

SMOKY LAKE COUNTY

A G E N D A: County Council Meeting to be held for the
Purpose of the **Fire Protective Services Committee**

on

Tuesday, August 16, 2022 at 1:00 o'clock P.M.

Virtual Through Zoom Platform

<https://us02web.zoom.us/j/86327743538?pwd=TzZzK3JkaEVhVkpPdTNyZi9zYWV3QT09>

With Council physically present in the County Council Chambers, Smoky Lake.

1. Meeting:

1.1 Call to Order.

2. Agenda:

Acceptance of Agenda:
as presented or
subject to additions or deletions

Minutes:

3.1 Adopt **minutes of June 17, 2022** – Fire Protective Services Committee Meeting. ©

Recommendation: Motion to Adopt.

3.2 Fire Protective Services Committee June 17, 2022 - **Action List**. ©

Recommendation: File for Information.

4. Request for Decision:

4.1 Transitional Solutions Inc. Phase 2: Business and Implementation Plan. ©

4.2 Forest Resource Improvement Association of Alberta – FireSmart Program. ©

5. Issues for Information:

5.1 2nd Annual 2022 Junior Firefighter Summer Day Camp – Presentation ©

Recommendation: File for Information

5.2 2nd Annual 2022 Junior Firefighter Summer Day Camp Financials. ©

Recommendation: That the Smoky Lake County approve the 2022 Junior Fire Summer Day Camp Unspent Budget in the amount of \$1,235.13 be transferred into a Reserve to be allocated towards a 2023 Junior Firefighter Summer Day Camp.

6. Correspondence:

6.1

7. Delegation(s):

7.1

8. Executive Session:

8.1

9. Date and time of Next Meeting(s):

Adjournment

SMOKY LAKE COUNTY



Minutes of the **Fire Protective Services Committee Meeting** held on Friday, **June 17, 2022** at 10:19 A.M. held virtually online through Electronic Communication Technology: Zoom Meeting and physically in County Council Chambers.

The meeting was called to Order by the Chairperson, Lorne Halisky in the presence of the following persons:

<u>Div. No.</u>	<u>Councillor(s)</u>	<u>ATTENDANCE</u> <u>Friday, June 17, 2022</u>
1	Dan Gawalko	Present in Chambers
2	Linda Fenerty	Present in Chambers
3	Dominique Cere	Present in Chambers
4	Lorne Halisky	Present in Chambers
5	Jered Serben	Present in Chambers
CAO	Gene Sobolewski	Present in Chambers
Asst. CAO	Lydia Cielin	Virtually Present
Finance Manager	Brenda Adamson	Absent
Fire Chief	Scott Franchuk	Present in Chambers
Fire Protect. Svcs. Asst.	Spencer Kotylak	Present in Chambers
Planning Technician	Kyle Schole	Virtually Present
Natural Gas Manager	Daniel Moric	Virtually Present
Legislative Svcs/R.S.	Patti Priest	Virtually Present
GIS Officer	Carole Dowhaniuk	Virtually Present

No Members of the Media were present.
One Member of the Public was in virtual attendance.

2. Agenda:

790-22: Fenerty

That the Smoky Lake County Fire Protective Services Committee Meeting Agenda for Friday, June 17, 2022, be adopted, as amended:

Addition to the Agenda:

1. County Purchase of Private Land: SW-27-59-17-W4.

Carried Unanimously.

3. Minutes:

791-22: Serben

That the Minutes of the Smoky Lake County Fire Protective Services Committee Meeting held on Tuesday, April 12, 2022, be adopted as presented.

Carried.

792-22: Gawalko

That the Action List from the Smoky Lake County Fire Protective Services Committee Meeting held on Tuesday, April 12, 2022, be accepted as presented.

Carried.

4. Request for Decision:

2nd Annual Year-2022 Junior Firefighter Summer Day Camp

793-22: Serben

That Smoky Lake County Council acknowledge the funding contributions towards the 2nd Annual Year-2022 Junior Firefighter Summer Day Camp as follows:

From:	In the amount of:
Town of Smoky Lake	\$500.00
Village of Waskatenau	\$1,500.00
Smoky Lake Fire Department	\$500.00
Vilna Fire Department	\$1,000.00
Waskatenau Fire Department	\$500.00

and approve to allocate funding from the 2022 Family and Community Support Services (FCSS) Grant budget in accordance with Policy No. 08-17-01: Family and Community Support Services (FCSS) grant as follows:

Community Group	Eligibility	Funding
Smoky Lake County Fire Department Services	2nd Annual Year-2022 Junior Firefighter Summer Day Camp	\$7,000.00

Carried.

Mutual Aid Agreement with Buffalo Lake Métis Settlement

794-22: Serben

That Smoky Lake County execute a Mutual Aid Agreement with Buffalo Lake Métis Settlement for the Year 2022 to Year 2025 Election Term at a cost of \$400/hour/unit.

Carried.

Mutual Aid Agreement with County of St. Paul

795-22: Fenerty

That Smoky Lake County execute a Mutual Aid Agreement with County of St. Paul for the Year 2022 to Year 2025 Election Term at a cost of \$250/hour/unit.

Carried.

Mutual Agreement with Kikino Métis Settlement

796-22: Gawalko

That Smoky Lake County execute a Mutual Aid Agreement with Kikino Métis Settlement for the Year 2022 to Year 2025 Election Term at a cost of \$400/hour/unit.

Carried.

Mutual Agreement with Lac La Biche County

797-22: Gawalko

That Smoky Lake County execute a Mutual Aid Agreement with Lac La Biche County for the Year 2022 to Year 2025 Election Term at a cost of \$400/hour/unit.

Carried.

Mutual Agreement with Lamont County

798-22: Cere

That Smoky Lake County execute a Mutual Aid Agreement with Lamont County for the Year 2022 to Year 2025 Election Term at a cost of \$200/hour/unit.

Carried.

Mutual Agreement with Saddle Lake Cree Nation

799-22: Fenerty

That Smoky Lake County execute a Mutual Aid Agreement with Saddle Lake Cree Nation for the Year 2022 to Year 2025 Election Term at a cost of \$400/hour/unit.

Carried.

Mutual Agreement with Sturgeon County

801-22: Cere That Smoky Lake County execute a Mutual Aid Agreement with Sturgeon County for the Year 2022 to Year 2025 Election Term at a cost of \$650/hour/unit.

Carried.

Mutual Agreement with Thorhild County

802-22: Serben That Smoky Lake County execute a Mutual Aid Agreement with Thorhild County for the Year 2022 to Year 2025 Election Term at a cost of \$400/hour/unit.

Carried.

Mutual Agreement with Two Hills County

803-22: Fenerty That Smoky Lake County execute a Mutual Aid Agreement with Two Hills County for the Year 2022 to Year 2025 Election Term at a cost of \$200/hour/unit.

Carried.

Mutual Agreement with Whitefish Lake First Nations #128

804-22: Gawalko That Smoky Lake County execute a Mutual Aid Agreement with Whitefish Lake First Nation #128 for the Year 2022 to Year 2025 Election Term at a cost of \$400/hour/unit.

Carried.

5. Issues for Information:

Management Policy Statement No. 1M-15-01: Fire Protective Services Clerk

805-22: Serben That Smoky Lake County Council acknowledge receipt of the Management Policy Statement No. 1M-15-01: Fire Protective Services Clerk, as follows:

Title: Fire Protective Services Clerk		Policy No.: 15-01	
Section: 1 - M	Job Description	Code: P - A	Page No.: 1 of 3
Classification:	Part-time permanent position – 3 days/week, as per the Collective Agreement with the Canadian Union of Public Employees (CUPE) Local 4575.		
Purpose:	Reporting to the Fire Chief and working under the supervision of the Deputy Fire Chief, the Fire Protective Services Clerk provides confidential clerical and administrative support for the Smoky Lake County Fire Protective Services Department and is responsible for a variety of administrative tasks which include: invoicing for services, receiving, organizing, maintaining records and files, preparing correspondence and reports, and maintaining databases		
Policy Statement and Guidelines:			
RESPONSIBILITIES			
1. General:			
1.1 Provides administrative, clerical and communication services in full support of the Fire Protective Services Department such as answering phones, filing, data entry and record keeping.			
1.2 Assists with ordering supplies.			
1.3 Assists the Fire Protective Services Department with preparations of special events, training and meetings hosted by the Fire Department.			
1.4 Assists with the ongoing maintenance of the Smoky Lake Fire Department's Operational Guidelines manual as directed by the Fire Chief.			
1.5 Assists with data entry into the GIS Fire database including fires, collisions, medicals and fire permits.			
1.6 Assists with processing invoices for payment, monitoring invoices and record keeping.			
1.7 Assists with the preparation and distribution of the agenda package for the Fire Protective Services Committees. In the absence of the Fire Protective Services Personnel, attends meetings.			
1.8 Assists in drafting "Request for Decision" documents and presentations for Council agendas as required.			
1.9 Handles of sensitive privileged information in relationship to the preparation of letters, memos, agreements, contracts, meeting notes, advertising, and promotional materials; as well as Personnel File records information for Paid on Call (POC) Fire Departments Firefighters, statistics, and recruitment.			

Title: Fire Protective Services Clerk		Policy No.: 15-01	
Section: 1 - M	Job Description	Code: P - A	Page No.: 2 of 3

Policy Statement and Guidelines:			
1.10	Assists with course/event registrations, ordering training aids, and maintaining records of departmental training and related expenses.		
1.11	Provides excellent customer service to Fire Department members, public and outside agencies.		
1.12	Maintains confidentiality of sensitive and privileged information.		
1.13	Responds in a timely and accurate manner to questions or inquiries from the public regarding departmental matters, referring inquiries of a more complex nature to the appropriate supervisor or staff member.		
1.14	Understands and adheres to the policies, principles and practices of Occupational Health and Safety legislation, and the County's requirements.		
1.15	Maintains related social media page postings under the direction of the Fire Chief or designate.		
1.16	Schedules and organizes appointments and meetings which may include arranging for facilities, catering, accommodations and transportation as required.		
2. Other Responsibilities:			
2.1	Other responsibilities and duties as assigned from time to time by the Fire Chief, Deputy Fire Chief, Chief Administrative Officer or designate.		
2.2	Willingness to attend job specific workshops and training courses as required.		
QUALIFICATIONS			
<ul style="list-style-type: none"> ▪ Post-secondary Office Administration certificate or diploma program with a minimum of two (2) years' experience in an office administration setting; an equivalent combination of experience and education may be considered. ▪ Strong organizational skills. ▪ High degree of accuracy in word processing (MS Word), spreadsheets (MS Excel), as well as data-entry experience. ▪ Ability to maintain effective working relationships with volunteers, municipal officials and other employees. ▪ Ability to maintain confidentiality of matters as required and working knowledge of the FOIP Act. ▪ Ability to work well under pressure and meet deadlines while continuing great attention to detail. ▪ Awareness of procedures, practices and regulations involved in the operations of municipal government. ▪ Satisfactory Vulnerable Sector Criminal Record Check. ▪ Valid Class 5 driver's license with satisfactory abstract. 			

Title: Fire Protective Services Clerk		Policy No.: 15-01	
Section: 1 - M	Job Description	Code: P - A	Page No.: 3 of 3

EMPLOYEE EVALUATION			
<ul style="list-style-type: none"> ▪ Evaluated by the Fire Chief on a yearly basis. ▪ Salary Range: as per Canadian Union of Public Employees Local 4575 Collective Agreement, Clerk 3. 			

Carried.

Fire Protective Services Fire Chief's Report

806-22: Fenerty

That the Smoky Lake County Fire Chief's Report prepared by Fire Chief: Scott Franchuk, dated June 15, 2021, be accepted as presented and filed for information.

Carried.

Fire Protective Services: Training Event – Report to Council

807-22: Cere

That Smoky Lake County Council acknowledge receipt of the Report produced in accordance with Management Policy Statement No. 01-M-41: Reporting on Training Events, received from: Fire Protective Services, Fire Chief, Scott Franchuk, who attended the 2022 Alberta Fire Chiefs Conference on May 29-31, 2022.

Carried.

Addition to the Agenda:

County Purchase of Private Land: SW-27-59-17-W4

808-22: Serben

That Smoky Lake County Council acknowledge the update from the Chief Administrative Officer in respect to the purchase the land, legally described as SW-27-59-17-W4, containing 9.09 acres (more or less) being successful in the amount of \$220,000.00, funded from reserves, pursuant to the Executive Session discussions held in respect to same on May 26, 2022, under the authority of FOIP Act: Section 27: Privileged Information and Section 24: Advice from Officials.

Carried.

6. Correspondence:

Alberta Fire Chiefs Association

809-22: Gawalko

That the email correspondence received by Smoky Lake County from Fred Tyrrell, Executive Director - Alberta Fire Chiefs Association, dated May 26, 2022, in respect to the Alberta Fire Chiefs Association's resolutions in respect to:

- ambulance wait times: #2022-1-R4(1),
- fire service training and certification funding: #2022-2-R7(1), and
- fire services accreditation and certification program: #2022-4-R2, be filed for information.

Carried.

7. Delegation:

No Delegation.

8. Executive Session:

No Executive Session.

Next Meeting

810-22: Gawalko

The next Smoky Lake County **Fire Protective Services Committee Meeting** be scheduled for **Tuesday, August 16, 2022, at 1:00 p.m.** to be held virtually, through Electronic Communication Technology as per Bylaw 1376-20 and/or physically in County Council Chambers.

Carried.

ADJOURNMENT:

811-22: Cere

That the Smoky Lake County Fire Protective Services Committee Meeting of June 17, 2022, be adjourned, time 11:26 a.m.

Carried.

CHAIRMAN

S E A L

CHIEF ADMINISTRATIVE OFFICER



FIRE PROTECTIVE SERVICES ACTION LIST AS OF 2022/08/11



● Draft ● Not started ● Behind ● On Track ● Overdue ● Complete → Direct Alignment --- Indirect Alignment

GOAL

Meeting...	Motio...	Goal	Details	Owner	Progress Update	Curr...
		2022 06 17 Fire Protective Services				Comple...

Meeting...	Motio...	Goal	Details	Owner	Progress Update	Curr...																		
2022/06/1 7	793-22	→ 2nd Annual Year-2022 Junior Firefighter Summer Day Camp	<p>That Smoky Lake County Council acknowledge the funding contributions towards the 2nd Annual Year-2022 Junior Firefighter Summer Day Camp as follows:</p> <table border="1"> <thead> <tr> <th>From:</th> <th>In the amount of:</th> </tr> </thead> <tbody> <tr> <td>Town of Smoky Lake</td> <td>\$500.00</td> </tr> <tr> <td>Village of Waskatenau</td> <td>\$1,500.00</td> </tr> <tr> <td>Smoky Lake Fire Department</td> <td>\$500.00</td> </tr> <tr> <td>Vilna Fire Department</td> <td>\$1,000.00</td> </tr> <tr> <td>Waskatenau Fire Department</td> <td>\$500.00</td> </tr> </tbody> </table> <p>and approve to allocate funding from the 2022 Family and Community Support Services (FCSS) Grant budget in accordance with Policy No. 08-17-01: Family and Community Support Services (FCSS) grant as follows:</p> <table border="1"> <thead> <tr> <th>Community Group</th> <th>Eligibility</th> <th>Funding</th> </tr> </thead> <tbody> <tr> <td>Smoky Lake County Fire Department Services</td> <td>2nd Annual Year-2022 Junior Firefighter Summer Day Camp</td> <td>\$7,000.00</td> </tr> </tbody> </table>	From:	In the amount of:	Town of Smoky Lake	\$500.00	Village of Waskatenau	\$1,500.00	Smoky Lake Fire Department	\$500.00	Vilna Fire Department	\$1,000.00	Waskatenau Fire Department	\$500.00	Community Group	Eligibility	Funding	Smoky Lake County Fire Department Services	2nd Annual Year-2022 Junior Firefighter Summer Day Camp	\$7,000.00	Finance Manager	<p>Brenda Adamson:</p> <p>Achievements: \$7,000 has been allocated from the FCSS grant to Fire services. The reporting requirements were forwarded to Fire Services on July 4, 2022</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p>	Completed
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2022/06/1 7	794-22	→ Mutual Aid Agreement with Buffalo Lake Métis Settlement	<p>That Smoky Lake County execute a Mutual Aid Agreement with Buffalo Lake Métis Settlement for the Year 2022 to Year 2025 Election Term at a cost of \$400/hour/unit.</p>	Fire Chief	<p>Scott Franchuk:</p> <p>Achievements: The signed mutual aid agreement was sent on June 22, 2022 to Buffalo Lake Metis Settlement and as of August 11, 2022 Smoky Lake County has not received an excuted agreement.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>Jenna Preston:</p> <p>Achievements: The Mutual Aid Fire Agreement will be recorded for monitoring and tracking purposes.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p>	Completed																		

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2022/06/17	795-22	→ Mutual Aid Agreement with County of St. Paul	That Smoky Lake County execute a Mutual Aid Agreement with County of St. Paul for the Year 2022 to Year 2025 Election Term at a cost of \$250/hour/unit.	Fire Chief	<p>Scott Franchuk:</p> <p>Achievements: The signed mutual aid agreement was sent on June 22, 2022 to St.Paul County and received an excuted agreement on July 20, 2022.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>Jenna Preston:</p> <p>Achievements: The Mutual Aid Fire Agreement will be recorded for monitoring and tracking purposes.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p>	Completed
2022/06/17	796-22	→ Mutual Agreement with Kikino Métis Settlement	That Smoky Lake County execute a Mutual Aid Agreement with Kikino Métis Settlement for the Year 2022 to Year 2025 Election Term at a cost of \$400/hour/unit.	Fire Chief	<p>Scott Franchuk:</p> <p>Achievements: The signed mutual aid agreement was sent on June 22, 2022 to Kikino Metis Settlement and as of August 11, 2022 Smoky Lake County has not received an excuted agreement.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>Jenna Preston:</p> <p>Achievements: The Mutual Aid Fire Agreement will be recorded for monitoring and tracking purposes.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p>	Completed

Meeting...	Motio...	Goal	Details	Owner	Progress Update	Curr...
2022/06/1 7	797-22	→ Mutual Agreement with Lac La Biche County	That Smoky Lake County execute a Mutual Aid Agreement with Lac La Biche County for the Year 2022 to Year 2025 Election Term at a cost of \$400/hour/unit.	Fire Chief	<p>Scott Franchuk:</p> <p>Achievements: The signed mutual aid agreement was sent on June 22, 2022 to Lac La Biche County and as of August 11, 2022 Smoky Lake County has not received an executed agreement.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>Jenna Preston:</p> <p>Achievements: The Mutual Aid Fire Agreement will be recorded for monitoring and tracking purposes.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p>	Completed
2022/06/1 7	798-22	→ Mutual Agreement with Lamont County	That Smoky Lake County execute a Mutual Aid Agreement with Lamont County for the Year 2022 to Year 2025 Election Term at a cost of \$200/hour/unit.	Fire Chief	<p>Scott Franchuk:</p> <p>Achievements: The signed mutual aid agreement was sent on June 22, 2022 to Lamont County and received an executed agreement on July 14, 2022.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>Jenna Preston:</p> <p>Achievements: The Mutual Aid Fire Agreement will be recorded for monitoring and tracking purposes.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p>	Completed

Meeting...	Motio...	Goal	Details	Owner	Progress Update	Curr...
2022/06/1 7	799-22	→Mutual Agreement with Saddle Lake Cree Nation	That Smoky Lake County execute a Mutual Aid Agreement with Saddle Lake Cree Nation for the Year 2022 to Year 2025 Election Term at a cost of \$400/hour/unit.	Fire Chief	<p>Scott Franchuk:</p> <p>Achievements: The signed mutual aid agreement was sent on June 22, 2022 to Saddle Lake Cree Nation and as of August 11, 2022 Smoky Lake County has not received an excuted agreement.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>Jenna Preston:</p> <p>Achievements: The Mutual Aid Fire Agreement will be recorded for monitoring and tracking purposes.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p>	Comple
2022/06/1 7	801-22	→Mutual Agreement with Sturgeon County	That Smoky Lake County execute a Mutual Aid Agreement with Sturgeon County for the Year 2022 to Year 2025 Election Term at a cost of \$650/hour/unit.	Fire Chief	<p>Scott Franchuk:</p> <p>Achievements: The signed mutual aid agreement was sent on June 22, 2022 to Sturgeon County and received an excuted agreement on August 4, 2022.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>Jenna Preston:</p> <p>Achievements: The Mutual Aid Fire Agreement will be recorded for monitoring and tracking purposes.</p> <p>Challenges: <i>no value</i></p> <p>Next Steps: <i>No value</i></p>	Comple

Meeting...	Motio...	Goal	Details	Owner	Progress Update	Curr...
2022/06/1 7	802-22	→ Mutual Agreement with Thorhild County	That Smoky Lake County execute a Mutual Aid Agreement with Thorhild County for the Year 2022 to Year 2025 Election Term at a cost of \$400/hour/unit.	Fire Chief	<p>Scott Franchuk:</p> <p>Achievements: The signed mutual aid agreement was sent on June 22, 2022 to Thorhild County and as of August 11, 2022 Smoky Lake County has not received an excuted agreement.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>Jenna Preston:</p> <p>Achievements: The Mutual Aid Fire Agreement will be recorded for monitoring and tracking purposes.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p>	Comple
2022/06/1 7	803-22	→ Mutual Agreement with Two Hills County	That Smoky Lake County execute a Mutual Aid Agreement with Two Hills County for the Year 2022 to Year 2025 Election Term at a cost of \$200/hour/unit.	Fire Chief	<p>Scott Franchuk:</p> <p>Achievements: The signed mutual aid agreement was sent on June 22, 2022 to Two Hills County and as of August 11, 2022 Smoky Lake County has not received an excuted agreement.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>Jenna Preston:</p> <p>Achievements: The Mutual Aid Fire Agreement will be recorded for monitoring and tracking purposes.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p>	Comple

Meeting...	Motio...	Goal	Details	Owner	Progress Update	Curr...
2022/06/1 7	804-22	→ Mutual Agreement with Whitefish Lake First Nations #128	That Smoky Lake County execute a Mutual Aid Agreement with Whitefish Lake First Nation #128 for the Year 2022 to Year 2025 Election Term at a cost of \$400/hour/unit.	Fire Chief	<p>Scott Franchuk:</p> <p>Achievements: The signed mutual aid agreement was sent on June 22, 2022 to Whitefish Lake First Nations No 127 and as of August 11, 2022 Smoky Lake County has not received an executed agreement.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p> <p>Jenna Preston:</p> <p>Achievements: The Mutual Aid Fire Agreement will be recorded for monitoring and tracking purposes.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p>	Comple
2022/06/1 7	805-22	→ Management Policy Statement No. 1M-15-01: Fire Protective Services Clerk	That Smoky Lake County Council acknowledge receipt of the Management Policy Statement No. 1M-15-01: Fire Protective Services Clerk, as follows:	Municipal Clerk	<p>Jenna Preston:</p> <p>Achievements: Policy Statement No. 01M-15-01: Fire Protective Services Clerk: Job Description was signed and sent to the Communications Department to post on County website.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p>	Comple
2022/06/1 7	808-22	→ County Purchase of Private Land: SW-27-59-17-W4	That Smoky Lake County Council acknowledge the update from the Chief Administrative Officer in respect to the purchase the land, legally described as SW-27-59-17-W4, containing 9.09 acres (more or less) being successful in the amount of \$220,000.00, funded from reserves, pursuant to the Executive Session discussions held in respect to same on May 26, 2022, under the authority of FOIP Act: Section 27: Privileged Information and Section 24: Advice from Officials.	Legislative Service Clerk	<p>Patti Priest:</p> <p>Achievements: The CAO executed the sale on July 6, 2022 in St. Paul. The County takes possession of the property on July 15, 2022.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p>	Comple



REQUEST FOR DECISION		DATE	August 16, 2022	4.1
TOPIC	Transitional Solutions Inc – Phase 2: Business and Implementation Plan			
PROPOSAL	<p>History:</p> <ul style="list-style-type: none"> Administrators met on December 17, 2020 to discuss regional projects to submit joint application for the 2020/2021 Alberta Community Partnership (ACP) Grant under the component: Intermunicipal Collaboration Framework. <p>Background:</p> <ul style="list-style-type: none"> County Council – January 28, 2021: Motion <p>”That Smoky Lake County in partnership with the Town of Smoky Lake, Village of Waskatenau, and the Village of Vilna participate in the application of the 2020-2021 Alberta Community Partnership (ACP) Grant for the Project Titled: Regional Fire Services under the “Intermunicipal Collaboration Framework” Component Grant for the total project cost in the amount of \$200,000.00; and approve Smoky Lake County to be the Managing Partner under the said application; and further agree to abide by the terms of the Conditional Grant Agreement governing the purpose and use of the grant funds.”</p> County Council– April 29, 2021: Motion <p>” That Smoky Lake County acknowledge receipt of the letter from the Honourable Ric McIver, Minister of Alberta Municipal Affairs, dated March 23, 2021, in regard to the approval of Smoky Lake County’s Intermunicipal Collaboration 2020/21 Alberta Community Partnership (ACP) grant funding in the amount of \$200,000.00, for the Project Titled: Regional Fire Services Study, in partnership with the Town of Smoky Lake, Village of Waskatenau, and the Village of Vilna.</p> County Council – May 27, 2021: Motions <p>“That Smoky Lake County execute the contract with Transitional Solutions Inc. (TSI) of Edmonton, Alberta for the purpose of conducting the Smoky Lake Regional Fire Services Review including, but not limited to, an assessment and evaluation of the following:</p> <ul style="list-style-type: none"> ○ Job Description Review Including Duties (Chief, Deputy and Volunteers, their Utilization and Chain of Command), ○ Apparatus Needs, ○ Water Supply, ○ Fire Halls and Infrastructure, ○ Training and Competency, ○ Mutual Aid Agreements, ○ Fire Prevention and Inspection Initiatives, ○ Health and Safety, and ○ Potential Staff Support, <p>as per TSI’s proposal dated May 25, 2021 at a cost in the amount of \$64,020.00, funded by the 2020/21 – Alberta Community Partnership (ACP) Intermunicipal Collaboration Grant”.</p> 			

- **County Council – May 27, 2021: Motions**

” That Smoky Lake County approve for Transitional Solutions Inc. (TSI) of Edmonton, Alberta to create the **Smoky Lake Regional Fire Master Plan** for the purpose of guiding the Region in making decisions to best meet the needs of the municipalities and develop a framework for effective fire service delivery in the County, the Town and the Villages, which including, but not limited to, an assessment and evaluation of the following:

- firefighter safety,
- cost control and containment,
- efficiency,
- effectiveness,

and to identify the right-sized service and approach to meet the needs of the region over the next 10 years; as per TSI’s proposal dated May 25, 2021 at a cost in the amount of \$63,180.00, funded by the 2020/21 – Alberta Community Partnership (ACP) Intermunicipal Collaboration Grant”.

- **County Council – May 27, 2021: Motion**

“That Smoky Lake County approve for Transitional Solutions Inc. (TSI) of Edmonton, Alberta to create the Smoky Lake Regional Governance Plan for the purpose of providing alternatives for governance models with the operating and capital financial implications of each model, along with an Implementation Plan to support the execution of the Regional Fire Services Business Plan, as per TSI’s proposal dated May 25, 2021 at a cost in the amount of \$44,659.00, funded by the 2020/21 – Alberta Community Partnership (ACP) Intermunicipal Collaboration Grant”.

- **Smoky Lake Region Fire and Rescue Committee – June 30, 2021: Motion**

“That the Smoky Lake Region Fire and Rescue Committee acknowledge receipt of the following three proposals dated May 25, 2021 and three Memorandum of Agreements executed by the managing partner: Smoky Lake County, on June 4, 2021, with Transitional Solutions Inc. (TSI) of Edmonton, Alberta, for the purpose of conducting the Smoky Lake Regional Fire Services Review, which is funded by the 2020/21 – Alberta Community Partnership (ACP) Intermunicipal Collaboration Grant; to undertaking the following:

1. Smoky Lake Regional Fire Services Review which includes, but is not limited to, an assessment and evaluation of the following: Job Description Review Including Duties (Chief, Deputy and Volunteers, their Utilization and Chain of Command), Apparatus Needs, Water Supply, Fire Halls and Infrastructure, Training and Competency, Mutual Aid Agreements, Fire Prevention and Inspection Initiatives, Health and Safety, and Potential Staff Support;
2. Smoky Lake Regional Fire Services Governance Plan for the purpose of guiding the Region in making decisions to best meet the needs of the municipalities and develop a framework for effective fire service delivery in the County, the Town and the Villages, which including, but not limited loan assessment and evaluation of the following: firefighter safety, cost control and containment, efficiency, effectiveness, and to identify the right-sized service and approach to meet the needs of the region over the next 10 years; and
3. Smoky Lake Regional Fire Services Master Plan for the purpose of providing alternatives for governance models with the operating and capital financial implications of each model, along with an Implementation Plan to support the execution of the Regional Fire Services Business Plan.”

	<p>Current</p> <ul style="list-style-type: none"> • Smoky Lake County Administration and Fire Protective Services personnel met with Transitional Solutions Inc in June to implement the 3 phase project (Governance, Fire Service Operations and Master Plan) outlining the timeframe from Governance, Fire Service Operations and Master Plan. • The first components for Phase 1 and 2 of the project involved interviewing all the fire chiefs, CAO's and Councils, completing surveys and compiling information on current operations, all legislative documents and financials for a timeframe of 3 years. • Smoky Lake County Fire Chief received the Phase 1 Regional Fire Services Review document by email on January 14, 2022 from Kerri Holmes – Project Coordinator, Transitional Solutions Inc. • The Phase 1 Regional Fire Services Review was presented at the Smoky Lake Region Fire and Rescue Committee Meeting for the committee to review before forwarding to each respective council. • Smoky Lake Region Fire and Rescue Committee – February 8, 2022 Motion <p>“That Smoky Lake Region Fire and Rescue Committee recommend each respective municipality acknowledge and accept the Phase 1 Smoky Lake Regional Fire Service Review dated January 14, 2022 as prepared by Transitional Solutions Inc. for Project Title: Regional Fire Services.</p> • Fire Protective Services Committee – February 15, 2022 Motion <p>“That Smoky Lake County Council acknowledge receipt of, and accept, the Phase One: Smoky Lake Regional Fire Services Review, dated January 14, 2022, as prepared by Transitional Solution Inc. for the project titled: Regional Fire Services Review, on the current fire department operations in the region based on the research, surveys, stakeholder engagement and analysis of all data inputs within the report.</p> <p>Proposal</p> <ul style="list-style-type: none"> • With Phase 1: Regional Fire Services Review completed TSI created a Business and Implementation Plan (Phase 2) based on the recommendations from the Region. • Smoky Lake County Fire Chief received Phase 2: Business and Implementation Plan on August 4, 2022 from TSI. • Council to review Phase 2: Business and Implementation Plan for an understanding and budget implications. <p>Note: The Phase 2: Business and Implementation Plan will be on the Smoky Lake Region Fire and Rescue Committee agenda on August 29, 2022 and September 8, 2022</p>
CORRELATION TO BUSINESS (STRATEGIC) PLAN	
LEGISLATIVE, BYLAW and/or POLICY IMPLICATIONS	ACP Grant: Smoky Lake Region Fire Services Review
BENEFITS	<ul style="list-style-type: none"> ▪ To establish a regional approach to a better delivery of Fire Protective Services ▪ Understand the variety for different governance structures ▪ To strengthen the efficiency of the Regional Fire Service
DISADVANTAGES	
ALTERNATIVES	

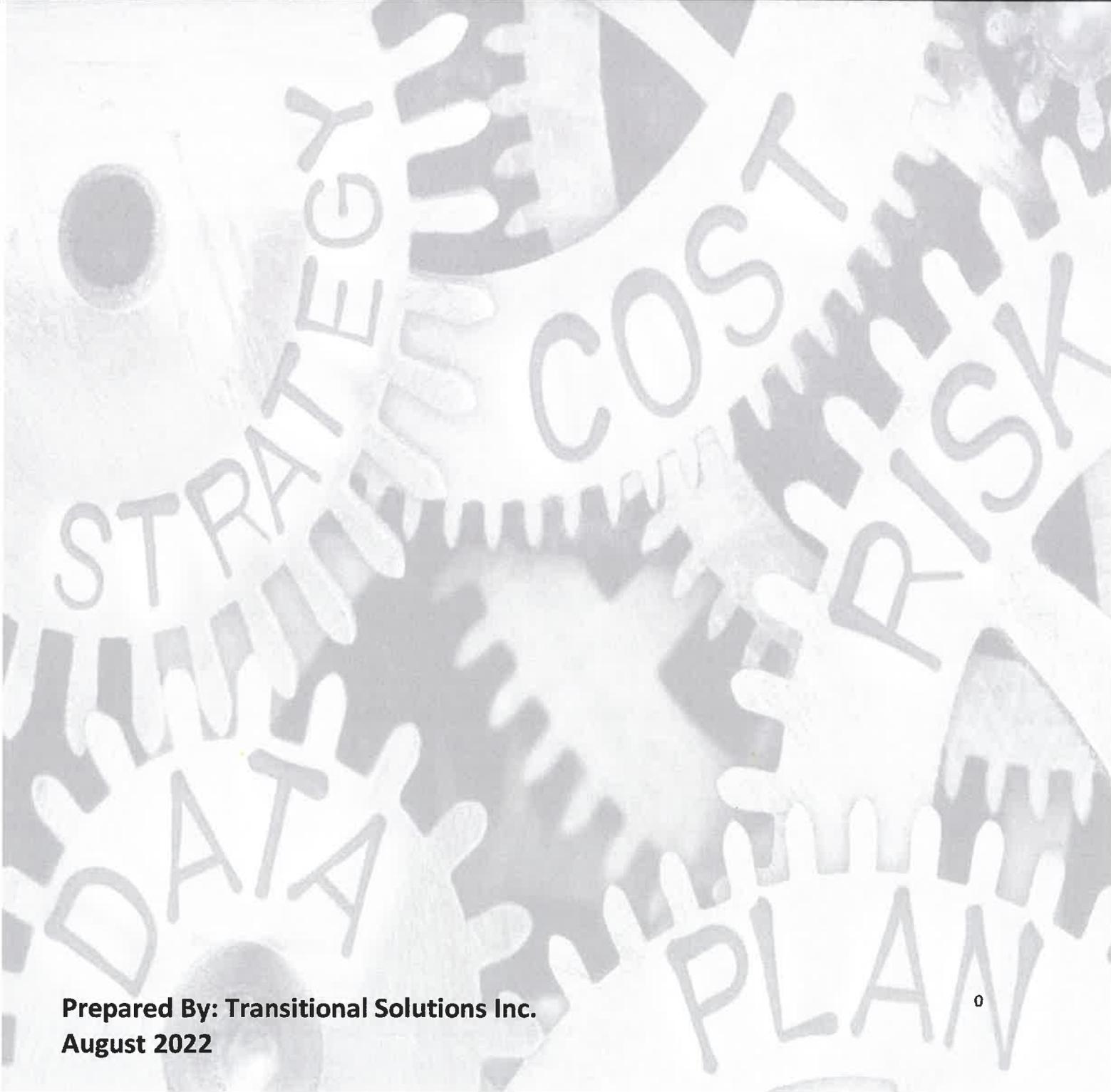
FINANCE/BUDGET IMPLICATIONS	
Operating Costs: _____	Capital Costs: _____
Budget Available: _____	Source of Funds: _____
Budgeted Costs: _____	Unbudgeted Costs: _____
INTERGOVERNMENTAL INVOLVEMENT/IMPLICATIONS	
COMMUNICATION STRATEGY	

RECOMMENDATION	
<p>1. That Smoky Lake County acknowledge receipt of the the Phase 2 Business and Implementation Plan Final Report dated August 2022 as prepared by Transitional Solution Inc for Project Tittle: Regional Fire Services.</p> <p>2. That Smoky Lake County forward the Phase 2 Business and Implementation Plan Final Report to a scheduled Smoky Lake Region Fire and Rescue Committee Meeting on August 29, 2022 for discussion and feedback.</p>	
<i>Fire Chief</i>	

SMOKY LAKE REGION FIRE SERVICES

Business & Implementation Plan

Final Report



Prepared By: Transitional Solutions Inc.
August 2022

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Letter of Transmittal

August 4, 2022
Regional Fire Chief Scott Franchuk
Smoky Lake County
4612 McDougall Drive
PO Box 310
Smoky Lake, AB T0A 3C0

Re: Smoky Lake County Business & Implementation Plan

Dear Chief Franchuk,

We are pleased to present your Smoky Lake County Governance: Business & Implementation Plan.

TSI has reviewed information, interviewed, and polled staff, CAOs, and Councillors, and have developed recommendations that assisted Smoky Lake County in choosing an updated regional governance model for Regional Fire Services from which to build out a Business and Implementation Plan for the Smoky Lake Regional Fire Services.

As TSI prepares for the Smoky Lake Regional Fire Master Plan, we are excited to watch the Fire Services move forward with this foundational Business and Implementation Plan.

Should you have any questions or require further clarification on our recommendations, please do not hesitate to contact us or request a meeting to review the recommendations.

We feel we have captured the intent and objectives of their request and invite comments on the attached report.

Respectfully,



Erica Thomas, President



Cc: CAO Smoky Lake County
CAO Town of Smoky Lake
CAO Village of Vilna
CAO Village of Waskatenau

Introduction

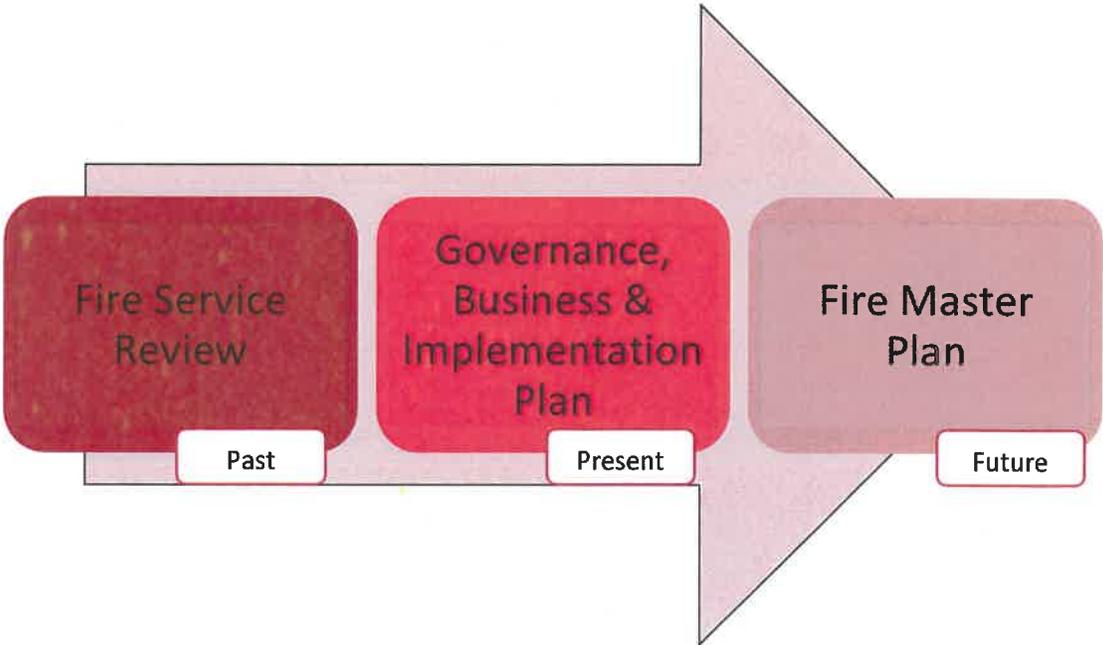
The Smoky Lake region has long recognized the benefits of collaboration in Fire Services provision. Specifically, the municipalities of Smoky Lake County, the Town of Smoky Lake, and the Villages of Vilna and Waskatenau have a history of working collaboratively to provide emergency services.

It was identified that modernization was required for Fire Services within the region to clarify oversight, roles and responsibilities, update budget cost shares, committee structure, review service level agreements, long-range planning and sustainability, governance, and other operational and strategic items.

Transitional Solutions Inc. (TSI) was selected to complete an identified scope of work in assessing and recommending a governance model and subsequent Business and Implementation Plan for the region to use going forward. After the presentation of the governance options, the Governance model of cost-share agreements, as suggested by TSI, was supported by 3 of the four municipalities.

This report includes a business and implementation plan to accomplish the supported governance model, which will assist the four municipalities in establishing an effective and efficient Regional Fire Service that can more effectively support the communities it serves.

The application of the governance model and resulting Business and Implementation Plan, which all municipalities can support, sets the table for developing a collaborative, transparent, and effective Fire Service Master Plan which will provide direction within the region for the next ten to twenty years.



Chapter 1: Summary of Recommendations

The Business Plan is a long-range plan with many critical stages for the implementation to succeed. The Plan has been developed with specific cascading goals to help the region enhance its service capabilities. "Key Recommendations" are mentioned throughout the Plan and highlighted in *red*. For conciseness, high level recommendations have been summarized below as an overview. Further detailed recommendations are available throughout the report and captured in the Implementation Plan Chart in Appendix G, which provides step-by-step guidance to execute this Business Plan.

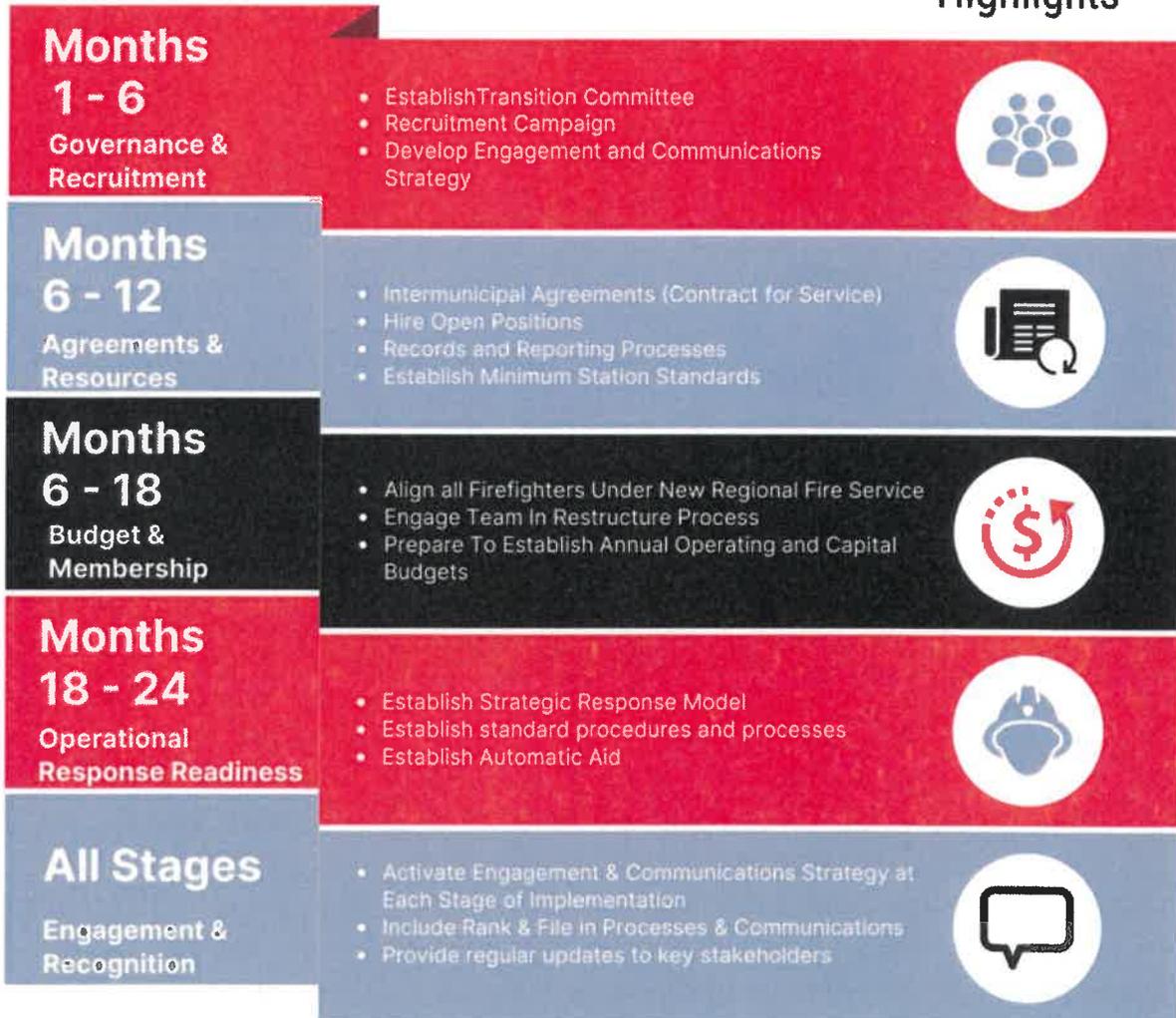
Categories	Recommendation
Governance, Agreements & Regional Resourcing	<ul style="list-style-type: none"> Smoky Lake County will lead the fire services for the region Establish Contract Fee for Service Agreements Establish Transition Committee Current Smoky Lake Regional Fire Service Committee to provide emergency support only during transition.
Business Plan & Budget	<ul style="list-style-type: none"> Increase spending on fire services from 3.1% to 4.2% (average) of the total of all municipal budgets Smoky Lake County will prepare the operational and capital budgets each year with a future two-year projection. Smoky Lake County will receive all revenue and fund all expenditures. Smoky Lake County will manage all capital reserves for the region. Smoky Lake County will send annual funding requisitions to the three other participating municipalities. This requisition will be their contribution to funding the regional fire service. Participating municipalities will fund the regional fire requisition with existing tax funding or create a new mill rate to support the requisition.
Service Levels & Administrative Organization	<ul style="list-style-type: none"> The fire stations in the Town of Smoky Lake, the Village of Vilna and the Village of Waskateneau will be led by a District Fire Chief, and the district chiefs will report directly to the Deputy Fire Chief, who then reports to the Fire Chief.
Response Readiness	<ul style="list-style-type: none"> All fire services will remain in place.
Recruitment, Retention & Training	<ul style="list-style-type: none"> Initial hiring of 2 full-time firefighters Hiring of a part-time administrative assistant dedicated to the Fire Department
Engagement & Recognition	<ul style="list-style-type: none"> Increase honorariums Increase professional development

Implementation Timeline

TSI estimates it will take approximately 18 – 24 months to fully establish the new Smoky Lake Regional Fire Service. Estimated timelines for implementation are showcased below. A detailed Gantt schedule has also been included in Appendix H.

Business & Implementation Plan

Highlights



Chapter 2: Governance Decision from the Smoky Lake Region

An interim report was presented to the Smoky Lake Regional Fire Services, including its four municipal partners, outlining four potential governance models available for the regional provision of Fire Services. Each Council passed a motion outlining their choice model, with the results below in Table 1. With most municipalities moving to accept the inter-municipal Agreement via Contract Fee for Services, Transitional Solutions Inc. was able to develop this Business and Implementation Plan with that in mind.

Table 1: Governance Model Decisions from Smoky Lake Region Council Minutes (February 2022)

Municipality	Option 1: Contract Fee for service	Option 2: Regional Council	Option 3: Status Quo	Option 4: Regional Commission
Smoky Lake County	X			
Town of Smoky Lake	X			
Village of Vilna	X			
Village of Waskatenau		X		

A copy of this interim report is available in Appendix B. In addition, a copy of the four municipal motions provided to Transitional Solutions Inc. is available in Appendix C.

This change in governance models will necessitate a change in the mandate for the current Smoky Lake Regional Fire Services Committee and the development of a Transition Committee to execute this Business and Implementation Plan. This is explained in greater detail in Chapter 5: Transition Plan, and results in the following recommendations:

Governance Recommendations

1. **That each of the four councils ratifies this report** to ensure support for the project is in place, allowing for a successful outcome. The four councils have, to date, chosen a governance model from which the majority (3/4) chose the “fee for service” model. This recommendation considers that this report contains the business and implementation plans for the chosen model, and that budget guidance committee make up, and suggested terms of reference be accepted (ratified) by all four partners allowing this project to move forward as outlined in this report.
2. **That a Transition Committee be established to implement and execute the Business and Implementation Plan.** TSI recommends that a 5-person membership represent the Committee, that is, each of the four CAOs (or authorized designate) and the Smoky Lake County Fire Chief. The make-up of this Committee allows those with authority at the table to make decisions and provide timely updates to their respective councils.
3. **That the Transition Committee establish a Terms of Reference.** One of the most critical functions of a Transition committee is the creation of clear, supported, and effective terms of reference. The ToR documentation outlines this Committee's purpose, roles, responsibilities, reporting requirements, composition, and desired outcomes.

4. The current Regional Fire Services Committee continues to operate until the new governance model implementation no longer requires the larger Committee. Therefore, the current Fire Services committee should focus and limit its meetings and agenda to support the transition committee as needed.
5. That the Transition Committee and Smoky Lake Regional Fire Services Committee dissolve upon final implementation of this Business Plan. Once the updated governance model comes into effect, the cost share agreements will have terms which will determine any communication, reporting, and other oversight requirements between the lead municipality and the participating municipalities.

Chapter 3: Fire Services Findings

Information gathered throughout the research phase provided a thorough understanding of operational considerations for a regional fire service delivered via contract fee for service. All data received was compiled by TSI and used in developing this Business and Implementation Plan and the associated budget. The following outlines a summary of key findings used in the analysis and development of recommendations.

As inter-municipal cooperation prevails, resulting in a true regional service, some organizational change will be inevitable. Fire service reorganization will be based on new agreements, new funding models and the determination of service levels. Required fundamentals of the fire services include:

- **Staffing:** The requirement of appropriate staffing levels to maintain approved response and service levels
- **Operations:** emergency operations such as fire suppression and response to all types of emergencies, including wildland fires, MVCs, and medical events
- **Communications:** including dispatch services, internal and external communications and all radio communications.
- **Logistics:** including the procurement of apparatus, PPE, and all necessary equipment, and the subsequent inventory, inspection and maintenance of said equipment.
- **Prevention:** including all fire prevention activities, public education and fire inspections.
- **Investigations:** The legislated investigations of all fires resulting in dollar loss.
- **Training:** All training required to provide and maintain the determined service level, including leadership and oversight training.

Fire Service Composition

Currently, the region is serviced by four separate Fire Departments providing service in three established Fire Districts within the County, including several municipalities. Smoky Lake County is the only fire service without a fire hall/station. Still, it is profoundly and acutely involved in service delivery (operations) and provides the majority of funding for staffing, apparatus, equipment and maintenance.

The current geographic model is well established and representative regarding district size and the division of the County into appropriate districts concerning the location of fire halls. This standard arrangement will easily be carried into a more effective regional fire service without significant operational change.

The overall goal should be to provide the best service possible with available resources, best practices, a proactive approach using modern principles and continuous improvement over time. The one constant in the fire service is change. The ability of an organization to remain at the forefront will manage and embrace changes that consistently improve services to stakeholders. *Internal communication, relationships and leadership are the keys to success.* Vital components to managing change and ensuring the success of this endeavour/re-organization are leadership, communications and relationships. Committed leadership at all fire service levels, particularly at administrative levels (Chiefs,) can engage and motivate all members to reach desired goals and realize positive outcomes. Internal communications from leadership must clearly define responsibilities and expectations and include the FD membership in current operational and business practices. Effective internal communications will

ensure everyone is informed and 'in the loop' moving forward as a team. Effective external communications with regional governance, partner agencies and stakeholders should build positive working relationships. All relationships developed over time must be based on inclusivity, mutual respect, trust and transparency, leading to the overall mutual success of providing progressive exemplary fire and rescue response and services that are attainable and sustainable.

Leadership and Organization

Fire Chief

As Smoky Lake County Fire Services is established to administer and govern the regional fire service over the next 18 – 24 months, job descriptions for the Fire Chief and Deputy Chief will require significant changes. Leadership provided by the Fire Chief will allow for greater attention to strategy and administration. These duties would include assisting the CAO and Council in formalizing the level of service, budgeting, determining minimum/maximum staffing levels, staff recruitment and retention strategies, establishing response protocols and the design of standard operating procedures and guidelines. Also required will be to establish the organizational structure, "Chain of Command," as it pertains to internal communications, responsibilities, accountability and rank structure. A potential organization chart is provided in Appendix D. The Fire Chief may also choose to empower their staff to join committees, if required, to work on new objectives, training initiatives, future planning, or evaluation and specification of apparatus and equipment.

As this is a fee for service agreement (governance model), the Smoky Lake Fire Chief remains as the Smoky Lake Fire Chief; the "Regional Chief" title is used by third party agreements where a Regional Chief has municipal Chiefs reporting to him. This is not the chosen governance model, therefore titles must reflect reporting structure as well as ownership of the Fire Service, which in this model remains at Smoky Lake County providing fire service to three municipalities within the County border for a fee. Fire Chief & Deputy Fire Chief are suggested titles for the two chief officers in question here.

Deputy Fire Chief

The Operations portfolio for service delivery would generally be assigned to the Deputy Chief, who would oversee and ensure that delivery of fire and emergency services are provided as directed by the Fire Chief. The Deputy Fire Chief will also be assigned additional strategic portfolios as required. Classic fire service organizations will generally have the Deputy Chief establish and administer the training program. That way, the Deputy Chief can ensure the training program and preplanning objectives are aligned with the level of service.

District Fire Chiefs

Many similar terms can be used for the position in focus with this question; however, the title of "District Chief is, in TSI's opinion, more commonly used and is a better identifier for the responsibilities associated with the position. The "Station Chief" can argue that their responsibility lies within the station or their town/ village. The updated governance structure requires clarity of role and the title of "District Chief" is a more distinctive term which refines the responsibility for the entire district. This is represented in the proposed organization chart in Appendix D, Chain of command, having the District Chiefs reporting to the Deputy Fire Chief.

District Fire Chiefs will be required to assume greater responsibility and role within the organization. Key roles are ensuring operational readiness and having the most qualified staff in appropriate positions.

Leadership within the District and Station begins with the District Chief establishing clear expectations. Ensuring Captains are well prepared for and comfortable in their role, whether a task or strategic oriented, is a top priority. Also imperative to this role is working with the Chief and Deputy Chief on matters pertaining to the direct delivery of service and ensuring proper reporting of all aspects of service delivery. The District Chief will play a critical operational and response role. The Fire Chief may choose to involve the District Chiefs in matters about the logistics of the fire service, fire prevention activities or fire investigations.

Captains, Lieutenants and Firefighters

Generally speaking, Captains, Lieutenants and their crews are solely focused on training, readiness and service provision. They thrive and excel at putting the wet stuff on the red stuff. Their roles will not change dramatically, but it is necessary to include them in the process. Good communications on performance, expectations, the reason for change and ensuring they and their work are valued and much appreciated is key in establishing a positive, inclusive culture based on mutual respect.

Administrative Assistance

Administrative assistance will be required. Currently, the Deputy Chief is assigned to and involved in administrative functions. Although there are always administrative functions to perform, the Deputy Chief should be used in a role that exploits their skill in leadership, fire command, fire tactics and strategy. Even in a part-time position, administrative assistants can take care of routine functions such as billing, payroll and records management. Consideration should be given to acquiring administrative support, specifically in the Fire Department.

Level of Service

Creating approved (by Council) Service Level documentation is key to building a quality fire service. Fire Administration must evaluate their current capability, capacity and budget to ensure the document reflects the community's needs and addresses identified risks and hazards. The Level of Service needs to be achievable and sustainable. Regular (annual) review is necessary to modify and update the Level of Service document in an ever-changing dynamic environment. These reviews also allow for continuous improvement of Fire and Emergency Services. Service levels should be considerate of capacity and availability of staffing and training.



Response Readiness

Below is a summary of findings for response readiness, broken down into specific categories:

Capacity and Capability

- Fire Chief and Deputy Fire Chief are attached to all incidents resulting in their functions being overly operational rather than focusing on strategy.
- The main issue compromising response is the lack of available firefighters, creating service and safety issues. As a result, the Waskatenau Station daytime response capability is severely compromised. This is not unique to the Smoky Lake Region, as fire departments across Alberta and Canada are experiencing similar volunteer shortages.
- The Town of Smoky Lake FD is the busiest of the stations, partly because they serve the largest population, but all three stations are consistently called on to respond. In addition, mutual aid within the County is used frequently due to a lack of available staff, particularly in Waskatenau.
- Safety is always a concern when operating below minimum staffing levels. The desire is to find a staffing and deployment solution or model that will ensure human resources are predictable, dependable and stable.
- MVCs & Wildland Fires make up 57% of all events.
- Exceptional service in vehicle extrication is currently provided when adequate staffing is available.
- There is no consistency amongst the three stations regarding medical aid/assist or MFR.

Mutual Aid

- There are existing mutual aid agreements with all neighbouring municipalities surrounding Smoky Lake County.
- Out of necessity, mutual aid within the County boundary is used very frequently.
- There is no use of automatic aid; or the distinction between mutual aid and automatic aid within the County is blurred.

Dispatch & Communications

- There are no concerns with the dispatch services provided by the region
- Radio communication is through the AFFRCS network, and all active firefighters carry a radio
- Notification is through radio tones followed by voice prompts
- Notification of events is also done using the FireQ-RVS cell-based application

Recruitment, Retention & Training

- Many of the current firefighters are nearing retirement
- Staffing is the most significant challenge facing the region. Staffing is at a critical level in Waskatenau
- Operational demands of the Chief and Deputy Chief handicap administrative function
- Hiring staff with diverse backgrounds and skills would be beneficial

- Word of mouth is still the primary method of recruiting. New methods of recruitment should be considered, including increased use of social media
- Visibility of the uniform seems to draw the interest of the public
- Junior firefighter camp for youth aged 12-18 has been successful in the past as a recruitment tool
- Inconsistency in training and the lack of organized, practical training was a key issue identified in the staff survey. Training attendance and participation suffer due to a lack of structure and planning
- Current Standard Operating Guidelines on training are not adequate to cover all the training needs

Fire Services Recommendations

Based on the above information, TSI offers the following enhancement opportunities for fire services:

1. **That the job descriptions for the Smoky Lake County Fire Chief and Deputy Chief be reviewed and updated.** Consider it reflects an increased focus on strategy and administration.
2. **That a new organization structure (“Chain of Command”) be established, including a visual organization chart.** Consider internal communications, responsibilities, accountability and rank structure.
3. **Identify ways the rank and file can be included in the Implementation Plan execution.** While their roles will not change significantly, change management must involve all organization members, including proactive messaging and involvement at all levels.
4. **Consider acquiring a part-time administrative support role.** This role should be explicitly dedicated to the Fire Department.
5. **That new methods of recruitment are considered.** This includes increased use of social media.
6. **That full-time firefighters be hired.** As part of TSI’s analysis of current and suggested budget, currently available full-time staff and their responsibilities, the shortage of available daytime fire service responders, the service level provision expectations, and the volunteer firefighter recruitment challenges, TSI suggests that a 3-person dayshift crew could be established. This would see the Deputy Fire Chief and two firefighters respond as required. The Fire Chief could respond at any time as available and required. As the fee for service and suggested funding models move into the future, adjustments could be made which would see three firefighters and potentially a Captain as well. This dayshift model could be modified to allow for these full-time positions working around availability of volunteers, especially those who are shift workers. There are many options here which may solve issues around a lack of volunteer recruitment impacting service level provision during certain days and times of the week.

Chapter 4: Business Plan & Budget

TSI's proposed budget model provides adequate funding to support the region's recommended levels of fire service. In addition, the budget contains incentives to support the recruitment, retention, and training of volunteer firefighters to reduce liability, increase safety and support the sustainability of the regional fire system.

The following objectives govern the proposed regional fire service budget:

1. Recommend a budget that is affordable so that all local communities can participate.
2. Recommend a structure that includes all fire stations.
3. Ensure the budget covers both operational and capital expenses to achieve these objectives.

The budget makes the following major assumptions:

1. The recommended budget and funding plan are based on this report's governance and operational recommendations.
2. All fire services will remain in place.
3. Smoky Lake County will lead the fire services for the region.
4. The fire stations in the Town of Smoky Lake, the Village of Vilna and the Village of Waskateneau will be led by a District Fire Chief, and the District Chiefs will report directly to the Deputy Fire Chief and Fire Chief.
5. Smoky Lake County will prepare the operational and capital budgets each year with a future two-year projection.
6. Smoky Lake County will receive all revenue and fund all expenditures.
7. Smoky Lake County will manage all capital reserves for the region.
8. Smoky Lake County will send annual funding requisitions to the three other participating municipalities. This requisition will be their contribution to funding the regional fire service.
9. Participating municipalities will fund the regional fire requisition with existing tax funding or create a new mill rate to support the requisition.
10. A staff cost of living allowance of 1.0% for all staff and volunteers is built into future years.
11. A 1.0% inflation factor is built into future budget years.

Budget Assumptions

The Regional Fire Service operating and capital budgets are based on the following assumptions:

Funding Allocation Methodology Assumption

The funding allocation methodology has been established on the following basis:

1. How many residents are located in your municipality?
2. How many dwellings do you have in your municipality?
3. What assessment values do you have in your municipality?

This data was used to assess:

1. The kind of residential response your municipality will need.
2. The kind of structural response your municipality will need.
3. The amount each municipality can afford to pay.

For Table 2, funding requisition recommendations were built using this logic and were weighted accordingly:

1. Population of your municipality – 20%
2. Number of dwellings in your municipality – 20%
3. Equalized assessment in your municipality – 60%

The allocation data was taken from the Alberta Municipal Profiles 2020. The calculation and methodology are as follows:

Table 2 Funding Methodology

Municipality	2023 Funding Commitments	Allocation Methodology						Final Allocation %
		Population 20% (Resident response)		Dwelling Units 20% (Structure response)		Equalized Assessment 60% (Ability to fund)		
Smoky Lake County	\$778,372	2,461	62.43%	1,992	71.07%	691,091,054	84.71%	77.53%
Town of Smoky Lake	\$150,564	964	24.45%	464	16.55%	92,386,018	11.32%	15.00%
Village of Vilna	\$38,553	290	7.36%	193	6.89%	13,480,995	1.65%	3.84%
Village of Waskateneau	\$36,527	227	5.76%	154	5.49%	18,867,068	2.31%	3.64%
Total	\$1,004,016	3,942	100.00%	2,803	100.00%	815,825,135	100.00%	100.00%

Governance

The region will be governed by an Intermunicipal Agreement – Contract for Service. Smoky Lake County will lead and provide the regional fire service under this governance style.

Budget Summary (3-Year)

The three-year budget (2023 to 2025) is built upon the above assumptions. In addition, the budget will fund and support:

- Increased full time firefighters to respond to calls when volunteer firefighters are not available, usually during the day.
- Administrative support to maintain office work, statistics, billings, reporting, budgets and board / council presentations.
- Increased honorariums for district chiefs to reflect the increased workload in the regional fire service.
- Increased honorariums for all volunteer firefighters when they respond to calls and during training.
- Increased professional development for full-time and volunteer staff.
- Increased budgets for uniforms, station wear, fire coveralls, safety boots and safety equipment.
- Budgets to support the lifecycle replacements for bunker gear, SCBA equipment, rescue equipment, tools and radios.
- An annual contribution to the fire reserve to fund future fire capital needs.

The three-year budget will provide:



Decreased risk



Increased level of service



Increased staffing



Enhanced recruitment and retention



Enhanced training



A funded capital plan

The three-year budget summary is shown in Table 3. In addition, a detailed budget can be found in Appendix E.

Table 3 Smoky Lake Regional Fire Services Recommended Budget

	2023 Budget	2024 Budget	2025 Budget
<u>OPERATING REVENUE</u>	387,500	137,500	137,500
<u>OPERATING EXPENSES</u>			
Wages and Honorariums	570,712	576,419	582,183
Employee Benefits	84,742	85,589	86,445
Training and Development	30,300	30,300	30,300
Advertising and Printing	1,600	1,600	1,600
Professional / Contracted Services	295,936	46,395	46,859
Supplies and Materials	68,150	68,817	69,490
Utilities	20,200	20,402	20,606
Repair and Maintenance	46,000	46,460	46,925
Equipment Purchases	85,730	86,587	87,453
Telecommunications	12,030	12,150	12,272
Other Expenses	2,200	2,200	2,200
TOTAL OPERATING EXPENSES	1,217,600	976,920	986,333
NET OPERATING EXPENSES	830,100	839,420	848,833
Reserve Contributions	173,917	173,917	173,917
TOTAL OPERATING & RESERVE	1,004,016	1,013,336	1,022,749
<u>CAPITAL</u>			
Capital Purchases	100,000	120,000	20,000
Capital Funding	100,000	120,000	20,000

Budget Supporting Information and Detail

REVENUE (\$387,500)

The revenue projection is based on historical fees received from MVC responses (\$127,500) along with an allowance for billed firefighting fees. (\$10,000)

The provincial grant budget (\$250,000) assumes that the region will be successful in an Alberta Community Partnership (ACP) grant to complete a regional fire service master plan project. This funding offsets the one-time professional services budget in 2023.

WAGES AND HONORARIUMS (\$570,712)

The budget assumes that there will be five staff positions working in the region. The annual salary and benefit assumptions are detailed in the Staffing and Benefits Calculation, included as Appendix F.

3. A full-time fire chief
4. A full-time deputy fire chief
5. Two full-time firefighters
6. A part-time administrative assistant

The budget assumes the following volunteers:

1. 3 District Chiefs (One per fire hall)
2. 60 Volunteer firefighters (optimum level of 20 per fire hall)

The full-time firefighters will respond to calls Monday to Friday during the week. Volunteer firefighters will respond to call in the evening and weekends. As noted in the Fire Service recommendations (#6), this schedule may be adjusted based on where availability gaps exist.

There is an overtime allowance (\$11,232) which will fund the full-time firefighters time when they are on a call that extends past their usual shift end.

District Chiefs will receive annual honorariums of \$18,000 (\$1,500 per month). This increased monthly honorarium will fund the increased workload and leadership required in each fire hall.

Volunteer firefighters will receive an honorarium while on fire calls, in meetings or in training. The budget includes an allowance of \$186,480 in firefighter honorariums, funding 6,624 call response and training hours.

EMPLOYEE BENEFITS (\$84,742)

The fire chiefs, the full-time firefighters and administrative staff will receive employee benefits. The fire chiefs and full-time firefighters will also receive LAPP pension fund.

Employee benefit costs include CPP, EI, WCB, and extended health and disability benefits. These benefits are calculated at 14.83%, and LAPP pension is calculated at 8%.

TRAINING AND DEVELOPMENT (\$30,300)

The budget includes memberships for the regional and district chiefs in the Alberta Fire Chiefs Association (AFCA). The annual budget is \$1,600.

The budget also contains professional development for:

- Professional development for the regional chiefs of \$1,500 each for a total of \$3,000.
- There is a \$500 budget for professional development for administrative staff
- Training funding for 3 district chiefs and 62 firefighters for \$25,200. This funding provides in-person, virtual and online training in addition to the region's monthly training.

ADVERTISING AND PRINTING (\$1,600)

There are budget allowances for:

- Courier - \$200
- Subscriptions - \$200

There is an advertising budget of \$1,200 for items such as fire bans, fire safety, recruitment, and general announcements. There are 16 ads budgeted at \$75 per ad. (Assumes four ads per community per year).

PROFESSIONAL AND CONTRACTED SERVICES (\$295,936)

The annual budget includes.

- Consulting services of \$250,000. This is a one-time budget in the first year to allow the region to hire consulting services for a regional fire master plan. This one-time expense is funded by an Alberta Community Partnership Grant (ACP).
- Insurance - \$23,000. Based on the current budget.
- Legal services allowance - \$5,000
- Dispatch services - \$17,936. Based on \$4.55 per capita.

SUPPLIES AND MATERIALS (\$68,150)

The fuel budget of \$22,000 is based on current budgets.

Office supplies are budgeted at \$3,600. This budget is based on \$100 per month per fire hall.

Safety boot allowance of \$1,750 is budgeted for the regional chiefs, full-time firefighters and district chiefs. (7 boot allowances X \$250)

Uniform budget includes (\$4,500):

- Regional chiefs -\$2,000
- Uniform allowances for district chiefs and full-time firefighters - \$2,500

Station wear budget includes:

- An allowance for station wear for 67 staff @ \$200 per year totalling \$13,400

Fire coverall budget includes:

- An allowance for fire coveralls for 67 staff @ \$200 per year totalling \$13,400

A safety program budget of \$5,000. These funds plan a safety program for staff and volunteers in the first three years. Additionally, OH&S supplies are budgeted at \$3,000 (\$1,000 per fire hall)

There is a \$1,500 allowance for other unforeseen supplies that may be required.

UTILITIES (\$20,200)

The utility budgets are based on existing actual costs.

- Power - \$1,200 each for Vilna & Waskateneau and \$5,000 for Smoky Lake for a total of \$7,400

- Natural gas – \$150 per hall / per month = \$5,400
- Water / sewer - \$1,200 each Vilna & Waskateneau and \$5,000 for Smoky Lake for a total of \$7,400

REPAIRS AND MAINTENANCE (\$46,000)

The repairs and maintenance budget are based on existing actual costs.

- Building maintenance is budgeted at \$3,000 per hall / per year = \$9,000
- Equipment and vehicle maintenance funds the repair of all equipment and all vehicles. The annual budget is \$37,000.

EQUIPMENT PURCHASES (\$85,730)

The equipment budget is broken down into several categories.

- The office and IT is \$2,800
 - It is assumed that there will be 5 laptops or computer in the system. The budget assumes the replacement of one computer per year @ \$1,500.
 - An allowance for IPADs at \$800 per year.
 - An allowance of \$500 for general office equipment.
- The bunker gear annual replacement budget is \$39,530.
This budget assumes there are 67 sets of bunker gear in the region with a useful life of 10 years. The replacement cost of one set of bunker gear is \$5,900, broken down by:
 - Firefighter pant / jacket combo - \$4,800
 - Hood and gloves - \$350
 - Fire boots - \$400
 - Fire helmet - \$350
 - $(67 \times \$4,800 = \$395,300 \text{ divided by } 10 \text{ years} = \$39,530)$
- The SCBA annual replacement budget is \$14,400. This budget assumes 24 SCBA units in the region with a useful life of 15 years. The replacement cost of a SCBA unit with 2 replacement cylinders is \$9,000. $(24 \times \$9,000 = \$216,000 \text{ divided by } 15 \text{ years} = \$14,400)$.
- The following allowances are in the budget for equipment:
 - Firefighting equipment - \$7,500 per year (\$2,500 per hall)
 - Rescue equipment - \$7,500 per year (\$2,500 per hall)
 - Tools and hall equipment - \$4,500 per year (\$1,500 per hall)
 - Radio system (AFRRCS) replacement radios - \$8,500. (This allowance will fund one mounted and one handheld radio per year).
 - Allowance for general unforeseen equipment needs - \$1,000

TELECOMMUNICATIONS (\$12,030)

The budget includes funding for telephone lines and cell phone costs.

- Telephone - \$2,880. Assumes there are 6 telephone lines in the region @ \$40 per month
- Cell phone annual fees - \$8,400. Assumes 7 cell phones @ \$100 per month.
- Cell phone purchase – An annual allowance to replace one cell phone at a \$750 purchase cost

OTHER EXPENSES (\$2,200)

- Radio license - \$1,000
- Other expense allowance - \$1,200

Contribution to Capital Reserve (\$173,917)

The contribution to capital reserves is based on the current asset inventory. The replacement value of the assets and their useful life determine how much should be transferred each year to ensure that there are reserve funds to replace the capital assets when needed.

The table below shows the asset inventory, the replacement value and useful life used to calculate the contribution to capital budget. The total replacement value of all assets is \$3,305,000.

Table 4 Asset Inventory and Useful Life

	# Required	Replacement Cost	Total Capital Costs	Useful Life	Annual Amortization
Fire Engines / Pump - Main	3	\$750,000	\$2,250,000	20	\$112,500
Rescue Unit	3	\$175,000	\$525,000	20	\$26,250
Rapid Attach Units	3	\$100,000	\$300,000	20	\$15,000
All Terrain UTV	3	\$20,000	\$60,000	10	\$6,000
Command Post Trailers	1	\$20,000	\$20,000	12	\$1,667
Fire Chief Truck	1	\$75,000	\$75,000	12	\$6,250
Deputy Chief Truck	1	\$75,000	\$75,000	12	\$6,250
			\$3,305,000		\$173,917

Capital Budget

The capital budget for the first three years will focus on replacing rapid attack units and all-terrain UTV units.

- 2023 – Replacement of one rapid attack unit @ \$100,000
- 2024 – Replacement of one rapid attack unit and one all-terrain UTV unit - \$120,000
- 2025 – Replacement of one all-terrain UTV units @ \$20,000

Impacts On Municipal Budgets

The increased budgets will be shared based on the allocation methodology detailed above. The region's proposed annual net fire budget will increase by \$278,597. Of this amount, \$104,680 (38%) is operations and \$173,917 (62%) is capital reserve contributions. The impact on each municipality's budget is shown in Table 5 below.

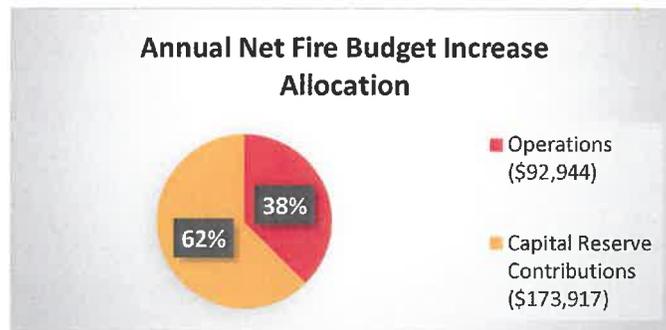


Table 5 Proposed Budget vs. Existing Budget

Proposed Budget vs. Existing Budget

Municipality	Proposed Net Budget	Existing Net Budget	\$ Change
Smoky Lake County	\$778,372	\$584,072	\$194,300
Town of Smoky Lake	\$150,564	\$101,956	\$48,608
Village of Vilna	\$38,553	\$24,134	\$14,419
Village of Waskateneau	\$36,527	\$15,257	\$21,270
Total	\$1,004,016	\$725,419	\$278,597

Notes

- 1 - Smoky Lake County financial data from 2021 operating budget
- 2 - Town of Smoky Lake financial data from 2022 proposed budget
- 3 - Village of Vilna financial data from 2022 approved budget
- 4 - Village of Waskateneau financial data from 2022 approved budget

The proposed regional fire budget **increases spending on fire services from 3.1% to 4.2% of the total of all municipal budgets**. Typical municipal fire budgets average between 8% to 15% of total budgets. The table below shows the existing and proposed fire budgets as a percentage of their own total budgets.

Table 6 Fire Budget as A Percentage of Total Municipal Budget Comparator

Fire budget as a % of total budget - Existing				Fire budget as a % of total budget - Proposed			
Municipality	Total Budget	Fire Budget	% of Total	Municipality	Total Budget	Fire Budget	% of Total
Smoky Lake County	\$18,754,605	\$584,072	3.1%	Smoky Lake County	\$18,754,605	\$778,372	4.2%
Town of Smoky Lake	\$3,365,516	\$101,956	3.0%	Town of Smoky Lake	\$3,365,516	\$150,564	4.5%
Village of Vilna	\$895,433	\$24,134	2.7%	Village of Vilna	\$895,433	\$38,553	4.3%
Village of Waskateneau	\$627,296	\$15,257	2.4%	Village of Waskateneau	\$627,296	\$36,527	5.8%
Total	\$23,642,850	\$725,419	3.1%	Total	\$23,642,850	\$1,004,016	4.2%

Notes

- 1 - Total budgets based on audited financial statements or approved 2022 budget

Chapter 5: Implementation Plan

Transition Plan

The transition to an integrated regional model for fire services is provided through an inter-municipal agreement of contract for service by the County of Smoky Lake to the Town of Smoky Lake and the Villages of Vilna and Waskatenau, which will require ongoing inter-municipal cooperation and trust. Many steps will be necessary, but careful consideration of time management should allow the implementation of the new regional model within 18 to 24 months.

The Transition Plan makes these assumptions.

- No new fire hall will be built prior to 2025
- The majority of the staff will support this new fire service
- That all four municipalities share the same desire and common goal to improve on current fire service provision
- Provincially legislated emergency management remains the responsibility of each municipality and is not part of this Agreement (as per Alberta provincial LAEMR requirements)

The creation of the regional fire services governance and administrative structure is expected to require the majority of a 24-month timeline, followed by operational process updates. The formation of a Transition Committee will be crucial to the success of the integrated regional fire service.

A temporary Transition Committee of key stakeholders is required to guide the process and creation of a new master agreement and ensure conformity to the new governance model. A Terms of Reference should clearly define its mandate. The Transition Committee must be of manageable size with representation from each municipality with a focus on efficiency and primary decision making. It is suggested that the Committee include:

- Smoky Lake County Fire Chief
- One Member from Smoky Lake County
- One Member from the Town of Smoky Lake
- One Member from the Village of Vilna
- One Member from the Village of Waskatenau

The commitment of the Transition Committee members will be 24-30 months, after which the Committee will be dissolved, allowing FD Administration to (assume full oversight of the fully implemented plan). It is expected that once the Transition Committee has finalized the master agreement, they will remain in a support and advisory role until the complete transition (expected timeline of 24 months) and up to six months into the operational period. Dissolution of the Committee may occur any time after establishing the integrated service (estimated 24 months) and will be a mutual decision between the Committee Members and the Fire Chief.

The following steps and considerations will be required to complete the process. Using the upcoming Fire Master Plan and its recommendations as a guide should support the initial and ongoing process.

Governance, Agreements & Resourcing

Implementation and improvement within the next 12 months

1. Form a temporary Transition Committee of key members from each municipality to create the new inter-municipal Agreement.
 - a. Schedule and hold the first committee meeting and pick a chairperson responsible for reporting progress to partner Councils and CAOs. This Committee will be dissolved once the Agreement is in place.

2. Smoky Lake County will provide regional administration and operational guidelines for fire and emergency services under a single binding inter-municipal agreement between all four municipalities. This Agreement should include:
 - a. The term of the Agreement: start and end dates
 - b. Ownership of property and assets clearly defined
 - c. Address Liability & Insurance: Each municipality retains liability in their jurisdiction, including property, general liability, professional liability and workers' compensation insurances.
 - d. Uniform Fire Service Bylaws in support of regional service under a new governance model
 - e. Service Level provision identified, including fleet and records management processes
 - f. A clear organizational structure
 - g. Clear lines of internal communication between the participating municipalities and Fire Service Administration.
 - h. An equitable and sustainable funding model supporting operational and capital budgets, highlighting compensation or costs for each municipality.
 - i. An annual or by-annual reporting structure provided by Fire Services Administration focused on all major aspects of fire operations and budgeting targeted to each partner municipality.
 - j. Create a new brand, i.e., 'Smoky Lake Regional Fire Service'; and ensure Fire Stations are appropriately reflected in the branding process so as not to lose their local identity.
 - k. terms for dispute resolution
 - l. timelines for extension/renewal of the agreements (which could be aligned to renew 1 year after each municipal election)
 - m. Terms for withdrawal from the Agreement
 - n. Terms for dissolution of the Agreement
 - o. Ensure engagement with all stakeholders is consistent and transparent, so they all feel included in the process and positive relationships are formed.
 - p. Identify conflict resolution processes.

3. Strategic and operational initiatives must consider best practices and reflect information or recommendations provided in a Fire Master Plan:
 - Existing fire station ownership options or long-term leasing
 - All existing apparatus, vehicles, communication equipment and firefighting equipment to be transferred to the SLRFS

- All existing contracts for service (dispatch, fire equipment, supplies, etc.) held by any municipalities will be realigned to the new service. Ensure dispatch and radio communication systems or contracts remain during the transition.
- Annually, Fire Services Administration will send a funding invoice to each-municipality for the following year.

Business Plan, Budget & Membership

Implementation and improvement over the next 6 - 18 months

1. The business and implementation plan as presented by Transitional Solutions Inc. can be used as a guideline by all four participating municipalities as plans and agreements are rendered.
2. All firefighting staff will become staff/volunteers of the Regional Fire Service upon commencement of the Agreement.
3. Based on staffing needs, all four partners will support ongoing or annual recruitment efforts, led by the new fire service. Maintaining adequate volunteer levels will be a requirement of FD Administration with support from the participating partners to hold recruitment as required, based on available people who may inspired to serve the community.
4. Records and reports will be established that provide information to decision-makers in a timely and accurate process. The frequency and content of these reports will be set out in the fee for service agreements.
 - Records and Reports may include but are not limited to:
 - Confidential employment records for all staff, volunteers, etc.
 - Apparatus and equipment inventories, repair and maintenance, etc.
 - Building inventories, repair and maintenance, etc.
 - Training, education and experience for each employee or volunteer.
 - Program records reflecting costs, outputs and outcomes including training program, Safety Codes inspections, response, etc.
 - Capability and viability assessments for programs and fire stations.
 - Requests for decision/direction.
 - Media and public releases of information.
 - Follow recommendations of the FMP.
5. FD Administration will complete a review of existing fire stations to ensure that reasonable response is provided:
 - Each station meets a minimum standard, or
 - A process is established to identify response deficiencies and service improvements to achieve the minimum/acceptable standard within the next 12 months.
 - The regional fire service administration establishes a long-term strategic plan for fire station infrastructure management after the first 18 months of operation. This Plan should include a funding model to maintain, replace, relocate, or close existing stations, including short- and long-term lifecycle projections.
6. Prepare to establish annual operating, and 5-year capital, budgets.

Operational & Response Readiness

Implementation and improvement over the next 18 - 24 months

1. Establish a strategic response model, formalized as a standard operating procedure that utilizes apparatus and firefighters from across the region. Consider historical data of call locations, response availability, LOS offered by the stations, and apparatus types in those halls.
2. Standardize weekly fire practice or meetings to promote vehicle and equipment checks and provide training and skill maintenance opportunities that will enhance overall readiness.
3. Establish automatic aid for specific types of calls and/or locations.
4. Ensure automatic aid is aligned with dispatch services
5. Establish a procedure to get additional firefighters to scenes if they are not part of initial response and are available at station.
6. Establish standard SOPs/SOGs with input from all firefighters and Officers.
7. Implement standardized incident reporting and records management to ensure future evaluation of the effectiveness of response and service delivery.
8. Establish procedures to conduct inspections and investigations in accordance with the Master Agreement or contract these services to an accredited agency.
9. Formalize fire prevention and public education.

Dispatch & Communications

No further recommendations required.

Staffing & Recruitment

Implementation and improvement over next 12 months

1. This is by far the most significant challenge facing SLCFRS. It requires immediate and focused attention. Staffing shortages affect response and service, especially in the County's western portion. A focused volunteer recruitment campaign should begin immediately so new members can be trained and prepared for active service. The only alternative to recruiting more Volunteers is the hiring of more, fully trained full-time staff, which may result in significant ongoing fiscal consequences.

Training and Competency

No further recommendations required.

Although there are no specific recommendations for this category, administration must clearly demonstrate their support, commitment and expectation in regard to fire service training initiatives.

Engagement & Recognition

Implementation and improvement for the duration of Transition Plan

1. Develop an Engagement and Communications Strategy to support the implementation of the Regional Fire Service (refer to pages 27 – 30 for guidance).
2. Ensure current FD members (the rank and file) are included in the transition and reorganization by including them in the process and providing them with clear and relevant information about the process.
3. Consider establishing some form of recognition or awards for members who have achieved milestones in training as well as long service awards that publicly recognise each member, their achievement and commitment to the fire service and community.
4. Hold a Regional Kick-Off Event for the Regional Fire Service (see Communications & Stakeholder Engagement, below).
5. Provide regular program reporting to stakeholders which includes key public messages for use by the Council members.
6. Provide a public awareness process (ahead of any tax notice) that highlights current fire changes, improved level of service, volunteer commitment, and emphasizes the FD's continued devotion to the region.

Communications & Stakeholder Engagement

The key to managing any change is to ensure proper engagement and communication with all impacted stakeholders. Transitioning to this new regional fire service will create questions for elected officials, administrations, fire chiefs, volunteer firefighters, and residents alike. Developing a communication and engagement plan to guide and promote the transition process is key to providing all stakeholders with the information and tools they need to understand the change, ascertain how it may impact them (positively or negatively), and have their concerns and questions answered. Because fire services provide for the safety of our families and communities, the need to properly communicate the transition is heightened.

The following outlines high-level considerations for developing a comprehensive communications and engagement plan to support the implementation of the regional fire service model.

Engagement Plan

The following outlines high-level considerations for developing a comprehensive communications and engagement plan to support the implementation of the regional fire service model.

Diversity of Tactics: The engagement and communications plan should include diverse tactics for providing information and an opportunity for dialogue to the broadest reach of stakeholders. Some recommended tactics include:

- a. **Presentations:** Individual presentations should be provided to the members of the four fire services before going public with the information. Providing firefighters with the opportunity to ask questions and address their concerns first will allow them to effectively answer any questions they may receive from their neighbours when information is released publicly. It is also recommended that each firefighter be provided with a take-away that lists the information and key messages they can use when discussing the transition in the community.
- b. **News Release:** A news release should be provided to local media as soon as possible following the approval of the reorganization regional fire service.
- c. **Social Media:** Providing information through municipal social media channels can help reach regional residents.
- d. **Website:** Information on the new regional model and implementation plan should be provided on each municipality's website. It is recommended that the information be built into one webpage that all municipalities can link to ensure consistency in communication.
- e. **Open Houses:** Open the fire station to the public to provide them access to information regarding significant changes and ensure that the quality of service will be maintained and improved.

Regional Branding: Developing a committee of fire service representatives from each municipality to help design a new regional fire crest can foster a sense of ownership and support for the process as well as instill pride in being able to wear a crest that truly reflects individual fire service histories and the region as a whole. This could be a request to all FDs from the Transition Committee.

Equipment Branding: Each volunteer fire service feels immense pride in the money they have raised to buy equipment and apparatus to keep their communities safe. To recognize the history of each fire service and every community's contribution to the region's safety, it is recommended that all existing fire apparatus be branded with the new crest with the Town or Village name identified within the crest.

Events & Public Relations: One strategy for building excitement, comradery and buy-in to the new regional model is to hold an event such as a firefighter's ball or dinner/auction. A regional event provides an opportunity to celebrate the new branding, bring the members of the regional fire service together and recognize their contribution, and allow any questions about the new regional model and transition process to be answered. Specifically, this event should:

- Celebrate the history of Fire Services in the region
- Recognize the past contributions of Fire Departments and their members.
- Provide patches, station wear, and uniforms to all Firefighters and Chiefs who continue to serve the fire service and community.
- Showcase the new decals on some of the apparatus.
- Publicize the new response process and services.

Key Messages

Key messages are essential for providing all community leaders (CAOs, elected officials, Fire Chiefs, etc.) that will speak to the change in fire service provision with consistent messaging to any interested

parties. In addition, consistent messaging is vital for ensuring firefighters, community members and other stakeholders are not provided with varying perspectives and levels of information regarding the process. Not only will this help achieve buy-in by showing the municipalities are united in making the transition, but it will also help ensure that residents from one community feel like they are being considered equal to the residents of all other areas.

Key messages should be developed in advance of public communication and will form the basis of press releases, public notifications, and in-person presentations. TSI has developed a few high-level key messages to support the implementation process and are provided below. These messages should be reviewed, updated, and added to as needed to support the overall implementation process.

General

1. The safety of our residents is of the utmost importance, and we are committed to providing and maintaining a fire service for the region that is effective, efficient, economical and equitable. Local Governments continue to support our fire services now, and we are committed to continuing this support well into the future. Therefore, the four municipalities in the Smoky Lake Region will transition to an enhanced Regional Fire Service, supported by inter-municipal cooperation and funding by (insert date).
2. All the municipalities within the Smoky Lake region have been working hard over recent months to identify the best model for a Regional Fire Service and have developed a concrete plan and budget to allow for a smooth transition and ongoing service provision for all residents.
3. Service levels will remain the same in all areas and, in some cases, fire service provision will improve through the new regional model and the coverage it provides.

Fire Services

1. The regional fire service model is based on strategic response levels. Each of the four fire departments within the Smoky Lake region will provide a level of service that meets the capabilities of that department and the area it serves.
2. Automatic aid will be implemented to provide coverage between departments. This means that for many call types, two or more departments will automatically respond together, helping ensure there is enough work force and the right equipment responding from the very onset of every incident.
3. Training and response will also be done regionally going forward. This will increase the diversity, interoperability and increase training opportunities provided to all firefighters in the Smoky Lake region.
4. As with automatic aid, a borderless response will allow any firefighter to respond to any call in the region if they are in the area.

Potential Stakeholder Questions & Suggested Key Responses

1. *Will the new service cost more?*
A: Yes. Municipalities will be asked to contribute additional funding to support the operational and capital costs of the regional fire service. Pooling resources allows for a more sustainable service with greater funding flexibility to maintain and purchase important assets to enhance public safety throughout the region.

2. *Is my family still safe?*

A: Absolutely. Implementing strategic resourcing levels and automatic aid will provide a higher level of response and service to the region. Fire stations can support each other with volunteers and equipment to effectively and safely provide exceptional service.

3. *How will firefighters be trained under the new service?*

A: Firefighters will receive industry-standard training opportunities at their individual halls and through regional training initiatives. Regional training opportunities will increase access to training and reduce overall training costs. These additional training opportunities will also enhance the safety of all firefighters and improve their skills and ability, resulting in improved service overall.

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APPENDICES



Appendix A: Acronyms (p.32)

Appendix B: SLRFS: Governance Interim Report (September 2021) (p.33)

Appendix C: Council Motions from Smoky Lake Region (p.57)

Appendix D: Potential Organization Chart (p.58)

Appendix E: Detailed Budget (p.59)

Appendix F: Staffing & Benefits Calculation (p.62)

Appendix G: Implementation Chart (p.63)

Appendix H: Gantt Schedule (p.66)

Appendix A: Acronyms

ACP	Advanced Care Paramedic
AFCA	Alberta Fire Chiefs Association
AFRRCS	Alberta First Responders Radio Communications System
CAO	Chief Administrative Officer
FD	Fire Department
FMP	Fire Master Plan
LAPP	Local Authority Pension Plan
LAEMR	Local Authority Emergency Management Regulations
LOS	Level of Service
MFR	Medical First Response
MVC	Motor Vehicle Collision
POC	Paid on Call
QMP	Quality Management Program
SCBA	Self-contained breathing apparatus
SLC	Smoky Lake County
SLCFS	Smoky Lake County Fire Services
SLRFS	Smoky Lake Region Fire Services
SOP / SOG	Safe Operating Procedure / Standard Operating Guideline
ToR	Terms of Reference
TSI	Transitional Solutions Inc.



Appendix B: SLRFS Governance Interim Report (September 2021)

SMOKY LAKE REGION FIRE SERVICES

GOVERNANCE BUSINESS & IMPLEMENTATION PLAN INTERIM REPORT

September 17, 2021

Revised January 14, 2022

Prepared By:



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LETTER OF TRANSMITTAL

September 17, 2021
Mr. Gene Sobolewski, CAO
Smoky Lake County
Box
Smoky Lake, AB T

Re: Smoky Lake County Governance Plan

Dear Mr. Sobolewski,

We are pleased to present the interim report specific to Governance Models and viable options as a stepping stone to the final Smoky Lake County Governance: Business & Implementation Plans.

Over the past four weeks we have reviewed information, interviewed, and polled staff, CAO's, and Councillors, and have developed recommendations which will assist Smoky Lake County choose an updated regional governance model for Regional Fire Services. Should you have any questions or require further clarification on any of our recommendations, we are available to provide this. We feel we have captured the intent and objectives of your request and invite comments on the attached report.

As we prepare for the business case and implementation phase of the project, we do need Smoky Lake to make a choice of which governance model you choose to implement.

Please do not hesitate to contact us or request a meeting to go through the recommendations if required.

Respectfully,



Erica Thomas, President



1. INTRODUCTION

The Smoky Lake region has long recognized the benefits of collaboration in Fire Services provision. Specifically, the municipalities of Smoky Lake County, the Town of Smoky Lake, and the Villages of Vilna and Waskatenau have a history of working collaboratively in the provision of emergency services.

It was identified that a refresh was required for Fire Services within the region to clarify oversight, roles and responsibilities, update budget cost shares, committee structure, review service level agreements, long-range planning, governance, and other operational and strategic items.

Transitional Solutions Inc. (TSI) was selected to complete an identified scope of work in assessing and recommending a governance model and subsequent Business and Implementation Plans for the region to use going forward. The selection and implementation of a governance model which all municipalities can support will set the table for development of a collaborative, clear, and effective Fire Service Master Plan which will provide direction within the region for the next ten to twenty years.

The following information outlines TSI's methodology and key findings, as well as an explanation of governance options and recommendation to be used for selection and eventual implementation of a governance model. The analysis and recommendation presented considers feedback from stakeholders, existing department structures, service and training levels, previous studies completed by the municipalities, concerns raised by municipalities in the past, and current best practices in the delivery of intermunicipal Fire Services. Many factors affect which governance model is best suited for the Smoky Lake Regional Fire Service including human resources, financial capabilities, budgets, and politics; but what must remain as the primary focus is to ensure that any decisions are in the best interest of the residents in the region.

The outcome required from you today is the selection of a prudent method of governance which will be implemented to provide strategic oversight to the Fire Services in the region.

2. BACKGROUND & METHODOLOGY

2.1 BACKGROUND

The project and resulting report are governed by the principles of effectiveness, efficiency, resiliency, and practicality. In this regard, the recommendation detailed in this report was developed with an overarching goal of presenting realistic governance models that meet the needs of the municipalities, can be supported by the municipalities, ensures all entities align with a single model and allows for full implementation from the ground up.

2.2 METHODOLOGY

To achieve all interim project objectives and deliverables, TSI's team of consultants carried out a multi-stage research and engagement process to gather the inputs required for analysis. These processes included documentation review and stakeholder consultation with CAOs from all four municipalities and all elected officials in the region. The following stakeholders were interviewed one-on-one:

Stakeholder & Position	Location
Mr. Gene Sobolewski, CAO	Smoky Lake County
Ms. Bernice Macyk, CAO	Village of Waskatenau
Mr. Adam Kozakiewicz, CAO	Town of Smoky Lake
Ms. Earla Wagar, CAO	Village of Vilna

Table 1 Stakeholder Interviews, 2021

A component of this project included a review of current Bylaws, Policies and Agreements. Understanding the current bylaws, agreements and previous studies lays the groundwork for being able to see a clear picture and a path forward to a viable and sustainable governance model specific to the Fire Services in the region. This path must minimize each municipality's liability and risk and maintain recruitment and retention of Fire Service members. Financial records were reviewed, as were Committee Minutes.

Upon completion of background research and engagement activities, TSI's subject matter experts undertook a review and analysis as per the identified interim scope of work. Using the data provided, TSI completed a comparative analysis that assesses all reasonable options to demonstrate a clear path forward for the Smoky Lake County and its regional partners to deliver exceptional Fire Services to all ratepayers.

This interim report is the compilation of assessment that outlines TSI's initial findings, analysis, and recommendation for improving the Fire Service governance model between all four municipalities, taking into consideration the two Societies and their role in the region.

3. UNDERSTANDING THE CURRENT STATUS

3.1 CURRENT GOVERNANCE STRUCTURE

The current arrangement for the delivery of Fire Services within the Smoky Lake Region consists of four municipal councils, each of which has its own municipal fire department. Each fire department maintains its own identity. The four departments cooperate on a regional basis to deliver fire protection services. There are three urban fire halls providing services to the entire region. The County fire department consists of two full time personnel who assist the urban fire halls with operational response, as well as administrative and technical oversight.

To better understand how the current governance structure supports Fire Service delivery, it is important to understand how each municipality is governed independently and then how the Fire Services function together.

SMOKY LAKE COUNTY

- All members of council appointed to a “Fire Protection Services Committee” (Motion 15-20, October 22, 2020, Organizational Meeting Minutes)
- One council member and an alternate appointed to each urban fire department (Smoky Lake, Vilna & Waskatenau). The County references these appointments being as a “Fire & Rescue Liaison Committee” (Motion 16-20, October 22, 2020, Organizational Meeting Minutes)
- Two council members and an alternate appointed to the “Smoky Lake Region Fire & Rescue Committee” (Motion 19-20, October 22, 2020, Organizational Meeting Minutes) (per Bylaw 1286/15)
- The County and the Town of Smoky Lake have entered into a Joint Operation Agreement for the provision of fire protection services (per Bylaw 1392-21)
- The County and the Village of Vilna have entered into a Joint Operation Agreement for the provision of fire protection services (per Bylaw 1389-20)
- The County and the Village of Waskatenau have entered into a Joint Operation Agreement for the provision of fire protection services (per Bylaw 1388-20)

TOWN OF SMOKY LAKE

- All members of council appointed to a “Joint Fire Department Committee” (Motion 768-2020, October 27, 2020, Organizational Meeting Minutes)
- Mayor and one council member and an alternate appointed to a “Regional Fire Services Committee” (Motion 768-2020, October 27, 2020, Organizational Meeting Minutes)
- The Town and the County have entered into a Joint Operation Agreement for the provision of fire protection services (the Town has a similar bylaw as County Bylaw 1392-21)

VILLAGE OF VILNA

- One council member and an alternate appointed to a “Regional Fire & Rescue Committee” (Motion 121-19, October 21, 2019, Organizational Meeting Minutes)

- One council member appointed to the “Vilna and District Fire Department” (Motion 122-19, October 21, 2019, Organizational Meeting Minutes)
- The Village and the County have entered into a Joint Operation Agreement for the provision of fire protection services (the Village has a similar bylaw as County Bylaw 1389-20)

VILLAGE OF WASKATENAU

- One council member and an alternate appointed to the “Smoky Lake Region Fire & Rescue Committee (information confirmed by CAO as minutes of Organizational Meeting not available on Village website)
- The Village and the County have entered into a Joint Operation Agreement for the provision of fire protection services (the Village has a similar bylaw as County Bylaw 1388/20)

While it is the Joint Agreement establishing the Smoky Lake Region Fire and Rescue Committee that binds the four municipalities together in the provision of Fire Services in the region, it is three separate bilateral joint operational agreements that articulate how capital assets are owned and how operational costs are split between the municipalities.

The Terms of Reference for the Smoky Lake Region Fire and Rescue Committee identify its mandate, purpose, responsibilities, governance & procedures, and budget. Notwithstanding these terms of reference, TSI has been informed by the County there is no budget for the Committee. Rather, each municipality bears financial responsibility for its own expenses most of which is outlined in the bilateral joint operational agreements.

3.2 WHAT YOU TOLD US, WHAT WE HEARD & WHAT WE FOUND

As part of our due diligence a short survey, seen in [Appendix 8.1](#), was circulated to all elected officials in each of the four municipalities asking for comments and feedback specifically as it related to governance. In addition to the CAO interviews, surveys were sent out to all fifteen (15) elected officials. Nine (9) responses were returned. The interviews asked many of the same questions as the elected officials were asked, as well as some administrative questions. The following summarizes the results of the survey:

1. While we heard a variety of reasons why this governance review was initiated, three primary responses emerged from the survey:
 - i. The current governance model is inefficient, ineffective and at risk;
 - ii. There must be a better way to deliver services throughout the region; and
 - iii. A grant was received.
2. Alberta Municipal Affairs produces a document showing eight forms of governance. Those eight options were presented, and you were asked to select what you thought might work best for your region and why. There was overwhelming support for an Intermunicipal Agreement closely followed by a Regional Services Commission. The predominant reason given as to why these two options were chosen was because a regional Fire Service was seen as being the most

efficient and cost effective. Notwithstanding, there were also respondents who commented they had concerns with a regional Fire Services concept.

3. When asked about any concerns/issues regarding how your Fire Services are funded and/or your contribution amount there was no clear consensus in the responses. Responses ranged from more financial support from other levels of government, to funding formula inequities, to administrative and elected official roles & responsibilities, to fair & equitable contribution amounts, to mention a few.
4. Stakeholders were asked to respond to the following four statements:
 - i. Fire Protection is a service our residents/ratepayers require and should be willing to pay for;
 - ii. I support in principle a regional fire protection service that includes Smoky Lake County, the Town of Smoky Lake, the Village of Vilna, and the Village of Waskatenau;
 - iii. Any fixed costs associated with providing a regional fire protection service should be distributed on a fair and equitable basis; and
 - iv. Any variable costs associated with providing a regional fire protection service should be allocated based on the actual costs incurred as a result of responding to an incident within the municipal jurisdiction or other such method as may be unanimously agreed upon.

The level of support ranked mostly towards “strongly agree” and “agree” for each of the four questions above. (This question was presented to elected officials only; it was deemed inappropriate to ask CAO’s to provide a response given they are appointed.)

5. CAO’s were asked to specify what their respective municipality spent on fire protection services in 2019 and 2020 as well as what was budgeted for 2021. This is shown below:

MUNICIPALITY	2019 ACTUAL	%	2020 ACTUAL	%	2021 BUDGET	%
Smoky Lake County	\$ 582,562	83.2%	\$ 563,110	79.2%	\$ 584,072	80.4%
Town of Smoky Lake	\$ 78,052	11.2%	\$ 105,879	14.9%	\$ 101,000	13.9%
Village of Vilna	\$ 30,665	4.4%	\$ 29,653	4.2%	\$ 28,465	3.9%
Village of Waskatenau	\$ 8,558	1.2%	\$ 11,805	1.7%	\$ 12,660	1.8%
	\$ 699,837	100%	\$ 710,447	100%	\$ 726,197	100%

Table 2 Fire Expenses by Municipality (2019-2021) provided by CAOs or Designates

6. Equalized assessments were mentioned in both the survey responses and interviews. It was suggested there should be some consideration to using equalized assessments in the funding formula. As a result, a review of the equalized assessments for the last three years was completed which are shown in Table 3 on the following page.

MUNICIPALITY	2019		2020		2021	
	Equalized Assessment	%	Equalized Assessment	%	Equalized Assessment	%
Smoky Lake County	\$ 687,581,498	84.5%	\$ 691,486,794	84.7%	\$ 698,145,911	85.3%
Town of Smoky Lake	\$ 94,169,963	11.6%	\$ 92,386,018	11.3%	\$ 88,834,642	10.9%
Village of Vilna	\$ 13,276,012	1.6%	\$ 13,480,995	1.7%	\$ 13,281,392	1.6%
Village of Waskatenau	\$ 18,371,287	2.7%	\$ 18,867,068	2.3%	\$ 18,587,454	2.3%
	\$ 813,398,760	100%	\$ 816,220,875	100%	\$ 818,849,399	100%

Table 3 Equalized Assessment by Municipality (2019 - 2021) as per Alberta Municipal Affairs Equalized Assessment Website

7. We heard that all four municipalities entered into a Joint Agreement for the establishment of the “Smoky Lake Region Fire & Rescue Committee” per County Bylaw 1286-15. Corresponding bylaws for each urban municipality were not collected or required.
8. We found in the Minutes from the last three meetings of the Smoky Lake Region Fire & Rescue Committee that many more than the requisite five elected official appointees (2 Smoky Lake County, 1 Town of Smoky Lake, 1 Vilna & 1 Waskatenau) attended the meetings:
 - i. Jun 30/21 – 9 elected officials (4 County, 3 Smoky Lake, 1 Vilna, 1 Waskatenau)
 - ii. Feb 24/21 – 9 elected officials (3 County, 3 Smoky Lake, 2 Vilna, 1 Waskatenau)
 - iii. Nov 12/20 – 9 elected officials (3 County, 3 Smoky Lake, 2 Vilna, 1 Waskatenau)

In addition to elected officials, many non-voting attendees also join the meetings on a regular basis.
9. We also found in the Minutes recommendations for the adoption of various policies by each respective council. In this context we heard there are issues with time delays, lack of decisions being made, inconsistencies, and a desire for a single entity to adopt policy.
10. When CAO’s were asked to provide the Terms of Reference for various other fire committees that elected officials were appointed to at their organizational meetings, said Terms of Reference did not exist. The exception to this is for the Smoky Lake Region Fire & Rescue Committee which has been identified as the only formal inter-municipal fire service committee; this excludes any general inter-municipal agreements.
11. When elected officials and CAO’s were asked if they had any other comments/feedback to mention, some of the responses included:
 - i. Volunteer recruitment is a major concern
 - ii. Ability to pay principle needs to be considered (equalized assessments)
 - iii. Many of our incident responses are for non-residents (i.e., motor vehicle accidents)
 - iv. A regional approach is the only way to proceed
 - v. Administrative versus elected roles & responsibilities
 - vi. Against the hiring of full-time firefighters

12. We heard the majority of fire & rescue calls occur in the County. A listing of the responses over the past three years was requested and is shown in Table 4:

Municipality	2018	%	2019	%	2020	%
Smoky Lake County	153	77.66%	126	73.26%	162	83.08%
Town of Smoky Lake	27	13.71%	28	16.28%	20	10.26%
Village of Vilna	15	7.61%	10	5.81%	11	5.64%
Village of Waskatenau	2	1.02%	8	4.65%	2	1.03%
Total	197	100.0%	172	100.0%	195	100.0%

Table 4 Smoky Lake County Call Volumes (provided by Smoky Lake County Fire Chief)

13. We heard that even though the Town of Smoky Lake is expanding their fire hall (access to a provincial grant was obtained) to meet their needs and requirements, a new fire hall is still required.
14. We heard some volunteer firefighters may not be interested in becoming part of a single municipal fire department with the County.
15. We were advised there are two not-for-profit firefighter Societies: one in the Village of Waskatenau and the other in the Village of Vilna. The purpose of these Societies is to raise funds for their respective fire departments thereby enabling the departments to procure different things deemed to assist their fire department.
16. We note in the 2020 audited financial statements for the County, there is a capital reserve for fire in the amount of \$1.365M.
17. As part of our due diligence, we also looked at the populations of the four municipalities:

Municipality	Population
Smoky Lake County	2,461
Town of Smoky Lake	964
Village of Vilna	290
Village of Waskatenau	227
Total	3,942

Source: Alberta Municipal Affairs 2019 Population Listing

In Section 3.3 of this report, we will analyze the data collected and provide some commentary as to some observations.

3.3 DATA ANALYSIS & OBSERVATIONS

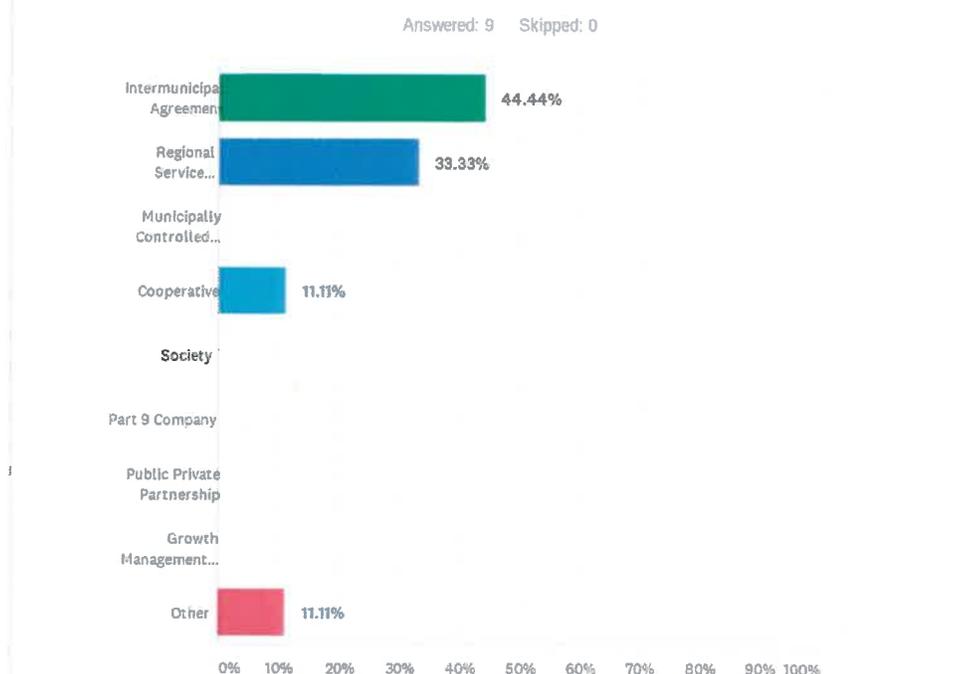
The following outlines a summary of key observations and findings used in the analysis and development of the recommendation.

1. From what you told us, accessing a provincial grant played a prominent role in the review. While one might conclude that if a grant were not available to undertake this work, the project

might not have materialized, the other two reasons identified in Section 4.2 (1) reference inefficiencies, ineffectiveness, risk, and better ways to deliver a regional fire and rescue service. It can be deduced from these reasons that there is a strong desire to incorporate change into the governance model. This is further quantified and qualified in the second statement of the elected official survey which states: "I support in principle a regional fire protection services that includes Smoky Lake County, the Town of Smoky Lake, the Village of Vilna, and the Village of Waskatenau" where 100% of the elected official respondents responded that they either strongly agreed or agreed.

2. Reference to a "region" is significant insofar as Fire Services are currently delivered to a large extent in the four municipalities on an individual basis. Notwithstanding the Smoky Lake Region Fire & Rescue Committee exists, it functions only as an advisory body. All decisions made by the Committee that impact the municipalities are recommendations and must be approved or otherwise addressed by each municipality. And while the County as the managing partner does provide administrative and technical advice and support, each municipality maintains control of Fire Services within its own jurisdictional boundaries. This is not a recipe for an efficient and cost-effective Fire Service delivery system within a region.
3. The information provided by both administrative and elected officials indicated there are only two governance models viewed as being viable for your region: intermunicipal agreements and a regional services commission. By far the most common arrangement for the provision of Fire Services across the Province is by intermunicipal agreement whether that be by bilateral or multilateral agreements. Examples: mutual aid agreements; contract for service agreements; and agreements that create a regional authority, regional board, regional committee, or

Q2 Select the governance model you think might be more effective and efficient for the provision of fire services within your region?



regional council. With respect to regional service commissions that deal with fire & emergency response, there are four in the Province. (Beaver Emergency Services Commission; Central Peace Fire & Rescue Commission; Foothills Regional Emergency Services Commission; and Pincher Creek Emergency Services Commission). As can be readily seen, a regional service commission for fire protection services is not all that popular. One might deduce the reason so few exist is because the Province sets all the rules and regulations surrounding the commission which includes the transfer of assets from the municipalities to the commission.

4. Fixed and variable costs were referenced in the elected official survey. Seven of the nine responses indicated strong support or support for the statements. The two remaining responses were neutral. And while there are numerous formulas or ways to calculate fixed and variable contribution amounts, fairness and equitability are two principles that can be challenging insofar as what one party deems fair and equitable is the exact opposite to what the next party believes. Notwithstanding, one methodology used to apportion fair and equitable cost sharing between municipalities is by using the equalized assessments. Equalized assessments level the playing field by taking into account a municipality's ability to pay. Given most of the costs associated with the provision of Fire Services are deemed to be fixed costs, using the equalized assessment formula seems reasonable. Over the past three years the equalized assessments for the four municipalities have not fluctuated all that much as is reflected in Table 3.

Switching to the variable costs, these vary depending upon what is consumed as a result of responding to an incident. If we look at Table 4 we see in 2020 (the last full year showing call volumes) the pro-rated percentage of calls for each municipality are not that much different than the pro-rated equalized assessments for 2021. Therefore, rather than trying to figure out all the variable costs it seems reasonable to simply use equalized assessments not only for the fixed cost calculation but also the variable cost calculation.

5. When it comes to fire expenses incurred by each municipality (Table 2) they have been reasonable consistent. The actuals for 2019 and 2020, and the budgeted amount for 2021, are close to the equalized assessment and call volume percentages.
6. In looking at the Smoky Lake Fire and Rescue Committee bylaw that has been adopted by all four municipalities, we note under the "Membership" article that five elected official appointees constitute the committee and yet we see nine elected officials have attended the last three meetings. We see this as being irregular to have extra elected officials attending an advisory committee meeting. While we know alternates represent the appointee when the appointee is unable to attend, this is not a best practice. Good governance can be compromised when additional attendees are involved who more often than not want to speak to agenda issues. We note as well, there are a significant number of non-voting members who attend making the meeting especially large which can make for awkward and cumbersome meetings when so many are present.
7. Whenever multiple municipalities are part of a regional advisory body, inefficiencies inevitably are going to occur. The advisory body may believe a particular decision/recommendation is

best, however, when that decision/recommendation is debated by the individual municipalities, the same may not apply. Decisions take more time and in some instances are not accepted resulting in the advisory body having to readdress the issue. This can be frustrating and a distraction for the advisory body as it tries to do what it believes is best for the region.

8. Terms of reference for committees or boards are a must. Without them, there is a no clear direction or mandate as to what the said committee or board is to do. Focus and purpose can become distorted. It is poor governance practice for a municipality to make appointments to committees or boards without understanding the purpose and roll of the committee or board.
9. We heard that administrative versus elected official rolls and responsibilities was a concern. This often can become a slippery slope when elected officials cross the line into the realm of administration. Section 201(1) of the Municipal Government Act specify “a council is responsible for developing and evaluating the policies and programs of the municipality and carrying out the powers, duties and functions expressly given to it under this or any other enactment”. Section 201(2) states: “a council must not exercise a power or function or perform a duty this is by this or another enactment or bylaw specifically assigned to the chief administrative officer or a designated officer”. Section 203(2) states: “A council may not delegate (a) its power or duty to pass bylaws (b) its power to make, suspend or revoke the appointment of a person to the position of chief administrative officer (c) its power to adopt budgets (d) its power with respect to taxes under section 347 and (e) a duty to decide appeals imposed on it by this or another enactment or bylaw, whether generally or on a case by case basis, unless the delegation is to a council committee and authorized by bylaw”. Care and attention to rolls and responsibilities continuously needs to be exercised. Elected official oversight does not include giving direction on operational activities of the Fire Service.
10. As would be expected the majority of responses for fire & rescue occur in the rural area versus urban areas. For the three-year period 2018 to 2020 calls have been reasonably consistent notwithstanding a bit of a dip in 2019 (perhaps because of less travel due to COVID-19).
11. The County has the administrative personnel charged with the management of operational activities, has all the necessary equipment and apparatus, but does not have a fire hall or a department with firefighters within its boundaries. The three existing fire halls and corresponding fire departments are within the urban centers.

A somewhat similar situation existed in Ponoka County, Town of Ponoka and Town of Rimbey. Up until a number of years ago, the two towns were contracted to provide services into the County. Some issues arose whereby the County in essence was forced to establish their own fire hall in Ponoka (rented some commercial space in town) resulting in two separate fire departments. The Town of Rimbey was having trouble recruiting personnel for their department and did not have the resources to oversee the provision of Fire Services. They asked the County if they could take over, which the County did. The situation in Ponoka lasted for about a year, when calmer minds prevailed, and the County took over operation of Fire Services in Ponoka. Today, the County is the service provider, and all is working very well. The residents in all three municipalities are pleased with how Fire Services are provided. The County

has a contract for service with each of the two towns, employs a Director of Emergency Management (along with some administrative support) and employs two full time Fire Chiefs in each of the two towns. Volunteers continue to be relied upon in the two towns to provide front line first response. (The County CAO is Charlie Cutforth who has indicated he would be happy to further discuss their situation if more details were required).

Notwithstanding the Town of Smoky Lake is expanding their fire hall, the need for a new fire hall still appears to be something that some believe is a necessity and would enhance the delivery of service.

12. The issue related to some volunteers not being interested in becoming part of a single/regional fire department is a major concern in the delivery system for fire protection services. Without these volunteers stepping forward to commit their time and energy to help their communities, the municipalities would be forced to hiring full time personnel to fill any voids. Therefore, any change to the existing delivery model must be discussed with these volunteers to understand their issues and concerns.
13. In many fire departments across the Province, a society has been created to assist in fundraising activities that help in the procurement of certain equipment and apparatus. Members of these not for profit societies usually consist of the same people who are the volunteer firefighters. These societies are legal entities created under the Societies Act and as such form part of the overall governance picture. As long as society members understand their role in the society is different than their role as a volunteer firefighter any issues related to governance are likely to be minimal.
14. Given the population of the entire Smoky Lake region is under 4,000 and over 25% of the region is located in and around the Town of Smoky Lake, this at least gives a reasonable population nucleus upon which to draw volunteers. If insufficient volunteers cannot be secured from the population base, the only option available may be to hire full time fire fighters.

4. GOVERNANCE

4.1 LEGISLATIVE FRAMEWORK

The Municipal Government Act states that a municipality must ensure the safety of its citizens. It does not, however, dictate that the safety be provided through the existence of a Fire Service.

What is required is any fire with a dollar cost or human impact is investigated and reported to the Fire Commissioner for the Province of Alberta.

Fire Underwriters Survey (FUS) provides a function of assessing Fire Service levels within a community or geographical area through site assessments and review. The outcome (often referred to as the FUS rating) can be used by insurance companies to set the fire insurance portion of insurance rates. Feedback as provided by FUS indicates that until a Fire Service can meet NFPA 1710 performance levels (urban level of service with 14 or more firefighters on scene within 10 minutes from receipt of call,) the fire insurance rates do not reflect any significant decrease. Smoky Lake would be rated on NFPA 1720 response times which reflect a more realistic goal as found in most if not all rural areas which also encompass some small urban mixed Counties.

4.2 GOVERNANCE OPTIONS

Municipalities have a range of governance options to choose from as they consider ways to offer services in their region, outlined in [Appendix 8.2](#). Each governance option provides a unique set of characteristics that allow for varying degrees of operational autonomy, borrowing ability and legal powers.

Given the responses of the elected officials survey and the CAO interviews, as well as best practices elsewhere in the Province of Alberta, there are two options supported as being potential solutions for the Smoky Lake Region. Of the eight governance options that were presented, there was overwhelming support for an Intermunicipal Agreement closely followed by a Regional Services Commission.

INTERMUNICIPAL AGREEMENTS

Intermunicipal agreements are entered into between two or more municipalities vis-à-vis passage of a resolution or bylaw of the participating municipalities. These agreements can lead to the formation of an authority, board, committee, or regional council that oversees the provision of services on a regional basis.

Important to note is that the authority, board, committee, or regional council which is formed by the intermunicipal agreement is subject to the provisions of the Municipal Government Act as if the municipality was providing the service. Any issues relating to liability remain with the participating municipalities. An intermunicipal agreement can also be as simple as entering into a contract for service between two or more municipalities whereby one of the municipalities provides the service for a specified timeframe and fee.

REGIONAL SERVICE COMMISSIONS

Regional service commissions have their own distinct legal status separate from the member municipalities. Two commissions currently exist in the Region: (1) the Evergreen Regional Waste Management Services Commission and (2) the Highway 28/63 Regional Water Services Commission.

Commissions can hire employees, administer their own payrolls, own property, and raise capital. Any financial surplus must be used to reduce costs and may not be distributed back to the member municipalities (although the Minister of Municipal Affairs has made some exceptions to this rule). Rates charged for services must be established by bylaw and based upon a full-cost recovery rate model. Commissions are eligible for loans from the Alberta Capital Finance Authority (ACFA).

4.3 SERVICE DELIVERY MODELS

Because it has been identified in Section 4.2 of this Report that only two governance options were viewed as being acceptable and viable (intermunicipal agreements and a regional service commission), the other six options shown in will be dropped from any further consideration. You will therefore see the following proposed service models as well as an assessment of the “status quo” model.

MODEL 1: INTERMUNICIPAL AGREEMENT – CONTRACT FOR SERVICE

- Requires an intermunicipal agreement which stipulates the terms and conditions for what service levels are between the service provider and the service receiver(s)
- Municipality designated as the service provider becomes legally responsible and accountable for all actions
- Given the current administrative structure of the County and its human capital, it would be more likely that the County should be the service provider (most of the calls in the region requiring a response occur in the County)

Advantages	Disadvantages
<ul style="list-style-type: none">● Administrative structure and physical assets already in place with County to provide the services● Is simple & straightforward to set up the agreement between the municipalities● Is easy to withdraw from any agreement● Enables the urban municipalities to have confidence that when fire protection services are required there are sufficient resources available to deliver the services● Cost to deliver services is usually known for the duration of the contract (no unexpected surprises and/or costs to be absorbed)● Removes the necessity of the urban municipality to appoint a local FC thereby eliminating potential disagreements with the local fire department volunteers	<ul style="list-style-type: none">● Participating urban municipalities are entrusting the rural municipality will deliver Fire Services as needed● Urban fire hall volunteers may have/likely to have, issues/concerns with the rural municipality directing their efforts● Perceived potential loss of identity● Participating urban municipalities lose the ability to influence decision making processes (except for those that may be contained in the agreement)

With the Intermunicipal Agreement (Contract for Service) model, the following should be considered:

A. Opportunities to improve Fire Service delivery to the public

- Potential for standardization of the service level across the region
- Coordination of fire activities can enhance the Level of Service

B. Proposed Structure

- Administrative structure already exists within the County organization

C. Staffing Requirements

- Fire Chief, Deputy Fire Chief, and administrative support in place
- While every effort should be made to increase the number of volunteer firefighters, if that effort does not achieve the requisite number of volunteers, additional full-time firefighters could become necessary

D. Anticipated Budget

- Based on current 2021 Operational Budget of \$726K for all four municipalities it is estimated the overall budget of expenditures would be similar. If the 2021 equalized assessment (one of many ways) was used to calculate the contribution amount from each municipality and all four municipalities participate, the apportionment of costs would be as follows:
 - Smoky Lake County \$619,155
 - Town of Smoky Lake \$78,792
 - Village of Vilna \$11,764
 - Village of Waskatenau \$16,484
- The County would realize any offsetting revenues from external sources (e.g., motor vehicle accidents)
- Capital costs are not included (they remain with the individual municipalities as negotiated)

E. Reporting Structures

- Fire Chief reports to County CAO
- Agreement likely to specify that County Fire Chief to provide periodic updates to contracted municipalities

MODEL 2: INTERMUNICIPAL AGREEMENT – REGIONAL COUNCIL

- Requires formation of a Fire & Rescue Services Regional Council
- The intermunicipal agreement stipulates the terms and conditions for how the Regional Council may operate
- Management and administrative support usually hired by the Regional Council
- Municipalities continue to be legally responsible and accountable for all actions
- Usually requires one of the municipalities to be the hosting municipality
- Equalized assessments are often used to determine the prorated share for each municipality

Advantages	Disadvantages
<ul style="list-style-type: none"> ● Eliminates potential for duplication of efforts ● Facilitates the delivery of a coordinated response to emergency scenes ● Property and assets remain with participating municipalities ● Easy to withdraw ● Participating municipalities continue to have the ability to influence decision making processes vis-à-vis their appointed representatives ● All policy development would be consistent throughout the region as well as binding to all participating municipalities. 	<ul style="list-style-type: none"> ● Risk and liability remain with municipalities ● All participating municipalities must approve the annual operating and capital budgets

With the Intermunicipal Agreement (Regional Council) model, the following should be considered:

A. Opportunities to improve Fire Service delivery to the public

- Standardization of the service level across the region
- Consolidation of resources enables deployment of personnel in a more cost effective and efficient manner
- Coordination of fire activities can enhance the Level of Service

B. Proposed Structure

- An autonomous body responsible for delivery of service
- Potential for consideration having a regional council of six members (three elected officials from the County and one each from each urban municipality). Given the expected level of financial contribution from the County their level of representation on the regional council should be significant.

C. Staffing Requirements

- Existing two full time County personnel (Fire Chief and Deputy Fire Chief) would simply move across to the Regional Council
- Some administrative support staff would be necessary (could become employees or be contracted from one of the participating municipalities)
- While every effort should be made to increase the number of volunteer firefighters, if that effort does not achieve the requisite number of volunteers, additional full-time firefighters would become necessary

D. Anticipated Budget

- Expected to be like that of a commission less any capital costs that would remain with the participating municipalities

E. Reporting Structures

- Fire Chief would report to the Regional Council

MODEL 3: INTERMUNICIPAL AGREEMENT – STATUS QUO

- A multi-lateral joint agreement between the four municipalities (Smoky Lake County, the Town of Smoky Lake, the Village of Vilna, and the Village of Waskatenau) already in place
- Bilateral joint operation agreements between the County and each of the three urban municipalities in place
- The County is the managing partner for the Smoky Lake Region Fire and Rescue Committee
- The County Fire Chief and Deputy Fire Chief provide administrative and technical support to the three urban fire departments

Advantages	Disadvantages
<ul style="list-style-type: none">● No changes required● Terms of Reference for the Smoky Lake Region Fire and Rescue Committee contained in Bylaw 1286-15● Joint Operation Agreement Bylaws 1388/20, 1389/20 and 1392/21 specify who owns what and how various operating and capital costs are to be apportioned.	<ul style="list-style-type: none">● The Smoky Lake Region Fire and Rescue Committee is advisory and can only make recommendations which may or may not be adopted by each municipal council● Municipalities have different priorities which could result in inconsistent policy development● Too many people attend the Committee meetings resulting in inefficient use of resources● Does not necessarily incorporate cost effective strategies in the procurement of equipment and apparatus● Operational challenges occur from time to time with respect to lack of firefighters being available to respond to an incident.

With the Intermunicipal Agreement (Status Quo) model, the following should be considered:

A. Opportunities to improve Fire Service delivery to the public

- Because each municipality functions independently, not all recommendations adopted by the Smoky Lake Region Fire and Rescue Committee are necessarily approved by each respective municipal council

B. Structure

- Each municipality has appointed a fire chief who reports to the Chief Administrative Officer

C. Staffing Requirements

- Varies from municipality to municipality

D. Anticipated Budget

- Shown in Table 2

E. Reporting Structures

- Each municipality responsible for its own jurisdictional boundaries

MODEL 4: REGIONAL FIRE COMMISSION

- Requires formation of a Fire Services Commission
- Involves more of a command-and-control structure
- Provincial legislation will stipulate membership, assets, and any other specified components

Advantages	Disadvantages
<ul style="list-style-type: none">● Separate legal entity● Deployment of resources in response to an emergency can occur in a more efficient and effective manner● Reduces duplication of service resulting in cost efficiencies and savings● Participating municipalities continue to have the ability to influence decision making processes vis-à-vis their appointed representatives● All operational and capital costs are consolidated into one budget	<ul style="list-style-type: none">● Commission assumes all risk and liabilities● Participating municipalities cannot refuse the requisition● Requires setting up an administrative structure which results in some extra costs● Typically, all municipally owned assets are turned over to the Commission

With the Regional Fire Commission model, the following should be considered:

A. Opportunities to improve Fire Service delivery to the public

- Standardization of the Fire Service level across the region
- Consolidation of resources enables deployment of personnel in a more cost effective and efficient manner
- Coordination of fire activities can enhance the Level of Service

B. Proposed Structure

- Single department potentially consisting of a centralized fire hall (new hall contemplated by the County) or multiple fire halls using all or some of the existing fire halls and/or a new County fire hall.

C. Staffing Requirements

- Existing two full time County personnel (Fire Chief and Deputy Fire Chief) would move across to the Commission and becomes employees of the Commission

- Some administrative support staff would be necessary (could become employees or be contracted from one of the participating municipalities)
- While every effort should be made to increase the number of volunteer firefighters, if that effort does not achieve the requisite number of volunteers, additional full-time firefighters would become necessary

D. Anticipated Budget

- Estimated to range between \$0.9M to \$1.1M depending upon capital assets that may be required (with current operational expenses for all four municipalities for 2021 listed at \$726K, additional costs to create and operate the Commission are estimated to be \$200K to \$300K)
- This estimate does not include additional full-time firefighters being included

E. Reporting Structures

- Would require one employee (likely the Fire Chief) to become Manager who would report to the Commission Board

5. CONCLUSION

Based upon our research and review of materials, what you told us, an analytical analysis together with some observations, and the three service delivery models deemed to be the most viable, we can draw the following conclusion:

1. **We conclude that: Model One (Contract for Service), Two (Regional Council) or Four (Regional Commission) would work better than the Status Quo (Bi-lateral Intermunicipal Agreements) in your region.** You told us that the current model is inefficient, ineffective and at risk of failure. The vast majority of you believe a regional system would be preferred over the current model. And while Models Two and Four certainly are regional in nature and scope, Model One also is insofar as it shows the County being the conduit thru which fire and rescue services are delivered across your region.

6. RECOMMENDATION

Transitional Solutions Inc. provides the following recommendation along with the reasons we believe support the recommendation being made:

THAT CONSIDERATION IS GIVEN WITH MODEL 1 (INTERMUNICIPAL AGREEMENT – CONTRACT FOR SERVICE) BEING THE COUNTY’S PREFERRED OPTION.

Rationale & Comments

- a. This continues to give the County jurisdiction and management oversight for fire protection services within the County.
- b. On a regional basis the County incurs the largest operational expenses (Table 2). Therefore, it is seen as being desirous for the County to manage, operate and provide fire protection services for the region.
- c. The County percentage of calls as a total has now surpassed 80% of total call volume over the past three years (Table 4). It seems reasonable the County become the service provider for the region.
- d. The County owns the majority of firefighting apparatus and vehicles stationed in the three urban fire halls (the exception is with the Town of Smoky Lake where cost sharing varies for some vehicles).
- e. In the elected official survey, 100% of respondents supported in principle a regional fire protection service. The adoption of this model would enable the region to move forward with the development of a unified municipal service that should improve efficiency and effectiveness in service delivery across the region.
- f. Throughout the Province there are many examples of contract for service. A major factor in determining who is the service provider is the municipality that has the capacity, expertise, and knowledge. Given the information provided, the County is well positioned to assume this role.
- g. Ponoka County, Town of Ponoka and Town of Rimbey have adopted this Model which has been widely accepted by residents in all three municipalities. It is considered as a best practice.
- h. This model would reduce administrative involvement and political oversight from four municipalities to a single municipality.
- i. Under this type of model, the County would be required to provide periodic updates to the participating municipalities.
- j. Operational efficiencies are more likely to be incorporated given only one Fire Service would exist.
- k. The County could/should take their decision to discuss all the models with its urban municipal partners before making a final decision on what model or course of action was the most appropriate.
- l. Under this model, there would be no direct political oversight by participating urban municipalities. Rather, the County would provide the level of service as stipulated in a bi-lateral agreement between themselves and the urban municipality.
- m. It is recognized that the volunteer firefighters play a significant role in the provision of emergency responses. It is critical to ensure they are part of the discussion prior to the municipalities unilaterally deciding what will occur.
- n. From a costing perspective, it is forecast this model will cost the County slightly more, while reducing the costs to the urban municipalities.

7. REFERENCES

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NFPA. (2020). *NFPA 1001*. National Fire Protection Association Standards: <https://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=1>

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Village of Vilna. (2021). <https://www.vilna.ca/>

Village of Waskatenau. (2021). <http://www.waskatenau.ca/>

8. APPENDICES

8.1 Governance Survey Questions (Final)

8.2 Governance Options in Alberta

8.3 Acronyms

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Appendix C: Council Motions from Smoky Lake Region

From: Scott Franchuk sfranchuk@smokylakecounty.ab.ca 
Subject: RE: Couple of Changes
Date: February 3, 2022 at 4:18 PM
To: Kerri Holmes kerri.holmes@tsi-inc.ca
Cc: Keven Lefebvre keven.lefebvre@tsi-inc.ca

SF

Good Afternoon Kerri and Keven

Here are the motions from each respective municipalities and direction going forward.

Smoky Lake Fire Protective Services Committee – December 14, 2021 Motion

“That Smoky Lake County approve to proceed with Model 1: Intermunicipal Agreement – Contract for Service as present by Transitional Solutions Interim Report – Smoky Lake County Governance Business & Implementation Plan dated September 17, 2021, as Phase II the Smoky Lake Regional Fire Services Review.”

Village of Vilna Council Meeting – December 16, 2021 Motion

” That the Village of Vilna Council recommend to the Regional Fire and Rescue Committee that the “Intermunicipal Agreement Option” as presented by Transitional Solutions Inc. be their preferred option.”

Village of Waskatenau Council Meeting – December 16, 2021 Motion

“That Village of Waskatenau chooses Model 2: Intermunicipal Agreement – Regional Council from the Smoky Lake County Governance Business & Implemental Plan Interim Report as prepared by Transitional Solutions dated September 17, 2021; to include consultation with the Waskatenau Fire Department; a cost effective funding formula and maintain Level of Service.”

Town of Smoky Lake Council Meeting – January 10, 2022 Motion

“That Town of Smoky Lake select Model 1: “Intermunicipal Agreement – Contract for Service” from the Smoky Lake County, Governance and Business & Implementations Plan prepared by Transitional Solutions Inc., dated September 17, 2021, with the stipulation that Model 1 be compared to the current collaborative model; and direct Administration to send a letter to Gene Sobolewski, CAO for Smoky Lake County and provide a copy to Smoky Lake County Council, Village of Vilna Council and CAO, Village of Waskatenau Council and CAO, Scott Franchuk, Fire Chief for Smoky Lake County and Juanita Cozicar, Fire Chief for the Town of Smoky Lake providing an explanation for the decision.”

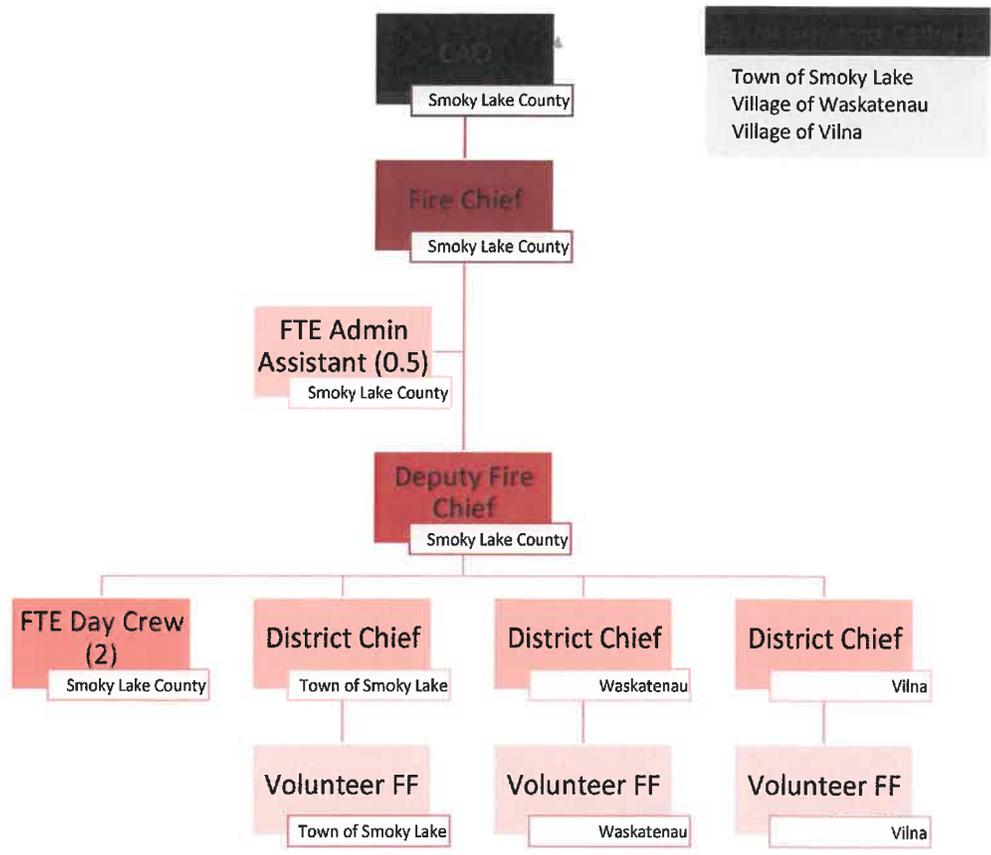
Smoky Lake County Council Meeting January 27, 2022

”That Smoky Lake County, as managing partner of the Regional Fire Services Study project (funded by the Alberta Community Partnership (ACP) program), notify Transitional Solutions Inc., to incorporate “Option One: Intermunicipal Agreement – Contract for Service” as the Service Delivery Model to proceed with the next Phase in respect to the to the Regional Fire Services Study being conducted by Transitional Solutions Inc., further to the their Governance Business & Implemental Plan Interim Report, dated September 17, 2021.”

Thanks



Appendix D: Potential Organization Chart



Town of Smoky Lake
Village of Waskatenau
Village of Vilna

Appendix E: Detailed Budget

	2023 Budget	2024 Budget	2025 Budget
<u>OPERATING REVENUE</u>			
Firefighting Fees			
Provincial Highway Rescue	127,500	127,500	127,500
Firefighting Fees	10,000	10,000	10,000
Total Fire Fighting Fees	137,500	137,500	137,500
Provincial Conditional Grant			
ACP Provincial Grant	250,000	-	-
Total Provincial Conditional Grant	250,000	-	-
Total Revenue	387,500	137,500	137,500
<u>OPERATING EXPENSES</u>			
Wages and Honorariums			
Salary and Benefits	384,232	388,074	391,955
District Chief honorarium	54,000	54,540	55,085
Firefighter honorarium	132,480	133,805	135,143
Total Wages and Honorariums	570,712	576,419	582,183
Employee Benefits			
Canada pension plan	22,862	23,090	23,321
Employment insurance	6,071	6,132	6,193
Workers compensation board	4,995	5,045	5,095
Local authority pensions	27,760	28,038	28,318
Other Benefits	23,054	23,284	23,517
Total Employee Benefits	84,742	85,589	86,445
Training and Development			
Membership and association fees	1,600	1,600	1,600
Professional staff development	28,700	28,700	28,700
Total Training and Development	30,300	30,300	30,300
Advertising and Printing			
Courier	200	200	200
Advertising	1,200	1,200	1,200
Publications / Subscriptions	200	200	200
Total Advertising and Printing	1,600	1,600	1,600

	2023 Budget	2024 Budget	2025 Budget
Professional / Contracted Services			
Professional & Consulting Services	250,000	-	-
Insurance	23,000	23,230	23,462
Legal Services	5,000	5,050	5,101
Dispatch Services	17,936	18,115	18,297
Total Professional / Contracted Services	295,936	46,395	46,859
Supplies and Materials			
Fuel	22,000	22,220	22,442
Office Supplies	3,600	3,636	3,672
Safety Boot allowance	1,750	1,768	1,785
Uniforms / Station wear	17,900	18,079	18,260
Fire Coveralls	13,400	13,534	13,669
Safety Program and equipment	8,000	8,080	8,161
Other Misc. Supplies & Materials	1,500	1,500	1,500
Total Supplies and Materials	68,150	68,817	69,490
Utilities			
Power	7,400	7,474	7,549
Gas	5,400	5,454	5,509
Water / Sewer	7,400	7,474	7,549
Total Utilities	20,200	20,402	20,606
Repair and Maintenance			
Building Repair & Maintenance	9,000	9,090	9,181
Equipment / Vehicle Repair	37,000	37,370	37,744
Total Repair and Maintenance	46,000	46,460	46,925
Equipment Purchases			
Office and IT equipment	2,800	2,828	2,856
Bunker Gear replacements	39,530	39,925	40,325
SCBA replacement	14,400	14,544	14,689
Fire fighting equipment allowance	7,500	7,575	7,651
Rescue equipment allowance	7,500	7,575	7,651
Tools and Equipment allowance	4,500	4,545	4,590
Radios (hand held replacements)	8,500	8,585	8,671
General Equipment allowance	1,000	1,010	1,020
Total Equipment Purchases	85,730	86,587	87,453

	2023 Budget	2024 Budget	2025 Budget
Telecommunications			
Telephone	2,880	2,909	2,938
Cellular	9,150	9,242	9,334
Total Telecommunications	12,030	12,150	12,272
Other Expenses			
Radio License	1,000	1,000	1,000
Other Expenses	1,200	1,200	1,200
Total Other Expenses	2,200	2,200	2,200
Total Operating Expenses	1,217,600	976,920	986,333
Net Operating Expenses	830,100	839,420	848,833
Reserves			
Contribution to capital equipment reserve	173,917	173,917	173,917
Total Reserve Contribution	173,917	173,917	173,917
Total Operating and Reserve Contributions	1,004,016	1,013,336	1,022,749
Capital Purchases			
Fire Engines / Pump - Main	-	-	-
Rescue Unit	-	-	-
Rapid Attach Units	100,000	100,000	-
All Terrain UTV	-	20,000	20,000
Command Post Trailers	-	-	-
Fire Chief Truck	-	-	-
Deputy Chief Truck	-	-	-
Total Capital Purchases	100,000	120,000	20,000
Capital Funding			
Transfer from Capital Reserve	100,000	120,000	20,000
Total Capital Funding	100,000	120,000	20,000

Appendix F: Staffing and Benefits Calculation

Cost calculations for Employee Salary and Benefits

	Salary			Employee Benefits						Total Employee Cost	
	FTE	Hourly Wage	Hours Per Week	Annual Salary	CPP (5.95%)	EI (1.58%)	WCB 1.3%	LAPP 8%	Other Employee Benefits 6%		Total Benefits
Regional Fire Chief	1.0	\$62	35.0	\$112,000	6,664	1,770	1,456	8,960	6,720	25,570	137,570
Regional Deputy Fire Chief	1.0	\$47	35.0	\$85,000	5,058	1,343	1,105	6,800	5,100	19,406	104,406
Fire fighters - Full time	2.0	\$36	40.0	\$150,000	8,925	2,370	1,950	12,000	9,000	34,245	184,245
Administrative Support	0.5	\$25	20.0	\$26,000	1,547	411	338	0	1,560	3,856	29,856
Overtime allowance		\$54	4.0	\$11,232	668	177	146	0	674	1,666	12,898
Total Operations	4.5			\$384,232	22,862	6,071	4,995	27,760	23,054	84,742	468,974

	#	Honorarium	Hours	Total
Station Chiefs	3.0	\$18,000		\$54,000
Volunteer FF - Call response	60.0	\$20	3,744	\$74,880
Volunteer FF-Training / meeting	60.0	\$20	48	\$57,600
Total Operations				\$186,480

Appendix G: Implementation Chart

GOVERNMENT, AGREEMENTS & REGIONAL RESOURCING

Action	Organization or person (s) Responsible	Timeline	Guidance
Each municipality will provide one Council member to serve as their voting member on the Transition Committee.			
Schedule and hold the first meeting of the Transition Committee.			
Each Council to adopt a similar Bylaw to provide Fire Services through Smoky Lake County in accordance with the master agreement, included as an appendix to the bylaw.			
Initiate discussions with all regional municipalities on the process of establishing the contract fee for service as described in the July 2022 Regional Fire Service Business and Implementation Plan			
Create a cohesive inter-municipal Agreement that considers: <ul style="list-style-type: none"> ● Terms of Agreement, withdrawal, dissolution ● Ownership of property & assets ● Liability & insurance ● Funding model ● Communications, engagement & reporting ● Conflict resolution processes ● Level of Service including Fleet & Records Management ● Training, SOPs/SOGs ● Fire Prevention 			
Strategic and operational initiatives that consider best practices and reflect information or recommendations provided in a Fire Master Plan: <ul style="list-style-type: none"> ● Fire station ownership options or long-term leasing ● All existing apparatus, vehicles, communication equipment and firefighting equipment to be transferred to the SLRFS ● All existing contracts for service (dispatch, fire equipment, supplies, etc.) held by any municipalities will be realigned to the new service. Ensure dispatch and radio communication systems or contracts remain during the transition. 			

SERVICE LEVELS & ADMINISTRATIVE ORGANIZATION

Action	Organization or person (s) Responsible	Timeline	Guidance
Establish the organization structure, positions, salaries/rates, communication processes, target dates for business processes etc., for potential new FTEs.			
Firefighters transition to the new organization structure as outlined in the July 2022 Regional Fire Service Business and Implementation Plan.			
Record and reporting processes will be established that provide decision-makers with timely and accurate information, as outlined in the July 2022 Regional Fire Service Business and Implementation Plan.			
Complete a review of existing fire stations to set minimum standards and infrastructure management strategic plan.			
The Transition Committee should evaluate and decide whether residential and non-residential taxpayers in the region will be invoiced for fire response, and on what basis, as an additional source of revenue.			
Prepare to establish annual operating and 5-year capital budgets.			
Ongoing or annual recruitment efforts, led by the new fire service			

OPERATIONAL & RESPONSE READINESS

Action	Organization or person (s) Responsible	Timeline	Guidance
Establish a strategic response model outlined in the July 2022 Regional Fire Service Business and Implementation Plan.			
Standardize weekly fire practice or meetings			
Establish automatic aid for specific types of calls and/or locations			
Ensure automatic aid is aligned with dispatch services			
Establish a procedure to get additional firefighters to scenes if they are not part of the initial response			
Establish standard SOPs/SOGs with input from all firefighters and Officers			
Implement standardized incident reporting and records management to ensure future evaluation of the effectiveness of response and service delivery			
Establish procedures to conduct inspections and investigations in accordance with the Master Agreement or contract these services to an accredited agency			
Formalize fire prevention and public education			

RECRUITMENT, RETENTION & TRAINING

Action	Organization or person (s) Responsible	Timeline	Guidance
A recruitment process will be initiated based on the new organization and the opportunities it brings for new FTE roles.			

ENGAGEMENT & MEMBER RECOGNITION

Action	Organization or person (s) Responsible	Timeline	Guidance
Develop an Engagement and Communications Strategy to support the implementation of the July 2022 Business and Implementation Plan. Ensure current FD members are included throughout the Plan			
Hold a regional kick-off event to: <ul style="list-style-type: none"> Recognize the past contributions of Fire Departments and their members Provide patches and uniforms to all firefighters working under the new Regional brand Showcase the new decals on the apparatus Publicize the new response process 			
Establishing some form of recognition or awards for members who have achieved milestones in training as well as long service awards that publicly recognize each member, their achievement and commitment to the fire service and community			
Provide regular program reporting to the four municipalities, which includes public messages for use by the municipalities.			
Provide a public awareness process (ahead of any tax notice) that highlights current fire changes, improved level of service, volunteer commitment, and emphasizes the FD’s continued devotion to the region.			

Appendix H: Implementation Gantt Schedule

Printed: Jul 14, 2022

SLRFS: Business & Implementation Plan



Governance, Agreements & Resourcing

- Adopt Business & Implementation Plan
- Form temporary Transition Committee
- Single binding intermunicipal agreement between four municipalities
- Operational initiatives for existing fire station ownership options
- Operational initiatives for existing apparatus and equipment
- Align existing contracts for service to new service
- Ensure dispatch and radio communication systems / contracts remain in place

Business Plan, Budget & Membership

- All firefighting staff become part of the Regional Fire Service
- Establish records and reports to provide information to decision-makers
- Complete review of existing fire stations to establish minimum standards
- Process to achieve minimum station standards
- Strategic plan for fire station infrastructure management including lifecycles
- Prepare to establish annual operating and 5-year capital budgets

Operational & Response Readiness

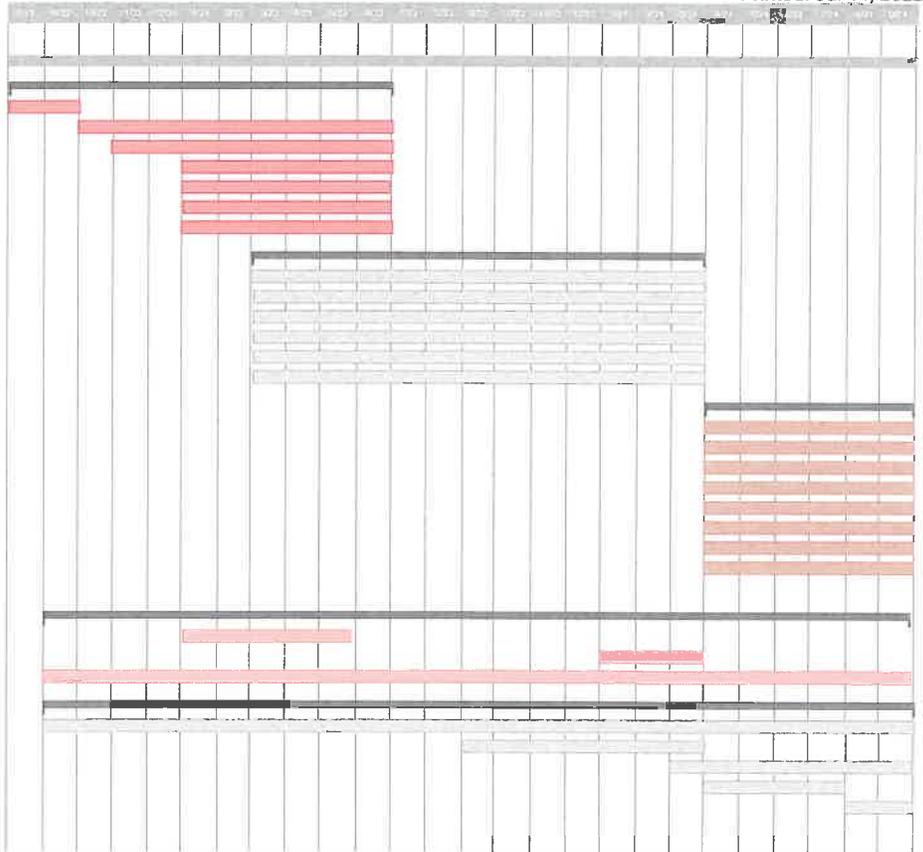
- Establish strategic response model
- Standardize weekly fire practices/meetings
- Establish automatic aid
- Align automatic aid with dispatch services
- Establish procedures to all members to respond to scene instead of stations
- Establish standard SOPs/SOGs
- Implement standardized incident reporting and records management
- Establish inspection and investigations procedures in accordance with Agreement
- Formalize fire prevention and public education

Staffing & Recruitment

- Hire administrative assistant
- Hire fulltime firefighters
- Annual & ongoing volunteer recruitment campaign

Engagement & Recognition

- Develop & implement Comms & Engagement Strategy
- Public Awareness Process
- Establish recognition and awards program
- Regional and equipment branding (patches/decals)
- Hold regional kick-off event



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REQUEST FOR DECISION		DATE	August 16, 2022	4.2
TOPIC	Forest Resource Improvement Association of Alberta – FireSmart Grant			
PROPOSAL	<p>History</p> <ul style="list-style-type: none"> FRIAA serves the people of Alberta and is accountable to the Minister responsible for Forestry. Over nearly two decades, FRIAA has helped Alberta continue to develop world-class forest management practices and a sophisticated understanding of the relationships between things like human activity, forest resources, species at risk, and wildfire. <p>Current</p> <ul style="list-style-type: none"> In June of 2022 the Alberta Government announced funding is available to municipalities to complete FireSmart projects. The funding can be used towards projects like tabletop exercises, risk assessment, mitigation plans and community firesmart projects. Smoky Lake County Fire Personnel met with Andy Gesner – FireSmart Liaison to discuss the grant funding, projects and application process on August 4, 2022. <p>Proposal</p> <ul style="list-style-type: none"> Currently Smoky Lake County doesn't have a risk assessment or mitigation plan for the region on FireSmart. Smoky Lake County will be looking to apply for the FireSmart Grant to complete a risk assessment and mitigation plan to establish a FireSmart Program. Andy Gesner provided a list of consulting companies that can be utilized to complete the grant application. See Attachment 1 Upon securing which consulting company will be available to complete the application and if the County is successful in receiving the grant, that consulting company will be awarded to undertake the risk assessment and mitigation plan. Grant application submission deadline is September 12, 2022 			
CORRELATION TO BUSINESS (STRATEGIC) PLAN				
LEGISLATIVE, BYLAW and/or POLICY IMPLICATIONS				
BENEFITS	<ul style="list-style-type: none"> mitigates risks for wildfires Provides tactic to protect residents homes Lowers insurance rates for FireSmart homes Excellent pre-planning tool 			
DISADVANTAGES	<ul style="list-style-type: none"> Added workload to Fire Protective Services personnel Unable to meet the demand 			
ALTERNATIVES	<ul style="list-style-type: none"> Potential increase in staff 			
FINANCE/BUDGET IMPLICATIONS				
Operating Costs:	_____	Capital Costs:	_____	
Budget Available:	_____	Source of Funds:	Grant Max \$30,000	
Budgeted Costs:	_____	Unbudgeted Costs:	_____	
INTERGOVERNMENTAL INVOLVEMENT/IMPLICATIONS				
COMMUNICATION STRATEGY				

RECOMMENDATION	
<p>That Smoky Lake County support and proceed with application process to the Government of Alberta – Request for the Expressions of Interest in the Forest Resource Improvement Association of Alberta FireSmart Grant to complete the risk assessment and mitigation plan for the implementation of the FireSmart Program.</p>	
<i>Fire Chief</i>	

Name of Contractor	Contact Name	Based out of	Phone Number	Email
Montane Forest Management Ltd	Stew Walkishaw	Canmore, AB	403-678-7054	montane@shaw.ca
Mistik Environmental services Ltd	Kevin Kuhn	Slave Lake AB	780-849-9386 ext 103	k.kuhn@mistikenvironmental.com
Palisade Consulting Ltd	Murray Heinrich Pat Golec	Edson, AB Edson	780-712-6444 780-712-9724	Murray.h@telus.net
CCI Inc	Ken Birkett / Christie Ward	Cochrane, AB	403-805-0858	christie.ward@ccisolutions.ca
CPP Environmental	Annette Bugnet	Sherwood Park	780-570-5818	

2022 Junior Fire Summer Day Camp Revenue

As of August 9, 2022

Description	Quantity	Price	Revenue
Smoky Lake County	1	\$5,000.00	\$5,000.00
County FCSS Funding	1	\$7,000.00	\$7,000.00
Registration	16	\$50.00	\$800.00
Town of Smoky Lake	1	\$500.00	\$500.00
Village of Waskatenau	1	\$1,500.00	\$1,500.00
Smoky Lake Fire Department	1	\$500.00	\$500.00
Vilna Fire Department	1	\$500.00	\$500.00
Waskatenau Fire Department	1	\$500.00	\$500.00
Sub Total			\$16,300.00

2022 Junior Fire Summer Day Camp Expenses

Description	Quantity	Price	Cost
Course Instructors	5	\$1,500.00	\$7,500.00
Mileage	1160	\$0.70	\$812.00
First Aid Exams and Supply Rentals	16	\$24.00	\$384.00
Vehicle for Training with towing	3	\$750.00	\$750.00
Fire Gear Rental	9	\$180.00	\$1,620.00
Fire Gear Rental Extra Cleaning and Repair	4	\$67.44	\$269.76
T-Shirts	32	\$23.00	\$736.00
Food Cost	1	\$1,530.44	\$1,530.44
Catering Costs	5	\$100.00	\$500.00
Bumper to Bumper	1	\$212.67	\$212.67
Curling Rink Rental	5	\$150.00	\$750.00
Sub Total			\$15,064.87

Surplus of = \$1,235.13



Jr. Firefighter Summer Day Camp

Evaluation Form - 2022

We are seeking your feedback from the 2022 Jr. Firefighter Summer Day Camp to improve the program for year 2023. Your participation is Appreciated.

Rank your experience 1-5 *

Recruit

1- Very Poor 2- Poor 3- Average 4- Good 5- Very Good

	1	2	3	4	5
I felt supported by my Instructors					X
I Knew which adults I could go to when I needed help					X
I am better at solving problems				X	
I get along better with others				X	
This program made me feel good about myself					X
I had fun at the Jr. Firefighter Camp					X
Rank how you liked the meals					X

What was your favorite part of Camp?:

Everything

What was your least favorite part of the Camp?:

getting up early 😊

Guardian

	1	2	3	4	5
Advertising					X
Registration process					X
Location / Facilities					X
Date and Time of the program					X
Presentation and professionalism of instructors					X
Communication					X
Overall organization of the program					X

Is there anything we can change or improve?

Other comments or concerns:

*Overall everything was excellent
 Great opportunity for the kids
 in our community*

Would you be interested in the 2023 Jr. Firefighter Summer Day Camp? Yes No ___ Maybe ___

Thank you for participating in our evaluation!

Send completed evaluations to: skotylak@smokylakecounty.ab.ca or

Po. Box 310 Smoky Lake, Ab T0A 3C0 or Drop off at the County Office.



Jr. Firefighter Summer Day Camp

Evaluation Form - 2022

We are seeking your feedback from the 2022 Jr. Firefighter Summer Day Camp to improve the program for year 2023. Your participation is Appreciated.

Rank your experience 1-5 *

Recruit

1- Very Poor 2- Poor 3- Average 4- Good 5- Very Good

	1	2	3	4	5
I felt supported by my Instructors					X
I Knew which adults I could go to when I needed help					X
I am better at solving problems					X
I get along better with others					X
This program made me feel good about myself					X
I had fun at the Jr. Firefighter Camp					X
Rank how you liked the meals					X

What was your favorite part of Camp?:

What was your least favorite part of the Camp?:

Guardian

	1	2	3	4	5
Advertising					X
Registration process					X
Location / Facilities					X
Date and Time of the program					X
Presentation and professionalism of instructors					X
Communication					X
Overall organization of the program					X

Is there anything we can change or improve?

Everything was great!

Other comments or concerns:

Would you be interested in the 2023 Jr. Firefighter Summer Day Camp? Yes No ___ Maybe ___

Thank you for participating in our evaluation!

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Po. Box 310 Smoky Lake, Ab T0A 3C0 or Drop off at the County Office.



Jr. Firefighter Summer Day Camp

Evaluation Form - 2022

We are seeking your feedback from the 2022 Jr. Firefighter Summer Day Camp to improve the program for year 2023. Your participation is Appreciated.

Rank your experience 1-5 *

Recruit

1- Very Poor 2- Poor 3- Average 4- Good 5- Very Good

	1	2	3	4	5
I felt supported by my Instructors					X
I Knew which adults I could go to when I needed help					X
I am better at solving problems					X
I get along better with others					X
This program made me feel good about myself					X
I had fun at the Jr. Firefighter Camp					X
Rank how you liked the meals					X

What was your favorite part of Camp?:

I enjoyed all of it.

What was your least favorite part of the Camp?:

N/A

Guardian

	1	2	3	4	5
Advertising					X
Registration process					X
Location / Facilities					X
Date and Time of the program					X
Presentation and professionalism of instructors					X
Communication					X
Overall organization of the program					X

Is there anything we can change or improve?

Other comments or concerns:

Would you be interested in the 2023 Jr. Firefighter Summer Day Camp? Yes No ___ Maybe ___

Thank you for participating in our evaluation!

Send completed evaluations to: skotylak@smokylakecounty.ab.ca or

Po. Box 310 Smoky Lake, Ab T0A 3C0 or Drop off at the County Office.



Jr. Firefighter Summer Day Camp

Evaluation Form - 2022

We are seeking your feedback from the 2022 Jr. Firefighter Summer Day Camp to improve the program for year 2023. Your participation is Appreciated.

Rank your experience 1-5 *

Recruit

1- Very Poor 2- Poor 3- Average 4- Good 5- Very Good

	1	2	3	4	5
I felt supported by my Instructors					✓
I Knew which adults I could go to when I needed help					✓
I am better at solving problems					✓
I get along better with others					✓
This program made me feel good about myself					✓
I had fun at the Jr. Firefighter Camp					✓
Rank how you liked the meals					✓

What was your favorite part of Camp?:

Putting out fire, Taking apart cars + learning first aid

What was your least favorite part of the Camp?:

None

Guardian

	1	2	3	4	5
Advertising					✓
Registration process					✓
Location / Facilities					✓
Date and Time of the program					✓
Presentation and professionalism of instructors					✓
Communication					✓
Overall organization of the program					✓

Is there anything we can change or improve?

Not at all, this was an amazing learning experience for Jared!

Other comments or concerns:

It's been a month and he is still talking about how cool it was

Would you be interested in the 2023 Jr. Firefighter Summer Day Camp? Yes No Maybe

Thank you for participating in our evaluation!

Send completed evaluations to: skotylak@smokylakecounty.ab.ca or



Jr. Firefighter Summer Day Camp Evaluation Form - 2022

We are seeking your feedback from the 2022 Jr. Firefighter Summer Day Camp to improve the program for year 2023. Your participation is Appreciated.

Rank your experience 1-5 *

Recruit

1- Very Poor 2- Poor 3- Average 4- Good 5- Very Good

	1	2	3	4	5
I felt supported by my Instructors					X
I Knew which adults I could go to when I needed help					X
I am better at solving problems					X
I get along better with others					X
This program made me feel good about myself					X
I had fun at the Jr. Firefighter Camp					X
Rank how you liked the meals					X

What was your favorite part of Camp?:

What was your least favorite part of the Camp?:

Guardian

	1	2	3	4	5
Advertising					X
Registration process					X
Location / Facilities					X
Date and Time of the program					X
Presentation and professionalism of instructors					X
Communication					X
Overall organization of the program					X

Is there anything we can change or improve?

Other comments or concerns:

Would you be interested in the 2023 Jr. Firefighter Summer Day Camp? Yes No Maybe

Thank you for participating in our evaluation!

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Jr. Firefighter Summer Day Camp Evaluation Form - 2022

We are seeking your feedback from the 2022 Jr. Firefighter Summer Day Camp to improve the program for year 2023. Your participation is Appreciated.

Rank your experience 1-5 *

Recruit

1- Very Poor 2- Poor 3- Average 4- Good 5- Very Good

	1	2	3	4	5
I felt supported by my Instructors					✓
I Knew which adults I could go to when I needed help					✓
I am better at solving problems					✓
I get along better with others					✓
This program made me feel good about myself					✓
I had fun at the Jr. Firefighter Camp					✓
Rank how you liked the meals					✓

What was your favorite part of Camp?:

Putting out the fires, car rescue, and the food.

What was your least favorite part of the Camp?:

Enjoyed it all

Guardian

	1	2	3	4	5
Advertising					✓
Registration process					✓
Location / Facilities					✓
Date and Time of the program					✓
Presentation and professionalism of instructors					✓
Communication					✓
Overall organization of the program					✓

Is there anything we can change or improve?

Other comments or concerns:

Awesome program! Thanks for teaching the kids lots of new stuff

Would you be interested in the 2023 Jr. Firefighter Summer Day Camp? Yes No ___ Maybe ___

Thank you for participating in our evaluation!

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Jr. Firefighter Summer Day Camp

Evaluation Form - 2022

We are seeking your feedback from the 2022 Jr. Firefighter Summer Day Camp to improve the program for year 2023. Your participation is Appreciated.

Rank your experience 1-5 *

Recruit

1- Very Poor 2- Poor 3- Average 4- Good 5- Very Good

	1	2	3	4	5
I felt supported by my instructors					✓
I knew which adults I could go to when I needed help					✓
I am better at solving problems				✓	
I get along better with others					✓
This program made me feel good about myself					✓
I had fun at the Jr. Firefighter Camp					✓
Rank how you liked the meals				✓	

What was your favorite part of Camp?:

✓ V-Ea & team Team Party

What was your / least favorite part of the Camp?:

Heat / Less Juice more Water

Guardian

	1	2	3	4	5
Advertising				✓	
Registration process					✓
Location / Facilities					✓
Date and Time of the program				✓	
Presentation and professionalism of instructors					✓
Communication				✓	✓
Overall organization of the program					✓

Is there anything we can change or improve?

FREQUENCY! My kid loved it so much they would have done it over & over. over all well done.

Other comments or concerns:

LOVED the fact they got first aid certified! Instructors were easy to get a hold of & quick to respond to questions.

Would you be interested in the 2023 Jr. Firefighter Summer Day Camp? Yes ✓ No ___ Maybe ___



Jr. Firefighter Summer Day Camp

Evaluation Form - 2022

We are seeking your feedback from the 2022 Jr. Firefighter Summer Day Camp to improve the program for year 2023. Your participation is Appreciated.

Rank your experience 1-5 *

Recruit

1- Very Poor 2- Poor 3- Average 4- Good 5- Very Good

	1	2	3	4	5
I felt supported by my Instructors				✓	
I Knew which adults I could go to when I needed help				✓	
I am better at solving problems				✓	
I get along better with others			✓		
This program made me feel good about myself			✓		
I had fun at the Jr. Firefighter Camp				✓	
Rank how you liked the meals				✓	

What was your favorite part of Camp?:

The food and changing spencers name tag

What was your least favorite part of the Camp?:

My gear being wet / it being to hot in the gear

Guardian

	1	2	3	4	5
Advertising			X		
Registration process			X		
Location / Facilities				X	
Date and Time of the program				X	
Presentation and professionalism of instructors				X	
Communication				X	
Overall organization of the program				X	

Is there anything we can change or improve?

I heard from a lot of parents that they did not know about the program. Maybe hang up flyers @ grocery stores, library etc. We weren't sure what kids needed to bring. A checklist would be helpful.

Other comments or concerns:

My daughter is not one to give out high praise so take the above as very good. She had fun and already recommended the camp to her siblings

Would you be interested in the 2023 Jr. Firefighter Summer Day Camp? Yes No Maybe

Thank you for participating in our evaluation!

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