

Subject: Shared Services Inventory Update

Report to: Planning and Economic Development Committee

Report date: Wednesday, October 9, 2024

Recommendations

1. That Report PDS 31-2024 **BE RECEIVED** for information.

Key Facts

- Following the last joint update report (PDS 9-2024), this report provides a further refined shared services inventory that includes initiatives between the Region and Area Municipalities (AM) as well as now including those between municipalities.
- Over 200 existing shared services between and among the Region and AMs have been inventoried and categorized in Appendix 1 the extent of which the Region's role in this specific task has been to document the inventory and in no way imply achievement of these is or was a result of recent efforts which are separately documented in companion report PDS 29-2024.
- This inventory represents a point-in-time view into the extensive work already established, achieved and ongoing by the AMs and the Region on shared services and is provided simply as supplementary information.

Financial Considerations

This report is for information purposes only and as such there are no financial considerations associated with the inventory.

Analysis

Niagara's CAOs have been pursuing shared services – both in terms of shared services amongst area municipalities, as well as between the Region and municipalities – to make services more seamless and cost-effective, and processes more efficient for residents and business. A variety of shared services varying in scope, complexity, financial and operational savings, have already been actioned from shared fire service pilots, mergers of libraries, amalgamation of transit, and coordination of animal control services among many others. These initiatives are classified as informal, semi-formal, or formal and have been further refined into a subset of categories.

The categories provide greater detail about the type of shared service and align with the qualitative benefits that are possible (depending on where the initiative is in the lifecycle of the shared service, level of maturity, etc.). By organizing the shared service initiatives in a standardized way, it will further assist in reporting on benefits, documenting best practices, ease of implementation/replication, and will guide the development of a longer-term strategy. The categories fall under the levels of formalization as follows:

- Informal: Networking and Information Sharing
 - 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)

- Semi-formal: Partnerships and Collaboration
 - Memorandum of Understanding (MOU)
 - Compensated Resource
 - Non-compensated Resource

- Formal: Shared Service Delivery
 - 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)

As identified in PDS 9-2024, 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. These principles, established by the Area CAOs, connect to at least two of the benefits being reported. These are illustrated in the below table.

Table 1: Guiding Principles and Associated Benefits

Guiding Principle	Benefits
Serving the Public Good	<ul style="list-style-type: none"> • Increased Quality of Service • Reduced Risk

Guiding Principle	Benefits
Increasing Efficiency and Effectiveness	<ul style="list-style-type: none"> • Process / Time Saving • Improved Consistency • Improved Economies of Scale • Cost Savings/Avoidance
Improving Customer Service	<ul style="list-style-type: none"> • Improved Customer Service • Increased Quality of Service • Increased Modernization
Coordinating Use of Resourcing and Staffing	<ul style="list-style-type: none"> • Increased Capacity • Improved Consistency • Cost Savings/Avoidance

With the support of the Area CAOs, the Strategic Transformation Office conducted Phase 2 of the shared services inventory collection, which encompassed documenting initiatives that are exclusively between Niagara’s 12 municipalities. There was significant engagement with staff from all AMs – without which the inventory would not have been completed. This exercise to collect an inventory of initiatives is aimed to illustrate the collaborative efforts between municipalities and highlight the commitment to continuous improvement and collaboration among Niagara’s municipalities. The magnitude of initiatives further outlines that there is no one solution that meets the local needs of all 12 municipalities, and that shared services allows for capitalizing on opportunities to connect with similar municipalities and optimize our governance structure.

An exhaustive list of all AM-to-AM shared service initiatives including the type of shared service and participating municipalities can be found in Appendix 3. Included in this inventory are any initiatives that are currently in progress, ongoing, or had a one-time assignment within the last five years.

Based on the AM-to-AM scope, there were 63 shared service initiatives identified by AM staff, as a type of shared service with one or multiple AMs. Of the 63, referring back to the aforementioned definitions, 27 percent are informal, 19 percent are semi-formal, and 54 percent are formal arrangements.

Appendix 1 illustrates a summary of all 220 shared service initiatives that were collected from regional staff and all twelve AMs for this inventory. This is the most comprehensive

effort to date to document the number, nature and participants in shared initiatives, highlighting the strong commitment to collaboration across Niagara.

Appendix 2 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. Appendices 3 and 4 show the comprehensive list of the AM-to-AM and Region-to-AM, respectively, organized by the previously mentioned categories. The Strategic Transformation Office will continue to update the shared services inventory as net-new initiatives are established; and report these new items in future reports.

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 continuing to expand and implement new shared services 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 AMs on shared services and focus efforts on other assignments. However, shared services has been prioritized by the Area CAOs, and the Region is working collaboratively with them to continue to build upon the documented successes to-date.

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 9-2024 Shared Services Update](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=e32f76c9-d12f-482c-9109-986f7ed6c503&Agenda=Agenda&lang=English&Item=15&Tab=attachments%C3%A2%E2%82%AC%E2%80%B9>)

[PDS 30-2023 Areas of Strategic Focus for Shared Services](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=37294983-8faf-46b5-ab3b-38efc44d4267&Agenda=Merged&lang=English&Item=24&Tab=attachments>)

[PDS 10-2023 Strategic Transformation Office – Overview and Priorities](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=ba3afccd-9ec1-4a45-a788-0976926cb376&Agenda=Merged&lang=English&Item=15&Tab=attachments>)

[CAO 2-2023 Update on Shared Services Initiatives](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=4ef69423-fb3f-4f15-9b43-7ceadc120106&Agenda=Merged&lang=English&Item=15&Tab=attachments>)

[CAO 2-2021 Update on Shared Services Initiatives by the CAO Working Group](#)

(<https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=a045e2b3-cb2b-4551-a63c-e4498175de88&Agenda=Merged&lang=English&Item=15&Tab=attachments>)

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This report was written by Shannon Cole, Strategic Initiatives Manager, in extensive partnership with all 12 Area Municipalities and reviewed by the Area CAO Shared Services Working Group comprising all 13 CAOs.

Appendices

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| Appendix 1 | Shared Services Inventory Summary |
| Appendix 2 | Shared Service Initiatives – Detailed Examples |
| Appendix 3 | Shared Services Inventory (AM-to-AM) |
| Appendix 4 | Shared Services Inventory (Region-to-AM) |

Shared Services in Niagara

Purpose

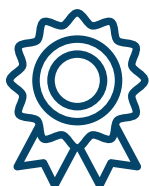
Niagara Region and area municipalities are working together to optimize service delivery through shared resources and services.

Story

This version of our shared services inventory is the most detailed one we've done to date. We're pleased to share that all 12 area municipalities participated, showing a strong commitment to collaboration across Niagara.

This is a big step forward for our shared services project and highlights our shared goal of improving efficiency and using resources better across our communities.

The inventory now includes both partnerships between Niagara Region and area municipalities and those just between the municipalities themselves. As efforts continue, we'll get a clearer understanding of the results we've achieved and find more opportunities to expand shared services.

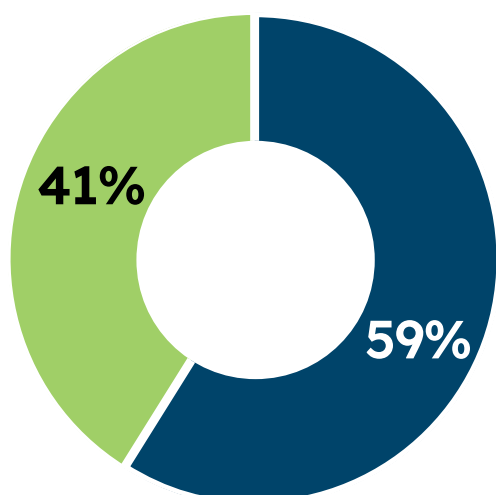


100%
response rate
(Region departments
and area municipalities)



63 unique shared service initiatives among area municipalities
157 between the Region and area municipalities

Impact



- **Administrative**
(office operations) **59%**
- **Public facing**
(direct impact to resident)..... **41%**

Type of shared service

Indicates the level of formality and commitment required to implement a particular initiative.

- 68** **Networking and information sharing** (informal)
- 42** **Partnerships and collaboration** (semi-formal)
- 110** **Shared service delivery** (formal)

Initiative lead

- Niagara Region **53%**
- Shared (between Regional and/or municipal partners) **25%**
- External (community partner) **13%**
- Area municipalities..... **9%**

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
Level of Formalization	Informal	Informal
Type	Networking & Information Sharing	Networking & Information Sharing
Category	Staff Group	Staff Group
Description	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.
Lead	Niagara Region	Shared
Participating Municipalities	All 12 AMs and Niagara Region	All 12 AMs
Duration	Ongoing	Ongoing
Implementation Date	2020	2020
Public Facing	Administrative	Administrative
Qualitative Benefit: Process / Time Savings	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.
Qualitative Benefit: Improved Consistency	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.
Qualitative Benefit: Increased Capacity Building	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
Qualitative Benefit: Improved Customer Service	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
Qualitative Benefit: Increased Quality of Service	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.
Qualitative Benefit: Reduced / Avoided Risk	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.
Qualitative Benefit: Improved Economies of Scale	N/A	N/A
Qualitative Benefit: Modernization	N/A	Collaboration brings together diverse perspectives and expertise which can lead to more innovative solutions and improved problem solving.
Quantitative Benefit: Cost Savings	N/A	N/A
Quantitative Benefit: Cost Avoidance	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)
Level of Formalization	Semi-formal	Semi-formal
Type	Partnerships & Collaboration	Partnerships & Collaboration
Category	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)
Description	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.
Lead	Niagara Region	Shared
Participating Municipalities	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
Duration	2 weeks	Ongoing
Implementation Date	2023	2020
Public Facing	Public Facing	Public Facing
Qualitative Benefit: Process / Time Savings	N/A	Shared courier service means shorter delivery times for customer requests and better outcomes.
Qualitative Benefit: Improved Consistency	N/A	Regularly scheduled deliveries to all systems creates consistency and provides excellent outcomes for customers and staff.
Qualitative Benefit: Increased Capacity Building	N/A	Shared collection purchases mean more efficient use of collection budgets and improves selection overall.
Qualitative Benefit: Improved Customer Service	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.
Qualitative Benefit: Increased Quality of Service	N/A	Provides access to a much wider collection of materials than would be possible in one library system.
Qualitative Benefit: Reduced / Avoided Risk	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.
Qualitative Benefit: Improved Economies of Scale	N/A	Partners avoid or share initial costs as well as ongoing total costs of ownership.
Qualitative Benefit: Modernization	N/A	Collaboration to reach a common goal through alignment, enhancing efficiencies, and globally adapting to change.
Quantitative Benefit: Cost Savings	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
Qualitative Benefit: Improved Economies of Scale	Users of the service or platform avoid the significant initial costs as well as ongoing total costs of ownership.	N/A
Qualitative Benefit: Modernization	By leveraging current technology, processes, and resources, partners enable modernization of services.	N/A
Quantitative Benefit: Cost Savings	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>
Quantitative Benefit: Cost Avoidance	N/A	N/A

APPENDIX 3 PDS 31-2024 SHARED SERVICES INVENTORY UPDATE

Shared Services Inventory (AM-to-AM)

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Informal	Networking & Information Sharing	External Group	CLI-ECA Working Group	External	All 12 Area Municipalities
Informal	Networking & Information Sharing	External Group	Cloud Permit Peer Support Group	External	Town of Lincoln, Town of Niagara-on-the-Lake
Informal	Networking & Information Sharing	External Group	Joint Accessibility Advisory Committee	External	Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, City of Niagara Falls, Town of Pelham, City of Port Colborne, City of Thorold, Township of West Lincoln
Informal	Networking & Information Sharing	External Group	Tourism Alliance and Partnership	External	Town of Fort Erie, Town of Pelham, City of Port Colborne, Township of Wainfleet, City of Welland
Informal	Networking & Information Sharing	Mixed Group	Active Niagara Network	External	All 12 Area Municipalities
Informal	Networking & Information Sharing	Mixed Group	Aquatics Information Sharing Group	Shared	All 12 Area Municipalities
Informal	Networking & Information Sharing	Mixed Group	Ontario Zoning Info Sharing Group	External	Town of Niagara-on-the-Lake
Informal	Networking & Information Sharing	Staff Group	CAO/Clerk Sub Committee	Shared	Town of Grimsby, Town of Lincoln, City of St. Catharines, City of Thorold, City of Welland, Township of West Lincoln
Informal	Networking & Information Sharing	Staff Group	Community Improvement Plan Coordinators	Shared	All 12 Area Municipalities
Informal	Networking & Information Sharing	Staff Group	Health & Safety Working Group	Shared	All 12 Area Municipalities
Informal	Networking & Information Sharing	Staff Group	Niagara Records Professionals Meeting	Shared	All 12 Area Municipalities
Informal	Networking & Information Sharing	Staff Group	Niagara Regional Fire Admin Association	Shared	All 12 Area Municipalities
Informal	Networking & Information Sharing	Staff Group	Niagara Regional Fire Chief Association	Shared	All 12 Area Municipalities
Informal	Networking & Information Sharing	Staff Group	Niagara Regional Fire Prevention Officers Association	Shared	All 12 Area Municipalities
Informal	Networking & Information Sharing	Staff Group	Niagara Regional Training Officers Association	Shared	All 12 Area Municipalities

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Informal	Networking & Information Sharing	Staff Group	Niagara River Remedial Action Plan	External	Niagara Peninsula Conservation Authority, Niagara Parks Commission, Town of Fort Erie, City of Niagara Falls, Town of Niagara-on-the-Lake
Informal	Networking & Information Sharing	Staff Group	Niagara Road Safety Strategic Plan Working Group	Shared	All 12 Area Municipalities
Informal	Networking & Information Sharing	Staff Group	Niagara Standard Contract Document Committee	Shared	All 12 Area Municipalities
Semi-formal	Partnerships & Collaboration	Compensated Resource	Building Department Coverage	Shared	Town of Grimsby, Town of Lincoln, Township of Wainfleet, Township of West Lincoln
Semi-formal	Partnerships & Collaboration	Compensated Resource	Partnership - St. Catharines Enterprise Centre Services	External	City of St. Catharines, City of Welland
Semi-formal	Partnerships & Collaboration	MOU	By-Law Hearing	Shared	Town of Grimsby, Town of Lincoln, Town of Pelham, City of Thorold
Semi-formal	Partnerships & Collaboration	MOU	Cost Sharing Agreement with The Corporation of The City of Thorold Re St. David's Road and Townline Road (Between Collier Rd/Burleigh Hill Dr. And Front St)	Shared	City of St. Catharines, City of Thorold
Semi-formal	Partnerships & Collaboration	MOU	Fire Automatic Aid - Technical Rescue	Shared	City of Niagara Falls, Town of Niagara-on-the-Lake
Semi-formal	Partnerships & Collaboration	MOU	Fire Automatic Aid - Water Rescue	Shared	Town of Niagara-on-the-Lake, City of St. Catharines
Semi-formal	Partnerships & Collaboration	MOU	Joint Fire & Emergency Services	Shared	Town of Grimsby, Town of Lincoln
Semi-formal	Partnerships & Collaboration	MOU	Libraries In Niagara Cooperative (LiNC)	Shared	Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, City of Port Colborne, City of Thorold, Township of Wainfleet, City of Welland, Township of West Lincoln
Semi-formal	Partnerships & Collaboration	MOU	Regional Fire Services Training Centre in Town of Fort Erie	Fort Erie	All 12 Area Municipalities
Semi-formal	Partnerships & Collaboration	MOU	Service Agreement Re: Jingle Bar at The Niagara Outlet Collection	Shared	Town of Lincoln, City of St. Catharines
Semi-formal	Partnerships & Collaboration	MOU	Shared Operational Resources	NOTL	All 12 Area Municipalities
Semi-formal	Partnerships & Collaboration	MOU	St. Catharines And Lincoln Tourism Partnership	Shared	Town of Lincoln, City of St. Catharines
Formal	Shared Service Delivery	Agreement	Health Services and Primary Care	Shared	Town of Fort Erie, City of Port Colborne
Formal	Shared Service Delivery	Agreement	Vineland Research and Innovation Centre: Vineland Tree Consortium	External	Town of Fort Erie, Vineland Research and Innovation Centre

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Formal	Shared Service Delivery	Compensated Resource	AODA Advisory Coordinator	External	Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, City of Port Colborne, City of Thorold, City of Welland, Township of West Lincoln
Formal	Shared Service Delivery	Compensated Resource	Chief Building Official	Port Colborne	City of Port Colborne, Township of Wainfleet
Formal	Shared Service Delivery	Compensated Resource	Climate Change Coordinator / Environmental Coordinator	Shared	Town of Lincoln, Town of Pelham
Formal	Shared Service Delivery	Compensated Resource	Drainage Super-Intendent	West Lincoln	Township of Wainfleet, Township of West Lincoln
Formal	Shared Service Delivery	Compensated Resource	Fire Training Centre Facility Use Agreement Re: Use of Fire Training Centre At 525 Industrial Drive, Fort Erie	Fort Erie	Town of Fort Erie, City of St. Catharines
Formal	Shared Service Delivery	Compensated Resource	Niagara West Emergency Management	Shared	Town of Grimsby, Town of Lincoln, Township of Wainfleet, Township of West Lincoln
Formal	Shared Service Delivery	Compensated Resource	Temporary Oro with City of Port Colborne	Shared	City of Port Colborne, City of Welland
Formal	Shared Service Delivery	Compensated Resource	Town Solicitor / Shared Legal Services	Shared	Town of Pelham, Township of Wainfleet
Formal	Shared Service Delivery	Procurement	Annual Line Painting	Lincoln	Town of Grimsby, Town of Lincoln, Township of Wainfleet, Township of West Lincoln
Formal	Shared Service Delivery	Procurement	Anti-Freeze and Related Products Joint Procurement	St. Catharines	City of Niagara Falls, City of St. Catharines
Formal	Shared Service Delivery	Procurement	Armoured Vehicle Services Joint Procurement	Welland	City of Welland, City of Niagara Falls
Formal	Shared Service Delivery	Procurement	Dust Control	Shared	Township of Wainfleet, Township of West Lincoln
Formal	Shared Service Delivery	Procurement	Elevator Inspections Joint Procurement	External	District School Board of Niagara, City of Niagara Falls, City of St. Catharines, Niagara Catholic District School Board, Niagara College
Formal	Shared Service Delivery	Procurement	Envelopes Joint Procurement	External	Brock University, City of St. Catharines, City of Thorold, City of Welland, District School Board Niagara, Niagara Catholic District School Board, Niagara College, Town of Lincoln, Town of Fort Erie
Formal	Shared Service Delivery	Procurement	ERP	Shared	Town of Fort Erie, City of Niagara Falls, City of Port Colborne
Formal	Shared Service Delivery	Procurement	Fire Extinguisher Inspection Joint Procurement	External	District School Board of Niagara, City of St. Catharines, City of Niagara Falls, Niagara Catholic District School Board

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Formal	Shared Service Delivery	Procurement	Grass Seed And Fertilizer Joint Procurement	External	Niagara Parks Commission, City of Welland, City of Niagara Falls, City of St. Catharines, Town of Fort Erie, Town of Niagara-on-the-Lake
Formal	Shared Service Delivery	Procurement	Ice Melt Products Joint Procurement	Fort Erie	Town of Fort Erie, Bethesda, City of St. Catharines, Niagara Parks Commission, Town of Lincoln, Township of West Lincoln
Formal	Shared Service Delivery	Procurement	Joint Purchasing/Procurement on Bulk Items	External	Town of Fort Erie, Town of Pelham, City of Port Colborne, City of Thorold, City of Welland
Formal	Shared Service Delivery	Procurement	Natural Asset Inventory (2023)	Shared	Town of Fort Erie, Niagara Peninsula Conservation Authority
Formal	Shared Service Delivery	Procurement	Procurement of Goods and Services	Shared	Town of Pelham, City of Port Colborne, City of Thorold, Township of Wainfleet
Formal	Shared Service Delivery	Procurement	Sanitary Sewer Relining	Shared	City of Port Colborne, Township of West Lincoln
Formal	Shared Service Delivery	Procurement	Sod Joint Procurement	St. Catharines	City of Niagara Falls, City of St. Catharines, Niagara Parks Commission
Formal	Shared Service Delivery	Procurement	Specialty Paper Joint Procurement	External	District School Board Niagara, Brock University, City of St. Catharines
Formal	Shared Service Delivery	Procurement	Storm Water Management Pond Evaluations	Shared	Town of Grimsby, Town of Lincoln, Township of West Lincoln
Formal	Shared Service Delivery	Procurement	Street Light Maintenance Program	Shared	Town of Pelham, City of Port Colborne, Township of West Lincoln
Formal	Shared Service Delivery	Procurement	Street Sign Retro-Reflectivity Testing	Shared	Town of Grimsby, Town of Lincoln
Formal	Shared Service Delivery	Service	Fire Service Leadership, Fire Administration	Wainfleet	City of Port Colborne, Township of Wainfleet
Formal	Shared Service Delivery	Service	Lincoln Pelham Public Library	Shared	Town of Fort Erie, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, City of Port Colborne, City of Thorold, Township of Wainfleet, City of Welland, Township of West Lincoln, Niagara College
Formal	Shared Service Delivery	Service	Next Gen 911	St. Catharines	Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, City of Port Colborne, City of St. Catharines, City of Thorold, Township of Wainfleet, Township of West Lincoln
Formal	Shared Service Delivery	Service	Niagara District Airport	Shared	Town of Niagara-on-the-Lake, City of Niagara Falls, City of St. Catharines
Formal	Shared Service Delivery	Service	NPCA Shoreline Protection	External	Town of Fort Erie, City of Port Colborne

APPENDIX 4 PDS 31-2024 SHARED SERVICES INVENTORY UPDATE

Shared Services Inventory (Region-to-AM)

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Informal	Networking & Information Sharing	External Group	Book 7 Training Coordination	NR	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, Niagara Region
Informal	Networking & Information Sharing	External Group	Diversity, Equity, and Inclusion Coalition	External	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	External Group	Save My Life Group	External	City of St. Catharines, Niagara Region
Informal	Networking & Information Sharing	Mixed Group	Area Assistants	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Mixed Group	Community Safety and Well Being Plan	Shared	Niagara Region, Brock University, Niagara College, District School Board of Niagara, Niagara Catholic District School Board, Niagara Regional Police
Informal	Networking & Information Sharing	Mixed Group	Illegal Dumping Working Group	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Thorold, City of Welland, Town of Grimsby, Town of Lincoln, Town of Niagara-on-the-Lake, Town of Pelham, Township of Wainfleet, Township of West Lincoln, Niagara Region
Informal	Networking & Information Sharing	Mixed Group	Niagara Children's Planning Council	Shared	Niagara Region, Brock University, Niagara College, District School Board of Niagara, Niagara Catholic District School Board
Informal	Networking & Information Sharing	Mixed Group	Situation Tables	NR	Niagara Region, District School Board of Niagara, Niagara Catholic District School Board, Niagara Regional Police
Informal	Networking & Information Sharing	Mixed Group	Welland Town And Gown Committee	Welland	City of Welland, Niagara College, Niagara Region, NRP
Informal	Networking & Information Sharing	Mixed Group	Workforce Coalition	External	Town of Fort Erie, City of Welland, City of St. Catharines, Brock University, Niagara College, Niagara Catholic District School Board, City of Niagara Falls, Niagara Region
Informal	Networking & Information Sharing	Mixed Group	Workforce Recruitment & Retention Working Group	NR	Niagara Region, Niagara College
Informal	Networking & Information Sharing	Staff Group	Area Clerks Communities of Practice	Shared	All 12 Area Municipalities, Niagara Region

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Informal	Networking & Information Sharing	Staff Group	Area Planners	NR	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 Region
Informal	Networking & Information Sharing	Staff Group	Area Treasurers Community of Practice	Shared	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Asset Management Community of Practice	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Auto Mayors	Shared	City of St. Catharines, City of Welland, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Business Survey, Covid Response	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	CAO Working Group	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Communications Working Group	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Cyber Security Community of Practice	NR	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, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Environmental Technology Program Advisory Committee	External	City of St. Catharines, Niagara Region, Niagara College
Informal	Networking & Information Sharing	Staff Group	GIS Community of Practice (GNIAG) And 9-1-1 Working Group	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Government Relations	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Joint Election Compliance Audit Committee	Shared	All 12 Area Municipalities, Niagara Region, Niagara Catholic District School Board
Informal	Networking & Information Sharing	Staff Group	Niagara Area Municipal Information Consortium (NAMIC)	External	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Niagara Climate Change Municipal Community of Practice (NCCMCP)	NR	All 12 Area Municipalities, Niagara Region, NPCA
Informal	Networking & Information Sharing	Staff Group	Niagara Customer Service Network	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Niagara Economic Meetings	NR	All 12 Area Municipalities, Niagara Region

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Informal	Networking & Information Sharing	Staff Group	Niagara Fleet Working Group	NR	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, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Niagara Flow Monitoring Flow Modeling Working Group	NR	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, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Niagara Local Area Municipality DEI Working Group	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Niagara Municipal Enforcement Agency Partnership	NR	City of Niagara Falls, City of Port Colborne, City of Thorold, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Niagara Operations Working Group	NR	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, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Niagara Public Purchasing Committee (NPPC Group)	External	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, Niagara Region, Brock University, Niagara College, District School Board of Niagara, Niagara Regional Police, Niagara Peninsula Conservation Authority, Niagara Parks Commission
Informal	Networking & Information Sharing	Staff Group	Niagara Region Keen on Green Committee	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Niagara Roads Supervisors Association	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Niagara Water and Wastewater Spatial Data Working Group	NR	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, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Public Works Officials	NR	All 12 Area Municipalities, Niagara Region

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Informal	Networking & Information Sharing	Staff Group	Public Works Young Professional Committee	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Quality And Compliance Working Group	NR	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, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Regional HR Group / HR Community of Practice	NR	All 12 Area Municipalities, Niagara Region, Niagara Peninsula Conservation Authority, Niagara Parks Commission
Informal	Networking & Information Sharing	Staff Group	Regional Physician Recruitment	NR	City of St. Catharines, City of Thorold, City of Niagara Falls, Town of Fort Erie, City of Welland, City of Port Colborne, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Stormwater Management Guidelines Technical Committee	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Supplier Initiative	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Team Niagara	NR	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, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Transit Group (Prior To NRT)	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Water Source Protection Committee	NR	Niagara Region, Niagara Peninsula Conservation Authority
Informal	Networking & Information Sharing	Staff Group	Waterloss Committee	NR	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, Niagara Region
Informal	Networking & Information Sharing	Staff Group	Wet Weather Working Group	NR	All 12 Area Municipalities, Niagara Region
Informal	Networking & Information Sharing	Staff Group	WW Consolidated Linear Infrastructure Working Group	NR	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, Niagara Region
Semi-formal	Partnerships & Collaboration	Compensated Resource	Hydro Geological Studies	NR	Township of Wainfleet, Township of West Lincoln, Niagara Region
Semi-formal	Partnerships & Collaboration	Compensated Resource	Integrity Commissioner and Lobbyist Registry Services	NR	All 12 Area Municipalities, Niagara Region, Niagara Peninsula Conservation Authority

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Semi-formal	Partnerships & Collaboration	Compensated Resource	Operational Training	NR	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, Niagara Region
Semi-formal	Partnerships & Collaboration	Compensated Resource	Pelham Union Job Evaluation Consulting Services	NR	Town of Pelham, Niagara Region
Semi-formal	Partnerships & Collaboration	Compensated Resource	Project Level Up	Niagara Falls	City of Niagara Falls, Niagara Region
Semi-formal	Partnerships & Collaboration	Compensated Resource	Staff Augmentation (Advisory and Leadership)	NR	City of St. Catharines, City of Thorold, Town of Grimsby, Niagara Region
Semi-formal	Partnerships & Collaboration	Compensated Resource	Staff Augmentation (Technical)	NR	Town of Grimsby, Niagara Region
Semi-formal	Partnerships & Collaboration	Compensated Resource	West Lincoln CUPE Job Evaluation	NR	Township of West Lincoln, Niagara Region
Semi-formal	Partnerships & Collaboration	MOU	Area Municipalities Participation in Corporate Learning	NR	All 12 Area Municipalities, Niagara Region
Semi-formal	Partnerships & Collaboration	MOU	Environmental Protocol	Shared	Niagara Region, Niagara Peninsula Conservation Authority
Semi-formal	Partnerships & Collaboration	MOU	Indigenous Led Registered Early Years Educator Training Program	NR	Niagara Region, Niagara College
Semi-formal	Partnerships & Collaboration	MOU	Middle Years Development Instrument (MDI) Implementation	NR	Niagara Region, Brock University, District School Board of Niagara, Niagara Catholic District School Board
Semi-formal	Partnerships & Collaboration	MOU	MOU Asset Management / GIS Data	NR	All 12 Area Municipalities, Niagara Region
Semi-formal	Partnerships & Collaboration	MOU	MOU With Office of The Fire Marshall and Fire Services of The Region of Niagara	Fort Erie	Town of Fort Erie, Niagara Region
Semi-formal	Partnerships & Collaboration	MOU	Planning Function and Services in Niagara MOU	NR	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 Region
Semi-formal	Partnerships & Collaboration	MOU	Pollution Prevention Control Plan - CSO Funding Program	NR	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, Niagara Region
Semi-formal	Partnerships & Collaboration	MOU	Sign Manufacturing	NR	All 12 Area Municipalities, Niagara Region

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Semi-formal	Partnerships & Collaboration	MOU	Temporary Mutual Aid Agreement with Grimsby, Lincoln, Wainfleet, Port Colborne and Fort Erie	NR	Town of Fort Erie, Township of Wainfleet, Town of Grimsby, Town of Lincoln, City of Niagara Falls, Niagara Region
Semi-formal	Partnerships & Collaboration	MOU	Water And Wastewater MOU with Region	NR	All 12 Area Municipalities, Niagara Region
Semi-formal	Partnerships & Collaboration	MOU	Water Servicing Memorandums of Understanding	NR	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, Niagara Region
Semi-formal	Partnerships & Collaboration	MOU	Wet Weather Response	Shared	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, Niagara Region
Semi-formal	Partnerships & Collaboration	Non-Compensated Resource	Courier Service	NR	All 12 Area Municipalities, Niagara Region
Semi-formal	Partnerships & Collaboration	Non-Compensated Resource	Cyber Security Response	NR	All 12 Area Municipalities, Niagara Region
Semi-formal	Partnerships & Collaboration	Non-Compensated Resource	Dental Screening/Healthy Smiles Ontario	NR	Niagara Region, District School Board of Niagara, Niagara Catholic District School Board
Semi-formal	Partnerships & Collaboration	Non-Compensated Resource	Emergency Social Services	NR	All 12 Area Municipalities, Niagara Region
Semi-formal	Partnerships & Collaboration	Non-Compensated Resource	Master Plan Updates / Model Updates	NR	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, Niagara Region
Semi-formal	Partnerships & Collaboration	Non-Compensated Resource	School Health - Elementary and Secondary	Shared	Niagara Region, District School Board of Niagara, Niagara Catholic District School Board
Semi-formal	Partnerships & Collaboration	Non-Compensated Resource	Smoke-Free on Consultation	NR	City of St. Catharines, Niagara Region
Semi-formal	Partnerships & Collaboration	Non-Compensated Resource	Staff Augmentation (GIS)	NR	City of Thorold, City of Port Colborne, Niagara Region, Niagara Parks Commission

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Semi-formal	Partnerships & Collaboration	Non-Compensated Resource	Waste Info-Line	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Agreement	Brock Exercise Program	NR	Niagara Region, Brock University
Formal	Shared Service Delivery	Agreement	CEMC Mutual Assistance Agreement	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Agreement	DSBN - Literacy and Basic Skills	NR	Niagara Region, District School Board of Niagara
Formal	Shared Service Delivery	Agreement	Encampment Strategy	Shared	City of Niagara Falls, City of St. Catharines, Niagara Region
Formal	Shared Service Delivery	Agreement	Environmental Laboratory Testing for MECP	NR	City of Niagara Falls, Town of Fort Erie, Town of Pelham, Niagara Region
Formal	Shared Service Delivery	Agreement	Intergenerational Community Engagement Residency (Icer)	Shared	Niagara Region, Brock University
Formal	Shared Service Delivery	Agreement	Licensed Child Care	External	Niagara Region, District School Board of Niagara
Formal	Shared Service Delivery	Agreement	Linear System Failure Emergency Management	Shared	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, Niagara Region
Formal	Shared Service Delivery	Agreement	Multi-Residential Waste Diversion	NR	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, Niagara Region
Formal	Shared Service Delivery	Agreement	Municipal 511	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Agreement	Niagara College Social Service Program	NR	Niagara Region, Niagara College
Formal	Shared Service Delivery	Agreement	Niagara College Wellness Club Partnership	NR	Niagara Region, Niagara College
Formal	Shared Service Delivery	Agreement	School Based EarlyOn Centres	External	Niagara Region, Niagara Catholic District School Board
Formal	Shared Service Delivery	Agreement	Shared Services Agreement for Street Sweeping/Forestry Work	Shared	City of Port Colborne, Niagara Region

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Formal	Shared Service Delivery	Agreement	Special Events Recycling and Organics	NR	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, Niagara Region
Formal	Shared Service Delivery	Agreement	Streetlighting Maintenance on Regional Roads- All Lams Region Wide	Shared	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Agreement	Student Placements	External	Niagara Region, Brock University, Niagara College, District School Board of Niagara
Formal	Shared Service Delivery	Agreement	Temporary Mutual Aid Agreement with NOTL	NR	Town of Niagara-on-the-Lake, Niagara Region
Formal	Shared Service Delivery	Agreement	Through Their Eyes	NR	Niagara Region, Brock University
Formal	Shared Service Delivery	Agreement	Town Of Lincoln Permission to Enter Quarry Road Site for Debris Disposal	Lincoln	Town of Lincoln, Niagara Region
Formal	Shared Service Delivery	Agreement	Unpaid Student Placements	Shared	Niagara Region, Brock University, Niagara College (coming in 2026)
Formal	Shared Service Delivery	Agreement	Waste Diversion at Niagara Regional Housing Properties	NR	City of Niagara Falls, City of Port Colborne, City of St. Catharines, City of Welland, Town of Fort Erie, Niagara Region
Formal	Shared Service Delivery	Agreement	Wastewater Surveillance Initiative	NR	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, Niagara Region
Formal	Shared Service Delivery	Compensated Resource	Help Desk (1st Point of Contact - Pilot)	NR	Town of Grimsby, Niagara Region
Formal	Shared Service Delivery	Compensated Resource	NOTL Planner Secondment	NR	Town of Niagara-on-the-Lake, Niagara Region
Formal	Shared Service Delivery	Compensated Resource	Shared Services Agreement with the RMON for the Provision of Human Resources Support Services (By-Law 2008-021)	NR	Town of Fort Erie, Niagara Region
Formal	Shared Service Delivery	Compensated Resource	West Lincoln Planner Secondment	NR	Township of West Lincoln, Niagara Region
Formal	Shared Service Delivery	Procurement	Asphalt, Concrete and Granular Materials Tender	Niagara Falls	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, Niagara Region

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Formal	Shared Service Delivery	Procurement	Bulk Oils and Lubricants	NR	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, Niagara Region
Formal	Shared Service Delivery	Procurement	Bulk Sodium Chloride, Winter Sand, Stockpiling and Liquid Sodium Chloride Tender	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Procurement	Catch Basin Cleaning, Flushing, and CCTV Tender	External	City of Niagara Falls, City of Port Colborne, City of St. Catharines, Niagara Region, 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
Formal	Shared Service Delivery	Procurement	Containerized Waste Pickup	External	City of Niagara Falls, City of Thorold, Niagara Region, District School Board of Niagara
Formal	Shared Service Delivery	Procurement	Cooperative Container Procurement Program	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Procurement	Coordination Of Works on Capital Projects	Shared	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Procurement	Culvert Materials Tender	NR	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, Niagara Region
Formal	Shared Service Delivery	Procurement	Equipment Procurements	Shared	Township of West Lincoln, City of Welland, Niagara Region
Formal	Shared Service Delivery	Procurement	Fuels: Gasoline, Diesel and Heating Oil	Welland	All 12 Area Municipalities, Niagara Region, Brock, NPCA
Formal	Shared Service Delivery	Procurement	Joint Vehicle Procurements	Shared	Town of Pelham, Niagara Region
Formal	Shared Service Delivery	Procurement	Procurements – Aerial Photography, Esri EA (All Municipalities)	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Procurement	SoilFlo Trial For Excess Soils Tracking	NR	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, Niagara Region

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Formal	Shared Service Delivery	Procurement	Uniform Procurement	NR	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, Niagara Region
Formal	Shared Service Delivery	Service	911 Mapping Data – All Municipalities	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Service	Advanced Traffic Management System (ATMS) Operation	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Service	After Hours Call Centre - Dispatch	NR	Township of Wainfleet, Township of West Lincoln, Niagara Region
Formal	Shared Service Delivery	Service	City Of St. Catharines Operations Maintenance Agreement	St. Catharines	City of St. Catharines, Niagara Region
Formal	Shared Service Delivery	Service	College Paramedic Program	NR	Town of Fort Erie, Niagara Region, Niagara College
Formal	Shared Service Delivery	Service	Consortium And Co-Tenancy Agreement Re Canada Games Park	NR	City of St. Catharines, City of Thorold, Niagara Region
Formal	Shared Service Delivery	Service	Data Center Hosting	NR	Niagara Region, Brock University, District School Board of Niagara, Niagara Catholic District School Board, Niagara Regional Police
Formal	Shared Service Delivery	Service	Enhanced Level of Service - Collections	NR	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, Niagara Region
Formal	Shared Service Delivery	Service	Environmental Laboratory Testing For NPCA	NR	Niagara Region, Niagara Peninsula Conservation Authority
Formal	Shared Service Delivery	Service	Falls Avenue /420 Landscape Boulevard Maintenance Agreement	Niagara Falls	City of Niagara Falls, Niagara Region
Formal	Shared Service Delivery	Service	GIS Web Map Hosting	NR	Town of Niagara-on-the-Lake, Town of Pelham, City of Thorold, Township of Wainfleet, City of Port Colborne, Niagara Region
Formal	Shared Service Delivery	Service	Grade 7 Immunization Campaign	NR	Niagara Region, District School Board of Niagara, Niagara Catholic District School Board
Formal	Shared Service Delivery	Service	Incident Management and Licensing Database (Technology)	NR	Township of Wainfleet, Niagara Region
Formal	Shared Service Delivery	Service	Kronos Time and Attendance	NR	City of St. Catharines, Niagara Region
Formal	Shared Service Delivery	Service	Niagara Region Police Service Payroll Services	NR	Niagara Region, Niagara Regional Police

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Formal	Shared Service Delivery	Service	Niagara Region Police Service Pension Administration and Reporting	NR	Niagara Region, Niagara Regional Police
Formal	Shared Service Delivery	Service	Niagara Region Transit Benefit and Pension Administration and Reporting	NR	Niagara Region, Niagara Region Transit
Formal	Shared Service Delivery	Service	Niagara Region Transit Payroll/HRIS/Bene/Pens	NR	Niagara Region, Niagara Region Transit
Formal	Shared Service Delivery	Service	Niagara Transit Commission Shared Financial Services	NR	Niagara Region, Niagara Region Transit
Formal	Shared Service Delivery	Service	NPCA Service Agreement	External	Niagara Region, Niagara Peninsula Conservation Authority
Formal	Shared Service Delivery	Service	NRT On-demand	NR	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, Niagara Region
Formal	Shared Service Delivery	Service	Peoplesoft ERP	NR	City of St. Catharines, Niagara Region
Formal	Shared Service Delivery	Service	Peoplesoft Shared Service Arrangement	NR	City of St. Catharines, Niagara Region
Formal	Shared Service Delivery	Service	Private Septic Permits	NR	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, Niagara Region
Formal	Shared Service Delivery	Service	Provincial Offences Court	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Service	Provincial Offences Prosecutions	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Service	Pumping Station Operating and Maintenance	NR	City of Niagara Falls, Niagara Region
Formal	Shared Service Delivery	Service	Service Agreement with Region of Niagara for Regional Fire Investigation Tracking Database	NR	Town of Fort Erie, Niagara Region
Formal	Shared Service Delivery	Service	Sexually Transmitted Infection Testing	NR	Niagara Region, Brock University
Formal	Shared Service Delivery	Service	Smoke-Free on Bylaw Enforcement	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Service	Student Immunization in All Schools for DSNB And NCDSB	NR	Niagara Region, District School Board of Niagara, Niagara Catholic District School Board
Formal	Shared Service Delivery	Service	Traffic Signal/PXO Design, Procurement, Construction and Maintenance	NR	All 12 Area Municipalities, Niagara Region

Level of Formalization	Type	Category	Shared Service Name	Lead	Participants
Formal	Shared Service Delivery	Service	Transit Amalgamation	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Service	Vision Zero: Automated Enforcement	NR	All 12 Area Municipalities, Niagara Region
Formal	Shared Service Delivery	Service	Water Pressure Booster Station Legal Agreements	NR	City of St. Catharines, City of Welland, Town of Pelham, Niagara Region