



COMMITTEE OF THE WHOLE MINUTES

Tuesday, August 10th, 2021
5:30 p.m.
GoToMeeting

ATTENDANCE:

Members Present: Chair, Reeve Brian Campbell
Deputy Reeve Barrie Crampton
Councillor Rob Rainer
Councillor Fred Dobbie
Councillor Beverley Phillips
Councillor Gene Richardson
Councillor RoxAnne Darling
Councillor Mick Wicklum

Staff Present: Amanda Mabo, Acting CAO/Clerk
Janie Laidlaw, Deputy Clerk
Noelle Reeve, Planner
Sean Ervin, Public Works Manager (left at 7:39 p.m.)
Richard Bennett, Acting Treasurer

Regrets: None

1. CALL TO ORDER

The meeting was called to order at 5:30 p.m.
The Reeve conducted Roll Call.
A quorum was present.

2. AMENDMENTS/APPROVAL OF AGENDA

- i) Addition under Priority Issues: Watershed Discovery Day.
- ii) Addition under Priority Issues: Tay River Clean Up.
- iii) Addition under Priority Issues: Deputy Fire Chief Position.

The agenda was adopted as amended.

3. DISCLOSURE OF PECUNIARY INTEREST AND/OR CONFLICT OF INTEREST AND GENERAL NATURE THEREOF

None at this time.

4. APPROVAL OF MINUTES OF PUBLIC MEETINGS

i) **Public Meeting: Zoning By-Law Amendment – June 1st, 2021.**

The minutes of the Public Meeting – Zoning By-Law Amendment held on June 1st, 2021, were approved.

ii) **Public Meeting: Zoning By-Law Amendment – June 8th, 2021.**

The minutes of the Public Meeting – Zoning By-Law Amendment held on June 8th, 2021, were approved.

iii) **Public Meeting: Zoning By-Law Amendment – July 20th, 2021.**

The minutes of the Public Meeting – Zoning By-Law Amendment held on July 20th, 2021, were approved.

5. DELEGATIONS & PRESENTATIONS

i) **Presentation: Mississippi Valley Conservation Authority – Draft Watershed Plan.**

Sally McIntyre, General Manager.

S. McIntyre gave the PowerPoint Presentation that was attached to the agenda.

ii) **Presentation: Tay Valley History Scholarship 2021 – *deferred to the next meeting.***

Kay Rogers, History Scholarship Selection Committee Chair.

iii) **Delegation – Glen Tay Swimming Area – *deferred to the next meeting.***

Mary Stewart, Resident.

6. PRIORITY ISSUES

i) **Report #PD-2021-28 - Severance Application – 12368838 Canada Inc.**

Noelle Reeve, Planner.

Recommendation to Council:

“THAT, the Council of Tay Valley Township recommend to the Land Division Committee of Lanark County that the Severance Applications for 12368838 Canada Inc. B21/045/046 (Con 6, Part Lots 11 and 12, geographic Township of North Burgess) to create two new lots, be approved subject to the following conditions:

That, the balance of any outstanding taxes, including penalties and interest, (and any local improvement charges, if applicable) shall be paid to the Township.

That, the applicant pays any outstanding fees to the Township for legal searches, etc. prior to final approval.

That, two (2) copies of an acceptable reference plan (or legal description) and transfer document be submitted to the Township for the severances, both hard copy and electronically.

That, payment for the lots shall be made to Tay Valley Township representing Cash-in-Lieu of Parklands.

That, the applicant obtains entrance permits and Civic Address Numbers along Long Lake Road for the severed lots.

That, the lot proposed in B21/045 shall be the subject of a Development Agreement to specify a development envelope outside of the Provincially Significant Wetland buffer.

That, the lot proposed in B21/46 shall be the subject of a Development Agreement to specify a development envelope outside the unevaluated wetland buffer.

That the shallow abandoned mine hazards be identified on the severed lot(s) as part of the Development Agreement(s).

That the applicant undertakes to fence, or fill in, or otherwise make safe, the hazardous abandoned mine site on the retained parcel identified by the Ministry of Energy Mines and Northern Development.

That, sufficient lands shall be dedicated to the Township along the frontage of the lots to be severed and the lot to be retained in order to meet the Township's road widening requirements at no cost to the Township, if required. These requirements may also include, sight triangles on parcels adjacent to existing public or private roads, as well as the dedication of a 0.3 metre reserve along the frontage of the severed and/or retained parcel."

- ii) **Report #PD-2021-29 - Severance Application – Bout and Johnson.**
Noelle Reeve, Planner.

Recommendation to Council:

"THAT, the Council of Tay Valley Township recommend to the Land Division Committee of Lanark County that the Severance Application for Dave Bout and Jan Johnson B21/044 (Concession 6 and 7, Part Lots 18 and 19, geographic Township of South Sherbrooke) 2374 Old Brooke Road to create one new lot, be approved subject to the following conditions:

That, the balance of any outstanding taxes, including penalties and interest, (and any local improvement charges, if applicable) shall be paid to the Township.

That, the applicant pays any outstanding fees to the Township prior to final approval.

That, two (2) copies of an acceptable reference plan (or legal description) and transfer document be submitted to the Township for the severance, both hard copy and electronically.

That, payment for the severed lot shall be made to the Township representing Cash-in-Lieu of Parklands.

That, the applicant obtain an entrance permit and Civic Address Number along Old Brooke Road for the severed lot.

That, sufficient lands shall be dedicated to the Township along the frontage of the lot to be severed and the lot to be retained in order to meet the Township's road widening requirements at no cost to the Township, if required. These requirements may also include, sight triangles on parcels adjacent to existing public or private roads, as well as the dedication of a 0.3 metre reserve along the frontage of the severed and/or retained parcel."

iii) **Report #PD-2021-30 - Severance Application – Brown.**
Noelle Reeve, Planner.

Recommendation to Council:

"THAT, the Council of Tay Valley Township recommend to the Land Division Committee of Lanark County that the Severance Application for B21/068 (Concession 5, Part Lot 17, geographic Township of Bathurst) 1300 Bathurst 5th Concession to create one new lot, be approved subject to the following conditions:

That, the balance of any outstanding taxes, including penalties and interest, (and any local improvement charges, if applicable) shall be paid to the Township.

That, the applicant pays any outstanding fees to the Township prior to final approval.

That, two (2) copies of an acceptable reference plan (or legal description) and transfer document be submitted to the Township for the severance, both hard copy and electronically.

That, payment for the lot shall be made to the Township representing Cash-in-Lieu of Parklands.

That, the applicant obtain an entrance permit and Civic Address Number along the Bathurst 5th Concession for the severed lot.

That, sufficient lands shall be dedicated to the Township along the frontage of the lot to be severed and the lot to be retained in order to meet the Township's road widening requirements at no cost to the Township, if required. These requirements may also include, sight triangles on parcels adjacent to existing public or private roads, as well as the dedication of a 0.3-metre reserve along the frontage of the severed and/or retained parcel."

iv) **Report #PD-2021-31 – Maberly Pines Holding Zone Options.**
Noelle Reeve, Planner.

The Committee reviewed and discussed the options in the report. Some Members would like more information, including the flow data and analysis of the well record data from the province, to have a better understanding on the potential for future development before they decide on a decision, preferably finding a solution without drilling wells.

The Planner explained that the options in the report were developed by a hydrogeologist using information available, they can support options 1, 2, 3 or 4 and are not supportive of option 5. The wells on Little Silver Lake are too far away to be useful data.

Committee recessed at 6:43 p.m.

Committee returned to session at 6:47 p.m.

Recommendation to Council:

"THAT, staff retain a hydrogeologist at an upset limit of \$20,000 funded from the contingency reserve to:

- obtain groundwater samples from the existing wells for laboratory analysis; and
- research well records in the area for flow data;

to determine a private servicing layout which would identify the location of the dwelling, well and septic for each vacant lot in the Maberly Pines Subdivision, based on Water and Earth Sciences Associates (WESA's) recommendations in comparison with a private servicing layout based on constrained development (ex. incinerating toilets, importing potable water) for Council's consideration;

AND THAT, the Treasurer conduct a return-on-investment assessment for the subdivision."

v) **Report #C-2021-25 – Establish the Bolingbroke Cemetery Board.**
Amanda Mabo, Acting CAO/Clerk.

Recommendation to Council:

"THAT, the Bolingbroke Cemetery Board be established;

THAT, the necessary by-law be brought forward at the next Council meeting;

AND THAT, a call for Members go out once the by-law is adopted.”

- vi) **Report #C-2021-26 – Revised Noise By-Law.**
Amanda Mabo, Acting CAO/Clerk.

A Member was concerned about the definition of Nuisance Noise and whether that could mean noises other than late night party noise such as using a power washer. The Acting CAO/Clerk explained that the noise must be a nuisance and then what is the noise that is being a nuisance (late night party noise), the definition is similar to ones found in other noise by-laws. For the party noise the OPP will respond and give a warning, with a noise by-law they can lay a charge if it is a repeat call. To date there has not been many calls other than the annual parties, the OPP go out and things quiet down. The Township has not received any complaints directly about late night noise.

Some members indicated they were not in favour of a noise by-law at this time.

Recommendation to Council:

“THAT, a Noise By-Law for the Township not be pursued at this time.”

- vii) **Report #C-2021-24 – Rename Rancier Road to Dixie Colton Lane.**
Amanda Mabo, Acting CAO/Clerk.

Recommendation to Council:

“THAT, the necessary by-law to name an existing Private Road from Rancier Road to Dixie Colton Lane as outlined in Report #C-2021-24 – Rename Rancier Road (Dixie Colton Lane) be brought forward for approval.”

- viii) **Report #FIN-2021-13 – Northland Solar Farm Reserve.**
Richard Bennett, Acting Treasurer.

The Treasurer explained that there is a separate decommissioning fee reserve, that if the site is not removed and remediated at the end of the solar panels life then the Township will use that reserve and if the site is remediated then the money in the reserve is returned.

Recommendation to Council:

“THAT, the balances in the Northland Solar Farm Reserve be redistributed as recommended in Report #FIN-2021-13 – Northland Solar Farm Reserve Report.”

- ix) **Report #FIN-2021-14 – Budget Review and Forecast as at June 30, 2021.**
Richard Bennett, Acting Treasurer.

Recommendation to Council:

“THAT, Report #FIN-2021-14 - Budget Review and Forecast as at June 30, 2021, be received for information.”

- x) **Report #PW-2021-19 – Building Condition Assessment – RFP Award.**
Sean Ervin, Public Works Manager.

The South Sherbrooke Fire Station will also be added to the additional scope work.

Recommendation to Council:

“THAT, the Building Condition Assessment Contract #2021-EC-001, including the additional scope be awarded to McIntosh Perry;

AND THAT, the Reeve and Clerk be authorized to sign the necessary documentation.”

The Public Works Manager left at 7:39 p.m.

- xi) **Report #C-2021-27 – Council Composition Survey Results and Next Steps.**
Amanda Mabo, Acting CAO/Clerk.

Committee members expressed which option they preferred as outlined in the report.

Four members were in favor of option 1 which is status quo, and three were in favour of option 2 which is to maintain current wards and reduce the number of Members, one member needed more time to decide.

One Member felt that Council agreed to undertake the survey for the public's opinion and the results should be respected.

All Members agreed that the ward boundaries should remain. The Committee requested that Options #1 and #2 be brought to the Council Meeting for further discussion.

Recommendation to Council (Option #1):

“THAT, Report #C-2021-27 – Council Composition Survey Results and Next Steps be received for information;

AND THAT, no further action be taken on the Composition of Council at this time.”

OR

Recommendation to Council Option (#2):

“THAT, the current ward structure be maintained;

THAT, the composition of Council be reduced;

AND THAT, staff retain a consultant to undertake a review to determine the appropriate number of Members of Council based on the guiding principles of:

- Representation by Population
- Representation of Communities of Interest
- Recognition of Distinct Geographic and Infrastructure Elements
- Recognition of Future Population Growth

AND FURTHER THAT, the review include public consultation.”

xii) **Report #CBO-2021-05 – Building Department Report – January to July 2021.**

Noelle Reeve, Planner.

Recommendation to Council:

“THAT, Report #CBO-2021-05– Building Department Report – January to July 2021 be received as information.”

xiii) **Removal of Heritage Property Selection Committee Member.**

Recommendation to Council:

“THAT, Eddie Edmundson be removed as a Member of the Heritage Property Selection Committee.”

xiv) **Watershed Discovery Days.**

Deputy Reeve Barrie Crampton.

The Deputy Reeve explained that the Friends of the Tay are celebrating 20 years of caring for the Tay Watershed and have issued an invitation to the Watershed Discovery Day on August 14th at the Crystal Palace in Perth.

xv) **Clean up of Tay River Article.**

Councillor Beverley Phillips.

Councillor Phillips mentioned a story that was in the news today regarding a student from PDCI, Leah Craig. Leah has been removing trash from the Tay River this summer. So far, she has retrieved 16 tires, 72 cans, 25 pieces of plastic and a range of garbage that includes two chairs, five shoes, two Frisbees, amongst other items.

Council agreed to post the article on Tay Valley’s social media and to provide her with a letter from the Reeve to acknowledge her contribution to the Tay River.

- xiv) **Deputy Fire Chief Position – *attached, page 14.***
Amanda Mabo, Acting Chief Administrative Officer/Clerk.

Recommendation to Council:

“THAT, the Council of the Corporation of Tay Valley Township approves the creation of a new Deputy Fire Chief position in principle, subject to the approval of the Township of Drummond North Elmsley;

THAT, the 2021 expenses be paid for out of the Solar Farm Reserve and Covid funds;

AND THAT, the 2022 expenses be raised through taxation.”

7. CORRESPONDENCE

- i) **21-06-10 – Council Communication Package.**

Recommendation to Council:

“THAT, the 21-06-10 Council Communication Package be received for information.”

- ii) **21-06-23 – Council Communication Package**

Recommendation to Council:

“THAT, the 21-06-23 Council Communication Package be received for information.”

- iii) **21-07-14 – Council Communication Package.**

Recommendation to Council:

“THAT, the 21-07-14 Council Communication Package be received for information.”

- iv) **21-07-29 – Council Communication Package.**

Recommendation to Council:

“THAT, the 21-07-29 Council Communication Package be received for information.”

- v) **21-08-04 – Council Communication Package.**

Recommendation to Council:

“THAT, the 21-08-04 Council Communication Package be received for information.”

vi) **Lottery Licensing to Assist Small Organizations.**

Recommendation to Council:

“THAT, the Council of Tay Valley Township hereby requests Staff to contact the Ministry responsible for the Alcohol and Gaming of Ontario to seek their assistance in implementing an additional level of licensing which would permit small organizations to hold fundraisers as a method of sustaining our community and organizations;

AND THAT, all municipalities in Ontario are sent this resolution to seek their assistance in lobbying the Ministry.”

vii) **Funding for Maintenance and Preservation Repair of Abandoned Cemeteries.**

Recommendation to Council:

“WHEREAS, municipalities in Ontario have been made responsible for abandoned cemeteries within their boundaries, and are required by the Funeral, Burial and Cremation Service Act, 2002 “to ensure that the cemetery grounds, including all lots, structures, and markers are maintained to ensure the safety of the public and to preserve the dignity of the cemetery”;

AND WHEREAS, cemeteries are not only symbols of respect, preserving the memory of families, prominent citizens, and local history; some cemeteries are landmarks in themselves and hold great historical value worldwide;

AND WHEREAS, preservation repairs to older cemeteries are very costly, requiring the specialized services of stonemasons and archeologists;

AND WHEREAS, the care and maintenance funds of abandoned cemeteries are generally non-existent or so small as to produce insufficient annual interest to cover even the cost of lawn care at the site;

NOW THEREFORE BE IT RESOLVED THAT, the Council of the Corporation of Tay Valley Township hereby urges the Government of Ontario to immediately provide funding sources for municipalities for the ongoing maintenance and preservation repair of abandoned cemeteries in their care;

AND FURTHER THAT, this resolution be forwarded to the Bereavement Authority of Ontario, the Minister of Government and Consumer Affairs, the Rural Ontario Municipal Association (ROMA) and Randy Hillier, MPP.”

8. COMMITTEE, BOARD & EXTERNAL ORGANIZATION UPDATES

i) **Green Energy and Climate Change Working Group** – *deferred to the next meeting.*

Deputy Reeve Barrie Crampton and Councillor Rob Rainer.

- ii) **Recreation Working Group** – *deferred to the next meeting.*
Councillor Fred Dobbie and Councillor Beverley Phillips.
- iii) **Fire Board** – *deferred to the next meeting.*
Councillor RoxAnne Darling, Councillor Fred Dobbie, Councillor Mick Wicklum.
- iv) **Library Board** – *deferred to the next meeting.*
Councillor Rob Rainer.
- v) **Police Services Board** – *deferred to the next meeting.*
Reeve Brian Campbell.
- vi) **County of Lanark** – *deferred to the next meeting.*
Reeve Brian Campbell and Deputy Reeve Barrie Crampton.
- vii) **Mississippi Valley Conservation Authority Board** – *deferred to the next meeting.*
Councillor RoxAnne Darling.
- viii) **Rideau Valley Conservation Authority Board** – *deferred to the next meeting.*
Councillor Gene Richardson.
- ix) **Rideau Corridor Landscape Strategy** – *deferred to the next meeting.*
Reeve Brian Campbell.
- x) **Municipal Drug Strategy Committee** – *deferred to the next meeting.*
Councillor Gene Richardson.
- xi) **Committee of Adjustment** – *deferred to the next meeting.*

9. CLOSED SESSION

None.

10. DEFERRED ITEMS

**The following items will be discussed at the next and/or future meeting:*

- **See Township Action Plan – distributed separately to Council**

11. ADJOURNMENT

The Committee adjourned at 8:11 p.m.


Brian Campbell, Reeve


Janie Laidlaw, Deputy Clerk

PRIORITY ISSUES

COMMITTEE OF THE WHOLE**August 10th, 2021****Report #C-2021-28****Amanda Mabo, Acting CAO/Clerk****NEW DEPUTY FIRE CHIEF POSITION****STAFF RECOMMENDATION(S)**

It is recommended:

“THAT, the Council of the Corporation of Tay Valley Township approves the creation of a new Deputy Fire Chief position in principle, subject to the approval of the Township of Drummond North Elmsley;

THAT, the 2021 expenses be paid for out of the Solar Farm Reserve and Covid funds;

AND THAT, the 2022 expenses be raised through taxation.”

BACKGROUND

In 2019, the Drummond/North Elmsley Tay Valley Fire Rescue Services received \$50,000 in funding under the Municipal Modernization Program to undertake a service delivery review of the Fire Department. The Master Plan and Community Risk Assessment were completed this spring and Members of both Councils have been briefed on it.

DISCUSSION

One of the recommendations from the Fire Master Plan is the creation of a new Deputy Fire Chief position. The rationale for the position is explained in the Master Plan and attached to this report. On June 17, 2021, the Fire Board passed the following resolution

RESOLUTION # FB2021-19**MOVED BY:** Mick Wicklum**SECONDED BY:** Ray Scissons

“THAT, the Fire Board approves the sub-committee’s recommendation pursuant to Section 2.6 in the Establishing and Regulating by-law, to move forward with creating a Deputy Fire Chief position including a job description, confirmed salary range, and selection process. The final details of the position will be brought back to the Fire Board for more discussion and approval.”

In order to proceed with this new position, both Townships need to approve it as per By-Law 2015-044 for the establishment and operation of the DNE/TV Fire Rescue Service which starts the following:

- 3.5 *The Fire Board, Fire Chief and Fire Department shall operate in conformity with all by-laws passed by the Councils for the purposes of providing fire protection to the residents, ratepayers and visitors within the municipalities, it being the intent of this agreement that such by-laws are common to the Councils. The Councils agree, generally that:*
- a) *Matters which direct the public to act or refrain from acting in a specific manner, allocate assets and resources outside the response area, approve the hiring or termination of the Fire Chief, Station Chiefs and Administrative Assistant/Treasurer of the Fire Department, or authorize annual budget expenditures shall be approved by by-law of the Councils.*
- 4.1 *Each year the Fire Board shall submit in writing to each of the Councils a draft budget for the operation of the Fire Department for the upcoming year. The budget shall be structured such that Administration, BBD&E Station and South Sherbrooke Station operating and capital costs, transfers to and from reserves, and any other revenue sources are readily identifiable.*
- 4.2 *Each party hereto shall approve such draft budget, or any amendments thereto as agreed to by both Councils.*

Once approval is received from both townships, the Fire Chief will begin the recruiting process. The recruitment should be completed in September with the new person to start sometime in October. The By-Law to appoint the Deputy Fire Chief will come back to both Councils for passage.

The job description is attached to this report and was finalized and approved at the Fire Board meeting last night.

OPTIONS CONSIDERED

Option #1 – (Recommended) Approve the new Deputy Fire Chief Position. The recommendation in the Master Plan supports this option.

Option #2 – Not Approve the new Deputy Fire Chief Position The current workload is unsustainable.

STRATEGIC PLAN LINK

Guiding Principles: We offer our residents the best possible services while keeping taxes reasonable and remaining financially stable.

Human Resources: Ensure human resources are in alignment with strategic goals and objectives and build capacity within the organization to consistently deliver on strategic

priorities and day to day delivery of services and programs

FINANCIAL CONSIDERATIONS

Option #1 – The costs for the new position are summarized below.

Description	2021 Oct-Dec	2022
Salary	\$19,000	\$80,000
Benefits	\$5,000	\$19,000
Vehicle	\$50,000	\$0
Vehicle maintenance & gas	\$1,000	\$3,000
Computer	\$1,000	\$0
Misc. clothing, phone, pager	\$3,500	\$3,500
Bunker gear	\$3,500	\$0
Training, Conference, seminar	\$0	\$3,500
TOTAL	\$83,000	\$102,000
DNE Cost 54%	\$44,820	\$58,860
Tay Valley Cost 46%	\$38,180	\$50,140

A salary survey of area Deputy Fire Chief was conducted with the results below.

Fire Department	Pay Scale
Perth (Assistant Chief)	\$75,046 - \$91,062
Carleton Place (Assistant Chief)	\$78,083 - \$99,465
Mississippi Mills	\$74,507 - \$91,588
Rideau Lakes	\$70,435 (1 year contract)
Elizabethtown-Kitley	\$71,947 - \$86,299
South Frontenac	\$87,000 - \$96,000

The CAO from Drummond North Elmsley (DNE) met with the Fire Chief and Board Chair on August 4th to rate the position. It is rated to be in Band 4 in the DNE salary grid with a salary range of \$79,388 to \$88,198 (2021 rates). This salary range was approved by the Fire Board at its meeting last night.

There is \$15,000 from the Solar Farm Reserve that were identified for fire costs and \$23,180 from the COVID funds to cover the 2021 expenses. The 2022 costs will be added to the municipal levy.

Option #2 – No Cost.

CONCLUSIONS

The Fire Department has the same staffing level as many small municipal rural fire departments even though it provides fire protection services for two municipalities. This new position will improve service delivery to residents and improve training for the volunteer firefighters and alleviate the workload for the current staff.

ATTACHMENTS

- i) Excerpts from the Fire Master Plan:
 - 10.0 Department Challenges
 - 11.0 Future Department Organization
- ii) Draft Job Description

Prepared and Submitted By:

Amanda Mabo,
Acting Chief Administrative Officer/Clerk

10.0 Department Challenges

10.1 Fire Chief

The Fire Chief's position in any fire department is the anchor or foundation of the organization. Often, the findings of reviews demonstrate that when a department is not meeting legislative requirements or responsibilities, it is due to overtaxing the Fire Chief's time versus them not knowing what needs to be done; this is the case with the administration of the Department.

The Fire Chief's position is very demanding with responsibilities to the residents, the Fire Board, and the firefighters. Often, the Fire Chief who works with volunteer or part-time firefighters and smaller communities must work after hours and weekends. It is the nature of the position but puts additional stress on the person filling this role and makes this person a "single point of failure" when absent due to vacation, illness or away for training.

Legislation like the Fire Protection and Prevention Act (FPPA) and the Ontario Health and Safety Act (OHSA) does not treat smaller municipalities any different than larger ones. Additionally, eighty-six (86) Ontario Fire Marshal's Public Fire Service Guidelines and sixty-nine (69) of those guidelines are the direct responsibility of the fire chief position. Larger fire departments generally have a budget that allows additional management staff to assist and share the Fire Chief's duties. In most cases, in smaller communities, the workload cannot be eliminated; however, many municipalities have provided the Fire Chief with additional managerial and administrative support to help reduce it.

Under the legislation, municipalities must provide a competent supervisor for crews during an emergency, which is difficult to achieve when the Fire Chief is out of town or sick and places liability on the Fire Board. Furthermore, during a significant event when the Municipal Control Group is activated, there becomes a challenge of what duties the Fire Chief should perform, Emergency Site Manager or a member of the Control Group. Having a second manager would allow splitting the responsibilities and reducing the Townships' liability while providing expertise in different locations as required.

Recruiting and retaining the right Fire Chief is expensive for any municipality, and sometimes this happens too frequently. Fire Chiefs leave and move to other municipalities for various reasons, but one of the primary reasons is the perception of the lack of support from the municipality regarding a "work-life balance." It is proven that it provides the proper service for the residents; employees need to have time off to be free from responsibilities and the constant stress of managing a department while on holidays or off sick.

In the case of the residents, the Townships, the Fire Board, other staff, officers, firefighters, and EFRs have only one person to contact to make decisions, and that is the Fire Chief. Because of the Chief's dedication to the Townships, the current Fire Chief feels obligated to look after whatever the requirement is and be responsible to the residents and firefighters. While this has been the standard practice, it is quickly getting unsustainable.

Providing additional managerial support would reduce the Fire Chief's need to be available 24/7/365, providing a "work-life balance," and ensuring business continuity and risk management for the Townships.

With the current reporting structure, there is a disconnect between the Fire Chief and the Townships' departments that results in a lack of coordination. For example, new buildings or change of use within a building would not necessarily be communicated to the Fire Chief. Similarly, the Fire Chief is responsible to the Fire Board, who manages the position, including performance evaluations; however, the Fire Chief has no day-to-day supervisor. Many departments, including the ones with Fire Boards, have the Fire Chief directly report to a CAO, which helps communication between the Department and the Townships.

10.2 Administrative Assistant/Treasurer

As the only other full-time position for the Department, the Administrative Assistant/Treasurer's challenges are like those of the Fire Chief in that there is not enough time to manage the expectations. A traditional fire department Administrative Assistant position would not be responsible for managing finances, human resources, or performing clerk duties and would be managed at the municipal office.

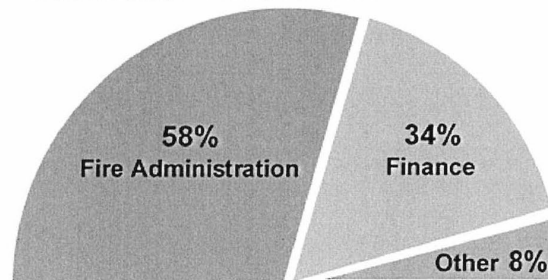
One of the issues with the Townships not having the responsibility of managing some of these tasks is that the Administrative Assistant/Treasurer is not necessarily completing things like the Fire Board's minute taking, according to Provincial guidelines and legislations. It is not the current Administrative Assistant/Treasurer's fault for not being provided with the support or training to ensure the completion of tasks is consistent with the Townships. It also places an unnecessary burden on the Administration Assistant/Treasurer, as it is the expectation for the position to manage all these tasks when the Townships have multiple people with different skillsets managing them.

Due to the Department's lack of additional managerial support, the Administrative Assistant/Treasurer assumes this role in many cases. A Deputy Fire Chief traditionally performs these tasks, thus adding to the issue of not enough time for the Administrative Assistant/Treasurer to do the work required in many cases.

For the review, the Administrative Assistant/Treasurer was asked to complete a time management study for one month. As a result of the study, the following shows the amount of time the Administrative Assistant/Treasurer spends on average weekly.

The study showed that, on average, the Administrative Assistant/Treasurer spends approximately 34% or fourteen hours per week completing tasks that are usually managed by the Townships. The result is not enough hours to complete the Department's regular administrative duties, resulting in many tasks not getting completed on time or only the minimum accomplished.

Figure 5: Breakdown of Administrative Assistant / Treasurer Time



The study also showed that the Administrative Assistant/Treasurer spends a considerable amount of time managing the burn permit system daily. During peak open-air burning seasons, it is not uncommon for over one hundred burn permits that must be recorded from the voice mail system.

10.3 Station Chiefs

The review and interviews of the Station Chief positions show several challenges. One of the biggest challenges for the role is the added pressures and legislation imposed from the Province, Townships, and residents' expectations. Station Chiefs are also expected to manage and supervise firefighters from a Human Resources perspective.

In the interview with the Station Chiefs, it was evident that although they would like to do more for the Department, family, work, or life is a higher priority. They are expected to be in the on-call rotation with the Fire Chief, but often find it hard to do; thus, it falls back on the Fire Chief.

The administrative demands have increased over the last several years for this position, including documentation and reports.

10.4 Public Education and Code Enforcement

Providing Public Education and Code Enforcement for any department is a large task, but it is even harder to manage when the responsibility rests solely on the Fire Chief. This is the case with the Department. It is a struggle to meet the minimum requirements under the FPPA, and the Department cannot develop any proactive programs. Not being compliant with the Act is a liability for the Fire Chief, the Fire Board, and the Townships.

10.5 Training

With the new National Fire Protection Association training standards, health, and safety legislation, including the Ministry of Labor Section 21 Guidance notes, the demand and expectation of firefighters across the province, both volunteer and career, has grown. In many cases, this has become a burden on volunteer firefighters. These pressures are transferred to the Training Officers to ensure that the quality of training meets the standards, with proper record keeping, and signoffs tracked to protect the Departments and the Fire Board against the legislation.

Another challenge for both the Fire Chief and the Training Officers is establishing a consistent training program for both stations. Currently, both stations are working independently to set training subjects and sessions. Although the distance between the two stations creates a logistical issue, it would be beneficial and more productive if the training programs were organized with the Training Officers working together more.

11.0 Future Department Organization

The Plan review looked at the community's current needs and circumstances, applicable legislation, the existing organizational structure, and each division as to how they are managing the demands. The review determined that, in most cases, due to the dedicated individuals that serve the Department, it is operating at minimum legislative standards. However, continuing with this trend can lead to cost increases if not successful in retaining volunteers, or the service moves from volunteer to career-based firefighters. There is too much pressure placed on the Fire Chief, Administrative Assistant/Treasurer, Station Chiefs, volunteer officers, firefighters and EFRs.

One of the proven methods to improve a department, protect a municipality, and retain volunteers is to expand administration support. The Fire Board needs to look at opportunities to share administrative responsibilities. This approach has a financial impact on the budget initially; however, the investment will result in cost savings and cost avoidance in the future. A shift in the administration structure will also help bring the Department closer together with clear leadership lines to manage both stations as one.

As previously mentioned, the review also highlighted the need to increase the Public Education and Code Enforcement programs and the associated record-keeping. Reducing the number of times a fire apparatus leaves the station means the community is better protected and educated by public education and code enforcement. These program profiles need to increase to achieve this, as do the support staff hours, especially as the Townships grows and the demands for service increase.

The recommended organizational model starts with the proposed hiring of a full-time Deputy Chief to oversee the Fire Prevention and Training Divisions and become the alternate CEMC. By creating this position, the Station Chief's responsibilities decrease, making those positions more manageable, increasing the service level of both the prevention and training programs, and removing some of the fire chief and the Townships staff's emergency management workload.

It is essential that this new position holds a rank, is given the responsibilities that allow them to assist the Fire Chief in managing the Department on a day-to-day basis and assumes the Fire Chief responsibilities during their absence. Providing rank also gives creditability to the Department and provides structure to ensure the position can make decisions that will be followed.

Adding this position would also take some of the Administrative Assistant/Treasurer duties off their work plan, allowing them to have a more manageable workload. The role will also allow the Fire Chief to have a better work-life balance, become more strategic, and move the Department in a more proactive approach instead of reactive.

As was stated in the Department Challenges section, both Training and Fire Prevention are issues with the current structure. Training is not coordinated from a Department perspective, and Fire Prevention programs are, in some cases, not meeting the legislative requirements.

While standardizing the training program is vital for firefighter safety and meeting legislative requirements, a proactive Public Education and Code Enforcement program is paramount to providing life safety for the residents. This position would be responsible for these programs' organization and would work with separate Training and Fire Prevention committees that would be made up of members of each station.

The other recommendation in the new proposed organizational structure is with the Administration Assistant/Treasurers position. The review showed that due to the unique approach to managing the Department, changes must be made to augment this position. Several considerations could assist with supporting the current position.

1. One or both Townships assume the duties typically performed in the traditional municipal structure, including items like finance, payroll, HR, Fire Board minute taking and Corporate programs like insurance, proposals, and tenders; or,

An additional part-time person be hired with a finance background to assume the duties of finance and payroll; or,

An additional full-time person is hired with a finance background to assume finance and payroll duties and explore the possibility of sharing the person with one or both Townships to be more cost-effective.
2. The Administrative Assistant/Treasurer be trained on the proper procedures for taking municipal minutes and ensuring provincial legislation and standards are followed.
3. The Records Management System be expanded to the station level so the Officers can input both training and emergency response records.
4. A new electronic burn permit system be explored to reduce the workload of the Administrative Assistant/Treasurer.

Figure 6 outlines the recommended organizational chart that the Department should adopt.

Figure 6: Recommended Organizational Chart

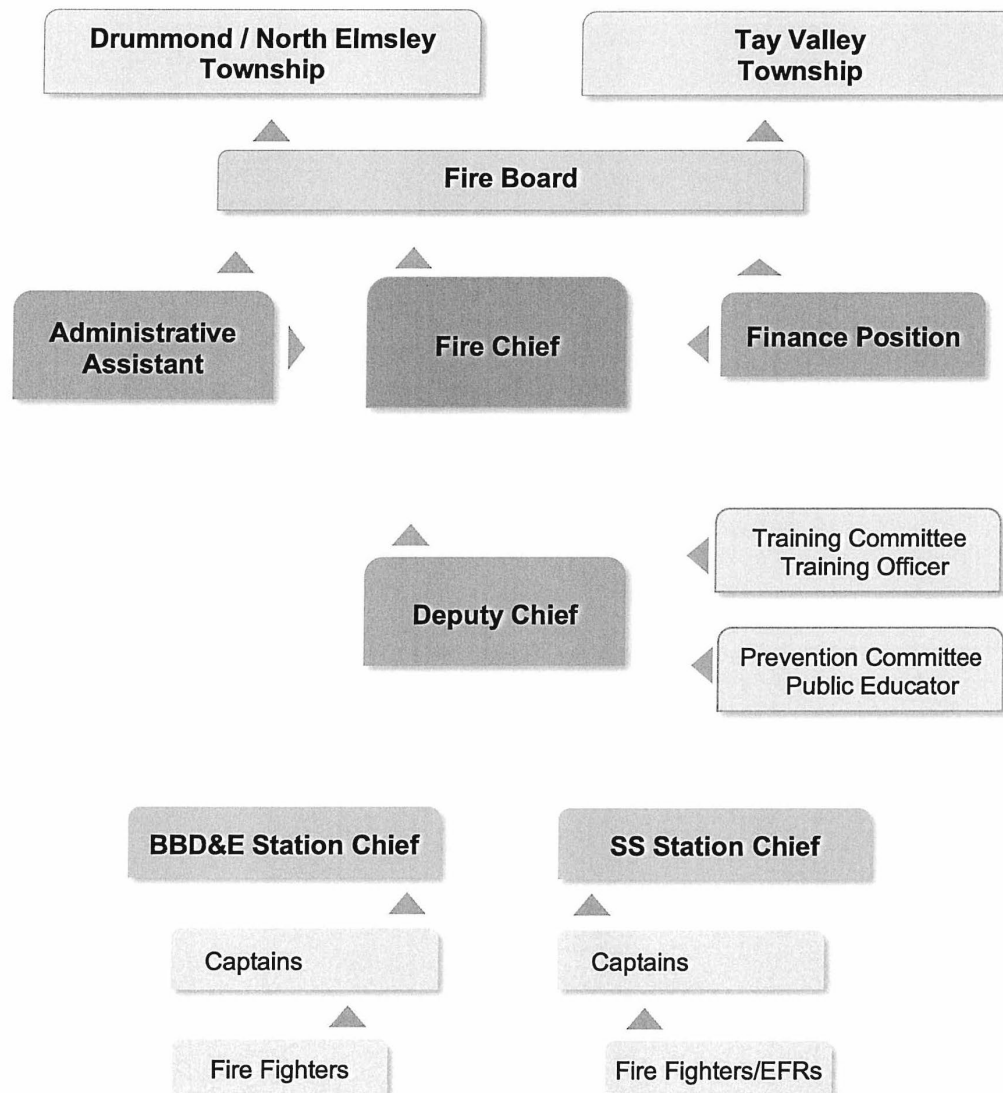
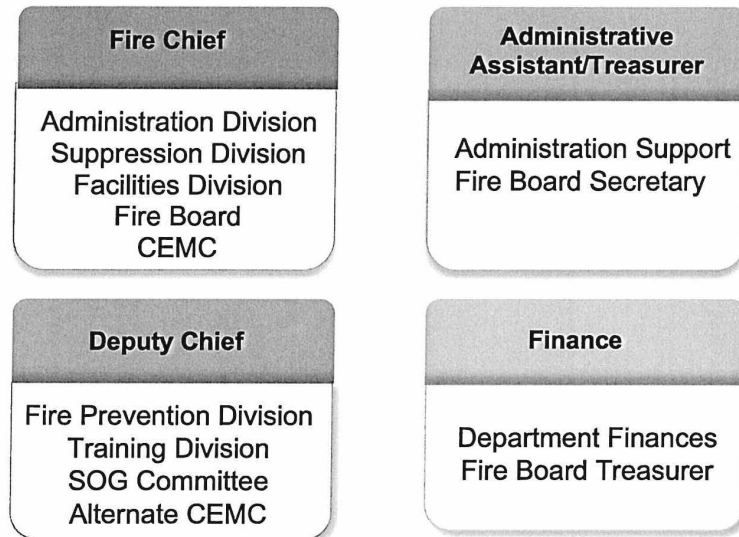


Figure 7 illustrates how the responsibilities are balanced with the additional administrative support, based on the proposed organizational chart. The result is a reduced and manageable workload for the Fire Chief and Administrative Assistant/Treasurer.

Figure 7: New Responsibility Chart



11.1 Recommendations

From a review and assessment of the Department Organization Structure, it is recommended that:

5. The Fire Board approves hiring a Deputy Fire Chief to manage the Training and Fire Prevention Programs and support the Fire Chief's role.
6. The Department implements a new burn permit system that is efficient and requires fewer hours for the Administrative Assistant/Treasurer to manage and includes using the "Who's Responding" Program.
7. The Fire Board reviews the proposed considerations to reduce the Administrative Assistant/Treasurer's workload either by supporting the position with additional staff or reallocating duties to one or both Township Offices.

DEPUTY FIRE CHIEF - JOB DESCRIPTION

Position: Deputy Fire Chief

Status: Full-Time Non-Union

Reports to: Fire Chief

Hours of Work: 40 hours per week with limited evening/weekend work

Salary Range: \$75,000-\$91,000

Position Summary:

Reporting to the Fire Chief, the Deputy Fire Chief is responsible for fire prevention, public education and implementation and management of training development. The Deputy Fire Chief will be responsible for the day-to-day operational management/administration of any required fire inspections and for enforcing the Ontario Fire Code and other regulations under the Fire Protection and Prevention Act, 1997. The Deputy Fire Chief shall also be responsible for all fire department training. This position also assumes the duties, roles, and responsibilities of the Fire Chief in his/her absence.

Primary Duties:

Fire Prevention and Inspection

- Act as an Assistant to the Fire Marshal under the provisions of the Fire Protection Act and all other related legislation
- Conduct inspections according to the Ontario Fire Marshal directives and procedures in all classes of buildings and occupancies
- Document findings, issue orders and lay charges to improve fire safety in buildings and premises based upon Municipal by-laws, Provincial Fire Code, Statutes and Regulations, etc
- Prepare case file for prosecution of fire code violations, including swearing of information, completion of summons and prosecution briefs
- Provide court testimony regarding fire code violations
- Participate in prosecutions for non-compliance as needed
- Prepare and maintain detailed reports, records, statistics, and correspondence related to fire safety and prevention, inspections, etc
- Conduct fire cause investigations as directed
- Assist in the development of fire safety plans
- Perform plan reviews as provided by the Townships Building Department
- Perform fire scene investigations to determine origin and cause, including collection of evidence, taking and logging scene photographs and writing detailed investigation reports

- Conducts fire code compliance follow-ups to ensure corrective action has been taken
- Assist citizens and other agency personnel with code interpretations and information
- Investigate and interviews persons with complaints and assists in the resolutions of citizen complaints regarding fire code violations
- Document efforts to bring property owners into compliance with fire codes
- Inspect properties including those that store, handle, and use hazardous materials to ensure compliance with laws, codes, ordinances, regulations, and standards
- Make field determinations of compliance with fire codes, laws, ordinances, regulations, and standards

Training

- Responsible for the development, coordination, and scheduling of all training, including the delivery of NFPA Standardized Curriculum Courses
- Development of individualized annual training plans for each station to be delivered at local training nights by qualified instructors
- Monitor and evaluate the impact of training to ensure training meets standards and is consistent with department core services as prescribed within the Establishing and Regulating By-Law
- Evaluate the training programs to ensure that the training continues to be effective, efficient and progressive
- Complete all required sign off documentation and maintain accurate records of the completed sign offs
- Maintain accurate training records on all fire department personnel in a secure manner

General Administration and Oversight

- In the absence of the Fire Chief, assume overall responsibilities of the Department
- Assist the Fire Chief with the overall organization, coordination, and operational direction of the department
- Assist the Fire Chief with developing and monitoring departmental policies, Standard Operating Procedures/Guidelines and standards that guide and direct the activities within the Department and ensure full compliance with legislative and regulatory requirements to reduce corporate liabilities and mitigate risk
- Other related duties as may be assigned

Responsibilities:

- Required to wear a pager and be available for on-call emergency response
- Live within the Town of Perth, Drummond/North Elmsley Township or Tay Valley Township, or have a 15-minute response time to Drummond/North Elmsley Township and/or Tay Valley Township
- When required, respond to emergency scenes, and establish “Incident Command” or any other role required upon arrival at emergency responses or delegates authority if warranted
- Participate in recruitment and promotional processes as required
- Assist with disciplinary actions, suspensions, dismissals, and recommendations when required
- Attend meetings as required, including but not limited to: Fire Board/Council/CEMC Meetings, Lanark County Fire Chief’s, Ontario Association of Fire Chiefs, etc
- Achieve and maintain authority having Jurisdiction status with Natural Resources Canada for Fireworks and Pyrotechnics
- Willing to enrol in and successfully complete the Ontario Fire Marshal’s Fire Prevention Officer Certification program and other courses as deemed necessary by the Fire Chief
- Provide reports of activities to the Fire Chief for record keeping
- Meet regularly with the Fire Chief

Working Conditions:

This position may be exposed to outdoor weather conditions and diverse environments as well as unfavorable conditions such as noise, dirt, odours, physical hazards and/or health and safety risks.

Physical Effort:

The role requires spending extensive time sitting and using office equipment. At emergency scenes, during all weather conditions, intense physical effort is required over an extended period of time.

Sensory Demands:

The position requires extensive reading, and long periods of concentration with the use of a computer. When responding to emergencies the position requires intense concentration and reasoning ability often within seconds of moving from a resting state. Required to work variable and/or long hours when responding to emergencies and to complete special requests and or/projects.

Mental Demand (Stress):

Position requires a near constant on-call status, 24 hours a day, 365 days a year with few exceptions. This role is exposed to stress associated with providing emergency services and requires preparation to maintain control of dangerous and dynamic situations and to deal with potential loss of life, serious injury or

Qualifications:**Minimum Qualifications:**

- NFPA 1001 Firefighter Level II
- NFPA 1031 Fire Inspector I or equivalent (Able to attain Level II)
- NFPA 1035 Public Fire & Life Safety Education I or equivalent (Able to attain Level II)
- NFPA 1021 Fire Officer I or equivalent (Able to attain Level III)
- NFPA 1041 Fire Instructor I or equivalent (Able to attain Level II)
- NFPA 1521 Incident Safety Officer
- Thorough knowledge of all Codes, Acts, By-laws and Legislation pertaining to Fire Prevention
- Minimum of five (5) years' progressive experience in a fire services environment
- CEMC Certified or willing to obtain certification
- Excellent interpersonal skills with the ability to communicate courteously and effectively, both orally and in writing, with all levels of staff, elected officials and the public
- Proven ability to establish and maintain effective working relationships within and outside of the organization and department; including communicating effectively, maintaining good working relationships with elected and appointed officials; representatives of local industries and members of the public; community groups and other levels of government
- Understands and ensures compliance with the Occupational Health and Safety Act, Regulations, and any Municipal policies and procedures
- Computer literacy utilizing the Microsoft Office Suite (Word, Excel, PowerPoint, Outlook), FirePro2 and virtual meeting platforms
- Ability to work independently and possess excellent problem-solving abilities
- Must possess and maintain a valid Class "DZ" driver's licence (or be able to attain in a reasonable period) with an acceptable driving record
- Provide and maintain a satisfactory Criminal Records Check prior to starting Employment
- Must possess a valid First Aid/CPR certification

Asset:

- Post-Secondary Diploma in Fire Protection or related field
- Qualifications as an Inspector for Fire Protection, through the Ministry of Municipal Affairs and Housing (BCIN)
- Fire scene investigation experience is an asset (CFEI, NFPA 1033 or Equivalent)
Knowledge of conducting property inspections, reading blueprints, installation guides, construction plans and specifications

This is a new position so the job description may be updated as required.

PREPARED BY: Greg Saunders, Fire Chief

APPROVED BY: Fire Board

CREATED: July 14, 2021