



MUNICIPAL JOINT SERVICES BOARD LUNENBURG REGION

Shared Services Success Story

November 9, 2017

WHY MJSB?

To re-group with better understanding of the:

"KNOW HOW"

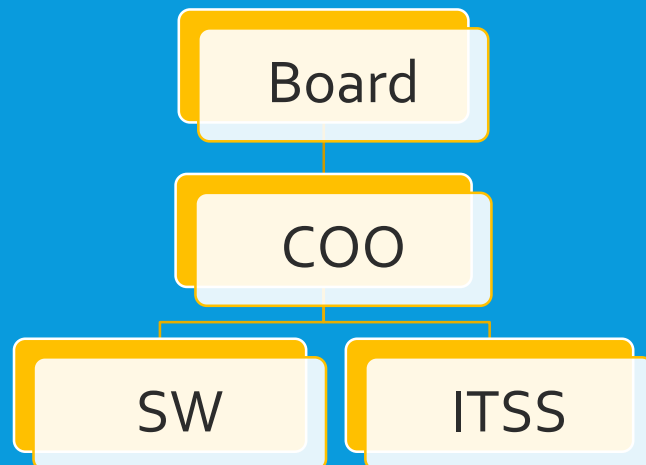
↑ service level ↓ cost



Benefits
Residents and
taxpayers of the
units

GOVERNANCE (MODL+ TOB +TOMB)

- Created in April 2013 – 2014
Incorporated under section 60 of the MGA
- The Board has equal Representation (appointed by each council)



Decisions are streamlined

- Subcommittee overview
 - Finance & Budget
 - Shared Services
- Recommendation from Subcommittee to the Board
- Board debate and approval
- 2 of 3 councils to approve the Operating and Capital budget
- New initiatives must be approved by the participating Councils

PHILOSOPHY AND OBJECTIVES OF THE BOARD

- ✓ Making the most out of every municipal tax dollar raised
- ✓ Creating a more sustainable local government organization

Business-Like philosophy

Economies of scale (volume = negotiating strength)

Adaptability (ability to adapt to constant change)

WHAT ARE THE POSITIVES:

HST implication – para municipality

(~95,000 saving on HST cost)

- Flatten, Simplified – make it easier, less confusion
- Consistency and Clear Guidelines
- Clarity – one Board, one direction
- Risk mitigation – e.g. Pension windup (eliminate unknowns)
- No added cost with independent audit and financial reporting

CHALLENGES:

What in it for me (cost sharing formula)?

ROI (difficult to vision ST pain vs LT gain i.e. ITSS)

Cultural differences (not ready to let go)

Implementation can be difficult e.g. HR Direct transfer vs competition

Change in councils - change in direction

OUTCOMES

Board Administration and Solid Waste

COST SAVINGS: BEFORE VS AFTER (\$)

Before		After	
Accounting Fees: (based on 2011)	161,500	Accounting Fees: (Audit+Payroll)	13,500
Engineering:	38,000	Engineering: (outsource, as needed basis)	15,000
Redundancy (5+OT)	302,000	COO+CPA	175,000
Insurance	<u>95,000</u>	Insurance (renegotiated)	<u>70,000</u>
Total cost	596,500	Total cost	273,500
		Net saving	\$323,000

COST SAVINGS CONTINUED..

Other operational saving:

Saving from Processing improvement	\$110,000
Saving from Re-structuring	<u>\$323,000</u>
Minimum Annual Saving	\$433,000

REDUCED FEES FOR SERVICES

	2018-19	2013-14	2012-13
Recycling	240	246	259
Compost (Partners)	85	121	
Compost (ICI)	85	121	110
Landfill (Partners)	150	155	
Landfill (ICI)	150	155	155
Woods	60	155	155
Shingles	85	155	155
Drywall	105	155	155
Metals	0	155	155
Mixed C&D	105	155	155
Septic	34.7	34.7	34.7

OUTCOMES SINCE 2013-14

- Full cost recovery (Operating + Capital + Reserve for Amortization)
- Decrease risk and liability – ability to adjust for cost control
- No Debt Servicing – Pay-as-you-go, LT solutions (1.3m invested)
- New approach to customer service (think out the box)
- Consistency – one standard, less confusion
- Diversion 300 kg/capita (265/capita in 2015-16)
- Ability to do more for less

SMALL THINGS THAT MATTER – IMPACT FROM ONE EMPLOYEE – HHW PROGRAM (DO MORE WITH LESS)

Before

HHW volume received is lower

Price for lab pack is cheaper

Cost of program \$ 30,000

No revenue

After

Volume increase by 25%-35% (cleanup - aging residents)

Price for some lab pack increase by at least 15% since 2013

Cost of program \$20,000

Added small Revenue

Today we use this cost saving to do mobile collection in a remote rural community

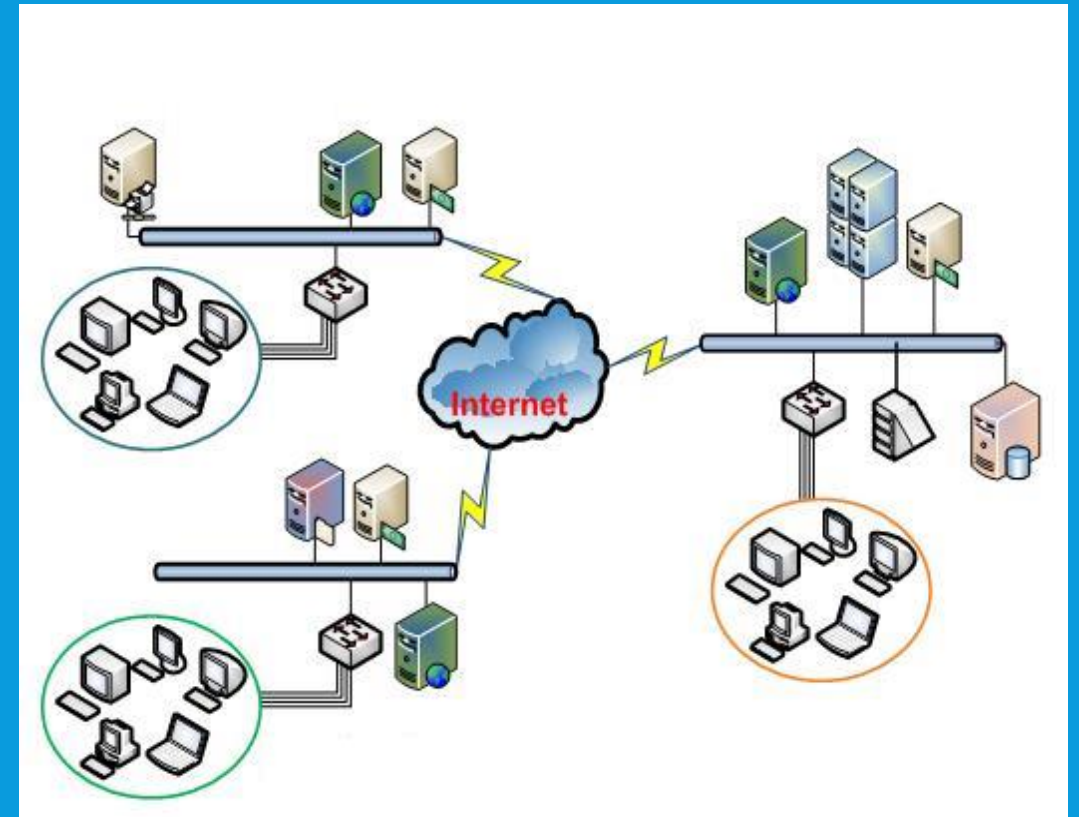
INFORMATION TECHNOLOGY SHARED SERVICES (ITSS)

David Muise

IT Director

UNIFIED MUNICIPAL NETWORK

- All 17 locations are connected, sharing of services possible
 - MODL 5, TOB 8, MJSB 2, TOMB 2
- Drastic reduction in network related issues
- Reduced exposure to Internet risks through managed security (Eastlink)



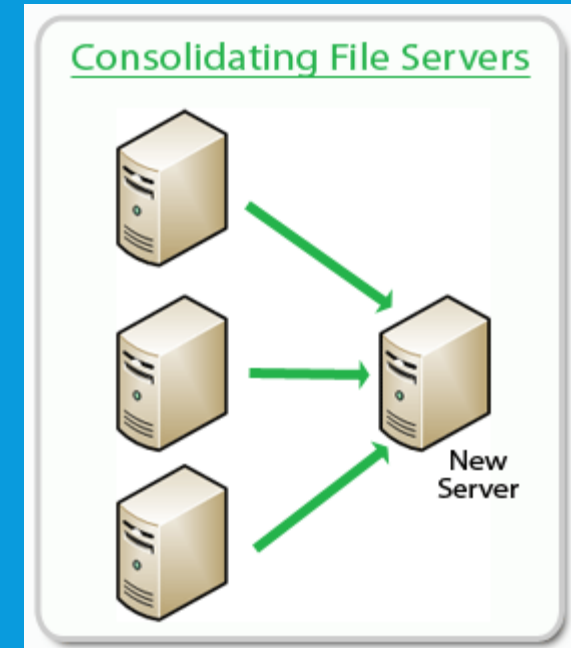
MAKE IT SIMPLE..

- 184 employees migrated
- New standard with greater consistency
- Made “Paperless Council” possible
- Capacity improvement - Solved large email attachment issues
- Increase IT accessibility and security



MAKING IT SIMPLE - CONSOLIDATION

- Financial System
 - 4 Townsuite servers to be replaced by one serving all partners
 - Office 365 – eliminated 6 servers from partners
- 22 servers eliminated to date – reduced cost of software licensing and equipment replacement



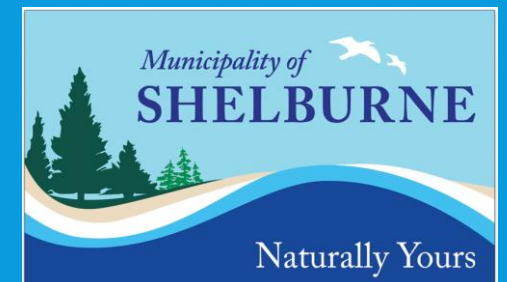
COST SAVING: CELL PHONE PLAN AND VOICE OVER IP

- Migration of cell phone plan to Provincial Cell Plan with 30% to 40% savings
- MJSB – significant rate reduction, especially long distance and “push-to-talk” rates
- VOIP conversion with more than 50% cost savings



PARTNERSHIP WITH OTHER MUNICIPALITIES

- Municipality of District of Chester
 - Joint purchase of software licenses increased volume, reduced unit costs
 - Provide backup to Chester when possible
- Provision of IT support and consultation services to District of Shelburne
- Negotiation in process with another municipality
- Ability to expand and provide ITSS to other municipal units



EXAMPLE OF COMMUNITY SERVICES TO NPO

- Provision of IT support to South Shore REN and YMCA of Bridgewater
- Donation of obsolete IT and Mobile phone equipment to United Way to support youth at risk
- Assist other NPO (with limited resources) when possible



THANK YOU

Q&A