



## Council Report

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**Report Number:** FIRE2022-002

**Meeting Date:** May 17, 2022

**Title:** **Master Fire Plan and Fire Service Modernization Review**

**Author and Title:** Terry Jones, Fire Chief

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### **Recommendation(s):**

**That** Report FIRE2022-002, **Master Fire Plan and Fire Service Modernization Review**, be received;

**That** Council receive and endorse the Master Fire Plan (2020) to guide future strategic planning and department work plans;

**That** the Fire Service Modernization Review report and the supplementary information supporting the Master Fire Plan be received.

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

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

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

## **Background:**

At the Council Meeting of January 28, 2021, Council adopted the following resolution:

### **CW2021-023**

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

**That** the Master Fire Plan be referred to Staff for review and report back to allow for the following items to be incorporated into the Plan:

- a Strategy to protect the health and well being of the City's Firefighters;
- a costing and the projected timelines (based on growth projections) for the recommendations within the Plan; and
- a Strategy for the City's Fire Halls.

This report addresses this direction.

## **Rationale:**

At the May 3, 2022 Committee of the Whole meeting, the Fire Service gave a presentation to Council to provide an update on the Master Fire Plan including detail surrounding the Health and Well Being Strategy for the Firefighters, the Fire Station Strategy, costing and projected timelines based on growth projections, as well as the highlights of the Master Fire Plan and the Fire Service Modernization Review.

The Modernization Review analyzed the Master Fire Plan, Firetruck Specification Review, and the Fire Service capital and operating budgets. The Consultant's financial and analytics based analysis validated the recommendations of the Master Fire Plan.

The Master Fire Plan is a strategic blueprint for the Fire Service to anticipate future needs based on the needs of the department to provide service to our growing communities.

### Strategy to Protect the Health and Well Being of the City's Firefighters

As part of the ongoing effort to provide a safe work environment for all of the Firefighters in the City of Kawartha Lakes, the Fire Service, with the support and input from the firefighters, have implemented programs such as:

- Respiratory Protection Program,
- Operating Guidelines for Extreme Environmental Conditions and Personal Protective Equipment Decontamination and Hygiene,

- Upgraded components of Personal Protective Equipment which was made possible through Council approving accelerating investments for the purchase of bunker gear and helmets during this term of council,
- AirMation systems in all fire stations,
- Updated SCBA used by the firefighters to MSA G1 platform that has enhanced safety features and met all the NFPA requirements at the time of purchase,
- Extractors – multi year capital project.

The Fire Service continues to expand and improve on mental health strategies and PTSD supports for Firefighters.

Current programs supporting mental health include:

- Peer Support Program
- EAP – Provided by Homewood Health
- Working Mind for First Responders
- Post Incident Debrief – for operational follow up

### Strategy for the City's Fire Halls

Council has previously received the following information:

- September 24, 2015 Core Service Review Fire Station Location Presentation
- November 10, 2015 Core Service Review Fire Service Station Location Study Report
- June 28, 2016 Core Service Review Fire Station Location Study Peer Review Report
- September 28, 2016 Fire Station Location Implementation Plan Report

The Fire Station Location Study Peer Review concluded that the City's Fire Station Location Study and staff's station consolidation recommendations approved by Council were logical, supportable, met NFPA standards and applied a sound approach to station location planning.

Since that time, the following Fire Station Location recommendations have been completed:

- Relocation and new construction of the Pontypool and Bethany Fire Stations,
- Renovation of the Coboconk Fire Station,
- Consolidation of the Little Britain and Oakwood Fire Stations into the new Mariposa Fire Station.

To complete the 10-year forecast that is included in the Asset Management Plan, it is projected that a new Headquarters will be required. Based on projected growth and the tax base, it is anticipated that this will start in 2027 with engineering studies, and completed in 2029.

There are no other considerations for any other new builds or fire hall consolidations in the projected 10-year forecast.

The Fire Service continues with an annual capital program for Fire Station Capital repairs.

### Fleet

At the Council Meeting of April 19, 2022, Council adopted the following resolution:

#### **CR2022-139**

**That** Report FIRE2022-001, **Fire Service Fleet**, be received; and

**That** the procurement process begin immediately for the acquisition of one (1) replacement pumper truck and one (1) replacement tanker truck.

The Modernization Review notes in their report that without significant changes in the fire truck replacement financial plan, the tanker shuttle certification may be eliminated which would cause the elimination or reduction of home insurance discounts for Kawartha Lakes households. By ensuring that the vehicles are being replaced on a regular schedule, the City is demonstrating due diligence towards ensuring a dependable response fleet for the Fire Service and the community it serves. This in turn will keep the community's fire rating in good stance, which can reflect on commercial and residential insurance rates. Firetrucks are reassigned throughout the City to extend their life cycle. Delaying the replacement of apparatus is inadvisable as it will add to the overall maintenance costs of the apparatus and can have an effect on commercial and residential property insurance costs based on the Fire Department's Fire Underwriters Survey (FUS) rating.

### Costing and Timelines

The presentation at the May 3, 2022 Committee of the Whole meeting included the costing and work plan for 2022, 2023 and 2024 and beyond. The asset management plan 10 year forecast was updated in consultation with the Asset Manager with the fleet

projections based on the Modernization Review. Financial items for 2023 and beyond will be included in the Fire Service operating and capital budgets for consideration.

The Fire Service will report back to Council on an annual basis with a department update and include benchmarks and KPI's to track progress.

### **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 cost effective, quality services to the residents and businesses of the City. With the Master Fire Plan and Modernization Review, the City of Kawartha Lakes has evaluated all aspects of its Fire Service including the operational and capital costs required to maintain operational efficiency. The Master Fire Plan will assist the Fire Service with future planning relating to budgeting, staffing and response, and asset management. All the previous studies support the Master Fire Plan and this was confirmed by data analysis during the Fire Service Modernization Review.

### **Alignment to Strategic Priorities**

The recommendations that are in the Master Fire Plan and supported by the Modernization review align with four 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. As the City grows, the Fire Service needs to keep pace with it to provide the level of service that Council sets. A 10-year asset management plan with projected costing and timelines that are developed in consultation with the applicable City departments and stakeholders, allows the department to keep pace with growth.

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

Recommendations in the Master Fire Plan will support effective Fire Service response operations and service delivery. Attracting new business, expanding local employment, and enhancing tourism are just a few of the ways that the City has outlined ways to create a Vibrant and Growing Economy. The Fire Service is an integral part of the community and is there to protect all of its residents and visitors 365 days a year. Firefighters are members of each community, as well as small and large business

owners. Firefighters are brand ambassadors, and help to create the positive environment that will attract new residents and business to the City.

### **An Exceptional Quality of Life**

Recommendations in the Master Fire Plan will help support efficient delivery of Fire Service response operations and assists with the general well being and overall health and safety of residents and employees. Firefighters are vital to the success of the Service and when firefighters are healthy, both physically and mentally, there is a direct benefit to the City as they are able to respond to duty when called upon. By providing proactive and ongoing support for the physical health and mental health of firefighters, the Fire Service is able to establish and maintain a department that attracts new people and enhances community involvement.

### **A Healthy Environment**

As the Fire Service fleet ages and technology advances, there are opportunities to purchase apparatus that have higher efficiency thereby reducing the carbon footprint and enhancing corporate green fleet initiatives. Through annual capital funding for Fire Stations, the department is continuously looking for areas to improve the efficiency of the buildings which will decrease annual operating costs for heating and cooling and assist in the protection of vital building components.

### **Financial/Operation Impacts:**

Recommendations for financial consideration as outlined in the plan for 2023 and beyond, will be included in the Fire Service operating and capital budgets for consideration.

### **Attachments:**

Appendix A – Master Fire Plan



FIRE2022-002  
Master Fire Plan App

Appendix B – Fire Service Modernization Review



FIRE2022-002  
Modernization Review

## Appendix C – Master Fire Plan and Modernization Review Update Presentation



Master Fire Plan  
Presentation.pdf

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