



## Committee of the Whole Report

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**Report Number:** FIRE2021-001  
**Meeting Date:** January 12, 2021  
**Title:** Master Fire Plan  
**Description:**  
**Author and Title:** Mark Pankhurst, Fire Chief

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### Recommendation(s):

**That** Report FIRE2021-001, **Master Fire Plan**, be received;

**That** the recommendations contained within the Master Fire Plan attached to Report FIRE2021-001 as Appendix A be considered as part of the future strategic planning and Department work plan objectives; and

**That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

**Department Head:** \_\_\_\_\_

**Financial/Legal/HR/Other:** \_\_\_\_\_

**Chief Administrative Officer:** \_\_\_\_\_

## **Background:**

At the Council Meeting of October 6, 2020, Darryl Culley, President of Emergency Management and Training provided an overview of the draft Master Fire Plan and Council adopted the following resolution:

### **CW2020-135**

**Moved By** Councillor Elmslie

**Seconded By** Councillor Ashmore

**That** the presentation by Darryl Culley, President, Emergency Management and Training Inc., regarding the Master Fire Plan, be received; and

**That** this recommendation be forwarded to Council for consideration at the next Regular Council Meeting.

This report addresses that direction.

## **Rationale:**

A Master Fire Plan (MFP) for the Fire Service is a strategic policy blue print for guiding organizational, capital and major operational decision making over a five to ten year period or more. It is a long-range plan for how the Fire Service will be organized, operated and resourced to respond effectively and efficiently to identified community risks. It is similar in nature, scope and application to such policy documents as a Transportation Master Plan, or a Parks and Recreation Master Plan. Through the *Fire Protection and Prevention Act*, the Province requires the City to organize the delivery of service in an efficient and effective manner. Developing and implementing a Master Fire Plan is a means of fulfilling this legislated requirement.

A Master Fire Plan is a document that assists the Fire Services with identifying the future fire prevention, public education and emergency service needs of the community. To properly conduct an MFP, a full review of past and present services supplied is required, along with assessing the success of the delivery of those services to the community. Once this baseline review has been completed, the next step is to look at anticipated future growth of the community and how this might affect service demands and expectations. The final step is the gap analysis, which is accomplished by comparing the initial baseline review with the anticipated future expectations.

This MFP is based on the City of Kawartha Lakes and its Fire Services. The City consists of a number of growing urban and rural areas. These urban areas are separated from each other by farms, forests, countryside residences, and recreational areas which all add to the overall character of the City.

Currently, Kawartha Lakes is protected by a composite Fire Service that consists of twenty fire stations. The Fire Service responded to 2,619 calls in 2018. These incidents included, but were not limited to, fire-related incidents, medical calls, water/ice rescues, and motor vehicle collisions. Interestingly, these 2,619 calls for service equate to over 4,000 vehicle movements. This is because many of the calls require more than one fire department vehicle to respond to an incident.

To ensure that the department is meeting the needs of the community and the staff, the Fire Service recognizes that it is necessary to update and maintain an MFP for the intention of providing high-quality fire services to the residents and businesses of the community along with its visitors. With the creation of a new MFP, the City of Kawartha Lakes is evaluating all aspects of its fire service including the operational costs and capital budgets required to maintain operational efficiency. This will greatly assist the Kawartha Lakes Fire Rescue Service with future planning relating to staffing and response, fire, and life safety programming, and for asset management.

This review has examined and researched all aspects of Fire Services operations including planning, fire prevention, training and education, communications, apparatus and equipment, maintenance, human resources, station suitability (accommodations) and locations, budgets, and large-scale emergency preparedness.

A good Master Fire Plan will, among other things:

1. Demonstrate the City's due diligence in identifying risks and risk management strategies
2. Provide the means over time to achieve and maintain the stated mission of the fire department
3. Enable the development of cost containment strategies
4. Provide a sound and predictable basis for multi-year financial planning and annual budgeting
5. Provide the basis for monitoring and measuring performance of the service over time.

The existing capabilities of the Fire Service were reviewed during this process. The levels of fire protection services delivered were assessed in the following categories:

1. Organization and Staffing
2. Training
3. Fire Station Location
4. Communication
5. Apparatus and Equipment
6. Water Supply

Key Recommendations:

1. It is recommended that the present Establishing & Regulating By-law be updated and presented to Council for approval.
2. It is recommended that the Kawartha Lakes Fire Rescue Service (KLFRS) review present and future staffing needs to develop a succession plan.
3. KLFRS is commended for its recruitment program that occurs twice a year. None-the-less EMT recommends that the Department continue to actively recruit volunteer firefighters that work rotating shifts or straight nights to improve daytime response numbers by the volunteer firefighters who are not available during daytime hours.
4. It is recommended that a Manager of Emergency Management position be created that will oversee emergency planning and preparedness along with the development and maintenance of the Community Risk Assessment for the City of Kawartha Lakes.
5. It is recommended that the Fire Department meet with local community groups to form a partnership in relation to organizing fire safety and public education events that can be tailored to the unique needs and challenges within the community, along with more use of electronic media for public education awareness. Further, the Fire Department should explore grants as well as other funding opportunities (e.g. donations from community service groups) for targeted fire safety and public education events.
6. It is recommended that KLFRS continue with its five-year staffing plan in which the addition of another District Chief or Platoon Chief position is to be created and incorporated into the staffing and organizational structure of KLFRS.

7. It is recommended that the Fire Prevention Division, through the utilization of the Fire Underwriters Survey (FUS) chart as a benchmark, develop a plan on what the division can accomplish with its present staffing compliment, along with options for increasing inspection frequencies (through utilization of fire suppression staff) and ultimately what is needed to meet the FUS benchmarks.
8. To verify the Training Division is meeting related NFPA (and other) training program recommendations.
9. It is recommended that Fire Services hire an additional Training Officer position to oversee/coordinate training programs such as the certification of firefighters and officers. This position would assist with the coordination of programs to ensure consistency throughout the Department. A more formal station and/or district training coordinator program to assist with the implementation of training programs and the delivery of them is also recommended.
10. To enhance training, it is recommended that KLFRS purchase a Mobile Live Fire Training Unit and place it at the training centre to accommodate training needs of the firefighters.
11. It is recommended that Council support an increase in staffing of the present full-time crews to ensure a minimum response crew of four per fire truck out of the Lindsay Station.
12. It is recommended that continued enhancement of the full-time Fire Officer resources be incorporated into an annual fire prevention program on a more formal basis.
13. The present dispatching agreement with Kawartha Lakes Police Service should be updated to include performance measures as per the NFPA 1221 standard.
14. Recommendations have been identified for some specific fire stations throughout Section 6.
15. It is recommended that consideration be given to either the expansion of Fire Department headquarters to meet the present space demands or a new headquarters be built.
16. The City should look at a gradual implementation plan for the installation of generators at "key" fire stations.

17. It is recommended that the Fire Department purchase another elevated device to replace the unit that was retired. This replacement could be another aerial truck or a tele-squirt unit.

### **Other Alternatives Considered:**

No other alternatives were considered as the Master Fire Plan is required to ensure that the department is meeting the needs of the community and the staff. It is necessary to update and maintain a Master Fire Plan for the intention of providing high-quality fire services to the residents and businesses of the community along with its visitors. With the creation of a new Master Fire Plan, the City of Kawartha Lakes has evaluated all aspects of its fire service including the operational costs and capital budgets required to maintain operational efficiency. This will greatly assist the Kawartha Lakes Fire Rescue Service with future planning relating to budgeting, staffing and response, fire, and life safety programming, and for asset management.

### **Alignment to Strategic Priorities**

The Master Fire Plan aligns with the following strategic priorities:

#### **Good Government**

Recommendations in the Master Fire Plan ensure municipal assets are well maintained and well managed. A continuous review of operational efficiencies ensures that best municipal practices are adopted.

#### **A Vibrant and Growing Economy**

Recommendations in the Master Fire Plan will support effective Fire Service response operations and service delivery.

#### **An Excellent Quality of Life**

Recommendations in the Master Fire Plan will help support efficient delivery of Fire Service response operations and assists the general well-being and overall health and safety of residents and employees.

**Financial/Operation Impacts:**

Financial items will be included in the annual operating or capital budget and brought forward to Council in the applicable year for consideration and approval. The Master Fire Plan will be used as a guiding document for the Fire Service in supporting and enabling future strategic planning and departmental work plan objectives.

**Attachments:**

Appendix A – Master Fire Plan



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