



Minutes of Special Council Meeting

April 20, 2017

6:30 PM

Town Hall, Council Chambers

**Present:**

Mayor David Reid  
Reeve Walter Stack  
Councillor Ted Strike  
Councillor Dan Lynch  
Councillor Tom Burnette  
Councillor Frank Dugal

**Also Present:**

Maureen Spratt, Town Clerk  
Kaila Zamojski, Deputy Clerk/ A/Human Resources Officer  
Jennifer Morawiec, GMCS/Treasurer/ (A/CAO)  
Rick Desarmia, A/Fire Chief  
Cory Nicholas, Fire Prevention/Protection Officer  
  
Todd McDonald & Rick Pederson of Performance Concepts Consulting

**Absent:**

Councillor Lynn Grinstead

1. Call to Order

Mayor David Reid called the Special Council meeting to order at 6:30 PM and welcomed those present.

2. Roll Call

The roll was called, with all Members of Council being present except Councillor Lynn Grinstead.

3. Adoption of Agenda

Resolution No. 145-17

Moved by Tom Burnette

Seconded by Dan Lynch

**Be It Resolved That** the agenda for the Special Meeting of Council dated Thursday, April 20, 2017 be adopted.

Resolution CARRIED

4. Disclosures of Pecuniary Interest

None

5. Public Meetings

**a) Fire Master Plan Consultation – Performance Concepts Consulting**

Resolution No. 146-17 (6:31 pm)

Moved by Walter Stack

Seconded by Dan Lynch

That Council move into a Public Meeting regarding the Town of Arnprior Fire Master Plan Consultation.

Resolution CARRIED

Mayor David Reid called the meeting to order at 6:31 p.m., and welcomed those present. Mayor Reid introduced Todd MacDonald and Rick Pederson of Performance Concepts Consulting, and noted the purpose of this public meeting is to hear information about the development of a Town of Arnprior Fire Master Plan, and receive feedback from Members of Council and the public on this Plan.

## Minutes of Special Council Meeting

Mayor David Reid invited the consultant to provide a presentation, attached as Appendix A and forming part of these minutes. The consultant responded to questions.

Mayor Reid thanked Performance Concepts Consulting for the presentation and information. Mayor Reid noted that Council relies on master planning to inform decision-making, and it is critical that the fire master plan guide the Fire Department, therefore imperative that all stakeholders be consulted.

The floor was opened to Members of Council for comments with the following being a summary of the comments received:

- It is important that all Members of Council are consulted throughout the process, and given the opportunity to make comment/suggestions to the Fire Master Plan
- Research on other non-monetary perks to Volunteer Firefighters should be completed (i.e. Car Washing at the Fire Station).
- Communications outreach to the community overall and businesses who employ Volunteer Firefighters is crucial throughout this process and should encompass an integral part of the plan.
- Research on retirement age should be completed as part of this process, with regard to medical/fitness levels and ability to continue as a first responder (i.e. by-law implementation).
- Information on the Downtown Revitalization and intersection at John and Elgin Street should be re-circulated to the community, noting that this topic went through an extensive consultation process. The Fire Department should also re-discuss this topic and the plans in place for responding to an emergency in this area, to ensure all Firefighters are on the same page. Equipment investigations/testing at the intersection may be a good idea during training.
- The criteria used when looking at projected community growth and first responder need, should be researched and investigated.
- Compensation needs to be looked at throughout this process, in terms of ensuring Firefighters are being adequately compensated.
- Communication with key stakeholders, the community, staff and otherwise is crucial for the successful completion of this Fire Master Plan.
- All questions/feedback provided by Council to the consultant should be provided to all Members of Council, with the responses going out to all of Council also, to avoid any duplication and to ensure everyone is kept informed throughout the process.

The floor was opened to the public for comments with the following being a summary of the comments received:

- Dave Wiggins – Town of Arnprior Volunteer Firefighter
  - A balanced score card should be utilized over the course of the 10 year plan in order to keep everything measurable and on track.
- Rick Desarmia – Town of Arnprior Acting Fire Chief
  - Thanked the Volunteer Firefighters and Full Time Staff for going through this process and providing input/ feedback.

The public meeting was declared closed at 7:28 pm.

**Minutes of Special Council Meeting**

Resolution No. 147-17 (7:28 pm)

Moved by Walter Stack

Seconded by Dan Lynch

That Council resume to the Regular Meeting of Council.

Resolution CARRIED

6. Confirmatory By-Law

Resolution No. 148-17

Moved by Frank Dugal

Seconded by Ted Strike

That By-law No. 6698-17 being a By-law to confirm the proceedings of the Special Meeting of Council held on April 20, 2017 and it is hereby enacted and passed.

Resolution CARRIED

7. Adjournment

Resolution No. 149-17

Moved by Walter Stack

Seconded by Tom Burnette

That this meeting of Council be adjourned at 7:29 pm.

Resolution CARRIED



David Reid, Mayor



Maureen Spratt, Town Clerk



# Town of Arnprior Fire Master Plan

Consultation with Council Members

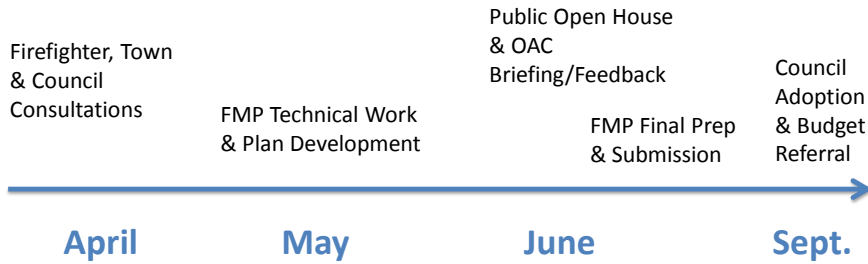
April 20<sup>th</sup> 2017

## Today's FMP Session



1. FMP Work Plan Schedule (High Level)
2. Targeted Stakeholder Consultation: A Critical Success Factor
3. A Flexible FMP Linked to the Town's Annual Business Planning Process
4. How Council Can Add Value...
5. Council Observations/Advice

## FMP Production: High Level Timeline



## Potential/Evolving FMP "Content" Issues



1. Reverse eroding FF turnout on M-F daytime emergency calls
2. Rescue truck replacement challenge (effective/affordable options)
3. Get a better handle on Full-time staff roles/productivity/effectiveness
4. Improve ability to track/measure core activities & outcomes
5. Build strong, sustainable management model & volunteer culture
6. New Compensation, Training, Call Response, Dispatch approaches/models
7. Longer Term Capital Needs/Pressures? (Lifecycle)

## Targeted Stakeholder Consultation: A Critical Success Factor



- Stakeholder input critical to FMP relevance & credibility
  - Need to focus on the right issues
  - Need solution “pathways” for these issues
  - Some solutions imbedded IN the plan & some solutions to be generated downstream BY the plan
- Peer Review we submitted to Council is a starting point to “zero in” on the core issues & devise real solutions

## Targeted Stakeholder Consultation: A Critical Success Factor



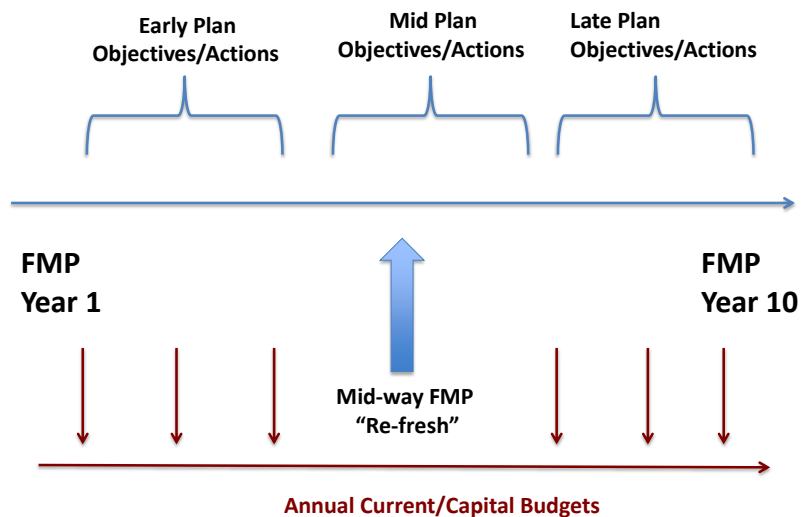
- No pre-ordained storyline for FMP
- We need stakeholders to help us shape the FMP storyline
- We have some potential core issues identified in our Peer Review work, but we need stakeholders to validate, refine and perhaps expand/contract the list of core issues
- This is NOT the Performance Concepts FMP...it is the Town of Arnprior FMP.
  - It will belong to frontline FF's, Town management team, Council and residents/taxpayers.

## How Flexible FMP Process Should Work



- Not a straight-jacket on the Town with mandatory spending/investments set in stone in a particular year
- Instead, a flexible plan that moves forward each year as Council “checks in” at budget time each year to ensure fiscal responsibility & FMP progress are properly balanced
  - Tack like a sailboat rather than ram forward like a locomotive
  - FMP objectives can be grouped across 10-year planning horizon as “early”, “mid” or “late” to ensure flexible implementation timing.

## How Flexible FMP Process Should Work



## How Council Can Add Value



- **Steer the overall FMP process**
  - Does our proposed approach make sense?
- **Provide advice re. content “scope”**
  - Are we dealing with the issues you would expect to see in the FMP?
    - Any gaps we need to think about?
- **Avoid (at least for now) drilling down into specific “content” issues/solutions**
  - Let FF’s & stakeholders offer their initial “take” on issues/solutions
    - Council gets its crack at the FMP content/funding storyline at the end of the process

## Council Observations/Advice



- **We are listening!**
- **Consultative process OK?**
- **Preliminary/evolving issues list OK?**
- **Overall approach/timelines OK?**