



2024 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.

Objectives 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

Definitions

SOG – Standard Operating Procedures

MCFS – Middlesex Centre Fire Services

SOC – Standard of Cover

POC – Paid On-Call

FF – Firefighter

CRA – Community Risk Assessment

CAD – Computer Aided Dispatch

RMS – Report Management System

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 and % Completion	Operating Costs	Capital Costs
Section 2 Article 2.16.1	1	Undertake the development of a SOC policy that includes the analysis and risk factors identified in the CRA	25	Overarching project and a substantial undertaking with varying costs Findings will not be known until the commencement	To be determined at the development stage of the review	Will include costs as approved by Council
Section 3 Article 3.2.3	2a	Facilitate a team-building workshop with senior MCFS administration	36	Reviewing benefit vs cost analysis	\$1000.00 (Approx.)	N/A

Fire Master Plan Reference	Item and Priority	Recommendation	Page	Notes and % Completion	Operating Costs	Capital Costs
Section 3 Article 3.2.3	2b	Establish an alarm assignment response criteria for the Fire Chief, Deputy Chief, District Chiefs and the Investigation Team	37	Some criteria have been implemented. Components will coincide with SOC and SOG's review Project at 60%	Remuneration for on-call staff shifts (Stipend) 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 Project at 100%	On-going wages, benefits and various equipment as required	N/A
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 Feb of 2023 and will include all aspects of Firefighter well-being and safety Project at 85%	Wages for peer support teams, and committee Training for all 120 staff Annual cost for the clinical team and per-use	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 annual budget projections	N/A	Capital projection for 2025 with 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 RMS	Unknown	N/A
Section 3 Article 3.6.6.5	8	Establish a second Fire Prevention Officer	52	Corporate Organizational Review identified for 2026	On-going wages, benefits and various equipment	N/A

Fire Master Plan Reference	Item and Priority	Recommendation	Page	Notes and % Completion	Operating Costs	Capital Costs
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 4.4.4	12	Establish service levels for emergency response	102	Will be interconnected with the SOC and the Establishing and Regulating bylaw	Unknown	Unknown
Section 4 Article 4.5	13	Station operations and sustainability review	107	Will be interconnected with the SOC however, components of this 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 projects Project at 40%	Working Group Wages	N/A
Section 4 Article 4.8	15	Continue the implementation of a new RMS with the functional requirements to support automated data transfer, CAD and reporting	115	Completion target identified as the 4 th quarter of 2024 Project at 90%	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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