

Municipality of Lakeshore – Report to Council

Community Health and Safety

Fire Services



To: Mayor and Members of Council
From: Jason Suchiu, Fire Chief
Date: August 12, 2024
Subject: Lakeshore Fire Department Fire Master Plan

Recommendation

Receive the Fire Master Plan (FMP) 2023 prepared by Emergency Management Group Inc. and direct the Fire Chief to utilize this plan as a reference document to support fire protection service delivery within the Municipality of Lakeshore over the next ten years (2023-2032); and

Direct the Corporate Leader - Chief Financial Officer to incorporate the financial investments recommended within the 2023 Fire Master Plan, as part of the multi-year budget, based on prioritization of funding as part of the revised long-term community investment plan; and

Direct the Fire Chief to report back to Council on the various recommendations provided within the Fire Master Plan through additional staff reports and/or the budget process, as required, all as presented at the September 24, 2024 Council meeting.

Strategic Objectives

3b) Modernizing and Enhancing Municipal Functions - Revise business processes to establish and employ a risk management framework, improved workflow management, and financial modelling to inform management of reserves

Background

The Municipality's master plans identify objectives, tactics, and actions to be considered over a set time and help inform Council decisions. In addition to providing a set of planned actions, master plans also consider ways to address Council's strategic priority areas of future development, environmental sustainability, and community belonging.

The fire master planning process is intended to provide a strategic planning framework to guide the delivery of fire protection services within the community over a ten-year horizon. The framework presented within this Fire Master Plan has considered the

applicable legislation, including the Fire Protection and Prevention Act, 1997 (FPPA), Occupational Health and Safety Act (OHSA), R.S.O. 1990 and the more recently adopted Ontario Regulation (O. Reg.) 378/18 – Community Risk Assessment and O. Reg. 343/22 – Firefighter Certification.

It is understood that some of the recommendations require financial investment. The implementation schedule remains subject to annual operating and capital budget considerations and prioritization with other corporate priorities allowing for future planning.

Comments

The Lakeshore Community Health and Safety Division worked with Emergency Management Group (EMG) who have completed plans with multiple fire departments and municipalities in Ontario. Emergency Management Group Inc. was retained to develop a ten-year Fire Master Plan to ensure Fire Protection Services align with community growth and development. The recommendations presented within the Fire Master Plan will be referenced to inform and establish fire strategic goals, support decision making, and identify sustainable staffing to provide effective fire protection services to the community.

Each division within the Lakeshore Fire Department was reviewed, along with emergency response, fire station conditions and locations, staffing resourcing, procedures, programs, apparatus and related equipment, legislation, industry standards and best practices, Fire Marshal safety guidelines, and existing service agreements. The Fire Master Plan process included an assessment of compliance with applicable legislation, review of related reports and plans, current operations, knowledge of industry practices, and a stakeholder consultation process.

The benefits of the completed Fire Master Plan include:

- having a clear vision of future needs
- providing the framework that includes options for implementation
- prioritization of each project
- the ability to communicate with staff, internal and external stakeholders about future goals of the organization

The Fire Master Plan encompasses a comprehensive review of the fire service's strengths, weaknesses, opportunities, and challenges. The plan also consists of a review of the community, along with identifying present and future population statistics and anticipated growth of the community. Staff provided EMG with data, which included call volume, response times, staffing, etc. Standard Operating Guidelines, policies, and procedures were reviewed which included suppression, education, and prevention. Consultations occurred with front line staff, Officers, Council and the public to determine the fire department's performance in relation to community needs.

The plan acknowledges the following main elements:

- Community and fire department overview

- Planning – future community growth and related service needs
- Risk Assessment of the community through the completion of the Office of the Fire Marshal's (OFM) Critical Risk assessment document
- Fire department divisions – non-suppression
- Fire suppression, communications, recruitment and retention and health and safety
- Facilities, vehicles, equipment, and water supply
- Emergency management program
- Mutual, automatic aid and fire service agreements
- Finance and budgets
- Review of previous master plans and Fire Underwriter station location study

It is important to note that the timelines noted within the recommendations are when the department should consider starting the review process which will generate further recommendations on individual items being contemplated, potential costing, the need for further consultation and other logistical challenges. The actual implementation of the recommendations may be adjusted based on needs and circumstances in the community.

Others Consulted

Emergency Management Group Inc.

Financial Impacts

There are no financial implications from this report, as it is to serve as the basis for future operational and capital planning considerations. It's important to note there are numerous recommendations that will require significant investment. These recommendations would be fully vetted as part of the annual budget review process.

Both service delivery and personnel safety will continue to be assessed, and further recommendations will be brought forward as needed. The accompanying budget impacts, if any, will be identified at that time.

Attachments

Lakeshore Fire Master Plan

Report Approval Details

Document Title:	Lakeshore Fire Department Fire Master Plan.docx
Attachments:	- Lakeshore Fire Master Plan.pdf
Final Approval Date:	Sep 6, 2024

This report and all of its attachments were approved and signed as outlined below:

Prepared by Jason Suchiu

Submitted by Frank Jeney

Approved by the Corporate Leadership Team