

CITY OF THOROLD
FIRE PROTECTION MASTER PLAN

NOVEMBER 20, 2000

Purpose of the Plan

The Master Plan is a strategic plan that provides long term direction for the delivery of fire protection services and annual operational planning and budgeting within the fire department.

The Plan reflects a commitment to providing our residents with efficient and effective fire protection services that balance fire safety education, fire prevention and emergency response with the needs, risks and economics within the community.

Planning Process

In April 2000 the City of Thorold invited representatives of the Fire Marshal's Office to assist the Municipality in the completion of a Fire Services Master Plan. Terms of reference were developed for this review and are more particularly shown in Schedule 1.

The OFM notified Council, in writing, on June 1, 2000 that based on information gathered to date, the City of Thorold was not in compliance with the mandatory requirements of the FPPA for fire prevention and education and that it was not providing fire protection services appropriate to its needs and circumstances.

A Fire Services Review Committee was established with a mandate to complete a Master Plan by November 20, 2000. Committee members were comprised of the following representatives:

Tim Kenny	Mayor
Jim Handley	Councillor
Mike Murphy	Councillor
Tony Vandermaas	Councillor
John MacLeod	Fire Chief
Bob Casselman	CAO

Sub-committees were established and composed of Fire Services Review committee members along with association and volunteer firefighters representation. The role of the sub-committee was to develop operating procedures necessary to effectively implement policy direction/decisions of the Fire Services Review Committee.

To assist the Fire Services Review Committee in completing its mandate the Optimizing Public Fire Safety Model was utilized as outlined in Schedule 2.

Fire Department Mission Statement

The Mission of the Thorold Fire Department is to ensure a fire safe community for our residents through public fire safety education, fire prevention and emergency response.

Core Services

The Thorold Fire Department's goal is to achieve excellence in the delivery of fire protection services. These include: Public Fire Safety Education, Fire Prevention, Fire Suppression, Rescue, Training and Communications. The core services revolving around these six fundamentals are described in Schedule 3.

The Municipality, in consultation with the Fire Chief, will establish performance targets for the department and its members.

Fire Safety Education and Prevention

All fire department members will participate in programs that are targeted at those sectors of the population that are at the highest degree of danger from fire. Such programs include but are not limited to smoke alarm program, home inspection, home escape planning, fire safety, inspection and fire code compliance. Details of these programs are found in the fire prevention policy for the department.

Fire Suppression and Emergency Response

The City of Thorold recognizes the commitment and dedication of our firefighters. As part of the strategy for delivering effective/efficient fire protection services the Municipality intends to locate fire stations for optimum efficiency and rationalize the size of the fleet and take advantage of emergency technology to provide our firefighters with the necessary tools to function in a modern environment.

Training

To ensure the continued safety of our fire department members and the community, the fire department will provide the necessary training for all ranks. The training program will be broad based to include not only basic suppression, rescue, prevention and education skills but allow for the continued professional development of its members within our fire service.

Communications

The Thorold Fire Department will continue to participate in partnerships to provide appropriate call-taking and alarm notification services.

Stakeholder Identification

The Thorold Fire Department currently serves the whole community including the industrial commercial, institutional and residential sectors.

In addition, the Town of Pelham is provided with Suppression Services on a contractual basis for the North East quadrant of Pelham.

Operating Philosophies

Balanced approach between prevention, education, suppression.

Maximizing staff potential through quality training initiatives; well maintained facilities and equipment; recognition that utilizing new technology is essential to achieving top performance.

Programs delivered by the fire service must reflect the changing needs and circumstances of the community.

All services delivered by the fire department must be done in the most efficient, effective and safe manner.

The safety of our residents and staff are of the utmost importance. Recognition that partnerships with our neighbours and community members is both necessary and desirable to deliver some programs.

SECTION 2

Office of the Fire Marshal Report

Background

On July 21, 2000 the Office of the Fire Marshal completed a Fire Protection Services Review for the City of Thorold. The findings and recommendations of the Office of the Fire Marshal are listed below with the action steps of the Fire Services Review Committee being outlined subsequent to the OFM recommendations.

Fire Marshal's Recommendations:

1. Station Location

- The results of the computerized fire station location study should be considered by the municipal decision makers during the development of the Master Fire Plan.
- The administrative facilities in station number 1 are not suitable to the needs of the Fire Chief, training officer and fire prevention officer.

Committee Recommendation:

Factors Affecting Response Times

The station location study done by the Office of the Fire Marshal is based upon travel times only from proposed station locations to identified risks in the municipality. The municipality is responsible to determine the most appropriate methods to assist in reducing total intervention time. This includes prompt reporting of emergency incidents; prompt notification and assembly and/or scheduling of firefighters and reducing travel time to emergencies.

Stations 4 & 5 - Built

The current Station 4 is located in the St. John's settlement area on the western edge of the municipality. The station is an old Quonsët hut and is in need of maintenance/renovation to bring it to a state where it can house modern fire equipment. The fleet in the station consists of a pumper, mini-pumper, tanker and utility truck. With the exception of the mini-pump, all of the apparatus will require replacement in the near future. The current station is crowded and lacks adequate facilities for training, rest rooms and administration. This station responds to approximately 30 emergency incidents annually, approximately half of which are in the Town of Pelham. Station 4 is located on land that is not owned by the municipality.

The current Station 5 is located in the Port Robinson West settlement area. This building is a steel clad prefabricated building, originally constructed to house Welland Canal Authority heavy equipment. This station is located at the end of a dead end road and was not designed or located to be a functional fire station. It lacks the necessary facilities of a modern fire station. The fleet in this

station consists of a pumper and a tanker, both of which will require replacement in the near future. This station responds to approximately 30 emergency incidents annually.

Relocation and consolidation of Stations 4 & 5 to the Port Robinson Road/Merrittville Road area will provide similar travel times to all of the areas currently served by Stations 4 & 5. The average travel time to the new service area will be less than is currently experienced with the existing Stations 4 & 5. Consolidation of stations 4 & 5 will allow for rationalization of the fleet and a more robust response to emergency incidents. Any savings will be reinvested into the fleet, allowing the fire department to take advantage of new technologies in fire apparatus and equipment.

One of the identified weaknesses in the present structure of the department is that each station generally operates in isolation of each other. Combining the personnel from these stations will ensure that all of the present personnel in districts 4 & 5 train together, respond to incidents together and deliver consistent fire safety education and prevention programs throughout the area. At the present time, each station cannot guarantee a sufficient number of response personnel on a 24-hour/7 day per week basis. Combining of the staff from these two stations should increase the average number of available staff to respond to an emergency on a 24/7 basis.

Improving the quality and location of facilities, apparatus and equipment, "teaming up" the available response personnel, introducing common training, prevention and education programs in the consolidated area will result in improved public fire safety for the local residents. Any financial savings that result from the consolidated operations must be funnelled back to the new fire district. The savings should be used to promote and achieve a balance of fire safety education, fire prevention and emergency response in concert with the local fire risk.

Station 1

There is an immediate need to address office accommodation within Station 1. The office areas for the fire chief, fire prevention officer and training officer are inadequate with respect to size and design. The current office space limits their ability to function as intended and required. The municipality must take immediate steps to address the office accommodation issue. Potential options include:

- moving administrative staff to Station 2
- renovating the upstairs area of Station 1
- moving into another municipal building ~77
- leasing office space
- relocating station 1 (discussed below)

The relocation of Station 1 to the area of Collier Road and Beaverdams Road (Confederation Heights) would improve the average response time of Pump 1 to most of the municipality. This relocation was recommended in the previous OFM Fire Protection Review for the City of Thorold - 1996 and recognized in the Fire Department Master Plan - 1991. While some concern has been expressed about relocating Station 1 when municipal restructuring may be pending, there is a need

to relocate the station, nonetheless.

Stations 2 & 3

Given call volume, station location and response times it is appropriate to consolidate the two districts, with station 3 now providing substation responsibilities. This will allow the municipality to provide an enhanced level of service while rationalizing equipment and human resources.

Station 3 was constructed in 1932 and renovated in 1953. This station is adequate for the present vehicles but may require renovations subject to new vehicle lengths.

Station 2 is our newest facility being constructed in 1994. There is an abundance of area for present and future growth. This shared facility currently provides space on a cost share basis to Niagara Region Ambulance Service.

2. Fleet Rationalization

OFM Recommendation:

To avoid potential liability issues, the municipality must be able to demonstrate that equipment maintenance activities are being conducted and produce appropriate documentation.

Savings to the public could be achieved by providing an approved water shuttle program to rural areas.

Committee Recommendation:

The municipality has recognized that much of the fire department fleet is reaching the end of its intended lifespan. Until recently, the municipality has not followed a fire apparatus replacement/refurbishment schedule, many pieces of apparatus are functionally questionable at best. With the pending consolidation of Stations 4 & 5 and the future acquisition of modern fire apparatus, complete with up-to-date technology, the fire department would be well positioned to upgrade the fleet with far fewer pieces of apparatus in a shorter period of time. Fewer pieces of apparatus should reduce overall costs. The Fire Chief has prepared a fleet needs analysis for approval by council as outlined below:

Station 1

- 2 - pumper/rescue
- 1 - chiefs vehicle
- 1 - utility van
- 1 - rescue van

Station 2

- 1 - aerial
- 1 - rescue

Station 3

- 1 - pumper/tanker
- 1 - utility van

Station 4

- 1 - pumper
- 1 - tanker
- 1 - utility
- 1 - Mini Pump*

Equipment Utilization:

An approved water shuttle program must be considered as part of the master planning process. The program will satisfy the insurance industry of the fire departments ability to supply water during rural fires and result in reduced insurance premiums for the residents.

The current configuration of the tankers in Stations 3, 4 and 5 will not lend themselves to the short-term implementation of an approved water shuttle program to the non hydrant protected areas. These tankers were constructed some time ago and the apparatus standards have changed over the years. Initial inspection revealed relatively small dump vales on all tankers and small (65 mm) fill inlets on two of the three tankers. The fill and discharge performance of each tanker needs to be verified by the Training Officer.

The pending purchase of a large modern pumper tanker, combined with similar future purchases and the possible replacement of the dump valve and fill inlet on Tanker 3 may allow for an approved water shuttle to be implemented some time in the near future.

3. Delivery System

OFM Recommendation:

The municipality must ensure its fire department delivery system is able to continuously provide an adequate fire attach team in a timely manner.

Committee Recommendations:

To ensure that the fire department is able to continuously provide an adequate fire attack team in a timely manner the following changes are recommended:

- a) A first response team composed of two firefighters to be scheduled on a 24/7 basis.
- b) Automatic two station response for stations 2/3 and 4/5
- c) Consideration of establishing platooning of our volunteer firefighters
- d) Establishment and monitoring of an attendance management policy.
- e) Establishment, training, documentation and monitoring of an effective incident command and accountability system for all firefighters
- f) Review of Response Protocol for volunteer firefighters on medical assist calls
- g) Staffing Rationalization:
It is anticipated that staffing levels will be reduced to approximately 90 volunteers over time. Reductions will be made through attrition and performance.

4. Fire Prevention and Public Education

OFM Recommendation:

There is a need to interact more closely with the public to identify needs, expectations, attitude towards fire and fire safety awareness levels.

There needs to be a concerted effort by the fire department to identify the properties that are subject to the retrofit requirements of the Fire Code and to make reasonable efforts to ensure that compliance has been achieved.

← There is a demonstrated need to conduct pre-fire planning activities in high-risk buildings or locations.

Both volunteer and full-time staff should be more effectively utilized in public education and fire prevention activities.

An appropriate smoke alarm and home escape program needs to be established by policy.

Committee Recommendations:

1. Assign our fire prevention officer to a fulltime flexible day shift. The fire prevention officer to be assigned responsibility for implementation of fire prevention & public education recommendations of the Master Plan.
2. Train and assign fire prevention and education responsibilities to all firefighters such as in-service inspections, adopt-a-school program, smoke alarm and home escape programs.
3. Establish a corporate fire prevention and public education policy including smoke alarms and home escape programs.

4. Establishment of a detailed and consistent plan to garner public awareness of fire safety through use of surveys, open houses, home/school/senior facility inspections and annual public reporting of activities.
5. The fire prevention officer and chief building official are to establish:
 - i) a formalized protocol relating to all building inspections
 - ii) creation of a documented program to monitor compliance with retrofit requirements
 - iii) properties and buildings subject to retrofit requirements are to be identified during smoke alarm surveys and inspections
 - iv) the fire prevention officer is responsible to inspect and to ensure that compliance has been achieved for all retrofit properties
6. The fire prevention and training officers are responsible to identify high risk buildings and to establish preplanning inspections. Preplanning inspections of large industrial, high rise, institutional, multi-residential and senior facilities can be completed by all properly trained firefighters.
7. These programs will be delivered in accordance with established policy. As a minimum, these programs shall dress mandatory requirements of the FPPA.

5. Training

OFM Recommendations:

An appropriate record-keeping system must be developed to track all personnel at every emergency scene.

An incident management system, including fire ground accountability provisions, must be adopted and delivered to all staff, as required by the Occupational Health and Safety Act, Section 21 guidance notes.

The Thorold Fire Department does not regularly carry out post incident reviews and evaluations of major incidents.

A consistent and appropriate training curriculum is not currently in place.

Committee Recommendations:

1. The training officer be dedicated to this position on a full time basis and will be assigned the responsibility to implement Master Plan Recommendations relating to Training. Hours of work to be flexible to accommodate the needs of all firefighters.
2. The City to officially adopt the OFM training curriculum.
3. That all firefighters receive joint training on a consistent basis.
4. That job descriptions be established for the training officer, district chief and volunteer officers.
5. An incident command/accountability system to be established, training delivered to all firefighters

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and monthly reporting from the training officer to fire chief.

6. Personnel files are to be established for all firefighters each file to include training received and check off of proficiency
7. That a training policy be developed and approved to include amongst other items - post incident review and evaluations and corporation expectations of firefighters.
8. These programs will be delivered in accordance with established policy. As a minimum these programs shall address mandatory requirements of the FPPA.

6. Management Direction/Policy Development/Accountability

OFM Recommendations:

Municipal action is required to implement appropriate recommendations to improve fire protection services in Thorold.

The municipality should implement appropriate risk management and risk avoidance policies and activities to minimize exposure to accidents, injuries and potential liability.

There is a need to provide individuals, at every level within the department, with specific responsibilities, based on approved goals and objectives. The appropriate resources, support services and accountability systems to ensure the achievement of expected performance levels are also required.

Strong centralized co-ordinating activities are necessary to ensure consistent activities and resource utilization.

Committee Recommendations:

A Fire Services Review Committee has been established with a mandate to complete a fire services master plan by November 20, 2000.

To minimize and manage risk a number of policies require development, approval and implementation. These include:

- 1) Core service identification
- 2) Training policy
- 3) Fire prevention & public education policy
- 4) Promotional policy
- 5) Alcohol management policy

Annually a risk assessment of the community will be conducted with relevant data, trends and needs being utilized to revise training, fire prevention and public education programs.

Adoption of a bylaw to govern and regulate the Thorold Fire Department.

Establishment of a committee composed of the Fire Chief, Training Officer, Fire Prevention Officer and District Chiefs to review and update the standard operating procedure manual including health & safety.

Annually goals & objectives of the fire department are to be incorporated into a business plan by the chief for presentation and approval by City Council.

Each officer of the fire department is to be provided with a job description. Annual performance reviews are to be conducted by the Chief to ensure corporate/departmental goals are being achieved.

Semi annual reporting to City Council by the Fire Chief is required outlining the following performance indications:

- fire loss per capital
- % of response time over 5-7 minutes
- 1st arriving vehicle, time to assembly 10 persons for single family dwelling fire
- # of fire calls
- # of all calls
- ignition source of fire
- firefighter training delivered and needs identification
- firefighter and civilian deaths/injuries
- fire prevention report dealing with smoke alarms, inspections and public education

The Chief shall review the Fire Master Plan on an annual basis and propose changes, or revisions as necessary.

7. Administration

OFM Recommendations:

It is essential that an adequate records management system be developed and put in place.

Standard operating guidelines and an appropriate records management system need to be developed to deliver consistent fire prevention programs, inspections and public education activities.

Committee Recommendation:

A corporate review of record's management and information technology requirements is to be completed as soon as possible. The new record's management system must adequately track data necessary to measure progress of suppression, training, fire prevention and public education activities. This responsibility will be assigned to the training officer and corporate information technology officer.

8.

OFM Recommendation:

Measures should be taken to enhance existing response times to areas of Thorold beyond the 8-minute threshold or review the policy regarding the delivery of defibrillation services to the community.

Committee Recommendations:

The committee has reviewed the need for and assessed current service delivery times for the defibrillation program and make the following recommendations:

- 1) Renew agreement with the base hospital to provide an enhanced defibrillation service including training of volunteer firefighters particularly in districts 2/3 and 4/5 and arena attendants.
- 2) Lobby Niagara Region to ensure:
 - 24 hour ambulance coverage in Thorold
 - establishment of a task force to better co-ordinate response protocol for medical assist calls
 - subject to success of above recommendations reassess tiered response protocols

9.

OFM Recommendations:

The Region Fire Services Mutual Aid Agreement should be broadened to include joint preparedness activities, action plans, and training and testing criteria for specialized risks with the Region.

Committee Recommendations:

The Fire Chief and Fire Prevention Officer are to review and recommend changes to the Regional Fire Services Mutual Aid Agreement, emergency plans and preplanning protocols to ensure specialized risks are adequately planned for including:

- Welland Canal
- High risk industry (Dana, Oxy Vinyl, Abitibi, Exolon, Georgia Pacific)
- the improvement and formalization of protocols with other emergency service providers (police, seaway authority, ambulance)

10.

OFM Recommendations:

Additional opportunities to partner with the private sector, the community and regional fire departments should be identified and pursued.

Committee Recommendations:

- a) Participation in Regional ambulance task force
- b) Ongoing participation in Niagara Regional Governance Committee and assessment of the need

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to regionalize fire services

- c) Participation in TAPP-C and Risk Watch Programs
- d) Inspect/train and encourage large industries to equip themselves with firefighting/monitoring capabilities. Encourage large industry to allow employees trained in firefighting to assist the City when required.
- e) Solicit private donations/purchase of essential firefighting equipment (defibrillators, hazardous materials/acid suits)
- f) Consideration should be given to partnering with the private sector for post incident cleanup/security of properties/buildings.
- g) Niagara Falls, Welland and St. Catharines should be approached regarding consideration of establishing an automatic aid protocol.
- h) The Town of Pelham should be approached to renegotiate the Pelham Fire Response Agreement and advised of our intent to consolidate stations 4/5.

Year 1 - 2001

1. The agreement for the provision of firefighting services with the Town of Pelham be renegotiated.
2. Two additional firefighters be employed.
3. A new fire station be constructed in the vicinity of Merrittville Highway at Turner's Corners of sufficient size to accommodate three apparatus bays, a meeting/lecture room, office space for the officer in charge and training accommodations for the firefighters to replace Station 4 and 5.
4. New Pumper/Tanker purchased for Station 3.
5. Station 1 be renovated to provide additional office space.
6. Enhance annual vehicle reserve allocation to 250,000

Year 2 - 2002

1. Purchase new utility van to replace 1968 GMC

Year 3 - 2003

1. Purchase new fire prevention/training officer vehicle to replace 1989 Chev. van
2. Purchase new tanker to replace 1981 international tanker

Year 4 - 2004

1. Purchase land and construct a new fire station in the Confederation Heights area of sufficient size to replace existing Station 1.

Year 5 - 2005

1. Purchase pumper/tanker to replace 1980 international aerial.

Year 6 - 2006

1. Purchase new utility van to replace 1978 GMC van

Year 7 - 2007

1. Purchase new pumper to replace 1987 Ford pumper

Year 8 - 2008

1. Purchase new pumper to replace 1985 international pumper.

Year 9 - 2009

1. Review and update Fire Services Master Plan

DEPT
ID NO. EQUIPMENT

		YEAR FOR REPLACEMENT											
DEPARTMENT: Fire		TOTAL VALUE	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
CLAS													
11	2000 Ford pickup	30,000	30,000										
VANSAFETY VANS													
12	1989 CHEVADA Van	30,000				30,000							
13	1971 GMC Utility Van	75,000											
14	1984 GMC Utility Van	75,000			75,000				75,000				
SPECIALTY													
11	1980 INTERNATIONAL Acid	600,000											
12	1992 SUPERIOR 65 & Tanker	600,000						SELL					
11	PUMPER RESCUE	400,000											
11	2000 PUMPER RESCUE	380,000	380,000					400,000					
14	1972 FORD Pumper	400,000	400,000										
15	1975 FORD Pumper	400,000	400,000	SELL									
PUMPER/TANKER		250,000		250,000									
15	1985 INTERNATIONAL Pumper	275,000											
12	1987 FORD Pumper	175,000									275,000		
14(M)	1987 FORD Light Pumper	160,000											
11	1985 FORD Rescue	130,000											
12	1992 INTERNATIONAL Rescue	130,000											
14	1973 INTERNATIONAL Tanker	175,000											
15	1973 INTERNATIONAL Tanker	175,000											
14	1981 INTERNATIONAL Tanker	175,000											
Pump Generator Trailer		10,000				175,000							
1980 Air Compressor Pully													
Subtotal: FIRE DEPARTMENT		4,225,000	410,000	250,000	75,000	205,000		400,000	75,000	175,000	275,000		

CITY OF THOOLD
FIRE DEPARTMENT
OPERATING / CAPITAL BUDGET FORECAST

OPERATING / CAPITAL BUDGET	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
SALARY FULL TIME PART TIME BENEFITS	\$38,000 19,000 78,000	\$50,000 18,200 82,000	705,000 28,000 124,600	741,000 28,900 130,900	781,000 29,800 137,800	820,500 30,700 144,700	845,000 31,800 149,000	870,000 32,700 153,500	897,000 33,700 158,200	924,000 34,700 163,000	950,000 35,800 167,500	980,000 37,000 173,000
VOLUNTEERS BENEFITS	249,000 31,000	288,000 32,000	165,000 20,000	165,000 20,000	190,000 20,000	190,000 20,000	200,000 22,000	200,000 22,000	210,000 24,000	210,000 24,000	220,000 26,000	220,000 26,000
TOTAL COMPENSATION	\$15,000	\$80,200	1,062,600	1,105,800	1,158,600	1,205,900	1,247,800	1,278,200	1,322,800	1,355,700	1,398,500	1,436,000
MATERIALS / SERVICES / RENT	108,000	110,200	112,400	114,700	117,000	118,300	120,700	123,100	125,600	128,100	130,700	133,300
DISPATCH / VOICE RADIO	44,000	45,300	49,600	51,000	52,500	54,000	55,500	56,800	58,200	59,900	61,600	63,400
MINOR CAPITAL	37,500	15,000	15,000	15,000	15,000	15,000	15,000	20,000	20,000	20,000	20,000	20,000
MAJOR CAPITAL (land & bldgs)			650,000			1,000,000						
EQUIPMENT REPLACEMENT	113,000	188,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
SUB-TOTAL NON PAYROLL	302,500	363,500	1,077,000	430,700	434,500	1,437,300	441,200	449,700	453,800	458,000	462,300	466,700
TOTAL PROJECTED BUDGET	1,217,500	1,338,700	2,139,600	1,536,500	1,593,100	2,643,200	1,689,000	1,727,900	1,776,700	1,813,700	1,861,600	1,902,700
REVENUES	(24,200)	(12,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
NET BUDGET	1,193,300	1,326,700	2,129,600	1,526,500	1,583,100	2,633,200	1,679,000	1,717,900	1,766,700	1,803,700	1,851,600	1,892,700

Ministry of the
Solicitor General

Office of the Fire Marshal

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April 4, 2000

Mayor Tim Kenny
City of Thorold
8 Carleton Street South
P.O. Box 1044
Thorold ON
L2V 4A7

Dear Mayor Kenny:

SUBJECT: Terms of Reference

The City of Thorold has requested that the Office of the Fire Marshal (OFM) participate in a review of municipal fire services. The intention is that this project be co-operative in nature.

A. Authority

The authority for the Office of the Fire Marshal (OFM) to participate in this review is found in the Fire Protection and Prevention Act (FPPA).

9. (1) The Fire Marshal has the power,

(a) to monitor, review and advise municipalities respecting the provision of fire protection service and to make recommendations to municipal councils for improving the efficiency and effectiveness of those services.

B. Purpose

To assess the delivery of fire protection services in the City of Thorold and to assist municipal and fire department representatives in preparing an implementation plan.

C. Objectives of the Review

The objectives of this review can be summarized as follows:

- To provide information for updating the master fire plan to fit the needs of the community now and in the future
- To develop where necessary, a framework for improvements in the fire protection services delivery system, which would include additions, modifications and timeframes for implementation.
- To identify best practices to ensure the delivery of the most effective, efficient and safe fire services possible and ensuring:
 - mandatory requirements of the FPPA are in place
 - an appropriate level of suppression and rescue and other emergency services are provided

D. Process

The OFM will work with a steering committee comprised of senior municipal staff and officials. The City of Thorold will provide information and data through its various departments. The OFM will provide information and data from various provincial data-bases. It is beyond the scope of this study to independently verify information provided by the parties.

The OFM study team will evaluate the existing fire risk, economic circumstances and capabilities of the fire service to deliver services as they relate to the needs and circumstances of the community. Particular emphasis will be placed on the impact of the FPPA requirements that came into place after the completion of previous studies.

The contents of the existing collective agreement will be respected and the collective bargaining process will be considered the appropriate method of resolving any labour management issues. However, collective bargaining issues that impact on public safety will be identified.

E. Deliverables of the Review

The OFM study team will provide recommendations to the City based on its evaluation. It is expected the City of Thorold will incorporate these recommendations into the existing master plan and update it to include:

- the current mission, goals and objectives of the department
- an identification of comprehensive policies for the delivery of fire protection services
- appropriate methods of delivering services and meeting the growing needs of the community

The City of Thorold is expected to develop an implementation plan that includes: proposed

Mayor Kenny

April 4, 2000

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program additions and/or modifications; the timeframe for implementation; a recommended monitoring process; any support role to the City of Thorold by the OFM; and, issues best addressed through the collective bargaining process.

F. Liaison and Responsibility:

Mr. Frank Haylow Fire Protection Advisory Supervisor and Mr. Wayne Bennett Fire Protection Advisory Supervisor will be the OFM participants in the review.

Mr. Haylow and Mr. Bennett will support the review process and consult with appropriate municipal and fire department officials as well as gather data and information.

Mr. Barry McKinnon, Manager of Fire Protection Services, will be responsible for ensuring the co-ordination of OFM resources and will be responsible for the final report.

The City of Thorold steering committee representatives are responsible for keeping other internal stakeholders informed of the review status and findings.

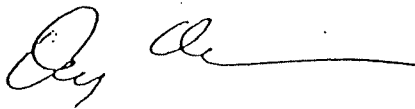
As the information gathering stage nears completion, the steering committee will meet with senior OFM representatives to determine any significant issues to be addressed and to discuss various options available to the City of Thorold.

G. Duration:

This project is to be started April 24, 2000 and is expected to be completed by June 30, 2000.

I will be in contact with appropriate municipal representatives to confirm our mutual understanding of this document.

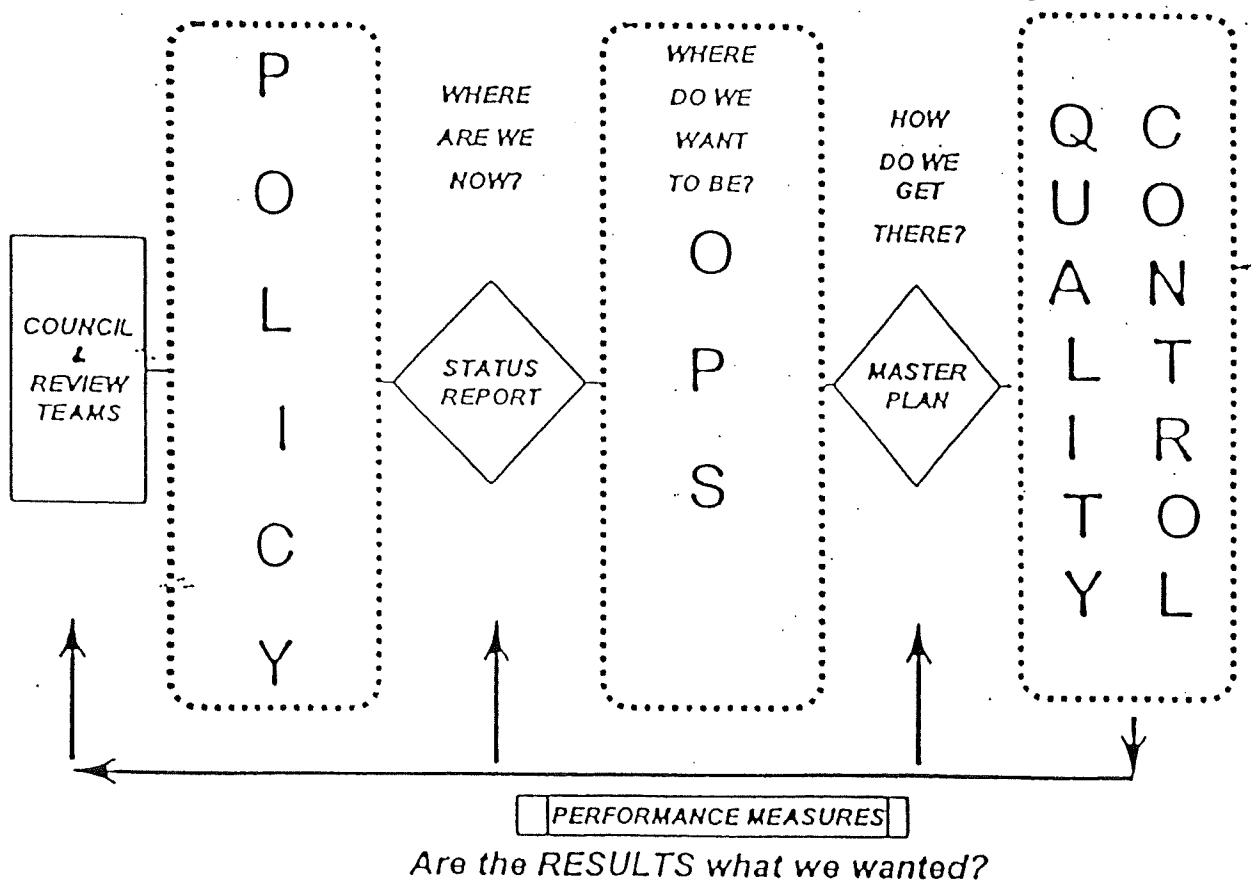
Yours sincerely,



Barry McKinnon, Manager
Fire Protection Services

Copy: B. Montone, Operations Manager

Optimizing Public Fire Safety



Schedule 3

A) Fire Suppression

1. Structural Firefighting including rescue
2. Vehicle Firefighting
3. Grass, Brush Firefighting
4. Mutual Aid (assistance to other municipalities)
5. Medical Assistance with Defibrillation
6. Awareness Level Hazardous Material Assistance
7. Vehicle Extrication
8. Extrication from other machinery (Industry, farm, etc.)
9. Transportation Incidents involving Vehicles, Trains, Aircraft and Watercraft
10. Investigation to determine cause and origin of fire
11. Public Assistance
12. Police Assistance
13. Public Utilities Assistance
14. Community Emergency Plan Participation

The following situations the fire department will respond to if called to assist the on-site rescue personnel and/or will call for assistance from other emergency services:

1. Marine Ships or Boats requiring assistance in the Welland Canal System with Rescue being our prime concern.
2. Rescue in situations where High Angle Rescue Operations are involved.
3. Rescue in situations where Confined Space Rescue Operations are involved.

B) Rescue

1. Water and Ice Rescue - shore based.

C) Fire Prevention and Public Education

1. Selection of appropriate programs.
2. Input into fire prevention policy development
3. Development of fire prevention by-laws.
4. Inter-action with building department(s)
5. Inter-action with other government agencies.
6. Inspection practices, including
 - complaints inspections
 - conducting routine inspections per fire prevention policy
 - dealing with code compliance issues (mandated)
 - enforcing municipal by-laws
 - conducting inspections, preparing reports and issuing written responses to requests

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7. Public education practices, including
 - providing routine education programs as per fire prevention policy
 - facilitating smoke alarm initiatives
 - providing access for media
 - delivery of specialized programs to elderly, and children
8. Fire investigation practices, including
 - determining cause and origin
 - assessing code compliance
 - assessing fire suppression effectiveness
 - determining compliance with building standards
 - interacting with OFM investigator
 - consulting with police and other agencies
 - providing on-site inspection of approved plans to determine compliance
 - issuing occupancy permits
9. Preparation for and appearances in court
10. Compile, analyse and disseminate functional statistics

D) Fire Administration

1. Planning and Growth practices, including
 - master planning
 - evaluating programs and services
 - projecting station locations and reallocations
 - determining staffing levels and assignments
 - co-ordinating with other emergency services
 - co-ordinating development with other community departments
 - co-ordinating with other Counties/Districts/Regions
2. Financial and Records Analysis practices, including
 - co-ordinating use of information from suppression activities
 - co-ordinating use of information from fire prevention activities
 - transitional adjustments for capital stock
 - input into level of service issues (based on available funding)
 - developing, controlling and monitoring budgets
 - co-ordinating with department divisions
 - identifying alternative sources of revenue and fees for services
 - operating
 - capital
 - purchasing
3. Records Management, including
 - note taking
 - records retention
 - freedom of information legislation
4. Human Resources practices including
 - recruitment, selection and retention
 - promotion

- performance evaluation
- career development and higher education
- 5. Client/Customer Relations practices, including
 - enhancing fire department image
 - enhancing public perception of access to fire department staff
 - developing inter-agency relationships
- 6. Health and Safety practices, including communicable diseases

E) Training & Education

1. Program Development practices, including
 - developing trainer facilitators
 - co-ordinating core curriculum
 - suppression
 - prevention
 - administration
 - communications
 - maintenance
 - support services
 - developing succession training programs
2. Providing access to training facilities, including
 - co-ordinating access to facility
 - delivering hands-on training to staff
3. Station Training practices, including
 - delivery of curriculum specific to discipline's needs
 - supervisory training drills
 - providing support and direction
4. Development, approval and delivery of incident management and accountability systems and procedures
5. Co-ordination, development, approval and distribution of standard operating guidelines for various disciplines

F) Maintenance

1. Fleet and equipment maintenance practices, including
 - maintaining fleet and equipment (both routine and emergency)
 - providing annual testing programs
 - mechanical worthiness
 - Ministry of Labour requirements
 - pump capacity and certification
 - specification development
 - acceptance testing and approval of new apparatus and equipment
 - maintaining specialized equipment eg. SCBA
 - central supply facility
2. Facilities maintenance, including

- maintenance of station infrastructure
- 3. Providing input re-design and construction considerations for fire stations

G) Support Services (shared municipal/fire department functions)

1. Purchasing practices, including
 - bulk purchasing through local and area organizations
 - developing standardized specifications for all apparatus and equipment
2. Financial practices, including
 - financial analysis
 - liaising with other area departments
3. Risk Management practices, including
 - assessing changing risk
 - operationalizing risk management into every function
4. Human Resources practices, including
 - developing recruitment and retention programs
5. Co-ordination with other agencies for shared infrastructure, including
 - municipal water system development
 - maintenance and access to water supply

