

**City of Port Colborne
Special Meeting of Council Addendum**

Date: Tuesday, March 19, 2024
Time: 5:00 pm
Location: Council Chambers, 3rd Floor, City Hall
66 Charlotte Street, Port Colborne

Pages

4. Staff Reports

4.1 Fire Department Administration Update, 2024-83

- *a. Delegation from Mike Radzikoski, resident 1
- *b. Delegation from Michael Dezenosky, Port Colborne Volunteer Fire Fighter Association 88
- *c. Delegation from Judy Cassan, resident
- *d. Delegation from Lindsay Pilatzke, resident

7. Confidential Items

7.1 Office of the Chief Administrative Officer Report 2024-84, information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them

- *a. Appendix A to Office of the Chief Administrative Officer Report 2024-84, information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them

*7.2 Verbal Report by Councillor Aquilina, labour relations or employee negotiations and personal matters about an identifiable individual, including municipal or local board employees



Subject:	Shared Fire Service Pilot Project
To:	Committee of the Whole – General Business & Finance
From:	Fire Services

Report Number:	FS-02-21
Wards Affected:	All
Date to Committee:	June 14, 2021
Date to Council:	June 21, 2021

Recommendation:

That Council receive and file for information, Report FS-02-21 regarding a Shared Fire Service Pilot Project; and

That Council direct staff to proceed with a pilot project with the Town of Grimsby to provide shared fire protection services to both communities; and

That Council enact and pass a by-law to authorize the execution of a shared services agreement with the Corporation of the Town of Grimsby to undertake a pilot project for the provision of fire protection services; and

That Council enact and pass a by-law to jointly establish and regulate a fire department for the Town of Lincoln and the Town of Grimsby; and

That Council enact and pass by-laws to appoint a Fire Chief and Deputy Fire Chiefs for the jointly established fire department for the Town of Lincoln and the Town of Grimsby.

Purpose:

The purpose of this report is to seek Council approval to proceed with a pilot project with the Town of Grimsby for shared fire protection services.

Background:

In 2019, the Province of Ontario launched a Regional Government Review with a goal of ensuring that regional governments and local municipalities are working effectively and efficiently in the areas of governance, decision making, and service delivery. Although the

review did not result in municipal amalgamations as the Province had imposed in previous years, local area municipalities were encouraged to explore opportunities for shared services and to collaborate on service delivery areas of mutual interest with the objective of achieving operational efficiencies and reducing service redundancies.

The Town of Lincoln is already involved in a variety of shared service opportunities including a joint public library board with Pelham, a Memorandum of Understanding with St. Catharines with respect to tourism, the Niagara Adapts Environmental Sustainability Research partnership with Brock University and several municipalities, the NRT OnDemand integrated transit service with the Region, Grimsby, West Lincoln, Pelham, Wainfleet, and Niagara-on-the-Lake, and a shared service agreement with West Lincoln, Wainfleet, and Grimsby for Emergency Management services.

Because Grimsby and Lincoln have many similarities from a fire service perspective, it is reasonable to consider shared service opportunities for the delivery of fire protection services as well. Both towns have similar populations, demographics, geographic profiles, both are experiencing significant growth, and both have similar fire risk profiles. Furthermore, Grimsby and Lincoln already have reciprocal fire protection agreements for QEW highway responses, vulnerable occupancy and high-rise building fire support, rural water supply support, and high angle rescue support.

In 2020, the vacancy of the Fire Chief position in Grimsby presented an opportunity to consider alternate service delivery options. As such, the Town of Grimsby obtained a Provincial Modernization Grant and engaged a consultant to investigate the feasibility of a pilot project for shared fire protection services between Grimsby and Lincoln.

A working group comprised of the Chief Administrative Officers, Deputy Fire Chiefs and Finance teams from both municipalities and the Fire Chief was established to determine if the adoption of a shared fire service would result in a more efficient, effective, and affordable model that would ultimately preserve the volunteer firefighting model.

On November 16, 2020, Council received a confidential report regarding developing a pilot project for shared services to provide fire protection services to both communities and gave direction to staff to move forward accordingly.

Report:

The fire services of both Lincoln and Grimsby continue to be challenged by increasing demands for service as the communities grow, and both continue to strive to maintain a cost-effective volunteer fire service model. The implementation of a shared fire service may allow both municipalities to maximize their collective resources without each having to pay the full cost of such, which would ultimately result in service efficiencies and

significant cost avoidance for both municipalities and serve to preserve the volunteer fire service model.

Because both municipalities operate similar fire services and enjoy an extensive history of cooperation and collaboration, adopting a full shared fire service model is a logical extension of the successful reciprocal working relationships that are already in effect.

As such, staff recommends proceeding with a pilot project with the Town of Grimsby to provide shared fire protection services to both communities with implementation in two phases as described in this report. The proposed start date is on or about October 1, 2021.

Phase 1: Pilot Project

To commence with a pilot project, the execution of a shared fire service agreement with Grimsby would be required. The pilot project would include the following provisions:

1. Fire Department Structure: To comply with legal requirements of the *Fire Protection and Prevention Act*, a single fire department would be jointly established to serve both municipalities for the pilot project. A single Fire Chief and two Deputy Fire Chiefs would be appointed for the jointly established fire department to comply with the Act. The jointly established fire department would be structured as indicated in the Pilot Project Fire Department Organization Chart attached to this report as Appendix 1.
2. Governance: A Joint Advisory Committee consisting of three (3) members of Council and the Chief Administrative Officer from each municipality would be formed during the pilot to act in an advisory capacity regarding the administration of the jointly established fire department and to provide recommendations to ensure that fire protection services are provided throughout both municipalities in an effective and harmonized manner. The Fire Chief and the Deputy Fire Chiefs would be included as non-voting members of the committee.
3. Staffing: Integration of staff during the pilot project would be limited to only the full-time executive, administrative, training, and fire prevention staff from both municipalities. If the pilot project proved to be successful, the volunteer firefighters would be integrated in Phase 2 of the shared fire service implementation plan. All staff would remain employed by their current employers during the pilot project. However, despite which municipality employs them, all full-time, part-time, and volunteer firefighting staff would report operationally as set out in the Pilot Project Fire Department Organization Chart.

In accordance with the *Fire Protection and Prevention Act*, the Fire Chief would have statutory reporting responsibilities to the Councils of both Lincoln and Grimsby through the respective Chief Administrative Officers but would ultimately remain an employee of Lincoln. The Deputy Fire Chiefs would fulfill the statutory duties and responsibilities of the Fire Chief in his or her absence on behalf of both municipalities.

4. Cost Sharing: Any coming together of two services, regardless of area of operation focus, is generally done to enhance service delivery and ultimately customer service. Municipalities deal with the currency of public trust and confidence, which is more difficult to quantify. Realistically, significant cost savings are not anticipated as a result of the pilot. Rather, any savings, which would likely be minimal, would be achieved through cost sharing by both parties and some offsetting items. The real savings would be the mitigation and/or deferral future costs. During the pilot program, Lincoln and Grimsby would share salary and benefit costs for the full-time employees of the jointly established fire department. All other operating and capital costs during the pilot, including volunteer firefighter wages and benefits, would remain the responsibility of the municipality that incurred such costs. The reporting back process as part of the pilot project will share more about future cost deferral.
5. Budgets: For the remainder of the fiscal year upon commencement of the pilot project, the operation of the fire department would continue to be funded by the annual capital and operating budget allocations approved by the respective Town Councils. For each full fiscal year thereafter during the pilot project, the Fire Chief, in consultation with the Chief Administrative Officers and the Joint Advisory Committee (made up of councillors from both municipalities), would prepare and present annual operating and capital budget estimates for each municipality to the respective municipal Councils for consideration and approval.
6. Capital Property: Each municipality would place all capital property, including vehicles, equipment, buildings, and real property used by their respective fire departments at the disposal of the jointly established fire department, and the legal title to all capital property would remain with each respective municipality.
7. Purchasing: The Fire Chief would have the delegated authority of both municipalities to approve expenditures required for the operation of the jointly established fire department, including acquisition of equipment, vehicles, materials, supplies, and services within approved budget allocations and subject to spending level authorities and financial controls set out in the approved Procurement Policy and Procedures of each municipality. These would still go to Council where needed and through the CAO of the respective municipality.

8. Fire Master Plan: A Fire Master Plan would be jointly developed during the pilot project to assist both municipal Councils with determining appropriate strategic goals and objectives and service level policies for the fire department. The Fire Master Plan would provide a comprehensive assessment of community fire risk and current standards of cover for the combined service area, consider the individual and collective needs and circumstances of each municipality including geographic, demographic, building, stock, critical infrastructure, and economic factors, local hazards, community services, and public safety response capabilities, and would provide recommendations for both municipalities regarding the future provision of fire protection services whether individually or as a continuation of the shared service model over the long-term.
9. Financial Audit: An independent third-party audit would be undertaken to identify the financial benefits and liabilities for each municipality with respect to the shared service model. The audit would also identify the condition, sufficiency, and value of capital property that each municipality contributes to the jointly established fire department, and in the case that one municipality's capital property contribution is proportionately less than the other's, would identify the additional contribution required to equalize proportionate shares should the shared service model continue a permanent basis.
10. Review of Pilot Project: Upon completion of both the Fire Master Plan and the third-party financial audit, the pilot project would be reviewed to determine whether the shared fire service model is feasible and beneficial to both municipalities. The Councils of Lincoln and Grimsby may then either mutually agree to progress to Phase 2 and continue the shared service model beyond the pilot project or terminate the pilot project and discontinue the shared service model. In other words, agreeing to the pilot project does not commit both councils to moving forward. This is an evaluative pilot project. At any time during the pilot project, the Lincoln and Grimsby could mutually agree to amend the terms of the shared fire service agreement as circumstances arise, and either municipality could terminate the pilot project at any time by providing 90 days' notice to the other.

It is anticipated that the pilot project will continue for at least 24 months.

Phase 2: Full Implementation

Upon successful completion of the pilot project and upon the mutual agreement of both municipal Councils to continue the shared service model beyond the pilot project, Phase 2 of the shared fire service agreement would include the following provisions:

1. Staffing: The employment of all full-time, part-time, and volunteer firefighting staff of the Grimsby Fire Department would be transferred to and would continue thereafter with Lincoln. All Lincoln Fire Rescue Service staff would remain employees of Lincoln. All full-time, part-time, and volunteer firefighting staff hired after the pilot project ends would be employees of Lincoln.
2. Cost Sharing: All operating costs of the jointly established fire department would be treated as shared costs between the municipalities. Similarly, revenue from building plan reviews, subdivision agreement fees, site plan agreement fees, response cost recoveries, fees and charges, and other revenue from each municipality pertaining to the operation of the fire department would be shared in a like manner.
3. Budgets: The Fire Chief would prepare and present annual operating and capital budget estimates for the fire department to the Joint Advisory Committee. Upon consideration of the draft budgets presented by the Fire Chief, the Joint Advisory Committee would recommend operating and capital budget estimates to the Council of Grimsby for consideration and recommendations, and thereafter to the Council of Lincoln for consideration and approval of the final budgets for the fire department.

Upon approval of the final annual budgets, Grimsby would pay its proportionate share to Lincoln on a quarterly basis or as otherwise agreed.

Any annual budget surplus or deficit would be allocated to a stabilization reserve account which could be used for such discretionary purposes as mutually agreed.

4. Capital Property: All capital property acquired for the use of the fire department after the pilot project ends, except real property and buildings, would be jointly owned by both municipalities. Any real property or building acquired or constructed after the pilot project ends would be owned by the municipality in which the property or building is located.
5. Purchasing: After the end of the pilot project, the purchase of equipment, materials, and services required for the operation of the jointly established fire department would be governed by the approved Procurement Policies and Procedures of Lincoln, and the Fire Chief would have the delegated authority to approve such expenditures within approved budget allocations and subject to approved spending level authorities and financial controls.

Either municipality could terminate the shared fire service agreement after the pilot project ends by providing 180 days' notice to the other. Should that occur, detailed termination provisions are set out in the shared fire service agreement.

Financial, Legal, Staff Considerations:

Financial:

The shared service model is intended to improve operational efficiencies and maintain and enhance service levels, result in significant cost avoidance, and contribute to potential cumulative savings due to sharing of capital and operating resources, optimization of administrative functions, and minimization of redundancies.

During the pilot project, the remuneration of full-time staff would be adjusted where necessary to harmonize salaries between Lincoln and Grimsby, and to be commensurate with any additional duties and responsibilities that may be imposed on the executive officers resulting from the implementation of the shared service model. If the pilot project is successful, the remuneration of the volunteer firefighters would be harmonized in the second phase of implementation.

The net costs for Lincoln would be fiscally neutral in 2021 to implement the pilot project.

It is anticipated that there would be an incremental annual operating expense in the order of \$24,000 to be considered in the 2022 budget year to continue the pilot project on a go-forward basis, which is substantially lower than the salary costs for Lincoln to provide the same functions and level of service without a shared fire service agreement.

The cost allocation methodology will be monitored and evaluated during the pilot project and may be amended by mutual agreement to ensure that fire department costs are shared between both municipalities in a fair, equitable, and effective manner.

Staffing:

During the pilot project, all staff from both the Lincoln and Grimsby fire departments would remain in the employ of their current employers but would conform to the reporting structure set out in the Pilot Project Fire Department Organization Chart. Upon successful completion of the pilot project, all fire department staff from both Lincoln and Grimsby would continue employment with solely the Town of Lincoln.

It is the intent of both municipalities that there would be no loss or diminution in seniority, length of service, rank, wage, salary, benefits, vacation and leave entitlements, or any other terms or conditions of employment for any employee resulting from the implementation of the shared fire service model.

With regard to net benefits to each municipality in terms of staffing during the pilot project, Grimsby would benefit from the sharing of a full-time Fire Chief and, in exchange, Lincoln would benefit from the sharing of a full-time Training Officer and a third full-time Fire Prevention Officer and will gain much needed full-time administrative support.

Legal:

Prior to implementation of the pilot project, the shared fire service agreement will be vetted by the solicitors from both municipalities.

Public Engagement Matters:

While from an operational perspective, the implementation of a pilot project for shared fire services will largely be seen as seamless to the residents of both municipalities, it is recognized that volunteer fire departments historically form part of the fundamental fabric of their communities. As such, public engagement initiatives will be undertaken to communicate the efficiencies, service enhancements, and mutual benefits of a shared fire service model and to celebrate and preserve the dedication, spirit, and community involvement of the volunteer fire services in both municipalities.

Conclusion:

In addition to operational efficiencies, reducing redundancies, and enhancing service delivery, a key benefit to implementing a shared fire service model is the lessening of demands on the volunteer firefighters of both municipalities. The volunteer fire service model currently in place in Lincoln and Grimsby, and indeed throughout North America, has proven to be a very cost-effective method of providing fire protection services. However, increasing call volumes, competing demands on time for requisite training and certifications, and an ever-increasing host of other duties are threatening this model in many communities. By providing a larger collective pool of firefighters, a shared fire department is expected to ease the demands on our volunteer firefighters which should ultimately preserve and sustain the volunteer fire service model.

Staff recommends that a pilot project to provide shared fire protection services for Lincoln and Grimsby proceed as outlined in this report, and that Council approve the execution of a shared fire service agreement with the Town of Grimsby and enact the necessary by-laws accordingly.

Respectfully submitted,

Greg Hudson
Fire Chief / CEMC
905-563-2799 Ext. 253

Appendices:

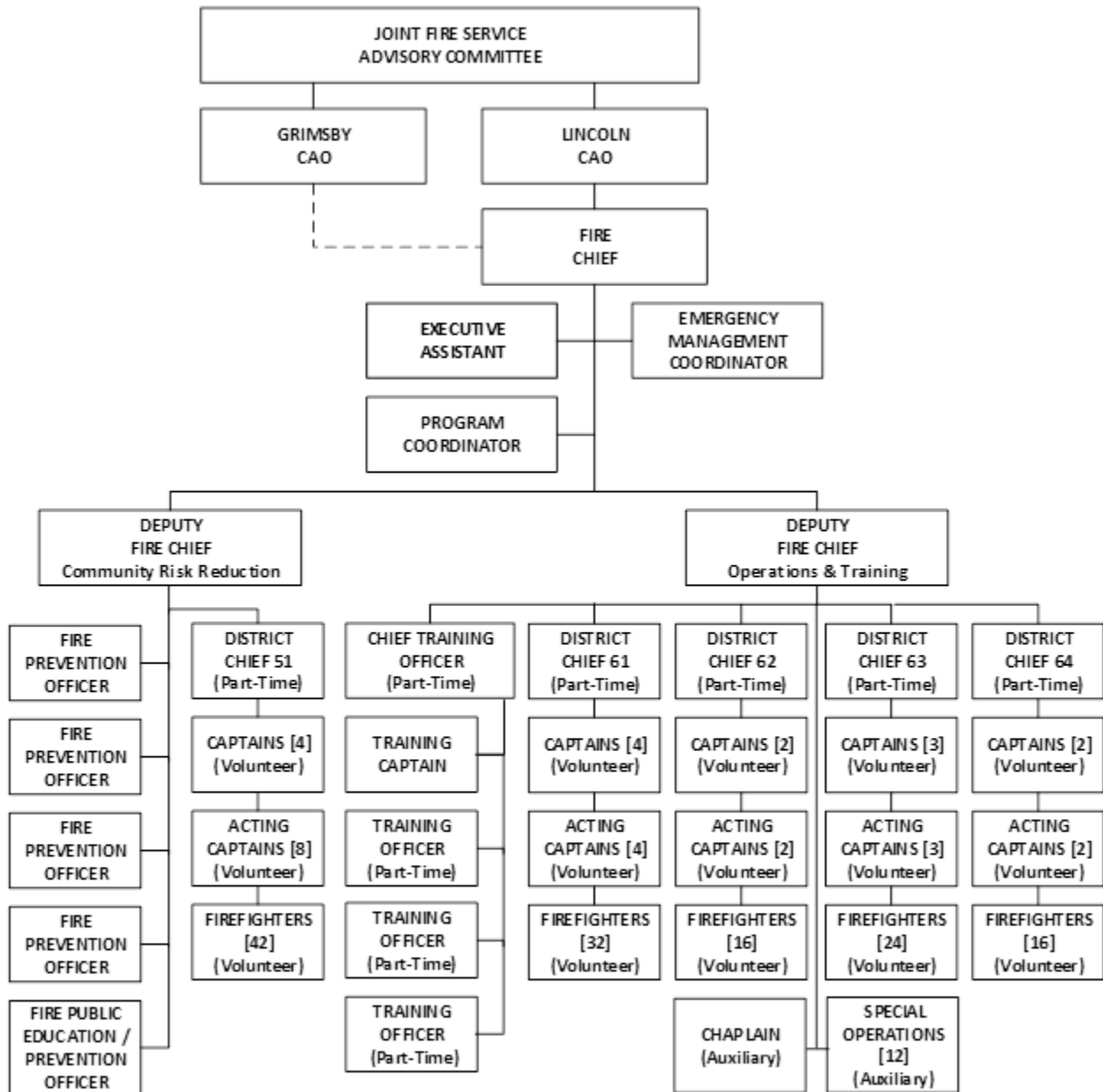
Appendix A – Pilot Project Fire Department Organization Chart

Report Approval:

Report has been reviewed by the Director of Finance, Administration & Innovation. Final approval is by the Chief Administrative Officer.

Appendix A

Pilot Project Fire Department Organization Chart





Shared Fire Service Pilot Update

Joint Fire Service Advisory Committee

September 21, 2023

Shared Service Agreement

- Lincoln and Grimsby shared service commenced Oct. 1, 2021
- The Shared Service Agreement did not specify an end date, but rather will conclude when both Councils receive the following information and decide whether or not to move beyond the pilot to full implementation of the shared fire service:
 - Comprehensive Fire Master Plan to provide recommendations for both municipalities regarding the future provision of fire services
 - Independent, third-party financial review to identify financial benefits and liabilities of a shared service model and assess condition/value of capital property
- Continues unless/until either party gives notice to terminate

Niagara West Fire & Emergency Services

Shared Service Agreement

- The pilot project includes only a limited integration of services, which are primarily fulfilled by full-time staff:
 - Administration
 - Fire Prevention/Public Education
 - Firefighter Training
- Emergency response functions, which are fulfilled by part-time/volunteer firefighters, were not integrated during the pilot project
- The agreement provides the opportunity for other municipalities to join the shared service at any time

Shared Service Agreement

- During the pilot, each municipality continues to own and is responsible for the maintenance, repair, and replacement of its capital assets (e.g. trucks, equipment, buildings, etc.)
- During the pilot, each municipality is responsible for its own operational costs (except for full-time salary and benefits)
- During the pilot, each municipality is responsible for purchasing and procurement as per its policies and by-laws, and for administering its own operational and capital budgets
- Revenues are not shared during the pilot (e.g. GRTC registrations and other fees and charges)

Expected Benefits of Shared Service

BENEFITS <i>(As per ESSSi consultant's Shared Service Feasibility Report, 2020)</i>	STATUS
Avoid duplication of positions (Fire Chief)	REALIZED
Allow for optimization of legislated fire protection services, such as public education, fire prevention, and firefighter training/certification	PARTIALLY REALIZED
Avoid duplication of specialty rescue services (e.g. rope rescue, water rescue) and increase number of trained personnel for these roles	PARTIALLY REALIZED
Increase firefighter safety by enhancing training resources	PARTIALLY REALIZED
Better utilization of the Grimsby Regional Training Centre – business potential for a sustainable revenue stream	PARTIALLY REALIZED
Provide opportunities for succession planning for all positions	PARTIALLY REALIZED

Expected Benefits of Shared Service

BENEFIT	STATUS
Provide opportunities for succession planning for all positions	PARTIALLY REALIZED
Create efficiencies in cooperative purchasing of supplies, apparatus, and equipment	PARTIALLY REALIZED
More efficient use of fleet resources and eliminate duplication of specialty apparatus in capital budgets	PARTIALLY REALIZED
Enable both towns to maintain the viable volunteer firefighter model for the foreseeable future	PARTIALLY REALIZED
Enable effective suppression response times by eliminating municipal boundaries – the closest resources go regardless of municipality	NOT INCLUDED IN PILOT PHASE
Enhanced service delivery with a larger pool of resources whenever the need arises	NOT INCLUDED IN PILOT PHASE

Expected Benefits of Shared Service

BENEFIT	STATUS
Lessen demands on volunteer firefighters as there is a bigger resource pool to draw from – better work-life balance, reduces burn-out	NOT INCLUDED IN PILOT PHASE
Allow for a larger on-call pool for senior officers to ensure effective supervision 24/7 per OHSA, and provide a better work-life balance	NOT INCLUDED IN PILOT PHASE
Enhance ability to assemble sufficient fire attack teams based on risk	NOT INCLUDED IN PILOT PHASE
Potential opportunities to optimize fire station locations regardless of municipal boundaries	NOT INCLUDED IN PILOT PHASE
Provide the opportunity to receive 100% of the pool of shared fire service resources whenever needed, but at a portion of the operating cost under the cost sharing provisions	NOT INCLUDED IN PILOT PHASE

Fire Master Plan

- Pomax Consulting engaged in January 2022 to complete joint Fire Master Plan for Lincoln and Grimsby
- Completion of Fire Master Plan is key to guiding Councils' decision whether or not to continue the shared fire service beyond the pilot
- Consists of 3 components:
 1. Community Risk Assessment – required by O.Reg. 378/18, and provides information that forms the basis for the other 2 components
 2. Standard of Cover Analysis – determines the fire department's capacity to provide service to the community and meet performance objectives
 3. Fire Master Plan – recommendations regarding strategic direction of the fire department, either as a shared fire service or as individual departments

Fire Master Plan Progress

PROJECT PHASE	STATUS
PHASE 1 Launch project, clarify scope, define tasks	COMPLETE
PHASE 2 Gather information, analyze data, assess 5-year historical trends, site visits, conduct current state analyses, process mapping, meet/interview staff and Council	COMPLETE
PHASE 3 Gap analyses and initial findings, current state and mid-project report	COMPLETE
PHASE 4 Evaluate delivery models and effectiveness options, develop recommendations considering relevant standards, growth projections, financial implications	COMPLETE
PHASE 5 Prepare draft report, review findings and recommendations, publish and present final report. Behind schedule – not all analyses completed by consultant	IN PROGRESS

Fire Master Plan Next Steps

- ✓ Draft of the consultant's report was received in August 2023, However, it was not complete and did not satisfactorily address all deliverables within the specified cope of work. Further data collection and analysis was required and is underway.
- ✓ Finalize Fire Master Plan
- ✓ Complete third-party financial review, including financial impact of changes and recommendations from Fire Master Plan
- ✓ Final Presentations to Joint Fire Advisory Committee and Councils
- ✓ Public information/engagement



Administration

Niagara West Fire & Emergency Services

Administration

- Fire Chief overseeing the operation of 2 partially blended fire departments (administration, fire prevention, and training) – but with the significant exception of 2 essentially separate and independent operations divisions
- Transition during the pilot: Retirement of Deputy Chief Thomson and on-boarding of Deputy Chief Kay under contract on an interim basis. There is no defined succession plan.
- Oversight of the shared fire service by the Joint Fire Services Advisory Committee. However, there is uncertainty regarding their governance role
- Fire Chief reports to 2 separate municipal Councils, COTW's, and CAO's – which poses challenges and results in frequent scheduling conflicts

Administration

- Fire Chief participates in 2 separate Corporate Leadership Teams - which also poses challenges and results in frequent scheduling conflicts
- Challenges with blending and aligning 2 separate and independent administrations – with different processes, policies, and procedures as well as 2 completely separate IT infrastructures and records management systems with little to no interoperability.
- Challenges with alignment and redefining of roles and of duties of administrative staff. Grimsby has 2.5 fewer administrative FTEs presently than prior to the start of the shared service pilot – and without a reduction in workload or implementation of technological solutions or process efficiencies to offset the reduced FTEs

Administration

- Adoption of a fully integrated Shared Fire Service, as set out in the Shared Service Agreement beyond the pilot project, would allow the implementation of effective remedies to address most of the transitional challenges that are currently being faced
- Operating as a single, fully integrated, cohesive department under common operating systems and processes would significantly enhance the effectiveness and efficiency of the shared fire service in Niagara West
- Provincial landscape – we are seeing more push and desire to make shared services successful – to do so full integration would be required eventually



Fire Prevention

Niagara West Fire & Emergency Services

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Fire Prevention

- Fire Prevention Officers (FPOs) continue to collaborate:
 - Alignment/efficiencies in processes and procedures
 - Public Fire Safety Education initiatives
 - Grimsby “Open for Business” program expanded to Beamsville BIA
- Development applications/plans review
 - Increasing number
 - Increasing complexity
- One Grimsby FPO vacancy was filled in 2023.
- However, both municipalities continue to have a need for expertise in building/plans examination to support development

Niagara West Fire & Emergency Services



Training

Niagara West Fire & Emergency Services

Training Division

- Collaboration to coordinate firefighter training curriculum and schedules
- Joint training with both municipalities:
 - Live fire training
 - Firefighter survival
 - Incident Command
 - Rope rescue
 - High rise operations
- Firefighter certification – compliance with new O.Reg. for all staff
- GRTC increasing utilization, but not back to pre-pandemic levels
- GRTC lacks the administrative support it had prior to the pilot project



Equipment & Fleet

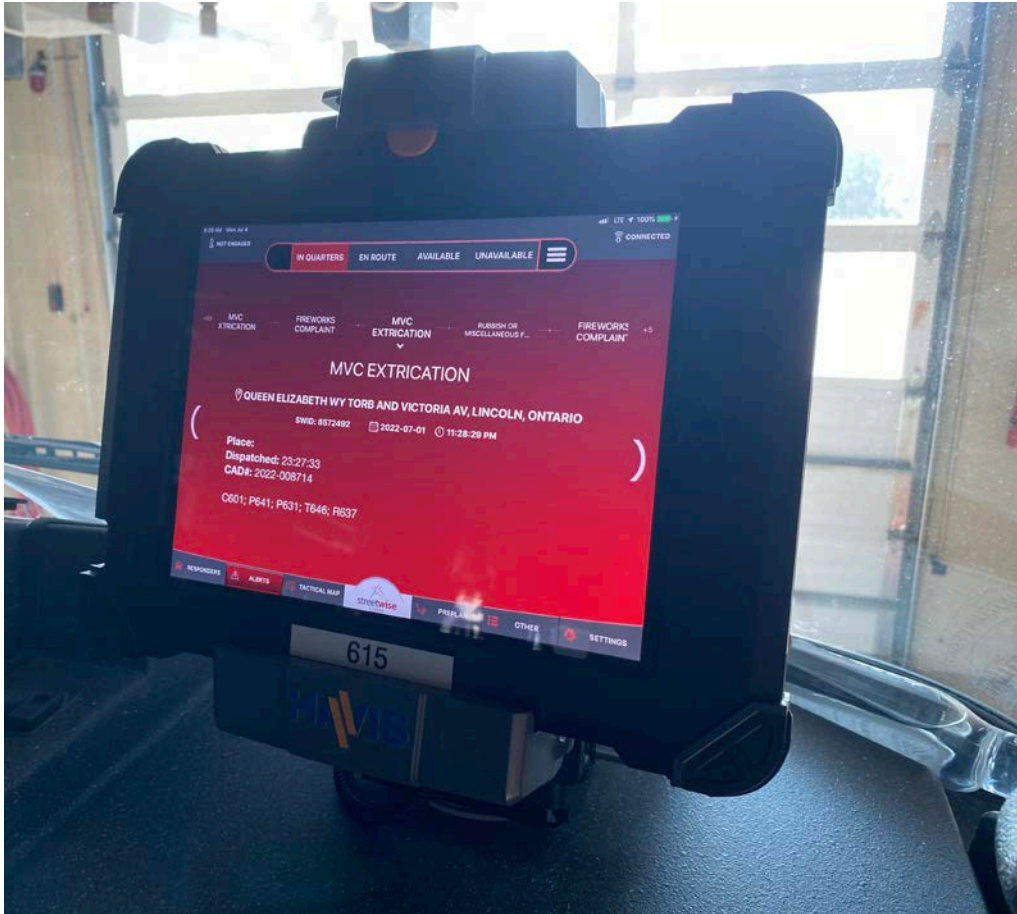
Niagara West Fire & Emergency Services

Fire Records Management System Project

- Lincoln FRMS “Firehouse” discontinued by vendor in 2023
- “First Due” FRMS, hosted on Canadian cloud servers, live Sept 2023
- Niagara West is the first Canadian installation:
 - Vendor working with staff to adapt software for Canadian market and customize specifically for Niagara West
 - No subscription fees for 4 years
- Create KPIs and benchmarking for performance measurement
- Ability for Grimsby to “piggy-back” and migrate from FirePro in Phase 2 to this next-generation FRMS to provide enhanced features, interoperability, consolidation, and data sharing for all of Niagara West

Niagara West Fire & Emergency Services

Vehicle Data Tablet Project



- Tablets now installed in all Grimsby and Lincoln fire vehicles to provide data connectivity in each fire vehicle:
 - Receive real-time incident information from dispatch
 - Mapping
 - Pre-planning information
 - Dangerous goods on-line information
 - On-scene access to operational files and documents
 - Integration with new NG911 system when operational in 2024

Niagara West Fire & Emergency Services

Fleet – Ladder 515 Replacement (Grimsby)



- Replace 22 year old 75-foot aerial ladder truck with 100-foot aerial platform truck to accommodate growth
- Grimsby fire truck purchasing committee struck to advise and prepare specifications
- \$1,619,868 funded from Fire Vehicle Equipment Replacement Reserve
- Currently under construction - delivery expected in Q1 of 2024

Fleet – Rescue 637 Replacement (Lincoln)



- Replace 34 year old rescue truck (major refurb in 2007)
- Lincoln fire truck purchasing committee struck to advise and review specifications
- \$891,126 (plus HST) funded from Infrastructure Reserve
- LAS Canoe/Sourcwell cooperative purchasing program
- Currently under construction - delivery expected in Q1 of 2024

Fleet – Rescue 517 Replacement (Grimsby)



- Replace 20+ year old rescue truck with new “rescue-pumper apparatus
- Grimsby fire truck purchasing committee advised and reviewed specifications
- \$1,300,000 budget funded from Infrastructure Reserve
- Procurement process underway – contract not yet awarded
- Delivery expected in Q3 of 2025

Fleet – Pump 612 Addition (Lincoln)



- Additional pumper to accommodate growth in south Beamsville area
- \$1,100,000 budget funded by Development Charges
- Lincoln fire truck purchasing committee advised and reviewed specifications
- Procurement process underway – contract not yet awarded
- Delivery expected in Q2 of 2025

Fleet – Squad 618 Replacement (Lincoln)



- Replace 20+ year old medical/ grass fire response truck
- Lincoln fire truck purchasing committee advised and reviewed specifications
- Joint procurement with Town of Huntsville, Township of Lake of Bays, and Town of Lincoln
- Budget \$250,000
- Delivery expected in Q1 of 2024



Emergency Response

Niagara West Fire & Emergency Services

Operations Division

- Status Quo regarding fire suppression/emergency response operations during pilot phase - no changes to run assignments
- Grimsby and Lincoln continue to provide mutual assistance/depth of response under pre-existing automatic aid agreements in place prior to the start of the pilot project
- Grimsby increased complement of Captains from 4 to 8 to ensure adequate levels of supervision as required by OHSA and to provide better workload distribution and allow strategic redundancies in leadership

Operations Division

- While maintaining a volunteer firefighting force is certainly preferred by both Lincoln and Grimsby, there are significant challenges faced today throughout North America in sustaining such a model
- Recent studies by the Canadian Association of Fire Chiefs (CAFC) and National Fire Protection Association (NFPA) reveal that a declining number of persons are willing or able to serve as volunteer firefighters for a variety of reasons – which poses significant challenges to volunteer fire departments' abilities to deliver effective service
- Niagara West is facing, and will likely continue to face, pressures with recruiting and sustaining sufficient numbers of firefighters to meet the increasing fire protection service demands of the community

Niagara West Fire & Emergency Services

Operations Division

- Both Grimsby and Lincoln have used a years old rule-of-thumb that volunteer firefighters are available about 25% of the time to respond to calls. Therefore, firefighter complement is based on a 4:1 ratio to achieve minimum staffing for deployment to incidents
- With changing demographics, societal shifts, and competing life priorities, it is an increasing challenge to achieve the 25% turnout – especially as the community continues to grow and calls increase



Standards of Cover

Niagara West Fire & Emergency Services

Standards of Cover

- “Standards of Cover” is a methodology which establishes objective levels of service for a fire department based on community risk, and the means by which such levels of services will be provided
- The Standards of Cover process incorporates the following:
 - Identification and analyses of community characteristics and risks
 - Categorization and prioritization of each risk
 - Identification of measures necessary to manage/mitigate each risk
 - Development of appropriate performance standards
 - Measurement and monitoring of agency performance
 - Identification of gaps, and strategies to meet performance targets

Current Environment

	Grimsby	Lincoln	Combined
Population (2021 Census)	28,883	25,719	54,602
Projected Population in 20-30 Years <i>(Source: Niagara Region)</i>	37,000	45,660	82,660
Fire Stations	2	4	6
Firefighters	56	118	174
Firefighting Pumping Apparatus	2	6	8
Firefighting Aerial Apparatus	1	1	2
Firefighting Water Tanker Apparatus	2	3	5
Firefighting Support Apparatus (excluding cars, pick-ups)	2	5	7
Fire Apparatus Seats in Apparatus	32	78	110

Community Risk Assessment

- Naturally Occurring Characteristics
 - Geography (climate, weather tendencies, etc.)
 - Topography (terrain, watercourses, natural barriers, etc.)
 - Geology (floodplains, earthquakes, landsides etc.)
- Human Related Characteristics
 - Demographics (ages, ethnicities, languages, etc.)
 - Population (numbers, distribution, etc.)
 - Area economics and socio-economics (employment status, financial ability to sustain current and future service delivery, etc.)
 - Development and growth

Community Risk Assessment

- Infrastructure
 - Transportation (roads, highways, transit, rail, ports, air, etc.)
 - Communications (telephone, cellular, data, etc.)
 - Services/utilities (hydro, water, sewers, natural gas, drains, etc.)
 - Energy production/distribution (generation sites, substations, transmission lines, pipelines, etc.)
 - Recreation (parks, trails, open space, facilities, etc.)

Risk Assessment Process

- Identify the public safety risks faced by the community
- Assess each identified risk
 - Probability (likelihood the risk will occur)
 - Consequence (what would be the damage or impact to the community should the risk occur)
 - Impact on the response agency should the risk occur
- Categorize each risk
 - Determines the relative degree of threat to the community, which enables prioritization of resources, programs, and services to address the most serious risks faced by the community

Risk Categories - Fire Suppression

- Low Risk
 - Vehicles, small structures - no exposures, vegetation, rubbish
- Moderate Risk
 - Single family dwellings
- High Risk
 - Multi-unit and high-density residential, commercial, mixed use, low/medium hazard industrial
- Maximum Risk
 - High-rises, hospitals, vulnerable care, high-hazard industrial

Risk Categories - Rescue

- Low Risk
 - Motor Vehicle Collision – municipal roads
- Moderate Risk
 - Motor Vehicle Collision– QEW freeway
- High Risk
 - Rope/High Angle Rescue
 - Water/Ice Rescue
- Maximum Risk
 - Confined Space Rescue
 - Trench Rescue, Structural Collapse

Risk Categories – Haz Mat

- Low Risk
 - Carbon Monoxide
 - Vehicle Fuel Leak
- Moderate Risk
 - Natural Gas Leak – outside building
- High Risk
 - Natural Gas Leak – inside building
- Maximum Risk
 - Transportation Incident (Truck/Train) involving dangerous goods
 - Hazardous Material/Chemical Spill, Leak, Release

Risk Categories – Medical

- Low Risk
 - Medical Assistance – first responder

Grimsby Growth – High/Maximum Risk



Waterview Condominiums



5th Wheel Development



Branthaven



Century Condos



West Lincoln Memorial Hospital



Anatolia Industrial Development



Casablanca Winery Inn



Odyssey Towns & Condos



Casablanca Corporate Centre



Aqua Zul



Niagara West Fire & Emergency Services

Lincoln Growth – High/Maximum Risk



NE Greenlane & Ontario



Utopia West - Greenlane



Niagara West Secondary School



Ontario & South Service Rd



LJM - North Service Rd



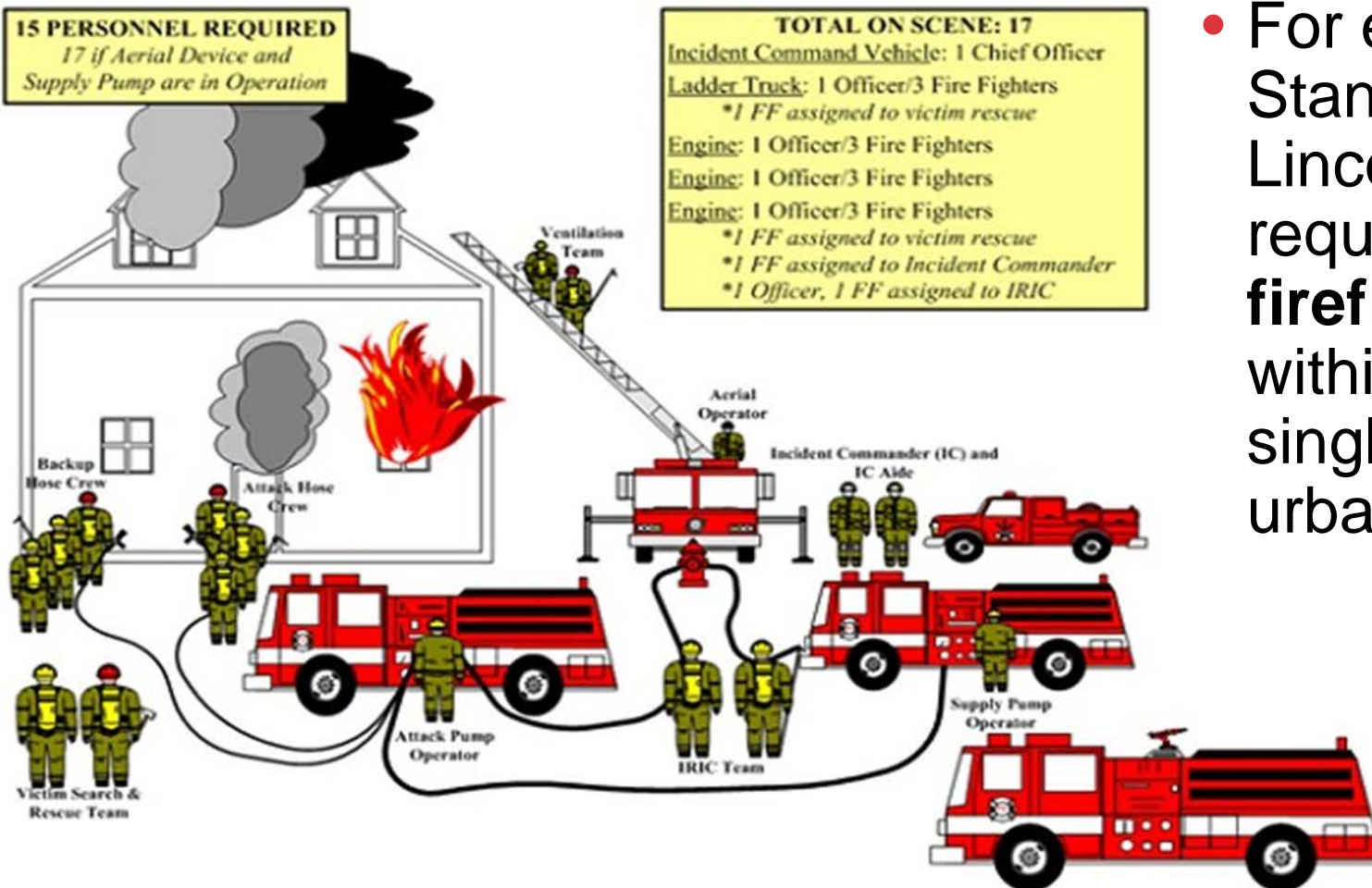
Prudhommes Landing

Niagara West Fire & Emergency Services

Key Performance Standards

- The NFPA 1720 standard sets out deployment standards for volunteer fire departments for responding to lower risk single-family dwellings
- For higher risk occupancies (i.e. commercial, industrial, multi-unit residential, institutional, etc.) other standards apply:
 - NFPA 1710 Standard on the Organization and Deployment of Career Fire Departments
 - Office of the Fire Marshal (OFM) Public Safety Guidelines
 - OFM Integrated Risk Management Program
 - OFM Operational Planning: Official Guide to Matching Resources Deployment and Risk
 - Occupational Health & Safety Act, Section 21 Guidelines
 - National Institute for Occupational Safety and Health (NIOSH)
 - Centre for Public Safety Excellence (CPSE), Standards of Cover

Key Performance Standards



- For example, the NFPA 1720 Standard (referenced by both Lincoln and Grimsby by-laws) requires a minimum of **15 firefighters** to arrive on scene within **9 minutes** to fires in single-family dwellings in urban areas

Superior Tanker Shuttle Accreditation

- Fire departments with the Superior Tanker Shuttle Service (STSS) accreditation give many rural residents substantial reductions in fire insurance premiums by being able to deliver water to rural fire scenes by tanker trucks at a rate similar to the fire flow from a fire hydrant (minimum of 900 litres per minute sustained)
- A minimum of **3 tanker trucks** is required to achieve the residential STSS required fire flow
- Lincoln has **3 tanker trucks** and maintains STSS accreditation using solely its own fleet
- Grimsby has **2 tanker trucks** and relies on Lincoln and West Lincoln for a 3rd tanker for accreditation



Response Apparatus

- As fire apparatus ages, its reliability decreases, repairs increase, parts availability decreases, and down-time increases – which impacts the fire department’s ability to deliver emergency services
- FUS Service Schedule for Fire Apparatus for Fire Insurance Grading Purposes, which establishes rates for each municipality:

Apparatus Age	Service Schedule - Medium Sized Cities (Grimsby and Lincoln)
0 – 15 Years	First Line Duty
16 – 20 Years	2 nd Line Duty
20 – 25 Years	No Credit in Grading or Reserve
26 – 29 Years	No Credit in Grading or Reserve
30 Years +	No Credit in Grading

Response Apparatus

- The 2 primary types of fire suppression apparatus are **pumper trucks** and **aerial trucks** – each have specific functions at a fire
- Depending on the building occupancy, and the risk associated with the occupancy, more than one apparatus is often required
- The Ontario Building Code (OBC) prescribes minimum fire flow rates for every building. Larger and/or higher risk building often require a minimum flow rate of **9,000 litres per minute**
- Typically, more than one pumping apparatus is required to achieve flow rates to meet OBC requirements for larger buildings, and often more than one fire hydrant must be utilized

Response Apparatus

- National Protection Association (NFPA) standards set out minimum numbers of apparatus of each type to structure fires depending on the level of risk:

Fire Risk	Minimum # of Pumper Trucks	Minimum # of Aerial Trucks
Moderate Risk	2	1
High Risk	3	1
Maximum Risk	4	2

Response Apparatus - Lincoln

Apparatus	Current Service	ULC Rating (litres/min)	Year	Current Age	Service Life (years)	Years Remaining	Comments
Pump 611	1st Run	7,000	2017	6	15	9	
Pump 612	2nd Run	5,000	2002	21	20	-1	New truck on order - ETA 2025
Pump 621	1st Run	7,000	2019	4	15	11	
Pump 631	1st Run	7,000	2015	8	15	7	
Pump 641	1st Run	7,000	2021	2	15	13	
Pump 642	Spare	5,000	2001	22	29	7	
Pump 523	Spare/GRTC	5,000	1993	30	29	-1	Surplus - On loan to Grimsby
Ladder 615*	2nd Run	6,000	2013	10	20	10	

**Ladder truck equipped with a pump. Apparatus may be used as a pumper truck in lieu of an aerial truck*

Response Apparatus - Grimsby

Apparatus	Current Service	ULC Rating (litres/min)	Year	Current Age	Service Life (years)	Years Remaining	Comments
Pump 511	1st Run	6,000	2017	6	15	9	
Pump 521	1 st Run	6,000	2007	16	15	-1	Exceeds service life for 1 st run duty at Station 2. May be downgraded to 2 nd run duty for 4 more years
Pump 524	Spare	5,000	1994	29	29	0	Pump non-operational
Ladder 515*	2nd Run	8,000	2001	22	20	-2	New truck on order - ETA 2024

**Ladder truck equipped with a pump. Apparatus may be used as a pumper truck in lieu of an aerial truck*

Critical Task Matrix - Fires

Critical Task	Minimum Risk	Low Risk		Moderate Risk		High Risk		Maximum Risk
		Urban	Rural	Urban	Rural	Urban	Rural	
Incident Command/FIT	1	1	1	1	1	2	2	2
Pump Operations	1	1	1	1	2	2	2	2
Fire Attack Lines	2	2	2	2	2	4	4	4
Back-Up Lines/Exposures/Scene Support		3	3	2	2	4	4	4
Tanker Operations			2		3		3	
Water Supply/Utilities/Forcible Entry				2	2	3	3	
Search and Rescue				2	2	4	4	4
Ladders/Ventilation/Aerial Operator				3	3	5	5	5
Sector Officers						2	2	4
Standpipe								1
Hydrant/Building Fire Pump								1
Lobby Operations								1
Elevator Support								1
Logistics/Equipment Transport Support								2
Evacuation Support								4
Staging								1
Rehab						1	1	2
Accountability/Entry Control				1	1	2	2	2
Incident Safety Officer				1	1	1	1	1
RIT/On-Deck				2	2	4	4	8
Effective Response Force (# of FFs):	4	7	9	17	21	34	37	49

Niagara West Fire & Emergency Services

Effective Response Force



Vehicle Fire, Lincoln, ON

- **Low Risk** fires (vehicles*, small structure with no exposures, vegetation, rubbish) require a minimum initial response of **7 firefighters** in urban areas and **8 firefighters** in rural areas

**Excludes electric vehicle fires and/or vehicle fires in underground parking structures.*

Effective Response Force



Single Family Dwelling, Lincoln, ON

- **Moderate Risk** fires (single family dwelling) require a minimum initial response of **17 firefighters** in urban areas and **21 firefighters** in rural areas

Performance - Moderate Risk Fires

	Grimsby	Lincoln
Initial ERF Assembled On-Scene (17 FF Urban / 21 FF Rural)	94%	98%
Initial ERF Available (Including FF's Standing By at Station)	94%	100%
Shortest Time to Assemble ERF On-Scene	8.6 minutes	10.6 minutes
Longest Time to Assemble ERF On-Scene	56.9 minutes	39.7 minutes
Average Time to Assemble ERF On-Scene	19.3 minutes	16.9 minutes
Minimum Number of Pumpers On-Scene (2 required)	10%	100%
Minimum Number of Aerial Trucks On-Scene (1 required)	84%	93%
Lowest Number of FF's Assembled On-Scene	13	18
Highest Number of FF's Assembled On-Scene	31	56
Average Number of FF's Assembled On-Scene	22	32

5-Year Period: 2018-2022; Grimsby n= 31, Lincoln n=41

Niagara West Fire & Emergency Services

Performance - Moderate Risk Fires

	Grimsby	Lincoln
Reserve Capacity to Respond to Additional Calls or Second Alarm: Lowest Number of FF's Standing By at Station	0	0
Reserve Capacity to Respond to Additional Calls or Second Alarm: Highest Number of FF's Standing By at Station	10	27
Reserve Capacity to Respond to Additional Calls or Second Alarm: Average Number of FF's Standing By at Station	2	13

5-Year Period: 2018-2022; Grimsby n= 31, Lincoln n=41

Effective Response Force



5-Storey All Wood Construction Residential Building, Bradford, ON

- Fires in **High Risk** occupancies (multi-unit and high-density residential, commercial, mixed use, low and medium hazard industrial) require a minimum initial response of **34 firefighters**

Performance - High Risk Fires

	Grimsby	Lincoln
Initial ERF Assembled On-Scene (34 FF Urban / 37 FF Rural)	0%	40%
Initial ERF Available (Including FF's Standing By at Station)	6%	80%
Shortest Time to Assemble ERF On-Scene	N/A	13.4 minutes
Longest Time to Assemble ERF On-Scene	N/A	67.2 minutes
Average Time to Assemble ERF On-Scene	N/A	30.8 minutes
Minimum Number of Pumpers On-Scene (3 required)	0%	70%
Minimum Number of Aerial Trucks On-Scene (1 required)	100%	100%
Lowest Number of FF's Assembled On-Scene	12	17
Highest Number of FF's Assembled On-Scene	32	49
Average Number of FF's Assembled On-Scene	22	31

5-Year Period: 2018-2022; Grimsby n=18, Lincoln n=10

Niagara West Fire & Emergency Services

Performance - High Risk Fires

	Grimsby	Lincoln
Reserve Capacity to Respond to Additional Calls or Second Alarm: Lowest Number of FF's Standing By at Station	0	1
Reserve Capacity to Respond to Additional Calls or Second Alarm: Highest Number of FF's Standing By at Station	16	39
Reserve Capacity to Respond to Additional Calls or Second Alarm: Average Number of FF's Standing By at Station	3	17

5-Year Period: 2018-2022; Grimsby n=18, Lincoln n=10

Effective Response Force



8-Storey Apartment Building, Bradford, ON

- Fires in **Maximum Risk** occupancies (high-rise, hospital, vulnerable care facility, high-hazard industrial), require a minimum initial response of **49 firefighters**

Performance - Maximum Risk Fires

	Grimsby	Lincoln
Initial ERF Assembled On-Scene (34 FF Urban / 37 FF Rural)	0%	0%
Initial ERF Available (Including FF's Standing By at Station)	0%	0%
Shortest Time to Assemble ERF On-Scene	N/A	N/A
Longest Time to Assemble ERF On-Scene	N/A	N/A
Average Time to Assemble ERF On-Scene	N/A	N/A
Minimum Number of Pumpers On-Scene (4 required)	0%	70%
Minimum Number of Aerial Trucks On-Scene (2 required)	0%	0%
Lowest Number of FF's Assembled On-Scene	16	32
Highest Number of FF's Assembled On-Scene	26	32
Average Number of FF's Assembled On-Scene	22	32

5-Year Period: 2018-2022; Grimsby n=3, Lincoln n=1

Niagara West Fire & Emergency Services

Performance - Maximum Risk Fires

	Grimsby	Lincoln
Reserve Capacity to Respond to Additional Calls or Second Alarm: Lowest Number of FF's Standing By at Station	0	10
Reserve Capacity to Respond to Additional Calls or Second Alarm: Highest Number of FF's Standing By at Station	4	10
Reserve Capacity to Respond to Additional Calls or Second Alarm: Average Number of FF's Standing By at Station	1	10

5-Year Period: 2018-2022; Grimsby n=3, Lincoln n=1

Performance Summary- Lincoln

- Moderate Risk Fires
 - Able to meet initial ERF and minimum number of pumpers and aerial apparatus on scene requirements **>90%** of the time
 - Average time to achieve ERF staffing is **16.9 minutes**
 - Average Reserve Capacity: Stand-by firefighters and vehicles can staff **3 additional** apparatus for additional calls and/or 2nd alarm
- Possible options to address performance gaps:
 - Expand the summertime day crew program to implement a year-round full-time response crew to augment volunteer force to reduce overall EFF deployment time

Performance Summary- Lincoln

- High Risk Fires
 - Able to meet initial ERF on scene only **40%** of the time
 - Able to meet minimum number of pumpers on scene only **70%** of the time and aerial apparatus on scene **100%** of the time
 - Average time to achieve ERF is **30.8 minutes**
 - Average Reserve Capacity: Stand-by firefighters and vehicles can staff **4 additional apparatus** for additional calls and/or 2nd alarm
- Possible options to address performance gaps:
 - Dispatch additional Lincoln apparatus to meet ERF and pumper gaps
 - Implement full shared service with Grimsby for additional resources
 - Implement a full-time response crew to augment volunteer forces

Performance Summary- Lincoln

- Maximum Risk Fires
 - **Unable** to meet minimum ERF, pumpers on scene, or aerial apparatus on scene at any time using only Lincoln resources
 - Average Reserve Capacity: **No capacity** to staff additional apparatus for additional calls and/or 2nd alarm
- Possible options to address performance gaps:
 - Hire additional volunteer firefighters and add a second aerial apparatus to the fleet
 - Implement enhanced shared service model with Grimsby for additional resources
 - Implement a full-time response crew to augment volunteer forces

Performance Summary- Grimsby

- Moderate Risk Fires
 - Able to meet initial ERF on scene >90% of the time
 - Able to meet minimum number of pumpers on scene only 10% of the time and minimum aerial apparatus only 84% of the time
 - Average time to achieve ERF staffing is 19.3 minutes
 - Average Reserve Capacity: No capacity to staff additional apparatus for additional calls and/or 2nd alarm
- Possible options to address performance gaps:
 - Hire additional volunteer firefighters and dispatch a second pumper
 - Implement full shared service with Lincoln for additional resources
 - Implement a full-time response crew to augment volunteer forces

Performance Summary- Grimsby

- High Risk Fires
 - **Unable** to meet minimum ERF or pumpers on scene at any time using only Grimsby resources
 - Meet minimum aerial apparatus on scene **100%** of the time
 - Average Reserve Capacity: **No capacity** to staff additional apparatus for additional calls and/or 2nd alarm
- Possible options to address performance gaps:
 - Hire additional volunteer firefighters and add 1 additional pumper to the fleet; Consider building, equipping and staffing 3rd fire station
 - Implement full shared service with Lincoln for additional resources
 - Implement a full-time response crew to augment volunteer forces

Performance Summary- Grimsby

- Maximum Risk Fires
 - **Unable** to meet minimum ERF, pumpers on scene, or aerial apparatus on scene at any time using only Grimsby resources
 - Average Reserve Capacity: **No capacity** to staff additional apparatus for additional calls and/or 2nd alarm
- Possible options to address performance gaps:
 - Hire additional volunteer firefighters and add 2 additional pumpers and 1 aerial truck to the fleet; Build, equip, and staff 3rd fire station
 - Implement enhanced shared service model with Lincoln for additional resources
 - Implement a full-time response crew to augment volunteer forces



Financial

Niagara West Fire & Emergency Services

Cost Sharing

- During the pilot:
 - Salary and benefit costs for full-time staff are shared based on a cost allocation formula which considers the population, assessment, and 3-year average of emergency responses in each municipality
 - Each municipality continues to own, and is responsible for, its own capital assets (trucks, equipment, buildings, etc.)
 - Each municipality is responsible for its own operational costs (except full-time salary and benefits)
 - Each municipality is responsible for procurement as per its policies, and for administering its own operational and capital budgets
 - Revenues are not shared (GRTC registrations, other fees and charges)

Cross Border Responses

Comparison of Cross-Border Responses (Non QEW) (Oct. 1/21 - Feb. 4/23)		
Response Type	Lincoln Responses to Grimsby	Grimsby Responses to Lincoln
Fire	3	4
Rope Rescue	1	2
Vulnerable Occupancy/High Rise	3	3
MVC (Non-QEW)	1	0
Standby at Fire Station	1	0
TOTAL	9	9
Total Calls During Period:	Lincoln = 1,055	Grimsby = 1,003

Cross Border Responses

Comparison of Cross-Border QEW Responses (Oct. 1/21 - Mar. 1/23)		
Response Type	Lincoln Responses to Grimsby	Grimsby Responses to Lincoln
Ineligible for MTO Reimbursement*	19	17
MTO Eligible and Paid to Grimsby	0	3
MTO Eligible and Paid to Lincoln	0	0
TOTAL	19	20
<i>*Responses ineligible for MTO reimbursement include responses where no approved fire department service was performed, medical assistance responses, cancelled responses, incidents not found, and responses deemed to be on municipal/regional property</i>		

Apparatus Capital Needs - Lincoln

Apparatus Required to Meet Standards – Shared Fire Service	Funded	Unfunded
Pumper Truck – Station 1 <i>(In progress)</i>	\$1,100,000	
Additional Aerial Truck – Station 3 <i>(DC funding)</i>		\$2,200,000
TOTAL:	\$1,100,000	\$2,200,000

Apparatus Required to Meet Standards – Standalone	Funded	Unfunded
Pumper Truck – Station 1 <i>(In progress)</i>	\$1,100,000	
Additional Aerial Truck – Station 3 <i>(DC funding)</i>		\$2,200,000
<i>No Additional Apparatus Required to Meet Standards</i>		
TOTAL:	\$1,100,000	\$2,200,000

(Funding estimates expressed in 2023 dollars)

Apparatus Capital Needs - Grimsby

Apparatus Required to Meet Standards – Shared Fire Service	Funded	Unfunded
Rescue-Pumper Truck Replacement/Upgrade – Station 1 <i>(In progress)</i>	\$1,300,000	
Aerial Truck Replacement – Station 1 <i>(In progress)</i>	\$1,700,000	
Pumper Truck Replacement – Station 2		\$1,300,000
TOTAL:	\$3,000,000	\$1,300,000

Apparatus Required to Meet Standards – Standalone	Funded	Unfunded
Rescue-Pumper Truck Replacement/Upgrade – Station 1 <i>(In progress)</i>	\$1,300,000	
Aerial Truck Replacement – Station 1 <i>(In progress)</i>	\$1,700,000	
Pumper Truck Replacement – Station 2		\$1,300,000
Additional Pumper Truck – Station 3 <i>(DC funding)</i>		\$1,300,000
Additional Aerial Truck – Unknown Station		\$2,200,000
Additional Tanker Truck – Station 3 <i>(DC Funding)</i>		\$900,000
TOTAL:	\$3,000,000	\$5,700,000

Niagara West Fire & Emergency Services

Preliminary Costing Estimates

Standalone Fire Department	Grimsby	Lincoln	
2023 Operating Budget* - incl. restored Grimsby Fire Chief FTE	\$2,193,460	\$2,292,746	
Population <i>(based on 2021 Census)</i>	28,883	25,719	
Operating Cost per Capita	\$75.94	\$89.15	
Annualized Apparatus Capital Costs <i>(2024 start, 20-years)</i>	\$285,000	\$110,000	
Adjusted Cost per Capita	\$85.81	\$93.42	
Shared Fire Service	Grimsby	Lincoln	Combined
2023 Operating Budget* <i>(Excluding any transition costs)</i>	\$1,993,460	\$2,292,746	\$4,286,206
Annualized Apparatus Capital Costs <i>(2024 start, 20-years)</i>	\$65,000	\$110,000	\$175,000
Cost Sharing Allocation <i>(Based on Population, 2021 Census)</i>	53%	47%	
Cost per Capita of Allocated Combined Costs	\$81.86	\$81.53	

**Excluding emergency management program, facilities operating costs, principal & interest on fire stations, transfers to reserves*

Niagara West Fire & Emergency Services



Next Steps

Niagara West Fire & Emergency Services

Next Steps

- Awaiting release of Fire Master Plan from consultant – revised draft report expected Q3 2023
- Completion of third-party financial review, including valuation of capital assets, costing for options, and recommendations for cost sharing formula
- Report with recommendations to be presented to Joint Fire Service Advisory Committee
- Joint Fire Service Advisory Committee to provide recommendations to both Councils regarding full implementation of the Shared fire Service Agreement beyond the pilot project

Questions?



Niagara West Fire & Emergency Services

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Honorable Members of the City Council,

I stand before you today to address a decision that has the potential to significantly impact the safety and well-being of our community: the proposal to share the services of Wainfleet's Fire Chief and Deputy Fire Chief with our own Port Colborne Fire Department.

2024 APR 23 AM 11:07:00

Let me be clear from the outset that this is not a personal attack on Chief Alcock or Deputy Fire Chief Schutten. Rather, it is a critical examination of the decision's potential deficiencies and its implications for our firefighters and citizens.

First and foremost, let us consider the unique needs and challenges faced by our community. Port Colborne is distinct from Wainfleet in terms of demographics, geography, and infrastructure. What works for one municipality may not necessarily be suitable for another. By sharing leadership roles with Wainfleet, we risk neglecting the specific needs of our community and compromising our ability to respond effectively to emergencies.

Firefighters are the backbone of our community's safety. They dedicate their lives to protecting us, often putting themselves in harm's way without hesitation. By diluting the leadership within our fire department, we risk undermining the effectiveness and efficiency of their vital work. Firefighting is a demanding profession that requires strong, dedicated leadership tailored to the unique challenges of our city.

Moreover, effective leadership is essential for maintaining morale, discipline, and operational efficiency within our Fire Department. Splitting the responsibilities between two municipalities undermines the authority and accountability of our local leadership. Firefighters need clear direction and support from their superiors to carry out their duties safely and effectively. Sharing leadership dilutes this sense of direction and may lead to confusion and disorganization in emergency situations.

Furthermore, there are financial considerations to take into account. While cost-saving measures are important, they should not come at the expense of public safety. Shared services may result in cost savings in the short term, but they could lead to long-term consequences such as decreased efficiency, increased liability, and potential legal complications.

In conclusion, while the proposal to share the services of Wainfleet's Fire Chief and Deputy Fire Chief may seem like a pragmatic solution on the surface, it fails to address the unique needs and challenges of our community. It compromises the effectiveness of our Fire Department, undermines local leadership, and jeopardizes the safety of our citizens and firefighters. Therefore, I urge the City Council to reconsider this decision and prioritize the safety and well-being of our community above all else.

Thank you for your attention.

