



## **REQUEST FOR PROPOSALS (RFP)**

Reference # RFP-2026-04

*Arcadia Fire Service Review*

*Governance Assessment, Public Safety Organizational  
Review, and Strategic Roadmap*

Issued by: Village of Arcadia

C/O Karrie Bedford – CAO

[info@arcadianb.ca](mailto:info@arcadianb.ca)

Issue Date: October 1, 2026

Closing Date: October 16, 2026

### **1. Introduction**

The Village of Arcadia is seeking proposals from qualified and experienced consulting firms to undertake a comprehensive review of the Arcadia Fire Service and related public safety functions.

The purpose of this engagement is to provide Council with an independent, evidence-based assessment of fire service delivery, organizational structure, governance, emergency preparedness, volunteer firefighter sustainability, asset management, operational effectiveness, and long-term service delivery requirements.

The review will encompass all five (5) fire departments serving the Village of Arcadia and will examine service delivery, response capabilities, volunteer models, governance structures, emergency management responsibilities, mutual aid agreements, fiscal sustainability, and public safety operations.

This project is intended to support informed decision-making by Council and Administration and provide a clear roadmap for maintaining high-quality emergency services while ensuring fiscal responsibility and the sustainable management of municipal assets and resources. The review should identify opportunities for continuous improvement while recognizing the value, history, and contribution of Arcadia's volunteer fire departments.

### **2. Background**

The Village of Arcadia was established through local governance reform and provides services across a large and geographically diverse municipality consisting of rural communities, waterfront areas, residential developments, institutional facilities, businesses, recreational assets, transportation corridors, and agricultural properties.

Fire protection services are currently provided through five volunteer fire departments operating from separate stations and service areas. Volunteer firefighters play a critical

role in protecting residents, businesses, infrastructure, and visitors throughout the municipality.

As Arcadia grows and evolves, Council seeks an independent review to:

- Assess current fire service delivery models.
- Evaluate long-term sustainability of volunteer fire services.
- Ensure a consistent and high-quality standard of service across all response areas.
- Clarify governance structures and accountability.
- Review emergency preparedness and public safety capabilities.
- Assess mutual aid and service agreements.
- Support volunteer recruitment, retention, and succession planning.
- Ensure responsible stewardship of municipal assets and financial resources.
- Identify efficiencies and opportunities for collaboration.
- Develop a practical and sustainable long-term service delivery strategy.

This review is not intended to predetermine any outcome but rather provide Council with objective analysis, options, and recommendations that support public safety, operational effectiveness, financial sustainability, and community expectations.

### 3. Objectives

The successful proponent shall:

- Conduct a comprehensive review of all five Arcadia fire departments.
- Complete an organizational review of fire services, emergency management, and public safety functions.
- Conduct a Community Risk Assessment.
- Review service areas, response capabilities, and service standards.
- Evaluate governance structures and reporting relationships.
- Review mutual aid, automatic aid, and service agreements.
- Assess volunteer firefighter recruitment, training, retention, wellness, and sustainability.
- Review emergency management and municipal preparedness programs.
- Assess municipal fire service assets and long-term capital requirements.
- Evaluate fiscal sustainability and opportunities for efficiencies.
- Develop strategic recommendations and implementation options for Council consideration.

### 4. Scope of Services

|          |                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| <b>A</b> | <b>Fire Service<br/>Current State<br/>Assessment</b> | Conduct a comprehensive review of all five fire departments, including:<br><br><b><u>Governance and Administration</u></b> <ul style="list-style-type: none"><li>• Governance structures</li><li>• Reporting relationships</li><li>• Fire department by-laws</li><li>• Policies and standard operating guidelines</li><li>• Chief Officer roles and responsibilities</li><li>• Accountability frameworks</li></ul> |
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|          |                                  | <ul style="list-style-type: none"> <li>Relationship between Fire Chiefs, Municipal Administration, and Council</li> <li>Decision-making processes</li> </ul> <p><b><u>Operations</u></b></p> <ul style="list-style-type: none"> <li>Incident response analysis</li> <li>Call volume and trends</li> <li>Response times</li> <li>Service delivery capabilities</li> <li>Apparatus deployment</li> <li>Equipment inventories</li> <li>Communications systems</li> <li>Dispatch protocols</li> <li>Fire prevention and public education activities</li> <li>Training programs and compliance requirements</li> </ul> <p><b><u>Organizational Structure</u></b></p> <ul style="list-style-type: none"> <li>Chain of command</li> <li>Officer structure</li> <li>Training responsibilities</li> <li>Administrative support requirements</li> <li>Operational coordination between departments</li> </ul> |
| <b>B</b> | <b>Service Area and Coverage</b> | <p>Review boundaries, including:</p> <ul style="list-style-type: none"> <li>Effectiveness of existing station locations and service</li> <li>Service districts</li> <li>Response areas</li> <li>Geographic coverage</li> <li>Travel times</li> <li>Road and transportation networks</li> <li>Water supply capabilities</li> <li>High-risk occupancy locations</li> <li>Future development pressures</li> <li>Growth trends</li> <li>Community demographics</li> </ul> <p>The consultant shall identify strengths, gaps, risks, vulnerabilities, and opportunities for service improvement.</p>                                                                                                                                                                                                                                                                                                      |
| <b>C</b> | <b>Community Risk Assessment</b> | <p>Conduct a comprehensive Community Risk Assessment, including:</p> <ul style="list-style-type: none"> <li>Geographic Profile</li> <li>Building Stock Profile</li> <li>Critical Infrastructure Profile</li> <li>Demographic Profile</li> <li>Hazard Profile</li> <li>Climate and Wildfire Risk Profile</li> <li>Public Safety Response Profile</li> <li>Community Services Profile</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

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|          |                                                    | <ul style="list-style-type: none"> <li>• Economic Profile</li> <li>• Historical Incident and Loss Profile</li> </ul> <p>The assessment shall evaluate community risks and establish recommendations regarding:</p> <ul style="list-style-type: none"> <li>• Prevention</li> <li>• Mitigation</li> <li>• Preparedness</li> <li>• Emergency Response</li> <li>• Recovery and Resiliency</li> </ul>                                                                                                                                                                                                                                                                             |
| <b>D</b> | <b>Volunteer Firefighter Sustainability Review</b> | <p>Recognizing that volunteer firefighters are the foundation of fire protection services within Arcadia, the consultant shall assess:</p> <ul style="list-style-type: none"> <li>• Volunteer recruitment practices</li> <li>• Retention challenges</li> <li>• Volunteer satisfaction</li> <li>• Officer succession planning</li> <li>• Burnout risks</li> <li>• Wellness supports</li> <li>• Recognition programs</li> <li>• Training demands</li> <li>• Administrative expectations</li> <li>• Leadership development opportunities</li> </ul> <p>Recommendations shall focus on supporting and strengthening the long-term sustainability of volunteer fire services.</p> |
| <b>E</b> | <b>Mutual Aid and Service Agreement Review</b>     | <p>Review and assess:</p> <ul style="list-style-type: none"> <li>• Existing mutual aid agreements</li> <li>• Automatic aid agreements</li> <li>• Service contracts</li> <li>• Cost-sharing arrangements</li> <li>• Cross-jurisdictional response relationships</li> <li>• Inter-municipal partnerships</li> </ul> <p>Recommendations shall identify opportunities to improve operational efficiency, service consistency, collaboration, and public safety outcomes.</p>                                                                                                                                                                                                     |
| <b>F</b> | <b>Fire Service Governance Review</b>              | <p>Evaluate current governance and organizational structures and present options that may include:</p> <ul style="list-style-type: none"> <li>• Status quo with targeted improvements</li> <li>• Shared administrative services</li> <li>• Unified leadership models</li> <li>• District-based management structures</li> <li>• Enhanced coordination among departments</li> <li>• Integrated or regional fire service approaches</li> </ul> <p>For each option, identify:</p> <ul style="list-style-type: none"> <li>• Governance implications</li> </ul>                                                                                                                   |

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|          |                                                          | <ul style="list-style-type: none"> <li>• Operational impacts</li> <li>• Volunteer impacts</li> <li>• Service level impacts</li> <li>• Financial implications</li> <li>• Risks and benefits</li> <li>• Public safety impacts</li> <li>• Implementation considerations</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>G</b> | <b>Public Safety and Emergency Management Review</b>     | <p>Conduct a review of Arcadia's broader public safety and emergency management framework.</p> <p><b>Emergency Management Review:</b></p> <ul style="list-style-type: none"> <li>• Municipal Emergency Plan</li> <li>• Emergency Measures Organization structure</li> <li>• Emergency Operations Centre protocols</li> <li>• Emergency preparedness programs</li> <li>• Training and exercises</li> <li>• Legislative compliance</li> <li>• Emergency response coordination</li> </ul> <p><b>Public Safety Structure</b><br/>Evaluate:</p> <ul style="list-style-type: none"> <li>• Integration between fire services and emergency management</li> <li>• Public safety administration</li> <li>• Resource allocation</li> <li>• Crisis management structures</li> <li>• Business continuity planning</li> <li>• Community resiliency initiatives</li> </ul> <p><b>Organizational Review</b><br/>Assess:</p> <ul style="list-style-type: none"> <li>• Organizational effectiveness <ul style="list-style-type: none"> <li>• Reporting relationships</li> <li>• Administrative capacity</li> <li>• Leadership responsibilities</li> <li>• Staffing requirements</li> <li>• Long-term public safety needs</li> </ul> </li> </ul> <p>Recommendations shall identify the most effective organizational structure to support public safety and emergency preparedness across Arcadia.</p> |
| <b>H</b> | <b>Asset Management and Fiscal Sustainability Review</b> | <p>The consultant shall complete a comprehensive review of all fire service assets and supporting infrastructure to determine whether current investments and management practices support sustainable service delivery</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

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|   |                                       | <p><b>Fleet and Apparatus Management</b></p> <p>Review:</p> <ul style="list-style-type: none"> <li>• Fire apparatus</li> <li>• Emergency vehicles</li> <li>• Support vehicles</li> <li>• Trailers</li> <li>• Specialized response equipment</li> </ul> <p>Assess:</p> <ul style="list-style-type: none"> <li>• Age</li> <li>• Condition</li> <li>• Utilization</li> <li>• Lifecycle expectations</li> <li>• Replacement requirements</li> </ul> <p>Identify opportunities for:</p> <ul style="list-style-type: none"> <li>• Fleet optimization</li> <li>• Equipment standardization</li> <li>• Shared resources</li> <li>• Lifecycle planning</li> </ul>                                                                                                                                           |
| I | <b>Facilities Review</b>              | <p>Assess all fire stations and related facilities, including:</p> <ul style="list-style-type: none"> <li>• Building condition</li> <li>• Functional adequacy</li> <li>• Capital needs</li> <li>• Accessibility</li> <li>• Future facility requirements</li> <li>• Operational suitability</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| J | <b>Equipment and Capital Planning</b> | <p>Review:</p> <ul style="list-style-type: none"> <li>• Equipment inventories</li> <li>• Equipment replacement schedules</li> <li>• Capital investment needs</li> <li>• Procurement practices</li> <li>• Equipment standardization opportunities</li> </ul> <p><b>Fiscal Sustainability Review</b></p> <p>Evaluate:</p> <ul style="list-style-type: none"> <li>• Operating expenditures</li> <li>• Capital expenditures</li> <li>• Cost per incident</li> <li>• Long-term affordability</li> <li>• Future funding requirements</li> <li>• Service-level costs</li> <li>• Benchmarking against similar municipalities</li> </ul> <p>Recommendations should identify opportunities to improve efficiency and achieve cost savings without negatively impacting public safety or service quality.</p> |

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|  |  | <p><b>Asset Management Integration</b></p> <p>Review the alignment between fire service assets and the Village's broader asset management framework.</p> <p>Recommendations shall support:</p> <ul style="list-style-type: none"> <li>• Lifecycle management</li> <li>• Capital forecasting</li> <li>• Risk management</li> <li>• Financial planning</li> <li>• Sustainable investment strategies</li> </ul> |
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## 5. Stakeholder Engagement

The successful proponent shall undertake meaningful consultation and engagement with key stakeholders, including:

- Mayor and Council
- Chief Administrative Officer & Staff
- Fire Chiefs
- Deputy Chiefs
- Fire Officers
- Volunteer Firefighters
- Emergency Management Personnel
- Mutual Aid Partners
- Community Stakeholders

Engagement methods may include:

- Interviews
- Focus groups
- Workshops
- Surveys
- Public information sessions

## 6. Deliverables

The selected consultant shall provide the following deliverables:

|   |                                                                     |                                                                                                                                                                                                                                                                                                   |
|---|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A | <b>Fire Service Review Report</b>                                   | Current state analysis<br>Service level review<br>Governance review<br>Operational review<br>Benchmarking analysis<br>Risk assessment findings<br>Gap analysis                                                                                                                                    |
| B | <b>Community Risk Assessment</b>                                    | Risk profiles<br>Hazard analysis<br>Community vulnerabilities<br>Mitigation recommendations                                                                                                                                                                                                       |
| C | <b>Public Safety and Emergency Management Organizational Review</b> | Emergency management assessment<br>Organizational review<br>Governance recommendations<br>Staffing considerations                                                                                                                                                                                 |
| D | <b>Asset Management and Sustainability Plan</b>                     | Asset inventory review<br>Apparatus assessment<br>Facility assessment<br>Capital replacement forecasts<br>Asset lifecycle recommendations<br>Ten-year capital investment roadmap<br>Asset optimization opportunities                                                                              |
| E | <b>Fiscal Sustainability Analysis</b>                               | Cost analysis<br>Service-level costing<br>Financial benchmarking<br>Opportunities for efficiencies<br>Long-term funding considerations                                                                                                                                                            |
| F | <b>Strategic Options Analysis</b>                                   | Presenting service delivery options with: <ul style="list-style-type: none"> <li>• Benefits</li> <li>• Risks</li> <li>• Financial impacts</li> <li>• Governance implications</li> <li>• Public safety implications</li> <li>• Volunteer impacts</li> <li>• Implementation requirements</li> </ul> |
| G | <b>Final Strategic Roadmap</b>                                      | <ul style="list-style-type: none"> <li>• Short-Term Priorities (1-2 Years)</li> <li>• Medium-Term Priorities (3-5 Years)</li> <li>• Long-Term Priorities (5-10 Years)</li> </ul>                                                                                                                  |
| H | <b>Council Presentation</b>                                         | Presentation of findings and recommendations to Council and Administration.                                                                                                                                                                                                                       |
| I | <b>Public Summary Report</b>                                        | A concise summary suitable for public release                                                                                                                                                                                                                                                     |

## 7. Proposal Requirements

Proposals must include:

|   |                                  |                                                                                                                                                                                                                                                                                            |
|---|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A | <b>Corporate Profile</b>         | <ul style="list-style-type: none"><li>• Organizational background</li><li>• Years in operation</li><li>• Relevant experience</li></ul>                                                                                                                                                     |
| B | <b>Project Team</b>              | <ul style="list-style-type: none"><li>• Team structure</li><li>• Key personnel</li><li>• Qualifications</li><li>• Certifications</li><li>• Relevant project experience</li></ul>                                                                                                           |
| C | <b>Related Experience</b>        | Examples of similar projects involving: <ul style="list-style-type: none"><li>• Fire service reviews</li><li>• Governance studies</li><li>• Volunteer fire departments</li><li>• Public safety reviews</li><li>• Emergency management reviews</li><li>• Asset management reviews</li></ul> |
| D | <b>Methodology and Work Plan</b> | <ul style="list-style-type: none"><li>• Project approach</li><li>• Stakeholder engagement strategy</li><li>• Deliverables</li><li>• Timeline</li><li>• Quality assurance measures</li></ul>                                                                                                |
| E | <b>Project Schedule</b>          | <ul style="list-style-type: none"><li>• Provide an estimated schedule identifying key milestones from project initiation to final report presentation.</li></ul>                                                                                                                           |
| F | <b>Fee Proposal</b>              | <ul style="list-style-type: none"><li>• Provide a detailed cost breakdown including: Consulting fees, Travel expenses, Accommodation, Meeting costs, Administrative costs, HST</li></ul>                                                                                                   |
| G | <b>References</b>                | <ul style="list-style-type: none"><li>• Provide a minimum of three references from similar projects completed within the past five years.</li></ul>                                                                                                                                        |

## 8. Evaluation Criteria

The Village of Arcadia will evaluate proposals based on:

| <b>Evaluation Criteria</b>             | <b>Weight</b> |
|----------------------------------------|---------------|
| Relevant Experience and Qualifications | 30%           |
| Understanding of Project Objectives    | 20%           |
| Methodology and Work Plan              | 25%           |
| Cost and Value                         | 15%           |
| Project Schedule and Availability      | 10%           |

## 9. Anticipated Timeline

The Village of Arcadia would ideally like to see the following timeline, however open to reconsideration based on proposal elements:

| Activity                      | Date                          |
|-------------------------------|-------------------------------|
| RFP Issued                    | October 1, 2026               |
| Questions Deadline            | October 16, 2026              |
| Proposal Submission Deadline  | October 16, 2026              |
| Consultant Selection          | October 19, 2026              |
| Project Initiation            | November 1, 2026              |
| Stakeholder Engagement        | November 2026 – February 2027 |
| Draft Report Submission       | March 2027                    |
| Council Review                | April 2027                    |
| Final Report and Presentation | May 2027                      |

## 10. Terms of Engagement

The Village of Arcadia reserves the right to:

- Reject any or all proposals.
- Accept a proposal other than the lowest-priced submission.
- Request clarification from proponents.
- Modify the scope of work.
- Negotiate with one or more proponents.
- Cancel the RFP at any time.

The successful proponent will be required to enter into a Professional Services Agreement with the Village of Arcadia.

## Desired Outcome

The Village of Arcadia seeks a practical, sustainable, and community-focused roadmap that strengthens all five volunteer fire departments while enhancing public safety, emergency preparedness, organizational effectiveness, and financial stewardship.

The review should provide Council with a framework to:

- Deliver a consistent and high-quality standard of fire protection and emergency response services.
- Maintain and improve public safety outcomes across the municipality.
- Support volunteer firefighter recruitment, retention, training, and succession planning.
- Clarify governance, accountability, and decision-making structures.
- Optimize the use of apparatus, equipment, facilities, and municipal assets.
- Promote fiscal responsibility and long-term financial sustainability.
- Improve service coordination and emergency preparedness.
- Identify opportunities for collaboration, efficiencies, and service enhancements.
- Support evidence-based capital and operational investment decisions.

- The final recommendations should provide a clear 10-year strategic roadmap that balances community risk, service expectations, volunteer sustainability, asset management, financial stewardship, and operational excellence while maintaining public safety as the highest priority.

**Proposals must be submitted to:**

Village of Arcadia – Attention: Karrie Bedford, CAO  
[info@arcadianb.ca](mailto:info@arcadianb.ca)

Reference # RFP-2026-04

**Submission Deadline:** October 16, 2026 at 4:00pm. Late submissions will not be considered.