

## For Information Only

### 2019 Operating Expenses by Fire Station

Presented To:	Emergency Services Committee
Presented:	Thursday, Oct 15, 2020
Report Date	Thursday, Sep 24, 2020
Type:	Correspondence for Information Only

#### Resolution

For Information Only

#### Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

#### Report Summary

The 2019 fire services operating expenses have been apportioned by station utilizing several distribution methods and classified into cost categories. In order to provide a link between costs and service level, a high-level analysis based on unique calls by station and total vehicle runs by station was provided.

#### Financial Implications

There are no financial implications associated with this report.

#### Signed By

**Report Prepared By**

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Coordinator of Financial Services  
*Digitally Signed Sep 24, 20*

**Financial Implications**

Steve Facey  
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**Recommended by the Department**

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**Recommended by the C.A.O.**

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## **Purpose**

Report requested by resolution ES2020-03 at the February 12, 2020 Emergency Services Committee, "That staff be directed to prepare a report detailing the 2019 costs apportioned by station for all operating expenses to be presented at Emergency Services Committee in Q3".

## **Background**

Operating expenses are derived from established service levels. These service levels are then translated into a financial plan for the year through the annual budget process. The budget for Fire Services is established based on actual historical trends as well as predicted future expenses to be incurred.

The annual operating budget for Fire Services is compiled for the City of Greater Sudbury as a whole. The budget is not based on individual stations since the City offers consistent service level standards for the community.

## Financial Analysis

Total 2019 cost apportioned by fire station for all operating expenses.

Fire District	Fire Station Number	Fire Station Name	Total Cost
1	1	Van Horne	\$7,905,318
	2	Minnow Lake	\$3,855,238
	3	New Sudbury	\$3,936,395
	4	Long Lake	\$3,888,661
2	5	Copper Cliff	\$203,113
	6	Waters	\$427,201
	7	Lively	\$295,760
	8	Whitefish	\$310,393
	9	Beaver Lake	\$101,316
3	10	Azilda	\$500,843
	11	Chelmsford	\$593,133
	12	Dowling	\$307,007
	13	Vermillion Lake	\$45,462
	14	Levack	\$233,886
4	15	Val Caron	\$239,656
	16	Val Therese	\$2,019,872
	17	Hanmer	\$311,247
	18	Capreol	\$295,933
5	20	Garson	\$425,841
	21	Falconbridge	\$127,450
	22	Skead	\$117,893
	23	Coniston	\$263,293
	24	Wahnapiatae	\$292,739
<b>Total Cost</b>			<b>\$26,697,650</b>

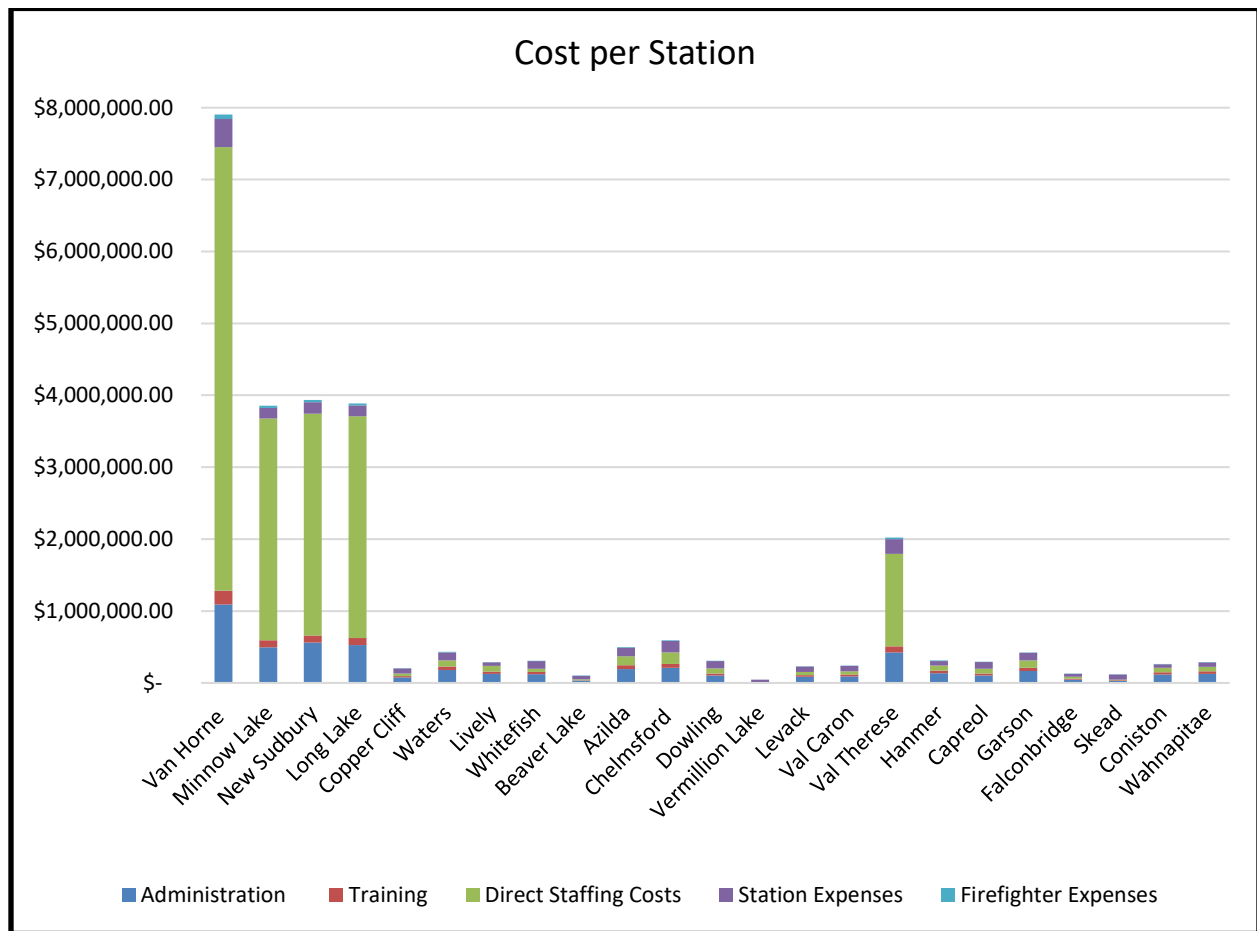
All of the 2019 Fire Services operating costs were included in the analysis with the exception of costs related to fire prevention and education. These costs were excluded since they relate to services delivered to the community as a whole and are unrelated to fire districts and stations.

Operating expenses were first broken down into cost categories based on the nature of the expense. These categories allow for distinction between operating expenses that are fixed & variable in nature.

For the purpose of this report, the operating expense categories identified are:

- Administrative & overhead
- Training expense
- Direct staffing
- Station expense
- Firefighter expense

Where applicable, costs that were distinct and location-specific were allocated to each of the stations. For instance, insurance and energy costs are location-specific which means they are allocated directly to each station. Non-distinct costs were then allocated to the stations based on common denominators. For example, training costs were allocated to the stations based on staffing ratios.



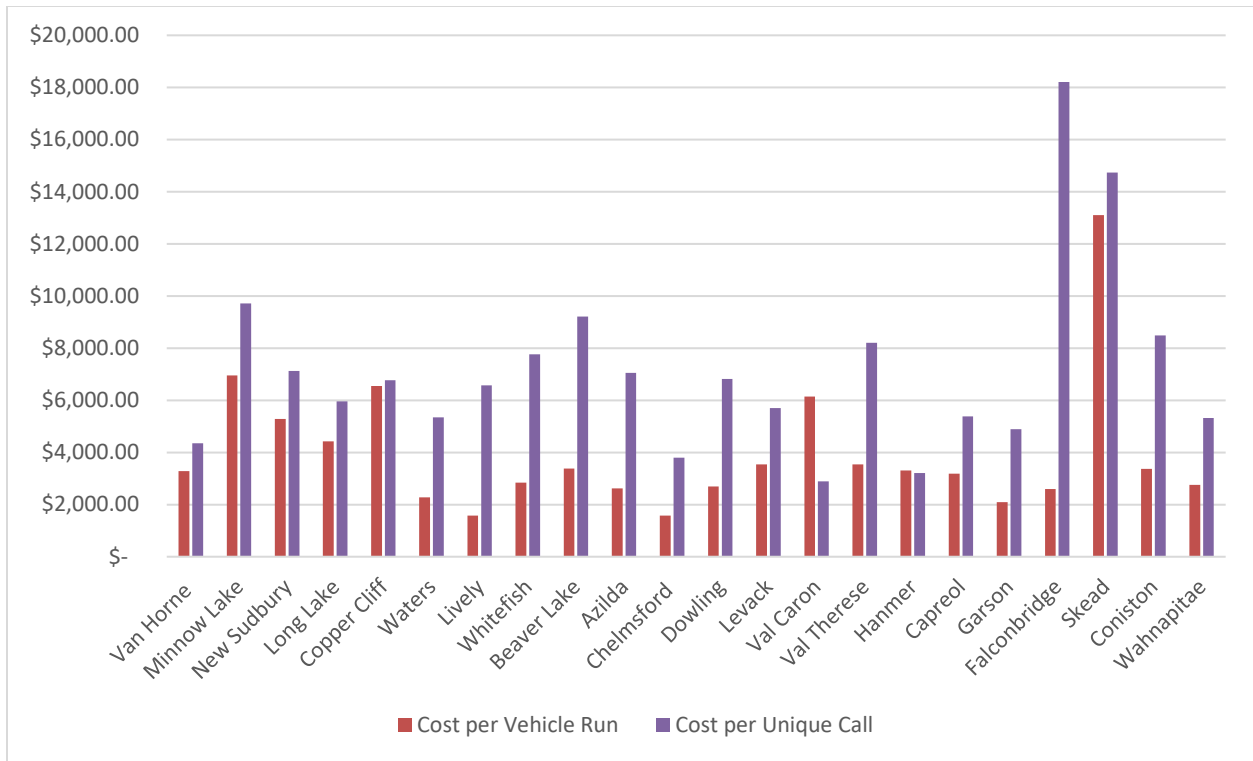
Appendix A includes a financial breakdown of operating expense by category. Appendix B provides definitions of the five cost categories.

### Data Analysis

In order to connect costs to service levels, a comparison of cost per unique calls by station and cost per total vehicle runs by station were considered.

Unique calls for service can be defined as each emergency incident to which Fire Services is called to attend. Each unique call for service includes all units which are part of the incident.

Total vehicle runs per station can be defined as the total number of times a station deployed a vehicle to an emergency incident. Each unique call for service may include several vehicles runs from various stations.



Vermillion Lake Station has been excluded from this analysis since as it does not have any firefighters assigned. The last firefighter assigned to this station was reassigned to the Dowling Fire Station in 2018. The building still continues to be maintained and station costs continue to be incurred. Calls for service in this response area are responded to by Dowling and Chelmsford stations, which has been the case for a number of years.

The average cost per vehicle run & unique call, omitting Vermillion Lake station, is:

Station Type	Average Cost per Vehicle Run	Average Cost per Unique Call
Career Station	\$4,989.67	\$6,791.06
Composite Station	\$3,537.43	\$8,210.86
Volunteer Station	\$3,743.22	\$7,186.33
All Stations	\$3,960.49	\$7,161.03

## Conclusion

The 2019 fire services operating expenses have been apportioned by station utilizing several distribution methods and categorized by cost category as requested. In order to provide a link between costs and service level, a high level analysis based on unique calls by station and total vehicle runs by station was provided.

## Resources Cited

Fire Protection and Prevention Act, 1997, S.O. 1997, c.4  
<https://www.ontario.ca/laws/statute/97f04>

Fire Service – Establishing and Regulating By-Law Update  
<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1521&itemid=18145&lang=en>

## Appendix A: Total Operating Expenses by Fire Station

Fire District	Fire Station Number	Station Name	Administration	Training	Direct Staffing Costs	Station Expenses	Firefighter Expenses	TOTAL
1	1	Van Horne	\$ 1,089,644.36	\$ 193,260.33	\$ 6,168,582.85	\$ 391,999.50	\$ 61,831.30	\$ 7,905,318.34
	2	Minnow Lake	\$ 497,451.45	\$ 96,630.16	\$ 3,084,291.42	\$ 145,949.50	\$ 30,915.65	\$ 3,855,238.19
	3	New Sudbury	\$ 563,810.48	\$ 96,630.16	\$ 3,084,291.42	\$ 160,747.29	\$ 30,915.65	\$ 3,936,395.01
	4	Long Lake	\$ 525,892.31	\$ 96,630.16	\$ 3,084,291.42	\$ 150,931.76	\$ 30,915.65	\$ 3,888,661.30
2	5	Copper Cliff	\$ 76,689.78	\$ 20,013.36	\$ 32,700.92	\$ 70,563.52	\$ 3,145.42	\$ 203,113.00
	6	Waters	\$ 180,368.92	\$ 46,697.84	\$ 87,160.32	\$ 105,634.73	\$ 7,339.32	\$ 427,201.13
	7	Lively	\$ 126,787.78	\$ 31,131.89	\$ 77,952.89	\$ 54,994.42	\$ 4,892.88	\$ 295,759.86
	8	Whitefish	\$ 123,693.60	\$ 31,131.89	\$ 40,949.10	\$ 109,725.98	\$ 4,892.88	\$ 310,393.46
	9	Beaver Lake	\$ 31,019.94	\$ 6,671.12	\$ 11,735.76	\$ 50,840.41	\$ 1,048.47	\$ 101,315.70
3	10	Azilda	\$ 193,389.89	\$ 51,145.25	\$ 128,400.16	\$ 119,869.64	\$ 8,038.30	\$ 500,843.26
	11	Chelmsford	\$ 211,629.21	\$ 51,145.25	\$ 160,297.91	\$ 162,022.52	\$ 8,038.30	\$ 593,133.20
	12	Dowling	\$ 105,915.07	\$ 26,684.48	\$ 67,866.07	\$ 102,347.08	\$ 4,193.90	\$ 307,006.60
	13	Vermillion Lake	\$ 5,405.39	\$ -	\$ 3,366.42	\$ 36,689.80	\$ -	\$ 45,461.61
	14	Levack	\$ 86,975.59	\$ 22,237.07	\$ 45,807.94	\$ 75,370.24	\$ 3,494.91	\$ 233,885.75
4	15	Val Caron	\$ 92,410.21	\$ 24,460.77	\$ 44,878.33	\$ 74,062.76	\$ 3,844.41	\$ 239,656.48
	16	Val Therese	\$ 426,026.00	\$ 81,670.68	\$ 1,289,214.52	\$ 202,260.57	\$ 20,700.20	\$ 2,019,871.97
	17	Hanmer	\$ 133,063.86	\$ 35,579.31	\$ 72,779.08	\$ 64,232.55	\$ 5,591.86	\$ 311,246.66
	18	Capreol	\$ 104,471.23	\$ 26,684.48	\$ 65,607.56	\$ 94,975.55	\$ 4,193.90	\$ 295,932.71
5	20	Garson	\$ 166,384.37	\$ 42,250.43	\$ 105,460.55	\$ 105,105.09	\$ 6,640.34	\$ 425,840.78
	21	Falconbridge	\$ 47,709.27	\$ 11,118.53	\$ 28,506.17	\$ 38,368.83	\$ 1,747.46	\$ 127,450.26
	22	Skead	\$ 29,353.37	\$ 6,671.12	\$ 8,520.43	\$ 72,299.89	\$ 1,048.47	\$ 117,893.29
	23	Coniston	\$ 117,170.46	\$ 31,131.89	\$ 62,178.93	\$ 47,918.70	\$ 4,892.88	\$ 263,292.86
	24	Wahnapiatae	\$ 127,403.22	\$ 33,355.60	\$ 63,237.11	\$ 63,500.24	\$ 5,242.37	\$ 292,738.54
<b>TOTAL</b>			<b>\$ 5,062,665.75</b>	<b>\$ 1,062,931.80</b>	<b>\$ 17,818,077.30</b>	<b>\$ 2,500,410.58</b>	<b>\$ 253,564.53</b>	<b>\$ 26,697,649.96</b>

## **Appendix B: Cost Category Definitions**

The five main cost categories used in the report are defined as follows.

### **Administrative & Overhead:**

These expenses include an allocation of costs to manage all fire personnel, costs to manage, maintain and operate the current fire fleet of vehicles and apparatus, dispatch, communication and software costs. The majority of these costs are fixed in nature.

### **Training Expenses:**

Include the cost to provide training to all fire suppression personnel. This includes salaries, wages & benefits of the training officers, purchase of training materials and services, along with operating costs of the fire tower located at the Lionel E. Lalonde Centre. These costs are tied to service levels as outlined in the Establishing and Regulating Bylaw (2020-58); training standards outlined by the National Fire Protection Association standards and the Ontario Fire Marshal's Office Section 21 requirements.

### **Direct Staffing:**

Consist of the salaries, wages & benefits of fire personnel to provide fire suppression services for the City of Greater Sudbury allocated by station. These costs include all salaries & wages paid to firefighters, such as regular wages, overtime, training pay, statutory holiday pay, retention & recruitment pay. Direct staffing costs for career stations are driven by service level as outlined in the Establishing & Regulating Bylaw and minimum staffing levels as set out in the Sudbury Professional Fire Fighters Association Collective Bargaining Agreement. Direct staffing costs for volunteer stations are driven by call volumes, training and other standards outlined by the National Fire Protection Association, the Ontario Fire Marshal's Office Section 21 requirements, and terms and conditions under the Christian Labour Association of Canada Local 920 Collective Bargaining Agreement.

### **Station Expenses:**

This category includes expenses that are directly attributed to operating the station. These include energy costs, insurance, building repairs & maintenance, garbage collection, janitorial, snow & ice control and amortization. These costs are variable in nature and are driven by the number of stations.

### **Firefighter Expenses:**

Firefighter expenses are costs that can be directly attributed to the number of firefighters, both career & volunteer. These expenses include uniforms, firefighting supplies and protective clothing. Should firefighters be redistributed to another fire station, these costs would also be redistributed. These costs are variable in nature and are driven by the number of firefighters employed by the City.