

## Niagara Regional and Local Area Municipalities Shared Service Options | Short List

Service	Shared Services Model	Quantitative Benefits	Complexity of Execution	Impact	Expression of Interest
<b>ONGOING OPPORTUNITIES</b>					
<b>SERVICE MIGRATION</b>					
<b>Shared Fire Services</b>	<b>Scale Up</b> Scale up Grimsby-Lincoln model to other LAMs  Note: Establishing a Regional Fire Service is noted below in net new opportunities	<b>Scale Up/Est. Shared Service</b> <ul style="list-style-type: none"> <li>○ Preservation of volunteer service model</li> <li>○ Reduced duplication of efforts and streamlined service delivery</li> <li>○ Effective placement of future assets (i.e. fire stations/equipment)</li> <li>○ Improved emergency response time and emergency preparedness planning</li> </ul>	<b>MED</b>	<b>HIGH</b>	
<b>INITIATING SHARED AND JOINT SERVICES</b>					
<b>Shared Financial Systems</b>	Regional PeopleSoft system becomes a service provider of Enterprise Resource Planning and support  Note: The coordination of services section below identifies a joint RFP for financial services initiated by West Lincoln, Thorold and Port Colborne as a solution for smaller municipalities	<ul style="list-style-type: none"> <li>○ Improved awareness and transparency of financial information</li> <li>○ Ability to implement improved financial controls reducing risk exposure and addressing audit findings</li> <li>○ Modern system eliminates various manual tasks enabling LAMs to focus on multi-year budgeting, managing and tracking the impacts of program changes, and identifying opportunities for improvements</li> <li>○ Cost savings as LAMs will benefit from the Region's experience in implementation and supporting the system</li> </ul>	<b>HIGH</b>	<b>HIGH</b>	<b>St. Catharines Niagara Falls</b>
<b>Coordinated Chief Building Officer (CBO) Approach</b>	Centralization of a CBO function with local deputies identified to carry out building inspections	<ul style="list-style-type: none"> <li>○ Alleviate recruitment challenges for specialized CBO position</li> <li>○ Maximize resources and workflow efficiency, scalability and flexibility</li> <li>○ Improved access to qualified inspectors</li> <li>○ Access to resources for surge capacity</li> </ul>	<b>MED</b>	<b>HIGH</b>	<b>St. Catharines, Welland, West Lincoln, Pelham, NOTL, Grimsby, Wainfleet, Thorold</b>

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<b>Legal</b>	Scale up efforts to jointly hire shared in-house solicitors	<ul style="list-style-type: none"> <li>○ Increased legal services at a reduced shared cost</li> <li>○ Addresses challenges of LAMs attempting to recruit part time solicitors</li> <li>○ Builds in-house local experience and institutional memory</li> </ul>	MED	MED	Pelham Wainfleet Fort Erie, NOTL, Thorold
<b>AODA Compliance</b>	Scale up the work of the Joint Accessibility Advisory Committee to advance targeted matters and provide consistent guidance to ensure LAMs are compliant with legislation	<ul style="list-style-type: none"> <li>○ Regionally consistent accessibility standards</li> <li>○ Maximizes economies of scale and relieves LAM resourcing constraints for those that have non-expert staff addressing AODA requirements</li> <li>○ Consistent accessible customer experience for residents</li> </ul>	LOW	LOW	Thorold Grimsby Lincoln Pelham, NOTL, West Lincoln, Port Colborne, Welland, Wainfleet
<b>Shared Integrity Officer</b>	Scale up existing Shared Integrity Officer	<ul style="list-style-type: none"> <li>○ Collaborative RFP process to reduce duplication of efforts</li> <li>○ Increased services at a reduced shared cost</li> </ul>	LOW	LOW	Lincoln, West Lincoln, NOTL, Thorold, Wainfleet
<b>COORDINATION OF SERVICES</b>					
<b>Library Services</b>	Scale up Lincoln and Pelham's library operations merger	<ul style="list-style-type: none"> <li>○ Builds upon joint Niagara library initiatives that support collective purchasing and reciprocal borrowing agreements</li> <li>○ Reduced duplication of roles and administrative costs allowing for greater investment in front-line staffing and social programming</li> <li>○ Improved service delivery through resource sharing</li> </ul>	HIGH	HIGH	
<b>Further Procurement Coordination</b>	Establish a regional MOU on joint procurement. Options could also include the establishment of a Regional Procurement Office	<ul style="list-style-type: none"> <li>○ Establish a region-wide Vendor Of Record</li> <li>○ Reduced duplication of efforts through coordinated RFPs</li> <li>○ Streamlined and consistent service delivery between LAMs</li> <li>○ Bulk purchasing discounts</li> </ul>	MED	MED	Thorold, Pelham, Port Colborne, Wainfleet, Welland NOTL, West Lincoln,

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					Grimsby, St Catharines
<b>Master Animal Control Agreement</b>	Scale up NOTL and Grimsby's joint Animal Care and Control Service	<ul style="list-style-type: none"> <li>○ Reduced duplication and streamlined service</li> <li>○ Improved customer service levels</li> <li>○ Maximizes economies of scale</li> </ul>	LOW	LOW	Grimsby NOTL, Pelham, Thorold, Fort Erie, Lincoln, Wainfleet
<b>Financial and Enterprise Resource Planning Support</b>	Joint RFP released by West Lincoln, Thorold and Port Colborne for financial software (Diamond). Also established a community of practice	<ul style="list-style-type: none"> <li>○ Reduced duplication and streamlined service</li> <li>○ Maximizes economies of scale</li> <li>○ Improved customer service levels</li> </ul>	LOW	MED	NOTL, Grimsby, Wainfleet
<b>CREATING A CENTRE OF EXCELLENCE</b>					
<b>Communities of Practice</b>	Seek additional opportunities to collaborate and share best practice	<ul style="list-style-type: none"> <li>○ Ensures consistent service levels across the region</li> <li>○ Enables participants to identify opportunities for innovation</li> </ul>	LOW	LOW	All LAMs
<b>Joint Municipal Electronic Voting</b>	Scale up electronic service used in 2022 for the 2026 municipal election	<ul style="list-style-type: none"> <li>○ Collaborative RFP process to reduce duplication of efforts</li> <li>○ Increased services at a reduced shared cost</li> <li>○ Consistent customer service delivery</li> </ul>	LOW	LOW	Lincoln, West Lincoln, Pelham, Welland, Grimsby, Wainfleet, Thorold
<b>NET NEW OPPORTUNITIES</b>					
<b>SERVICE MIGRATION</b>					
<b>Water/Wastewater (WWW)</b>	Single-tier WWW service with LAM participation via local board or municipal service corporation	<ul style="list-style-type: none"> <li>○ Improved customer service and consistent service delivery</li> <li>○ Improved efficiencies and cost savings at interconnections</li> </ul>	HIGH	HIGH	

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Regional Fire Service	Single-tier fire service with LAM participation via local board or municipal service corporation	<ul style="list-style-type: none"><li>○ Improved customer service and consistent service delivery</li><li>○ Improved efficiencies and cost savings at interconnections</li></ul>	HIGH	HIGH	
Emergency Mtg. Officer (EMO) and Dispatch	Amalgamation of local emergency dispatch services with linkages to police, fire and EMS	<ul style="list-style-type: none"><li>○ Improved coordination between first responders</li><li>○ Improved emergency response time</li><li>○ Greater LAM resource availability staff as would no longer be fulfilling emergency planning</li><li>○ Maximizes economies of scale</li></ul>	HIGH	HIGH	
Full or Partial Roads Service Delivery	Full Mutual standards regarding roads, bridges and drainage, as well as transportation and transit master planning	Full <ul style="list-style-type: none"><li>○ Streamlined service delivery and consistent maintenance standards</li><li>○ Reduced duplication of road policy mechanisms</li><li>○ Holistic approach to addressing transportation infrastructure gaps</li><li>○ Unified approach to complete streets and active transportation policies</li></ul> Partial <ul style="list-style-type: none"><li>○ Reduced duplication of services</li><li>○ Consistent maintenance standards for residents in participating LAMs</li></ul>	MED	HIGH	
	Partial Road maintenance agreements with LAMs		LOW	LOW	
INITIATING SHARED AND JOINT SERVICES					
Joint Insurance	Establish market responsive joint and several liability between LAMs	<ul style="list-style-type: none"><li>○ Reduced duplication of efforts</li><li>○ Consistent response to insurance claims</li><li>○ Future cost avoidance as insurance continues to rise</li></ul>	MED	MED	
Shared Fire Administration	Introduce a shared Emergency Management Coordinator role and introduce a shared firefighter training model	<ul style="list-style-type: none"><li>○ Reduced duplication of efforts</li><li>○ Consistent training delivery between LAM first responders</li><li>○ Maximize economies of scale for LAMs that do not require fulltime Emergency Mtg. Coordinator</li><li>○ Efficient use of existing training facilities, minimizing future facility investments required</li></ul>	MED	MED	
Shared Facilities (i.e. Yards)	Optimize/share LAM and Regional surplus yard space and facilities	<ul style="list-style-type: none"><li>○ Fully utilize municipal assets</li><li>○ Potential to share specialized equipment</li><li>○ Potential for new revenue stream via host facility</li></ul>	LOW	LOW	Pelham, West Lincoln, Welland, NOTL, Thorold
Internal Audit	Joint auditing service shared between LAMs and Region	<ul style="list-style-type: none"><li>○ Group rate for lower costs</li></ul>	LOW	LOW	

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<b>COORDINATION OF SERVICES</b>					
<b>Climate Change</b>	Consistent climate change action in response to the declared climate emergency signed by the Region and many LAMs	<ul style="list-style-type: none"> <li>Consistent energy security, energy resilience, food security for LAMs</li> <li>Consistent climate change planning and budgeting for climate impacts</li> <li>Consistent approach to development applications through the establishment of region-wide green standards as identified in Region's OP</li> <li>Consistent approach to targets and goals for climate change, such as the development of region-wide greenhouse gas emission targets</li> <li>Leadership on climate change initiatives through the establishment of a working group or community of practice</li> <li>Improved asset lifespan through energy and facility management</li> </ul>	<b>MED</b>	<b>MED</b>	
<b>Information Technology</b>	Coordination of IT security and data management through central delivery	<ul style="list-style-type: none"> <li>Robust protection against cybersecurity threats</li> <li>Coordinated asset management and bulk procurement</li> <li>Enhanced IT staff resources</li> <li>Streamlined customer service by hosting LAM sites on a Regional webpage leading to improved search capabilities</li> <li>Enhanced social media communication via collaborative approach</li> </ul>	<b>LOW</b>	<b>LOW</b>	
<b>CREATING A CENTRE OF EXCELLENCE</b>					
<b>Social Procurement</b>	Procurement policies that prioritize ethical standards, sustainability and social/economic goals	<ul style="list-style-type: none"> <li>LAM and Regional purchases will have positive social, economic, and environmental impacts within the community</li> <li>Enhanced reputation/brand for local government</li> <li>Inspires employees, attracts talent and engenders pride</li> </ul>	<b>HIGH</b>	<b>HIGH</b>	
<b>Crime Prevention Through Environmental Design (CPTED)</b>	In partnership with the NRPS identify opportunities to design and/or modify built environments to support crime prevention	<ul style="list-style-type: none"> <li>Consistent LAM public safety practices and reduced duplication of efforts</li> <li>Opportunity for bulk purchasing (e.g.: new light fixtures, CCTV, etc.)</li> <li>Improved perception of community safety and livability</li> <li>Public safety considered in development, redevelopment, planning projects</li> <li>Enhanced crime prevention investments could reduce future NRPS/social service costs and protect LAM and Regional economic growth</li> </ul>	<b>MED</b>	<b>HIGH</b>	<b>St. Catharines Niagara Falls</b>

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<b>Human Resources</b>	Further alignment of HR policies and practice	<ul style="list-style-type: none"> <li>○ Increased quality and size of applicant pools through common salary scales and harmonization of group benefits (union and non-union)</li> <li>○ Creates a culture of attracting, maintaining and growing talent through shared learning and development training minimizing employee turnover</li> <li>○ Opportunities for high-potential staff via inter-municipal secondments</li> <li>○ Reduced costs through joint health, safety and wellness assessments</li> </ul>	<b>LOW</b>	<b>HIGH</b>	