



# AGENDA

## CYFS - JCC

Tuesday, June 2, 2015 at 9:30 AM  
Town of Aurora - Holland Room

Agenda compiled on 22/05/2015 at 10:32 AM

### Additions & Corrections to the Agenda

### Declaration of Pecuniary Interest

### Approval of Minutes

1. Central York Fire Services - Joint Council Committee Minutes of April 7, 2015. p. 1

The Central York Fire Services - Joint Council Committee recommends:

a) THAT Central York Fire Services - Joint Council Committee Minutes of April 7, 2015 be received.

### Items

2. Joint Central York Fire Services and Corporate Services Report - Financial Services 2015-34 dated April 23, 2015 regarding 2014 Central York Fire Services Budget Report - Fourth Quarter. (This report was distributed electronically at the time of the cancellation of the May meeting) p. 6

The Fire Chief and the Director of Financial Services/Treasurer (Newmarket) and the Director of Corporate and Financial Services/Treasurer (Aurora) recommend:

a) THAT Joint CYFS/Corporate Services Report - Financial Services 2015-34 dated April 23, 2015 regarding the 2014 CYFS Budget Report - Fourth Quarter be received for information purposes.

3. Fire Services Report 2015-05 dated May 13, 2015 regarding Staffing. p. 10

The Fire Chief recommends:

a) THAT Fire Services Report 2015-05 Training Division Staffing, dated 2015-05-13 be received for information purposes;

i) AND THAT Central York Fire Services (CYFS) proceed with hiring an Assistant Deputy Chief as recommended by the Fire Chief and supported through the Fire Department Master Plan Update.

### New Business

### **Closed Session (if required)**

4. Fire Services Report 2015-05 dated May 13, 2015 regarding labour relations and employee negotiations per the Municipal Act, Section 239 (2) (d).

### **Adjournment**



# MINUTES

Tuesday, April 7, 2015 at 9:30 AM

Town of Aurora – Leksand Room  
1 Municipal Drive

The meeting of the Central York Fire Services – Joint Council Committee was held on Tuesday, April 7, 2015 in Town of Town of Aurora, Leksand Room, 1 Municipal Drive, Aurora.

Members Present:	Aurora:	Councillor Abel Councillor Mrakas
Regrets:	Aurora:	Councillor Thompson
Members Present:	Newmarket:	Councillor Hempen Councillor Sponga Councillor Twinney
Staff Present:	Newmarket:	R. N. Shelton, Chief Administrative Officer L. Georgeff, Director of Human Resources D. Schellenberg, Manager of Finance and Accounting L. Lyons, Deputy Clerk
	Aurora:	A. Downey, Acting Chief Administrative Officer D. Elliot, Director of Corporate and Financial Services/Treasurer
	CYFS:	I. Laing, Fire Chief P. Leslie, Deputy Fire Chief R. Comeau, Deputy Fire Chief

The meeting was called to order at 9:32 a.m.

Councillor Abel in the Chair.

## Additions & Corrections to the Agenda

None.

## Declarations of Pecuniary Interest

None.

## Approval of Minutes

1. Central York Fire Services - Joint Council Committee Minutes of March 3, 2015.

Moved by: Councillor Twinney  
Seconded by: Councillor Sponga

THAT the Central York Fire Services - Joint Council Committee Minutes of March 3, 2015 be approved.

**Carried**

## Items

2. Chief Laing addressed those present with a PowerPoint presentation being an overview of the 2014 Annual Report which included details of emergency response times and statistics, fire protection services to the communities of Aurora and Newmarket, changes to the fire code and training hours and staffing. He also provided an update regarding the 2014 operating and capital budget information and provided an overview and status of the Master Fire Plan Update.

Moved by: Councillor Mrakas  
Seconded by: Councillor Twinney

THAT the PowerPoint presentation overview of the 2014 Annual Report by Chief Laing be received.

**Carried**

3. Central York Fire Services Report 2015-04 dated March 18, 2015 regarding Draft Fire Department Master Plan - Implementation Options.

Chief Laing provided an overview of the objective of the report with respect to implementation options and financial considerations for the implementation of recommendations from the July 2014 Fire Department Master Fire Plan Update.

Moved by: Councillor Hempen  
Seconded by: Councillor Mrakas

THAT CYFS Report 2015-04 dated March 18, 2015 regarding proposed options for implementation of recommendations from the July 2014 Fire Department Master Plan Update (FDMPU) be received and the following recommendations be adopted:

i) THAT JCC recommend to the Councils of the two municipalities to direct staff to proceed with a land securement process in 2015 for the construction of a new fire station;

ii) AND THAT JCC make a recommendation to the Councils of the two municipalities to relocate Administration and Training with the new Suppression crew at the new fifth fire station;

iii) AND THAT JCC make a recommendation to the Councils of the two municipalities to adopt a multi-year approach to the hiring of a 7th crew, commencing in approximately 2016;

iv) AND THAT funds be approved to hire an architectural consultant to undertake the fire station design, including assisting in the site evaluation process, to be funded from Development Charge reserves from the respective municipalities.

#### **Motion Lost**

Moved by: Councillor Sponga

Seconded by: Councillor Hempen

a) THAT Central York Fire Services – Joint Council Committee recommend to both Council's approval of the 2014 Fire Department Master Plan Update;

i) AND THAT Joint Council Committee make a recommendation to the Councils of the two municipalities to proceed with a land securement, subject to a report for final approval in 2015 for the construction of a new fire facility to include Administration, Training and Suppression Crew and provide for possible inclusion of Fire Prevention Division;

ii) AND THAT Development Charge funds to an upset limit of \$25,000 be approved to hire by RFP, an architectural consultant to assist in the land securement and upon approval of land purchase and approval of further funding, to undertake the facility design.

#### **Carried**

4. An amendment was made to Recommendation # 3 contained in the motion presented by Councillor Mrakas with respect to the feasibility of a consolidated fire service with the Town of Richmond Hill.

Moved by Councillor Mrakas  
Seconded by Councillor Sponga

WHEREAS the consolidation of Aurora and Newmarket fire services into Central York Fire Services has achieved efficiencies through enhanced levels of fire service provided at a significantly reduced cost;

AND WHEREAS consolidation with additional municipalities may achieve further operating efficiencies, improved department structure, increased service level(s), and cost avoidance opportunities;

BE IT RESOLVED THAT staff be directed to prepare correspondence to the Council of the Town of Richmond Hill pursuing interest in the consolidation of CYFS with the Town of Richmond Hill Fire Service;

AND THAT the correspondence be brought before both Councils of Aurora and Newmarket for approval and signed by Heads of Councils before submission to Richmond Hill Council.

**Carried**

## **New Business**

- a) The Acting Chief Administrative Officer (Aurora) requested that the CYFS – Joint Council Committee Minutes of March 3, 2015 be submitted to the Town of Aurora Council and Town of Newmarket Council for consideration of the Joint Council Committee recommendations related to Central York Fire Services Report 2015-04 dated March 18, 2015 with respect to the Draft Fire Department Master Plan – Implementation Options.

Moved by: Councillor Sponga  
Seconded by: Councillor Mrakas

THAT the CYFS – Joint Council Committee Minutes of March 3, 2015 be forwarded to the Town of Aurora Council and Town of Newmarket Council in advance of the next scheduled CYFS – Joint Council Committee meeting.

**Carried**

- b) Chief Laing announced Deputy Chief Leslie's retirement. The Chief and Joint Council Committee members thanked him for his years of service.

**Closed Session (if required)**

The Chair advised that there was no requirement for a Closed Session.

**Adjournment**

Moved by: Councillor Mrakas  
Seconded by: Councillor Twinney

THAT the meeting adjourn.

**Carried**

There being no further business, the meeting adjourned at 11:35 a.m.

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Date

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Councillor Abel, Chair



## CENTRAL YORK FIRE SERVICES

April 23, 2015

### JOINT CENTRAL YORK FIRE SERVICES AND CORPORATE SERVICES REPORT - FINANCIAL SERVICES 2015-34

**TO:** Joint Council Committee

**SUBJECT:** 2014 Central York Fire Services Budget Report-Fourth Quarter

**ORIGIN:** Central York Fire Services – Fire Chief  
Director, Financial Services/Treasurer

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#### **RECOMMENDATION**

**THAT Joint CYFS/Corporate Services Report – Financial Services 2015-34 dated April 23, 2015 regarding the 2014 CYFS Budget Report-Fourth Quarter be received for information purposes.**

#### **COMMENTS**

##### **Purpose**

The purpose of this report is to provide the JCC with the final 2014 operating and capital results for Central York Fire Services for the period ending December 31, 2014.

##### **Budget Impact**

CYFS had an operating surplus of \$22,009. This surplus was transferred to the CYFS reserve fund.

##### **Summary**

In the operating budget for 2014, the CYFS result is a small surplus of \$22,009. In the capital budget, an amount of \$799,996 was spent by the end of December 31, 2014, of which \$631,873 was for replacement of a fire truck. The unspent capital budget amount of \$124,966 will be carried over into 2015.



## **Background**

This report is to provide the JCC with the final 2014 operating and capital results for Central York Fire Services for the period ending December 31, 2014.

## **Operating**

2014 budgeted revenues totalled \$266,000. The actual revenues were \$263,703 due to miscellaneous charges coming in lower than expected. 2014 budgeted expenses totalled \$22,272,022, excluding a \$55,000 transfer to the reserve fund. The actual expenses stood at \$22,247,716 which was \$24,306 under budget. Arbitration costs (contingency account) were \$192,142 over the budget, offset by savings in accounts for overtime, standby/callbacks, dispatch service, vehicle repairs and maintenance, uniforms and clothing, and training. Net expenditures, excluding transfers to/from reserves, were \$22,009 under budget.

Approximately \$39,000 was incurred for the 2014 Fire Department Master Plan Update. The individual municipalities can recoup their proportionate share of this cost from Development Charges which were included in the 2014 contributions.

Attached is a summary of the 2014 operating results for Central York Fire Services.

## **Capital**

The 2014 capital budget, including carryovers, totalled \$940,267. An amount of \$799,996 was spent by the end of December 31, 2014, of which \$631,873 was for the replacement of a fire truck. The unspent budget amount of \$124,966 will be carried over into 2015.

## **Reserves**

As at December 31, 2014, the two municipalities had the following reserves for Fire Services:

CYFS Reserve Fund	Joint	\$ 851,896
Asset Replacement Fund (ARF)	Joint	\$ (373,981)
Training Reserve	Aurora	\$ 111,040
	Newmarket	\$ 85,194
Development Charges	Aurora	\$ 844,277
	Newmarket	\$ 354,527

*Note: Subsequent to the year end, the training reserves have been transferred to the CYFS ARF as approved by the respective Councils.*

**IMPACT ON THE MASTER FIRE PLAN**

This report is for information purposes and has no impact on the Master Fire Plan.

**CONSULTATION**

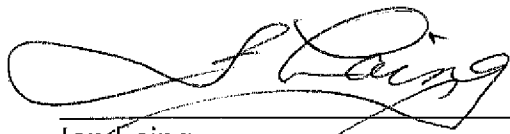
There has been consultation between the Finance staff of both Aurora and Newmarket. Our auditors, BDO Canada, have reviewed the accounts as part of their annual audit. They have not recommended any adjustments and have not indicated any concerns.

**BUDGET IMPACT**

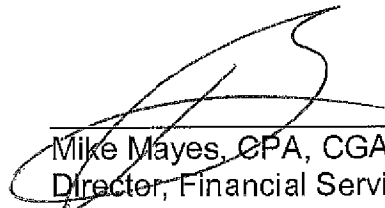
CYFS has a surplus of \$22,009 in operating. This surplus was transferred to the CYFS reserve fund.

**CONTACT**

For more information on this report, contact: Mike Mayes at 905-953-5300, ext. 2102 or via e-mail at [mmayes@newmarket.ca](mailto:mmayes@newmarket.ca)



Ian Laing  
Fire Chief  
Central York Fire Services



Mike Mayes, CPA, CGA  
Director, Financial Services/Treasurer  
Town of Newmarket

Reviewed by:



Dan Elliott, Director  
Corporate & Financial Services/Treasurer  
Town of Aurora

MM:FW/nh

Attachment: CYFS Operating Results – for the twelve months ending December 31,  
2014 (1 pg.)

**CENTRAL YORK FIRE SERVICES**  
**OPERATING RESULTS**  
**For the Twelve Months Ending December 31, 2014**

OBJECT ACCOUNTS	2013	2014			
	ACTUAL \$	ACTUAL \$	BUDGET \$	VARIANCE favourable/(unfavourable)	
				\$	%
<b>Expenses</b>					
4011 Management Salaries	424,794	464,568	427,694	(36,874)	(8.62%)
4021 Regular Salaries & Wages	12,275,263	13,079,779	13,073,114	(6,665)	(0.05%)
4024 Standby/Callback	31,177	53,153	86,000	32,847	38.19%
4025 Overtime	137,187	175,045	220,000	44,955	20.43%
4026 Lieu Time Paid	566,942	603,585	617,000	13,415	2.17%
4028 WSIB Reimbursements	(5,428)	(22,668)	-	22,668	n/a
4031 Casual/Seasonal Wage	42,550	39,916	12,000	(27,916)	(232.63%)
4035 Regular Part-Time Wages	20,649	21,031	35,671	14,640	41.04%
4106 Workers' Compensation	93,504	93,504	93,500	(4)	0.00%
4109 Direct Payroll Benefits	3,897,598	4,170,680	4,183,671	12,991	0.31%
<b>Sub Total Salaries and Benefits</b>	<b>17,484,236</b>	<b>18,678,593</b>	<b>18,748,650</b>	<b>70,057</b>	<b>0.37%</b>
4213 Licences	485	656	-	(656)	n/a
4216 Stationery & Office Supplies	11,117	13,751	15,000	1,249	8.33%
4217 Photocopier Lease & Supplies	5,961	6,930	5,000	(1,930)	(38.60%)
4219 Emergency Mgmt. Materials	1,884	3,369	4,000	631	15.77%
4229 Janitorial Supplies	16,390	13,573	20,000	6,427	32.13%
4232 Fuel for Vehicles	109,474	103,445	110,000	6,555	5.96%
4261 Uniforms, Clothing	83,325	110,521	130,000	19,479	14.98%
4269 Misc.	7,338	12,070	4,000	(8,070)	(201.74%)
4272 Vehicle Repairs & Maintenance	223,353	304,043	349,366	45,323	12.97%
4273 Building Repairs & Maintenance	76,587	132,198	101,700	(30,498)	(29.99%)
4278 Equipment Repairs & Maintenance	115,450	114,670	102,000	(12,670)	(12.42%)
4299 Capital Acquisitions	48,632	68,466	67,000	(1,466)	(2.19%)
4303 Cell Phone	18,436	19,727	20,000	273	1.36%
4311 Hydro	74,684	80,712	70,000	(10,712)	(15.30%)
4321 Heat	43,455	28,444	53,000	24,556	46.33%
4331 Water	10,550	11,257	15,000	3,743	24.95%
4404 Consulting Services	20,263	38,942	60,000	21,058	35.10%
4425 Education/Corporate Tuition Assist.	1,240	764	11,000	10,236	93.06%
4462 Fire Prevention	22,538	27,585	21,000	(6,585)	(31.36%)
4463 Fire Investigation	111	1,329	4,500	3,171	70.46%
4464 Association Allowance	2,500	3,000	2,500	(500)	(20.00%)
4465 Dispatch Service	409,337	427,106	505,000	77,894	15.42%
4466 Wellness Program	7,776	14,783	14,500	(283)	(1.95%)
4471 Mileage/Parking/Tolls	3,685	2,400	2,600	200	7.71%
4474 Training	112,404	60,228	70,000	9,772	13.96%
4478 Conferences & Seminar Fees	18,037	19,178	13,500	(5,678)	(42.06%)
4511 Street Snowploughing Contract	9,712	9,802	11,275	1,473	13.07%
4662 Contingency Account	116,610	237,142	45,000	(192,142)	(426.98%)
4666 Vehicle Lease	-	-	-	-	n/a
Support cost allocation	816,447	832,431	832,431	(0)	(0.00%)
4911 Transfer to Capital	6,600	20,600	14,000	(6,600)	(47.14%)
4936 Asset Replacement Fund	600,000	850,000	850,000	0	0.00%
<b>Total Expenses</b>	<b>20,478,615</b>	<b>22,247,716</b>	<b>22,272,022</b>	<b>24,306</b>	<b>0.11%</b>
<b>Revenues</b>					
7431 Fire Dept. Recoveries	238,805	254,815	251,000	3,815	1.52%
7471 Misc. Charges	13,246	8,888	15,000	(6,112)	(40.75%)
<b>Total Revenues</b>	<b>252,052</b>	<b>263,703</b>	<b>266,000</b>	<b>(2,297)</b>	<b>(0.86%)</b>
<b>Net Expenditure Before Transfers</b>	<b>20,226,564</b>	<b>21,984,013</b>	<b>22,006,022</b>	<b>22,009</b>	<b>0.10%</b>
<b>Transfers to/(from) Reserve Fund</b>					
4922 Transfer to Reserve Fund	213,230	65,009	55,000	(10,009)	(18.20%)
7542 From Reserve Fund	-	-	(12,000)	(12,000)	100.00%
<b>Net Expenditure</b>	<b>20,439,794</b>	<b>22,049,022</b>	<b>22,049,022</b>	<b>-</b>	<b>0.00%</b>
Newmarket's share(2013-59.75%; 2014- 60.05%)	12,212,777	13,240,438	13,240,438	-	0.00%
Aurora's share(2013-40.25%; 2014 - 39.95%)	8,227,017	8,808,584	8,808,584	-	0.00%
	20,439,794	22,049,022	22,049,022	-	0.00%

**CENTRAL YORK FIRE SERVICES**

2015-05-13

**Fire Services Report 2015-05**

To: Joint Council Committee

Origin: Central York Fire Services - Fire Chief

Subject: Staffing

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**RECOMMENDATIONS**

**THAT Fire Services Report 2015-05 Training Division Staffing, dated 2015-05-13, be received for information purposes;**

**And that Central York Fire Services (CYFS) proceed with hiring an Assistant Deputy Chief as recommended by the Fire Chief and supported through the Fire Department Master Plan Update.**

**COMMENTS**

This report has been prepared as a result of Town of Newmarket budget discussions referring the matter of the creation of a new position to JCC for finalization. The focus of this report is whether an Assistant Deputy Chief or a Chief Training Officer position should be approved at this time.

The 2008 Master Fire Plan (MFP) recognized the requirement for a supervisory position in the Training Division resulting in a number of budget requests for a Chief Training Officer (CTO) position. The 2014 Fire Department Master Plan Update (FDMPU) conducted by Dillon Consulting reinforced the need for a supervisory position in the Training Division. The FDMPU offers an alternative strategy to the Chief Training Officer position with the introduction of an Assistant Deputy Chief position. It is important to recognize the changes that have occurred within the Fire Service since the original request for additional training support in 2008 and the need to look at resourcing the service from a broader, longer term and strategic perspective. The proposal for an Assistant Deputy Chief position aligns with this strategy and provides the Fire Service with the support it needs given the evolution that has occurred over the past few years.

The 2014 FDMPU presented an overview of the increased workload and limited opportunity for succession planning within the management ranks of CYFS. Additionally, the recently arbitrated decision to trial a “24 hour shift” work schedule will require a significant effort to develop a data management plan that would support decision making at the conclusion of the 24 hour trial. This management position will also be tasked with providing additional business metrics that will guide the operation on a go forward basis, lead the Emergency Management portfolio and provide day to day leadership to the Training Division.

The FDMPU also outlines the benefits to having an additional member on the Fire Services management team leading a 24 hour service. Currently, there are three management positions within the department with 132 Association positions on the department roster. Since the consolidation in 2002 the number of Fire Services employees has more than tripled, from 46 to 132, while the number of management positions has only increased by one in 2008. With the recommendations laid out in the 2014 FDMPU the department is working towards adding twenty-three new positions within the next few years which would increase the Association complement to 155 members, most of them within the Fire Suppression Division. There is a need to ensure appropriate training occurs on a regular basis and that there is formal evidence of compliance with appropriate pieces of legislation. The training of staff is an ever increasing demand that requires attention in order to reduce risk to those providing the service as well as to the community. An Assistant Deputy Chief overseeing this area would ensure both standards are in place and metrics are developed to manage the risk more effectively.

The addition of an Assistant Deputy Chief position outside of the bargaining unit would add a valuable non-union resource to the department’s management team, expand career management opportunities, provide day to day direction to the Training Division and result in the development of metrics that will not only support operational decision making but also support collective bargaining. It is therefore recommended that Fire Services proceed with hiring an Assistant Deputy Chief as outlined in this report.

## **BACKGROUND**

The recent correspondence from the Association provided to JCC members, some members of Council, and subsequently to the Fire Chief, raises an interesting issue regarding the management of the Fire Service. The management of the Fire Service is the responsibility of the Chief to ensure that fire services are delivered in an efficient and effective manner as per the requirements and standards set by the municipalities.

The Fire Services management team is accountable to the community for ensuring that the established levels of service are achieved in the most effective and efficient manner, thereby reducing not only the level of risk to the community but also the liability of the corporation. It is apparent that both management and the Association agree that the Training Division is shy of resources. The recent approval of a Training Officer position

and the flexibility to provide supervision to the Training Division as well as address other departmental needs supports the hiring of an Assistant Deputy Chief.

### **BUDGET IMPACT**

While on the surface the Assistant Deputy Chief position appears to be more expensive according to the Association, it is worth noting that a Chief Training Officer (CTO) position at \$120,929 would receive recognition pay over and above their base wage, in addition to overtime, lieu days and other provisions of the collective agreement. When one factors in the various costs associated with the CTO position there is little difference in cost, but a significant difference in leadership, efficiency and effectiveness of the position.

In addition and possibly of more importance, the Assistant Deputy Chief position will assist in administration and containing potential costs in a number of areas.

### **CONSULTATION**

This report was developed after consultation with CYFS management staff and the Human Resources Department.

### **IMPACT ON THE MASTER FIRE PLAN**

The hiring of an Assistant Deputy Chief is in accordance with the 2014 FDMPU which was approved by JCC on April 7, 2015.

### **CONTACT**

Fire Chief Ian Laing



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Ian Laing, Fire Chief  
Central York Fire Services

## 2015 Fire Budget Proposal

The 2015 budget proposals brought forward indicates the necessary growth in areas of our Fire Department that have been under serviced for some time; Training and Prevention being the two most obvious. Although the Association agrees in principle with the necessity of addressing these areas, we do believe it can be done in more efficient manner.

In the fire budgets for 2013 and 2014 requests were made to enhance these divisions but were ultimately deferred. In those budgets the request was for a Chief Training Officer (CTO) as opposed to an Assistant Deputy Chief. Currently the two Training Officers are pushed to the limit when it comes to addressing the goals set for the year. In fact many of the plans made in regards to training have to be put on the back burner because the two individuals are working at their capacity. Growth in the division is necessary but the key is to expand it in the right way.

The proposed Assistant Deputy Chief position with the portfolio of training and other unspecified responsibilities does not address the current concerns in training. This role would be strictly administrative, as the Assistant Deputy Chief would not be able to develop lesson plans or conduct training of personnel, as per the collective agreement, which is the vital role of any training officer. So it would not address the core issues that the training division is facing. In fact his/her role in training would be limited to administrative duties thus not reducing the work load of the current individuals in training.

A CTO(Chief Training Officer) would have the equivalent rank of a Platoon Chief and would be responsible to oversee the Training Division. This would include the responsibility of administrating the day to day goals and needs of the division including training agendas, putting together training material, delivering training on a regular basis and other related duties, and reporting directly to the Deputy Chief of Operations. This position would enable the current Training Officers to relinquish those administrative responsibilities and focus on the goals set by the

Training Division. The CTO assumes the administrative role but also is able to conduct training thus increasing the efficiency of the division.

The current budget revision that was supplied to JCC shows an Assistant Deputy Chief and a proposed third Training Officer. The cost of this proposal is as follows:

Assistant Deputy Chief- \$167,700.00

Training Officer - \$ 137,998.00 = Total- \$ 305,698.00

As stated earlier in previous budgets the request was for a Chief Training Officer. In the Association's submissions for negotiations this round we proposed a CTO, we agreed with management that the division needed to expand to fulfill its mandate but we believe that a CTO would be a more efficient addition to the division and more cost effective.

Chief Training Officer- \$150,900 (Approx.)

There is a difference of \$150,000 +(approx.). These monies could be savings or some of it redirected to fill the much needed (proposed) Fire Inspector position.

The Training Division is a vital part of our organization. In order to attract and retain strong personnel there needs to be room for promotion and career enhancement. Our current Training Officers are both dedicated individuals and, as mentioned, are carrying a tremendous work load. The current organizational set up in the Training Division makes it difficult to attract members from within the department; also retention of current training officers could be an issue in the future. By enhancing the division and creating real career opportunities, the division will benefit and also the suppression staff through better training opportunities and this benefits the public.

The Association believes filling the Chief Training Officer position is the most efficient and cost effective choice.