

BMA

Management Consulting Inc.

Operational Review Fire Department



City of Timmins

Table of Contents

Executive Summary	
Summary of Recommendations	
Review Process	1
Consultation With Staff	1
Review of Key Documents	2
Legislation/Regulatory Requirements	3
Analysis	5
Staffing	6
Activity	7
Budget	8
Upcoming Capital Requirements	9
Benchmarking	10
Cost Drivers	13
User Fees	16
Tiered Response	22
Effectively Managing a Composite Work Force	24
Compensating Volunteers	26
Management Information Systems	28
Training Needs	31
Master Fire Plan	37

Executive Summary

The City of Timmins provides fire services with a combination of full-time and volunteer firefighters operating in 6 stations located across the municipality. Salaries represent approximately 85% of the total budget. A number of municipalities with similar characteristics as Timmins such as Sudbury and Kenora have more full-time firefighters per capita, however, have lower total salaries on a per capita basis than Timmins. This may be attributed to wage rates, overtime, method of compensating volunteers and/or the impact of different tiered response protocol. This should be investigated further.

The Fire Department employs user fees for various services in accordance with the Ontario Fire Marshal's recommendations, however, the charges have not been updated in a number of years and may not be recovering the full cost of the services. The City experienced a significant increase in the number of calls as a result of implementing tiered response protocol. This protocol has been reviewed by the department and modifications have been made resulting in a significant reduction in the number of calls in 2004. Currently, the City compensates its volunteers by allocating a fixed amount to each volunteer station which is then paid to the volunteers on a pro-rata share of points accumulated by each volunteer. Some municipalities pay volunteers on an hourly basis or in the case of one municipality a combination of both methods. There are various advantages and disadvantages associated with each method which should further be evaluated.

There is an absence of appropriate management systems which impedes the ability to make sound decisions based on accurate data for planning, budgeting and resource deployment. A technology plan should be developed to identify short and long-term technology needs.

There is no live training centre in the Cochrane District which poses challenges in terms of having affordable and accessible training. The City should pursue partnership opportunities and prepare a full business plan on the costs/benefits of developing a training centre and rationalizing the locations of the fire stations.

Summary of Recommendations

That a long-term financing plan for equipment, vehicles and building within the Fire Department be developed to ensure that funds are available based on lifecycle costing. This should be integrated with an overall long-term plan across the Corporation and should include clearly articulated debt and reserve policies.

That a review be undertaken to ensure that the user fees are recovering the full cost of service and that the review clearly define the City's user fee policy with respect to Fire services. User fees should be reviewed on an annual basis to reflect changes in the cost of service.

That the City establish a performance management system and related forms based on job duties, goals/objectives, skills/competencies, and employee development.

That the City continue to monitor the appropriateness/suitability of compensation of volunteer firefighters and identify the pros and cons as well as the estimated costs of alternative approaches.

That the City implement a cost allocation methodology to accurately reflect the true costs of fire services, including an allocation of costs from the Police budget for joint dispatch services.

That the administrative staff receive appropriate training to more effectively track statistics moving forward.

That a technology plan for the Fire Department be developed to identify short and long-term technology needs including the use of computers, development of a customer friendly web page, maintenance of department personnel, training, response statistics and GIS.

That the Fire Department develop a comprehensive employee training program.

That the City prepare a full business plan on the costs/benefits of developing a training centre.

That the City undertake a Master Fire Plan to address a number of key issues including a fire station rationalization, the development of a training centre, the approach to compensating volunteers and fine-tuning tiered response protocol.

A full review was undertaken of the operations at the Fire Department

Review Process

Consultation With Staff

Discussions were held with the Chief and Deputy Chief of Fire to review:

- ◆ Policies, procedures and practices
- ◆ Compliance with legislation/regulations
- ◆ Management of the department
- ◆ Staffing needs, roles and responsibilities
- ◆ Number of stations, workforce
- ◆ Organizational structure
- ◆ Performance management
- ◆ Major projects and priorities
- ◆ Current and Capital Budgets

Review of Key Documents

Key documents were reviewed including:

- ◆ 2002-2004 Operating Budgets
- ◆ FIRs
- ◆ Equipment listings
- ◆ User Fees
- ◆ Annual statistics on incidents by ward

All operational aspects of the Fire Department were reviewed

The review of the Fire Department focused on answering the following questions:

- ◆ What are the current programs and services?
- ◆ Does the program/service support the municipality's priorities?
- ◆ Are the objectives currently being met?
- ◆ What are the future challenges?
- ◆ Is this a core vs. non-core process and service?
- ◆ What are the annual resources/costs?
- ◆ What are the staffing resources deployed?
- ◆ How is performance currently measured/tracked?
- ◆ Are the service levels and standards defined? What are they?
- ◆ Are there opportunities to re-align priorities?
- ◆ How is technology used to meet the demand for services?
- ◆ What are the policies and practices?
- ◆ Are there alternate service delivery options?
- ◆ Are there discretionary elements?

In doing so, observations/recommendations have been made in the following areas:

- ◆ Operational and administrative systems
- ◆ Policies, procedures, practices
- ◆ Program effectiveness
- ◆ Organizational structure
- ◆ Compliance with legislation
- ◆ Employee work assignment
- ◆ Administrative, financial, human resource management
- ◆ Information systems and use of technology

Fire prevention and public safety is legislated through the FPPA

The OFM monitors the fire protection services provided by municipalities

One way to monitor municipal operations is through the completion of a detailed municipal survey

Legislation/Regulatory Requirements

Fire Prevention and Protection Act

Fire Prevention and Protection Act (FPPA), 1997 is the governing legislation for fire prevention and public safety in Ontario. Within the framework set out by FPPA, municipalities are responsible for funding and delivering fire protection services and the province is responsible for providing municipalities with advice, guidance and support. Under the Act municipalities are required, as a minimum, to complete an assessment of the community's fire risks and to establish a program that includes public education with respect to fire safety and certain components of fire prevention. This establishes municipal responsibility for fire protection and makes fire prevention and public education services mandatory.

FPPA does not prescribe the level of emergency response (suppression) that a fire department should provide. The Act states that municipalities are responsible to arrange fire protection services as determined necessary by the municipality's needs and circumstances.

Role of the Ontario Fire Marshal (OFM)

The Ontario Fire Marshal (OFM) is required to monitor and review the fire protection services provided by municipalities to ensure that they meet their responsibilities under the Act. If the OFM determines that a municipality is failing to comply with its responsibilities or that a serious threat to public safety exists, they have the authority to present the municipal Council with recommendations by which to rectify the situation.

A key component of the OFM's monitoring and review process is the Municipal Fire Protection Information Survey (MFPIS), which is designed to gather information on municipal fire protection services as they relate to the FPPA minimum service requirements. The minimum requirements include Section 2.(1) (a) of the FPPA which states that every municipality shall **'establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention.'**

The purpose of the survey is to assist municipalities to comply with the requirements for fire protection services, and to enable the OFM to fulfill its responsibility to monitor the levels of fire protection

The City of Timmins participated in the municipal survey and received a Certificate of Compliance along with a number of the other municipalities that were selected as comparators in the benchmarking section of the report

The survey comprises the following 13 components:

1. Administration
2. Policies / Guidelines
3. By-law Information
4. Fire Protection Agreements
5. Fire Loss Statistics
6. Fire Cause Determination Practices
7. Fire Prevention Practices
8. Simplified Risk Assessment
9. Fire Inspection Practices
10. Fire Safety Planning
11. Smoke Alarm Initiatives
12. Public Education Practices
13. Public Education Resource Effectiveness Questionnaire

The City of Timmins completed the survey in 2001 and has achieved compliance with Section 2.1(a) of the Fire Protection and Prevention Act 1997 and has been presented with a Certificate of Compliance. Other municipalities included in the analysis that also received a Certificate of Compliance include:

- Clarington
- Chatham-Kent
- Cornwall
- Kawartha Lakes
- North Bay
- Kenora
- Sault Ste. Marie
- Thunder Bay

As a result of the Municipal Fire Protection Information Survey, the City of Timmins' Fire Department developed a new reporting system to more closely reflect the requirements of the OFM. In addition, the Department instituted improved tracking of such programs as smoke alarms, public education as well as budgeting and involvement of staff in public education and fire protection.

Consistent with the practice recommended by the OFM, the City of Timmins provides the appropriate types of service to the community through a composite fire department

Analysis

The City's fire service is provided through a composite workforce. This includes both full-time firefighters and volunteers.

It is generally accepted that an effective fire protection service delivery system requires the following three lines of fire defense which is promoted by the OFM:

- Public safety education and prevention
- Fire safety standards and enforcement
- Emergency response and suppression

The City has structured their Department to align with the best practices defined by the OFM. The principle objectives of the first two lines of fire defense are fire avoidance and increased fire prevention effectiveness. Fire departments endeavour to achieve these objectives through fire prevention training and education directed predominately to groups prone to relatively higher incidents of fire (children and seniors), early warning detection and notification systems, built-in suppression systems, establishment of municipal fire by-laws, occupancy inspections and code enforcement.

Regardless of the efforts which one may invest in fire avoidance and prevention, fires do happen. Therefore it is essential that the City maintain an emergency fire suppression capability, that is tailored to the community's local fire risks. This is the objective of the third line of defense. Factors which will influence the rapid response capability and fireground effectiveness of a fire department include dispatch protocols, firefighter availability, firefighter training, and proper maintenance and availability of suppression apparatus. These services have been reviewed as part of the operational review, however, additional analysis, through the development of a Master Fire Plan is needed and is being recommended as part of this report.

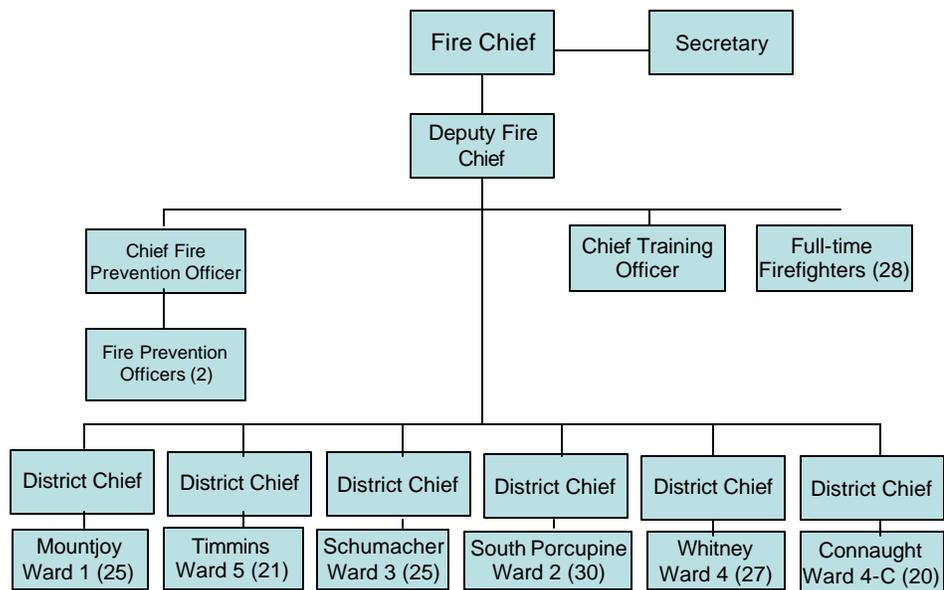
The built up area of the former City of Timmins is protected predominately by career firefighters. The rural / remote areas of the community are largely protected by volunteer fire fighting staff.

Staffing

The City's Fire department's staff complement includes:

- ◆ 2 non-union positions - Deputy Chief, the Chief
- ◆ 28 full-time fire suppression
- ◆ 3 fire prevention officers
- ◆ 1 training officer
- ◆ 1 administrative assistant
- ◆ Approximately 147 volunteer fire fighters

The following provides the organization structure.



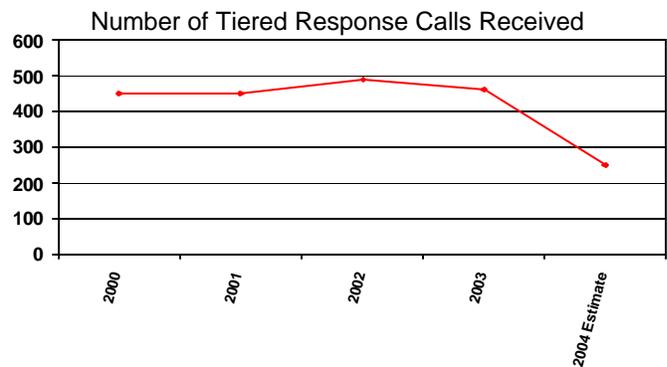
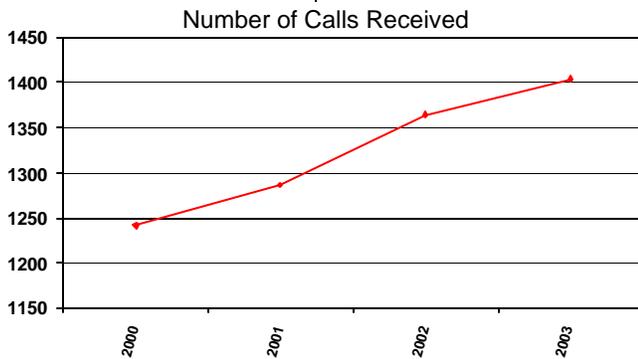
Activity

The following table summarizes the 2003 activity by ward for the number of alarms, total losses as well as the tiered responses.

Ward	Ward	Total Alarms	Total Alarms % of Total	Building Losses	Contents Losses	Vehicle Losses	Total Losses	Total Losses % of Total	Tiered Response Calls	Tiered Response Calls % of Total
1	Mountjoy	216	15%	\$ 138,200	\$ 96,600	\$ 48,000	\$ 282,800	14%	66	14%
1P	East Side of Bridge	18	1%	\$ 50,000	\$ 20,000	\$ -	\$ 70,000	3%		
2	South Porcupine	86	6%	\$ 4,000	\$ 2,100		\$ 6,100	0%	36	8%
3	Schumacher	66	5%	\$ 140,000	\$ 122,600	\$ 17,000	\$ 279,600	13%	15	3%
4	Whitney	75	5%	\$ 23,000	\$ 40,000	\$ 59,500	\$ 122,500	6%	24	5%
4C	Connaught	16	1%	\$ 5,400	\$ -	\$ 140,000	\$ 145,400	7%	5	1%
OCL	Outside City Limits	2	0%	\$ -	\$ -	\$ -	\$ -	0%		
5	Timmins	930	66%	\$ 687,650	\$ 418,000	\$ 66,700	\$ 1,172,350	56%	316	68%
Total		1409	100%	\$ 1,048,250	\$ 699,300	\$ 331,200	\$ 2,078,750	100%	462	100%

As expected, the urban area of Timmins has by far the highest activity. In 2003, approximately 66% of the alarms were responded to by the station located in Timmins. The Timmins fire station responded to 930 alarms. The second highest activity level is associated with the Mountjoy fire station, which responded to 216 alarms.

The number of calls received have increased 13% between 2000 and 2003. As will be discussed later in the report, the tiered response calls comprise a significant portion of the calls during this time. For example, in 2003, there were 462 tiered response calls that the City of Timmins' Fire Department responded to which is equivalent to 33% of the total alarms. As shown in the chart to the right, the number of tiered responses reduced significantly in 2004 (actuals to November, estimate for 2004) as a result of changes to the tiered response protocol which will be addressed later in the report.



Budget

The following table summarizes the 2003 budget and actual expenditures and revenues as well as the 2004 budget. The budget increased 3% (excluding capital expenditures between 2003 and 2004. Salaries, wages, honoriums and benefits account for approximately 84% of the costs of fire services. This is consistent with other municipalities surveyed.

The City budget, on a departmental basis, varies from year to year as a result of specific capital requirements within each department. For example, the equipment capital requirements in 2003 were \$1.1 million, compared with only \$331,000 in 2004. The base budget includes \$253,000 annually for the replacement of vehicles. The intention is to increase this fund annually by 10% in order to keep up with the increasing cost of vehicles. The budget does not include dispatch services which are provided by police on behalf of the Fire Department.

Budget Report By Function				
Account Name	2003 Budget Values	2003 Actuals	2004 Budget Values	% change 2003-2004
Fire Department Revenue				
Chgs. Fire Calls	(\$45,000)	(\$39,170)	(\$40,000)	-11%
Chgs. Fire Reports	(\$1,000)	(\$1,360)	(\$1,000)	0%
Chgs. Casino Approval	(\$100)	\$0	\$0	-100%
Fire Inspection	(\$500)	(\$1,028)	(\$1,000)	100%
Chgs. Burning Permit	(\$6,500)	(\$12,780)	(\$13,000)	100%
Woodstove Inspection	\$0	\$793	\$0	
Misc. Fore Recoveries	\$0	\$411	\$0	
Carbon Monoxide Alarm Revenue	\$0	(\$1,169)	(\$1,000)	
Total Revenue	(\$53,100)	(\$54,303)	(\$56,000)	5%
Transit Expenditures				
Fire Fighting Force	\$2,772,500	\$2,747,652	\$2,848,000	3%
Volunteers	\$500,900	\$501,284	\$531,795	6%
Forest/Bush Fires	\$27,000	\$18,956	\$26,000	-4%
Building Ward 5 Timmins	\$131,500	\$126,042	\$149,000	13%
Fire Department Units (grouped)	\$129,900	\$151,235	\$134,950	4%
Tiered Response	\$5,000	\$5,022	\$5,100	2%
Defibrillation	\$5,000	\$10,278	\$4,000	-20%
Equipment - Other	\$1,127,700	\$1,123,308	\$331,000	-71%
Carbon Monoxide Alarm	\$3,000	\$1,373	\$1,500	-50%
Administration	\$72,100	\$48,766	\$64,500	-11%
Total Expenditures	\$4,774,600	\$4,733,916	\$4,095,845	-14%
Net Expenditures	\$4,721,500	\$4,679,613	\$4,039,845	-14%
Net Expenditures Excluding Capital	\$3,593,800	\$3,556,305	\$3,708,845	3%

Upcoming Capital Requirements

In addition to the replacement of vehicles and equipment, the Fire department provided the following information with respect to the capital needs over the next five years:

- ◆ Training centre for firefighters
- ◆ Build a new fire hall (possible amalgamating South Porcupine and Whitney Halls) —this could potentially be done in partnership with Northern College

There are very limited capital reserves available to support the Fire Department, as capital is typically funded from operating budgets on an annual basis. As such, financial planning and budgeting is challenging given the lack of dedicated funds available and the requirement to compete on a corporate basis for limited capital funds.

Recommendations

That a long-term financing plan for equipment, vehicles and building within the Fire Department be developed to ensure that funds are available based on lifecycle costing. This should be integrated with an overall long-term plan across the Corporation and should include clearly articulated debt and reserve policies.

13 municipalities were reviewed as part of the analysis of fire services

Benchmarking

The municipalities were chosen on the basis of one or more of the following criteria:

- Population
- Geographic area
- Mix of urban and rural development
- Type of workforce (focus on composite fire services)
- Certificate of Compliance with Section 2.1(a) of the FPPA

The table summarizes the municipalities selected and some general information on each of the firefighting services (source 2003 Financial Information Return). While there is no one municipality that mirrors the population, geographic area, mix of rural and urban development and type of workforce, a number of municipalities share many similar characteristics.

Municipality	Est. Population	Land Area	Density	# of Fire Stations	Type of Force	Full-Time Funded Positions	Total Person Hours Worked per capita	Ratio of Full-Time FTE to population
Chatham-Kent	109,714	2,458	45	19	Composite	74	1.39	1483
Belleville	45,986	242	190	4	Composite	64	3.11	719
Clarington	76,664	611	125	5	Composite	44	1.25	1742
Kawartha Lakes	72,797	3,059	24	20	Composite	29	1.67	2510
Kenora	15,838	211	75	4 moving to 3	Composite	14	1.92	1131
Norfolk	63,496	1,607	40	11	Composite	35	2.05	1798
Prince Edward County	24,901	1,050	24	12	Composite	9	0.79	2767
Sudbury	160,113	3,354	48	25	Composite	130	1.56	1232
Quinte West	41,409	499	83	7	Composite	16	0.84	2588
Composite Average	67,880	1,455	73		Composite	46	1.62	1,774
Timmins	43,742	2,962	15	6	Composite	34	2.05	1,287
North Bay	54,378	315	173	3	Full-Time	89	3.50	611
Sault Ste. Marie	74,566	223	334	4	Full-Time	97	3.22	769
Thunder Bay	111,710	329	340	8	Full-Time	208	4.07	537
Cornwall	47,221	62	764	2	Full-Time	64	2.74	738
Full-Time Average	71,969	232	403			115	3.38	664

Focus was on municipalities with composite fire forces but several full-time northern municipalities were also included in the analysis

Benchmarking costs, staffing levels and revenues will be influenced by:

- total assessment
- the composition of the fire fighting; salaried/volunteer
- salary schedules
- urban and rural mix
- density
- size of the municipality and service area
- joint service provisions

Geographic Location

While the focus was on Departments that are operated with a composite work force, a few full-time workforces operating in Northern Ontario were also included in the analysis. The only composite Northern municipalities included in the analysis are Kenora, with a smaller land area and population than the City of Timmins and Sudbury with a similar land area but higher population base upon which services are provided. As will be shown later in the report, these municipalities tended to be the best in terms of overall comparators with the City of Timmins. In addition, a number of full-time Northern operations were included in the analysis such as North Bay, Sault Ste. Marie and Thunder Bay.

Land Area and Density

Four of the municipalities selected for the comparison have land areas and densities similar to Timmins (Sudbury, Kawartha Lakes, Chatham-Kent and Norfolk). These municipalities are all operating with significantly more fire stations than Timmins, driven in part by higher populations and densities as well as all being relatively newly amalgamated municipalities where the number of stations may continue to be historic in nature (pre-amalgamation and not fully rationalized). For example, Chatham-Kent operates out of 19 fire stations, Kawartha Lakes and Sudbury operate out of 20 and 25 stations respectively. The City of Timmins is currently operating out of 6 stations. The number of stations will be further discussed later in the report.

A number of the municipalities selected have similar land area and density as Timmins...these factors impact the cost of service as well as how service is provided.

Degree of Reliance on Volunteers

The degree to which the municipality uses volunteers varies significantly across the survey of composite municipal work forces. The City of Timmins has one full-time staff position for every 1,287 people living in the City. There is a significant range in the ratio of full-time positions to population across the composite municipalities from one firefighter per 2,767 people in Prince Edward County, signifying a higher reliance on a volunteer workforce to one full-time position for every 719 persons in Belleville, which indicates a much higher use of full-time positions. In fact, the City of Belleville is more consistent in terms of the full-time staff complement to the municipalities with strictly full-time work forces (North Bay, Sault Ste. Marie, Cornwall and Thunder Bay). The City of Belleville uses full-time firefighters in all urban areas, relying on volunteers for its rural ward.

In comparison to other composite forces, the number of full-time staff to population ratio in the City of Timmins is most consistent with Kenora and Sudbury. This provides a rough estimate for the extent to which the service is provided by full-time firefighters as opposed to volunteers.

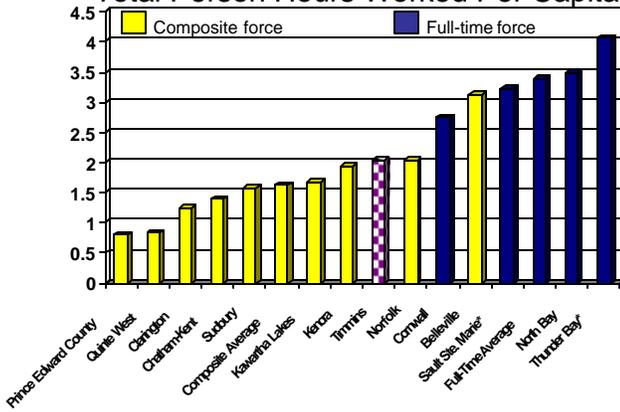
Total Hours Worked Per Capita

As shown on the table on page 10 of this report, the total person hours worked per capita in Timmins is 2.05, consistent with that in Norfolk County. This is calculated only using the full-time firefighter hours worked.

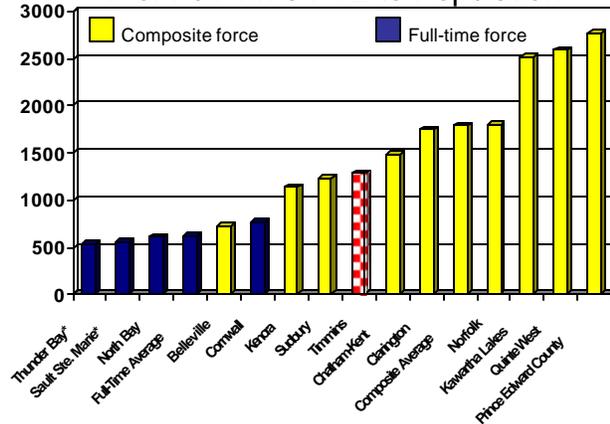
Cost Drivers

The following graphs summarize comparison of the hours worked per capita and the number of full-time positions to population. These identify the reliance on full-time firefighting services. As shown, below, with the exception of Belleville, the City of Timmins and Norfolk rely more on full-time services (hours worked per capita) than any other composite work force. The number of full-time staff to population in Timmins closely resembles that in Sudbury and Kenora. Given that salaries/wages/benefits account for the majority of the expenditures, this will be a driving factor in the overall cost of service provided.

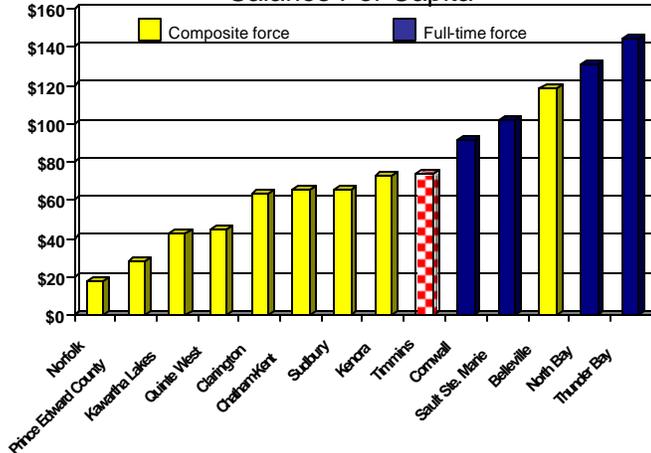
Total Person Hours Worked Per Capita



of Full-Time FTE to Population



Salaries Per Capita



As shown on the graph to the left, with the exception of Belleville, the salaries/wages/benefits costs per capita are higher in Timmins than any other composite work force. These costs include honorariums paid to volunteers. The salaries/wages/benefits costs per capita are most similar to Sudbury and Kenora. Municipalities such as Prince Edward County, Kawartha Lakes and Quinte West, with higher reliance on a volunteer work force have lower costs.

One issue raised during the review process was the overtime hours in the City of Timmins due to high levels of absenteeism and a shortage of manpower.

The total number of sick days in 2004 was approximately 420 days associated with the 28 full-time fire fighters. This is equivalent to 15 days on average annually per firefighter. In 2004, there were 327 overtime shifts booked by the full-time fire fighter staff. As will be discussed later in the report, this will contribute to the higher costs of operation.

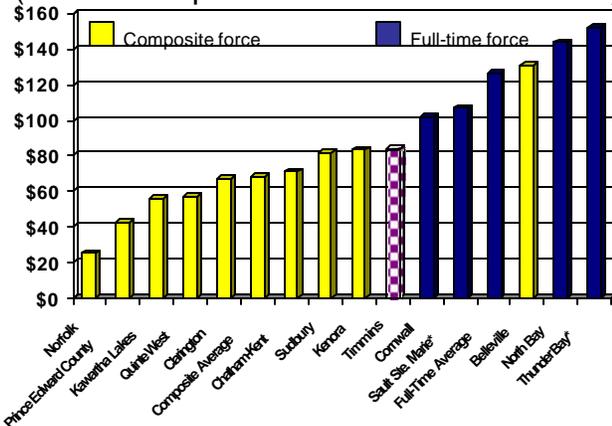
Municipality	# of alarms	# of alarms per capita
Chatham-Kent	3000	3%
Belleville	1300	3%
Clarington	2860	4%
Kawartha Lakes	3000	4%
Kenora	777	5%
Norfolk	1000	2%
Prince Edward County	500	2%
Sudbury	5000	3%
Quinte West		
Composite Average		3%
Timmins	1,400	3%
North Bay	1300	2%
Sault Ste. Marie	2000	3%
Thunder Bay		
Corwall	1400	3%
Full-Time Average		3%

Number of Alarms

One of the factors impacting the overall cost of service is the number of alarms that the departments must respond to. As shown below, to provide an appropriate benchmark, the number of alarms per capita was calculated. As shown below, there is limited variation across the survey. The City of Timmins has the equivalent of 3% in terms of number of alarms to population. This is consistent with the survey average. As will be discussed later in the report, the number of alarms will impact the cost of the service in composite forces, especially where the volunteers are paid on a per hour basis.

Operating Costs Per Capita

(excludes capital and transfers to reserves)



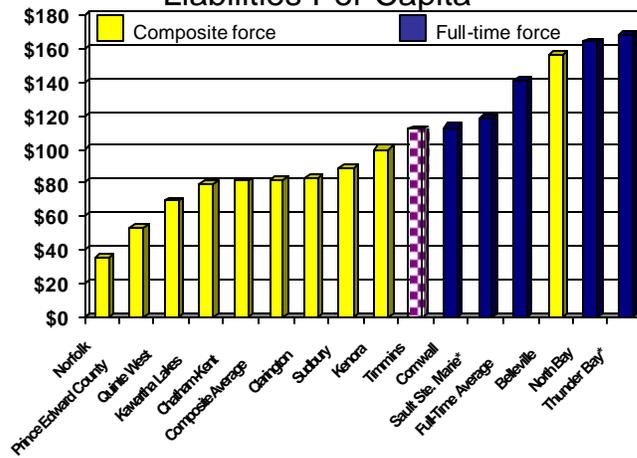
Operating Costs Per Capita

As shown on the graph, the operating costs are consistent in Timmins with Kenora and Sudbury and lower than all municipalities with full-time work forces. As expected, the costs in Timmins are higher than municipalities that use volunteers to a greater extent than Timmins (PEC, Kawartha Lakes, Quinte West, Clarington).

Total Expenditures

With the exception of Belleville, the City of Timmins' net expenditures per capita are higher than any other municipality with a composite work force. This is driven by higher use of full-time staff as well as a higher allocation of funds to capital.

Total Expenditures LESS Unfunded Liabilities Per Capita



User Fees

Municipalities may find revenue-generating opportunities for some services they provide without compromising public fire safety. Fees for services have been successfully implemented by many fire departments as one viable option to help defray appropriate operating costs. As will be discussed later in the report, the City of Timmins has implemented a number of user fees.

The OFM recommends the application of user fees should be considered:

- ◆ user fees should be encouraged if they have the potential to improve public fire/life safety
- ◆ user fees should not be considered if they have the potential to jeopardize fire/life safety or for programs that directly contribute to public safety as well as high esteem for local fire departments

According to the OFM, there are three types of fees to be considered:

1. Traditional or generally accepted service fees

These are services which are currently being charged to users by many fire departments and generally accepted by the public. For the most part, the City of Timmins is charging for these services.

2. Competitive or Increased Risk Management

These are services which some municipalities have chosen to provide along with a charge. In evaluating the service and fee charges municipalities may want to consider the impact on private enterprise, if it exists, and the potential increase of risk or liability.

3. Inappropriate or not meeting principles

These are areas not recommended by the OFM to recover costs from the users because by imposing a fee this may cause the public to hesitate in calling for fire department assistance during a real or perceived emergency. The negligence of one resident should not have an adverse impact on another; ex. Failure to notify the fire department could lead to the fire extending to a neighbouring property.

The City has implemented appropriate fees in accordance with best practices identified by the OFM

Timmins charges for all administrative services provided by the Department

1. *Traditional or generally accepted service fees*

Administration

These include letters and/or copies of reports requested by or for lawyers, insurance companies, occupant loads, government funding, real estate brokers, required licenses and approval by other agencies.

Special occasion permits (LCBO special occasion letters)
Issuing permits such as approved burning or fireworks.
Initial and monthly administrative fees for such things as;

- ◆ dispatching services
- ◆ alarm monitoring
- ◆ after hours telephone answering
- ◆ private key handling

The City charges a number of administration fees. The only administrative area where Timmins is not providing a service or charging a fee is for administering such things as dispatching services, alarm monitoring and after hours telephone answering. There are few municipalities that provide this service.

The City has implemented fees for its fire prevention activities

Fire Prevention

Inspection fees are charged where requested or required by a person making a profit from the use of premises, property or equipment such as; the sale or purchase of properties, approval for liquor licenses, woodstove/fireplace inspections for insurance companies, tents or marquees for special assembly occupancy events, special event, open burning or fireworks permit compliance, determining existing room or building occupant loads, commercial/industrial other than as part of routine programs

In keeping with best practices, the City of Timmins charges for a number of fire prevention services for inspections.

The City has established a number of suppression fees

Suppression/Rescue

The fees outlined by OFM include the following:

- ◆ Responses on all provincial highways or right of ways
- ◆ Extrication services to non residents on municipal roads
- ◆ Suppression/rescue activities contracted by agreement
- ◆ Special contract services such as hazmat or water rescue
- ◆ Automatic aid for specific suppression or rescue activities
- ◆ Specific false alarm or open burning responses
- ◆ Requested stand by for special events
- ◆ Training for private or industrial fire fighting groups

The City has implemented fees recommended by the OFM including fire service responses to vehicle accidents and activities contracted by agreement. The City however does not charge for false alarms as there is concern that this may pose safety issues.

Charges By The Municipality

OFM identifies the following fees charged by municipalities:

- ◆ Employment application processing and testing fees
- ◆ Various services to other municipal departments or groups
- ◆ Fire station room rentals
- ◆ Lot levies or impost fees for new developments

The City does not charge for employment application processing or testing. The City also does not have any development charges to recover any municipal costs for development however the population in Timmins has been decreasing and there are no growth related pressures to expand.

2. Competitive or Increased Risk Management

The following is a sample list of some of these services identified by the OFM;

- ◆ filling air cylinders for the public
- ◆ woodstove/fireplace inspections for insurance companies
- ◆ filling swimming pools
- ◆ flooding private skating rinks
- ◆ rental of fire department equipment
- ◆ selling and/or maintaining fire extinguishers
- ◆ selling and/or installing smoke and carbon monoxide alarms

With the exception of air cylinders, the City does not provide these services.

***User fees should
be updated on an
annual basis***

3. Inappropriate or not meeting principles

There are programs which have greatly contributed to public safety as well as high esteem for local fire departments and should remain within municipal funding.

- ◆ fire, rescue and medical emergency calls
- ◆ home inspection programs
- ◆ routine inspections identified by the fire prevention policy
- ◆ unintentional or accidental false alarms
- ◆ public fire safety and education programs

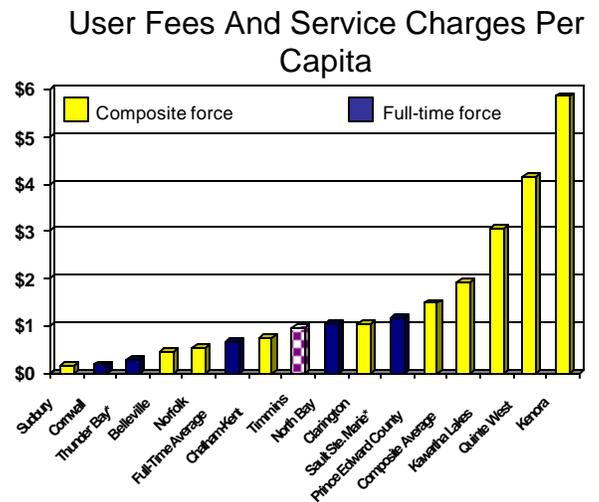
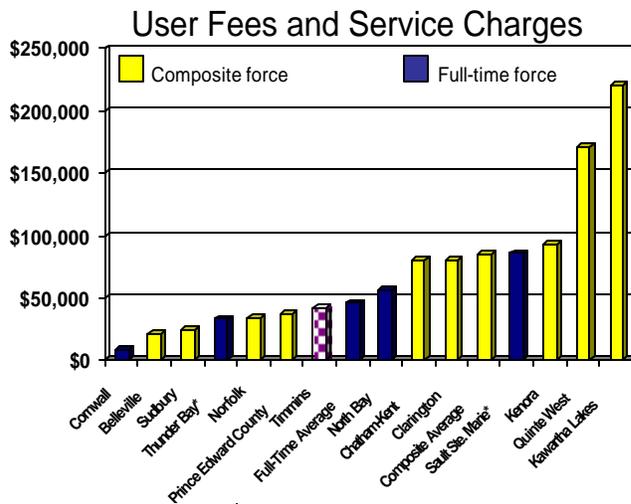
The City has followed the guidelines set out by the OFM and has not charged fees for services that by imposing a fee may cause the public to hesitate in calling for fire department assistance during a real or perceived emergency.

User Fee Comparison

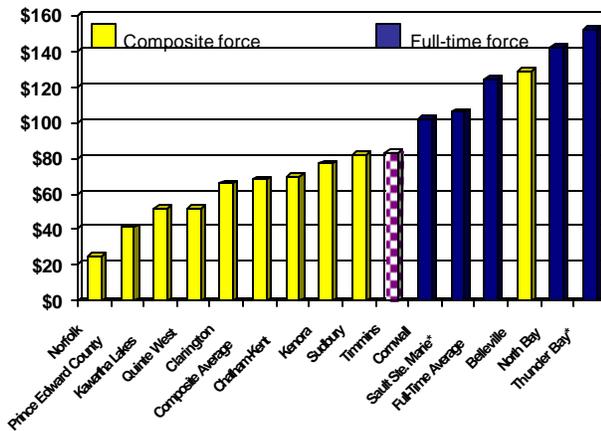
While the City of Timmins has followed best practices in terms of what fees should be instituted, the user fees have not been updated on a regular basis and tend to be lower than a number of the other municipalities surveyed. This results in fees that may not be recovering the full cost of the service provided. The amount of the user fee is typically related to the cost of providing the service. To charge a user fee, the cost of service must be broken down into units or some easily divisible aspect upon which charges may be imposed.

Timmins does not have user fee policies per se that would identify the extent to which the fees are to recover the full cost of service, nor is there a process in place that would require fees to be reviewed on an annual basis. As such, revenues have not been maximized because fees have not been adjusted to reflect increases in costs.

As shown below, there is no set pattern in terms of user fees across the survey of full-time and composite work forces. User fee revenues are driven by the policies employed by each municipality in terms of what services the municipality has elected to recover, the extent to which the fee is set to recover the full cost and the volume of activity. While the City of Timmins has instituted a number of fees, the extent to which these fees are recovering the true cost of service appears to be low compared with a number of other municipalities such as Kawartha Lakes, Quinte West, Kenora, Sault Ste. Marie, Clarington and North Bay. For example, Quinte West, with approximately the same population base as Timmins collected \$171,000 compared with only \$41,000 in Timmins in 2003. Kenora, with a population of less than half Timmins collected over double (\$93,000) that of Timmins.



Net Expenditures Per Capita (Subtotal)



As shown above, with the exception of Belleville, the net expenditures per capita are higher in Timmins than any other municipality with a composite work force, however, it is very close to that in Kenora and Sudbury. There appears to be an opportunity to increase user fee revenues beyond that which is currently collected in Timmins.

The department's fee structure has been in effect for a number of years and does not reflect the cost of providing inspection and permit services.

Recommendations

That a review be undertaken to ensure that the user fees are recovering the full cost of service and that the review clearly define the City's user fee policy with respect to Fire services. User fees should be reviewed on an annual basis to reflect changes in the cost of service.

The protocol established by municipalities for tiered response impacts the number of alarms

Tiered Response

Tiered Response is recognized as an effective method of coordinating ambulance, fire, police and other emergency services to provide rapid first response assistance to the public in the most timely and efficient manner possible.

Tiered Response is a formal, written agreement negotiated between two or more public safety agencies (police, fire, ambulance or other rescue service). Its intent is to establish local protocols for a multi-agency response to a life-threatening incident. A Tiered Response agreement outlines the capabilities, expectations and limitations of each agency and defines the criteria for each public safety agency's response.

Tiered Response is a voluntary program built on the principles of team work and cooperation between the primary public safety agencies – police, fire and ambulance services. Council could change the tiered response policy as long as an acceptable level of service is still maintained.

A written agreement is required between participating public safety agencies which define the specific capabilities, expectations and limitations each agency will have in respect to each other, and each agency's role in various emergency situations. Timmins has a Tiered Response committee to review their agreement and to discuss any problems that may arise.

General Criteria for Tiered Response:

Tiered Response criteria used by communities for public safety agency agreements will vary according to local conditions such as:

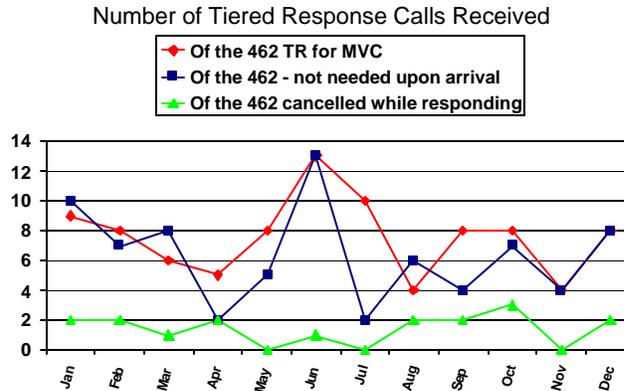
- ◆ Geographical distances in rural or remote areas:
- ◆ Differences between full-time, part-time and volunteer agencies;
- ◆ Type and level of emergency services and resources available.

An overriding consideration for Tiered Response in support of medical assist calls is a clear response time advantage by one of the other partners over the nearest available ambulance.

In 2003, approximately 20% of the tiered response calls were not needed upon arrival or were cancelled while responding

The number of tiered response calls has declined 45% between 2003 and 2004 as a result of changes to the protocol

The City experienced a significant increase in the number of calls as a result of implementing a tiered response protocol. The following graphs summarize the tiered response activity in 2003.



Approximately 20% of the tiered response calls were not needed upon arrival or were cancelled while responding.

The City has been reviewing its tiered response protocol and has made some changes to modify the protocol. This has significantly reduced the number of calls that the Fire Department has been unnecessarily responding to over the years. For example, the number of responses in 2003 was 462 compared to approximately 250 in 2004 as a result of changes in the protocol. The Chief indicated that this will continued to be reviewed.

Experiences of Other Municipalities

There was a range of approaches to tiered responses across the municipalities surveyed. For example, in Sudbury, tiered response protocol is only practiced at the stations with full-time firefighters. In Norfolk County, tiered response is only used in one area of the County. Tiered response is used in Kenora but is not used in Prince Edward County. This will impact the cost of operations.

Managing a composite work force while more economical has its own challenges**Effectively Managing a Composite Work Force**

Composite fire services are relatively economical to operate. This notwithstanding, they are inherently difficult to manage and are prone to conflict because career and volunteer firefighters frequently do not get along. Disagreements typically centre around such issues as job security, expertise, pride and professionalism. This is certainly not unique to the City of Timmins. As shown by the experience of other composite fire services, the City's composite fire service will require continuous and open management. Management at the City are committed to improving the morale for the entire work force.

As shown by the experiences of other municipalities, if properly managed composite fire departments can be on average, equally effective to fully career fire departments. Composite operations however, are more cost-efficient. This makes the composite fire department a particularly attractive alternative for local governments.

Presented below is a list of what is considered to be best management practices in composite fire. The list was taken from the available literature.

- ◆ Hire from volunteers, where practical
- ◆ Apply the same training standard to both career and volunteer firefighters
- ◆ Conduct joint training sessions
- ◆ Set the same performance standard
- ◆ Set the same officer standard
- ◆ Promote increased volunteer involvement
- ◆ Apply the same rules for both career and volunteer firefighters
- ◆ Where changes are required, promote gradually by 'selling' new ideas and communicate changes openly in advance
- ◆ Consider financial incentives for volunteers

The City employs a number of best management practices. The Fire Department hires volunteers as full-time firefighters where appropriate. The City also conducts joint training sessions.

While the City does follow a number of the best management practices, there is room for improvement in a few areas with respect to managing a composite workforce.

There is no uniform, standardized employee performance management system in place to hold the department and its employees accountable based on agreed upon goals and objectives.

Recommendations

That the City establish a performance management system and related forms based on job duties, goals/objectives, skills/competencies, and employee development.

There are two different approaches to compensating volunteers

Compensating Volunteers

One of the challenges facing the management of a composite fire work force is how the volunteers should be compensated.

There are generally two approaches used by municipalities. The first approach is to pay volunteers on an hourly basis. The second approach is to establish a stipend/honorarium or pool of funds which is then allocated to each of the volunteer stations and money is then allocated to volunteers based on a point system.

There are advantages and disadvantages associated with each approach. The advantage of compensating volunteers based on an honorarium basis is that the cost is fixed and the budget is set at the beginning of the year, therefore there is no risk of going over budget. The disadvantage is that the call volumes are not equal and this may result in inequities in terms of compensation. There is also an increased risk of abuse such that volunteers get called in more frequently than needed because there is no additional cost. This results in morale problems with volunteers that are not appropriately compensated. Since tiered response was introduced in the City of Timmins, this has posed problems in terms of keeping volunteers interested in providing the service as the demand has increased without a commensurate increase in compensation. This poses challenges in terms of attracting new volunteers.

Current City of Timmins Approach

There are pros and cons associated with each approach to compensating volunteers

Currently, the City of Timmins compensates its volunteers using an honorarium approach, whereby a fixed amount of funds are allocated to each station and each station determines the distribution of funds to the volunteers. Each station gets an amount of money and the volunteers are paid based on a pro rata share of the stipend according to the number of times that the volunteer gets called.

Current stipend method of compensation has been posing problems, particularly since tiered response was implemented. This approach appears to serve as a disincentive to call force recruitment. Based on our understanding, a task force has been reviewing the current compensation methodology used for volunteer firefighters and has concluded that the current method, while not without its problems continues to be the most effective method of compensation.

Other Municipal Practices

A number of municipalities have moved away from the practice of compensating volunteers using stipend/honorarium approach and have implemented an hourly pay compensation for volunteers.

Sudbury and Prince Edward County pay their volunteers on an hourly basis.

Norfolk uses a combination of the two methods. Volunteers are paid an honorarium from a pool for funds available and access through a point system. Each station decides what's important. However, when there is a fire, volunteers are paid at an hourly rate.

The City of Chatham-Kent recently instituted a new promotion system for volunteers by evaluating the skills of each volunteer. Promotion is based on most qualified rather than seniority.

Recommendations

That the City continue to monitor the appropriateness/suitability of compensation of volunteer firefighters and identify the pros and cons as well as the estimated costs of alternative approaches.

Improvements are needed in the use of technology to support effective decision-making and create efficiencies in the operations

Management Information Systems

General Tracking of Activities

The City's fire service has operated without the management systems and controls necessary to track, direct or to ensure effective, cost-efficient and accountable fire operations. The primary software applications are Excel, Word, Outlook which are used for all of the required reporting. Incidents are submitted manually on-line to the Ontario Fire Marshal's (OFM) office. The absence of an electronic system for tracking and documentation of activities, and defined performance measures, are an issue in terms of effective management of the department. The incidence reporting capability in Vadim is not being utilized as the Fire Department does not have on-line access to Vadim. Attendance management, record keeping for training and personnel records are done using Excel spreadsheets. The City is currently using Cardfile (database) to keep track of volunteers.

The GIS property database map has been set up by the Planning Department using CGIS by Peden Associates. This gives the Property Number, the location, and name. The CGIS mapping will eventually have a hydrant layer, and other fire data layers added to it. However the network access connection speed is slow and makes it almost unusable. The network connection to City Hall often goes down because of cable problems.

Alarm and inspection reports are done using Word. This is not the most appropriate tool to track statistical information.

The Workwell Audit of training records will require the creation of a specialized database.

Additional focus on the effective use of technology is needed

General Observations

The Timmins Fire Department does not have any fire specialized system. It does not appear to be as advanced in computer utilization as other municipalities. There are a number of statistics and reports that are currently being done in Excel or Word that could be more efficiently done using a custom database.

Utilization of technology in support of administrative requirements is limited. The department's record and activity management system is not well organized and is not updated on a regular or consistent basis.

The absence of appropriate management systems and controls impedes fire services management's ability to make sound decisions, based on accurate data, for fire service planning, budgeting and resource deployment. It is difficult for fire services management to ascertain the effectiveness of their fire prevention and public safety education programs (and to effect constructive changes), to gauge their response time performance, to affirm staff's capabilities and training requirements, to schedule preventative maintenance for vehicles and apparatus, or their replacement, to set priorities for occupancy inspections, or to properly budget for their capital and operating needs.

Dispatch

Fire calls are dispatched by the Police Services communications centre. The centre is staffed with well-trained communicators. Computer-aided dispatch is provided by the Police Department Dispatch (Intergraph). The provision of joint dispatch service is considered a best practice in Timmins. A number of other municipalities included in the survey also have shared dispatch services such as Chatham-Kent, Kawartha Lakes, Kenora, North Bay and Thunder Bay.

While the approach undertaken in the City to provide dispatch services is considered a best practice, the cost of dispatch services are not allocated to the Fire Department, therefore, fire costs are somewhat understated.

Joint dispatch is considered a best practice...the costs however should be allocated appropriately between Police and Fire

Recommendations

That the City implement a cost allocation methodology to accurately reflect the true costs of fire services, including an allocation of costs from the Police budget for joint dispatch services.

That the administrative staff receive appropriate training to more effectively track statistics moving forward.

That a technology plan for the Fire Department be developed to identify short and long-term technology needs including the use of computers, development of a customer friendly web page, maintenance of department personnel, training, response statistics and GIS.

The Ministry of Labour has identified issues across Ontario with respect to the need for additional training

Training Needs

Ministry of Labour

The Ministry of Labour, through the Ontario Fire Service Section 21 Advisory Committee, developed guidelines to advise and make recommendations on matters relating to the occupational health and safety of all firefighters in the Province of Ontario. These guidelines have become "accepted practice" and, thus, the standard for firefighter protection in Ontario. Ministry of Labour Inspectors will refer to these guidance notes when carrying out their enforcement duties under the Occupational Health and Safety Act and Regulations. In March 2001, the Section 21 Committee issued Guidance Note 27 entitled "Training Requirements" which addressed the Ministry's expectations regarding firefighter training requirements:

Under the requirements of Section 25(2)(h) of the Occupational Health and Safety Act and more specifically under Section 25(2)(a) the employer is responsible to:

Provide information, instruction and supervision to a worker to protect the health or safety of the worker;

In order to meet the requirements of this section, it is incumbent upon employers to ensure that firefighters are trained to safely perform to a defined level of response as determined by the employer. Safety proficiency is a function of training, experience, internal review of performance and ongoing training based on deficiencies identified by internal review.

Coroner's Inquest Recommendations

The Jury at the recent Coroner's Inquest into the death of a City of Barrie firefighter in 2002 identified the need for similar training requirements in the fire service and therefore issued the following recommendations:

- 1. "That more live fire training centres be created throughout the province of Ontario."*
- 2. "That more live fire training exercises in the form of realistic scenarios be provided for all suppression personnel as often as possible."*

There is no training centre in Cochrane District....as such firefighters in Timmins must use the Fire College for live training experiences

The lack of training facility is not unique to Timmins

Firefighter training was identified by management as an area requiring further improvements. There is a need to:

- ◆ Realign training programs to ensure a balanced regard for all core services;
- ◆ Training and mentoring opportunities are provided for fire prevention and inspection programs;
- ◆ Training programs are geared to ensuring that career and volunteers are trained to the same standards;
- ◆ Hands-on practical fire ground training for career and volunteer firefighters are provided

Training Centre

There are no fire training centres in the Cochrane District which poses additional challenges in terms of having affordable and accessible training in the City of Timmins. The City must send firefighters outside of the District to conduct live fire and other specialized training.

Without a training centre, the City's training capabilities are compromised. The closest available training centre is in Sudbury which is available for use by Timmins for a fee. Given the significant distance and the number of full-time staff and volunteers, this option is considered by staff to be cost prohibitive when the cost of travel, rental fees and accommodation are taken into consideration.

The City currently uses the Fire College as it is less expensive although it is located in Gravenhurst. Both existing options available to the City (Fire College and Sudbury's Alertech) pose cost and logistical issues such as renting the facility, costs of paying overtime to all firefighters (if training is not in the municipality then unable to train while on duty), mileage and other incidental costs.

Other Municipal Experiences

The need for a live training centre is not unique to the City of Timmins. For example, Kenora, Norfolk and Belleville also do not have a live training facility. Chatham-Kent and Cornwall are currently using old vacant buildings. In some cases, such as Clarington and Prince Edward County, these municipalities use facilities of other municipalities or that are jointly owned. Sault Ste. Marie is currently in the process of preparing specifications on the development of a training centre.

A business case, outlining the costs/benefits and partnering opportunities should be developed prior to making a decision on whether the City should invest in a live training centre

Partnering is key to ensuring that a facility is operated cost effectively and usage is maximized

Other Municipal Experiences

The following provides a brief overview of a number of municipal experiences.

Richmond Hill undertook a comprehensive review of the options available in the provision of live fire training. Options considered were to continue to use a centre outside the Region of York, or to develop their own facility with extensive partnerships to reduce the cost and increase the usage of the facility. The partnerships being pursued include the local college, the Ontario Fire College, other municipalities, the municipal Health and Safety Association of Ontario, private sector partnering, partnering with the Police Department. Expressions of interest were received from a number of potential partners. A full business case analysis was prepared and presented to Council for consideration and next steps.

The **Oakville** Fire Department embarked upon a municipal capital investment program coupled with partnerships with local industry for “gifts in kind”. This included classrooms and offices, a burn tower and multiple specialty rescue venues such as confined space, high angle rescue, hazardous materials, water/ice rescue, trench rescue, etc. The centre was developed on municipal lands that are shared with the Municipal Works and Transit Departments.

Oakville has attracted lease and/or payback agreements with a number of rescue training and fire pre-service entry level school programs. These entities have agreed to lease the facility and/or donate “gifts in kind” that become owned and utilized by the Oakville Campus for Emergency Excellence. To date, the Fire Department utilizes the facility for approximately 100 days per year, with the remainder of the calendar year leased to other agencies, specialty rescue companies or firefighter pre-service entry level program institutions.

Kitchener/Waterloo Training Centre—The Kitchener Fire Department, in conjunction with several fire departments in the Region of Waterloo, established a regional training centre that is utilized by fire, police and EMS services. The Kitchener Fire Department invested nearly 2 million dollars in this venture. The centre is owned and operated by the Region of Waterloo. Kitchener Fire Department uses the facility at no cost due to its municipal investment of the initial 2 million dollars. As such, they are allotted calendar days in the schedule in conjunction with other ancillary organizations.

Partnering in the development of a training centre is considered best practices

The City is on the right track in terms of seeking out partnerships with other stakeholders...further opportunities should be explored

Partnerships with the University of Waterloo have resulted in the provision of a university lab and burn research facility on site. This includes the construction and development of an air monitoring station. These projects continue to be funded by the university as part of their university program. More interested parties have come forward yearly to lease the facility.

Alertech - Academy of Leading Emergency Response Technologies

Located in Sudbury, the Alertech Centre is a public municipal and private industry not for profit corporation. Controlled by volunteer board members, the academy is able to arrange and book out most of the days of the calendar year in an equitable fashion. Through these lease agreements the venture is proving to pay for itself in short order. The Academy includes training classrooms and dormitory features, gymnasium and fitness centre with the added feature of a metal burn tower and flashover unit. The facility provides "rent back" provisions for the initial investors and continues to provide rental agreements for "user fees" for external participants. A pre-service entry level firefighter program (Cambrian College) operates out of this facility.

City's Approach

Partnership opportunities have been pursued with Northern College to build a new station/training centre and close Whitney and South Porcupine stations. Opportunities have also been explored to work with ambulance services in this part of the City to meet the collective needs of the College, Ambulance and Fire services.

Due to the location of the Ontario Fire College (OFC), one of their strategic initiatives is to provide off-campus delivery of OFC courses in partnership with other fire services. This may present an opportunity for the City of Timmins.

Based on the experiences of other municipalities, there appears to be opportunities to improve the current training of the Timmins Fire Department. The costs can however be significant and every effort must be made to pursue partnering opportunities with the private sector, local college, other municipalities, the Fire College and other emergency services.

A co-ordinated approach is recommended to resolve the issues associated with the training centre and also the fire station rationalization....a Master Fire Plan is needed

The Department has brought forward a number of innovative partnering opportunities to address the effective provision of training service. The current approach has been somewhat piecemeal and has not provided Council with a full and comprehensive long range plan upon which to make its decisions. A full business plan should be developed in this regard to identify all the costs/benefits.

Recommendations

That the Fire Department develop a comprehensive employee training program.

That the City prepare a full business plan on the costs/benefits of developing a training centre.

Fire Stations

Since 1973, there has been discussion regarding whether the City of Timmins needs 6 stations as well as the overall condition of the stations and the appropriate location of a new station should any of the existing stations be deemed redundant. Recommendations have been made to move to a 5 station service model.

There are a number of key questions that must be definitively answered including:

- ◆ Are the current fire stations situated in the appropriate geographic areas of the community, so as to afford a rapid emergency response in the event of a fire?
- ◆ Should any of the fire stations be relocated?
- ◆ Would coverage be significantly improved by the construction of an additional fire station(s)?
- ◆ Are any of the fire stations redundant?

As discussed in the previous section of the report, the Department is also pursuing opportunities to develop a training centre. There is a need to co-ordinate and fully evaluate all opportunities. As will be discussed in the next section of the report, the City does not have a Master Fire Plan.

A full review of the options must be undertaken as part of a Master Fire Plan. This would include consideration of a number of criteria including the impact of changes on the fire services' capability to protect the City's infrastructure; impact on response coverage; impact on the distribution of fire suppression and emergency services across the City; impact on core service programs; impact on the annual operating budget; and capital cost implications.

A Fire Master Plan will assist the municipality in long-range planning

Master Fire Plan

Master fire planning is fundamental to managing a community's fire protection services. Developing and implementing a well thought out plan will provide a basis for understanding present and future fire risks to the community and a system for effective and efficient use of resources to control fire losses and fire protection costs. Master fire plans are a 'blueprint' for local fire protection that addresses all local needs and circumstances within the context of the costs that the community can afford.

Often, municipalities and fire departments are caught up in the day-to-day business of responding to emergencies. This is the 'most visible' part of their fire service. The municipality is frequently unaware of the range of services provided and the direct or indirect cost/benefits of delivering them. In this environment, it is often easy to lose sight of the need for long range planning. However, with many communities experiencing limited or diminishing resources, it is increasingly difficult to respond to continued demands for fire suppression, fire prevention and fire safety education to the public. To be effective, a community must not lose sight of their strategic or long-term goals for their fire service.

A master fire plan should address a number of these issues by:

- ◆ Determining what the local fire protection needs and circumstances (fire risk, capabilities of existing fire service, and economic circumstances) are.
- ◆ Defining the type and level of fire protection services Council wants delivered. This should consider local fire protection 'standards' or goals that can later serve as benchmarks/ performance measures and aid in assessing the quality of the service.
- ◆ Identifying options or opportunities for developing and delivering the services appropriate to their needs and circumstances through efficient and effective use of all available resources.
- ◆ Providing an implementation strategy and/or schedule to serve as a management or evaluation tool to ensure goals that meet pre-determined standards are achieved within prescribed time frames.
- ◆ Continued monitoring, evaluation and timely revision of the plan and its implementation to ensure its viability.

The majority of the municipalities surveyed either already have a Master Fire Plan or are in the process of developing one

In short, the planning process must address four things.

- ◆ Where is your fire service at now? (Status report)
- ◆ Where do you want it to be? (Local needs and circumstances)
- ◆ How do you get there? (Plan and implementation strategy)
- ◆ Does your plan achieve your goals? (Measure results/performance)

The following provides a status update as to which of the comparative municipalities have developed a fire Master Plan.

Municipalities with Master Fire Plans (MFP)

- ◆ Clarington
- ◆ Prince Edward County
- ◆ Sudbury
- ◆ North Bay
- ◆ Sault Ste. Marie
- ◆ Thunder Bay
- ◆ Cornwall

Municipalities Currently in the Process of Developing a MFP

- ◆ Belleville
- ◆ Chatham-Kent
- ◆ Kawartha Lakes
- ◆ Kenora

Recommendations

That the City undertake a Master Fire Plan to address a number of key issues including a fire station rationalization, the development of a training centre, the approach to compensating volunteers and fine-tuning tiered response protocol.