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**Date:** 2021-06-16

**From:** Brittany Drury, Clerk

In consultation with: Al Meneses, CAO / Tim Lewis, CBO / By-law Enforcement Officer  
/ Kassandra Rocca, Treasurer / Director of Finance

**Subject** By-law Enforcement Outsourcing Pilot Project

**Report** LEG2021-20

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## Recommendation

That report LEG2021-20, By-law Enforcement Outsourcing Pilot Project, be received, and

That Council hereby approves outsourcing by-law enforcement services to James Special Services Security Firm, on a pilot basis, running 12 hours per day, on Fridays, weekends and holidays throughout July, August, September and October 2021, and

That By-law 2019-047, Purchasing Policy, and the requirement for a formal RFP process, is hereby waived to single source the pilot project to James Special Services Security Firm, and

That costs to fund the pilot project be funded from the working capital reserve.

## Background

The *Municipal Act, 2001* delegates authorities to Municipal Councils to pass by-laws, and further, to establish fines, penalties and enforcement measures for parties that contravene said by-laws. These powers are further enabled by the *Police Services Act, 1990*, which authorizes Officers of the Township to enforce by-laws in effect.

At their meeting on June 20, 2018, Council approved policy ADM-02-2018, to establish procedures regarding processing of by-law complaints. Per this policy, the Township has adopted a 'reactive' method of by-law enforcement, whereby enforcement measures are implemented upon receipt of a written complaint submitted to Township Officers. As noted in the policy, proactive measures will be taken, where resources permit. Policy ADM-02-2018, has been appended to this report for Council's information

(Appendix A).

## Analysis

Currently, the Township has appointed two By-law Enforcement Officers under the *Police Services Act, 1990*, formally by by-law. Both Officers are dually appointed as enforcement officers and Building Officials under *the Building Code Act, 1992*, therefore splitting their respective duties as prescribed under both Acts. With increased enforcement duties and building applications in the summer months, enforcement resources become strained, therefore identifying opportunities for internal efficiencies. This strain was further identified and supported by the recently completed Organization and Compensation Review.

To better assist the public, ensure enforcement of Council approved by-laws and take a proactive approach to enforcement matters, staff have consulted with a local security firm to outsource by-law enforcement services on a trial basis, throughout the summer and early fall of 2021. In the form of a pilot project, the private security firm would act as by-law enforcement subsidiary of the Township on Fridays, weekends, and holidays throughout the months of July, August, September and October. Enforcement services offered by the firm operate on a 24/7 basis, however staff are proposing a 12:00 p.m. to 12:00 a.m. servicing structure for the first year. As a cost saving mechanism, servicing 12 hours a day will cover peak times for enforcement, with the remaining 12 hours to be serviced by the OPP, therefore ensuring a consistent enforcement presence throughout the Township.

Staff are recommending partnership with James Special Services Security Firm to conduct the pilot project. Staff at James Special Services Security Firm have provided materials to staff to verify their expertise in the enforcement field, including references from neighbouring municipalities, insurance information, training materials provided to officers and photos of uniforms and decal vehicles. Photos, as provided by James Special Services Security Firm, have been appended to this report for Council's information (Appendix B).

James Special Services Security Firm has confirmed they are available to commence enforcement measures on behalf of the Township effective July 1, thereby providing security services throughout the Canada Day weekend. Staff will work with the Firm and their respective Officers to provide training regarding Township by-laws and establish a scope for services, including a presence on Township trails to ensure appropriate use of the spaces and monitor off-road vehicle uses. Upon commencement of the program, residents, Council and staff may report violations between 12:00 p.m. to 12:00 a.m., to a service number for investigation by the Firm. James Special Services Security Firm receives the call, investigates and formally tracks and reports all occurrences to Township staff. Therefore, following conclusion of the project, statistics and types of

complaints will be mapped and reported for Council's information, to inform a permanent by-law enforcement strategy moving forward.

Informational materials, outlining services offered by James Special Services Security Firm, are appended to this report for Council's information (Appendix C), and summarized below:

Cost	\$35.00 per hour (including officers, vehicles, insurance, etc.)
Receipt of Complaints / Occurrences	Complaints are received and responded to from 12:00 p.m. to 12:00 a.m. Residents may submit complaints / report occurrences directly to the firm for immediate investigation.
Services	Animal control, parking enforcement, noise complaints, routine patrols, public education, etc.

Total costs of the pilot contract are estimated to exceed \$20,000.00, therefore requiring a formal request for services, as defined in the current Purchasing Policy. Given the timing of this request, and upcoming summer enforcement season, staff respectfully request that Council waive the requirement for a formal RFP process, and single source provision of the pilot project to James Special Services Security Firm. Should the pilot project be successful, staff will present an addendum report for Council's consideration, formalizing the outsourcing relationship and advertise an RFP. Staff will evaluate the results of the program and inform Council of recommendations following conclusion of the trial.

## Financial Impact

Assuming services are provided three days a week, from 12:00 p.m. to 12:00 a.m., from July 1 to October 31, costs are estimated to total \$25,000.00.

Month	Days	Cost
July	15 (including Canada Day)	\$6,300.00

August	14 (including Civic holiday)	\$5,800.00
September	13 days (including Labor Day)	\$5,460.00
October	16 days (including Thanksgiving)	\$6,720.00
Total	58	\$24,280.00

Funds to cover the costs of the pilot project will be funded from the working capital reserve.

Should Council choose to have services provided 24 hours per scheduled day each month, total costs of the pilot project would double, at approximately \$50,000.00.

### Strategic Priorities

The recommendation as included in this report achieves the fifth strategic goal, Deliver Effective and Cost-Efficient Services, as included in the 2020-2024 Township of Georgian Bluffs Strategic Plan.

### Conclusion

To better assist the public, ensure enforcement of Council approved by-laws and take a proactive approach to enforcement matters, staff have consulted with a local security firm to outsource by-law enforcement services on a trial basis, throughout the summer and early fall of 2021. The pilot project would provide enforcement services throughout the Township, including those relating to parking, trail usage, noise violations and routine patrols. Staff recommend receipt of this report and approval of the recommendations contained therein.

Appendix A: Policy ADM-02-2018

Appendix B: James Special Services Security Firm Photos

Appendix C: James Special Services Security Firm Information Materials

Respectfully Submitted: Brittany Drury, Clerk

## Report Approval Details

Document Title:	LEG2021-20 - By-law Enforcement Outsourcing Pilot Project.docx
Attachments:	<ul style="list-style-type: none"><li>- 2018-055 - Policy ADM-02-2018 - By-law Complaints and Enforcement.pdf</li><li>- IMG_6324.jpg</li><li>- Car 1.PNG</li><li>- 20210504_104414.jpg</li><li>- Municipal Enforcement Unit .pdf</li></ul>
Final Approval Date:	Jun 9, 2021

This report and all of its attachments were approved and signed as outlined below:

Tim Lewis, Chief Building Official / By-law Enforcement Officer

Janet Hilts, HR Manager

Steven Dollmaier, Director of Operations

Kassandra Rocca, Director of Finance / Treasurer

Al Meneses, Chief Administrative Officer