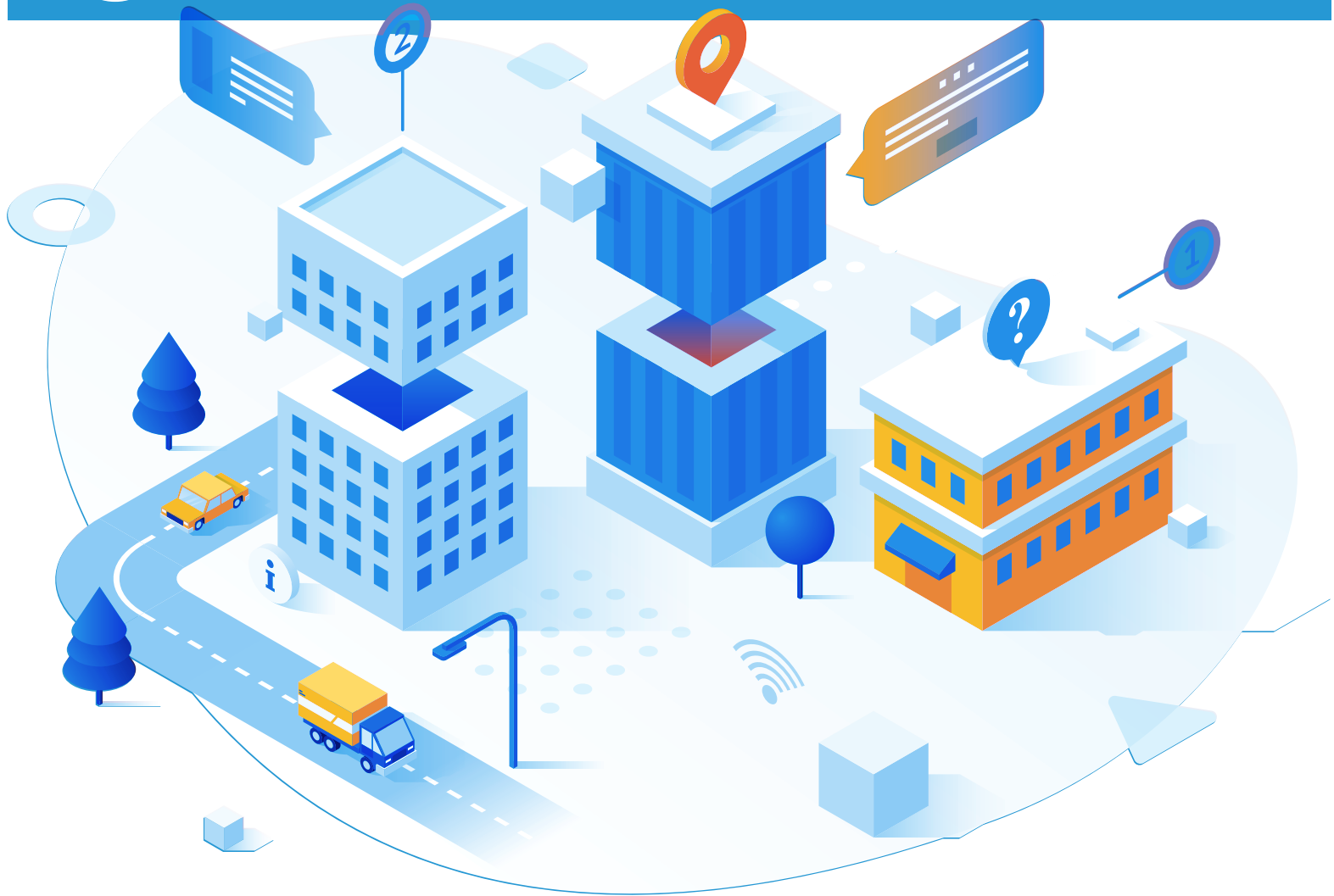




MUNICIPAL SOLUTIONS



PHASE TWO FINAL REPORT

Municipal Shared Services in Nipissing/Parry Sound

Prepared by VS Municipal Solutions

January 31st, 2022



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1.1 Executive Summary

- (i) The Consultant Team's analysis and CAO preferences suggest Low Savings Potential for a Municipal Legal Services specialist as a shared hire.
- (ii) The Team's analysis of data and CAO preferences further suggest a Medium Savings Potential for a Municipal Human Resources specialist and a Medium-Low Savings Potential for a Municipal Land-Use Planning specialist as shared hires.
- (iii) The Consultant Team suggests that Joint Purchase of Municipal Human Resources services be considered in the absence of a shared hire.
- (iv) The Consultant Team confirms and strongly supports the immediate pursuit of Joint Purchases of goods, materials and equipment via organizations such as LAS Services/Canoe Procurement Group.
- (v) Three items need to be resolved by the CAOs prior to implementation of the Final Report: the nature of 'agreements' to be used between the participating municipalities, resolving an approach to cost-sharing for services, and what level of 'formal' governance would be required.

2.0 Background to this Report

2.1 In March of 2021, VS Municipal Solutions ('the Consultant Team') prepared a Final Report for a group representing ten municipalities in the District of Nipissing and North/East Parry Sound ('the CAOs Group'). The purpose of the Report, funded by the Province of Ontario, was to examine the potential for cost savings or efficiencies through Municipal Shared Services amongst the member municipalities. The Report also made recommendations regarding what kinds of Professional Skills or the purchase of goods, equipment and materials could also be shared. The Report identified that there is a desire to explore the concept of Shared Services amongst municipalities within the CAOs Group. Preferences for further exploration distilled into two areas:

- The possible sharing of one or more employees in the professional or corporate roles of Municipal Legal services, Municipal Human Resources services or Municipal Land-Use Planning services; and
- The possible implementation of some form of Joint Purchasing of goods, equipment or materials.

This latter preference may even evolve into the Joint Purchase of some of the Professional or Corporate Services noted in the bullet above.

The 'Phase One' Report was received by the member municipalities.

2.2 Shortly after completion of the Phase One Report, the CAOs Group was advised of potential Government of Ontario funding under the Municipal Modernization Program (MMP) - Phase 2. A clear goal of the program is "...find(ing) efficiencies and lower(ing) costs in the longer term." The Consultant Team's Phase Two Proposal (dated August 2021) noted (in Section 3.0) that potential savings and efficiencies need to be 'demonstrated'. Four (4) similar studies completed by other Consulting Firms have been used as background for the Team (Noted in the Appendix to this Final Report). Each one of them has identified or estimated actual savings and suggested other organization efficiencies. The work in our Final Report is consistent with MMP funding guidelines, our identified scope of work to the CAOs Group in our Proposal, and similar studies done for other Ontario municipalities under this Program.

This is the Final Report prepared by the Consultant Team in completion of the Phase 2 assignment.

3.0 Key Findings to Date

3.1 Where the number of participating municipalities in the Phase One work totaled ten, the Consultant Team was successful in obtaining comments or data from only eight (8) of ten in the Phase 2 work to date. In addition, life in the municipal world has continued to change, notably with several of the incumbent CAOs having resigned or having declared their intent to retire before the end of 2021. One CAO has just completed 12 months of service, while another is going through an external 're-configuration' of role to occur over the next 4-12 weeks.

The Consultant Team has worked with the CAOs Group to obtain responses to a supplemental survey (September, 2021) and a separate collection of actual expenditures for the time period of 2018 to 2021 inclusive (late October, 2021).

The supplemental survey sought to reconfirm interest in exploring the analysis of potential Shared Employees in one or more of the professional or senior corporate skills of Municipal Legal, Municipal Human Resources and/or Land-Use Planning, since these were the skills prioritized by the group in the Phase One work. In addition, the Consultant Team was poised to undertake exploratory work to confirm savings through Joint Purchasing, but, as noted in Section 3.4 of the Report, events caused a shift in approach.

The second information document completed by the CAOs or municipal staff documented actual expenditures for the specific professional services provided by persons outside the employment of their municipalities, along with estimates of time spent per month by these professionals on municipal work.

Based upon the information collected, the main findings of the survey of CAOs told the Consultant Team that:

- Interest in the further exploration of Municipal Shared Services remains strong (6 of 8 for Municipal Legal services, 7 of 8 for Municipal Human Resources services, and 7 of 8 for Municipal Land-Use Planning services).
- However, this interest is somewhat offset by variations in Priority to Acquire these skills (with 6 of 8 only, for example, with a High to Medium Priority to Acquire Municipal Human Resources skills) time frame to acquire (using Municipal Human Resources as the example again, 2 of 8 looking to acquire inside of 12 months, and 4 of 8 to acquire within 13-24 months).
- There is also variation in the Nature of the Need (again, using Human Resources as an example, 4 of 8 indicating Part-Time need only, and 2 of 8 indicating Back-Up/Relief services only). This variation of response will have a strong influence on whether or not there will be a "Make or Buy" recommendation in order to quantify potential cost savings or efficiencies.

3.2 The collection of actual expenditures over the past four years on these specific services also yields illustrative data for the consideration of the Consultant Team. Some of the key findings in this regard are also illustrated in the Table found in Section 4.2.

- Total average annual spending amongst all 8 respondent municipalities for Municipal Legal Services is \$132,882.07 (for an average of \$16,610.26 per year/per municipality). The projects undertaken by Municipal Legal professionals ranged from Labour Relations/Collective Agreements, other negotiations, General Real Estate, Litigation and Contract negotiations.
- Total average annual spending amongst all 8 respondent municipalities on Municipal Human Resources services is \$56,556.26, or an average of \$7,069.53/per year/per municipality. It should be noted here that 1 of the respondents indicated that there were no (\$0.00) budgeted expenditures for Municipal Human Resources services, because this work was done by the CAOs themselves as part of their duties.

Key Findings to Date (Cont'd)

- Total average annual spending on Municipal Land-Use Planning services was similarly impacted in the responses, in part because two of the respondents have internal staff who perform Land-Use Planning tasks. Total spending on external Planning services totalled \$26,858.73 for the four years, leading to an average of \$3,357.34 per municipality/per year. Primary tasks for external Land-Use Planning services include general Planning Advice on applications, and large projects such as new Official Plans/Zoning Bylaws or regular major Reviews of these documents.

3.3 In order to make a recommendation on possible Shared Hire versus Joint Purchase, it might be useful to obtain informal estimates of what the local marketplace might pay for such services. Brief informal contacts were made by the Consultant Team amongst private and municipal public-sector employers to find comparable salaries. For a Municipal Legal specialist, medium sized municipalities would see annual compensation in the \$125,000 - \$140,000 range (Ontario 'Sunshine List'). Private sector law firms typically use a combination of a lower annual salary and a series of bonuses based upon levels of billings. To handle the full range of Municipal Human Resources issues which may affect a municipality with (or without) a unionized workforce, a Certified Human Resources Professional (CHRP) designation would be recommended. The municipal public sector marketplace in this part of the province would see an annual compensation for such a professional specialist in the range of \$70,000.00 to \$90,000.00 (OMHRA, 2021). This compensation figure goes up as experience and supervisory responsibilities are added. Finally, for a Municipal Land-Use Planning services, the range of day-to-day and large/long-range projects to be undertaken would reasonably lead to an incumbent holding a Registered Professional Planner (RPP) designation as an ideal. Smaller and Rural municipal public sector organizations in this region would probably recruit for someone performing in a Senior Planner role, with a salary range from \$85,000.00 to \$87,100.00 annually (Cdn. Institute of Planners, 2019). By contrast, larger municipal employers in Northeastern Ontario would pay \$5,000.00 to \$15,000.00 more annually for employees performing a similar role.

3.4 The Consultant Team had identified, as part of our submission, additional work on the matter of Joint or Collaborative Purchasing of goods, equipment or materials, up to and possibly including professional or corporate services. Early in our Phase 2 research, the Consultant Team was advised that the CAOs Group was in active discussions with parties involved in Local Authority Services (LAS)/Canoe Procurement Group, an arm of the Association of Municipalities of Ontario which specializes in joint municipal purchasing of a large number of items, utilities and benefits services under agreement. This will be detailed in the next Section of the Report.

The Consultant Team strongly endorses the pursuit and immediate implementation of these kinds of agreements, as we believe that the cost savings will be readily found in the short term.

4.0 Analysis

This Section of the Report is an attempt by the Consultant Team to both 'quantify' the real or imputed costs savings and to attempt to resolve the choice for municipalities around the costs and benefits of some form of shared employee(s) as opposed to an alternate method of delivering the noted service(s).

4.1 As the Consultant Team collected the information from the participating municipalities, it underlines the need to have the CAOs Group collectively analyse whether there really ARE 'cost savings' or 'efficiencies' inherent in the possible sharing of employees. In this regard, there are several factors to consider, including:

- Cost of the professional service (salary and benefits)
- Required capacity (can the individual be employed full-time, part-time)
- Required in-house expertise (does existing staff have the expertise to do the work),
- Required funding (can the municipality afford the expense of the hire), and
- Strategic importance (how important is the use of permanent staff to achieve the overall objectives of the municipality? Is it the best use of staff time, or could they be better utilized elsewhere?)

4.2 In Section 3, we had referred to information collected on actual spending over the 2018-2021 time period. Based upon the information the Consultant Team received from the participating municipalities and CAOs, the following Table illustrates the cumulative and average spends on the selected external professional and corporate skills/services, along with some Notes to explain some of the variances.

Municipality	4 Yr. Cost-MLS	4 Yr. Cost-MHR	4 Yr. Cost-MLUP	Tot. 4-Yr. Costs (all 3 services)
East Ferris	\$247,584.15	\$14,382.00+	\$41,900.00 #	\$303,866.15 + #
Bonfield	\$58,813.82	\$4,000.00 +	\$0.00 #	\$62,813.82 + #
Mattawa	\$44,000.00	\$45,000.00	\$7,500.00	\$96,500.00
Mattawan	\$25,568.64	\$14,576.00	\$4,767.25	\$44,911.89
Calvin	\$22,636.00	\$10,653.00	\$5,273.67	\$38,562.67
Callander	\$16,700.00	\$69,253.81	\$10,529.00	\$96,482.81
Chisholm	\$74,225.65	\$68,360.21	\$19,464.99	\$162,050.85
Papineau-Cameron	\$42,000.00	\$0.00+	\$18,000.00	\$60,000.00 +
Total 4 Yr. Spends	\$531,528.26	\$226,225.02	\$107,434.91	\$865,188.19
Total Avg. Yearly Spends	\$132,882.07	\$56,556.26	\$26,858.73	\$216,297.05
Avg. costs for all municip. / year	\$16,610.26	\$7,069.53	\$3,357.34	\$27,037.13

Notes:

+ - these duties assumed by CAO

- these duties assumed by other internal staff

@ - info not available for entire 4 year period

Analysis (Cont'd)

- 4.3 What this Table shows is there is great variation amongst the municipalities in the CAOs Group respecting how much is spent annually on these professional services. In some cases, municipalities have seen fit to have the CAO assume these duties as part of his or her regular tasks (which may lead to a false economy of having a CAO who is a generalist take on tasks best handled by specialists). In other cases, municipalities have determined that an internal staff hire was desirable (which may open up opportunities for inter-municipal sharing, given the right set of conditions, although this is often limited to a very small number of 'partners').

Therefore, our analysis indicates several different scenarios regarding potential cost savings as a permanent or full-time part-time hires. For Municipal Legal services, almost every respondent CAO made note of the 'trust relationship' cultivated between a municipality and a lawyer (possibly due to the varied scope of confidential matters being dealt with). The salary burden is highest of the three positions, and would require ALL municipalities to participate. For Municipal Human Resources services, there may be significant potential to consider sharing a specialist position, with the expenses coming (in part) from legal fees avoided and if CAOs who currently handle routine HR Management tasks as part of their jobs had these tasks delegated to a specialist. However, market compensation realities would indicate that a minimum of 4 and as many as 6 or 8 municipalities would have to share the employee (and concerns were raised in interviews around service levels and confidentiality). Finally, Municipal Land-Use Planning has the lowest annual average spend for 'external purchased' services and a salary burden that would need anywhere from 4-6 municipalities with similar issues around service levels and access to a shared employee. Sharing an employee for this specialty appears to have lowest potential for savings and success.

However, our analysis further suggests that if municipalities were to consider any one (or all) of these three specialist services as Jointly Purchased professional or corporate services, these may yield savings in the range of **3-5%** of current expenditures, depending upon how many municipalities participate in the joint purchase and the structure of the RFP to procure these kinds of services. This would require three things of the municipalities: (i) an inter-municipal agreement to jointly purchase the service(s); (ii) some form of joint Request For Proposals (RFPs) which would lay out the terms of work and expectations around general duties, special projects, and levels of services for each municipality; and (iii) a clear set of protocols for managing the Client-Contractor relationship (and probably one specific municipality to handle billings and payments, whether on a 'fee for service' basis or by some other arrangement).

A possible variant of the Joint Purchase approach may include attempting to find a third party who would, for a fee, provide an 'All In' type of service for Legal and HR services, where municipalities only have to deal with the third party on all matters related to billings, office accommodations, and other typical overheads. The third party handles all matters relating to staffing, customer service, and scheduling, etc.

To summarize, the Table below highlights the key points of analysis and potential for cost savings as a shared employee:

Analysis (Cont'd)

4.3

Position	Cost Range (Ann.Salary w/o Benefits)	Avg. Ann. Spend (all Munics.)	Pros	Cons	Savings Potential (H/M/L)
Municipal Legal Services	\$125-\$140K	\$132.8K	-expertise/ currency with legislation/Courts -"control" -advocacy for municipality	-cost -maintain confidentiality with others -trust -how managed	-LOW: would require all members to participate
Municipal Human Resources Services	\$70-\$90K	\$56.6K	-expertise/ currency with legislation -consistency of treatment of staff -objective opinion	-cost -maintain confidentiality with others -variation in workforces -how managed	-MEDIUM: would require a minimum of 4-8 municipalities to participate. 3 CAOs assume these duties now
Municipal Land-Use Planning Services	\$85-\$87K	\$26.8K	-expertise/ currency with legislation -"control" -consistency of community growth	-cost -client service/access concerns -conflict with other municipalities if shared -how managed	-MEDIUM/LOW: would require a minimum of 4-6 municipalities to participate. 2 munics. have internal LUP staff

It should be noted that there is also an aspect of 'efficiencies' which bears mentioning in this context. During our interviews with CAO's, it was observed that some are providing the Human Resources services internally. This could potentially leave them in a vulnerable situation, due to the lack of time, resources, and their day-to-day tasks at hand. The exposure and liability could be at risk, if not properly managed, prior to a conflict that could potentially happen in the future. Hiring a Human Resources Professional could have many behind the scenes benefits, such as the following:

- Hiring and training strategies;
- Increase efficiency and productivity;
- Minimize legal costs;
- Recruitment and retention of employees;

4.3 Analysis (Cont'd)

- Conflict management and third-party resolution;
- Development of good working relationships;
- Up-to-date health and safety policies and procedures;
- Planning for future changes in daily work systems.

When looking at the bird's eye view of any municipality, it would be beneficial for CAOs to objectively look at the overall long-term gain of lowering the risk at the cost of an initial higher investment. This could potentially save the municipality money in the future, as it solved unforeseen problems that could arise internally (employees) and externally (communities and businesses) that are not afraid to take legal actions on matters.

If called upon, the Consultant Team is prepared to assist the CAOs Group with third-party HR Recruitment services for a shared hire, subject to agreements on terms and timing.

There are also efficiency benefits hiring a certified third-party professional when it comes to Land Use Planning. With the growing economy, more people are moving up North, which is resulting in an overall growth of development. Below are some key benefits to consider.

- Helps lower cost and time by hiring professionals;
- Reduction of internal and external conflict;
- Proper planning positively impacts the development of communities;
- Better working relationships when dealing with public/private sectors and local businesses;
- Ensures proper sustainability for long-term longevity;
- Understanding of current and future regulations.

A final side note is also worthy of mention. In our interviews with CAOs, we posed a question around the idea of 'CAO Relief/Backup', since so many participating CAOs 'wear multiple hats' in their everyday work lives. In smaller municipalities, this is simply a reality due to the salary burden of hiring too many professional staff and the ratepayer base ability to pay. On the other hand, if smaller municipalities do not have solid succession plans in place to deal with short-term or long-term replacements, and if there are no sufficiently trained and experienced internal staff to provide back up, then municipalities and their Councils are faced with potentially significant disruption and loss of productivity.

Although there was modest interest in the concept when discussed, none of the member municipalities either gave direction or expressed active interest in implementing it, nor was there a request from any municipality for costing.

4.4 As previously noted, there is a concurrent initiative underway amongst the CAOs Group to enroll in Joint Purchasing via Local Authority Services (LAS) and Canoe Purchasing.

The Consultant Team strongly supports this initiative as it bears the greatest potential for immediate cost savings with a minimum amount of effort on the part of the group of municipalities.

The Consultant Team has discussed Joint Purchasing programs informally with LAS staff. In a telephone interview, LAS staff have indicated that, municipalities, once enrolled under agreement, see savings in the context of bulk purchasing and, to a certain extent, also experience the 'benefits' of helping to insulate purchases from the full extent of price increases (during the current experience of supply chain and other Pandemic-related disturbances to regular sourcing, this can also be seen as a 'hidden' savings).

Analysis (Cont'd)

4.4 The LAS website suggests **savings of up to 13%** on the joint purchase of group benefits, and **up to 15% discounts** for member municipality employees on the purchase of regular home and auto insurance. LAS utility procurement assistance for the bulk purchase of electricity, natural gas and even equipment and vehicle fuel. Since LAS has a relationship with the Canoe Procurement Group in Ontario, members will see savings from the strength of Canada-wide purchasing power for goods and materials.

While the cost savings can vary anywhere between **1-20%** off the manufacturer's list price, LAS staff who were interviewed gave several anecdotal examples of savings:

- For Heavy Equipment - savings of \$60 to \$70K;
- For Heavy Truck Tires – savings amounting to \$600 per tire;
- For an Excavator – savings of \$90K on Actual versus Budget;
- For Mechanized Brush Cutters – savings of over \$13K per unit;
- For Office Supplies – while not guaranteeing a fixed % of cost savings, they did note that some providers are willing to offer a manufacturers discount on all SKU numbers.

These accounts of real or imputed cost savings is consistent with previous work completed for the Province of Ontario (KPMG, 2013) and the Central Temiskaming MMP Project (KPMG, 2020). The amount of savings on a given bulk purchase will vary given the uniqueness of the item being purchased (e.g., a Fire Truck), the number of potential competitive providers to be sourced locally or outside of the region, amounts or volumes to be purchased, and so on.

It may be more realistic to project that, in the first two years of a Joint Purchasing program, the cost savings will be more in the range of **1 - 10%** and will improve over time as the group becomes larger/better versed in the process and the breadth and scope of items purchased.

The Consultant Team strongly endorses this initiative of the CAOs Group for immediate implementation.

5.0 Recommendations

- (i) The Team finds Low potential savings in MLS as a shared employee.
- (ii) The Team finds Medium potential savings in pursuit of MHR as a shared employee.
- (iii) The Team finds Medium to Low potential savings in pursuit of MLUP as a shared employee, although there may be potential savings in 1 or 2 municipalities seeking such arrangements as an offshoot of this Project.
- (iv) The Team recommends pursuit of Joint Purchasing arrangements for MHR or MLUP amongst CAOs Group members (estimated cost savings of **3-5%** on current external expenses in these areas), subject to sufficient numbers of municipalities agreeing to purchase jointly.
- (v) The Team strongly recommends the pursuit of Joint or Bulk Purchasing arrangements with LAS Services/Canoe Procurement for immediate implementation.

6.0 Other Matters Requiring Resolution

There are three other items which will require the attention of member municipalities as they look to implement and 'solidify' the potential savings.

The first item will involve the 'vehicle' to be used under the Municipal Act, 2001 to allow for municipalities to pursue shared services in any form. This would include anything from a contract for a shared hire between two or more municipalities, the development and execution of an Inter-Municipal Service Agreement for the provision of services, Automatic Aid agreements (for 'back up' or 'relief' services between two or more municipalities), to a Municipal Services Corporation within the meaning of the Act. Subject to the considerations in item #3, member municipalities in the CAOs Group have experience with both of shared hire contracts and Inter-Municipal Service Agreements and these would likely be the best vehicles to accomplish the task.

The second item would involve the development of a working approach to cost sharing for these services and it has two aspects. First, there is the method of cost-apportionment: (i) pro-rated share of population, (ii) pro-rated share of weighted assessment, (iii) based upon historical usage data; or (iv) a equal distribution of costs, regardless of the other criteria noted above. Each approach has advantages and disadvantages, requiring further discussion and agreement amongst the parties, depending in part upon whether the service will be a shared hire or a contracted service by Joint Purchase. The second aspect of 'cost apportionment' will be if there is a lead municipality to handle all aspects of 'management and billing' amongst the participants. This becomes a more pointed consideration if there is a scenario where a shared hire (or, for that matter, a Service Provider) is based in one municipality but all aspects of 'management and billing' for the Service are handled elsewhere. If a 'lead' municipality is chosen or agreed to, then one method of compensation could simply be a modest percentage for 'administration' attached to the bills going out to the others; another approach is a straight direct billing with no compensation accruing to a 'lead municipality'. If an external Service Provider is chosen, then a third possible approach would be to have the Service provider give an 'end to end' service, that is, to provide the Service and bill all participants at an agreed rate. This begs a question of accountability, but it would be offset by the aspect of convenience.

The third and final item which would require resolution and agreement is what amount of 'formal' governance is required. Again, it depends upon the 'vehicle' used for Service provision. Shared hire contracts between multiple municipalities and Service Contracts tend to handle these matters either within the text of the Employment Contracts or Agreements themselves. These first two approaches leave the question of 'governance' to administrative staff. However, if any of these Services or Shared Hires lead to a Local Services Board, or even a Municipal Services Corporation, there would likely be a desire by local elected officials to become more directly involved in the 'governance' of the service. Blended models (Elected/Staff) of representation on such bodies is also an option.

At all times, the simplest and most efficient method of service delivery and administration should be the preferred approach.

Prep Work #1 – Estimated Spends: 2018, 2019, 2020, 2021 – Selected Skills, Purchases

Introduction: In order to facilitate the work of the Consultant Team and the CAOs Group, and to take a step toward ‘proving’ some efficiencies/savings, we need to establish RECENT expenditure levels on selected items.

From your recent Operating Budgets for the years selected above, please estimate or round off the amounts budgeted/spent on the following items. IF the Professional Skill is in fact the purchase of Consultant Services, THEN please advise of the Gross Expenditure (the gross figure, including Labour, Disbursements, Expenses all in). IF the Professional Skill is in fact the subject of an Inter-Municipal Employment Contract, THEN please indicate the percentage share your Municipality pays in brackets behind the figure (e.g., 50%). IF you have some type of offsetting revenue or Grant monies, THEN please note in brackets BEHIND the Gross Expenditure amounts by year with a ‘plus’ sign (e.g., +\$20,000). Please DO NOT INCLUDE salary or benefits costs of other Municipal staff who support these roles (e.g., Administrative Support, Clerks or portions of CAO’s time allocated to these tasks or roles).

Item/Service/Professional Service Purchase	2018	2019	2020	2021
Professional Services – HR Management (include Labour Relations, routine Collective Agreement Administration, Recruitment/Selection of New Hires, New Employee Orientation, Benefits Administration, Development/Administration of Corporate HR Policies)				
Professional Services - Land-Use Planning (include Official Plan, Zoning Bylaw or other Plan Preparation or Review, Planning Act Application review/reports, preparation/presentation of Independent Planning Opinions, Appearances (where required) before Council, Planning Advisory				

7.0

Item/Service/Professional Service Purchase	2018	2019	2020	2021
Committee, Committee of Adjustment, Preparation of/Giving Evidence for Planning Defence at EPAT or other Administrative Tribunals)				
Professional Services – Municipal Law/General Counsel (include Municipal HR Law advice, Labour Relations, Real Property Purchase/Sale, preparation and execution of Easements/ROWs, Registration of Subdivision and other Development Agreements or Covenants on Title, Contract Law advice, Insurance Claim Defence, Civil Litigation where Municipality is Defendant)				

In addition, for BOTH of these Skills roles, could you ESTIMATE FOR EACH the amount time spent at present (in terms of hours per month) on the following tasks over the past 12-24 months:

- a) General Administration and File Review. Day to day interpretations and giving of informal professional opinions.
- b) Presentations to Council, Committees of Council or other groups on items of Subject Matter Expertise, formal professional opinions.
- c) Meetings for the purpose of negotiations, discussions, or internal adjudications with Council, Committees of Council, internal or external Stakeholder groups.
- d) Work sessions or Meetings with Stakeholders associated with a major Special Project(s).

Municipal HR	Land Use Planning	Municipal Legal
(a)	(a)	(a)
(b)	(b)	(b)
(c)	(c)	(c)
(d)	(d)	(d)

8.0 Appendix – Reference Documents, Reports & Key Informant Interviews

1. VS Group, MSS Phase One Report (March, 2021)
2. KPMG (for Ontario MMAH), Sharing Municipal Services in Ontario: Case Studies and Implications, (2013)
3. KPMG, Central Temiskaming MMP Project, Final Report (October, 2020)
4. Strategy Corp, Haliburton Municipalities – Service Delivery Review Final Report (November, 2020)
5. GM BluePlan Engineering Ltd., Shared Services Review: Building, Municipal Drainage Services, IT Services for Pelham, Pt. Colborne, W. Lincoln, Wainfleet (Final Report), (November, 2020).



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