



EXECUTIVE SUMMARY AND FAQ

SERVICE DELIVERY REVIEW



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Project Background

The County of Elgin received a grant through the Province's Municipal Modernization Program to find key efficiencies that will streamline the way services are delivered to members of the community. Strategy Corp Inc. was selected to undertake this review.

In February 2020, Strategy Corp Inc. began an extensive consultation process with internal and external stakeholders through one-on-one interviews and workshops.

Elgin County has now concluded its service delivery review, which was a review of the County's shared municipal services with its Local Municipal Partners, the County's internal operations, and social and community services.

Strategy Corp Inc. identified over **110** different improvement initiatives, **12** of which are considered "high-impact" and represent a significant opportunity for the County and its partners.

Collectively these improvement initiatives have the potential to result in \$3M of cost savings over the course of a ten (10) year period. It should be noted that in order to realize these savings Council will need to make initial investments in some areas.



Project Focus



Reviewing and improving the County's human and community services with a focus on long-term care.



Examining and improving the County's internal operations.



Reviewing, improving and potentially expanding shared municipal services and resources with the County's seven (7) Local Municipal Partners and the City of St. Thomas.



High Impact Initiatives

The County has strong, forward-looking, nimble leadership with the desire to implement strategic change.

Governance and communications enhancements can improve the County's management of contracts.

The County celebrates its Long-Term Care Homes and now is the time to address short-term operational and long-term strategic issues.

The time is right to embrace the increased use of modern technologies and digital tools to improve processes and realize efficiencies.

Elgin's financial state is comparable to its comparators with similar operating and capital expenditures per capita and significantly lower long-term debt.



Consideration is being given to shared initiatives with Local Municipal Partners such as IT, planning, collaborative purchasing, HR, and engineering advice.

The opportunity exists to rework the governance and administration of existing shared services to ensure that the needs of all parties are being met. Ensuring that a successful framework exists for continuing to deliver these existing shared services is a priority.

Increased collaboration between the County of Elgin and City of St. Thomas on Economic Development in the form of a Joint Economic Development Corporation was identified as an opportunity.

There exists the opportunity to increase partnerships with Elgin's Local Municipal Partners and the City of St. Thomas in relation to IT Services.

The Elgin County and St. Thomas library services have a strong history of collaboration. There is opportunity to formalize procurement and work together to respond to the County and City's population growth and how it may affect service growth and facility needs. Focuses on improving the collaboration to reduce costs and improve services.



Key Considerations

This review will help Elgin County Council achieve its strategic priority of “Serving Elgin.”

This review demonstrates the County’s commitment to transparency and fiscal responsibility in the investment of taxpayer dollars.

Council is always looking for ways to make Elgin County even better, and the findings of this review clearly demonstrate the County’s commitment to long-term sustainability and the responsible use of taxpayer dollars.

The review’s findings will provide the County with recommendations on how to deliver long-term sustainable savings and incorporate efficiencies, while maintaining and/or improving service levels.



Frequently Asked Questions

ARE SERVICE LEVELS GOING TO BE INCREASED?

Yes, all of these initiatives would support the improved delivery of services to all residents.

HOW DO THESE RESULTS CONTRIBUTE TO COUNCIL'S STRATEGIC PRIORITIES?

Along with Council's strategic priority of Serving Elgin, each initiative supports one or more of Council's strategic priorities.

WILL THE COUNTY BE IMPLEMENTING ANY OF THESE INITIATIVES?

The County will be taking into consideration the findings of this report as we continue the 2021 budget process.



HOW MUCH DID THE COUNTY PAY CONSULTANTS TO UNDERTAKE THE REVIEW?

The County used \$125,000 from a grant received through the province's Municipal Modernization Fund to fund this review. The total price of the contract was \$189,985.

WHY DIDN'T THE COUNTY IDENTIFY THESE PROBLEM AREAS EARLIER?

The County is committed to continuous improvement, and we are always looking at ways to more efficiently deliver services to residents. The grant provided by the Province helped the County develop these continuous improvement ideas into actionable opportunities, reflecting significant savings for taxpayers.



Next Steps





Final Service Delivery Review Report

Please click [here](#) to access the full Elgin County Service Delivery Review Report as prepared by Strategy Corp Inc.