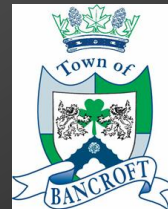


PROVIDING SERVICE EXCELLENCE

A Time for Change

The Municipality of Hastings Highlands and the Town of
Bancroft Joint Fire Services



HOW TO CHANGE ?

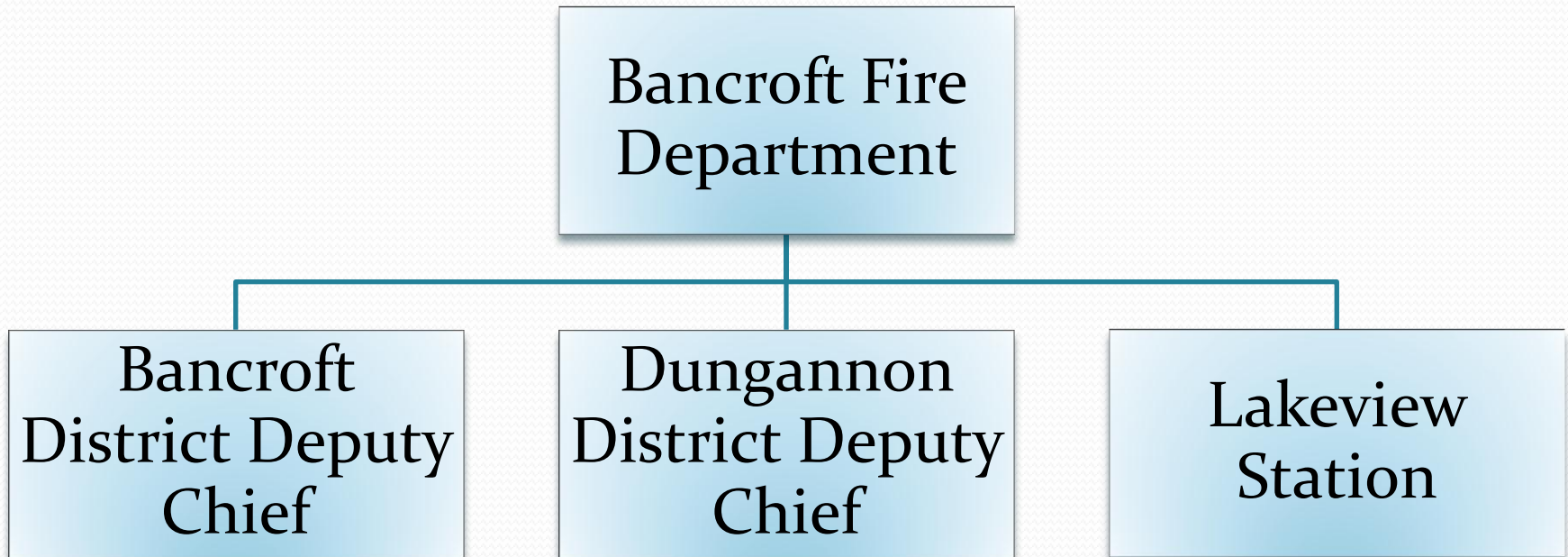
It Starts with ...

1. Councils & CAO's MUST be willing to objectively and collectively investigate potential opportunities with the desire to provide service delivery that is both efficient and effective, satisfying municipal obligations and demands in a fair and cost efficient manner
2. The relationship between Councils and CAO's must be respectful and considerate to varying municipal needs and wishes and lines of communications MUST be open and encouraged

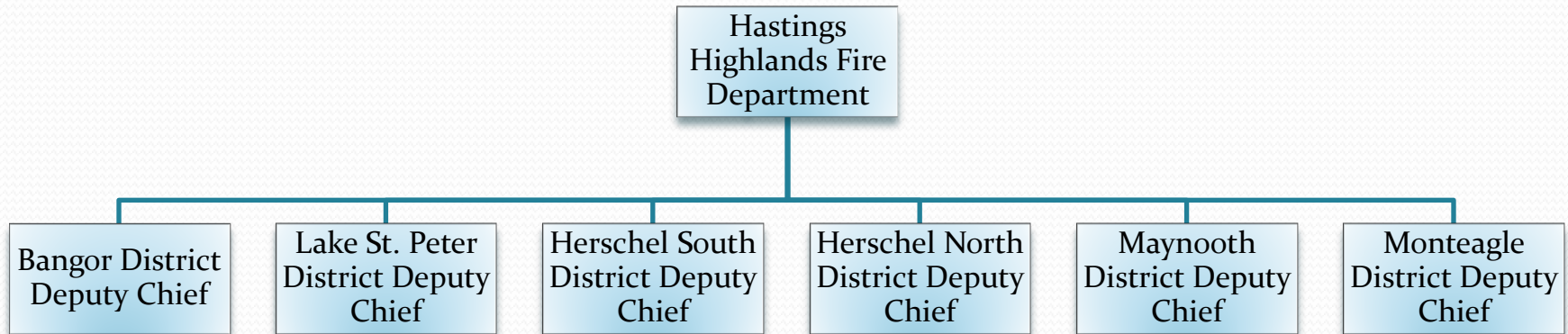
HOW TO CHANGE ?

3. Strategic direction for implementation must be developed with input from the Department Coordinator
4. Following development of the implementation strategy that is cooperatively and equally supported by Councils, CAO's and Department Coordinator the strategy must be rolled out to effected Managers (Fire Department District Chiefs) who will be most instrumental in accomplishing buy in from all staff (volunteer fire departments)

Prior to Joint Fire Services Board – Departmental Organizational Structure



Prior to Joint Fire Services Board – Departmental Organizational Structure

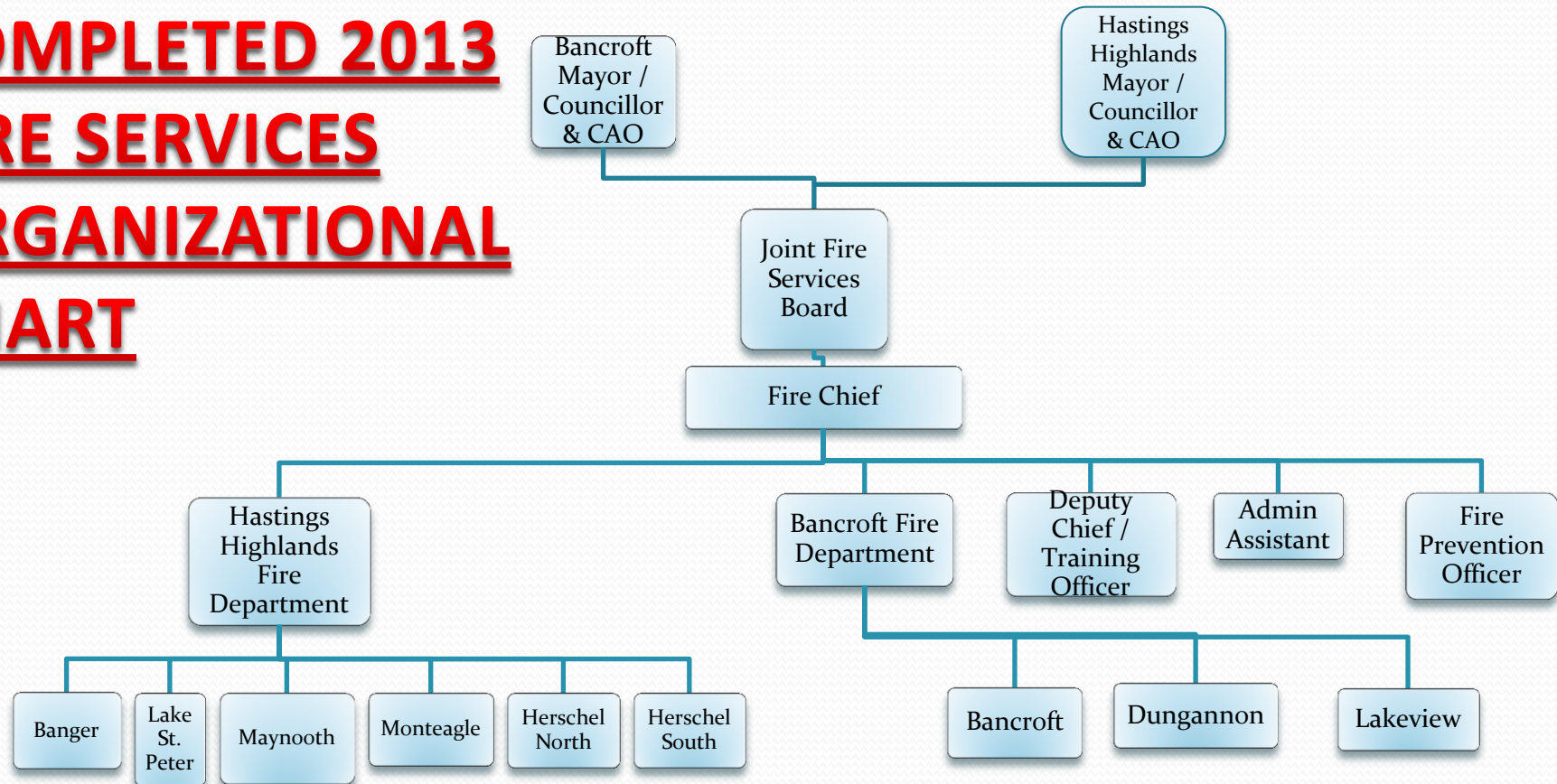


COMPLETED 2013

FIRE SERVICES

ORGANIZATIONAL

CHART

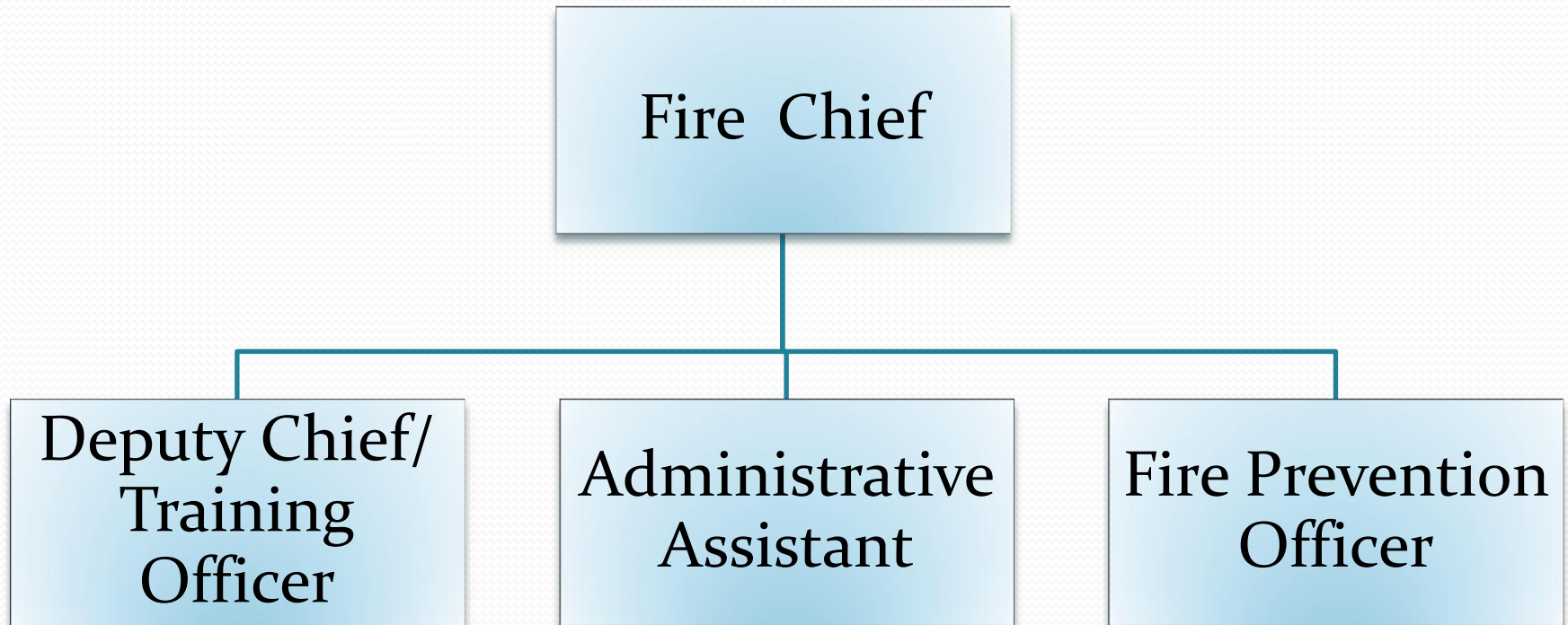


North Hastings Fire Services

The Joint Fire Services Board is served by a Fire Chief, Deputy Fire Chief/Training Officer (new), Fire Prevention Officer (new) and Administrative Assistant (new).

Employment contracts are with the host municipality and management is set out in the Joint Services Agreement, job description and employment contract.

North Hastings Fire Services



North Hastings Fire Services

Operational draft budget for Fire Services Administration is presented by the Fire Chief to the Board. Board Members are responsible to present the recommended budget to their respective Councils.

Operational and capital budgets for each municipal fire department (Hastings Highlands and Bancroft) are presented by the Fire Chief to each respective Council.

FINACIAL STRUCTURE

Joint Fire Service
Board Budget

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graph TD; A[Joint Fire Service Board Budget] --> B[Bancroft Fire Operational Budget]; A --> C[Hastings Highlands Operation Budget];
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The diagram is an organizational chart. At the top is a light blue box containing the text 'Joint Fire Service Board Budget'. A vertical line descends from the bottom center of this box and connects to a horizontal line. From the left end of this horizontal line, a vertical line descends to a light blue box containing the text 'Bancroft Fire Operational Budget'. From the right end of the horizontal line, a vertical line descends to a light blue box containing the text 'Hastings Highlands Operation Budget'.

Bancroft Fire
Operational
Budget

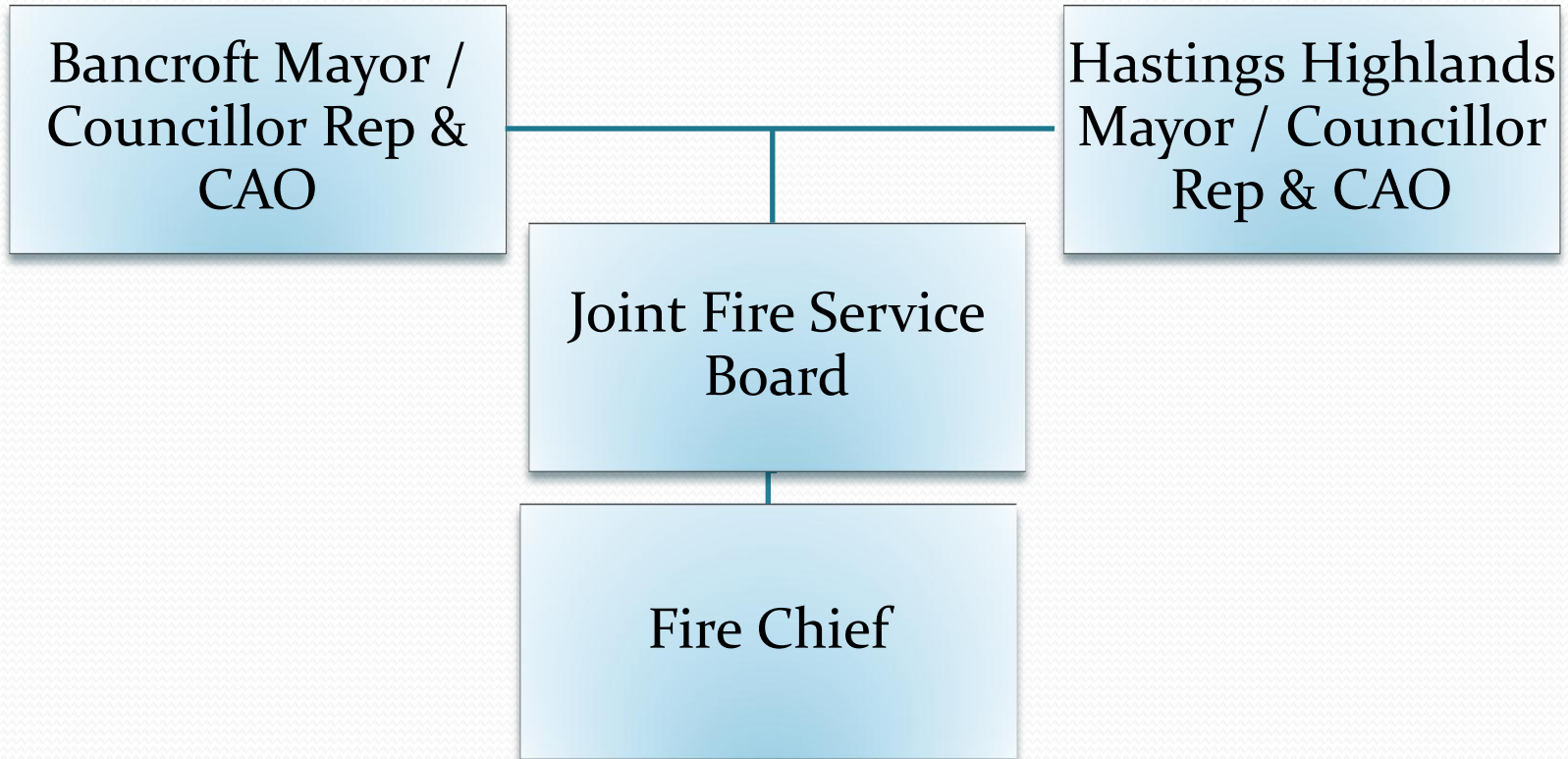
Hastings
Highlands
Operation Budget

SEATS ON THE JOINT FIRE

SERVICE BOARD

- Each Municipality will have 3 seats on the Joint Fire Service Board
 - CAO will hold one seat on the board
 - Mayor and designated Councillor will each hold one seat on the board
 - The Fire Chief will report directly to this Board

ORGANIZATIONAL STRUCTURE



Why Joint Municipal Service Delivery?

1. Effective, Efficient & Economical

- ✓ Service area is practical and realistic
- ✓ Focus on professional dedication and development that meets or exceeds legislated requirements and the requirements of the Councils
- ✓ Service excellence provided in a cost efficient manner
- ✓ Cost efficiencies in departmental operations

Why Joint Municipal Service Delivery?

- ✓ Departmental responsibilities to participating municipalities remain intact
- ✓ Retention of Municipal autonomy
- ✓ Enhanced public confidence
- ✓ Enhanced Volunteer Fire Fighter comradeship (Mutual Aid Agreements, Emergency Disasters)
- ✓ Volunteer FF retention and expansion

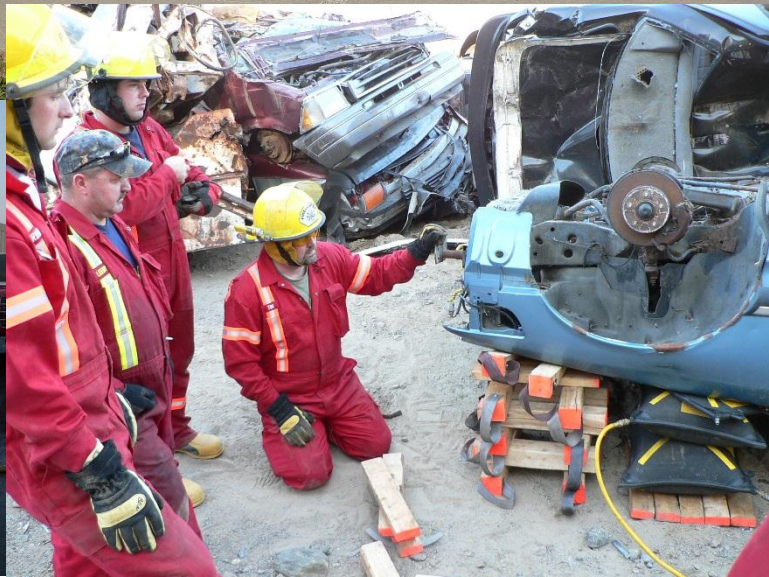
Joint Municipal Service Delivery

2. Performance

- ✓ Has a close inter municipal relationship been strengthened
- ✓ Is the entire area being well serviced
- ✓ Are legislated requirements being met and are you prepared for increased service demands (proactive vs reactive)

Joint Municipal Service Delivery

- ✓ Are there cost efficiencies
- ✓ Public Reaction
- ✓ Volunteer Fire Fighter Reaction
- ✓ Has communications been open and encouraged
- ✓ Have challenges been resolved
- ✓ Does the benefits outweigh any risk
- ✓ How frequently if at all have you relied on the terms of the joint agreement



Volunteer Fire Department

- V.F.D's are the most cost efficient emergency service delivery model.
- V.F.D's are just as effective as FTDs and perhaps more cost effective as they can put more boots on the ground for a lot less \$ than FTDs can. **BUT.....**
- VFDs are not free!!
- VFDs need the commitment and support of Full Time staff to ensure they function to the level that meets service standards and the expectation of "their" community

VFDs ARE HARD TO MANAGE AND EVEN HARDER TO LEAD

- VFDs need full time care.
- That care can come from each municipality through a joint effort saving costly duplications.
- It could be called Regionalization, Economy of Scale, or just sensible co-operation by 2 Fire Depts. to improve service, reduce liabilities and maximize cost efficiencies.

VFF RETENTION

- Volunteer / Paid on-call firefighters by their very nature want to provide a service that meets or exceeds the expectations of their community.
- When they feel the training being provided doesn't meet their needs or is not a good use of their valuable time, then frustration often sets in, which may lead to a dysfunctional emergency service, high turnover rate and low interest from the community to join the Fire Department.
- A good training program is key to the recruitment and the retention of volunteer firefighters.



ENDANGERED SPECIES



The creation of the inter municipal agreement forming a Joint Fire Services Management structure has proven benefits!

- The long term *viability* of Volunteer Firefighters in our communities;
- Reduce personal and municipal liabilities; and
- Provide a consistent and enhanced level of training across the municipalities that will increase the performance of our volunteer firefighters.
- Provide financial efficiencies and reduce duplication.

Building Solutions with Inter Municipal Agreements

- The Essentials to Successful Shared Service Agreements:
 - Have the right people in place! (Committee Members and Department Coordinator)
 - Ensure that municipal intentions are sincere and honest
 - Do not become a problem, be the solution!
 - Be a good listener, respectful to the needs and wishes of others and be flexible. Perfection comes over time.
 - Be creative in finding solutions.

Building Solutions with Inter Municipal Agreements

- With growing strains on municipal government we must utilize opportunities for efficiencies. Revenue sources are limited and financial requirements are increasing.
- Inter municipal agreements for financial efficiencies and service excellence can free up revenues and increase service delivery potential.

Building Solutions with Inter Municipal Agreements

- Inter municipal agreements allows the partners to tailor the agreement to suit their needs and wishes.
- While inter municipal agreements expand beyond individual municipal boundaries, municipal local autonomy is retained.
 - Performance measurement strategy to ensure you are reaching your goals
 - Communicate, communicate
- Its Your Agreement!



Thank you

Hazel Lambe, CAO/Clerk Town of Bancroft
Gregg Roberts, Deputy Mayor, Municipality of Hastings Highlands