

# Draft Strategic Operational Priorities Report

Phase I of the Level of Service Review

Prepared for:  
Town of Portugal Cove - St. Philip's

September 2017

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## 1. Executive Summary

The analysis reveals that the five priority service areas are:

1. Roads Maintenance
2. Strategic land use planning
3. Garbage and recycling services
4. Issuing permits and licences
5. Recreation programs

There are a number of services competing for the sixth spot depending on how the results are prioritized.

- By-Law enforcement
- General customer services
- On-line customer services
- Local Business Support and Economic Development Planning

The recommendation going forward is that these first top five services be selected for review and that Council select one from the four tied for sixth place for the final service.

## 2. Introduction and Context

This strategic operational priorities report is the output of Phase I of the Level of Service Review being undertaken by Twells Consulting on behalf of the Town of Portugal Cove St. Philip's. The service review is a direct consequence of the Town's Strategic Plan conducted in 2015. One of the primary objectives of this strategic plan was for the Town to be recognized for excellence in service delivery.

The goal of this study is: *"To optimize the level of service to tax payers that balances public expectations with municipal best practices and affordability, thus creating the most impact on resident satisfaction and perception of the organization."*

The service review project is split into three phases:



The objective of the Strategic Operational Priorities Report is to identify the first six service areas that will be analyzed for their potential to be deemed as ‘excellent’ in comparison with a benchmark of other municipalities.

The specific activities undertaken to select the priority service areas were:

- Review of existing relevant documents, including
  - Strategic Plan Final Working Session, August, 2015
  - Municipal Plan, 2014
  - Municipal Asset Management Plan, 2016
  - Community Work (PlaceBuilder) Plan, 2016
  - Community Sustainability Plan, 2010
- Interviews with staff
- Interviews with councilors
- Staff workshop
- Community Survey (conducted by MQO Research)
- Staff Survey
- Business Community Survey

### 3. **Review of Background Materials**

The purpose of this section is to highlight the priorities and strategic objectives that have been established by Council concerning the delivery of quality services to the public. Highlights are presented for each document in turn.

#### **Strategic Plan Final Working Session, August, 2015**

**Objective:** To be recognized as a leader for excellence in governance and service delivery.

**Strategic Initiatives:**

1. Develop Level of Service Standards for key service areas; complete analysis of six service areas within two years.

Intended results to include:

- improved citizen satisfaction,
  - greater accountability for both Council and Staff, and
  - enhanced communications with the public.
2. Implement interactive technology to assist residents in accessing municipal services.
  3. Investigate a new committee system to enhance communications between Council and residents.
  4. Review key internal processes to ensure a cross-departmental approach to service delivery.
  5. Develop a long-term fire protection plan.

## PCSP Municipal Plan, 2014-2024

### Key Priorities & Findings:

1. Provide a full range of municipal services in the most economical manner and within the Town's fiscal capacity.
2. Maintain a rural community character and protect environmentally sensitive areas (e.g., flood prone areas such as Murray's Pond River/Main River and Broad Cove River).
3. Encourage green technologies, including the use of renewable resources.
4. Residents at the public hearing underlined the urgency of having new planning documents in place to guide growth in PCSP.
5. A new Community Recreation Centre was first called for in the Town's 2005 Infrastructure Assessment and Master Plan.
6. The Town's road network includes 209 roads, totalling 128 kilometres, 47% of which is owned and operated by the provincial government.

## Municipal Asset Management Plan, May, 2016

The objective of the Plan: To maximize benefits, manage risk and provide satisfactory levels of service to the public in a sustainable manner.

### Key Priorities & Findings:

1. The estimated replacement cost of all municipal assets (water, wastewater, roads, bridges, buildings, vehicles) at December 31, 2014 was \$142M, or \$19K/resident (some assets, e.g., trails, were not included). 88.7% of the total was absorbed by the municipal road, water and sewer network.
2. 97.4% of municipal roads and 66.7% of bridges were determined to be in good condition.
3. It was determined that PCSP should be raising \$1.6 M/year in long-term capital financing (compared to less than \$300 K being raised as of December, 2014).
4. To evaluate and improve the Asset Management Plan, the Town was to undertake a series of actions, including: 'An annual comparison of actual service level indicators with planned service level indicators and identification of significant variances.

## Community Work (PlaceBuilder) Plan, June, 2016

This plan offers a strategic approach to PCSP development based on the PlaceBuilder model. It contains a broad scope of recommendations and project proposals, including the following:

1. Identification of comprehensive development planning areas.
2. A network of multi-use trails and parks.

3. Preservation of areas valuable for ecological and agricultural purposes.
4. A Town Centre on Portugal Cove Road.
5. Harbourfront development in both Portugal Cove and St. Philip's Harbour.
6. A farmers market.
7. Preservation of heritage assets and special places (e.g. strategic lookouts and viewscapes).
8. Neither of the Town's two main roadways, Portugal Cove Road and Thorburn Road, both managed by the Province, meets the Transportation Association of Canada design standards.
9. The network of local streets has suffered in the past from lack of consistency in design guidelines (e.g. concerning sidewalks and stormwater management).

### **Community Sustainability Plan, July, 2010**

Developed to address sustainability of the Town from social, economic, environmental and governance perspectives.

#### **Key Priorities & Findings**

1. Reduce the amount of local waste, explore partnerships for regional non-deposit recycling and local composting.
2. Support development of a variety of housing types, including affordable and seniors housing.
3. Pursue servicing for unserviced streets such as Neary's Pond Road.

### **MMSB Waste Audit, May 2017**

Audit was completed for 10 different collection routes.

#### **Key Priorities & Findings**

1. 34% and 19% of recyclable paper and containers respectively were placed in blue bags, the rest into general garbage.
2. Recommendations: continue monitoring, increase public outreach & education, particularly in low participation areas, promote reduce and reuse.

### **St. John's CMA and PCSP Resident Surveys, July, 2016**

Conducted by the Newfoundland Statistics Agency, key findings related to service delivery are shown in the table following.

Finding	%	# of respondents
Very or somewhat satisfied with municipal services	80	338
Town's effectiveness keeping residents informed	83	350
What aspects of PCSP do you like the most?		
Parks & playgrounds	69	240
Garbage collection	79	277
Recreational programs	43	152
Which services do you feel are lacking or could be improved?		
Roads	70	274
Sidewalks	81	284
Garbage collection	9	33
Access to facilities & services during the winter	5	17

#### **4. Identification of Services and Short List**

An important starting point for the research and identification of priority service areas is the definition of existing service areas. Following the submission of a draft list by the consulting team, a final list was approved by the Town (see Appendix I).

This definition is not a direct fit with the organizational structure of the municipality. While some services clearly fit within specific municipal departments, others quite obviously cross departmental boundaries. For example "Facilities and Amenities" crosses Public Works and Recreation departments. The summary list is as follows.

1. Online Customer Service
2. General Customer Service
3. Records Management
4. General Admin
5. Financial Services
6. Communications
7. Recreation Programs
8. Local Business Support
9. Marketing/Branding
10. Permitting
11. Town/Strategic Planning
12. Enforcement
13. Emergency Services
14. Water/Wastewater
15. Roads
16. Garbage & Recycling
17. Facilities & Amenities
18. Heritage
19. Environment

It was this listing of services that formed the basis of the formal research components for the project.

## 5. Results of Surveys

### A. Community Survey

In order to obtain a statistically representative survey of Portugal Cove - St. Philip's residents relating to their degree of satisfaction with various municipal services, the firm of MOQ (St. John's) was retained. Through a telephone survey, a random sample of 400 resident households was taken. This enabled statistical reliability of plus or minus 5% (95% of the time) to be obtained (the normal standard for social science research).

In this survey, respondents were asked to indicate both how important they felt various municipal services were and secondly how satisfied they were with the municipality's provision of that service. The table below shows the results of both 'importance' and 'satisfaction' ratings. In addition, an 'importance/satisfaction ratio' has been calculated<sup>1</sup>. This latter measure compares both 'importance' and 'satisfaction' scores such that a higher score indicates that satisfaction with the provision of the service is less than the score attributed to its importance. Thus the higher the score, the greater the concern.

The results of this assessment are shown in the table below:

Service Area	Community Survey Results		
	Importance (% over 8)	Satisfaction (% over 8)	Importance/ Satisfaction Ratio
1) Online Customer Services	65%	46%	1.41
2) General Customer Services	74%	43%	1.72
3) Records Management Services	76%	40%	1.90
4) General Administrative Services	75%	31%	2.42
5) Financial Services	85%	47%	1.81
6) Communications Services	72%	49%	1.47
7) Recreation Programs	77%	51%	1.51
8) Local Business Support and Economic Development Planning	65%	38%	1.71
9) Marketing / Branding of the Community	49%	31%	1.58
10) Issuing Permits and Licences	74%	29%	2.55
11) Strategic Land Use Planning	80%	30%	2.67
12) By-law Enforcement	81%	37%	2.19
13) Emergency Services	97%	88%	1.10
14) Water and Wastewater Management	77%	46%	1.67
15) Roads Maintenance	84%	12%	7.00
16) Garbage & Recycling Services	91%	66%	1.38
17) Maintenance of Parks, Arenas and Other Municipal Facilities	77%	51%	1.51
18) Heritage Protection and Education Services	53%	32%	1.66
19) Environment protection and Education Services	82%	45%	1.82

<sup>1</sup> The scores actually used were ratings of '8' and above on a 10-point scale - see Appendix x. The ratio is simply the 'importance' score divided by the 'satisfaction' score.



According to this procedure, then, the top six services for priority focus in this review would be:

1. Roads maintenance
2. Strategic land-use planning
3. Issuing permits and licenses
4. General administration services
5. By law enforcement
6. Records management services

The detailed results from the community survey are available in a separate document from MQO Research.

### *B. Staff Survey*

Another perspective on service provision was provided through a survey of the municipal staff. Here staff were asked which of the 19 service areas they felt were most important in terms of this service review. They were asked to choose up to five priority areas that they would nominate for the review. In total, 24 staff responded, representing a response rate of 77% (of the 31 staff employed by the municipality.)

The results of this selection process are shown in the table below. The table reflects the total number of mentions for each of the service areas. (This approach treats each of the five priority areas as equally important - in other words, there was no weighting attributed to the top priority, versus second and third priorities etc.)

Service Area	Staff Survey No of Votes from Staff Survey (of 5 possible priorities)
1) Online Customer Services	2
2) General Customer Services	8
3) Records Management Services	2
4) General Administrative Services	0
5) Financial Services	2
6) Communications Services	12
7) Recreation Programs	4
8) Local Business Support and Economic Development Planning	1
9) Marketing / Branding of the Community	3
10) Issuing Permits and Licences	5
11) Strategic Land Use Planning	5
12) By-law Enforcement	3
13) Emergency Services	3
14) Water and Wastewater Management	5
15) Roads Maintenance	13
16) Garbage & Recycling Services	8
17) Maintenance of Parks, Arenas and Other Municipal Facilities	2
18) Heritage Protection and Education Services	3
19) Environment protection and Education Services	0

The top services for priority focus in this review according to the staff survey were:

1. Roads maintenance
2. Communication services
3. General customer services (tied for third place)
4. Garbage and recycling services (tied for third place)
5. Issuing licenses and permits (tied for fourth place)
6. Strategic land-use planning (tied for fourth place)
7. Water and waste water management (tied for fourth place)

### C. Business Survey

Another perspective provided on municipal services eligible to be reviewed was provided through a survey of the business community. This too was an online survey instrument that was sent out to all businesses registered in the local Chamber of Commerce and for whom an email address existed. In total, 17 businesses replied, representing a response rate of X percent. In this survey businesses were asked to identify their top *three* priorities in terms of services to be nominated for review.

The results of this selection process are shown in the table below.

Service Area	Business Survey No of Votes from Business Survey (of 3 possible priorities)
1) Online Customer Services	1
2) General Customer Services	1
3) Records Management Services	0
4) General Administrative Services	0
5) Financial Services	2
6) Communications Services	0
7) Recreation Programs	2
8) Local Business Support and Economic Development Planning	2
9) Marketing / Branding of the Community	2
10) Issuing Permits and Licences	2
11) Strategic Land Use Planning	3
12) By-law Enforcement	2
13) Emergency Services	2
14) Water and Wastewater Management	3
15) Roads Maintenance	6
16) Garbage & Recycling Services	3
17) Maintenance of Parks, Arenas and Other Municipal Facilities	0
18) Heritage Protection and Education Services	0
19) Environment protection and Education Services	1

The top services for priority focus in this review according to the business survey were:

1. Roads maintenance
2. Strategic land-use planning (tied for second place)
3. Water and waste water management (tied for second place)
4. Garbage and recycling services (tied for second place)
5. Financial services (tied for third place)
6. Recreation programs (tied for third place)
7. Local business support and economic development planning (tied for third place)
8. Marketing and branding of the community (tied for third place)
9. Issuing licenses and permits (tied for third place)
10. By law enforcement (tied for third place)
11. Emergency services (tied for third place)

Note that seven services were tied for third place with two nominations each.

#### *D. Council & Staff Interviews*

Fourteen one-on-one interviews were carried out with members of Council and senior staff. Some focused their remarks on the internal functioning of the corporation, the rationale being that without a strong, productive organization, they would be unable to provide service improvements.

4 of the 6 Councilors were on Council for the first time. 4 of the 8 staff interviewed are also relatively new (between 3 ½ and 7 years). The other two co-fire chiefs are engaged on a contract/consultant basis.

A summary of prominent points made follows.

**Municipal Strengths:** financially strong, demographics, wastewater management leader, infrastructure in relatively good shape.

**Weaknesses:** street safety, 35 kms of provincial roads (both strength & weakness), customer service/need for seamless service, lack of diversified tax base, daytime fire-fighting capability, not structured to respond properly to ATIPP requests.

**Opportunities:** develop a lifestyle centre, regional service-sharing, long-term planning, housing development (for seniors & starters), management and staff to work together better.

**Threats:** council changeover, loss of rural character, programs & staffing beyond the Town's financial means, more downloading of provincial responsibilities.

Services to be analyzed in this project?

- garbage-recycling (7 mentions)
- recreation (7 mentions)
- marketing & communications (7 mentions)
- economic development/long-term planning (4 mentions)
- road maintenance/safety (2 mentions)
- fire & emergency (2 mentions)
- data & information management (1 mention).

## 6. Recommended Services for Further Analysis

As a reminder, the specific activities undertaken to select the priority service areas were:

- Review of existing relevant documents, including
  - Strategic Plan Final Working Session, August, 2015
  - Municipal Plan, 2014
  - Community Sustainability Plan, July, 2010
  - Municipal Asset Management Plan, May, 2016
  - Community Work (PlaceBuilder) Plan, June, 2016
- Interviews with staff
- Interviews with councilors
- Staff discussion and workshop
- Community Survey (conducted by MQO Research)
- Staff Survey
- Business Community Survey

The output of these activities is a blend of qualitative and quantitative information. The following method has been applied to select the six focus areas:

### 1. Ranking

- Analysis of the survey results to show the top six selected services by the resident community, business community and staff
- Qualitative analysis of the staff and council interviews to distill the six priority services areas
- Qualitative analysis of the output from the staff workshop to identify the six priority service areas

### 2. Weighting

Logic suggests that the ranked results are not of equal weight in determination of the six priority service areas. The strategic plan identifies community engagement as a key strategic direction and so the community survey is seen as the most significant influencer of the decision on which services to prioritize. The business survey is understood by the consulting team to be the second most significant input. Consequently, the following weighting was applied:

- Community survey - three times as significant
- Business survey - twice as significant

### 3. Strategic Alignment and Financial Impact

The strategic plan identifies the following four “strategic directions”:

1. Community engagement and local government excellence
2. Financial strength
3. Quality of life
4. Growth and development

The 19 services areas were each allocated a High (H), Medium (M) or Low (L) indicator for strength of the alignment with the strategic directions and for the cost to impact.

For example:

Local Business Support rates (H) for strategic alignment  
[Strategic direction 4 Growth and Business Development]

Local Business Support rates (L) for cost to impact

[Identifying new commercial areas and developing a business growth strategy are relatively low cost when compared with say, building a new recreation centre]



## Consolidated results of surveys and interviews

	intitial ranking				
	Community survey	Staff survey	Business survey	Town Interviews	Satff Workshop
1) OnLine Customer Services					
2) General Customer Services		3			
3) Records Management Services					
4) General Administrative Services	4				
5) Financial Services			5		
6) Communications Services		2		2	
7) Recreation Programs			5	1	1
8) Local Business Support and Economic Development Planning			5	4	
9) Marketing / Branding of the Community			5		
10) Issuing Permits and Licences	3	5	5		6
11) Strategic Land Use Planning	2	5	2		
12) By-law Enforcement	5		5		
13) Emergency Services			5	5	
14) Water and Wastewater Management		5	2		
15) Roads Maintenance	1	1	1	5	3
16) Garbage & Recycling Services		3	2	2	5
17) Maintenance of Parks, Arenas and Other Municipal Facilities					4
18) Heritage Protection and Education Services					
19) Environment protection and Education Services	6				2

For further analysis, the ranking is converted to a numeric score

	ranking values - note 1				
	Community survey	Staff survey	Business survey	Town Interviews	Satff Workshop
1) Online Customer Services	0	0	0	0	0
2) General Customer Services	0	40	0	0	0
3) Records Management Services	0	0	0	0	0
4) General Administrative Services	30	0	0	0	0
5) Financial Services	0	0	20	0	0
6) Communications Services	0	50	0	50	0
7) Recreation Programs	0	0	20	60	60
8) Local Business Support and Economic Development Planning	0	0	20	30	0
9) Marketing / Branding of the Community	0	0	20	0	0
10) Issuing Permits and Licences	40	20	20	0	10
11) Strategic Land Use Planning	50	20	50	0	0
12) By-law Enforcement	20	0	20	0	0
13) Emergency Services	0	0	20	20	0
14) Water and Wastewater Management	0	20	50	0	0
15) Roads Maintenance	60	60	60	20	40
16) Garbage & Recycling Services	0	40	50	50	20
17) Maintenance of Parks, Arenas and Other Municipal Facilities	0	0	0	0	30
18) Heritage Protection and Education Services	0	0	0	0	0
19) Environment protection and Education Services	10	0	0	0	50

Note 1 - ranked vales multiplied by factors as follows:  
 Rank 1 = 60, 2=50, 3=40, 4=30, 5=20, 6=10

	weighted ranking values - note 2				
	Community survey	Staff survey	Business survey	Town Interviews	Satff Workshop
1) Online Customer Services	0	0	0	0	0
2) General Customer Services	0	40	0	0	0
3) Records Management Services	0	0	0	0	0
4) General Administrative Services	90	0	0	0	0
5) Financial Services	0	0	40	0	0
6) Communications Services	0	50	0	50	0
7) Recreation Programs	0	0	40	60	60
8) Local Business Support and Economic Development Planning	0	0	40	30	0
9) Marketing / Branding of the Community	0	0	40	0	0
10) Issuing Permits and Licences	120	20	40	0	10
11) Strategic Land Use Planning	150	20	100	0	0
12) By-law Enforcement	60	0	40	0	0
13) Emergency Services	0	0	40	20	0
14) Water and Wastewater Management	0	20	100	0	0
15) Roads Maintenance	180	60	120	20	40
16) Garbage & Recycling Services	0	40	100	50	20
17) Maintenance of Parks, Arenas and Other Municipal Facilities	0	0	0	0	30
18) Heritage Protection and Education Services	0	0	0	0	0
19) Environment protection and Education Services	30	0	0	0	50

**Note 2** ranked values multiplied by weightings; Community survey rank x 3; Business survey rank x 2



Final Service Area Ranking				
	total weighted score	overall rank	strategic alignment h/m/l	cost to influence h/m/l
1) Online Customer Services	0		h	l
2) General Customer Services	40		h	l
3) Records Management Services	0		m	m
4) General Administrative Services	90		l	l
5) Financial Services	40		m	m
6) Communications Services	100	6=	h	m
7) Recreation Programs	160	5	h	m
8) Local Business Support and Economic Development Planning	70		h	l
9) Marketing / Branding of the Community	40		m	m
10) Issuing Permits and Licences	190	4	h	l
11) Strategic Land Use Planning	270	2	h	l
12) By-law Enforcement	100	6=	l	m
13) Emergency Services	60		h	m
14) Water and Wastewater Management	120		m	h
15) Roads Maintenance	420	1	m	h
16) Garbage & Recycling Services	210	3	m	m
17) Maintenance of Parks, Arenas and Other Municipal Facilities	30		h	m
18) Heritage Protection and Education Services	0		l	l
19) Environment protection and Education Services	80		l	l

## 7. Conclusion & Recommendation

The analysis reveals that the five priority service areas are:

1. Roads Maintenance
2. Strategic land use planning
3. Garbage and recycling services
4. Issuing permits and licences
5. Recreation programs

There are a number of services that might be said as “competing” for the sixth spot depending on how the results are prioritized.

- By-Law enforcement
- General customer services
- On-line customer services
- Local Business Support and Economic Development Planning

These services were not ranked in the top 5 from survey results or interview however they are deemed to be strongly aligned with the strategy *and* have a relatively low cost to impact.

The recommendation going forward is that these first top five services be selected for review and that Council select one from the four tied for sixth place for the final service.

# Appendix I – Service Area Definition

Service Area	Specific Service	Tool/Feature	Service Summary	Department	
1	Online Cust Service	Online Resident Transactions	eServices/website	Online Tax/Bill Payment and History	A&F
		Online Resident Registrations	eServices/website	Online Program/Event Registration	Rec
2	General Cust Service	General Staff Assistance and Support	Staff	Responding to inquires/requests	ALL
		After Hours Phone Service	Telelink	Response and issues management for after hours	ALL
3	Records Mgmt	Complaint Management/ATIPP	Staff/website	Collection and Response to Complaints	A&F
		Council Records Management	Sharepoint/Staff	Collection and management of Town information	A&F
		Tax Roll Management	Town Suite/Staff	Resident and Business Documents and Information	A&F
4	General Admin	Project Tracking/Management	Staff/Consultants	Major project management and execution	ALL
		Election Administration	Staff	Running municipal elections	A&F
		Administering Bids/Tenders/RFP	Staff/Consultants	Administering Bids/Tenders/RFP	ALL
		Municipal Budgeting	Staff	Creating and managing annual budgets and project budgets	A&F
5	Financial Services	Tax Collection	Town Suite/Staff	Tax collection for residents, businesses and property owners	A&F
		Accounts Payable	Town Suite/Staff	Managing Accounts Payable	A&F
		Accounts Receivable	Town Suite/Staff	Managing Accounts Receivable	A&F
		Financial Reporting	Town Suite/Staff	Creating financial reports for Council and community	A&F
6	Communications	Customized/Emergency notices	PCSP Connects	Text/Call/Email notifications	EDMC
		Social Media Engagement	Social Media	Facebook, Twitter, Instagram, etc	EDMC
		Website	Website	Community website as the main vehicle for information to residents	EDMC
		Newsletters	Tickle Newsletter	12 page bi monthly community newsletter	EDMC
		Other Communications	Staff	Radio, Mailouts, Letters, Promotional Items, Brochures	EDMC
7	Recreation Programs	Special Events	Staff	Regatta, Easter, Winter Carnival and much more (13 in total)	Rec
		Local Competitions	Staff	Garden Competition, Best of PCSP Awards, etc (3 in Total)	Rec/EDMC
		Seniors Programming	Staff	Boat Tours, Seniors parties, etc (5 events)	Rec
		Camps	Staff	Day camps (Young Gaffers and Whaddyat), Adventure Camp, etc	Rec
		Fitness Classes	Staff	Yoga, Kickboxing, etc (6 types)	Rec
		Sports	Staff	Sports programming	Rec
		Library	Staff	Storytime, Moms and Tots, Library itself	Rec
8	Local Busi Support	Business Advice and Support	Staff	Providing business plan guidance and local information	EDMC
		Sponsorship and advertising	Staff	Sponsorship of events and programs, advertising in Tickle, etc	Rec/EDMC
9	Marketing/Branding	Tourism Promotion	Staff	Brochures, Placebuilder initiatives, online presence	EDMC
		General Marketing of PCSP	Staff	Inspired Living Campaign, marketing town as place to live, work	EDMC
10	Permitting	Processing Res Building Permits	Staff	Forms, permits, processes for residential building	P&D
		Processing Business Permits	Staff	Forms, permits, processes for new/expanding business	P&D
		Processing Development Proposals	Staff	Ensuring development proposals are appropriate	P&D
11	Town/Strategic Plannin	Municipal Planning	Staff	Municipal Plan, Amendments, New Regulations and Policy	P&D
		Public Engagement	Staff	Ensuring public is engaged in Strat planning for the town and pr	EDMC
		Community Facilitation	Staff	Providing facilitation opportunities for residents, groups and bu	EDMC
		Regional Collaboration	Staff	Collaborating on regional projects and initiatives	EDMC
12	Enforcement	Municipal Enforcement	Commissionaires	Security, investigating complaints/issues	P&D
		Dev Control/Regs. Enforcement	Staff	Orders, Inspections, etc	P&D
13	Emergency Services	Volunteer Fire Department	Fire Dept Staff	Fire and Emergency Protection, Prevention and Education	Fire Dept
		Emergency Response	Staff	Emergency Operations Centre, Warming Centres, etc	ALL
14	Water/Wastewater	Water Provision	Regional/Staff	About 30% of households on water, infrastructure, expansion	PW
		Wastewater Management	Staff	About 30% of households on wastewater, infrastructure, expansion	PW
15	Roads	Snow Clearing	Staff	Snow clearing for all municipal owned roads, salt, sand	PW
		Road Maintenance	Staff	Road Maintenance for all municipal owned roads, potholes, ditc	PW
		Sidewalks	Staff	Maintenance of sidewalks	PW
16	Garbage & Recycling	Garbage Collection	Staff	Providing Garbage collection services weekly	PW
		Recycling Collection	Staff	Providing Recycling Collection services bi-weekly	PW
		Bulk Garbage Collection	Staff	Providing bulk garbage collection by appointment	PW
17	Facilities & Amenities	Indoor Facilities	Staff	Rec Centre, Park huts, Town Hall and Fire Halls	Rec/PW
		Parks	Staff	Rainbow Gully Park and Voiseys Brook Park	Rec/PW
		Other Community Spaces	Staff	Tot lots, open spaces, trails	Rec/PW
18	Heritage	Archives and Artifact Collection	Staff	Collection of artifacts and preservation of archival material	EDMC
		Municipal Heritage Sites	Staff	West Point Cemetery, Fanny Goff Memorial, etc	EDMC
		Heritage Advisory Committee	Advisory Comm	Committee of appointed residents to advise on Heritage in PCS	EDMC
19	Environment	Enviro Education and Awareness	Staff	Special events brochures and special projects like Green Teams	EDMC
		Stewardship Management Areas	Staff	Member of SAM and have 5 management units	EDMC
		Advisory Comm on the Enviro	Advisory Comm	Committee of appointed residents to advise on Enviro in PCSP	EDMC