Township of Pelee:
Service Delivery Review

Final Report

March 2021
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Executive Summary
The Township of Pelee engaged StrategyCorp to conduct a Service Delivery Review (“SDR” or “Engagement”) to identify ways to modernize service delivery, reduce future costs, and make the best use of limited resources.

The primary focus of this review is to evaluate the Township’s services in order to achieve a more efficient and effective service delivery model, without compromising customer/ratepayer services or local control.

The review included the following three phases of work:

1. **Phase 1: Project Kick-Off**
   - Align on project approach and desired outcomes

2. **Phase 2: Current State Assessment**
   - Understand current services and identify improvement opportunities

3. **Phase 3: Improvement Recommendations**
   - Create detailed recommendations specific to prioritized opportunities

The approach to conducting the third phase of work utilized multiple sources of inputs and extensive engagement, including:

1. Deep dives into organizational and service delivery data for identified improvement initiatives;
2. Benchmarking analysis of current state findings to municipal best practices;
3. Direct engagement with staff leadership on proposed recommendations of the implementation considerations through multiple workshops;
4. Facilitation of meetings between Pelee and potential external service delivery partners; and
5. Development of key recommendations and implementation considerations for each identified improvement initiative.
The following services were reviewed as part of this engagement. * Service profiles were developed for each service provided by the Township and are available in the current state report. These profiles were developed based on available data and financial information, augmented by discussions with key stakeholders involved in service delivery.

**Executive Summary**

**Comprehensive Overview of the Township of Pelee’s Municipal Services**

The following services were reviewed as part of this engagement. * Service profiles were developed for each service provided by the Township and are available in the current state report. These profiles were developed based on available data and financial information, augmented by discussions with key stakeholders involved in service delivery.

<table>
<thead>
<tr>
<th>TOWNSHIP OF PELEE SERVICES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Government Services and Administration</strong></td>
</tr>
<tr>
<td>• Administration</td>
</tr>
<tr>
<td>• Council Services</td>
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<tr>
<td>• School Boards</td>
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<tr>
<td>• Building Services</td>
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<tr>
<td>• By-Law Enforcement</td>
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<tr>
<td>• Planning</td>
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<tr>
<td><strong>Transportation</strong></td>
</tr>
<tr>
<td>• Roads</td>
</tr>
<tr>
<td>• Airport*</td>
</tr>
<tr>
<td><strong>Parks and Recreation Facilities</strong></td>
</tr>
<tr>
<td>• Parks and Recreation and Trail Systems</td>
</tr>
<tr>
<td>• Pheasant Farm</td>
</tr>
<tr>
<td>• East Park Campground</td>
</tr>
<tr>
<td>• Marina</td>
</tr>
<tr>
<td>• Tourism*</td>
</tr>
<tr>
<td><strong>Environmental Services</strong></td>
</tr>
<tr>
<td>• Municipal Drainage</td>
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<tr>
<td>• Waste Transfer Station</td>
</tr>
<tr>
<td>• Septic Farm</td>
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<tr>
<td>• East Water and West Water Plants</td>
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<tr>
<td><strong>Emergency and Protection Services</strong></td>
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<tr>
<td>• Fire Services</td>
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<tr>
<td>• Ambulance</td>
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<tr>
<td>• OPP Services</td>
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<tr>
<td>• Medical Centre Services</td>
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<tr>
<td>• Cemeteries</td>
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</tbody>
</table>

*NOTE: A review of airport operations and tourism were out of scope for this service delivery review.*
This report builds upon the current state assessment. The current state analysis uncovered four primary areas for improvement that contribute significantly to the Township’s service delivery challenges. These four interconnected areas provide a useful framework for analysis.

### Key High-Level Findings from the Current State Review

**Executive Summary**

**Vision Gaps**
There is a lack of consensus on how the Township wants to grow and evolve in the near and long term.

**Financial Gaps**
With a small tax base and growing need for investment in capital, the Township needs to develop a long-term financial strategy that aligns with its strategic direction and includes partners.

**Corporate Policy and Service Standard Gaps**
Certain corporate policies and service standards are missing or need to be updated and enforced.

**Capacity Gaps**
The small staff compliment means that there are gaps in both access to expertise to plan the work, and the number of staff to do the work.

**Linkage:** There is a lack of connection between a long-term vision and operational and capital budgets.

**Linkage:** Without a unified vision, it is not possible to make service level decisions that are consistent. This leads to a history of shelved reports.

**Linkage:** Without Council approved service standards, it is difficult to assess quality and evaluate performance and goal achievement.

**Linkage:** Gaps in service delivery capacity lead to under-delivery on plans and threaten customer service.
### Executive Summary

#### Summary of Gaps

The following captures an overview of the gaps uncovered within each of the four improvement areas: Vision, Corporate Policies and Services Standards, Organizational Capacity and Financial.

<table>
<thead>
<tr>
<th>VISION GAPS</th>
<th>CORPORATE POLICIES AND SERVICE STANDARDS GAPS</th>
<th>ORGANIZATIONAL CAPACITY GAPS</th>
<th>FINANCIAL GAPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A unified vision for the Township and its services drives decisions and long-term planning on strategy and finance.</td>
<td>Policies and service standards serve as the tools to ensure the Township delivers upon its strategic direction.</td>
<td>A well-defined organizational model mobilizes and equips staff to deliver.</td>
<td>Strong financial planning enables sustainable growth and an ability to deliver against commitments.</td>
</tr>
<tr>
<td>• External-facing strategic plan and implementation framework for a multi-year corporate planning cycle</td>
<td>• Defined service standards for customer service</td>
<td>• Organizational design with defined roles and responsibilities for staff and Council committees, supported by a human resources strategy, personnel policy, and leadership program with neighbouring municipalities</td>
<td>• Increased revenue and repurposing of ferry subsidy for transportation services</td>
</tr>
<tr>
<td>• Commercial business strategy</td>
<td>• Regulations and restrictions that present barriers to development Updated Emergency Response Plan and defined service levels for police services and fire services</td>
<td>• Broadband internet connection</td>
<td>• Lack of cost recovery for water services</td>
</tr>
<tr>
<td>• Vision for tourism services that “picks a lane” as Pelee is between competing visions and market positionings</td>
<td>• Regional collaboration in governance</td>
<td>• Electronic file storage and document management</td>
<td>• Reserve policy and alignment of budgets and actuals</td>
</tr>
<tr>
<td>• Regional collaboration in governance</td>
<td></td>
<td>• Regional collaboration and shared services in electricity and gas service delivery</td>
<td>• Sustainable revenue source for asset management plan and collaborative procurement with neighbouring municipalities and partners</td>
</tr>
</tbody>
</table>
**Executive Summary**

**Improvement Initiatives for Phase 3**

Following the current state assessment, StrategyCorp identified a list of high-impact improvement initiatives for the final phase of work. These three initiatives are foundational and were selected based on their ability to directly address several opportunities, or develop the critical infrastructure required to support the future implementation of opportunities not directly addressed. StrategyCorp conducted further research and analysis to develop tangible outputs that can be readily implemented by the Township. Where possible, implementation considerations have been included to further mobilize the outputs. The following captures an overview of the three improvement initiatives, the gaps they will address, and the outputs of the initiative.

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>GAPS TO ADDRESS</th>
<th>OUTPUTS</th>
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</thead>
<tbody>
<tr>
<td><strong>Corporate Planning</strong></td>
<td>✓ Vision</td>
<td>✓ A corporate strategic planning framework</td>
</tr>
<tr>
<td></td>
<td>✓ Corporate policies and service standards</td>
<td>✓ Council agenda template</td>
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<td></td>
<td>✓ Financial</td>
<td>✓ Staff report template</td>
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<tr>
<td></td>
<td></td>
<td>✓ Advisory Committee review framework</td>
</tr>
<tr>
<td><strong>Organizational Review</strong></td>
<td>✓ Organizational capacity</td>
<td>✓ A proposed staffing framework and model, customized for Pelee</td>
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<tr>
<td></td>
<td></td>
<td>✓ Implementation considerations</td>
</tr>
<tr>
<td><strong>Government Affairs</strong></td>
<td>✓ Corporate policies and service standards</td>
<td>✓ An assessment of the current strategy</td>
</tr>
<tr>
<td></td>
<td>✓ Financial</td>
<td>✓ Recommendations on an updated strategy</td>
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<td></td>
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<tr>
<td></td>
<td>Develop a corporate planning framework for Pelee, in alignment with municipal leading practices.</td>
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<tr>
<td></td>
<td>Develop a recommended staffing model based on best practices and consultation with external partners.</td>
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</tr>
<tr>
<td></td>
<td>Develop a business case to advance government affairs efforts for key service improvement areas.</td>
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</tbody>
</table>
Benefits Overview and Next Steps

Each initiative has been designed with a vision towards long-term sustainability for Pelee. The following captures a high-level timeline for each initiative, related next steps, and the benefits that will be realized through successful implementation of the initiatives.

<table>
<thead>
<tr>
<th>Initiative</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Planning</td>
<td>Address priority areas of the corporate planning cycle</td>
<td>Post-election of new Council, execute a formal five-year corporate planning cycle</td>
<td></td>
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<td></td>
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<tr>
<td>Organizational Review</td>
<td>Shift staffing model</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Government Relations</td>
<td>Refresh and implement inter-governmental affairs strategy</td>
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</tr>
</tbody>
</table>

**BENEFITS**

- A unified vision for the Township and its services
- More effective decision-making on allocation of scarce resources
- Better role understanding and cohesion between Council and staff
- A well-defined organizational model that mobilizes and equips staff to deliver on Council's priorities
- Ensures Pelee can use creative approaches to access necessary, needed talent
- Builds greater understanding and appreciation of Pelee's needs with key stakeholders
- Supports Economic Development efforts and interests
- Secures necessary financial resources to enable sustainable growth and an ability to deliver against commitments
Governance & Strategy: Corporate Planning Cycle
**METHODOLOGY**

1. Research best practices related to municipal corporate planning.

2. Consult Pelee leadership to assess current corporate planning processes against best practices, to identify gaps and opportunities.

3. Develop a tailored corporate planning framework and timeline to support future planning efforts.

4. Develop templates for Council agendas and staff reports to Council that align the strategic plan to decision-making structures at the Council-level.

**OUTPUTS**

- A corporate strategic planning framework, focused on the following elements:
  - Strategic plan development
  - Master plan suite (official plan, long-term financial plan, long-term capital/asset management plan, service-based master plans)
  - Town policy suite (municipal policies and by-laws)
  - Annual operating and capital budgets
  - Annual departmental work plans

- Council agenda template, aligned to the strategic plan.
- Staff report template, aligned to the strategic plan.
- Advisory Committee review framework.
A leading municipal practice is to establish a Corporate Strategic Planning Framework ("CSPF") that aligns the key plans and policies of a municipality. Working to ensure this alignment is an ongoing process needs to be a key focus of Council in delivering its oversight and policy-setting roles. The following captures key categories of plans and policies in a CSPF, endorsed by StrategyCorp as a best practice for municipalities. Each layer of the framework informs and should be informed by the subsequent layers.

**The Municipal Strategic Plan:** This is the plan that sets out the core strategic goals and associated priorities as developed in consultation with the community and staff and approved by Council. This plan is refreshed at least every four years, ideally when a new Council is voted in. The Plan itself may have a longer (e.g., 10-year) vision.

**The Master Plan Suite:** This is the suite of master plans developed by the Township and approved by Council. Typical plans in this suite include the Official Plan, Long-Term Financial Plan, Long-term Capital/Asset Management Plan, and service-based master plans. They are validated every five years, or as required by the evolution of the Strategic Plan.

**Municipal Policy Suite:** This is the suite of Municipal policies (e.g., Council Code of Conduct, HR, financial, purchasing, procedural, etc.) that guide Council and administration actions in conducting the affairs of Pelee. These are ideally renewed in 25% increments over a four-year cycle.

**Annual Budget:** This is the annual operating and capital budget approved by Council. The annual budget, and the priorities set therein, is to be informed by the strategic plan, master plans, and policies. The process should include multi-year operating budget development.

**Annual Departmental Work Plans:** These are the work plans set by administration management to execute the strategy, master plans, and policies as expressed in the choices made within the annual budget.
Corporate Planning Cycle

Leading Municipal Practices: Strategic Planning Cycle

In addition to establishing a CSPF, it is important that the key plans and policies are developed, measured, and updated on a cyclical basis. The best practice is to kick-start the framework with development of a new strategic plan, when a new Council is voted in. Strategic planning, properly done, is a regular and repetitive process of good governance, in partnership with administration and the community. Benefits include increased cooperation among Council, staff, departments and the community – and productivity resulting from performance against a set direction and plan. It is recommended that Pelee officially launch its strategic planning cycle in January 2023, in alignment to leading municipal practices. An overview of the cycle is provided and explained in the figure below.

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>Launch strategic planning process in 2023 Q1</td>
</tr>
<tr>
<td>Q1</td>
<td>Align Council., Committee, and staff work plans to strategy.</td>
</tr>
<tr>
<td>Q2</td>
<td>Begin quarterly reporting on strategic plan.</td>
</tr>
<tr>
<td>Q3</td>
<td>Begin annual refreshes of the strategic plan.</td>
</tr>
<tr>
<td>Q4</td>
<td></td>
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<tr>
<td>2024 – 2026</td>
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</tbody>
</table>

**LEADING PRACTICES**

- **Q1**: Planning is a collaborative process between Council and senior administration staff.
  - Process is decided by Council and can be as narrow or wide as needed.
  - Community is to be engaged in the process.

- **Q2**: Council is to focus agendas and work of committees to priorities set in strategic plan.
  - Staff to develop implementation plan as part of budget process, including departmental plans and advice to Council on actions to align rest of the framework.

- **Q3**: Council should be informed of progress on the strategic plan on a quarterly basis to address any risk areas.
  - Leading practice is to have the CAO run, implement and track (develop a score card that reflects current standards and data collection).

- **Q4**: In Q4 of every calendar year, Council and senior administrative staff should conduct a special council meeting for the purposes of reviewing the strategic plan and re-calibrating any element of the plan as needed. This review then informs budget and work planning for the next calendar year.
**Corporate Planning Cycle**

**Leading Municipal Practices: Strategic Plan Measurement and Reporting**

The following captures a performance measurement dashboard that can be leveraged to report progress on the strategic plan.

**PERFORMANCE MEASUREMENT PROCESS STEPS**

Quick tips to building a strategic plan measurement report for Council:

- Ensure your strategic plan has measurable key performance indicators (KPIs).
- Transfer the KPIs onto a visual dashboard.
- Host regular SMT meetings to review the performance dashboard and drive continuous improvement.
- Report the dashboard to Council on a quarterly basis, as outlined in the CSPF.

<table>
<thead>
<tr>
<th>Strategic Objective 1</th>
<th>Key Result 1</th>
<th>Budget</th>
<th>Actual</th>
<th>YTD</th>
<th>Potential risks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>E.g., delayed timelines</td>
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<tr>
<td></td>
<td>Key Result 2</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Key Result 3</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Objective 2</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Strategic Objective 3</th>
</tr>
</thead>
</table>
Pelee’s current corporate planning processes were assessed against leading municipal practices. Current state findings are captured below.

- Due to the need to focus on immediate priorities, the Township does short-term strategic planning. Council has been participating in a series of discussions to identify goals but lacks a clear Strategic Plan to guide efforts.
- The Township’s current Official Plan was last updated in 2011 and as a result, administration is in the process of setting out an RFP for a renewal of the Official Plan and recruiting a Planner.
- The Township’s current Long-Term Asset Management Plan (AMP) was last developed in 2017 and is currently being updated. The Township’s current Long-Term Financial Plan was last updated in 2014. Since then, staff have attempted to build five-year financial plans for equipment needs but have had limited organizational and financial capacity to address these priorities. The long-term financial plan is also being updated with the update to the AMP. This will help align the long-term financial plan to the asset management needs identified in the AMP.
- The Township lacks Service-Based Master Plans and is currently in the process of undergoing studies for key services. Overall, Pelee has identified the need for an Operations Manager and a Community Services Manager that can oversee the development of service-based master plans, service levels and standards, and day-to-day municipal service planning. Specific plans identified for review or development include:
  - Destination Development Plan and Airport Study, which are expected to be completed within 2021. Pelee is also looking into the recruitment of a Tourism specialist to support further planning efforts.
  - With the approval of an engineered flood line from the Province, the Emergency Response Plan will also be updated concurrently.
  - Development of an economic development strategy that is linked to the Destination Development Plan.
Pelee’s current corporate planning processes were assessed against leading municipal practices. Current state findings are captured below.

### OPERATIONAL COMPONENTS

**Strategic Plan**
(4-year Cycle)

- Updates to the Township’s Municipal Policy Suite are ad-hoc. While the Township has sound financial policies in place, there are opportunities to prioritize updating other policies and by-laws to reflect Pelee’s context. These include personnel policy, Council procedural by-law*, and reserve policy. The Township is also in the process of setting out an RFP for a zoning by-law review. Moving forward, the Township can benefit from a cyclical review whereby 25% of select municipal policies and by-laws are reviewed every year, with a goal to review all by the end of a Council’s four-year term.

**Master Plan Suite**

**Town Policy Suite**

**Annual Budget**

**Annual Departmental Work Plans**

- Budgets are developed in alignment to the strategic planning that takes place on an annual basis. Capital Budgets are set on an annual basis and passed by Council in Q2, in alignment with capital project schedules, which run from May to November. Progress updates on the capital budget are provided four times a year. Operating Budgets are also set on an annual basis, shared in a public meeting, and passed by Council in Q2. The Township’s Annual Reserves Report is provided twice a year.

- Due to limited organizational capacity, Annual Departmental Work Plans are not regularly set. This presents a barrier to achieving the proactive planning necessary to follow through on the Council priorities and budgets set for the year.

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*Note: A sample procedural by-law from the Town of Tecumseh can be accessed here for reference: A Proceedings of Council and its Committees*
Corporate Planning Cycle

Corporate Strategic Planning Framework (CSPF) for Pelee: Phase 1

Based on municipal leading practices and Pelee’s current context and election cycle, a two-phased approach to corporate planning is recommended. Phase 1 would focus on the pre-election period (from present to Fall 2022) and Phase 2 would formally launch a five-year CSPF (from January 2023 to Fall 2027). An implementation framework for Phase 1 is captured below and focused on priority planning initiatives.

<table>
<thead>
<tr>
<th>Activities</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>(1) Official Plan and Zoning By-Law Renewal</td>
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<tr>
<td>(2) Refresh Inter-Governmental Affairs Strategy</td>
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<tr>
<td>(3) Recruit Operations Manager, Community Services Manager, and Tourism Specialist</td>
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<tr>
<td>(4) Prioritize Service-Based Master Plans for: Tourism and Transportation (based on Destination Development Plan), Airport Study, Engineered Flood Line, Emergency Response Plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(5) Annual Capital and Operating Budget</td>
<td></td>
<td></td>
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<tr>
<td>(6) Conduct Annual Strategic Planning</td>
<td></td>
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<tr>
<td>(7) Update/Develop Priority Policies/By-Laws</td>
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<tr>
<td>(8) Conduct Committee Review and Establish Terms of Reference</td>
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</tbody>
</table>

Renew/Approve
**Corporate Planning Cycle**

**Corporate Strategic Planning Framework (CSPF) for Pelee: Phase 2**

Phase 2 would formally launch a five-year CSPF (from January 2023 to Fall 2027), with a regular cycle for the development, periodic reporting, and mid-point refresh, and renewal of key planning activities. While the four-year renewal of the strategic plan and five-year renewal of key long-term plans may not always align, it is a best practice for Council to assess the need to update key long-term plans when a new strategic plan is approved or refreshed.

<table>
<thead>
<tr>
<th>Activities</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q 1</td>
<td>Q 2</td>
<td>Q 3</td>
<td>Q 4</td>
<td>Q 1</td>
</tr>
<tr>
<td>(1) Municipal Strategic Plan (4-year renewal)</td>
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<td>(2) Official Plan (5-year renewal)</td>
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<td>(3) Long-Term Financial Plan (5-year renewal)</td>
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<td>(4) Long-term Asset Management Plan (5-10-year renewal)</td>
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<tr>
<td>(5) Service-based Master Plans (5-year renewal; 1-2/Y)</td>
<td></td>
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<tr>
<td>(6) Annual Review of Select Municipal Policies (25%/Y)</td>
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<tr>
<td>(7) Annual Review of Select By-Laws (25%/Y)</td>
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<tr>
<td>(8) Annual Operating and Capital Budget</td>
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<td>(9) Annual Departmental Work Plans</td>
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<tr>
<td>(10) Align Council Agendas to Strategic Plan</td>
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<tr>
<td>(11) Align Staff Reports to Strategic Plan</td>
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<tr>
<td>(12) Align Committee Workplans to Strategic Plan</td>
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<tr>
<td>(13) Annual Review of Select Set of Advisory Committees (1-2/Y)</td>
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<tr>
<td>(14) Annual Council Education Plan</td>
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Corporate Planning Cycle

Decision-Making Structures: Overview

A CSPF is enabled through sound decision-making structures, such as how Council meeting agendas are set, staff deliver reports to Council, and Committee work is set up. The following captures opportunities for Pelee to strengthen decision-making structures that can enable the CSPF.

CURRENT STATE OPPORTUNITIES

- Overall, there is a well-functioning process in place for designing Council agendas, whereby agenda items are informed by key initiatives in departments and resident- or Council-requested items.
- Overall, there is opportunity to invite more generative discussions in the agendas.
- Staff reporting is currently informal and verbally shared, but when key decisions are brought forward, supporting documentation, analysis, and background information is shared with Council. There are effective orientation and training resources in place for Council and Pelee is proactive in accessing provincial resources to establish best practices in the municipality.
- There is opportunity to review Committees to better define their mandate through development of a Terms of Reference and work plans aligned to the strategic plan, assessment of the appropriate size, streamlining of mandates where possible, and establishment of any new Committees required.

RECOMMENDATIONS

1. Structure Council agendas to place majority of time and focus on strategic priorities and generative discussions;
2. Align staff reports to reflect strategic priorities; and
3. Complete a Committee review leveraging an overarching general framework on reviewing non-statutory advisory committees.

Templates and resources for each of these recommendations are captured on the following slides.
Corporate Planning Cycle

Decision-Making Structures: Council Agendas and Staff Reports

The following provides a recommended Council agenda structure for Pelee, as well as a recommended staff report structure for key action/discussion items in the Council agenda. Overall, structuring an agenda where action items are clearly distinguished from other items will help to focus Council on its priorities, particularly once the strategic plan is approved. A consent agenda approach may be considered for informational or routine items so that more time can be dedicated to action items. Should Council want to discuss a particular report, there is the flexibility to remove it from the consent agenda for discussion or directly questioned in meetings.

CURRENT COUNCIL AGENDA

I. Closed Session
II. Confirmation of Previous Meeting Minutes
III. Disclosure of Pecuniary Interest
IV. Delegations
V. Reports
VI. Recognitions
VII. Communications and Petitions
VIII. Scheduled Motions
IX. Deferred Matters
X. Enquires
XI. Emergent Matters
XII. By-Laws
XIII. Adjournment

ILLUSTRATIVE COUNCIL AGENDA

I. Procedural Agenda Items
   5% to 10% of Council’s Time
II. Action/Discussion Items (with time allocations for deliberation, and alignment to strategic priorities, if any)
   60% to 75% of Council’s Time
III. Information Items
   15% to 30% of Council’s Time

ILLUSTRATIVE STAFF REPORT

I. Objective/Key Decision
II. Background Information
III. Benefits and Link to Strategic Plan
IV. Financial Considerations
V. Risk Considerations (Governance, Operational, Stakeholder, Financial etc.)
VI. Consultations
VII. Recommendations
Corporate Planning Cycle

Decision-Making Structures: Committee Work (1 of 4)

The Township currently has six Committees, as outlined in its procedural by-law. There is opportunity to review the work of non-legislated Committees to better define their mandate, assess the appropriate size, streamline mandates where possible, and establish any new Committees required. This can be enabled through the following overarching general framework on reviewing non-statutory advisory committees. As part of the CSPF, Pelee can implement this framework in Q1 and Q2 of 2022 to evaluate all six Committees and then thereafter review 1-2 per year, as a regular cyclical process during Q3 of every calendar year.

EXISTING COMMITTEES

- Tourism/Hunt & Fishing/Economic Development Committee
- Environmental Advisory Committee
- Committee of Adjustment
- Transportation Committee
- Drainage Committee

GENERAL FRAMEWORK ON EVALUATING NON-STATUTORY ADVISORY COMMITTEES

Recommendation: Council develop, adopt, and implement an overarching general framework on evaluating non-statutory advisory committees that identifies the following:

1. The general purpose and role of non-statutory advisory committees, including committee relationship to Council and limits to their mandates;
2. Criteria to guide Council in deciding when to create, amend, or retire an advisory committee;
3. Process for regular Council review of committee mandates, structure, and responsibilities;
4. Process for annual work planning (for Council approval) and regular and annual reporting of committee activities to Council;
5. Acceptable levels of staff support and attendance at committee meetings;
6. Work and participation expectations of committee members, particularly with respect to the role of chairs, vice-chairs, and secretaries; and
7. Process for setting budgets for committees, including spending authorities and a full cost accounting of staff time to committee deliberations.

Details on the rationale for each of these elements and the anticipated benefits are captured on the following slides.
**Corporate Planning Cycle**

**Decision-Making Structures: Committee Work (2 of 4)**

The following outlines the key elements and associated rationale and anticipated benefits of the proposed overarching general framework on evaluating non-statutory advisory committees.

<table>
<thead>
<tr>
<th>General Framework Element</th>
<th>Rationale</th>
<th>Benefits</th>
</tr>
</thead>
</table>
| The general purpose and role of non-statutory advisory committees, including committee  | • Explicitly state, among other things, that:  
  o Committees are advisory in nature and do not have decision-making authority. They are to be working committees (meaning committee members do the work).  
  o Work is to be delegated by Council and aligned with Council’s approved strategic plan/priorities.  
  o Committees are not to give direction to municipal staff (Council shall be the only body to direct the administration). | • Clearly setting the scope of committees’ roles and authority, articulating their advisory capacity.  
  • Aligning committee work with Council’s priorities and avoiding scope creep that distracts staff and Council. |
| relationship to Council and limits to their mandates                                      |                                                                                                                                                                                                          |                                                                                                                                                                                                          |
| Criteria to guide Council in deciding when to create, amend, or retire an advisory       | • Criteria should include goals and priorities established in strategic plan and other priorities set within the Town’s CSPF  
  • The creation or change in membership of a Committee should include orientation training on roles and responsibilities. | • Purposeful reflection of the role of committees in delivering strategy and examining if committee structure needs amendment to achieve this support. |
| committee                                                                                  |                                                                                                                                                                                                          |                                                                                                                                                                                                          |
| Process for regular Council review of Committee mandates, structure, and responsibilities  | • Council should review all committee mandates, structure, and responsibilities over the course of a four-year term (i.e., review 1-2 committees per calendar year). | • Deliberate and ongoing review of mandates to ensure ongoing alignment with priorities and value of contribution (value for money). |
Corporate Planning Cycle

Decision-Making Structures: Committee Work (3 of 4)

The following outlines the key elements and associated rationale and anticipated benefits of the proposed overarching general framework on evaluating non-statutory advisory committees.

<table>
<thead>
<tr>
<th>General Framework Element</th>
<th>Rationale</th>
<th>Benefits</th>
</tr>
</thead>
</table>
| Process for annual work planning (for Council approval) with regular and annual reporting of committee activities to Council | • Council should require and approve an annual work plan from each committee (in advance of the start of a new fiscal/calendar year). Work plan would set out planned engagement with the community and the form and timing of those engagements.  
• Committees should be required to report progress on a quarterly basis and be given one opportunity annually to present to the full Council. | • Council approved work plans to facilitate Council-committee relationship and provide clear direction for supporting staff.  
• Regular reporting to ensure ongoing alignment and progress and provide committees with “face time” with Council. |
| Acceptable levels of staff support and attendance at committee meetings | • Evaluation should provide to Council, on advice of CAO, the role and number of hours a staff member may give to a committee, with any additional requirement for staff time to be brought back to Council for approval.  
• The appropriate size of the Committees should also be established. | • This will ensure that staff time is properly valued, expectations of effort are clear, and that resourcing pressures are properly addressed. |
The following outlines the key elements and associated rationale and anticipated benefits of the proposed overarching general framework on evaluating non-statutory advisory committees.

<table>
<thead>
<tr>
<th>General Framework Element</th>
<th>Rationale</th>
<th>Benefits</th>
</tr>
</thead>
</table>
| Work and participation expectations of committee members, particularly with respect to the role of chairs, vice-chairs, and secretaries | • Explicitly state that committees are “working committees” and they are expected to develop all meeting materials, reports, and minutes.  
• Set out expectations for Councillor participation at committee and their role in keeping Council apprised of committees’ work.  
• The role of chair, vice chair, and recording secretary should be explicitly set out, with training for those roles made available. | • Ensure that there is a direct link to Council and ownership over committee mandate and use of time.  
• This will ensure that staff time is properly valued, expectations of effort are clear, and that resourcing pressures are properly addressed. |
| Process for setting budgets for committees, including spending authorities and a full cost accounting of staff time to committee deliberations | • Budget requests are to be linked to strategic priorities and annual work plans.  
• Council to consider budget requests in context of work plan and to make adjustments to either budget and work plan, or both, when setting budgets. | • This will ensure that resourcing matches mandate and that the staff level of effort is clearly articulated. |
People and Culture: Organizational Review
**INITIATIVE DESCRIPTION**

This initiative will develop a recommended staffing model based on best practices and consultation with external partners, in order to address the following gap identified in the current state assessment:

- **Gap #8**: Complete an organizational review to define capacity needs and allocate clear job roles and responsibilities.

**METHODOLOGY**

1. Based on current state findings and best practice research, identify potential staffing models for Pelee.

2. Build a case for support, outlining mutual benefits, to gain buy-in from external partners on providing staffing support to Pelee.

3. Consult external partners on the proposed staffing model, using the case for support.

4. Refine staffing model based on consultations, and identify any implementation considerations (e.g., compensation, on-island housing support for mainland workers, acceptable remote work arrangements).

**OUTPUTS**

- A proposed staffing framework and model for Pelee.
- Implementation considerations for staffing model.
Organizational Review

Current State Findings and Opportunities (1 of 3)

The following outlines Pelee’s current organizational structure and contracted services. An evaluation of the organizational structure uncovered key roles for further analysis. They are marked below, and related improvement opportunities are captured on subsequent slides 28 and 29.

FTEs: 12.5

Contracted/Shared Services:
- Building Services (Shared Services: Leamington)
- Planning (Outsourced to consultants)
- Tourism (Member of TWEPI)
- Municipal Drainage (Shared Services: Amherstburg)
- East Water and West Water Plant (Technical support from OCWA)
- OPP Services (Contract)
- Medical Centre Services (Shared Services: Victoria Order Nurses)
Organizational Review

Current State Findings and Opportunities (2 of 3)

The following outlines improvement opportunities related to key roles identified on slide 27.

<table>
<thead>
<tr>
<th>Improvement Opportunity</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Functions</td>
<td>Pelee staff are being trained on various administrative functions, as part of succession planning efforts. There exist opportunities to collaborate with other municipalities to seek out external expertise, support and best practices.</td>
</tr>
<tr>
<td>By-Law Enforcement</td>
<td>There is currently no one filling the By-Law Enforcement position. Administrative staff have been learning how to fill the role that is otherwise staffed through a part time position. There have also been issues on the island related to a lack of by-law compliance.</td>
</tr>
<tr>
<td>Marina &amp; Campground Manager</td>
<td>These departments can be hard to coordinate and can at times be missing oversight because of the seasonal nature of the managers’ position. The marina manager position is also currently vacant, and there has been a different person filling in for the position for the past few years. This has had an impact on service standards.</td>
</tr>
<tr>
<td>Roads Department</td>
<td>The department is missing road expertise and could benefit from an enhanced strategic vision and clearer service standards. The department also lacks capacity and pulls resources from Parks and Recreation for support.</td>
</tr>
<tr>
<td>Parks and Recreation &amp; Airport</td>
<td>When transportation services frequently pull staff from Parks and Recreation to complete its daily activities, it puts a strain on the department’s services and ability to complete daily functions.</td>
</tr>
<tr>
<td>Water Services</td>
<td>Currently, OCWA is focused on providing the Township with compliance assistance, but not providing any staffing support for water plant management and upgrades.</td>
</tr>
</tbody>
</table>
**Organizational Review**

**Current State Findings and Opportunities (3 of 3)**

The following outlines improvement opportunities related to key roles identified on slide 27.

<table>
<thead>
<tr>
<th>Improvement Opportunity</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fire Department</strong></td>
<td>The department is lacking a full time chief and has seen many leadership changes. The fire department is still operating well but could use support and leadership. The department also lacks a formal plan for handling vacation and time off from work, often leading to capacity and service gaps. The Township’s department could also benefit from increased training opportunities that would bring health and safety practices up to a higher standard, something that is needed on-island.</td>
</tr>
<tr>
<td><strong>Tourism</strong></td>
<td>Although Pelee gets support from TWEPI for regional tourism purposes, there is a need to give island specific tourism more attention. Doing so could promote local businesses and attractions that are specific to Pelee. Tourism Study Report is pending.</td>
</tr>
</tbody>
</table>
Design Principles

Design principles link an organization’s strategy to decisions about its structure. Properly formulated, they allow an organization to assess different options for organizational structures and understand the tradeoffs between different choices.

Design principles are selected by identifying specific sources of value to highlight, addressing critical decisions, highlighting critical processes and capabilities to preserve or strengthen, and identifying strengths to protect and weaknesses to address. Following a workshop with the senior administrative team, the following design principles were developed to guide this report’s organizational review, as well as future staffing decisions.

1. Find the most effective and efficient way to deliver high-quality services to the Pelee community.

2. Ensure staffing complement has the expertise needed to succeed.

3. Prioritize filling job opportunities locally to support the Pelee community.

4. Foster a culture where staff are flexible, open to creative problem solving and dedicated to Pelee’s success.
### Organizational Review

**Framework for Addressing Staffing Challenges (1 of 2)**

The following captures a framework to guide current and future staffing decisions for Pelee.

<table>
<thead>
<tr>
<th>What are the key challenges to address in staffing?</th>
<th>What are the options to address staffing challenges?</th>
<th>What factors need to be considered in evaluating the options?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pelee can be faced with any of the following staffing challenges:</td>
<td>To address staffing challenges, Pelee can consider the following options:</td>
<td>- Cost implications</td>
</tr>
<tr>
<td>• Lack of capacity to deliver services</td>
<td>1. Hire a new employee</td>
<td>- Area and level of expertise needed</td>
</tr>
<tr>
<td>• Lack of expertise to deliver services</td>
<td>2. Contract service to private vendor</td>
<td>- Availability of staff from other municipalities</td>
</tr>
<tr>
<td>• Desire to strengthen their expertise/capabilities</td>
<td>3. Enter a shared service model with another municipality</td>
<td>- If the work can be conducted remotely, or if the work would need to be done on the island</td>
</tr>
<tr>
<td>• Lack of access to the necessary amount of on-island talent</td>
<td>4. Contract staff from another municipality on a long-term basis</td>
<td>- The length of time the work will take</td>
</tr>
<tr>
<td></td>
<td>5. Secure short-term placement of individual with required expertise from another municipality</td>
<td>- How often the work needs to be completed</td>
</tr>
</tbody>
</table>
### Organizational Review

**Framework for Addressing Staffing Challenges (2 of 2)**

The following builds out the options to address staffing challenges (captured on slide 31) and outlines potential benefits and risks associated with each option.

<table>
<thead>
<tr>
<th>Staffing Option</th>
<th>Benefits</th>
<th>Risks</th>
</tr>
</thead>
</table>
| 1. Hire a new employee | • Ability to be flexible and take on tasks outside their mandate as they arise  
• Build and maintain a sense of on-island community  
• If local, bring a personal understanding of the island’s needs | • Pelee’s tax base is limited, and adding staff may be a strain on the Township’s resources  
• There are challenges in attracting staff to the island |
| 2. Contract service to private vendor | • Gain expertise in the area of need  
• Achieve potential cost savings | • If off-island, the vendor may be slow to respond  
• Pelee will need to ensure that it continues to receive quality services and that they are cost efficient |
| 3. Enter a shared service model with another municipality | • Strengthen relationships with neighbouring municipalities  
• Achieve potential cost savings  
• Create potential for regional economic benefits | • Challenge of finding a willing partner  
• Important to find cost sharing model that works well for Pelee and the partner municipality |
| 4. Contract staff from another municipality on a long-term basis | • Strengthen relationships with neighbouring municipalities  
• Create opportunity to work with individuals with significant experience in needed fields | • Individual unlikely to be on-island – may be slow to respond, out of touch with island’s needs  
• Logistical challenges may be burdensome |
| 5. Secure short-term placement of individual with required expertise from another municipality* | • Strengthen relationships with neighbouring municipalities  
• Useful when expertise is missing, and individual can train Pelee staff to do work in the long-term  
• Individuals new to the island can bring fresh perspectives and ideas | • Frequent turnover for same position can impede service delivery and adherence to strategic directions  
• Availability or interest in opportunity may be limited |

*Sample language to recruit for this type of position can be found in the Appendix.
Organizational Review

Future State Recommendations (1 of 5)

The following outlines a recommendation for Pelee’s future state organizational structure and contracted services. The recommendations identified are elaborated upon on the following slides. Implementation of the recommendations will be dependent on available skill sets and timeframes that suit Pelee.

Contracted/Shared Services

Managed by CAO:
- Building Services (Shared Service: Leamington)
- Planning (Outsourced to consultants)
- Tourism (member of TWEPI and shared service)
- Administrative Functions (Short-term professional development opportunities)
- OPP Services (contract)
- Facilities Management (shared service or contract)

Managed by Community Services Manager:
- By-Law Enforcement (Shared Service)
- Airport Services (Shared Service- Management)

Managed by Operations Manager:
- Municipal Drainage (Shared Service: Amherstburg)
- East Water and West Water Plant (Technical and staffing support from OCWA)
  - SDWS Operators

FTEs: 11.5
Organizational Review

Future State Recommendations (2 of 5)

The following elaborates upon the improvement opportunities identified on slide 33.

<table>
<thead>
<tr>
<th>Improvement Opportunity</th>
<th>Recommendation</th>
<th>Benefit</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pursue short-term placement from neighbouring municipality for administrative functions</td>
<td>The Township could arrange for staff at neighbouring municipalities to come to Pelee on a short-term basis to carry out some administrative functions.</td>
<td>The visiting staff could help deliver administrative functions and build capacity of Pelee staff delivering services.</td>
<td>See risks of hiring on short-term basis on slide 32.</td>
</tr>
<tr>
<td>Pursue shared services model with neighbouring municipality for by-law enforcement</td>
<td>Pursue a shared services model with neighbouring municipalities. An individual from a neighbouring municipality could provide expertise to ensure compliance with bylaws and legislation.</td>
<td>The individual could address outstanding bylaw issues on the island. It may be easier for an individual without personal connections to the island to fulfill this role.</td>
<td>See risks of pursuing shared services model on slide 32. The shared services agreement would have to address the need for some on-island by-law enforcement responsibilities (e.g. giving parking tickets). The responsibilities of by-law enforcement may also increase during peak tourism months.</td>
</tr>
<tr>
<td>Merge marina &amp; campground manager into one position</td>
<td>Merge marina and campground manager into one full-year position. There also exists a long-term opportunity to share marina services with a neighbouring municipality.</td>
<td>This would increase oversight for these two departments and ensure consistent management for the marina and campground.</td>
<td>The Township may need to hire additional summer students/seasonal staff to assist the manager during peak season.</td>
</tr>
</tbody>
</table>
## Organizational Review

### Future State Recommendations (3 of 5)

The following elaborates upon the improvement opportunities identified on slide 33.

<table>
<thead>
<tr>
<th>Improvement Opportunity</th>
<th>Recommendation</th>
<th>Benefit</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>D</strong> Hire an operations manager to oversee roads department, as well as other service operations</td>
<td>Hire an operations manager to provide expertise in capital, operations and develop work plans. The manager would oversee the transfer station attendant, roads labourer, drainage commissioner as well as the contracts with Amherstburg for municipal drainage, and OCWA for the East Water and West Water Plants. This position would replace the need for a Senior Roads Operator. It is likely the position could be contracted for services.</td>
<td>This position would bring needed expertise on road management to the island. The individual could mentor Pelee staff, and oversee the work conducted throughout the Township’s capital and operations services. It would also increase capacity for the administrative team, who would be responsible for managing fewer contracts.</td>
<td>If there is no one on-island with the needed expertise, the Township may need to hire externally. See slide 32 for risks associated with hiring externally.</td>
</tr>
<tr>
<td><strong>E</strong> Contract out airport management, and promote parks &amp; recreation manager to oversee community services</td>
<td>Firstly, contract out the airport management services to a neighbouring municipality. Secondly, change the Parks &amp; Recreation &amp; Airport manager into a general community services manager. The manager would still be responsible for managing parks and recreation, but would also oversee the other community services (marina, campground, and pheasant farm), as well as the contracts for airport management and by-law enforcement. There also exists an opportunity for the Community Services manager to take on the oversight of more contracts.</td>
<td>The parks and recreation manager would no longer be overstretched overseeing the management of the airport. The manager could dedicate more time to parks and recreation, and once promoted, ensure consistent strategy throughout the community services and help implement the recommendations from Pelee’s tourism study.</td>
<td>The individual who would take on the community services manager role would need to be comfortable overseeing other services, as well as the contracts for the airport and by-law enforcement.</td>
</tr>
</tbody>
</table>
### Organizational Review

#### Future State Recommendations (4 of 5)

The following elaborates upon the improvement opportunities identified on slide 33.

<table>
<thead>
<tr>
<th>Improvement Opportunity</th>
<th>Recommendation</th>
<th>Benefit</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase staffing services for water plants</td>
<td>The Township could review its agreement with OCWA, and purchase staffing services from them (in addition to the technical support). OCWA would hire Pelee’s staff as their own. The operations manager could oversee this contract with OCWA.</td>
<td>OCWA could efficiently train Pelee staff and help ensure succession planning is in place. They could provide needed expertise and ensure compliance with regulation and safe operations. A third party would be beneficial for oversight of these operations.</td>
<td>OCWA would need to be on board with this recommendation. See slide 32 for risks associated with contracting out work.</td>
</tr>
<tr>
<td>Pursue shared services model with neighbouring municipalities for island’s fire chief</td>
<td>The Township could pursue a shared services model with neighbouring municipalities for the island’s fire chief. The fire department could also pursue shared services with neighbouring municipalities to participate on their emergency management committees and develop emergency management plans.</td>
<td>Both these recommendations would likely result in increased health and safety levels on the island, and increased training opportunities for the Township’s firefighters.</td>
<td>See slide 32 for risks associated with shared services.</td>
</tr>
</tbody>
</table>
The following elaborates upon the improvement opportunities identified on slide 33.

<table>
<thead>
<tr>
<th>Improvement Opportunity</th>
<th>Recommendation</th>
<th>Benefit</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hire individual on contract to oversee tourism strategy</td>
<td>The Township could hire an individual to focus on tourism on the island. The person would likely only need to be part-time/contracted for their services. The individual would lead Pelee’s tourism priorities, collaborate with neighbouring municipalities to promote Pelee as part of a regional destination strategy, and promote feature attractions and events on the island.</td>
<td>The Township could benefit from increased attention given to the island’s tourism needs. The Township’s tourism strategy could benefit from someone other than the administrative staff, who could focus their time on tourism’s mandate without other duties interfering.</td>
<td>If there is no one on-island with the needed expertise, the Township may need to hire externally. See slide 32 for risks associated with hiring externally.</td>
</tr>
</tbody>
</table>
Impacts of Organizational Review

The Township of Pelee already has a lean staffing complement. The recommendations in this report could result in some cost savings, but would mostly result in increased efficiencies, and provide greater value to the Township for the same dollars spent. Based on estimates of staff time and associated salaries, approximately $50,000* of Pelee’s budget, currently spent on staff salaries, could be reallocated to provide greater value for the Township by contracting out services or pursuing shared service models.

Pursuing some of the recommendations outlined in this organizational review could also result in the following costs and benefits:

**BENEFITS**

- Additional expertise is needed to ensure Pelee is able to provide legislated services, meet regulations and remains operational as a single-tier municipality.
- In some cases, cost savings may be realized by contracting services or pursuing a shared service models.
- Township staff are stretched thin at times. These organizational recommendations could increase their capacity, and boost productivity.
- The Township could provide higher quality services to its residents.
- The Township may see higher rates of economic development and be able to expand its tax base.

**COSTS**

- The Township may need to hire some net new positions, with associated salaries.
- Recruiting individuals is time and labour intensive.
- Recruiting off-island may not be favourable in the eyes of Pelee residents.

*This estimate was calculated based on the cost of administrative functions, by-law enforcement, fire chief, staffing services for water plants and airport management.
Service Delivery: Inter-Governmental Affairs Strategy
Inter-Governmental Affairs Strategy

Initiative Overview

INITIATIVE DESCRIPTION

Due to its truly unique characteristics, Pelee is unlikely to be able to change its future without direct assistance from senior governments in several key areas which will always be beyond the means of its small, island population.

- Gap #6: Adjust or ease regulations and restrictions that present barriers to development.
- Gap #12: Repurpose portion of ferry subsidy for transportation services.
- Gap #15: Identify sustainable revenue source for asset management plan.

Pelee has taken steps to improve its inter-governmental affairs function. This initiative will assess the inter-governmental affairs function and make recommendations aimed at increasing its overall effectiveness.

METHODOLOGY

1. Research and report on best practices.
2. Consult Pelee leadership on current “asks.” Assess current asks and prioritize for government relations activities.
3. Assess and where possible, build out and improve the Municipality’s current asks.
4. Identify any implementation considerations related to establishing organized government relations systems and processes within the Municipality.
5. Identify performance measurement approaches.

OUTPUTS

- An assessment of the current strategy.
- Recommendations on an updated strategy.
Inter-Governmental Affairs Strategy

Inter-Governmental Affairs: Strategic Overview

OBJECTIVES

Through a strategic government relations approach, Pelee seeks to achieve the following objectives:

• Share Pelee’s vision for growth, define the opportunity, and communicate success stories to build the credibility of Pelee as an implementation partner.
• Position and gain recognition of Pelee as a unique opportunity in Ontario’s tourism economy.
• Secure sustainable funding that positions Pelee to address critical environmental and economic challenges, while paving the path for future growth.
• Ensure relevant provincial funding programs are flexible and reflective of Pelee’s unique needs.

The following government relations priorities were identified:

1. Seek an increase in Ontario transfers as a percentage of total operating budget. The current benchmark is 2.5% of total and the goal is to increase it to 20%.
2. Obtain remote status to achieve further increases in funding.
3. Seek increased flexibility in the land use planning process to reduce barriers to economic development.
4. Increase funding for asset management, including approximately $10M for shoreline protection.
5. Improve ferry services.
6. Explore other ways to increase ferry operating funding via existing funding relationships, such as reallocating portion of MTO ferry subsidies to purposes; or negotiate lease fees from MTO for docks (potentially collect Payment in Lieu for those lands).
7. Review and adjust OPP Billing Model contract to reduce policing costs.
8. Improve access to broadband.

Each of these are explored further in the subsequent slides.
**Inter-Governmental Affairs Strategy**

## 1. Seek Increase in OMPF Funding

<table>
<thead>
<tr>
<th>WHO IS MAKING THE ASK</th>
<th>WHO ARE THE POLICY-MAKERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Pelee, in its own name at first, and potentially in partnership with similarly situated municipalities</td>
<td>- MMAH, MOF</td>
</tr>
</tbody>
</table>

### Opportunity

**Context**

Pelee faces many of the same high-risk factors as other Northern Ontario municipalities but only receives 2.7% of funding from OMPF, while 27 other Northern municipalities receive 13%. This outcome is not because Pelee is less disadvantaged, but largely due to Pelee’s location. The current OMPF funding formula factors in seasonal homes, but not the seasonal population.

**Comment**

There have been initial conversations about the inadequacy of Pelee’s level of support, but no commitments yet. There is a highly scrutinized criteria. This could set precedents but needs to more fully developed.

**Ask**

Reclassify Pelee to a higher level of support under OMPF. OMPF is formula-driven and closely scrutinized for fairness. If, for example, it went from its current rating of 5.6 to a 10 under the Northern and Rural special circumstances classification, it would increase annual funding from $35,000/yr. to $125,000/yr.

**Timelines and Tactics**

This is anticipated to be a multi-year project.

- **Year 1** would focus on developing the ask and potentially finding other similarly situated municipalities. (e.g., Town of Deseronto* and 23 other Northern municipalities). Once the ask was completed, further meetings with MMAH and MOF would follow. Pelee could possibly seek municipal association allies depending on how the ask evolves. The success on a “remote” designation (see next slide) would also assist in this ask.
- **Year 2** would focus on seeking commitments from local candidates (MPs/MPPs).

*Click [here](#) for Pelee’s OMPF, [here](#) for Deseronto’s OMPF.*
### 2. Seek Remote Status and Associated Funding (1 of 3)

#### WHO IS MAKING THE ASK

- Pelee, in its own name at first, and potentially in partnership with similarly situated municipalities

#### WHO ARE THE POLICY-MAKERS

- MMAH, MOF

<table>
<thead>
<tr>
<th>Opportunity</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Context</strong></td>
<td>Pelee faces many of the same barriers as remote regions but doesn’t always align with the traditional definition of a remote area (e.g., Pelee can be considered geographically remote considering it is only accessible by ferry vessel from April 1st to November 30th and by plane during the winter).</td>
</tr>
<tr>
<td><strong>Comment</strong></td>
<td>Pelee has made efforts to get recognized as a remote region but has found that there is no official “remote status” designated by Ontario or the federal government. Rather, different government agencies have their own definition for their respective funding programs (e.g., MTO, Transport Canada, NRCAN, StatsCan). See next slide for details on these agencies.</td>
</tr>
<tr>
<td><strong>Ask</strong></td>
<td>Deem Pelee a remote community.</td>
</tr>
<tr>
<td><strong>Timelines and Tactics</strong></td>
<td>This is anticipated to be a multi-year project.</td>
</tr>
<tr>
<td></td>
<td>- <strong>Year 1</strong> would focus on developing an ask by creating a definition of “remote” from other pieces of legislation, defining wins and benefits (e.g., ability to lower taxes and create a better economic engine, building a coalition of other high-risk municipalities such as the Town of Deseronto, and seeking allies).</td>
</tr>
<tr>
<td></td>
<td>- <strong>Year 2</strong> would focus on seeking commitments from local candidates (MPs/MPPs).</td>
</tr>
</tbody>
</table>
In the context of COVID-19 having a big impact on the aviation industry’s ability to service remote communities, the government announced a funding program to make sure that remote communities continue to have access to essential goods. The program identified 140 communities across the country that are considered remote. “Communities are assessed as remote when air travel is used for essential needs (e.g., medical visits and personnel, food, first responders, or laboratory samples), as other travel alternatives are non-existent, impossible, or impractical. These remote communities are isolated, and the vast majority are only accessible by air for most of the year. Some communities may have limited access to seasonal ice roads or long and unreliable gravel roads, ferries or remote railway.” Pelee was not on the list, and all the communities in Ontario were First Nations communities.


In a report that aims to provide a snapshot of electricity production and consumption in off-grid/remote communities in Canada, NRCAN defines a remote community as “Any community not currently connected to the North-American electrical grid nor to the piped natural gas network.”

StatsCan released a new “Index of Remoteness” in 2020. The index is determined “by the distance that separates a community from all the population centres in a given travel radius, as well as the population size of these centres. The method used to compute the index is based on the principle of a gravity model, in which both the proximity to and size of population centres are used in the estimates. The distances used in the estimates are determined by the road network travel distances within a given radius that permit for daily interaction. The resulting index is a continuous measure, with normalized and rescaled value ranging from zero to one, where zero value correspond to the minimum value of remoteness and one corresponding to the maximum value of remoteness.”

The methodology states: “In Canada, there are 191 communities (CSDs) not connected to a population centre through the road or ferry network. Ten of them are population centres and 42 are unorganized territories with no population reported in 2011. No indices will be produced for these 42 cases. The remaining 149 CSDs had some population in 2011. Three CSDs (Notre-Dame-des-Sept-Douleurs, Saint-Antoine-de-l’Isle-aux-Grues, Pelee) could be considered as being either connected or non-connected (seasonal ferry), but they have been considered non-connected for the purpose of this analysis.” Pelee’s remote index is 0.3461.

https://www150.statcan.gc.ca/n1/pub/11-633-x/11-633-x2020002-eng.htm - This paper was released by StatsCan in August 2020 that builds on this Index and outlines their progress on creating “five categories of remoteness geographies”. Based on different methodologies, and using the index value mentioned above, Pelee could either be classified as a “less accessible area” or “an accessible area”. This is on a scale of easily accessible – accessible – less accessible – remote – very remote. As StatsCan makes final decisions about these categories, Pelee has an opportunity to advocate to them on the classifications to ensure Pelee’s degree of remoteness is rated appropriately.
Opportunity

Context
• Land use regulations limit the ability to develop parts of Pelee Island. This is in part due to Pelee’s environmental significance and features. Pelee’s environmental significance decreases the assessment base, inhibits development, and increases other environmental protection expenses (e.g., 30% of Pelee’s lands are exempt from tax due to the Conservation Land Tax program). There is an inability to secure permits for development on the island due to provincial regulatory burden relating to flood plain management and natural heritage/endangered species approvals. This also leads to a decreasing/stagnant assessment base. Pelee has partnered with ERCA to propose an engineered flood line for Pelee that removes areas of the Township from the regulatory floodplain. There have been conversations with MMAH on this and the Minister is anticipating a proposal for the engineered flood line.

Comment
• Economic and Environmental Vision need to be more fully elaborated. There is a non-cash policy benefit and support of ERCA is critical.

Ask
• Administrative flexibility and amended policies in Pelee’s Official Plan to capitalize on tourism opportunities and encourage economic growth with new investments (incent education partnerships and/or eco-based development opportunities, incent tourism-based development, expand existing mitigation policies permitted under legislations, related to the preservation of natural heritage features and endangered species on Pelee).
• Redesign areas sterilized by “suitable habitat” rules. MOECP has a broader definition of species at risk and may be more flexible than MNRF.

Timelines and Tactics
Build with content to explain:
• Specific policy permissions needed and approval process;
• Benefits of investment and the value capture; and
• Net gain opportunities (for each one hectare of habitat altered, three new hectares are established – in partnership with NCC).

Who is Making the Ask
• Pelee / ERCA

Who are the Policy-Makers
• MMAH, MNRF, MOECP, ERCA
### Inter-Governmental Affairs Strategy

#### 4. Increase Funding for Capital Projects and Asset Management

<table>
<thead>
<tr>
<th>WHO IS MAKING THE ASK</th>
<th>WHO ARE THE POLICY-MAKERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Pelee, in partnership with municipalities impacted by key climate change issues, such as shoreline erosion</td>
<td>• MMAH</td>
</tr>
</tbody>
</table>

#### Opportunity

**Context**
There is a critical need for shoreline protection to safeguard Pelee’s infrastructure against the impacts of climate change. The shoreline protection requirements of Pelee are estimated at $10M and are well beyond the financial capacity of the Township and cannot be addressed without infrastructure grant funding. This poses a risk of damage to main west shore road.

**Comment**
This priority has been raised to the Premier through a letter penned by the CAO and Mayor. There is opportunity to better quantify the “at risk” consequences to show the business case. There is a big upside in that this is a large sum and a one-time capital ask that could be provided in stages.

**Ask**
- • Consider request for funding of a Master Plan for Shoreline Protection against Climate Change as a base for future infrastructure funding support.
- • Increase the infrastructure grant funding programs to prioritize the protection of municipal infrastructure against the impacts of climate change.
- • Prioritize access to that funding for municipalities, such as Pelee, who are at greatest risk of impacts (i.e., shoreline erosion).

**Timelines and Tactics**
• Seek increased political support around climate change-focused infrastructure funding.
## Inter-Governmental Affairs Strategy

### 5. Improve Ferry Service

<table>
<thead>
<tr>
<th>WHO IS MAKING THE ASK</th>
<th>WHO ARE THE POLICY-MAKERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pelee</td>
<td>MTO</td>
</tr>
</tbody>
</table>

**Opportunity**

<table>
<thead>
<tr>
<th>Context</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• The ferry service is not reliable.</td>
<td></td>
</tr>
<tr>
<td>• The schedule is a barrier to tourism on the island.</td>
<td></td>
</tr>
<tr>
<td>• Residents and visitors seek greater schedule flexibility in the ferry, which could increase usage.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Comment</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• There is existing work happening with MTO to get a new schedule running as the current schedule does not allow for day tripping, but it has been difficult to build a case with low levels of usage.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ask</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Update the schedule to make it more responsive to consumer needs.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Timelines and Tactics</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Consult Frontenac Islands, who were successful in securing a deal on the ferry with MTO.</td>
<td></td>
</tr>
</tbody>
</table>
## 6. Renegotiate Funding Relationships with MTO

<table>
<thead>
<tr>
<th>WHO IS MAKING THE ASK</th>
<th>WHO ARE THE POLICY-MAKERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Pelee</td>
<td>• MTO</td>
</tr>
</tbody>
</table>

### Context

- Ferry fees have not increased in 20 years and the cost to operate the ferry is currently partially subsidized by MTO.
- Pelee has a small area of land that the MTO dock crosses, but fees were not collected when MTO did that development on Pelee.

### Comment

There is no obvious business case.

### Ask

- Increase fees for the ferry through annual/inflationary adjustments.
- Reallocate provincial subsidies for other on-island needs, such as maintenance of roads, which are increasingly paved by high volumes of visitors.
- Implement an annual lease fee (or PIL) for the dock (estimated at $30,000 annually, adjusted for CPI, based on the Sarnia model that estimates at 20% of revenues).

### Timelines and Tactics

Consult Windsor Port Authority to research market comparators and evaluate the value of the dock lands. This will help determine the feasibility of moving forward with lease fees.
### 7. Adjust OPP Billing Model for Pelee

#### WHO IS MAKING THE ASK
- Pelee, in partnership with Rural Ontario Municipal Association (ROMA) and Association of Municipalities of Ontario (AMO)

#### WHO ARE THE POLICY-MAKERS
- Ontario Provincial Police Contract Policing; Ministry of the Solicitor General; MMAH; MOF

<table>
<thead>
<tr>
<th>Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The recent changes to the billing formula has resulted in an increase of over 230%.</td>
</tr>
<tr>
<td>• The formula seems to overcharge Pelee, which receives very low levels of service and generates a very low volume of calls.</td>
</tr>
<tr>
<td>• Pelee has refused to pay its OPP bills, instead putting the money into escrow.</td>
</tr>
<tr>
<td>• Currently, Ontario has not recognized Pelee’s right to dispute the bill.</td>
</tr>
<tr>
<td>• Pelee experiences service complaints around a lack of OPP presence on the island and recognizes it is not receiving value-for-money invested into police services.</td>
</tr>
<tr>
<td>• This creates further burden on Council members to respond to emergencies.</td>
</tr>
<tr>
<td>• Leamington is currently considering police service alternatives to the OPP. Pelee should exploring potential piggybacking of service from the Leamington base.</td>
</tr>
</tbody>
</table>

#### Context

- There is not a lot of energy to change the system. The main argument is that Pelee appears to be unique.

#### Ask
- Adjust the OPP billing formula to reflect the level of services received on Pelee.

#### Timelines and Tactics
- Work with ROMA and AMO to advocate for municipalities negatively impacted by recent changes to the OPP billing formula.
## Inter-Governmental Affairs Strategy

### 8. Improve Access to Broadband

**WHO IS MAKING THE ASK**
- Pelee, in partnership with WOWC and SWIFT

**WHO ARE THE POLICY-MAKERS**
- MMAH, IO

<table>
<thead>
<tr>
<th>Context</th>
<th>Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Gaps currently limit existing and planned growth of the local economy and public access to services such as health care and education.</td>
<td></td>
</tr>
<tr>
<td>• There is a need to seek grants through Improving Connectivity for Ontario Program or Universal Broadband Fund.</td>
<td></td>
</tr>
<tr>
<td>• There is opportunity to better define what the business case is for the ask in terms of:</td>
<td></td>
</tr>
<tr>
<td>• Expected economic upside;</td>
<td></td>
</tr>
<tr>
<td>• Expected service delivery enhancements;</td>
<td></td>
</tr>
<tr>
<td>• “At risk” consequences of continued non-provision of service; and</td>
<td></td>
</tr>
<tr>
<td>• “How much” we intend to ask for and how it relates to portion of the project that is expected to be funded locally.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Comment</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• This is of significant value, an easily understood business case, and application based. There is a need to assess Pelee requirement for funding relative to total available.</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Ask</th>
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</thead>
<tbody>
<tr>
<td>• Fund and bump Pelee up the list for the federal broadband strategy. The list is announced every few months.</td>
<td></td>
</tr>
<tr>
<td>• To fulfill the vision, continue to excel on the tourism side.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Timelines and Tactics</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Benchmark the cost per connection and “going rate” of funding.</td>
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</tbody>
</table>
Assessing Existing Asks
Inter-Governmental Affairs Strategy

**Context: Municipal Inter-Governmental Relations in Ontario**

*Striving for fairness among 444 “special cases”*

- Ontario maintains highly entangled policy, funding, regulator, and operational relationships with 444 municipalities, all with differing needs and characteristics.
- Given the enormous variety in needs and capabilities, the provincial policy is always at risk of appearing uneven or unfair to the municipality in question.
- The greatest challenges occur when a small number of residents face a significant infrastructure burden. These are not uncommon.
  - One instance is the need to upgrade an aging facility that is necessary for the community, originally built with provincial assistance, but now needs to be replaced or upgraded at the cost of the municipality. Aging water infrastructure is a common instance of this problem.
  - Another version of the problem is where a resource-oriented municipality (forestry or mining) has shrunk in population, municipal revenue, and the local ability to pay, creating a higher per capita burden on what remains of a once larger municipality. This situation is not uncommon in Northern municipalities.

Pelee faces its own unique version of the problem:

- A population that is and always will be small.
- A remote location that is expensive and difficult to access.
- Significant capital costs to manage the threat of shoreline erosion problems.
- Significant capital costs to build and maintain needed infrastructure, particularly when considered against the population base.
- An environmental heritage that creates both the opportunity of eco-tourism, but also the burden of regulatory constraint associated with ecological protection.

A full SWOT analysis of Pelee’s Intergovernmental Affairs situation appears on the following slide.
An Inter-Governmental Relations SWOT Analysis for Pelee

*The table below outlines the strengths, weaknesses, opportunities, and threats that Pelee faces regarding its inter-governmental relations.*

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Environmental attributes of the Island</td>
<td>- Limited population and limited voice</td>
</tr>
<tr>
<td>- Economic development opportunities of the island</td>
<td>- Economic development opportunities may appear to be at odds with environmental goals and need to be clearly articulated to be understood</td>
</tr>
<tr>
<td>- Strong IG capacity</td>
<td>- Vision attracts resources, but the vision is not clearly articulated</td>
</tr>
<tr>
<td>- The many instances of how Pelee is different creates a broad base for argument on the case for change, and a large number of potential solutions that the government could enable</td>
<td>- A need to move beyond “how we are different” to more detailed asks</td>
</tr>
<tr>
<td>- Not all issues are equally persuasive; prioritization is desirable</td>
<td>- Not all issues are equally persuasive; prioritization is desirable</td>
</tr>
<tr>
<td>- Too many asks can blunt the effectiveness of all</td>
<td>- There is a policy development burden to create detailed “asks”</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>- COVID has created a renewed interest in “Stay in Ontario” opportunities for tourism, increasing the strategic potential of a unique “close-to-market” destination like Pelee.</td>
<td>- Inadequate broadband service to give effect to opportunities</td>
</tr>
<tr>
<td>- Accelerated deployment of remote digital work creates potential new opportunities for islanders</td>
<td>- Remote nature means the vision is not easy for outsiders to perceive</td>
</tr>
<tr>
<td>- Accelerated deployment of internet service delivery creates opportunity to narrow gaps in access to services</td>
<td>- There are many similarly situated municipalities, but few direct comparators</td>
</tr>
<tr>
<td>- Pelee can develop stronger linkages to Essex municipalities based on commonality of interest</td>
<td>- Pelee has few natural allies</td>
</tr>
<tr>
<td></td>
<td>- Extreme spread between costs and households makes Pelee a challenging community to serve while creating unsustainable precedent</td>
</tr>
</tbody>
</table>
**Best Practices Related to the Ask**

1. **Lead with vision:** There needs to be a “vision” of what the ask will achieve, to ensure the government understands “why,” “what you are trying to achieve,” or put more directly, the answer to the “so what” question. There are always more asks than available funds. Your ask needs to be compelling at the level of vision, be it a vision of “making something good happen,” or a vision of “preventing something bad from happening.”

2. **Support the affirmative case with an evidence-based analysis:** Vision, alone, is not enough. There needs to be a business case that puts numbers to the opportunity of the problem. If this is not feasible on your own, there needs to be a process that allows you and the government to reach such an assessment.

3. To the greatest extent possible, frame the ask in terms of the public priorities of the government audience.

4. Never frame the ask in terms of the convenience of the administration. Focus on the outcomes and people served by the service.

5. **Anticipate and manage the reasons why they might believe they cannot agree.** “Creating a precedent,” “maintaining fairness,” and “not opening up a can of worms” all matter and may be a reason for government to refuse, if not duly considered. If we are asking for more for ourselves, we have to understand who else would expect the same treatment, and what situation we are creating for the Province if they were to agree with us.
1. **Ensure there is “solidarity” around the “ask.”** It is very detrimental to have multiple, disagreeing voices coming from the same municipality.

2. **Seek coalitions and allies where appropriate.** It is very appropriate to seek the support of other similarly situated municipalities, provided you can reach an agreement with them on content. Provincial (such as AMO) or “by type” municipal associations (such as ROMA) will tend to not become involved in matters of purely local relevance, particularly if there is a risk of dividing their own membership by creating a precedent.

3. **Understand the importance of finding an internal champion.** Be it an MPP, regional office staff, etc., it is critical to build trust with audiences inside the government who can become internal advocates for the policy logic you see.

4. **Commitment to a long-term course of consistent advocacy.** Nothing of importance will happen overnight and 3-5 years is common from initiation to conclusion, where policy change is involved. It is essential to plot a strategy and stick to it, monitoring for progress and adjusting based on feedback and/or changing conditions.

5. **Prioritization:** It is worth prioritizing having regard to:
   - Can Council agree on the “ask”?
   - What “ask” has the highest likelihood of success?
   - What “ask” would deliver the greatest value to the community, if successful? Value could be measured in terms of government funding received, displacing spending by the Township, or in terms of what outcomes are enabled. Value of the ask is considered further on the next slide.
Shoreline Protection: Within the suite of “asks” advanced by Pelee, the most significant “win” would be achieving funding for shoreline protection, as it would avoid risk, and displace an unfundable cost.

Reclassification of Pelee under OMPF to a higher level of support could achieve a wide range out outcomes, but for example, if it went from its current rating of 5.6 to a 10 (the highest entitlement rating under the Northern and Rural special circumstances classification) it would increase annual funding from $35,000/yr. to $125,000/yr. This may create other burdens for Ontario, however, among similarly situated municipalities.

Funding for Broadband would be a significant enabler of service delivery and economic activity. Its economic development value would need to be quantified, and it may need to be linked to other initiatives to fully unlock its value (such as land use flexibility).

Lease payments for the dock would be equivalent to increased revenue of $30,000/yr. for the Township.

Improved Service Standards on the ferry would enable day-tripping and associated economic activity, and improve the quality of life for residents, but may only directly lead to increased revenues for the Township.

Prioritizing Asks: Considering Maximum Value

Pelee needs to prioritize its asks. One input to that is the completion of a business case for each, comparing value to the Township.

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Potential value of successful outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund full cost of shoreline protection</td>
<td>$10M (one time)</td>
</tr>
<tr>
<td>Reclassify Pelee under OMPF to highest support on Northern and Rural Special Circumstances Fund</td>
<td>$90,000/yr.</td>
</tr>
<tr>
<td>Funding for Broadband</td>
<td>$20M (one time)</td>
</tr>
<tr>
<td>MTO Lease Payments re: Dock Facility</td>
<td>$30,000/yr.</td>
</tr>
</tbody>
</table>
Pelee has taken a great leap forward in terms of a systematic approach to inter-governmental relations in recent years. Evidence of recent success can be measured in terms of activity (access for meetings) as well as positive outcomes (low velocity vehicles program).

Refine and Better Articulate the Vision: Nevertheless, there are opportunities to improve with respect to the articulation of the vision, business case (achieve or avoid) and fairness/precedent implications.

As slide 53 catalogues, the Township has well articulated descriptions of why it is unique and how it is disadvantaged in the current system.

The following are less fully developed:
- Messages articulating the vision and what benefits it would deliver; and
- Messages describing the specifics of what the solutions might be.
**Current Overview of Asks**

**This is why Pelee is unique**
- Great Eco Tourism Opportunity
- Environmental Treasure
- Remoteness
- Small Population

**Here is what Pelee hopes to achieve**
- Economic Vision
- Achieve our Environmental Vision
- Equity in Access to Service
- Fairness in Transfers

**This is why Pelee deserves more support**
- Inadequate high season access to island
- Flood Mapping reduces available land
- Fact of remoteness limits access to basic service
- Low levels of transfers (2.5% of total)
- Low level of service (OPP)

**This is what Pelee needs specifically**
- Improve Ferry Service
- Improve Airport
- Invest in Flood Management
- Greater flexibility to achieve vision
- Funding for Broadband to allow for digital service
- Fair Contract Cost

**This is how Ontario can help**
- Fund better service; divert funds to operation
- Advocacy with Feds
- Invest in engineered flood plan management plan
- Increase Flexibility
- Create an eligible program; fund us through it
- Increase OMPF allocation; declare remote; pay PILs on MTO lands
- Funding for Broadband Increase our grants
- Increase OMPF allocation; declare remote; pay PILs on MTO lands
- Reduce Contract Cost to reflect realities of low service level

**Inter-Governmental Affairs Strategy**

This is why Pelee is unique

Great Eco Tourism Opportunity

Here is what Pelee hopes to achieve

Economic Vision

Achieve our Environmental Vision

Equity in Access to Service

Fairness in Transfers

This is why Pelee deserves more support

Inadequate high season access to island

Flood Mapping reduces available land

Fact of remoteness limits access to basic service

Low levels of transfers (2.5% of total)

Low level of service (OPP)

This is what Pelee needs specifically

Improve Ferry Service

Improve Airport

Invest in Flood Management

Greater flexibility to achieve vision

Funding for Broadband to allow for digital service

Fair Contract Cost

This is how Ontario can help

Fund better service; divert funds to operation

Advocacy with Feds

Invest in engineered flood plan management plan

Increase Flexibility

Create an eligible program; fund us through it

Increase OMPF allocation; declare remote; pay PILs on MTO lands

Funding for Broadband Increase our grants

Increase OMPF allocation; declare remote; pay PILs on MTO lands

Reduce Contract Cost to reflect realities of low service level
## Inter-Governmental Affairs Strategy

### Considering the Relationship Between Our Asks and Our Audiences

This graphic considers the relationship between our messages and the desired outcome from the audience, with respect to four aspects of the Pelee asks (vision, risk avoidance, fairness and “affection” or desire to help.) The final column, “current situation,” assesses our best sense of the current situation, demonstrating deficiencies in the positioning so far.

<table>
<thead>
<tr>
<th>What we need them to be thinking in response to Pelee’s ask</th>
<th>What a gap in Pelee’s ask would result in</th>
<th>Assessment of the current situation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision: “we want to invest in that to make it happen.”</td>
<td>Lack of Vision: “we don’t see the business case”</td>
<td><strong>Current state of advocacy:</strong> Need to settle on and communicate a clearer vision and more developed business case for most of our asks</td>
</tr>
<tr>
<td>Risk Avoidance: “we should invest in that to prevent it from happening.”</td>
<td>Risk Avoidance: “we don’t perceive the risk”</td>
<td><strong>Current state of advocacy:</strong> Need to better communicate risk and cost of “doing nothing”</td>
</tr>
<tr>
<td>Fairness: “it’s unfair if we don’t invest in that”</td>
<td>Fairness: “it would create an untenable or unaffordable precedent”</td>
<td><strong>Current state of advocacy:</strong> Need to better assess potential “show-stopper” precedent issues</td>
</tr>
<tr>
<td>Affection: “they deserve our help”</td>
<td>Affection: “they have not done their part”</td>
<td><strong>Current state of advocacy:</strong> Right track, but not there yet</td>
</tr>
</tbody>
</table>
**Inter-Governmental Affairs Strategy**

**Recommendations**

The following states recommendations on the government relations strategy based on assessment of opportunities.

- For comparison purposes, StrategyCorp has plotted opportunities with regard to their value (direct, indirect or policy), and the current estimation of how achievable they are.

- The areas in the shaded box would appear to be the higher priorities at this time.
Inter-Governmental Affairs Strategy

Performance Measurement in Inter-Governmental Relations Requires a Hybrid Approach

- Inter-governmental affairs is an activity which can often appear to be “just a lot of activity, without clear outcomes.” Public sector management is rightly focussed on outcomes.
- Inter-governmental efforts generally consist of activities that can be quantified, such as number of meetings held, but it is much harder to usefully track the qualitative aspects, such as whether the meeting made progress. A number of options are summarized below.
  - **Measuring Activity:** It is possible to track activity, but this tracks inputs without regard to the output.
  - **Measuring Adherence to Plan and Best Practices:** A more sophisticated measurement of activity would track activity against the annual plan or agreed upon best practices.
  - **Measuring Success (quantitative):** It is possible to do a simple win/loss measurement. The limitation of tracking results (win/loss) is that success or failure in a plan may have nothing to do with the quality of the effort of the Township.
  - **Measuring Success (quantitative/qualitative hybrid):** It would be possible to add to the quantitative model by identifying a control group of similar “asks” made by other communities, but this is not as practicable for a unique community like Pelee, which has no or few comparators.
  - **Qualitative Assessment of Progress:** Some municipalities have a process whereby they track perceived influence, by measuring positive signs of engagement with other governments. This is highly subjective.
    - The balanced scorecard approach described here recognizes that having a plan and standards and sticking to it is to some degree “all one can do,” but success matters. So, a passing score of 66% is doable without winning. This would seem to be a fair balance.
Township of Pelee – Organizational Chart 2020
Executive Summary

The Township of Pelee Island is seeking to develop partnerships with neighbouring municipalities to assist in the development, attraction and retention of qualified professional staff to support the programs and services delivered by the municipality to its residents, businesses and visitors.

Management or staff development opportunities in a neighbouring municipal environment for a short-term assignment; renewable annually would be offered to interested and qualified professional staff. Terms of Reference and Conditions will be outlined in the framework of an Agreement.

Objectives

- To access and share professional expertise from qualified staff to employees of Pelee Island, assisting them in the enhancement and advancement of their professional development on the particular subject matter defined in the project.
- To develop competencies and advanced knowledge on the subject matter by Pelee Island staff by working and liaising with the municipal expert assigned.
- To maintain a level of understanding of best practices, competence and subject matter expertise to best serve the needs of the municipality.

Project: To be identified

Area of Expertise: To be identified based on project

Takeaways: Onboarding, workplace behaviour, ethical values, workplace culture, training techniques and processes, employee satisfaction through recognition.

Timing: 3-6 weeks per year, 2-3 year return commitment
The following is an example of the language that could be used to draft a proposal for neighbouring municipalities in relation to option 5 on slide 32:

Secure short-term placement of individual with required expertise.

**Outcomes**
- Introduce or enhance employee training program
- Develop current employees for more senior appointments
- Retain employees with challenges to extend their professional development
- Attract new employees with commitment to extensive training opportunities
- Recognizes employee commitment to their profession and to further development to qualify them for career advancement opportunities
- Provides a corporate continuum of internal staff development, advancement and promotion
- Reduced turnover
- Enhance short-term and long-term performance
- Employee satisfaction through recognition
- To be drafted and shared with you for review and approval
- Employer of choice recognition

**Compensation**
- Salary/benefits continuation by employee’s host municipality
- Agreement for reimbursement by partner municipality to host municipality as mutually agreed

**Host Accommodation**
- On site – provided by Township of Pelee Island
- Remote – ability to work from home base, dedicated to the project with reporting and monitoring regimes in place

**Agreement:** Memorandum of Agreement to be developed between two municipalities

**Council Approvals:** Host Municipal Council (or delegated) approval, Partnering Municipal Council (or delegated) approval

**ROIs:**
- Practical experience, future value
- Enhanced credentials, promotability
- Stretch exercise in areas not normally exposed to or responsible for in current position
- Leverage experience gained by applying to host municipal environment, expanded network