

Local Efficiency Group (LEG)

Corporate Services

Protective Services

Asset Intensive Services

Parks & Recreation

2020 SERVICE DELIVERY REVIEW

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



Final Report - November 2020



Local Efficiency Group (LEG)
2020 Service Delivery Review – November 2020 – Final Report

November 5, 2020

Local Efficiency Group
c/o The Township of Greater Madawaska
19 Parnell Street, PO Box 180
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Attention:

Allison Vereyken, Clerk/Treasurer, Township of Admaston/Bromley
Robin Paquette, CAO, Town of Arnprior
Hope Dillabough, CAO/Clerk, Horton Township
Allison Holtzhauer, CAO/Clerk, Township of Greater Madawaska
Lindsey Lee, CAO/Clerk, Township of McNab/Braeside
Kim Bulmer, Clerk, Town of Renfrew
Robert Tremblay, CAO, Township of Whitewater Region



RE: Local Efficiency Group (LEG) 2020 Service Delivery Review

Dillon Consulting Limited, in collaboration with Performance Concepts Consulting, is pleased to submit our Final Report for the LEG 2020 Service Delivery Review.

We have enjoyed working with the Local Efficiency Group on this important project and trust that you will find our report in order. Should you have any questions or need assistance with the implementation of our recommendations, please contact the undersigned at dcampbell@dillon.ca or 613-745-2213 x3432.

Yours truly,

Dillon Consulting Limited

A handwritten signature in black ink that reads "Darla W. Campbell".

Darla Campbell, P.Eng., CSR-P
Associate & Project Manager

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Supplemental Report A: Corporate Services

Supplemental Report B: Protective Services

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About This Report

Dillon Consulting Limited, in partnership with Performance Concepts Inc., was retained by the Township of Greater Madawaska on behalf of the Local Efficiency Group to conduct a service delivery review of the seven municipalities on an individual basis and recommend sharing opportunities for two or more of the LEG municipalities. The LEG municipalities include the Townships of Admaston/Bromley, Greater Madawaska, Horton, McNab/Braeside, Whitewater and the Towns of Arnprior and Renfrew.

Acknowledgement

This project was initiated on March 6, 2020, just prior to the COVID-19 shutdown.

The consulting team would like to express our appreciation to the LEG municipalities and staff for their cooperation and input to this review. We acknowledge their commitment and flexibility to contribute to this project despite the challenges brought into daily operations as a result of the global pandemic.

EXECUTIVE SUMMARY

LEG Commissioned the Service Delivery Review to Identify Opportunities for Improvement and Collaboration

With a vision to find opportunities to work together and create efficiencies in municipal service delivery, seven municipalities serving a population of approximately 40,000 came together as an informal group to tackle this challenge. The representatives of the Local Efficiency Group (LEG) include the Mayor and the CAO/Clerk from each of the municipalities. The LEG municipalities include the Townships of Admaston/Bromley, Greater Madawaska, Horton, McNab/Braeside, Whitewater and the Towns of Arnprior and Renfrew.

Dillon Consulting Limited in collaboration with Performance Concepts Consulting was retained by the Township of Greater Madawaska on behalf of the LEG to complete a Service Delivery Review. This report provides a summary of findings, identification of issues, and discussion of solutions with implementation plan. Accompanying the Executive Summary is the main report with additional information supporting the recommendations and four Supplemental Reports with current situation (as is) profile for each of the four service areas across the seven municipalities in LEG.

Guiding Principles of the LEG Project

The guiding principles of the LEG Project were established by the LEG Steering Committee during the project. The guiding principles are:

- Finding efficiencies through cost avoidance, asset management, operational and customer service efficiencies;
- Fairness to all players;
- Sharing opportunities;
- Driving sustainable and resilient operations (short-term and long-term);
- Regular check-in of LEG municipalities; and,
- Ongoing commitment to sharing culture.

What the Service Delivery Review Looked At

The review of the services delivered by the municipalities was organized into the following four service clusters:



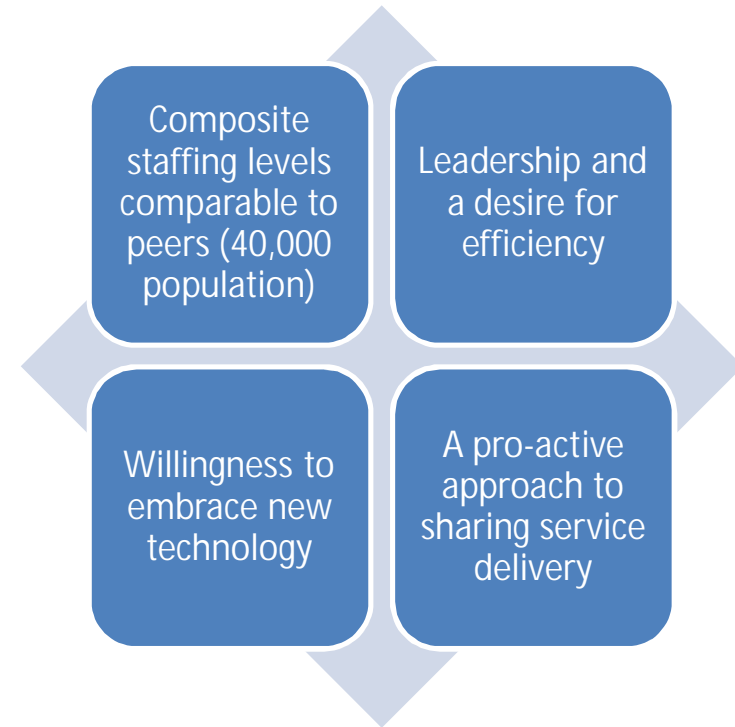
Findings

A Methodology Based on Evidence

The Service Delivery Review used an evidence-based methodology for the scope of the service review so that the recommendations are informed by the results of the consultation, research / peer review, and review of existing operations.

Areas of Strength

While the purpose of the Service Delivery Review was to find opportunities to improve municipal operations within and across the collective, the consulting team found that the LEG municipalities demonstrated several areas of existing strength across the LEG municipalities and within the service clusters.



The Perception of LEG’s Service Shapes How It Needs to Move Forward

Perception

The LEG municipalities are viewed (by external stakeholders) as having opportunities to increase efficiency by removing redundancies in municipal service delivery.

Delivery

LEG can develop sustainable operations and increase efficiency by coordinating service delivery across LEG and maintaining levels of service.

The areas for improvement are coordination across the LEG for borderless service delivery, including shared senior staff, shared equipment and shared back office services.

The [Transformational and Tactical Recommendations](#) that follow reflect one or more of these areas for improvement.

T – Transformational Recommendations (provide significant opportunity for long-term operational resilience)

R – Tactical Recommendations (provide incremental improvement, generally easier to implement)

Corporate Services

- The consolidation of technology and management between LEG municipalities can transform service delivery.

T1

Recommendation:
Transform service delivery by consolidation of technology and management between 3-4 LEG municipalities.

Benefits

A single shared financial system would be managed by a shared Finance staffing model. A consolidated Senior Treasurer, working with a distributed team of analysts, leverage efficiencies on behalf of 3-4 LEG municipalities.

Fixed technology costs would be spread across LEG partners, as would consolidated staffing requirements. Surplus positions (from the current duplicated models) could be redeployed to meet emerging needs/priorities.

- Shared human resources management expertise can increase level of service and coordinate shared service delivery of staff.

T2

Recommendation:
LEG shared staffing model for two HR specialists (excluding Arnprior) to each serve three LEG municipalities.

Benefits

Increased level of service providing professional expertise essential to change management and good government.

Allowing municipalities to develop a service individual demands currently make unfeasible. Increasing existing staff capacity and moving HR activities from “the side of the desk” to an organizational focus.

- Current Value Assessment (CVA) base management support to improve current evaluation process.

R1

Recommendation:
Jointly retain expert advice in Property Tax Assessment Base management to reduce the number of tax appeals.

Benefits

Decreased cost through more active management of tax appeals and municipal tax base resulting in a reduction in “at risk assessment” loss of revenue.
The size of total CVA defence net savings will depend on the number of LEG participants and the nature/objectives of the custom-deisgned CVA defence program of contracted services.

- Consolidated purchase of vendor services to decrease cost to individual municipalities.

R2

Recommendation:
Consolidated purchase for vendor services such as insurance, banking, audit, legal and IT maintenance and core system. Consider payroll administration contracted service in Do Later.

Benefits

Decreased cost through pricing efficiencies for standard services in the 10-20% range. Billable hour pricing may expand in longer term.

- Consider customer relationship management (CRM) tool to increase level of service.

R3

Recommendation:
Consider wide application across LEG of a customer relationship management (CRM) system.

Benefits

Increased level of service and financial benefit to a group purchasing plan for technology to modernize customer relationship management.

Development Services

- Consider improvements to the Development Application Process (DAP) to meet the growth demand from the extension of Highway 417, addressing development pressures for Greater Madawaska, McNab/Braeside, Renfrew and Horton.

R4

Recommendation:
Establish a 417 Growth Preparedness Working Group to develop and execute a business plan and secure delegated authority from County for sub-division approvals.

Benefits

Develop economies of scale in future greenfield Development Application Process and increase level of service to the developers by using the same model across the 417 Extension lands located inside LEG.

Fire Services

- Emergency response times can be improved with borderless emergency response model and automatic aid agreements.

R5

Recommendation:
Borderless Emergency Response be established by automatic aid agreements across the LEG. Planning and implementation be referred to new Fire Services Shared Working Group.

Benefits

Borderless Emergency Response enhances response time by calling on the closest fire station (by travel time) to respond in 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.

- Increased First Line of Defence activities can be considered an investment that pays off in reduced fire losses and suppression costs.

R6

Recommendation:
Initiate First Line of Defence planning and budgeting, execute the work plan and deliver KPI reporting at year end.

Benefits

Increased First Line of Defence activities should be considered an investment that pays off in reduced fire losses and suppression costs.

- The operating of seven separate fire departments can be made more efficient with organization design and leadership changes.

T3

Recommendation:
Sharing of fire administration and leadership services amongst two or more municipalities but maintain cadre of local fire fighters managed by a joint full-time chief and senior officers in each department.

Benefits

Reduce redundancies and distractions of the Fire Chief (i.e. currently holding multiple roles) and increase sharing of resources, equipment and training across the group of municipalities.

- With aging fire stations across LEG, consolidation of fire facilities will reduce capital improvement pressures over time.

T4

Recommendation:
Consolidate fire station infrastructure using a primary and smaller satellite station model while not impacting staffing model.

Benefits

Cost avoidance depends on the model selected. With a potential replacement cost across LEG, estimated between \$14,850,000 to \$27,500,000 (for 55,000 sq. ft. actual station requirement), cost avoidance ranges from \$500,000 to \$3,875,000. For projects that are "shovel ready" for a future grant program, additional financial benefits would be realized.

- Training for fire fighters can be enhanced with a shared training model.

R7

Recommendation:
Develop a training sharing model for implementation across the LEG municipalities for fire fighter training.

Benefits

Increased level of service in providing training to the LEG fire fighters. Less travel time to attend training sessions and sessions can be offered more frequently to meet training needs sooner.

- Communications (dispatch) can be improved with a dedicated fire services dispatching service provider.

R8

Recommendation:
Join a dedicated fire dispatch service as a LEG group for improved communication.

Benefits

Working together the LEG municipalities should be able to negotiate a "bulk purchase" for joining a dedicated fire dispatch service. Improved communication and reporting could be achieved with annual costs as low as \$3.00 per resident.

By-Law Enforcement Services

- By-Law and animal control services could become more sustainable with a multi-year, multi-municipality agreement.

R9

Recommendation:
Develop multi-year, multi-municipality service agreement with current service provider for by-law and animal control.

Benefits

Cost avoidance of future escalating costs (in-house delivery model or a different vendor) by negotiating 3 to 5 year multi-municipality service agreement to maintain stability of service and pricing. LEG municipalities could add additional services to the package, freeing up staff time for other areas while benefiting from group purchase.

Roads and Winter Control

- The consolidation of Public Works management across the LEG municipalities can enhance borderless service delivery.

T5

Recommendation:
Consolidate Public Works management across the LEG municipalities with a new position for Public Works Director with a direct report from each LEG municipality and one new water/wastewater coordinator.

Benefits

By consolidating the leadership of Public Works into one position, the LEG municipalities will share in the marginal additional cost to hire more seasoned Public Works Director who can monitor and measure the benefits of borderless services and identify opportunities for continuous improvement.

Facilitating the sharing of equipment, staffing resources and sharing of vehicles could result in lower capital costs and maintenance costs.

- The rate of salt application for winter control can be reduced to decrease cost of salt and lessen the environmental impact while maintaining Minimum Maintenance Standards.

R10

Recommendation:
Consider a target of reducing salt application by 15%. Implement through training, monitoring of computerized spreading equipment and review of results.

Benefits

Reduced cost of salt and reduced environmental impact, depending on the winter season, could generate \$20,000 savings per LEG municipality.
There is also the additional benefit of reduced environmental impact from reduced road salt usage.

- Paved roads with low traffic can generate cost avoidance by converting rural paved roads with AADT<200 to gravel roads at the end of lifespan, at least temporarily.

R11

Recommendation:
Consider converting rural roads with AADT<200 to gravel roads at the end of lifespan, at least temporarily.

Benefits

Converting to gravel roads on a temporary basis may be more suitable for LEG municipalities with concerns about long-term maintenance, as additional gravel would likely need to be added at some point during the converted gravel road's lifespan. This will at least buy some time until funds are available for a larger investment.

- Additional boundary road agreements and borderless services approach to road maintenance and winter control can improve levels of service and efficiency.

R12

Recommendation:
Consider additional boundary agreements for road maintenance and winter control, as well as roads within municipal boundaries that generate efficiencies.

Benefits

Additional road agreements in a borderless services model creates more efficient routing and reduces overtime. Reducing overtime hours by 25% would generate savings of close to \$10,000 per municipality on an annual basis.

Waste and Recycling

- By adopting a LEG community-based approach for waste and recycling, neighbouring municipalities can effectively share, promote and highlight enhancements for waste management initiatives thereby allowing local governments a greater opportunity to identify areas for collaboration and best practices.

R13

Recommendation:
Create a LEG Community of Practice for Waste and Recycling services to allow local municipalities a greater opportunity to identify areas for collaboration and best practice.

Benefits

The Community of Practice would consider issues that could generate benefits in the future such as: enhanced program management and collaboration; improved training through sharing of best practices and lessons learned; and further shared service development opportunity.

- Consider opportunities to extend the life of municipal landfills, such as diverting organic material entering the waste stream.

R14

Recommendation:
Jointly engage a consultant to complete residential waste composition studies to provide critical data in developing optimized waste management plans.

Benefits

By understanding waste composition, LEG municipalities can better develop waste management strategies with improved data for decision-making. It would be more cost-effective to deliver the waste studies jointly.

- Municipalities operating wastewater facilities can look for alternate disposal options and free up future capacity at landfills and consider potential green energy solution.

R15

Recommendation:
LEG municipalities with wastewater treatment facilities should consider alternate reuse options for biosolids to free up capacity at landfills.

Benefits

Beneficial reuse of biosolids provides environmental and economic benefits as well as extending life of landfills.
Potential for green energy generation facility that could receive biosolids from outside LEG municipalities on a fee for service.

- Household hazardous waste (HHW) drop-off opportunities could be expanded to increase diversion from regular waste stream.

R16

Recommendation:
Explore Household Hazardous Waste opportunities to increase service delivery capacity, consider mobile service delivery and technological innovation to increase resident awareness/ participation.

Benefits

Increased level of service for residents through ease of drop-off and convenience and reduced environmental impact through improved program participation and increase in waste properly disposed

Engineering, Asset Management and Fleet

- With the increase in growth expected from Highway 417 extension, a more consistent approach to design standards across LEG municipalities would improve efficiency and increase levels of service to the development community.

R17

Recommendation:
Recommend LEG municipalities identify preferred development standards and engage a consultant to assist in creating a common Development Standards Manual.

Benefits

Common design standards across LEG: increase efficiency in engineering review and development approvals process; and improve levels of service to the community.

Also creates an opportunity for sharing staff for workflow management.

- Consider increasing asset management capacity now to meet the new asset management regulation in Ontario (O.Reg. 588/17), with significant efficiencies gained over time as lifecycle strategies for all assets are implemented and managed more pro-actively.

R18

Recommendation:
Recommend a new shared position for Asset Management Coordinator/Analyst to serve a group of LEG municipalities.

Benefits

Increase efficiency with a dedicated focus on asset management activities and a well-developed understanding of each municipality's assets and associated tools and alleviate capacity issues to meet requirements of O.Reg. 588/17. Significant efficiencies gained over time as lifecycle strategies for all assets are implemented and managed more pro-actively.

- Consider implementing a common asset management technology or tools across the LEG municipalities to gain efficiencies in training, create opportunities for sharing staff and meeting requirements of O.Reg. 588/17.

R19

Recommendation:
Implement similar or like Asset Management Software and tools.

Benefits

A common asset management software would reduce costs through combined training efforts and create efficiencies in using a common approach. Organisational resiliency through community of practice and peer support and increased efficiency in implementing best practices.

- With aging fleet equipment and increasing maintenance costs and reduced reliability, identify improved lifecycle strategy.

R20

Recommendation:
Reduce vehicle/ equipment lifecycle expectancy to 10-years.

Benefits

Cost avoidance of high maintenance costs associated with vehicles over 10-years old and increased level of service through improved equipment reliability and reduced staff time required for maintenance.

- The availability and usage of specialized equipment can increase with a sharing model across LEG municipalities.

R21

Recommendation:
Share infrequently used specialized equipment with other LEG municipalities.

Benefits

Sharing equipment provides savings through reduced cost for rental at preferred rates and cost avoidance through elimination of equipment purchase for infrequent use and reduction in redundant equipment.

- Consider a shared in-house mechanic to serve multiple LEG municipalities.

R22

Recommendation:
Shared in-house mechanic to serve LEG municipalities.

Benefits

Increase in reliability and availability of mechanic services. Using a sharing model spreads the cost of equipment and staff across individual municipalities who benefit with the service provided at lower hourly rate than private garage.

Parks and Recreation

- Service delivery can be enhanced through shared programming and use agreements.

R23

Recommendation:
Programming and use agreements for use or shared recreational programming.

Benefits

Increased level of service through expanded service offerings.

- Service delivery can be enhanced through knowledge sharing amongst Parks and Recreation staff throughout LEG.

R24

Recommendation:
Develop a LEG Parks and Recreation Community of Practice with staff representation (volunteer) to share and discussion outcomes from the Renfrew County Parks and Recreation discussions.

Benefits

Address efficiencies such as reduce conflicts in event programming; find opportunities for shared programming; and increase level of service through expanded service offerings.

- Service delivery can be enhanced through the use of an online hub for Parks and Recreation.

R25

Recommendation:
Online Hub for Parks and Recreation. Evaluate existing programs to determine feasibility of a shared software purchase. Develop a shared online calendar of events / seasonal guide for all LEG municipalities.

Benefits

Increased efficiency in public communication by providing a localized directory of events and programs from across LEG. Reduced cost for individual program use and lowering individual barriers to entry through economies of scale.

- Service delivery can be enhanced with a sharing model for Major Facilities and Community Centres.

R26

Recommendation:
Sharing Model for Facilities. Develop a group strategy for collaboration with school boards and private business for facility use agreements. Look at sharing certified playground inspectors.

Benefits

Cost avoidance and asset management planning alignment opportunity by expanding use agreements and potentially decreasing the need for duplicate facility assets and costly replacement/ renewal investments.
Increased level of service by providing additional facility use to residents.

- Service delivery can be enhanced through facility improvements and achieving universal accessibility.

R27

Recommendation:
Consider a coordinated effort to explore feasibility for future aquatics access across interested LEG municipalities.

Benefits

Increased level of service providing more accessible facilities to residents and improved asset management of facilities, saving money over time with optimal lifecycle investments.

- Service delivery can be enhanced by master planning for Recreation, Parks and Trails across LEG municipalities.

R28

Recommendation:
Recreation, Parks and Trails Master Plan. A coordinated approach be applied to the acquisition and planning of future facilities, parks and trails.

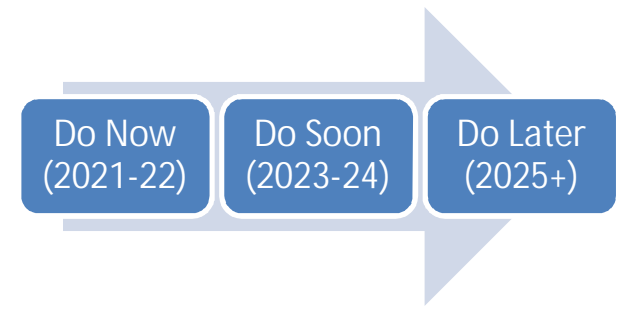
Benefits

Increased level of service providing more parks and trails services to residents in a coordinated manner.

Reduced cost for Master Plan study through economies of scale.

Roadmap for Implementation

The LEG needs to champion implementation through leadership, assigning resources, and setting achievable timeframes for implementing the recommendations. It is expected that the LEG Strategy Group will lead implementation and allocate resources as necessary. The suggested framework with a proposed implementation roadmap is presented in the Appendix.



Additional details on municipal “As-Is” information, benchmarking and analysis are available in Supplemental Reports to the Service Delivery Review, namely Report A (Corporate and Development Services), Report B (Protective Services), Report C (Asset Intensive Services) and Report D (Parks and Recreation Services).

Conclusion: A Vision of Performance Improvement through Transformation

Moving forward with the Transformational Recommendations has the potential to transform local government operations, with the added benefit of choosing the future by design. The Tactical Recommendations will show performance improvement in service delivery, achieving more efficient operations. The task of the LEG Strategy Group is to move forward and always keeping in mind the principles of the Local Efficiency Group, providing a sense of fairness to all partners, developing a sharing culture and being open to continuous improvement.

APPENDIX:
SUMMARY OF RECOMMENDATIONS AND IMPLEMENTATION ROADMAP

SUMMARY OF RECOMMENDATIONS						IMPLEMENTATION ROADMAP		
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
CORPORATE AND DEVELOPMENT SERVICES – CLUSTER A								
Corporate Services								
T1	Transform service delivery by consolidation of technology and management between 3-4 LEG municipalities.							
i	Shared ERP Financial System Explore/ verify LEG appetite for a shared multi-entity Enterprise Resource Planning (ERP) solution and staffing model. Providing a single modern cloud-based accounting and ERP platform with customized account/ reporting/ budget structures for individual LEG municipalities. Following the model of private sector firms in consolidating back-office financial systems using “multi-entity ERP” solutions.	<ul style="list-style-type: none"> Increased LOS through efficiency improvements by allowing LEG members to update dated versions of Vadim and other accounting/ERP platforms Decreased cost of system updates for individual municipalities Organizational resiliency through community of practice with common system amongst peers 	LEG	LEG	LEG	<p>A. Conduct a facilitated brainstorming workshop of interested LEG members to address the functional/design requirements of a multi-entity ERP solution – including available vendors and implementation scoping/pricing</p> <p>B. Develop ERP/MMS functionality profile and transition plan for implementation...secure 3rd party expert PM capacity</p>	<p>C. Assuming required interest/intent, execute a procurement process to secure the necessary ERP solution + implementation expertise via a shared capital project.</p> <p>D. Prepare a transition plan to the shared multi-entity ERP + MMS solution.</p>	<p>E. Execute transition to shared multi-entity ERP/MMS and initiate a phased transition to the shared management model.</p>
ii	Shared Asset Management/ Maintenance Management System (AM/MMS) Software solution to support activity based tracking maintenance activities against the specific asset objects consuming those resources. Enable the development of bottom-up activity based maintenance budgets tracked against actual maintenance activity delivered. Maintenance hours could be recorded once by staff in the field on mobile devices and then simultaneously populated in both the MMS and payroll modules of a multi-entity ERP.	<ul style="list-style-type: none"> Increased LOS by improvements in asset management and capital/ operational planning. Increasing efficiency by which asset and financial data are used in asset management and meeting requirements of O.Reg. 588/17 Decreased cost of system purchased for individual municipality and potential long term cost saving in asset investment 	LEG	LEG	LEG			

LEGEND: T – Transformational Recommendations (provide significant opportunity for long-term operational resilience)
R – Tactical Recommendations (provide incremental improvement, generally easier to implement)

SUMMARY OF RECOMMENDATIONS						IMPLEMENTATION ROADMAP		
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
CORPORATE AND DEVELOPMENT SERVICES – CLUSTER A								
iii	Shared Management Model Consolidated management models can be configured for groups of 3-4 LEG municipalities to support the consolidated backroom finance and data management model. A single ERP financial system managed by a shared Finance staffing model composed of a Senior Treasurer and distributed team of analysis/specialists.				LEG			F. Initiate a phased transition to the consolidated staffing models for Finance and Public Works
T2	LEG shared staffing model for two HR specialists (excluding Arnrior) to each serve three LEG municipalities.							
	Shared LEG staffing model for 2 HR specialists (excluding Arnrior) has been justified by demand estimates/requirements identified by each participating municipality. A variety of implementation options are available and are highly flexible based on operational demands.	<ul style="list-style-type: none"> Increased LOS providing professional expertise essential to change management and good government. Allowing municipalities to develop a service individual demands currently make unfeasible. Increasing existing staff capacity and moving HR activities from “the side of the desk” to an organizational focus 	AB H GM MB RF WW	AB H GM MB RF WW		<p>A. Finalize LEG participants, staffing hours requirement and 2021 budget commitment (for 2nd half of 2021)</p> <p>B. Finalize anchor LEG municipalities to hire the HR specialists and proceed with recruitment for a targeted hire in Q3 2021</p>	<p>C. Ongoing refinement of HR specialists work plan/division of labour/roles. Continuing integration within/across LEG municipal work teams</p> <p>D. Fully integrated HR Specialists model moving forward.</p>	

SUMMARY OF RECOMMENDATIONS						IMPLEMENTATION ROADMAP		
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
CORPORATE AND DEVELOPMENT SERVICES – CLUSTER A								
R1	Jointly retain expert advice in Property Tax Assessment Base management to reduce the number of tax appeals.							
	Secure an expert/proven contractor to provide “CVA defense” services to the LEG or Renfrew County via a mixed program of proactive and reactive advice/analysis/legal services	<ul style="list-style-type: none"> Decreased cost through more active management of tax appeals and municipal tax base resulting in a reduction in “at risk assessment” loss 	LEG	LEG	LEG	<p>A. Initiate a CVA defense dialogue with a recognized expert firm re. the appropriate proactive/reactive program to meet the needs of the LEG/Renfrew County</p> <p>B. Design/finalize a “best fit” program and secure 2021 budget approval from LEG participants or the County for a multi-year program.</p>	<p>C. Rollout/execute the initial full-year plan for CVA defense</p> <p>D. Prepare a year-end value-for-money evaluation of the CVA defense investment (after 18 months in the field)</p> <p>E. Execute program refinements as appropriate</p>	F. Execute refined CVA defense program across remainder of contract period – with annual value-for-money performance reports (e.g. ratio of dollars spent versus tax revenues preserved or CVA added)
R2	Consolidated purchase for vendor services such as insurance, banking, audit, legal and IT maintenance and core system. Consider payroll administration contracted service in Do Later.							
	Establish LEG technical working group of staff to rollout bulk purchasing of various professional services addressed in recommendations below.	<ul style="list-style-type: none"> Efficiency in providing a venue for discussions of technical implementation of shared services 	LEG			<p>A. Rollout out LEG-wide bulk purchase of Audit services in time for 2022 budget</p> <p>B. Rollout LEG-wide bulk purchase of Banking services in time for 2022 budget</p> <p>C. Rapid rollout of bulk purchase of Insurance services for AB, H, GM, MB & RF for mid-year 2021</p> <p>D. AP, H & MB to issue bulk purchase to their common provider of Legal services</p>	<p>E. Rollout LEG-wide bulk purchase of IT support and project-based services in time for 2023 budget</p> <p>F. Consider shared CRM tool purchase and deployment – resulting in standardized work order driven follow-up to public complaints and service requests</p> <p>G. Consider bulk contracting option for LEG payroll services processing – could be harmonized with backroom multi-entity ERP solution addressed in</p>	
i	Consolidated Purchase - Insurance Two bulk purchasing groups have been identified for insurance services in the Do Now to Do Soon term. In the long term or if short extensions to contracts expiring in 2021 are possible the two groups should be combined to realize further efficiencies.	<ul style="list-style-type: none"> Decreased cost through pricing efficiencies for standard insurance services in the 10-20% range. Billable hour pricing may expand in longer term. 	AB H GM MB RF	AP WW				
ii	Consolidated Purchase - Banking Joint purchasing opportunity for all LEG municipalities to obtain services from a single provider.	<ul style="list-style-type: none"> Decreased cost through pricing efficiencies for standard banking services in the 10-20% range. 	LEG					

SUMMARY OF RECOMMENDATIONS						IMPLEMENTATION ROADMAP		
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
CORPORATE AND DEVELOPMENT SERVICES – CLUSTER A								
iii	Consolidated Purchase - Audit Joint purchasing opportunity for majority of LEG municipalities to obtain services from a single provider. Those with annual renewals or no contract to implement in the Do Now term and other included as existing contractual agreements expire.	<ul style="list-style-type: none"> Decreased cost through pricing efficiencies for standard auditing services in the 10-20% range. Billable hour pricing may expand in longer term. 	AB H GM MB RF	AP WW			Cluster A Final Report	
iv	Consolidated Purchase - Legal Joint purchasing opportunity for legal services from a common provider, or a roster of providers.	<ul style="list-style-type: none"> Decreased cost through efficiency of service for standard legal services in the 10% range. Billable hour pricing may expand in longer term. 	LEG					
v	Consolidated Purchase - IT Maintenance & Core System Bulk purchase opportunity for IT support and project management/ development solutions through standing offer or tender.	<ul style="list-style-type: none"> Decreased cost through pricing efficiencies for standard IT services in the 10-20% range. Billable hour pricing may expand in longer term. 		LEG				
vi	Consolidated Purchase - Benefits Continue with the current County model for benefits procurement. Whitewater to join County benefits program.	<ul style="list-style-type: none"> No change for six municipalities Improved benefits plan for Whitewater to join County program. 	WW					
vii	Payroll Administration Contracted Service Through joint financial and backroom efforts, further examination of combined external payroll administration, data entry and management should be examined. Following national trends in private sector organizations.	<ul style="list-style-type: none"> Decreased cost 		LEG				

SUMMARY OF RECOMMENDATIONS						IMPLEMENTATION ROADMAP		
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
CORPORATE AND DEVELOPMENT SERVICES – CLUSTER A								
R3	Consider wide application across LEG of a customer relationship management (CRM) system.							
	Review implementation of CRM tool in Arnprior for consideration of wide application across LEG moving municipalities towards modernization in customer relations.	<ul style="list-style-type: none"> Increased LOS by providing increased resident engagement opportunities Increased efficiency through automated processes and reduction in staff time required to log and process Improved data capture and performance measurement to be used in budgeting/ planning activities and reporting 	LEG			A. Review implementation of CRM tool in Arnprior for consideration of wide application across LEG municipalities		
Development Services								
R4	Establish a 417 Growth Preparedness Working Group to develop and execute a business plan and secure delegated authority from County for sub-division approvals.							
	Create Highway 417 Extension Growth Preparedness Working Group and develop Growth Preparedness Business Plan. Secure required CAO/Council approvals and finalize Highway 417 Growth Preparedness Business Plan. Begin to execute identified action items in the Plan.	<ul style="list-style-type: none"> Develop economies of scale in future greenfield Development Application Process 	GM HT MB RF	GM HT MB RF	GM HT MB RF	A. Establish Growth Preparedness Working Group and create and develop an inventory of preparedness issues to address in the Business Plan B. Secure necessary expert facilitation resources & prepare the draft 417 Extension Growth Preparedness Business Plan	C. Secure required CAO/Council approvals and finalize 417 Growth Preparedness Business Plan D. Begin to execute identified action items in the Plan	E. Continue Preparedness Plan execution and build-out of new LEG greenfield DAP model

SUMMARY OF RECOMMENDATIONS						IMPLEMENTATION ROADMAP		
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
CORPORATE AND DEVELOPMENT SERVICES – CLUSTER A								
i	Secure Delegated Authority from County for Sub-Division Approvals Secure delegated Sub-Division approvals authority from Renfrew County for LEG municipalities directly impacted by Highway 417 Extension.	<ul style="list-style-type: none"> Increased efficiency and control via streamlined greenfield DAP and direct oversight of LEG municipalities 	WW *And others without delegated authority	WW *And others without delegated authority	WW *And others without delegated authority	<p>A. Prepare a common LEG staff report to the Councils directly impacted by 417 Extension development pressures. Set out the case/precedents for delegated sub-division approvals.</p> <p>B. Initiate a dialogue with Renfrew County staff/ Council to review the merits of delegation – recognizing not all local municipalities in Renfrew County need opt for the new accountability model.</p>	<p>C. Integrate delegated sub-division approvals model into the 417 Extension Growth Preparedness business plan. Take full advantage of opportunity to streamline sub-division approvals process based on LEAN thinking/DAP best practices such as the new Lennox & Addington delegated model.</p>	<p>D. Rollout new streamlined/delegated approvals model to deal with 417 Extension pending applications</p>
ii	Building Inspector Capacity Secure available Building Inspector plans examination/ inspection hours for coverage/ added service across LEG municipalities (e.g. full utilization of the certified contract Building Inspector already working ½ time in Arnprior).	<ul style="list-style-type: none"> Fill capacity shortfall in select municipalities Increased resilience to future capacity increases for likely increase in development 	as required			<p>A. Hours can be secured in 2021 budget process by LEG “buyers” experiencing escalating development activity.</p>		
iii	Complex Building Inspection Capacity Create a Part 3 Complex Buildings roster of available/ certified CBO hours to execute plans examination and inspections. Establish a consistent cost recovery/ revenue generating billing rate. Develop a 2021 allocation of available Part 3 hours based on identified LEG municipality needs.	<ul style="list-style-type: none"> Increased efficiency and capacity by addressing shortage of qualified Part 3 Building staff across LEG 	LEG			<p>A. 3 certified CBOs to establish a consistent cost recovery/revenue generating billing rate. Develop a 2021 allocation of available Part 3 hours based on identified LEG need.</p>		

SUMMARY OF RECOMMENDATIONS						IMPLEMENTATION ROADMAP		
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
FIRE SERVICES AND BYLAWS SERVICES – CLUSTER B								
Fire Services								
R5	Borderless Emergency Response be established by automatic aid agreements across the LEG. Planning and implementation be referred to new Fire Services Shared Working Group.							
	Automatic aid agreements to be standardized across the LEG. 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.	<ul style="list-style-type: none"> Increased LOS through decrease in response times Reduced risk from existing capacity constraints and response time lag 	LEG	LEG		A. Model response time polygons for all LEG fire stations B. Draft standardized Automatic Aid Agreements C. Move towards borderless emergency response across the LEG	D. Move towards borderless emergency response beyond the LEG as appropriate	
R6	Initiate First Line of Defence planning and budgeting, execute the work plan and deliver KPI reporting at year end.							
	Sharing of dispersed inspection and education qualified staff to expand first line of defence service delivery across LEG. Initiate first line of defence planning and budgeting. Cost recovery rate is proposed as a fixed cost/ per hour billable rate to be determined by Service Sharing Working Group.	<ul style="list-style-type: none"> Reduced risk of fire losses and suppression costs 	LEG	LEG		A. Initiate First Line of Defense planning (needs and availability) and budgeting (unless incorporated into organizational model change)	B. Execute First Line of Defense work plan C. Deliver First Line of Defense KPI reporting at year-end	
T3	Sharing of fire administration and leadership services amongst two or more municipalities but maintain cadre of local fire fighters managed by a joint full-time chief and senior officers in each department.							
	Following recent trends amongst small Ontario municipalities, the sharing of administrative and leadership services amongst two or more municipalities is recommended for further review. Municipal fire departments would maintain cadre of local fire fighters, managed by joint full-time chief and senior officers in each department. Further investigation into optimal organizational design for shared administration and leadership is required.	<ul style="list-style-type: none"> Reduce redundancies and distractions of the Fire Chief (i.e. currently holding multiple roles) and increase sharing of resources, equipment and training across the group of municipalities. 	LEG	LEG		A. Determine most appropriate organizational model municipality by municipality B. Begin discussions on sharing administration and other services as appropriate	C. Obtain individual Council approvals on organizational design as appropriate D. Implement appropriate organizational models	

SUMMARY OF RECOMMENDATIONS						IMPLEMENTATION ROADMAP		
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
FIRE SERVICES AND BYLAWS SERVICES – CLUSTER B								
T4	Consolidate fire station infrastructure using a primary and smaller satellite station model while not impacting staffing model.							
	Consolidate fire station infrastructure using a primary and smaller satellite station model while not impacting staffing model. LEG members have inherited a significant number of aging fire station which are at or nearing end of life, posing a daunting asset management challenge. It is recommended that a system of primary and satellite station configurations be considered for LEG municipalities. There are a variety of possible configurations which should be reviewed in detail in further studies.	<ul style="list-style-type: none"> Cost avoidance through strategic investment in infrastructure renewal estimated between \$500,000 and \$3,875,000 Maintained LOS by maintaining resident insurance discounts and response times 	LEG *not including GM at this time	LEG *not including GM at this time	LEG *not including GM at this time	<p>A. In conjunction with appropriate organizational planning as per Recommendation T3, confirm station replacement needs and appropriate station locations</p> <p>B. Complete functional station designs</p> <p>C. Perform financing/costing due diligence</p>	<p>D. Prepare “shovel-ready” capital projects (Timing to be adjusted to qualify for a future/upcoming Federal/Provincial/Municipal Infrastructure Project)</p> <p>E. Prepare and Execute RFP for capital projects</p>	F. Could shift to “Do Later” as needed for project funding or conventional capital program
R7	Develop a training sharing model for implementation across the LEG municipalities for fire fighter training.							
	Limited training opportunities are available in Renfrew County. It is recommended that resources for recruit and ongoing training be shared and developed to provide training to LEG municipality fire services staff.	<ul style="list-style-type: none"> Increased efficiency by increasing the access to training for staff in LEG municipalities Decreased cost associated with bringing training resources in through joint procurement and sharing of costs 	LEG			A. Begin sharing resources for recruit and ongoing firefighter training		

SUMMARY OF RECOMMENDATIONS						IMPLEMENTATION ROADMAP		
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
FIRE SERVICES AND BYLAWS SERVICES – CLUSTER B								
R8	Join a dedicated fire dispatch service as a LEG group for improved communication.							
	Establish cross-municipality Fire Services Sharing Group to guide implementation of recommendations and investigate additional sharing opportunities such as review ongoing dispatching concerns with County/Ministry of Health and Long Term Care, and source alternate service provider as necessary.	Working together the LEG municipalities should be able to negotiate a "bulk purchase" for joining a dedicated fire dispatch service if needed. Improved communication and reporting could be achieved with annual costs as low as \$3.00 per resident.	LEG			A. Fire Sharing Services Group to investigate sharing opportunities, initially dealing with borderless Automatic Aid agreements as per Recommendation R5 and R6, Specialty Services, Training and First Line of Defense opportunities	B. Fire Sharing Services Group to investigate further opportunities: Communications (Dispatch), Bulk Purchasing, Shared Human Resources, etc.	
i	Tiered Medical Response LEG municipalities indicated interest in participating in tiered response, however at the current time the data indicates little community benefit to response times for the associated investment. The consideration of tiered response should be revisited by the Fire Services Sharing Working Group.	<ul style="list-style-type: none"> Improved service 		LEG			C. Investigate tiered medical response	
By-Law Enforcement								
R9	Develop multi-year, multi-municipality service agreement with current service provider for by-law and animal control.							
	LEG municipalities to develop a multi-year, multi-municipality service agreement for by-law and animal control. The consideration of adding additional services to the package (by-law review and updating, etc.) is recommended. Development of back-up/ alternate provider as necessary.	<ul style="list-style-type: none"> Reduced risk in service disruption with multi-year agreement Cost avoidance of future escalating costs from annual renewals or in-house service Increased efficiency freeing up existing staff time to be deployed in other areas 	LEG			A. Negotiate 3-5 year multi-municipality service agreement to maintain stability of service and pricing		

SUMMARY OF RECOMMENDATIONS					IMPLEMENTATION ROADMAP			
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
PUBLIC WORKS – CLUSTER C								
T5	Consolidate Public Works management across the LEG municipalities with a new position for Public Works Director with a direct report from each LEG municipality and one new water/wastewater coordinator.							
	<p>Consolidate Public Works management across the LEG municipalities with a new position for Public Works Director with a direct report from each LEG municipality and one new water/wastewater coordinator. The Public Works Director would report to each Municipal Council and be supported by a direct report from each municipality.</p>	<p>By consolidating the leadership of Public Works into one position, the LEG municipalities will share in the marginal additional cost to hire more seasoned Public Works Director who can monitor and measure the benefits of borderless services and identify opportunities for continuous improvement.</p> <p>Facilitating the sharing of equipment, staffing resources and sharing of vehicles could result in lower capital costs and maintenance costs.</p> <ul style="list-style-type: none"> • Alleviate resourcing/ capacity issues • Future shared service implementation efficiency through understanding of multiple municipalities • Change Management Agent to support the implementation of the recommendations. Report to LEG or serve on the LEG Strategy Group. 	LEG			<p>A. LEG municipalities should meet and discuss the need and level of effort required for each LEG municipality.</p> <p>B. Hire a shared Public Works Director and implement cost sharing agreement.</p>		

SUMMARY OF RECOMMENDATIONS						IMPLEMENTATION ROADMAP		
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
PUBLIC WORKS – CLUSTER C								
Roads and Winter Control								
R10	Consider a target of reducing salt application by 15%. Implement through training, monitoring of computerized spreading equipment and review of results.							
	Based on current research and benchmarking against municipalities with advanced winter control services, a 15% reduction in salt application is recommended. Implementation through training, monitoring of computerized spreading equipment and review of results.	<ul style="list-style-type: none"> Reduced cost of salt and reduced environmental impact, depending on the winter season, could generate \$20,000 savings per LEG municipality. There is also the additional benefit of reduced environmental impact from reduced road salt usage. 	LEG	LEG		<p>A. Educate staff (operators and supervisors).</p> <p>B. Monitor the computerized equipment spreaders. Efforts to reduce salt application can then be measured against this baseline, and the target 15% reduction can be measured and achieved.</p>	<p>C. Continue to reduce the salt application rate if a 15% reduction provides adequate ice maintenance.</p>	
i	Continue Joint Purchase of Salt During the project Renfrew engaged LEG members in a joint negotiation for bulk pricing for salt for 5-years. It is recommended LEG continue this collaboration in future salt and sand purchasing.	<ul style="list-style-type: none"> Reduced cost and established pricing for 5-year term. 	LEG					
R11	Consider converting rural roads with AADT<200 to gravel roads at the end of lifespan, at least temporarily.							
	Rural dominant LEG municipalities to convert paved roads with low traffic (AADT<200) to gravel roads at the end of their lifespan, at least temporarily. Surface stabilization techniques to minimize the amount of maintenance are recommended when considering conversion to gravel.	Converting to gravel roads on a temporary basis may be more suitable for LEG municipalities with concerns about long-term maintenance, as additional gravel would likely need to be added at some point during the converted gravel road's lifespan. This will at least buy some time until funds are available for a larger investment.	AB H GM MB WW	AB H GM MB WW	AB H GM MB WW	<p>A. Conduct traffic studies to determine which rural paved roads are suitable to convert to gravel at the end of lifespan.</p>	<p>B. Evaluate the paved road conditions for roads that meet the AADT target. Roads in poor condition nearing the end of lifespan should then be planned for conversion. This may include reducing design speeds to 50 km/hr.</p>	<p>C. Inform and educate the public about planned road conversions. Early and effective communication is key here.</p> <p>D. Convert suitable paved roads to gravel and apply stabilization techniques.</p>

SUMMARY OF RECOMMENDATIONS						IMPLEMENTATION ROADMAP		
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
PUBLIC WORKS – CLUSTER C								
R12	Consider additional boundary agreements for road maintenance and winter control, as well as roads within municipal boundaries that generate efficiencies.							
	Significant number of boundaries roads between LEG municipalities do not have current formal agreements. It is recommended to develop agreements (formal and informal) to further capture the current efficiencies in cost and staff time experienced with current agreements. Road agreements should be based on proximity to public works garages and efforts to reduce overtime hours and not be limited to boundary roads.	Additional road agreements in a borderless services model creates more efficient routing and reduces overtime. Reducing overtime hours by 25% would generate savings of close to \$10,000 per municipality on an annual basis.	LEG			A. Organize and conduct meetings with neighbouring municipalities to discuss the feasibility of some potential road agreements B. Decide on formal or informal road agreements and develop documentation for these agreements (if necessary)		
R13	Create a LEG Community of Practice for Waste and Recycling services to allow local municipalities a greater opportunity to identify areas for collaboration and best practice.							
	Recommended that LEG develop a Waste and Recycling specific community of practice to share, promote and highlight enhancements for waste management initiatives thereby allowing local governments a greater opportunity to identify areas for collaboration and best practices	<ul style="list-style-type: none"> Enhanced program management and collaboration Improved training through sharing of best practices and lessons learned Further shared service development opportunity 	LEG			A. Set goals and objectives B. Establish a corporate infrastructure C. Be aware of the experience and knowledge each member brings to the table. D. Hold an introductory meeting for all members / Establish a Chair E. Use social media platforms and online forums to keep in touch		

SUMMARY OF RECOMMENDATIONS						IMPLEMENTATION ROADMAP		
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
PUBLIC WORKS – CLUSTER C								
Waste and Recycling								
R14	Jointly engage a consultant to complete residential waste composition studies to provide critical data in developing optimized waste management plans.							
	LEG municipalities to jointly engage a consultant to complete waste composition studies to provide critical data in developing optimized waste management plans.	<ul style="list-style-type: none"> Improved data for decision-making, by understanding waste composition LEG municipalities can better develop waste management strategies Reduced cost of study through group purchase of services 		LEG	LEG		A. Utilize 'best practices' from across environmental agencies, organizations, local governments and determining what procedures and practices they might be able to implement in order to better reduce wasteful household organic waste. (e.g.: Adapted from the Environmental Protection Agency: "Too Good to Waste Implementation Guide and Toolkit")	B. Consider developing strategies to look for new and innovative ways to acquire funding from across different organizations and sources. Some of these sources could include:
R15	LEG municipalities with wastewater treatment facilities should consider alternate reuse options for biosolids to free up capacity at landfills.							
	LEG municipalities operating municipal wastewater treatment facilities should consult existing guidance on biosolids management best practices and consider the completion of biosolids management analysis.	<ul style="list-style-type: none"> Improved data for decision making, understanding the key environmental and financial benefits that may be realized by implementing bi-solids best practices Cost recover opportunities through improved biosolids management 		AP RF WW	AP RF WW		A. Arnprior, Renfrew and Whitewater should develop a vision for the biosolids program that defines the goals and objectives and the roles and responsibilities of the various staff. B. Train staff and develop standard (and emergency) operating procedures to improve	C. Monitor activities, processes and the final product, maintain records and report to the various interested parties including management, elected officials, the public and regulatory agencies. D. Review and evaluate results against objectives and implement any corrective actions that are

SUMMARY OF RECOMMENDATIONS						IMPLEMENTATION ROADMAP		
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
PUBLIC WORKS – CLUSTER C								
							the quality of the product and achieve compliance.	necessary to achieve what was planned.
R16	Explore Household Hazardous Waste opportunities to increase service delivery capacity, consider mobile service delivery and technological innovation to increase resident awareness/ participation.							
	While programs for hazardous household waste exist, there is currently limited access to these programs within LEG. Recommended that LEG municipalities further examine opportunities for increases in service delivery capacity, mobile service delivery and technological innovation to increase LOS and resident awareness/ participation.	<ul style="list-style-type: none"> Increased LOS for residents through ease of drop-off and convenience Reduced environmental impact through improved program participation and increase in waste properly disposed 	LEG	LEG	LEG	A. Analyze and determine the costs associated with staggering drop-off dates throughout the course of the year at the Renfrew landfill site to provide greater access to residents to drop off their household hazardous waste.	B. Pilot mobile household hazardous waste days on multiple event days and locations and determine if such measures provide greater effectiveness for the removal of HHW.	C. Measures including targeted advertising campaigns and even implementing a phone app to better promote current measures to dispose of HHW should be considered.
Engineering and Asset Management								
R17	Recommend LEG municipalities identify preferred development standards and engage a consultant to assist in creating a common Development Standards Manual.							
	Recommended LEG municipalities identify preferred development standards and engage a consultant to assist in creating a common Development Standards Manual.	<ul style="list-style-type: none"> Increased efficiency in engineering review and development approvals process. Considerable benefit with increased development pressure likely from Highway 417 extension Opportunity for sharing staff for workflow management 	LEG	LEG		A. LEG municipalities should meet to discuss their preferred development standards, and decide on one or multiple groups for a shared Development Standards Manual.	B. Develop an RFP (or RFPs) for consultants to bid on creating a shared Development Standards Manual.	
R18	Recommend a new shared position for Asset Management Coordinator/ Analyst to serve a group of LEG municipalities.							
	Recommend a new shared asset management coordinator/ analyst position to serve a group of LEG municipalities.	<ul style="list-style-type: none"> Increased efficiency by having dedicated focus on asset management activities and a well-developed understanding of associated tools Alleviate resourcing/ capacity issues 	LEG			A. LEG municipalities should meet to discuss which groups will work best for a shared asset management coordinator position.		
						B. Post a job for a shared asset management coordinator (or analyst)		

SUMMARY OF RECOMMENDATIONS						IMPLEMENTATION ROADMAP		
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
PUBLIC WORKS – CLUSTER C								
		<ul style="list-style-type: none"> Increased LOS providing a dedicated service to asset management and requirements of O.Reg. 588/17 Significant efficiencies gained over time as lifecycle strategies for all assets are implemented and managed more pro-actively 				position, conduct interviews and hire the person with the best fit.		
R19	Implement similar or like Asset Management Software and tools.							
	As many LEG municipalities are currently looking for software and tools to implement it is recommended they collaborate to identify common or similar asset management tools. LEG municipalities with existing tools should continue with existing solutions, unless the current solution is not meeting service demands.	<ul style="list-style-type: none"> Reduced cost through combined training efforts Organisational resiliency through community of practice and peer support Increased efficiency in implementing best practices 	AB H GM MB RF	AB H GM MB RF		A. LEG municipalities should meet and discuss current asset management software being used, as well as the pros and cons for each software.	B. Based on the discussions, implement the chosen asset management software(s). Combine training efforts in person or virtually.	
Fleet and Equipment								
R20	Reduce vehicle/ equipment lifecycle expectancy to 10-years.							
	Data provided by Arnprior shows net cost savings by reducing typical life expectancy for most vehicles to 10-years through reduced maintenance cost, reduced staff time and improved vehicle reliability. Recommended that all LEG move towards adopting a similar life expectancy for most vehicles.	<ul style="list-style-type: none"> Reduced cost by avoiding high maintenance cost associated with vehicles over 10-years old Increased LOS through improved equipment reliability and reduced staff time required for maintenance 	LEG	LEG	LEG	A. Determine the fleet vehicles/equipment still in service beyond 10 years.	B. Based on available funds, replace the most problematic vehicles/equipment that are beyond the 10 year target.	C. Update the Asset Management Plan to reflect the reduced lifecycle targets. Eventually, it will be easier to find funds to replace vehicles and equipment on a more regular basis.

SUMMARY OF RECOMMENDATIONS						IMPLEMENTATION ROADMAP		
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
PUBLIC WORKS – CLUSTER C								
R21	Share infrequently used specialized equipment with other LEG municipalities.							
	Municipalities require the use of specialized equipment on infrequent intervals, which must be purchased or contracted. Recommended that specialized equipment be shared on a charge-out rate basis amongst LEG municipalities. Equipment operator to be included with equipment.	<ul style="list-style-type: none"> Reduced cost or increased cost recover through lower charge out rate and increased utilization of equipment Cost avoidance through elimination of equipment purchase and reduction in redundant equipment 	LEG			<ul style="list-style-type: none"> A. Finalize specialized equipment list available for sharing with charge-out rates. B. Create a shared google spreadsheet among LEG municipalities. C. Each LEG municipality should update the shared spreadsheet on a bi-annual basis and start utilizing specialized equipment from other municipalities when needed. 		
R22	Shared in-house mechanic to serve LEG municipalities.							
	Shared in-house mechanic to service multiple LEG municipalities, from a central location. Recommended to evaluate existing and future garage capacity to plan accommodation for shared mechanic staff and current hourly demand to identify the number of staff required.	<ul style="list-style-type: none"> Increase in reliability and availability of mechanic services with shared in-house mechanic. Using a sharing model spreads the cost of equipment and staff across individual municipalities who benefit with the service provided at lower hourly rate than private garage. 	AB AP H MB	GM R WW		<ul style="list-style-type: none"> A. Determine capacity of existing garage locations to accommodate a shared mechanic position. B. Discuss planned garage construction projects among the LEG group (e.g.: Renfrew and Greater Madawaska) 	<ul style="list-style-type: none"> C. Hire additional mechanic(s) to share between LEG municipalities. 	

SUMMARY OF RECOMMENDATIONS						IMPLEMENTATION ROADMAP		
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
PARKS AND RECREATION – CLUSTER D								
Recreational Programming								
R23	Programming and use agreements for use or shared recreational programming.							
	Several user agreements are currently in place between LEG municipalities. It is recommended LEG continue, expand and consider new agreements for use of or shared recreational programming.	<ul style="list-style-type: none"> Increased LOS through expanded service offerings. Reduced cost through reduced duplication of programming. Increased utilization of programs from increased amount of users. 	LEG	LEG	LEG	A. Renew as appropriate and continue existing agreements if the terms are still agreeable between both parties.	B. Renegotiate any existing agreements that are still of interest, but require new terms. C. Consider expanding existing agreements to include additional services if applicable (e.g. lifeguard services).	D. Consider developing new use agreements between LEG members such the Township of Whitewater, Admaston/Bromley and/or Horton for use of recreational programming.
R24	Develop a LEG Parks and Recreation Community of Practice with staff representation (volunteer) to share and discussion outcomes from the Renfrew County Parks and Recreation discussions.							
	Recommended to develop a LEG Parks and Recreation Community of Practice with staff representation (volunteer) from all municipalities to form a community of practice to share and discuss outcomes from Renfrew County Parks and Recreation discussions. Also recommended LEG consider group enrollment in applicable parks and recreation organizations.	<ul style="list-style-type: none"> Improved LOS through comparison and discussion with neighbouring municipalities. Organisational resiliency through community of practice and peer support Reduced cost through sharing of registration for enrollment in parks and recreation organizations. 	LEG	LEG		A. Continue to meet with County parks and recreation representatives as needed. B. Form LEG Parks and Recreation Community of Practice with one volunteer staff representative from each LEG municipality to discuss outcomes from County discussions.	C. Consider a group enrollment in applicable parks and recreation organizations (PRO) with shared enrollment fee across LEG municipalities.	

SUMMARY OF RECOMMENDATIONS						IMPLEMENTATION ROADMAP		
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
PARKS AND RECREATION – CLUSTER D								
R25	Online Hub for Parks and Recreation. Evaluate existing programs to determine feasibility of a shared software purchase. Develop a shared online calendar of events / seasonal guide for all LEG municipalities.							
	With mixed utilization of online program and facility booking tools it is recommended that LEG members evaluate existing programs to determine feasibility of a shared software purchase. In tandem it is recommended that a shared online calendar of events / seasonal guide for all LEG municipalities be developed.	<ul style="list-style-type: none"> Increased efficiency in public communication providing a localized directory of events and programs from across LEG Reduced cost for individual program use and lowering individual barriers to entry through economies of scale 	LEG	LEG	LEG	A. Develop a shared online calendar of events /seasonal guide for all LEG municipalities to share special events and cross promote / marketing.	B. Evaluate current programming booking software and determine if group share is desired and feasible between interested parties.	C. Consider group purchase / enrollment in one booking software for cost savings and increased efficiency for residents, especially for those with recreation agreements in place.
Major Facilities and Community Centres								
R26	Sharing Model for Facilities. Develop a group strategy for collaboration with school boards and private business for facility use agreements. Look at sharing certified playground inspectors.							
	Several user agreements are currently in place between LEG municipalities. It is recommended LEG continue, expand and consider new agreements for use of or shared recreational programming. In tandem LEG should develop a group strategy for collaboration with school boards and private business for facility use agreements. Look at sharing certified playground inspectors.	<ul style="list-style-type: none"> Cost avoidance and asset management planning alignment opportunity by expanding use agreements potentially decreasing the need for duplicate facility assets and costly replacement/ renewal investments Increased LOS providing additional facility use to residents 	LEG	LEG	LEG	A. Maintain existing agreements if terms are still agreeable between parties. B. Evaluate and update rental fees as needed.	C. Renegotiate and expand on existing agreements if changes are needed or desired. D. Develop a new group sharing agreement to share certified playground inspectors (training, certifications etc.) for interested parties.	E. Develop group strategy for joint collaboration and new/renewed/expanded use agreements with school boards in each municipality. F. Develop group strategy for collaboration with private businesses for use of their facility in the off season (e.g. private swimming pool in Calabogie).

SUMMARY OF RECOMMENDATIONS					IMPLEMENTATION ROADMAP			
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
PARKS AND RECREATION – CLUSTER D								
R27	Consider a coordinated effort to explore feasibility for future aquatics access across interested LEG municipalities.							
	<p>With many LEG recreation facilities approaching or having surpassed their lifecycle it is recommended that potential improvements and development of multi-purpose facilities be evaluated. Further LEG should begin a coordinated strategy for future amenity development and asset management of recreation facilities.</p>	<ul style="list-style-type: none"> • Increased LOS by providing multiple recreation opportunities in a single location, financial economy of scale. • Increased resiliency by providing spaces that are flexible and can evolve over time. • Increased LOS by providing equal access to opportunities for all residents (accessibility). • Reduced cost / cost avoidance through operational and maintenance efficiencies with single multi-purpose location. 		LEG	LEG		<p>A. Consider evaluating facilities for potential accessibility improvements to improve overall access to residents.</p> <p>B. Investigate and identify facilities where multi-purpose facilities can be located / co-located to help improve operational efficiency (e.g. playing field, ball diamond, outdoor court, and outdoor rink beside community centre.)</p>	<p>C. Begin a coordinated effort for constructing future amenities such as locating another pool within LEG, possible in the Town of Renfrew. Or consider a new agreement with a municipality outside LEG (City of Pembroke).</p> <p>D. Establish a coordinated asset management strategy for when facilities reach/exceed life expectancy, evaluate, fund and locate new facilities to benefit multiple parties. Also, joint plan coordination / group rate for professional drawings / engineering / geotechnical studies etc.</p>

SUMMARY OF RECOMMENDATIONS					IMPLEMENTATION ROADMAP			
No.	Description	Estimated Benefits	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +	Do Now 2021 - 2022	Do Soon 2023 - 2024	Do Later 2025 +
PARKS AND RECREATION – CLUSTER D								
Parks and Trails								
R28	Recreation, Parks and Trails Master Plan. A coordinated approach be applied to the acquisition and planning of future facilities, parks and trails.							
	<p>It is recommended that a LEG Recreation, Parks and Trails Master Plan be developed and a coordinated approach be applied to the acquisition and planning of future facilities, parks and trails. A variety of possible joint ventures and regional or community group collaborations have been further identified for LEG consideration</p>	<ul style="list-style-type: none"> Reduced cost for planning study through economies of scale. Improved data for decision making by collaborating on a the strategic direction and implementation plan for all recreation, parks and trails 	LEG	LEG	LEG	<p>A. Identify underutilized park space and take steps to revitalize as required to improve levels of visitation.</p> <p>B. Look to implement community gardens in LEG municipalities. Coordinate with the County of Renfrew regarding possibility of extended grant funding. The provincial deadline was in June of 2020, but there may still be opportunities to take advantage of.</p> <p>C. Enter into agreements with local clubs (ATV, snowmobile) to help identify local trail opportunities (e.g. off-road / blue (water trails).</p> <p>D. Engage community groups, school boards for partnerships. (community watch, spring clean) etc.</p>	<p>E. Collaborate with the County of Renfrew and other LEG municipalities to identify active transportation routes and plan for hard shoulders.</p> <p>F. Consider collaborating on and completing a regional LEG Parks, Recreation and Trails Master Plan (if applicable). If unable or uninterested in a regional plan, consider developing a local master plan.</p>	<p>G. Look to expand the park network through strategic acquisition for better connectivity.</p> <p>H. Look to create better / new connections into the regional trail system from municipal lands. This will, as a result, create improved connections between municipalities along the regional trail right of way.</p> <p>I. Develop coordinated online interactive mapping and marketing for LEG trails</p>