
Subject: Shared Services Update

Report To: Planning and Economic Development Committee

Report date: Wednesday, April 10, 2024

Recommendations

1. That Report PDS 9-2024 **BE RECEIVED** for information.

Key Facts

- Following the last update report (PDS 30-2023), the Region and Local Area Municipalities (LAMs), led by the Area Chief Administrative Officers (CAOs), have commenced work on two large-scale shared service initiatives, and a policy alignment opportunity.
- The Region's Strategic Transformation Office has categorized all current and future opportunities for shared services within the region as either informal, semi-formal, or formal.
- This report provides an update on the first phase of shared service initiatives, in support of the Area CAOs Shared Services Working Group.
- Significant successes in shared services have been achieved to date between the Region and Niagara municipalities and are inventoried and outlined in Appendix 1.

Financial Considerations

All costs associated with supporting, executing or implementing any new shared service initiatives would be the subject of subsequent reports to Council if undertaken outside of identified operating budgets. Where financial implications to enacting shared service changes impact LAMs, those activities would not proceed to implementation without express collaboration and consent of the affected and respective LAMs.

Staff continue to monitor federal and provincial grant opportunities as a possible offset for the exploration and execution of new, high impact or high complexity shared services initiatives. For example, the Region's pre-budget advocacy to the province includes a request that the Ministry of Municipal Affairs and Housing reintroduce and

expand the Municipal Modernization Program so that it applies to regional governments and two-tier shared services arrangements.

Analysis

Area CAOs and municipal senior staff have worked collaboratively over recent years to implement a number of successful shared service initiatives. They continue to identify opportunities to change how Niagara Region operates and conducts business, so that services are delivered to residents in the most efficient manner possible.

In October 2023, Report PDS 30-2023 provided an update on the initial key areas of focus of the newly created Strategic Transformation Office, related to shared services, as well as the initial timelines for the first phase of activities. As mentioned in the October report, the Strategic Transformation Office has dedicated resources to support the Area CAOs on the numerous areas of focus for exploring and expanding more shared service opportunities that have a widespread impact to the community. There is also a 50/50 jointly funded staff resource between the Region and LAMs in support of advancing and delivering shared services between the parties. In addition to the collaborative work through the Strategic Transformation Office, LAMs have also continued to work among themselves to explore some of their own inter-municipal shared services arrangements. It is worth noting that the Region will have varying roles for each of the shared service initiatives identified by the Area CAO Shared Services Working Group. For those that the Region are not directly involved as a party (either services or operations), the Strategic Transformation Office will help provide leadership, resources and/or facilitation to assist with executing initiatives which involve multiple LAMs – to drive collaborative, effective and meaningful shared service delivery.

Based on the two key shared provincial objectives of more efficient and effective government and increasing housing supply, the first initiative identified by the Area CAOs to explore was a building services review. This review includes assessing the current state to improve building permit and inspection processes, increasing industry capacity through skills training, thereby directly addressing the efficiency of municipal government in increasing the housing supply more expeditiously.

The second initiative identified by the Area CAOs in the first phase of shared services work is identifying opportunities for procurement process and policy governance review and expanding on joint procurement of even more goods and services. PDS 30-2023 also identified smaller, less complex projects now referred to as 'policy alignment'

projects, which are relatively smaller in scope and can be completed much more quickly by smaller numbers of participants using an opt-in/opt-out model.

A shared service structure aims to bring together resources, functions, processes, and skills from different groups to create economies of scale, increase standardization, pool skill sets, and generate the critical mass required to yield a positive return. As originally identified in Report CAO 2-2021, there are three different types of shared services that fall along a spectrum of formalization.

- Informal: Networking and Information Sharing
 - Examples include networking groups, discussion groups, and communities of practice/working groups.
- Semi-formal: Partnerships and Collaboration
 - Examples include memorandums of understanding, joint initiatives and/or procurements, and shared resources.
- Formal: Shared Service Delivery
 - Examples include program oversight through a Joint Board of Management, service level agreements, pooled resources, and process ownership end-to-end.

Recognizing shared services cannot move forward independently, the Area CAOs have formed a consensus around the principles of why shared services are important to move our communities toward more resilient, sustainable, and efficient governments. All work on shared services in Niagara has at its foundation, the following four underlying principles established by the Area CAOs (in no particular order):

- Serving the Public Good
- Increasing Efficiency and Effectiveness
- Improving Customer Service
- Coordinating Use of Resourcing and Staffing

These principles will be applied when exploring, evaluating, and implementing shared service initiatives across and among Niagara's 12 municipalities and the Region.

Progress Update

The Strategic Transformation Office, in partnership with Area CAOs, commenced work on the Building Services Review and Joint Procurement initiatives by laying out the workplans that were developed in collaboration with subject matter experts (Chief Building Officials and Public Works Officials / Procurement, respectively). Additionally, the climate change policy alignment was initiated in December 2023, with all 12 LAMs opting in to participate.

Building Services Review

The first shared service initiative identified as a priority is the Building Services Review. The shared objective for this initiative is to coordinate building services across Niagara with the purpose of establishing consistency, seamlessness, and modernization through the review of the building permit and inspection processes. This includes:

- Maximizing resource sharing and workflow, including streamlining the overall process;
- Improving access to a wider range of qualified staff;
- Identifying gaps, overlaps, or inconsistencies; and,
- Documenting all elements of the processes.

This initiative commenced in November 2023 with an assessment of the work completed to date within each municipality, and identification of guiding principles specific to this review. The Area CAO Working Group endorsed initiative-specific guiding principles for the Building Services Review in December 2023 that will organize and prioritize the work plan. In January, the Chief Building Officials of Niagara (CBON), who represent the Region and all 12 local municipalities, worked collaboratively with the Strategic Transformation Office to develop a work plan that will aim to accomplish the shared objective while meeting each of the guiding principles.

Phase 1 of this work plan aims to bring about more consistency across municipalities while enhancing customer service and building capacity within the building departments. Of the 26 actions identified by CBON, ten were considered a priority. Of these, six are currently underway and four more are being initiated in the next few months.

These ten actions will aim to create more consistency within and between municipalities by documenting processes, aligning policies and procedures, and expanding the

collaborative environment for document and information sharing among the 13 building departments. Additionally, this work will examine how shared resources could also address an important area of concern as it relates to business continuity and reduced inter-municipal competition for the same labour pool, expertise, and skills. With the aim to maximize opportunities for resources and workflow, improve access to qualified staff, build capacity at the entry level, and make the process more consistent and seamless for developers; this work will build upon CBONs collaborative efforts to align and contribute to building efficiency and effectiveness of Niagara's building permit and inspection processes across the region.

It is important to note that CBON is incredibly active, engaged, and leading not only in the identification of many of these efforts but also in their implementation – without which success could not be achieved. The continued collaboration among the building services subject matter experts, under the direction of the Area CAOs and with the support of the Strategic Transformation Office, is enabling a collaborative, strategic and tangible workplan to advance at an accelerated pace.

Taking a two-phased approach, success in Phase 1 of the Building Services Review (2024) will demonstrate significant improvement in consistency, resourcing, process, and customer service across the building services function in Niagara. This is the exclusive aim of Phase 1 and will deliver clear and measurable outcomes. Leveraging the momentum, consistency, and buy-in achieved through Phase 1, Phase 2 of the Building Services Review (proposed to commence in 2025) will explore and identify future opportunities, including additional process and resource benefits that could be realized via potential future governance models. No decisions on Phase 2 commencement or activities will proceed without the Area CAO working group evaluating potential benefits and providing direction on scope. Any activities requiring Council direction would be brought forward as necessary by respective CAOs.

Joint Procurement

Identified as the second shared service initiative, joint procurement is aimed at identifying opportunities between municipalities and/or with the Region for joint procurement, streamlined service delivery, and administrative coordination. In the first phase of this work, given the large majority of contracts and therefore joint procurement opportunities reside in public works services, the Strategic Transformation Office has met with Niagara's Public Works Officials (PWO) to discuss opportunities for collaboration in 2024 and 2025. Like their CBON counterparts, PWO have been highly

engaged in identifying new and aligned opportunities for joint procurements, actively prioritizing where efforts can be maximized.

There are three Regional contracts expiring in the next 12 months that the LAMs would like to participate in, as well as nine municipal contracts that have been identified as opportunities for expansion to others. These nine immediate opportunities are from a larger list of over 40 joint procurement opportunities identified within Niagara's collective public works procurements alone. The potential results of expanded or initiated new joint procurements will demonstrate savings in time, process and financial resources as a result of less procurement obligations (staff administration in contract/RFP/RFT management), larger buying power (may result in lower prices and/or better value), more efficient industry response (one response to one bid solicitation vs. many responses to multiple bids) and aligned specifications for products and services.

The Strategic Transformation Office is working collaboratively with the Niagara PWOs to assess the identified opportunities to determine a common scope, structure, and procurement timelines. This will include a review of existing contracts, recurring contracts/RFPs, options for identifying additional LAM partners, and aligning specifications for a cohesive procurement; all of which the Strategic Transformation Office will coordinate and for the most part, complete on behalf of the PWOs. All procurements will be compliant with all regional and municipal by-laws and policies. Furthermore, the Strategic Transformation Office will initiate assessments in additional areas to evaluate joint procurement opportunities which will include, Clerks, IT, Facilities, Finance, and Emergency Services.

Climate Change Policy Alignment

The climate change policy alignment project was the first to be initiated and builds on the work of the Niagara Climate Change Municipal Community of Practice (NCCMCP), which encompasses all 12 municipalities; all of which have opted-in to participate in the project. The primary goal of this project is to identify areas where alignment can be achieved among municipalities and to assist LAMs in meeting provincial legislative obligations in 2024. In the initial phases of this project, a survey was conducted to establish a baseline of work undertaken by municipalities thus far. Using legislative requirements and municipal best practices, a work plan has been compiled for municipalities to foster collaboration and coordination and effectively align climate change efforts within our region. Regional staff, in collaboration with the Area CAOs and NCCMCP representatives, will identify the resources and support required to action the

work plan items and continue pursuing the desired outcome to be consistent and effective within and among LAMs on climate change initiatives.

Shared Services Inventory

In an effort to demonstrate the extent to which shared services exist and the convey the degree to which collaborative partnerships flourish between the Region and LAMs, the Strategic Transformation Office completed a comprehensive inventory of Niagara Region's shared service initiatives with the LAMs (and some external parties). Included in this inventory are any initiatives that are currently in progress, ongoing, or had a one-time assignment within the last five years. Also recognizing the numerous shared service arrangements that exist between LAMs, with other documented successes outlined in PDS 30-2023, the initial phase of the inventory is focused on Region-LAM arrangements, with LAM-to-LAM initiatives encompassing the important next phase to show the entire magnitude of shared arrangements.

Based on the Region-LAM scope, there were 140 shared service initiatives identified by regional staff, as a type of shared service with one or multiple LAMs, Brock University, Niagara College, District School Board of Niagara (DSBN), Niagara Catholic District School Board (NCDSB), Niagara Parks Commission, Niagara Peninsula Conservation Authority (NPCA), Niagara Region Police, and/or Niagara Region Transit. Of the 140, referring back to the aforementioned definitions, 32 percent are informal, 37 percent are semi-formal, and 31 percent are formal arrangements, dating as far back as 1978.

Appendix 1 lists all the identified shared services, including the department lead, type of shared service, and participating municipalities and/or external parties; as well as an illustrative breakdown of the number of shared service initiatives with each municipality and external parties. To summarize the inventory, Table 1 below shows the total number of initiatives by Regional department, with 39 percent of the initiatives within the Public Works department.

Table 1: Number of Initiatives by Department

Region Department	Number of Shared Service Initiatives
Community Services	16
Corporate Services	20
Growth Strategy and Economic Development	22
HR Administration	9
Office of the Deputy CAO	8
Public Works	55
Public Health and Emergency Services	10
Total	140

With Phase 1 of the inventory now complete, the Strategic Transformation Office will be conducting Phase 2. This will include initiatives that are exclusively between Niagara's 12 municipalities, of which there are many documented successes. Collection of these initiatives will be completed in collaboration with the Area CAO Working Group and their staff. An exhaustive list of all Niagara Region shared service initiatives will be provided in the next shared services update report in fall 2024.

Alternatives Reviewed

Regional Council has identified a more Effective Region as a core Strategic Priority, including specific deliverables related to identifying, advancing and implementing shared services. The Strategic Transformation Office, in working closely with the Area CAOs, are focusing the path ahead on the prioritized initiatives to meet shared Niagara and provincial objectives for more effective government and increasing housing supply.

As an alternative, the Strategic Transformation Office could opt to not support the LAMs on the identified shared service initiatives (building services and procurement) and focus efforts on other assignments. However, these priorities were identified by the Area CAOs and the Region is working collaboratively with them to develop actionable work plans to deliver services to residents in the most efficient manner possible. Other priorities could certainly be identified for exploration; however, having buy-in from Area CAOs on the focused priority projects allows for a coordinated, engaged and collaborative path forward. This report will be circulated to Area CAOs wherein each can bring information to their respective Councils as needed or as appropriate, and positively lead the contributions on behalf of their municipality.

As projects are initiated and explored, new and emerging ones will take their places as the Area CAOs continue to work through these opportunities and seek ways to meet their common objectives.

Relationship to Council Strategic Priorities

The proposed shared services work is directly related to Council's Strategic Priority of an Effective Region and advances Objective 1.1 "Implement continuous improvement and modernized processes to ensure value-for-money in regional services and programs"; and Objective 1.2 "Explore and implement opportunities to improve service delivery outcomes through shared services".

The continued pursuit of shared service opportunities to transform service delivery also advances the Guiding Principles of fiscal responsibility; innovation; sustainability; partnerships; and transparency and accountability.

Other Pertinent Reports

PDS 30-2023 Areas of Strategic Focus for Shared Services

PDS 10-2023 Strategic Transformation Office – Overview and Priorities

CAO 2-2023 Update on Shared Services Initiatives

CAO 2-2021 Update on Shared Services Initiatives by the CAO Working Group

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Appendices

Appendix 1 Shared Services Inventory (Region-LAM)

Division	Department	Shared Service Initiative Name	Type of Shared Service	Participating Municipalities & External Parties
Community Services	Homelessness Services & Community Engagement	Emergency Social Services	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Community Services	Homelessness Services & Community Engagement	Encampment Strategy	Semi-formal	City of Niagara Falls, City of St. Catharines
Community Services	Homelessness Services & Community Engagement	Community Safety and Well Being Plan	Semi-formal	Brock University, Niagara College, District School Board of Niagara, Niagara Catholic District School Board, Niagara Regional Police
Community Services	Homelessness Services & Community Engagement	Situation Tables	Semi-formal	District School Board of Niagara, Niagara Catholic District School Board, Niagara Regional Police
Community Services	Children’s Services	School Based EarlyON Centres	Formal	Niagara Catholic District School Board
Community Services	Children’s Services	Indigenous led Registered Early Years Educator Training Program	Semi-formal	Niagara College
Community Services	Children’s Services	Middle Years Development Instrument (MDI) Implementation	Semi-formal	Brock University, District School Board of Niagara, Niagara Catholic District School Board
Community Services	Children’s Services	Licensed Child Care	Formal	District School Board of Niagara
Community Services	Children’s Services	Niagara Children's Planning Council	Informal	Brock University, Niagara College, District School Board of Niagara, Niagara Catholic District School Board
Community Services	Children’s Services	Workforce Recruitment & Retention Working Group	Informal	Niagara College
Community Services	Social Assistance and Employment Opportunities	DSBN - Literacy and Basic Skills	Semi-formal	District School Board of Niagara
Community Services	Housing Services	Through Their Eyes	Semi-formal	Brock University
Community Services	Housing Services	Brock Exercise Program	Semi-formal	Brock University
Community Services	Housing Services	Niagara College Wellness Club Partnership	Semi-formal	Niagara College
Community Services	Housing Services	Niagara College Social Service Program	Semi-formal	Niagara College
Community Services	Seniors Services	Student Placements	Semi-formal	Niagara College, Brock University, District School Board of Niagara
Corporate Services	Asset Management	Asset Management Community of practice	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Corporate Services	Financial Management and Planning	PeopleSoft Shared Service arrangement	Formal	City of St. Catharines

Division	Department	Shared Service Initiative Name	Type of Shared Service	Participating Municipalities & External Parties
Corporate Services	Financial Management and Planning	Area Treasurers Meetings, ORSTT meetings. Communities of practice have been established to collaborate and share best practices with staff counterparts at the Region and LAMs	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Corporate Services	Financial Management and Planning	Niagara Transit commission shared financial services	Formal	Niagara Region Transit
Corporate Services	IT	Data Center Hosting	Formal	Brock University, Niagara Catholic District School Board, District School Board of Niagara, Niagara Regional Police
Corporate Services	IT	GIS Web Map Hosting	Formal	Town of Niagara-on-the-Lake, Town of Pelham, City of Thorold, Township of Wainfleet, City of Port Colborne
Corporate Services	IT	911 Mapping Data – All Municipalities	Formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet
Corporate Services	IT	Help Desk (1st Point of Contact - Pilot)	Formal	Town of Grimsby
Corporate Services	IT	Procurements – Arial Photography, ESRI EA (All Municipalities)	Formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet
Corporate Services	IT	Kronos Time & Attendance	Formal	City of St. Catharines
Corporate Services	IT	PeopleSoft ERP	Formal	City of St. Catharines
Corporate Services	IT	Cyber Security Response	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Corporate Services	IT	Staff Augmentation (GIS)	Informal	City of Thorold, City of Port Colborne, Niagara Parks Commission
Corporate Services	IT	Staff Augmentation (technical)	Informal	Town of Grimsby
Corporate Services	IT	Staff Augmentation (advisory and leadership)	Informal	City of St. Catharines, City of Thorold, Town of Grimsby

Division	Department	Shared Service Initiative Name	Type of Shared Service	Participating Municipalities & External Parties
Corporate Services	IT	Cyber Security Community of Practice	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet
Corporate Services	Procurement & Strategic Acquisitions	Niagara Public Purchasing Committee (NPPC Group)	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Lincoln, Town of Grimsby, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Brock University, Niagara College, District School Board of Niagara, Niagara Regional Police, Niagara Peninsula Conservation Authority, Niagara Parks Commission
Corporate Services	Legal Services	Provincial Offences Court	Formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Corporate Services	Legal Services	Provincial Offences Prosecutions	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Corporate Services	Facilities Management	Courier service	Semi-formal	Town of Grimsby, Town of Lincoln, City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Corporate Services; Growth Strategy & Economic Development	Facilities Management; Financial Management and Planning; IT; Legal Services; Procurement & Strategic Acquisitions; Strategic Transformation Office	Transit Amalgamation	Formal	City of St. Catharines, City of Niagara Falls, City of Welland, Town of Grimsby, Town of Lincoln, Township of West Lincoln, Town of Pelham, Township of Wainfleet, Town of Niagara-on-the-Lake, City of Port Colborne, Town of Fort Erie, City of Thorold
Growth Strategy & Economic Development	Corp Strategy & Community Sustainability	Planning Function and Services in Niagara MOU	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Grimsby, Town of Fort Erie, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Growth Strategy & Economic Development	Strategic Transformation Office	NRT OnDemand	Formal	City of St. Catharines, City of Niagara Falls, City of Welland, Town of Grimsby, Town of Lincoln, Township of West Lincoln, Town of Pelham, Township of Wainfleet, Town of Niagara-on-the-Lake, City of Port Colborne, Brock University, Niagara College
Growth Strategy & Economic Development	DEI Indigenous Relations	DEI Local Area Municipality Working Group	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Growth Strategy & Economic Development	Corp Strategy & Community Sustainability	Niagara Climate Change Municipal Community of Practice (NCCMCP)	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Grimsby, Town of Fort Erie, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln, Niagara Peninsula Conservation Authority
Growth Strategy & Economic Development	Growth Mgmt & Planning	West Lincoln Planner Secondment	Formal	Township of West Lincoln
Growth Strategy & Economic Development	Growth Mgmt & Planning	Planning Function and Services in Niagara MOU	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Grimsby, Town of Fort Erie, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln

Division	Department	Shared Service Initiative Name	Type of Shared Service	Participating Municipalities & External Parties
Growth Strategy & Economic Development	Growth Mgmt & Planning	Area Planners	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Grimsby, Town of Fort Erie, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Growth Strategy & Economic Development	Growth Mgmt & Planning	Environmental Protocal	Semi-formal	Niagara Peninsula Conservation Authority
Growth Strategy & Economic Development	Growth Mgmt & Planning	NPCA Service Agreement	Formal	Niagara Peninsula Conservation Authority
Growth Strategy & Economic Development	Corp Strategy & Community Sustainability	NOTL Planner Secondment	Formal	Town of Niagara-on-the-Lake
Growth Strategy & Economic Development	Economic Development	Business survey, COVID response - Communities of practice have been established to collaborate and share best practices with staff counterparts at the Region and LAMs	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Growth Strategy & Economic Development	Economic Development	Workforce Coalition	Informal	Town of Fort Erie, City of Welland, City of St. Catharines, Brock University, Niagara College, Niagara Catholic District School Board, City of Niagara Falls
Growth Strategy & Economic Development	Economic Development	Team Niagara	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln
Growth Strategy & Economic Development	Economic Development	Supplier Initiative	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Growth Strategy & Economic Development	Economic Development	Auto Mayors	Informal	City of St. Catharines
Growth Strategy & Economic Development	Infrastructure Planning & Dev Engineering	Private Septic Permits	Formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham
Growth Strategy & Economic Development	Infrastructure Planning & Dev Engineering	Stormwater Management	Semi-formal	Township of Wainfleet, Township of West Lincoln
Growth Strategy & Economic Development	Infrastructure Planning & Dev Engineering	Pollution Prevention Control Plan - CSO funding program	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln
Growth Strategy & Economic Development	Infrastructure Planning & Dev Engineering	Hydro geological studies	Semi-formal	Township of Wainfleet, Township of West Lincoln
Growth Strategy & Economic Development	Infrastructure Planning & Dev Engineering	Master Plan Updates / model updates	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln
Growth Strategy & Economic Development	Infrastructure Planning & Dev Engineering	Wet weather management working group	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln

Division	Department	Shared Service Initiative Name	Type of Shared Service	Participating Municipalities & External Parties
HR Administration	HR Administration	Communities of practice have been established to collaborate and share best practices with staff counterparts at the Region and LAMs	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln, Niagara Peninsula Conservation Authority, Niagara Parks Commission
HR Administration	HR Administration	Niagara Region Transit Benefit and Pension Administration and Reporting	Formal	Niagara Region Transit
HR Administration	HR Administration	West Lincoln CUPE Job Evaluation	Semi-formal	Township of West Lincoln
HR Administration	HR Administration	Pelham Union Job Evalution consulting services	Semi-formal	Town of Pelham
HR Administration	HR Administration	LAM Participation in Corporate Learning	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
HR Administration	HR Administration	City of St. Catharines Kronos T/A	Formal	City of St. Catharines
HR Administration	HR Administration	Niagara Region Transit Payroll/HRIS/Bene/Pens	Formal	Niagara Region Transit
HR Administration	HR Administration	Niagara Region Police Service payroll services	Formal	Niagara Region Police
HR Administration	HR Administration	Niagara Region Police Service pension administration and reporting	Formal	Niagara Region Police
Office of the Deputy CAO	Clerks Administration	Communities of practice have been established to collaborate and share best practices with staff counterparts at the Region and LAMs	Informal	City of Port Colborne, City of St. Catharines, City of Thorold, City of Niagara Falls, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Office of the Deputy CAO	Clerks Administration	Joint Election Compliance Audit Committee	Formal	Niagara Catholic District School Board, City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Office of the Deputy CAO	Clerks Administration	Integrity Commissioner and Lobbyist Registry Services	Informal	Niagara Peninsula Conservation Authority, City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Office of the Deputy CAO	Printing	Print shop	Semi-formal	City of St. Catharines

Division	Department	Shared Service Initiative Name	Type of Shared Service	Participating Municipalities & External Parties
Office of the Deputy CAO	Business Licensing Administration	Incident Management and Licensing Database (Technology)	Formal	Township of Wainfleet
Office of the Deputy CAO	Business Licensing Administration	Operational Training	Informal	City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Township of Wainfleet, Township of West Lincoln, Town of Niagara-on-the-Lake, Town of Pelham
Office of the Deputy CAO	Business Licensing Administration	Uniform procurement	Informal	City of St. Catharines, City of Thorold, Town of Lincoln, Township of West Lincoln, Town of Grimsby, City of Welland, City of Port Colborne, Town of Fort Erie
Office of the Deputy CAO	Business Licensing Administration	Electronic Ticket issuance	Informal	City of St. Catharines
Public Health & Emergency Services	Emergency Services	College Paramedic Program	Formal	Niagara College
Public Health & Emergency Services	Organizational and Foundational Standards	Regional Physician Recruitment	Semi-formal	City of St. Catharines, City of Thorold, City of Niagara Falls, Town of Fort Erie, City of Welland, City of Port Colborne
Public Health & Emergency Services	Organizational and Foundational Standards	Unpaid Student Placements	Semi-formal	Brock University, Niagara College
Public Health & Emergency Services	Clinical Services	Student Immunization in all Schools for DSBN and NCDSB	Informal	District School Board of Niagara, Niagara Catholic District School Board
Public Health & Emergency Services	Clinical Services	Grade 7 immunization campaign	Informal	District School Board of Niagara, Niagara Catholic District School Board
Public Health & Emergency Services	Clinical Services	Sexually Transmitted Infection Testing	Informal	Brock University
Public Health & Emergency Services	Environmental Health	Niagara Municipal Enforcement Agency Partnership	Semi-formal	City of Niagara Falls, City of Port Colborne, City of Thorold
Public Health & Emergency Services	Chronic Disease and Injury Prevention	Various initiatives	Informal	City of St. Catharines
Public Health & Emergency Services	Family Health	Dental Screening/Healthy Smiles Ontario	Informal	District School Board of Niagara, Niagara Catholic District School Board
Public Health & Emergency Services	Family Health	School Health - elementary and secondary	Semi-formal	District School Board of Niagara, Niagara Catholic District School Board
Public Works	Water - Wastewater	Quality and Compliance Working Group	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham
Public Works	Water - Wastewater	WW Consolidated Linear Infrastructure Working Group	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham
Public Works	Water - Wastewater	Wet Weather Response	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham

Division	Department	Shared Service Initiative Name	Type of Shared Service	Participating Municipalities & External Parties
Public Works	Water - Wastewater	Niagara River Remedial Action Plan	Semi-formal	Niagara Peninsula Conservation Authority, Niagara Parks Commission, Town of Fort Erie, City of Niagara Falls, Town of Niagara-on-the-Lake
Public Works	Water - Wastewater	Environmental Technology Program Advisory Committee	Informal	Niagara College, City of St. Catharines
Public Works	Water - Wastewater	Pumping Station Operating and Maintenance	Formal	City of Niagara Falls
Public Works	Water - Wastewater	Environmental Laboratory Testing	Formal	Niagara Peninsula Conservation Authority
Public Works	Water - Wastewater	Containerized Waste Pickup	Formal	District School Board of Niagara
Public Works	Water - Wastewater, Waste Management	Public Works Young Professional Committee	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Public Works	Water - Wastewater	Niagara Water and Wastewater Spatial Data Working Group	Formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln
Public Works	Water - Wastewater	Niagara Flow Monitoring Flow Modeling Working Group	Formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln
Public Works	Water - Wastewater	Environmental Laboratory Testing	Informal	City of Niagara Falls, Town of Fort Erie, Town of Pelham
Public Works	Water - Wastewater	Wastewater Surveillance Initiative	Semi-formal	City of Niagara Falls, City of St. Catharines, City of Thorold, Town of Fort Erie, City of Welland, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Township of West Lincoln
Public Works	Water - Wastewater	Quality Management System Working Group	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln
Public Works	Water - Wastewater	Waterloss Committee	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln
Public Works	Water - Wastewater	Linear System Failure Emergency Management	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln
Public Works	Water - Wastewater	Water Source Protection Committee	Semi-formal	Niagara Peninsula Conservation Authority
Public Works	Water - Wastewater	Water Servicing Memorandums of Understanding	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln
Public Works	Water - Wastewater	Water Pressure Booster Station Legal Agreements	Formal	City of St. Catharines, City of Welland, Town of Pelham

Division	Department	Shared Service Initiative Name	Type of Shared Service	Participating Municipalities & External Parties
Public Works	Waste Management	Cooperative Container Procurement Program	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Public Works	Waste Management	Special Events Recycling and Organics	Semi-formal	City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln, Brock University, Niagara College, Niagara Peninsula Conservation Authority, Niagara Parks Commission
Public Works	Waste Management	Waste Diversion at Niagara Regional Housing Properties	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Welland, Town of Fort Erie
Public Works	Waste Management	Multi-residential Waste Diversion	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Township of West Lincoln, Township of Wainfleet, Town of Niagara-on-the-Lake
Public Works	Waste Management	Niagara Region Keen on Green Committee	Formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Public Works	Waste Management	Illegal Dumping Working Group	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Public Works	Waste Management	Welland Town and Gown Committee	Semi-formal	City of Welland, Niagara College
Public Works	Waste Management	Enhanced Level of Service - Collections	Formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham
Public Works	Waste Management	Waste Info-Line	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Public Works	Transportation Operations	Falls Avenue /420 Landscape Boulevard Maintenance Agreement	Formal	City of Niagara Falls
Public Works	Transportation Operations	City of St. Catharines Operations Maintenance Agreement	Formal	City of St. Catharines
Public Works	Region-wide	CEMC Mutual Assistance Agreement	Formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln
Public Works	Transportation Operations	Town of Lincoln Permission to Enter Quarry Road Site for Debris Disposal	Formal	Town of Lincoln
Public Works	Transportation Operations	Shared Services Agreement for Street Sweeping/Forestry Work	Informal	City of Port Colborne

Division	Department	Shared Service Initiative Name	Type of Shared Service	Participating Municipalities & External Parties
Public Works	Transportation Operations	Temporary Mutual Aid Agreement with Grimsby, Lincoln, Wainfleet, Port Colborne and Fort Erie	Informal	Town of Fort Erie, Township of Wainfleet, Town of Grimsby, Town of Lincoln, City of Niagara Falls
Public Works	Transportation Operations	Temporary Mutual Aid Agreement with NOTL	Semi-formal	Town of Niagara-on-the-Lake
Public Works	Transportation Operations	Niagara Operations Working Group	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln
Public Works	Transportation Operations	Book 7 Training Coordination	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln
Public Works	Transportation Operations	Bulk Sodium Chloride, Winter Sand, Stockpiling and Liquid Sodium Chloride Tender	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln
Public Works	Transportation Operations	Asphalt, Concrete and Granular Materials Tender	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln
Public Works	Transportation Operations	Catch Basin Cleaning, Flushing and CCTV Tender	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln
Public Works	Transportation Operations	Culvert Materials Tender	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of West Lincoln
Public Works	Region-wide - All LAMs	Coordination of Works on Capital Projects	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Public Works	Transportation Engineering	SoilFlo Trial for Excess Soils Tracking	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Welland, Town of Fort Erie, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Public Works	Transportation Planning	Municipal 511	Informal	City of Port Colborne, City of St. Catharines, City of Niagara Falls, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Public Works	Transportation Planning	Vision Zero: Automated Enforcement	Formal	City of Port Colborne, City of St. Catharines, City of Niagara Falls, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Public Works	Transportation	After Hours Call Centre - Dispatch	Semi-formal	Township of Wainfleet, Township of West Lincoln

Division	Department	Shared Service Initiative Name	Type of Shared Service	Participating Municipalities & External Parties
Public Works	Transportation Integrated Services	NPPC Procurements	Formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln, Niagara Peninsula Conservation Authority
Public Works	Transportation Integrated Services	Equipment Procurements	Formal	Township of West Lincoln, City of Welland
Public Works	Transportation Integrated Services	Vehicle Procurements	Formal	Town of Pelham
Public Works	Transportation Integrated Services	Niagara Fleet Working Group	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln, Niagara Parks Commission
Public Works	Transportation Integrated Services	Niagara Asset Management Working Group	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Public Works	Traffic Systems and Operations	Traffic Signal/PXO design, procurement, construction and maintenance	Formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Public Works	Traffic Systems and Operations	Advanced Traffic Management System (ATMS) operation	Formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Public Works	Traffic Systems and Operations	Streetlighting maintenance on Regional Roads- all LAMs Region wide	Semi-formal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln
Public Works	Traffic Systems and Operations	Sign manufacturing	Informal	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln

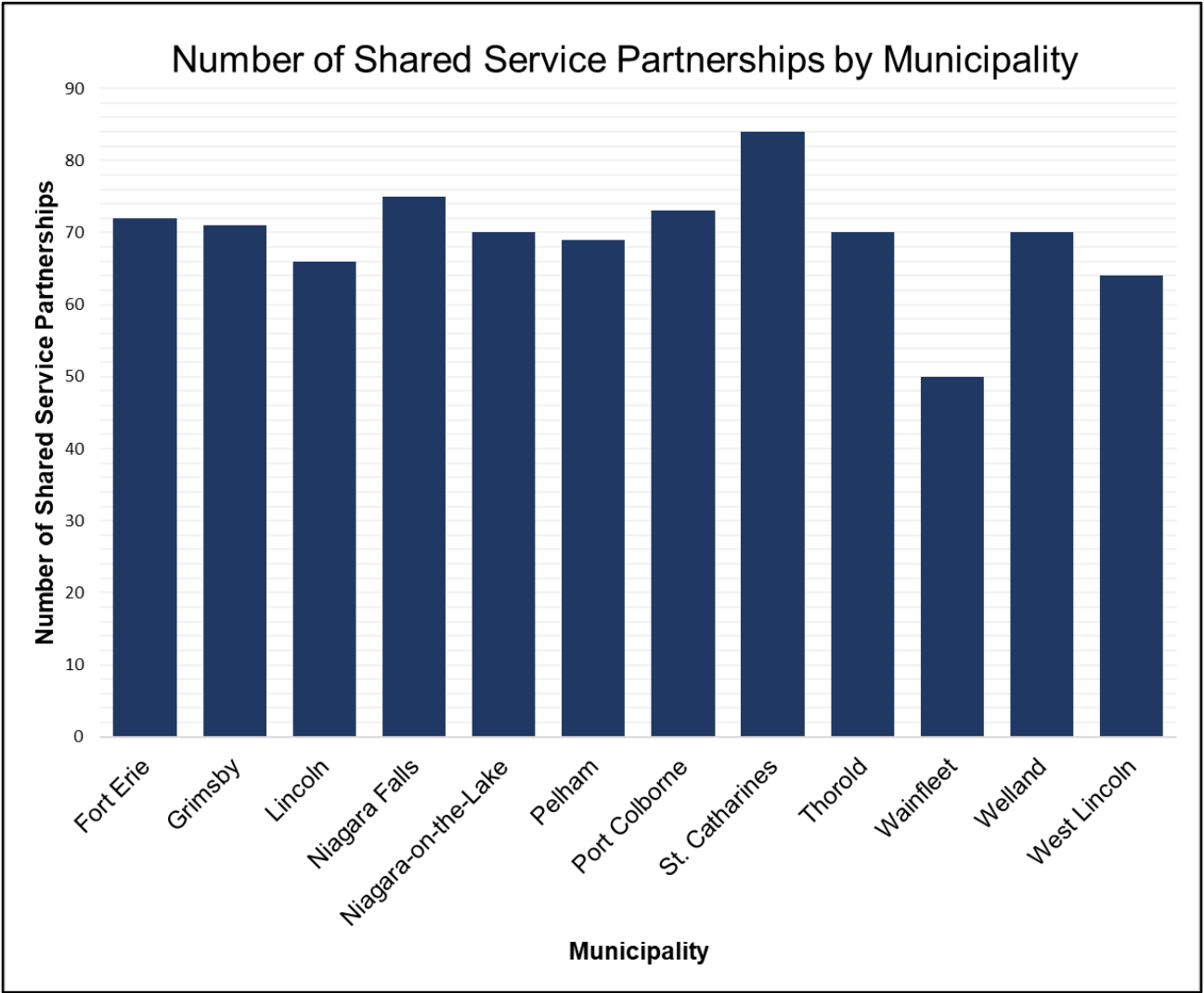


Figure 1: Number of Shared Service Partnerships by Municipality

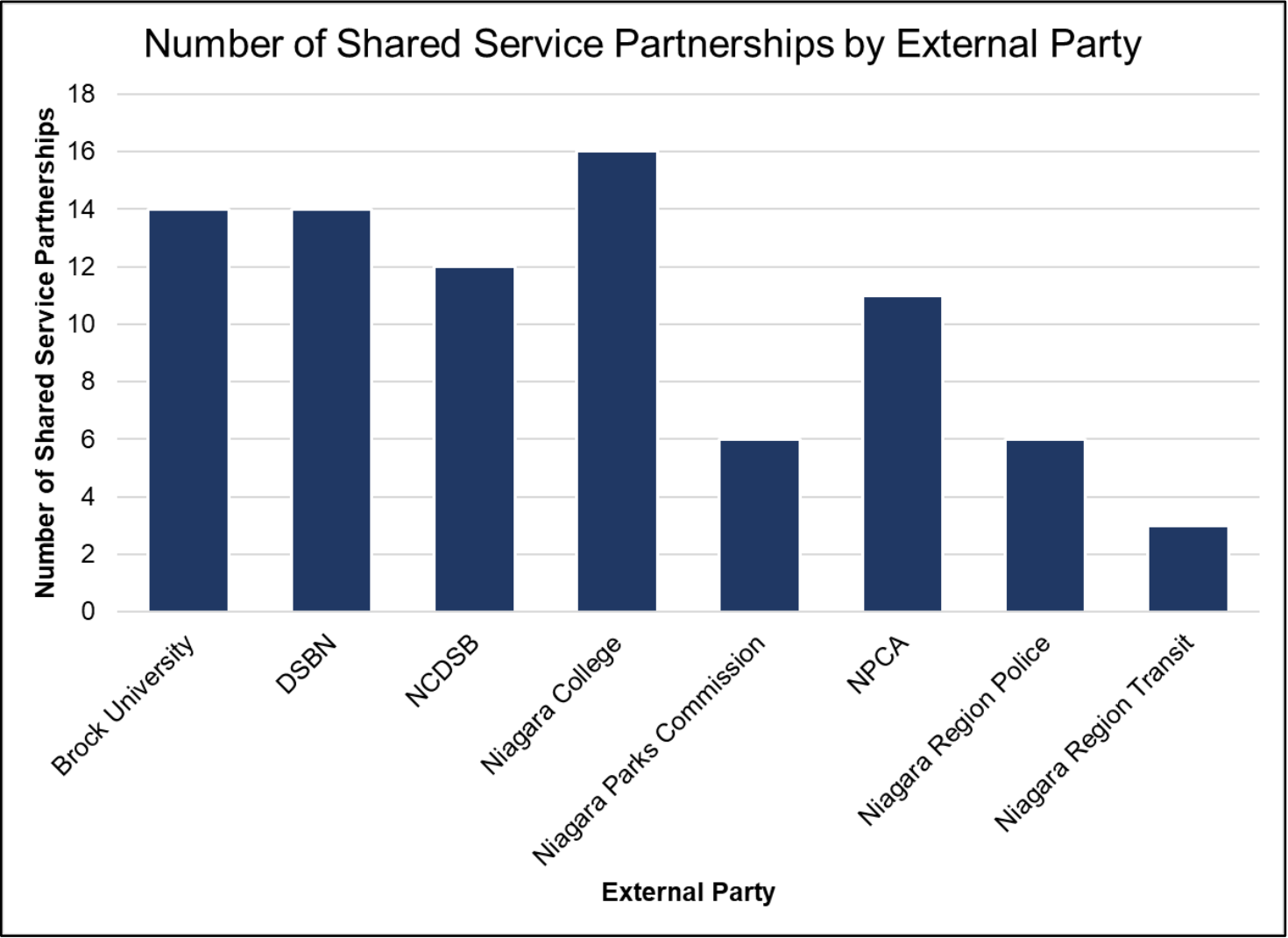


Figure 2: Number of Shared Service Partnerships by External Party