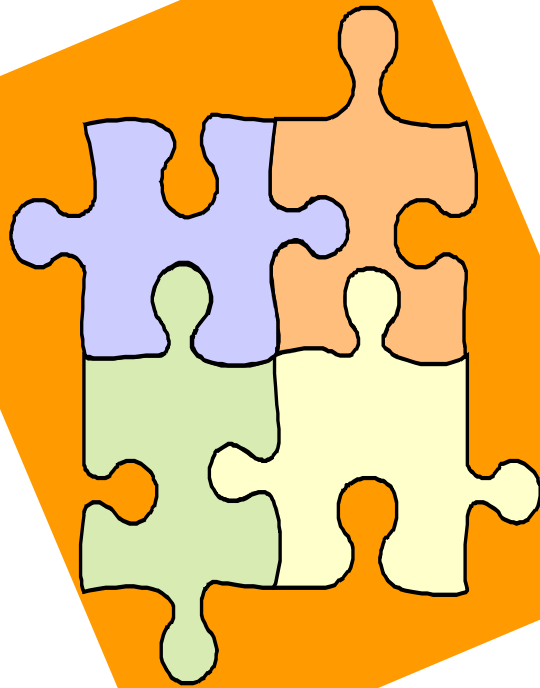


MUNICIPAL COOPERATION & PARTNERSHIP SEMINAR

Role, Pros & Cons,
Benefits



John Robison

(506) 474-1393

robison@rogers.com

Nov. 4, 2003

The Local Government Scene

Province	Totals Municipalities
Newfoundland	471
Prince Edward Island	75
Nova Scotia	73
New Brunswick	103
Quebec	1,550
Ontario	447
Manitoba	321
Saskatchewan	812
Alberta	362
British Columbia	447
Total	4,661

Note: Does not include Agencies, Boards and Commissions

(Kitchen, Harry, *Municipal Revenues and Expenditures Issues in Canada, Ch. 12*)

What is Service Sharing?

Service sharing is the combining of resources of two or more jurisdictions to create a service delivery system serving two or more municipalities.

Most often, service sharing arrangements use an existing capability in one municipality at a lower cost than if it provided the service itself, while also providing some benefit for the first municipality.

Many Forms:

Sharing a piece of equipment to broad based arrangement such as a common police department, or even a joint CAO

Service Sharing

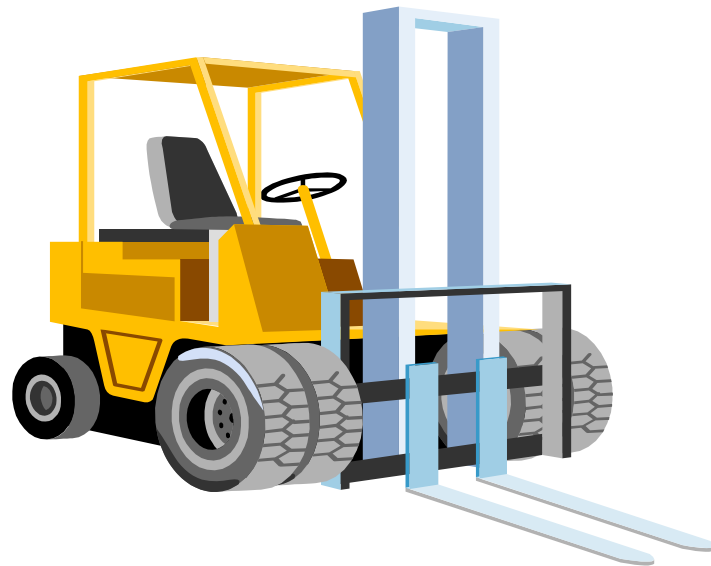
Why consider?

Better Service?

Save money?

Or

Both



Service Sharing



What's Going On
Out There?



Examples of Shared Services

- **Engineering services**
- **Computing services**
- **Financial services**
- **Purchasing**
- **Legal**
- **Library services**
- **Parks/Recreation**
- **Planning**
- **Police**
- **Fire**
- **Ambulance**
- **Water & Sewers**
- **Transportation**
- **Municipal facilities**
- **CAO**
- **Solid Waste Management**
- **Land Use Planning**
- **Maintenance**
- **Tax Sharing**
- **Economic development**



Service Sharing

“Categories” of service sharing:

People Based – High & Low Profile

(public generally recognizes people delivering service in front of infrastructure)

Infrastructure based – High & Low Profile

(public generally recognizes infrastructure delivering service in front of people)

Service Sharing



High Profile

People Based Service
Sharing

Police
Services

Service Sharing

High Profile

People Based Service
Sharing

Fire
Protection
Services



Service Sharing

Low Profile

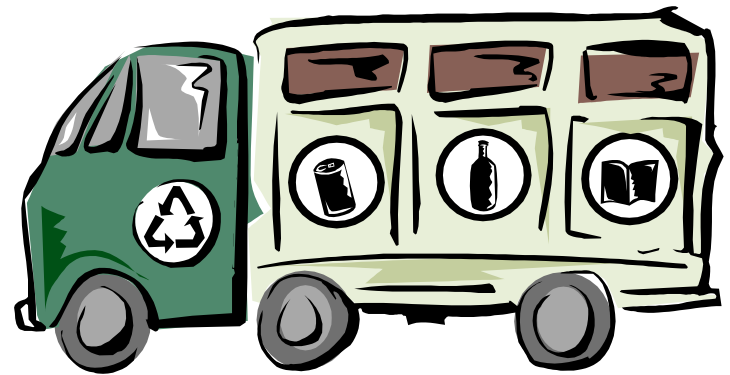
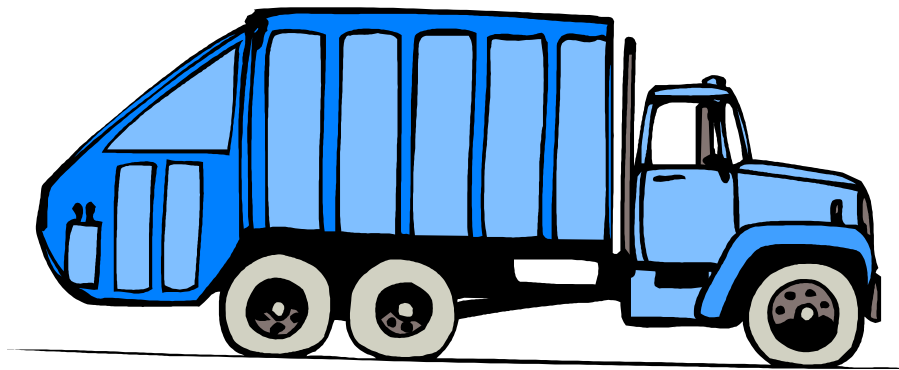
People Based Service
Sharing

Planning
Department



Service Sharing

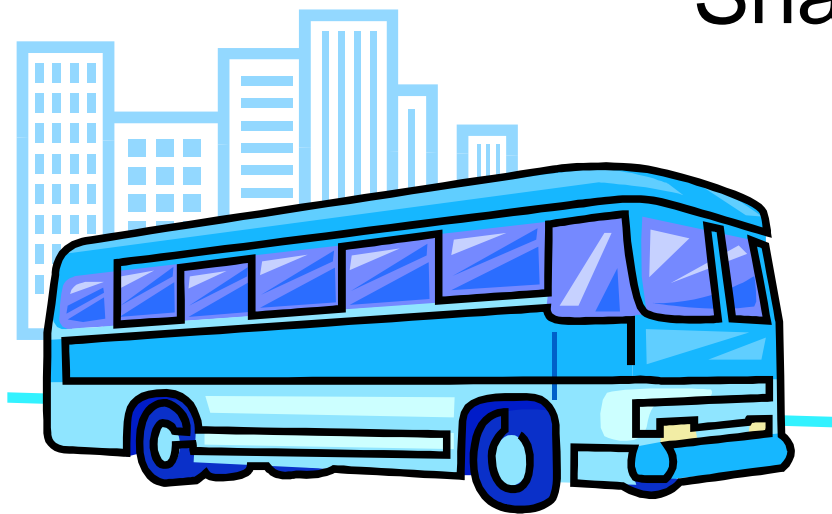
High Profile
Infrastructure Based Service
Sharing



Garbage Disposal & Recycling

Service Sharing

High Profile Infrastructure Based Service Sharing



Public Transit



Community
Recreation Facilities

Service Sharing

Low Profile
Infrastructure Based Service
Sharing



Wastewater
Treatment

Service Sharing

Low Profile

Infrastructure Sharing Services



Drinking
Water
Treatment

So Why Are They Being Used with Increasing Frequency

- improve co-ordination
- secure special expertise
- take advantage of economies of scale
- provide services or secure a particular service that a community cannot otherwise afford

Service Sharing Evaluation Criteria

Each jurisdiction must evaluate service sharing arrangements using criteria of:

Need

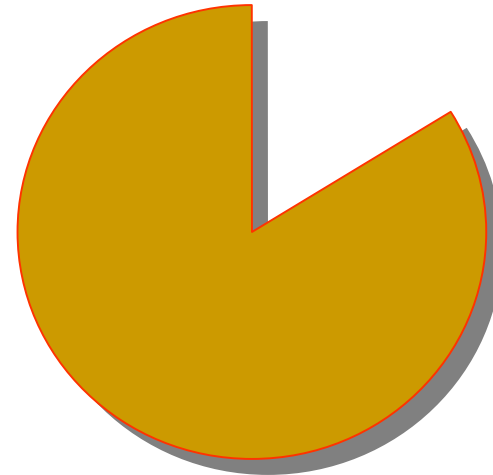
local demand
preferences

Cost

monetary
non-monetary implications

Feasibility

Legal
authority
public sentiment
potential opposition



Types of Service Sharing Arrangements

- Purchase by one municipality from another
- Creation of new joint service provider
 - i.e. Joint service agency
 - Private contractor
 - Public private partnership (P3)
- Forced mandate
 - i.e. solid waste disposal
 - regional police service agency
 - Walkerton fallout
- Regional government

Identifying Potential Service Sharing Arrangements

Preview:

Primary

- **Type and level of services currently being provided;**
- **Amount budgeted for each service;**
- **Potential for service sharing arrangements;**
- **Impediments to service sharing arrangements.**

Secondary

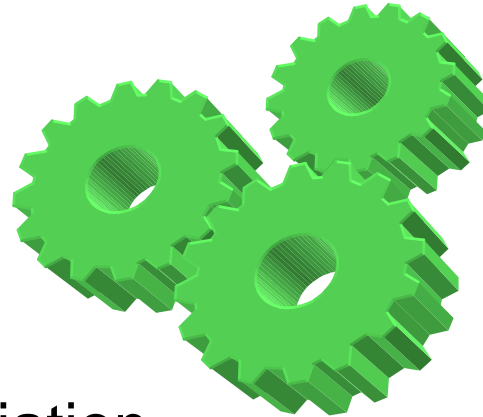
- **Municipal documents**
- **Budgets**
- **Policies and procedures**
- **Fee Schedules**

Keys to Efficient Delivery of Municipal and Community Services

- Know your area, its strengths, its history, and what makes it an area
- Have a strong level of communication between, or among municipal jurisdictions
- Understand how people adapt and buy into new ideas

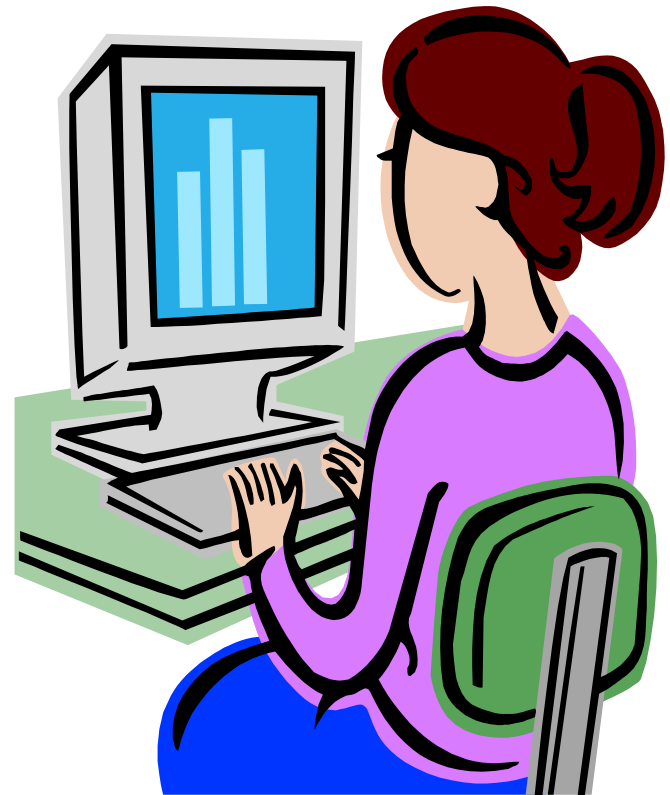
Steps to a Successful Service Sharing Agreement

- Examine Legal Authority
- Create a Study Group
- Appoint a Drafter
- Be Inclusive
- Proceed in Small Steps
- Allow Sufficient Time for Negotiation
- Circulate a Draft Agreement Among Parties
- Be Flexible and Patient
- Circulate Final Draft
- Obtain Official Approval From Parties
- Share the Credit
- Prepare for Success



Different Methods of Cost Sharing

- Population
- Relative workload
- Assessment
- Direct costs

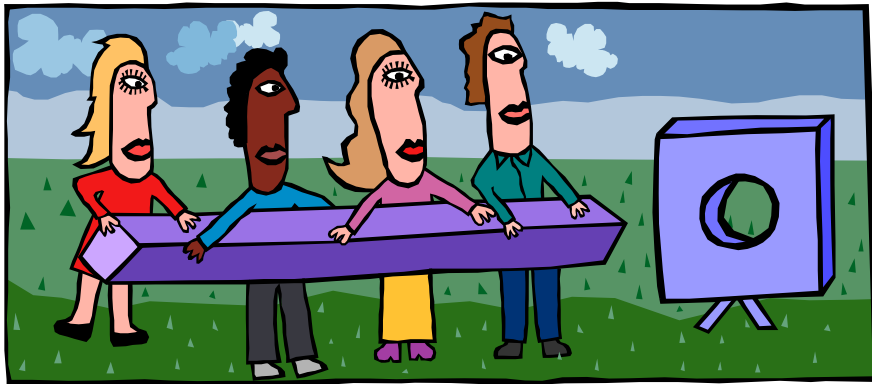


Barriers or Obstacles to Service Sharing

- Politics
- Loss of freedom, power
- Revenues/funding/money
- Communication
- Communities not homogeneous
- Leadership capability
- Costs (bureaucracy, paperwork)
- Unfunded mandates
- Lack of Interest
- Perception that things are done better locally

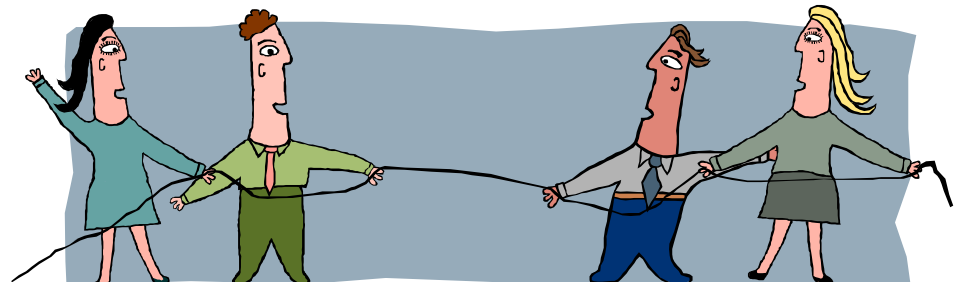


Service Sharing



Will You Work Together? or..

Continue With
Competing
Priorities?



Some Benefits

- **Save money**
- **Get more value for money**
- **Can address single purpose**
- **Serve area which better matches community of interest**
- **Distribute the costs of expensive endeavours**
- **Can provide jurisdictions with local control and direct oversight**
- **Address extraterritorial needs**
- **Permit endless flexibility as to details such as partners, subject, duration, and cost**
- **Work better with your neighbouring municipalities**
- **Avoid another level of government**
- **Avoid mandated solutions**
- **Avoid amalgamation**
- **Recognize features which transcend municipal boundaries – i.e. crime, watershed, traffic movement**