



March 11, 2022

Mr. John Daly  
Director of Legislative Services/Clerk  
County of Simcoe  
1110 Highway 26,  
Midhurst, ON  
L9Z 1N6

BY EMAIL ONLY

Dear Mr. Daly:

Re: County of Simcoe Regional Government Review Service Delivery Task Force - Fire  
Services

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Please be advised that the Town of Wasaga Beach Coordinated Committee, during its March 10, 2022 meeting, adopted the following resolution:

"That the Community Services Section of Coordinated Committee receive the Chief Administrative Officer's report on the County of Simcoe Regional Government Review Service Delivery Task Force Fire Services Review for information;

Further that the Community Services Section of Coordinated Committee authorize the Chief Administrative Officer to inform the County of Simcoe that the Town of Wasaga Beach supports recommendations nine and ten of the Fire Service Review report;

And Further, that the Community Services Section of Coordinated Committee authorizes the CAO to request that County Council, through the Regional Government Review, formally request the Province to further review the interest arbitration system, as the changes introduced in 2018 have not impacted wage increases awarded to the fire services sector, often exceeding negotiated settlements for other municipal employee groups, continuing to place a financial strain on municipalities, and creating wage compression with Fire Department leadership;

And Further, that as part of the review, the Province confirm that it is the employer's responsibility to define the hours of work that best fits their circumstance rather than an arbitrator awarding a change;

And that this motion be circulated to all municipalities in the Province."

Attached is a copy of the report dated March 10, 2022. Your favourable consideration of this matter is appreciated.

Should you have any questions, please contact me at [cao@wasagabeach.com](mailto:cao@wasagabeach.com) or (705) 429-3844 Ext. 2222.

Sincerely,

A handwritten signature in black ink, appearing to read 'George Vadeboncoeur', written in a cursive style.

George Vadeboncoeur  
Chief Administrative Officer

/pk

- c. Wasaga Beach Town Council Members  
Association of Municipalities of Ontario  
All Municipalities in Ontario

## STAFF REPORT



**TO:** Community Services Section of Coordinated Committee

**FROM:** George Vadeboncoeur, Chief Administrative Officer

**SUBJECT:** County of Simcoe Regional Government Review  
Service Delivery Task Force - Fire Services Report

**DATE:** March 10, 2022

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### **RECOMMENDATION**

THAT the Community Services Section of Coordinated Committee receive the Chief Administrative Officer's report on the County of Simcoe Regional Government Review Service Delivery Task Force Fire Services Review for information;

FURTHER that the Community Services Section of Coordinated Committee authorize the Chief Administrative Officer to inform the County of Simcoe that the Town of Wasaga Beach supports recommendations nine and ten of the Fire Service Review report.

### **BACKGROUND**

The County of Simcoe established a Service Delivery Task Force Committee of County Council members to undertake reviews of the following services to determine if efficiencies could be found leading to improved services to tax payers. The services being reviewed are:

- Conservation Authority Services
- Fire Services
- Land Use Planning Services
- Library Services
- Transit Services
- Water and Waste Water Services
- Storm Water Management Services – completed, no further action required
- Legal Services – completed, no further action required

The subject of this report is the review of Fire Services.

The County engaged a third-party consultant to conduct a comprehensive review of Fire Services in the County of Simcoe, identifying possible efficiencies and preferred Service Delivery models including regional and sub-regional service models.

Through an RFP process, Pomax Consulting Inc. (Pomax) was selected by the County to complete the review. The Pomax team commenced the project and municipal engagement in May 2021.

On December 6, 2021 the County of Simcoe Regional Government Review Service Delivery Task Force received the final report and passed a resolution requesting that the report be sent to individual municipal Councils for review and comment.

The ten recommendations tabled with the Task Force are as follows:

1. "Share fire chiefs wherever possible. Examples of this include Innisfil and Bradford-West Gwillimbury, and Penetanguishene and Midland. There is an expectation that the number of responses will decline in the next few years as the province implements Medical Priority Dispatch System (MPDS). An advantage of sharing fire chiefs may be that the joint chief will find realistic ways to rationalize training, prevention, public education, and stations. Essa Township has an opportunity to share a fire chief with a neighbouring community or even amalgamating.
2. Share recruitment, intake, selection, training, and equipment in the same manner as takes place in North Simcoe. Duplication of these processes can be expensive. Sharing also supports consistency so that when the time comes that firefighters from different departments have to work together at mutual aid or other major incidents, they are familiar with common practices.
3. Share public education and prevention resources. This may not save money but may accomplish consistency in neighbouring communities and may enhance some communities that have inadequate resources.
4. Where possible consolidate fire services. This is not a minor step but it is one that has been accomplished before when municipalities amalgamate or a decision is made that shared services is best for a community <https://lincoln.ca/news/2021/06/media-releasetowns-lincoln-and-grimsby-embark-shared-fire-service-pilot-project>.
5. Several fire departments, during interviews, discussed establishing training centres – some with the perspective of providing services for a fee to other fire departments. Prior to taking those steps, partnerships should be discussed to defray costs and to determine the best location for training centres. Training centres that are established with the objective of defraying costs by renting to other fire departments do not have a history of success.

6. Prior to considering building a new fire station, undertake a needs analysis including response modelling and incident type. Fires may be an impetus for establishing a new or additional fire station but sometimes medical incidents are held out as part of the justification. Fires are on a downward trend. It is possible medical responses will also trend downwards. Schedule 1 RGR 2021-357 Page 28 Simcoe County Fire Services Review Final Report Part 1 Page | 27
7. Where possible, consider contracting services with a neighbouring municipality. Ramara Station 2's response area is a possible opportunity as are responses to areas that border other full time fire departments.
8. Employ the precept of closest or quickest vehicle responds. Although some form of cost per call may have to be worked out using the closest fire resource delivers service sooner.
9. Obtaining and understanding fire department data and information, particularly outcome information to answer the question "Why are we doing what we are doing?" should be the primary objective of all municipalities. It does not exist now notwithstanding the efforts of some departments who are attempting to secure information. This is a major undertaking that is not realistic for individual departments but could be provided by the county on a cost recovery basis. We recommend that municipalities work with the county to obtain that service, or the county should establish the service and offer it to those municipalities who see it as an advantage. During our interviews several CAOs envisioned the county as being the data and information centre.
10. We recommend that representatives of Simcoe County and the municipalities form a committee to further explore these recommendations, particularly the provision of a data service by the county as noted in recommendation 9."

On February 1, 2022 staff received a letter from the County of Simcoe Clerk's Department on behalf of the Service Delivery Task Force asking for feedback on the report.

At the February 10, 2022 Community Services Section of Coordinated Committee the Fire Chief provided a report requesting that if Council members had comments concerning the proposed efficiencies, service delivery models and recommendations outlined in the review, that they provide such comments to the Chief Administrative Officer.

## **DISCUSSION**

Based on the feedback from individual Council members, it is felt two of the ten recommendations found within the Pomax report warrant additional exploration.

Recommendation number nine supports the County providing data collection and analysis services due to challenges for smaller municipalities undertaking the same

exercise. While conducting interviews with municipalities, Pomax received comments from several Chief Administrative Officers indicating that the County could assist as a data and information centre. This would ensure that the data required to make decisions is collected and what is collected is standardized across the County. One area identified is outcome information, similar to the data collected by other emergency services. With automation, training and building on data already collected for other purposes, this should be fairly easy to implement.

Recommendation number ten supports the creation of a committee comprised of municipalities and representatives of the County to further explore all of the recommendations, in particular the provision of a data service by the County as noted in recommendation nine. Some areas of interest include, sharing in the recruiting of volunteer Fire Fighters, Fire Prevention and Training. It was noted that a "...significant level of cooperation and sharing in Simcoe was identified..." as already occurring.

Although it was not considered as part of the review or a recommendation, some Council members feel the disproportionate escalation of firefighter wages and benefits, supported by the Arbitration system, is an issue that deserves attention and resources. It is acknowledged that this is beyond a local issue and should be addressed by the province as a priority as it impacts all fire services.

In discussing the recommendations with the Fire Chief, he is committed to reviewing all aspects of his administration and operations to identify areas to improve efficiencies and service delivery in the spirit outlined in the Promax Report.

Respectfully Submitted,

George Vadeboncoeur  
Chief Administrative Officer