



*cutting through complexity*

Perth Area Municipalities Joint Service  
Delivery Review

Appendix B  
Ministry of Municipal Affairs  
and Housing Shared  
Service  
Survey



# MUNICIPAL SHARED SERVICES SURVEY - RESULTS SUMMARY

	Central Ontario	Eastern Ontario	Western Ontario	NorthEast Ontario	NorthWest Ontario	PROVINCE
# of Municipalities	78	114	108	110	34	444
Submitted Surveys	56	108	98	104	34	400
% Complete	71.8%	94.7%	90.7%	94.5%	100.0%	90.1%

Does your municipality have any shared service arrangements with another municipality, an upper tier / lower tier, First Nation, school board, post-secondary school, conservation authority, utilities commission or other body?

YES	55	100	92	91	31	369
NO	1	8	6	13	3	31
% YES	98.2%	92.6%	93.9%	87.5%	91.2%	92.3%
% NO	1.8%	7.4%	6.1%	12.5%	8.8%	7.8%

## YES Question Results

### What services does your municipality share?

Clerk Or Related Administrative Responsibilities	19	6	2	13	3	43
Meeting Investigation	13	21	17	2	10	63
Purchasing	35	31	39	21	1	127
Tendering Of Contracts	21	23	28	15	2	89
Legal Services	4	1	9	2	1	17
Finance – Payroll/Tax Collection/ Audit	3	0	10	3	3	19
Planning, Building Inspection Or By-Law Enforcement	9	28	51	47	14	149
Economic Development	17	27	47	27	10	128
Tourism	13	25	42	15	3	98
Emergency Services (Police/Fire/Ambulance)	26	66	73	56	16	237
Community Emergency Management	23	13	33	13	6	88
Information Technology	18	23	33	15	4	93
Website	6	3	16	5	3	33
Facilities Management	4	4	14	2	0	24
Waste Management – Landfill Or Recycling	2	35	50	39	12	138
Municipal Equipment	5	12	23	13	2	55
Roads – Maintenance	13	59	54	30	6	162
Recreation – Arenas/Parks/ Pools	19	33	37	23	7	119
Libraries	11	41	49	42	7	150
Water Or Sewer	5	24	55	14	3	101
Other	25	39	49	30	12	155

### Are the arrangement(s) formal or informal?

Formal	46	85	81	81	29	322
Informal	5	12	8	5	2	32

### What aspect of administration or service delivery is shared?

Oversight Committee, Board, Or Council	26	41	36	33	13	149
Staff Support	40	51	57	49	18	215
Cost	43	69	72	72	23	279
Revenue	6	27	32	17	8	90
Equipment	31	43	53	37	8	172
Facility/Facilities	27	30	42	46	12	157
Other	9	24	24	5	7	69

### How does the municipality finance these arrangements?

Tax Base	35	52	47	59	18	211
User Fees	5	17	14	12	9	57
Other	11	28	28	15	4	86

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## What are the key factors to the successful implementation of these arrangements?

Council Buy-In	45	87	83	80	28	323
Community Buy-In	23	45	40	35	12	155
Staff Buy-In	44	76	66	61	24	271
Partner Buy-In	39	47	50	38	21	195
Staff Experience And Capabilities	29	52	46	43	23	193
Clear Definition Of Roles And Procedures	37	64	66	52	28	247
Ability Of Each Partner To Tailor The Service To Suit Their Wants/Needs	28	43	32	31	19	153
History Of Collaboration	30	58	47	55	26	216
Trust Between Partners	36	79	64	66	26	271
Prior Success In Shared Service Agreements	17	47	40	36	24	164
Other	8	11	17	10	0	46

## What are the benefits of these arrangements?

Cost Sharing	41	69	75	71	27	283
Reduced Overall Cost Of Services Or Administration	37	62	62	49	25	235
Improved Quality Of Service Delivery	35	64	59	52	24	234
Improved Quality Of Administration	24	30	37	31	13	135
Increased Quantity Of Service Delivery	19	39	41	23	16	138
Increased Administrative Capacity	14	21	27	26	8	96
Shared Administrative Workload	21	26	25	29	11	112
Increased Profile / Influence For Both Partners	18	32	24	20	10	104
Improved Goodwill Relationships Between Partners	30	58	41	37	24	190
Additional Experience For Municipal Staff	20	30	20	20	10	100
Access To Better Equipment	18	39	35	34	13	139
Access To Better Facilities	15	34	37	32	10	128
Access To More Qualified Staff	23	41	42	40	17	163
Other	16	7	23	8	2	56

## What are the challenges of these arrangements?

Lack Of Council Buy-In	6	23	17	9	2	57
Lack Of Community Buy-In	2	7	5	4	1	19
Lack Of Staff Buy-In	3	7	10	6	0	26
Differing Mandates/Goals Of Partners	11	30	28	31	4	104
Less Autonomy Or Control Over Service Objectives/Implementation	11	22	28	26	4	91
Less Clear Accountability For Service Quality And Cost	3	11	21	13	2	50
Prior Failures In Service Delivery Or Administration Arrangement	3	6	5	5	2	21
Staff Turnover	1	6	4	9	2	22
Turnover In Council(S)/Committee(S)/Board(S) Overseeing The Arrangement(s)	9	15	13	12	1	50
Economics / Cost	8	17	15	24	9	73
No Challenges	22	35	21	23	14	115
Other	14	20	24	24	7	89

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Can you foresee this shared service arrangement being sustained for an extended period of time?

YES	51	92	83	85	29	340
NO	0	5	5	1	2	13

Overall, how satisfied is your municipality with this shared service arrangement?

Completely Satisfied	43	72	61	59	23	258
Moderately Satisfied	8	20	25	25	8	86
Not Satisfied	0	4	1	2	0	7

Has your municipality had a shared services arrangement that failed?

YES	16	26	24	29	13	108
NO	36	71	64	57	17	245

Is your municipality contemplating sharing services in the future?

YES	43	67	65	35	14	224
NO	1	10	1	15	1	28
Maybe	5	16	16	24	12	73
Don't Know	2	3	6	11	4	26

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## NO Question Results

### Why do you think your municipality does not have shared services?

No need / have sufficient resources.	1	1	1	0	0	3
Never considered it.	0	0	0	0	0	0
Lack of council support.	0	0	0	3	2	5
Lack of community support.	0	0	1	7	0	8
Lack of staff support.	0	2	0	3	0	5
Lack of partner buy-in.	0	0	0	0	0	0
Geographic distance.	0	0	1	0	0	1
Differing mandates/goals of potential partners.	0	0	0	0	0	0
Prior failures in service delivery or administration arrangement.	0	0	0	0	0	0
Too timely and costly to establish the terms of the arrangement.	0	0	1	0	0	1
Could not agree on cost apportionment with potential partners.	0	3	0	0	0	3
Other (Please Specify)	0	0	0	0	0	0

### Has your municipality had a shared services arrangement that failed?

YES	0	0	2	0	0	2
NO	1	5	3	8	3	20

### Is your municipality contemplating sharing services in the future?

YES	1	2	3	2	1	9
NO	0	1	2	4	0	7
Maybe	0	2	1	2	1	6
Don't Know	0	0	0	0	1	1