CORPORATION OF THE CITY OF
CLARENCE-ROCKLAND
SPECIAL COMMITTEE OF THE WHOLE MEETING

August 16, 2017, 7:00 pm
Council Chambers
415 rue Lemay Street, Clarence Creek, Ont.

Pages

1. Opening of the meeting
2. Adoption of the agenda
3. Disclosure of pecuniary interests
4. Implementation Strategy and Timing for the Master Fire Plan 3
5. Fire Stations Budget and Site Selection
6. Adjournment

CORPORATION DE LA CITÉ DE
CLARENCE-ROCKLAND
RÉUNION SPÉCIALE DU COMITÉ PLÉNIER

le 16 août 2017, 19 h 00
Salle du Conseil
415 rue Lemay Street, Clarence Creek, Ont.

		Pages
1.	Ouverture de la réunion	
2.	Adoption de l'ordre du jour	
3.	Déclarations d'intérêts pécuniaires	
4.	Stratégie et échéancier pour l'implémentation du Plan directeur du Service des incendies	3
5.	Budget pour les casernes et sélection de site	
6.	Ajournement	

REPORT N° PRO2017-013

Date	19/06/2017
Submitted by	Brian Wilson
Subject	Implementation Strategy and Timing for the Master Fire Plan
File N°	A02-MFP

1) **NATURE/GOAL :**
To obtain direction and approval from Council regarding an implementation strategy and proposed timing to address the recommendations within the 2017 Master Fire Plan, which was received by Council on May 15, 2017.

2) **DIRECTIVE/PREVIOUS POLICY :**
On May 15, 2017, Council received the 2017 Master Fire Plan and instructed the Director of Protective Services to prepare a report outlining an implementation strategy for the recommendations contained in the Master Fire Plan.

On June 5, 2017, Council passed a resolution to maintain the existing Fire Prevention & Public Education along with Suppression staffing levels.

3) **DEPARTMENT'S RECOMMENDATION :**
THAT Report No. PRO2017-013 in regards to the 2017 Master Fire Plan be received; and

THAT the Director of Protective Services be directed to begin implementation of the 2017 Master Fire Plan in accordance with the implementation strategy outlined in Report No. PRO2017-013; and

FURTHER THAT the recommendations outlined in Report No. PRO2017-013, which identify a funding requirement, shall be included in, and are subject to Council's approval during the 2018 budget process for implementation in the 2018 calendar year.

QUE le rapport no. PRO2017-013 au sujet du Plan directeur du service d'incendie 2017, soit reçu; et

QUE le directeur des Services de la protection soit mandaté à commencer la mise en œuvre du Plan directeur du service d'incendie 2017 conformément à la stratégie de mise en œuvre énoncée dans le rapport no. PRO2017-013; et

AUSSI QUE les recommandations énoncées dans le rapport no. PRO2017-013, qui identifient une exigence de financement, soient

sujet à l'approbation du Conseil au cours du processus budgétaire de 2018 pour une mise en œuvre au cours de l'année civile 2018.

4) **BACKGROUND :**

In June 2016, Council approved hiring Dillon Consulting to undertake a Fire Master Plan. The draft of the Fire Master Plan was received by the City in April 2017. The final revision was received in May 2017. Contained within the 2017 Master Fire Plan are forty-six recommendations affecting nearly all aspects of Clarence-Rockland's Fire Department. Some of these recommendations are administrative, some are operational, and others require financial commitment from Council (either up front, or on-going, or a combination of both).

Pursuant to Council's receipt of the 2017 Master Fire Plan on May 15, 2017, the Fire Department has evaluated these 46 recommendations and has prepared this report as an implementation strategy a suggested timeline for these recommendations.

5) **DISCUSSION :**

The following recommendations are taken from the 2017 Master Fire Plan, and include a page number reference to the Master Fire Plan along with a recommendation for adoption along with the expected implementation timeline. An anticipate implementation cost is also noted on the same line as the recommendation, and is summarized in the Financial Impacts section of this report, in both Operating and Capital costs.

#	Master Fire Plan Recommendation	FMP Page #	Administration Recommendation	Expected Implementation	$
Administration Division					
1	*That subject to Council's consideration and approval of the proposed Master Fire Plan that the mission statement of the Clarence-Rockland Fire Department be updated and a Vision Statement be developed*	35 – 36	Approve as worded	2017 Q4	n/a
2	*That the Fire Chief/Director of Protective Services be directed to submit a fire department Annual Report detailing the performance objectives and requested financial commitments for the Clarence-Rockland Fire Department on an annual basis as part of the annual corporate budget submission process*	43 – 44	Approve as worded	2018 Q4 (in 2019 budget proposal)	n/a
3	*That subject to the consideration and approval of the recommendations of the Master Fire Plan by Council that the Establishing and Regulating By-Law No. 2009-64 be updated*	44 – 45	Approve as worded	2017 Q4	n/a
4	*That By-Law No. 1976-4 be reviewed and updated for Council's consideration and approval in participating in the County Mutual Aid Plan*	48 – 49	Approve as worded	2018 Q3	n/a
5	*That the City of Clarence-Rockland take a leadership role in collaborating with neighbouring communities to assess the benefits of developing automatic aid agreements for the delivery of fire protection services*	49 – 50	Approve as worded	2018 Q3	n/a

#	Master Fire Plan Recommendation	FMP Page #	Administration Recommendation	Expected Implementation	$
6	*That a regular process of reviewing the fire dispatch agreement with the City of Ottawa be developed, and that priority be given to including the performance objectives for emergency call taking and dispatching services identified within the NFPA 1221 - Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*	50	Approve as worded	2018 Q2	To be determined
7	*That By-law No. 2006-113 be updated to reflect City of Clarence-Rockland Emergency Plan as updated in October of 2015*	51 – 52	Approve as worded	2017 Q4	n/a
8	*That consideration be given to assigning the role of Community Emergency Management Coordinator and Alternate Community Emergency Management Coordinator as presented within the proposed Master Fire Plan*	52 – 55	Maintain current practice and appoint at least one alternate	n/a	n/a
9	*That the Clarence-Rockland Fire Department implement a formal Operating Guideline Committee to conduct annual reviews of all current Operating Guidelines and where necessary recommend revisions or identify where new guidelines may be required; and assign priority to compliance with the OHSA Section 21 Guidance Notes*	55 – 57	Approve as worded	already in progress	n/a
10	*That the Clarence-Rockland Fire Department conduct a review of its current records management practices and software program to maximize its efficiency and effectiveness*	57 – 58	Approve as worded	2018 Q2	$50k (Capital)

#	Master Fire Plan Recommendation	FMP Page #	Administration Recommendation	Expected Implementation	$
11	*That Council approve the strategic priorities identified within the proposed Master Fire Plan to guide the development and delivery of fire protection services within the City of Clarence-Rockland including*	58 – 59	--	--	--
11 (i)	*The utilization of a Community Risk Assessment in determining the level of existing and projected fire safety risks within the municipality as the basis for developing clear goals and objectives for all fire protection services to be provided*	58 – 59	Approve as worded	2018 Q4 (in 2019 budget proposal)	n/a
11 (ii)	*The optimization of the first two lines of defence including public education and fire prevention, and the utilization of fire safety standards and fire code enforcement to provide a comprehensive fire protection program within the City based on the results of the Community Risk Assessment*	58 – 59	Approve as worded	2017 Q4 (as part of the new E&R By-law and Prevention Policy)	n/a
11 (iii)	*Emphasis on strategies that support the sustainability of fire protection services that provide the most effective and efficient level of fire protection services based on the local needs and circumstances resulting in the best value for the community*	58 – 59	Approve as worded	Already done and/or in progress	n/a

#	Master Fire Plan Recommendation	FMP Page #	Administration Recommendation	Expected Implementation	$
Fire Prevention & Public Education Division					
12	*That subject to Council's consideration and approval of the proposed Master Fire Plan, that the draft Fire Prevention Policy be updated and presented to Council for consideration and approval, and attached as an appendix to the fire department Establishing and Regulating Bylaw*	64	Approve as worded	2017 Q4 (as part of the new E&R By-law)	n/a
13	*That the Fire Chief be directed to update the Community Fire Risk Assessment on an annual basis as part of the Clarence-Rockland Fire Department business planning and annual reporting process*	65	Approve as worded	2018 Q4 (in 2019 budget proposal)	n/a
14	*That subject to the consideration and approval of the proposed public fire safety education activities and program cycle objectives by Council that they be included within the proposed Fire Prevention Policy and included within the proposed Establishing and Regulating By-Law*	69 – 70	Administration to bring back a separate report on the proposed new Policy	2017 Q4	n/a
15	*That a dedicated Home Smoke/CO Alarm Program Operating Guideline be developed and included within the proposed Fire Prevention Policy and implemented by the Clarence-Rockland Fire Department*	70 – 72	Approve as worded	2017 Q4	already in operating budget
16	*That subject to the consideration and approval of the proposed fire inspection goals and objectives by Council that they be included within the proposed Fire Prevention Policy and proposed Establishing and Regulating By-Law*	72 – 76	To be included in the new Prevention Policy	2017 Q4	n/a

#	Master Fire Plan Recommendation	FMP Page #	Administration Recommendation	Expected Implementation	$
17	*That CRFD develop an operational guideline on the use, development, approval, review, and required qualifications to develop/approve Fire Safety Plans*	76 – 77	Approve as worded	2018 Q1	n/a
18	*That Council consider the proposed Fire Prevention/Public Education Staff Resource Options and approve the option that best defines Council's definition of responding to the local needs and circumstances of the City of Clarence-Rockland*	78 – 84	As approved on June 5, 2017	Already done	As approved
Training Division					
19	*That the Clarence-Rockland Fire Department update its current Training Policy to include the proposed Comprehensive Annual Training Program and updated requirements for Certification*	89 – 90	Approve as worded	2018 Q1	n/a
20	*That the current hours for training scheduled on Wednesday evenings be revised to 19:00 to 22:00 hours and that additional preparation time be provided to staff delivering the scheduled training as required*	90 – 91	Administration to explore this possibility	To be negotiated for next Collective Agreement	$8k/yr (est.)
21	*That the revised training schedule identified within the proposed Master Fire Plan be considered for implementation*	91 – 92	Approve as worded	2018 Q1	n/a
22	*That the Clarence-Rockland Fire Department develop a Comprehensive Annual Training Program based on the NFPA Professional Qualifications Standards, and the core functions of a Comprehensive Annual Training Program identified within the proposed Master Fire Plan*	92 – 93	Approve as worded	2018 Q1 (some already done)	$8k/yr (est.)

#	Master Fire Plan Recommendation	FMP Page #	Administration Recommendation	Expected Implementation	$
23	*That the Clarence-Rockland Fire Department include annual live fire training as a mandatory annual training function for all firefighters within the proposed Comprehensive Annual Training Program*	93	Approve as worded	2018 Q2	$15k/yr (est.)
24	*That the Clarence-Rockland Fire Department consider its options for online firefighter training as a component of delivering the proposed Comprehensive Annual Training Program*	93 – 94	To be explored at a future time	n/a	$15k/yr (est.)
25	*That Operating Guideline SP3.1 – 2003 Water Ice Rescue be reviewed and that the proposed level of Water Rescue and Ice Rescue be presented to Council for consideration and approval and included within an updated Establishing and Regulating By-Law*	94 – 95	Administration to bring a separate report to Council on options	2017 Q3	TBD
26	*That the Fire Chief be directed to investigate the options available for the delivery of operational level emergency response for incidents including Confined Space Rescue, Trench Rescue, and Slope/High Angle Rope Rescue*	95 – 96	Administration to be directed to explore signing an Automatic Aid Agreement	2018 Q2	neg.
27	*That the Clarence-Rockland Fire Department enhance the training opportunities for Company Officers to achieve the competencies identified within the new NFPA 1021 Standard – Level II for all Company Officers*	96 – 97	Approve as worded	2018 Q1	$5k/yr (est.)
28	*That the Clarence-Rockland Fire Department consider adoption of the Blue Card Fire Command Training Program as a component of the departments Company Office Training, and proposed Comprehensive Annual Training Program*	97 – 98	Approve as worded	2017 Q3 2018 Q1	$5k/yr + $12k (Capital) (est.)

#	Master Fire Plan Recommendation	FMP Page #	Administration Recommendation	Expected Implementation	$
29	*That the Clarence-Rockland Fire Department consider the development of a Succession Planning Operating Guideline*	98 – 99	Approve as worded	2017 Q4 (already in progress)	n/a
30	*That the City of Clarence-Rockland review its Volunteer Firefighter recruitment process including consideration of the analyses presented within the proposed Master Fire Plan*	99 – 104	Approve as worded	2018 Q1	n/a
31	*That the proposed staff resource plan for training within the Clarence-Rockland Fire Department be considered by Council and approved*	104 – 105	Maintain D/C & Training Committee	2017 Q3	n/a
32	*That consideration be given to developing a clear Terms of Reference for the Training Committee, as identified within the proposed Master Fire Plan*	105	Approve as worded	2017 Q4	n/a
Fire Suppression Division					
33	*That subject to Council's consideration and approval of the proposed Master Fire Plan that the Clarence-Rockland Fire Department update the current Operating Guidelines for defensive and offensive attack utilizing the analyses presented within the proposed Master Fire Plan*	107 – 114	Approve as worded	2017 Q4	n/a
34	*That the proposed fire suppression emergency response performance objectives identified within the proposed Master Fire Plan be considered and approved by Council and included within the new Establishing and Regulating By-law , including*	114 – 124	--	--	--
34 (i)	*That the Clarence-Rockland Fire Department strive to achieve an initial response deployment of four firefighters to all fire related emergency calls*	114 – 124	Administration continue to monitor and report	--	--

#	Master Fire Plan Recommendation	FMP Page #	Administration Recommendation	Expected Implementation	$
34 (ii)	*That the Clarence-Rockland Fire Department strive to achieve a depth of response deployment to all fire related emergency calls of four firefighters to low risk occupancies, 14 firefighters to moderate risk occupancies, and 24 firefighters to high risk occupancies*	114 – 124	Administration continue to monitor and report	--	--
34 (iii)	*That the Clarence-Rockland Fire Department strive to achieve the response time performance objective referenced within the NFPA 1720 Suburban Demand Zone within the defined urban boundary of the City including a minimum of ten firefighters responding within a ten minute response time (turnout time + travel time) with a performance objective of 80%*	114 – 124	Administration continue to monitor and report	--	--
34 (iv)	*That the Clarence-Rockland Fire Department strive to achieve the response time performance objective referenced within the NFPA 1720 Rural Demand Zone within the remainder of the City including a minimum of six firefighters responding within a 14 minute response time (turnout time + travel time) with a performance objective of 80%*	114 – 124	Administration continue to monitor and report	--	--
35	*That the Fire Chief be authorized to increase the total complement of Volunteer Firefighters within the Clarence-Rockland Fire Department to 90 as presented within the proposed Master Fire Plan*	144 – 145	Approve as worded	To be included in revised E&R By-law	$160k/yr + $100k
36	*That the Clarence-Rockland Fire Department develop a clearly defined operating guideline for the use of flashing green lights by volunteer firefighters*	145 – 147	Administration continue to monitor and report		

#	Master Fire Plan Recommendation	FMP Page #	Administration Recommendation	Expected Implementation	$
37	*That the City of Clarence-Rockland develop a comprehensive community education and awareness campaign for the use of flashing green lights by volunteer firefighters*	145 – 147	Administration continue to monitor and report		
38	*That the Clarence-Rockland Fire Department consider the option of implementing a scheduled on-call process for Volunteer Firefighters as presented within the proposed Master Fire Plan*	147 – 148	Administration to explore this possibility	To be negotiated for next Collective Agreement	$25k/yr (est.)
39	*That the City of Clarence-Rockland consider the use of Relief Firefighters as presented within the proposed Master Fire Plan*	148 – 149	Administration to explore this possibility	To be negotiated for next Collective Agreement	$13k/yr (est.)
40	*That Council consider the proposed Fire Suppression Staff Resource Options and approve the option that best defines Council's definition of responding to the local needs and circumstances of the City of Clarence-Rockland;*	149 – 182	As approved on June 5, 2017	Already done	As approved
Apparatus, Equipment & Stations					
41	*That consideration be given to implementing a capital budget reserve financing strategy for replacement of major apparatus and equipment including transitioning the Clarence-Rockland Fire Department major apparatus fleet replacement plan to 15 years of front-line service, and five years of reserve capacity with a total life cycle not to exceed 20 years*	184 – 187	Approve as worded	2017 Q3	--
42	*That consideration be given to transitioning the major apparatus fleet of the Clarence-Rockland Fire Department from standalone pumpers to combination pump-rescues*	187 – 188	Approve as worded	2019 Q1	$80k (est.) (Capital)

#	Master Fire Plan Recommendation	FMP Page #	Administration Recommendation	Expected Implementation	$
43	*That consideration be given to creating a major apparatus reserve capacity to include a minimum of one pumper (future pump-rescue)*	188	Approve as worded	2018 Q1	$100k for P3B (est.) (Capital)
44	*That as part of developing the proposed capital budget reserve financing strategy that life cycle planning be applied to all Clarence-Rockland Fire Department small vehicles*	188 – 189	CRFD Administration to replace small vehicles at 7 yrs of age	2019 Q1	$120k (est.) (Capital)
45	*That the Clarence-Rockland Fire Department develop a life cycle replacement plan for all equipment including firefighters bunker gear and self-contained breathing apparatus based on industry best practices and manufacturers' directions*	189	Approve as worded	2017-18 (in progress)	n/a - ongoing
Communications & Technology					
46	*That the under the leadership of the Fire Chief a higher focus be placed on fostering a range of strategies to enhance effective communication across all levels of the department*	195 – 196	Approve as worded	2017	n/a

6) **FINANCIAL IMPACT (expenses/material/etc.):**

To implement the recommendations within the 2017 Master Fire Plan would require financial commitment from Council as outlined in the chart below. This is in addition to existing financial commitments already in place. All financial requirements will be included in the appropriate budget proposal for review by Council for that year. (Note: These are estimated costs in 2017 dollars and may fluctuate)

Operating Budget Impact (est.)							
	2017	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**
#20		8,000	8,000	8,000	8,000	8,000	8,000
#22		8,000	8,000	8,000	8,000	8,000	8,000
#23		15,000	15,000	15,000	15,000	15,000	15,000
#27		5,000	5,000	5,000	5,000	5,000	5,000
#28	5,000(1)	5,000	5,000	5,000	5,000	5,000	5,000
#35		130,000(2)	210,000(3)	160,000	160,000	160,000	160,000
TOTAL		171,000	251,000	201,000	201,000	201,000	201,000

(1) This can already be done within the 2017 training budget.
(2) Based on hiring 10 additional volunteers in 2018 (of the proposed 20 additional volunteers)
(3) Based on hiring 10 additional volunteers in 2019 (total of 20 additional volunteers)

Capital Budget Impact							
#10		50,000(1)					
#28		12,000(2)					
#42			80,000(3)				
#43			100,000(4)				
#44			120,000(5)		90,000(6)		
TOTAL		62,000	300,000		90,000		

(1) Estimated cost to change to a different RMS (e.g. FDM, FireHouse, etc.)
(2) Estimated cost to purchase an iPad Certification Lab for Blue Card Command
(3) Estimated cost to equip all Pumpers as Rescue-Pumpers (extrication tools, etc.)
(4) Estimated cost to purchase a 2003 or newer spare Pumper to be a Reserve until Pump 1 in 2023
(5) Estimated cost to replace Car 1 and Squad 1
(6) Estimated cost to replace Squad 2 and Squad 3

7) **RISK MANAGEMENT :**

Adopting an implementation strategy demonstrates a commitment to correcting deficiencies noted in the 2017 Fire Master Plan. This should help to reduce potential liability.

8) **STRATEGIC IMPLICATIONS :**

Developing an implementation strategy to adopt the recommendations in the Fire Master Plan will help to resolve the outstanding deficiencies within the Fire Department. Making investments into the Fire Department also have a part in improving Clarence-Rocklands Fire Underwriters Study (FUS) ratings (both the Public Fire Protection Classification (PFPC) and the Dwelling Protection Grade (DPG) which are used in determining insurance premiums for property owners).

9) **SUPPORTING DOCUMENTS:**

2017 Fire Master Plan