



**COUNTY OF BRANT  
FIRE DEPARTMENT**

**MASTER FIRE PLAN**

**October 2, 2007**



## **County of Brant Mission Statement and Vision**

The following **Mission Statement** is the stepping off point of where we want to go.

*To enhance the quality of life of those who live, work or play in the County by providing for the efficient and effective delivery of local services.*

The following represents the **Vision** of what the staff of the County of Brant wants to achieve.

*To be a leader in the provision of municipal services by being a responsive and progressive organization that recognizes the importance of respect, integrity and team work.*

This vision recognizes the fact that innovation, creativity and good quality decisions arise from the exchange of thoughts and ideas.

## **Introduction and Background**

The Municipality of the County of Brant was formed in 1999 with the amalgamation of the former municipalities of the Town of Paris and the Townships of Brantford, Burford, Oakland, Onondaga and South Dumfries. Prior to amalgamation, a task force was formed to provide direction to the Brant Transition Board on the composition and services of the newly created County of Brant Fire Department. The task force was composed of representatives of the former Fire Departments with assistance from the Office of the Fire Marshal. The document labelled *Final Report and Recommendations of the Fire Task Force* was presented to the Emergency Services Committee in September 1998.

The Task Force document reviewed and recommended how the new municipality would provide fire protection services, including: service areas, administrative support functions, the integration of nine halls as one department, fire dispatch and other issues. The document assisted in the formation of the County of Brant Fire Department on January 1, 1999. The implementation of selected elements of the document began with the hiring of a full-time Fire Chief in March of 1999.

Following a significant rise in emergency responses and increased community expectations, a Municipal Fire Service Review Committee was struck on April 7<sup>th</sup>, 2003. The committee's terms of reference required that a Status Report be prepared that "will serve as the information base from which to develop the Master Fire Plan". This report would include identified issues and proposed options to provide optimal levels of fire protection services.

The Status Report identified fifteen subject areas for investigation and discussion. After an extensive review of the fire service by the committee, a draft report was presented to the Committee of the Whole on October 27, 2004 for review. The final *Municipal Fire Service Review Report* contained the proposed recommendations of the committee on the direction needed to address the identified deficiencies, short falls and opportunities to improve service of the County of Brant Fire Department. Following the acceptance of the report by Council, the Master Fire Planning process was initiated.

On March 26, 2006, County of Brant Council approved the Master Fire Planning process for the County of Brant Fire Department. The Master Fire Plan is the strategic document for current and projected emergency services provided by the Fire Department. The Master Fire Plan serves as a strategic planning document that assesses community and organizational risks, reviews existing capabilities of fire protection services and identifies potential gaps in delivery of these fire protection services that may have an impact on the property and citizens in the municipality. The Master Fire Plan's goal is to improve and fortify the County of Brant's ability to provide the delivery of fire protection and rescue services in a safe, efficient, effective and economic manner.

**Master Fire Planning Steering Committee Members**

The Master Fire Planning Steering Committee is composed of members from Council of the County of Brant, community representatives, firefighter representatives of the County of Brant Fire Department and municipal staff.

The Master Fire Planning Steering Committee members are listed below:

- Jack Peirce - Chairperson - Community Representative
- Ron Eddy - Mayor
- Joan Gatward - Vice Chairperson - Councillor
- Ben Depew - Community Representative
- Don Plumstead - Community Business Representative
- Bruce Barrett - Firefighter Representative Station #1
- Mike Donahue - Community Representative
- Rick Fiebig - Chief Administrative Officer
- David Collings - Fire Chief
- Geoff Hayman - Chief Fire Prevention Officer
- Bruce Peacock - Training Co-ordinator
- Heather Smith - Dispatch Supervisor
- Jan Forbes - Administrative Assistant

Advice and assistance from the Ministry of Community Safety and Correctional Services, Office of the Fire Marshal has been provided by:

- Ernie Yakiwchuk - Program Specialist
- Rick Finnemore - Fire Protection Adviser

**Legislative Consideration**

The *Fire Protection and Prevention Act, 1997* (FPPA) is the governing legislation for public safety and fire prevention. Under the legislation contained in the FPPA, municipalities are responsible for funding and delivery of fire protection services while the Province provides support in an advisory role.

Under the FPPA, municipalities are required, as a minimum, to complete an assessment of the community's fire risks and to establish a program that includes public education with respect to fire safety and certain components of fire prevention e.g., smoke alarm program, home escape

planning and fire prevention inspections upon complaint or request. This establishes municipal responsibility for fire protection and makes fire prevention and public education services mandatory. The FPPA does not prescribe the level of fire suppression and rescue services that a fire department should provide. The FPPA allows municipalities to self-determine these levels of fire protection services based on the municipality's needs and circumstances.

The Office of the Fire Marshal (OFM) is required to review and monitor the municipality's fire protection services to ensure that they comply with the minimum requirements of the FPPA. If during one of the review process- for example, the *Municipal Fire Protection Information Survey* (MFPIS), a municipality fails to comply with its responsibilities or it is found that a serious threat to public safety exists, the OFM may present to the Municipal Council recommendations for rectifying the circumstances. If a serious situation exists, the Fire Marshal may establish criteria and standards for the municipality to comply with and may choose to enforce them by means of a Ministerial Order.

## **Compliance with FPPA**

The Office of the Fire Marshal conducted a MFPIS of the County of Brant over a period of 4 months in early 2005. As of August 22<sup>nd</sup>, 2005, the County of Brant was officially recognized to be in compliance with the minimum requirements of the FPPA for Public Education and Fire Prevention. The OFM presented a Certificate of Compliance to the County of Brant at the December 6, 2005 meeting of Council.

Continued compliance with the legislation is an ongoing requirement. On an annual basis, a review of the MFPIS components is suggested. This will recognize any changes in the fire risks present in the municipality, allowing for revisions in the provision of service.

## **Master Fire Plan**

The Master Fire Plan is intended to serve as a strategic planning framework for public policy, organizational, capital and operational decisions pertaining to the County of Brant Fire Department.

The Master Fire Plan will provide a five year plan (2007 – 2011) for the Fire Department to implement changes identified during the process. Each year, the goal of the committee is to review the progress experienced in reaching the stated objectives, review changes to provisions of service and demands on the resources of the firefighters and the municipality. In addition, it is anticipated that an additional year would be added to the Plan, making it a living document and an ongoing process.

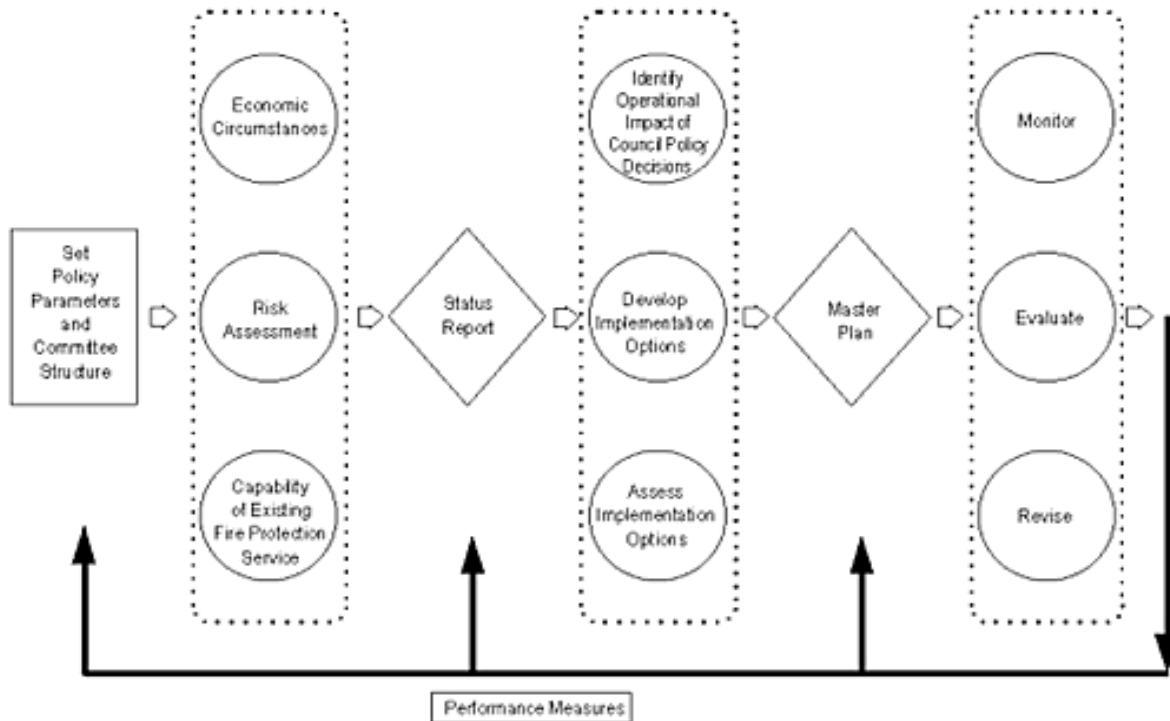
A Master Fire Plan is a comprehensive, strategic blueprint for fire protection services that addresses all local needs and circumstances of the County of Brant based on a risk management approach over a 5 year period that:

1. Includes a stated Council commitment by resolution sanctioning development and preparation of the plan. Council approved the Master Fire Planning Process March 26, 2006.

2. Includes the Mission and Vision Statements of the Municipality.
3. Considers terms of reference for the Master Fire Planning Steering Committee, planning process and OFM's advice and assistance. The Terms of Reference were agreed to during 2003 as a part of the Municipal Fire Services Review process.
4. Creates a Status Report (Completed October 11, 2006) that:
  - Considers the economic circumstances of the municipality and affordability of fire protection services provided.
  - Assesses the nature, extent and magnitude of the risks to the community and the organization.
  - Determines an acceptable level of risk for the community and organization.
  - Establishes approved levels of fire protection services provided to the Municipality.
5. Creates an Action Report (Council Approval - April 3, 2007) that:
  - Identifies requirements in the form of options and recommendations that are necessary to limit/eliminate the risks to the community and organization.
  - Identifies requirements in the form of options and recommendations that are necessary to fulfill and/or eliminate any gaps between the approved levels of fire protection services and delivery of same.
  - Provides a business case for all recommended options for Council's consideration.
  - Identifies replacement guidelines for equipment and apparatus
  - Includes identification of persons responsible for implementation of options and recommendations with appropriate time lines and budget allotments.
6. Creates a Draft Master Fire Plan that:
  - Identifies Action Report options and recommendations approved by Council.
  - Identifies programs that will permit the Municipality to remain in compliance with the requirements of the Fire Protection and Prevention Act.
7. Establishes a process for approval of the Master Fire Plan by Council.
8. Establishes a process for implementation of the approved Master Fire Plan.
9. Establishes a process to benchmark, monitor and evaluate the effectiveness of the Master Fire Plan.
10. Establishes a process to annually review and revise the Master Fire Plan.

During the Master Fire Planning process, the Office of the Fire Marshal's *Public Fire Safety Guidelines, Shaping Fire Safe Communities* software program and *Optimizing Public Fire Safety Model* were utilized. Members of the Master Fire Planning Committee, fire department, other municipal staff and representatives of the Office of the Fire Marshal provided information and resources.

# Optimizing Public Fire Safety



This plan will permit the municipality of the County of Brant to identify the short, medium and long term fire protection needs, capital requirements and operating decisions over a projected five year period.

## **Areas Reviewed by the Master Fire Plan.**

The following categories were reviewed under the plan:

1. Organizational Risks
2. Community Risks
3. Economic Circumstances of the municipality
4. Existing Capabilities for fire protection and rescue services.

An assessment was conducted of the Community and Organizational Risks. The degree and priority of identified risks to the community, fire department and the municipality were calculated by using the risk rating system from the OFM's master fire planning software program "*Shaping Fire Safe Communities*".

The economic circumstances of the community were thoroughly and objectively analyzed over multiple years, in addition to the assessment of the existing fire protection capabilities and community/organizational risks. An accurate representation was then made of the community. The evaluation of the data indicates that the County of Brant can effectively fund fire protection services. Within the total area of the County of Brant, there is no single fire loss of a major

employer, industry or institution that would heavily impact on the economic vitality of the municipality. However, there may be localized fire loss impact on communities throughout the County of Brant.

The existing capabilities of the Fire Department were reviewed. The levels of fire protection services delivered, as approved by the fire department's Establishing and Regulating By-law, were assessed in the following nine categories:

1. Staffing
2. Facilities
3. Fire Administration
4. Fire Prevention
5. Maintenance
6. Training
7. Communications
8. Operations
9. Water Supply

The County of Brant Fire Department conducts a variety of fire protection services such as fire prevention, public education, emergency medical response, specialized rescue services, emergency preparedness and disaster planning strategies in addition to the traditional core activity of fire fighting. Fire protection services are currently provided across 11 fire districts by a total of 198 personnel.

The fire department provides fire inspections and public education across all eleven fire districts. For emergency response, nine of the fire districts are served by municipal fire stations. Two of the fire districts are provided automatic first response apparatus only from two neighbouring municipalities through fire service protection agreements. After the initial response from these two other municipalities, the County of Brant fire department responds with additional resources.

### **Action Items**

The Master Fire Planning Committee identified twenty one items for action. These were listed on a priority basis in the Action Report using the criteria contained in the *Shaping Fire Safe Communities* program. The recommended options were presented to Committee of the Whole, the Emergency Services Committee and Municipal Council. Council approval of the recommended options was received on April 3, 2007. Four items have already been implemented, one has been resolved and two were combined. Therefore only fifteen action items remain.

The accompanying chart lists the fifteen remaining items, Council's action, implementation, financial impact and timelines for initial program implementation.

Item		Council Action	Implementation & Responsibility	Financial Impact	Timelines				
					07	08	09	10	11
1	Aerial Ladder Truck	Council approved that the Fire Department receive Request for Proposals to acquire a demonstrator or stock aerial truck	RFP was distributed to companies that market elevated devices. Replies required by May 18, 2007. Fire Chief responsible for report and purchase, with delivery unknown at this time.	Budgeted \$1,000,000	X				
2	Equipment and Training for Ice and Water Rescue	Council approved that the necessary equipment and training be obtained meeting the recognized standards	Equipment ordered and policy development May 2007, expected delivery of training within 3 months. Fire Chief to make equipment purchase, Training Officer (T/O) to implement training	Budgeted amount \$50,000 Fire Service Grant	X				
3	Pre-Fire Planning	Council approved that the Fire Department implement and maintain a Pre-Fire Planning program	CO 401 Pre-Incident Planning scheduled for fall 2007. Implementation of program to commence in Fall 2007/Winter 2008. On-going program. T/O responsible for course, training. Coordination between Fire Prevention Staff and station officers	\$10,000 initial training costs, Fire Service Grant	X	X			
4	Incident Safety Officer	Council approved that the Fire Department implement and maintain an in-house Incident Safety Officer Program	ISO course delivered in April 2007. CO401 includes ISO component. Commencement of ISO role upon completion of training Fall 2007. T/O responsible for training and implementation.	\$15,000 initial training costs, Fire Service Grant	X				
5	Rural Water Supply	Council approved that the Fire Department complete a study to identify fire fighting water supply sources in rural and urban areas.	Upon completion of study, identified areas will be prioritized for installation of water supply sources (dry hydrants or cisterns). Subject to annual budget process, CFPO	Subject to budget process. (\$5,000 to \$60,000 per installation funding from Fees and Site	X	X	X	X	X

Item	Council Action	Implementation & Responsibility	Financial Impact	Timelines				
				07	08	09	10	11
			to complete					
6	Training and Professional Development	Council approved that the Fire Department develop and deliver professional development and comprehensive, standard training programs for all approved levels of fire protection services	T/O to develop training programs. Expectation of completion of training guides to encompass all levels of service within one year.	Cost through budgeted training	X	X		
7	Respiratory Protection Program (SCBA Fit Testing)	Council approved that Fire Department commence and maintain a complete respiratory protection program for its Self Contained Breathing Apparatus (SCBA)	In coordination with the City of Brantford Fire Departments, a respiratory protection program would be in place by November 2007. Fire Chief will implement this program	Shared initial cost, training additional SCBA equipment estimated \$2500. Annual Cost \$2000	X			
8	Training Ground Facilities	Council approved that the Fire Department improve access for live fire training by continued use of old buildings while supplementing training when needed with alternative locations and providers	In Coordination with Brantford Fire Department, Cambridge Fire Department, Region of Waterloo Training Centre and Hamilton Fire Service the Training Coordinator will arrange for access to training resources not available locally.	Costs to be included in annual training budget.		X		
9	Training of Dispatch Staff	Council approved that the Fire Department provide ongoing training to full time and part time dispatch personnel	T/O to coordinate provision of training with Communications Supervisor.	Costs to be included in annual training budget		X		
10	Records and Data Management	Council approved that the Fire Department integrate all records utilizing FirePro 2 and complete training for all staff required to use the software	FP2 implemented at Administration level, dispatch. Expectation to provide FP 2 access at station level for incident and training records within 3-5 years. To be coordinated with Corporate IS-IT Department	Cost savings to be had through efficiencies in providing service. License fees and maintenance contracts \$2500/yr		X		
11	Apparatus and Equipment Replacement	Council approved that the Fire Department maintain existing apparatus and equipment replacement schedules	Fire Chief to provide estimated equipment and apparatus replacement schedules to provide safe and dependable equipment for levels of service.	Annual requirements approved through Budget Process	X			

Item		Council Action	Implementation & Responsibility	Financial Impact	Timelines				
					07	08	09	10	11
12	Facilities	Council approved that the fire hall facility report be utilized to provide necessary changes at fire stations lacking specific capabilities	Identified maintenance work to be completed in accordance with budget priorities and improved station level capabilities. Fire Chief to coordinate with Property and Building Maintenance Manager	Budget process for maintenance and repairs. Capital upgrades and/or replacement	X				
13	Fire Prevention and Public Education	Council approved that the Fire Department provide adequate support for inspection and public education activities by increasing inspection/prevention/public education resources	Fire Chief and CFPO to coordinate resources necessary to comply with requirements of FPPA.	Increase of \$5000 for 2007 budget approved.	X				
14	Succession Planning -Admin. Level	Council approved that Fire Department develop and implement Succession Planning for:  - Administrative Staff	Coordinated with Municipal HR, development of a guideline for promotion. Timeline Late 2007 early 2008	University and College courses range in price from \$200 to \$700. Final cost dependant on development of guideline	X	X			
	Succession Planning - Station Level	- Station level Officers	Developed by T/O and Fire Chief, guideline to be provided to station level officers re: promotion and training. Expect development 2008	Training cost to be absorbed through budget process		X			
15	Dispatch Centre	Council approved that the Fire Department develop a cost/estimate and impact study for use in discussions with the O.P.P. Accommodations Committee	Develop a report on the resource and physical space requirements to provide cost/estimate and impact study. Coordinated by Fire Chief and Communications Supervisor. Preparation for 2008	No cost estimate. Impact study to be based on future requirements of OPP.		X			

## **Master Fire Plan: Monitor, Evaluate and Revise**

The Master Fire Planning process is effective when, on an annual basis, the plan is monitored for progress and time lines, evaluated for achievement of stated actions and revised where deemed necessary. In addition, it is suggested that an additional year is added to the plan to ensure an ongoing, proactive and living process allows the continuation of a dynamic fire service. A committee selected by Council will be responsible for the monitoring, evaluation and suggested revisions of the plan.

Inquiries regarding the County of Brant Fire Department's Master Fire Plan should be directed to the Fire Chief at Fire Administration, 61 Dundas St. E, Paris, Ontario N3L 3H1.

Website link - [http://www.brant.ca/ourcounty/emergency\\_services/firedept.shtml](http://www.brant.ca/ourcounty/emergency_services/firedept.shtml)

### References:

- County of Brant Master Fire Planning Committee Action Plan – 2007
- County of Brant Master Fire Planning Committee Status Report – 2006
- County of Brant Municipal Fire Protection Information Survey – MFPIS – 2005
- Fire Protection in Rural Areas - Burford Area Firefighting Water Supply - 2005
- Municipal Fire Service Review – Final Report – 2004
- Final Report and Recommendations of the Fire Task Force – 1998