



AGENDA

CYFS - JCC

Tuesday, June 7, 2016 at 9:30 AM
Town of Aurora - Leksand Room

Agenda compiled on 02/06/2016 at 10:08 AM

Open Forum

Additions & Corrections to the Agenda

Declaration of Pecuniary Interest

Approval of Minutes

1. Central York Fire Services - Joint Council Committee Minutes of May 10, 2016. p. 1

The Central York Fire Services - Joint Council Committee recommend:

a) THAT the Central York Fire Services - Joint Council Committee Minutes of May 10, 2016 be approved.

Items

2. Central York Fire Services 2015 Annual Report. p. 5

Recommendation:

a) THAT the Central York Fire Services 2015 Annual Report be received.

3. Joint Central York Fire Services and Corporate Services Report 2016-25 dated May 30, 2016 regarding the 2017 Budget Schedule and Drivers. p. 19

The Fire Chief and the Director of Financial Services/Treasurer recommend:

a) THAT Joint CYFS/Corporate Services Report - Financial Services 2016-25 dated May 30, 2016 regarding the 2017 Budget Schedule and Drivers be received and the following recommendations be adopted:

i) THAT the proposed schedule be adopted;

ii) AND THAT JCC endorse the US exchange strategy.

4. Scope of Work/Business Case/Consolidation Document. p. 25

Recommendation:

a) THAT the Scope of Work/Business Case Document be received for information.

New Business

Closed Session (if required)

5. Labour Relations or employee negotiations as per Section 239 (2) (d) of the Municipal Act.

Verbal Update by the Director of Human Resources.

Adjournment



MINUTES

1

CYFS - JCC

Tuesday, May 10, 2016 at 9:30 AM

Town of Newmarket - Mulock Room

The meeting of the CYFS - JCC was held on Tuesday, May 10, 2016 in Town of Newmarket - Mulock Room, 395 Mulock Drive, Newmarket.

Members Present:	Newmarket:	Councillor Twinney Councillor Sponga
	Aurora:	Councillor Abel Councillor Mrakas Councillor Thompson
Staff Present:	Newmarket:	R.N. Shelton, Chief Administrative Officer M. Mayes, Director of Financial Services L. Georgeff, Director of Human Resources D. Schellenberg, Manager/Accounting & Finance L. Lyons, Deputy Clerk
	Aurora:	D. Nadorozny, Chief Administrative Officer D. Elliott, Director of Financial Services
	CYFS:	I. Laing, Fire Chief R. Comeau, Deputy Fire Chief
Regrets:	Newmarket:	Councillor Hempen

The meeting was called to order at 9:34 a.m.

Councillor Abel in the Chair.

Open Forum

None.

Additions & Corrections to the Agenda

Moved by: Councillor Thompson
Seconded by: Councillor Twinney

THAT the agenda as distributed be approved.

Carried

Declarations of Pecuniary Interest

None.

Approval of Minutes

1. Central York Fire Services - Joint Council Committee Minutes of April 5, 2016.

Moved by: Councillor Thompson

Seconded by: Councillor Mrakas

- a) THAT the Central York Fire Services - Joint Council Committee Minutes of April 5, 2016 be approved.

Carried

Items

2. Joint Central York Fire Services and Corporate Services Report - Finance 2016-21 dated April 27, 2016 regarding the 2016 CYFS Budget Report - First Quarter.

Moved by: Councillor Twinney

Seconded by: Councillor Sponga

- a) THAT Joint CYFS/Corporate Services Report - Financial Services 2016-21 dated April 27, 2016 regarding the 2016 CYFS Budget Report - First Quarter be received for information purposes.

Carried

3. Joint CAO for Newmarket/Aurora Report 2016-09 dated April 28, 2016 regarding Potential Fire Service Merger Review Process.

The Chief Administrative Officer, Aurora advised that this report is a summary of current activities with respect to potential merger discussions with the Town of Richmond Hill Fire Services. He advised that Terms of Reference have been drafted and a consultant will be appointed.

Councillor Thompson queried the timelines associated with the actions. The Chief Administrative Officer, Newmarket advised that the project is on track for the fall of 2016 and CYFS-JCC will be kept updated and a follow-up report will be provided to CYFS-JCC in the fall.

Councillor Twinney queried the amount of budgeted consultant fees. The Chief Administrative Officer, Newmarket advised that the costs would be shared between the three municipalities equally. He further advised that the source of financing can be from Central York Fire Services operating or reserves budgets and he will clarify once the proposals are received.

Councillor Sponga requested clarification with respect to the proposed new fire station and the synergies with the Richmond Hill training centres. The Chief Administrative Officer, Newmarket advised that both processes are moving forward at the same time and the use of facilities will be examined as part of the new fire station design. Councillor Sponga requested an information report of details be circulated to CYFS-JCC. The Chief Administrative Officer, Newmarket advised that reports would be provided at a future meeting.

The Chief Administrative Officer, Aurora advised that if there are no benefits to merging of the two fire services, other areas such as training arrangements between Central York Fire Services and Richmond Hill Fire Services could be examined.

Councillor Abel requested that the Terms of Reference along with timelines be circulated.

Moved by: Councillor Mrakas

Seconded by: Councillor Sponga

- a) THAT Joint CAO for Newmarket/Aurora Report 2016-09 dated April 28, 2016 regarding potential Fire Service Merger - Central York Fire Services and Richmond Hill Fire Services - Review Process be received for information and the process endorsed.

Carried

New Business

None.

Closed Session

There was no requirement for a Closed Session.

Adjournment

Moved by: Councillor Thompson
Seconded by: Councillor Mrakas

THAT the meeting adjourn.

Carried

There being no further business, the meeting adjourned at 9:55 a.m.

Date

Councillor Abel, Chair

2015 Annual Report

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Message from the Chief



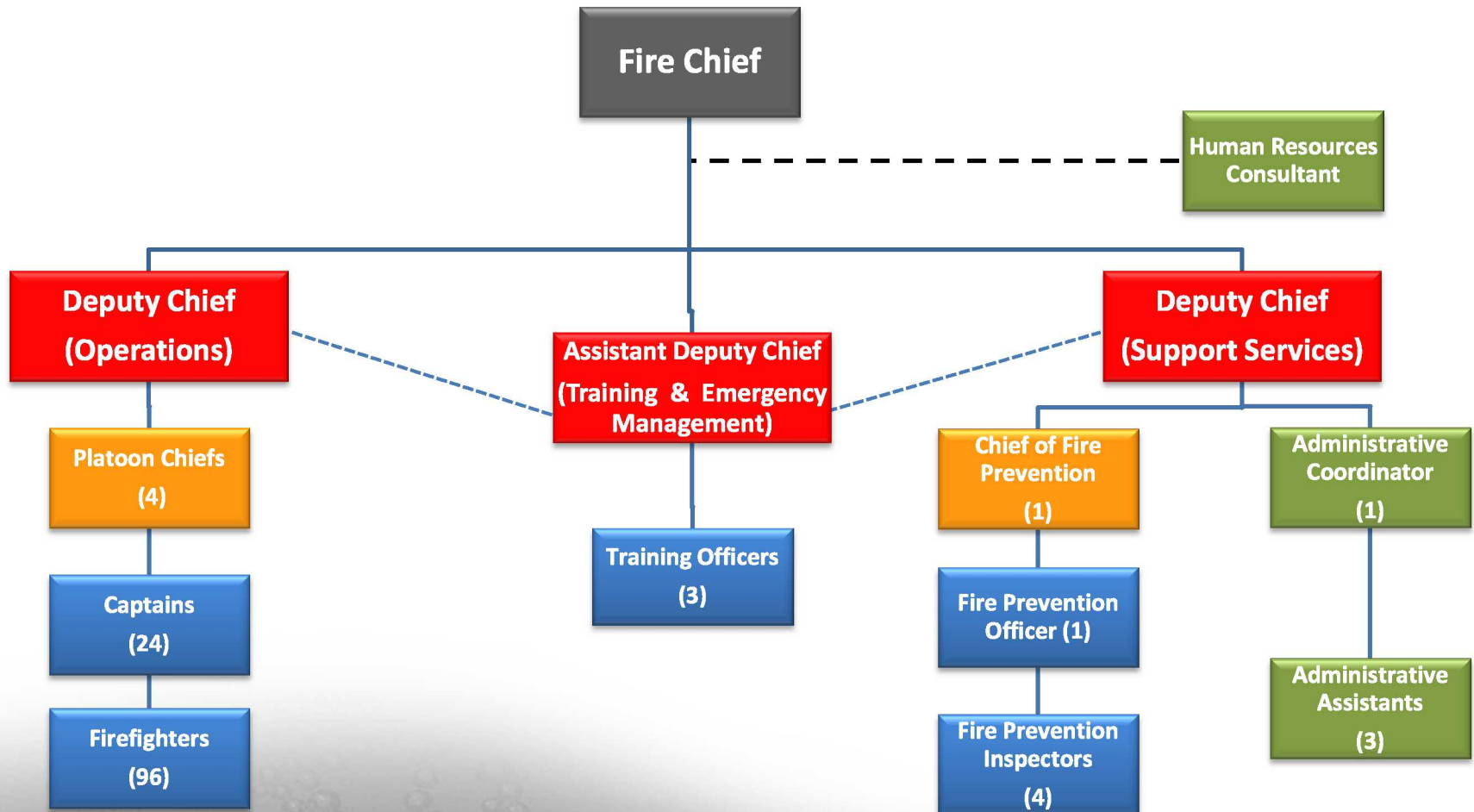
Central York Fire Services staff are well trained and well equipped to undertake the variety of challenges presented to modern-day fire services. Our dedicated staff endeavour to protect the residents of Aurora and Newmarket and their property from a wide variety of incidents.

On behalf of all CYFS staff, I would like to acknowledge the continued support from JCC, both councils and the public in our efforts to improve fire prevention and protection services to the residents and visitors to Aurora and Newmarket.

As Fire Chief, I am proud of the accomplishments that CYFS staff have attained and look forward to our continued success in Fire Prevention and Public Safety.

Ian Laing
CEMC, CMM III, CFO, DPA

Organizational Chart



Fire Protection Services



Fire Protection Services are provided in accordance with the Ontario Office of the Fire Marshal's "Three Lines of Defence"

 *Public Education & Fire Prevention*

 *Fire Safety Standards & Code Enforcement*

 *Emergency Response*



Stay Fire Smart Campaign



- 8,966 homes were visited in 2015
- 1907 homes were visited by Smoke Alarm Students
- 26,104 homes out of the approximately 42,000 homes have been completed since 2013

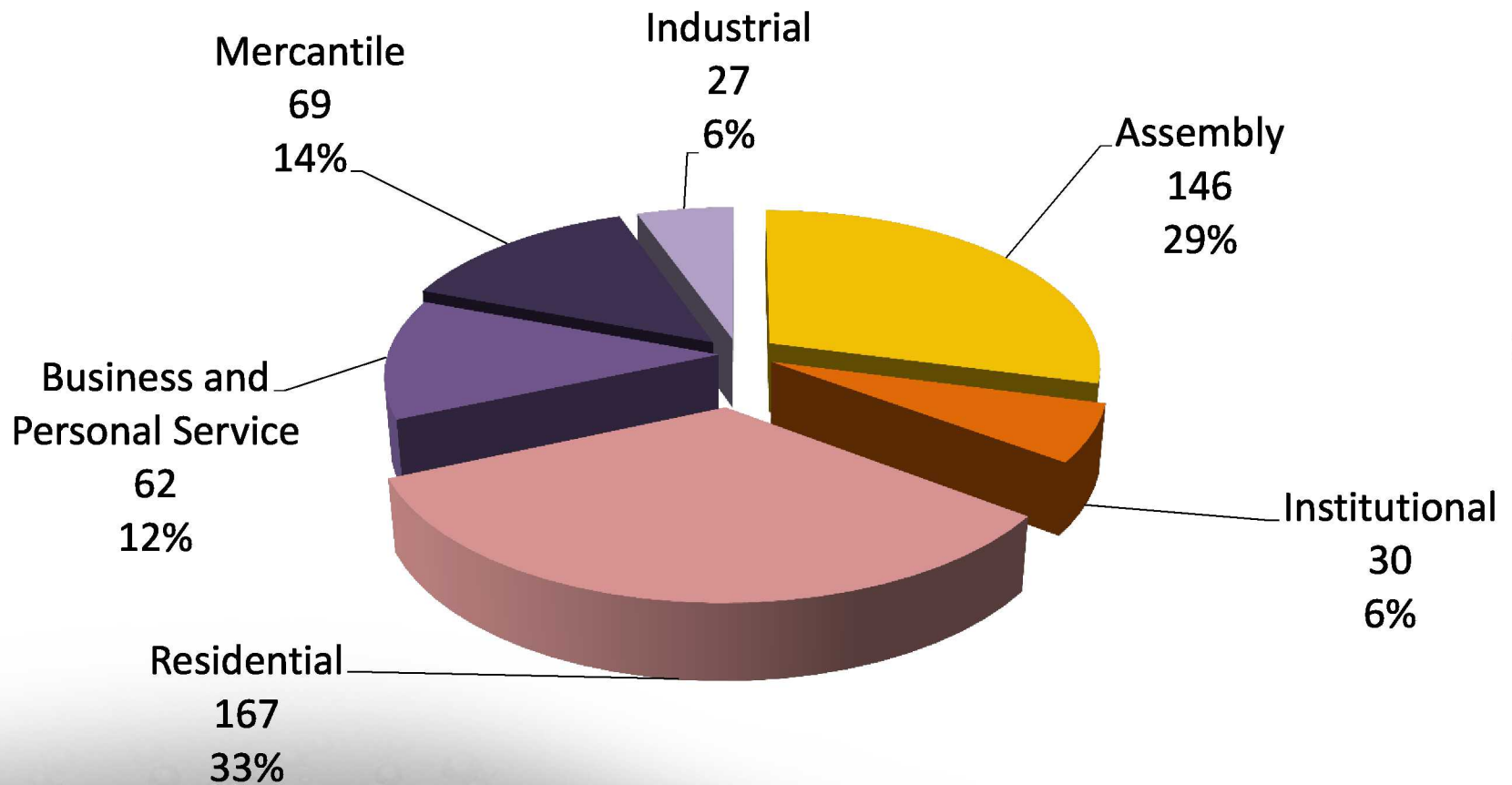
Vulnerable Occupancies



Nursing Homes and Retirement Homes

- 19 facilities in primary response area
- Fire Prevention staff conduct annual inspections
- Evacuation drills required in the annual inspections
- Fire Code Changes – all care facilities will require sprinkler protection under new legislation
- 16 facilities currently have sprinkler protection

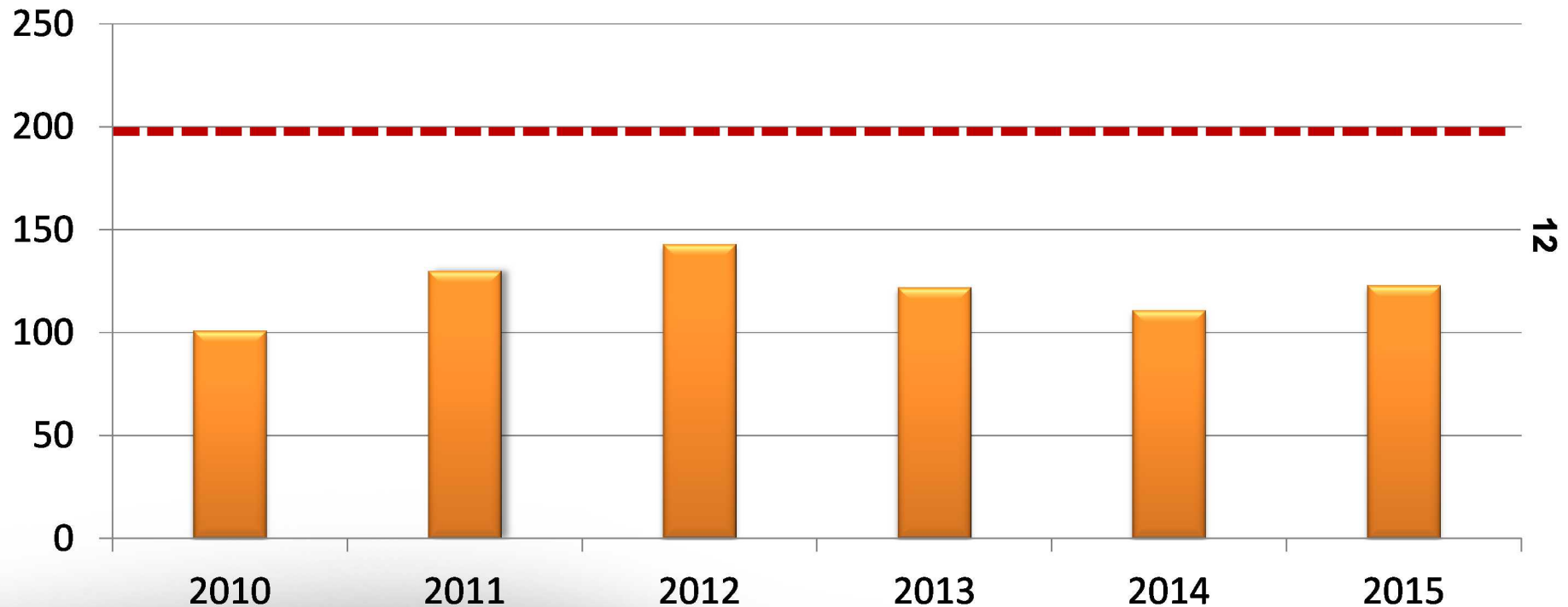
Fire Code and OBC Inspections



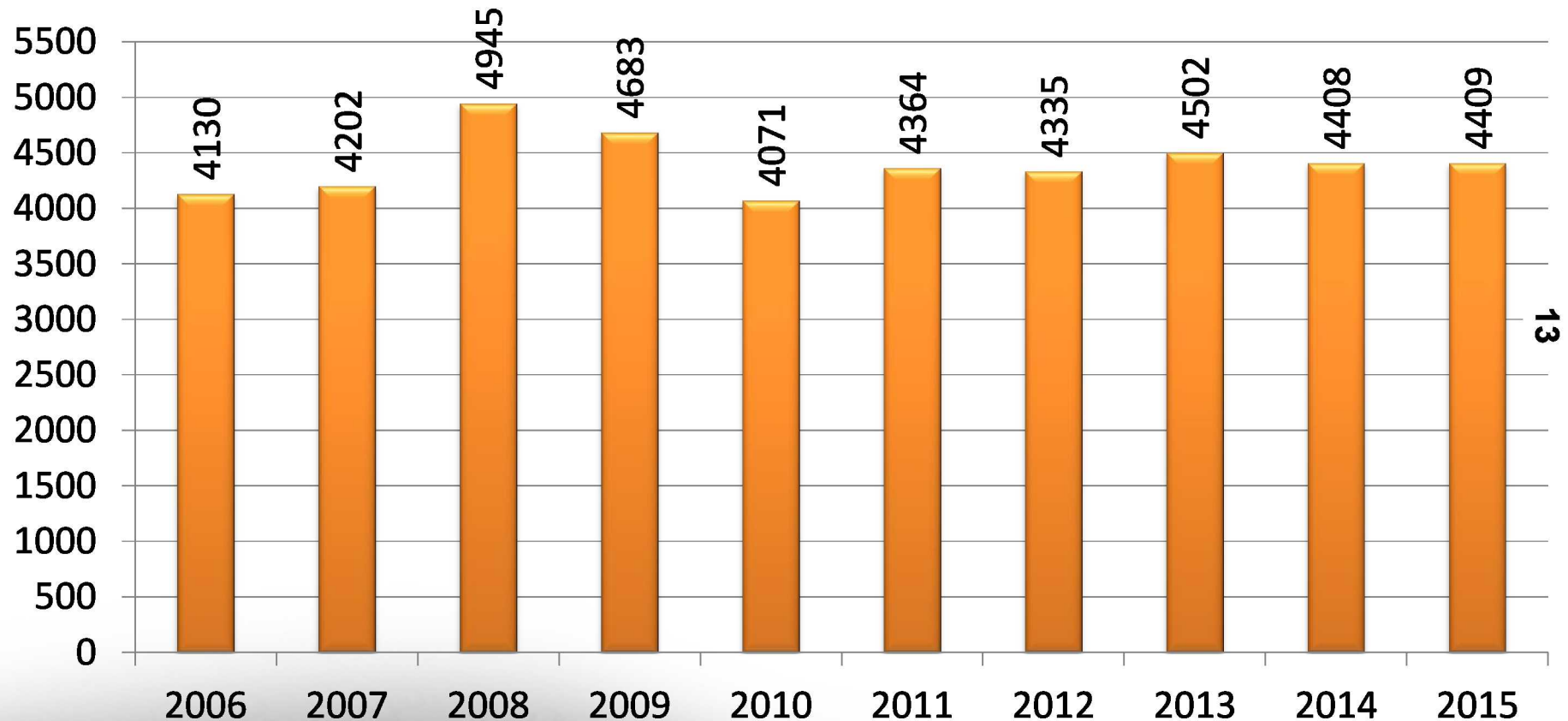
Staff Training Hours



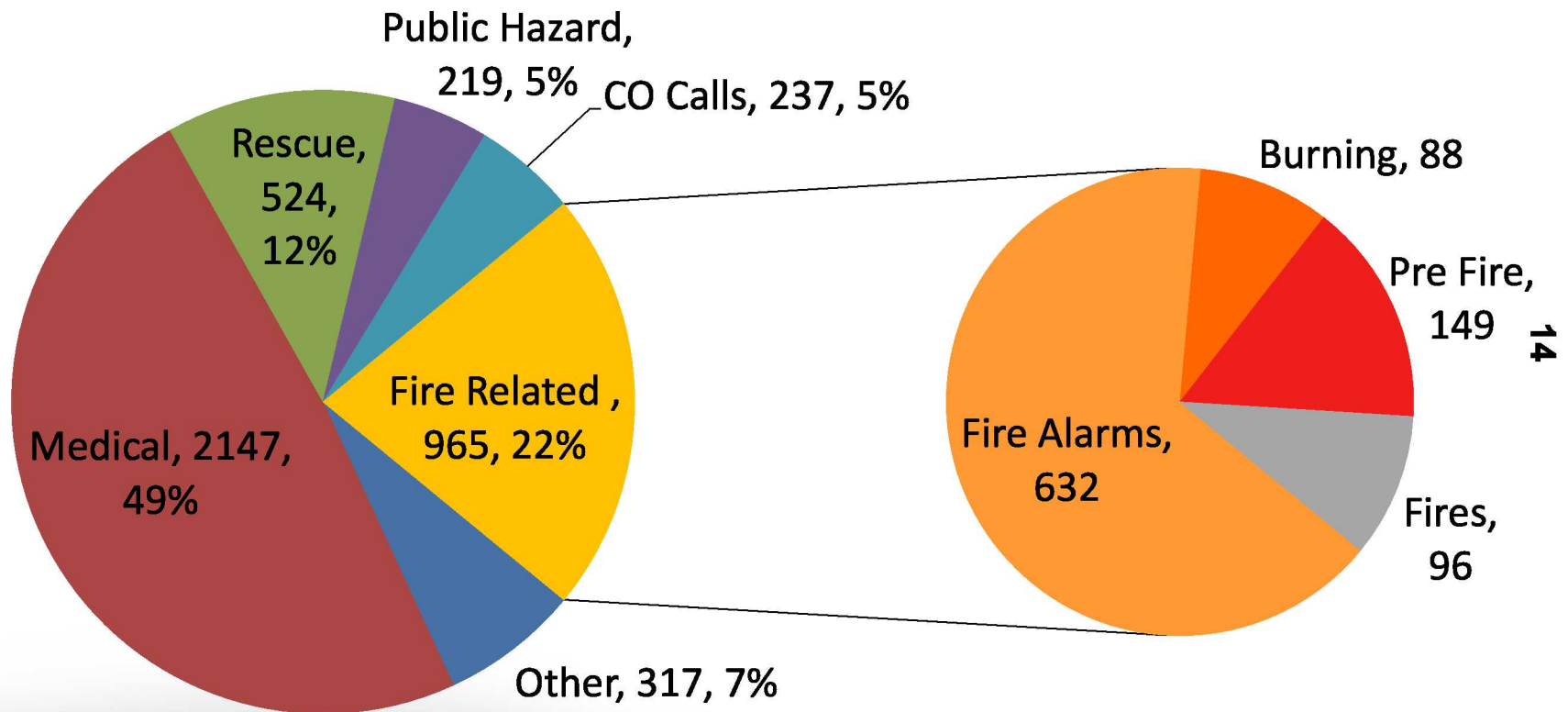
Average Training Hours per Firefighter



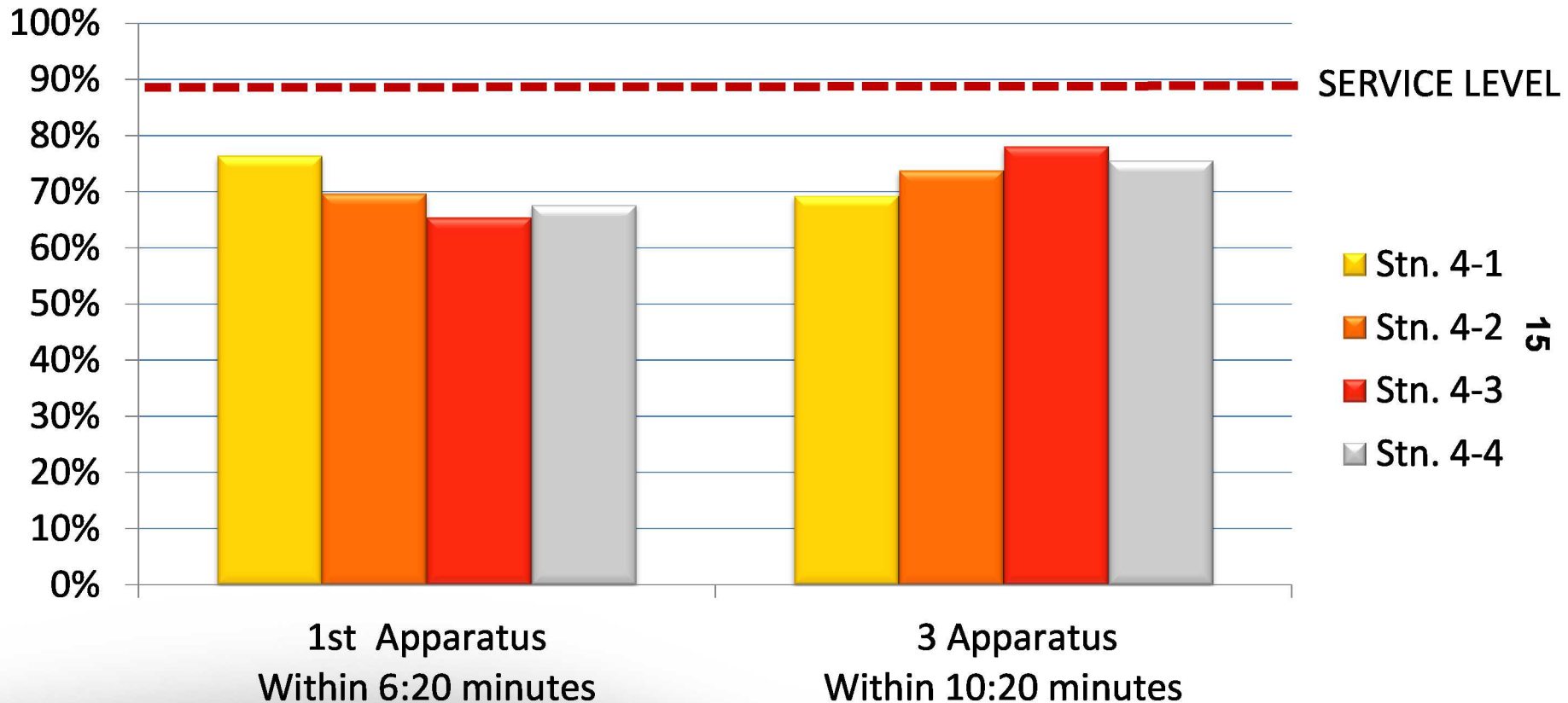
Emergency Response Data



Emergency Response Type



Response Times



Budget



2015	OPERATING BUDGET	CAPITAL BUDGET	OPERATING SURPLUS
TOTAL	\$23,070,791	\$1,194,000	393,015
AURORA 40.23%	\$9,281,379	\$480,346	158,110
NEWMARKET 59.77%	\$13,789,412	\$713,654	\$234,905

Continuing challenges



- Proposed changes to FPPA
- Coroners Inquest recommendations
- CYFS Level of Service
- NFPA 1710 & 1730
- New Fire Station
- Department Consolidation

2015 Annual Report

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Presented by Chief Laing
June 2016





CENTRAL YORK FIRE SERVICES

May 30, 2016

JOINT CENTRAL YORK FIRE SERVICES AND CORPORATE SERVICES REPORT - FINANCE 2016-25

TO: Joint Council Committee

SUBJECT: 2017 Budget Schedule and Drivers

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

RECOMMENDATIONS

THAT Joint CYFS / Corporate Services Report – Financial Services – 2016-25 dated May 30, 2016 regarding the 2017 Budget Schedule and Drivers be received and the following recommendations be adopted:

1. **THAT the proposed schedule be adopted;**
2. **AND THAT JCC endorse the US exchange strategy.**

COMMENTS

Purpose

The purpose of this report is to outline the process for the 2017 budget and outline some of the known drivers. Endorsement of the US exchange strategy is being sought.

Budget Impact

Aurora Council has set a 1.3% tax increase target for Fire Services. Newmarket Council has been presented with an outlook projecting a 1.66% increase but has not yet set a target.

Summary

The 2017 budget will strive to continue to address implementation of the Fire Master Plan Update over a 5-year period, but may be constrained by funding restrictions imposed by the two Councils.

BACKGROUND

On January 12, 2016 the Joint Council Committee (JCC) received Fire Services Report 2015-09 Fire Master Plan Staffing Strategy and recommended option 4, which is implementation over a five year period beginning in 2016.

At that time, it was projected that the tax impact (including the base budget) for the two municipalities (assuming no change in the allocations), would be as follows:

	2017	2018	2019	2020
Newmarket	1.48%	1.81%	1.38%	1.29%
Aurora	1.41%	1.72%	1.32%	1.23%

(The difference in increases is attributable to the differences in fire costs as a proportion of the tax base.)

The Town of Aurora has established a funding envelope based on the average increase over the 5 year implementation. This was set as equal to a 1.3% tax increase, with any difference to be transferred to or from reserves, as required.

The Town of Newmarket has not yet established a funding target. As part of the 2016 budget process, Council was provided with an outlook which projected a fire-related tax increase of 1.5% with an additional 0.16% in 2017 for annualization of the 2016 hires. For the draft budget, senior staff has given CYFS an administrative target of 1.4%.

ANALYSIS & OPTIONS

At this time, we should review some cost drivers that may challenge us:

Wages and benefits

In general, it appears that sufficient provision has been included in the projection; however, with contract negotiations currently underway, it is possible that revisions may be required.

Overtime

Since 2008, there has been a substantial decrease in overtime costs. As a result, the budget has been reduced. However, 2014 saw this trend reverse and in 2015 the budget was exceeded. As of January 2016, we are doing a 4-year trial of 24-hours shifts. At the end of the first quarter of 2016, we are slightly over budget.

Annualization of new hires

4 new firefighters were budgeted to be hired in May of 2016, with a corresponding provision for 2/3rd of their annual salary. The remaining 1/3rd needs to be included in 2017.

Fleet Maintenance

The majority of the cost of fleet maintenance is an hourly charge by Newmarket staff (2016 budget - \$175,000). These rates will be increasing by 23% in 2017 to reflect full cost recovery. As well, staff turnover may result in the temporary need to send vehicles to outside vendors for service and repairs.

Support costs

The Town of Newmarket allocates a proportional share of its overhead costs to CYFS. This includes a share of human resources, payroll, accounting, procurement, legal, insurance, and communications. Increases in these costs have been factored into the projection.

Implementation of the Fire Master Plan

The implementation option selected by JCC includes the creation of an additional 4 firefighter positions and the hiring of an HR consultant in 2017. This is included in the projection.

Dispatch Service

The cost of dispatch services have been significantly under budget the past two years. The cost sharing for the York Region radio infrastructure upgrade has been delayed, but is expected to be in place for 2017.

Infrastructure Levy / Asset Replacement Fund (ARF)

Major capital purchases tend to be from US suppliers. As such, the increase in the exchange rate for US dollars has had a significant impact on our capital costs and reserves.

The 2017 budget process will include an update of our 10-year capital program and required contributions to the ARF.

US Exchange Strategy

To buy US dollars at the spot rate, as required, is a risk, and is in essence speculation. To eliminate this risk, our strategy is to lock in the exchange rate as soon as the budget (and

US dollar requirement) is known. This would occur after Newmarket Council approves the capital budget.

Locking in the exchange rate would be either done by purchasing the US dollars in advance or by entering into a forward exchange contract.

It is possible, that the locked in rate may be higher than the actual rate at the time of purchase, but this is balanced by the fact that we would not be impacted if it is higher. This is risk reduction.

This is the Town of Newmarket's strategy and JCC is being asked to acknowledge and endorse it for CYFS.

PROPOSED SCHEDULE

The Town of Newmarket has a proposed 2017 budget schedule. It includes first presentation of the preliminary draft budget to Committee of the Whole on October 31 and Council approval on December 5, 2016.

A similar timeline is planned for the Town of Aurora. They will go forward with capital budgets in September and October; and operating budgets in October and November. Council approval is proposed for December 2016.

The Joint Services Agreement requires that the budget recommendation be sent to Aurora Council for review and then to Newmarket Council for approval.

On this basis, the following schedule is proposed:

June 7	Approval of schedule and report on drivers
September 6	Presentation of the draft budget to JCC
October 4	JCC recommendation of the draft budget to Aurora Council
October 18	Presentation of the CYFS draft budget to Aurora General Committee
October 25	Comments on the draft budget by Aurora Council
October 31	Presentation of CYFS draft budget to Newmarket Committee of the Whole
December 5	Adoption of CYFS budget by Newmarket Council

IMPACT ON THE MASTER FIRE PLAN

This report is consistent with the budget methodology set out in the 2008 Master Fire Plan and it includes certain staffing recommendations from the 2014 Fire Department Master Plan Update (FDMPU) and sets the foundation for the needs of the Fire Service.

CONSULTATION

This report has been prepared by the Treasurer for the Town of Newmarket in consultation with the Fire Chief. The Treasurer for the Town of Aurora has reviewed this report.

BUDGET IMPACT

Operating Budget (Current and Future)

Aurora Council has set a 1.3% tax increase target for Fire Services. Newmarket Council has been presented with an outlook projecting a 1.66% increase but has not yet set a target.

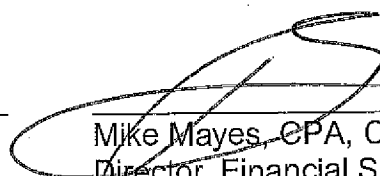
The administrative target would result in a 1.4% tax increase for Newmarket and approximately a 1.34% tax increase for Aurora, prior to any reserve fund adjustments by either of the municipalities.

Capital Budget

The capital budget will be within the funding envelope. A review of future funding requirements will be undertaken as part of the 2017 budget process.

CONTACT

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


Ian Laing, Fire Chief
Central York Fire Services
Mike Mayes, CPA, CGA, DPA
Director, Financial Services/Treasurer
Town of Newmarket

Reviewed by:



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

MM/ne

Is There a Business Case for Consolidating Richmond Hill Fire & Emergency Services and Central York Fire Services?

Scope of Work

May 13, 2016

INTRODUCTION

The Town of Richmond Hill is seeking the professional services of a consultant to determine whether there is a business case for considering the consolidation of Richmond Hill Fire and Emergency Services and Central York Fire Services. The Towns of Aurora and Newmarket, who consolidated their fire and emergency services to form Central York Fire Services in 2002, will be participating in the study.

BACKGROUND

The Town of Richmond Hill provides Fire and Emergency Services for its population of approximately 207,000 residents and 4,500 businesses. This includes fire prevention, suppression and other emergency services such as medical assistance, rescue, auto extrication, public assistance, spills and release of materials hazardous to the environment, inspections and public education.

Central York Fire Services provides Fire and Emergency Services to a total of 144,000 residents of the Town of Newmarket and The Town of Aurora. In the combined service area for the two communities there are 4,279 businesses and 44,000 residential occupancies. Central York provides primary fire protection services to three neighbouring communities, Whitchurch-Stouffville, Township of King and East Gwillimbury. This service generates revenue which is reflected in the annual budgetary process. Key services include: fire prevention and public education; Fire Code enforcement & the administration of safety standards; and emergency protective services including fire suppression, medical assistance, motor vehicle collisions, ice/water rescue and hazardous material response.

Fire Services within the Municipality of York Region provide Mutual Aid to each other.

In May 2016, Richmond Hill received correspondence from the Mayors of Newmarket and Aurora to determine if there is interest in consolidating the Central York Fire Services with Richmond Hill's Fire and Emergency Services. At Richmond Hill's Council meeting on June 9, 2015 the correspondence was received and referred to the Mayor to form a team comprising of three members of Council and appropriate staff to investigate the request and report back to Council in the Fall of 2015.

The Chief Administrative Officers from Richmond Hill, Newmarket and Aurora have determined that a study should be undertaken to explore consolidation of fire and emergency services.

SCOPE OF WORK

The successful proponent will review fire and emergency services provided by the Town of Richmond Hill and Central York Fire Services to determine whether there is a business case for considering the consolidation of the two fire service organizations. This work will be conducted in two phases.

Phase 1: Develop an understanding of the Fire Services provided by Richmond Hill and Central York Fire Services

Using existing available information, the consultant will be required to compile, review and complete a comparative analysis of the two fire services, taking into account the Fire Master Plans for each organization and other relevant information, including:

- Profile of the communities, including information regarding future growth
- Organizational structure
- Operating and Capital Budgets for Richmond Hill
- Fire prevention and public education
- Fire fighter staffing and service levels
- Emergency response levels
- Training
- Communication and technology
- Facilities, apparatus and equipment
- Community risk
- Relevant legislation and regulations

Governance and collective agreements (impact operationally and financially on both fire services) will be addressed through separate consulting contracts.

Data collection will include interviews with the following:

Richmond Hill

Chief Administrative Officer
 Commissioner of Community Services
 Fire and Emergency Services Management (one meeting)
 Fire Fighters Union Association Representatives (one meeting)

Central York Fire Services

Chief Administrative Officer for Newmarket
 Chief Administrative Officer for Aurora
 Fire Services Management (one meeting)
 Fire Fighters Union Association Representatives (one meeting)

Phase 2: Develop a Key Findings and Directions Report

The consultant will undertake the following activities to develop a Key Findings and Directions Report:

- Determine what aspects of the CYFS consolidation could be transferable to another consolidation and which aspects are not applicable
- Identify lessons learned from the consolidation
- Identify lessons learned from comparable fire and emergency services consolidations in other local municipalities
- Demonstrate an understanding of the two fire service organizations
- Identify future growth and corresponding needs in both communities

- Benchmark fire services in key GTA comparator municipalities (including Oakville, Burlington, Markham) against both Richmond Hill and Central York Fire Services
- Conduct additional research that may be relevant
- Determine what benefits and opportunities, including efficiencies and cost avoidance, could be achieved through consolidation of the two fire services
- Determine financial and other impacts for both fire services of a consolidation
- Determine what pre-requisites would need to be in place for a Richmond Hill and Central York Fire Service consolidation to be successful
- Determine whether there are other options other than consolidation that could achieve efficiencies
- Develop a Key Findings and Directions Report that includes the results of the research activities and findings as well as determining whether there is a business case for consolidation
- If a business case is identified, identify next steps for a consolidation including the process and key issues to be addressed
- Present the Key Findings and Directions Report to the Steering Committee

LEADERSHIP AND STEERING COMMITTEE

This project will be managed by the Director, Strategic Initiatives, Office of the Chief Administrative Officer, Town of Richmond Hill. The Project Sponsor will be the Chief Administrative Officer, Town of Richmond Hill. A Steering Committee comprised of the following will provide advice and guidance on the project, and will consist of the following:

- Chief Administrative Officer, Town of Richmond Hill
- Chief Administrative Officer, Town of Newmarket
- Chief Administrative Officer, Town of Aurora

PROJECT MILESTONES

The following project milestones are for information purposes only and are subject to change at the discretion of the Town:

Opening meeting (June 2016)
 Draft Key Findings and Directions Report (September 2016)
 Steering Committee Meeting (September 2016)
 Final Key Findings and Directions Report (October 2016)
 Steering Committee Meeting (October 2016)