 <b>COBOURG</b>	<b>THE CORPORATION OF THE TOWN OF COBOURG</b>
	<b>STAFF MEMO</b>
<b>TO:</b>	Mayor and Council Members
<b>FROM:</b> <b>TITLE:</b>	Ian D. Davey, BBA CPA CA Interim CAO / Treasurer
<b>DATE OF MEETING:</b>	Tuesday, February 18, 2020
<b>TITLE / SUBJECT:</b>	Fire Service Review – Northumberland County
<b>MEMO DATE:</b>	February 15, 2020

1.0 STRATEGIC PLAN  
N/A

2.0 PUBLIC ENGAGEMENT  
N/A

3.0 RECOMMENDATION  
That Council receive this report from the CAO of the Township of Hamilton for information purposes.

4.0 ORIGIN  
Provincial Municipal Modernization Program (MMP)

5.0 BACKGROUND  
The memo from the CAO of Hamilton Township to his Council summarizes the joint project to perform a Fire Service Delivery Review for all of the Fire Services within Northumberland County.

This project is a joint effort involving representatives of the Fire Service and the CAO Group. Chief Vilneff represents the Town of Cobourg on the Steering Committee.

6.0 ANALYSIS  
N/A

7.0 FINANCIAL IMPLICATIONS/BUDGET IMPACT

No financial impact at this time for the Town of Cobourg since the project was already approved for provincial funding.

There may be future financial implications coming out of the findings from the Service Delivery Review, both positive and negative, but those will not impact current budgets.

8.0 CONCLUSION

That Council receive the report for information purposes at this time.

9.0 POLICIES AFFECTING THE PROPOSAL

N/A


10.0 COMMUNICATION RESULTS

N/A

11.0 ATTACHMENTS

Report from the CAO of Hamilton Township to the Mayor and Members of Council of the Township of Hamilton.

12.0 AUTHORIZATION ACKNOWLEDGMENT

  
Ian D. Davey, BBA CPA CA  
Interim CAO / Treasurer

**The Corporation of the Township of Hamilton**



**REPORT TO:** Mayor Cane & Members of Council

**REPORT No:** CAO 2020-01

**SUBMITTED BY:** Arthur Anderson  
CAO

**DATE:** February 14, 2020

**Subject: Fire Services Review – Northumberland County**



RECOMMENDATION: Requires Action  For Information Only  In Camera

It is recommended that the Council of the Township of Hamilton enact as follows:

1. Receive this report regarding the Fire Services Review – Northumberland County.
2. Approve the CAO of the Township of Hamilton, continuing to lead this project and work with Township of Hamilton Fire Chief, Kelly Serson, in partnership with colleague municipalities on this initiative.
3. Authorize the Mayor and CAO, to execute the funding agreement with the Province under the Municipal Modernization Program, to access the \$95,000 grant.
4. Authorize the Mayor and CAO, working with the Steering Committee, to execute the agreement with the consultant to undertake the study issued under RFP CAO 2020-01.

**ORIGIN/BACKGROUND:**

On November 12, 2019, the Province released information on a new round of funding as part of the “Municipal Modernization Program” (MMP), to provide small and rural municipalities across Ontario with access to an additional \$125 million through 2022-2023.

This program allows municipalities to apply for funding to “undertake expenditure reviews with the goal of finding service delivery efficiencies and lowering costs in the longer term.”

Some of the criteria include the use of an independent third-party reviewer who would identify savings and efficiencies. These reviews could include: a line-by-line municipal budget review, a service delivery review, modernization/technology opportunities, and a review of administrative processes, all in an effort to create efficiencies and reduce costs.

As part of the announcement, the Province required municipalities to provide the local Municipal Services Office with their intent to participate in the program by November 22, 2019 and a formal application (*Expression of Interest Form*) to be submitted by December 6, 2019. The Province indicated that each submission would be evaluated on a case-by-case basis and they would approve submissions in the January – February 2020 time frame. The Province also required

the third-party reviewer's draft report by June 15, 2020, with the intent that the final report would be posted publicly by the municipality by June 30, 2020.

The Northumberland CAOs and Fire Chiefs have had prior discussions on the need for coordinated and shared services and there are several examples of success in this area – mutual aid agreements, shared training, County-wide dispatch and communications, among others.

More recently, the group had become aware of the need to continue to look for additional efficiencies and improvements given the changing nature of the communities and the way services are delivered locally, between municipalities and amongst the County.

At the same time, there is an interest by Councils from the municipalities across the County, to have staff examine and explore cost saving opportunities and, at the same, explore partnerships and other initiatives for improving service to residents.

On behalf of the group, the Corporation of the Township of Hamilton submitted a request to fund a report to review the delivery of Fire Services in the County of Northumberland.

On January 20, 2020, the Township received a letter from the Minister of Municipal Affairs and Housing, Steve Clark, thanking us for our joint submission to the Municipal Modernization Program and for "our commitment to working together with partner municipalities to find smarter, more efficient ways to operate." Specifically, the Minister confirmed that the Province would provide funding of up to \$95,000.00 towards the joint project *Review of Fire Service within the County of Northumberland* for the cost of an independent third-party reviewer to deliver a final report by June 30, 2020.

As a result of this financial support, the CAOs and Fire Chiefs formed a Steering Committee to move forward with this initiative. The Steering Committee is composed of the following members, Arthur Anderson, CAO, Township of Hamilton, Lynn Phillips, CAO, Municipality of Trent Hills, Arryn McNichol, CAO, Township of Cramahe, Mike Vilneff, Fire Chief, Town of Cobourg, Kelly Serson, Fire Chief, Township of Hamilton, Ryan Edgar, Fire Chief, Municipality of Port Hope, and Rick Caddick, Fire Chief, Municipality of Brighton.

The Steering Committee is requesting a **Services/Program Review** of all current fire services and programs provided by the seven municipal fire services, including a summary of the findings, and recommended strategies and opportunities to improve efficiencies or effectiveness. Municipal fire departments often provide different services and programs, especially outside the minimum legislative requirements. The group believes it would be valuable to understand the services and programs, including their levels, provided. This comparative analysis would enable municipalities and the fire departments serving the communities to examine opportunities to improve efficiencies or effectiveness at either the local or County level.

## DISCUSSION:

The local Fire Departments in the County of Northumberland are, and continue to be, committed to reducing the loss of life and property damage from fire and, at every opportunity, to improve public awareness of fire safety issues.

The Fire Service is part of an ever changing dynamic. Education avenues are increasing, and inspection techniques are changing. Volunteer training is advancing to match professional levels with the goal of not only protection of property, but protection of firefighters on the front lines. Our volunteer and full-time members have worked extremely hard to meet or exceed today's training requirements and industry standards.

Overall, our Fire Services, continue to provide a high quality of service to the taxpayer. Each municipality has a Fire Service history and a tradition of where they have come from, where they are today and in which direction they are headed for the future.

However, each service is also challenged with the very real pressures of increasing number and complexity of calls and the related cost implications – personnel, equipment and supplies. There are also the issues of the changing nature of our communities and volunteerism, the demands and pressure of work and family and the requirement to be available to respond to major and minor incidents or calls and time of day or night.

The scope of the work, as outline below, was developed through direct consultation and input from the local municipal CAOs and Fire Chiefs. Therefore, the priority of the proposed review is to work collaboratively in developing the Services/Program Review.

### **Scope of Work**

An RFP has been posted in accordance with the Township of Hamilton purchasing policy to undertake the work.

The consultant is being asked to:

- Undertake an analysis of all current fire services and programs provided by the seven municipal fire services and examine the core functions of each fire department, including administration, fire prevention, public education, training, fire suppression, apparatus and facilities, and emergency management. The analysis is to include:
  - How are services (administration, suppression, training, prevention, accountability, IMS/ICS, public education etc.) currently provided and are there more efficient options to delivery?
  - How is succession planning being looked at by the municipalities?
  - Station location from a non-border coverage perspective;
  - Communications system and hardware;
  - IT equipment and programs commonality;
  - Recruitment, retention and compensation structure;
  - Can Purchasing be undertaken more efficiently;
  - Provision of Emergency Management and
  - Work collaboratively with all municipalities.
- Ensure all recommendations identify opportunities to ensure the future and viability of the fire service;
- Ensure a range of opportunities to consult with, and engage, all local fire personnel in this review process;

- Ensure transparent and consistent communications and messaging to elected officials, paid and volunteer firefighters, and municipal staff and
- Examine compliance with current legislative requirements, and benchmark current services and programs against current industry standards and guidelines.
- Provide a summary of the current fire services/programs provided within the County of Northumberland, including the identification of opportunities where the delivery of fire services may be further enhanced to improve efficiencies or effectiveness at either the local level, partnering with other fire services or agencies.
- Based on solid, quantitative information, the review will ensure future direction and recommendations are based on objective evidence and recognized best practice. In part, the plan will address multi-year capital requirements related to apparatus, station assessment and location as well as tactical objectives for training, suppression, public education, fire prevention, department organization and human resource planning. The review should also consider the Emergency Management function.
- An Action Plan with clear timelines to facilitate multi-year planning, implementation and budgeting will help all users of the report to understand and make decisions and commitments that can be agree upon, based on the outcomes of the report.

The consultant is also being asked to attend at least one meeting in each of the area municipalities and with the County of Northumberland during course of the work and prepare a report suitable for distribution and posting on the internet by June 30, 2020.

#### ANALYSIS OF ALTERNATIVES/OPTIONS:

N/A

#### FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The funds for the review are being provided by the Province and subject to a funding agreement. Each municipality may be required to contribute the time of relevant staff during the course of the review.

#### POLICIES AFFECTING PROPOSAL:

Purchasing Policy – we are following the Township purchasing policy, using our standard RFP format and posting the proposal on Biddingo, with a notification on our website. The RFP included the evaluation criteria that will be used in selecting the consultant to undertake the work. The RFP requires the approval of Council in order to proceed with the work.

With the agreement of Council, we are proposing to have the CAO and Mayor execute the funding agreement with the Ministry of Municipal Affairs and Housing to access the funds. In addition, we are seeking the agreement of Council to have the CAO and Mayor execute the agreement with the consultant to move forward to undertake this work and deliver on the results of the proposed program review.

#### STRATEGIC PLAN:

This proposal complies with several parts of our Strategic Plan, including:

- 1. **Effective Governance:** 1.5 Provide Exceptional Customer Service & Commit to Maintaining High Standards for Municipal Service Delivery - b. Review of the distribution of services and responsibilities between the County and area municipalities and work co-operatively and in collaboration with our partners to improve services,
- 3. **Physical Assets:** 3.2 Optimize the Use of Municipal Infrastructure a. Manage and maintain all municipal infrastructure with an emphasis on continuous improvement and greater efficiencies, and
- 4 **Recreation, Culture and Social Well-being** 4.4 Develop Safe Communities a. Incorporate policies and practices that will help communities remain safe places to live.

#### CONCLUSIONS:

We are very fortunate to be able to receive this financial support of \$95,000 from the Province under the Municipal Modernization Program, to undertake this co-operative review. The study will help all the Councils, staff, fire representatives and the public better understand some of the challenges facing the present delivery of fire services across the County and provide a path forward for the future.

It is recommended that the Council of the Township of Hamilton enact as follows:

1. Receive this report regarding the Fire Services Review – Northumberland County.
2. Approve the CAO of the Township of Hamilton, continuing to lead this project and work with Township of Hamilton Fire Chief, Kelly Serson, in partnership with colleague municipalities on this initiative.
3. Authorize the Mayor and CAO, to execute the funding agreement with the Province under the Municipal Modernization Program, to access the \$95,000 grant.
4. Authorize the Mayor and CAO, working with the Steering Committee, to execute the agreement with the consultant to undertake the study issued under RFP CAO 2020-01.

ATTACHMENTS: RFP – CAO – 2020-01- can be found at:

[https://www.biddingo.com/\\*.main?toPage=StPrivateBidDetail.jsp&actionMethod=verifyApplicants&bidOrgId=11003991&tndrId=32915028&referredBy=bidInvitation](https://www.biddingo.com/*.main?toPage=StPrivateBidDetail.jsp&actionMethod=verifyApplicants&bidOrgId=11003991&tndrId=32915028&referredBy=bidInvitation)

Title	Official	Signature	Date
Chief Administrative Officer	Arthur Anderson		2020.02.14