

Local Efficiency Group (LEG)

2020 SERVICE DELIVERY REVIEW

Townships of Admaston/Bromley, Greater Madawaska, Horton, McNab/Braeside and Whitewater Region
Towns of Arnprior and Renfrew



Supplemental Report B - November 2020



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1 Fire Services – Cluster B1

1.1 “As Is” Profile

The seven LEG Fire Departments have a total of approximately 230 full-time and part-time firefighters. Through interviews with the departments, we heard that the LEG Fire Departments struggle to maintain a reliable cadre of part-time firefighters, to the extent that at least one Department openly questions its ability to exist/operate ten years from now. Three of the Departments have full-time Chiefs, while the balance have either part-time Chiefs or Chiefs fulfilling multiple/split roles for the municipality.

The seven LEG municipalities operate two composite and five paid on-call Fire Departments from a total of 14 pre-amalgamation stations. Eight of the existing stations are greater than 40 years old (one is 100 years old) and nearing the end of their useful life. Despite numerous renovations, space limitations at these aging stations (and even some of the newer facilities) prevent the Fire services from acquiring the most efficient and appropriate firefighting apparatus.



1.1.1 First Line of Defence

Section 2 (1) of the Province's Fire Protection and Prevention Act, 1997, S.O. 1997, c. 4 requires that a municipality shall:

- (a) establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and
- (b) provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances.

First Line of Defence services are treated with a differing degree of importance across the LEG Fire Departments. While there are community of practice leaders, there are also Departments that do little in the way of fire inspections, beyond those absolutely mandated. Proactive fire inspections are known to reduce the number of structure fires in a community. An excellent local example is the Arnprior Fire Department, which executes the highest number of fire inspections across the LEG and also has the lowest number of structure fires. The LEG Fire Departments have a combined total of 12 qualified fire inspectors.

1.1.2 Emergency Response

The LEG fire departments responded to 646 emergency service calls during 2019. Historically, these Departments have been dispatched by the Renfrew Central Ambulance Centre under contract to the County of Renfrew, which also owns the radio system used by Fire. Although all of the Departments have concerns with the quality of dispatching provided by the CACC (i.e. lack of Fire call priority/timeframes measurement), only Arnprior has chosen to migrate to a more appropriate, albeit more expensive dispatch solution provided by the City of Brockville. All seven LEG Departments utilize a third-party technology solution (Whosresponding.com) to inform officers how many part-time staff are responding to a given call.

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The LEG Fire Departments have a number of services agreements in place, both among themselves, and others both within the County and beyond its borders. These service agreements include Automatic Aid agreements to ensure service is provided by the nearest fire station (seamless borders); specialty services such as Ice and Water Rescue, and Heavy Rescue/Automobile Extrication. There is a good understanding that there is no need for every department to invest in the training and equipment outlay required for such specialty services. One of the agreements also provides cross-border fire prevention/education.

Automatic Aid For >>	LEG Municipalities							Outside LEG			
	AB	AP	HT	GM	MB	RF	WW	LH	NA	NF	OT
Automatic Aid By:											
Admaston/Bromley											
Arnprior											
Horton											
Greater Madawaska											
McNab/Braeside											
Renfrew											
Whitewater											

LEGEND: LH: Lanark Highlands; NA: North Algona Wilberforce; NF: North Frontenac; OT: Ottawa

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Ice and Water (IW)/Heavy Rescue (HR) Provided for >>	AB	AP	HT	GM	MB	RF	WW
IW/HR Provided By:							
Admaston/Bromley							
Arnprior			IW			IW	
Horton							
Greater Madawaska							
McNab/Braeside							
Renfrew	HR		HR				
Whitewater	HR						

None of the LEG Fire Departments provide formal medical tiered response.

Each of the Departments conducts their own training with a combined total of 41 certified instructors.

1.2 “As Should Be” Findings and Recommendations

The LEG Fire Chiefs should all be commended for their willingness to think “outside of the box” in a fashion that generated performance improvement/cost avoidance ideas beneficial across the LEG. The Chiefs expressed a willingness to move towards a borderless concept of fire protection across the LEG. While the individual LEG Fire Departments would continue to exist, services would be available across LEG municipal borders (and beyond) if-and-when needed by the public.

1.2.1 Borderless Emergency Response

Borderless Emergency Response is the assurance that the closest (by travel time) Fire station responds to any given emergency, irrespective of municipal boundaries, in order to provide a more immediate provision of fire protection services until the responsible Department can arrive. While a number of these automatic aid agreements currently exist across the LEG, the recommendation is that such agreements become standardized across the LEG. These agreements will require a detailed modelling of optimal response time polygons for all LEG stations, which is not a deliverable of this project. Planning and Implementation of Borderless Emergency Response should be referred to a new Fire Services Shared Working Group.

1.2.2 Organizational Leadership and Design

A number of Ontario municipalities have recently adopted Shared Chief and Shared Fire Administration/Training Services models. As examples, the Town of Minto and Township of Wellington North have entered into an agreement to share Fire Department Administration, while the towns of Innisfil and Bradford West Gwillimbury recently announced an interim Chief for both Departments pending a review to see if a shared fire service would benefit both communities. In the meantime, both Fire Departments continue to operate as separate services and support each other under the Chief's leadership. In both cases, the retirement of incumbent Chiefs and calls for greater efficiency prompted the moves.

Similar Chief sharing is occurring in the EMS world - recently Peterborough EMS and Kawartha Lakes EMS have announced a Chief sharing arrangement as they consider further operational sharing options.

While the concept of an amalgamated County-wide Fire Department was mentioned in our deliberations, discussion regarding primary departments supporting other departments/satellites also took place. A number of possibilities exist for consideration:

- If geography encourages, a single station on or near the borders of two neighbouring LEG municipalities could serve as the primary (and perhaps only) station for both Departments; and,
- Where geography does not allow a shared facility, e.g., Greater Madawaska, any single Department could also utilize the primary and satellite model to centralize most apparatus and services in a larger primary facility, while maintaining smaller satellite facilities in other communities to maintain fire insurance discounts for residents.

Instead of over-building larger Fire stations for each Department that provide redundant facilities and store rarely used reserve and specialty apparatus, a single large Fire facility would centralize these capabilities. Not only would this result in smaller satellite stations being required, but by attrition, the number of secondary and spare apparatus would be reduced, with Departments sharing apparatus across the department.

- Two or more Departments could share a Chief/Administration, operating out of a single primary facility, while maintaining smaller satellite facilities in other communities to maintain fire insurance discounts.

All of the Departments would retain their identities and their cadre of local firefighters, but would be managed by a single full-time Chief and supported by senior officers in each Department. Administration and First Line of Defence services would be shared between the Departments, and costs would be apportioned by an agreed-upon allocation formula among all participating Departments.

These and other potential efficiencies are discussed further in this report.

1.2.3 First Line of Defence

As noted earlier, the number of fire inspections and fire prevention activities vary by department, but the Chiefs all agreed that despite the small number of vulnerable occupancies that mandate inspections in some of the municipalities, more are needed. The Arnprior example described earlier is extremely persuasive. Increased First Line of Defence activities should be considered an investment that pays off in reduced fire losses and suppression costs.

With respect to shared services, the Renfrew department has identified itself as a potential supplier of fire inspections and fire prevention activities, while Greater Madawaska identified itself as a purchaser of these services at approximately 100 hours per year. Across the LEG Departments, there are 12 certified or grandfathered NFPA 1031 Fire Inspector and Plan Examiners (2 more in training), as well as 3 NFPA 1035 Fire and Life Safety Educators (2 more in training) that can be shared as needed. Renfrew already has an agreement with Admaston/Bromley to provide fire education to Admaston Public School. The cost recovery rate is proposed as a fixed cost/per hour billable rate to be finalized by the proposed LEG Chiefs' working group.

	NFPA 1031 Fire Inspector & Plan Examiner	NFPA 1035 Fire & Life Safety Educator	
Admaston/Bromley	1		
Arnprior	3		
Horton	1		
Greater Madawaska	1		
McNab/Braeside	1	3	
Renfrew	2		2-1035 in training
Whitewater	3		2-1031 in training

1.2.4 Asset Management Pressures and O. Reg. 588/17

The Province has mandated a sustainable asset management model for phased adoption across the Ontario municipal sector. O. Reg. 588/17 mandates “good government” sustainable asset management practices and accountable stewardship of taxpayer-funded public assets. By 2023, municipalities will no longer be able to “kick the can down the road” by eroding asset quality over time to avoid politically or financially difficult lifecycle capital funding commitments. Inherited facilities at or near the end of their useful lifecycles now represent a somewhat daunting asset management challenge in municipalities.

1.2.5 LEG Fire Facilities Consolidation

An informal poll of the LEG Fire Chiefs during our workshop, revealed that 8 of the current 14 fire stations are greater than 40 years old and either at, or nearing end-of-useful-life. One Chief described the stations as “garages that just became fire stations”. None of these fire stations meet the regulatory/functional requirements for a sustainable Fire Service in Ontario. There is limited ability to house and work around the fire trucks. Modern fire trucks tend to be long, high and wide. Older fire stations are too low, too short and too narrow to adequately accommodate modern vehicles. Increasing bay length and width would require costly station additions and moving load-bearing walls, if even possible. The outdated fire stations physically constrain the ability of the departments to optimize their fleets and continue to provide effective/modernized public safety services in the coming years.

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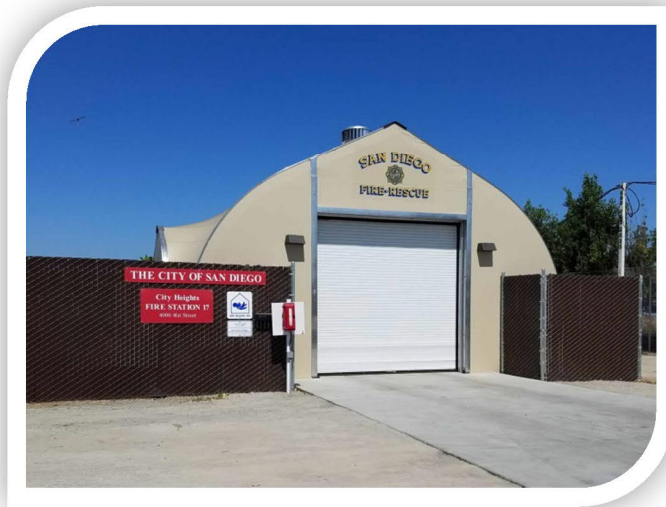
The Altus Group 2020 Canadian Cost Guide for infrastructure construction costs projects Ontario Fire/EMS Station construction costs at between \$270-500 per sq. ft. (albeit costs are estimated for the GTA and Ottawa areas). A typically sized 5,000 sq. ft. (5,500 sq. ft. with 10% mechanical/circulation markup) would have an expected replacement cost of between \$1,485,000 and \$2,750,000 before land acquisition. With eight LEG fire stations needing replacement, LEG municipalities would expect a minimum replacement bill of between \$11.88 and \$22.00 million in the next 5-10 years. The provincially mandated O Reg 588/17 asset management plan that the LEG municipalities need to have in place by 2023, will need to fund the replacement of these stations, or propose a different configuration of fire halls moving forward to avoid expensive lifecycle replacement of the status quo.

As noted previously, a number of potential service models exist, where a combination of larger primary and smaller satellite stations could be used.

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The size and nature of these satellite stations make them suitable for much more economical fibre/membrane construction. Cost per sq. ft. is \$45 with installation at approximately \$20/sq. ft. Foundations, utilities and other fit-out costs normally bring the total cost to \$100/sq. ft.

Regardless of station configuration, LEG municipalities should proceed with integrated planning and prepare “shovel-ready” plans for construction. These can be staged as appropriate across multi-year capital plans, but should be prepared in anticipation of post-COVID Federal/Provincial/Municipal Infrastructure project funding, which will reduce any given LEG municipality’s share of needed financing for these necessary projects.



Fibre/membrane structures display proven durability in some of the world’s most extreme climates. From a durability standpoint, models for severe winter weather are designed to shed snow and these structures also meet the strict Miami-Dade Hurricane Compliance Code. The buildings come with a 25-year membrane and 50-year structural warranty, and are relocatable should the need arise. As an aside, the only building structure left standing in Buras, Louisiana after Hurricane Katrina in 2005, was a tension fabric building.

The satellite stations would ensure that taxpayers maintain their existing fire insurance reductions (distance from a fire station), yet reduce the number of conventional fire stations that require replacement. In some cases, a primary station might be in one municipality, but also provide fire services for another.

1.2.5.1 Potential Models Used as Costing Examples Only

Cost avoidance is dependent on the service model utilized. Examples shown are based on a projected LEG-wide 55,000 sq. ft. actual station requirement rather than the minimum 44,000 sq. ft. mentioned earlier. This increases the potential replacement cost to between \$14,850,000 to \$27,500,000. Note again that these are examples rather than recommended models.

Renfrew-Horton

Takes advantage of geography to service both municipalities from a single primary station, requiring 19,800 sq. ft. of conventional construction (18,000 sq. ft. + 10% mechanical/circulation markup). Saves 5,500 sq. ft. in replacement station for Horton.

	Sq. Ft.	@\$270	@\$500
Initial Projection	21,650	\$5,845,500	\$10,825,000
Conventional	19,800	\$5,346,000	\$9,900,000
Fibre Membrane	0	0	0
Total	19,800	\$5,346,000	\$9,900,000
Cost Avoidance	1,850	\$499,500	\$925,000

Renfrew-Horton-Admaston/Bromley

Utilizes Renfrew as a primary station for all three Departments and serving Renfrew and Horton as a single station. Requires 19,800 sq. ft. of conventional construction and 2,500 sq. ft. of satellite fibre/membrane construction (Admaston/Bromley - Douglas).

	Sq. Ft.	@\$270	@\$500
Initial Projection	27,150	\$7,330,500	\$13,575,000
Conventional	19,800	\$5,346,000	\$9,900,000
Fibre Membrane	2,500	\$250,000*	\$250,000*
Total	22,300	\$5,596,000	\$10,150,000
Cost Avoidance	4,858	\$1,734,500	\$3,425,000

*Fibre Membrane @\$100/sq.ft.

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Arnprior-McNab/Braeside

Existing Arnprior station acts as primary for both Departments, requiring 2,500 sq. ft. of satellite fibre/membrane construction (McNab/Braeside). Replaces 5,500 sq. ft. in conventional construction for McNab/Braeside – White Lake

	Sq. Ft.	@\$270	@\$500
Initial Projection	5,500	\$1,485,000	\$2,750,000
Conventional	0	0	0
Fibre Membrane	2,500	\$250,000*	\$250,000*
Total	2,500	\$250,000*	\$250,000*
Cost Avoidance	3,000	\$1,235,000	\$2,500,000

*Fibre Membrane @\$100/sq.ft.

Greater Madawaska

Single Department. No primary/secondary model advantage due to geography. Still requires 5,500 sq. ft. of conventional construction for Calabogie.

	Sq. Ft	@\$270	@\$500
Initial Projection	5,500	\$1,485,000	\$2,750,000
Conventional	5,500	\$1,485,000	\$2,750,000
Fibre Membrane	0	0	0
Total	5,500	\$1,485,000	\$2,750,000
Cost Avoidance	0	0	0

Whitewater Region

Single Department. Currently requires 16,500 sq. ft. of conventional construction. Plan with closing one station would require 8,250 sq. ft. of conventional construction for a hub facility (Cobden) and 2,500 sq. ft. of satellite fibre/membrane construction (Beachburg).

	Sq. Ft.	@\$270	@\$500
Initial Projection	16,500	\$4,455,000	\$8,250,000
Conventional	8,250	\$2,227,500	\$4,125,000
Fibre Membrane	2,500	\$250,000*	\$250,000*
Total	10,750	\$2,477,500	\$4,375,000
Cost Avoidance	5,750	\$1,977,500	\$3,875,000

*Fibre Membrane @\$100/sq. ft.

1.2.6 Training

LEG Fire Departments presently conduct their own recruit and ongoing firefighter training, but acknowledge that shared training would be beneficial in creating instructor mass, eliminating repetitive efforts developing training materials and conducting similar training i.e., “re-inventing the wheel”, while standardizing training for common fireground skills and tactics.

At one time, a County-wide fire training association existed, and the Chiefs feel this would be a good service sharing opportunity to consider. McNab/Braeside is seen as a leader among LEG municipalities in formalizing training curriculum. The Departments currently have a total of 42 NFPA certified Fire and Emergency Services Instructors that could form a shared pool. The LEG municipalities currently lack a fire training facility, but suggested a potential partnership with Mississippi Mills for use of their facility.

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	NFPA 1041 Level 1 Fire & Emergency Services Instructor	NFPA 1041 Level 2 Fire & Emergency Services Instructor
Admaston/Bromley	2	
Arnprior	6	4
Horton	1	
Greater Madawaska	4	
McNab/Braeside	8	
Renfrew	5	
Whitewater	12	

1.2.7 Tiered Medical Response

Despite the LEG Fire Departments being trained in CPR and equipped with Automated External Defibrillators, they are not being utilized to provide tiered medical response in conjunction with County paramedics. This is normally an excellent service sharing “value add”, especially in rural communities where geography can often result in a clear response time advantage for local fire departments.

The LEG Fire Chiefs have expressed a strong interest in helping the residents of their communities with this potentially life-saving service. The two Chiefs with full-time employees expressed the view that their firefighters are available and already being paid, while the chiefs of the other departments felt the additional calls would increase engagement of their part-time firefighters in another wise low-call volume environment. As the cost of on-call fire services is directly driven by the number of calls responded to, there is also the consideration that adding tiered response calls would increase fire department wage budgets.

Having heard the Fire Chiefs' views, the consulting team engaged the County Paramedic Chief on the topic. The Chief's views were instructive:

- Medical evidence does not exist to support firefighters responding to all Code 4 emergency calls, but rather only for a sub-set of truly life-threatening emergencies such as cardiac arrest and unconsciousness;
- The Chief believes that Tiered Response is not needed in Arnprior or Renfrew where full-time firefighters are immediately available. Paramedic response times are excellent in both communities and there is no time advantage gained;
- There may be a benefit in more rural communities, albeit the readiness time to respond to the station to pickup the defibrillator, typically offsets the advantage and is greater than the paramedic response time;
- There is a concern about the number of firefighters who attend medical calls, so some method of controlling the number of responders is required; and,
- If responding to medical calls at the request of paramedic services, from a liability point of view, firefighters would require criminal records checks, PHIPA training, immunization, fit testing and proper personal protective equipment.

Understanding that cardiac arrest calls make up less than 2% of paramedic calls, the likelihood is that most of the on-call LEG fire stations would respond to 1 or 2 of these calls a year. Given the small number of targeted calls, the additional administrative requirements and need to change response criteria to page out only 2 or 3 firefighters, it is not a simple add-on service to adopt. Understanding that there are other priorities facing LEG Fire Chiefs, we recommend referring this matter to the Fire Shared Services Working Group to pursue further, including public consultation, once the fire-related improvements identified in this Report have been addressed.

1.2.8 Communications (Dispatch)

As noted earlier in this report, six of the seven LEG municipalities currently take part in an agreement with the Renfrew Central Ambulance Communications Centre to provide call taking, call alerting and dispatching services. During 2020, each municipality pays its share of a \$42,436 County-wide administration fee (\$2,358) as well as \$19.27/call for call taking/alerting, and \$25.22/call for dispatching.

A number of smaller municipalities and other providers have established dispatch service hubs across the Province. As noted earlier, Arnprior currently purchases dispatching services from the Brockville Fire Department. Smiths Falls operates a similar service.

In an effort to understand the feasibility of establishing such a shared service locally, Performance Concepts consulted with the Tillsonburg Fire Services; one of a number of such hubs in the province. Tillsonburg currently dispatches 34 fire stations servicing a population of more than 200,000. Their Chief advised that while Internet connectivity has essentially eliminated distance-from-the-service-being-dispatched as an operational consideration, the advent of Next Gen 9-1-1 and the need for a fully powered back-up site have driven up start-up costs substantially. In the case of Tillsonburg, it has taken ten years to become profitable, and he felt \$500,000 in start-up costs before the first call is dispatched would not be unreasonable to plan for.

Given the level of dissatisfaction with the current provider, consideration of such an option is a natural next step for a Fire Service Sharing Group, although a first step should be formalized discussions with the County and Ministry of Health and Long Term Care to determine whether the required improvements are possible with the current system. A more appropriate and economical opportunity may arise from joining a dedicated fire dispatch service (either public such as Brockville/Smiths Falls, or private such as Sudbury's Northern 9-1-1) as a group. Annual costs as low as \$3.00 per resident are currently being charged across the province.

1.2.9 County Radio System

All LEG Fire Departments currently utilize the County-owned radio system. There are no user-costs being passed on to the municipalities. Municipalities are only responsible for purchasing their own vehicle and portable radios, as well as some specialized repeaters as requested. While the system is dated, improvements made over the past 10-15 years have added preventative maintenance, a back-up generator, a contract for emergency repairs, and a reduction of dead spots. There continue to be operational concerns that the fire users believe would be corrected by a new system. The County has advised that any new radio system costs would have to be shared by local municipalities, as there is no capital budget for such a replacement. The County has proposed a leased third-party radio system as an alternative, which would transfer radio costs to municipal operational budgets.

While radio systems are an excellent service sharing opportunity, there appears to be little benefit in moving away from so highly subsidized a system at this time.

1.2.10 Beyond the LEG

As noted throughout this section, many of the benefits identified by the LEG Fire Chiefs can positively impact, or be impacted by neighbours other than in the LEG. As such, it is further recommended that a Fire Service Sharing Working Group be established that consists of representation from interested Fire Departments across the County and neighbouring border municipalities (i.e., in North Frontenac, Lanark, Lennox & Addington), to further develop potential sharing opportunities as described below:

- First Line of Defence;

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- Borderless Emergency Response;
- Training to a common standard;
- Communications (Dispatch);
- Purchasing Practices including:
 - Bulk purchasing through local and area organizations;
 - Pump testing;
 - Developing standardized specifications for apparatus and equipment;
- Human Resources practices including:
 - Developing standardized recruitment and retention programs;
 - Shared mental health programs;
 - Developing standardized record keeping; and,
 - Shared administrative support.



1.2.11 Implementation Roadmap

The following Do Now/Do Soon Implementation Roadmap should inform the work of the recommended Fire Shared Services Working Group. The Working Group may require expert third party support in executing some aspects of the Do Now/Do Soon workplan around polygon model, KPI development and organizational design.

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IMPROVEMENT	DO NOW	DO SOON
Borderless Emergency Response	<ul style="list-style-type: none"> • Model Response Time Polygons for all LEG Fire Stations • Draft Standardized Automatic Aid Agreements • Move towards Borderless Emergency Response across the LEG 	<ul style="list-style-type: none"> • Implement Borderless Emergency Response beyond the LEG
Organizational Design and Leadership	<ul style="list-style-type: none"> • Determine most appropriate organizational model municipality by municipality • Begin discussions on sharing administration as appropriate 	<ul style="list-style-type: none"> • Implement appropriate organizational models • Obtain individual Council approvals on organizational design as appropriate
First Line of Defence	<ul style="list-style-type: none"> • Initiate First Line of Defence planning and budgeting (unless incorporated into organizational model change) 	<ul style="list-style-type: none"> • Execute First Line of Defence work plan • Deliver First Line of Defence KPI reporting at year-end
Fire Facilities – Asset Management Pressures	<ul style="list-style-type: none"> • Confirm station replacement needs • Confirm appropriate locations • Complete functional designs • Perform financing/costing Due Diligence 	<ul style="list-style-type: none"> • Prepare shovel-ready capital projects (Timing to be adjusted to qualify for a future/upcoming Federal/ Provincial/ Municipal Infrastructure Project) • Prepare and Execute RFP for capital projects • (Could shift to “Do Later” as needed)
Training	<ul style="list-style-type: none"> • Begin sharing resources for recruit and ongoing firefighter training 	
Other	<ul style="list-style-type: none"> • Establish cross-municipality Fire Services Sharing Group to investigate sharing opportunities, initially dealing with Automatic Aid, Specialty Services, 	<ul style="list-style-type: none"> • Fire Services Sharing Group to investigate future opportunities: Communications (Dispatch), Radio System, Bulk Purchasing, Shared Human Resources, etc.

IMPROVEMENT	DO NOW	DO SOON
	Shuttle Tanker Accreditation, Training and First Line of Defence	

2 By-Law and Animal Control - Cluster B2

2.1 “As Is” Profile – By-Law

Six of the seven LEG municipalities outsource By-Law enforcement, and similarly, six of seven outsource Animal Control services to Municipal Law Enforcement Services (MLES), a private corporation formed in 2004 and based in Renfrew. Admaston/Bromley outsources By-Law and Animal Control to Bonnechere Valley.

MLES provides an “a la carte” menu of services to meet each municipality’s needs. As part of an all-inclusive fee, MLES provides trained uniformed staff (including a rover officer to cover absences), marked vehicles and equipment, and \$2M in liability insurance. A review of three LEG MLES municipal contracts that were made available to us, revealed very reasonable and consistent hourly pricing between \$27.89-30.60 (mean \$29.50), at least 50% below what insourcing would cost.

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All seven municipalities seem generally pleased with both the service and economies provided through their contracts.

	AB	AP	HT	GM	MB	RF	WW
BYLAW ENFORCEMENT							
MLES							
Bonnechere Valley							
ANIMAL CONTROL							
MLES							
Bonnechere Valley							
ANIMAL POUND							
Arnprior and District Humane Society							
Bonnechere Valley							
Renfrew							

Going forward, the main concern among the LEG municipalities is being able to guarantee this valuable outsourced service. One of the contracts we reviewed has a 90-day cancellation clause by either party, while the other two have 30-day cancellations. Expired contracts running month-to-month seem to be the norm with the remainder of the municipalities. Obviously, this leaves little in the way of security for the years to come.

To provide all seven municipalities with contract stability, negotiating a LEG-wide 3-5 year contract with an annual inflation clause would be beneficial to both parties: providing a degree of contract stability over the mid-term to the contractor, while guaranteeing service and maintaining reasonable pricing for the municipalities.

The services provided by MLES vary municipality to municipality, and as such, we recommend a check list of services including at least the following already being provided:

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Check List of Services Provided by MLES to LEG municipalities	
Animal Control - All but Admaston/Bromley	Reactive Bylaw Enforcement - Various <ul style="list-style-type: none"> • Signs • Dogs • Cats • Noise • Waste Collection • Parking • Taxi • Refreshment Vehicle • Transient Trader • Clean Yards • Property Standards • Prohibited Animals
Animal Care at Pound - Whitewater, Renfrew, Horton	
Selling Dog Tags – Whitewater	
Proactive Prevention Education Awareness – Renfrew	
Preparation of Documents and Attendance at POC - Arnprior, Whitewater	
Monthly/Quarterly Reporting - Arnprior, Renfrew	
Bylaw Review – Renfrew	
Draft new or re-draft old by-laws - Whitewater	
Parking Ticket Administration - Renfrew	

2.2 “As Is” Profile - Animal Control

The seven LEG municipalities utilize the services of three district animal pounds: municipally operated facilities in Renfrew and Bonnechere Valley, as well as the Arnprior and District Humane Society. Pricing per municipality varies from a \$15,000 unlimited annual fee for Arnprior use of the Humane Society, to either \$1,000 a year and \$8.00 per dog/day at Renfrew, or \$2,820 per year and \$10 per dog/day at Bonnechere Valley. Greater Madawaska pays approximately \$3,000 annually for service provided at the Arnprior facility. The Renfrew facility requires MLES staff to care and feed animals while in the pound, whereas Arnprior and Bonnechere Valley provide that service themselves.

2.2.1 Implementation Roadmap

DO NOW	
By-Law and Animal Control	<ul style="list-style-type: none">• Negotiate 3-5 year multi-municipality service agreement to maintain stability of service and pricing• Develop back-up plan as necessary