



EXECUTIVE SUMMARY

This Central York Fire Services 2014 Fire Department Master Plan Update (FDMPU) has been developed to provide the Central York Fire Services (CYFS) with a strategic framework to update the current 2008 – 2017 Fire Department Master Plan Update. It is also to assist the Town of Newmarket and the Town of Aurora Councils in making decisions regarding the provision of fire protection services based on their local needs and circumstances.

The analyses and recommendations contained within this plan have been prepared with regard for the legislated responsibilities of the municipalities as contained within the *Fire Protection and Prevention Act* (1997) (FPPA) and the *Occupational Health and Safety Act* (OHSA).

Our interpretation of the Joint Council Committee, Town of Aurora Council and Town of Newmarket Council commitment to public safety is to provide the optimal level of fire protection services as determined through the analyses of the “needs and circumstances” of the Town of Aurora and Town of Newmarket as referenced in the FPPA. This includes their commitment to achieving the most cost effective and efficient level of fire protection services resulting in the best value for both communities.

Significant emphasis has been placed on the use of Public Fire Safety Guidelines (PFSG) and the resources provided by the Office of the Fire Marshal and Emergency Management (OFMEM). One of the primary roles of the OFMEM is to provide assistance to municipalities through the provision of information and processes to support determining the fire protection services a municipality requires based on its local needs and circumstances. The Comprehensive Fire Safety Effectiveness Model and Fire Risk Sub-Model are examples of the OFMEM documents that have been utilized to prepare this FDMPU.

Within the Province of Ontario the delivery of fire protection services are guided by the FPPA including the strategic optimization of the three lines of defence which include:

- I. Public Education and Prevention;***
- II. Fire Safety Standards and Enforcement; and***
- III. Emergency Response.***

Optimization of the first two lines of defence has proven to be an effective strategy in reducing the impacts of fire, and fire related injuries across the province. Recently the Fire Marshal indicated that further optimization of programs targeted specifically at the first two lines of defence must be a priority for fire services within Ontario. Emergency response including fire suppression resources are a necessary tool in managing the overall fire risk within a community. However, as indicated by the Fire Marshal, preventing fires through the delivery of education and prevention programs, and utilization of the appropriate fire safety standards and enforcement strategies is the most effective means to further reduce the impacts of fire, and fire related injuries across the province.

The analyses within this report recognize three strategic priorities for the delivery of fire protection services within the Town of Aurora and the Town of Newmarket (municipalities / community) including:

- *The utilization of a Comprehensive Community Risk Assessment to determine the level of existing and projected fire safety risks within the two municipalities as the basis for assessing the current and future fire protection services;*
- *The optimization of the first two lines of defence including public education and prevention, and the utilization of fire safety standards and enforcement to provide a comprehensive fire protection program within the two municipalities based on the results of the Comprehensive Community Risk Assessment; and*



- *Emphasis on strategies that support the sustainability of fire protection services that provide the most cost effective and efficient level of fire protection services resulting in the best value for the community.*

The FPPA states that, "every municipality shall, establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances."

In our view the CYFS reflects a progressive fire service that, with the support of the current municipal Councils and JCC, has developed a comprehensive fire protection plan that is supported by a high degree of public satisfaction and support. The findings of this FDMPU reflect that the Town of Aurora and Town of Newmarket are currently providing a level of fire protection services commensurate with their legislated responsibilities as defined by the Fire Protection and Prevention Act, 1997 (FPPA). A summary of the 2014 Fire Department Master Plan Update recommendations are provided below.

Summary of 2014 FDMPU Recommendations

This review assessed the recommendations of the 2008-2017 Master Fire Plan Update of the Central York Fire Services. All of the recommendations contained within the 2008 plan were reviewed in completing this update. The majority of the 2008 recommendations have been implemented, where recommendations have not been acted upon, or work may be in progress they are addressed within this review. Additional recommendations are also included to assist the department in achieving its strategic objectives. The following are the recommendations of this 2014 – FDMPU:

Strategic Report:

1. *That subject to the consideration and approval of the 2014 Fire Department Master Fire Plan Update by the Joint Council Committee, the Town of Newmarket Council, and the Town of Aurora Council, that the Fire Chief be directed to update the Consolidated Fire and Emergency Services Agreement, and the required Establishing and Regulating By-Laws of both Towns.*
2. *That the Consolidated Fire and Emergency Services Agreement be revised to include that in conjunction with updating the Master Fire Plan on a five year cycle, that the updated Master Fire Plan include a Financial Business Plan including the operating and capital requirements for the next five year cycle for the delivery of fire protection services.*
3. *That the Fire Chief be directed update the Comprehensive Community Risk Assessment on an annual basis and include it within the CYFS Annual Report to the Joint Council Committee.*

Administration Division:

4. *It is recommended that the Joint Committee of Council review the Consolidated Fire and Emergency Services Agreement, including the status of the 2014 Fire Department Master Plan Update, CFESA Budget Process, Facility Management and CFESA Reporting Structure.*
5. *That the CYFS prioritize the development of a mission statement, vision statement and organizational values through a process of staff engagement and consultation.*



6. *That subject to the consideration and approval of the 2014 Fire Department Master Fire Plan Update by the Joint Council Committee, the Town of Newmarket Council, and the Town of Aurora Council, that the Fire Chief be directed to include the performance objectives identified within 2014 Fire Department Master Fire Plan Update and report against them as part of the CYFS annual operating and capital budget submission.*
7. *That the current part-time Administrative Assistant position be converted into a full-time position to support the administrative needs of the CYFS, and that the Administration Coordinator continue to identify efficiencies and the need for any additional administrative staff.*
8. *That the Town of Newmarket implement the position of Network and Communications Coordinator within the CYFS to oversee the technology needs of the department including the development of a Technology Architecture Plan in consultation with the Newmarket Information Technology department.*
9. *That the position of Human Resource Consultant be reinstated as a full-time position supporting the CYFS. This staff position would be a member of the Human Resources Department at the Town of Newmarket, providing full-time support to the CYFS (reporting to the Fire Chief and Director of Human Resources).*
10. *That job descriptions and a performance development program, consistent with the Town of Newmarket program be developed for all unionized CYFS staff.*
11. *That the CYFS prioritize professional development including a formal succession planning process that recognizes the importance, and provides the opportunities for mentoring, secondments, job shadowing, and cross training within the department, and where external opportunities may be identified.*
12. *That the CYFS develop a Standard Operating Guideline in consultation with the York Regional Police Services for joint responses.*
13. *That the CYFS explore further shared services opportunities and joint purchasing opportunities with the other emergency services within York Region.*

Prevention /Education Division:

14. *That subject to the consideration and approval of the Fire Department Master Plan Update by the Joint Council Committee, the Town of Newmarket Council, and the Town of Aurora Council, the proposed Fire Safety Program Delivery Cycles included within the Fire Department Master Plan Update be included within the Establishing and Regulating By-Laws of both Towns.*
15. *That an additional full-time position of Fire and Life Safety Educator be created to reflect CYFS continued commitment to optimizing the first two lines of defence and the delivery of public fire and life safety programs.*
16. *That an additional Fire Inspector position be created to reflect Councils' continued commitment to optimizing the first two lines of defence and the delivery of public fire and life safety programs.*



17. That subject to the consideration and approval of the Fire Department Master Plan Update by the Joint Council Committee, the Town of Newmarket Council, and the Town of Aurora Council, the proposed enhanced Fire Inspection Cycles included within the Fire Department Master Plan Update be included within the Establishing and Regulating By-Laws of both Towns.
18. That the CYFS develop a Fire Prevention Policy that reflects the requirements of PFSG 04-45-12 "Fire Prevention Policy" for consideration and approval by the JCC to be included within a new Establishing and Regulating By-law for each municipality.
19. That CYFS develop an SOG for Fire Investigation following the framework of PFSG 04-52-03 Fire Investigation Practices as presented within this FDMPU.
20. That in consultation with staff from both Towns the CYFS initiate a review of the current by-laws regulating the display and sales of fireworks, and that where possible the by-laws of both Town be revised to be consistent in definition and application of the regulations.
21. That the CYFS implement the proposed fire prevention/public education staffing model as presented within the Central York Fire Services Fire Department Master Plan Update.

Fire Suppression Division:

22. That the CYFS emergency response dispatch protocols be revised to reflect the proposed minimum staffing deployments for low, moderate and high risk occupancies (Table 16) and the proposed revised performance objectives for emergency response (Table 19).

Table 16: Recommended Depth of Response – CYFS

Fireground Critical Tasks		Low Risk	Moderate Risk	High Risk
Incident Response	Incident Command	1	1	1
	Pump Operator	1	1	1
	Additional Pump Operator	0	0	1
	Initial Attack Line (Confine & Extinguish)	2	2	2
	Additional Attack Line (Confine & Extinguish)	0	2	2
	Search and Rescue	0	2	2
	Initial Rapid Intervention (RIT)	0	2	2
	Ventilation	0	2	2
	Water Supply- pressurized	0	1	1
	Forcible Entry Team	0	1	2
	Laddering	0	0	2
	Exposure Protection	0	0	2
	Incident Safety Officer	0	0	1
	Accountability	0	0	1
	Rehabilitation	0	0	2
	Minimum firefighter deployment	4	14	24



Table 19: Recommended Revised CYFS Performance Objectives

<i>Initial Response</i>
<i>CYFS should strive to achieve a goal of first arriving crew consisting of at least three firefighters and an officer responding to emergencies within 6 minutes and 20 seconds of receiving an emergency call, 90% of the time.</i>
<i>Depth of Response</i>
<i>CYFS should strive to achieve a goal of responding to reported structure fires with fourteen firefighters within ten minutes and 20 seconds, 90% of the time.</i>
<i>Turnout Time</i>
<i>CYFS should strive to achieve a goal of 80 seconds or less for turnout time of firefighters, 90% of the time.</i>

23. That the CYFS continue to prioritise pre-incident planning and work towards the development of Quick Action Plans for all buildings within the CYFS response area with priority assigned to high risk buildings.
24. That the CYFS develop a fifth fire station (Station 4-5) including space for administration, fire prevention/public education, and training, including a new training centre in the area of the intersection of St. John's Sideroad and Industrial Parkway within the short-term (1-2 year) horizon of this five year plan.
25. That in considering the recommendation for a fifth fire station (Station 4-5) with administrative and training functions (as proposed within the 2014 FDMPU) the CYFS also consider the current use of fire Station 4-1 as a headquarters facility and the identified infrastructure improvements in considering the sustainability of this station, reuse or alternative use, or the relocation of Station 4-1 in close proximity to its current location in a similar building to that of Station 4-4.
26. That the CYFS implement a phased recruitment process for 20 additional firefighters to be coordinated with the development and construction of the fifth fire station (estimated completion late 2016) proposed within the FDMPU.
27. That the Town of Newmarket and Town of Aurora should include the CYFS in the ongoing planning and development of the road network where emergency response travel times may be impacted as the result of traffic calming measures, road network design and development, and traffic congestion.
28. That the CYFS develop an SOG for wildland/grass fires that identifies staff roles and responsibilities and identifies the operation of Utility 410.
29. That the CYFS should continue to develop tanker operations and achieve a certified tanker shuttle accreditation.
30. That the JCC request an update from Public Works staff of both Towns to develop a strategic time frame to implement the Fire Hydrant Compatibility Plan referenced in Fire Services Report 2013-06 to update flow rates and fire hydrant conspicuity.



Training Division:

31. That CYFS hire an administrative assistant dedicated to supporting the needs of the Training Division in the immediate horizon of the plan.
32. That CYFS hire a third Training Officer as a dedicated position to replace the secondment position implemented in 2011.
33. That the CYFS implement the position of Assistant Deputy Chief - Training and Emergency Management within the short-term (1-2 year) horizon of this five year plan.
34. That the proposed Assistant Deputy Chief - Training & Emergency Management be designated the Community Emergency Management Coordinator (CEMC) as well as being tasked with monitoring the workload pressures on the training division as a result of the increased fire suppression staffing proposed, technological changes affecting training, changes in provincial regulations, administrative support and corresponding need for increased staffing in three to five years as recommended by the 2008 plan.
35. That the role of the Training Officers should be clarified in a Standard Operating Guideline. Their responsibilities should be noted as:
 - Researching and developing appropriate training programs for all CYFS staff;
 - Developing and delivering (or assisting with the delivery) of new training initiatives;
 - Ongoing review of training records and assessing individual progress;
 - Overseeing a quality assurance program for the delivery of all training programs; and
 - Monitoring the CYFS requirements for certification, and compliance with legislative and regulatory requirements for staff training.
36. That Standard Operating Guidelines be developed to provide clear direction to all staff as to their roles and responsibilities relative to department training and staff development.
37. That the CYFS conduct a comprehensive training facilities assessment as part of the design and development of the proposed fifth fire station.
38. That the CYFS develop an enhanced Comprehensive Annual Training Program to facilitate the transition of the CYFS to the NFPA Professional Qualifications Standards adopted by the OFMEM.