

Streamlining of Regional Services



Municipality of the District of Argyle

Municipality of the District of Yarmouth

Town of Yarmouth



Agenda

| | |
|-------------------------|------------|
| Meal | 5:30-6:00 |
| CAO's Presentation | 6:00-6:30 |
| Councillors' Discussion | 6:30- 7:30 |
| Next Steps & Wrap up | 7:30-7:45 |



Issue:

The region's shared service organizations (Entities) — Airport, Mariners Centre, Waste Park, and Port — operate under outdated structures that limit efficiency and sustainability.

Purpose:

To modernize how regional services are governed and delivered so that they are consistent, efficient, and sustainable.

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Background



- On September 17, 2025, the three CAOs from the Municipalities participated in a facilitated discussion to determine the current issue, challenges, and scope of improved regional service delivery.

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Current Situation

- The current model for regional service delivery is no longer effective
- Inefficient time investment
- Reactive
- lack of effective Board and staff coordination.
- There is too much risk with the status quo

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What's not Working Now



- Each service operates independently.
- Policies and reporting are inconsistent.
- CAOs spend significant time troubleshooting instead of leading strategically.
- Site managers are operational experts not situated for strategic oversight

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Impact of current Model



- Inconsistent advice and decisions.
- Volunteers carry too much responsibility.
- Limited ability to plan for the future.

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Lack of Ability to Plan



- The current model prevents long -term planning from the regional perspective.
- We can't align budgets, recruitment, and growth with regional goals.

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Implementation Considerations



- Legal structure and charitable status must be reviewed
- Councils will guide governance and financial direction

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Financial Implications

- Some costs expected
- Funding available through the Municipal Innovation Program (MIP)

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New Model Ideals



- **Better Governance** – Fewer boards, clearer accountability.
- **Better Operations** – Consistent policies, improved reporting, shared staff capacity.
- **Better Outcomes** – Sustainable services, improved compliance, and stronger planning.

Why this Matters



- **Protects local services** — Ensures the Airport, Mariners Centre, Waste Park, and Port remain strong, efficient, and sustainable.
- **Builds regional strength** — Encourages collaboration and consistency across the three municipalities.
- **Saves time and resources** — Reduces duplication so CAOs and Boards can focus on leadership, not administration.
- **Improves accountability** — Creates clear roles, shared policies, and better reporting for Councils and residents.
- **Prepares for the future** — Modern structures help attract talent, funding, and new opportunities for the region.

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Recommendation

“That Councils continue exploring a single, modernized corporate structure for shared regional services.”

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Outcome

- A report that provides the following to Councils:
 - Proposed Governance Structure
 - Organization Chart with job descriptions
 - Detailed roadmap to consolidating the Entities into one corporate structure
 - The costs associated with the consolidation
 - Human Resource needs to execute the consolidation plan

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Recommended Motion



-that Council support continued exploration of a modernized regional service structure and authorize CAOs to apply for MIP funding

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Questions and Discussion

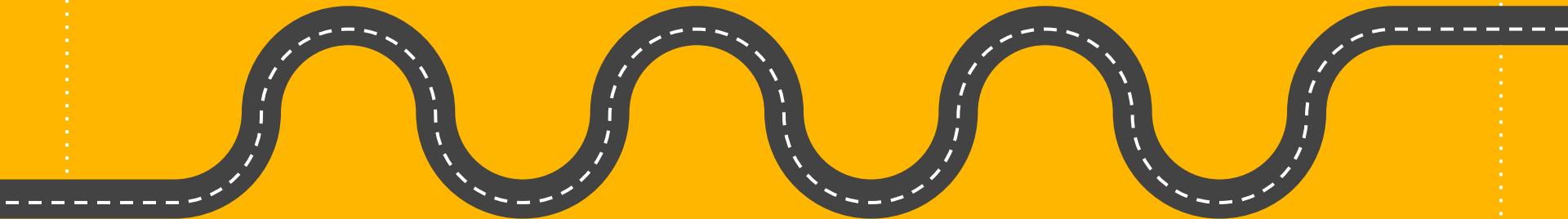


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Next Steps



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Next Steps



- Councils approve motion.
- Apply for MIP funding (2026 –2027).
- Form a steering committee.
- Hire a consultant.
- Receive final report and recommendations