

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



In partnership with



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
Calabogie, ON
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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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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:



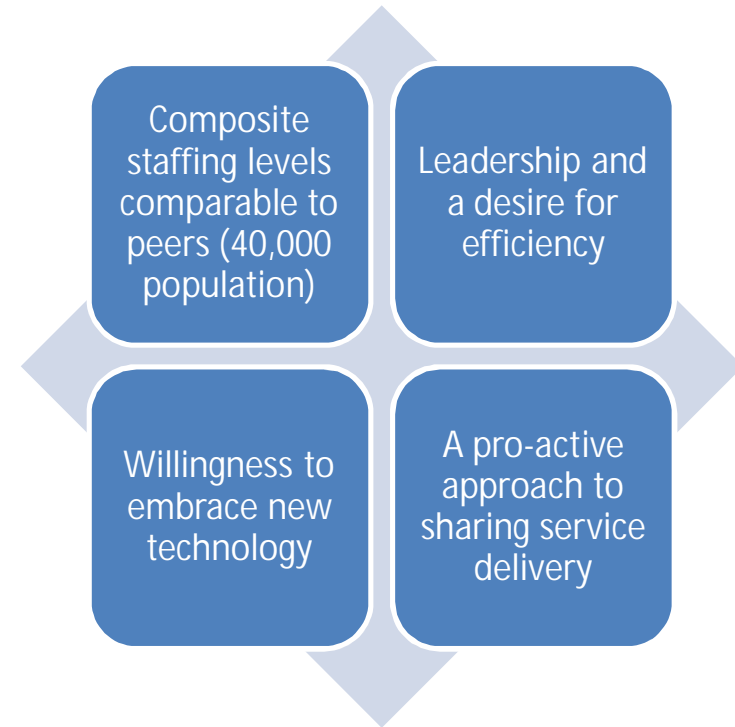
Findings

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.

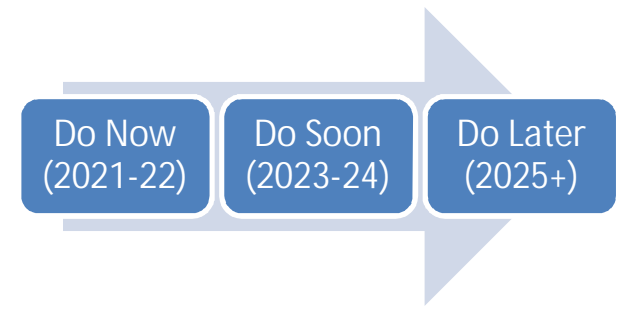
Benefits

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.

PROJECT BACKGROUND AND OVERVIEW

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.

Upon being approved funding from the Province under the Modernization grant program, an RFP was issued to find a consulting company for the service delivery review. The purpose of the project is to identify modernization opportunities and review of administrative processes and resources to reduce costs of all participating municipalities within the LEG.

Dillon Consulting Limited, in partnership with Performance Concepts, was awarded the work to build an implementation plan with options for the municipalities to move forward in a more efficient and cost-effective way.

The project kicked off on March 6, 2020 in a face-to-face meeting hosted in the Council Chambers at the Township of Greater Madawaska in Calabogie. The kick-off meeting included a workshop with the seven municipalities to identify “top of mind” services for consideration in this project and a self-assessment on level of readiness for change, from low to very likely.



How the Service Delivery Review was Scoped

Collect and analyze key baseline information and data as it relates to current ("as is") operations in each municipality (services in Clusters A, B, C and D) and any previous reports as well as input from municipal staff.

Consultation with internal stakeholders with municipal leadership (CAO/clerk and managers) and Council (Mayor and one councillor).

Assess current service delivery and administrative processes ("as is") on individual basis and shared basis. Compare across the seven municipalities.

Stress test "as should be" scenarios for sharing opportunities and develop recommendations in Cluster Conversations with staff and separate session with CAOs.

Provide recommendations on service improvements that identify: (a) actions for improvement; (b) benefits of the actions; and (c) timeframe for implementation for the collective LEG municipalities and individual basis.

Approach to the Service Delivery Review

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

- **Corporate Services (Cluster A):** corporate services and development services;
- **Protective Services (Cluster B):** fire services and bylaw services;
- **Asset Intensive Services (Cluster C):** roads and winter control, waste and recycling, asset management and engineering and fleet and equipment; and
- **Parks and Recreation Services (Cluster D):** recreational programming, major facilities/community centres, parks and trails.

The approach to the Service Delivery Review was adjusted to accommodate COVID-19 priorities for municipal operations and to facilitate a series of virtual workshops rather than originally planned one-day Summit. (The purpose of the Summit was to accelerate engagement with representatives from all seven municipalities to begin collaboration across the group of municipalities, self-identify opportunities for efficiency, learn across the peer municipalities and identify 3 or 4 priority areas of focus for the project.) The stages of the review began with establishing the “as is” current operations, identifying Council priorities, stress testing in cluster conversations and separate session with CAOs, and recommendations and reporting.

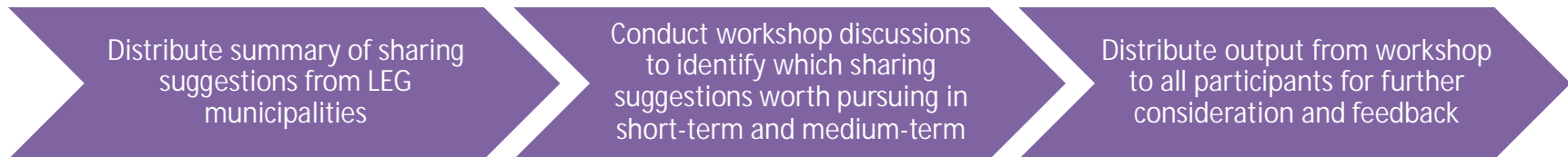
- Establish “As Is” Current Operations

This review examines current operations and identifies recommendations for improvement. At the kick-off meeting each participant completed a “top of mind” survey to identify services that are ready for change, services which should stay the same, and the organization’s willingness to change. This phase included Summit Session #1 held separately with each municipality where the municipality’s SWOT analysis was reviewed, opportunities for improvement were identified as well as suggestions made for sharing. The review consists of the following activities to establish “as is” current operations:



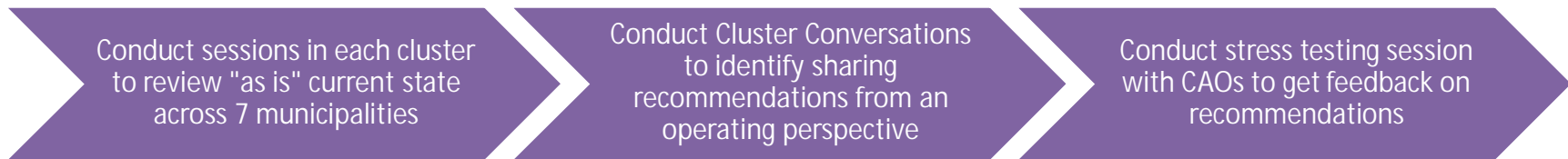
- Council Priorities Review

This workshop called Summit Session #2 brought together all seven municipalities represented by the Mayor and one member of Council (along with their CAO) to review suggestions identified by individual municipalities in Summit Session #1 and explore which sharing suggestions were worth pursuing in this project, and which municipalities were interested in the sharing opportunities. Timeframes were identified as short-term (6 months) and medium term (6 months to 1 year). The Council priorities review included:



- **Stress Testing Review - Cluster Conversations and CAO Session**

This workshop called Summit Session #3 brought the LEG municipal staff in each cluster together to discuss the as-is current state and explore opportunities for improvement through sharing recommendations. In Clusters A and B, the working group met in two half day sessions to review “as is” across the municipalities and develop the recommendations in the “as should be” future state. In Clusters C and D, the consulting team met with each municipality individually and then once together in the cluster conversations. Following the conversations with staff, a stress testing session with the CAOs was held to receive feedback on the recommendations. The stress testing review included:



- **Recommendations and Reporting**

Based on the consulting team’s understanding of the opportunities and incorporating feedback from the Summit Sessions, Cluster Conversations and stress testing sessions, options were identified and evaluated in each cluster on a collective basis. Recommendations were also identified on an individual basis. This work comprises:



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.

Consultation with CAO/Clerk and
Director Level Staff



Consultation with Mayor
and Councillor



Research / Peer Review

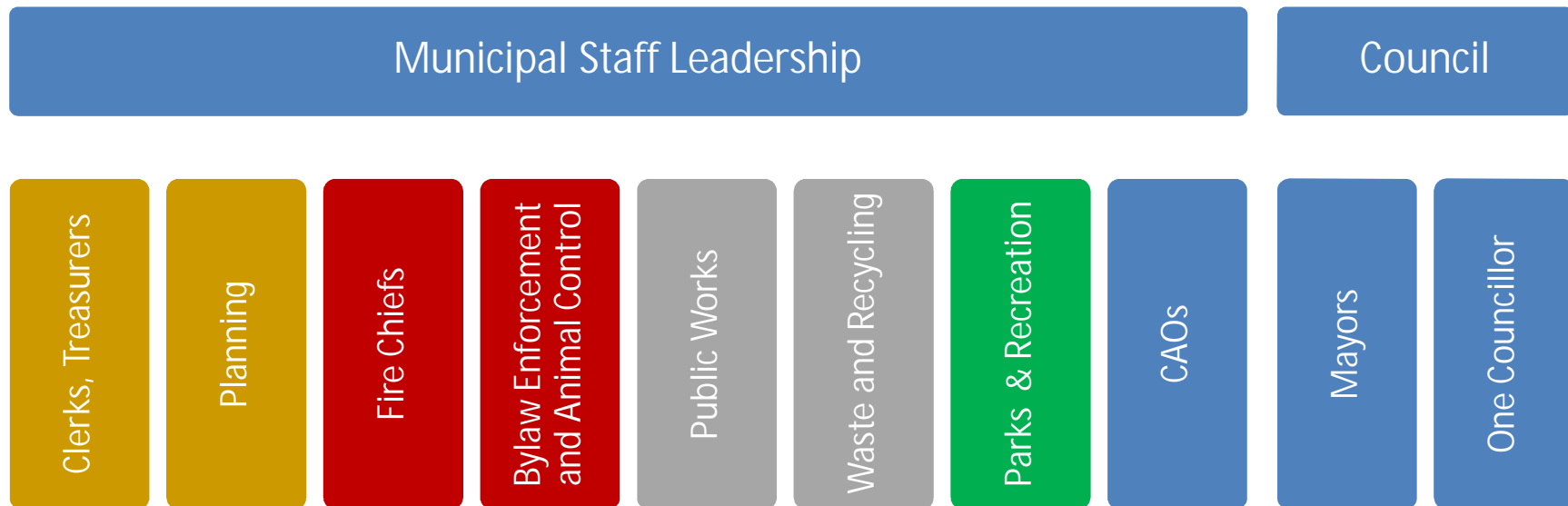


Operations Review



The Service Delivery Review Engaged a Group of Key Internal Stakeholders

The consulting team worked with the LEG Steering Committee and municipal department leaders responsible for Corporate/Development Services, Protective Services, Asset Intensive Services (Public Works) and Parks and Recreation Services from each of the seven municipalities for this Service Delivery Review. The consulting team engaged with municipal staff to gather an understanding of how each of the municipalities currently operates. Areas of focus (both individually and collectively) included the organization, service delivery and level of service and opportunities for modernization. The following range of stakeholders was consulted for the Service Delivery Review for each of the seven municipalities.



Peer Municipalities Were Selected Based on Similar Characteristics

Each cluster selected peer municipalities most relevant to the services being reviewed. The selection of peer municipalities was guided by those of similar size, being predominantly rural, and having similar jurisdictional characteristics (e.g., lower-tier in a two-tier government). Research was conducted through an interview with representatives or secondary research of publically available documents. Relevant observations from the peer discussions and research are incorporated into the Recommendations of this report.

Comparison Across the LEG Municipalities

The seven municipalities that comprise the LEG communities were compared across the services being reviewed in the four clusters. Comparative data was gathered and is presented in the Supplemental Reports.

LEG Municipalities (sorted by population)	Population (2016 Census)	Population Density (Persons/km ²)	Size (km ²)	Residential Private Dwellings	Growth from 2011 to 2016	Residential Private Dwelling Growth (2011-2016)	Full-Time Staff (FIR)
Greater Madawaska, Township of	2,518	2.4	1049	1,178	1.3%	5.5%	18
Horton Township	2,887	18.2	159	1,173	6.2%	8.6%	10
Admaston/Bromley, Township of	2,935	5.6	524	1,084	3.2%	2.0%	10
McNab/Braeside, Township of	7,178	28.1	255	2,884	-2.6%	2.3%	19
Whitewater Region, Township of	7,009	13.0	539	2,775	1.3%	1.3%	38
Renfrew, Town of	8,223	634.4	13	3,875	0.1%	2.5%	51
Arnprior, Town of	8,795	672.7	13	3,912	8.4%	7.5%	51
Total or Average	39,545	15.5	2,553	16,881	3.0%	5.2%	197

LEG Municipalities as a Composite Compared to Other Jurisdictions

The seven municipalities that comprise the LEG serve a combined population of nearly 40,000. To develop a perspective on how the LEG compares to other similar-sized lower tier municipality, peer municipalities were selected by those of similar size, being predominantly rural, and having similar jurisdictional characteristics.

Similar Population Served Municipality (sorted by population density)	Population (2016 Census)	Population Density Persons/km ²	Size (km ²)	Residential Private Dwellings	Growth from 2011 to 2016	Residential Private Dwelling Growth (2011-2016)	Full-Time Staff (FIR)
Town of Lakeshore	36,611	69.0	530	13,185	6.0%	6.9%	103
Town of New Tecumseth	34,242	124.9	222	15,355	21.8%	17.7%	193
Town of Innisfil	36,566	139.2	288	16,821	4.4%	6.1%	231
Town of Georgina	45,418	157.8	49	17,151	8.3%	9.3%	277
Town of Bradford West Gwillimbury	35,325	175.7	201	11,591	25.8%	22.5%	203
Similar Size Municipality (km²)							
Perth County lower tier municipalities (4)	38,066	17.0	2,178	13,840	0.2%	2.9%	145
Middlesex County lower tier municipalities (8)	71,551	25.0	2,821	26,847	1.3%	2.1%	301
Lennox and Addington County lower tier municipalities (4)	42,888	15.1	2,841	17,053	0.3%	3.3%	272
LEG Municipalities as a Composite	39,545	15.5	2,554	16,881	3.0%	5.2%	197

LEG faces similar challenges of area, population, and responding to growth as other Ontario municipalities, and through this project hopes to find innovative solutions to these challenges.

- **The Combined Size of LEG Municipalities**

The seven municipalities provide municipal services with a combined full-time staff of 197. The staff levels for each of the four service areas for full-time, part-time and seasonal (ref: 2018 or 2019 FIR) are:

Service Areas	LEG Cluster	Full-Time	Part-Time	Seasonal	Volunteer	Total
Corporate (Administration, Planning and Other)	A	64.0	24.0	31.0	-	119.0
Fire	B	16.0	18.0	-	196.0	230.0
Public Works	C	80.5	9.0	14.0	-	103.5
Parks	D	28.5	51.0	42.0	-	121.5
LEG Municipalities as a Composite		197.0	115.0	88.0	196.0	574.0

The overall full-time staff of 197 is comparable to the peer municipalities (similar population) average of 201, and average of all eight peer municipalities of 216. Looking at Public Works full-time staff of 80.5, the peer municipalities (similar population) average of 53 for a much smaller geography, and a range of 60 to 117 full-time staff for similar size municipalities by area.

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:

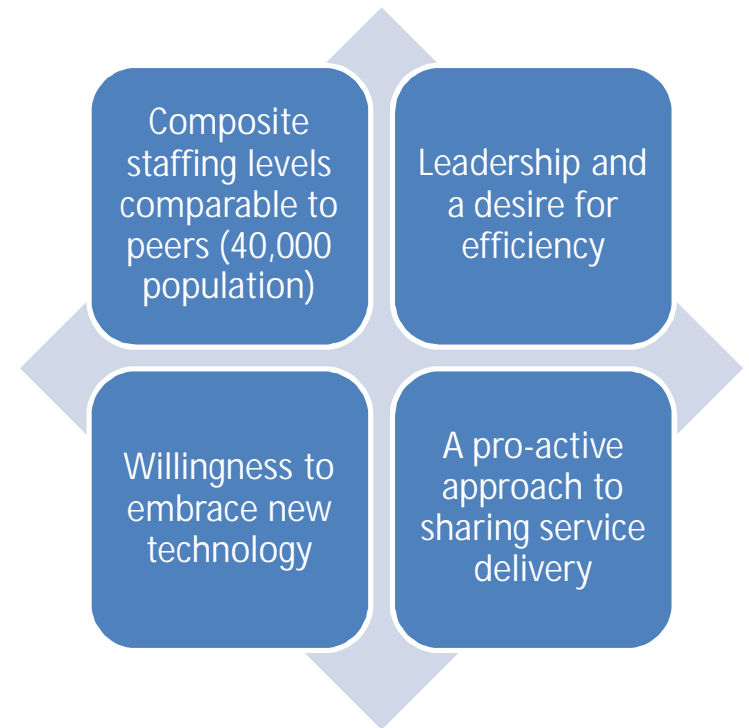
- Finding efficiencies through cost avoidance, asset management, operational and customer service efficiencies;
- Fairness to all players;
- Sharing opportunities;
- Driving sustainable and resilient operations (short-term and long-term);
- Regular check-in of LEG municipalities; and
- Ongoing commitment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

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 that include:

1. Composite staffing levels across the seven municipalities are comparable to peers (lower tier municipalities with populations of 40,000);
2. Leadership and a desire for efficiency;
3. Willingness to embrace new technology; and
4. A pro-active approach to sharing service delivery (e.g. existing boundary roads agreements).

- Strengths Across the LEG Municipalities



OPPORTUNITIES FOR IMPROVEMENT

Approach to Continuous Improvement: Efficiency Lenses

Through background research and discussions with stakeholders, the consulting team has been able to focus its subsequent analysis on core process, accountability, resourcing, and financial concerns and properly diagnose root causes – with the aim of moving towards implementable solutions through this operational review. We have organized our observations, key questions, and go-forward solutions based on the following performance lenses that are consistent with LEG’s mandate for this operational review:

Cost Efficiencies (lower cost, mitigate cost increased, cost avoidance)

Operational Levels of Services (shared resources, redeploy to higher need)

Asset Management (prioritize capital and operational investments)

Process Streamlining & Technology

Willingness & Capacity for Sharing

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.

The LEG Service Delivery Review has Identified Recommended Changes that will have a Strong Positive Impact on Municipal Operations

The sections below describe each opportunity for improvement and the go-forward solution(s). The sections are structured as follows:

1. An opportunity for improvement is identified;
2. Discussion is provided on the context and the evidence that led to the identification of the opportunities for improvement and the subsequent solutions. Evidence is drawn from multiple sources including stakeholder consultation, peer municipality benchmarking and past experience. In other cases information was considered most reliable when provided by multiple sources; and,
3. The solution(s) is identified and the benefits that will flow from the change are explained. Where the solution is transformational in nature, it is identified as a “T” recommendation and where the solution is tactical, it is identified with an “R”.

See Supplemental Reports for more detailed information on “as is” current state, recommendations for individual municipality’s areas for improvement and “as should be” future state with recommendations for improvement collectively and individually for each of the service clusters.

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

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

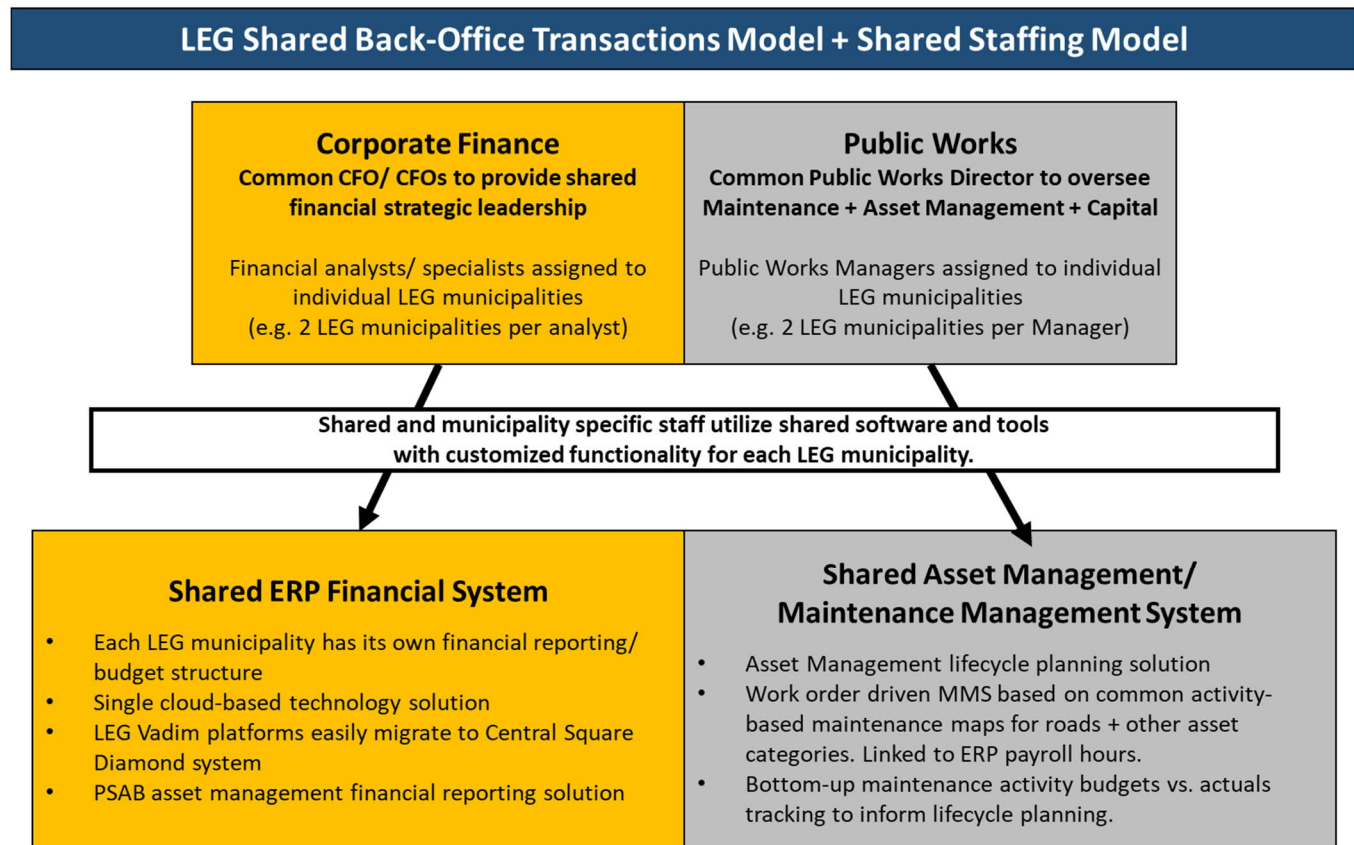
Corporate Services – Cluster A1

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

Discussion

The seven LEG municipalities each deliver a range of governance and corporate support functions across seven stand-alone delivery channels. In turn, these corporate/indirect support functions enable the delivery of forward-facing direct services by each LEG municipality.

Currently each LEG municipality internally manages its own accounting/ERP technology platform, hires its own Finance staff, hires its own Clerks staff to support Council governance, and hires its own CAO to provide admin/policy/operational leadership. In some LEG municipalities these roles are combined within a



single position. In other LEG municipalities they are standalone roles and positions.

LEG municipal heads of Council have referred to overhead consolidation opportunities when expressing their efficiency expectations about the modernization review exercise.

Political leadership is required to mandate this type of transformation. The LEG municipalities can embark on a process of consolidating overheads and achieving savings/cost avoidance; but that process requires a clear expression of political will from the involved Councils. These overhead consolidations do not require wholesale municipal amalgamations, nor do they require consolidation of forward facing services. The figures below set out a potential pathway for consideration by LEG heads of Council.

Overhead consolidation can and should start with duplicative back-office financial systems and staffing models (see figure). A number of LEG municipalities make use of dated versions of the Vadim accounting/ERP platform. These platforms can easily migrate to the updated Diamond ERP offered by Central Square (who bought out Vadim). A single cloud-based version of Diamond can be configured with customized account/reporting/budget structures for individual LEG municipalities. Central Square's Diamond offers a proven PSAB accounting/reporting solution required for asset management reporting.

Private sector firms are actively consolidating cloud-based back-office financial systems using new "multi-entity ERP" solutions. These solutions provide a single accounting/ERP platform for multiple distinct legal entities - all with their own customized accounting/reporting/budgeting structures. Microsoft Dynamics 365 with Multiple Entity Management is an appropriate example. This type of cloud based ERP solution will allow a group of municipalities (i.e. the LEG) to function like a private sector "holding company" that uses a single/common ERP platform to manage financial transactions/data for each separate LEG municipality that is positioned within the ERP solution as a "legal entity".

A shared accounting/ERP platform could also integrate with a shared maintenance management system (MMS) for a group of LEG consolidation partners. The MMS would support activity based tracking of planned maintenance activities (hours and materials) against the specific asset objects consuming those hours/materials – a tenet of good asset management practices. Bottom-up activity based maintenance budgets (hours + \$) could be tracked against actual maintenance activity delivered (hours + \$). 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 Diamond or a multi-entity ERP.

Consolidated Finance management models can be configured to support this consolidated backroom finance and data management model. Surplus Finance positions among LEG participants (from the current duplicated models) could be redeployed to meet emerging needs/priorities. The outside expertise required to implement this backroom transformation could be financed out of a consolidation capital project, along with the technology system acquisition costs. The 2019 unconditional modernization funding received by LEG municipalities could be a viable source of capital project funding.

The end result of LEG back-office transformation is shown in the figure. A single shared ERP financial system would be overseen/managed by a shared Finance staffing model. A consolidated Senior Treasurer, working with a distributed team of analysts/specialists, would leverage transaction/reporting/budgeting efficiencies on behalf of 3-4 LEG municipalities. Fixed technology costs would be spread across LEG partners, as would consolidated staffing requirements.

A detailed business/change management plan will need to be produced if LEG Councils are supportive of the “concept proposition” Dillon/Performance Concepts have set out in this Report.



Recommendation:

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

Benefits

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

Fixed technology costs would be spread across LEG partners, as would consolidated staffing requirements.

Surplus Finance positions among LEG participants (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.

Discussion

A shared LEG staffing model for two HR specialists (excluding Arnprior) has been justified by demand estimates/requirements identified by each participating municipality. A number of deployment options are possible; for instance a portfolio groupings of LEG municipalities (by geography) to be served by an identified HR specialist. Another approach is to create content specialization between the HR specialists and have them support all LEG participants according to their areas of expertise. Cost recovery will be

based on committed billable hour “buys” for each LEG participant. CAOs and other LEG staff can free up their own capacity currently expended from “the side of the desk” on many/most HR matters

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.

Discussion

LEG municipalities have limited resources and capacity to monitor and litigate CVA appeals resulting in the erosion of the tax base. The average annual CVA tax dollars at risk (2015 to 2019) across the LEG municipalities was \$3,755,290 per year. The average annual case count ranges from 3 to 12 with an annual LEG total of 58 cases. LEG municipalities can/should approach a recognized/highly regarded expert private sector firm already serving the Ontario municipal community in the “CVA defence” space. Service offerings that provide a suitable mix of proactive and reactive CVA defence/CVA management services are recommended. The recognized provider will be able to demonstrate the efficiency ratios of dollars spent/taxes saved they have achieved in other jurisdictions.

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-designed CVA defence program of contracted services.

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

Discussion

A consolidated purchase model for vendor services such as insurance, banking, audit, legal and IT Maintenance and Core System can provide cost reductions and common services to participating LEG municipalities. 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. Establish LEG Technical Working Group of staff to rollout bulk purchasing of various professional services addressed in recommendations below.

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.

Discussion

Varied customer relationship management methods used throughout LEG, with some implementing new integrated systems. Monitor and review implementation of new system in Arnprior to determine interest and feasibility of LEG-wide application.

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 – Cluster A2

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

Discussion

While the current realities of the Development Application Process (DAP) demand/volumes/staffing preclude meaningful sharing driven efficiencies, the future is another matter altogether. The 417 Extension is forecast to be a development demand “game changer” across the LEG. In particular Renfrew, Greater Madawaska, Horton and McNab/Braeside will be positioned to benefit from

the greater Ottawa residential commuter shed created by the Highway 417 Extension. Other municipalities beyond the LEG (e.g. Carleton Place in Lanark County) have been successful in preparing/scaling up their DAP processing capacity to deal with development demand tied to 400-series highway extensions.

Greenfield development demand (i.e. serviced sub-division growth) will require a modernized/documented/scaled DAP processing model. A new application processing model should be driven by the LEAN model of process design and the importance of predictable processing timeframes. Zoning and serviced land supplies will need to be modernized/updated.

This type of high performance DAP model does not currently exist in the LEG or anywhere else in Renfrew County. Ideally the greenfield DAP model to be navigated by 417 Extension developers will be consistent across affected LEG municipalities. In fact the DAP model should be the same model across the 417 Extension lands located inside the LEG. Significant staffing/process and technology “sharing economies of scale” could be created.

The Highway 417 extension requires the municipalities being connected by the extension to prepare for growth. A working group should prepare a business plan setting the necessary goals and timeframes for execution in order to be ready for game-changing development demand/application volumes. A key component of the preparedness business plan will be modernized DAP technology platform and measurable DAP service level targets. A shared greenfield DAP staffing model (Planning/Engineering/Building) is also a key issue for the 417 Growth Preparedness Working Group to consider.

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 – Cluster B1

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

Discussion

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 for all LEG stations as follow-up work to this review. Planning and implementation of Borderless Emergency Response should be referred to a new Fire Services Shared Working Group.

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.

Discussion

The number of fire inspections and fire prevention activities vary by department. Despite the small number of vulnerable occupancies that mandate inspections in some of the municipalities, all of the Chiefs agreed that more are needed. A very persuasive 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. 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.

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.

Discussion

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 raised, discussion regarding primary departments supporting other departments/satellites also took place. A number of possibilities exist:

- 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
- A 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.

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.

Discussion

An informal polling of the LEG Fire Chiefs revealed that 8 of the current 14 fire stations are greater than 40 years old and either at, or nearing end-of-useful-life. None of these fire stations meet the regulatory/functional requirements for a sustainable Fire Service in Ontario – one Chief described the stations as “garages that just became fire stations”. 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.

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. 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.

A number of potential models exist, where a combination of larger primary and smaller satellite stations are used.

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.

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.

Discussion

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 41 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.

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.

Discussion

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. 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, Tillsonburg Fire Services was consulted, which is 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 an unreasonable estimate.

Given the level of dissatisfaction with the current provider, consideration of such an option is a natural next step for the Fire Service Shared Working Group, although 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. Establish cross-municipality Fire Services Sharing Group to guide implementation of recommendations and investigate additional sharing opportunities such as review ongoing dispatching concerns and source alternate service provider as necessary.

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 – Cluster B2

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

Discussion

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 revealed very reasonable and consistent hourly pricing between \$27.89-30.60 (mean \$29.50), at least 50% below what insourcing would cost.

Overall, all seven municipalities are pleased with the service and economies provided through their individual contracts.

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

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.

Public Works – Cluster C

Cluster C includes asset intensive services (i.e. Public Works) provided by the municipalities in the Local Efficiency Group (LEG). Based on feedback from the LEG municipalities on which service areas are most relevant for this review (i.e. provided the best options for sharing), the Cluster C review focuses on four service areas, namely:

- Service 1 – Roads & Winter Control
- Service 2 – Waste & Recycling
- Service 3 – Asset Management & Engineering
- Service 4 – Fleet & Equipment

Other services delivered by Public Works, such as drinking water and wastewater, were not included in this review.

Roads and Winter Control

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

Discussion

Consideration of LEG as a composite municipality serving population of 40,000 suggests that one senior Public Works Director could be responsible for all LEG municipalities, with a direct report from each municipality. In addition, a new role for the water/wastewater coordinator would be established as a direct report to the Public Works Director. With a greater responsibility (based in area and population served), the new role would require someone with experience in managing a larger municipality.

The model could establish that the Public Works Director be staffed at one municipality (office space, IT connectivity, HR benefits, etc.) and the salary would be shared proportionally amongst the LEG municipalities. An agreement would define how much time each municipality gets from the Director (i.e. hours/week) and how much time is to be allotted to developing sharing opportunities. The Public Works Director would report to each of the LEG Councils. A key component of the job description would be a consistent voice to the County and streamline point of contact from the County. The Public Works Director would be knowledgeable of each municipality's operations and consider opportunities across the LEG in borderless service delivery, including joint purchasing which takes advantage of economies of scale.

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.

Discussion

The amount of salt being used will depend on the season and how many winter events there are. The opportunity for improvement is to look at reducing the rate of salt application. Salt purchases seem to be one of the heavier winter maintenance expenses across the LEG municipalities, and a 15% reduction would result in significant savings. For example, Whitewater has been spending an average of \$126,950 per year on salt over the last five years. A 15% salt reduction would therefore result in an average savings of \$22,403 per year. These savings would be even higher for Renfrew or Arnprior, as they have a higher percentage of urban areas and are using much higher salt quantities. Furthermore, salt reduction will result in less chloride levels in Ontario's urban and rural waterways, thus creating less pollution and healthier aquatic environments.

Based on current research and benchmarking against municipalities with advanced winter control services, a 15% reduction in salt application appears viable and is recommended. Implementation can be achieved through training, monitoring of computerized spreading equipment and review of results.

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.

Discussion

Although complete road rehabilitation is necessary for the majority of asphalt roads (particularly in urban areas), there are opportunities within the rural dominant LEG municipalities (Greater Madawaska, Whitewater, Admaston/Bromley, McNab/Braeside) to convert paved roads with low traffic (AADT<200) to gravel roads at the end of their lifespan, at least temporarily. Design speeds of 50km/hr or less are recommended for one-lane, two-way roads in the interest of meeting safety and design standards.

Converting a paved road to a gravel road would likely provide less maintenance costs than a surface treated road, as surface treated roads are difficult to patch once they begin to deteriorate. However, it is important to note that gravel roads will still require capital investments over the years to replace gravel that is lost through plowing and erosion, but there are stabilization techniques to minimize the amount of maintenance, such as the addition of water and compaction. 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.

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.

Discussion

The road agreements in place have helped create more efficient routing among LEG municipalities and have helped reduce overtime hours. Road agreements should be based on proximity to public works garages and efforts to reduce overtime hours, access to equipment and supplies and not limited to boundary roads.

From 2017-2020, Greater Madawaska spent an average of \$38,251 on overtime expenses for roads (all year). If those overtime hours were reduced by just 25%, it would result in cost savings of approximately \$9,563 per year (average).

From 2017-2019, Renfrew spent an average of \$30,260 on overtime expenses for snow plowing and snow removal. Again, if those overtime hours were reduced by 25%, it would result in cost savings of approximately \$7,565 per year (average).

Realistically, the overtime hours could be reduced even further and levels of service maintained or improved if borderless services are considered beyond boundary roads. In Supplemental Report C we provide a map of the existing and potential road agreements with a list of potential road agreements in an attempt to create more efficient routing and reduce overtime.

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.

Discussion

Communities of practice or groups of individuals that come together to achieve both individual and group goals are becoming more and more common today as our desire to stay connected and share information continues to grow. For instance, establishing communities of practice in the business world have resulted in improved connections between individuals, increased knowledge sharing and improved communications and organizational development.

In local government, the same benefits can be realized. Communities of practice can deliver results at the grassroots level to enhance local initiatives such as waste management practices. Specifically, if LEG municipalities established a community of practice that met on a quarterly/bi-annual basis to discuss and share waste management ideas and explore areas for collaboration they could also potentially achieve the following additional benefits:

- **Enhanced Project Management:** The ability to streamline communications and capture tacit knowledge about waste management initiatives that could be applied in future projects/initiatives within the municipality.
- **Creating Stronger Governance:** Cross-jurisdictional governing bodies at the local level may be in a better position to collaborate and share documents relating to new legislation and requirements as they relate to waste management.
- **Strengthening Case Management:** Full and part-time employees employed across the LEG could better share information and coordinate services for waste management initiatives.
- **Employee Training:** The transfer of knowledge from experienced employees to new hires – helping new employees learn policies, programs and processes that are unique to waste management and can be potentially shared across the LEG.
- **Increased Citizen Participation:** Providing citizens with the ability to better engage with each other, local stakeholders and their local government on initiatives related to waste management.

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.

Discussion

Ontario's Food and Organic Waste Policy Statement supports the provincial vision of a circular economy. Waste reduction and resource recovery of food and organic waste will help improve environmental outcomes, reduce greenhouse gas emissions and recover valuable nutrients thus contributing to the objective of building a circular economy.

In line with Ontario's Food and Organic Waste Policy, an agency of the Ontario Trillium Foundation (OTF) partnered with Sustain Ontario to produce a report entitled: "Reducing Household Food Waste: A Municipal-Regional Toolkit". Key findings from the report included:

- The need for more waste studies, behavioural surveys and social marketing research in order to understand consumer behaviour and better standardise organics measures across the province; and
- The largest barrier to reducing food waste remains the lack of knowledge about why individuals waste food, and what is entering the waste stream.

For the LEG, waste studies could involve taking a representative sample – of the waste being thrown away and sorting, weighing and recording the different quantities and amount of avoidable organics (edible food that was thrown away) and unavoidable organics (not edible food – banana skins, coffee grinds etc.) that are entering the waste stream.

The results of these studies will provide LEG municipalities greater clarity about what is being sent to the landfill, and how to begin reducing the amount of organic waste at the local level.

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.

Discussion

Identifying and adopting best practices in a biosolids management program should be a high priority for municipal governments that operate wastewater treatment plants (such as Arnprior, Renfrew and Whitewater) and generate residual solids. By implementing best practices for biosolids management, LEG municipalities can realize key environmental and financial benefits that include:

- **Environmental benefits:** that provide a nutrient rich soil conditioner that improves soil quality, facilitates plant growth, and supports the three Rs program: reduce, reuse, recycle; and,
- **Economic benefits:** that reduces the need for farmers to purchase expensive fertilizers every year as biosolid application can benefit soil conditions for up to 5 years, and extends the life of landfills by saving space and money.

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.

Discussion

Currently many LEG municipality residents can drop off their household hazardous waste free of charge at the Renfrew Landfill Site, located at 376 Bruce Street from May 23rd to August 29th (3 months a year).

Whitewater residents can drop off their household hazardous waste twice a year (each spring and fall) at a location within their municipality as HHW is not accepted at the landfill site used by the Township of Whitewater (Ross Landfill site).

As a best practice, key components of successful household hazardous waste programs incorporate:

- Ease of drop off and convenience throughout the year; and,
- Effective advertising/communication to residents.

Programs that ensure these components are in place help to keep communities safe as potentially hazardous materials are removed from people’s homes, no longer presenting hazards to children and pets. These programs also provide a responsible means of disposal for residents, which safeguards the environment, including our waterways.

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.

Discussion

A Development Standards Manual helps streamline the development process, and provides specific design criteria and guidelines, which include sewer and servicing sizes, standard cross sections, minimum and maximum grades, watermain commissioning requirements, standard drawings and specifications. It allows municipalities to enforce some of their preferred standards in construction. For example, standard municipal cross sections can be created to show the preferred location and depth of sanitary

sewers, storm sewers, watermain, utilities, etc. Furthermore, a Development Manual can include process flow charts for planning activities such as a Plan of Subdivision, Official Plan Amendment, Zoning By-Law Amendment, Minor Variance, Consent, Site Plan Control, etc. Ultimately, it facilitates the review process for the developer, the consultant and the municipality, and there is less ambiguity in municipal design requirements with a manual in place.

A Development Manual should create more efficiency for planning and design reviews, and it modernizes the municipal approach to land development projects. Some cities with a Development Manual in place include Windsor, Chatham, London, Kitchener, etc.

Arnprior is currently working on a Development Standards Manual with a consultant. Depending on the preferred development standards across LEG municipalities, a shared Development Manual can be created for multiple municipalities, demonstrating efficiency in the creation of one manual (compared with seven) and creating opportunities for sharing staff for workflow management.

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 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.

Discussion

Asset management is a team sport requiring broad support across the organization. The roles of current asset management staff should be defined to stipulate responsibilities and strategy within the municipality, and additional technical support should be hired to alleviate the resourcing issues experienced from LEG municipalities. The additional support can be shared positions such as an asset management coordinator or analyst, who can coordinate tasks such as condition assessments, updating asset inventory and GIS mapping. The level of effort per municipality will vary depending on asset inventory, so efforts should be made to form groups with similar assets.

For example, Arnprior and Renfrew have more underground pipe networks to maintain, so the level of effort might be similar for those two municipalities. Arnprior also has a vacancy in their organization for an asset management coordinator. Therefore, a new shared coordinator position for only two municipalities (Renfrew and Arnprior) will allow more effort and focus to be put forth. For the remaining LEG municipalities, the level of effort required from a shared asset management coordinator (or analyst) should be similar, and a coordinator position could be shared among the remaining five.

A shared asset management coordinator should generate efficiencies over time, as familiarity would be developed with lifecycles, GIS mapping and specific asset criteria.

The cost agreement for a shared position should be based on time assigned on a per municipality basis, and this may require the coordinator to track their time and report. A specific manager could be identified to hold the shared coordinator accountable, and to manage any conflicts in priorities.

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 resourcing/ 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.

Discussion

Many LEG municipalities are just starting to implement asset management software, or are considering implementing software to assist with GIS mapping, level of service required, financial planning and lifecycle analysis. This includes MESH, CityWide, Cityworks ACE AVL, and Fleet Maintenance Pro. Asset management software can be great to assist with the tasks mentioned above, however software alone will not solve all the asset management issues.

Cityworks and CityWide can be implemented to facilitate linkage of works to assets, to maintain a comprehensive log of work associated with individual assets, and to broaden the asset database. It also allows staff to remotely input asset condition information efficiently. Fleet Maintenance Pro and ACE AVL is software being implemented by Renfrew and Horton, which assists with fleet maintenance tracking. MESH is a tool for road patrolling and winter maintenance. A common asset data register should

also be implemented to define which asset attributes will be collected for which assets. The register should indicate what level of data quality is required, and who is responsible for the data. This will require a review of asset databases and data attributes.

Consider implementing similar asset management software and tools across the LEG municipalities, as training efforts can then be combined, and it will be much easier to help each other out. We understand that some municipalities have already implemented software, and do not want to restart with a new program. Therefore, this applies more to the LEG municipalities without any software in place.

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.

Discussion

Based on the data we received, we estimate approximately 35% of vehicles/equipment are in use beyond their prescribed lifespan, which varies from 10-30 years depending on the vehicle/equipment and the municipality, which is quite the variance. Repair/maintenance costs have been very high over the past few years of to use mechanics and/or local mechanic shops. This led us to investigate lifecycle targets and how that has an impact on maintenance/repair costs.

Fleet vehicle/equipment maintenance costs across the LEG municipalities have been increasing steadily over the years due to inflation, safety concerns and excessive repair costs. However, recent data suggests that Arnprior has been able to significantly reduce maintenance costs by reducing their lifecycle expectancy, and will be used as an example here.

Arnprior had initially targeted a 15 year life expectancy for most vehicles and equipment. Unfortunately, they found that the vehicles/equipment were being forced out of service prior to the end of their prescribed life due to safety concerns, excessive repair costs or a combination of the two. From 2017-2019, Arnprior's average maintenance cost per year was \$313,330.

In 2019, Council changed the fleet life expectancy to ten years, and they have seen substantial savings in maintenance costs so far in 2020. Up to the end of August, maintenance/repair costs have been \$135,538. If we project that number to the end of the year, they are on pace to spend approximately \$203,307 for the entire year, which is a savings of \$110,023 per year. Although this is only one year of data, it is a good indication that reducing lifecycle expectancy to ten years can help avoid a lot of unnecessary maintenance/repair costs. Furthermore, this would also put less stress and less hours on the mechanics, as well as less money spent on local mechanic shops. Lastly, this will increase the reliability of the vehicle/equipment, allowing LEG municipalities to perform services with more confidence.

Based on this data, we believe a 10-year life expectancy for fleet should be targeted for all LEG municipalities. However, consideration should still be given to the condition of the vehicle or equipment prior to replacement.

R20

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

Benefits

Reduced cost by avoiding high maintenance cost 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.

Discussion

Across all seven LEG municipalities, there is estimated to be approximately 144 vehicles and equipment in the Public Works Department. Many LEG municipalities have contracted services for grading, line painting, catch basin cleaning, sweeping, crack sealing, etc. These are typically services that require infrequently used specialized equipment, and many municipalities have expressed interest in sharing some of their specialized equipment in hopes of creating efficiency and cost saving opportunities.

Contracted services can be costly across the LEG municipalities. With lower charge-out rates for the same equipment available in other municipalities, it makes sense to utilize sharing opportunities as much as possible. For example, McNab/Braeside spent a total of \$9,008 in 2018 for contracted hard top patching. If they were to utilize Arnprior's asphalt hot box for cold patching at \$43.00/hr for 60 hours throughout the year (see list in Supplemental Report C), that would result in \$6,428 in savings/yr.

Arnprior spent a total of \$7,123 for contracted line painting in 2019. LEG municipalities have developed a preliminary list of specialized equipment they are willing to share, including the charge-out rate. 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.

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.

Discussion

Most LEG municipalities mentioned it has been difficult to keep up with repairs and maintenance with their current resources. There are three full-time mechanics, one part-time mechanic assistant, one maintenance technician and two operators who help with fleet/equipment repairs and maintenance. Four out of seven of the LEG municipalities rely quite heavily on local mechanic shops or dealerships, and others are using the mechanic shop periodically when their mechanic(s) are unavailable.

For those who don't currently have a mechanic, we heard that the initial cost of hiring a mechanic can be quite high, as you have to purchase equipment such as a hoist and a scanner. However, the hourly rate of using mechanic shops is very high compared to the staff cost of a mechanic, ignoring the initial equipment costs. Renfrew spent about \$63,500 for their main mechanic in 2019, while Arnprior has spent an average of \$154,165/year over the past few years on mechanic shops and dealerships in Ottawa. If LEG municipalities were to procure the services of a shared mechanic, the initial equipment costs could be shared, or a central garage location could be utilized that is already equipped with a hoist, scanner and other necessary equipment.

Renfrew is planning on constructing a new municipal garage on Lisgar Avenue, so there is an opportunity here to accommodate a shared mechanic position. We recommend that other LEG municipalities share existing or planned fleet garages to accommodate an additional shared mechanic position, as there is a lot of interest among LEG municipalities. As the numbers show, there is a cost saving opportunity here, especially for those currently using mechanic shops on a regular basis. The cost sharing agreement for a shared mechanic is recommended to be on a time spent basis per municipality.

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 Services – Cluster D

The service areas for review for Parks and Recreation services (Cluster D) included: recreational programming; major facilities / community centres; parks; and trails.

These service areas are explored in further detail throughout the “as-is” and “as should be” analysis both individually as well as for the greater LEG municipalities in Supplemental Report D. The areas for improvement for the greater LEG group are highlighted below.

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

Discussion

Currently, there are several instances of existing use agreements / shared programs and coordination for recreational programming across the LEG municipalities. The following table illustrates the LEG municipalities with existing use agreements in place and which ones are providing or receiving (Providing > Receiving). Use agreements are helpful tools between municipalities to expand recreational programming available to residents and should be continued and expanded if needed.

Local Efficiency Group (LEG)
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		Who is Receiving						
		AB	AP	GM	HT	MB	RF	WW
Who is Providing	AB							
	AP					AP > MB		
	GM							
	HT							
	MB		MB < AP					
	RF	RF > AB		RF > GM	RF > H	RF > MB		
	WW	WW > AB						

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.

Discussion

Municipalities across the County of Renfrew currently meet semi-regularly to discuss parks and recreation matters including challenges, wins, programming fees etc. This includes most of the parks and recreation representatives from every municipality in the County of Renfrew, but not all. There are LEG members that are not included in this conversation.

There are also LEG members who are members of organizations such as Parks and Recreation Ontario (PRO) etc., while others are not. There are opportunities to share this knowledge and continue the conversation.

R24

Recommendation:
Develop a LEG Parks and Recreation Community of Practice with staff representation (volunteer) to share and discuss outcomes from 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.

Discussion

A few of the LEG municipalities currently have recreation booking software. Arnprior is three years into a five year agreement with PerfectMind. Both the Town of Renfrew and the Township of Whitewater Region utilize BookKing software, however there are issues with it integrating with their financial software.

When agreements reach their term, there is an opportunity to evaluate booking software and to develop a group share agreement where all interested municipalities utilize the same software. There are also opportunities to develop a new platform for LEG municipalities to post events for cross marketing purposes.

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.

Discussion

There are established recreation agreements between LEG municipalities. These agreements grant residents from one municipality to another to enjoy the same privileges of access for facilities at the same rate as in-town residents.

There are opportunities to expand agreements outside of those between municipalities and include more formally and more collaboratively including school boards and private businesses if applicable.

Rental fees are discussed between representatives of parks and recreation at the County level semi-regularly. The discussion should continue to determine that rates are right-sized for each municipality and facility as the needs of each are different. A table comparing facility rental rates for similar facilities in the LEG municipalities is presented in Appendix D. Rental fees are currently

developed by LEG municipalities independently and discussed at the County level meetings. Recommended that this process be continued.

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.

Discussion

Many of the facilities are aging and are approaching or have exceeded their lifecycle. They also may need to be improved and upgraded in order to achieve universal accessibility. There are also opportunities to create operational efficiencies through the development of multi-purpose facilities and co-locating indoor and outdoor facilities at one property to save time and budget travelling between locations. Recommendations could include:

- Consider evaluating facilities for potential accessibility improvements to improve overall access to residents.
- 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, outdoor rink beside community centre.)

- Begin a coordinated effort to explore the feasibility of future / long term improved aquatics access across interested LEG municipalities. Potential future actions may be to locate a new aquatics centre in the Town of Renfrew, improve / expand existing aquatics in Arnprior, or to develop a new/enhanced agreement with non-LEG municipality (e.g. City of Pembroke).
- 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.

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.

Discussion

Generally parks and trails should receive regular improvements. Not all municipalities have their own parks, and it is difficult and unrealistic to expect residents from one end of the LEG boundary to visit a local neighbourhood park at the other end. The same can be considered for local trails. There are however group strategies that can help to identify where parks, facilities and local trails feed into a larger system of traversable open space and County trail connections. There are also opportunities to explore inclusion community amenities and take opportunities of grant funding from the County.

Some municipalities have their own set of parks, open spaces and trails, while others do not. Often planning for recreation, parks and trails is done in isolation. A coordinated effort when planning for strategic acquisitions for parks and trails as well as for future asset development and upgrades to facilities will help create a more coordinated and collaborative system of parks and recreation across the LEG municipalities.

There is an opportunity to, as a group, develop a regional LEG Recreation, Parks and Trails Master Plan which would help identify the regional drawing recreation hubs, larger parks, connections into regional trails and identify connections for 'blue trails' and boat launches into waterways which largely connect all the municipalities.

Single master plans can cost up to \$100K each depending on the level of assessment and available information. Larger regional plans, like the proposed Master Plan can cost up to \$400K also depending on the extent. Norfolk County completed a regional Parks, Facilities and Recreation Master Plan in 2015, and their budget was \$100K. If done to a similar extent, there are definite cost savings to preparing a group master plan versus individual master plans.

Additional recommendations for Parks and Trails include:

- Identify underutilized park space and take steps to revitalize as required to improve visitation;
- 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;
- Enter into agreements with local clubs (ATV, snowmobile) to help identify local trail opportunities (e.g. off-road, blue water trails);
- Engage community groups, school boards for partnerships (community watch, spring clean) etc.;
- Collaborate with the County of Renfrew and other LEG municipalities to identify active transportation routes and plan for hard shoulders;

- 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;
- Look to expand the park network through strategic acquisition for better connectivity;
- 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; and,
- Develop coordinated online interactive mapping and marketing for LEG trails.

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.

IMPLEMENTATION & CONCLUSION

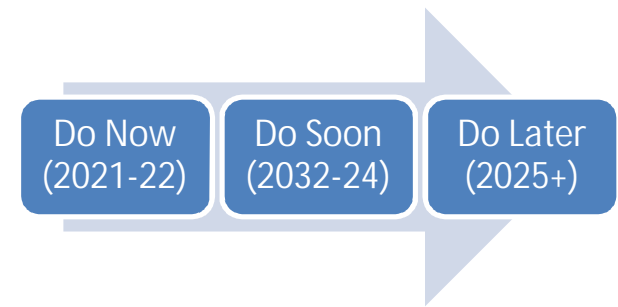
Roadmap for Implementation

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.

The roadmap is designed to aid LEG in implementing recommendations and furthering shared services opportunities.

Each recommendation has a unique code that helps the reader track the recommendations from the main report through the Roadmap for Implementation.

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 across the LEG municipalities.

The task of the LEG Strategy Group is to move forward and always keeping in mind the principles of the LEG, providing a sense of fairness to all partners, developing a sharing culture and being open to continuous improvement.

Focusing on tracking specific activity costs, levels of service and maintenance costs will allow the LEG to better understand the opportunities available for continued improvement. Through doing this, the LEG can align its desired level of service with the operational costs to make evidence-based choices on capital projects, asset management and labour allocation. The LEG should focus on gathering operational data and exploring a variety of service options with willing partners to maximize the return on investment of capital projects and annual operations.

It is recommended the LEG and its constituent municipalities establish key performance indicators (KPIs) that can be measured consistently across the LEG municipalities and continue to gather data and evaluate potentially feasible options for maximizing return on investment beyond the scope of these recommendations based on the evidence provided in the data.

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	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 B. Develop ERP/MMS functionality profile and transition plan for implementation...secure 3 rd party expert PM capacity	C. Assuming required interest/intent, execute a procurement process to secure the necessary ERP solution + implementation expertise via a shared capital project. D. Prepare a transition plan to the shared multi-entity ERP + MMS solution.	E. Execute transition to shared multi-entity ERP/MMS and initiate a phased transition to the shared management model.
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 Arnprior) to each serve three LEG municipalities.							
	Shared LEG staffing model for 2 HR specialists (excluding Arnprior) 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		<p>A. Model response time polygons for all LEG fire stations</p> <p>B. Draft standardized Automatic Aid Agreements</p> <p>C. Move towards borderless emergency response across the LEG</p>	<p>D. Move towards borderless emergency response beyond the LEG as appropriate</p>	
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		<p>A. Initiate First Line of Defense planning (needs and availability) and budgeting (unless incorporated into organizational model change)</p>	<p>B. Execute First Line of Defense work plan</p> <p>C. Deliver First Line of Defense KPI reporting at year-end</p>	
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		<p>A. Determine most appropriate organizational model municipality by municipality</p> <p>B. Begin discussions on sharing administration and other services as appropriate</p>	<p>C. Obtain individual Council approvals on organizational design as appropriate</p> <p>D. Implement appropriate organizational models</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								
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			<p>A. Begin sharing resources for recruit and ongoing firefighter training</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								
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>