

# Shared Service Initiatives

## Detailed Examples

The information below provides six examples of shared service initiatives (two within each level of formalization), that illustrate the detailed benefits associated with some of the different categories.

**INFORMAL: Networking & Information Sharing** – Partners share expertise, organizational knowledge, best practices, and collaborate to identify common solutions.

- Municipal Staff Group (Niagara Region with AM, or AM with AM)
- Mixed Group (Regional/Municipal staff, with members from the community, council, Agency/Board/Commission, or other organization)
- External (Non-municipal lead, e.g., Joint Accessibility Advisory Committee)

**Table 1: Informal Shared Service Initiative Examples**

Shared Service Name	1. Niagara Local Area Municipality Diversity, Equity, and Inclusion (DEI) Working Group	2. Niagara Records Professionals
<b>Level of Formalization</b>	Informal	Informal
<b>Type</b>	Networking & Information Sharing	Networking & Information Sharing
<b>Category</b>	Staff Group	Staff Group
<b>Description</b>	A working group was established with representatives from all AMs after the Region and AMs signed the Declaration to Join the Coalition of Inclusive Municipalities in Sept 2020. The purpose is to coordinate DEI and Indigenous Relations-related work in the region and support the work of the AMs. Some past projects have included creating an HR Best Practices Guide on how to incorporate DEI in Recruitment, Hiring, and Promotion, as well as the Seat at the Table project to increase women and gender diverse individuals, particularly from underrepresented backgrounds, in local government. Supporting communication about significant diversity related dates and events. Support education for staff and Councillors.	A working group that meets to discuss trends in sector as it relates to records management and privacy. Group discusses approaches and solutions to issues affecting municipality, policy and procedure review and best practices.
<b>Lead</b>	Niagara Region	Shared
<b>Participating Municipalities</b>	All 12 AMs and Niagara Region	All 12 AMs
<b>Duration</b>	Ongoing	Ongoing
<b>Implementation Date</b>	2020	2020
<b>Public Facing</b>	Administrative	Administrative
<b>Qualitative Benefit: Process / Time Savings</b>	Sharing expertise, knowledge, experiences, and best practices: enable collective sharing and reuse of standards, processes, and developed materials, can improve efficiency, and save time.	Sharing expertise, knowledge, experiences, community input, and best practices: enable collective sharing and reuse of standards, processes, and developed materials, can improve efficiency, and save time.
<b>Qualitative Benefit: Improved Consistency</b>	Sharing tools, communication materials, and strategies helps to maintain consistency of approaches and application of best practices across organizations.	Sharing expertise, knowledge, experiences, and best practices: enable collective sharing and reuse of standards, processes, and developed materials, thus improving consistency throughout Niagara.
<b>Qualitative Benefit: Increased Capacity Building</b>	Sharing expertise, knowledge, experiences, and best practices: enable staff to learn across organizations on how to incorporate best practices; have more people trained to use the skills; and provide practical opportunities to utilize new knowledge and skills.	Sharing expertise, knowledge, experiences, and best practices: enable collective sharing and reuse of standards, processes, and developed materials, can enhance capacity.

Shared Service Name	1. Niagara Local Area Municipality Diversity, Equity, and Inclusion (DEI) Working Group	2. Niagara Records Professionals
<b>Qualitative Benefit: Improved Customer Service</b>	Sharing expertise, knowledge, experiences, and best practices: staff are better equipped to understand and meet customer needs, leading to improved customer service and satisfaction.	N/A
<b>Qualitative Benefit: Increased Quality of Service</b>	Collaboration can result in streamlined processes, reduced redundancies, and greater efficiencies in service delivery; can enhance competency and ability to provide higher quality service; collaborative teams engage in continuous learning and improvement which ensures quality of service is adaptive.	Collaboration can result in streamlined processes, reduced redundancies, and greater efficiencies in service delivery; can enhance competency and ability to provide higher quality service; collaborative teams engage in continuous learning and improvement which ensures quality of service is adaptive.
<b>Qualitative Benefit: Reduced / Avoided Risk</b>	Reduced risk through knowledge sharing of best practices, skills development, collaborative problem solving, current industry best practices, and timely threat awareness with appropriate responses.	Reduced risk through knowledge sharing of best practices, skills development, collaborative problem solving, current industry practices, and timely threat and response awareness.
<b>Qualitative Benefit: Improved Economies of Scale</b>	N/A	N/A
<b>Qualitative Benefit: Modernization</b>	N/A	Collaboration brings together diverse perspectives and expertise which can lead to more innovative solutions and improved problem solving.
<b>Quantitative Benefit: Cost Savings</b>	N/A	N/A
<b>Quantitative Benefit: Cost Avoidance</b>	N/A	N/A

**SEMI-FORMAL: Partnerships & Collaboration** – Partners share a compensated or non-compensated resource or service, through a non-binding, written agreement, between one or more other Local Area Municipality to conduct service delivery.

- Memorandum of Understanding (MOU)
- Compensated Resource
- Non-compensated Resource

**Table 2: Semi-Formal Shared Service Initiative Examples**

Shared Service Name	1. Temporary Mutual Aid Agreement with Grimsby, Lincoln, Wainfleet, Port Colborne and Fort Erie	2. Libraries in Niagara Cooperative (LiNC)
<b>Level of Formalization</b>	Semi-formal	Semi-formal
<b>Type</b>	Partnerships & Collaboration	Partnerships & Collaboration
<b>Category</b>	MOU	MOU

Shared Service Name	1. Temporary Mutual Aid Agreement with Grimsby, Lincoln, Wainfleet, Port Colborne and Fort Erie	2. Libraries in Niagara Cooperative (LiNC)
<b>Description</b>	Mutual aid in response to Storm Elliot. Several municipalities provided aid to Fort Erie, Wainfleet and Port Colborne (Niagara Region sent staff to each municipality) and a temporary mutual aid agreement was instituted between Niagara Region, Grimsby, and Lincoln to patrol regional roads under the MMS regulation, O. Reg. 239/02 while Niagara Region deployed equipment and staff to the southern AMs (Fort Erie, Wainfleet and Port Colborne).	LiNC is a cooperative library consortium created to share resources in an open-source library catalogue system called Evergreen. LiNC is a collaborative venture and succeeds due to the efforts of its members. LiNC uses Equinox’s Evergreen integrated library system and LiNC’s libraries contribute annually to costs associated with the integrated library system. Costs to manage a comparable proprietary system would be significantly more. There were five original participating libraries, including Niagara College. To date, additional libraries have joined and now includes the Fort Erie Public Library, Grimsby Public Library, Lincoln Pelham Public Library, Niagara-on-the-Lake Public Library, Port Colborne Public Library, Thorold Public Library, Wainfleet Public Library, Welland Public Library, and West Lincoln Public Library.
<b>Lead</b>	Niagara Region	Shared
<b>Participating Municipalities</b>	Fort Erie, Grimsby, Lincoln, Niagara Falls, Wainfleet, and Niagara Region	Fort Erie, Grimsby, Lincoln, Niagara-on-the-Lake, Pelham, Port Colborne, Thorold, Wainfleet, Welland, West Lincoln
<b>Duration</b>	2 weeks	Ongoing
<b>Implementation Date</b>	2023	2020
<b>Public Facing</b>	Public Facing	Public Facing
<b>Qualitative Benefit: Process / Time Savings</b>	N/A	Shared courier service means shorter delivery times for customer requests and better outcomes.
<b>Qualitative Benefit: Improved Consistency</b>	N/A	Regularly scheduled deliveries to all systems creates consistency and provides excellent outcomes for customers and staff.
<b>Qualitative Benefit: Increased Capacity Building</b>	N/A	Shared collection purchases mean more efficient use of collection budgets and improves selection overall.
<b>Qualitative Benefit: Improved Customer Service</b>	Greater investment in expert staff, resources, and technology enables recipients to offer improved customer service, meeting agreed upon service levels, demonstrated accountability, and reducing potential conflict.	Greater investment in expert staff, resources, and technology enables recipients to offer improved customer service, meeting agreed upon service levels, demonstrated accountability, and reducing potential conflict.
<b>Qualitative Benefit: Increased Quality of Service</b>	N/A	Provides access to a much wider collection of materials than would be possible in one library system.
<b>Qualitative Benefit: Reduced / Avoided Risk</b>	Greater investment in resources, and practices including clearly defining expectations and responsibilities of both parties, reducing misunderstandings and potential conflicts.	Reduced risk through investment in resources and technology and security practices of common external integrated library system.
<b>Qualitative Benefit: Improved Economies of Scale</b>	N/A	Partners avoid or share initial costs as well as ongoing total costs of ownership.
<b>Qualitative Benefit: Modernization</b>	N/A	Collaboration to reach a common goal through alignment, enhancing efficiencies, and globally adapting to change.
<b>Quantitative Benefit: Cost Savings</b>	N/A	Approximately \$8,000-\$18,000 per library per year

Shared Service Name	1. Temporary Mutual Aid Agreement with Grimsby, Lincoln, Wainfleet, Port Colborne and Fort Erie	2. Libraries in Niagara Cooperative (LiNC)
Quantitative Benefit: Cost Avoidance	\$20,000 estimated value to the AMs	N/A

**FORMAL: Shared Service Delivery** – One municipality is responsible for the delivery of an agreed upon service or resource, through a binding commitment.

- Agreement (legal, binding, and/or agreed service levels)
- Shared Service Provider (End to end service delivery)
- Compensated Resource (Staff, location, or other resource)
- Procurement (Joint tender)

**Table 3: Formal Shared Service Initiative Examples**

Shared Service Name	1. PeopleSoft ERP	2. Next Gen 911
Level of Formalization	Formal	Formal
Type	Shared Service Delivery	Shared Service Delivery
Category	Service	Service
Description	Leveraging the Region's PeopleSoft system, and through a shared service agreement with St. Catharines, the Region became their Service Provider of financial Enterprise Resource Planning (ERP) Systems and Supports.	St. Catharines Fire Services is continuing to expand its emergency dispatch operations to other municipalities and bringing down the cost of the service for city taxpayers.
Lead	Niagara Region	St. Catharines
Participating Municipalities	St. Catharines and Niagara Region	Grimsby, Lincoln, Niagara-on-the-Lake, Pelham, Port Colborne, St. Catharines, Thorold, Wainfleet, West Lincoln
Duration	Ongoing	Ongoing
Implementation Date	2024	2023
Public Facing	Administrative	Public Facing
Qualitative Benefit: Process / Time Savings	Recipients benefit from reduced # of business processes and save time by outsourcing ongoing operational tasks.	Reduced # of business processes and/or save time by outsourcing services.
Qualitative Benefit: Improved Consistency	Consistency, standardization, and interoperability between participants increased and improved as systems and processes are provided by the same provider and on the same platform.	Consistency, standardization, and interoperability between partners is improved as systems and processes are provided by the same provider.
Qualitative Benefit: Increased Capacity Building	N/A	N/A
Qualitative Benefit: Improved Customer Service	Greater investment in expert staff, resources, and technology enables service recipients to offer improved customer service.	Greater investment in expert staff, resources, and technology enables service recipients to offer improved customer service.
Qualitative Benefit: Increased Quality of Service	Greater investment in expert staff, resources, and technology enables service recipients to offer increased quality and reliability of service.	Greater investment in expert staff, resources, and technology enables service recipients to offer increased quality and reliability of service.
Qualitative Benefit: Reduced / Avoided Risk	Greater investment in resources, technology, and security practices reduces risk for the hosting party as well as for the service provider.	Greater investment in resources, technology, and security practices reduces risk for the hosting party as well as for the service provider.

Shared Service Name	1. PeopleSoft ERP	2. Next Gen 911
<b>Qualitative Benefit: Improved Economies of Scale</b>	Users of the service or platform avoid the significant initial costs as well as ongoing total costs of ownership.	N/A
<b>Qualitative Benefit: Modernization</b>	By leveraging current technology, processes, and resources, partners enable modernization of services.	N/A
<b>Quantitative Benefit: Cost Savings</b>	Estimated NPV savings of \$3.2 million to the City comparative to a standalone city-led option.	<p>Through the partnership agreement with Niagara Regional Police (Niagara Region) and Niagara Parks Police, the City of St. Catharines was able to save approximately \$1.7 million dollars in the purchase of the NG911 call handling solution.</p> <p>Alongside the savings in a partner purchase and implementation, there is also savings in utilizing shared services in GIS mapping and information technology supports and are expecting further savings through the partner purchase process in furthering technologies together.</p> <p>The integrations made possible through this partner purchase also enable further developments and information sharing available, providing, and continuing to build further safety measures for police and fire and interoperability.</p>
<b>Quantitative Benefit: Cost Avoidance</b>	N/A	N/A