

May 17, 2019

Ms. Kimberley Kitteringham
City Clerk
City of Markham
101 Town Centre Boulevard
Markham, ON L3R 9W3

Dear Ms. Kitteringham:

Re: Criteria for Prospective Service Migration

On May 16, 2019 Regional Council adopted the following recommendation:

1. The Regional Clerk share this report and attachment with local municipalities seeking comment on the draft criteria for prospective service migration.

Please note the requested action.

The staff report is enclosed for your information.

Please contact Bruce Macgregor, Chief Administrative Officer at 1-877-464-9675 ext. 71200 if you have any questions with respect to this matter.

Sincerely,



Christopher Raynor
Regional Clerk

Attachments

The Regional Municipality of York

Governance Task Force
April 18, 2019

Report of the Chief Administrative Officer

Criteria for Prospective Service Migration

1. Recommendations

1. The Regional Clerk share this report and attachment with local municipalities seeking comment on the draft criteria for prospective service migration.

2. Summary

The Province's [Regional Government Review](#) focuses on three core areas:

- Municipal governance
- Decision making
- Service delivery

York Region's Governance Task Force is represented by its nine local municipal mayors and the Regional Chair. On [March 21, 2019](#), the Governance Task Force had its first meeting and staff were asked to draft criteria to guide the consideration of service delivery migration.

Key Points:

- On [January 15, 2019](#) the Provincial Government announced a review of regional governments across Ontario; this review is expected to be completed by Summer 2019
- On [February 28, 2019](#) Council approved terms of reference to establish a Governance Task Force
- On [March 13, 2019](#) the Provincial Government requested public feedback (online questionnaire or written submission) on the Regional Government Review
- On [March 21, 2019](#) the Governance Task Force requested staff draft criteria to guide service migration discussions
- On [April 1, 2019](#) the Provincial Government extended public comment (online questionnaire or written submission) on the regional review to May 21, 2019 and added an additional option allowing the public to provide in-person deputations to the Province's special advisors

3. Background

Province’s Regional Government Review focuses on specific questions

The mandate for the Province’s [Regional Government Review](#) focuses on three core areas:

- Municipal governance
- Decision making
- Service delivery

On March 21, 2019 the Governance Task Force received a report and presentation identifying Regional services, local municipal services and both Regional and local services

The Governance Task Force received a report and presentation that included a summary of service delivery (Table 1) for discussion purposes.

Table 1
Service Delivery

| Regional Services | Local Services | Both Regional and Local Services |
|--|------------------------------------|----------------------------------|
| *denotes services that are Provincially mandated and/or funded | | |
| Children’s Services* | Building | By-law Enforcement |
| Court Services* | Fire | Borrowing/Tax Collection |
| Forestry | Libraries | Economic Development |
| Housing Services* | Licensing | Emergency Planning |
| Long-Term Care* | Parks, Recreation and Heritage | Planning |
| Paramedic Services* | Stormwater Drainage and Management | Roads |
| Police Services | | Waste Management |
| Public Health* | | Water |
| Social Assistance* | | |
| Transit | | |

Staff were requested to draft criteria to guide future service migration discussions.

4. Analysis

Regional Government Review focuses on responding to specific questions

The mandate for the Province's [Regional Government Review](#) focuses on a series of questions. These questions are:

Questions on municipal governance and decision-making;

- a. Is the decision-making (mechanisms and priorities) of upper- and lower-tier municipalities efficiently aligned?*
- b. Does the existing model support the capacity of the municipalities to make decisions efficiently?*
- c. Are two-tier structures appropriate for all of these municipalities?*
- d. Does the distribution of councillors represent the residents well?*
- e. Do the ways that regional councillors/heads of council get elected/appointed to serve on regional council help to align lower- and upper-tier priorities?*

Questions on municipal service delivery;

- f. Is there opportunity for more efficient allocation of various service responsibilities?*
- g. Is there duplication of activities?*
- h. Are there opportunities for cost savings?*
- i. Are there barriers to making effective and responsive infrastructure and service delivery decisions?*

York Region has a successful history of service migration decisions

York Region has a strong and successful history of service migration with local municipalities that predate reviews by the current Provincial government. These successes include, but are not limited to, transit, waste processing and disposal as well as the addition of several arterial roads.

York Region has partnered with some or all local municipalities in sharing services or joint procurements. Attachment 1 provides a snapshot (and not an exhaustive list) of recent examples of shared procurements and collaborations between York Region and local municipalities. Most notably, the Northern Six (N6) municipalities have collaborated successfully in a number of service areas to realize cost savings and efficiencies.

During this time when the Provincial government is seeking feedback on municipal governance, decision making and service delivery, York Region could work together with local municipalities to suggest and/or offer alternative service delivery models for consideration by the Provincial review. To support this discussion, York Region staff have drafted criteria to consider when contemplating changes to service delivery.

Draft Criteria for consideration

To support discussions on possible future migration of services, staff have drafted a list of 6 criteria for consideration. This list would be considered when contemplating a change in service delivery from regional, local and/or both regional and local service delivery.

1. **Cost savings** – respects taxpayers and minimizes taxes
2. **Efficiency** – lower taxes and reduces bureaucracies, minimizes duplication, streamlines processes , increases coordination
3. **Measureable outcomes** – specific, measureable and realistic outcomes
4. **Improved customer experiences** – customer’s experiences during all points of contact meet or exceed expectations, increases access to services, increases responsiveness of services, maintains or improves service delivery to residents, minimizes/avoids disruption of services as a result of service delivery changes
5. **Increased accountability and transparency** – increases accountability for activities, discloses information and reports on results in a transparent manner, shares information among municipalities
6. **Agreement among municipal partners** – municipal partners are clear on roles, responsibilities, accept associated risks and are in agreement with changes including the impact on staff resources, appropriate skillsets and use of technologies/innovations

These criteria are consistent with York Region’s vision of *Strong, Caring, Safe Communities* and mission of *Working together to serve our thriving communities – today and tomorrow*.

Staff are recommending that this list of criteria be shared with local municipalities for their review and comment.

5. Financial

There are currently no financial impacts associated with this report. However, any future decisions on service delivery should, according to the Provincial Review mandate, be premised on improving efficiencies where possible.

6. Local Impact

There are no local municipal impacts associated with this report. However, the outcomes of service delivery discussions, and the Provincial government review may result in changes to local and/or regional services.

7. Conclusion

On March 21, 2019 the Governance Task Force received a report and presentation listing current services and their delivery models. This report provides draft criteria to consider when contemplating future changes to service delivery.

It is recommended that this report be shared with local municipalities for their review and comment.

For more information on this report, please contact Bruce Macgregor at 1-877-464-9675 ext. 71200. Accessible formats or communication supports are available upon request.

Approved for Submission: **Bruce Macgregor**
Chief Administrative Officer

April 10, 2019
Attachment (1)
#8336461

YORK REGION - INVENTORY OF MUNICIPAL COLLABORATION (REVISED APRIL 2019)

This table provides a listing of municipal collaboration, including shared services and joint procurements. The list was initially prepared for discussion purposes for the Area Treasurers' meeting in 2018. Potential costs savings, efficiencies, economies of scale are discussed at these meetings on a regular basis. The list was put together to identify the variety of municipal collaborations that exist and to encourage future opportunities.



| | Start Date | York Region | Aurora | East Gwillimbury | Georgina | King | Markham | Newmarket | Richmond Hill | Vaughan | Whitchurch - Stouffville | Other |
|----------------------------|--|-------------------------------|--------|------------------|----------|------|----------|--------------|---------------|--------------|--------------------------|--|
| SERVICES: | | | | | | | | | | | | |
| 1 | Audit Services | 2005 | ✓ | ✓ | ✓ | ✓ | | ✓ | | | | |
| | | 2007 | ✓ | ✓ | ✓ | ✓ | | ✓ | | | ✓ | |
| | | 2016 | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ | |
| 2 | Economic Development - York Small Business Enterprise Centre (YSBEC) [Other initiatives include: Digital Main Street - Digital squad services to Main St. Businesses; York Region Agriculture and Agri-Food Strategy; Broadband Assessment (now YorkNet)] | 2002 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | |
| 3 | Data / analytics | | | | | | | | | | | |
| | - YorkINFO | 1996 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | - Open Data program | 2018, 2019 | ✓ | | | | ✓ (2019) | ✓ (2018) | | | | |
| 4 | Emergency Planning | Jan-2017 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | |
| 5 | Fire Services | 1-Jan-2002 | | ✓ | | | | ✓ | | | | |
| | | Jan 2018 (Study initiated) | | | | | | under review | under review | under review | | |
| 6 | Animal Control Services* | 1-Jan-2019 | | ✓ | | ✓ | ✓ | ✓ | | ✓ | | |
| 7 | Animal Shelter Services** | 1-Jan-2018 | | ✓ | | ✓ | ✓ | ✓ | | ✓ | ✓ | |
| 8 | Accessibility Standards for Customer Service | 1-Jan-2010 | | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | |
| 9 | Municipal Diversity and Inclusion Group | Apr-2016 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | YRP, School Boards, Conservation Authorities, United Way, York Region Children's Aid Society |
| 10 | Drinking Water Quality Management System (Cooperative Committee to conduct internal audits of the respective Water Systems) | 2010-2011 | | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | |
| 11 | Insurance and Risk Management Services Review | 8-Nov-2011 | | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | |
| 12 | Training and Development - N6 Leadership Calendar and Annual Symposium | 2004 | | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | |
| JOINT PROCUREMENTS: | | | | | | | | | | | | |
| 13 | Health benefits under the same Umbrella Group | 1-Jan-2015 | ✓ | ✓ | ✓ | | | | | | | Simcoe County Umbrella |
| 14 | The Portal (internal intranet) | Feb-2009 | ✓ | | | | | ✓ | | | | |
| 15 | Website redevelopment | 2012/2013 | | ✓ | | | | ✓ | | | ✓ | |

| | Start Date | York Region | Aurora | East Gwillimbury | Georgina | King | Markham | Newmarket | Richmond Hill | Vaughan | Whitchurch - Stouffville | Other |
|------------------|---|-------------|--------|------------------|----------|-------------------------|---------|-----------|---------------|---------|--------------------------|--|
| Waste Management | | | | | | | | | | | | |
| 16 | - Waste Collection Contract | 1-Jan-2018 | ✓ | ✓ | ✓ | ✓ | | ✓ | | | ✓ | |
| | - Green, Blue Bins and Composters | 2-Feb-2013 | | | | | | | | | | |
| | - Waste Collection Calendars | 5-Jul-2017 | | | | | | | | | | |
| 17 | Municipal Election Compliance Auditor | 1-Jan-2015 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 18 | Supply and Delivery of Office Supplies | 1-Oct-2015 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 19 | Office Paper | 1-Jan-2016 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | YRP, CCAC, YCDSB, YRDSB |
| 20 | Supply, Delivery & Removal of Printer and Fax Consumables (TONER with QRX) | 15-Sep-2014 | ✓ | | ✓ | <i>Piggy Back Users</i> | ✓ | ✓ | | ✓ | ✓ | YRP, Central CCAC, CC, VPL, YCDSB, YRDSB |
| 21 | P-Card Program | 26-Mar-2015 | ✓ | | | | | ✓ | | | | |
| 22 | Supply and Delivery of Gasoline and Diesel Fuels | 1-Jan-2015 | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | ✓ | YRP, YCDSB |
| 23 | Propane | 1-Nov-2014 | | ✓ | | | | ✓ | ✓ | | | YRP |
| 24 | Vehicle and Heavy Equipment Rental Registry | 1-Mar-2016 | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | YRP, CCAC, Power Stream INC., Central LHIN CSS Network, YCDSB, YRDSB |
| 25 | Asphalt Material Registry | 1-Jan-2012 | ✓ | | | | | ✓ | ✓ | ✓ | ✓ | |
| | | 6-Jan-2017 | ✓ | ✓ | | | | ✓ | | ✓ | | |
| 26 | Granular Materials Registry | 1-Apr-2014 | ✓ | ✓ | | | | ✓ | ✓ | | ✓ | |
| | | 1-Apr-2016 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | | 1-Apr-2018 | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | |
| 27 | Supply, Delivery and Mixing of Screened Sand on Site and Stockpiling | 30-Sep-2015 | ✓ | ✓ | | | | ✓ | | ✓ | ✓ | |
| | | 1-Sep-2018 | | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | |
| 28 | Claims Adjuster | 1-Jan-2017 | | ✓ | ✓ | ✓ | ✓ | | | | ✓ | |
| 29 | Caretaking Supplies | 10-Sep-2011 | ✓ | ✓ | | | | ✓ | | | | CCAC, YRP, YCDSB, YRDSB |
| | | 1-Apr-2017 | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | | YRP, YCDSB, YRDSB |
| 30 | Portable Toilets | 5-Apr-2016 | | | | | | ✓ | ✓ | ✓ | | |
| 31 | Pool Chemicals | 1-May-2012 | | ✓ | | ✓ | ✓ | | ✓ | ✓ | | |
| | | 1-Jun-2016 | | ✓ | | ✓ | | | ✓ | ✓ | | |
| 32 | Supply and Delivery of Bulk Sodium Chloride | 28-Mar-2017 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 33 | Uni-directional Flushing | 22-Apr-2015 | ✓ | | ✓ | | | ✓ | | | | |
| 34 | Sewer Flushing & CCTV Services | 1-Jun-2018 | | | ✓ | ✓ | | ✓ | | | ✓ | |
| 35 | Drinking Water Quality Management Standard Internal Audit and Training Services | 8-Jun-2018 | | ✓ | | | | ✓ | | | | |
| 36 | Nomex Fire Suppression Uniforms | 8-Nov-2018 | | CYFS | | | | CYFS | RHFES | | | |
| 37 | Textile Collection | 1-Oct-2018 | | ✓ | | | | ✓ | | | ✓ | |

Notes:

- YRP (York Regional Police)
- YCDSB (York Catholic District School Board)
- CCAC (Community Care Access Centre)
- YRDSB (York Region District School Board)
- LHIN (Local Health Integration Network)
- CC (Community Centers)
- VPL (Vaughan Public Libraries)
- RHFES (Richmond Hill Fire & Emergency Services)
- CYFS (Central York Fire Services)

*#6 Animal Control Services – partnership between Aurora, Newmarket and Georgina (Aurora is the lead), Vaughan delivers service to King Township.

** **NEW** - #7 Animal Shelter Services – partnership between Aurora, Newmarket, East Gwillimbury and Georgina (Georgina is the Lead), Vaughan delivers service to King Township.

List is not exhaustive