

Effective Service Delivery

Middlesex Centre Shared Services

Approach

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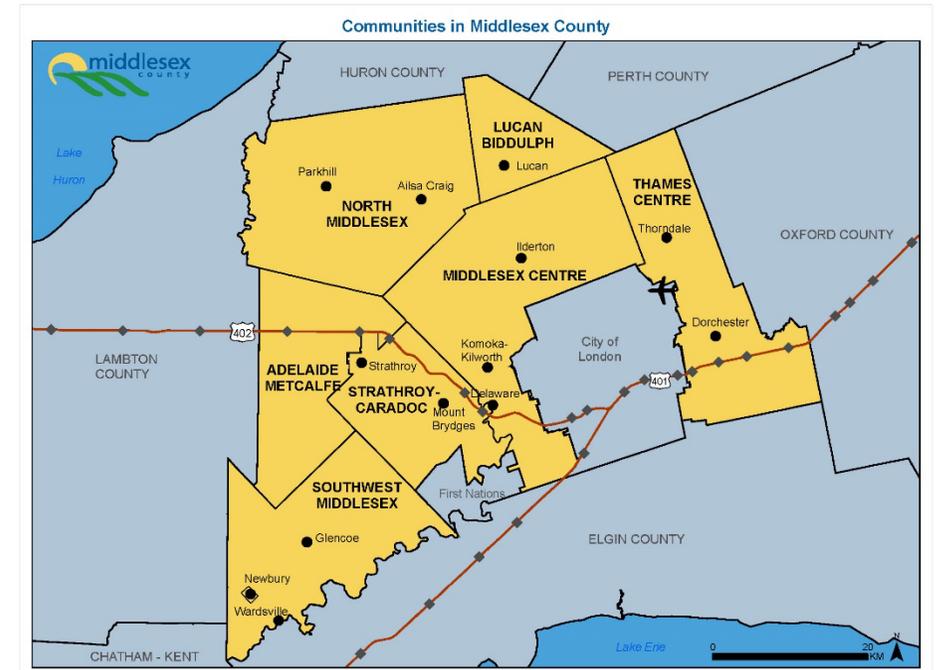
Agenda

- Background of Middlesex Centre
- Staff Retention and Recruitment Challenges
- Middlesex Centre Shared Services Model
- Q/A



Municipality of Middlesex Centre

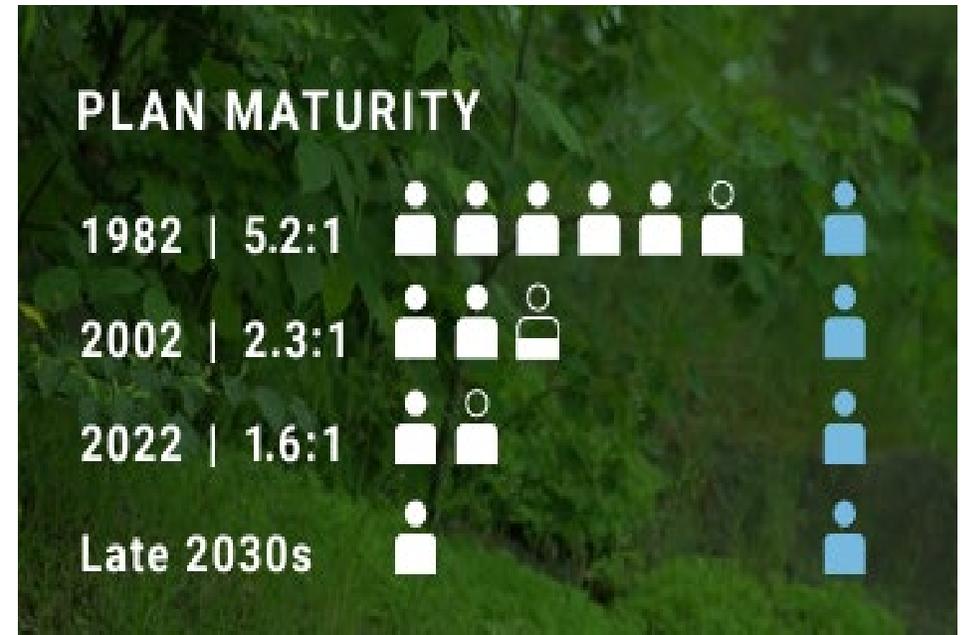
- Rapidly growing, mainly rural, municipality with a population of 20,000
- Located in Middlesex County surrounding the western and northern edges of the City of London, with an area of 588 km²
- Total staffing complement is about 275 (including paid-on-call fire services)
- Municipal budget 2023 - \$75 million
- Learn More: middlesexcentre.ca





Retirement Challenges on the Horizon

- According to the [2022 OMERS Annual Report](#), the ratio of active members to retired members is a common measure of plan maturity
- The ratio today (2022) is less than 2:1 and is expected to reach less than 1:1 in the late 2030s and this is a good way to gauge retirement in the public sector, through plan maturity for OMERS





So what does this mean?

- Staff exiting the workplace will create a knowledge gap
- Fewer qualified / experienced people to fill (senior) level roles / positions
- For local government – will create a situation where municipalities are having to be ever more competitive to recruit AND retain staff
- The Great Retirement – see Reuters Article:
<https://www.reuters.com/world/americas/canadas-real-problem-is-not-job-losses-its-rush-retire-2022-09-11/>



Creating a Workplace Culture of Flexibility

- Municipal councils have been provided with various service models that offer flexibility as it relates to the workplace in order to retain existing staff or attract new talent:
 - Four Day work-week
 - Extended service hours to double-time
 - Contracting for Service
 - Job-Share
- There are pros and cons for all of the above and there's no right or wrong way!



Middlesex Centre – Shared Partnership Approach

- Middlesex Centre is one of the larger of the lower-tier municipalities in the County of Middlesex
- Although some services are provided by the County – we work together on planning and development services (legislated), Information Technology Services etc.
- The Municipality has decided work off this approach and now provide service delivery to neighbouring municipalities – much like the County to the lower-tiers



Middlesex Centre – Shared Partnership Approach

- This alternate form of service delivery enables municipalities to work together and create stronger partnerships
- For MXC, the service delivery approach is provided to the following:
 - Building and By-Law Services with Middlesex Centre as the lead providing services to the Townships of Adelaide-Metcalfe, Lucan-Biddulph, North-Middlesex and Southwest Middlesex
 - Fire Prevention Services with Middlesex Centre as the lead providing services to the Municipalities of North Middlesex and Thames Centre



Advantages to the Share Partnership Approach

- There are several advantages to this partnership model including
 - Consistency of service delivery across municipal borders
 - Funding formula that is affordable and cost-effective for ratepayers
 - Automation of services i.e. CloudPermit
 - Do away with competition for staff – One Chief Building Official instead of one for each municipality
 - Staff efficiencies – all learn / train from a shared environment
 - Creates flexibility and nimble staff approach

2023 PJ Marshall Award for Innovation
– awarded to Middlesex Centre’s building division for their shared services agreement by e-permitting



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