



2023 Fire Services Master Plan

Progress Update



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Director of Emergency Services & Fire Chief

Introduction

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Purpose of this Document

The Municipality of Middlesex Centre acknowledged a *Fire Services Master Plan* in January of 2023 to formally 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 *2023 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 strategic 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 Progress Update Document is a guide used to tabulate, report and simplify many of the recommendations identified by the *2023 Fire Services Master Plan*. The document 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 *2023 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 Progress Update 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

Fire Master 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 Community Risk Assessment (CRA)	25	Overarching project and a substantial undertaking with various costs. Findings will not be known until commencement	To be determined at the development stage of the review	Will include costs as approved by Council (See items # 6 and 8)
Section 3 Article 3.2.3	2a	Facilitate a team-building workshop with senior MCFS administration	36	Will explore internal and external delivered program options	Depending 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 + Investigation Team	37	Some criteria have been implemented. Components will coincide with the SOC review	Remuneration for on-call shifts and response	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 in the 2023 Budget Cycle	On-going wages, benefits and various equipment as required	N/A

Section 3 Article 3.3.4	4	The Fire Chief should continue to evaluate the ability to sustain a viable firefighting complement and develop retention strategies	42	Some strategies have been implemented with others being reviewed in 2024 (i.e.) Exploring in-house training opportunities if sustainable	Initial training costs, wages and equipment Modified Compensation Review and incentives	Potential training area, 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	Design commenced in May of 2023 and will include all aspects of Firefighter well-being and safety	Wages for peer support teams, and committee support. Training for all 120 staff Potential external Directorship	N/A
Section 3 Article 3.6	6	Commence the design and tender process for the new aerial apparatus	47	Apparatus will be dependent on municipal development and growth. Will coincide with the SOC	N/A	Capital projection 2025 for delivery in 2027/28
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	Unknown	N/A
Section 3 Article 3.6.6.5	8	Establish a second Fire Prevention Officer (Potentially a multi-purpose role)	52	Corporate Organizational Review identified for the need by 2026	On-going wages, benefits and various equipment as needed	N/A
Section 3 Article 3.9.1	9	Undertake a complete condition assessment of all fire stations	63	To be reviewed	Unknown	As per Asset Mgt. Plan

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	Will be interconnected with the SOC	Unknown	Unknown
Section 4 Article 4.5	13	Station operations and sustainability review	107	Will be interconnected with the SOC however, variations take place annually	Unknown	Unknown
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, CRA and applicable project	Unknown	N/A
Section 4 Article 4.8	15	Continue the implementation of a new Report Management System with the functional requirements to support automated data transfer, CAD dispatching and reporting	115	Completion target identified as the 4 th quarter of 2023	Annual subscription fee	N/A

Summary

Enhanced delivery of our 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.***

This Progress Update Document intends to provide an accurate depiction of the advancement of the *2023 Fire Services Master Plan* as well as present and 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 safety, due diligence, fiscal responsibility and through the collection of internal and external qualitative and quantitative data. When collecting this data, consideration must be given to various legislative and regulatory documents such as the Fire Protection and Prevention Act, the Occupational Health and Safety Act and other industry standard guidelines 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 *2023 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 *2023 Fire Services Master Plan*. These themes must be recognized, prioritized, recommended to Council and implemented over time.

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