



# Overview of N6 Shared Services Study

Priority Areas for Partnerships,  
Collaborations and Shared Services

Town of Newmarket

Committee of the Whole

April 13, 2015

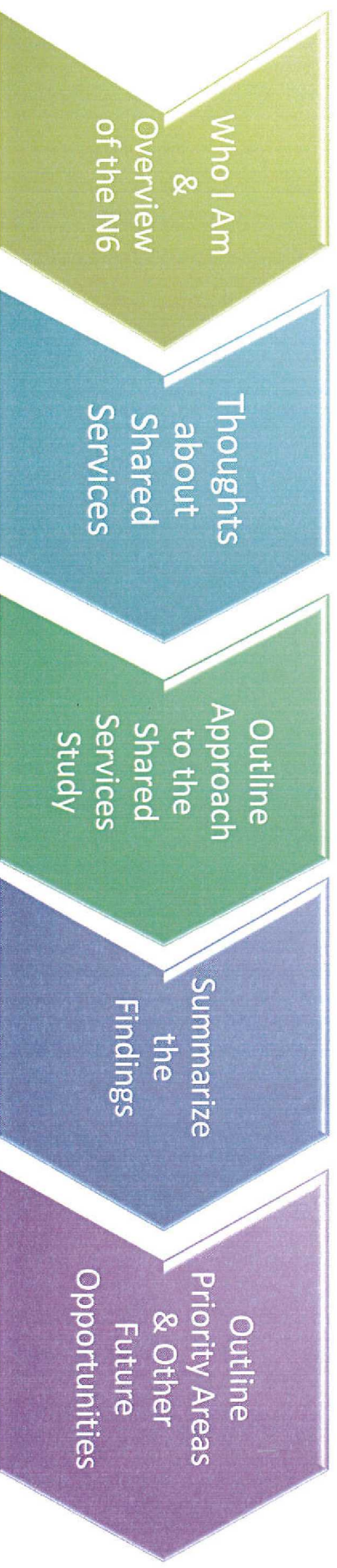
Presented by:

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# Overview of Today's Presentation







## A little bit about me ...

- 25 years experience leading strategic & continuous improvement initiatives
- 14 years with York Region – most recently as Manager, Corporate Continuous Improvement
- Project Management Professional (PMP)
- Certified Quality Manager – through the American Society for Quality (ASQ)
- Certified Facilitator (ICA Associates)
- Have led evaluation, assessment and reviews of many municipal service programs

**12 month secondment (May 2014 to May 2015) to study N6 shared service opportunities**



## N6 (Northern Six) Municipal Partnership

- Partnership of York Region's Northern Six (N6) Municipalities
- Striving to find better, innovative and more cost efficient ways to deliver our services
- Recent collaborations among the N6 include:
  - Sharing of Internal Audit resources
  - Employee benefits reviewed as an N6 group
  - Joint training, learning & development activities
  - Joint procurement (i.e. insurance, waste collection)
  - Cross municipal working groups meeting on a regular basis to formally share information, ideas and best practices





## The Initiative: N6 Shared Services Study

- Undertake a comprehensive study to recommend and prioritize further partnership, collaboration and shared service opportunities among N6 municipalities
- Looking to build upon past successes and current work of the N6 partners
- Seeking opportunities for increased collaboration that will lead to cost reductions and/or improved service
- Fire Services, Library Services, and other boards were not part of the scope of this study





# Various degrees to “shared services”



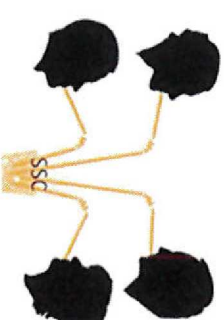
## Networking & Information Sharing

- Networking groups
- Discussion groups
- Common issues & solutions
- Share ideas & practices
- Share policies & procedures



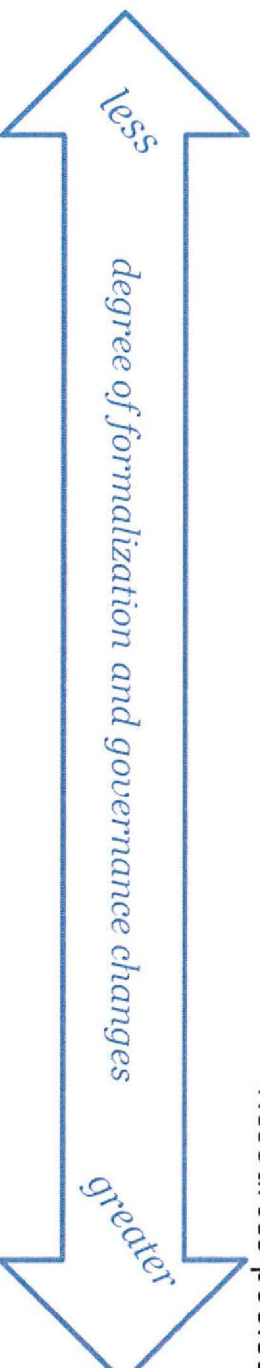
## Partnerships & Collaboration

- Working agreements & MOUs
- Joint Initiatives
- Shared Suppliers & Joint RFPs
- Policies & procedures standardized
- Resources shared



## Shared Service Delivery

- Separate organizations linked through oversight model
- Managed service delivery through clear service level agreements
- Process ownership end-to-end
- Resources pooled





## Steps taken to study N6 shared service opportunities

- Individual discussions with senior management and key staff throughout the N6 which generated many preliminary ideas common to all or most municipalities – May 2014 to September 2014
- Preliminary ideas evaluated by CAO Advisory Team (myself + representatives from all 6 municipalities) – October 2014 to January 2015
  - Comprehensive evaluation of cost efficiency, service improvements, ease to implement, maximizing use of existing resources, & impact on others
- Recommended priorities presented to N6 CAOs group – February 2015
- Priorities confirmed and next steps being developed – March/April 2015



## Priority Areas for N6 Partnerships and Collaborations

- Continue joint initiatives in Waste Management and Insurance
- Explore joint approach for Emerald Ash Borer tree removal and replacement
- Explore joint procurement opportunities for many Public Works services currently being contracted out
- Explore joint delivery of Animal Shelter & Animal Control services
- Share specialized maintenance equipment
- Share facilities maintenance expertise
- Develop a common Asset Management approach
- Develop a common approach to Septic Maintenance Inspection





## Other Joint Initiatives for the N6 to Consider

- Partner on Special Studies (i.e. traffic studies, human resource studies, master plans)
- Develop a common risk management program and share use of a Risk Management Specialist
- Develop a common Storm Water Management program
- Create a centralized and shared procurement group
- Greater leverage existing call center infrastructure and expertise
- Explore use of a shared Energy Specialist
- Explore use of shared Emergency Preparedness & Business Continuity Specialist
- Centralize distribution and processing of taxation and water billing
- Continue to explore further joint procurement opportunities



## Next Steps

- Present findings and recommended priority areas of N6 Shared Services Study to all six municipal partners – March/April
- Develop work plans that detail particulars for each priority idea
  - Cross municipal working groups of subject matter experts
  - Identify implementation challenges and actions to mitigate
- Create a “roadmap” to successfully implement each initiative



THANK  
YOU