

THE CORPORATION OF THE TOWN OF GEORGINA

REPORT NO. OI-2024-0006

**FOR THE CONSIDERATION OF
COUNCIL**

November 20, 2024

SUBJECT: JOINT FIRE FLEET SERVICES UPDATE

1. RECOMMENDATION:

- 1. That Council receive Report No. OI-2024-0006 prepared by Fleet Services, Operation & Infrastructure Department, dated November 20, 2024, regarding the joint fire fleet services update;**
- 2. That Council delegate authority to the Chief Administrative Officer to finalize and sign the Service Level Agreement (SLA) between the Town of Georgina and the Town of East Gwillimbury; and,**
- 3. That Council direct staff to provide future updates, if necessary, through the annual budget process.**

2. PURPOSE:

To update Council on the progress of the Town of Georgina's Fleet Services support to East Gwillimbury's Fire Apparatus, being the Town's closest department under York Region mutual aid.

3. BACKGROUND:

At its meeting on February 15, 2023, Council received [Staff Report GFRS-2023-0001](#) regarding the Joint Fire Services Assessment for Georgina Fire and Rescue Service and East Gwillimbury (EG) Emergency and Community Safety Services (now Fire and Emergency Services), which in part authorized staff to identify mutually beneficial opportunities to transition the maintenance of heavy apparatus from East Gwillimbury's fire fleet to Georgina's Fleet Division.

[Staff provided an update](#) earlier this year on April 10, 2024, outlining a brief history, details of the pilot program whereby EG fire apparatus would be repaired in Georgina, and that an update would be provided in 2024 (this report).

The pilot included a repair and maintenance program for EG heavy apparatus including preventative, safety, and specialized systems repair.

The Town of Georgina Fire and Emergency Services has 11 heavy apparatus, 2 boats, 6 light duty, 1 medium duty, 4 trailers and various equipment and implements under the Fleet Services program.

East Gwillimbury Fire and Emergency Services has 10 heavy apparatus and 1 support vehicle under the pilot program.

4. ANALYSIS:

Relationship:

The pilot program has demonstrated a benefit to the relationship between the two municipalities, both from a fleet-readiness perspective and operational awareness perspective, as a direct result of the constant dialogue and routine meetings between the three entities: GFRS, EGFRS, and Georgina Fleet Services.

There is notable benefit in knowing the Town's closest geographic fire department neighbor has a well-maintained, operationally-ready fleet, should mutual aid be required. This is especially apparent when specialized apparatus from either department is out-of-service for longer term maintenance (for example, an aerial unit).

Operational:

As some of the EGFRS apparatus required a few more significant repairs within the pilot period, the available shop time, being the amount of available mechanics hours in a given period, was weighted slightly heavier to EGFRS for a short period of time. That said, the Fleet Supervisor, along with the Deputy Chief from EGFRS (responsible for fleet), both agree that the repairs were unique at the outset of the program and for the foreseeable future, the focus will be on routine repair and maintenance, which is much more programmable and less disruptive to the regular shop operation.

An example of this included rebuilding a parked and uncertified EGFRS apparatus, and having it as an active reserve today. This required an abnormal amount of effort and shop time. There would be no future need to 'overhaul' in the same manner, however this unit would still require routine maintenance and repair as needed (programmable).

Overall, the additional fleet needs from EGFRS has integrated well within the existing shop operations. Staff are not aware of any negative outcomes operationally as a result. Town of Georgina Fleet Services recognizes a number of benefits to continuing this relationship, including:

- Higher volume of repairs, requires higher volume of parts, resulting in better discounts across all parts purchases (applicable to all ToG fleet, not exclusively fire-related fleet)

- Better bargaining position, if there is a need to sublet work, given the higher volume, which provides better pricing and higher priority
- Overhead premiums helps offset some operational costs already incurred in base budget (a portion of staff overhead, building overhead, and administrative overhead)
- Revenue from repairs offsets tax-levy-funded positions that would otherwise require full funding from the tax-base.

EGFRS have indicated they are content with the pilot, and would like it to continue. From our most recent update meeting in October of 2024, they have indicated that the service provided is:

- Beneficial to their operations as fleet is maintained to a high standard
- Repairs are completed quicker than other private shops
- Less requirement for shuttling equipment due to proximity
- Cost is generally cheaper than outside shops

Internal shop demand management:

Based on the Mercury Report, the addition of all of East Gwillimbury's fleet would pressure the current staffing complement of 3 heavy vehicle technicians. However, a few changes, including;

- The addition of apprentice/co-op staff to assist with simple repairs, allowing heavy-vehicle technicians to focus on more expensive and complicated repairs,
- Reducing the VEU's (Vehicle Equivalent Units, see **NOTE 1**) for EGFRS from 89 to 39 by only adopting fire apparatus, not all support units and equipment
- Reducing the VEU's for GFRS from 103 to 94 due to the reduction in apparatus
- A reduction in demand hours of existing Town of Georgina fleet due to the Vehicle and Equipment Replacement Strategy (VERS) replacements that have been occurring on schedule, reducing the amount of lengthy repair time spent on larger repairs/ aged equipment (Average age of equipment is lower overall by 0.6 years over past 3 years)

have allowed the pilot to be proven beneficial and be recommended to continue until either party exercises its rights to terminate. Fleet Services constantly monitors its demand over periods (monthly/annually) and will report back through the budget process should there be a need to change the proposed service model.

NOTE 1: Vehicle Equivalent Units (VEU) Analysis is a fleet management technique used to evaluate vehicle performance metrics. This analytical approach expresses each piece of equipment in terms of its equivalent to a baseline unit of measure. By aggregating all of the vehicles in a fleet in terms of their vehicle equivalent units, uniform standards and benchmarks can be applied regardless of the fleet's size, type, or configuration. Combined with other key pieces of fleet staff and asset performance data, VEUs can then be utilized to estimate fleet staffing needs (i.e., number of mechanics, parts staff, supervisors, etc.) as well as fleet facility needs (i.e., work bay quantity, size and configuration, parts space, administrative space, etc.)

Service Level Agreement:

The draft agreement, vetted by both Town of Georgina Legal and East Gwillimbury Legal is nearing its final draft form.

The agreement outlines the term, services provided, how invoices are provided and payment terms, communication channels, escalation procedures, data management guidelines, insurance requirements, amongst others parameters.

5. RELATIONSHIP TO STRATEGIC PLAN:

Creating a vibrant, healthy, and safe community for all

2. Support a safe, healthy, and inclusive community
 2. *Advance recommendations from the Joint Fire Services Assessment in collaboration with East Gwillimbury*

6. FINANCIAL AND BUDGETARY IMPACT:

All costs associated with performing these services including labour, parts, materials, overheads, administration, contractors, sub-contractors, and transportation are borne by, and recovered from, the Town of East Gwillimbury for the services provided on the covered vehicles.

Any net benefit from the revenue associated with providing the services will offset the operational budget, the total of which is not yet known but will be reported through the appropriate budget cycle.

7. PUBLIC CONSULTATION AND NOTICE REQUIREMENTS:

Not applicable.

8. CONCLUSION:

The Town of Georgina and the Town of East Gwillimbury have delivered a pilot program for the maintenance and repair of Fire apparatus, leading to the proposed permanent integration of offering fleet repair and maintenance services for EGFRS apparatus for the foreseeable future. Both parties agree there is mutual benefit in providing these services, and all costs associated with providing these services are borne by the Town of East Gwillimbury.

APPROVALS

Reviewed By: Chris Pollock, Supervisor, Fleet Services
Ron Jenkins, Fire Chief, Town of Georgina
Steve Cook, Deputy Fire Chief, Town of East Gwillimbury
Rob Wheeler, Deputy CAO/ Treasurer

Prepared and Recommended By: Michael Vos, Director, Operations and Infrastructure

Approved By: Ryan Cronsberry, Chief Administrative Officer (CAO)