



## ANNUAL REPORT 2004

As another year draws to a close, our member organizations can look back with great pride at the hard work which has again produced savings for the taxpayers of Chatham-Kent and Sarnia-Lambton. The financial bottom line is always tangible proof that CKLAG works, and that through our common goals, we can achieve savings for the benefit of our constituents.

But we must also recognize that CKLAG is so much more! I appreciate very much the collegial partnership we have built together – a partnership which brings ideas and expertise to the table where they can be shared for the benefit of the entire group. This, I believe, is our greatest resource and one which we must continue to nurture and develop in order to meet our challenges today and into the future.

I also want to say thank you to the many committee members, who take the ideas and concepts generated at the Executive table and at the Standing Committee tables, and develop them into very real and practical processes for our member organizations. Your dedication to your tasks, to CKAG and to the wider public is what has helped to build our success.

Let us now look forward to a new year, new challenges and new achievements!

Sincerely,

Margaret Nelson, Director of Education  
St. Clair Catholic District School Board  
and CKLAG Chair



### CKLAG ORIGINS AND STRUCTURE

Since 1998, the CEOs and CAOs of the publicly-funded organizations in the Municipality of Chatham-Kent, County of Lambton and City of Sarnia, have met regularly to discuss ways to reduce costs and avoid duplication wherever possible. Their mandate is to find ways to direct more money to the core functions of their respective organizations, whether it be delivery of health care, municipal services or education.

The **Member Organizations** include the hospitals, school boards, colleges and municipalities within the Sarnia-Lambton and Chatham-Kent area:

Chatham-Kent Health Alliance	Bluewater Health	Lambton Kent District School Board
Lambton College	St. Clair College – Chatham-Kent	St. Clair Catholic District School Board
County of Lambton	Municipality of Chatham-Kent	City of Sarnia

**Associate Members** include these publicly-funded, not-for-profit organizations

Ridgetown College – University of Guelph	Sarnia-Lambton Children's Aid Society
Municipality of Lambton Shores	Chatham-Kent Integrated Children's Services
St. Clair Parkway Commission	St. Clair Township

**Standing Committees** with representatives from each organization, hold monthly meetings, to plan and implement various joint initiatives. The four Standing Committees are: Finance, Information Technology, Operations/Purchasing and Human Resources. The Human Resources Committee also has two very active sub-committees – Joint Training for Staff Development, and Health and Safety.

**ACCUMULATED SAVINGS — ALL MEMBERS – 1998 - 2004**

Since its establishment as a consortium, CKLAG has attempted to report the estimated savings attributed to its various activities. The total for the year 2004, in the amount of **\$2,313,270** brings CKLAG to a six-year total of **\$12,651,528**.

<b>MEMBER</b>	<b>2004</b>	<b>2003</b>	<b>2002</b>	<b>2001</b>	<b>2000</b>	<b>1998-99</b>	<b>Totals</b>
Chatham-Kent Health Alliance	215,140	508,490	159,150	93,100	190,000	68,500	1,234,380
Lambton College	111,140	103,340	73,350	61,480	114,550	Nil Report	463,860
Lambton County	212,120	148,800	182,850	259,440	251,780	228,000	1,282,990
Bluewater Health	100,150	202,550	120,140	175,300	156,100	34,600	788,840
Lambton Kent District School Board	732,970	854,875	460,300	621,860	292,750	504,000	3,466,755
Municipality of Chatham-Kent	467,965	619,030	526,020	350,730	152,918	400,000	2,516,663
St. Clair Catholic District School Board	288,805	324,865	269,210	200,880	221,760	600,000	1,905,520
Sarnia	88,960	53,525	77,700	62,850	130,550	72,075	485,660
St. Clair College	11,070	5,700	46,190	67,390	107,540	131,000	368,890
Sarnia-Lambton Children's Aid Society	20,790	28,750					49,540
St. Clair Parks	Nil	1,400					1,400
St. Clair Township	44,990	12,200					57,190
Chatham-Kent Integrated Children's Services	19,170	10,670					29,840
<b>TOTALS</b>	<b>2,313,270</b>	<b>2,874,195</b>	<b>1,914,910</b>	<b>1,893,030</b>	<b>1,617,948</b>	<b>2,038,175</b>	<b>\$12,651,528</b>

## **HUMAN RESOURCES COMMITTEE REPORT – Mac Leitch, Chair**

The Human Resources Committee and its sub-committees continue to provide dividends. The Joint Training Sub-Committee demonstrated the savings of working together to utilize instructors to their maximum. Our internal training delivery partners, Lambton College and St. Clair College, have provided excellent training at reasonable cost. In house training delivered by our municipal and health partners has been transferable and accessible to other CKLAG members. Our members have been generous in regularly opening up their internal training to CKLAG members, thereby reducing costs for all. Members addressed policy and procedure issues, assisted each other in the design of policies and implementation strategies on customer service, resolution processes, performance appraisals, training policies and mutual respect policies.

The Health and Safety Sub-Committee revitalized its membership with a new mission statement, and their meetings incorporate member development, through relevant presentations from the Ministry of Labour and WSIB. They continue to share their resources, best practices and expertise with each other.

## **FINANCE COMMITTEE REPORT – Ron Andruchow, Chair**

The Finance Committee met regularly to plan and manage common activities for the benefit of our members, with the focus on:

- Management of the joint offsetting banking agreement
- Analysis and awarding contracts for auditing services
- Assessing the long term costs of future benefit programs
- Recovering all applicable tax credits
- Joint workshop on sales tax laws and regulations
- Implementation of PSAB accounting and reporting for public sector organizations.

All members benefit from the regular round table forums where best practices are discussed. This level of support has benefited the members' efforts to achieve long term efficiencies in their operations.

## **INFORMATION-TECHNOLOGY COMMITTEE REPORT – Sharon Pfaff, Chair**

The main focus for the Information Technology Committee this past year has been on the joint planning and purchasing process for the Wide Area Network in preparation for the completion of the current contract in December 2005. The project required a very close working relationship with CKLAG's Operations-Purchasing Committee and Finance Committee.

The Chatham-Kent Health Alliance's "Patient Appointment Request Service" (PARS) was publicly launched in January, 2005 within the Community of Chatham-Kent Portal. This completes the delivery of the Phase II implementation plan under the Connect Ontario grant which was a CKLAG proposal. A key component of the delivery of the PARS was the development of an Identity Management System (IMS) within the Community Portal. The Municipality of Chatham-Kent, in partnership with the Ministry of Economic Development and Trade and the Chatham-Kent Health Alliance, received the gold medal in the Citizen-centric Inter-jurisdictional category of the first annual Canadian Government Review e-Awards for this CKLAG sponsored project.

Peer sharing has continued to be a very valuable part of the IT Committee meetings from both a learning and planning perspective. Coordination of educational activities resulted in significant savings for the members. In the upcoming year the Joint Training Committee and Information Technology Committee will further optimize this activity by planning an "E-Learning for Staff Development" initiative for CKLAG members. The IT members are extremely committed to the philosophy, values and goals of CKLAG. As a result all organizations greatly benefit from this "community spirit" of doing business on a day to day basis.

## **OPERATIONS-PURCHASING COMMITTEE REPORT – Howard Lucas, Chair**

The Operations-Purchasing Committee members benefit through networking opportunities and the sharing of expertise. In addition, the issuance of joint requests for tender or proposal, that leverage the quantities purchased by the individual organizations in order to obtain cost savings, provides significant savings to all of the participants. Added benefits are the reduction in processes as one request for pricing is issued on behalf of the group, reducing the work load of all of the members for each new initiative.

New initiatives included janitorial supplies and fasteners. Existing contracts that were extended or re-tendered included natural gas supply and long distance telephone services. In addition, the Committee worked diligently, allied with the IT and Finance Committees to issue a request for proposal for a Wide Area Network. This initiative is by far the largest undertaking that the group has ever undertaken and involves a multi-million dollar expenditure over an extended period of time. This process has highlighted the need for multi-committee liaison in order to bring a successful project to fruition and has provided the group with expertise that will permit it to become even more proficient in undertaking complex joint initiatives in the future.

## **MESSAGE FROM THE EXECUTIVE COORDINATOR – Erie Ann Lernout**

Although our annual reports capture the financial benefits of the CKLAG consortium, there are a number of other benefits that are less easily identified, and are equally as important. Networking and peer sharing with other members occurs at meetings and between meetings. Members exchange ideas, resources and experiences. There are opportunities for brain storming and creative thinking on new approaches and initiatives. Problem solving has resulted from the collective expertise. Expenses are avoided when the members look first, to each other for resources. Enhanced staff development programs are put in place that would not be available in a cost effective way, without the consortium. Employees benefit through networking, taxpayers benefit through cost savings and cost avoidance, and the member organizations benefit through efficient use of their funds and resources. The CKLAG consortium is a model throughout Ontario and its success can be attributed largely to the strong commitment of its leaders – the Chief Executive Officers and Chief Administrative Officers. They are to be congratulated for encouraging the Standing Committee representatives in their active participation and involvement in the various activities. The Standing Committee members are to be commended for their hard work and commitment to the goals and mandate of the Chatham-Kent Lambton Administrators Group.

**For more information about CKLAG see the website at: [cklag.com](http://cklag.com), or  
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