

**Master Fire Plan Update  
Central York Fire Services  
2008-2017**





# Contents

<b>Strategic Report</b>	<b>Section 1</b>
Introduction	Page 1
Master Fire Plan 2002 – 2011	Page 5
Current Status	Page 6
Moving Forward – Recommendations	Page 10
Moving Forward – Details	Page 12
Demographics and Building Stock	Page 18
Central York Fire Losses	Page 22
<b>Sub-Report on Administration</b>	<b>Section 2</b>
	Pages A1- A12
<b>Sub-Report on Fire Prevention</b>	<b>Section 3</b>
	Pages B1-B11
<b>Sub-Report on Operations</b>	<b>Section 4</b>
	Pages C1-C18
<b>Sub-Report on Staff Development</b>	<b>Section 5</b>
	Pages D1-D12
<b>Operational Task Tracking Matrix</b>	<b>Section 6</b>
	Pages E1-E18



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**Strategic Report**



## **Introduction**

This report is divided into several parts. The first part is an overall or strategic report on high-level and high-impact issues that requires significant attention from the Joint Council Committee. There are also sub-reports of more operational nature that are developed for each of the four Divisions of Central York Fire Services: Administration, Fire Prevention, Emergency Operations and Staff Development. These sub-reports identify detailed tasks that should be undertaken (and in a number of cases have either already been initiated or have been completed during the process of the review) to further the continuous improvement process for the department and ensure that it is as effective and efficient as possible.

The corresponding sub-report should be referenced for further details regarding any matter that is found in the Strategic Report.

## **Background**

The Town of Aurora and the Town of Newmarket consolidated their two fire departments in January of 2002. The consolidation was a very successful collaboration by the two Towns, management of the fire departments and the two labour representatives – the Aurora Professional Firefighters Association and the Newmarket Professional Firefighters Association.

As a consequence of this forward thinking decision to consolidate the fire services resources available, the two Towns have benefited from a professional fire service that is equipped and trained to provide a comprehensive range of emergency services. Central York Fire Services ranks in size among the top twenty fulltime fire services in Ontario.

The Town of Aurora and the Town of Newmarket are protected by a fire service that is able to respond effectively, professionally and competently to a wide range of emergencies and hazards and to provide comprehensive public safety education programs, fire safety inspections and investigations of fire incidents.

A Master Fire Plan was created to provide guidance and establish the framework for the operation of the new department. This Master Fire Plan was intended to provide a structured plan for the consolidation of the two fire services and to provide strategic direction for the new fire service from 2002 – 2011. It was agreed by both Towns that this Master Fire Plan would be reviewed to ensure that it continued to meet the needs of the two Towns.

This initial Master Fire Plan for Central York Fire Services was established with the understanding that the plan would be reviewed after five years and updated, as necessary.

The agreement between the Towns of Newmarket and Aurora requires a decision regarding any reconsideration of the agreement to be reached by 2009.

### **Purpose**

The purpose of this comprehensive review of the Central York Fire Services is:

1. To provide an updated status report on the Master Fire Plan 2002 – 2011 indicating progress and whether the identified objectives have been met, as scheduled. Also, to review the objectives outlined for the next five year component and consider whether they are still valid objectives.
2. To assess municipal compliance with the requirements of the Fire Protection and Prevention Act, 1997.
3. To assess the fire protection services delivered by the Central York Fire Services to the Towns of Aurora and Newmarket.
4. To provide Joint Council Committee with recommendations to improve the effectiveness and efficiency of the fire protection services.
5. To provide strategic guidance for the Central York Fire Services in the delivery of effective and efficient fire protection.
6. To ensure that the Towns of Aurora and Newmarket continue to be provided with appropriate and effective fire protection.

### **Methodology – Process**

The review of Central York Fire Services was authorized by the Joint Council Committee. A transparent process was followed that focused on continuous improvement for the department. A Steering Committee was established to manage the task and to review and decide on recommendations made by the sub-committees. The Steering Committee was comprised of the following:

- Councillor representing the Town of Newmarket and Chair of the Steering Committee
- Councillor representing the Town of Aurora
- Chief Administrative Officer for the Town of Aurora
- Chief Administrative Officer for the Town of Newmarket
- Fire Chief
- Mr. Bernard Moyle, citizen representative for the Town of Aurora
- Mr. Wes Pleyter, citizen representative for the Town of Newmarket
- President of the Central York Professional Firefighters Association
- Facilitator - Deputy Fire Chief, Support Services



Sub-committees were established for each of the four following areas with representatives as noted for each:

- Administration – Human Resources Consultant Donna Jerry, Administrative Assistants Lisa Puccini and Christine Fairbarn, Chief Fire Prevention Officer John Adema, Training Officer Garry Hobson, Central York Professional Firefighters Association (CYPFFA) representative Paul Horton
- Fire Prevention – Chief Fire Prevention Officer John Adema, Fire Prevention Officer Les Chaisson, Fire Inspectors Joyce DiClemente and John McDonald, CYPFFA representative Phil Henrich
- Operations – Deputy Fire Chief Ken Bone, Platoon Chiefs Dan Palmer and Don Bond (later replaced by Charles Cowie), CYPFFA representative Robert Comeau
- Staff Development – Deputy Fire Chief Ken Bone, Training Officers Garry Hobson and James Allen, CYPFFA representative Jeff Lee

The sub-committees were tasked with reviewing each of their subject areas in detail and providing recommendations and information to the Steering Committee.

The following persons and or organizations were also consulted as part of the review:

- York Region Fire Chiefs Association
- York Region Emergency Medical Services
- York Regional Police

In addition, presentations were made relevant to service levels and staffing by the Office of the Fire Marshal and by the International Association of Firefighters.

The review developed along two lines – strategic recommendations and operational tasks. The broader strategic recommendations are listed at the end of this report. The operational tasks are detailed in four separate reports.

These continuous improvement tasks are consolidated into a task tracking system that identifies what needs to be done, who is responsible for accomplishing the task and the status of the task completion. This will enable Central York Fire Services and its governing Joint Council Committee to track the progress of implementation of these various tasks.

## MASTER FIRE PLAN – 2002-2011

The fire departments of the Town of Aurora and the Town of Newmarket were consolidated by means of the Consolidated Fire and Emergency Services Agreement dated November 1, 2001. This Agreement incorporated a Master Fire Plan (2002-2011) for Central York Fire Services that has been the guide for the consolidation of the two previous fire departments.

The goal identified in the Master Fire Plan – 2002-2011 is:

*“To provide the citizens of Aurora-Newmarket with prompt and effective prevention and emergency response service which prevents or reduces the occurrence of life loss, injury or property loss resulting from fire, environmental conditions, accidents, health problems or other abnormal circumstances.”*

The following Overall Objectives were stated:

- *Minimize department costs*
- *Provide levels of service that adequately meet the community needs*
- *Administer and enforce applicable local and provincial legislation, regulations and by-laws*
- *Provide a wide range of prevention and response services that aim to achieve the Goal.*

The objectives set out in the Master Fire Plan (2002-2011) have been achieved to date and continue to be met as part of a dynamic process. The current review has identified that the services adequately meet the community needs; applicable legislation, regulations and by-laws are being administered and enforced; a wide range of prevention and emergency response services are provided; and the costs are closely monitored to ensure they are minimized.

A Statement of Principles was noted that included the following principles:

- *provide service in an efficient and effective manner while working within economic, technical and humanistic constraints;*
- *remain consistent with the principles and directives of the Councils of the Towns of Aurora and Newmarket;*
- *consider staff to be the most valuable resource;*
- *facilitate an environment that maximizes human potential while meeting the Departmental Goal and Objectives;*
- *strive to provide a high quality of working life for all staff.*
- *respect the context of existing collective agreements and recognize the collective bargaining process as the appropriate channel for resolving labour relations issues under collective agreements and the Fire Protection and Prevention Act.*

- *respect the contents of this document although it is recognized that unexpected changes in demographics, population, service area or provincial standards/guidelines may create the need to reevaluate any or all aspects of the Master Fire Plan prior to the normal expected review period*

The initial proposal outlined in the Report to Aurora and Newmarket Councils from the Joint Council Integration Committee dated September 24, 2001 identified a number of goals that were expected as a result of the consolidation. These included:

- Operating efficiencies
- Improved department structure
- Increased service levels
- Cost avoidance opportunities
- Endorsement by the Firefighters Associations

### **CURRENT STATUS**

The consolidated Central York Fire Services is generally meeting the service level expectations outlined in the proposal for the consolidation. The department is providing a significantly enhanced level of service and greater variety of services than was available from the individual departments that separately served Aurora and Newmarket. The cost avoidance and increased levels of service identified in the proposal for the consolidation of the two departments has been achieved.

#### **Operating Efficiencies**

Should the two Towns have to provide independent fire protection to a minimum level, the following would be required to service the current population:

<b>Administration</b>	<ul style="list-style-type: none"> <li>• Fire Chief and Deputy</li> <li>• Two administrative support staff</li> </ul>
<b>Fire Prevention</b>	<ul style="list-style-type: none"> <li>• 1 Chief Fire Prevention Officer</li> <li>• 2 Fire Inspectors</li> </ul>
<b>Staff Development</b>	<ul style="list-style-type: none"> <li>• 1 Training Officer</li> </ul>
<b>Suppression</b>	<ul style="list-style-type: none"> <li>• 4 Platoon Chiefs</li> <li>• Three on-duty fire crews staffing at least two pumper apparatus and one aerial apparatus</li> <li>• 12 Captains</li> <li>• 48 Firefighters</li> </ul>

The operating cost for such a department, providing significantly less services than are provided by Central York Fire Services, would be approximately \$9 million based on a prorating of the current operating budget for Central York Fire

Services of \$15 million. The current costs for each municipality for the operating budget are approximately \$9 million for the Town of Newmarket and \$6 million for the Town of Aurora. Therefore it would be a significant increase in cost to provide minimal fire protection independently and the level of services for Newmarket would be reduced from what it currently receives. Further, it is possible that Newmarket would have to increase its independent resources to even provide the minimum services.

Note that the additional crew anticipated to be added to Central York Fire Services in 2011 to address increasing population and call volumes will affect these calculations.

Also, note that there would be a significant decline in the scope of emergency services that could realistically be expected to be provided. For example, both municipalities would not be able to maintain a rural water supply capability, the level of Hazardous Material response would have to be significantly reduced, and there would not be an ability to quickly resource major fires with on-duty staff and to address simultaneous emergency incidents. The level of fire protection for both municipalities would be seriously reduced.

The consolidation of the two departments provides mutual benefit in the level of services and in cost avoidance.

### **Operating Costs Comparison**

Costs for Each Municipality to Provide Minimum Fire Protection Compared to Actual Operating Budget For Operation of CYFS

	2002	2003	2004	2005	2006	2007	2008
<b>Aurora</b>	\$5,672,284	\$6,656,241	\$7,614,810	\$7,965,359	\$8,352,605	\$8,731,713	\$9,039,846
<b>Newmarket</b>	\$5,672,284	\$6,656,241	\$7,614,810	\$7,965,359	\$8,352,605	\$8,731,713	\$9,039,846
<b>Central York Fire Services</b>	\$9,217,459	\$10,816,391	\$12,374,066	\$12,943,709	\$13,688,993	\$14,310,309	\$14,940,858
<b>Aurora Share</b>	\$3,604,758	\$4,801,859	\$5,652,494	\$5,007,921	\$5,389,356	\$5,661,158	\$5,909,109
<b>Newmarket Share</b>	\$5,612,701	\$6,014,532	\$6,721,572	\$7,935,788	\$8,299,637	\$8,649,151	\$9,031,749
<b>Cost Avoidance</b>	\$2,127,109	\$2,496,091	\$2,855,554	\$2,987,009	\$3,016,217	\$3,153,117	\$3,138,834

The above estimates do not include administrative services purchased from other town departments such as information technology, human resources management, legal review and advice, communications support and financial management. The costs are predicated on the fact that the minimum services would have to be provided, which would be the same cost for both municipalities.

Capital costs – there was a one-time purchase of an aerial truck at a cost of \$1.05 million. If the departments were separate each would have required an aerial truck.

## **Increased Service Levels and Cost Avoidance Opportunities**

As noted above, the services that Central York Fire Services is able to provide far exceed what either municipality could achieve independently. Even if the two separate departments had made the major increases required to provide sufficient staff and vehicles to meet the minimum fire protection requirements, they would still not be able to resource all anticipated emergency responses. Central York Fire Services provides both municipalities with this ability. CYFS's five on-duty crews, backed up by call-back firefighters staffing the four reserve apparatus provides the Town of Aurora and the Town of Newmarket with far more resources for those emergencies that exceed the ability of three crews to address. The types of situations that typically require more than three crews include major fires, fires at high risk occupancies such as industrial complexes or for simultaneous emergencies. Also, a broader range of emergency response services, such as Operations Level HazMat, and Operations Level Water/Ice Rescue are available from the consolidated department.

The fire prevention services, particularly public education, are much greater with the combined services than would be available separately. The extent of the support to the Buildings Department inspections during the significant new construction that the towns have experienced would not have been possible with the more limited resources available independently.

**The primary cost avoidance opportunities have been the ability to meet the minimum requirements for fire protection without having to pay the extra costs needed to do so independently. In addition, improved levels of service and a broader range of services have been made available as a result of consolidation that would not be available to the municipalities separately, without significantly increased costs.**

## **Improved Department Structure**

The consolidation of the two departments has allowed for chief officers (Fire Chief and Deputy Fire Chiefs) to operate more efficiently than in the independent model. There is one overall command for all the fire protection resources. Similarly, consolidating the administrative positions has allowed for more depth in the human resources and the ability to operate more effectively and with economies of scale.

Consolidating the Fire Prevention Divisions has allowed for the development of more specialized staff skills, such as having one person primarily responsible for public safety education. Also, there is more flexibility and effectiveness in the operation for situations requiring more than one person, such as complex new construction, and for vacation coverage. With the larger division due to consolidation, additional training possibilities are also afforded.

The Training Division consolidation likewise has greatly improved the effectiveness of this division. Having two Training Officers reduces the time that the department is without a training officer due to vacation, training and other absences. It also improves the effectiveness of the operations due to the ability of the two staff to collaborate and develop larger initiatives, such as the Rapid Intervention Team training program and to meet the increasing Occupational Health and Safety Act requirements as they relate to Central York Fire Services.

As noted in the section above, the emergency operations are far more capable in the consolidated department, being able to provide far more fire fighting resources than the individual departments could have hoped to achieve.

The conclusion of the review is that the consolidated fire department, Central York Fire Services, should continue to provide fire protection and other rescue services to the Town of Aurora and the Town of Newmarket. In fact, it should be established on a permanent basis.

### **Endorsement by the Firefighters Associations**

The Central York Professional Firefighters Association endorses and supports the consolidated department.

### **Newmarket as the Single Employer**

The initial proposal was that Newmarket be the single employer for the consolidated department. This was based on a number of factors including the desire by the Firefighters Associations to have one employer to address labour relations and collective bargaining and the desire to have an efficient relationship with one municipality in order that there be no undue delays in addressing matters of importance.

Nothing has changed since the consolidation to change the validity of these conclusions. Newmarket being the single employer has been effective and efficient for the operation of the department.

### **A Strongly Empowered Joint Council Committee**

A strongly empowered Joint Council Committee was established to provide efficient operation and an effective decision making authority. With representatives from both municipalities, a close reporting relationship with the management of the department and the support available from Town staff, the Joint Council Committee has proven itself to be effective.

## MOVING FORWARD - RECOMMENDATIONS

Listed below are the high-level recommendations that have been identified through this review process.

1. The department should continue to serve both municipalities and the two Towns should commit to a permanent consolidation. Appropriate changes to the agreement would need to be made that includes means of resolving disputes and, if necessary, mechanism for dissolution or expansion and include a regular master fire planning process every five years to ensure continuous improvement and strategic direction.
2. Joint Council Committee (JCC) shall continue to provide direction and be responsible for the operation of CYFS.
3. A vision statement should be developed for Central York Fire Services and subsequently a mission statement and values should be developed by CYFS.
4. Finances – financial principles stated in original plan do not need to be revisited with the exception that Joint Council Committee revisit the issue of surpluses and uncommitted reserves. Revenue opportunities need to be investigated. Develop an ongoing five year financial plan.
5. Develop a comprehensive communications strategy in coordination with the two Communications Departments including overall department issues as well as public safety education issues.
6. JCC and CYFS need to review agreements with neighbouring municipalities on an ongoing basis and ensure community and CYFS staff safety and cost recovery and that service levels are not affected.
7. Develop a comprehensive accommodations and facilities plan and examine the feasibility for consolidating management, including ownership, of all properties by CYFS.
8. The Fire Chief shall report to JCC at each meeting on the status of the implementation of Master Fire Plan tasks and recommendations with more comprehensive reports twice a year or as set by JCC. Business plans are to be developed for the department on an annual basis and shared with JCC.
9. The following levels of service shall be established:
  - a. CYFS strive to achieve a goal of first arriving crew consisting of at least three firefighters and an officer responding to emergencies within six minutes of receiving a call, 90% of the time.

- b. CYFS should strive to achieve a goal of responding to reported structure fires with twelve firefighters within ten minutes, 90% of the time.
  - c. CYFS should strive to achieve goal of 60 seconds or less for turnout of firefighters.
  - d. CYFS should research options for improving the response to reported fires by reviewing call handling times and striving to achieve a goal of 60 seconds or less.
10. Public education and fire prevention programs should be pro-active and involve community support. Areas that do not achieve the levels of service goals should be subject to enhanced public education and inspection activities.
11. That the fire chief is to assess the risks to the communities and review response capabilities and all other fire protection matters and report to Joint Council Committee on an annual basis.
12. CYFS review response protocols with King Township to ensure that tanker trucks are immediately dispatched to reported fires and CYFS should monitor responses to this coverage area.
13. Concerns about delaying dispatch of CYFS by the MOH CACC should continue to be voiced to the province at every opportunity. Until such time as improvements are made, alternative actions that can reduce the delay should be explored.
14. CYFS should consult with other region fire services and emergency service providers and develop a plan for delivering hazardous materials responses on a regional basis.



## **MOVING FORWARD - DETAILS**

Outlined below are explanations for the fourteen strategic recommendations in this report.

### **Develop a Vision for Central York Fire Services**

A vision statement describes how the fire service will achieve its mission. It gives form for the organization and gives a commonly understood sense of what the fire department should be. A mission statement provides a stated goal that the fire service can consistently strive toward. It provides purpose and reason for the actions of staff. The organization's values are a statement of those things that guide the operation of the fire service. They give a reference for staff to consult to ensure that they are on the right path.

Because of the importance of a clearly understood vision and mission and values that all staff appreciate and support, it is recommended that CYFS develop, with consultation with staff, a vision for the department, a mission statement and a set of department values.

Central York Fire Services has a mission statement included in the by-law. This will need to be reviewed during the process of establishing a vision and values.

### **Levels of Service**

The levels of service that the consolidated department is able to provide exceeds what would be available from two separate departments. The residents of both towns are provided with on duty resources that enable their fire services to provide a complete first response capability to their primary hazards.

The Fire Protection and Prevention Act, 1997 (FPPA) sets the legislated requirements for fire protection in the Province of Ontario. The FPPA states that municipalities must provide fire protection services "in accordance with its needs and circumstances" and the Office of the Fire Marshal has developed guidelines to assist municipalities in determining what is acceptable. This review used these expectations as a starting point in considering the levels of service that should be provided to the Town of Aurora and the Town of Newmarket in the interest of community safety and continuous improvement.

The Master Fire Plan 2002-2011 identified the levels of service expected to be provided by Central York Fire Services. These levels of service are being provided although there are identified areas for improvement identified in this report. Also, as noted in the Operations Sub-report the level of service for on scene staffing of working structure fires is not being consistently met. The review of emergency response service levels resulted in the following conclusions.

The benchmarks identified in the 2002 Master Fire Plan were reviewed and as a result the following improvements to the response expectations are recommended.

1. CYFS strives to achieve a goal of first arriving crew consisting of at least three firefighters and an officer responding to emergencies within six minutes of receiving a call, 90% of the time.
2. CYFS strives to achieve a goal of responding to reported structure fires with twelve personnel (nine firefighters and three officers) within ten minutes, 90% of the time.
3. CYFS should research options for improving the response to reported fires by reviewing call handling times and striving to achieve a goal of 60 seconds or less.
4. CYFS should strive to achieve goal of 60 seconds or less for turnout of firefighters.

## **Finance**

Central York Fire Services is funded by the two municipalities in accordance with a formula established when the departments were consolidated. The contribution for each municipality is a factor of the relative population, the relative assessment and the relative number of emergency responses. This formula continues to provide an equitable means of assigning costs for the operation of the department.

There is no ongoing funding available from the provincial or federal governments although there has been occasion for grant moneys to be provided. An example of this is the funding that was provided by the Province of Ontario to all municipalities in 2006 to assist with training and equipment needs.

In an effort to reduce the financial burden of providing fire services to our two communities Central York Fire Services currently generates some revenue through fire protection agreements with the neighbouring Town of Whitchurch-Stouffville and the Township of King. The services provided do not compromise the levels of service established for the Town of Aurora and the Town of Newmarket. The costs charged to the two municipalities offset some of the operating costs for CYFS.

Revenue is also generated through fees for some inspection services and fees for repetitive responses to false alarms.

Outlined in the chart below are the percentage allocations for Central York Fire Services' budget from consolidation to date, and projected forward based on anticipated population growths for the two municipalities.

#### Budget Share Allocations - To Date and Projected

	2002	2004	2008	2011	2016	2021	2026
Aurora	39%	39%	39.5%	39.5%	41%	42%	43%
Newmarket	61%	61%	60.5%	60.5%	59%	58%	57%

The financial principles that guide Central York Fire Services were established at the time of consolidation. They do not require any revisions at this time, with the exception that the provisions for addressing any surpluses and uncommitted reserves should be reviewed to ensure that the needs of both the Town of Aurora and the Town of Newmarket for fiscal accountability are met.

#### **Accommodation and Facilities**

The existing facilities assigned to Central York Fire Services are being used to maximum capacity with the exception that one additional fire crew could be located at Station 4-4.

The Administration Division, located at Station 4-1 has limited storage space and is limited in the work space available and for meeting room space. The Fire Prevention Division, also located at Station 4-1 is completely filling the space assigned; there is very limited work space for plan reviews or for meeting with clients.

The Training Division, located at Station 4-3, has adequate office space for the current staff. However the classroom space, although of adequate size, is not well placed. Also there is very limited space for training using props, such as is used for the Firefighter Self-Rescue Training, or for Auto-Extrication Training including the secure storage of vehicles. Occasional use is made of properties in the communities for specific training, such as clandestine lab training with York Regional Police. Live fire training is done at the Ontario Fire College, at significant expense due to having to pay for overtime for the whole platoon assigned to the training.

Central York Fire Services has set aside some modest funds to participate in the development of a regional training facility. These funds originated as a one-time provincial grant for municipal fire services. This regional training facility has the potential to provide much of the needed training facilities for CYFS.

Consequently, a comprehensive accommodation and facilities plan that identifies explicitly the current and future needs of Central York Fire Services and that

takes into account the availability of Town owned facilities and potential for sharing with other regional Fire Services, needs to be developed.

Currently the facilities used by Central York Fire Services are owned separately by the two participating municipalities. The review has identified the need to address shortcomings in the available accommodations. Doing so with the current system of ownership will be very difficult to achieve. It's recommended that the properties be consolidated under the control of the fire department and the whole department, including the facilities, be managed as one entity.

Failing that, the accommodation and facilities study which is a needed recommendation of this report will need to address funding for the facilities, including potential revenue generation.

## **Staffing**

The staffing targets identified in Appendix B of the Master Fire Plan 2002-2011 have been accelerated slightly in that the Fire Inspector scheduled for 2011 was recruited in 2006 and a second Deputy Fire Chief was added, over and above the plan.

A sixth crew is scheduled for 2011 and during the review of Operations no need was raised to alter that plan. Note that any changes to the plan to add an additional crew in 2011 would be affected by collective bargaining and the agreement between the two Towns. This additional crew is planned to address the growing populations and intensification of the two Towns and the corresponding increase in call volumes and higher density risks. This matter will be reflected in the annual reports by the Fire Chief on response capabilities.

The capital and vehicle acquisitions targets projections have been met except where the condition of the equipment has dictates postponing replacement, such as for the industrial washing machine that, after review, will not be replaced until 2010. Also, the major equipment scheduled life-cycle has been improved by changing the replacement of front line fire apparatus to 15 years, from 18 years. This places the replacement within the service life required by the Fire Underwriters Survey conducted by the Insurance Advisory Organization.

The current staffing of Central York Fire Services is as follows:

- Administration – 2.6 full time equivalent administrative support staff, a Human Resources Consultant, two Deputy Fire Chiefs and the Fire Chief
- Fire Prevention Division – 4 Fire Inspectors, one Fire Prevention Officer and one Chief Fire Prevention Officer
- Training Division – 2 Training Officers
- Suppression Division – 4 Platoons comprised of a total of 80 Firefighters and 20 Captains divided amongst 5 on-duty crews, and 4 Platoon Chiefs

This report recommends that:

- The part time administrative support position be converted to full time,
- That the work load, productivity and staffing needs of the Administration Division and Fire Prevention Division be monitored and evaluated to ensure that the increasing work demands due to the growth of the towns is met
- That one of the Training Officer positions be converted to a Chief Training Officer
- A sixth crew be recruited in 2011 – with appropriate discussions and alterations to the Collective Agreement and with consideration to the type of vehicle/s, operation and location of this increased staffing.

### **Partnerships – Neighbours**

Several opportunities were identified for coordinating the fire protection services for the Town of Aurora and the Town of Newmarket with other Regional neighbours. These opportunities include reviewing the automatic aid possibilities to improve emergency response capabilities, continuing to coordinate equipment and technology purchases, sharing or developing regional training facilities and coordinating response capabilities for technical rescues and responses such as hazardous materials responses and confined space rescues.

Discussions have been initiated with neighbouring municipalities and the Region of York. It is recognized that these discussions may involve issues of interest to the Central York Professional Firefighters Association and it is intended that they will be included in any discussions, when appropriate.

### **Process for Further Reviews**

Comprehensive reviews of the services provided by Central York Fire Services are a very worthwhile exercise that provides insight and direction to the elected officials and management. It is planned that a thorough review will be done in five years, using the process utilized for this review.

In addition, the Fire Chief will report twice each year to the Joint Council Committee on the progress of implementing the recommendations of this report. Also, the Fire Chief will report annually to the Joint Council Committee on the risks faced by the two Towns and the effectiveness of the services provided by Central York Fire Services. This annual review will include an assessment of the levels of service and the staffing.

## **OPERATIONAL TASKS IMPLEMENTATION**

The operational tasks are organized into four areas: Administration, Fire Prevention, Operations and Staff Development. These are explained in detail in the attached Sub-reports.

The tasks identified will be tracked using the attached Operational Task Tracking Matrix. The Fire Chief is responsible for assigning responsibility for these tasks and for reporting regularly to the Joint Council Committee on progress.

The Central York Fire Services standing committees will be assigned specific responsibilities for those tasks that fall within their mandate. These committees include: Vehicles and Apparatus Committee, Vehicle Rescue Committee, Water/Ice Rescue Committee, Information Technology Committee, Pre-planning and Mapping Committee and HazMat Committee, Health and Wellness Committee and the Joint Health and Safety Committee. These committees have broad representation from staff from all platoons and stations, wherever possible.

Tasks will also be assigned to the responsible division. For example, fire prevention tasks will be the responsibility of the Fire Prevention Division to implement.

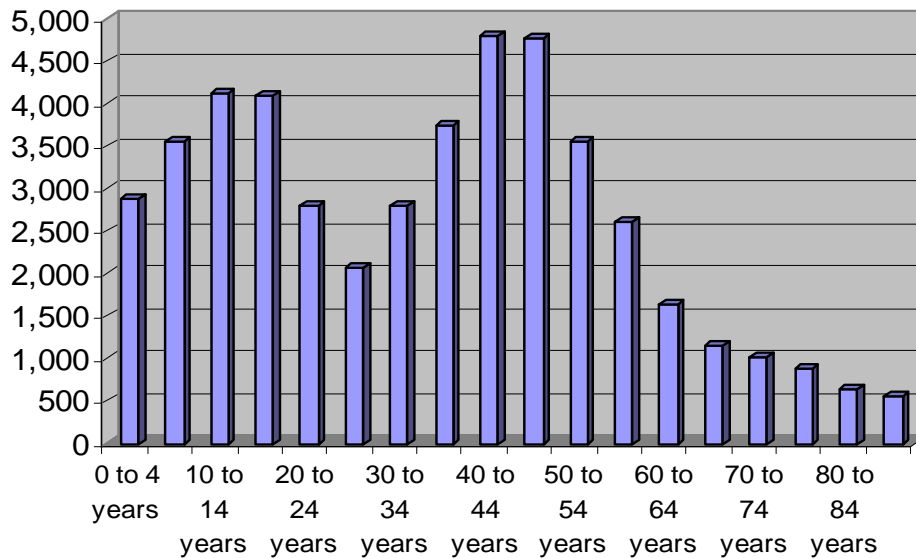
## THE TOWN OF AURORA

The Town of Aurora has a population of approximately 52,000. The Town occupies an area of approximately 50 square kilometres. There are approximately 16,000 buildings, of which the vast majority are single-family dwellings.

The Town has been growing at a rate of approximately 3.8% per year and by 2016 should reach a population of approximately 63,000, according to York Region Planning.

### Demographics

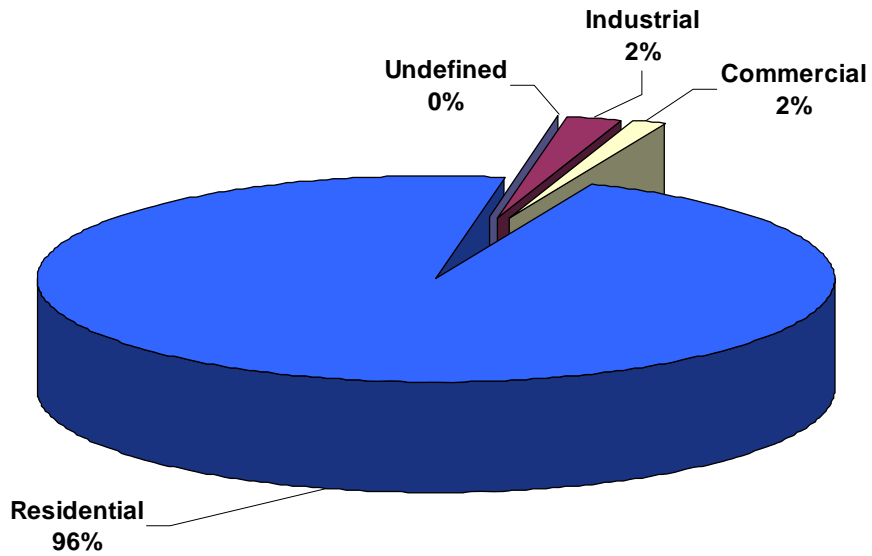
The makeup of the population of the Town of Aurora does not pose any out of the ordinary risks or issues. There are no significant language barriers with more than 99% of the population having an understanding of English. The division of age groups is consistent with those of the rest of the province.



**Source:** Statistics Canada, 2006 Census of Population

## Building Stock

There are approximately 16,000 buildings in the Town of Aurora. The chart below indicates the percentage of the total for each type of property:





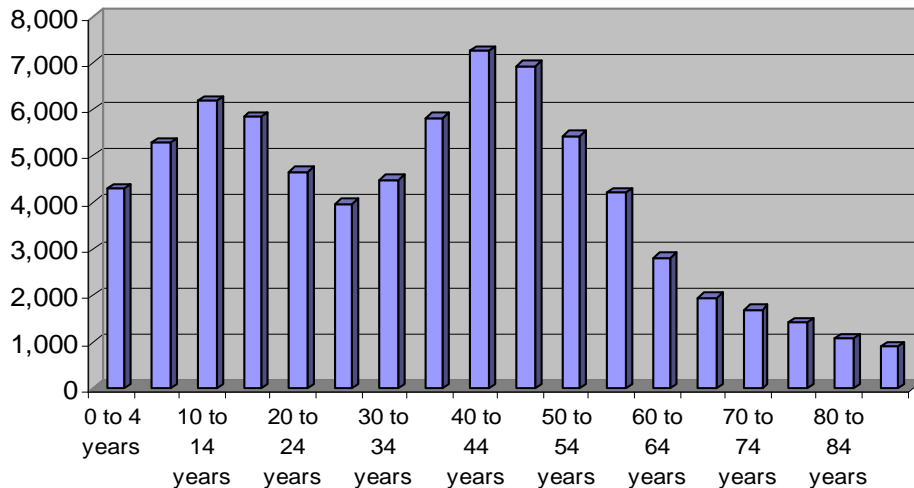
## THE TOWN OF NEWMARKET

The Town of Newmarket has a population of approximately 80,000. The Town occupies an area of approximately 38 square kilometres. There are approximately 24,000 buildings of which the vast majority are single-family dwellings.

The Town has been growing at a rate of approximately 2.6% per year and by 2016 should reach a population of approximately 91,000 according to York Region Planning.

### Demographics

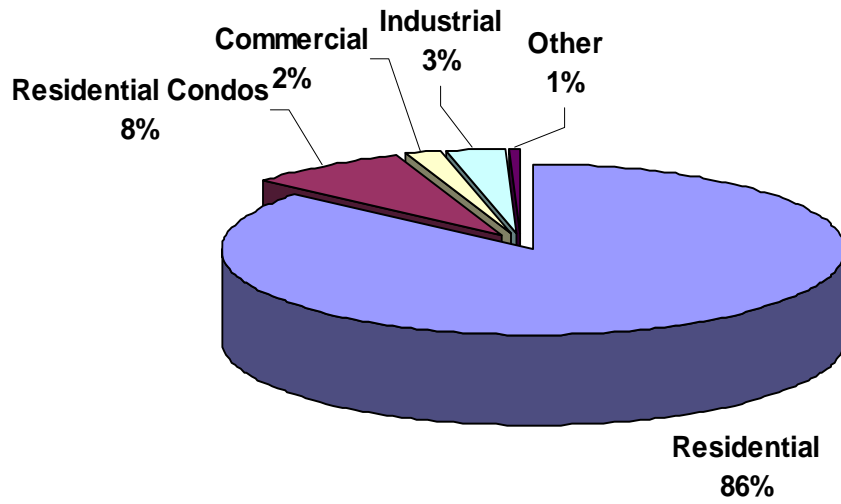
The makeup of the population of the Town of Newmarket does not pose any out of the ordinary risks or issues. There are no significant language barriers with 99% of the population having an understanding of English. The division of age groups is consistent with those of the rest of the province.



**Source:** Statistics Canada, 2006 Census of Population.

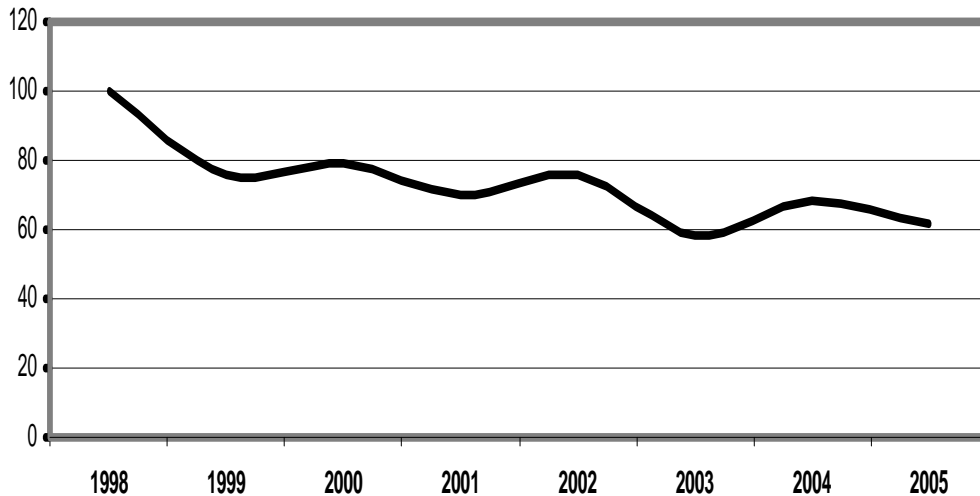
## Building Stock

There are approximately 24,000 buildings in the Town of Newmarket. The chart below indicates the percentage of the total for each type of property:

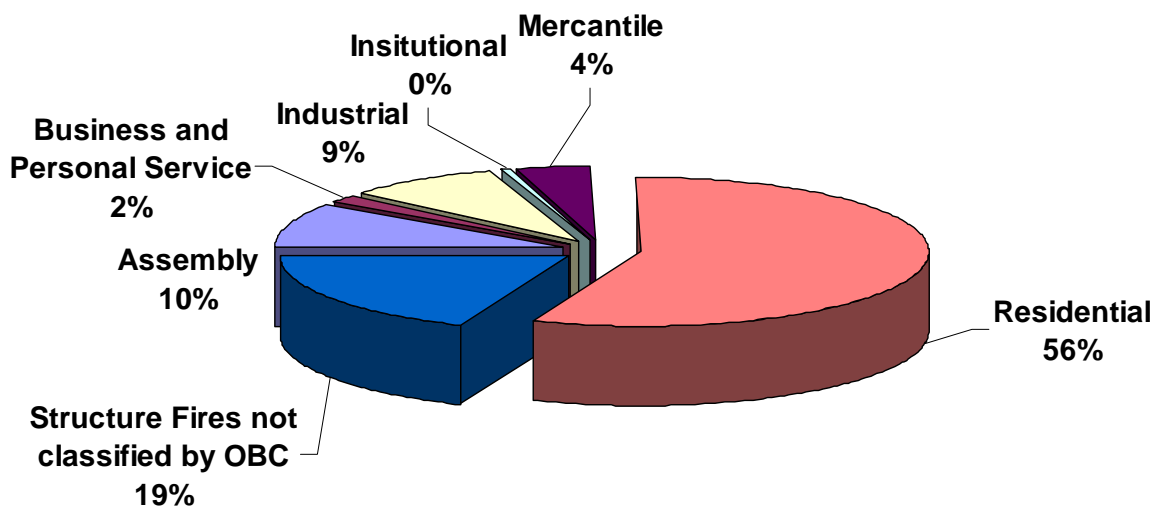


## CENTRAL YORK FIRE LOSSES

Fire losses in the jurisdiction of Central York Fire Services are consistent with the provincial experiences. Losses have been continuing to decline, as shown in the chart below.

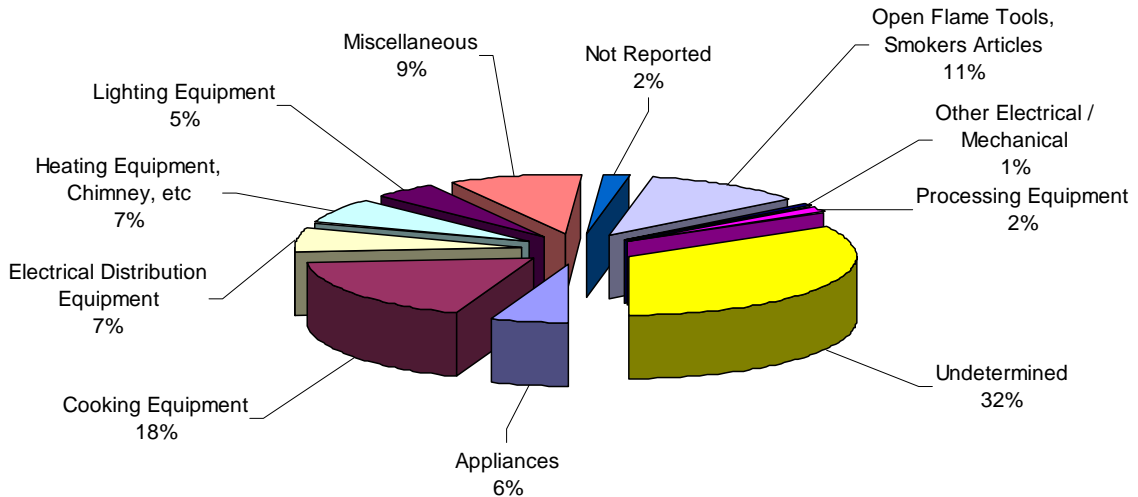


The majority of fires occur in residential buildings, again, consistent with the experiences of the rest of the province.



Fires in the two towns protected by Central York Fire Services are started by a variety of ignition sources. These are outlined in the table, below. These are consistent with the experiences in the rest of Ontario.

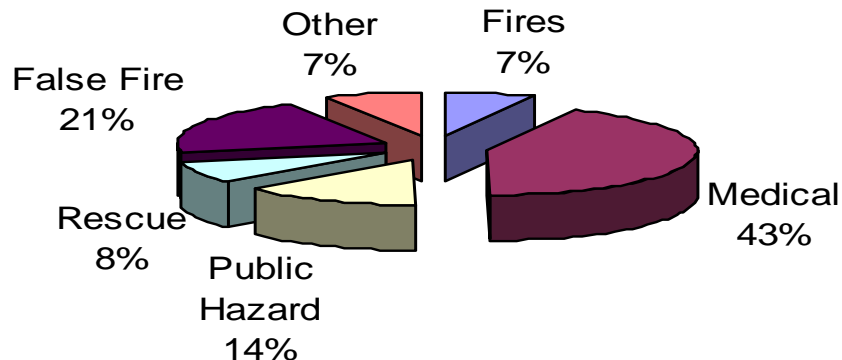
**Total Fires Ignition Source Central York 2002 - 2005**



**Central York Emergency Responses**

Central York Fire Services responds to approximately 4200 calls per year. The largest segment is emergency medical responses. There is a strong concern that there are significant delays in dispatching Central York Fire Services to emergency medical calls. These delays apparently are in the provincially operated dispatch centre in Barrie that is responsible for dispatching emergency medical calls in York Region. This concern is shared by other fire services in York Region.

Concerns about delaying dispatch of CYFS by the Ministry of Health Central Ambulance Communication Centre (CACC) should continue to be voiced to the province at every opportunity. Until such time as improvements are made, alternative actions that can reduce the delay should be explored.



**Master Fire Plan Update  
Central York Fire Services  
2008-2017**



**Sub-Report on Administration**

## Administration

### Master Fire Plan Update

The two fire departments for the Town of Aurora and the Town of Newmarket were consolidated in January 2002. The consolidation was guided by the Master Fire Plan that was developed for this purpose. A lot of effort has been devoted to making this consolidated fire service a working reality and these efforts have been very successful. The efforts have been primarily focused on those activities needed to synthesize the two somewhat diverse departments with their individual histories and cultures. There is still much work to be done to ensure that all aspects of the services provided by the Central York Fire Services are addressed.

The consolidation of the two fire departments of the Towns of Aurora and Newmarket have resulted in a significantly enhanced level of service overall and significant cost avoidance. The two towns benefit from a level and depth of service that would not be achievable for each town independently.

In the area of administration, this enhanced service ability is evident. The consolidation of the two departments provides the ability to staff the administration for all normal business hours and provides the two towns with an improved administration of their fire services.

### A.1 Mission Statement, Vision and Values

A mission statement provides a stated goal that the fire service can consistently strive toward. It provides purpose and reason for the actions of staff.

A vision statement describes how the fire service will achieve its mission. It gives form for the organization and gives a commonly understood sense of what the fire department should be.

The organization's values are a statement of those things that guide the operation of the fire service. They give a reference for staff to consult to ensure that they are on the right path.

Central York Fire Services has a mission statement included in the by-law. However, staff does not appear to be familiar with it nor do they seem to have a sense of contributing to it.

***Recommendation A.1.1 – CYFS develop, with consultation with staff, a mission statement, a vision for the department and a set of department values.***

## **A.2 Goals and Objectives**

Establishing achievable goals and objectives is an effective means of ensuring that continual progress is made. This is normally part of a regular business cycle tied to budgeting and performance management.

CYFS does not currently set annual goals or objectives for its four divisions.

***Recommendation A.2.1 – Each of the four divisions should set annual goals and objectives, tied to the forecast budget and linked to a performance management system.***

## **A.3 Organization**

The department is structured in a logical and commonly used system with an Administration Division, Fire Prevention Division, Training Division and Suppression Division. This organization provides a sound structure with clear delineation of responsibilities and affords management the ability to oversee the department operations effectively.

Communications is contracted from the Town of Richmond Hill for dispatch purposes and with York Regional Police for equipment maintenance.

Mechanical service is provided by the Town of Newmarket Public Works and Environmental Services Department and from third party contracts with various suppliers. Facilities are also maintained by the Town of Newmarket Public Works and Environmental Services Department. Central York Professional Firefighters Association has stated that CYFS should develop a mechanical officer/division.

There is no need to alter the organization of the department. The current organization chart is posted on the CYFS website but should also be posted on the Town of Newmarket employee information website.

Note: Specifics of each operational area will be addressed in the relevant sub section of the report.

## **A.4 Administration Division Staffing**

There are currently two full time support staff in the Administration Division with an additional part time person working .6 of a full time equivalent (FTE). There is also a full time Human Resources Consultant.

There is no direct supervision of the support staff, currently. They report directly to the Fire Chief. There is an expectation that the growing demand on the staff of the division will continue. There is also a need to ensure adequate, trained back-up for the tasks performed by each of the support staff. These factors warrant converting the part time position into an additional full time one.

The two Deputy Chiefs and the Fire Chief would benefit from one of these positions being dedicated to provide confidential secretarial support.

A review of the functions being performed by Administration support staff shows not all functions are being performed to the fullest extent desired. For example, there is limited support to the Training and Prevention Divisions.

It's difficult to forecast the impacts on administration workload due to information technology evolution. Therefore, there may be a need to revisit staffing levels in the administration division in coordination with the budgeting forecast.

***Recommendation A.4.1 – CYFS should convert the part time position into a full time position and re-structure the support staff so that they are provided with direct supervision and that back-up of tasks is incorporated into the structure.***

***Recommendation A.4.2 - CYFS should continue to monitor the workload of Administration support staff, identify efficiencies and evaluate the need for any additional staff.***

## **A.5 Budget, Purchasing and Inventory Control**

An annual budget is developed for CYFS and submitted through the budget development and approval process with the Town of Newmarket. The budget is organized and identifies expenses and revenues on a line by line basis.

The budget is reviewed and reported on monthly and reviewed by senior CYFS staff including the division chiefs.

There is not a formalized process for staff within the four divisions to provide input during budget development.

Purchasing is coordinated by one administration staff, tracked and distributed. The Town of Newmarket purchasing policies are followed and Town of Newmarket staff provide assistance with purchasing including selection of suppliers and accounting.

Inventory control is not comprehensively applied. Notwithstanding this, the inventory of equipment and vehicles is monitored and needed replacement



addressed. Cleaning and maintenance of Personal Protective Equipment is scheduled and tracked.

Storage space for supplies is limited at station 4-1. It is also difficult to keep the room secured with the various people that need to access the room on a regular basis.

Equipment on vehicles is subject to routine inspection and reporting, however, there is some inconsistency in how this is done. Further, building and facilities are not consistently inspected and maintained.

***Recommendation A.5.1 – A structured process should be established to solicit input where appropriate from each of the divisions. Committees should be part of this process, especially for the Suppression Division, with committees established for Vehicles and Equipment, Auto Extrication, Water/Ice Rescue, Hazardous Materials, Aerial Operations, Rural Water Supply, Medical, Information Technology, Pre-incident Planning.***

***Recommendation A.5.2 – A comprehensive inventory management system, consistent with the Town of Newmarket system, be developed and implemented. This system should include date of purchase, life expectancy and location. Note that its intended that records management software will be implemented in 2008 and this will incorporate inventory controls.***

***Recommendation A.5.3 – Standard Operating Guidelines (SOG's) should be developed and consistently applied for vehicle, equipment and building maintenance.***

## **A.6 Records, Reports, Data**

The department's records are stored on site at Station 4-1, for the most part. Some records, primarily training and specific equipment records are stored in other stations. Not all administration staff are familiar with the filing system for all records making it difficult, at times, to access records.

Record collection and storage would benefit from a review of the current system to ensure that all needed documentation is created, collected and effectively stored in an easily retrievable manner. It would also be helpful to ensure that the documentation requirements are clearly understood by all affected staff.

Many records are stored electronically, in addition to paper copies. The use of electronic record storage could reduce the needed storage space and provide improved accessibility and manageability of the records. The current electronic storage system should be reviewed to ensure that records are easy to find without duplication and that the proper security is provided for these records.

The Town's retention policy does not address some of the specific retention issues for CYFS records, such as property records and equipment check forms.

***Recommendation A.6.1 – CYFS should explore the possibility of electronic file storage in lieu of paper storage, where possible.***

***Recommendation A.6.2 - CYFS should review the current electronic filing system and ensure appropriate security is provided to protect electronic records and that the records are easily accessible.***

***Recommendation A.6.3 – A records retention policy should be developed for CYFS, in coordination with the one being developed for the Town of Newmarket.***

## **A.7 Information Technology**

There is extensive use of computer systems for typical office functions in the Administration, Fire Prevention and Training Divisions. These functions include word processing; email, meeting organization and task management; limited database use; limited use of spreadsheets; and electronic file management. In the Suppression Division, officers have access to one work station per crew in order to complete their reports, access training information and do research.

CYFS has significant need for IT support including 24/7 technical support for the Suppression Division. Note: Information Systems for The Town of Newmarket is currently researching how they can provide 24/7 support. The needs of each division will be discussed in more detail in each respective sub-report.

Existing hardware, including computers, printers and related equipment are replaced on an established schedule. Maintenance and support is provided by the Town of Newmarket Information Technology Department and payment for these services is included in the annual budget (\$212,000 in 2007).

The website for Central York Fire Services is a part of the Town of Newmarket site and it is linked from the Town of Aurora site. There is limited information on the website about the fire service and related topics such as fire safety tips. Improvements could be made in posting timely and topical information regarding fire matters such as bans on open burning, fire station open houses, staffing issues, etc.

The telephone system in use by the fire service is not consistent in all stations and divisions. The two stations in Aurora, including the Training Division operate on a different system than the two stations in Newmarket. There are some customer service issues with the telephone system which could also be considered, including the different operation of the messaging system and the need to listen to instructions to "press 3" before being connected to extensions.

Also calls cannot be transferred from one system to another nor is there a voicemail system for the Training Division.

***Recommendation A.7.1 – CYFS should develop a comprehensive Information Technology Plan to address the hardware, software and training.***

***Recommendation A.7.2 – CYFS should develop a comprehensive Information Technology Plan to address support and maintenance of all divisions.***

***Recommendation A.7.3 – CYFS should develop a website separate from, but linked to, both Town websites. Staff time needs to be devoted to develop and maintain the site.***

***Recommendation A.7.4 – CYFS should research feasibility of a telephone system that operates consistently for all stations and provides optimum user and customer service while still being compatible with the Town of Newmarket system.***

## **A.8 Human Resources**

Central York Fire Services benefits from having a Human Resources Consultant in the Administration Division from the Town of Newmarket. The fire service follows the human resources policies of the Town of Newmarket, with exceptions due to the separate Collective Agreement covering the firefighters. Records are maintained, confidentially, by the Human Resources Consultant.

There are a number of areas that could be improved in the area of Human Resources. These include the development of job descriptions and the creation of a performance development program for all staff. This issue was also raised in the area of staff development, noting that effective staff development is very difficult without having clear descriptions of the expectations and skills needed for each position and without a means of identifying individual training needs. Currently, performance development plans are in place only for the Administration Division staff.

Succession planning and educational opportunities are not a formal process. There is an examination process in place for moving into advanced positions in Suppression and Prevention Divisions and these identify the skills needed for the position. There are courses available to staff upon request and approval. There are opportunities for staff to participate in committees.

***Recommendation A.8.1 – CYFS should develop job descriptions for each position within the department.***

***Recommendation A.8.2 – CYFS should develop a performance development program, consistent with the Town of Newmarket program, for all department staff.***

***Recommendation A.8.3 – Succession planning and professional development for the department should be established in a more formal process with educational opportunities, including mentoring, secondments, job shadowing, cross training, incorporated.***

## **A.9 By-laws and Agreements**

There are a number of municipal by-laws enacted in both Aurora and Newmarket that govern the services provided by Central York Fire Services. The only action identified in this area is relative to fees for services and governing open burning.

The open burning provisions of the by-laws for the two Towns are being reviewed under a separate initiative. It is intended that, as much as possible, the two Towns will adopt identical provisions in their respective by-laws.

Fees for services are updated each year to reflect cost of living increases. However, the fees for services by-laws should be reviewed in detail to ensure that appropriate fees are being levied that reflect the costs of the provisions of the specific services. Opportunities for additional cost recovery or fees for service are addressed below.

## **A.10 Coordination with Other Departments and Agencies**

Central York Fire Services co-ordinates activities with a number of other agencies, municipal, regional and provincial. The co-ordination is done at the Deputy Chief or Chief level, with some exceptions such as the Regional Training Committee, Hazardous Materials, and Regional Fire Prevention Committee. This co-ordination takes a significant amount of time and effort but is essential to ensure that the Towns of Aurora and Newmarket are properly protected and contribute appropriately to the protection of the region and province.

The only identified problem area at this time is the co-ordination of emergency medical responses with the York Regional Emergency Medical Services and with the Provincial Ministry of Health which is responsible for dispatching these services. It is noted that there are routine delays in dispatching CYFS to emergency medical responses. These delays can significantly impact the residents of Newmarket and Aurora. The issue has been raised with the region and the province by CYFS and by all the region fire services but has not been successfully resolved.

This is addressed in the Operations Sub-Report.

## **A.11 Media and Public Relations**

Media and public relations activities can be considered as three areas: public education initiatives, response to media enquiries related primarily to incidents and public relations promoting the profile and awareness of Central York Fire Services. The first area is more specifically the responsibility of the Fire Prevention Division. The other two require the co-ordination of activities by several divisions.

Media contacts relative to incidents are handled at the incident by the senior officer. Subsequent requests for information are referred to the Fire Chief or other senior officer, depending on the issue.

Public relations activities are tied with public education opportunities, typically, such as the two station open houses conducted during Fire Prevention Week.

CYFS operational needs are not completely consistent with The Town of Newmarket policy.

***Recommendation A.11.1 – Standard Operating Guidelines should be developed to clarify roles and expectations relative to media and public relations. Staff should then be trained on their roles and responsibilities.***

## **A.12 Health and Safety**

The operation of the Joint Health and Safety Committee for CYFS is being reviewed as a separate initiative. The Occupational Health and Safety Act requirements for separate Joint Health and Safety Committees for each workplace have resulted in an interim restructuring of the committee for the department while approval is sought from the Ministry of Labour for a multi-site committee.

The requirements of the Occupational Health and Safety Act are being met and regular meetings are held by the committees. Information is posted in each workplace, as are the minutes of the committee meetings.

One area requiring attention is that of exposure reporting. Not all staff are consistently completing exposure reports and the Central York Professional Firefighters Association is not receiving copies.

There is an agreement with the Association that CYFS will operate a Fitness and Wellness Program. The program has focused on the Suppression Division staff. The finances available to the program and the role of the committee members are not clearly understood by staff.

***Recommendation A.12.1 - The expectations for completing and filing exposure reports should be clarified and communicated to all staff.***

***Recommendation A.12.2 – The role of the Fitness and Wellness Committee and its operation should be clarified and its available finances clearly noted. The scope of the program should include all CYFS divisions and the awareness of the program should be promoted, particularly for newer staff.***

### **A.13 Infrastructure, Vehicles and Equipment**

All departmental administrative functions are done at Station 4-1. The current space accommodates all the current staff although there are some noted shortcomings.

Storage space is not adequate for supplies or for records. Security of storage should be improved including restricting and tracking the distribution of keys.

There is one meeting room which at times does not meet the demand and is not provided with teleconferencing or adequate presentation equipment, such as a mounted multimedia projector. The use of other town facilities can be explored, when feasible however it is not always a workable option – for example if there is a station tour being conducted at the same time that senior officers need to have a meeting.

The office space for the support staff exposes them to frequent interruptions and distractions from visitors to the fire station or staff inquiries that are on duty. Although reception needs to be at the front of the building, the rest of the support staff would be more productive if moved away from that area. Having support staff close at hand to the chief officers would also improve confidentiality in addressing human resources issues and other matters.

The office of the Human Resource Consultant would benefit from improved sound barriers to ensure that conversations within that office are confidential.

Future development of facilities for CYFS should consider the needs for maintaining and displaying the museum pieces that the fire department possesses. There is a room dedicated to such use at Station 4-3 for the previous Aurora Fire Department items, but the Newmarket Fire Department items are stored on the apparatus floor of Station 4-1.

No issues were currently identified with vehicles or other equipment needs for the Administration Division.

***Recommendation A.13.1 – The office space and storage space for administration should be reviewed and suitable plan developed to provide adequate storage space, meeting room facilities and improve the office layout for the support staff. Options to consider include:***

- 1) Facilities at a new station***
- 2) Alterations and expansion of Station 4-1 to include Training Division***
- 3) Alterations and expansion of Station 4-3***
- 4) Move administration off site (not recommended)***

#### **A. 14 Potential for Revenue Generation**

There are opportunities for Central York Fire Services to consider revenue generation or other cost avoidance possibilities. Fees for services is a measure that is already in place. Fees are levied for various Fire Prevention inspection activities. These fees should be reviewed to ensure that they are reflective of the actual cost of providing the services and those fees are levied for all appropriate services i.e. woodstove inspections are not done and commercial property inspections have no fee assigned.

Fees for service for emergency responses are not currently levied, with two exceptions. One is the fire protection agreements with the neighbouring municipalities of Whitchurch-Stouffville and King Township. These municipalities provide a fee based on a retainer and a per-response charge based on the standard service rate set by the Ministry of Transportation. This rate is established through discussions between the Ontario Association of Fire Chiefs and the Ministry of Transportation and has not been increased for many years and is overdue for revision.

The other exception is for levying a fee for repetitive false alarm activations at a property. The opportunity for revenue from this is quite limited and has to be balanced against the possibility of delaying fire department responses to an actual emergency.

Other fees could be considered for emergency responses, such as fees for motor vehicle collisions. This is a controversial practice by some municipalities and has been challenged in the courts. Some municipalities charge fees for vehicle owners that are not residents. This can be a challenge for the firefighters to establish, at the scene of the accident as the information may not be willingly provided to them. There is also some concern for the possible negative public attention such a practice can attract.

When CYFS responds to a hazardous materials incident that requires significant clean up, cost recovery is sought from the property owner, when possible.

Cost avoidance and efficiencies of scale can be achieved, to some degree, through co-ordinated purchasing of equipment and services with other emergency services in the region. This is already in place to a significant degree with fleet purchases co-ordinated with York Regional Police, combining some equipment purchases with other regional departments and with dispatch service improvements shared with Richmond Hill, Georgina and East Gwillimbury and the co-ordinated development and operation of the Children's Safety Village as examples.

***Recommendation A.14.1 – The fees for services for Fire Prevention activities should be reviewed to ensure they reflect the actual cost of service delivery.***

***Recommendation A.14.2 – The means for levying fees for false alarms should be reviewed to ensure that it is consistently applied.***

***Recommendation A.14.3 – Cost sharing and efficiency of scale opportunities should be explored with other York Region emergency services for equipment purchases and other service needs.***



**Master Fire Plan Update  
Central York Fire Services  
2008-2017**



**Sub-Report on Fire Prevention**

## **Fire Prevention and Public Education**

### **Master Fire Plan Update**

The consolidation of the two fire departments of the Towns of Aurora and Newmarket have resulted in a significantly enhanced level of service overall. The two towns benefit from a level and depth of service that would not be achievable for each town independently.

The original plan was for five fire prevention staff with an increase to six at the year 2011. This was subsequently revised with the sixth staff being hired in 2005.

### **B.1 Fire Prevention Division Staff**

Central York Fire Services Fire Prevention Division consists of six staff. There is a Chief Fire Prevention Officer (CFPO) responsible for the division that reports to the Deputy Fire Chief, Support Services. There is a Fire Prevention Officer that assists the CFPO and provides guidance and support to the four Fire Prevention Inspectors.

Inspection, public education and investigation tasks are shared amongst all the staff in the division, including the CFPO. Staff are assigned to specific tasks based on the demands at the time, as well as the skills and interest of the individual. One Inspector is assigned to most of the fire safety education activities and coordinates all such activities. One Inspector does the majority of portable extinguisher training. All but one inspector does not do fire investigations.

Note that at this time, there is no specialization of roles within the division. There is no identified Public Safety Educator position nor is there a specific Fire Investigator position. Although one Fire Prevention Inspector (that is a Certified Public Educator) is assigned responsibility for many of the public education activities and provides coordination of these activities when other staff are involved, including the Suppression Division. This system works well for the Division by providing staff with opportunities for involvement with various skill areas and providing cross training for all staff. For a Division of this size, this is a very practical approach.

The division staff are not able to do all the inspection and public safety education work that is warranted for the two towns. However, the staffing is consistent with comparable fire services and, until such time as more evaluation can be done of the potential productivity improvements that should result from implementation of the recommendations in this report, it would be premature to contemplate changes. Once these recommendations are implemented, workload and productivity issues should be re-evaluated and a determination made as to any needed increase in staffing.

**Recommendation B.1.1 – CYFS should monitor the productivity of the Fire Prevention Division and the implementation of this report’s recommendations and evaluate the need for any additional staffing in three to five years.**

## **B.2 Records, Reports and Data**

The records of the Fire Prevention Division are quite thorough. There is limited use made of data regarding properties with regards to tracking and planning activities. Reports are filed for most activities. Recently, improvements have been made in tracking certain activities such as building permits and fire safety complaints from Suppression Division.

***Recommendation B.2.1 – CYFS develop a more comprehensive process for reporting all fire prevention activities, routinely reporting on progress toward established inspection and public education goals and evaluating and analyzing available data.***

## **B.3 Information Technology**

The Fire Prevention Division staff all have access to desk top computers and have a portable computer with a projector available to aid with public education activities. The staff make effective use of MS Office Suite software programs for scheduling, communicating (by email) reporting and file management. There are a number of digital cameras available that are used for recording inspection information, enhancing public education materials and recording investigation information.

It’s anticipated that electronic records management software will be implemented in 2008 in conjunction with the new dispatch system being installed by Richmond Hill Fire Department. This should improve and enhance the reporting and recording of all fire prevention activities.

At this time no significant hardware issues have been identified. The equipment will need to be continually upgraded, as per the Town of Newmarket process. As information technology is a rapidly advancing field and as the Fire Prevention Division can make very effective use of it, this is an area that will need to be monitored closely to identify if new equipment or software will become available to improve the effectiveness and efficiency of the division’s operations.

CYFS makes somewhat limited use of the department web page. This page is part of the Town of Newmarket web site and is directly linked from the Town of Aurora site. The information posted on the site is not always current. Information such as open air burning information, fire bans, rules for ancillary apartments and

smoke alarm regulations should be posted and kept updated. It would be useful to have a site specifically for CYFS and linked directly to both town websites.

***Recommendation B.3.1 – CYFS implement an electronic records management system that effectively manages all fire prevention division needs for recording, analysis and reporting.***

***Recommendation B.3.2 – CYFS should research and review the increased use of information technology for the Fire Prevention Division in coordination with the annual budget process.***

***Recommendation B.3.3 – CYFS should develop a separate website with timely information posted regarding the department and other fire safety information that improves the residents awareness of CYFS and assists residents to ensure improved fire safety.***

#### **B.4 By-laws and Agreements**

CYFS does not provide fire prevention services to the municipalities of King Township and the Town of Whitchurch-Stouffville that it provides fire suppression services to, under agreement.

CYFS is provided with the needed legislated authority to operate its fire prevention activities, including appointment of staff as inspectors under the Ontario Building Code Act.

Approval of open air burning is regulated under separate by-laws for each town. There is currently a proposal moving forward to revise the application of approvals for open air burning.

Specific authority is given by the Ontario Fire Code to the Chief Fire Official. For practical purposes, this authority is applied to some extent by each of the staff in the Division. This delegation of authority is not recorded, however.

***Recommendation B.4.1 – CYFS should complete the development of an open air burning approval process that is consistent for both towns.***

***Recommendation B.4.2 – CYFS should delegate Chief Fire Official authority, as needed and with appropriate restrictions, to all staff in the Fire Prevention Division.***

## **B. 5 Coordination with Other Departments and Agencies**

The Fire Prevention Division operates in coordination with other municipal departments of the two towns, as needed. Typically, public education activities are coordinated with the communications departments, as needed. Building Code permit inspection activities are coordinated with the two Buildings Departments. Site plans are reviewed in conjunction with the two Planning Departments.

Media releases and promotion of events for public education purposes is done by the Fire Prevention Inspector tasked with the majority of public education activities and with the communications staff of the two towns.

Building code permits are the primary responsibility of the Buildings Departments. The Fire Prevention Division is responsible for plan review and site inspection for a variety of fire safety features. There is a memorandum of agreement governing the relationship with the Town of Aurora. The system for plan review and approval would be improved with a clear understanding of all parties of the process, areas of responsibility and means of dealing with difficult issues such as changes during construction and the approval of alternative compliance proposals.

Site plan review has been an issue with the concerns of CYFS not always being clearly understood by the planning departments. This is being corrected by the development of a Standard Operating Guideline for site plan reviews that will clarify the process and the issues that CYFS will consider as well as providing clear direction to Fire Prevention Division staff.

***Recommendation B.5.1 – CYFS should develop a Standard Operating Guideline, including consultation with both Building Departments, that defines roles, responsibilities and process for Building Code permit plan review, approval, inspection and enforcement.***

***Recommendation B.5.2 – CYFS should continue the development of an SOG, including consultation with both Planning Departments that defines roles, responsibilities and process for review of site plans.***

## **B.6 Public Fire Safety Education**

CYFS provides a variety of public fire safety education programs. These include:

- Risk Watch
- School Program - there are a total of 48 elementary and nine secondary schools in the two towns
- Pre-School Program
- Girl Guides Program
- High Rise Seminars
- Home Safety Inspection
- Seniors Program
- TAPP-C arson prevention program
- Special Events – Winterfest, street parties
- Open Houses
- Junior Firefighter program
- Fire Extinguisher Demonstrations
- Station Tours
- Smoke Alarm Program
- Hockey Card Program

Most of these programs are coordinated by one Fire Prevention Inspector. The rest of the Division provides assistance and support, as necessary. The records indicate that 5848 persons were reached with a fire safety message in 2006.

In addition the Suppression Division provides significant support by conducting the Station Tours, supporting Risk Watch by attending at the schools, assisting with the TAPP-C interventions and assistance and support at special events. Not all crews are involved to the same degree and with the same interest and aptitude.

The Smoke Alarm Program is focused around the use of two summer students that go door to door in targeted areas providing fire safety information and instruction and installing smoke alarms, when they are not present already. This program is being reviewed to take account of provincial initiatives and regulatory changes.

The public education activities are not consistently and thoroughly reported on for such information as the number of activities and the number of achieved outcomes. This is done for many programs, but not all. More analysis of the target audiences, as far as numbers and locations, would be helpful. Program goals should be set on an annual basis, the results recorded and reported on regularly.

The public education programs have the enthusiastic support of the Fire Prevention Division staff, are varied and innovative. It was noted that there is increasing demand for the TAPP-C program. It was suggested that the

department develop a media strategy involving regular media releases and also that additional educational and promotional material be developed and acquired.

***Recommendation B.6.1 – CYFS should research and identify program goals and achievable outcomes for all public education programs on an annual basis.***

***Recommendation B.6.2 – CYFS should review and improve the recording and reporting of public education activities taking advantage of the electronic records management software being implemented in 2008.***

***Recommendation B.6.3 – CYFS should develop a media program to regularly promote fire safety messages in the local media.***

***Recommendation B.6.4 – CYFS should develop additional educational and promotional material within the fiscal capacity of the existing budget and/or with the support of corporate sponsorships.***

***Recommendation B.6.5 – CYFS should develop programs that enhance the role and responsibilities of the Suppression Division for public safety education programs that includes identifying outcomes and providing the necessary administration support and staff training.***

## **B.7 Fire Safety Inspections**

The Fire Prevention Division conducts inspections of properties within the two towns. There are a variety of different inspections types, including:

- Complaints
- Fire Crew Follow-up
- Building Code Permit
- Retrofit
- School Fire Drills and inspection
- Accessory Dwelling Unit Properties (ADU's)
- Targeted inspections – typically high rises and schools
- Site Plans
- Requests
- Licensing

Not all inspection activities are tracked separately, although the number of inspections and time spent is monitored. There is not a clearly stated frequency of inspection for targeted properties such as the hospital, ten nursing homes, group homes, two seniors centres, 57 schools, Montessori schools and three hotels. Large industrial occupancies are not targeted for regular inspection, at this time.

Building permit inspections of larger buildings often involves the assistance of Suppression Division staff for commissioning of equipment and building familiarization.

It is believed that most properties subject to Retrofit, that the Division is aware of, have been inspected and are compliant. However, there is not a comprehensive inventory of these properties.

The Division staff are not able to undertake many targeted inspections due to time commitments reacting to other types of inspection demands such as complaint inspections, accessory dwelling unit building, building permit inspections and request inspections.

Fees are charged for specific inspection types; however, fees are not collected consistently. This is also addressed in Section A.

***Recommendation B.7.1 – CYFS should develop SOG’s for all significant Fire Prevention Division activities and tasks.***

***Recommendation B.7.2 – CYFS should establish frequency of inspections for all occupancy types in both towns. Annual records should be reviewed and reported on to determine success of achieving these frequencies.***

## **B.8 Fire Safety Plans**

Many of the properties in the two towns are required, under provisions of the Fire Code, to have approved Fire Safety Plans. Copies of all approved plans are kept on file with the Fire Prevention Division. There are approximately 150 fire safety plans on file and there is a list of all plans on record. These include most of the higher risk properties. The requirement for fire safety plans is addressed for newly constructed buildings, although they may be permitted to occupy prior to a plan being in place.

There are samples for several occupancy types to aid property owners in creating appropriate plans for their buildings.

There are not a definitive number of buildings that require fire safety plans and so it is not possible to know the degree of completion at this time. Also, there is no established frequency for reviewing the plans.

***Recommendation B.8.1 – CYFS should develop an SOG for Fire Safety Plan review and approval that identifies the approximate total number of buildings requiring plans and a frequency of review, consistent with the frequency of inspection established under Subsection B.7 and incorporates a simple Fire Safety Plan for simple buildings.***



***Recommendation B.8.2 – The SOG’s for Fire Safety Plans should incorporate the review of the Suppression Division prior to approval to facilitate the timely implementation of pre-incident plans.***

## **B.9 Fire Investigations**

The Fire Prevention Division conducts approximately 15 – 20 fire investigations each year. Not all staff are equally involved in conducting these investigations and there is only one person assigned responsibility to answer calls outside of normal business hours.

The staff conducting investigations are provided with appropriate equipment, including personal protective equipment and respiratory protection, in accordance with the standards demonstrated by the Office of the Fire Marshal.

The Suppression Division conducts very limited investigations of minor incidents that do not result in the Fire Prevention Division being notified. It was suggested that the fire crews receive additional training on identifying cause and origin of fires.

***Recommendation B.9.1 – CYFS should clarify the expectations for Fire Prevention Division staff to be available for responding to calls outside of normal business hours.***

***Recommendation B.9.2 – CYFS should enhance the training to Suppression Division officers and staff to improve their investigation skills for minor incidents and to ensure protection of evidence for major incidents.***

## **B.10 Fireworks**

The Fire Prevention Division reviews three or four major fireworks plans each year. The federal legislation respecting fireworks is used and there are by-laws in both towns regulating this matter. The review and approval of fireworks sales and displays is not clearly articulated in the existing by-laws. Specifically, the by-laws do not address particulars about insurance requirements nor do they regulate the sale of fireworks at the retail level adequately by such means as restricting locations and times for sale or inspection of retailers.

***Recommendation B.10.1 – CYFS should work with the two towns to review the by-laws regulating fireworks sales and displays and make necessary revisions.***

## **B.11 Fire Prevention Training**

Staff in the Fire Prevention Division are subject to examination when moving up through the grade structure, from 3<sup>rd</sup> to 2<sup>nd</sup> class, 2<sup>nd</sup> to 1<sup>st</sup> class. The training for staff in the Fire Prevention Division has not always been thoroughly planned although there has been opportunity for significant training at the Ontario Fire College. One Inspector is certified as a Public Educator and three have received certification as Fire Investigators in accordance with the NFPA 921 standard. None of the staff are certified as Fire Prevention Officers under the Provincial Fire Service Standards, as of yet.

Training needs for each Inspector is being considered on an annual basis and all the staff are registered for courses at the Fire College in 2008. The Division has been given permission to a lot 15 days per person for training in 2008.

See also Section D.

***Recommendation B.11.1 – CYFS should develop an annual training plan for the Fire Prevention Division, in coordination with individual performance development plans and incorporating succession planning.***

## **B.12 Buildings and Facilities**

The facilities for the Fire Prevention Division are adequate to the needs of the staff, at this time. The space allocated to the Division is full, however. Also, the organization and shelving in the storage space should be improved to make it more efficient and easy to access.

## **B.13 Vehicles and Equipment**

The Division is provided with a separate vehicle for each person. Currently, these consist of five minivans and one pick-up truck. These meet the needs of the staff.

No equipment needs were identified during this review.

## **B.14 Personal Protective Equipment**

Staff in the Fire Prevention Division are provided with appropriate safety shoes and hard hats for wear at construction sites and for inspections. They are also provided with bunker gear for use during fire investigations. There have been some issues noted with fit and durability of the bunker gear.

***Recommendation B.14.1 – CYFS should research the bunker gear used for investigations to ensure adequate fit and durability or consider alternate clothing.***



**Master Fire Plan Update  
Central York Fire Services  
2008-2017**



**Sub-Report on Operations**

# Operations

## Master Fire Plan Update

The consolidation of the two fire departments of the Towns of Aurora and Newmarket have resulted in a significantly enhanced level of service overall and significant cost avoidance. The two towns benefit from a level and depth of service that would not be achievable for each town independently.

In the area of operations, the enhanced service is the increased resources available and the ability to develop more specialized services. By combining emergency response resources, the two towns have more apparatus and more firefighters available under a unified command structure. These apparatus can be configured to provide more specialized services such as hazardous materials response, water and ice rescue and heavy rescue. The staff can then be provided with the more extensive training required to provide these services effectively.

### C.1 Established Levels of Service

Central York Fire Services provides a range of emergency response services to the two towns. These include, but are not limited to, response to:

- Structure fires
- Vehicle fires
- Grass fires
- Emergency medical responses
- Motor vehicle collisions
- Vehicle extrications
- Fire alarm activations
- Carbon Monoxide detectors activated
- Water and ice rescues
- Elevator rescues
- Public assists

CYFS responded to 4336 calls for service in 2007. About 3600 of these are emergencies. The level of service for each of these responses is composed of three elements – equipment, staff and response time.

The equipment and staffing issues will be reviewed separately for each response type. The response time is a consistent issue for all emergency responses. The stated benchmark for CYFS is an average six minute response for the initial apparatus. This six minutes includes the call handling time (York Regional Police and Richmond Hill Fire Services) the turnout time for firefighters to get the necessary information about the call, dress appropriately and get the apparatus moving, and the time taken to drive to the location.

Currently, CYFS is meeting the six minute average. However, there are concerns with the potential for some delayed response times that are not apparent when considering only the average. You can have a significant number of responses that take longer than six minutes and still meet the average.

A commonly accepted means of considering response time is to express the expectation as a percentile, i.e. within six minutes, 90% of the time. Using this method of assessing response times, CYFS would be better able to identify any significantly delayed calls. However, this is a different benchmark, not just a different way of expressing it. For example, although meeting the 6 minute average in 2007, CYFS achieved a 6 minute response for only 67% of the total emergency calls.

Another benchmark currently in place for CYFS is ten firefighters within ten minutes at a structure fire. A review of major working fires in 2006 revealed that this was achieved 63% of the time and 75% of the time for 2007.

Note that the benchmark for emergency responses referenced in the Office of the Fire Marshal Public Fire Safety Guidelines are stated as ten firefighters within ten minutes, 90% of the time to reported structure fires. This is the benchmark to which CYFS would be measured if subject to review by the OFM.

A review of the responses in 2006 to which at least three apparatus were dispatched and at least three arrived under emergency response conditions indicates that CYFS achieved ten firefighters in ten minutes for 86% and for 2007 it was 87%. It should be noted that CYFS actually dispatches at least 13 firefighters to a reported structure fire, which is significantly more than the minimum noted in the OFM guideline, noting that the Platoon Chief's response is not currently included in the assessment.

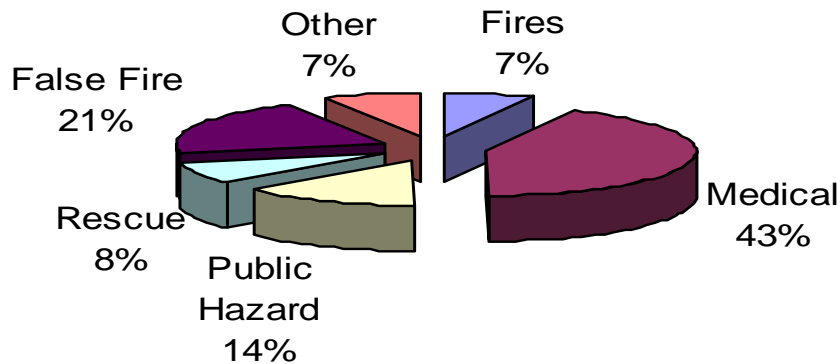
It should be noted that the response to calls that the department dispatched three crews in the Station 4-3 area is not meeting the expectation by a larger margin, only achieving ten firefighters within ten minutes 70% of the time. There were four structure fires in this district in 2007 and only two achieved 10 firefighters in ten minutes.

There are also National Fire Protection Association Standards for emergency response benchmarks. These set, for a department such as CYFS, a higher expectation for emergency response. To paraphrase, NFPA 1710 expects that 15 firefighters arrive within ten minutes, 90% of the time.

Turnout time for firefighters routinely takes in excess of 60 seconds, the expectation stated in NFPA 1710.

Richmond Hill Fire Department is implementing a new Computer Aided Dispatch System in 2008. It is anticipated that this will improve their call handling times, provide improved ability to analyze call information and provide options that can improve CYFS turnout times. Refer also to Subsection C.18.

The responses for 2006 are divided by type in the chart below:



CYPFFA suggested that further discussion and research be done to determine whether the response expectations of NFPA 1710 would be appropriate for the department, and what would be needed to achieve it.

***Recommendation C.1.1 - CYFS should strive to achieve a goal of first arriving crew consisting of at least three firefighters and an officer responding to emergencies within six minutes of receiving an emergency call, 90% of the time.***

***Recommendation C.1.2 – CYFS should strive to achieve a goal of responding to reported structure fires with twelve firefighters within ten minutes, 90% of the time.***

***Recommendation C.1.3 – CYFS should research options for improving the response to reported fires by reviewing call handling times and striving to achieve a goal of 60 seconds or less.***

***Recommendation C.1.4 – CYFS should strive to achieve a goal of 60 seconds or less for the turnout of firefighters.***

## **C.2 Emergency Response Staffing Capabilities**

Central York Fire Services has five on-duty crews in the Suppression Division stationed in four fire stations. These crews staff four engines and one aerial platform firefighting apparatus. These five crews also have the availability of a tanker vehicle and a hazardous materials response vehicle with trailer for first run responses.

In the event of a major occurrence occupying three or more of the on-duty crews, there is a protocol in place that off duty firefighters will be paged to respond to the four stations and staff as many as four reserve apparatus. These reserve apparatus consist of two engines and two telesquirts. These vehicles are aging and there has been some concern raised regarding the completeness of their



equipment. It has been suggested that having two reserve apparatus, fully equipped, would be an effective means of providing back-up to the front line apparatus in the event of major emergencies.

In addition to the initial response expected as outlined in the service benchmarks, there are additional demands for staffing that may arise depending on the specific hazards, size of the incident and duration of the incident. These include the need to provide for firefighter rest and rehabilitation.

As noted in Section C.2, CYFS is not always able to achieve its benchmark responses. To improve this situation some time may be reduced during the call handling and turnout time for firefighters, however, one potential solution that should have significant improvement would be to construct a fifth fire station in the centre of the response area.

The current Master Fire Plan anticipates the addition of a sixth crew for the department in 2011. Should the sixteen firefighters and four captains be added, as indicated in the plan, provisions will need to be made for apparatus and equipment. There are options as to how additional firefighters may be most effectively added to the department, such as staffing a heavy rescue unit or as a split crew on a light attack vehicle. Note that CYPFFA has concerns with having split crews operate independently.

***Recommendation C.2.1 – CYFS should review the reserve/spare system and fully equip and maintain at least two apparatus to be used as reserve. Note that vehicles that are not fully equipped shall not be used as the sole first responder unless it has the equipment needed for the specific emergency.***

***Recommendation C.2.2 – Response protocols should be revised to ensure that closest vehicles are responding, such as having 421 and 427 respond to calls in the northwest Aurora area. Platoon Chiefs shall review the coverage and make any necessary decisions to move vehicles or alter the response.***

### **C.3 Emergency Response Protocols**

The resources dispatched by Central York Fire Services to emergencies are dependant on the nature of the reported emergency. The number of crews initially assigned to each type of reported emergency is identified in each relevant section, below.

In addition to the five on-duty crews, CYFS calls back off-duty firefighters for major emergencies that result in three or more of the on-duty crews being committed to an incident. This occurs approximately ten times per year. Typically, it's estimated that an average of fifteen firefighters will respond within

thirty minutes. It was noted that there is no timely mechanism in place for the Platoon Chief that initiated call-back to have confirmed that the off-duty firefighters were paged.

All CYFS firefighters are offered a pager. Almost all have one. Its worth noting that less than half the department staff live within the two towns; many live quite a distance away. Firefighters are paid a stipend of \$300 each year, if they respond to at least two call backs. Firefighters that do respond to pages are paid an additional overtime wage, with a minimum of three hours per call back. There is also a provision that if paged and subsequently cancelled, firefighters will be paid for the call-back if they phone the on-duty Platoon Chief and advise that they were responding. The expectations and results of call back should be evaluated to determine how many firefighters are responding and within what time period.

Senior Officers (Fire Chief or Deputy Chiefs) are usually notified of any major emergency, including most working fires. At least one of them will respond, depending on the specifics of the incident and their availability.

There was some concern expressed that the response protocols to some calls that are currently in place may not always assign an appropriate number of apparatus to the initial response. An example is to “appliance fires” which result in the dispatch of two vehicles. It was suggested that three would be more appropriate.

Development and planning of roads, as well as the means by which new roads are opened, has an impact on the time for emergency services to respond. There are occasions when roads have not been opened to traffic flow to prevent construction traffic or through traffic from accessing them. This prevents CYFS vehicles from using them as well, with a corresponding increase in response time.

***Recommendation C.3.1 – CYFS should develop an SOG that makes clear the expectations for off-duty staff for provision and carrying of pagers, response to call-backs and methods for ensuring accurate and consistent payment for responses. This should also include means for ensuring that the off-duty staff were in fact paged. The results of call back need to be analyzed.***

***Recommendation C.3.2 – An SOG should be developed to identify the expectations for Senior Officers to be notified of emergencies and for their response.***

***Recommendation C.3.3 - The response protocols for the various types of emergency responses that CYFS responds to should be evaluated annually to ensure that appropriate resources are dispatched.***

***Recommendation C.3.4 – The Towns of Newmarket and Aurora should consider emergency response considerations when planning and developing new roadways.***

#### **C.4 Automatic and Mutual Aid**

CYFS participates in the York Region and Provincial Mutual Aid System. The department responds to approximately 20 activations per year. CYFS requests mutual aid in very rare occurrences, usually to support water tanker operations.

Access to specialized rescue services that are not within CYFS capability would be initiated as Mutual Aid, at this time. For example, should CYFS have need of trench rescue capability, this would be requested of Richmond Hill.

Automatic Aid (the immediate response by CYFS to an emergency in an adjoining municipality, in combination with the response from that municipality) is established with the Town of Whitchurch-Stouffville and the Township of King. CYFS responds to Whitchurch-Stouffville approximately 40 times per year and to King approximately 25 times.

For the Township of King, CYFS provides response to a limited area, centred on Highway 9 and extending west just past Dufferin Street. The department responds with three trucks to reported fires and two to motor vehicle collisions, and one to emergency medical responses. CYFS does not immediately respond its own tankers to reported fire incidents in this coverage area. The lack of hydrants in the area does pose a concern for any fire incidents. King Fire Department does have tanker trucks available at their Schomberg station and these should be immediately dispatched to reported fires.

For the Town of Whitchurch-Stouffville, CYFS provides response to an area bordered by Davis Drive, Bloomington Road and just west of Kennedy Road. CYFS dispatches two trucks to alarm activations and three trucks should there be a substantiated report of fire in this coverage area and provides response with two trucks to motor vehicle collisions on Highway 404 only. Note that the Central York Professional Firefighters Association has stated that they have concerns with regards to CYFS responding to Whitchurch-Stouffville in that it reduces the resources available to Aurora and Newmarket. The department has noted that these responses are very limited in number, provide effective fire protection for our neighbours and is in keeping with fire protection policies advocated by the Province and recommended by inquest juries.

There is a written agreement for the services provided to each of these two municipalities. The agreement includes charging a retainer and an hourly rate for vehicles. The hourly rate is based on a figure established by the Ministry of Transportation for response to provincial highways, a figure which is under review by the Ontario Association of Fire Chiefs and the MTO.

***Recommendation C.4.1 – CYFS review response protocols with King Township to ensure that tanker trucks are immediately dispatched to reported fires and CYFS should monitor responses to this coverage area.***

***Recommendation C.4.2 – CYFS should review the retainers charged and the hourly rate for vehicles to ensure that appropriate compensation is provided for services rendered.***

## **C.5 Emergency Medical Response**

CYFS responds to emergency medical calls by dispatching one apparatus and crew in accordance with a tiered response agreement with York Region EMS. These calls constitute approximately 45% of the department's total emergency responses.

There is a serious concern about delays in dispatch for medical emergencies. Medical emergencies are dispatched by the Ministry of Health (CACC). Although call handling data is not available from MOH, the information that is available demonstrates that there is certainly a problem. Despite the significantly greater average response time for York EMS, they are on scene when CYFS arrives approximately 40% of the time. There have been situations where CYFS should have been dispatched, but was not dispatched at all. The number of these is not known.

***Recommendation C.5.1 – Concerns about delaying dispatch of CYFS by the MOH CACC should continue to be voiced to the province at every opportunity. Until such time as improvements are made, alternative actions that can reduce the delay should be explored.***

## **C.6 Vehicle Extrication**

Central York Fire Services responds to approximately 300 motor vehicle collisions (MVC's) each year. Approximately 15 of these require some degree of extrication of the occupants.

CYFS dispatches two apparatus to reported MVC's. All CYFS vehicles have some extrication tools; however 411 and 431 have the heavy hydraulic equipment. Consequently, whenever possible they are one of the two apparatus dispatched to MVC's.

It has been suggested that heavy hydraulic equipment be installed on each of the four engines. This has not been deemed to be necessary, at this time, as 411 or

431 are dispatched to all MVC's, whenever possible. It has also been suggested that a trial be conducted having 411 respond to all MVC's whenever possible.

***Recommendation C.6.1 – CYFS implement a trial response protocol for MVC's, having 411 respond whenever possible. At the end of the trial, the effectiveness of this practice should be evaluated with expectation being that heavy hydraulics are available in a timely manner at all MVC's.***

## **C.7 Hazardous Material Response**

Central York Fire Services responds to emergencies where it is reported that hazardous materials have been exposed to the environment. There is a wide variety in the scope of these calls, dependant on the amount and type of material released. The vast majority are of low complexity and easily mitigated. It's not possible to quantify the number of responses that involve hazardous materials as up until February 2008 this was not recorded.

York Regional Police request the assistance of the fire service when they are dealing with clandestine drug factories. This is a trend that is expected to continue.

Note that CYPFA has questioned the time and resources devoted to this service in consideration to the probability of these occurrences. It was noted that the resources needed to address hazardous materials responses are useful for other responses, as well. It was also noted that the risk is also a factor of the potential impact, not only the probability.

It was suggested that CYFS explore with other region fire services the most effective means of delivering hazardous material responses, on a regional basis.

***Recommendation C.7.1 – CYFS should consult with other region fire services and emergency service providers and develop a plan for delivering hazardous materials responses on a regional basis.***

## **C.8 Wildland/Grass Firefighting**

CYFS responds to approximately 25 grass fires each year. Two apparatus are dispatched. Often, Utility 410, a pick up truck with a small pump, is taken at the same time as 411, with the crew being split between the two vehicles. The use of this vehicle is not consistent with all crews, however.

***Recommendation C.8.1 – CYFS should develop an SOG for wildland/grass fires that identifies staff roles and responsibilities and identifies the operation of Utility 410.***

## **C.9 Water/Ice Rescue**

Central York Fire Services provides emergency response to incidents requiring rescue from ice or open water. There have not been any responses in the last several years. The department has some limited equipment, such as personal floatation devices, on each front line apparatus. Two apparatus (421 and 441) are provided with more comprehensive equipment including immersion suits, stokes stretchers with floatation and small inflatable rescue craft.

It was suggested that fast water rescue capability be enhanced.

## **C.10 Elevator Rescues**

CYFS responds to requests for rescue from elevators. Depending on the specifics of the incident, it may not be considered to be an emergency. Further, the actions performed by responding firefighters depends on whether the trapped occupants are in medical distress. Forced entry to the elevator car is only to be done when the occupants are in medical distress.

There is a recently revised SOG outlining the roles and responsibilities of the Suppression Division staff.

## **C. 11 Other Specialized Rescues**

There are a number of specialized rescue services that require their own equipment and training specific to that type of activity. These include confined space rescues, high angle rescues, trench rescue and structural collapse. CYFS has not had any calls to respond to these types of incidents.

It has been proposed in the Staff Development Section that all CYFS firefighters be trained to an operations level with regards to rope use. This is an important foundation for all rescue operations.

It was suggested that CYFS needs to be focused on primary risks and services and consider effective and efficient means of providing more specialized services. All CYFS firefighters should be trained to an awareness level for these services so that they can respond effectively and determine an appropriate course of action, including stabilizing the situation and seeking assistance from qualified emergency responders.

## **C.12 Violent Situations**

There are occasions when CYFS responds to incidents and are exposed to violent situations. Typically, York Regional Police are requested to attend, once the violent situation is identified. It was suggested that staff would benefit from training in this area.

## **C.13 Assistance to other Agencies**

Central York Fire Services is asked to assist York Regional Police on occasion, and, more rarely, the Public Works and Environmental Services Departments. The nature of the assists to YRP are typically de-contamination at clandestine drug factories or attendance at bomb threats on a standby basis.

***Recommendation C.13.1 – CYFS should develop an SOG for providing assistance to York Regional Police.***

## **C.14. Incident Management**

Incident management is essential for CYFS to perform in order to ensure effective operations at emergency incidents and to reduce the risk to firefighters. There has been considerable attention to this issue in the department with the recent revision of SOG's, purchase of additional equipment and commitment to staff training. These measures are still underway.

It was noted that platoon chiefs need to ensure personnel accountability at incidents and to ensure that all firefighters follow the established SOG's as well as operational orders and directions.

Post Incident Analysis Reports (PIAR's) are conducted after any significant incident. It was suggested that these exercises would be more effective if they were viewed as a learning opportunity by the participants. There was comment that there are common issues identified in some PIAR's and that there should be consistent follow up to ensure that lessons learned are applied in future operations. It was suggested that there should be additional training for officers and how to effectively conduct and participate in PIAR's.

## **C.15 Pre-Incident Planning**

CYFS conducts pre-incident planning of buildings that are identified as being of significant risk. Not all buildings have been planned, at this time. There is only one firefighter assigned responsibility to coordinate the completion of all plans done by all platoons. This activity would benefit from a committee consisting of representatives from all four platoons and preferable all four stations, under the coordination of one person to ensure that pre-incident plans are completed in a timely and consistent manner.

The information collected for pre-planning should be easily accessible to responding crews. Currently the information is kept in a binder, updated occasionally, in each vehicle. Improved computer technology should be used to improve access and usefulness of information. The ideal situation would be to have the information available in a mobile video terminal (MVT) in each front line vehicle, with interconnection to the dispatch information and municipal and regional property data information.

***Recommendation C.15.1 – CYFS should review and revise the SOG for pre-incident planning.***

***Recommendation C.15.2 – CYFS should expand the Pre-Incident Planning Committee to incorporate a representative from each platoon and preferably each station.***

***Recommendation C.15.3 – CYFS should develop a computer based system to store and use pre-incident planning information and make it available in each front line apparatus. Note that the anticipated computer records management system implementation in 2008 will facilitate this effort.***

## **C.16 Water Supplies**

The vast majority of properties protected by Central York Fire Services have hydranted water mains nearby. There is a significant area of the Town of Aurora that does not have hydrants and there are some isolated properties in the Town of Newmarket that do not. CYFS also provides protection by agreement to areas of Whitchurch-Stouffville and the Township of King that are not hydrant protected.

All CYFS engines, front line and reserve, have a limited water supply in addition to their pumps. Engine 441 is designated as a pumper/tanker, having a 5500 litre tank. The department also maintains a tanker vehicle, T444, with a 10,000 litre tank. Both of these vehicles are stationed at Station 4-4, the closest station to the areas of Aurora that are without hydrants. Utility 410, a pick-up truck, is equipped with a portable pump and is typically used to assist at grass fires.



CYFS has recently revised its tanker operations, developed an SOG and is working toward establishing certified tanker shuttle capability, as recognized by the Insurance Advisory Organization with the probability of reduced insurance rates to residents. To achieve certification assistance will be required through Mutual Aid from neighbouring departments for additional tankers in order to manage the water shuttle operations.

The water main and hydrant systems are maintained by staff of the two towns and are subject to periodic testing by contracted consulting companies.

It has been noted that a number of hydrants in both towns are not provided with 100mm (4") "Stortz" quick-connect couplings.

***Recommendation C.16.1 – CYFS should continue to develop tanker operations and achieve a certified tanker shuttle designation.***

***Recommendation C.16.2 – CYFS should identify all hydrants that are not provided with 100mm "Stortz" connections and notify the Public Works and Environmental Services Departments for potential action.***

***Recommendation C.16.3 – CYFS should review dispatch protocols for the agreement protected areas in Whitchurch-Stouffville and King to ensure that tankers are routinely dispatched to reported structure fires simultaneously with CYFS dispatch.***

## **C.17 Building and Facilities**

The four fire stations that service the towns of Aurora and Newmarket are distributed effectively to provide the most timely response to the CYFS coverage area. Nonetheless, as noted in Sub-section C.1, CYFS is not able to achieve its established benchmarks for response times and staffing. In order to make significant improvements to the response times, a fifth fire station, located in the vicinity of Yonge Street and St. John's Sideroad may be needed.

The current stations provide more than adequate facilities for the five crews in the Suppression Division with eating and lounge facilities, dormitories, captains' offices, equipment and vehicle storage, and exercise facilities. However, there are a few exceptions.

The training facilities in the stations are somewhat limited, as noted in the Staff Development Section.

The generator at Station 4-1 is not of sufficient capacity to power all the lights at the same time.

There are two air compressors for refilling air cylinders. One is located at Station 4-1 and one at Station 4-3. These will need to be evaluated for replacement within the next two years. This expected requirement is included in the forecast budget.

The walls and ceiling of the fitness room at Station 4-2 is not finished. Completion of this area is planned for 2008. The front half of the annex remains vacant and should be utilized for storage and other uses.

The tile and walls in the washrooms in Station 4-3 are becoming worn and should be refurbished. The garage doors at Station 4-3 are not insulated. Replacing these doors with insulated ones should be evaluated for environmental and economic improvements.

The current means of addressing capital expenses for the department is somewhat cumbersome in that the two towns are responsible for capital expenses for the stations in their municipalities. Consolidating this element of the department would make managing facility issues a more efficient process and afford more opportunity for building alterations.

The Platoon Chiefs distribute supplies and materials to the four stations and provide courier services for the department.

Responsibilities and schedules for station maintenance and cleaning by the Suppression Division are not clearly identified.

***Recommendation C.17.1 – CYFS should attend to the following facilities issues in a timely manner:***

- ***Investigate replacement of the generator for Station 4-1.***
- ***Replace the air compressors, as scheduled and if needed.***
- ***Finish the fitness room walls and ceilings and utilize the front area of the annex at Station 4-2 for storage.***
- ***Refurbish the washrooms at Station 4-3 and investigate replacing the garage doors with insulated ones.***

***Recommendation C.17.2 – CYFS should establish direct delivery of building supplies and inventory control from suppliers to reduce the use of senior officers in the delivery role. The use of couriers should be considered for some of the mail pick up and delivery that is currently being done by the Platoon Chiefs.***

***Recommendation C.17.3 – CYFS should develop an SOG that clearly defines roles and responsibilities for cleaning and maintenance of the four fire stations.***

## **C.18 Information Technology**

The Suppression Division has somewhat limited computer equipment. Each station has an office with a computer and related equipment for each officer (one in each station except 4-2 which has two).

There are significant improvements in operational effectiveness and tactical efficiency at emergency scenes that could be achieved with improved technology. Having mobile video terminals in the front line apparatus would enable fire crews to reduce their turnout time by using improved mapping information using Geomatics technology. This equipment could also be used to access property information and pre-incident planning information which would allow the fire officers to plan and execute more efficient tactics for dealing with the emergency, Information such as size and location of water mains and hydrants; size, occupancy and access points for the building; location and operation of fire equipment within the building and location of any hazardous materials would be extremely useful if available in an accurate and timely manner. By providing access to property information and department reporting systems at the scene, officers have the ability to more efficiently complete reports in a timely and thorough manner.

Currently only officers have ready access to email and department electronic files. This reduces the opportunity for effective and timely communication with all staff.

The Suppression Division is not provided with technical support on a round the clock basis. Difficulties arise when Suppression Division staff are trying to conduct research, training or creating or filing reports and the computer equipment malfunctions or the staff require technical advice or assistance.

***Recommendation C.18.1 – CYFS should develop and implement an information technology plan to implement advanced computer technology available at emergency scenes and that provides fire officers and firefighters access to computer technology to improve communications, efficiency and effectiveness of operations.***

***Recommendation C.18.2 – CYFS should include in the information technology plan means to provide easy access for all Suppression Division staff to emails and departmental electronic files.***

***Recommendation C.18.3 – CYFS should work with the Information Systems staff from the Town of Newmarket to develop a means of providing round the clock technological support.***

## **C.19 Vehicles**

Central York Fire Services is provided with an extensive fleet of vehicles that compares favourably to comparable fire services. The department has been able to reduce the scheduled replacement of vehicles from the 18 year cycle established when the departments were consolidated, to 15 years. This was done on the basis of budget reviews and places the department within the expectations of the insurance industry for front line vehicles that, if not met, could affect insurance rates for residents.

All of the vehicles in the Suppression Division are purchased. The platoon chiefs' vehicle is scheduled for replacement this year and research is being done as to a suitable replacement vehicle. CYFS does consider alternate fuel sources and other means of reducing the department's environmental impact when researching vehicle purchases.

It was suggested that any additional front line vehicle be a heavy rescue unit.

Also, as noted in Recommendation C.2.1, it is proposed that CYFS focus the equipment on two reserve apparatus instead of the current four. Other apparatus could be used as spares. Refer also to C.20.

There is a noted concern with equipment and other articles in the cabs of CYFS vehicles that are not secured or otherwise restrained. Some progress has been made in securing all items appropriately but this needs to be completed for all vehicles.

## **C.20 Equipment**

The equipment provided for the Suppression Division is extensive and of high quality. There are areas for improvement, however.

The four reserve apparatus are not provided with all the equipment carried by the front line apparatus. As noted in Recommendation C.2.1 it is suggested that two of these vehicles be designated as reserve and be more fully equipped with such equipment as thermal imaging cameras. The other two would be used as spare vehicles.

There have been suggestions to add vehicle extrication equipment on 421 and 441. This is not recommended at this time. Refer also to Subsection C.6.

There are vehicle stabilization kits provided on 411. It was suggested that an additional kit be provided for 431.

Gas detection in the form of two different types of detectors, a photo-ionization detector (PID) and a four-gas detector (Orion G) are carried on the platoon

chief's vehicle. It's suggested that two complete gas detection kits be provided, one on 411 and one on 431 by dividing the existing equipment and purchasing additional appropriate equipment.

Currently, equipment assigned to a vehicle is identified with a colour code. This can lead to some confusion. It is suggested that the equipment be labelled with the vehicle's identification number, instead.

It was also suggested that the Truck Committee be re-invigorated and enhanced as the Apparatus and Equipment Committee and that they review the equipment needs of the department on an annual basis, providing a written proposal to the Fire Chief for suggested improvements and purchases.

***Recommendation C.20.1 – The Auto Extrication Committee should be tasked with providing recommendations for equipment purchase, including vehicle stabilization kits, and that any reasonable additional equipment identified by budgeted for and purchased.***

***Recommendation C.20.2 – The gas detection equipment should be divided and placed on Engine 411 and Engine 431. Additional detection equipment should be researched and purchases, as necessary, to provide two complete gas detection kits.***

***Recommendation C.20.3 – The existing Truck Committee should be re-invigorated and enhanced to have representation from each platoon and station and be tasked with researching and developing an annual proposal for equipment needs for review and consideration of senior management. The committee should be renamed the Apparatus and Equipment Committee.***

## **C.21 Maintenance**

Scheduled maintenance of vehicles and any needed repairs are done by the Town of Newmarket Public Works and Environmental Services Department, or they are sent to an outside service agency, depending on the nature of the needed maintenance or repair. The apparatus are checked on a daily basis by the Suppression Division staff.

Some of the department's small engines and other equipment are maintained and serviced by qualified firefighters in the Suppression Division. This is done either while on duty, or on an overtime compensation basis, as needed.

The CYPFFA has stated that the department should consider developing a mechanical division.

The extent, frequency and reporting requirements for the regular vehicle checks are not consistently understood and followed. There is no Standard Operating Guideline to address this issue, at this time.

***Recommendation C.21.1 – CYFS should develop a Standard Operating Guideline for vehicle and equipment checks and maintenance.***

## **C.22 Personal Protective Equipment**

Central York Fire Services provides up to date and comprehensive personal protective equipment to its firefighters. Cleaning, testing and maintenance are done by qualified technicians on a regular basis.

There are specialized washing machines located in Station 4-1 and Station 4-3. It was suggested that additional cleaning facilities in the other two stations would be beneficial. The cost was considered to be prohibitive. Moving the equipment from 4-1 to Station 4-2 should be considered to noting that there are twice as many firefighters stationed there and to make a more equitable division of duties, noting that 4-1 has several unique additional maintenance duties. Drying facilities should be enhanced to improve the effectiveness of drying as it takes considerable time and takes up a lot of space, as it is currently done.

***Recommendation C.22.1 – CYFS should research, purchase and install suitable drying facilities for personal protective equipment.***

## **C.23 Respiratory Protection**

Respiratory protection is provided for all CYFS firefighters to enable them to effectively and relatively safely perform their assigned tasks. Maintenance and testing, including fit testing, is done on a routine basis.

Although the equipment, maintenance and training for respiratory protection is thorough and there are Standard Operating Guidelines addressing the matter, it would be beneficial to have all issues relating to respiratory protection incorporated into one respiratory protection program document.

***Recommendation C.23.1 – CYFS should develop one Standard Operating Guideline to incorporate all respiratory matters and that would then constitute a respiratory protection program document.***

**Master Fire Plan Update  
Central York Fire Services  
2008-2017**



**Sub-Report on Staff Development**

## **Staff Development**

### **Master Fire Plan Update**

The consolidation of the two fire departments of the Towns of Aurora and Newmarket has resulted in a significantly enhanced capacity to provide effective staff development. The combined department is able to develop more detailed and comprehensive training than the previous, individual departments could have.

Examples of these improved capabilities include the live fire training and the firefighter self-rescue training.

### **D.1 Training Division Staff and Delivery of Training**

Central York Fire Services has a Training Division that consists of two Training Officers. The Training Officers perform a range of services from research into needed training for the department, identifying appropriate courses for staff, developing courses/programs for CYFS staff, coordinating platoon instructors and delivering training. The Training Division also provides consulting and counselling on individual personal staff development. The Training Officers assess the progress of training and report to the Deputy Chief, Operations on a regular basis.

The two Training Officers are also utilized for a number of other activities within the department and in related activities to other town departments as well as with other emergency services in York Region, such as emergency planning and training, support of provincial fire service training (trainer facilitators and Fire College courses). These include managing some specialized equipment, involvement in equipment purchases and participating in recruit selection that takes away from their time available to devote to purely training related activities.

Neither of the two Training Officers is overall responsible for the Training Division. This defaults to the Deputy Chief, Operations. Having one of the Training Officers converted to a Chief Training Officer would provide clarity of responsibility and improve control of Training Division activities and outcomes. This is consistent with comparable fire services which also have two staff in their training divisions.

There is not currently a formal succession plan in place for the Training Division. Consideration should be given for succession planning for the Training Division. Refer also to Sub-section D.5.

The current staffing of the Training Division should prove adequate to provide the necessary program development, support and delivery for the department.



Increased demand on the Training Division may arise as the result of increased staffing, increased need for training resulting from changes in technology (new technology coming into the fire services), increased demand for training resulting from pressures or initiatives from provincial regulators. Therefore, the staffing for the division should be revisited, in coordination with the budget forecasting in three to five years.

There are instructors identified on Suppression Division platoons for delivery of training in certain topic areas. These include Vehicle Extrication, Medical, Water/Ice Rescue, Rural Water/Pump Operations and others. These instructors are typically organized as committees with representation for each of the four platoons. However, not all of these have representation for each platoon nor is the role and expectations of the committees clearly identified. There are currently approximately twenty-five platoon instructors. This will need to be significantly enhanced to be completely effective and the incentives to those firefighters that participate will need to be addressed as well as selection, terms of the assignment and expectations. This structure is consistent with other comparable departments. Comments with regards to the specific types of training will be addressed below.

There are two standard operating guidelines currently implemented relative to staff development for Central York Fire Services. However, the roles and responsibilities for all staff, particularly officers are not always clearly understood.

***Recommendation D.1.1 – CYFS should convert one of the Training Officers to a Chief Training Officer and monitor the workload pressures on the division staff as a result of any increased department staffing, technological changes affecting training or changes in provincial regulations and consider any corresponding need for increased staffing in three to five years.***

***Recommendation D.1.2 – 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***
- ***Reviewing records and assessing progress.***

***Recommendation D.1.3 – Standard operating guidelines should be developed to provide clear direction to staff as to their roles and responsibilities relative to department training and staff development.***

## **D.2 Records and Reports**

There is a significant amount of training material in use in Central York Fire Services. Curriculum and program documents, including training aids and instructor packages are stored centrally with the Training Division. However, there are some materials in use by some delegated platoon instructors that are not maintained by the Training Division, such as those used for Auto Extrication Training, Driver Training, HazMat Training and Medical Training.

Reports are routinely filed for on-duty training and monthly summaries are also submitted, for the Suppression Division. These records are stored at Station 4-1 with the Administration Division. Recently, Platoon Chiefs have taken a more active role in reviewing the training done on a monthly basis by the crews of their respective platoons.

Training conducted by the platoon instructors is not always completely recorded. It would be useful to have a standard training outline that could be provided to the company officers so that they can complete the necessary training reports for their staff in a complete manner.

Promotional examination results are stored with the Training Division, at Station 4-3. Results of Ministry of Transportation driving tests are also stored with the Training Division. Records of any training attended at the Ontario Fire College are also maintained at the Training Division, if provided by the employee. All records of training received by department staff that was the result of department time or funds being provided should be included in the department training records.

There is not a comprehensive system for recording any other training received. Nor is there a routine means of recording the training received by the Training Division, Fire Prevention Division and Administration Division staff or the Platoon Chiefs within the Suppression Division. It was noted that the anticipated records management system which should be implemented in 2008 as part of an initiative to improve records management within the department will afford an opportunity to significantly improve records management and analysis.

Improving the administrative support to the Training Division will make the management of records and the analysis of program reports more effective and efficient. This need for enhanced support is noted in the Administration Section.

***Recommendation D.2.1 – All training materials (curriculum and trainer packages) should be reviewed to ensure they are complete, consistent and user friendly. These materials should be stored electronically to facilitate easy access by trainers.***

***Recommendation D.2.2 – A more comprehensive reporting system should be developed to incorporate all training received by all CYFS staff and department staff trained in using the system properly.***

***Recommendation D.2.3. – A training outline report should be developed for all specialized training delivered by platoon instructors that provides the necessary details of the training so that the company officers can report properly on training received by their crews.***

***Recommendation D.2.4 – All training reports should be reviewed by the respective Platoon Chief or Division Chief prior to filing and subsequent analysis by the Training Division.***

### **D.3 Health and Safety During Training Exercises**

Safety of staff is of constant concern to the staff and management of CYFS. Ministry of Labour Section 21 Guidance Notes that relate to training exercises are followed, as are the referenced appendixes. Also, the firefighter curriculum, which is the foundation of firefighter training, references appropriate safety precautions. However, specific safety precautions are not specifically addressed in all training materials.

***Recommendation D.3.1 – All training materials, drill sheets and trainer packages should be reviewed to include any specific safety considerations appropriate for the exercise, including noting the appropriate Personal Protective Equipment (PPE) to be worn and any suggested warm-ups and stretches that should be done.***

### **D.4 Ontario Fire Service Standards**

The Ontario Fire Service Standards have not been formally adopted by the CYFS for each of the positions within the department. However, Suppression Division training is based upon, and consistent with, the Firefighter General Level Curriculum. Staff are supported in their efforts to achieve certification, should they choose to do so.

It is anticipated that any additional training programs that may be developed for the department would be based upon, and consistent with, the applicable Fire Service Standard. This includes development of an Officer Development Program, which is currently underway.

## **D.5 Training Requirements**

The skills and knowledge requirements for each rank within the Suppression Division are identified and an examination of each firefighter is conducted prior to them being promoted through the four classes of firefighter to acting captain, captain, acting platoon chief and platoon chief.

There is an established maintenance training program for firefighters in the Suppression Division with a schedule of topics to be covered, on-duty, over a two year period. This training is delivered by company officers while the crews are on duty. The program is developed and monitored by the Training Division. A number of suggestions were made to improve the maintenance training program including more detailed expectations and guidance.

The current officer development is not formalized in a program and does not meet the needs of our department, at this time. A specific program for officer development (particularly Suppression Division acting captains, captains and platoon chiefs) should be implemented that is consistent with the Company Officer Standard.

Department training requirements have not been established for staff in the Training Division, the Fire Prevention Division or the Administration Division. The Fire Prevention Division examination system should be incorporated under the responsibility of the Training Division with Fire Prevention Division involvement in setting curriculum and outcomes.

The staff in these divisions do have opportunities for staff development. These include attending annual discipline specific conferences and training sessions such as the Fire Department Instructor Conference and the Ontario Municipal Fire Prevention Officers Annual Conference.

There is tuition assistance available and it has been used occasionally by staff to take courses such as those offered by Ryerson University. In addition, a number of staff have attended courses at the Ontario Fire College and other venues which have been available, but are self-directed.

It has been suggested that staff development for employees interested in advancement should be focused on core competencies and that the examination process be focused on these competencies. It was also suggested that opportunities for preparation for possible advancement should be done by means of an annual performance development process and that this could incorporate training courses, possible secondments and mentoring.

***Recommendation D.5.1 - The maintenance training program for the Suppression Division should be reviewed and more detailed expectations for time spent, scheduling and learning outcomes established. Needed references should be identified and a variety of training aids should be***

***incorporated and specific practical exercises should form a significant part. Evaluation of the progress of individuals needs to be incorporated.***

***Recommendation D.5.2 – Training requirements should be established for the Fire Prevention Division, Training Division and Administration Division.***

***Recommendation D.5.3 – A maintenance training program should be established for the Training Division, Fire Prevention Division and Administration Division. Note that this should be incorporated into an annual performance development process.***

***Recommendation D.5.4 – Staff development should be encouraged for those staff wishing to prepare for advancement. Opportunities for courses, secondments and mentoring should be incorporated into an annual performance development program.***

## **D.6 Recruit Training**

Recruit training for the Suppression Division has recently undergone revisions to make it more consistent and appropriate for the situation where experienced firefighters are being recruited. A number of materials and actions are required to initiate recruits into the department and this would benefit from a more formally organized new employee package.

Should the department be in a situation of needing to recruit firefighters that do not have previous experience, a comprehensive training program will need to be delivered to them. Recruit courses have been delivered by the Training Division previously that are consistent with the current Ontario Firefighter Curriculum. The number of firefighters being recruited at one time would affect how this program would be delivered in that, if the number was very small that more reliance on coordination with neighbouring departments would be favoured. Note that CYPFFA has expressed concerns related to possible contracting out issues.

Suppression Division recruits are encouraged to seek certification through the Office of Fire Marshal. This is not mandatory, at this time.

It's anticipated that any persons recruited into the Fire Prevention Division or the Training Division would have the necessary skills and knowledge to be functional in their role, when recruited. Secondment opportunities could be considered to improve staff development in these divisions and encourage staff in other divisions to develop any necessary skills, should they have interest. Also, consideration should be given for promoting certification as Training Officers or Fire Prevention Officers, over time.

***Recommendation D.6.1 – An orientation package should be developed for new employees.***

***Recommendation D.6.2 – Delivery of recruit training for firefighters without experience should be done in coordination with neighbouring departments, where possible, dependant on the number of recruits.***

## **D.7 Driver Training**

CYFS has a Suppression Division Captain that reviews and certifies staff for driving fire vehicles. This officer is also available to assist with maintenance training of the Suppression Division. The use of a driver simulator for professional driver improvement skills training was contracted in 2007 and two of the Suppression Platoons successfully completed this training.

There is no defensive driver training program for the Training Division, Fire Prevention Division or Administration Division. It was suggested that the Standard Operating Guideline for Emergency Vehicle Operations could benefit from a revision to identify core skills and strategies.

***Recommendation D.7.1 – The Standard Operating Guidelines relating to vehicle operation should be reviewed and revised to identify core skills. An SOG for driver training should be developed.***

***Recommendation D.7.2 – The use of driver simulators should continue and be expanded to include the Training Division, Fire Prevention Division and Administration Division.***

## **D.8 Emergency Operations Training**

All staff in the Suppression Division have been provided with training in fire ground operations, including pump operations. Routine maintenance training is provided, as noted above, to all Suppression Division staff on a two year cycle.

Live fire training is conducted on a two-year cycle. The Ontario Fire College provides the facilities and the instruction is provided by the CYFS Training Division.

There are a number of specialized subject areas that CYFS Suppression Division staff are trained in. This is an area which has significantly increased in scope in the last number of years with the addition of water/ice rescue, confined space rescue, trench rescue and other expertise areas being introduced to the fire services in Ontario. These pose a challenge for Central York Fire Services to determine what training needs to be provided, to whom, by whom, by what means, to what level and how will it be evaluated. CYFS should, at the least, be providing awareness level training in these subjects. At this point the use of

platoon instructors organized in coordination with topic specific committees is the most effective way for this training to be delivered.

Specific subject areas for emergency operations training are addressed below.

***Recommendation D.8.1 – Provision of specialized training to Central York Fire Services should be reviewed in detail programs be developed for each subject area that identifies the curriculum, training delivery and evaluation methods.***

***Recommendation D.8.2 – Delivery of specialized services and the corresponding training be reviewed in detail to plan for appropriate training to support the effective delivery of these services by CYFS. This review will need to determine if all staff should be trained in all topics, or if there should be focused training provided to some crews but not provided to others or if there should be different levels of training such as operational training to all with technician level training provided to some. For example, heavy rescue training to crews assigned to 411, aerial operations training for crews assigned to 427, hazardous materials training for crews assigned to 431 and water tanker operations for crews assigned to station 441. This review will have to note and address the implications for staff transfers and shift changes posed by specialized training for individual crews including identifying the minimum number of trained crew required to be present.***

## **D.9 Emergency Medical Training**

Emergency medical training for CYFS staff is done by the platoon educators/instructors under the coordination of the Medical Committee. The platoon instructors are certified by the base hospital and are trained by the base hospital educators. Coordination of CYFS medical training with the base hospital is done by the department's base hospital coordinator who is currently a Training Officer.

The training includes cardio pulmonary resuscitation (CPR) and the operation of the department's defibrillation equipment. As a result, all Suppression Division staff are CPR and automatic external defibrillator (AED) certified. First aid training is trauma-based in line with the Advanced Trauma Life Support Society (ATLS).

The training is to be recorded on the standard training reports and summarized monthly, however, it is noted that there are times when the training is not recorded by the company officer due to miscommunications.

It was noted that the training compares very favourably with neighbouring fire services but it was also noted that there is difficulty in maintaining an adequate

number of platoon educators/instructors. Training is not consistent on all platoons.

The Medical Committee does not review the progress of CYFS staff and the effectiveness of the training program.

***Recommendation D.9.1 – Company officers and platoon instructors should improve the reporting of medical training.***

***Recommendation D.9.2 – The medical training program should be reviewed annually by the Medical Committee and the results of the evaluation reported. The program should then be revised as necessary.***

***Recommendation D.9.3 – Methods should be developed to ensure that there are a sufficient number of platoon educators/instructors and that these people are supported and developed.***

## **D.10 Vehicle Extrication Training**

There is an Auto Extrication Committee researches, develops and provides training to CYFS Suppression Division staff on advanced techniques and includes theory and practical exercises. The committee consists of only two firefighters, although all training is done by one of these. Company officers are briefed by these two platoon instructors on the training delivered to the company. However, as with the medical training, this should be improved.

Local businesses provide materials and facilities for use by CYFS for vehicle extrication training. These include vehicles to practice on and a wrecking yard to practice at. Some of these vehicles are new or are of significant value and need to be stored in a secure location prior to CYFS using them. There is no secure location, at present.

***Recommendation D.10.1 – The Auto Extrication Committee should be expanded to provide platoon instructors from all platoons.***

***Recommendation D.10.2 – A suitable facility should be created to securely store donated vehicles prior to their use for vehicle extrication training.***



## **D.11 Specialized Services Training**

There are a number of specialized services that CYFS provides that have their own operational, equipment and training requirements. These include water and ice rescues, hazardous material responses, and elevator rescue. In addition, there are a number of specialized rescues that CYFS does not provide. These include confined space, trench rescue, structural collapse and high angle rescue. As noted in the Operations Sub-Report, these services can be accessed from our regional neighbours.

The level of training in the fire services is normally expressed as being at one of three levels: awareness; operations; technician. Many Suppression Division staff are at awareness level training for a number of these specialized services. Some of these are at operational or even technician level.

A foundation for all rescues is the effective use of ropes and related equipment. Consequently, it is suggested that all CYFS Suppression Division staff be trained to an operational level in rope use. Note that they are currently at an awareness level.

***Recommendation D.11.1 – All Central York Fire Services Suppression Division staff should be trained to an awareness level of all identifiable, specialized services that could potentially be needed in the Towns of Aurora and Newmarket, including how to access assistance for those services that are not provided by CYFS.***

***Recommendation D.11.2 – CYFS should develop a rope operations training program that will provide operation level capability for the Suppression Division as a basis for all rescue operations.***

## **D.12 Hazardous Materials Responses**

Central York Fire Services has a significant inventory of equipment for responding to incidents involving the release (or potential release) of hazardous materials. A number of staff have extensive training with ten being trained to technician level and nearly all the rest of the Suppression Division being trained to operations level.

## **D. 13     Infrastructure, Vehicles and Equipment**

The Training Division operates out of Station 4-3. The offices for both Training Officers are located there with storage for the records of promotional examinations and training materials in these offices. There is a modest sized classroom with a computer projector. Training props have been created and are stored and used on the apparatus floor of the station.

Having the Training Division remote from the Administration Division does pose some challenge for efficient operation. Access to support staff and opportunity for discussions and direction from senior staff would be improved if they were able to be located in the same location.

Each captain in the Suppression Division is expected to use the facilities in the stations to train their crews. While there are some very useful tools for doing this, including televisions with DVD's and networked computers, it is somewhat limited. It is very difficult to use the limited computers for training as they are not able to easily project a large enough image. There is no classroom setting, nor is their availability for more sophisticated training aids such as interactive computer simulation.

The department has somewhat limited training facilities. Other than the self-rescue training props on the apparatus floor at Station 4-3 there are no facilities for training other than the typical fire station parking lot. Occasional use is made of properties in the communities for specific training, such as clandestine lab training with York Regional Police. Live fire training is done at the Ontario Fire College, at significant expense due to having to pay for overtime for the whole platoon assigned to the training.

Central York Fire Services has set aside some modest funds to participate in the development of a regional training facility. This has the potential to provide much of the needed training facilities for CYFS.

***Recommendation D.13.1 – CYFS should investigate options for improving training capabilities in each fire station with emphasis on computer technology and interactive simulations.***

***Recommendation D.13.2 – The department should develop a training facilities needs assessment detailing the facilities required to provide effective training for all needed skills. This needs assessment can then be used to plan for providing these facilities in an effective and efficient manner while considering possible new structures or renovations to CYFS properties, use of neighbouring departments' facilities and the development of a regional training facility.***



## Master Fire Plan – Operational Task Tracking Matrix

Task	Priority	Assigned to	Comments/Resources Required	Target Date	Status
A.1.1 – CYFS develop, with consultation with staff, a mission statement, a vision for the department and a set of department values.	1				Not started
A.2.1 – Each of the four divisions should set annual goals and objectives, tied to the forecast budget and linked to a performance management system.	2				Not started
A.4.1 – CYFS should convert the part time position into a full time position and re-structure the support staff so that they are provided with direct supervision and that back-up of tasks is incorporated in to the structure.	2				Not started
A.4.2 – CYFS should continue to monitor the workload of Administration support staff, identify efficiencies and evaluate the need for any additional staff.	2				Not started
A.5.1 – A structured process should be established to solicit input where appropriate from each of the divisions. Committees should be part of this process, especially for the Suppression Division, with committees established for Vehicles and Equipment, Auto Extrication, Water/Ice Rescue, Hazardous Materials, Rural Water Supply, Medical, Information Technology, Pre-incident Planning.	1	Deputy Chief, SS			Completed
A.5.2 – A comprehensive inventory management system, consistent with the	2	Deputy Chief, SS	IT Committee is researching Firehouse	2008-12	In Progress



## Master Fire Plan – Operational Task Tracking Matrix

Task	Priority	Assigned to	Comments/Resources Required	Target Date	Status
Town of Newmarket system, be developed and implemented. This system should include date of purchase, life expectancy and location. Note that its intended that records management software will be implemented in 2008 and this will incorporate inventory controls.			software.		
A.5.3 – Standard Operating Guidelines (SOG's) should be developed and consistently applied for vehicle, equipment and building maintenance.	1	Deputy Chief, Ops.		2008-10	In progress
A.6.1 – CYFS should explore the possibility of electronic file storage in lieu of paper storage, where possible.	3				
A.6.2 - CYFS should review the current electronic filing system and ensure appropriate security is provided to protect electronic records and that the records are easily accessible.	1	Deputy Chief, SS	In conjunction with A.6.3.	2008-11	In progress
A.6.3 – A records retention policy should be developed for CYFS, in coordination with the one being developed for the Town of Newmarket.	1	Deputy Chief, SS	In conjunction with A.6.2.	2008-11	In progress
A.7.4 – CYFS should research feasibility of a telephone system that operates consistently for all stations and provides optimum user and customer service while still being compatible with the Town of Newmarket system.	1	IT Committee		2008-12	In progress



## Master Fire Plan – Operational Task Tracking Matrix

Task	Priority	Assigned to	Comments/Resources Required	Target Date	Status
A.8.1 – CYFS should develop job descriptions for each position within the department.	1	Deputy Chief, SS	CYPFFA has noted they have a vested interest in this task.	2008-12	Not started
A.8.2 – CYFS should develop a performance development program, consistent with the Town of Newmarket program, for all department staff.	1	Deputy Chief, SS	CYPFFA has noted they have a vested interest in this task.	2008-12	Not started
A.8.3 – Succession planning and professional development for the department should be established in a more formal process with educational opportunities, including mentoring, secondments, job shadowing, cross training, incorporated.	1	Deputy Chief, SS	CYPFFA has noted they have a vested interest in this task.	2008-12	Not started
A.11.1 – Standard Operating Guidelines should be developed to clarify roles and expectations relative to media and public relations. Staff should then be trained on their roles and responsibilities.	3				Not started
A.12.1 - The expectations for completing and filing exposure reports should be clarified and communicated to all staff including developing an SOG.	1	HR Consultant	Training has been conducted.	2008-12	In progress
A.12.2 – The role of the Fitness and Wellness Committee and its operation should be clarified and its available finances clearly noted. The scope of the program should include all CYFS divisions and the awareness of the program should be promoted, particularly for newer staff.	2	Fire Chief	Need to consider wording from arbitrated award.	2008-12	In progress



## Master Fire Plan – Operational Task Tracking Matrix

Task	Priority	Assigned to	Comments/Resources Required	Target Date	Status
B.1.1 – CYFS should monitor the productivity of the Fire Prevention Division and the implementation of this report’s recommendations and evaluate the need for any additional staffing in three to five years.	3	Chief Fire Prevention Officer (CFPO)			Not started
B.2.1 – CYFS develop a more comprehensive process for reporting all fire prevention activities, routinely reporting on progress toward established inspection and public education goals and evaluating and analyzing available data.	2	CFPO		2009-01	Not started
B.3.1 – CYFS implement an electronic records management system that effectively manages all fire prevention division needs for recording, analysis and reporting.	2	CFPO	Implementing Firehouse software	2009-01	In progress
B.3.2 – CYFS should research and review the increased use of information technology for the Fire Prevention Division in coordination with the annual budget process.	2	CFPO	Implementing Firehouse software	2009-01	In progress
B.3.3 – CYFS should develop a separate website with timely information posted regarding the department and other fire safety information that improves the resident’s awareness of CYFS and assists residents to ensure improved fire safety.	2	Deputy chief, SS		2009-03	Not started
B.4.1 – CYFS should complete the development of an open air burning approval	1	Deputy Chief, SS	Draft by-law before JCC.	2008-09	In progress



## Master Fire Plan – Operational Task Tracking Matrix

Task	Priority	Assigned to	Comments/Resources Required	Target Date	Status
process that is consistent for both towns.					
B.4.2 – CYFS should delegate Chief Fire Official authority, as needed and with appropriate restrictions, to all staff in the Fire Prevention Division.	2	Deputy Chief, SS			Completed
B.5.1 – CYFS should develop a Standard Operating Guideline, including consultation with both Building Departments, that defines roles, responsibilities and process for Building Code permit plan review, approval, inspection and enforcement.	1	Deputy Chief, SS	Draft MOU created, discussions ongoing with building depts	2008-09	In progress
B.5.2 – CYFS should continue the development of an SOG, including consultation with both Planning Departments that defines roles, responsibilities and process for review of site plans.	2	Deputy Chief, SS			Completed
B.6.1 – CYFS should research and identify program goals and achievable outcomes for all public education programs on an annual basis.	2	CFPO		2009-01	Not started
B.6.1.A – CYFS should develop focused public education programs with identified goals and expectations to increase involvement of the Suppression Division.	2	CFPO		2009-01	Not started
B.6.2 – CYFS should review and improve the recording and reporting of public education activities taking advantage of the electronic records management software being	2	CFPO		2009-03	Not started



## Master Fire Plan – Operational Task Tracking Matrix

Task	Priority	Assigned to	Comments/Resources Required	Target Date	Status
implemented in 2008.					
B.6.3 – CYFS should develop a media program to regularly promote fire safety messages in the local media.	3	CFPO			Not started
B.7.1 – CYFS should develop SOG’s for all significant Fire Prevention Division activities and tasks.	3	CFPO			Not started
B.7.2 – CYFS should establish frequency of inspections for all occupancy types in both towns. Annual records should be reviewed and reported on to determine success of achieving these frequencies.	2	CFPO		2009-03	Not started
B.8.1 – CYFS should develop an SOG for Fire Safety Plan review and approval that identifies the approximate total number of buildings requiring plans and a frequency of review, consistent with the frequency of inspection established under Subsection B.7 and incorporates a simple Fire Safety Plan for simple buildings.	3	CFPO			Not started
B.8.2 – The SOG’s for Fire Safety Plans should incorporate the review of the Suppression Division prior to approval to facilitate the timely implementation of pre-incident plans.	3	CFPO			Not started
B.9.1 – CYFS should clarify the expectations for Fire Prevention Division staff to be	1	CFPO		2008-10	Not started





## Master Fire Plan – Operational Task Tracking Matrix

Task	Priority	Assigned to	Comments/Resources Required	Target Date	Status
available for responding to calls outside of normal business hours.					
B.9.2 – CYFS should enhance the training to Suppression Division officers and staff to improve their investigation skills for minor incidents and to ensure protection of evidence for major incidents.	3	CFPO and Training Division			Not started
B.10.1 – CYFS should work with the two towns to review the by-laws regulating fireworks sales and displays and make necessary revisions.	3	CFPO			Not started
B.11.1 – CYFS should develop an annual training plan for the Fire Prevention Division, in coordination with individual performance development plans and incorporating succession planning.	1	CFPO and Deputy Chief, SS		2009-01	In progress
B.14.1 – CYFS should research the bunker gear used for investigations to ensure adequate fit and durability or consider alternate clothing.	1	CFPO	Samples being evaluated	2008-12	In progress
C.2.1 – CYFS should review the reserve/spare system and strive to fully equip and maintain at least two apparatus to be used as reserve. Note that vehicles that are not fully equipped shall not be used as the sole first responder unless it has the equipment needed for the specific	2	Vehicles and Equip Committee	Committee tasked with reviewing and reporting back on an annual basis	2009-03	In progress



## Master Fire Plan – Operational Task Tracking Matrix

Task	Priority	Assigned to	Comments/Resources Required	Target Date	Status
emergency.					
C.2.3 – Response protocols should be revised to ensure that closest vehicles are responding, such as having 421 and 427 respond to calls in the northwest Aurora area. Platoon Chiefs shall review the coverage and make any necessary decisions to move vehicles or alter the response.	1	Deputy Chief, Ops	Being addressed during implementation of new CAD system	2008-10	In progress
C.3.1 – CYFS should develop an SOG that makes clear the expectations for off-duty staff for provision and carrying of pagers, response to call-backs and methods for ensuring accurate and consistent payment for responses. This should also include means for ensuring that the off-duty staff were in fact paged. The results of call back need to be analyzed.	3	Deputy Chief, Ops			Not started
C.3.2 – An SOG should be developed to identify the expectations for Senior Officers to be notified of emergencies and for their response.	3	Deputy Chief, Ops			Not started
C.3.3 - The response protocols for the various types of emergency responses that CYFS responds to should be evaluated annually to ensure that appropriate resources are dispatched.	2	Deputy Chief, Ops		2009-03	Not started
C.3.4 – The Towns of Newmarket and Aurora should consider emergency response considerations when planning and	3	CFPO	Currently done to a degree with site planning		Not started



## Master Fire Plan – Operational Task Tracking Matrix

Task	Priority	Assigned to	Comments/Resources Required	Target Date	Status
developing new roadways.					
C.4.1 – CYFS should review response protocols with King Township to ensure that tanker trucks are immediately dispatched to reported fires and CYFS should monitor responses to this coverage area.	1	Fire Chief	King Twshp Fire Chief has agreed to implement.	2008-08	In progress
C.4.2 – CYFS should review the retainers charged and the hourly rate for vehicles to ensure that appropriate compensation is provided for services rendered.	2	Fire Chief		2009-01	Not started
C.5.1 – Concerns about delaying dispatch of CYFS by the MOH CACC should continue to be voiced to the province at every opportunity. Until such time as improvements are made, alternative actions that can reduce the delay should be explored.	1	Fire Chief	EMS calls are being monitored by P/C's and reported to Chief for further investigation	2008-08	In progress
C.6.1 – CYFS implement a trial response protocol for MVC's, having 411 respond whenever possible. At the end of the trial, the effectiveness of this practice should be evaluated with expectation being that heavy hydraulics are available in a timely manner at all MVC's.	1	P/C Comeau A/P/C Patrick	Tasked with developing a pilot project	2008-09	In progress
C.8.1 – CYFS should develop an SOG for wildland/grass fires that identifies staff roles and responsibilities and identifies the operation of Utility 410.	3	Deputy Chief, Ops			Not started
C.13.1 – CYFS should develop an SOG for	3	Deputy Chief,			Not started



## Master Fire Plan – Operational Task Tracking Matrix

Task	Priority	Assigned to	Comments/Resources Required	Target Date	Status
providing assistance to York Regional Police		Ops			
C.15.1 – CYFS should review and revise the SOG for pre-incident planning.	3	Mapping and Pre-Planning Committee		2008-12	In progress
C.15.2 – CYFS should expand the Pre-Incident Planning Committee to incorporate a representative from each platoon and preferably each station.	1	Deputy Chief, SS	5 members with representation from Prevention, Administration and three platoons.		Completed
C.15.3 – CYFS should develop a computer based system to store and use pre-incident planning information and make it available in each front line apparatus. Note that the anticipated computer records management system implementation in 2008 will facilitate this effort.	2	Mapping and Pre-planning Committee/IT Committee		2009-03	In progress
C.16.1 – CYFS should continue to develop tanker operations and achieve a certified tanker shuttle designation.	2	Deputy Chief, Ops			Not started
C.16.2 – CYFS should identify all hydrants that are not provided with 100mm “Stortz” connections and notify the Public Works and Environmental Services Departments for potential action.	3	Mapping and Pre-planning Committee			Not started
C.16.3 – CYFS should review dispatch protocols for the agreement protected areas in Whitchurch-Stouffville and King to ensure that tankers are routinely dispatched to	1	Deputy Chief, Ops			Not started



## Master Fire Plan – Operational Task Tracking Matrix

Task	Priority	Assigned to	Comments/Resources Required	Target Date	Status
reported structure fires simultaneously with CYFS dispatch.					
C.17.1 – CYFS should attend to the following facilities issues in a timely manner. <ul style="list-style-type: none"> <li>• Investigate replacement of the generator for Station 4-1.</li> <li>• Replace the air compressors, as scheduled and if needed.</li> <li>• Finish the fitness room walls and ceilings and utilize the front area of the annex at Station 4-2 for storage.</li> <li>• Refurbish the washrooms at Station 4-3 and investigate replacing the garage doors with insulated ones.</li> </ul>	1	Deputy Chief, Ops			In progress
C.17.2 – CYFS should establish direct delivery of building supplies and inventory control from suppliers to reduce the use of senior officers in the delivery role. The use of couriers should be considered for some of the mail pick up and delivery that is currently being done by the Platoon Chiefs.	2	Deputy Chief, SS	Courier has been established. Supply delivery being investigated.	2009-01	In progress
C.17.3 – CYFS should develop an SOG that clearly defines roles and responsibilities for cleaning and maintenance of the four fire stations.	2	Deputy Chief, Ops	P/C assigned to develop a draft	2008-10	In progress
C.18.1 – CYFS should develop and implement an information technology plan to implement advanced computer technology	1	IT Committee		2008-10	In progress



## Master Fire Plan – Operational Task Tracking Matrix

Task	Priority	Assigned to	Comments/Resources Required	Target Date	Status
available at emergency scenes and that provides fire officers and firefighters access to computer technology to improve communications, efficiency and effectiveness of operations.					
C.18.2 – CYFS should include in the information technology plan means to provide easy access for all Suppression Division staff to emails and departmental electronic files.	2	Deputy Chief, SS	Costs have been researched for email access.	2008-10	In progress
C.18.3 – CYFS should work with the Information Systems staff from the Town of Newmarket to develop a means of providing round the clock technological support.	2	IT Committee	16 hours/day is now provided.	2008-12	In progress
C.20.1 – The Auto Extrication Committee should be tasked with providing recommendations for equipment purchase, including vehicle stabilization kits, and that any reasonable additional equipment identified be budgeted for and purchased.	1	Auto Extrication Committee	Committee has been expanded. Short term needs identified and equipment purchased. Committee developing plan for 2009	2008-11	In progress
C.20.2 – The gas detection equipment should be divided and placed on Engine 411 (or 421) and Engine 431. Additional detection equipment should be researched and purchased, as necessary, to provide two complete gas detection kits.	1	Platoon Chief Comeau		2008-10	In progress
C.20.3 – The existing Truck Committee should be re-invigorated and enhanced to have representation from each platoon and	1	Deputy Chief, SS			Completed



## Master Fire Plan – Operational Task Tracking Matrix

Task	Priority	Assigned to	Comments/Resources Required	Target Date	Status
station and be tasked with researching and developing an annual proposal for equipment needs for review and consideration of senior management. The committee should be renamed the Apparatus and Equipment Committee.					
C.21.1 – CYFS should develop a Standard Operating Guideline for vehicle and equipment checks and maintenance.	2	Deputy Chief, Ops	P/C's to be tasked with this.	2008-10	In progress
C.22.1 – CYFS should research, purchase and install suitable drying facilities for personal protective equipment.	2	Vehicles and Equipt Committee			Not started
C.23.1 – CYFS should develop one Standard Operating Guideline to incorporate all respiratory matters and that would then constitute a respiratory protection program document.	1	Deputy Chief, SS	Respiratory Protection Committee to be expanded	2008-09	Not started
D.1.1 – CYFS should convert one of the Training Officers to a Chief Training Officer and monitor the workload pressures on the division staff as a result of any increased department staffing, technological changes affecting training or changes in provincial regulations and consider any corresponding need for increased staffing in three to five years.	2	Deputy Chief, Ops	Discussions required with CYPFFA	2009-03	Not started



## Master Fire Plan – Operational Task Tracking Matrix

Task	Priority	Assigned to	Comments/Resources Required	Target Date	Status
D.1.2 – The role of the Training Officers should be clarified in a Standard Operating Guideline. Their responsibilities should be noted as: <ul style="list-style-type: none"> <li>• Researching and developing appropriate training programs for all CYFS staff</li> <li>• Developing and delivering (or assisting with the delivery) of new training initiatives</li> <li>• Reviewing records and assessing progress</li> </ul>	3	Training Division			Not started
D.1.3. – Standard Operating Guidelines should be developed to provide clear direction to staff as to their roles and responsibilities relative to department training and staff development.	3	Training Division			Not started
D.2.1 – All training materials (curriculum and trainer packages) should be reviewed to ensure they are complete, consistent and user friendly and have an appropriate teaching plan. These materials should be stored electronically to facilitate easy access by trainers.	3	Training Division	This is done on an ongoing basis as part of the Maintenance Training Program. Completion will take as much as two years.		Not started
D.2.2 – A more comprehensive reporting system should be developed to incorporate all training received by all CYFS staff and department staff trained in using the system	1	Training Division	This will be implemented with the records management system being	2009-01	In progress





## Master Fire Plan – Operational Task Tracking Matrix

Task	Priority	Assigned to	Comments/Resources Required	Target Date	Status
properly			coordinated by the IT committee		
D.2.3. – A training outline report should be developed for all specialized training delivered by platoon instructors that provides the necessary details of the training so that the company officers can report properly on training received by their crews.	3	Training Division	This will need to be coordinated with all the CYFS Standing Committees		In progress
D.2.4 – All training reports should be reviewed by the respective Platoon Chief or Division Chief prior to filing and subsequent analysis by the Training Division.	1	Deputy Chief, Ops	Implemented. Needs to be monitored.	2008-09	In progress
D.3.1 – All training materials, drill sheets and trainer packages should be reviewed to include any specific safety considerations appropriate for the exercise, including noting the appropriate Personal Protective Equipment (PPE) to be worn and any suggested warm-ups and stretches that should be done.	3	Training Division	Done in conjunction with D.2.1.		Not started
D.5.1 - The maintenance training program for the Suppression Division should be reviewed and more detailed expectations for time spent, scheduling and learning outcomes established. Needed references should be identified and a variety of training aids should be incorporated and specific practical exercises should form a significant part. Evaluation of the progress of individuals	3	Training Division	Done in conjunction with D.2.1.		Not started



## Master Fire Plan – Operational Task Tracking Matrix

Task	Priority	Assigned to	Comments/Resources Required	Target Date	Status
needs to be incorporated.					
D.5.2 – Training requirements should be established for the Fire Prevention Division, Training Division and Administration Division.	1	Training Division	Collaboration required with Senior Officers	2009-03	Not started
D.5.3 – A maintenance training program should be established for the Training Division, Fire Prevention Division and Administration Division. Note that this should be incorporated into an annual performance development process.	1	Training Division	Collaboration required with Senior Officers	2009-03	Not started
D.5.4 – Staff development should be encouraged for those staff wishing to prepare for advancement. Opportunities for courses, secondments and mentoring should be incorporated into an annual performance development program.	1	Training Division	To be done in conjunction with A.8.3.	2009-03	Not started
D.6.1 – An orientation package should be developed for new employees.	1	HR Consultant	Initial package has been created. Needs review and modification	2008-10	In progress
D.6.2 – Delivery of recruit training for firefighters without experience should be done in coordination with neighbouring departments, where possible, dependant on the number of recruits.	3	Training Division	To be developed before any large hirings.		Not started
D.7.1 – The Standard Operating Guidelines relating to vehicle operation should be reviewed and revised to identify core skills.	3	Training Division	Note that Drive Wise training simulations have been		Not started



## Master Fire Plan – Operational Task Tracking Matrix

Task	Priority	Assigned to	Comments/Resources Required	Target Date	Status
An SOG for driver training should be developed.			implemented.		
D.7.2 – The use of driver simulators should continue and be expanded to include the Training Division, Fire Prevention Division and Administration Division.	2	Training Division			Not started
D.8.1 – Provision of specialized training to Central York Fire Services should be reviewed in detail. Programs should be developed for each subject area that identifies the curriculum, training delivery and evaluation methods.	3	Training Division	In conjunction with D.2.3.		Not started
D.9.1 – Company officers and platoon instructors should improve the reporting of medical training.	1	Platoon Chiefs	To be reviewed by Training Division. In conjunction with D.2.1.		Not started
D.9.2 – The medical training program should be reviewed annually by the Medical Committee and the results of the evaluation reported. The program should then be revised as necessary.	1	Medical Committee	This is already done, but should be made more formal.		In progress
D.9.3 – Methods should be developed to ensure that there are a sufficient number of platoon educators/instructors and that these people are supported and developed.	1	Medical Committee	Staff have been encouraged to participate.		In progress
D.10.1 – The Auto Extrication Committee should be expanded to provide platoon instructors from all platoons.	1	Auto Extrication Committee	Potential shift instructors have been identified.		In progress
D.11.1 – All Central York Fire Services	3	Training Division	Need to review reports		Not started



## Master Fire Plan – Operational Task Tracking Matrix

Task	Priority	Assigned to	Comments/Resources Required	Target Date	Status
Suppression Division staff should be trained to an awareness level of all identifiable, specialized services that could potentially be needed in the Towns of Aurora and Newmarket, including how to access assistance for those services that are not provided by CYFS.			and records to develop plan of action.		
D.11.2 – CYFS should develop a rope operations training program that will provide operation level capability for the Suppression Division as a basis for all rescue operations.	3	Training Division			Not started