



2023

Fire Services Master Plan and Community Risk Assessment

Prioritization, Project Implementation and Progress Update Document



Colin M. Toth
Director of Emergency Services – Fire Chief

March 1st, 2023

Introduction

.....

Purpose of this Document

The Municipality of Middlesex Centre acknowledged a *Fire Services Master Plan* in November of 2022 to strategically guide our Fire Services through the next several years of population and economic growth. This plan was accompanied by a comprehensive risk assessment including all aspects of our community and Fire Services, ensuring that performance standards and guidelines reflect industry best practices and remain in compliance with applicable legislation and regulation.

The overarching goal of the *Fire Services Master Plan and Community Risk Assessment* documents is to gain a clear understanding of the fire department’s current and future needs as well as to assist in setting key objectives as the Municipality continues to experience growth – albeit this must be done in a fiscally responsible and pre-planned manner. This document also includes many recommendations, some of which have already been identified and some that may require additional resources and time to implement.

This Prioritization, Project Implementation and Progress Document is a guide used to tabulate, report and simplify many of the recommendations identified by the 2023 *Fire Services Master Plan*. The plan prioritizes these recommendations over short, medium, or long-term timeframes. It sets forth the projects and strategies to move forward in concert with the *Middlesex Centre 2021-26 Strategic Plan*.

In conclusion, the *Fire Services Master Plan* incorporates a degree of flexibility which allows customization to the needs of the department over time, as the demands of municipal growth are experienced, but also provides a roadmap for action. Importantly, it provides an approach especially geared to Middlesex Centre.

Key Initiatives for the Prioritization, Project Implementation and Progress Strategy Document

- a) Completion of an assessment of current projects and initiatives
- b) Review current services delivered and delivery methods
- c) Develop measuring tools to evaluate and assess service delivery - identify if all Key Performance Indicators (KPIs) as defined are present and being met
- d) Ongoing departmental review, recommendations and council updates to meet community needs and future service requests

Priority Scale

Red – 1-12 months

Orange– 12-48 months

Yellow – 48-60 months

Green – 60-120 months

Master Fire Plan Reference	Item and Priority	Recommendation	Page	Notes	Operating Costs	Capital Costs
Section 2 Article 2.16.1	1	Undertake the development of a standard of cover (SOC) policy that includes the analysis and risk factors identified in the Comm. Risk Assessment	25	Overarching project and substantial undertaking, various costs and other findings will not be known at the outset	Unknown	Will include some costs as approved (See items # 6 and 8)
Section 3 Article 3.2.3	2a	Facilitate a team-building workshop with senior MCFS administration	36	Will explore an internal and external delivered program	Dependent on the delivery method	N/A
Section 3 Article 3.2.3	2b	Establish an 'alarm assignment response criteria' for the Fire Chief, Deputy Chief and District Chiefs	37	Some criteria have been implemented. Components will coincide with the SOC review	Unknown	N/A
Section 3 Article 3.2.3	3	Develop and approve a full-time deputy Fire Chief position within MCFS management team with the focus on adding managerial capacity to MCFS	38	Completed for the 2023 Budget Cycle	N/A	N/A
Section 3 Article 3.3.4	4	The Fire Chief should continue to evaluate the ability to sustain a viable	42	Some strategies have been implemented with others being reviewed in	Initially, training costs for	Unknown

(Continued)		firefighting complement and develop retention strategies		2023. (i.e.) Exploring in-house training opportunities if sustainable	wages and equipment	
Section 3 Article 3.5	5	Develop a unique health and wellness program tailored around the needs of their POC volunteer firefighters	45	Commencing in April-May of 2023 and will include all aspects of Firefighter well-being and safety	Support wages for working and incident teams	N/A
Section 3 Article 3.6	6	Commence the design and tender process for the new aerial apparatus	47	Apparatus will be reviewed in 2023. Will coincide with the SOC	N/A	Budgeted for 2027
Section 3 Article 3.6.6.5	7	Establish a pre-emergency planning program for Middlesex Centre	52	Will coincide with SOC and components of the new reporting system		
Section 3 Article 3.6.6.5	8	Establish a second Fire Prevention/Training Officer	52	Will be reviewed in 2023 for subsequent budget years	To be reviewed and will integrate with the 2023 grid review	N/A
Section 3 Article 3.9.1	9	Undertake a complete condition assessment of all fire stations	63	To be reviewed	Unknown	Unknown
Section 3 Article 3.10.4	10	Develop a comprehensive reserve fund process to meet life cycle requirements	71	Bolster existing fund with improvements and enhancements developed and explored	N/A	Potential increased support for this reserve fund
Section 4 Article 4.4.1	11	Investigate opportunities to reduce alarm processing time	96	Will include coordination and discussions with Fire Dispatch and depend on the outcome of the SOC review	Unknown	Unknown
Section 4 Article 4.4.4	12	Establish service levels for emergency response	102	The review to take place will be interconnected with the SOC	Unknown	Unknown
Section 4 Article 4.5	13	Station operations and sustainability review	107	Comprehensive review to take place	Estimated cost savings provided	Estimated cost savings provided

Section 4 Article 4.7	14	Complete critical task analyses for common incident types in response to SOGs	114	Some modifications instituted - will align with the SOC review, Community Risk Assessment and project implementation direction	Unknown	N/A
Section 4 Article 4.8	15	Continue the implementation of a new RMS with the functional requirements to support automated data transfer and reporting	115	Completion date mid-2023	Annual subscription fee	N/A

Summary

The delivery of our fire services will assist in serving the Municipality and aid in achieving many of the strategic goals as outlined in the *Middlesex Centre 2021-26 Strategic Plan*. This will be accomplished by improving those services - thereby contributing to the success of the strategic themes: ***Engaged Community, Balanced Growth, Vibrant Local Economy, Sustainable Infrastructure and Services and Responsive Municipal Government.***

The intent of this *Prioritization, Project implementation and Progress Document* is to provide an accurate depiction of the progress of Fire Services Master Plan advancements as well as present future needs for our fire services by outlining strategies for how to meet these needs for several years to come.

These strategies must be developed based on due diligence, and fiscal responsibility and through the collection of internal and external qualitative and quantitative information. When collecting this information, consideration must be given to various legislative and regulated documents such as the Fire Protection and Prevention Act, the Occupational Health and Safety Act and other standard industry guidelines derived and influenced by the National Fire Protection Association (NFPA) and Office of the Fire Marshal (OFM).

Needs identified and contained herein are built upon the contributions of many diverse stakeholders, concluding through the *Fire Services Master Plan* and represent a balanced approach to meet our needs while considering available resources. Many of the concepts and themes outlined in the *Middlesex Centre 2021-26 Strategic Plan* have been echoed in the *Fire Services Master Plan*. These themes must be recognized, prioritized, recommended to Council and implemented over time.

Colin Toth
Director of Emergency Services - Fire Chief

