

Overview of Departmental Service Delivery Improvement Opportunities

15 departmental opportunities for improved service delivery were identified. Below is an overview of the opportunities:

Building and Planning

21. Examine the potential for short-term increased planning support from the County to accommodate planning support needs.
22. Explore opportunities to enhance the customer experience of business owners, developers, and residents by considering opportunities for improving communication, clarity of and access to information and consistency throughout the development approval and building inspection process to ensure it is transparent, user-friendly, and responsive to the needs of developers, business owners, and residents.
23. To identify inefficiencies and modernize services within the Municipality, explore facilitating a review of the current building inspection process and the technology supporting it.
24. In alignment with the opportunity for Legal and Legislative Services, considers facilitating a review of the Municipality's by-law pertaining to building and planning and Department's capacity to enforce them.
25. Assess the value of offering by-law enforcement services to other municipalities, building on the success with the Municipality of Southwest Middlesex.

Human Resources

26. Evaluate the need for a comprehensive review of the Municipality's HR policies to ensure that they are up-to-date and aligned with the needs of a modern municipality.
27. Implement a structured training and development program to address gaps in employee skills and training.
28. Explore opportunities to strengthen the support provided by the Human Resources department to Fire Services and Police Services, particularly in the areas of mental health and well-being programs, as well as assistance with navigating insurance and disability claims and labour relations administration.

Finance (and IT)

29. Evaluate the merits of shifting from annual budget approvals to Council approving multi-year budgets to align with the Finance Department's existing multi-year budgeting process in an effort to enhance long-term financial planning, providing greater fiscal stability, and allowing for more strategic allocation of resources across multiple years.

Legal & Legislative Services

30. Explore identify strategies, mechanisms, and processes to regularly facilitate the review of By-laws to ensure their relevance and effectiveness.

Community Services

31. Consider review of Strathroy-Caradoc's current recreation programs to evaluate the cost of delivering each program in relation to program participation and community benefits. This evaluation would help the Municipality identify underperforming legacy programs and explore opportunities to build capacity for the development and implementation of new programs that better align with current community needs.

Fire Services

32. Evaluate the need and timing associated with the implementation of a composite model day-shift fire service to enhance coverage and response during peak daytime hours.
33. Explore opportunities to expand the public education programs for fire prevention to help mitigate increase fire and other fire related emergencies.
34. Review the current department structure and assess capacity to ensure alignment with future needs.
35. Consider the feasibility of integrating the department's assets into the Municipality's Asset Management Plan.

Fire Services Profile

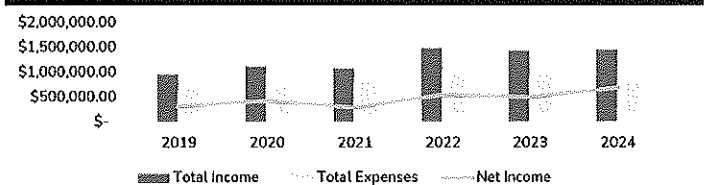
Service Description

Service Area	Description	Classification
Fire Services	Responsible for daily operations of the Fire Services facilities, and programs., administrative matters including directions to staff, regular maintenance of properties, planning issues, budget and capital projects and issues. And project/program implementation.	M

Observations

- **Service Levels and Staffing:** Fire services are meeting high standards in training and service delivery, but the volunteer model in rural areas like Melbourne faces challenges in maintaining staffing levels. A shift toward more full-time staff is anticipated within the next two years.
- **Training and Professionalism:** The department benefits from a strong training program aligned with NFPA standards, resulting in a highly professional and motivated team, with several volunteers transitioning to full-time roles.
- **Tiered Medical Response:** The implementation of tiered medical response, previously limited to one area, has been expanded across the municipality, improving emergency service capabilities and already showing positive results.
- **Technology and Infrastructure Gaps:** The department struggles with outdated technology and limited IT support, though improvements are expected with the new fire station and facility upgrades. There is also a desire to modernize administrative functions.

Annual Department Operating Budget



Staffing Complement

Type of Staff: Non-Unionized / Contract / Volunteer	Staff Count	Volunteer	Total
Full Time	4	Temp Contract	1
Total		84	

Service Evaluation

Size	Small	This department's services account for roughly of 2.0% of the Municipality's expenditure.
Delivery	Contemporary	Most services are delivered following standard practice.
Growth	Moderate	This department's operating expenses are experiencing stable growth at the rate of 3.5%.
Service	Standard	Most services are delivered at or above legislated standards. It has been noted that comparative Municipalities have made changes to the service to meet the needs their size that S-C may explore.
Shared	Focused Service	Primarily delivered by Municipal staff directly.