



TOWN OF
HALTON HILLS
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REPORT

TO: Mayor Bonnette and Members of Council

FROM: Susan Silver, Senior Advisor – Strategic Initiatives

DATE: September 22, 2021

REPORT NO.: ADMIN-2021-0045

SUBJECT: Municipal Modernization Intake 3 Application

RECOMMENDATION:

THAT Report No. ADMIN-2021-0045 regarding the Municipal Modernization Program Intake 3 Application, dated September 22, 2021, be received;

AND FURTHER THAT Council endorses the expression of interest due to the province on October 19, 2021 under the provincial Municipal Modernization Program Intake 3 (review stream) as outlined in Report No. ADMIN-2021-0045, namely the Customer Service Strategy.

KEY POINTS:

The following are key points for consideration with respect to this report:

- The Town of Halton Hills has previously applied for and received funding under the Municipal Modernization program.
- This report recommends an expression of interest be submitted under the 'review' stream to engage a third party to conduct a review and make recommendations in the area of Customer Service.
- Although not a program requirement, a resolution of council in support of the application is encouraged and will be included with the formal application.

BACKGROUND AND DISCUSSION:

In August 2021 the provincial Ministry of Municipal Affairs announced the Municipal Modernization Intake 3 Program. Through this program, the Ontario government is

providing funding to help small and rural municipalities modernize service delivery and identify new ways to be more efficient and effective.

In March 2019, under a previous, similarly named program, the Town of Halton Hills received \$156,503 as part of the one-time unconditional Municipal Modernization Program. The funding was made available to municipalities to modernize and find efficiencies. The town also applied for additional funding under Intake 2. Details can be found in staff report [ADMIN-2021-0018](#), Municipal Modernization Program Intake 2 Applications.

Program Guidelines and Eligibility

Under this program, Ontario's small and rural municipalities are eligible to apply for funding under two streams – a review stream and an implementation stream. The Town of Halton Hills intends to apply to Intake 3 under the review stream.

To be eligible under Intake 3, a review stream project must:

1. Be a review of municipal service delivery by an independent third-party reviewer for the purpose of finding savings and efficiencies. The review project can take the form of a review of service delivery and modernization opportunities.
2. Result in a report by the independent third-party reviewer that provides specific and actionable recommendations for cost savings and improved efficiencies.
3. Begin field work no earlier than August 16, 2021, with a final report completed and posted publicly on the municipal website by October 31, 2022.

The province anticipates that most review projects will cost between \$20,000 and \$150,000. Proposals will be reviewed on a case-by-case basis and funding amounts may depend on the available appropriation. Priority may be given to projects that address one or more of the following priorities:

- Digital modernization
- Service integration
- Streamlined development approvals
- Shared services/alternative service delivery models

Municipalities will be eligible to receive funding up to the full amount of the third-party service provider's fees for the review. Municipal administrative costs, such as staff time, are not eligible.

Program Timeline

October 19, 2021	Expression of Interest due
January 2022	Notification of funding approvals
April 2022	Review Stream: Submit interim project status report
October 2022	Review Stream: Post third-party reviewer's final report and submit final project status report.

Complete program guidelines are attached to this report.

Customer Service Review

The implementation of Service Halton Hills was the first step towards a centralized, one-stop customer service experience, which delivered a customer first approach through the creation of an inviting and welcoming environment.

Customers expect to access Town services across a multitude of service channels, including in-person, by phone, e-mail or online and to receive seamless, responsive, and consistent service each time.

Throughout the pandemic, staff has demonstrated tremendous resiliency in their ability to pivot, learn and adopt new ways to deliver services and (in some areas) accommodate an exceptional volume of additional work to ensure a coordinated, timely and effective response. As we continue to move along the recovery continuum, return to the office and future of work have become critical in the ongoing discussions related to Customer Service.

Through this funding, the Town of Halton Hills intends to seek the services of a consultant to develop a corporate Customer Service Strategic Plan that will define our service philosophy, guiding principles and outline a strategic action plan that is built around the needs of our customers and the Town. The development of a Customer Service Strategy should be aligned with the Corporate Technology plan, Future of Work initiatives and future renovations associated with the Town Hall master plan.

STRATEGIC PLAN ALIGNMENT:

This report aligns to the Town's Strategic plan recognizing the value to provide responsive, effective municipal government and strong leadership in the effective and efficient delivery of municipal services.

This report also identifies local autonomy and advocacy as one of the Town's Strategic priorities.

RELATIONSHIP TO CLIMATE CHANGE:

This report is administrative in nature and does not directly impact or address climate change and the Town's Net Zero target.

PUBLIC ENGAGEMENT:

Public Engagement was not needed as this report is administrative in nature.

INTERNAL CONSULTATION:

The Acting CAO and staff from Clerks, Communications, Strategic Initiatives, Information Technology Services and Finance were consulted in the development of the funding application.

FINANCIAL IMPLICATIONS:

This report is administrative in nature and does not have any financial implications. Any award of funding as a result of a successful application will be communicated when available.

Capital projects 2300-10-2106 (Customer Service Strategy) and 2300-05-2301 (Implement Customer Service Strategy) from the 10 year capital forecast will be reassessed based any award of funding.

Reviewed and approved by,

Richard Cockfield, Director of Strategic Planning

Chris Mills, Acting Chief Administrative Officer