



Agenda

Finance & Administration Committee

Chair: Deputy Mayor Abdallah

Tuesday, October 1, 2024

Council Chambers

Following Planning and Development Committee

(This meeting is live streamed on the [City's YouTube page](#) or it can be viewed on YourTV Community Channel 12)

1. **Call to Order**
2. **Disclosure of Pecuniary Interest & General Nature Thereof**
3. **Approval/Amendment of Meeting Agenda**
4. **Approval of Minutes**
 - Finance & Administration Committee – September 3, 2024
5. **Business Arising from Minutes**
6. **New Business**
 - a. PFD Monthly Report September 2024 – Chief Selle
 - b. Aerial Fire Truck Fire Service Agreement with the Town of Petawawa – Chief Selle
7. **Adjournment**

Draft Finance and Administration Committee Meeting Minutes

Council Chambers
Pembroke, Ontario
September 3, 2024
6:00 p.m.

1. Land Acknowledgement

2. Call to Order

Present:

Deputy Mayor Abdallah, Chair
Mayor Gervais
Councillor Jacyno
Councillor Kuehl
Councillor Lafreniere
Councillor Plummer
Councillor Purcell

Also Present:

Dave Unrau, Chief Administrative Officer
Victoria Charbonneau, Municipal Clerk
Chief Scott Selle, Pembroke Fire Department
Jennifer Belaire, Financial Planning Analyst

Deputy Mayor Abdallah called the meeting to order at 6:00 p.m.

Mayor Gervais moment of silence for Henry Brown, former Mayor of Pembroke

3. Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures of pecuniary interest declared.

4. Approval/Amendment of Meeting Agenda

Motion:

Moved by Councillor Plummer

Seconded by Councillor Jacyno

That the agenda of the Finance & Administration Committee meeting of September 3, 2024, be approved as circulated.

Carried

5. Approval of Minutes

- Combined Committee – August 13, 2024

Motion:

Moved by Councillor Purcell

Seconded by Councillor Plummer

That the minutes of the Combined Committee meeting of August 13, 2024, be approved as circulated.

Carried**6. Business Arising from Minutes**

There was no business arising from the minutes.

7. Presentations/Delegations

a. Laurentian Valley Grains & Smith's Storage – Proposed Donation of Land for Sportsplex
Darcy and Lyndsay Smith, Co-Owners of Laurentian Valley Grains and Smith's Storage were in attendance to speak to correspondence sent to the City in late June 2024.

Discussion was held including the following:

- Questions regarding is the land servicing opportunities on it
- It was discussed that Pembroke also has land in the industrial park strategically located off the highway 17, by hotels, and fully serviced
- It was stated that the correspondence was positioned to ensure discussions on future of recreation infrastructure for the area and exploration of what a cross-municipal partnership model may look like to serve residents in the area

8. New Business

a. Sportsplex Facility Joint Committee

CAO Unrau presented the report. A discussion was held and the following points were raised:

- It was highlighted that Laurentian Valley Township correspondence that a true partnership with a 50% partnership in cost and in turn through their correspondence indicates an interest of committing 50% cost sharing
- It was discussed that an intensive design process will be required coupled with realistic costs, contingencies and funding models
- It was stated that the Committee process (with all partners present) will establish a draft terms of reference, committee structure, budget (and associated commitments) for presentation to all Councils for review
- The need for continued momentum with timely milestones and deadlines was stressed as the initiative has many facets and considerations across multiple municipal borders

Motion:

Moved by Councillor Plummer

Seconded by Councillor Jacyno

That the Finance and Administration Committee approve the Township of Laurentian Valley's request to have three representatives on the Sportsplex Facility Joint Committee.

Carried

b. PFD Monthly Report August 2024

Chief Selle presented the information report.

c. Update on Recreational Burning By-law 2023-63

Chief Selle presented the report. A discussion was held and the following points were raised:

- It was stated that the new by-law has not resulted in a high amount of calls/complaints. This is taken as a positive sign that it is a working model for recreational burning.
- In addition, a notice for renewal of permits strategy was discussed, with staff potentially providing communications to current permit owners that renewal time is approaching.

d. Municipal Canada Community Building Fund (CCBF) Funding Agreement

CAO Unrau presented the information report indicating that a by-law would be coming forward at the Council meeting later in the evening.

e. Asset Retirement Obligation Policy

Financial Planning Analyst Belaire presented the report. A discussion was held and the following points were raised:

- It was stated that consultants will be completed in late September.
- A full inventory of City assets are identified and are being assessed

Motion:

Moved by Mayor Gervais

Seconded by Councillor Kuehl

That the Finance and Administration Committee approve the City of Pembroke's Asset Retirement Obligation Policy in accordance with Public Sector Accounting Board Section 3280: Asset Retirement Obligations, as presented.

Carried

f. Zero Emission Vehicle Infrastructure Program (ZEVIP) Funding Application

CAO Unrau presented the information report indicating that a resolution would be coming forward to the Council meeting later in the evening. A discussion was held, and the following points were raised:

- It was highlighted that the ZEVIP application can be layered on top of the FCM application
- Multiple areas in the City were surveyed for use of a depot and charging station, with the site's ability to be secured and capacity for sufficient power supply being critical factors.

9. Adjournment

Motion:

Moved by Councillor Kuehl

Seconded by Councillor Purcell

That the Finance and Administration Committee meeting of September 3, 2024, adjourn at 7:39 p.m.

Carried



PEMBROKE FIRE DEPARTMENT

200 International Drive Pembroke, Ontario K8A 6W5

Telephone: (613) 735-6821 ext. 1201 • Fax: (613) 732-7673 • www.pembroke.ca

“Protection, Prevention and Education for over 160 years”

September 2024 Monthly Report (August 28, 2024 – September 24, 2024)

Prevention and Public Education Activities

In September, school inspections took priority. Holy Name and Cathedral reached out to us to assist and provide feedback on their fire drills. Platoons continued to work through their prevention portfolios.

The month began with Fiddle Park. Final number of trailers reported to us this year was 251. That is a drop of 55 trailers from last year. 10 smoke alarms and 11 batteries were replaced this year versus 24 alarms and 27 batteries last year. Of the trailers that entered the Park this year, only 8% were non-compliant in comparison to the 17% non-compliance rate we saw last year. The smoke alarms and batteries are provided to non-compliant campers at the gate for a fee. The last pre-Covid event was held in 2019 and saw 400+ trailers. During that event, the PFD replaced 10 smoke alarms and 6 batteries. We had two incidents during Fiddle Park Week, both were medical calls.

Our Smoke Alarm Program continues to focus on Mackay St. Preparation are under way to expand out from Mackay St., hitting the neighbouring streets along the corridor.

Including Holy Name and Cathedral schools, the PFD conducted 7 fire drills this month. Our annual fire drills and inspections are underway at all Renfrew County Housing apartment buildings, with 4 buildings complete and 2 outstanding for October. A fire drill was also conducted at Bernadette McCann House.

One tour of the Fire Hall was conducted for the PRH Community Mental Health Team.

Public safety messaging on Pembroke's Pure Country focused on back-to-school reminders for drivers, such as putting your phone away when driving and slowing down in school zones. Our partnership with Renfrew County Fire Departments provided prevention messaging in the Eganville Leader.

Test Your Smoke Alarm Day in Ontario is on September 28th. Mayor Gervais proclaimed this day as Test Your Smoke Alarm Day in Pembroke. We advertised the day on the digital display outside the PMC, on the City's Website, our social media pages and through a Media Release. Staff have recorded spots on MyFM and Pembroke's Pure Country delivering key messages about the day. YourTV is kindly running the segment they produced of staff outlining the proper way to test and inspect smoke alarms in the home. Fire deaths in Ontario continue to be higher than ever and this day is a step towards reversing that trend. We hope everyone tests their smoke alarms and is prepared to be Saved By The Beep!

On our social media channels, we celebrated the Firefighters of the Month for August and shared information from the City of Pembroke. We continued to share environmental warnings and pertinent fire safety information. We also promoted Test Your Smoke Alarm Day as outlined above and began



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to advertise for Fire Prevention Week and our Open House. Hopefully our followers caught the 2024 version of “Where’s Sparky”. Followers are encouraged to attend the Open House and fill out a ballot for a great prize package. Please correctly identify where Sparky is in the photo. The ballots are only available at the Open House.

On our Facebook page, we reached 25,050 users, engaged with 3,859 users, and acquired 12 new followers. We currently have 1,021 followers on our Facebook page.

Fire Prevention Week

This year’s Fire Prevention Week theme is “Smoke Alarms: Make Them Work For You!” Being prepared to act in the event of a fire can start with simply pressing the test button and having the confidence that a working smoke alarm is in your home. Lives will be saved by regularly testing smoke alarms at least once a month, refreshing batteries at least once a year, and replacing smoke alarms older than 10 years.

We ask all residents of the City of Pembroke to take time, especially during FPW, to learn about smoke alarms and fire safety and implement good prevention measures in their households. Our social media platform will be used to send key messaging before, during, and after FPW 2024 to re-enforce the importance of smoke alarms and other fire prevention topics.

Our schedule of events has been released on our social media pages. We will also be displaying information on the PMC sign and the City of Pembroke website.

This year, we will kick off FPW 2024, joined by Mayor Gervais and Sparky, with the ceremonial Puck Drop at the Pembroke Lumber Kings game on October 6th. The PFD will have an information booth and smoke alarm exchange at the game as well. The Pembroke Professional Firefighters Association has kindly stepped forward to donate to the kids Chuck-A-Puck event held at the game.

Information Booths and Smoke Alarm Exchange will be conducted on Tuesday, October 8th, at the West End Plaza, outside the No Frill’s entrance, Wednesday, Oct. 9th at Giant Tiger (Alexander St. entrance) and Thursday, Oct. 10th at the Pembroke Mall. The booths will run from 10am – 2pm.

Tuesday, October 8th will see Sparky and staff participate in Fire Prevention Week activities at the Pembroke Public Library, by leading story time and followed by a safety talk and presentation to the children.

Finally, we will close out the week with our annual Open House, sponsored by the Pembroke Professional Firefighters Association, on October 12th from 11am – 2pm.

We are running our Firefighter for a Day contest at the local schools. Grades 3 & 4 students were challenged to produce fire safety messaging or slogans. The winning students will have their slogans displayed on a PFD truck and will get to spend an afternoon at the firehall working and training with the firefighters.



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We will be conducting fire drills at all the City Schools promoting the need for escape planning and practicing. As the week is short, we started visiting the classes participating in the Firefighter for a Day contest and presenting on Fire Safety. Thus far, we have presented to 95 students and 6 adults at Cathedral, Holy Name and Lourdes, and 14 college students at Anna Student Living.

I would like to thank all the members of the Pembroke Community who have stepped forward and offered their support for our Open House and other FPW activities.

Employee Recognition Program

To acknowledge the hard work, dedication, and professionalism of our staff, “Firefighter of the Month” for this month goes to Firefighter Riley Poirier. Riley fills a valuable role at the PFD with professionalism and diligence. His positive and professional attitude is greatly appreciated. Riley also represented the PFD at the inaugural Emergency & Protective Services United Event.

The Volunteer of the Month goes to Trevor Popke. Trevor achieved all training requirements this month, working effectively with his team during training evolutions. Congrats to Riley and Trevor.

Staffing

We have welcomed a new Co-op student to the PFD for the Fall semester. Ben Kranz is a Grade 12 student from Bishop Smith Catholic High School and aspires to a career in firefighting. We look forward to introducing Ben to the Fire Service.

In September, we completed the hiring process and welcome four new volunteers to the PFD. Lydia Shant’el Bouthillier, Payton Ziebarth, Brandon Merson and Renee Fleurant will begin orientation in October.

Courses and Seminars

Staff have completed the Resilient Minds Course as part of our PTSD Program.

Staff are in the process of completing recertification for First Aid, CPR, AED and Bleed Control.

Vulnerable Occupancy Inspections and Drills

There were no Vulnerable Occupancy Drills or Inspections this month.

Emergency Management

An Emergency Management Program Committee meeting was held in September.

EOC/Training Room

The EOC/training room hosted in-house training sessions and Departmental meetings.



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The Community Safety Working Group held a meeting in the EOC in September.

Along with the First Aid re-cert, the EM Program meeting, the Room hosted the Renfrew County Fire Chiefs Association and Community Watch.

The training room hosted a TELUS Mental Health Training session as well in September.

Equipment & Operations

Our new Stanley Rescue Boat has arrived and is ready to be unveiled at the Open House. Training on the new boat is underway.

Quotation Q-24-5 was awarded this month for the purchase of Structural Firefighting Gear. This is the first time the Department has purchased firefighting gear in this manner. This purchased is an approved Capital purchase for 2024. The project has come in slightly under budget.

Pembroke Professional Firefighters Association (Lo. 488)

The Association had no activities to report for September.

Career Firefighter Training

This month's training focused on:

- **Suppression:** Fire Suppression Techniques; Fire Dynamics; Hydrant & Pumper Operations; Water Supply; Basement Fires; Residential Fires; Electrical Vehicle Fires; Ventilation; Ground Ladders; Personal Protective Equipment
- **Rescue:** Search and Rescue; Firefighter Survival Techniques; Extrication Operations and Electric & Alternative Fuel Vehicles
- **SCBA:** Donning and Doffing and Practical Exercises; Inspection and Maintenance
- **Driver:** Emergency Driving and Response; Response Pre-planning
- **Prevention:** Ontario Fire Code & Inspection Orders; Public Education
- **Administration:** Policies, SOPs and Procedures; Fire Safety Plans; Cancer Prevention Strategies; Health & Safety; Human Resources; Leadership in the Fire Service

Volunteer training for this month:

- Fire Dynamics
- Hose Lines and Hose Lays
- Fire Suppression Techniques
- Ladders of the Fire Ground



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Recreational Open-Air Burning

Year/Month	Number of new permits	Number of Inspections	Renewals	Dollars collected	Total Number of Permits to date	Total dollars collected
2023	68	68	24	\$8,000	92	\$8,000
January 2024	0	1	0	0	0	0
February 2024	5	4	0	\$500	5	\$500
March 2024	9	14	2	\$1000	16	\$1500
April 2024	20	21	2	\$2,100	38	\$3,600
May 2024	31	33	4	\$3,300	73	\$6,900
June 2024	23	28	4	\$2,500	100	\$9,400
July 2024	13	13	1	\$1,350	114	\$10,750
August 2024	11	7	4	\$1,300	129	\$12,050
September 2024	3	4	22	\$1,400	154	\$13,450

Smoke Alarm Program

Year/Month	Number of Inspections	Number Tested	Alarms Missing	Alarms not Working	Batteries Replaced	Alarms Installed
2023	84	178	4	9	2	9
January 2024	21	44	0	2	3	8
February 2024	3	8	0	0	0	0
March 2024	13	34	1	1	1	3
April 2024	12	30	2	3	0	6
May 2024	19	43	4	4	2	9
June 2024	17	75	1	2	0	5
July 2024	19	46	4	1	0	6
August 2024	16	33	2	8	3	12
September 2024	8	23	0	0	0	0



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Inspections & Consultations

Type of Inspection or Consultation	# Completed
Assembly	54
Health Care and Long-Term Care Facility	16
Residential	47
Mercantile and/or Business	1
Industrial	3
Hotel or Motel	0
Recreational Burn Permit Site Inspections	5
Total number of inspections or consultations completed this month	126
Total number of violations found since the last report	33
Total number of outstanding violations repaired since the last report	15
Total number of Fire Safety Plans reviewed and/or approved	4

Incidents

Type of Incident	# attended
Fires/Explosions	2
Over Pressure Rupture/Explosion	1
Pre-Fire Conditions/ No Fire	4
Open- Air Burning	1
False Fire Calls	10
Public Hazards	4
Carbon Monoxide	4
Rescue	8
Medical	1
Other Responses	2
Total Responses	37
Estimated Dollar Loss	\$18,000



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False Alarms

Year/Month	Letter of Warning	Fine Issued	Fines Paid	Fines Cancelled	Fines Outstanding
2018	42	20	16	0	4
2019	23	9	12	0	1
2020	21	6	5	0	2
2021	29	8	8	2	0
2022	16	12	8	0	4
2023	20	6	5	0	1
January 2024	4	0	0	0	1
February 2024	5	0	0	0	1
March 2024	2	0	0	0	1
April 2024	3	0	0	0	1
May 2024	0	0	0	0	1
June 2024	2	1	0	0	2
July 2024	4	1	0	0	3
August 2024	2	0	1	0	2
September 2024	6	2	1	0	3

Respectfully yours,

Scott Selle,
Fire Chief



Committee Report

To: Deputy Mayor Brian Abdallah
Finance and Administration Committee

From: Scott Selle, Fire Chief
Pembroke Fire Department

Date: 2024-10-01

Re: **Aerial Fire Truck Fire Service Agreement with the Town of Petawawa**

Recommendation:

Direction from Committee is required concerning this agreement. At this time, staff is recommending retraction of the proposed agreement.

Background:

In early 2024, discussions began between the City of Pembroke and the Town of Petawawa regarding an agreement that would allow the Town of Petawawa access to our aerial apparatus during an emergency.

An agreement, similar to the one currently in place with Laurentian Valley, was presented to Council in July. The agreement provided for a means of cost recovery for the City of Pembroke and ensured the City would be compensated for the use of our equipment and services by the Town of Petawawa over the term of the agreement.

Council requested changes to the agreement at the conclusion of the July report and these changes were incorporated into the agreement and sent to the Town of Petawawa. The updated agreement is included in the agenda package with Councils' recommendations highlighted.

At this time, Petawawa will not accept the proposed agreement.

Financial Implications:

As no agreement has been reached, the loss of potential revenue from the annual fee is offset by removing response potential and the increased use of the Aerial Truck supporting the Town of Petawawa.



Strategic Plan Impact:

With no agreement in place with the Town of Petawawa, the Pembroke Fire Department will need to find alternative approaches to build, strengthen and maintain cross boundary municipal partnerships.

Attachments:

The Amended Aerial Service Agreement between the Corporation of the City of Pembroke and the Corporation of the Town of Petawawa.

Respectfully submitted,

Scott Selle, Fire Chief
Pembroke Fire Department

David Unrau
Chief Administrative Officer

THIS AGREEMENT made this day of 2024.

BETWEEN

THE CORPORATION OF THE TOWN OF PETAWAWA

(Hereinafter called the "Town")
OF THE FIRST PART

and

THE CORPORATION OF THE CITY OF PEMBROKE

(Hereinafter called the "City")
OF THE SECOND PART

WHEREAS the parties are municipalities located in the Province of Ontario who wish to enter into an agreement relating to emergency assistance in the event of a fire, or emergency;

AND WHEREAS the Town wishes to enter into a three (3) year agreement pertaining to specified Fire Department and Fire Fighting services provided by the City, and have agreed to pay costs relating to same;

NOW THEREFORE WITNESSETH that in consideration of the mutual covenants and agreements contained herein, the parties hereto covenant and agree as follows:

Definitions:

"Annual Fee": means the fee paid each year for the term of this agreement as outlined in paragraph 5.

"Home Department": means the fire department of the municipality experiencing the emergency.

"Service Rate": means the fee associated with requests for assistance and use outlined in paragraphs 6.

SERVICES TO BE PROVIDED

1. During the term of this Agreement, the City Fire Department will have an aerial apparatus available for assistance requests by the Town Fire Department. The aerial apparatus shall be provided by the City Fire Department upon a request from the Town Fire Department, however, the aerial apparatus shall, at all times, be operated and staffed by the City Fire Department.
2. It is acknowledged and agreed that the obligations of the parties specified in paragraph 1 herein, are subject to the availability of said equipment and resources depending on the circumstances at the time of the request. Such circumstances may include, but may not be limited to, other emergencies that could result in the equipment or resources being unavailable and/or recalled, and Fire Department personnel being unavailable and/or recalled. As a result, both parties acknowledge that the specified equipment and resources may not be available at all times, nor

be available upon each and every request.

3. It is further understood and agreed that notwithstanding the provisions of this agreement and as provided for in the Municipal Act, S.O. 2001, c. 25, and any amendment thereto, no liability shall accrue to the City for failing to supply the services, equipment or any of it, in answer to a request. Notwithstanding the terms of this paragraph, or anything else in this Agreement, the City agrees to act reasonably, and in good faith, in providing the equipment and resources specified, when needed and upon request, in the event of an emergency.
4. It is understood that the **Home Department** shall establish Incident Command and have full authority and control of the scene. The Incident Commander shall make every effort to incorporate the City Fire Department and the aerial apparatus into the existing command structure. The City Fire Department shall at all times be in complete command and control of the aerial apparatus. The City Fire Department shall be released under the authority and command of the Incident Commander, unless during an emergency recall of the City Fire Department. In such event, the City Chief will notify the Home Department's Incident Commander of the emergency recall.

COSTS

5. For the term of this Agreement, the Town shall pay the City an **Annual Fee** of \$14,850. This **Annual Fee** is based on the Town contributing ten percent (10%) of the costs related to the City's maintenance, testing and reserve funding for replacement of the aerial apparatus. This **Annual Fee** shall be subject to annual CPI adjustments. The City will send an invoice at the onset of this agreement and every January 1st, each year within the agreement, reflecting the year's adjusted amount. The initial invoice shall be prorated to reflect the actual months covered during the initial agreement year.
6. Upon each request for service, pursuant to paragraph 1 of this Agreement, the Town shall pay a **Service Rate** to the City of \$900. This fee shall cover the for the first two (2) hours of service. Additionally, a fee of \$450.00, per hour, for every hour the aerial platform is at the scene of the emergency, beyond the first two hours shall be applied. This **Service Rate** shall be subject to annual CPI adjustments.
7. In the event the City is dispatched to a request from the Town and the assistance request is subsequently cancelled, the **Service Rate** as outlined in paragraph 6 shall still apply.
8. The **Service Rate** specified in paragraph 6 herein has been calculated based on the cost of labour and estimated fuel costs for a minimum of two-hour response. The City shall invoice the Town within 30 days once the said fees are incurred. Invoices shall be due and payable within 30 days once rendered.
9. For the purposes of this agreement, the period of assistance shall be deemed commenced upon the acknowledgement of the request for assistance by the City Fire Department. The commencement time shall be the City Fire Department Unit Enroute Time, as stamped on the Fire Call Report received from the Renfrew County Central Ambulance Communications Centre, or the current dispatching agency in use by the City Fire Department on the date on the incident.
10. For the purposes of this agreement, the period of assistance shall be deemed

concluded upon the City Fire Department's responding unit's return to the City Fire Department. The conclusion time shall be the City Fire Department Unit At Station Time, as stamped on the Fire Call Report received from the Renfrew County Central Ambulance Communications Centre, or the current dispatching agency in use by the City Fire Department on the date on the incident.

INDEMNIFICATION

11. The Town agrees that the City and their members will at all times be indemnified and saved harmless for any and all claims, actions, suits or demands for damage or otherwise for any negligence or action on the part of the City and their members while performing any of the services provided by this agreement.

LIABILITY

12. If an accident or damage occurs involving the City Fire Department's responding unit within the period of assistance, the Town shall pay all costs associated for the repairs of the City Fire Department's responding unit. If the repairs are deemed insurable, the Town shall pay the deductible for the claim in the amount determined by the City's Treasury Department.
13. If damage occurs to the City's equipment during the period of assistance, the Town shall pay for repairs and/or replacement of the damaged equipment. If the repairs and/or replacement are deemed insurable, the Town shall pay the deductible for the claim in the amount determined by the City's Treasury Department.
14. If an injury occurs to the City's personnel during the period of assistance, and the injury is deemed insurable through the Workplace Safety and Insurance Board, the Town shall cover the City's portion of costs in regard to each and all Workplace Safety Insurance Board claims during the period of assistance.
15. The Town will incur any extra ordinary costs associated with the recovery of the aerial apparatus due to mechanical failure, scene placement or inclement weather while providing the services within the scope of this agreement.

TERM

16. This Agreement shall be in place for the term beginning _____ and ending December 31, 2028.
17. Despite any term in this Agreement, either party may elect to terminate this Agreement upon 90 days written notice to the other party. In the event of a termination, the **Annual Fee**, referred to in paragraph 5 herein, will be rebated and/or assessed on a pro-rated basis to the date of termination, and any **Service Rate** incurred, referred to in paragraphs 6 herein, shall remain due and payable.
18. This Agreement is limited to the subject matter and terms specified herein.

19. The parties may amend this Agreement at any time should they agree. Any amendments to this Agreement must be executed in writing.

DRAFT

IN WITNESS WHEREOF the parties set their hands the day, month and year first written above.

SIGNED, SEALED AND DELIVERED
In the presence of

THE CORPORATION OF THE TOWN OF PETAWAWA

Witness

Mayor

Witness

Chief Administrative Officer

THE CORPORATION OF THE CITY OF PEMBROKE

Witness

Mayor

Witness

Chief Administrative Officer

DRAFT