

Local Efficiency Group (LEG)

2020 SERVICE DELIVERY REVIEW

Townships of Admaston/Bromley, Greater Madawaska, Horton, McNab/Braeside and Whitewater Region
Towns of Arnprior and Renfrew



Supplemental Report A - November 2020



In partnership with



TABLE OF CONTENTS

1	Corporate Services – Cluster A1	1
1.1	LEG Transformation: The Case for “Overheads” Consolidation.....	1
1.2	“As Is” Profile: Corporate Services.....	5
1.2.1	LEG Cluster A Corporate Services Working Session + Stress Testing	9
1.3	LEG Corporate Services “As Should Be” Performance Improvement.....	11
1.3.1	Insurance (Advisors/Brokers)	11
1.3.2	Banking.....	13
1.3.3	Audit	14
1.3.4	Legal	15
1.3.5	IT Maintenance and Core Systems Support	16
1.3.6	Benefits.....	17
1.3.7	Human Resources	18
1.3.8	CVA at Risk.....	20
1.3.9	Additional Opportunities for Improvement	21
2	Development Services – Cluster A2	22
2.1	“As Is” Profile – Development Approvals Process	22

Supplemental Report A – Corporate Services
2020 LEG Service Delivery Review – November 2020

2.1.1 LEG Data Submissions for Development Services Sharing/Efficiencies..... 22

2.2 Cluster A Development Services Working Session + CAO Stress Testing 30

2.3 LEG Development Approvals “As Should Be” Service Delivery Model - CAO Stress Testing 33

2.3.1 Future LEG Priority - Preparing for Highway 417 Growth..... 36

1 Corporate Services – Cluster A1

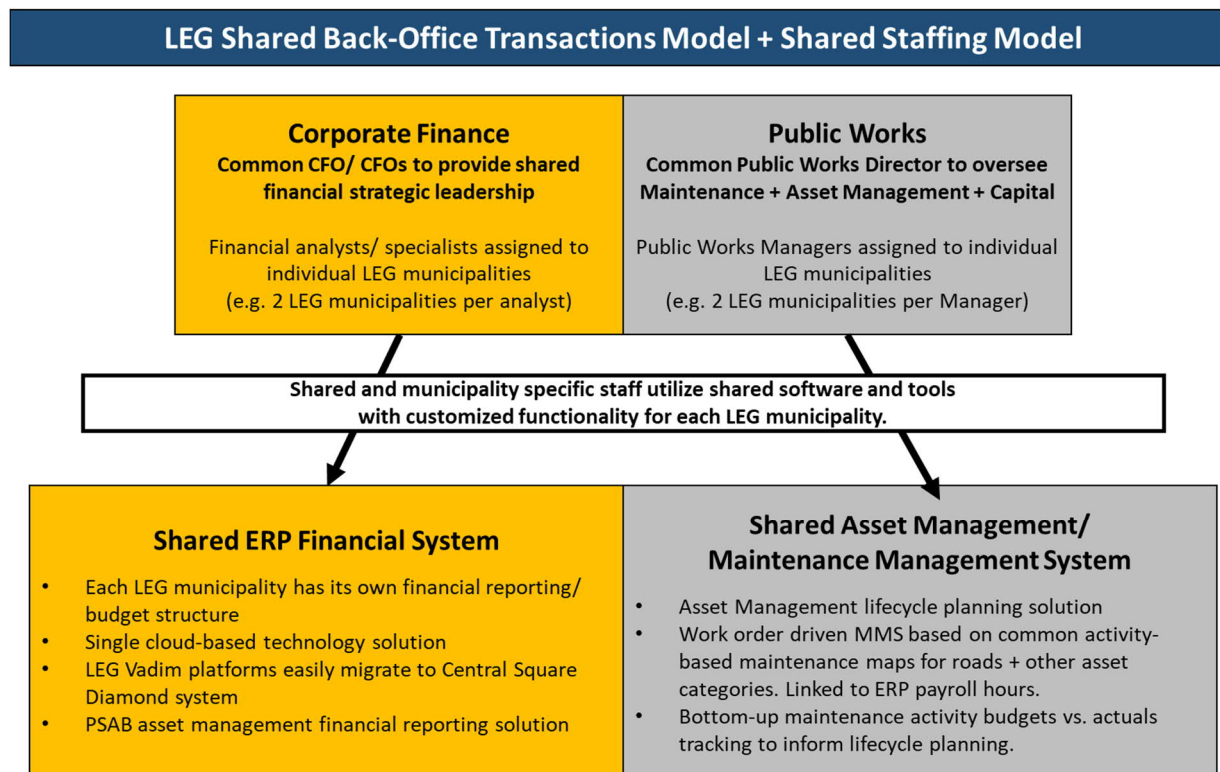
1.1 LEG Transformation: The Case for “Overheads” Consolidation

The seven LEG municipalities each deliver a range of governance and corporate support functions across seven stand-alone delivery channels. In turn, these corporate/indirect support functions enable the delivery of forward-facing direct services by each LEG municipality.

Currently each LEG municipality internally manages its own accounting/Enterprise Resource Planning (ERP) technology platform, hires its own Finance staff, hires its own Clerks staff to support Council governance, and hires its own CAO to provide admin/policy/operational leadership. In some LEG municipalities these roles are combined within a single position. In other LEG municipalities they are standalone roles and positions.

LEG municipal heads of Council have referred to overhead consolidation opportunities when expressing their efficiency expectations about the modernization review exercise. Individual LEG municipalities each serve relatively small resident populations, and yet they each feature the same fixed/sunk corporate overhead costs/staff positions as larger Ontario municipalities that serve a larger base of residents and taxpayers. The LEG heads of Council need to consider transformational options for achieving improved economies of scale in the provision of duplicative corporate services. The absence of stand-alone scale economies is at the core of why the LEG was created. Addressing consolidation opportunities around corporate support functions is consistent with the obligations of the Dillon/Performance Concepts team (under the terms of the Municipal Modernization Program) to deliver 3rd party independent advice around efficiency improvement and value-for-money.

Political leadership is required to mandate this type of overheads transformation. The LEG municipalities can embark on a process of consolidating overheads and achieving savings/cost avoidance; but that process requires a clear expression of political will from the involved LEG Councils. These overhead consolidations do not require wholesale municipal amalgamations, nor do they require consolidation of forward facing services. The figures below set out a potential pathway for consideration by LEG heads of Council.



Supplemental Report A – Corporate Services
2020 LEG Service Delivery Review – November 2020

Overhead consolidation can and should start with duplicative back-office financial systems and staffing models (see figure above). A number of LEG municipalities make use of dated versions of the Vadim accounting/Enterprise Resource Planning platform.

Platforms and Programs	Admaston /Bromley	Arnprior	Horton	Greater Madawaska	McNab/Braeside	Renfrew	Whitewater
	AB	AP	HT	GM	MB	RF	WW
Financial/Accounting ERP Systems	Munisoft, Clarity, WorkTech	VADIM - iCity, Neptune, Stone Orchard	VADIM - iCity	Munisoft, Clarity (PA)	VADIM - iCity	Asyst	VADIM - iCity
Productivity Systems - Work Order + Service Management		CityWide - PSD, Records - Filehold, Cemetery - Stone Orchard	PW/ Asset Mgmt - MESH	Agendas - iCompass	Agendas - iCompass	Agendas - iCompass	CityWide - PSD, Agenda Prep - iCompass Recreation - BookKing

These platforms can easily migrate to the updated Diamond ERP offered by Central Square (who bought out Vadim). A single cloud-based version of Diamond can be configured with customized account/reporting/budget structures for individual LEG municipalities wishing to participate in a shared ERP solution. This shared overheads approach does not require participation from all 7 LEG municipalities - a critical mass of 3-5 LEG municipalities will still create a scale economies “critical mass” and deliver cost avoidance dividends for participants. Central Square’s Diamond offers a proven PSAB accounting/reporting solution required for asset management reporting.

Private sector firms are actively consolidating cloud-based back-office financial systems using new “multi-entity ERP” solutions. These solutions provide a single accounting/ERP platform for multiple distinct legal entities - all with their own customized accounting/reporting/budgeting structures. Microsoft Dynamics 365 with Multiple Entity Management is an appropriate example. This type of cloud based ERP solution will allow a group of municipalities (i.e. the LEG) to function like a private sector “holding company” that uses a single/common ERP platform to manage financial transactions/data for each separate LEG municipality that is positioned within the ERP solution as a “legal entity”.

A shared accounting/ERP platform could also integrate with a shared maintenance management system (MMS) for a group of LEG consolidation partners. The MMS would support activity based tracking of planned maintenance activities (hours and materials) against the specific asset objects consuming those hours/materials; a tenet of good asset management practices. Bottom-up activity based maintenance budgets (hours + \$) could be tracked against actual maintenance activity delivered (hours + \$). Maintenance hours could be recorded once by staff in the field on mobile devices and then simultaneously populated in both the MMS and payroll modules of Diamond or a multi-entity ERP.

Consolidated Finance management model can be configured to support this consolidated backroom finance and data management model. Surplus Finance positions among LEG participants (from the current duplicated models) could be redeployed to meet emerging needs/priorities. The outside expertise required to implement this backroom transformation could be financed out of a consolidation capital project, along with the technology system acquisition costs. The 2019 unconditional modernization funding received by LEG municipalities could be a viable source of capital project funding.

The end result of LEG back-office transformation is set out below. A single shared ERP financial system would be overseen/managed by a shared Finance staffing model. A consolidated Senior Treasurer, working with a distributed team of analysts/specialists, would leverage transaction/reporting/budgeting efficiencies on behalf of 3-4 LEG municipalities. Two shared Senior Treasurers would likely be required to lead a larger grouping of LEG municipalities (5 or more LEGs). Fixed technology costs would be spread across LEG partners, as would consolidated staffing requirements.

A detailed business/change management plan will need to be produced if LEG Councils are supportive of the “concept proposition” Dillon/Performance Concepts have set out in this Report.

1.2 “As Is” Profile: Corporate Services

The LEG “As Is” model is documented in the series of figures set out below. Not surprisingly a range of contracted services are secured in relatively small batches that do not currently achieve optimum economies of scale. Achieving larger scale economies can/should reduce hourly purchase prices of professional services, and also reduce price points for goods/materials.

LEG municipalities individually lack the resources/expertise to reactively defend their assessment base from appeal and proactively manage that same assessment base. Affordability constraints prevent LEG members from individually hiring a “CVA defender”, but by pooling resources the LEG or the entire County can engage a cost-effective specialist to save multiple dollars of CVA/taxes for each dollar spent by the LEG retaining an appropriate firm.

- **LEG members require a range of contracted services; typically sourced independently from multiple or common providers**
 - LEG municipalities require many of the same services and often source from common providers
 - Missing “economies of scale” pricing opportunities secured via coordination
- **Human Resource activities disaggregated amongst LEG employees; or executed ad-hoc from “the side of the desk” due to lack of full-time HR capacity/expertise**
 - Exception: Arnprior employs a full-time HR Officer
- **Duplication of administrative/corporate functions & IT systems across LEG municipalities**

- **Limited resources/capacity to monitor CVA appeals and protect tax base resulting in considerable assessment at risk**
- **LEG municipalities challenged to grow asset management practices to meet Province’s O Reg. 588/17 deadlines**
 - All LEG municipalities challenged to find capacity to meet data collection, analysis and integrated planning requirements
- **Various approaches to Customer Relationship Management (CRM) tools employed across LEG; select municipalities working towards more digital engagement modernization**
- **Limited “communities of practice” established for Corporate Services**

Human resource management expertise is a critical ingredient in municipal good government and successful change management. It is currently lacking across the individual LEG members due to the absence of scaled demand required to justify funding for a full-time HR specialist. However, stacked demand across multiple LEG municipalities could justify retaining shared HR expertise.

Supplemental Report A – Corporate Services
2020 LEG Service Delivery Review – November 2020

HR Core Functions Profile “As Is”

	Admaston/ Bromley	Arnprior	Horton	Madawaska	McNab/ Braeside	Renfrew	Whitewater	TOTAL
	AB	AP	H	GM	MB	RF	WW	
1. Job Analysis/ Design	Unknown	0	75	50	50	Provided a total for all hours. Estimated 910-1365 total hours annually. Interested in all 7 HR functions.	50	225
2. Employee Recruitment/Hiring/ Transitioning Out	20	0	300	50	10		100	480
3. Training & Development	40	0	200	75	80		150	545
4. Performance Management/ Appraisals	30	0	0	50	50		0	130
5. Compensation & Benefits Design/ Admin (includes payroll support)	75	0	0	80	50		150	355
6. Labour Relations	25	0	50	30	5		50	160
7. Organization Design	Unknown	0	0	10	5		50	65
TOTAL	190	0	625	345	250	1137.5	550	3097.5

LEG members have identified a specific portfolio of professional services that are appropriate for bulk procurement based on merging individual contractor timelines into a common LEG timeline(s). A variety of bulk purchasing instruments/approaches/arrangements are possible. LEG members require many similar scoped services and often procure them from a common group of providers. Services identified by staff and the consulting team for consideration of shared service include:

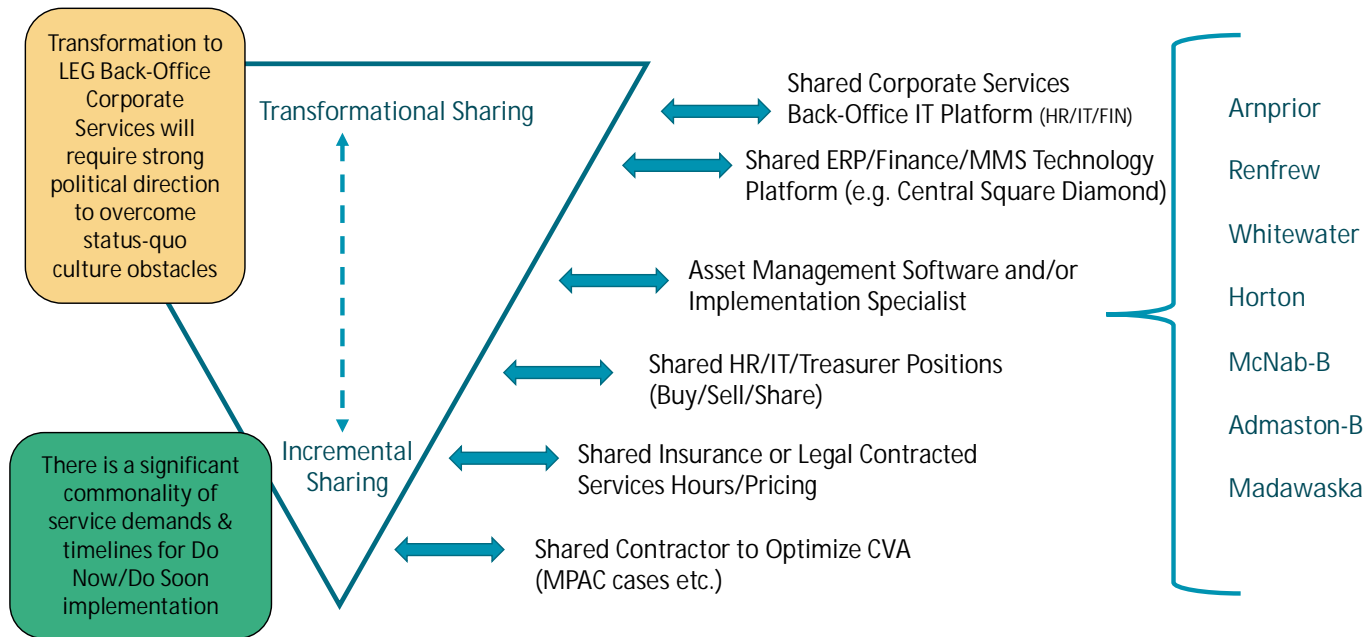
- Insurance;
- Banking;
- Audit;
- Legal;
- IT Maintenance and Core Systems; and,
- Benefits.

These shared services may take the form of a joint request for standing offer, proposal or tender.

1.2.1 LEG Cluster A Corporate Services Working Session + Stress Testing

The LEG Cluster A working sessions and the CAOs stress testing sessions both employed a transformation funnel to consider sharing/efficiency opportunities of varying complexity and ambition. The Dillon/Performance Concepts team and LEG staff have identified a range of incremental sharing/improvement opportunities using the funnel tool/methodology set out below. More ambitious transformational options will require a heads of Council mandate/push in order to proceed beyond “concept testing” already set out in this chapter of the Report.

Corporate Services Sharing Opportunities: Transformation “Funnel”



1.3 LEG Corporate Services “As Should Be” Performance Improvement

The figures set out below address a range of opportunities to consolidate the purchase of professional services. These bulk purchase opportunities sometimes involve all LEG members, but more often they group LEG members into sub-groups based on the renewal timing of existing contract arrangements. Pricing efficiency “dividends” are projected where appropriate based on Performance Concepts 3rd party experience delivering/analyzing billable hour based services for individual and grouped municipal clients.

1.3.1 Insurance (Advisors/Brokers)

	AB	AP	H	GM	MB	RF	WW
Exp. date	04/30/2021	12/31/2021	12/31/2020	12/31/2020	12/31/2020	05/31/2021	12/31/2021
Provider	AON	Frank Cowan	MIS	Frank Cowan	Frank Cowan	BrokerLink	AON
Ext. date	N/A	12/31/2024	Annual		MIS / JLT	N/A	12/31/2023

Supplemental Report A – Corporate Services
2020 LEG Service Delivery Review – November 2020

Timeline	Recommendation	Estimated Benefit
Do Now	AB, H, GM, MB, RF extend contracts to 05/31/2021 and issue joint tender or standing offer for insurance services beginning 06/01/2021.	Reduced cost
Do Soon	AP and WW issue joint tender or standing offer for insurance services beginning 01/01/2022. Consider alignment of contract expiry with that of other LEG members to incorporate both groups in next contract.	Reduced cost

Two bulk purchase of service groupings have been identified for insurance services currently obtained individually by LEG members. Pricing efficiencies for a standard insurance services package in the 10% to 20% range are a reasonable expectation. Billable hour pricing improvements may expand in a longer term contract.

Supplemental Report A – Corporate Services
2020 LEG Service Delivery Review – November 2020

1.3.2 Banking

	AB	AP	H	GM	MB	RF	WW
Exp. date	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Provider	BMO	RBC	TD Banking	Scotia Bank	BMO & Renfrew Area Administration Group (RAAG)	Bank of Montreal	Scotiabank
Ext. date	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Timeline	Recommendation	Estimated Benefit
Do Now	No contractual agreements exist. LEG to complete joint request for tender or standing offer for banking services.	Reduced cost

A single bulk purchasing opportunity for all LEG members exists for banking services. Pricing efficiencies for a standard banking services package in the 10% to 20% range are a reasonable expectation.

Supplemental Report A – Corporate Services
2020 LEG Service Delivery Review – November 2020

1.3.3 Audit

	AB	AP	H	GM	MB	RF	WW
Exp. date	12/31/2020	12/31/2020	12/31/2020	12/31/2020	12/31/2023	12/31/2020	12/31/2021
Provider	MacKillican & Associates	Allan & Partner	MacKillican & Associates	MacKillican & Associates	MacKillican & Associates	MacKillican & Associates	MacKillican & Associates
Ext. date	N/A	12/31/2022	Extended annually by appointment of Council	N/A	N/A	N/A	N/A

Timeline	Recommendation	Estimated Benefit
Do Now	All LEG members utilize the same auditor, natural alignment with shared service potentials. LEG to complete joint request for standing offer for Auditing services.	Reduced cost

A single bulk purchasing opportunity for all LEG members exists for Audit services. Billable hour pricing efficiencies in the 10% to 20% range are a reasonable expectation. Billable hour pricing improvements may expand in a longer term contract.

Supplemental Report A – Corporate Services
2020 LEG Service Delivery Review – November 2020

1.3.4 Legal

	AB	AP	H	GM	MB	RF	WW
Exp. date	None	04/30/2022	N/A	N/A	N/A	N/A	N/A
Provider	Various	BLG	BLG	Various	BLG	Various	Various
Ext. date	N/A	N/A	N/A	N/A	Optional annual renewal	N/A	N/A

Timeline	Recommendation	Estimated Benefit
Do Now	LEG municipalities to complete joint request for standing offer to BLG for required legal services, plus a possible roster of legal service providers.	Reduced cost
Continue	LEG municipalities using various providers as required indicated satisfaction with service delivery method.	Maintain LOS

A bulk purchasing opportunity for standard legal services exists for LEG municipalities. Pricing efficiencies in the 10% range are a reasonable expectation given the limited number of LEG participants. Billable hour pricing improvements may expand in a longer term contract.

Supplemental Report A – Corporate Services
2020 LEG Service Delivery Review – November 2020

1.3.5 IT Maintenance and Core Systems Support

	AB	AP	H	GM	MB	RF	WW
Exp. date	N/A	N/A	05/02/2021		N/A	N/A	12/31/2021
Provider	Integra Data Systems	In house service	Valley Bytes	Janotec	OnServe	Integra Data Systems	OnServe
Ext. date	N/A	N/A	N/A		Automatic annual renewal	N/A	12/31/2023

Timeline	Recommendation	Estimated Benefit
Do Soon	LEG complete joint request for standing offer to include regular IT Maintenance and Core Systems Support, as well as hourly rates for project support.	Reduced cost

Ongoing IT support & project management/development solutions are each identified for bulk purchasing opportunities that can reasonably be expected to yield 10% to 20% billable hour pricing efficiencies. All LEG municipalities are participants in this potential arrangement. Billable hour pricing improvements may expand in a longer term contract.

Supplemental Report A – Corporate Services
2020 LEG Service Delivery Review – November 2020

1.3.6 Benefits

	AB	AP	H	GM	MB	RF	WW
Exp. date	12/31/2021	12/31/2021	12/31/2021	12/31/2021	12/31/2021	12/31/2021	31/09/2021- 31/12/2021
Provider	Municipal Benefits Committee (County)	Municipal Benefits Committee (County)	Municipal Benefits Committee (County)	Municipal Benefits Committee (County)	Municipal Benefits Committee (County)	Municipal Benefits Committee (County)	Manulife, exploring County plan;
Ext. date	Cowan (Manulife) 12/31/2022	Cowan (Manulife) 12/31/2022	Cowan (Manulife) 12/31/2022	Cowan (Manulife) 12/31/2022	Cowan (Manulife) 12/31/2022	Cowan (Manulife) 12/31/2022	Morneau- Shepell for Eap; AON for fire coverage 2023

Timeline	Recommendation	Estimated Benefit
Do Now	LEG continue Municipal Benefits Committee model at the County level. WW to join county group at next opportunity.	Maintain LOS

The current County model of supplying benefits was deemed preferable to private sector bulk contracting.

1.3.7 Human Resources

With the exception of Arnprior, LEG municipalities complete Human Resources functions through ad-hoc functions and by disaggregating the typical Human Resources roles amongst existing staff.

Hiring of shared human resources staff providing several benefits to municipalities currently lacking this expertise:

- **Improved capacity for recruitment**
 - Small municipalities face challenges attracting and retaining top talent, this staff person will be able to provide additional recruitment capacity and succession planning
- **Organizational benchmarking - provide easy and continuous benchmarking of data from across LEG**
- **Increased capacity for current staff**
 - Providing a specialized position will allow for existing staff to remove some or all human resource function from their role, to provide additional capacity to other service delivery
- **Transformational shared service and modernization champion**
 - Uniquely positioned with an understanding of many LEG structures, labour demands and operations to best examine and identify opportunities for future sharing opportunities

A shared LEG staffing model for 2 HR specialists (excluding Arnprior) has been justified by demand estimates/requirements identified by each participating municipality. A number of deployment options are possible; for instance a portfolio groupings of LEG municipalities (by geography) to be served by an identified HR specialist. Another approach is to create content specialization between the HR specialists and have them support all LEG participants according to their areas of expertise. Cost recovery will be

based on committed billable hour “buys” for each LEG participant. CAOs and other LEG staff can free up their own capacity currently expended from “the side of the desk” on many/most HR matters.

Based on the estimated service demands from LEG, 2 full-time staff would be required.

The implementation of this system may take many forms and is highly flexible. Some options for configuration include, but are not limited to these two options.

Option 1	Option 2
<p>One LEG member hires (internal or external) 2 full-time Human Resources staff on behalf of LEG members.</p> <p>Agreements between this municipality and other interested LEG members are arranged outlining hourly rates and min/max allocated hours.</p>	<p>One of AB, H and WW hire 1 full-time Human Resources Manager to serve the three municipalities.</p> <p>One of GM, MB and RF hire 1 full-time Human Resources Manager to serve the three municipalities.</p> <p>Agreements established to outline hourly rates and min/max allocated hours.</p>
<p>Municipality with highest total demand (Renfrew) best candidate to complete hiring and lead group.</p>	<p>Municipality with highest total demand (Whitewater and Renfrew) best candidates to complete hiring and lead group.</p>

1.3.8 CVA at Risk

County (preferred) or LEG wide request for standing offer for legal services to provide proactive and reactive assessment base management.

- LEG municipalities have limited resources and capacity to monitor and litigate CVA appeals; and,
- Resulting in erosion of tax base.

Average Annual CVA Tax Dollars at Risk (2015 to 2019)

	AB	AP	H	GM	MB	RF	WW	LEG TOTAL	Renfrew County TOTAL
Avg. Annual CVA Tax \$ at Risk	\$281,647	\$751,058	\$281,647	\$187,765	\$657,176	\$751,058	\$657,176	\$3,755,290	\$9,388,225
Avg. Annual Case Count	4	12	4	3	10	12	10	58	145

LEG municipalities can/should approach a recognized/highly regarded expert private sector firm already serving the Ontario municipal community in the “CVA defence” space. Service offerings from that firm that provide a suitable mix of proactive and reactive CVA defence/CVA management services are recommended. The recognized provider will be able to demonstrate the efficiency ratios of dollars spent/taxes saved they have achieved in other jurisdictions. The size of total CVA defence net savings will depend on the number of LEG (or entire Renfrew County) participants, and the nature/objectives of the custom-designed “CVA defence” program of contracted services.

1.3.9 Additional Opportunities for Improvement

Timeline	Recommendation	Estimated Benefit
Do Soon	Customer Relationship Management (CRM) Tool <ul style="list-style-type: none"> • Varied CRM methods used, with some implementing new integrated systems (Arnprior) • Monitor and review implantation of system to determine interest and feasibility of implementation across LEG 	Increased LOS Decreased Cost (staff time efficiency)
Do Soon	Payroll Administration Contracted Service <ul style="list-style-type: none"> • Joint request for proposal or standing offer for payroll administration, data entry and management • Following trend of private and large public entities 	Decreased Cost

2 Development Services – Cluster A2

2.1 “As Is” Profile – Development Approvals Process

The municipal Development Approvals Process (DAP) was included in LEG Cluster A because of process similarities with a range of Corporate Services. Both the Corporate Service and Development Service “sub-clusters” involve frequent over-the-counter interactions between LEG staff and residents/taxpayers or development applicants. Information/data transfer/applications are common features of these over-the-counter interactions with the public. Across the Corporate Services and Development Services sub-clusters, e-government portal, CRM and workflow tools merit consideration as LEG sharing opportunities. LEG sharing can distribute the fixed costs of DAP modernization technologies

2.1.1 LEG Data Submissions for Development Services Sharing/Efficiencies

LEG participants supplied a range of operational data required to prepare for the Cluster A working sessions. In the case of Development Approvals process (DAP) LEG municipalities provided a profile of Planning and Building application volumes across 2015-2019. The table below sets out application volumes and categorizes LEG municipality’s development demand as Low/Medium/High. Future development trends are also projected based on proximity to the upcoming Highway 417 extension that is expected to generate significant residential development opportunities as Renfrew County is integrated within a greater Ottawa commuter shed.

Supplemental Report A – Corporate Services
2020 LEG Service Delivery Review – November 2020

Profile of Planning and Building Application Volumes (2015-2019)

		AB	AP	H	GM	MB	RF	WW
2015-2019 Averages	Building permits (Part 3)	11.25	10.25	0		4.25	22.25	10
	Building permits (Part 9)	52.5	194.25	63	105	87.75	74.75	169.25
	# Planning Applications (Minor Variances)	0.75	3.25	0.75	6.75	3	6.25	2.25
	# Planning Applications (Site Plan, Re- zoning, Other)	3.25	10.25	3.5	29.5	9.75	38	9.75
	# County Applications commented on (e.g. Consent or Sub-division)	10.5	0.5	16.25	1.5	0.75	0.75	25.5

Supplemental Report A – Corporate Services
 2020 LEG Service Delivery Review – November 2020

		AB	AP	H	GM	MB	RF	WW
Development Trends	Development Demand (Low, Medium, High)	<100 avg perm/app Low	>200 avg perm/app High	<100 avg perm/app Low	100-200 avg perm/app Medium	100-200 avg perm/app Medium	100-200 avg perm/app Medium	>200 avg perm/app High
	2015-2020 Permit and Application Trends	Generally steady Decrease in Part 3 and County Apps	Generally steady Decreasing Part 3 and Minor Var	Generally steady County Apps variable (High of 44, low of 5)	Generally steady Slight decrease in Minor Var	Generally steady Slowly increasing Part 9	Generally steady	Increase in Part 9, Re-zoning and other planning apps
	Estimated Future Trends	Possible increase from spill-over in demand from 417 exp	Possible increase from spill-over in demand from 417 exp	Possible increase from spill-over in demand from 417 exp	Potential high increase in demand from 417 exp over next 5 years	Potential high increase in demand from 417 exp over next 5 years	Potential high increase in demand from 417 exp over next 5 years	Possible increase from spill-over in demand from 417 exp

In order to better understand LEG processing capacity to deal with development applications a staffing profile has been developed for Planning DAP and Building DAP. The Planning DAP profile reveals that Arnprior, Greater Madawaska, Renfrew and Whitewater have invested in full-time Planners. The remaining four LEG municipalities rely on Planner hours supplied by the County. Engineering review capacity is retained as need from external consultants and charged back to applicants - except in Renfrew where internal engineering staff participate in DAP as required.

Supplemental Report A – Corporate Services
2020 LEG Service Delivery Review – November 2020

Planning Staff Profile

Planning Staff	AB	AP	HT	GM	MB	RF	WW
Planner	0 hrs	2019 - 1820 hrs 2020 - 0 hrs	0 hrs	1820 hrs *Fully utilized	0 hrs	1820 hrs *Fully utilized	2019 - 1435 hrs 2020 - 1560 hrs *Fully utilized
Planning Tech	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs
Other Planning Support Staff	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs
Non-Planner Support	150 hrs	0 hrs	520 hrs	0 hrs	0 hrs	0 hrs	2020 - 420 hrs Summer student
Use County Planners Minor Var - \$600 Official Plan Am - \$1100 Zoning By-law Am - \$950	Yes	0 hrs	Yes	0 hrs	Yes	0 hrs	0 hrs
Use Consultant or Contracted Planners	0 hrs	May to Oct Planner transition to CAO	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs

Supplemental Report A – Corporate Services
2020 LEG Service Delivery Review – November 2020

Planning Staff	AB	AP	HT	GM	MB	RF	WW
Engineering Review	Contracted Charged to developer	Contracted Charged to developer			Contracted Charged to developer	In-house service	None
Admin staff	150 hrs	0 hrs	260 hrs	364 hrs	0 hrs	300 hrs	200 hrs *One summer student shared
Committee of Adjustment	Only non-council members	4 citizens, 1 councillor	Only council members	4 citizens, 1 councillor	Only non-council members	Mix of council and non-council members	Currently looking at delegated authority from County for Consent Applications

The LEG Building staffing profile reveals diverse approaches to securing Chief Building Official hours. Greater Madawaska features a CBO who is also the Fire Chief and oversees by-law enforcement, thereby limiting his available CBO capacity to 865 hours annually. Admaston/Bromley and Horton share approximately 1,300 CBO hours annually. Other LEG municipalities utilize the capacity of a full time CBO, albeit with secondary duties consuming a minor portion of the available 1,820 annual CBO hours. Arnprior makes use of an additional 700 annual hours of contracted Building Inspector services beyond their full time CBO.

Supplemental Report A – Corporate Services
2020 LEG Service Delivery Review – November 2020

Building Staff Profile

Building Staff	AB	AP	H	GM	MB	RF	WW
CBO	390 hrs (CBO shared with H)	560 hrs	910 hrs (CBO shared with AB)	865 hrs	1820 hrs *Fully utilize	1820 hrs	1080 hrs *Shifting to 1820 hrs for 2021
Building Inspector	Included in CBO	1260 hrs (CBO) + 700 hrs contracted staff member	Included in CBO	Included in CBO	Included in CBO	Included in CBO	Included in CBO
Use Consultant CBO or Inspectors	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs
CBO and Inspector Qualifications		FT CBO Part 9 and Part 3 PT Inspector Part 9				FT CBO Part 9 and Part 3	FT CBO Part 9 *Use AP CBO for Part 3

For the most part the LEG municipalities reported they are not investing significant effort in tracking actual Planning or Building application timeframes against their own performance targets or targets legislated by the Province. Online submission tools are not being used to intake applications. Workflow software tools are not being used to track or report application processing progress.

Supplemental Report A – Corporate Services
2020 LEG Service Delivery Review – November 2020

IT Tools and Workflows

	AB	AP	H	GM	MB	RF	WW
IT Tools							
Building Permit/Inspection workflow tool	SOP 2016	City Reporter 2013	No	No	No	No	No
Planning Applications workflow tool	SOP 2016	No	No	No	No	No	No
Online applications submission	No	No	No	No	No	No	No
Workflows							
Do you measure/report on Planning timeframes for processing	Yes Legislated - not reported to council	No	No	Yes		No	No
Do you measure/report on Building Permit (Bill 124) timeframes	Yes	Yes	No		No	No	No

2.2 Cluster A Development Services Working Session + CAO Stress Testing

LEG municipalities executed a hybrid in-person/online Cluster A working session focused on Development Services in mid-September 2020.

Using updated versions of the Development Approvals Process (DAP) data profiles supplied earlier by each LEG municipality, the municipal staff attending the working session confirmed the “As Is” operational realities set out in the following figures.

The DAP volumes profile documented the current demand/service delivery realities facing the LEG. Staff also delved into the potential future impacts of Highway 417 expansion in altering the demand status-quo of “generally steady” application volumes.

Of particular note was the working session conclusion that there would be a very limited return on investment (ROI) generated by automating DAP via a shared Online Portal/Workflow tool configuration. The weak ROI was a reflection of the following reality:

Limited DAP application volumes = Absence of DAP complexity = Limited economies of scale

LEG staff did not support a shared DAP technology modernization moving forward.

LEG staff also considered the potential opportunities associated with sharing their available Planning staff hours. There is an uneven distribution of Planning DAP staffed capacity across the LEG - typically an ideal situation for “buy/sell” shared staffing deals.

However Greater Madawaska, Arnprior, Renfrew and Whitewater reported their Planners did not have excess capacity to offer to other LEG members. Other LEG members also reported general satisfaction with the County’s provision of required Planner hours. In short, a model of Planner sharing via the County already exists and the prevailing perspective from LEG staff was, “if it’s not broke then don’t fix it”.

- No significant greenfield/sub-division driven development pressures across LEG (currently)
- Planning application volumes are mostly Minor Variances/Severances
- Occasional Site Plans/Re-zonings
- Building permit activity focused on existing lots/renovations/additions & small commercial
- Limited DAP application volumes = limited economies of scale
 - Therefore limited ROI from automating DAP via a shared Online Portal/Workflow tool configuration

LEG staff considered Building staff capacity separately from Planning. Of particular note was the limited availability of Part 3 complex building qualifications across the LEG. No LEG municipality reported excess CBO capacity required for “buy/sell” position sharing to proceed. Greater Madawaska indicated a willingness to purchase CBO hours given recent application driven workload spikes, and the part time contracted Inspector in Arnprior was identified as a potential source of available hours.

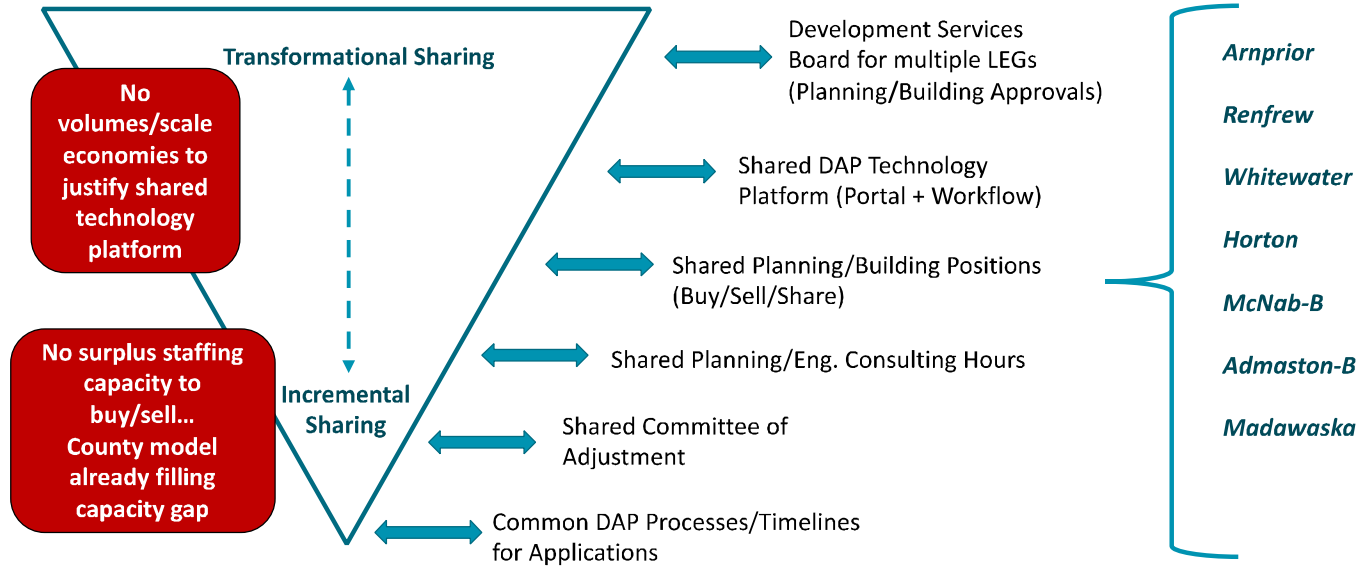
- **Uneven distribution of Planning DAP capacity across LEG**
 - County Planning billable hours model in place for multiple LEG members
 - In-house Planner billable hours in place (Arnprior/Whitewater/Greater Madawaska)
 - Specialized Planning/Engineering consulting resources hired as/if required
 - No reported excess Planning capacity to sell across LEG members
 - No reported current need to buy Planning capacity
 - Those that have in-sourced Planners use them
 - Those without Planners report they are already well positioned with County

2.3 LEG Development Approvals “As Should Be” Service Delivery Model - CAO Stress Testing

LEG CAOs held a stress testing working session in early October. The working session made use of the following transformation “Funnel” diagram to consider a range of transformational and incremental service sharing/efficiency ideas. Consistent with the viewpoints expressed in the September Cluster A session, CAOs questioned the ultimate value of shared technology initiatives, and they questioned the value of restructuring such as a LEG Development Services (Planning/Building) Board. The range of incremental sharing opportunities explored with CAOs did not yield tangible results due to the absence of excess staff capacity to actually sell.

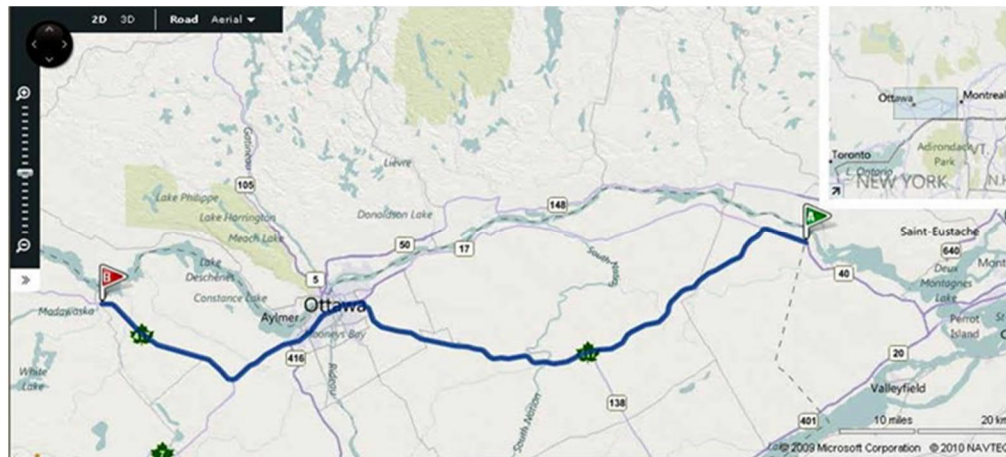
- **Uneven distribution of Building capacity across LEG**
 - LEG members all acknowledge difficulties recruiting highly coveted credentialed Building staff to the Renfrew market with non-competitive compensation models
 - No LEG member reports any excess Building capacity (billable hours) to sell to other LEG members
 - Part 3 complex building qualifications in short supply (a risk moving forward)
 - Greater Madawaska only LEG member noting a need to purchase extra Building capacity (estimated 200 hours)
 - Current CBO also Fire Chief and responsible for By-law Enforcement contractor oversight
 - LEG members have identified a “free agent” Building official currently working ½ time for Arnprior & offering vacation coverage elsewhere
 - A ½ FTE of available capacity to contract

Development Services Sharing Opportunities: Transformation “Funnel”



2.3.1 Future LEG Priority - Preparing for Highway 417 Growth

While the current realities of DAP demand/volumes/staffing preclude meaningful sharing driven efficiencies, the future is another matter altogether. The 417 Extension is forecast to be a development demand “game changer” across the LEG. In particular Renfrew, Horton, Greater Madawaska, and McNab/Braeside will be positioned to benefit from the greater Ottawa residential commuter shed created by the Highway 417 Extension. Other municipalities beyond the LEG (e.g. Carleton Place in Lanark County) have been successful in preparing/scaling up their DAP processing capacity to deal with development demand tied to 400-series highway extensions.



The 417 extension development pressure is imminent. Contracts for interchange design are already being tendered and awarded. Greenfield development demand (i.e. serviced sub-division growth) will require a modernized/documented/scaled DAP processing model for the impacted LEG municipalities. A new DAP processing model should be driven by LEAN thinking and the importance of predictable processing timeframes. Zoning and serviced land supplies will need to be modernized/updated. Secondary plans will need to be put in place across impacted LEG municipalities in order shape/control development and prevent haphazard/ad hoc consumption of land via low density development.

This type of high performance DAP model does not currently exist in the LEG or anywhere else in Renfrew County. Ideally the greenfield DAP approvals model to be navigated by 417 Extension developers will be consistent across the affected LEG municipalities. In fact the DAP model should be the same model across the 417 Extension lands located inside the LEG. Significant staffing/process and technology “sharing economies of scale” will need to be created.

- DAP capacity building should be a “Do Soon” priority
 - ✓ Renfrew
 - ✓ Greater Madawaska
 - ✓ McNab/Braeside
 - ✓ Horton
- Design efficient/documented greenfield DAP application processing model/business processes
 - LEAN thinking
- Retain staff/consulting capacity & revamp fee structures
- Sharing opportunities available to develop economies of scale in future greenfield DAP
 - Create 417 extension **Growth Management Working Group**

Do Now (2021): The preparations should begin asap by establishing a LEG Highway 417 Extension Growth Preparedness Working Group in January 2021. The Working Group should prepare a business plan setting out the necessary preparations and timeframes for execution in order to be ready for game-changing development demand/application volumes. The business plan should include a preparedness critical path itemizing shared preparedness actions. A key component of the preparedness business plan will be modernized DAP technology platform and measurable DAP service level targets. A shared greenfield DAP staffing model

(Planning/Engineering/Building) is also a key issue for the Preparedness Working Group to consider. Rapid secondary plan development and zoning by-law modifications will also be required by impacted LEG participants.

Do Soon (2022 & beyond): Once the Highway 417 Extension preparedness business plan has been completed by the LEG Working Group, the execution of that business plan should proceed according to its recommended implementation roadmap (especially the DAP Planning/Building/Engineering shared staffing model). The LEG's new greenfield DAP staffing model should transition towards its full capacity in parallel with the growth being generated by the Highway 417 Extension construction pathway over time. Coordination of DAP capacity/expertise will be essential in order to make sure "just in time" DAP staffing capacity/expertise matches the timing of the Highway 417 generated growth in applications.

Do Soon (2022): LEG municipalities likely to be impacted by Highway 417 extension growth should secure delegated authority for sub-division approvals from the County of Renfrew. Municipal processing of sub-division driven greenfield development is typically concerned with servicing matters. Development agreement conditions are focused on servicing, roads and other infrastructure/amenities that fall within local municipal jurisdiction. The DAP technical work on servicing matters is carried out by local municipal staff and/or their consultants. County Councils invariably approve of these servicing solutions/agreement conditions already approved by local Councils. A streamlined greenfield DAP will best be executed under the control/oversight of LEG municipalities already charged with doing most of the application processing work. Sub-division approval delegation is not unusual in Ontario two-tier municipalities. It has already been recommended/approved in Lennox and Addington's newly streamlined DAP model. The County can participate in the subdivision approval process as a commenting agency - or can even delegate its commenting responsibilities (around road entrances/traffic impacts) in an effort to further streamline DAP.