



*A People Place, A Change of Pace*  
**SHELBURNE**  
ONTARIO, CANADA

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<b>Meeting Date:</b>	Monday, February 22, 2021
<b>To:</b>	Mayor Mills and Members of Council
<b>From:</b>	Denyse Morrissey, Chief Administrative Officer
<b>Report:</b>	CAO 2021-03
<b>Subject:</b>	Service Delivery Review Final Report – Dufferin County

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## Recommendation

Be it Resolved that Council:

1. Receives report CAO 2021-03 Service Delivery Review Final Report – Dufferin County be received for information; and that
2. A special Council meeting be scheduled on March 15, 2021 for Council discussion regarding Part A recommendations of the Dufferin County Service Delivery report specific to Indoor Recreation and Fire Services.

## Background

### Dufferin County SDR

Dufferin County received grant to fund their Service Delivery Review (SDR) through the first intake of the Municipal Modernization Program. The SDR was divided into two parts:

- Part A – Shared Municipal Services/Resources
- Part B – County Operations and Community/Human Services

The County's RFP for the Service Delivery Review closed on October 25, 2019. Optimus SBR Inc was awarded the project for \$264,750. The RFP also provided an option for local municipalities to separately engage and hire the firm for their own service delivery review related needs.

Significant review of lower tier municipal services was completed within Part A and recommendations were provided by Optimus. The firm presented their report to an All Council's meeting of Dufferin County municipalities on November 24, 2020. The firm also presented their report to Town of Shelburne Council on December 14, 2020.

The updated and final report addressed the comments from discussions around Economic Development, the Transportation Master Plan, and the Operations Centre. The firm also clarified language around stakeholder comments regarding Fire services.

With respect to the recommendations from Part A and next steps it is up to individual Councils how they wish to move forward.

The final report from Optimus SBR Inc, Part A is provided in Appendix 1.

## Analysis

The County of Dufferin's SDR and the recommendations provide comprehensive analysis that is relevant to Council's Strategic Priorities and specific Targets and action items, that the Town will also complete a SDR in 2021, and a Parks and Recreation Master Plan in 2021.

### **Town of Shelburne Council's Strategic Priorities**

Council's Strategic Priorities include:

Target T2 Municipal Services Review and Evaluation

A: Complete a service delivery review for all Town services and operations

B: Complete review of municipal services delivered by third-party boards and complete a governance review

Council's Strategic Priorities are provided in Appendix 2.

### **County SDR Final Report – Third Party Board Governance**

Governance analysis related to two third-party boards, which are Centre Dufferin Recreation Centre (CDRC) and Shelburne and District Fire Services as part of the services areas of Indoor Recreation, and Fire Services was

completed. These two third-party boards would have needed to be a component of the Town's SDR and as included in Council's Strategic Priorities.

There are Agreements for the participating member municipalities for the CDRC, and the Shelburne and District Fire Department.

The 1994 CDRC agreement is provided in Appendix 3.

The 2020 agreement for the Shelburne and District Fire Department, which has not been signed by the Town of Shelburne, is provided in Appendix 4.

The 1991 agreement for the Shelburne and District Fire Department is provided in Appendix 5. In the absence of the Town of Shelburne signing the 2020 agreement the 1991 agreement remains in effect.

The recommendations from Optimus, extracted below and italicized, also address some of the targets within Council's Strategic Priorities, specifically T2 – "Complete review of municipal services delivered by third-party boards and complete a governance review".

➤ Indoor Recreation

*The goal of the review was to understand gaps in the current governance structure and recommend a governance and reporting structure that better enables municipal oversight and involvement in Recreation Facilities, given that they are their largest funders*

➤ Indoor Recreation proposed recommendation:

*Explore a revision to the current governance structure associated with Indoor Recreation Facilities in the Rural Municipalities.*

*In light of the gaps and rising costs identified by stakeholders for this service, two options are proposed that would require an amendment to the current governance structures. It should be noted that the same solution may not be preferred for all and that boards may take different options*

The Options summarized included:

**OPTION A:**

*Consider revising the reporting structure of recreation Boards of Management so that in all boards the Facility Manager reports to the Municipal CAO (or other senior municipal staff member).*

## **OPTION B:**

*Explore options to dissolve recreation Boards of Management and enable a Member Municipality to fully operate the facilities they already own, which could include establishing contracted funding arrangements with neighbouring municipalities to share costs and protect access for residents.*

### **Fire Services proposed recommendation**

*It is recommended that Councils explore the dissolution of all or a subset of Fire Boards of Management that would end Fire Board Agreements and transfer Fire Department assets/function to a Municipality to operate as a municipal department. Given the technical complexity, regulatory requirements, and potentially large liabilities associated with delivering the service, board arrangements are a challenging governance structure with which to operate fire services.*

*Establishing fire services as a municipal department allows the critical role of providing emergency services to residents to be brought into the municipal structure. The dissolution of fire boards would result in the development of a fee-for-service fire agreement between the municipalities that house the Fire Department, and those that are contracting services from them. The revised agreement would be for a period of 5 years, with options included to extend for another 5 years. This provides an opportunity to reassess the costs associated with delivery of this service. Closest hall response would continue to be provided, and the agreement will include language to that effect. Mutual aid agreements may also continue without a need to be changed.*

## **2021 Town of Shelburne Budget**

The approved 2021 budget includes \$25,000 to support the costs for an SDR and hiring a consultant. It is anticipated the project will commence in early summer and be completed by end of November 2021.

The Town of Shelburne funds 62% of the CDRC budgets. The Town of Shelburne is the owner of the building.

The Town of Shelburne's funding of the Shelburne and District Fire Department budgets is based on the average of Assessment, Households and the 3 year call average. In 2021 Shelburne will fund 54.69%. The Town of Shelburne is the owner of the building.

## **Parks and Recreation Master Plan**

The Town of Shelburne will be completing our Parks and Recreation Master Plan in 2021. It will include community consultation and engagement to fully capture input from residents regarding desired or future parks and recreation services, including indoor recreation and programs.

The October 2020 recommendations from the Anti-Black, Anti-Racism and Discrimination Task Force included a number action items for the Town to undertake to enhance recreation, culture and parks opportunities in serving a diversified community, and to be more reflective of this commitment via the services offered to a diversified community.

## **Municipal Modernization Fund Second Intake**

The program was announced on January 25, 2021 and the deadline for expressions of interest is March 15, 2021. One of the requirements is field work cannot begin earlier than January 26, 2021, with a final report completed and posted publicly on the municipal website by November 30, 2021.

The Town will also be submitting an expression of interest for funding, under the second intake of the Municipal Modernization Program, Review Stream for our SDR.

General information on the Municipal Modernization Fund is provided in Appendix 6.

### **Financial**

Not applicable

### **Policies & Implications**

Not applicable

### **Consultation and Communications**

Not applicable

### **Council Strategic Priorities**

Council's Strategic Priorities has three Goals - Sustainable, Engaged and Livable. There are a total of 12 targets with the three Goals.

This report aligns with the Sustainable Goals within the Targets:

Target T2 Municipal Services Review and Evaluation

Target T7 Promote partnerships and collaboration

### Supporting Documentation

Appendix 1: County of Dufferin, final SDR report, Part A, December 2020:  
from Optimus SBR Inc

Appendix 2: Town of Shelburne, Council's Strategic Priorities

Appendix 3: 1994 CDRC agreement

Appendix 4: 1991 agreement for the Shelburne and District Fire Department

Appendix 5: 2020 agreement for the Shelburne and District Fire Department  
(which has not been signed by the Town of Shelburne)

Appendix 6: Province of Ontario, Municipal Modernization Fund: Second  
Intake information

Respectfully submitted:

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Denyse Morrissey, CAO