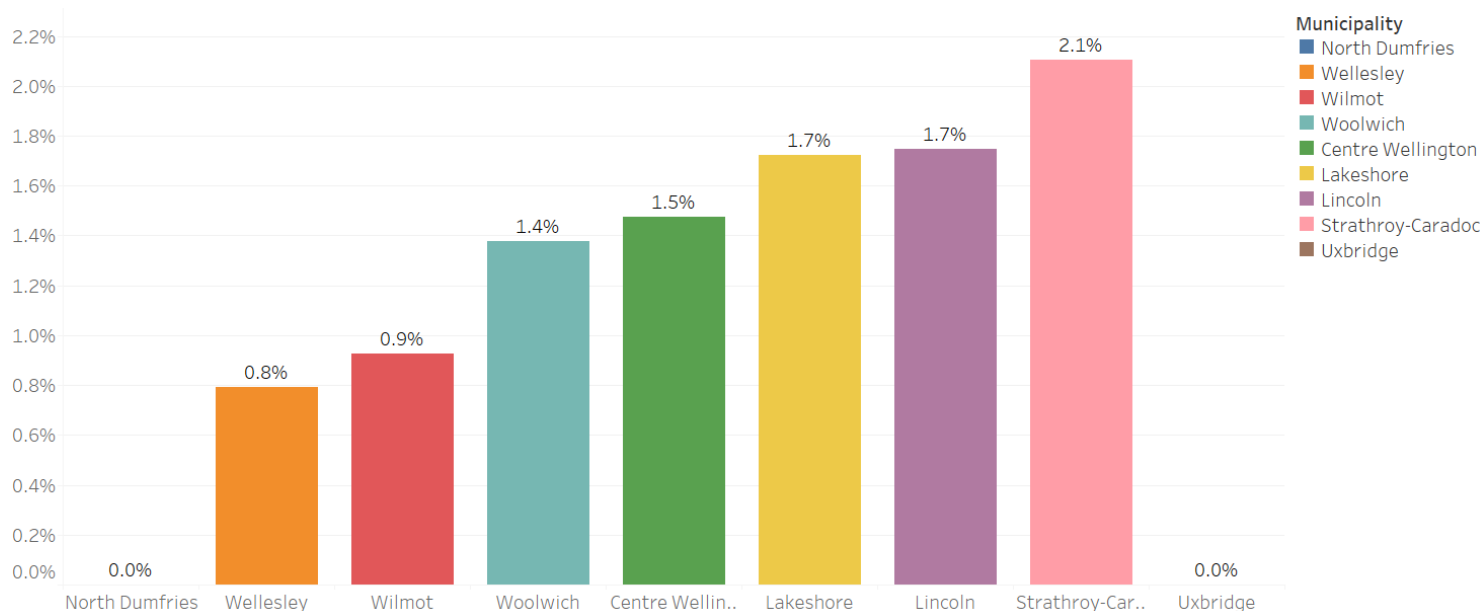
## IT Positions per Total Headcount

Both North Dumfries and Uxbridge outsource its information technology needs to a 3<sup>rd</sup> party IT professional provider.

Wellesley has a dedicated IT coordinator. Planning personnel provide support for the GIS system. The Clerk manages the IT department and covers in the IT coordinator's absence.

Wilmot is looking into adding another IT resource to deliver and meet project needs.

The other municipalities within the comparator group deploy dedicated in-house resources where an IT manager leads several IT analysts in different types of disciplines (i.e. help desk, network & system administration, etc.).



### Source:

- Municipal interviewed response of IT workforce

- Financial Information Return, Schedule 80A for total municipal workforce of full-time funded, part-time funded and seasonal positions.

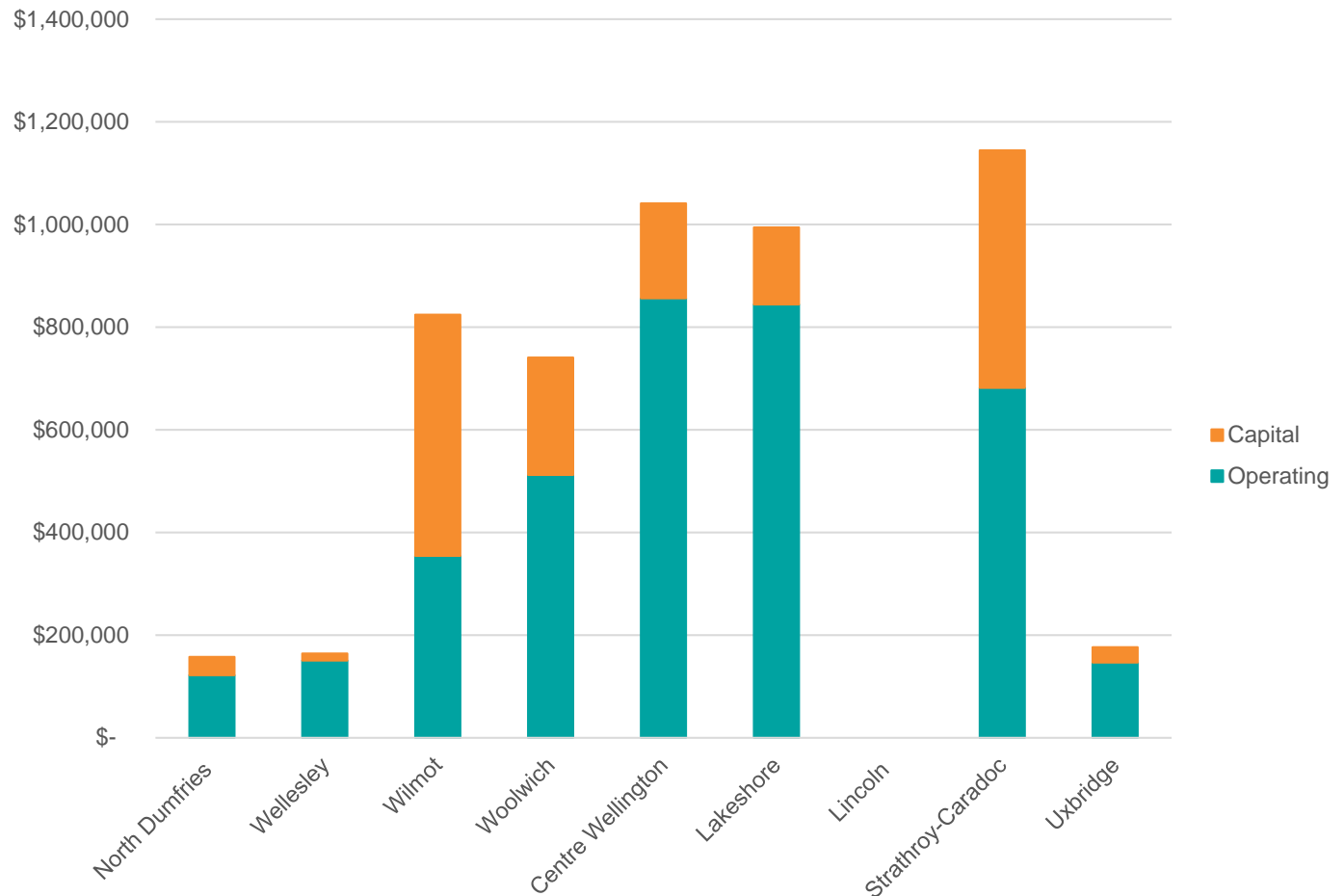
	North Dumfries	Wellesley	Wilmot	Woolwich	Centre Wellington	Lakeshore	Lincoln	Strathroy-Caradoc	Uxbridge
In-house vs. Outsource	Outsource	In-house	In-house	In-house	In-house	In-house	In-house	In-house	Outsource
IT positions	0	1	2	3	4	5	4	4	0

# Benchmarking & Performance Perspectives

## IT Budget (2020)

This chart presents the 2020 IT operating and capital budget published by each municipality.

Both North Dumfries and Uxbridge utilizes an outsourcing model for IT services.



**Source:** Municipal published 2020 Budget Reports for IT operating and capital expenditures.

**Note:** Lincoln IT operating budget not separately reported in the published budget documents.

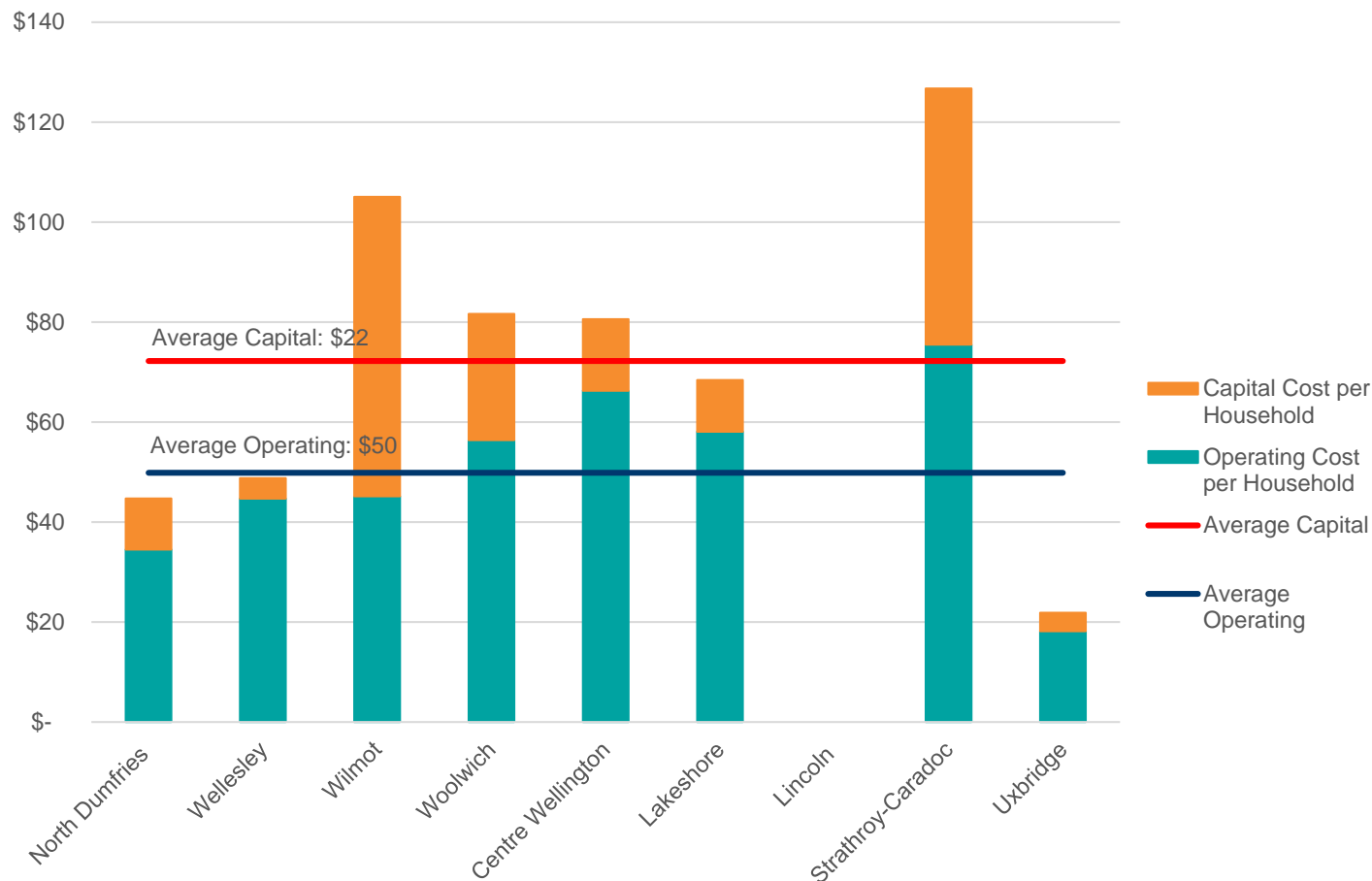
# IT Budget per Household (2020)

The average IT operating budget per household is \$50 per household, and the average IT capital budget per household is \$22 per household.

For the operating budget, North Dumfries is below the average at \$35 per household. Wellesley and Wilmot are at par with the average IT operating budget. Woolwich is slightly above average at \$56 per household.

Capital budgets fluctuate year over year depending on the specific equipment replacement cycles, system and application updates, and planned IT projects for a given year. Wilmot has the highest capital budget per household of \$60 planned in 2020.

[Note: Average calculation excludes Lincoln.]



**Source:** Municipal published 2020 Budget Reports for IT operating and capital expenditures.

**Note:** Lincoln IT operating budget not separately reported in the published budget documents; average calculation excludes Lincoln.

# Benchmarking & Performance Perspectives

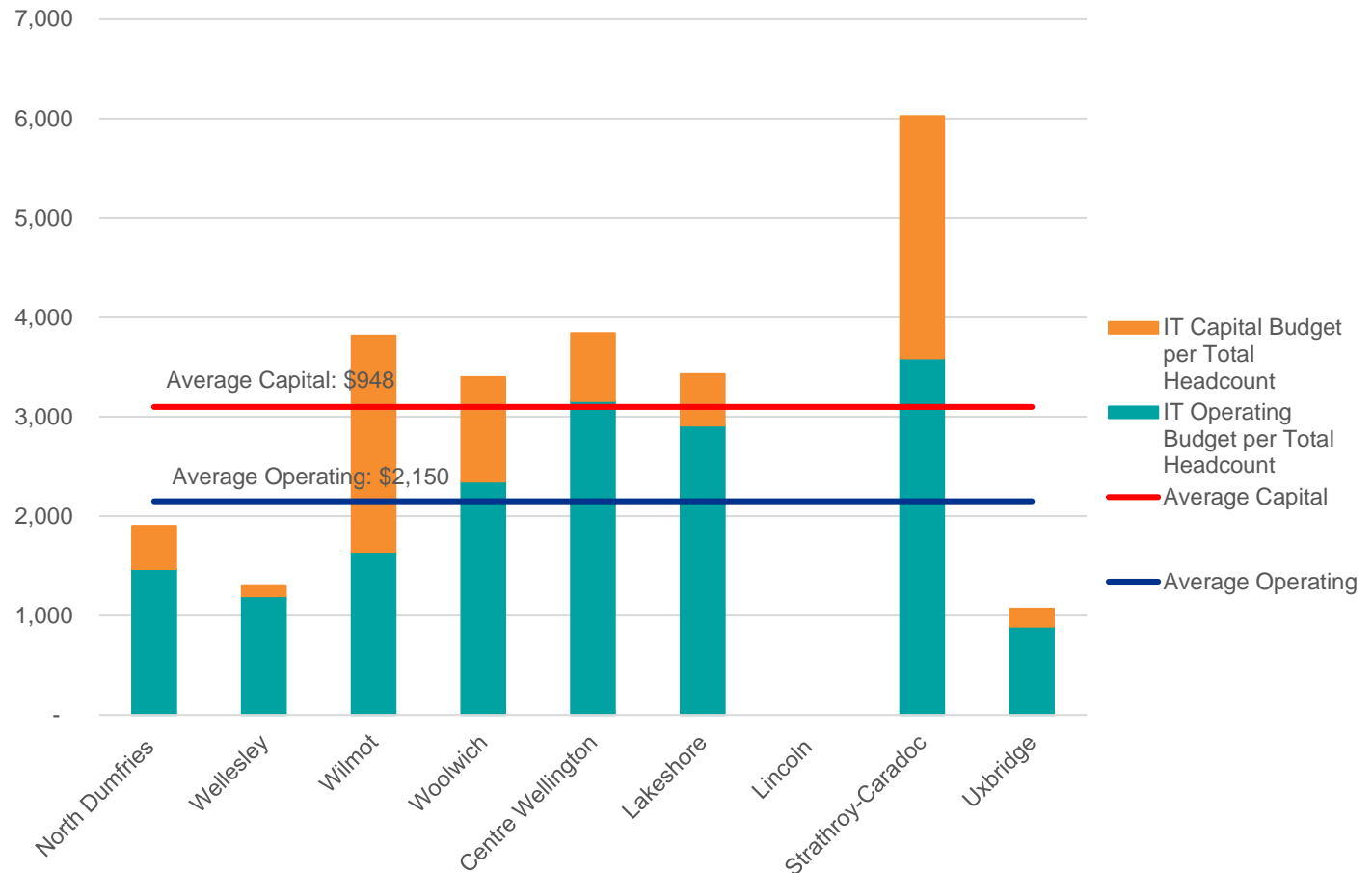
## IT Budget per Total Headcount

The budgeted IT operating and capital expense per municipal position averages at \$3,098 as a whole with Strathroy-Caradoc at the highest at \$6,024 per position, and Uxbridge at the lowest at \$1,070 per position.

For operating budget, North Dumfries, Wellesley and Wilmot budgeted expense level is below the average of \$2,150 per position. Woolwich is slightly above average at \$2,349 per position.

Among the Waterloo Townships, Wilmot has the highest capital budget per position planned in 2020.

[Note: Average calculation excludes Lincoln.]



**Source:** Municipal published 2020 Budget Reports for IT operating and capital expenditures.

Headcount – Financial Information Returns, Schedule 80A for total workforce of full-time funded, part-time funded and seasonal positions.

**Note:** Lincoln IT operating budget not separately reported in the published budget documents; average calculation excludes Lincoln.

# Benchmarking & Performance Perspectives

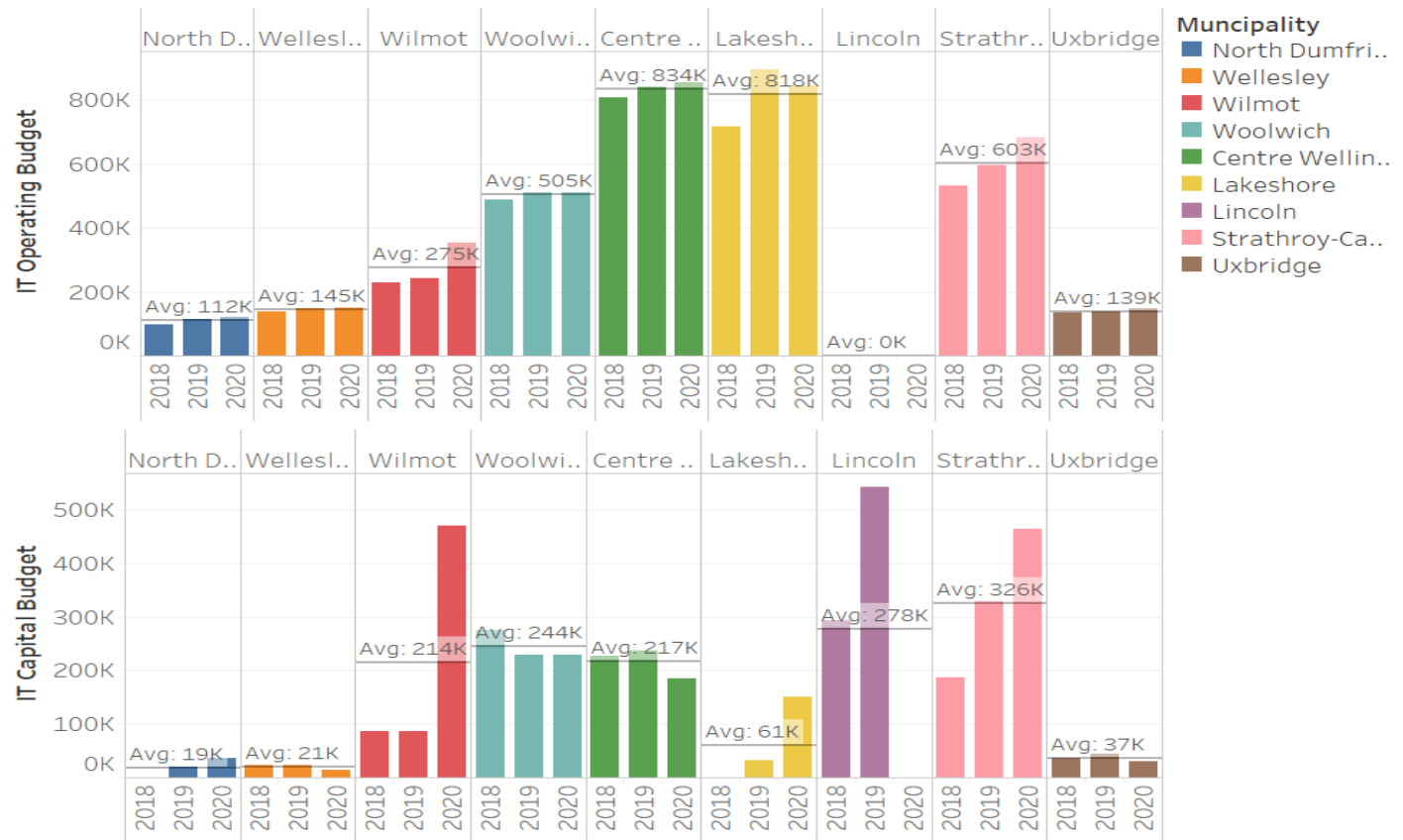
## IT Budget (2018 - 2020)

The historical three year budget trend (2018, 2019, and 2020) of IT operating budgeted expenditures remains relatively constant for all the municipalities.

Wilmot has planned significant increase in capital expenditure for 2020.

Strathroy-Caradoc reported steady increases in capital budgets from \$186K in 2018 to \$463K in 2020.

In 2019, Lincoln had the highest capital investment of \$541K.



### Source:

- Municipal published 2018, 2019, 2020 Budget Reports for IT operating and capital budget expenditures.

### Notes:

- Lincoln IT operating budget is not separately reported in the 2018, 2019, 2020 published budget documents.

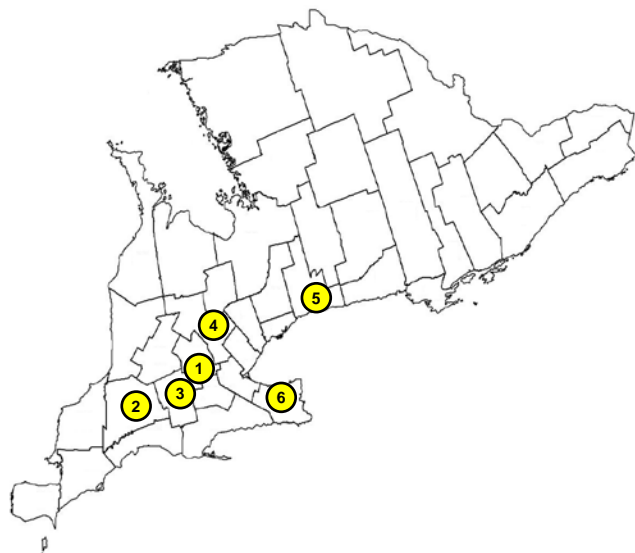


# Library

**The Townships of Waterloo Region  
Joint Service Review**

# Comparative Analysis – Why Compare to Other Communities

The following comparator groups was used for library services analysis. The group represents a snap shot of local and upper tier library services for rural communities with small urban centres.



Municipality	Upper Tier	Library
1. Waterloo Townships	Region of Waterloo	Region of Waterloo Library
2. Strathroy-Caradoc	Middlesex County <sup>1</sup>	Middlesex County Library
3. N/A	Oxford County	Oxford County Library
4. Centre Wellington	Wellington County	Wellington County Library
5. Uxbridge	Region of Durham	Uxbridge Public Library
6. Grimsby	Region of Niagara	Grimsby Public Library

<sup>1</sup> No response was received from Middlesex at the date of the Final Report.

The primary purpose of the comparative analysis is to understand the performance of comparator municipalities and to identify opportunities to change how the Township's organization is aligned to deliver municipal services.

- Communities with similar financial benchmarks/service levels – insight into operating efficiencies
- Communities with different financial benchmarks/service levels – opportunities to change existing organizational structure/processes to reflect common service levels

Comparative analysis has both benefits and risks

- Provides insight into affordability issues; what a peer municipality can achieve with the same resources
- Assumes that all variables are the same (assessment base, non-taxation revenues)
- Assumes that taxation and service levels in other communities are 'right'

# Summary of Comparator Consultation

## What is the governance structure and decision making process of library services?

Oxford	Wellington	Uxbridge	Grimsby
<p>The Oxford County Library is governed by a 7 person Library Board – 4 members being County Councillors and 3 members being citizen appointees. The Board recommends the annual Business Plan and Budget to County Council for approval, and approves all policies.</p>	<p>The Wellington County Library Board have five council members and four citizen trustees. The County Warden is always one of the five members of Council that sits on the board. The Board chair has been a member of council, but this role could be held by a citizen trustee. Members of Council are appointed for a two year term; citizens are appointed for the term of Council.</p> <p>A monthly public meeting is held September through June. The Board reports to Council at the monthly council meeting under the Information, Heritage, and Seniors Committee. The Chief Librarian in consultation with the CAO makes recommendations on library services to the Board for discussion and approval.</p>	<p>The Library Board is appointed by Council with the authority to make policy and to govern the library's affairs under the Public Libraries Act. There are currently 9 board members.</p>	<p>The Grimsby Public Library is overseen by the Grimsby Public Library Board composed of 2 Town Councillors and 8 Community representatives appointed by Town Council.</p>

# Summary of Comparator Consultation

*What is the reporting structure of the Chief Librarian? The Chief Librarian reports directly to the Library Board or to senior management at the municipality?*

Oxford	Wellington	Uxbridge	Grimsby
<p>The CEO reports directly to the Library Board. However, there is a “broken line” reporting relationship with the Director of Corporate Services. Library employees are County employees and the Library utilizes the services of several County departments, including Finance, Facilities, and Human Resources.</p>	<p>As per the requirements of the Public Libraries Act – the Board has its own CEO, which is also the CAO of the County. Daily operations are managed by the Chief Librarian who reports both to the Library CEO and the Board. Under the Chief Librarian there is an Assistant Chief Librarian (in other municipalities known as “Deputy Chief”).</p> <p>The Chief Librarian is also a department head within the County municipal structure. The duties of Board Secretary are held by the County Clerk or their designate; the Board’s Treasurer responsibilities are delivered by the County Treasurer.</p> <p>Wellington County Library has just over 100 staff and 14 libraries.</p>	<p>The Chief Librarian reports directly to the Library Board. The Chief Librarian also sits at the table with Senior management to ensure all HR policies are in line with the Township’s HR policies. The Chief Librarian also reports to the CAO so there is a direct/indirect reporting relationship.</p>	<p>CEO/Chief Librarian reports directly to the Grimsby Public Library Board.</p>

# Summary of Comparator Consultation

*Do you think that library services are performing against its key priorities and objectives? What are the constraints that keep you from reaching these objectives?*

Oxford	Wellington	Uxbridge	Grimsby
Because the Oxford library system is a decentralized, multi-branch system there are challenges for staff coordination and resources (programming, staffing, collections).	Wellington County Library is well resourced and supported by both the public, library board and County Council. The buildings are all accessible, modern, and well furnished. The County has invested approximately \$30 million on libraries since 2000. Library services are well-regarded by library members and local residents.	<p>The Library balances its key priorities and objectives with budget realities. Although the Library Board governs the libraries affairs, Council/ the municipality provides the majority of Library funding. This is an issue that the Library is trying to improve.</p> <p>The limited government funding (Provincial Operating Grant) has remained unchanged for the last 20 years. Any service expansion is financed by the tax levy. Reduced Provincial funding for inter-library loans has affected the Township because it is a critical program for small rural libraries.</p>	<p>The former Grimsby Public Library Board created a Strategic Plan that is still in place. This is the final year of the current plan and work will be underway this year by the new board to renew this plan.</p> <p>Priorities and objectives established within this plan are used to guide all library services, collections, programs and projects. The constraints that exist are budgetary and human resources; specifically the number of staff available and the skill sets of staff.</p>

# Summary of Comparator Consultation

**Who owns the library facilities? If the buildings are owned by a different party (i.e. lower tier municipality or private ownership), are there service level agreements / rental agreements that clearly establishes the roles and responsibilities for maintaining library facilities?**

Oxford	Wellington	Uxbridge	Grimsby
<p>Many variations. The County owns two of its branch facilities (Norwich and Tillsonburg) and assumes 100% of building costs. Ingersoll and Thamesford are jointly owned by the County and the respective township with costs shared on a square footage occupancy basis under joint use agreements.</p> <p>For small branches, there are township-owned facilities operated by third party non-profits (Community Hall Boards and Museums). There are also privately-owned facilities where the Township provides 40% of the rent.</p> <p>For medium branches – there is a privately-owned facility with a lease agreement and a combined school/public library operating with separate collections.</p>	<p>The County owns 12 of the 14 branches. Erin branch is within a public high school. A 25 year agreement was signed in 2000, with a one-time payment, that provides for both a public and a school library. The agreement will be reviewed and assessed starting in 2021. The Rockwood branch is in a township owned building with a five year lease agreement. The Arthur and Clifford branches also have medical centres in them. The Harriston and Puslinch branches have space rented to local community groups. The Aboyne branch shares the building with the County's Early Years Childcare Division.</p> <p>Overall, buildings are well maintained and considered community hubs and tourist attractions. The investment reflects well on both levels of government and library services is viewed as a significant cultural asset.</p>	<p>The Township of Uxbridge owns the Library facility. It is the Chief Librarian's responsibility to maintain the facility although this is not a core competency for librarians. The Library is looking at re-organizing this model.</p> <p>There are no agreements or service level agreements.</p>	<p>Grimsby has one main library. The library is in a shared facility owned by the Town of Grimsby. The facility houses both the Grimsby Public Library and the Grimsby Public Art Gallery. Currently, there are no formal service level agreements in place. The library does not pay rent.</p>

# Summary of Comparator Consultation

*Looking at library services, library programs, and library facilities – do you think the service level standards are appropriate given the needs of the community and its resource capabilities? Are there opportunities to change the service delivery model for more efficiency and effectiveness?*

*Do you offer any ancillary services/concessions at library locations (e.g. cafes)?*

Oxford	Wellington	Uxbridge	Grimsby
<p>Operates under a three-tier service delivery system. Small branches (8) provide a base level of library services and programs. Medium branches (4) build upon and enhance those levels. Large branches (2) provide full service, more open hours, larger collections, more programming, and daily technical help.</p> <p>The Library will be conducting an open hours survey to see if small branches warrant additional open hours based on usage trends. Would also like to explore being able to utilize staff members in more than one branch, making their work hours more viable as well as providing experience at different types of branches.</p> <p>Currently, there are no concerns about the efficiency of Oxford's service delivery model.</p> <p>The Library does have weekly drop-in employment counselling at four branches.</p>	<p>Wellington meets or exceeds the Ontario Public Library guidelines with strong support from residents and local decision makers. No significant changes are contemplated to the current service delivery model.</p> <p>Twelve libraries offer public meeting rooms and some small seminar rooms; these are heavily used. Rental rates are approximately \$60 for 4 hours.</p> <p>The newest library in Hillsburgh has a commercial kitchen, patio area, and a 40 seat meeting room. All are accessible during and after library hours. The commercial kitchen was planned in partnership with our Economic Development Office and is used by food business operators and caterers.</p>	<p>The service level standards are appropriate and meet the needs of the community.</p> <p>Currently the Township performs all the accounting and payroll functions for the Library. The Library is undertaking a review of IT services to see if these services can be provided by the Township to improve service levels and reduce costs. Programs have been reviewed to ensure Library programming aligns with that offered by the Township.</p> <p>The Library has completed a Library Building Audit Plan so it has a good understanding of future repairs and upgrades. It is now integrating this into a financial plan.</p> <p>The Library is currently looking at opportunities to change its service delivery model and is undertaking a re-organization of its staffing structure to be more efficient and effective.</p>	<p>The current library space is not sufficient to accommodate the increasing number of programs that are offered to the community. The studio/meeting room space is small and is shared between the library and art gallery. The library currently offers programming in open spaces within the library that are not designated program spaces. Implementing a service delivery agreement is something that Grimsby Public Library has considered but haven't moved forward on to this point.</p> <p>No other ancillary services or concessions offered at the library.</p>

# Summary of Comparator Consultation

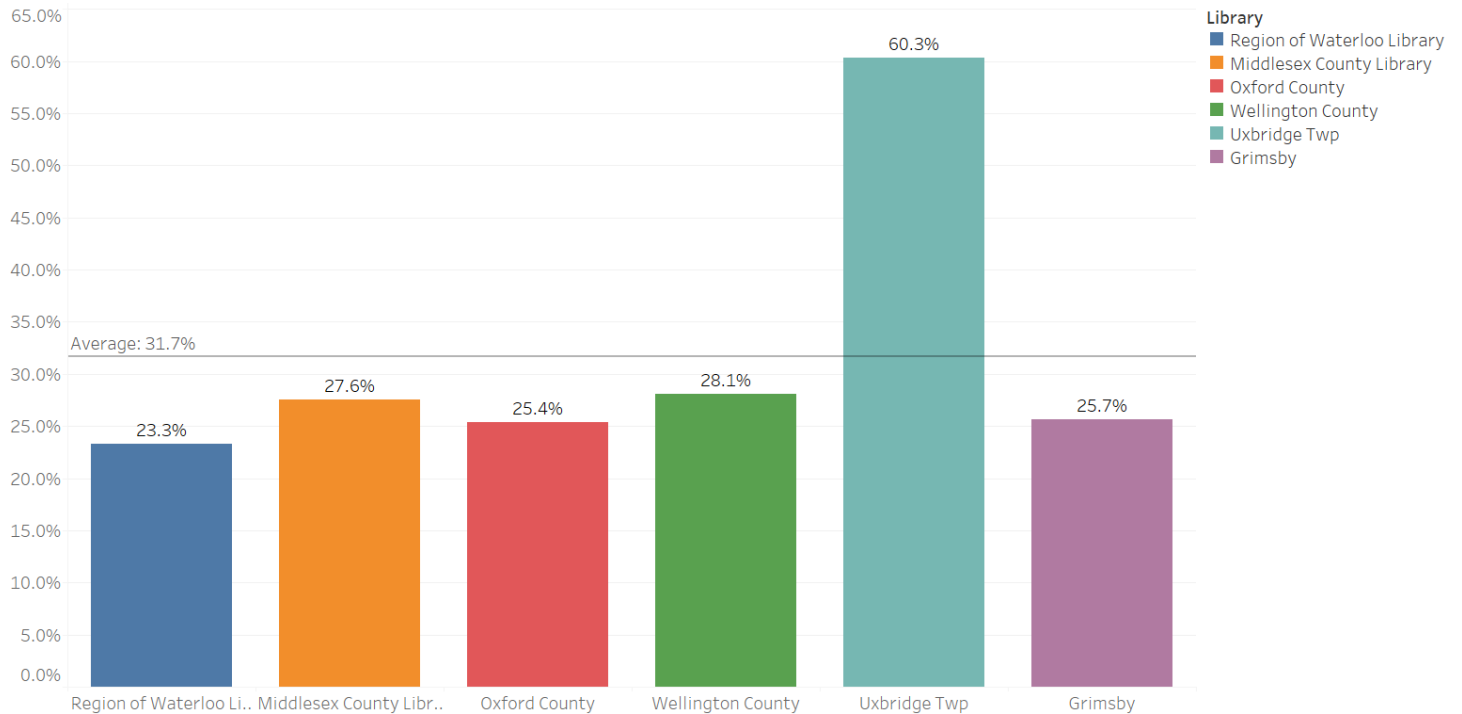
*Do you have any other unique features or comments you would like to share?*

Oxford	Wellington	Uxbridge	Grimsby
<p>Eliminated all overdue fines in 2018.</p> <p>Instituted a Mobile Outreach Service in 2019, which will continue in 2020 during the summer months.</p> <p>Operates a Kitchen Lending Library, and a Seed Library.</p>	<p>The libraries are part of the cultural fabric of Wellington County and provide a tangible return for residents. A steady and planned investment in library facilities since 2000 has provide many towns with the first modern public facilities and have acted as a catalyst for other local investments. The libraries often are anchor facilities in the downtowns drawing people to village cores and near commercial enterprises without competing for actual local business.</p>	<p>The current interim CEO was appointed to assist with a 10 year capital plan. The interim CEO is still appointed by the Library Board and reports to the Library Board but has Senior Management experience with the Municipality. The hope is to better align the two entities.</p> <p>The Library is located in a heritage building so there are issues related to aging infrastructure.</p> <p>There is a second branch in Zephyr (20 – 25 min away from the main branch) that has limited hours. It is a challenge to keep open due to the limited hours and the operational and capital costs associated with an aging building.</p>	<p>The library has beautiful outside spaces on the property.</p> <p>The “Grimsby Grows” patio space offers seating for those who would like to enjoy the library outside. Many vegetables are grown in the garden space and seeds are harvested and offered to the community in the seed library each year.</p> <p>The second outdoor space is a patio/garden space with seating for anyone in the community to enjoy.</p> <p>Programming is offered in the warm weather months in both of these spaces.</p>

# Percentage of Active Cardholders (2018)

Uxbridge Public Library has the highest percentage of active cardholders within its community.

The Region of Waterloo Library has the lowest participation of its residents among the comparator group.



Source: Ontario Ministry of Heritage, Sport, Tourism and Culture Industries  
Public Library Statistics <http://www.mtc.gov.on.ca/en/libraries/statistics.shtml>

Library	Number of Active Cardholders	Resident Population Served	Number of Library Branches Including Main Library
Region of Waterl..	15,731	67,572	10
Middlesex Count..	20,563	74,579	15
Oxford County	17,049	67,124	14
Wellington Coun..	27,381	97,610	14
Uxbridge Twp	12,767	21,176	2
Grimsby	7,010	27,314	1

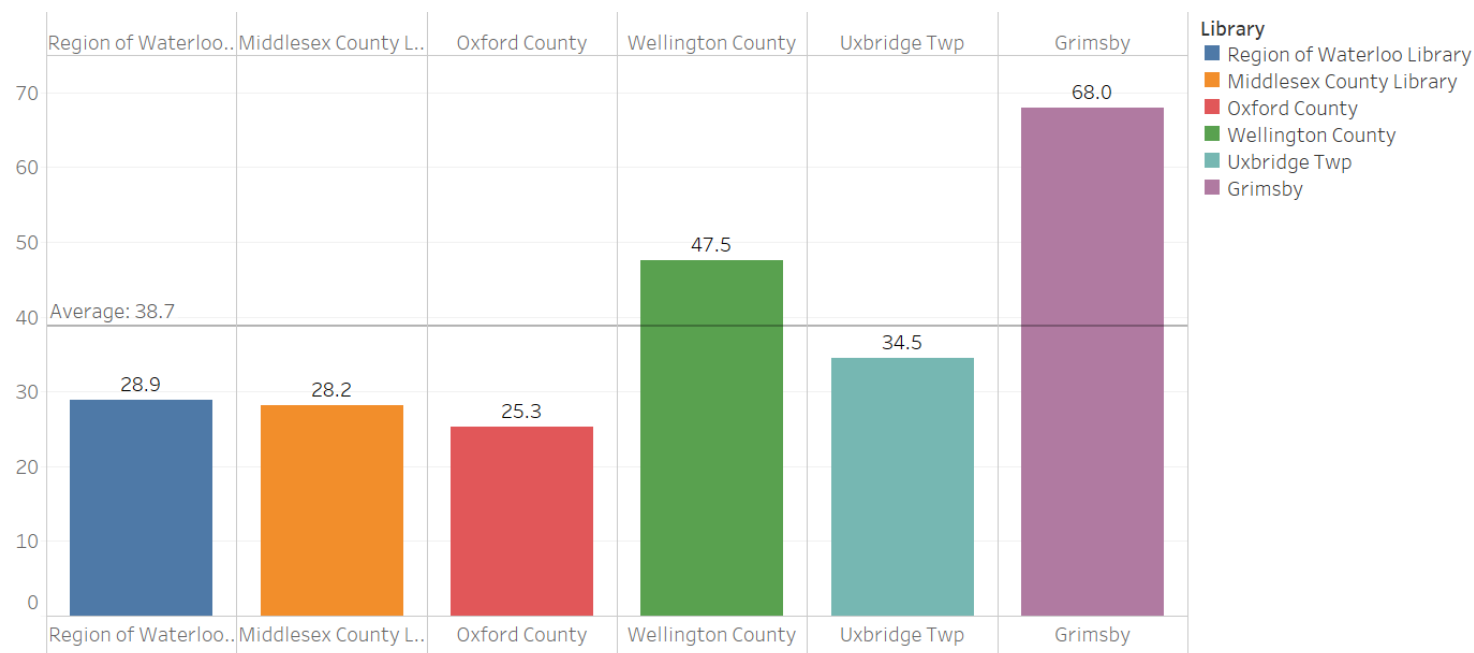
# Weekly Hours of Operations per Branch (2018)

The weekly hours of operation per branch for each library averages 38.7 hours per week with Grimsby at the highest (68 hours) and Oxford at the lowest (25.3 hours).

Service points include main libraries, library branches, deposit stations and bookmobile stops.

In 2018, the Region of Waterloo Library's service points included 10 branches, 4 pop-ups and 6 deposit collection stations.

[Note: The St. Agatha pop-up is no longer active in 2019.]



Source: Ontario Ministry of Heritage, Sport, Tourism and Culture Industries  
Public Library Statistics <http://www.mtc.gov.on.ca/en/libraries/statistics.shtml>

Library	Number of Library Branches Including Main Library	Number of Service Points	Total Weekly Hours of Operation	Number of Public Computer Workstations with Internet Access
Region of Waterloo..	10	20	289	38
Middlesex County ..	15	15	423	131
Oxford County	14	14	354	83
Wellington County	14	14	665	261
Uxbridge Twp	2	2	69	19
Grimsby	1	1	68	14

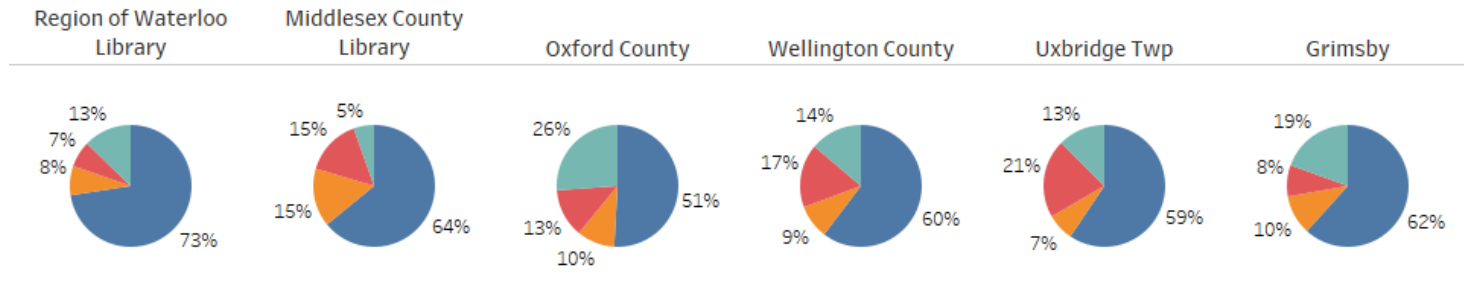
# Benchmarking & Performance Perspectives

## Library Operating Expense (2018)

The Region of Waterloo Library has the highest percentage of staffing expenditures of the comparator group at 72.5%, and the lowest percentage of facilities/ utilities expenditures at 6.9%. Reported staffing costs do not include Region allocation of overhead staff (i.e. cost associated with the Commissioner office).

	Total Paid Staff	Staff per Branch
RWL	43	4
Middlesex	35	2
Oxford	33	2
Wellington	59	4
Uxbridge	13	7
Grimsby	11	11

[Other Expenses include computer & equipment, contract payments, debt charges & transfers, and other miscellaneous expense categories.]



### Measure Names

- Staff %
- Materials %
- Facilities/Utilities %
- Other Expenses %

Library Name	Staffing Cost	Materials	Facilities/Utilities	Other Expenses	Total Expenditures
Region of Waterl..	\$2,134K	\$228K	\$204K	\$375K	\$2,942K
Middlesex Count..	\$2,762K	\$667K	\$646K	\$234K	\$4,309K
Oxford County	\$2,265K	\$449K	\$574K	\$1,163K	\$4,452K
Wellington Coun..	\$4,306K	\$642K	\$1,199K	\$985K	\$7,132K
Uxbridge Twp	\$550K	\$67K	\$192K	\$116K	\$925K
Grimsby	\$701K	\$119K	\$94K	\$221K	\$1,135K
Average	\$2,120K	\$362K	\$485K	\$516K	\$3,482K

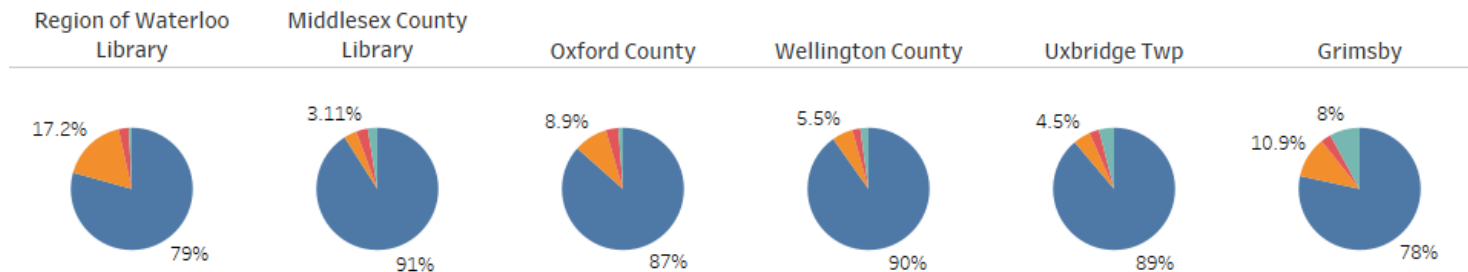
Note: Region of Waterloo Library reported figures do not include Township expenses. As such, Township facility operating expenses are not included in the Facilities/Utilities costs above. Wellington County Library owns the library buildings; hence, facility operating expenses are included in Wellington's reported figures. A significant portion of Oxford's Other Expenses is debt charges.

# Library Operating Revenue and Funding (2018)

Local funding represents the highest funding source for all libraries. The Region of Waterloo Library has the lowest percentage of self generated revenue among the comparator group at 0.7% of total revenue and funding.

A significant portion of the Region of Waterloo Library's funding is from debt services and reserve funds (approximately \$585K in 2018).

[Note: Other Revenue includes contract revenue, reserves, project grants, donations, and other operating revenue.]



## Measure Names

- Local Funding %
- Other Revenue %
- Provincial Funding %
- Self Generated %

Library Name	Local Operating Funding	Provincial Operating Fundi..	Self Generated Revenue	Other Revenue	Total Operating Revenues
Region of Waterl..	\$2,896K	\$100K	\$27K	\$628K	\$3,652K
Middlesex Count..	\$3,927K	\$134K	\$107K	\$148K	\$4,316K
Oxford County	\$3,604K	\$139K	\$49K	\$372K	\$4,164K
Wellington Coun..	\$6,432K	\$152K	\$153K	\$395K	\$7,132K
Uxbridge Twp	\$820K	\$24K	\$37K	\$42K	\$923K
Grimsby	\$890K	\$31K	\$90K	\$123K	\$1,135K
Average	\$3,095K	\$97K	\$77K	\$285K	\$3,554K

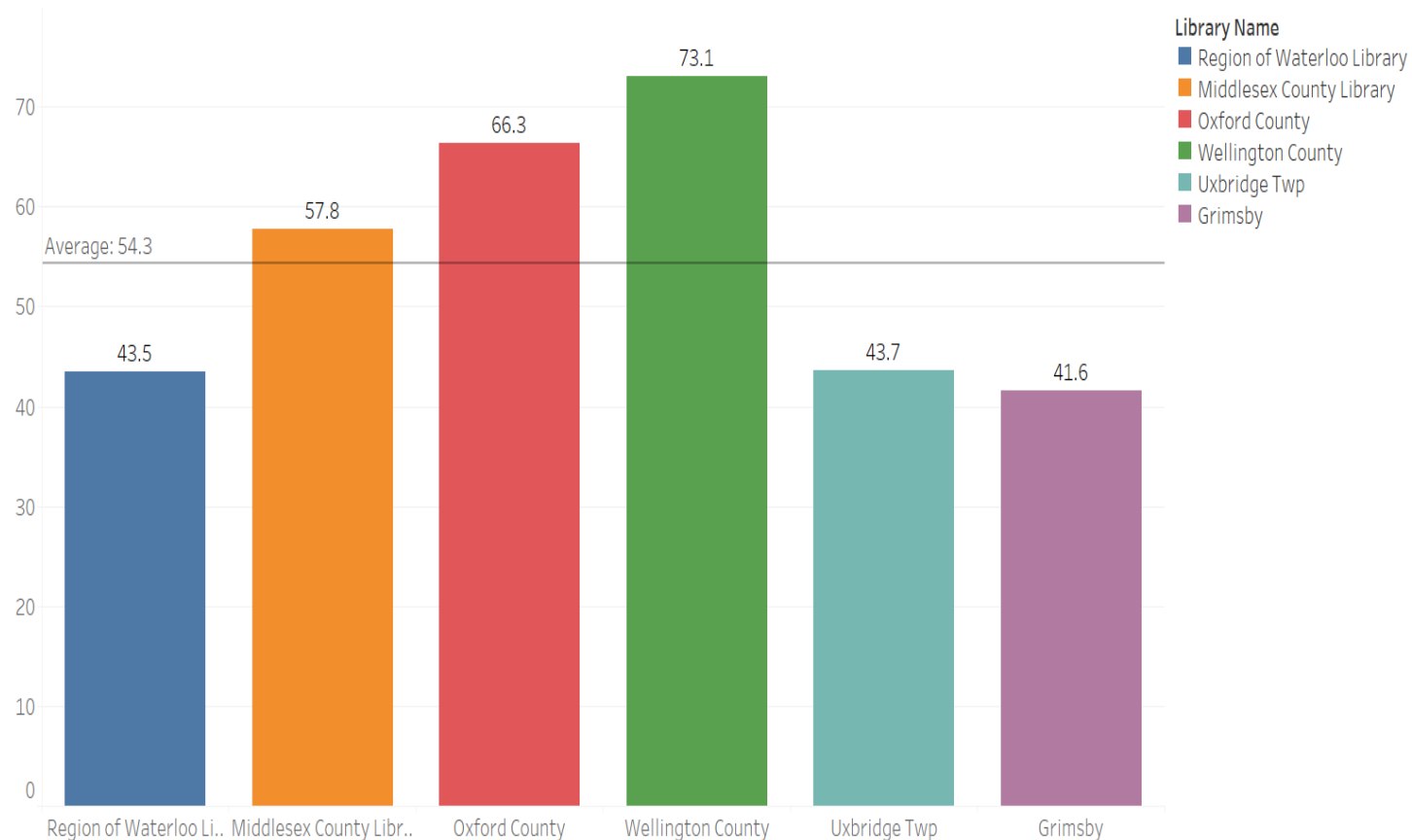
# Total Operating Expense per Capita (2018)

The Region of Waterloo Library has the lowest operating expense per capita as an upper tier service delivery model.

The spending level is similar to Uxbridge and Grimsby which are lower tier libraries.

[Note: Region of Waterloo Library reported figures do not include Township expenses. As such, Township facility expenses are not included in the total operating expense per capita calculation.

Operating expense per capita calculation used total resident population served. For RWL, this represents 67,572; an aggregate of the four Townships population.]

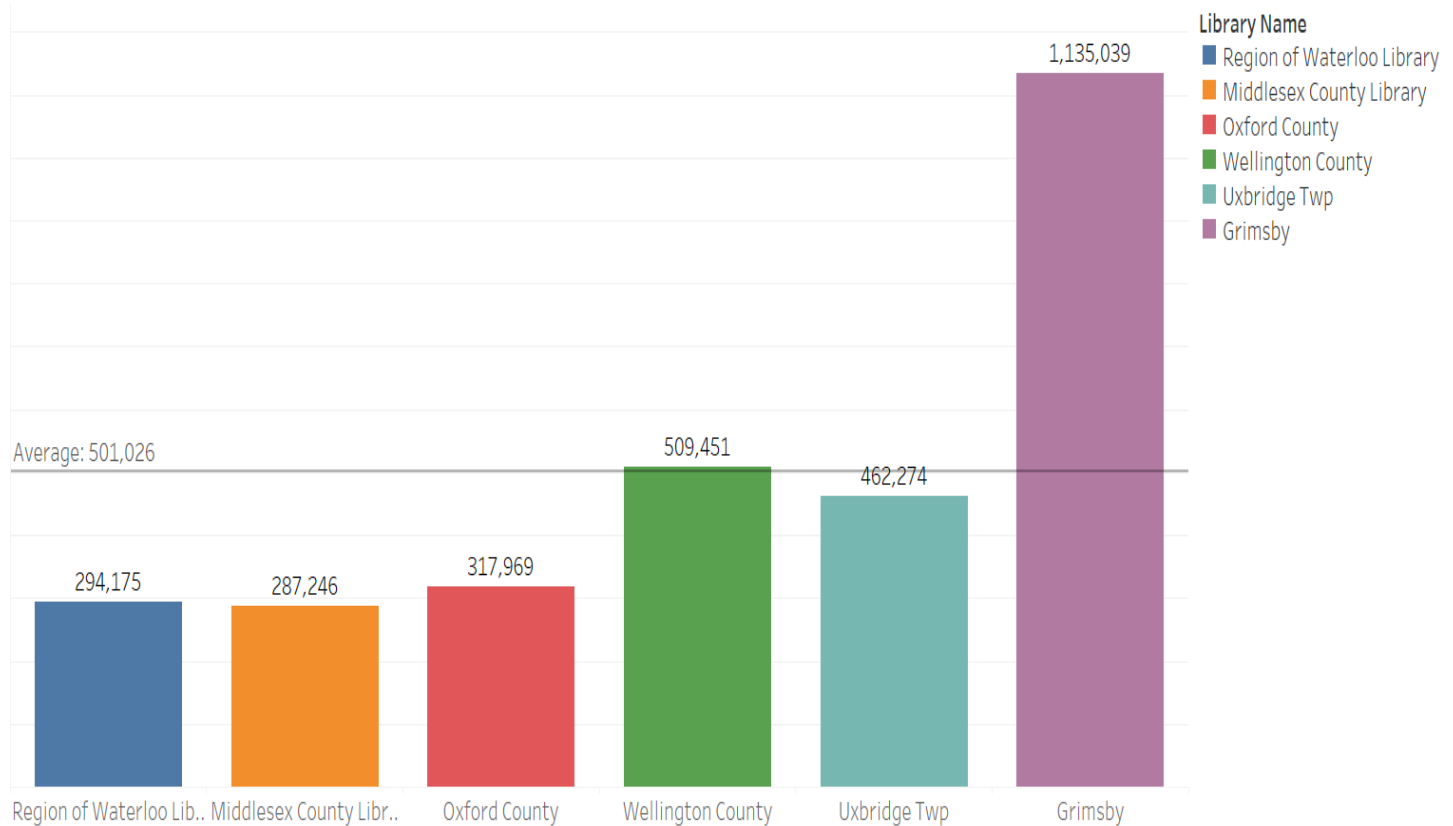


**Source:** Ontario Ministry of Heritage, Sport, Tourism and Culture Industries  
Public Library Statistics <http://www.mtc.gov.on.ca/en/libraries/statistics.shtml>

# Total Operating Expense per Branch (2018)

The Region of Waterloo Library has the second lowest total operating expense per branch amongst the comparator group. The Region of Waterloo Library has 10 branches.

Grimsby has only one branch, which contributes to a significantly higher total operating expense per branch.



**Source:** Ontario Ministry of Heritage, Sport, Tourism and Culture Industries  
Public Library Statistics <http://www.mtc.gov.on.ca/en/libraries/statistics.shtml>

# Benchmarking & Performance Perspectives

## Library Activities (2018)

Circulation per capita for the Region of Waterloo Library is lower than the average of 7.6 per capita.

The Region of Waterloo Library also has the lowest library visits per capita amongst the comparator group.



Source: Ontario Ministry of Heritage, Sport, Tourism and Culture Industries  
Public Library Statistics <http://www.mtc.gov.on.ca/en/libraries/statistics.shtml>

Library Name	Annual Circulation	Annual Library Transactions	Annual Program Attendance	Programs Held Annually	Library Visits Made in Person	Electronic Visits to the Library Website	Social Media visits
Region of Waterlo..							
Middlesex County ..	398,518	563,868	46,111	3,114	256,800	166,972	17,056
Oxford County	568,233	680,307	31,901	3,379	288,300	291,564	34,216
Wellington County	837,757	1,031,307	49,773	3,250	646,050	164,892	47,840
Uxbridge Twp	190,093	211,743	8,617	569	140,100	16,016	48,620
Grimsby	231,183	267,981	17,298	857	140,550	306,800	46,488
<b>Average</b>	<b>445,157</b>	<b>551,041</b>	<b>30,740</b>	<b>2,234</b>	<b>294,360</b>	<b>189,249</b>	<b>38,844</b>



# Appendix B Service Profiles

**The Townships of Waterloo Region  
Joint Service Review**



# The Township of North Dumfries

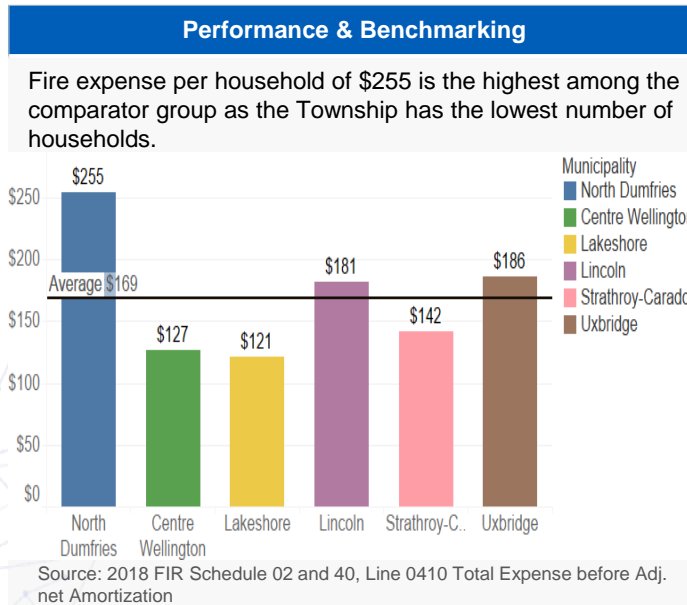
The Townships of Waterloo Region  
Joint Service Review

# Service Profile

## Fire Services - North Dumfries

Program	
Public Safety	
Department	
Fire	
Service Type	
Internal / External	
Budget (\$,000s)	
Compensation and Benefits	406
Material, Operating and Other cost	612
Capital	259
<b>Total Cost</b>	<b>1,277</b>
User Fees and Recoveries	38
Transfers, Grants, Other Funding Source	0
Capital Funding	60
<b>Total Revenue</b>	<b>98</b>
<b>Net Levy</b>	<b>1,179</b>
<b>FTEs</b>	<b>1 FT 10 PT 24 on-call</b>

Service Description
The Township's Fire Services provides fire suppression, medical aid, auto extrication, first responder hazardous materials events, carbon monoxide alarms, industrial & farm related accidents, fire prevention and fire safety education.
Current staffing is comprised of 1 full-time position, 10 part-time positions and 24 volunteer paid-on-call firefighters operating from one station. This station provides response services to the Western part of the Township. There is a contract in place with Cambridge to provide response services to the Eastern part of the Township.



		Service Level		
		Below Standard	At Standard	Above Standard
Service Type	Mandatory			Response
	Essential			
	Traditional			
	Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> <li>Fire Services is a mandatory service under the Fire Protection and Prevention Act, 1997.</li> <li>Township By-law 2608-14 outlines the standards to establish, maintain and operate the fire department.</li> <li>The service level is generally at standard for a volunteer-based delivery model.</li> </ul>

# Service Profile

## Fire Services – North Dumfries

Sub-Services								
Subservice Name & Description	Costs (\$000's)		Revenues (\$000's)		Service Level & Source	Service Type	FTEs	Notes
<b>Support Services and Training</b> Overall management and administration of Fire services.  Develop, deliver and coordinate all training programs and activities for the Fire Department.	Compensation and Benefits	0	User Fees and Recoveries	0	Standard	Essential	1 FT 1 PT	<ul style="list-style-type: none"> <li>All fire staff are certified or grandfathered to meet NFPA 1001, Standard for Fire Fighter Professional Qualifications, level 1 and 2 requirements.</li> </ul>
	Material, Operating and Other cost	17	Transfers, Grants, Other Funding Source	0	Legislated	Internal		
	Capital	0	Capital Funding	0				
			Levy	17				
	<b>Total</b>	<b>17</b>	<b>Total</b>	<b>17</b>				
<b>Fire Prevention &amp; Public Safety Education</b> Fire prevention includes fire investigations and fire inspections on a complaint basis. Proactive inspections are completed for higher-risk infrastructure only, including manufacturers and farms.  Public fire safety education is directed to school age children.	Compensation and Benefits	0	User Fees and Recoveries	0	Standard	Mandatory	1 PT	<ul style="list-style-type: none"> <li>Fire safety education and inspection are mandatory services under the Fire Protection and Prevention Act.</li> <li>The Office of the Fire Marshal, Ontario (OFM) outlines the minimum requirements for the community fire safety program.</li> </ul>
	Material, Operating and Other cost	3	Transfers, Grants, Other Funding Source	0	Legislated	External		
	Capital	0	Capital Funding	0				
			Levy	3				
	<b>Total</b>	<b>3</b>	<b>Total</b>	<b>3</b>				

# Service Profile

## Fire Services – North Dumfries

Sub-Services								
Subservice Name & Description	Costs (\$000's)		Revenues (\$000's)		Service Level & Source	Service Type	FTEs	Notes
<b>Response</b> Emergency response to fire calls, medical incidents and car accidents. City of Kitchener provides dispatch services for the Township.	Compensation and Benefits	406	User Fees and Recoveries	38	Standard	Mandatory	10 PT	The Township responds to medical calls most frequently. The remaining calls include structure fires, other fires, and other incidents.
	Material, Operating and Other cost	592	Transfers, Grants, Other Funding Source	0	Legislated	External	24 Volunteers	
	Capital	259	Capital Funding	60				
			Levy	1,159				
	<b>Total</b>	<b>1,257</b>	<b>Total</b>	<b>1,257</b>				

# Service Profile

## Emergency Management - North Dumfries

Program	Public Safety
Department	Fire
Service Type	Internal / External
Budget (\$,000s)	
Compensation and Benefits	0
Material, Operating and Other cost	4
Capital	0
<b>Total Cost</b>	<b>4</b>
User Fees and Recoveries	0
Transfers, Grants, Other Funding Source	0
Capital Funding	0
<b>Total Revenue</b>	<b>0</b>
<b>Net Levy</b>	<b>4</b>
<b>FTEs</b>	<b>0</b>

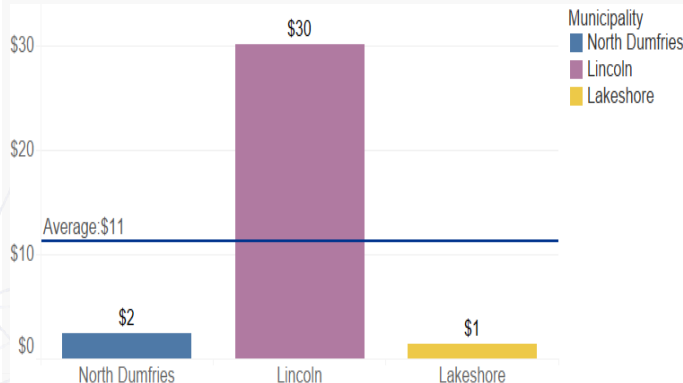
The Township's Emergency Management facilitates the effective coordination of human and physical resources, services and activities required to:

- Protect and preserve life and property;
- Minimize and/or mitigate the effects of the emergency on the residents and physical infrastructure; and
- Quickly and efficiently enable the recovery and restoration of normal services.

Requests for assistance may be made by the Township for support from the Region of Waterloo, provincially or federally in order to help successfully respond to an emergency situation.

### Performance & Benchmarking

Emergency measures expense per household is higher than Lakeshore but lower than Lincoln. Not all municipalities separately track and report emergency measure from fire



Source: 2018 FIR Schedule 02 and 40, Line 0450 Total Expense before Adj. net Amortization

		Service Level		
		Below Standard	At Standard	Above Standard
Service Type	Mandatory			●
	Essential			
	Traditional			
	Other Discretionary			

### Rationale For Service Level Assessment & Service Type

- The service level is being delivered slightly above standard due to the Township's usage of advanced zone mapping technology.
- The Township currently has no full-time or dedicated CEMC. This is the responsibility of the full-time Fire Chief with four alternates.
- Emergency Management is a mandatory service under the provincial legislation "The Emergency Management and Civil Protection Act" (R.S.O. 1990). Regulation 380/04 outlines mandated services to be provided including: Community Emergency Management Coordinator (CEMC); Emergency Operations Centre; Hazard Identification and Risk Assessment; Exercise and training; Emergency Response Plan; Critical Infrastructure list; Public Education.
- Township By-law 2909-17 outlines the standards for the emergency management program. Enables efficient administration, coordination and implementation of extraordinary arrangements and response measures to protect the health, safety and welfare of residents.

# Service Profile

## Corporate Communications – North Dumfries

Program	Service Description
Corporate Services	Corporate Communications works to inform the public and employees on Township matters. The Township engages in various methods of communication, including the Township website, e-blasts, social media accounts etc.
Department	
Office of the CAO	
Service Type	
Internal / External	The Township website provides information for living, exploring, doing business and Township services. The Township releases a bi-weekly e-blast containing updates and news in the Township. The Township's social media accounts include one official Facebook account and one Twitter account.
Budget (\$,000s)	

Compensation and Benefits	0
Material, Operating and Other cost	0
Capital	0
<b>Total Cost</b>	<b>0</b>
User Fees and Recoveries	0
Transfers, Grants, Other Funding Source	0
Capital Funding	0
<b>Total Revenue</b>	<b>0</b>
<b>Net Levy</b>	<b>0</b>
<b>FTEs</b>	<b>0</b>

### Performance & Benchmarking

North Dumfries Twitter presence is above the average of its comparators both in terms of number of tweets and followers.

Municipality	Population	No. of Tweets Per 1000 Citizens	Followers per 1,000 population
North Dumfries	10,215	866	177
Centre Wellington	28,191	185	94
Lakeshore	31,359	166	40
Lincoln	23,787	220	68
Strathroy-Caradoc	17,761	116	87
Uxbridge	21,176	204	95
<b>Average</b>	<b>22,082</b>	<b>293</b>	<b>93</b>

Population source: 2018 FIR Schedule 02  
Source: Official Municipal Twitter Accounts as of February 19, 2020

		Service Level		
		Below Standard	At Standard	Above Standard
Service Type	Mandatory			
	Essential			
	Traditional			
	Other Discretionary			



### Rationale For Service Level Assessment & Service Type

- Corporate Communications is an essential service to inform the public of Township activities.
- Service level standards traditionally have been based on Council and management direction. The service level is generally at standard.
- The Township currently has no full-time or dedicated communications staff. Communications responsibilities are shared between staff across different departments informally, including staff from Recreation to manage social media and websites. Individual departments are responsible for writing their own content for the website. Communications related cost are currently covered in other department budgets.

# Service Profile

## Information Technology – North Dumfries

Program		Service Description
Corporate Services		The Township contracts an Information Technology service provider rather than managing IT in-house. The IT service provider offers the following: <ul style="list-style-type: none"> <li>• 24/7 Help Desk;</li> <li>• Hardware and software support;</li> <li>• Security support (including Cloud backup);</li> <li>• Special projects support; and</li> <li>• Monthly maintenance.</li> </ul>
Department		
Corporate Services		
Service Type		
Internal		
Budget (\$,000s)		
Compensation and Benefits	0	
Material, Operating and Other cost	122	
Capital	36	
<b>Total Cost</b>	<b>158</b>	
User Fees and Recoveries	0	
Transfers, Grants, Other Funding Source	10	
Capital Funding	28	
<b>Total Revenue</b>	<b>38</b>	
<b>Net Levy</b>	<b>120</b>	
<b>FTEs</b>	<b>0</b>	

The Treasurer/Director of Corporate of Finance currently manages the IT contract and oversees the vendor's performance.

### Performance & Benchmarking

The Township's budgeted IT operating cost per household of \$35 is below the average of \$51 among the comparator group.

Municipality	Operating Expense Budget	Number of Households	IT Operating Cost per Household
North Dumfries	121,850	3,530	35
Centre Wellington	856,137	12,918	66
Lakeshore	844,254	14,533	58
Lincoln *	-	9,305	0
Strathroy-Caradoc	681,835	9,031	75
Uxbridge	146,575	8,068	18
<b>Average</b>	<b>530,130</b>	<b>9,564</b>	<b>51</b>

\* IT budget not separately reported in the published budget documents and excluded from average calculation

Source: Municipal published 2020 Budget Reports

		Service Level		
		Below Standard	At Standard	Above Standard
Service Type	Mandatory			
	Essential			
	Traditional			
	Other Discretionary			



### Rationale For Service Level Assessment & Service Type

- Information Technology services are essential to manage the for the Township's information management and business operations.
- The service level is being delivered slightly above standard due to the strong performance of the IT service provider and usage of the Cloud.



# The Township of Wellesley

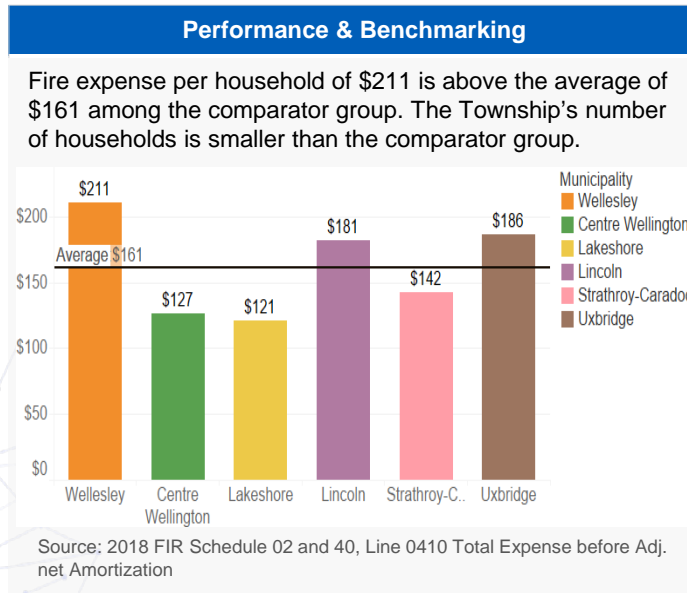
The Townships of Waterloo Region  
Joint Service Review

# Service Profile

## Fire Services - Wellesley

Program	
Public Safety	
Department	
Fire	
Service Type	
Internal / External	
Budget (\$,000s)	
Compensation and Benefits	407
Material, Operating and Other cost	417
Capital	803
<b>Total Cost</b>	<b>1,627</b>
User Fees and Recoveries	70
Transfers, Grants, Other Funding Source	0
Capital Funding	340
<b>Total Revenue</b>	<b>410</b>
<b>Net Levy</b>	<b>1,217</b>
<b>FTEs</b>	<b>1.5 FT 65 on-call</b>

Service Description
The Township's Fire Services provides public education & prevention, fire safety standards & enforcement and emergency response.
Current staffing is comprised of 1 full-time position and 65 volunteer paid-on-call firefighters operating from three stations. Additionally, a full-time Administrative Assistant is shared between Fire and Recreation to support administration and reporting needs; as such, this position is considered 0.5 FT for the fire department.



		Service Level		
		Below Standard	At Standard	Above Standard
Service Type	Mandatory			Response
	Essential			
	Traditional			
	Other Discretionary			

Rationale For Service Level Assessment & Service Type
<ul style="list-style-type: none"> <li>Fire Services is a mandatory service under the Fire Protection and Prevention Act, 1997.</li> <li>Township By-law 46-2017 outlines the standards to establish, maintain and operate the fire department.</li> <li>The service level is generally at standard for a volunteer-based delivery model.</li> </ul>

# Service Profile

## Fire Services - Wellesley

Sub-Services								
Subservice Name & Description	Costs (\$000's)		Revenues (\$000's)		Service Level & Source	Service Type	FTEs	Notes
<b>Support Services and Training</b> Overall management and administration of Fire services.  Develop, deliver and coordinate all training programs and activities for the Fire Department.	Compensation and Benefits	172	User Fees and Recoveries	8	Standard	Essential	1.5 FT	<ul style="list-style-type: none"> <li>All fire staff are certified, grandfathered or in progress to meet NFPA 1001, Standard for Fire Fighter Professional Qualifications, level 1 and 2 requirements.</li> </ul>
	Material, Operating and Other cost	178	Transfers, Grants, Other Funding Source	0	Legislated	Internal	1 PT	
	Capital	81	Capital Funding	40				
			Levy	383				
	<b>Total</b>	<b>431</b>	<b>Total</b>	<b>431</b>				
<b>Fire Prevention &amp; Public Safety Education</b> Fire prevention includes fire investigations; fire inspections on a request or complaint basis; smoke alarm program; distribution of safety information; and a simplified risk assessment of the community fire profile.	Compensation and Benefits	0	User Fees and Recoveries	12	Standard	Mandatory	1 PT	<ul style="list-style-type: none"> <li>Fire safety education and inspection are mandatory services under the Fire Protection and Prevention Act. The Township also implemented inspections for industrial and high risk commercial properties 2 years ago. Since then 240 inspections have been performed.</li> <li>The Office of the Fire Marshal, Ontario (OFM) outlines the minimum requirements for the community fire safety program.</li> </ul>
	Material, Operating and Other cost	8	Transfers, Grants, Other Funding Source	0	Legislated	External		
	Capital	0	Capital Funding	0				
			Levy	(4)				
	<b>Total</b>	<b>8</b>	<b>Total</b>	<b>8</b>				

# Service Profile

## Fire Services - Wellesley

Sub-Services								
Subservice Name & Description	Costs (\$000's)		Revenues (\$000's)		Service Level & Source	Service Type	FTEs	Notes
<b>Response</b> Emergency response to fire calls, medical incidents and car accidents. City of Kitchener provides dispatch services for the Township.	Compensation and Benefits	235	User Fees and Recoveries	50	Standard Legislated	Mandatory External	65 Volunteers	<ul style="list-style-type: none"> <li>The Township responds to medical calls most frequently. The remaining calls include structure fires, other fires, and other incidents.</li> </ul>
	Material, Operating and Other cost	231	Transfers, Grants, Other Funding Source	0				
	Capital	722	Capital Funding	300				
			Levy	838				
	<b>Total</b>	<b>1,188</b>	<b>Total</b>	<b>1,188</b>				

# Service Profile

## Emergency Management - Wellesley

Program	Public Safety
Department	Fire
Service Type	Internal / External
Budget (\$,000s)	
Compensation and Benefits	0
Material, Operating and Other cost	5
Capital	0
<b>Total Cost</b>	<b>5</b>
User Fees and Recoveries	0
Transfers, Grants, Other Funding Source	0
Capital Funding	0
<b>Total Revenue</b>	<b>0</b>
<b>Net Levy</b>	<b>5</b>
<b>FTEs</b>	<b>0</b>

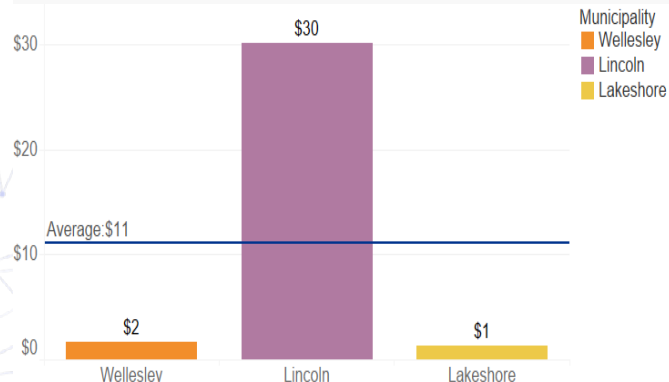
The Township's Emergency Management aims to provide the structure for implementation, coordination and administration of extraordinary actions taken by the Township in order to:

- Protect the life, health and safety, welfare and property of residents and visitors to the Township in the event of an emergency;
- To mitigate the impact of an emergency; and
- To guide recovery efforts from an emergency.

Also collaborates with the Region of Waterloo and other lower tier municipalities in coordinating emergency management efforts.

### Performance & Benchmarking

Emergency measures expense per household is higher than Lakeshore but lower than Lincoln. Not all municipalities separately track and report emergency measure from fire expense.



Source: 2018 FIR Schedule 02 and 40, Line 0450 Total Expense before Adj. net Amortization

		Service Level		
		Below Standard	At Standard	Above Standard
Service Type	Mandatory		●	
	Essential			
	Traditional			
	Other Discretionary			

### Rationale For Service Level Assessment & Service Type

- Emergency Management is a mandatory service under the provincial legislation "The Emergency Management and Civil Protection Act" (R.S.O. 1990).
- Regulation 380/04 outlines mandated services to be provided including: Community Emergency Management Coordinator (CEMC); Emergency Operations Centre; Hazard Identification and Risk Assessment; Exercise and training; Emergency Response Plan; Critical Infrastructure list; Public Education.
- Township By-law 1/2018 outlines the standards for the emergency management program.
- The service level is being delivered at standard.
- The Township currently has no full-time or dedicated CEMC. This is the responsibility of the full-time Fire Chief in their existing role.

# Service Profile

## Corporate Communications - Wellesley

Program		Service Description
Corporate Services		Corporate Communications informs the community and Township employees of various Township business activities. Methods of communication include the Township website; print advertising; social media accounts; and media relations etc.  The Township website currently serves as the core resource for Township business information. Print forms of communication include flyers for the Mennonite community and paid advertising in the Township newspaper. Social media accounts includes one official Facebook account and one Twitter account. The Township relies on community groups to host community events rather than hosting themselves.
Department		
Clerks		
Service Type		
Internal / External		
Budget (\$,000s)		
Compensation and Benefits	0	
Material, Operating and Other cost	8	
Capital	0	
<b>Total Cost</b>	<b>8</b>	
User Fees and Recoveries	0	
Transfers, Grants, Other Funding Source	0	
Capital Funding	0	
<b>Total Revenue</b>	<b>0</b>	
<b>Net Levy</b>	<b>8</b>	
<b>FTEs</b>	<b>0</b>	

Performance & Benchmarking			
Wellesley's Twitter presence is below the average of its comparators both in terms of number of tweets and followers			
Municipality	Population	No. of Tweets Per 1000 Citizens	Followers per 1,000 population
Wellesley	11,260	34	43
Centre Wellington	28,191	185	94
Lakeshore	31,359	166	40
Lincoln	23,787	220	68
Strathroy-Caradoc	17,761	116	87
Uxbridge	21,176	204	95
<b>Average</b>	<b>22,256</b>	<b>154</b>	<b>71</b>

Population source: 2018 FIR Schedule 02  
Source: Official Municipal Twitter Accounts as of February 19, 2020

		Service Level		
		Below Standard	At Standard	Above Standard
Service Type	Mandatory			
	Essential			
	Traditional			
	Other Discretionary			
Rationale For Service Level Assessment & Service Type				
<ul style="list-style-type: none"> <li>Corporate Communications is an essential service to inform the public of Township activities.</li> <li>Service level standards traditionally have been based on Council and management direction. The service level is slightly below standard due to the lack of a Communications Strategic plan and limited staff capacity to engage more with the community.</li> <li>The Township currently has no full-time or dedicated communications staff and communications responsibilities are shared between staff across different departments informally. For the Township website, IT is responsible for managing the homepage and individual departments are responsible for managing their own pages.</li> </ul>				

# Service Profile

## Information Technology - Wellesley

Program	Service Description
Corporate Services	<p>The Township's Information Technology department is responsible for managing the Township's security (including cybersecurity), devices, software, networks and internet connectivity, data warehouse, databases, servers, telecommunications, back up and recovery services, email and messaging. The IT department provides Help Desk support to employees, some Council members and the Township's community.</p> <p>Current staffing is comprised of one full-time IT project coordinator.</p>
Department	
Clerks	
Service Type	
Internal	<p>Current staffing is comprised of one full-time IT project coordinator.</p>
Budget (\$,000s)	
Compensation and Benefits	
Material, Operating and Other cost	
Capital	<p>The Township's budgeted IT operating cost per household of \$45 is below the average among the comparator group.</p>
<b>Total Cost</b>	
User Fees and Recoveries	
Transfers, Grants, Other Funding Source	
Capital Funding	<p>The Township's budgeted IT operating cost per household of \$45 is below the average among the comparator group.</p>
<b>Total Revenue</b>	
<b>Net Levy</b>	
<b>FTEs</b>	

Compensation and Benefits	91
Material, Operating and Other cost	60
Capital	14
<b>Total Cost</b>	<b>151</b>
User Fees and Recoveries	0
Transfers, Grants, Other Funding Source	0
Capital Funding	14
<b>Total Revenue</b>	<b>14</b>
<b>Net Levy</b>	<b>137</b>
<b>FTEs</b>	<b>1.0</b>

### Performance & Benchmarking

The Township's budgeted IT operating cost per household of \$45 is below the average among the comparator group.

Municipality	Operating Expense Budget	Number of Households	IT Operating Cost per Household
Wellesley	150,546	3,368	45
Centre Wellington	856,137	12,918	66
Lakeshore	844,254	14,533	58
Lincoln *	-	9,305	0
Strathroy-Caradoc	681,835	9,031	75
Uxbridge	146,575	8,068	18
<b>Average</b>	<b>535,869</b>	<b>9,537</b>	<b>53</b>

\* IT budget not separately reported in the published budget documents and excluded from average calculation

Source: Municipal published 2020 Budget Reports

		Service Level		
		Below Standard	At Standard	Above Standard
Service Type	Mandatory			
	Essential			
	Traditional			
	Other Discretionary			



### Rationale For Service Level Assessment & Service Type

- Information Technology services are essential to provide information management for the Township's data and technology and to support operational processes and business decisions.
- The service level is being delivered slightly below standard due to the challenges of internet connectivity in the Township's location including the administration office.



# The Township of Wilmot

The Townships of Waterloo Region  
Joint Service Review

# Service Profile

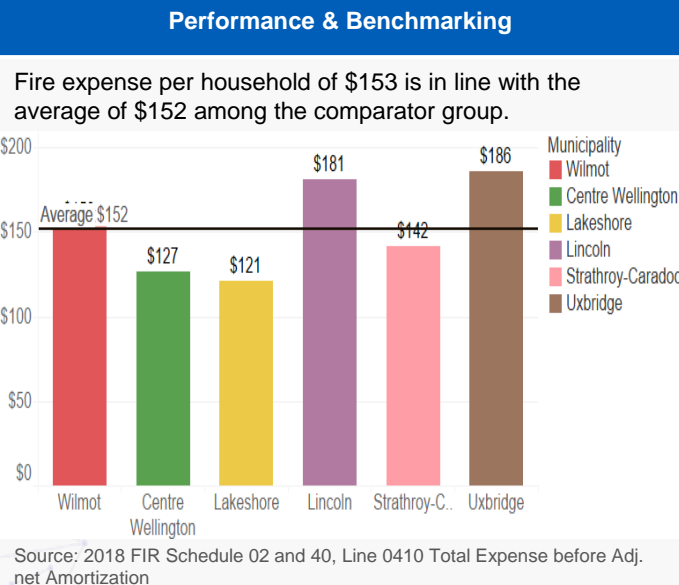
## Fire Services - Wilmot

Program	
Public Safety	
Department	
Fire	
Service Type	
Internal / External	
Budget (\$,000s)	
Compensation and Benefits	999
Material, Operating and Other cost	367
Capital	1,109
<b>Total Cost</b>	<b>2,475</b>
User Fees and Recoveries	57
Transfers, Grants, Other Funding Source	6
Capital Funding	363
<b>Total Revenue</b>	<b>426</b>
<b>Net Levy</b>	<b>2,049</b>
<b>FTEs</b>	<b>3 FT 80 on-call</b>

**Service Description**

The Township's Fire Services is organized into the following functions to provide services to the Township: emergency operations; training and staff development; technical maintenance; fire prevention and administration and support services.

Current staffing is comprised of three full-time positions, one part-time position and 80 volunteer paid-on-call firefighters operating from three stations. Of the full-time personnel, one is a full-time Administrative Assistant to support administration and reporting needs.



		Service Level		
		Below Standard	At Standard	Above Standard
Service Type	Mandatory			
	Essential			
	Traditional			
	Other Discretionary			

- Rationale For Service Level Assessment & Service Type**
- Fire Services is a mandatory service under the Fire Protection and Prevention Act, 1997.
  - Township By-law 2011-15 outlines the standards to establish, maintain and operate the fire department.
  - The service level is generally at standard for a volunteer-based delivery model.

# Service Profile

## Fire Services - Wilmot

### Sub-Services

Subservice Name & Description	Costs (\$000's)		Revenues (\$000's)		Service Level & Source	Service Type	FTEs	Notes
<b>Support Services and Training</b> Overall management and administration of Fire services.  Develop, deliver and coordinate all training programs and activities for the Fire Department.	Compensation and Benefits	587	User Fees and Recoveries	0	Standard	Essential	2 FT	<ul style="list-style-type: none"> <li>All general volunteer firefighters are certified, grandfathered, or in process of meeting NFPA 1001, Standard for Fire Fighter Professional Qualifications, level 1 and 2 requirements. Positions above general firefighters (e.g. Fire Chief and Fire Prevention Officer) are certified in additional disciplines.</li> <li>One full-time Fire Chief and one full-time Administrative Assistant.</li> </ul>
	Material, Operating and Other cost	104	Transfers, Grants, Other Funding Source	1	Legislated	Internal		
	Capital	164	Capital Funding	0				
			Levy	854				
	<b>Total</b>	<b>855</b>	<b>Total</b>	<b>855</b>				
<b>Fire Prevention &amp; Public Safety Education</b> Fire prevention includes home escape planning and fire inspections on a request or complaint basis.  Public fire safety education includes the following: <ul style="list-style-type: none"> <li>- Smoke Alarm Program</li> <li>- Safety Village School Program directed to elementary school children</li> <li>- Presentations to seniors' homes</li> </ul>	Compensation and Benefits	95	User Fees and Recoveries	4	Standard	Mandatory	1 FT 2 PT	<ul style="list-style-type: none"> <li>Fire safety education and inspection are mandatory services under the Fire Protection and Prevention Act.</li> <li>The Office of the Fire Marshal, Ontario (OFM) outlines the minimum requirements for the community fire safety program.</li> <li>Shared between one full-time Fire Chief, one full-time Fire Prevention Officer and one full-time Administrative Assistant.</li> </ul>
	Material, Operating and Other cost	8	Transfers, Grants, Other Funding Source	0	Legislated	External		
	Capital	60	Capital Funding	60				
			Levy	99				
	<b>Total</b>	<b>163</b>	<b>Total</b>	<b>163</b>				

# Service Profile

## Fire Services - Wilmot

### Sub-Services

Subservice Name & Description	Costs (\$000's)		Revenues (\$000's)		Service Level & Source	Service Type	FTEs	Notes			
<b>Response</b> Emergency response to fire calls, medical incidents, car accidents and hazardous materials incidents. City of Kitchener provides dispatch services for the Township. Kitchener is also responsible for activating the paging system to alert volunteer firefighters to respond.	Compensation and Benefits	317	User Fees and Recoveries	53	Standard Legislated	Mandatory External	80 Volunteers	Fire call volume, by incident type:			
	Material, Operating and Other cost	255	Transfers, Grants, Other Funding Source	5					2017	2018	2019
	Capital	885	Capital Funding	303				False calls <sup>1</sup>	55	64	66
			Levy	1,096				Medical assistance	326	360	336
								Motor vehicle accident <sup>2</sup>	73	77	72
								Fire <sup>3</sup>	23	22	31
								Other	285	294	284

# Service Profile

## Emergency Management - Wilmot

Program	Public Safety
Department	Fire
Service Type	Internal / External
Budget (\$,000s)	
Compensation and Benefits	0
Material, Operating and Other cost	1
Capital	0
<b>Total Cost</b>	<b>1</b>
User Fees and Recoveries	0
Transfers, Grants, Other Funding Source	0
Capital Funding	0
<b>Total Revenue</b>	<b>0</b>
<b>Net Levy</b>	<b>1</b>
<b>FTEs</b>	<b>0</b>

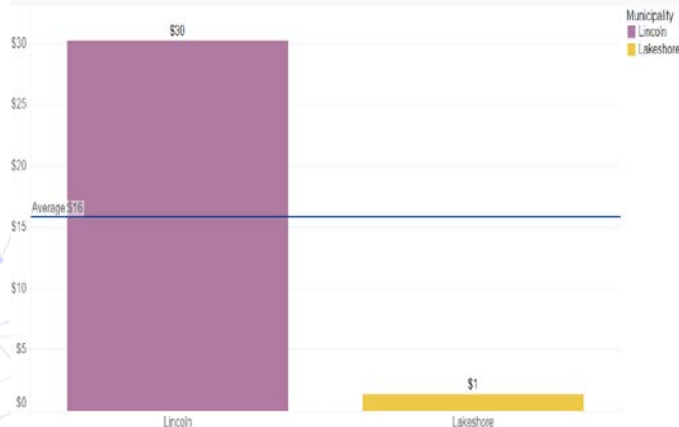
The Township's Emergency Management aims to provide efficient deployment and coordination of the Township's services, agencies and personnel to provide the earliest possible response in order to:

- Protect and preserve life, property and the environment;
- Assist the Region of Waterloo and other lower municipalities in coordinating emergency management efforts; and
- Restore essential services.

Also collaborates with the Region of Waterloo and other lower tier municipalities in coordinating emergency management efforts.

### Performance & Benchmarking

The Township did not separately report emergency measures expense in the FIR.



Source: 2018 FIR Schedule 02 and 40, Line 0450 Total Expense before Adj. net Amortization

		Service Level		
		Below Standard	At Standard	Above Standard
Service Type	Mandatory			●
	Essential			
	Traditional			
	Other Discretionary			

### Rationale For Service Level Assessment & Service Type

- Emergency Management is a mandatory service under the provincial legislation "The Emergency Management and Civil Protection Act" (R.S.O. 1990). Regulation 380/04 outlines mandated services to be provided including: Community Emergency Management Coordinator (CEMC); Emergency Operations Centre; Hazard Identification and Risk Assessment; Exercise and training; Emergency Response Plan.
- Township By-law 2016-53 outlines the standards for the emergency management program.
- The service level is being delivered slightly above standard due to the Township's usage of advanced zone mapping technology.
- The Township currently has no full-time or dedicated CEMC. This is the responsibility of the part-time Training Officer/Public Educator CEMC.

# Service Profile

## Corporate Communications - Wilmot

Program		Service Description	
Corporate Services		<p>Corporate Communications informs the community and Township employees of various Township business activities. Methods of communication include the Township website; print advertising; social media accounts; and media relations etc.</p> <p>There is currently one part-time Communication Specialist in place (full-time as of April 2020). Two other Information and Legislative Services roles support the position.</p>	
Department			
Information and Legislative Services			
Service Type			
Internal / External			
Budget (\$,000s)			
Compensation and Benefits	46		
Material, Operating and Other cost	4		
Capital	40		
<b>Total Cost</b>	<b>90</b>		
User Fees and Recoveries	0		
Transfers, Grants, Other Funding Source	0		
Capital Funding	40		
<b>Total Revenue</b>	<b>40</b>		
<b>Net Levy</b>	<b>50</b>		
<b>FTEs</b>	<b>0.6</b>		

Performance & Benchmarking			
<p>Wilmot's Twitter presence is above the average of its comparators both in terms of number of tweets and followers.</p>			
Municipality	Population	No. of Tweets Per 1000 Citizens	Followers per 1,000 population
Wilmot	17,516	211	178
Centre Wellington	28,191	185	94
Lakeshore	31,359	166	40
Lincoln	23,787	220	68
Strathroy-Caradoc	17,761	116	87
Uxbridge	21,176	204	95
<b>Average</b>	<b>23,298</b>	<b>184</b>	<b>93</b>

Population source: 2018 FIR Schedule 02

		Service Level		
		Below Standard	At Standard	Above Standard
Service Type	Mandatory			
	Essential			
	Traditional			
	Other Discretionary			

### Rationale For Service Level Assessment & Service Type

- Corporate Communications is an essential service supported by Council (Report CL 2018-21) to inform the public of Township activities. The Communication Specialist supports enhancing the Township's service deliveries and meeting strategic goals.
- The service levels in the past were based on Council and Management Team direction and was at standard compared to other member municipalities with a Social Media Policy. With the hiring of the Communications Specialist, service levels are now considered above standard by providing (through several significant projects) proactive and professional citizen engagement, leveraging industry trends and marketing methodologies to advance this service level.

# Service Profile Information Technology - Wilmot

Program		Service Description	
Corporate Services		<p>The Township's Information Technology department is responsible for delivering secure and strategic technology services across the Township. The IT department provides support for software, hardware and Help Desk at the Township office. The IT department also provides support to ten sites, including recreation centers, throughout the Township. These areas of support include internet connectivity and electronic signage.</p> <p>Current staffing is comprised of one full-time Township staff dedicated to IT, supported by two other individuals in Finance that provide ad-hoc IT assistance.</p>	
Department			
Finance			
Service Type			
Internal			
Budget (\$,000s)			
Compensation and Benefits	153		
Material, Operating and Other cost	278		
Capital	470		
<b>Total Cost</b>	<b>901</b>		
User Fees and Recoveries	76		
Transfers, Grants, Other Funding Source	270		
Capital Funding	50		
<b>Total Revenue</b>	<b>396</b>		
<b>Net Levy</b>	<b>505</b>		
<b>FTEs</b>	<b>2.0</b>		

Performance & Benchmarking			
<p>The budgeted IT cost per household of \$45 is below the average of \$53 among the comparator group.</p>			
Municipality	Operating Expense Budget	Number of Households	IT Operating Cost per Household
Wilmot	354,500	7,848	45
Centre Wellington	856,137	12,918	66
Lakeshore	844,254	14,533	58
Lincoln *	-	9,305	0
Strathroy-Caradoc	681,835	9,031	75
Uxbridge	146,575	8,068	18
<b>Average</b>	<b>576,660</b>	<b>10,284</b>	<b>53</b>
<p>* IT budget not separately reported in the published budget documents and excluded from average calculation</p>			
<p>Source: Municipal published 2020 Budget Reports</p>			

		Service Level		
		Below Standard	At Standard	Above Standard
Service Type	Mandatory			
	Essential			
	Traditional			
	Other Discretionary			

Rationale For Service Level Assessment & Service Type	
<ul style="list-style-type: none"> <li>Information Technology services are essential to manage the Township's vast information resources and support business processes.</li> <li>The service level is generally at standard compared to other member municipalities.</li> </ul>	



# The Township of Woolwich

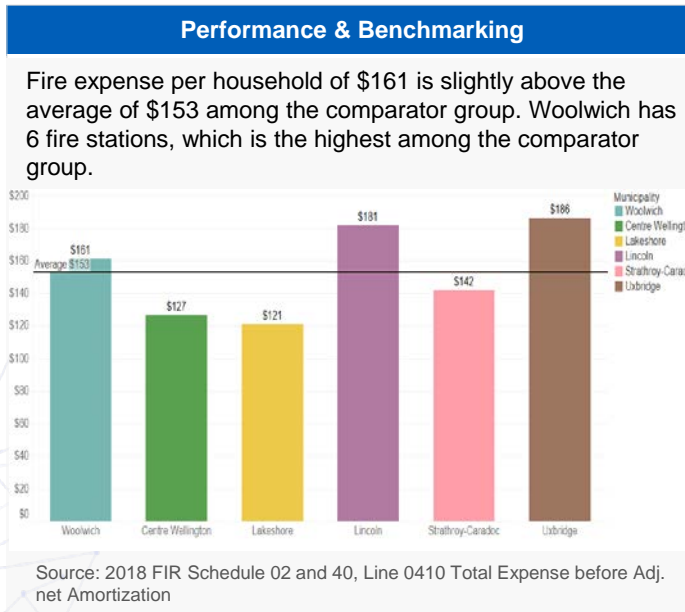
The Townships of Waterloo Region  
Joint Service Review

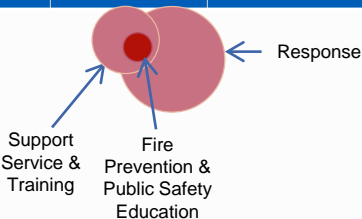
# Service Profile

## Fire Services - Woolwich

Program	
Public Safety	
Department	
Fire	
Service Type	
Internal / External	
Budget (\$,000s)	
Compensation and Benefits	1,090
Material, Operating and Other cost	818
Capital	1,255
<b>Total Cost</b>	<b>3,163</b>
User Fees and Recoveries	69
Transfers, Grants, Other Funding Source	105
Capital Funding	655
<b>Total Revenue</b>	<b>829</b>
<b>Net Levy</b>	<b>2,334</b>
<b>FTEs</b>	<b>2 FT 6 PT 160 on-call</b>

Service Description
The Township's Fire Services provides fire suppression, medical aid, auto extrication, emergency rescue, and fire safety education.
Current staffing is comprised of 1 full-time Fire Chief, 1 full-time Deputy Fire Chief, 1 part-time Training Officer, 5 District Fire Chiefs and approximately 160 volunteer paid-on-call firefighters operating from six stations. Additionally, a part-time Administrative Assistant is shared between Fire and Recreation to support administration and reporting needs.



		Service Level		
		Below Standard	At Standard	Above Standard
Service Type	Mandatory			
	Essential			
	Traditional			
	Other Discretionary			

Rationale For Service Level Assessment & Service Type	
<ul style="list-style-type: none"><li>• Fire Services is a mandatory service under the Fire Protection and Prevention Act, 1997.</li><li>• Township By-law 24-2016 outlines the standards to establish, maintain and operate the fire department.</li><li>• The service level is generally at standard for a volunteer-based delivery model.</li></ul>	

# Service Profile

## Fire Services - Woolwich

Sub-Services								
Subservice Name & Description	Costs (\$000's)		Revenues (\$000's)		Service Level & Source	Service Type	FTEs	Notes
<b>Support Services and Training</b> Overall management and administration of Fire services.  Develop, deliver and coordinate all training programs and activities for the Fire Department.	Compensation and Benefits	372	User Fees and Recoveries	69	Standard	Essential	2 FT	<ul style="list-style-type: none"> <li>All fire staff are certified or grandfathered to meet NFPA 1001, Standard for Fire Fighter Professional Qualifications, level 1 and 2 requirements.</li> </ul>
	Material, Operating and Other cost	601	Transfers, Grants, Other Funding Source	105	Legislated	Internal	6 PT	
	Capital	0	Capital Funding	0				
			Levy	799				
	<b>Total</b>	<b>973</b>	<b>Total</b>	<b>973</b>				
<b>Fire Prevention &amp; Public Safety Education</b> Fire prevention includes fire escape planning for single and multi-unit residential buildings; and fire inspections on a request or complaint basis.  Public fire safety education is directed to groups in the community, including pre-school/school age children and adults (i.e. seniors and special interest groups).	Compensation and Benefits	27	User Fees and Recoveries	0	Standard	Mandatory	6 Volunteers	<ul style="list-style-type: none"> <li>Fire safety education and inspection are mandatory services under the Fire Protection and Prevention Act.</li> <li>The Office of the Fire Marshal, Ontario (OFM) outlines the minimum requirements for the community fire safety program.</li> </ul>
	Material, Operating and Other cost	22	Transfers, Grants, Other Funding Source	0	Legislated	External		
	Capital	0	Capital Funding	0				
			Levy	49				
	<b>Total</b>	<b>49</b>	<b>Total</b>	<b>49</b>				

# Service Profile

## Fire Services - Woolwich

### Sub-Services

Subservice Name & Description	Costs (\$000's)		Revenues (\$000's)		Service Level & Source	Service Type	FTEs	Notes			
<b>Response</b> Emergency response to fire calls, medical incidents and car accidents. City of Kitchener provides dispatch services for the Township.	Compensation and Benefits	691	User Fees and Recoveries	0	Standard  Legislated	Mandatory  External	160 Volunteers	Fire call volume, by incident type:			
	Material, Operating and Other cost	195	Transfers, Grants, Other Funding Source	0					2017	2018	2019
	Capital	1,255	Capital Funding	655				Alarms/false alarms	108	133	110
			Levy	1,486				Medical assistance	60	58	67
								Motor vehicle accident	122	125	133
								Fires/ Pre-fire conditions	43	54	52
	<b>Total</b>	<b>2,141</b>	<b>Total</b>	<b>2,141</b>							
					Rescues	8	7	19			
					CO present calls	8	3	12			
					Outdoor fires/burn complaints	16	25	19			
					Cancelled/aid not required	23	16	18			
					Assist another agency	10	2	10			
					Miscellaneous calls	92	53	49			
				<b>Total</b>	<b>490</b>	<b>476</b>	<b>489</b>				

# Service Profile

## Emergency Management - Woolwich

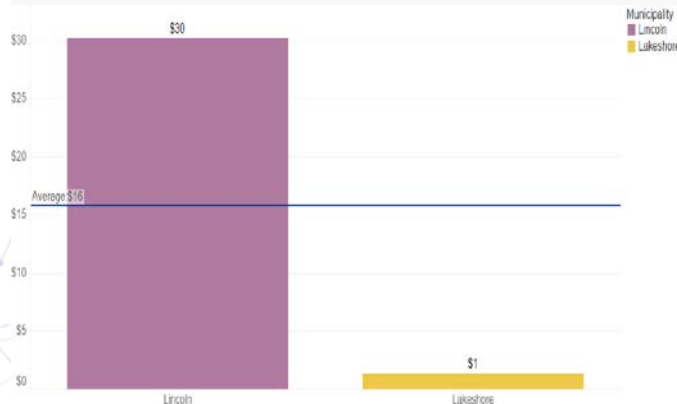
Program		Service Description
Public Safety		<p>The Township's Emergency Management aims to address public safety risks within the community by developing and improving emergency management programs, business continuity, and coordination of emergency response in order to:</p> <ul style="list-style-type: none"><li>• Protect and preserve life, property and the environment;</li><li>• Minimize effects of the emergency; and</li><li>• Restore essential services.</li></ul> <p>Also collaborates with the Region of Waterloo, other lower tier municipalities and other organizations (GRCA), in coordinating emergency management efforts.</p>
Department		
Fire		
Service Type		
Internal / External		
Budget (\$,000s)		
Compensation and Benefits	97	
Material, Operating and Other cost	16	
Capital	0	
<b>Total Costs</b>	<b>113</b>	
User Fees and Recoveries	0	
Transfers, Grants, Other Funding Source	0	
Capital Funding	0	
<b>Total Revenues</b>	<b>0</b>	
<b>Net Levy</b>	<b>113</b>	
<b>FTEs</b>	<b>1.0</b>	

Performance & Benchmarking									
<p>The Township did not separately report emergency measures expense in the FIR.</p>									
<p>A bar chart comparing the emergency management expense of Lincoln to the average and Lakeshore. The y-axis represents the expense in thousands of dollars, ranging from \$0 to \$30 in increments of \$5. The x-axis lists the municipalities: Lincoln and Lakeshore. Lincoln's expense is represented by a purple bar reaching \$30. The average expense is represented by a horizontal blue line at \$16. Lakeshore's expense is represented by a yellow bar reaching \$1. A legend on the right identifies the colors: purple for Lincoln and yellow for Lakeshore.</p> <table border="1"><thead><tr><th>Municipality</th><th>Expense (\$,000s)</th></tr></thead><tbody><tr><td>Lincoln</td><td>30</td></tr><tr><td>Average</td><td>16</td></tr><tr><td>Lakeshore</td><td>1</td></tr></tbody></table>		Municipality	Expense (\$,000s)	Lincoln	30	Average	16	Lakeshore	1
Municipality	Expense (\$,000s)								
Lincoln	30								
Average	16								
Lakeshore	1								

Source: 2018 FIR Schedule 02 and 40, Line 0450 Total Expense before Adj.

### Performance & Benchmarking

The Township did not separately report emergency measures expense in the FIR.



Source: 2018 FIR Schedule 02 and 40, Line 0450 Total Expense before Adj. net Amortization

		Service Level		
		Below Standard	At Standard	Above Standard
Service Type	Mandatory			
	Essential			
	Traditional			
	Other Discretionary			



### Rationale For Service Level Assessment & Service Type

- Emergency Management is a mandatory service under the provincial legislation "The Emergency Management and Civil Protection Act" (R.S.O. 1990).
- Regulation 380/04 outlines mandated services to be provided including: Community Emergency Management Coordinator (CEMC); Emergency Operations Centre; Hazard Identification and Risk Assessment; Exercise and training; Emergency Response Plan; Critical Infrastructure list; Public Education.
- Enables organizations and communities in the Township to respond promptly, efficiently and effectively to an emergency in the Township.
- The service level is being delivered at standard.

# Service Profile

## Corporate Communications - Woolwich

Program		Service Description																																
Corporate Services		Corporate Communications provides engagement with the public and internally to employees regarding Township business activities. Communication channels include the Township website, e-newsletters, social media accounts and media relations etc. Also provides design support regarding the creation of marketing and publication material.																																
Department																																		
Corporate Services																																		
Service Type																																		
Internal / External		The Township website currently serves as the central hub of Township business information, such as Council activities, recreation programs and special events, emergency notices, etc. The e-newsletters provide periodic communication of specific Township news. Social media accounts include one official Facebook account and one Twitter account.																																
Budget (\$,000s)																																		
Compensation and Benefits	0																																	
Material, Operating and Other cost	0																																	
Capital	0	<b>Performance &amp; Benchmarking</b>  Woolwich's Twitter presence is above the average of its comparators both in terms of number of tweets and followers																																
<b>Total Costs</b>	<b>0</b>																																	
User Fees and Recoveries	0																																	
Transfers, Grants, Other Funding Source	0																																	
Capital Funding	0	<table><thead><tr><th>Municipality</th><th>Population</th><th>No. of Tweets Per 1000 Citizens</th><th>Followers per 1,000 population</th></tr></thead><tbody><tr><td>Woolwich</td><td>25,006</td><td>271</td><td>142</td></tr><tr><td>Centre Wellington</td><td>28,191</td><td>185</td><td>94</td></tr><tr><td>Lakeshore</td><td>31,359</td><td>166</td><td>40</td></tr><tr><td>Lincoln</td><td>23,787</td><td>220</td><td>68</td></tr><tr><td>Strathroy-Caradoc</td><td>17,761</td><td>116</td><td>87</td></tr><tr><td>Uxbridge</td><td>21,176</td><td>204</td><td>95</td></tr><tr><td>Average</td><td>24,547</td><td>194</td><td>88</td></tr></tbody></table>	Municipality	Population	No. of Tweets Per 1000 Citizens	Followers per 1,000 population	Woolwich	25,006	271	142	Centre Wellington	28,191	185	94	Lakeshore	31,359	166	40	Lincoln	23,787	220	68	Strathroy-Caradoc	17,761	116	87	Uxbridge	21,176	204	95	Average	24,547	194	88
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Uxbridge	21,176	204	95																															
Average	24,547	194	88																															
<b>Total Revenues</b>	<b>0</b>																																	
<b>Net Levy</b>	<b>0</b>																																	
<b>FTEs</b>	<b>0.2</b>	Population source: 2018 FIR Schedule 02 Source: Official Municipal Twitter Accounts as of February 19, 2020																																

		Service Level		
		Below Standard	At Standard	Above Standard
Service Type	Mandatory			
	Essential		○	
	Traditional			
	Other Discretionary			

# Service Profile


## Information Technology - Woolwich

Program		Service Description
Corporate Services		<p>The Township's Information Technology department is responsible for providing, managing and supporting robust, reliable and secure IT systems and infrastructure to enable all Township departments to achieve their strategic goals and objectives. Specific focuses include:</p> <ul style="list-style-type: none"><li>• Coordinating technology and telecommunication systems, including applications and online services;</li><li>• Managing network infrastructure, including hardware support; and</li><li>• Cyber security and data privacy.</li></ul> <p>Current staffing is comprised of one manager, one 0.8 FTE IT project coordinator and one Help Desk technician (18-month contract).</p>
Department		
Corporate Services		
Service Type		
Internal		
Budget (\$,000s)		
Compensation and Benefits	238	
Material, Operating and Other cost	220	
Capital	274	
<b>Total Costs</b>	<b>732</b>	
User Fees and Recoveries	0	
Transfers, Grants, Other Funding Source	1	
Capital Funding	205	
<b>Total Revenues</b>	<b>206</b>	
<b>Net Levy</b>	<b>526</b>	
<b>FTEs</b>	<b>2.8</b>	

Performance & Benchmarking			
<p>The Township's budgeted IT cost per household is below the average of \$54 among the comparator group.</p>			
Municipality	Operating Expense Budget	Number of Households	IT Operating Cost per Household
Woolwich	458,399	9,076	51
Centre Wellington	856,137	12,918	66
Lakeshore	844,254	14,533	58
Lincoln *	-	9,305	0
Strathroy-Caradoc	681,835	9,031	75
Uxbridge	146,575	8,068	18
<b>Average</b>	<b>597,440</b>	<b>10,489</b>	<b>54</b>

\* IT budget not separately reported in the published budget documents and excluded from average calculation

Source: Municipal published 2020 Budget Reports

		Service Level		
		Below Standard	At Standard	Above Standard
Service Type	Mandatory			
	Essential			
	Traditional			
	Other Discretionary			

### Rationale For Service Level Assessment & Service Type

- Information Technology services are essential to manage the Township's information resources and support business processes.
- The service level is generally at standard compared to other member municipalities.



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