



COUNCIL INFORMATION PACKAGE

Friday, October 11, 2024

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MEMORANDUM

TO: Welland City Council

FROM: Sherri-Marie Millar, P.Eng.
Director of Infrastructure Services/City Engineer

DATE: October 11, 2024

SUBJECT: Housing-Enabling Water Systems Fund – Impact on 2025 Capital Budget

This memorandum provides published information as related to the City's successful Grant Application to the Housing-Enabling Waters Systems Fund (HWESF). The province has approved, through HEWSF, 73% of the design and construction costs for a new 2.4km Ontario Road Trunk Sanitary Sewer, for a total eligible **\$20.4M**. The municipality is responsible for the balance of the costs, projected to be \$7.5M. Moreover, and in accordance with the funding rules, projects must be completed no later than March 31, 2027. The province has advised that this information can now be made public. As such a media release will soon be launched and efforts are underway to work with the province on a possible joint announcement.

The successful HWESF grant application will be included in the 2025 and 2026 Capital Budgets and nine-year forecast. The Ontario Road Trunk Sanitary Sewer project was originally budgeted over the next ten years and beyond based on projected available municipal funding. However, to leverage the substantial government grant and comply with the provincial project deadlines, the project funding is proposed over the next two years as follows:

Year	Project Limits	Design or Construction	Capital Funding (\$)
2025	Phase 1: Pump Station – Southworth Ave.	Construction	15,062,256
2025	Phase 2: Southworth Ave. – King St.	Design	644,630
2026	Phase 2: Southworth Ave. – King St.	Construction	12,247,977

Phase 1 of the Ontario Road trunk sanitary sewer received design funding in 2023 and is anticipated to be tendered in December this year, for award in January 2025, pending budget approval.

This is an exciting opportunity for Welland and a significant contribution from the province that will support the development of housing in the city.

MEMORANDUM

TO: Welland City Council

FROM: Matt Richardson, Deputy Fire Chief

DATE: October 10, 2024

SUBJECT: Safe Community: Project Zero

Welland Fire and Emergency Services (WFES) is happy to announce that WFES will receive 246 ten-year “Kidde” combination smoke and carbon monoxide alarms for free, in partnership with Enbridge Gas and the Fire Marshal’s Public Fire Safety Council (FMPFSC). The approximate retail value for these alarms is \$15,900. The “Project Zero” public safety campaign in partnership with Enbridge and the FMPFSC has existed for the past 16 years and has provided more than 100,000 free alarms across Ontario.

The program exists to help fire departments further educate communities about the requirements to have working smoke alarms installed in all Ontario homes and for all Ontario homes to have a carbon monoxide alarm if they have a fuel-burning appliance or an attached garage. The program hopes to bring fire and carbon monoxide injuries and deaths down to “zero”.

WFES is proud to receive these units, and they will be distributed across our city in areas and occupancies identified as high-risk.

WFES will host a media/photo event October 15, 2024, at 1 p.m. to celebrate this announcement at fire department headquarters.

The receipt and distribution of these alarms aligns with the community safety objective outlined in the city’s Strategic Plan.

MEMORANDUM

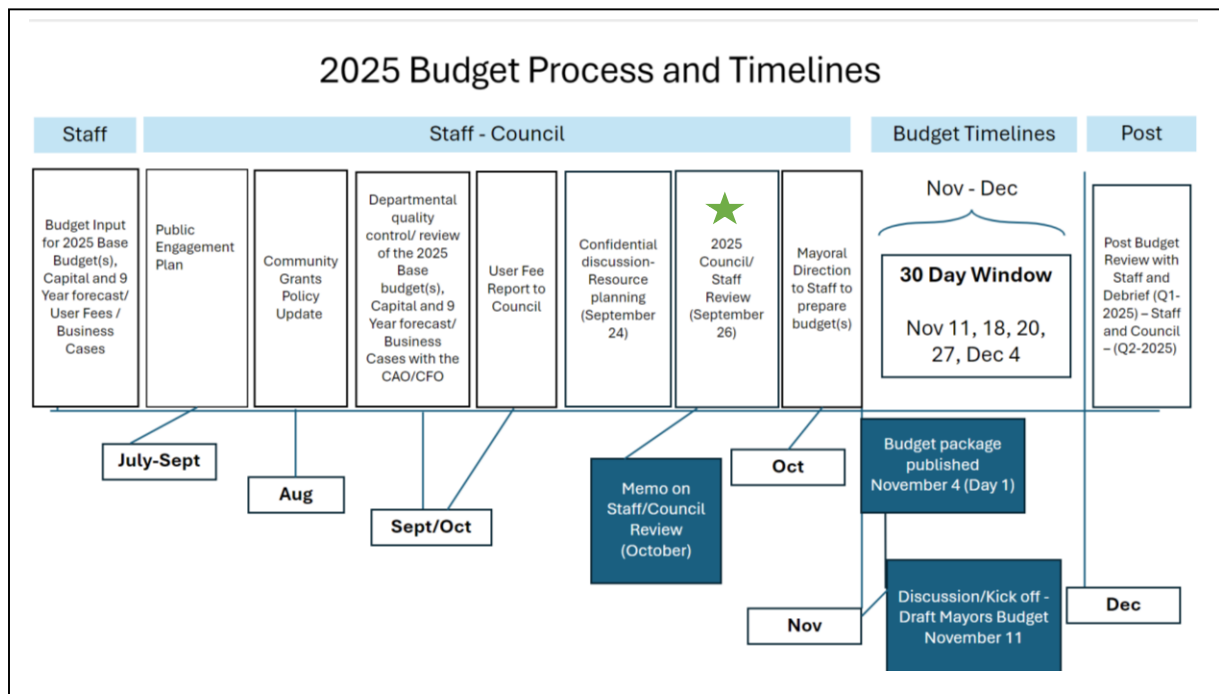
TO: COUNCIL

FROM: Stephanie Nagel, GM Corporate & Enterprise Services/CFO

DATE: October 10, 2024

SUBJECT: Council-Staff Departmental Review- September 26, 2024

Earlier this year, staff presented a 2025 Budget Process and Timeline which included a commitment from staff to schedule a drop-in session for Councilor’s to meet with management staff from each department to discuss priorities, service levels and key initiatives in advance of the draft budget package which will be delivered November 4, 2024. See below.



This session was an informal drop-in session for Councilor's to ask questions and provide input and/or suggestions for consideration. Additionally, the feedback from this session was to be shared with the Mayor, who also attended this drop-in session on September 26, 2024, from 3-6pm, in preparation of the Mayor's draft budget direction.

The session was attended by Mayor Campion and four members of Council. In the following section of this memo, staff have summarized the comments and notes taken by the various departments as important information to be used as part of the 2025 budget deliberations.

Economic Development:

- A suggestion was made for a bursary for student doctors in addition to the Physician Recruitment Initiative.
- A comment was made about aligning the two websites (Made in Welland and the City site) or bringing the Made in Welland site into the City site.
- Discussion was had on creating a Downtown Master Plan. How do we create significant investment in the downtown? How do we revitalize the downtown? It was noted that this would require a large investment.
- The Director discussed an ask in the budget for a new position in Economic Development to be funded from the associated Reserve for 2025 and phased into the base budget.

Community Services:

- Can we use predicative maintenance? The answer was yes, once operational for all facilities and parks, City Works will be able to track work orders and predict future maintenance.
- Looking for reports on projects to include motions for staff to move forward based on costing for procurement direction.
- Are we looking for an event organizer on staff given the influx of new residents and increasing cultural events?

Answer: Currently have 2 full-time staff and .75 part-time event assistant to support all events – direct delivery and 3rd party events. Additionally, this year we hired a contract position as the city took on concerts. Canal events take up a lot of staff resources however we appreciate the economic impact these events have in the community. Working on tools and resources to create efficiencies for both direct delivery and 3rd party events currently.

- Could a future position dedicated to Arts and Culture be funded outside of tax base through local sponsorships?
- When will Mount Welland start? This is one of the projects we are looking to have the contracted project coordinator address. Tobogganing could be at this site.
- Another Councillor asked about Mount Welland as an adventure park. Staff suggest that a passive, adventure park with a workout component is easier and cheaper to maintain. I.e. disc golf, passive uses like slack lining, nature education and bird watching.
- How many project managers does Engineering have? 3 project managers & 5 inspectors
- How much will the 2 new project manager positions add to the budget? Approx. 0.5% for the two positions.
- How old is Federal Road building? Approx. 40 years old – requires upgrades/maintenance/updates.

Legislative Services:

The Director of Legislative Services/Clerk provided the following information to Council members in attendance.

2025 Priority Budget Items

Council

For the 2025, the allocation for the Integrity Commissioner has been moved to the Council Budget. This adjustment reflects that the associated costs are directly related to matters involving members of council.

Clerks

2025 Base Budget Request - Records and Information Management Coordinator

In 2022, Council approved a provincial grant application for the City's electronic records management system. This multi-year project is now underway, but the scale and complexity of the initiative require ongoing dedicated support. To ensure continued success, the City is requesting approval for a full-time Records and Information Management Coordinator.

This position is critical for completing the development and implementation of the City's Records Information Management (RIM) program. Key responsibilities would

include conducting a city-wide record inventory, developing a new classification system, overhauling the retention by-law, and providing extensive training to staff. The Coordinator would work closely with all departments to ensure that both physical and electronic records are properly managed and protected, especially regarding confidential and personal information.

The role would also improve services to the public by streamlining access to records, related to freedom of information documents, by-laws, approved motions of council, laws, and other records that are of interest by the public. Additionally, this position would help the city meet legislative requirements for record retention and safeguard records in the city's care.

Approval of this position would also reduce the City's reliance on consultants, resulting in a reduction of approximately \$75,000 in the 2025 capital budget. Without the position, continued reliance on external consultants will be necessary, potentially delaying the project's progress. Approval of this role is essential for ensuring the success of this important city-wide initiative and for maximizing the benefits of the new electronic records system.

Service Levels

For the 2025 budget, the Clerks Department will explore and integrate additional digital platforms to enhance service delivery for residents. These platforms will include a board management system for advisory committees, an online submission system for marriage license applications, and an online portal for booking marriage ceremonies.

Legal

Ontario Land Tribunal (OLT)

The Ontario Land Tribunal (OLT) is responsible for resolving disputes related to land use planning, such as zoning, site plans, and official plan amendments. When planning matters are appealed to the OLT, it can result in significant legal and staff costs for the City, as cases often require extensive preparation, legal representation, and expert testimony.

Infrastructure Services:

The Director and staff reported that they discussed how they identify and prioritize capital projects and the FTE requests. They also discussed the Road Revitalization

program that is being submitted as a new business case for review by Council. One Councillor indicated they would not support any new administrative positions. Another Councillor supports the FTE asks and suggested that all needs be input into the budget for a true picture.

A suggestion was made to include a new account in the budget to support driveway apron replacements for residents by Councillor request. Staff do not support this methodology and believe that we can continue to fund from the annual Patching program.

Staff had picture boards to highlight the number of street lengths with cast iron watermain, vitrified clay sanitary sewers and roads with PCIs<50- noting that we could never put all needs into the budget which is why they use project prioritization methodologies to present what staff believe to be the best use of taxpayers money.

Communications:

Only one comment received which related to consolidating web domains.

Corporate Services/Finance:

Councillor comments and suggestions included the following:

- Looking for a communication when supplemental tax bills are being sent to residents
- Don't use prior year budgets to create this years' budget – look to actuals and trends – staff informed that budgets have been reviewed line-by-line with departments with a view to actuals and projections to inform decisions
- Would like to see notes on tax bills to identify properties with municipal drainage
- Looking for a debt strategy and review of the Self-Imposed Debt Limit (SIDL)
- Use Reserves to fund capital with a focus on roads – staff commented that is a short-term solution then you need to replenish reserves to re-instate long term sustainability
- Move the rate-based Water/Wastewater Fixed components to provincial averages

Fire:

The Deputy Chief's provided information on:

- The Fire Protection Grant – many Councillors were interested in this item
- The request for an additional staff for Fire Prevention Officer - the rationale for the need relating to fire and building code changes
- How many Fire Prevention Officers does the department have now?
- A new pick-up truck in the capital request
- Mandatory certifications and deadlines
- Community Risk Reduction Dashboard
- Truck Replacement included in 2025 budget: includes snow plow for calls during winter storm weather
- Need for a Fire Master Plan and the cost – Staff indicated that previous work was a Facilities Needs study in 2015
- How many volunteer firefighters does the department have available?

Planning & Development:

Staff had display boards highlighting initiatives. The only question this group received was related to the FTE request for a Climate Change/Environmental Coordinator position. A Councillor wanted it to be clear in the business case that the position would be doing outreach to residents concerning climate change and environmental issues (for example how could they make their home more energy efficient). The business case was updated to ensure this was a clear responsibility of the position.

Conclusion:

Staff wish to thank Council members for attending the drop-in session, asking informed questions and providing necessary feedback as we proceed with budget inputs for 2025. In 2025, Finance will ask for feedback from Council on the 2025 budget process and timelines to inform the 2026 process. Feedback from Council is appreciated so that staff can continue to adjust and improve for an efficient and effective budget process.

MEMORANDUM

TO: Welland City Council

FROM: Sherri-Marie Millar, P.Eng.
Director of Infrastructure Services/City Engineer

DATE: October 11, 2024

SUBJECT: Quaker Road Sidewalk (Niagara Street – Towpath Road) - Update

During the 2024 capital budget deliberations, Council approved \$200,000 of funding for a sidewalk along Quaker Road (Niagara Street - Towpath Road). Although not recommended by staff, it was hoped that temporary infrastructure could be installed until the anticipated urbanization of Quaker Road was advanced.

Staff completed a survey of this length which highlighted construction challenges including significant grade differences, drainage issues, and tree and existing utility conflicts. Unfortunately, there are no quick fixes to address these challenges, rather a fulsome design effort is required even for a temporary sidewalk.

To that end, staff will be recommending the advancement of a preliminary design for the urbanization of the full length of Quaker Road complete with the detailed design of the first phase, Niagara Street to Towpath Road, in the 2025 capital budget. The preliminary design will ensure proper alignments of the roadway, future sidewalks and intersections while awaiting servicing details related to the proposed developments within the Northwest Secondary Plan area.

The detailed design of the first phase can be immediately advanced given that the recently completed Transportation Master Plan has confirmed that existing capacity of

the roadway (two lanes) is sufficient for all future development, and underground servicing is adequate.

Presentation of the Transportation Master Plan will be presented to Council in Q4 this year.

2025 LEGISLATIVE SCHEDULE OF REGULAR MEETINGS

JANUARY						
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*BRCOTW meeting at 4:00 p.m.

OCTOBER						
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Council	Stat Holiday	Budget Review Committee of the Whole
Committee Week	March Break	Workshop - Budget
Committee of the Whole	Regional Chair's Golf Tournament	

AMO Conference - August 17 - 20, 2025 Ottawa, ON	FCM Conference - May 29 - June 1, 2025 Ottawa, ON
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Meeting Times

- Council**
- Committee of the Whole, Budget Review Committee of the Whole**
- Public Works Committee**
- Public Health and Social Services Committee**
- Corporate Services Committee**
- Planning & Economic Development Committee**

- Thursdays at 6:30 p.m.
- Thursdays at 6:30 p.m.
- Tuesdays at 9:30 a.m.
- Tuesdays at 1:00 p.m.
- Wednesdays at 9:30 a.m.
- Wednesdays at 1:00 p.m.

Approved by Regional Council on September 26, 2024

September 20, 2024

BY E-MAIL

Hon. Andrea Khanjin, Minister of the Environment, Conservation and Parks
5th Floor
777 Bay St.
Toronto, ON M7A 2J3

Dear Minister Khanjin:

Ontario Deposit Return Program

I hope this letter finds you well. I am writing to formally address the recent discussions surrounding the Ontario Deposit Return Program, particularly regarding our community residents asking us about the recycling of nonalcoholic beverage plastics.

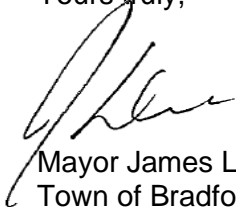
Whereas the Ontario Deposit Return Program has successfully incentivized the recycling of alcoholic beverage containers, resulting in the removal of over 204,000 tonnes of greenhouse gas emissions, we recognize the potential for similar success with nonalcoholic beverages.

The Ministry of the Environment, Conservation and Parks highlighted in their June 2023 letter that they are considering the adoption of a deposit-and-return system for nonalcoholic beverages. This initiative presents a unique opportunity to further promote recycling, reduce litter, and encourage sustainable practices among consumers.

Therefore, I am proud to announce that our Council endorses the expansion of the Ontario Deposit Return Program to include nonalcoholic beverage containers. We believe that this expansion will not only enhance environmental stewardship but also foster a culture of sustainability within our community.

We encourage all stakeholders to support this initiative and work collaboratively towards its implementation. Together, we can make a significant impact on our environment and set a positive example for future generations.

Yours truly,



Mayor James Leduc
Town of Bradford West Gwillimbury

CC:

Hon. Peter Bethlenfalvy, Minister of Finance
Hon. Caroline Mulroney, Member of Provincial Parliament for York-Simcoe
MPP Sandy Shaw, Opposition Environment, Conservation and Parks Critic
Ontario's Municipal Councils and Conservation Authorities



The Corporation of the Town of Cobourg

Resolution

Honourable Doug Ford, Premier of Ontario
Premier of Ontario
Legislative Building
Queen's Park
Toronto, ON M7A 1A1

Town of Cobourg
55 King Street West,
Cobourg, ON, K9A 2M2
clerk@cobourg.ca

Delivered via email

Doug.fordco@pc.ola.org
premier@ontario.ca

October 4, 2024

RE: Motion from Mayor Lucas Cleveland regarding Support of Involuntary Care for Individuals with Severe Mental Health and Addictions Issues

Please be advised that the Town of Cobourg Council, at its meeting held on September 25, 2024, passed the following resolution:

WHEREAS the Province of British Columbia has announced the creation of highly secure facilities to provide involuntary care for individuals with severe mental health and addictions issues under the Mental Health Act, including dedicated mental health units in correctional centres and regional secure care facilities; and

WHEREAS the Town of Cobourg, along with municipalities across Ontario, are facing growing challenges in addressing the complex needs of individuals with severe mental health and addictions issues, which place a significant strain on local emergency services, healthcare systems, community resources, and public safety; and

WHEREAS individuals experiencing severe mental health and addictions issues often cannot voluntarily seek the care they need, and involuntary care, provided with compassion and appropriate safeguards, can ensure they receive the necessary treatment to help stabilize their condition and improve community safety.

NOW THEREFORE BE IT RESOLVED THAT the Town of Cobourg supports the BC government's approach to providing secure, involuntary care for individuals with severe mental health and addictions challenges, as a compassionate and necessary intervention for those unable to seek help on their own; and

FURTHER THAT the Town of Cobourg urges the Province of Ontario to implement similar measures to ensure that individuals with severe mental health and addictions issues in Ontario have access to secure, involuntary care when necessary; and



The Corporation of the Town of Cobourg

Resolution

FURTHER THAT this motion be forwarded to the Association of Municipalities of Ontario (AMO), the Federation of Canadian Municipalities (FCM), The Premier, Honourable David Piccini, MPP, all other Members of Provincial Parliament and all Ontario municipalities to seek their endorsement and support.

Sincerely,

A handwritten signature in black ink that reads "Kristina Lepik".

Kristina Lepik
Deputy Clerk/Manager, Legislative Services

cc. Association of Municipalities of Ontario (AMO);
the Federation of Canadian Municipalities (FCM);
Honourable, David Piccini, Minister of Labour, Immigration, Training and Skills
Development and Northumberland – Peterborough South MPP;,
All other Members of Provincial Parliament; and
All Ontario Municipalities

Subject: Shared Services Update

Report to: Planning and Economic Development Committee

Report date: Wednesday, October 9, 2024

Recommendations

1. That Report PDS 29-2024 **BE RECEIVED** for information.

Key Facts

- This report provides an update on the first phase of shared service initiatives, as prioritized by the Area Chief Administrative Officers (CAOs) Shared Services Working Group and identifies its work plan leading into 2025.
- Following the last joint update report (PDS 9-2024), the Region and Area Municipalities (AMs), led by the Area CAOs, have continued working on the Building Services Review, Joint Procurement shared service initiatives, the Climate Change policy alignment; as well as commencing work on two additional policy alignment opportunities.

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 AMs, those activities would not proceed to implementation without express collaboration and consent of the affected and respective AMs.

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 Association of Municipalities Conference Delegations to the province includes a request that the Treasury Board reintroduce and expand the Municipal Modernization Program so that it applies to regional governments and two-tier shared services arrangements.

Analysis

Area CAOs and the Strategic Transformation Office's dedicated resources for shared services continue to collaborate on the numerous areas of focus for exploring and expanding more shared service opportunities that have a widespread impact to the community. As referenced in PDS 9-2024, 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 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 will continue to 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, have continued work on the Building Services Review and Joint Procurement initiatives and the Climate Change policy alignment. In April and May, two additional policy alignments were initiated: Diversity, Equity, and Inclusion (DEI) and Accessibility Compliance.

Building Services Review

The Building Services Review aims 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.

Phase 1 of this work plan is underway, and the Strategic Transformation Office continues to work with the Chief Building Officials of Niagara (CBON) to bring about more consistency across municipalities while enhancing customer service and building

capacity within the building departments. Additionally, in 2024 Ontario released a new Building Code that aims at reducing regulatory burdens for the construction industry, increasing the safety and quality of buildings, making it easier to build housing, and harmonizing with the National Construction Codes.

The continued engagement and collaboration with CBON, the Area CAOs leadership on this initiative, and the support of the Strategic Transformation Office, are allowing for the tangible workplan to advance in a collaborative, strategic and organized manner.

As mentioned in PDS 9-2024, this initiative is taking a two-phased approach. The success in Phase 1 of the Building Services Review (2024) will demonstrate significant improvement in consistency, resourcing, process, capacity building 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. 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

The Joint Procurement initiative is aimed at identifying opportunities between municipalities and/or with the Region for joint procurement, streamlined service delivery, and administrative coordination. In the first quarter of 2024, the Strategic Transformation Office initiated discussions with Niagara's Public Works Officials (PWO) to identify opportunities to expand or implement joint contracts with the Region and among Niagara municipalities. In June, the Strategic Transformation Office expanded engagement to the Niagara Operations Working Group (a subset of staff within municipal Public Works) to discuss details of these opportunities and establish working groups for aligning scope, structure, and procurement timelines.

In May 2024, the Strategic Transformation Office met with the Niagara Public Purchasing Committee (NPPC) which is "a group of public sector and broader public sector agencies working together to promote efficiency, economy, and effectiveness in the purchasing management field"¹. This group includes procurement representatives

¹ [Niagara Public Purchasing Committee Home Page](https://www.nppc.ca/) (https://www.nppc.ca/)

for all twelve municipalities, as well as other large public sector organizations within the region. In this meeting, there was productive and informative discussion around opportunities and considerations for joint procurement. At that time, NPPC representatives identified that the second area of focus for the Joint Procurement Initiative should be Facilities, as the group discerned both administrative benefits, as well as volume of procurement contracts. A working group is being established with representatives from all twelve municipalities and the Region's Construction, Energy and Facilities Maintenance (CE&FM) team, to initiate review of this second focus area for new joint procurements.

Climate Change Policy Alignment

The Climate Change policy alignment project was the first to be initiated in December 2023 with all twelve municipalities opting in to participate. Regional staff, in collaboration with the Area CAOs and Niagara Climate Change Municipal Community of Practice (NCCMCP) representatives, have identified the supports required to action the work plan items and continue pursuing the desired outcome to be consistent and effective within and among AMs on climate change initiatives.

In March 2024, the Region's climate change and energy management subject-matter experts, provided a Conservation and Demand Management (CDM) Plan Backgrounder to all AMs to kick-off the first work plan item. A CDM plan is required under the province's Electricity Act for all public sector entities every five years. In order to develop/update these plans, the Strategic Transformation Office, in collaboration with the Region's climate change team, facilitated a workshop with Local Authority Services (LAS) to provide further information on developing a CDM plan and available resources to complete one. Following the workshop, six AMs are now working with LAS to develop/update their CDM plans to be compliant with the Act.

Additionally, the second work plan item has been initiated by the Strategic Transformation Office, in consultation with the Region's climate change team, to draft a scope of work for Climate Action Plans (CAP). This scope of work, once developed, will include documenting a baseline emissions inventory, setting emissions reduction targets, and developing an action plan that outlines how municipalities will achieve the emissions reduction target through municipal operations and/or community-based initiatives. Nine AMs have opted-in through an initial survey to participate in discussions for jointly procuring a consultant to complete this scope of work. This will be further refined as scope, timelines, and costs are finalized. Once the CAPs are complete, this

will initiate the third work plan item for AMs (that choose to opt-in) to share a staff resource. The CAP will serve as a work plan for this shared resource.

Diversity, Equity, and Inclusion (DEI) and Accessibility Compliance Policy Alignments

The primary goal of all policy alignment initiatives is to collaborate across Niagara municipalities to improve municipal government effectiveness and efficiency. This includes:

- Build capacity and address resource gaps by facilitating knowledge and information sharing.
- Establish policy baselines and opportunities for alignment.
- Support compliance efforts for requirements mandated by the province.
- Pursue cost savings or reduction in resources, where possible.

To initiate the DEI and Accessibility Compliance work, the Strategic Transformation Office has conducted a survey to establish a baseline of associated work undertaken by municipalities thus far. This survey was completed in consultation with the Region's subject-matter experts and in keeping with the consistency of asking for AM input. Both surveys were sent to each municipality for completion by the Area CAO and their appropriate staff.

Based directly on the AMs survey results, a work plan was developed using legislative requirements, where applicable, and municipal best practices to foster collaboration and coordination. Regional staff, in collaboration with the Area CAOs and AM subject-matter representatives, will identify the resources and support required to action the work plan items. The Strategic Transformation Office will help provide leadership, resources and/or facilitation to assist with executing the work plans – to drive collaborative, effective and meaningful shared service delivery.

Second Phase Shared Service Initiatives

As work continues to progress on the first phase of shared service initiatives, the Strategic Transformation Office in collaboration with the Area CAOs, has documented the work plan leading into 2025. Expanding on the collaborative efforts already underway with the three policy alignments referenced above, two additional ones will be

initiated in 2025 – human resources and cybersecurity. These two new initiatives will follow a similar process as the other policy alignments, including the baseline survey with the AMs to narrow the scope of opportunity, and subsequent development of working groups (if one does not already exist) to ensure alignment of requirements.

Within the Joint Procurement initiative, which is well underway with public works and facilities contracts, there will be additional areas that will be assessed to determine what opportunities exist for expanding on or creating new joint procurements. These areas are Finance, IT, and Emergency Services – all of which will be evaluated in collaboration with existing working groups (e.g., Area Treasurers, Niagara Area Municipal Information Consortium). In addition to increasing joint procurement, Phase 2 of this initiative will commence in the first quarter of 2025. Phase 2 will encompass a review of procurement from an administrative perspective. It will consist of a process review for each municipality, and a policy framework assessment. The objective is to increase capacity through education and improvement, while also exploring alternative procurements models to streamline and modernize the procurement process. Furthermore, with the upcoming municipal election, AMs will evaluate repeating the process from the 2022 election to jointly procure an electronic voting system, through the collaborative efforts of Niagara’s Area Clerks. This will minimize duplication of efforts, increase services at a reduced cost and ensure consistent customer service delivery across the participating municipalities.

One of the other larger shared service initiatives that the Area CAOs have identified for exploration is a road maintenance review. This review will coincide with a Public Works project and should be completed in close collaboration with the project team. To ensure alignment, the road maintenance review will be scoped and structured to reduce duplicative efforts and complement the work being completed by Public Works. The Strategic Transformation Office will be involved in the assignment to advise on shared services impacts and scalability in the long-term.

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 AMs 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 advance the agreed upon work plans. 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 has been not only jointly reviewed and has contributions from the Area CAOs, but this report will also be circulated by the Area CAOs 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. The Region will have varying roles for each of the shared service initiatives identified by the Area CAO Shared Services Working Group; but through the Strategic Transformation Office will help provide leadership, resources and/or facilitation to assist with executing initiatives which involve multiple AMs – to drive collaborative, effective and meaningful shared service delivery.

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>)

Prepared by:

Matt Robinson
Director
Strategic Transformation Office

Recommended by:

Michelle Sergi, MCIP, RPP
Deputy CAO
Office of the Deputy CAO

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

This report was written by Shannon Cole, Strategic Initiatives Manager, in extensive partnership with and reviewed by the Area CAO Shared Services Working Group comprising all 13 CAOs; Michelle Rasiulis – Procurement Manager; Angela Stea – Director, Corporate Strategy and Community Sustainability; Suzanne Madder – Manager, Corporate Strategy; Beatrice Perna – Climate Change Specialist; Tammy Dumas – Accessibility Advisor; Richard Daniel – Associate Director Transportation Operations; James Gess – Associate Director Facility Management, Customer Service & Security; and, Cassandra Ogunniyi – Manager DEI Indigenous Relations.

Appendices

N/A

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](#)

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

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

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Prepared by:

Matt Robinson
Director
Strategic Transformation Office

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Michelle Sergi, MCIP, RPP
Deputy CAO
Office of the Deputy CAO

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer

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

- | | |
|------------|--|
| 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.

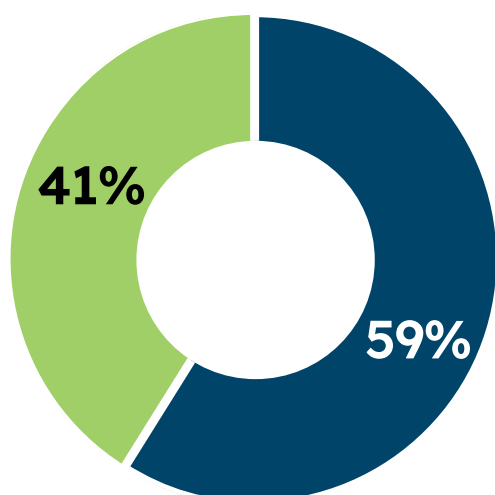


100%
response rate
(Region departments
and area municipalities)



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
	to understand and meet customer needs, leading to improved customer service and satisfaction.	N/A
Qualitative Benefit:	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)
	<p>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</p>	<p>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.</p>
Lead	Niagara Region	Shared
		Fort Erie, Grimsby, Lincoln, Niagara-on-the-Lake, Pelham, Port Colborne, Thorold, Wainfleet, Welland, West Lincoln
		Ongoing
		2020
		Public Facing
		Shared courier service means shorter delivery times for customer requests and better outcomes.
		Regularly scheduled deliveries to all systems creates consistency and provides excellent outcomes for customers and staff.
Increased Capacity Building	N/A	Shared collection purchases mean more efficient use of collection budgets and improves selection overall.
	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.
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		Partners avoid or share initial costs as well as ongoing total costs of ownership.
		Collaboration to reach a common goal through alignment, enhancing efficiencies, and globally adapting to change.
		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)
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Cost Avoidance

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 Grimsby, Lincoln, Niagara-on-the-Lake, Pelham, Port Colborne, St. Catharines, Thorold, Wainfleet, West Lincoln
		Ongoing 2023 Public Facing
Process / Time Savings	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
		Greater investment in expert staff, resources, and technology enables service recipients to offer improved customer service.
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



CLEARVIEW
TOWNSHIP

Clerk's Department
Township of Clearview
Box 200, 217 Gideon Street
Stayner, Ontario L0M 1S0
clerks@clearview.ca | www.clearview.ca
Phone: 705-428-6230

October 8, 2024

Ministry of Municipal Affairs and Housing
Hon. Paul Calandra

Sent by Email: minister.mah@ontario.ca

RE: Support Resolution – Updates to the Municipal Elections Act

Please be advised at its meeting held on October 7, 2024, Council of the Township of Clearview passed the following resolution supporting AMCTO's advocacy for updates to the Municipal Elections Act:

Moved by Councillor Broderick, Seconded by Councillor Walker, Whereas, election rules need to be clear, supporting candidates and voters in their electoral participation and election administrators in running elections;

Whereas, legislation needs to strike the right balance between providing clear rules and frameworks to ensure the integrity of the electoral process;

Whereas, the legislation must also reduce administrative and operational burden for municipal staff ensuring that local election administrators can run elections in a way that responds to the unique circumstances of their local communities;

Whereas, the *Municipal Elections Act, 1996* (MEA) will be 30 years old by the next municipal and school board elections in 2026;

Whereas, the MEA sets out the rules for local elections, the *Assessment Act, 1990* and the *Education Act, 1990* also contain provisions impacting local elections adding more places for voters, candidates, and administrators to look for the rules that bind the local democratic process in Ontario;

Whereas, with rules across three pieces of legislation, and the *MEA* containing a patchwork of clauses, there are interpretation challenges, inconsistencies, and gaps to fill;

Whereas, the Act can pose difficulties for voters, candidates, contributors and third-party advertisers to read, to interpret, to comply with and for election administrators to enforce;

Whereas, while local elections are run as efficiently and effectively as can be within the current legislative framework, modernization and continuous improvement is needed to ensure the Act is responsive to today's needs and tomorrow's challenges;

Whereas, to keep public trust and improve safeguards the Act should be reviewed considering the ever-changing landscape which impacts elections administration including privacy, the threats of foreign interference, increased spread of mis/disinformation and the increased use of technologies like artificial intelligence and use of digital identities;

Whereas, the Association of Municipal Managers, Clerks, and Treasurers of Ontario (AMCTO) reviewed the Act and has provided several recommendations including modernizing the legislation, harmonizing rules, and streamlining and simplifying administration;

And Whereas, AMCTO put forward recommendations for amendments ahead of the 2026 elections and longer-term recommendations for amendments ahead of the 2030 elections;

Therefore, Be It Resolved That Council of the Corporation of the Township of Clearview calls for the Province to update the MEA with priority amendments as outlined by AMCTO before Summer 2025 and commence work to review and re-write the MEA with longer-term recommendations ahead of the 2030 elections;

And Be It Further Resolved that this resolution will be forwarded to all municipalities in Ontario for support and that each endorsement be then forwarded to the Minister of Municipal Affairs and Housing (minister.mah@ontario.ca), the Minister of Education (minister.edu@ontario.ca), the Minister of Public and Business Service Delivery (todd.mccarthy@ontario.ca), Minister of Finance (Minister.fin@ontario.ca) the Premier of Ontario (premier@ontario.ca), Simcoe-Grey MPP (brian.saunderson@pc.ola.org) and AMCTO (advocacy@amcto.com). Motion Carried.

We look forward to hearing of the continued advocacy regarding this matter and updates on when the Ministry will move ahead with amending the Municipal Elections Act.

Sincerely,



Sasha Helmkey-Playter, B.A., Dipl. M.A., AOMC
Clerk/Director of Legislative Services

cc: Minister of Education
Minister of Public and Business Service Delivery
Minister of Finance
Premier of Ontario
Simcoe Grey MPP
AMCTO Advocacy

Honourable Premier Doug Ford
Doug.Fordco@pc.ola.org

Sent via electronic mail

October 4, 2024

Dear Honourable Premier Doug Ford

At its Regular meeting on October 2, 2024, the Township of Springwater's Council passed resolution C506-2024 endorsing the AMO and OMA Joint Health Resolution Campaign.

Resolution C506-2024

Moved by: Garwood
Seconded by: Fisher

Whereas the state of health care in Ontario is in crisis, with 2.5 million Ontarians lacking access to a family doctor, emergency room closures across the province, patients being derostered and 40% of family doctors considering retirement over the next five years; and

Whereas it has becoming increasingly challenging to attract and retain an adequate healthcare workforce throughout the health sector across Ontario; and,

Whereas Ontario municipal governments play an integral role in the health care system through responsibilities in public health, long-term care, and paramedicine; and,

Whereas the percentage of family physicians practicing comprehensive family medicine has declined from 77% in 2008 to 65% in 2022; and,

Whereas per capita health-care spending in Ontario is the lowest of all provinces in Canada; and,

Whereas a robust workforce developed through a provincial, sector-wide health human resources strategy would significantly improve access to health services across the Province; and,

Whereas these cracks in Ontario's health care system are impacting economic development, health, and well-being at the local level; and,

Whereas in response, the Ontario Medical Association (OMA) and the Association of Municipalities of Ontario (AMO) are working collaboratively to advocate for a better healthcare system for Ontario residents and communities.

Now Therefore Be It Resolved That, Council of The Corporation of the Township of Springwater urge the Province of Ontario to recognize the physician shortage in Springwater and Ontario, to fund health care appropriately and ensure every Ontarian has access to physician care; and

Be It Further Resolved That a copy of this resolution be circulated to the Premier of Ontario, Hon. Doug Ford; Barrie-Springwater-Oro Medonte Member of Provincial Parliament, Hon. Doug Downey, the Minister of Health, Hon. Sylvia Jones, the Ontario Medical Association (OMA), the Association of Municipalities of Ontario (AMO) and all Ontario municipalities.

Carried

I can be reached via email at jennifer.coughlin@springwater.ca or by phone at 705-728-4784, Ext. 2020.

Regards,



Jennifer Coughlin
Mayor, Township of Springwater

cc: Hon. Minister of Health Sylvia Jones
Hon. MPP Doug Shipley
Ontario Medical Association
Association of Municipalities of Ontario
All Ontario Municipalities