



PORT COLBORNE



# Fire Services Management Review

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Joint Council Meeting  
August 12, 2024

# Agenda for This Evening

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- **Review of Current Opportunity**
- **Review Committee Recommendation**
- **Next Steps**

# Shared Services Review Committee

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The Shared Services Review Committee has completed the following

## **May 30, 2024**

- Reviewed Service Delivery Options & Established a Work Plan

## **June 17, 2024**

- Reviewed Levels of Service, By-laws, Committee Q&A, and Draft Survey

## **July 8, 2024**

- Reviewed Survey Results, Comparators of Shares Services across Ontario & Span of Responsibility to Niagara Fire Services, and Financial Estimates

## **July 22, 2024**

- Reviewed draft presentation and selected recommendation

# The Fire Service Landscape in Canada

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**Canadian Association of Fire Chiefs “Great Canadian Fire Census” is the largest and most complete dataset about fire departments in the country.**

Unsettling trends, 3200 FDs across Canada are seeing:

- Declining supply of firefighters (aging demographic, cost of living, family pressures)
- High demand for service. (calls for service continue to rise)
- Increasing associated risks and mitigation requirements & regulations. (Mental Health & Wellness, Cancer Prevention, Community Risk Assessments, Mandatory Certification, etc.)
- Resource challenges that include aging equipment and unprecedented replacement values. (Massive increase in the cost of equipment and apparatus)

***Pumper trucks have increased in price from \$750,000 to more than one million per apparatus.***

# What Are Our Options?

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- 1. Each municipality operate individual Fire Services**
- 2. Shared Fire Administration/Management Team**
- 3. One single fully amalgamated shared Fire Service**

# Can We Do It Alone?

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To maintain standalone operations, rising costs associated with the delivery of current service levels results in Council having two choices.

## **Option 1**

Increase investment in additional resources and personnel

## **Option 2**

Reduce the level of service

# Can We Do It As One?

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Wainfleet operates using an all volunteer model with many senior and experienced members who are career firefighters for other municipalities.

If both departments were to merge into one large Composite department, those members may choose to no longer volunteer, as a result of union pressure.

This could have a serious negative impact to the sustainable operations and delivery of service within the Township of Wainfleet.

# Can We Share?

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Collaboration will be key to sustainable operations.

By sharing information, resources, & capabilities we can achieve things together that would be difficult to achieve alone.

Having personnel specialize in each area of department operations, builds efficiencies and reduces duplication.



# Partnerships?

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- In business, partnerships are often best for a group of professionals in the same line of work where each partner has a role in running the business.
- Port Colborne & Wainfleet both have fire departments that are in the same business with some similar challenges and opportunities.
- A shared management team would be able to **maintain the identity of each individual fire department** while ensuring that resources & capabilities are optimized and efficiently used in both municipalities.

# Has It Been Done Before?

MUNICIPALITY/DEPARTMENT	DEPARTMENT TYPE	POPULATION	AREA SQ. KM.	STATIONS	FLEET	YEAR
Southwold Fire Department	Volunteer	4851	301.38	2	7	2020
West Elgin Fire Department	Volunteer	5060	322.09	2	8	
	<b>TOTAL</b>	<b>9911</b>	<b>623.47</b>	<b>4</b>	<b>15</b>	
Stirling-Rawdon-Tweed Fire Services	Volunteer	5015	282.48	2	8	2016
Tweed Fire Department	Volunteer	6067	918.61	1	6	
	<b>TOTAL</b>	<b>11082</b>	<b>1201.09</b>	<b>3</b>	<b>14</b>	
Clarence-Rockland Fire Department	Composite	26505	297.71	3	11	2021
The Nation Fire Department	Volunteer	13350	658.32	5	17	
Casselman	Volunteer	3970	5.12	1	5	2024
	<b>TOTAL</b>	<b>43825</b>	<b>961.15</b>	<b>9</b>	<b>33</b>	
Midland Fire Department	Composite	17817	35.33	1	8	2015
Town of Penetanguishene Fire & Emergency Services	Volunteer	10077	25.42	1	8	
	<b>TOTAL</b>	<b>27894</b>	<b>60.75</b>	<b>2</b>	<b>16</b>	
Minto Fire Department	Volunteer	9094	300.19	3	10	2020
Wellington North Fire Services	Volunteer	12431	526.31	2	8	
Mapleton Fire Department	Volunteer	10839	535.56	2	7	2024
	<b>TOTAL</b>	<b>32364</b>	<b>1362.06</b>	<b>7</b>	<b>25</b>	
Perth East Fire Department	Volunteer	12595	711.93	3	14	2014
West Perth Fire Department	Volunteer	9038	578.88	1	7	
	<b>TOTAL</b>	<b>21633</b>	<b>1290.81</b>	<b>4</b>	<b>21</b>	
Port Colborne Fire & Emergency Services	Composite	20033	121.99	1	10	?
Wainfleet Fire & Emergency Services	Volunteer	6887	217.53	3	12	
	<b>TOTAL</b>	<b>26920</b>	<b>339.52</b>	<b>4</b>	<b>22</b>	

# Can It Be Done Here?

Think of this as “Span of Responsibility”

MUNICIPALITY (DEPARTMENT)	DEPARTMENT TYPE	POPULATION	AREA SQ. KM.	STATIONS	FLEET
Fort Erie	Volunteer	32,901	166.24	4	24
Niagara Falls	Composite	<b>94,415</b>	209.58	<b>7</b>	<b>27</b>
Niagara-on-the-Lake	Volunteer	19,088	131.35	<b>5</b>	19
Pelham	Volunteer	18,192	126.35	3	15
Thorold	Composite	23,816	83.26	3	15
Welland	Composite	55,750	81.09	3	21
West Lincoln	Volunteer	15,454	<b>387.02</b>	2	11
Lincoln	Volunteer	25,719	162.74	4	18
Grimsby	Volunteer	28,883	68.71	2	14
<i>West Niagara (Lincoln &amp; Grimsby)</i>	<i>Volunteer</i>	<i>54,602</i>	<i>231.45</i>	<i>6</i>	<b>32</b>
Port Colborne	Composite	20,033	121.99	1	10
Wainfleet	Volunteer	6,887	217.53	3	12
PC & WF Combined Responsibility	Composite	26,920	339.52	4	22

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# How Do We Do This?

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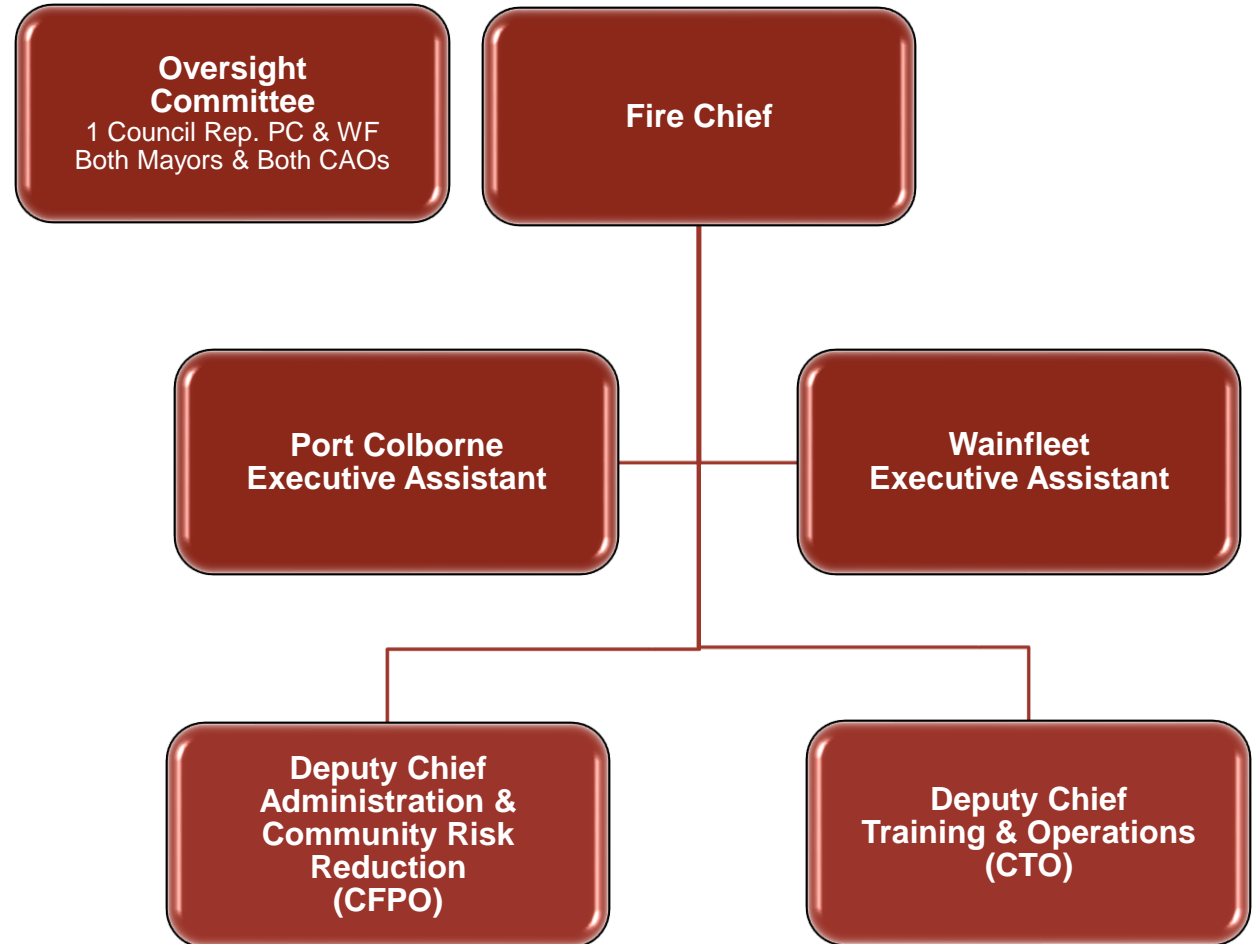
**BENEFITS & CHALLENGES  
OF A SHARED MANAGEMENT TEAM**



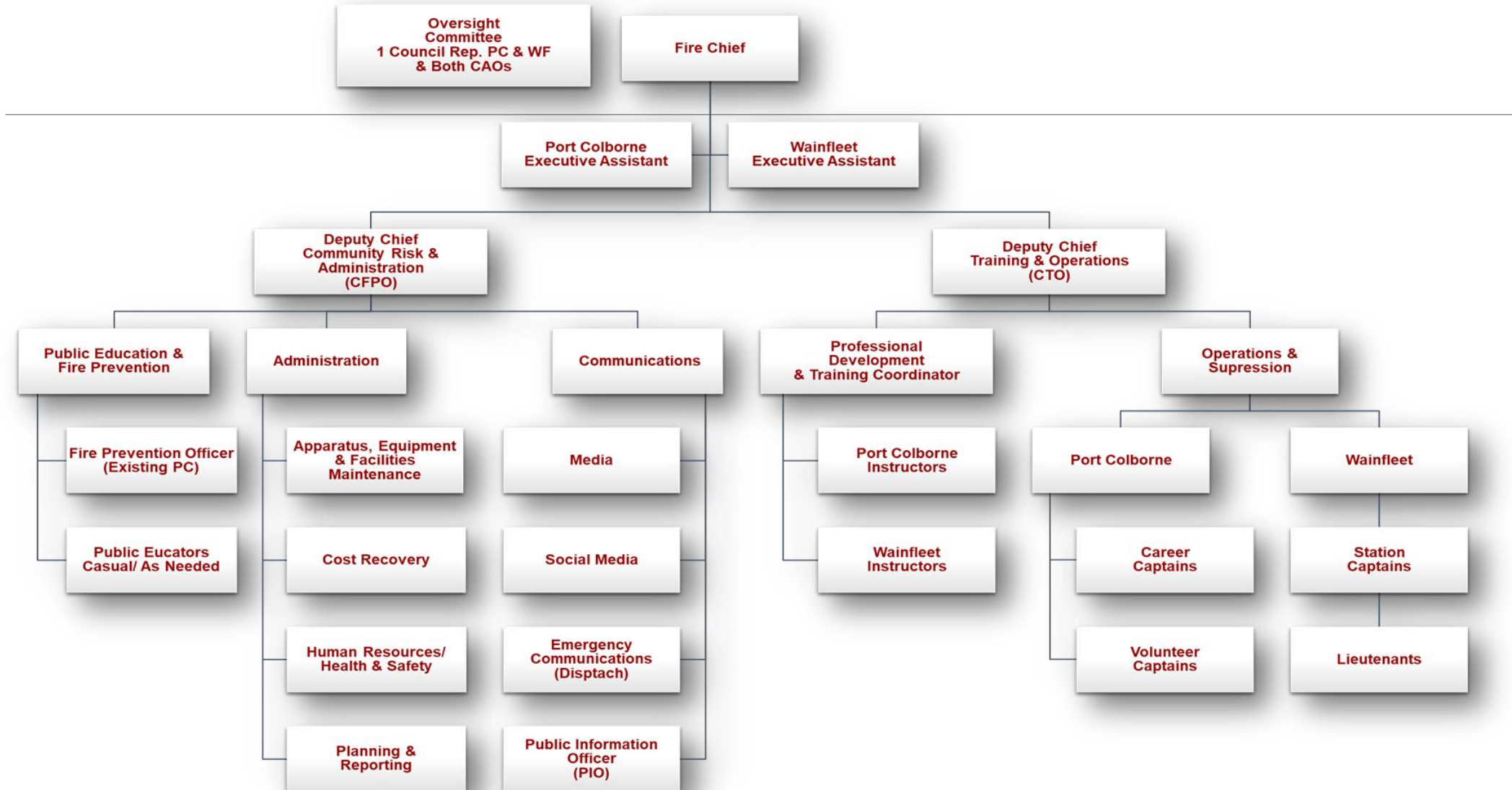
# Build the Team

## Fire Services Management Team

Expenditures of the Shared Fire Services Management Team would be shared 60%-40% between the municipalities



# Management Team Roles & Responsibilities



# Benefits of Shared Leadership

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Allows each leader to contribute their unique abilities & strengths to the management process providing expertise in all areas

Larger system of accountability and built in redundancy for each function

Better data capturing and picture of area responses

# Benefits of Shared Leadership

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Improved inter-department communications and working relationships

Stronger public education/emergency management messaging

Aligned Standard Operating Guidelines/Policies

Access to better response capabilities and specialized resources



# Potential Savings from Shared Leadership

	Option 1	Option 2 (Recommended)	Option 3
<b>Option</b>	Status Quo (1 Chief & 1 Deputy)	<b>One Chief &amp; Two Deputies</b>	One Chief & Two Deputies
<b>Employer</b>	Each	<b>Port Colborne</b>	Wainfleet
<b>Split</b>	0	<b>60/40</b>	60/40
<b>Port Colborne Costs</b>	\$413,700	<b>\$366,840</b>	\$294,875
<b>Wainfleet Costs</b>	\$298,494	<b>\$244,560</b>	\$196,584
<b>TOTAL</b>	<b>\$712,194</b>	<b>\$611,400</b>	<b>\$491,459</b>
<b>Port Colborne Savings</b>	\$0	<b>\$46,860</b>	\$118,825
<b>Wainfleet Savings</b>	\$0	<b>\$53,934</b>	\$101,910
<b>SAVINGS</b>	<b>\$0</b>	<b>\$100,794</b>	<b>\$220,735</b>

# Challenges and risks of Shared Leadership

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Political will needs to be present to adopt the concept and work with the team

Requires collaborative leaders and a synergy amongst the individuals at the top

Takes time to implement

Requires training and culture change within the firefighters

# Set The Direction & Capture the Value

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Aligning goals, policy and procedure.

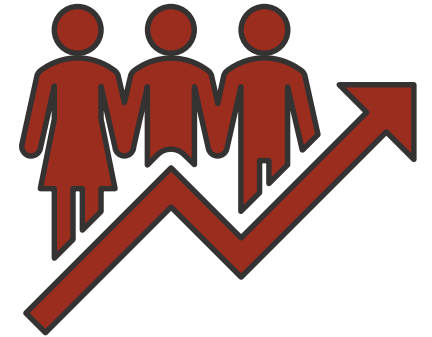
- Examples: HR Policy, standard operating guidelines

Optimizing costs and leaning out operations by reducing duplication of efforts.

- Examples: bulk purchasing, sharing inventory, sharing the costs of duplicate resources (software programs, equipment, training)

Recruitment & retention of volunteers.

- Allows for cumbersome work to be lifted off the volunteers and absorbed by Management Team to make Volunteer FF sustainable



# Set The Direction & Capture the Value

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Enhancing and aligning response capabilities to prepare for future response trends.

- Examples: sharing an aerial truck, two station responses for specific call types, larger equipment pool during equipment repair times.

Ensuring the fire departments are strategically positioned to meet all current and future regulations and requirements as set.

- Examples: Mental Health, Cancer Prevention, Rehabilitation and Mandatory Certification.

# Support from Council

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- The Public needs to be reassured that public safety is a priority, and that both Councils are not sacrificing services for perceived cost reductions
- Personnel from both departments need reassurance that they have the support of both Councils through the provision of adequate resources to ensure consistency and reduce tensions.
- Councils need to support the Fire Management Team in the implementation of the shared system and understand that it may take time to see meaningful change or return on investments

# NEXT STEPS

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- 1) Establish a Fire Services Management Oversight Committee with a mutually agreed Terms of Reference (attached).
- 2) Authorize the Mayors and CAO's to negotiate and enter into a 10 year Shared Services Agreement for the delivery of Fire Administration/Management Services, with a costs review at year 5.
- 3) Authorize the CAO's to negotiate and execute employment contracts for the positions of Fire Chief, Deputy Chief of Community Risk Reductions & Administration and post for the position of Deputy Chief of Operations & Training.
- 4) Conduct an annual review of the shared Fire Administration/ Management Services team
- 5) Each municipality shall complete and implement a Community Risk Assessment and Master Fire Plan by year 2 of the agreement.

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**QUESTIONS?**