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

Service	Shared Services Model	Quantitative Benefits	Complexity of Execution	Impact	Expression of Interest
ONGOING OPPORTUNITIES					
SERVICE MIGRATION					
Shared Fire Services	**Scale Up** Scale up Grimsby-Lincoln model to other LAMs Note: Establishing a Regional Fire Service is noted below in net new opportunities	**Scale Up/Est. Shared Service** o Preservation of volunteer service model o Reduced duplication of efforts and streamlined service delivery o Effective placement of future assets (i.e. fire stations/equipment) o Improved emergency response time and emergency preparedness planning	MED	HIGH	
INITIATING SHARED AND JOINT SERVICES					
Shared Financial Systems	Regional PeopleSoft system becomes a service provider of Enterprise Resource Planning and support Note: The coordinaton 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	o Improved awareness and transparency of financial information o Ability to implement improved financial controls reducing risk exposure and addressing audit findings o 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 o Cost savings as LAMs will benefit from the Region's experience in implementation and supporting the system	HIGH	HIGH	**St. Catharines Niagara Falls**
Coordinated Chief Building Officer (CBO) Approach	Centralization of a CBO function with local deputies identified to carry out building inspections	o Alleviate recruitment challenges for specialized CBO position o Maximize resources and workflow efficiency, scalability and flexibility o Improved access to qualified inspectors o Access to resources for surge capacity	MED	HIGH	**St. Catharines, Welland, West Lincoln, Pelham, NOTL, Grimsby, Wainfleet, Thorold**

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Legal	Scale up efforts to jointly hire shared in-house solicitors	o Increased legal services at a reduced shared cost o Addresses challenges of LAMs attempting to recruit part time solicitors o Builds in-house local experience and institutional memory	MED	MED	**Pelham Wainfleet Fort Erie, NOTL, Thorold**
AODA Compliance	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	o Regionally consistent accessibility standards o Maximizes economies of scale and relieves LAM resourcing constraints for those that have non-expert staff addressing AODA requirements o Consistent accessible customer experience for residents	LOW	LOW	**Thorold Grimsby Lincoln Pelham, NOTL, West Lincoln, Port Colborne, Welland, Wainfleet**
Shared Integrity Officer	Scale up existing Shared Integrity Officer	o Collaborative RFP process to reduce duplication of efforts o Increased services at a reduced shared cost	LOW	LOW	**Lincoln, West Lincoln, NOTL, Thorold, Wainfleet**
COORDINATION OF SERVICES					
Library Services	Scale up Lincoln and Pelham's library operations merger	o Builds upon joint Niagara library initiatives that support collective purchasing and reciprocal borrowing agreements o Reduced duplication of roles and administrative costs allowing for greater investment in front-line staffing and social programing o Improved service delivery through resource sharing	HIGH	HIGH	
Further Procurement Coordination	Establish a regional MOU on joint procurement. Options could also include the establishment of a Regional Procurement Office	o Establish a region-wide Vendor Of Record o Reduced duplication of efforts through coordinated RFPs o Streamlined and consistent service delivery between LAMs o Bulk purchasing discounts	MED	MED	**Thorold, Pelham, Port Colborne, Wainfleet, Welland NOTL, West Lincoln,**

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					Grimsby, St Catharines
Master Animal Control Agreement	Scale up NOTL and Grimsby's joint Animal Care and Control Service	○ Reduced duplication and streamlined service ○ Improved customer service levels ○ Maximizes economies of scale	LOW	LOW	**Grimsby NOTL, Pelham, Thorold, Fort Erie, Lincoln, Wainfleet**
Financial and Enterprise Resource Planning Support	Joint RFP released by West Lincoln, Thorold and Port Colborne for financial software (Diamond). Also established a community of practice	○ Reduced duplication and streamlined service ○ Maximizes economies of scale ○ Improved customer service levels	LOW	MED	**NOTL, Grimsby, Wainfleet**
CREATING A CENTRE OF EXCELLENCE					
Communities of Practice	Seek additional opportunities to collaborate and share best practice	○ Ensures consistent service levels across the region ○ Enables participants to identify opportunities for innovation	LOW	LOW	**All LAMs**
Joint Municipal Electronic Voting	Scale up electronic service used in 2022 for the 2026 municipal election	○ Collaborative RFP process to reduce duplication of efforts ○ Increased services at a reduced shared cost ○ Consistent customer service delivery	LOW	LOW	**Lincoln, West Lincoln, Pelham, Welland, Grimsby, Wainfleet, Thorold**
NET NEW OPPORTUNITIES					
SERVICE MIGRATION					
Water/ Wastewater (WWW)	Single-tier WWW service with LAM participation via local board or municipal service corporation	○ Improved customer service and consistent service delivery ○ Improved efficiencies and cost savings at interconnections	HIGH	HIGH	

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Regional Fire Service	Single-tier fire service with LAM participation via local board or municipal service corporation	o Improved customer service and consistent service delivery o Improved efficiencies and cost savings at interconnections	HIGH	HIGH	
Emergency Mtg. Officer (EMO) and Dispatch	Amalgamation of local emergency dispatch services with linkages to police, fire and EMS	o Improved coordination between first responders o Improved emergency response time o Greater LAM resource availability staff as would no longer be fulfilling emergency planning o Maximizes economies of scale	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** o Streamlined service delivery and consistent maintenance standards o Reduced duplication of road policy mechanisms o Holistic approach to addressing transportation infrastructure gaps o Unified approach to complete streets and active transportation policies	MED	HIGH	
	Partial Road maintenance agreements with LAMs	**Partial** o Reduced duplication of services o Consistent maintenance standards for residents in participating LAMs	LOW	LOW	
INITIATING SHARED AND JOINT SERVICES					
Joint Insurance	Establish market responsive joint and several liability between LAMs	o Reduced duplication of efforts o Consistent response to insurance claims o Future cost avoidance as insurance continues to rise	MED	MED	
Shared Fire Administration	Introduce a shared Emergency Management Coordinator role and introduce a shared firefighter training model	o Reduced duplication of efforts o Consistent training delivery between LAM first responders o Maximize economies of scale for LAMs that do not require fulltime Emergency Mtg. Coordinator o Efficient use of existing training facilities, minimizing future facility investments required	MED	MED	
Shared Facilities (i.e. Yards)	Optimize/share LAM and Regional surplus yard space and facilities	o Fully utilize municipal assets o Potential to share specialized equipment o Potential for new revenue stream via host facility	LOW	LOW	**Pelham, West Lincoln, Welland, NOTL, Thorold**
Internal Audit	Joint auditing service shared between LAMs and Region	o Group rate for lower costs	LOW	LOW	

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COORDINATION OF SERVICES					
Climate Change	Consistent climate change action in response to the declared climate emergency signed by the Region and many LAMs	o Consistent energy security, energy resilience, food security for LAMs o Consistent climate change planning and budgeting for climate impacts o Consistent approach to development applications through the establishment of region-wide green standards as identified in Region's OP o Consistent approach to targets and goals for climate change, such as the development of region-wide greenhouse gas emission targets o Leadership on climate change initiatives through the establishment of a working group or community of practice o Improved asset lifespan through energy and facility management	MED	MED	
Information Technology	Coordination of IT security and data management through central delivery	o Robust protection against cybersecurity threats o Coordinated asset management and bulk procurement o Enhanced IT staff resources o Streamlined customer service by hosting LAM sites on a Regional webpage leading to improved search capabilities o Enhanced social media communication via collaborative approach	LOW	LOW	
CREATING A CENTRE OF EXCELLENCE					
Social Procurement	Procurement policies that prioritize ethical standards, sustainability and social/economic goals	o LAM and Regional purchases will have positive social, economic, and environmental impacts within the community o Enhanced reputation/brand for local government o Inspires employees, attracts talent and engenders pride	HIGH	HIGH	
Crime Prevention Through Environmental Design (CPTED)	In partnership with the NRPS identify opportunities to design and/or modify built environments to support crime prevention	o Consistent LAM public safety practices and reduced duplication of efforts o Opportunity for bulk purchasing (e.g.: new light fixtures, CCTV, etc.) o Improved perception of community safety and livability o Public safety considered in development, redevelopment, planning projects o Enhanced crime prevention investments could reduce future NRPS/social service costs and protect LAM and Regional economic growth	MED	HIGH	St. Catharines Niagara Falls

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Human Resources	Further alignment of HR policies and practice	○ Increased quality and size of applicant pools through common salary scales and harmonization of group benefits (union and non-union) ○ Creates a culture of attracting, maintaining and growing talent through shared learning and development training minimizing employee turnover ○ Opportunities for high-potential staff via inter-municipal secondments ○ Reduced costs through joint health, safety and wellness assessments	**LOW**	**HIGH**	