



# AGENDA

## CYFS - JCC

Tuesday, January 12, 2016 at 9:30 AM  
Town of Newmarket - Mulock Room

Agenda compiled on 07/01/2016 at 2:46 PM

### Open Forum

### Additions & Corrections to the Agenda

### Declaration of Pecuniary Interest

### Approval of Minutes

1. Central York Fire Services - Joint Council Committee Minutes of December 15, 2015. p. 1

The Central York Fire Services - Joint Council Committee recommend:

a) THAT the Central York Fire Services - Joint Council Committee Minutes of December 15, 2015 be received.

### Items

2. Memorandum dated January 5, 2016 regarding Information Memo further to Report 2015-09. p. 5
3. Fire Services Report 2015-09 dated December 14, 2015 regarding Fire Master Plan Staffing Strategy. (Deferred from the December 15, 2015 CYFS-JCC meeting) p. 7

The Fire Chief recommends:

a) THAT Fire Services Report 2015-09, Fire Master Plan Staffing Strategy, dated December 14, 2015 be received for information purposes;

i) AND THAT Central York Fire Services (CYFS) outline and review with JCC the motion from the December 7, 2015 Newmarket Committee of the Whole, Operating Budget session;

ii) AND THAT JCC recommend to both Councils a commitment to a multi-year staffing plan to meet departmental operational needs and enable CYFS to provide the appropriate level of prevention, educational and emergency service to the communities as outlined in the Fire Protection and Prevention Act, the Consolidated Service Agreement and the 2014 Fire Department Master Fire Plan Update;

iii) AND THAT JCC request the release of operating budget funds from a Town of Newmarket reserve account in order to initiate a multi-year hiring program which will enable CYFS to appropriately deal with emergency situations in Aurora and Newmarket.

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

4. Town of Aurora Parks and Recreation Services (Closed Session) Report 2016-01 dated January 12, 2016 regarding the potential acquisition of land in Aurora as per Section 239 (2) (c) of the Municipal Act, 2001.

### **New Business**

### **Adjournment**



# MINUTES

Tuesday, December 15, 2015 at 9:30 AM  
Council Chambers  
Town of Aurora

The meeting of the CYFS - JCC was held on Tuesday, December 15, 2015 in the Council Chambers, Town of Aurora.

Members Present:	Aurora:	Councillor Abel Councillor Mrakas Councillor Thompson
	Newmarket	Councillor Twinney Councillor Hempen Councillor Sponga
Staff Present:	Aurora:	P. Moyle, Interim CAO D. Elliott, Director of Financial Services
	Newmarket:	A. Moore, Commissioner of Corporate Services L. Georgeff, Director of Human Resources L. Lyons, Deputy Clerk
	CYFS:	I. Laing, Fire Chief R. Volpe, Deputy Fire Chief R. Comeau, Deputy Fire Chief

The meeting was called to order at 9:31 a.m.

Councillor Abel in the Chair.

## Open Forum

None.

## Additions & Corrections to the Agenda

Moved by: Councillor Thompson  
Seconded by: Councillor Mrakas

- a) THAT the addendum items being Central York Fire Services Report 2015-09 dated December 14, 2015 regarding Fire Master Plan Staffing Strategy and Central York Fire Services Report 2015-10 dated December 15, 2015 regarding 55' Aerial/Quint Cost Increase be included.

**Carried**

## **Declarations of Pecuniary Interest**

None.

## **Items**

1. Verbal Update from Fire Chief regarding proposed budget reductions and staffing requirements.

The Fire Chief advised that the Town of Newmarket Council has final budget approval entitlements for Central York Fire Services. He advised that Newmarket Council made a motion to reduce certain aspects of the Central York Fire Services budget and today's meeting of CYFS-JCC was to review the proposed changes and present options. He advised that the growth amount reduction request pushes staff hires from April, 2016 to June, 2016, removal of the second growth portion is to be taken out of the fire reserve and placed into a Newmarket reserve account until a hiring strategy is developed. The Fire Chief stated that operational risks are reduced if crews are in place sooner.

Moved by: Councillor Twinney

Seconded by: Councillor Sponga

THAT the verbal update by the Fire Chief regarding the proposed changes and options related to the CYFS-JCC budget be received.

**Carried**

The Director of Financial Services/Treasurer, Newmarket explained to those present the impact of the motion made by Newmarket Council being a .25% would result in tax savings of \$15,000.00. This would reduce the Central York Fire Services budget by \$240,000.00. The Fire Chief advised that there would be impacts on the Training Division if the staff hires are deferred until a new fire hall is constructed and if all hires are being conducted at the same time. He further advised that incremental training lessens the demand on the Training Division and additional staff also provide a cushion to cover vacation and sick time lessening the impact on the overall overtime budget.

2. Central York Fire Services Report 2015-09 dated December 14, 2015 regarding Fire Master Plan Staffing Strategy. (Related to Item 1)

The Fire Chief reviewed the hiring options listed in the report and advised that spreading the costs of staff hires over a longer period of time make it easier for municipalities to distribute costs over time and lessen impacts including wage increases, overtime etc. He advised that Aurora Council has based their budget statistics to fund certain equal increments between each of the years to meet overall costs.

An alternate motion was presented and discussion ensued:

Moved by: Councillor Sponga

Seconded by: Councillor Mrakas

- a) THAT Fire Services Report 2015-09 dated December 14, 2015 regarding Fire Master Plan Staffing Strategy be deferred to the January 12, 2016 CYFS-JCC meeting to obtain additional cost information related to a deferred hiring schedule.

**Carried**

3. Central York Fire Services Report 2015-10 dated December 15, 2015 regarding 55' Aerial/Quint Cost Increase.

The Fire Chief advised that there has been a 30% increase in the U.S. dollar exchange rate and there are financial challenges that did not exist when this budgeted item was brought forward early in 2014. Deputy Chief Volpe advised there are 30 days remaining in the proposal and approval is being sought.

Moved by: Councillor Sponga

Seconded by: Councillor Mrakas

- a) THAT Central York Fire Services Report 2015-10 dated December 15, 2015 regarding 55' Aerial/Quint Cost Increase be received and the following recommendations be adopted:

i) THAT the Joint Council Committee (JCC) approve additional funds from reserve to purchase a replacement Aerial / Quint device due to a shortfall in the budget;

ii) AND THAT JCC authorize the Director of Finance and the Manager of Procurement to fund from reserve the replacement apparatus by \$366,000.00 CDN (excluding any applicable taxes).

**Carried**

The Committee requested a capital requirements report be provided.

**New Business**

None.

**Adjournment**

Moved by: Councillor Mrakas

Seconded by: Councillor Thompson

THAT the meeting adjourn.

**Carried**

There being no further business, the meeting adjourned at 10:54 a.m.

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Date

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Councillor Abel, Chair



**Date:** 2016-01-05

**From:** Fire Chief Laing

**To:** Joint Council Committee

**Re:** Information Memo further to Report 2015-09

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At the Special JCC meeting in December, CYFS report 2015-09 was presented and discussed with the members of the Joint Council Committee. The report attached for your review was deferred until the JCC meeting on January 12<sup>th</sup>.

At the meeting there was a request for additional information relating to the offset of some overtime costs associated with the hiring of additional firefighter positions. In 2011 with the hiring of 20 firefighter positions, CYFS management team were able to work within the framework of the Collective Agreement and reduce overtime costs by down-staffing the sixth crew or removing it from service depending on the number of staff reporting for duty. Prior to having the staffing flexibility the sixth crew offered, the annual overtime costs averaged over \$600,000. per year. Since undertaking the new staffing options in 2011, annual overtime costs have been reduced significantly.

The Fire Department Master Plan Update (FDMPU) identified several operational issues to assist CFYS in addressing the approved service level requirements. The need for a centrally located fire station to address primary coverage issues is a critical component of the FDMPU. The deployment of firefighting resources is more effective when they respond from strategically located fire stations within the community. The proposed fifth fire station location will assist by shortening run distances from the current locations which should positively affect response times.

The second component of the staffing strategy is the hiring of additional fire fighter positions to increase the depth of service that CYFS can provide to Aurora and Newmarket. The new fire station should be designed and constructed as quickly as possible and depending on the staffing model approved by Council it can be staffed by existing firefighters as an interim measure.

CYFS staff have reviewed the FDMPU and offered several staffing options to meet the department's operational requirements while still following the intent of the document. JCC report 2015-09 contains four staffing options ranging from a two year to a five year period.



Upon completion of the new station, existing CYFS resources will be reassigned to provide primary response coverage responding from the new fire station. Additional firefighting positions will increase the department's depth of service and enable CYFS to deploy the appropriate number of staff to more effectively deal with emergency situations and simultaneous events. When all twenty new positions are filled, an additional crew will be created and strategically deployed depending on the current needs of the two communities.

A secondary benefit to a multi-year hiring process is the ability of additional staff to offset some overtime costs annually. The cost differential between a senior firefighter to a new hire is significant. When the department requires a position be filled, the overtime rate is approximately \$70 per hour. Over a 24 hour shift period the total cost for the shift coverage is \$1,672. Having an additional firefighter on duty would reduce that total cost to \$715., a difference of \$956. Per shift . A conservative estimate on this overtime offset would be approximately \$25,000 annually split between Newmarket and Aurora.

An option not listed in the attached report would be to not hire any additional staff, however, to ensure that day to day staffing levels support the sixth crew being in service at all times. Currently the truck is down-staffed or removed from service when there are insufficient numbers of staff on duty. Preliminary estimates to cover this option would be approximately \$600,000. annually.

**Fire Suppression Division:**

22. That the CYFS emergency response dispatch protocols be revised to reflect the proposed minimum staffing deployments for low, moderate and high risk occupancies (Table 16) and the proposed revised performance objectives for emergency response (Table 19).

**Table 16: Recommended Depth of Response – CYFS**

Fireground Critical Tasks		Low Risk	Moderate Risk	High Risk
Incident Response	Incident Command	1	1	1
	Pump Operator	1	1	1
	Additional Pump Operator	0	0	1
	Initial Attack Line (Confine & Extinguish)	2	2	2
	Additional Attack Line (Confine & Extinguish)	0	2	2
	Search and Rescue	0	2	2
	Initial Rapid Intervention (RIT)	0	2	2
	Ventilation	0	2	2
	Water Supply- pressurized	0	1	1
	Forcible Entry Team	0	1	2
	Laddering	0	0	2
	Exposure Protection	0	0	2
	Incident Safety Officer	0	0	1
	Accountability	0	0	1
	Rehabilitation	0	0	2
	<b>Minimum firefighter deployment</b>	<b>4</b>	<b>14</b>	<b>24</b>





## CENTRAL YORK FIRE SERVICES

2015-12-14

### **Fire Services Report 2015-09**

To: Joint Council Committee  
Origin: Central York Fire Services - Fire Chief  
Subject: **Fire Master Plan Staffing Strategy**

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### **RECOMMENDATIONS**

**THAT Fire Services Report 2015-09, Fire Master Plan Staffing Strategy, dated 2015-12-14, be received for information purposes;**

**And that Central York Fire Services (CYFS) outline and review with JCC the motion from the December 7, 2015 Newmarket Committee of the Whole, Operating Budget session;**

**And that JCC recommend to both Councils a commitment to a multi-year staffing plan to meet departmental operational needs and enable CYFS to provide the appropriate level of prevention, educational and emergency service to the communities as outlined in the Fire Protection and Prevention Act, the Consolidated Service Agreement and the 2014 Fire Department Master Fire Plan Update;**

**And that JCC request the release of operating budget funds from a Town of Newmarket reserve account in order to initiate a multi-year hiring program which will enable CYFS to appropriately deal with emergency situations in Aurora and Newmarket;**

### **COMMENTS**

The December 7, 2015 Committee of the Whole meeting held in Newmarket covered the 2016 Operating Budget. Staff had been directed to prepare a draft operating budget request not to exceed a 2.5% increase. During these budget discussions CYFS staff were requested to supply additional information to the Committee on the fire related submissions.

A motion was presented and supported by Committee, which resulted in two adjustments to the Central York Fire Service budget submission.

A minor reduction in the growth portion of the budget related to the four additional fire fighter positions requested for 2016. While this reduction is discouraging from a staff management point of view, there is an ability to work within this reduced funding envelope, however, the opportunity of the staff to offset overtime during the heavily selected summer months will be reduced due to a delayed start of the training program.

The second variance to the CYFS budget submission was to remove the reduced funding from the CYFS account and place the funds for this budget item in a separate Town of Newmarket reserve account until such time as a formal staffing plan for the fire service is approved.

### **BACKGROUND**

In 2002 Aurora and Newmarket entered into an agreement, which consolidated their respective fire services. The Joint Council Committee (JCC) was formed and given responsibilities on behalf of the two municipalities to govern the service.

The Mission Purpose and Objective of the Committee as outlined in Schedule A of the Consolidation Agreement states *"The Fire and Emergency Services Committee is charged with the responsibility of providing and administering a borderless single tier level of fire protection and prevention services throughout the entire geographic area for both the Towns of Aurora and Newmarket, in accordance with the Consolidated Fire Services Agreement, as well as obligations contained in the Fire Protection and Prevention Act as amended and any regulations passed thereunder."*

*"Although accountable to both the Council of the Town of Aurora and the Town of Newmarket, it is the responsibility of Committee Members to make decisions which shall favour neither municipality, but will provide an equal level of service to all the combined residents of both municipalities."*

JCC has been involved in a number of discussions relating to the staffing complement and a variety of options to move the hiring process forward in a manner that is responsible to meet the needs of the municipalities as well as the operational needs of the department.

The FDMPU accepted by JCC and both Councils outlined a two-year hiring process to coincide with the opening of the new fire station. This approach gives the maximum boost the operational effectiveness of the fire service, but also the least palatable for the tax payer. In an effort to minimize the tax impact on residents, CYFS presented a number of alternate hiring strategies. Key to the provision of timely initial response is the location of the new fire station. The station could be designed and constructed in approximately a two year window.

Finding the right balance between operational effectiveness and fiduciary responsibility is always a challenge and to assist JCC with finalizing a staffing model the options will be presented in this report. A number of the staffing options reviewed will take several years longer than the proposed two-year design and construction of the new facility.

The Department will continue to strive to achieve the approved level of service set by JCC throughout the communities of Aurora and Newmarket. CYFS staff are cognizant there is a fine balance between operational needs and the tax impact on residents. While our mandate is to protect life and property in the community, there is an understanding of both sides of the issue.

Additional background information related to the Fire Protection and Prevention Act, the Fire Services Consolidation Agreement and the Executive Summary of the 2014 Fire Department Master Fire Plan Update are attached to this report.

### **BUDGET IMPACT**

The hiring scenarios outlined in this report meet the 2016 budget requirements of Newmarket Council.

### **CONSULTATION**

The Master Fire Plan, Consolidation Agreement and FPPA have been reviewed respective of the duties and responsibilities of the Fire Chief, Joint Council Committee and the ability to provide the appropriate level of service the municipalities.

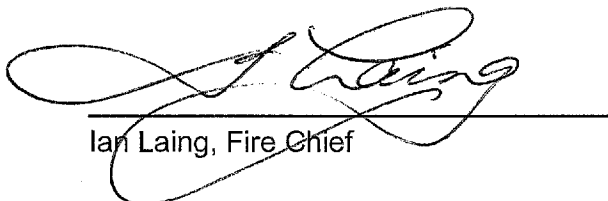
The Newmarket CAO and Director of Financial Services have been consulted.

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

The JCC and Aurora Council and Newmarket Council have approved the adoption of the 2014 Fire Department Master Plan Update (FDMPU). With the recent reduction to the funding by Newmarket Council and the placement of the reduced funding in a Newmarket Reserve Account until a staffing plan can be reviewed, CYFS cannot move to meet the direction of the JCC or the Master Fire Plan.

### **CONTACT**

Fire Chief Ian Laing



Ian Laing, Fire Chief

## Central York Fire Services

TOTAL ANNUAL INCREASE (INCLUDES THE BASE)		2015	2016	2017	2018	2019	2020	AVG.
1	Hire additional firefighters (FF's) over 2 years (assuming 8 & 12)		8 FF's	12 FF's				
	TOTAL Newmarket	1.09%	1.52%	2.20%	1.62%	1.14%	0.94%	1.48%
	TOTAL Aurora	1.33%	1.45%	2.10%	1.55%	1.08%	0.90%	1.42%
2	Hire additional FF's over 3 years (assuming 4, 8 & 8)		4 FF's	8 FF's	8 FF's			
	TOTAL Newmarket	1.09%	0.98%	1.87%	2.26%	1.13%	0.99%	1.45%
	TOTAL Aurora	1.33%	0.93%	1.79%	2.16%	1.08%	0.94%	1.38%
3	Hire additional FF's over 4 years (assuming 4, 4, 4 & 8)		4 FF's	4 FF's	4 FF's	8 FF's		
	TOTAL Newmarket	1.09%	0.98%	1.48%	1.81%	1.76%	0.98%	1.40%
	TOTAL Aurora	1.33%	0.93%	1.41%	1.72%	1.68%	0.94%	1.34%
4	Hire additional FF's over 5 years (assuming 4 per year)		4 FF's	4 FF's	4 FF's	4 FF's	4 FF's	
	TOTAL Newmarket	1.09%	0.98%	1.48%	1.81%	1.38%	1.29%	1.39%
	TOTAL Aurora	1.33%	0.93%	1.41%	1.72%	1.32%	1.23%	1.32%

*In all scenarios the HR Consultant is included in 2017; two Fire Prevention positions, IT Consultant, Administrative Assistant for Training, and additional operating costs for the new station (\$75K) are in 2018.*