

COUNCIL REPORT

Meeting Date: February 18, 2025
Department: Chief Administrative Officer
Report No.: CAO-2025-06
Submitted by: Trisha McKibbin, Chief Administrative Officer
Approved by: Trisha McKibbin, Chief Administrative Officer
SUBJECT: **Service Delivery Review Implementation Plan**

RECOMMENDATION:

THAT: Report CAO-2025-06 “Service Delivery Review Implementation Plan” be received for information, and further;

THAT: Council adopt the Service Delivery Review Implementation Plan as attached to the report.

BACKGROUND:

The Municipality released an RFP for the completion of a Service Delivery Review in March 2025, with a submission deadline of April 19, 2024. Council met on May 6, 2024 and May 13, 2024 to review and score the six (6) RFP submissions. At the May 27, 2026 Special Meeting of Council the Service Delivery Review project was awarded to Strategy Corp.

At the January 13, 2025 Special Meeting of Council, Strategy Corp was present to highlight the final recommendations of the Service Delivery Review to Council. The following motions were made at the meeting:

Moved: Deputy Mayor McGuire

Seconded: Councillor Hipple

THAT: Council receive the Service Review Final Recommendations Report for information.

Result: Carried

Moved: Councillor Kennes

Seconded: Councillor Pelkman

THAT: Council direct the CAO to draft an implementation plan to be presented to Council at the

February 18, 2025 Council meeting.

Result: Carried

COMMENTS:

The Service Delivery Review contains six (6) overarching Priority themes. These themes are:

1. Supporting Governance & Culture
2. Risk Mitigation
3. Strategic Capacity and Resourcing
4. Digital Modernization
5. Customer Service Enhancements
6. Preparing for Growth

Under each Priority are approximately twenty (20) initiatives. Further to this, each initiative contains a number of recommend sub-initiatives. There are approximately 96 sub-initiatives recommended within the Service Delivery Review. All of the Priorities, Initiatives, and Sub-Initiatives have been gathered and addressed within the Service Delivery Review Implementation Plan.

Selection of 2025 Initiatives

The Senior Management Team met four times to discuss, prioritize, and create timelines for each of the Sub-Initiatives. In determining the start date, including the Year and Quarter, the Senior Management Team took into consideration 2025 day-to-day operations as well as a number of new and continued projects that require dedicated staff time. Many of these projects align with the Sub-Initiatives contained within the Service Delivery Review.

These projects include:

- Corporate Website Review and Refresh
- Corporate Communications Strategy/Community Engagement Strategy
- Economic Development Master Plan
- Asset Management Update
- Long Range Financial Plan
- Compensation Review
- Mt. Brydges WWTP EA

- Housing Accelerator Funding (HAF-2)
- Official Plan Update
- Zoning By-law Update
- Comprehensive Boundary Review
- Completion of Fire Station #1 Construction

Also taken into consideration in the selection of priorities is the order in which initiatives are to be completed. Several of the initiatives are interconnected and require the completion of one initiative prior to other initiatives beginning.

For ease of identification, the initiatives recommended to begin in 2025 have been highlighted in blue. Initiatives that are already in progress, through operating functions or special projects, have been highlighted in green. The recommendation is that the green items will continue to be built upon in 2025.

The Implementation Plan is meant to be a living, breathing document that will evolve and be updated throughout the year as well as at the end of each year. If priorities change, the documents will be update/revised to reflect those changes.

Prioritization of Initiatives

To ensure that the Implementation Plan reflects Council's priorities and to facilitate discussion, the following questions are posed to Council:

1. Are there any Initiatives or Sub-initiatives that Council does not wish to undertake?
2. What are Council's top five Initiatives (1.1 – 6.4 – second column in the document) for 2025?
3. Within those five Initiatives, what sub-initiatives are a priority (third column in the document)?

CONSULTATION:

Senior Management Team

FINANCIAL IMPLICATIONS:

A further consideration in prioritizing initiatives was balancing the funding to complete the initiatives. Some of the initiatives required staff time or were included within in the 2025 budget (i.e. Asset Management Plan update). Other initiatives require funding that would be supported from the \$400,000 earmarked in the 2025 budget for implementation of the Service Delivery Review. 2025 initiatives proposed to come from that \$400,000 include:

- Purchase of a CRM (Customer Relationship Management) Software – Customer Service
- Customer Service Training
- Potential hiring of recommended positions – upon completion of the People Plan

ALTERNATIVE(S) TO THE RECOMMENDATION:

1. Council to provide alternate direction.

STRATEGIC PLAN ALIGNMENT:

This matter is in accord with the following strategic priorities:

Managing the Challenges of Growth for the Municipal Organization: Strathroy-Caradoc will be an inclusive community where growth is managed to accommodate a range of needs and optimize municipal resources. We are committed to maintaining operational efficiency and economies of scale through these times of change.

ATTACHMENTS:

- Service Delivery Review Report
- Service Delivery Implementation Plan