



# Town of Perth Fire Services Fire Master Plan

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## Table of Contents

<b>Executive Summary</b>	<b>xi</b>
<b>Summary of Recommendations</b>	<b>xiv</b>
<b>1.0 Introduction</b>	<b>1</b>
<b>2.0 Approach and Methodology</b>	<b>3</b>
<b>3.0 Overview of the Town</b>	<b>6</b>
3.1 Town of Perth	6
3.2 Perth Fire Services History	7
<b>4.0 Legislation, Bylaws, and Agreements</b>	<b>10</b>
4.1 Municipal Liability Policy vs. Operational Decisions for Fire Protection	10
4.2 Legislation	11
4.3 Bylaws	12
4.4 Agreements	12
4.5 Recommendations	15
<b>5.0 Occupational Health and Safety</b>	<b>16</b>
5.1 Personal Protective Equipment (PPE)	17
5.2 Firefighter Wellness	17
5.3 Firefighter Response	18
5.4 Recommendations	19
<b>6.0 Strengths, Weakness, Opportunity, and Threats (SWOT) Analysis</b>	<b>20</b>
6.1 Recommendations	21
<b>7.0 Social Dynamics</b>	<b>22</b>
7.1 Recommendations	23
<b>8.0 Fire Prevention and Public Education</b>	<b>24</b>
8.1 Legislation	24
8.2 Fire Prevention	25
8.3 Public Education Activities	26
8.4 Smoke/Carbon Monoxide (CO) Alarm Program	26
8.5 Inspections and Compliance	27
8.6 Vulnerable Occupancies	28
8.7 Fire Investigations	29
8.8 Community Risk Assessment (CRA)	30
8.9 Recommendations	32
<b>9.0 Training</b>	<b>33</b>

## Town of Perth Fire Services Fire Master Plan

---

9.1	Training Structure	33
9.2	Recruit Training	34
9.3	In-Service Training	35
9.4	Officer Development	35
9.5	Recommendations	36
<b>10.0</b>	<b>Department Organization Overview</b>	<b>37</b>
10.1	Department Overview	37
10.2	Fire Chief/Health & Safety Officer	37
10.3	Volunteer Deputy Fire Chief	38
10.4	Administrative Assistant	38
10.5	Fire Prevention Officer/Building Inspector	38
10.6	Training	38
10.7	Suppression Division	38
<b>11.0</b>	<b>Current Department Challenges</b>	<b>41</b>
11.1	Fire Chief	41
11.2	Administrative Assistant	43
11.3	Volunteer Deputy Fire Chief	43
11.4	Fire Prevention Officer/Building Inspector	44
11.5	Training	46
<b>12.0</b>	<b>Future Department Organization</b>	<b>47</b>
12.1	Council Adopted Recommended Organizational Structure	49
12.2	Recommendations	50
<b>13.0</b>	<b>Response Times and Resource Deployment</b>	<b>51</b>
13.1	Department Statistics	51
13.2	Resource Deployment	52
13.3	Data	54
13.4	Performance Objectives, Service Levels, Expectations and Benchmarks	57
13.5	Deployment to Risk Industry Standard (Risk Assessment)	58
13.6	Distribution	58
13.7	Critical Tasks	59
13.8	ERF to Single-Family Dwelling Structure Fires	60
13.9	Consideration for Improvement	63
13.9.1	Fire Station Locations	64
13.9.2	Automatic Aid with DNETV Fire & Rescue for Single-Family Home Fires	66
13.10	Specialized Services	67
13.11	Recommendations	69
<b>14.0</b>	<b>Water Supply</b>	<b>70</b>



## Town of Perth Fire Services Fire Master Plan

---

14.1	Municipal Water Supply (Hydrant Protected)	70
14.2	Private Hydrants	71
14.3	Non-Hydrant Areas	72
14.4	Recommendations	72
<b>15.0</b>	<b>Fire Apparatus and Equipment</b>	<b>73</b>
15.1	Apparatus Inspection, Testing and Maintenance	73
15.2	Fleet Renewal and Rationalization	74
15.3	Type of Fire Apparatus	75
15.4	Fire Equipment	77
15.5	Recommendations	78
<b>16.0</b>	<b>Emergency Management</b>	<b>79</b>
16.1	Recommendation	80

### List of Tables

Table 1: Reason for Inspection	28
Table 2: Violations Noted and Notices Issued	28
Table 3: Fire Chief Responsibilities	42
Table 4: Total and Type of Fire Inspections Summary 2017 - 2020	45
Table 5: Comparison of Resolved and Unresolved Violations Issued	45
Table 6: Total Number of Responses by Year (2016-2020)	51
Table 7: Types of Fire Responses	52
Table 8: Structure Fires Loss by Property Class	52
Table 9: Municipal Fire Hydrants Classifications and Markings	71
Table 10: Vehicle Replacement Schedule	74

### List of Figures

Figure 1: A close-up Google map of the Town of Perth	6
Figure 2: Perth Brigade, 1885	7
Figure 3: Perth Fire Brigade, 1921	7
Figure 4: 1918 Hand Pump	8
Figure 5: 1939 American Lafrance Pumper	8
Figure 6: Perth Fire Services Health & Safety Board	16
Figure 7: Venn diagram illustrating the overlap between groups	22
Figure 8: Fire Prevention Effectiveness Model per OFMA Public Service Guideline	25
Figure 9: The Town of Perth Life Safety Risk	31
Figure 10: Fire Chief Responsibilities	37
Figure 11: Organizational Structure as per the E&R Bylaw No. 2018-4610	39

## Town of Perth Fire Services Fire Master Plan

---

Figure 12: Organizational Structure at Time of Review	40
Figure 13: Fire Chief Daily Tasks for a Month – Average of Hour, and Percentage	43
Figure 14: Recommended Organizational Structure for the Department	48
Figure 15: Recommended Responsibility Chart	49
Figure 16: Response for Service Types and Percentages	51
Figure 17: Comprehensive Fire Safety Effectiveness Model	54
Figure 18: Total Response Time Component Breakdown	55
Figure 19: Time/Temperature Relationship	56
Figure 20: Location of the Department	64
Figure 21: Railway Line running through Town	65
Figure 22: Picture of Gore Street E.	65
Figure 23: Overview of Location of Calls for Service	65
Figure 24: Calls for Service North and South of Tracks	66
Figure 25: DNETV Fire Station 1 Located Within the Town of Perth	67
Figure 26: Location of Municipal Borders	67
Figure 27: Proper Colour-coded Hydrant	70
Figure 28: Picture of Private Hydrant	71
Figure 29: 2014 Pumper 720	75
Figure 30: 2004 Pumper 721	75
Figure 31: Equipment Compartment	76
Figure 32: 2011 Equipment Van 750	76
Figure 33: 2004 Ladder 710	77

## List of Appendices

Appendix A Legislation and Reference Documents

## Executive Summary

The intention of this Fire Master Plan (the Plan) is to provide the Town of Perth (the Town) and the Perth Fire Services (the Department) with the information they need to make better-informed decisions regarding life safety for the residents, businesses, visitors, and firefighters in the community, both now and in the future.

The Department provides high-quality services, and its goals should be to build upon its existing strengths, improve efficiencies, and be proactive in responding to anticipated needs so it can continue serving the community effectively.

There are many factors to consider when developing a fire master plan (FMP). Each municipality and fire department in the Province of Ontario has unique differences in its community makeup, economic conditions, population, demographics, building stock, fire service delivery, and capabilities.

Emergency services should be considered an essential service for the Town. Due to the nature of the work, the safety of workers employed in emergency services is at a higher risk for impact than that of workers employed in other service-type occupations. It is therefore vital to protect the volunteer firefighters in smaller communities by ensuring they have access to appropriate and necessary equipment and that this equipment is kept available for service at all hours of the day, each day of the year, should Town residents, businesses, or visitors require its immediate service. It is also essential to ensure that the volunteer firefighters are respected, reasonably compensated, and provided with appropriate benefits for their service. The Perth Town Council (the Council) should continue to see volunteer firefighters as an investment in the future of the Town's safety and view their services as cost-effective and cost avoidance securities.

The Plan development process reviewed all aspects of the Department. It considered how the available services and resources would align with the service demands and risks present in the Town. While there are no easy solutions for significantly reducing costs and maintaining a sufficient protection from fires and other emergencies for the residents, businesses, and visitors, there are still opportunities to explore shared services and costs that will help improve effectiveness and implement cost efficiencies.

The Plan provides twenty-three recommendations for the Council to consider. These recommendations address policies and procedures to meet legislative requirements, management and administrative support, and infrastructure changes that will help prepare the Department for its current and projected future needs, its growth, and the associated risks expected for the Town.

## Town of Perth Fire Services Fire Master Plan

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The Department commissioned The Loomex Group to examine and provide recommendations for its current and future operations and also for ways in which future legislative pressures and an increased community demand for service can be best managed. The Loomex Group's methodology and approach included:

- A review of the Department's organizational structure
- An analysis of the community's current needs and risks
- An assessment to determine if the Department can continue providing an appropriate level of service to the community

After a comprehensive review, the Plan produced a total of twenty-three (23) recommendations. The recommendations are based upon analyses of several factors, such as current legislation, suggestions for updates to bylaws and agreements, and suggested proactive changes to the Department's organizational structure and fire prevention and training programs.

Included as part of the Plan is a section on the Department's past methods of operation. The information from this section was used to help make recommendations to Council about ways in which the Department should structure its future operations. One of the recommendations that resulted from this section is an organizational structure change that would see the position of Fire Prevention Officer reclassified as an Assistant Fire Chief; this recommendation was adopted by Council prior to the completion of the Plan.

Other recommendations found in this Plan are ways in which to improve public education and code enforcement programs, such as developing a fire prevention policy for Council's approval and working on reducing the number of unresolved violations.

The Plan also considered how the Department could potentially provide a better level of service by working more closely with the neighbouring fire department. The results of this examination yielded suggestions such as providing a joint response for high-risk calls and the sharing of service(s).

Council can be proud of the fire services they provide to the community and the dedication of the Fire Chief. The number of community events in which the Department participates is remarkable; such events include the Firedawgs Youth Programs, Relay for Life, Kidfish, and the Easter Egg Hunt (to name only a few). Over twenty-five (25) community events are either attended or organized by the Department.

Even with the level of its current success, some necessary investments and changes will need to be made in the coming years in order for the Department to continue growing alongside the community. Planning for these changes now will allow the Department to uphold and further cultivate their strong traditions and allow them to be better positioned for managing the Town's growing and future demands for the fire service.

## Town of Perth Fire Services Fire Master Plan

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The Plan is a living document that should be reviewed and adjusted annually, as the needs and circumstances of the Town change; the Plan should be completely updated every five (5) years. Every effort has been made to ensure the information provided herein is accurate and comprehensive.



## Summary of Recommendations

Legend for Recommendation Headings	
Mandatory	Is the recommendation mandatory for legislative compliance?
Term	When should the recommendation be addressed?  IM (Immediate Term, 0-1yr) ST (Short Term, 1-4 yrs.) LT (Long Term, 5-10 yrs.) IMOG (Immediate Term, Ongoing)
Council Approval	Does this recommendation require Council approval to be implemented?
Budget Impact	Will this recommendation have to be included in the Department's budget through the regular budgeting process?

Legislation, Bylaws, and Agreements Recommendations: Section 4.5	Mandatory	Term	Council Approval	Budget Impact
1. The Fire Chief should update the current Establishing and Regulating Bylaw for Council's consideration and approval to ensure it reflects the current level of service provided to the Town.	✓	IM	✓	✓
2. The updated Establishing and Regulating Bylaw should only include Council policy decisions and not include Departmental rules and regulations.		IM	✓	

## Town of Perth Fire Services Fire Master Plan

Occupational Health & Safety Recommendations: Section 5.4	Mandatory	Term	Council Approval	Budget Impact
1. The Fire Chief should explore the possibility of establishing a spare PPE reserve with the other departments in the Lanark County Mutual Aid System as a means to providing firefighters with clean PPE after an emergency incident.		ST	✓	✓
2. The Fire Chief should work with the officers to formalize a firefighter wellness program for the Department.	✓	ST	✓	✓
3. The Fire Chief should review the current procedures of responding to emergency scenes, either directly or on a fire apparatus with PPE, and develop new SOGs to ensure firefighter safety and reduce the potential liability for the Town, Department, Fire Chief, and officers.	✓	ST		

SWOT Recommendations: Section 6.1	Mandatory	Term	Council Approval	Budget Impact
1. The Fire Chief and the officers should review the results of the SWOT analysis and consider the comments and suggestions to determine how and if they should be incorporated into future strategic planning for the Department.		IM		

## Town of Perth Fire Services Fire Master Plan

Social Dynamics Recommendations: Section 7.1	Mandatory	Term	Council Approval	Budget Impact
1. The Fire Chief should continue to foster firefighter engagement by enhancing available programs that include face-to-face meetings, surveys, and town hall sessions on a routine basis. These engagement sessions serve as a forum that allows for suggestions from the various stakeholders to be voiced.		ST		
2. The Fire Chief should develop a formalized process to review and consider the social dynamics that may affect stakeholders when important decisions that will affect the Town or the Department must be made.		ST		

Fire Prevention & Public Education Recommendations: Section 8.9	Mandatory	Term	Council Approval	Budget Impact
3. The Fire Chief should develop a fire prevention policy for Council's consideration and adoption.	✓	IM		
4. The Fire Chief should focus on reducing the number of unresolved code enforcement violations before initiating any new inspection programs.	✓	ST		

## Town of Perth Fire Services Fire Master Plan

Training Recommendations: Section 9.5	Mandatory	Term	Council Approval	Budget Impact
1. The Department should develop a position within its organizational structure that is dedicated to assisting with the delivery and implementation of a structured training program.		ST		✓
2. The schedule for upcoming training courses and programs should be completed well in advance of the training dates. The completed schedule should also be distributed to the firefighters so that they will be aware of these upcoming dates well in advance.		ST		
3. The Department should develop an officer development program that meets the competent supervisor requirements and definition as per the Ontario Health and Safety Act.	✓	IM	✓	✓

## Town of Perth Fire Services Fire Master Plan

Response Time & Resource Deployment Recommendations: Section 13.11	Mandatory	Term	Approval	Budget Impact
1. The Fire Chief should develop response standards for low-, moderate-, and high-risk responses by using the effective response force model, submitting them to Council for consideration and adoption.		ST	✓	✓
2. The Fire Chief should approach the DNETV Fire Chief to develop an automatic aid agreement so that both fire departments will respond to all structure fires within the Town on the initial response.		ST	✓	✓
3. The Fire Chief should approach the DNETV Fire Chief to develop an automatic aid agreement for tankers to supply water in non-hydrant areas.		ST	✓	✓
4. The Fire Chief should approach the DNETV Fire Chief to develop an automatic aid agreement for providing water/ice rescue services within the Town.		ST	✓	✓

Water Supply Recommendations: Section 14.4	Mandatory	Term	Approval	Budget Impact
1. The Department and Environmental Services should continue to upgrade the Town's fire hydrants to ensure the hydrants have large-diameter hose connections. The Department and Environmental Services should also upgrade the water supply for the Town's fire hydrants when underground infrastructure work is being completed.		OG	✓	✓



## Town of Perth Fire Services Fire Master Plan

Fire Apparatus & Equipment Recommendations: Section 15.5	Mandatory	Term	Council Approval	Budget Impact
1. If the practice of carrying the firefighters' gear in an equipment van continues, the Fire Chief should explore options that will provide for more storage capacity and ensure timely firefighter deployment, when it comes time to replace this vehicle.		LT	✓	✓
2. At the time of the ladder truck's replacement, a review should be conducted on the needs and risks of the Town to ensure the new vehicle will meet the current and future needs of the Town		LT	✓	✓
3. Based on the asset management plan, the Fire Chief should develop a replacement plan for all life cycle equipment that includes the year and cost of replacement.		ST	✓	✓

Emergency Management Recommendations: Section 16.1	Mandatory	Term	Council Approval	Budget Impact
1. The CEMC, in conjunction with the Emergency Management Program Committee, should convert the Town's emergency response plan to a function-based incident management system plan.		ST	✓	✓
2. The Town should reassign the alternate CEMC position to another staff member who is outside the Department.		IM	✓	

## 1.0 Introduction

The Plan provides a framework for Council, the Fire Chief, and the Department administration to work from when making policy, organizational, capital, and operational decisions that will affect the Department in the immediate term (0-1 year), short term (1-4 years), and long term (5-10 years).

The Plan reflects the requirements of the [Fire Protection and Prevention Act, 1997 \(FPPA\)](#) and other regulations and standards, including the Occupational Health and Safety Act, Ministry of Labour Fire Service Section 21 Guidance Notes, National Fire Protection Standards, the Fire Underwriters Survey, and Ontario Fire Marshal's Public Fire Safety Guidelines.

Section 2 of the FPPA defines the responsibility for fire protection services as follows:

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

Further to the above, Section 2.6.3 of the FPPA defines the Fire Chief's responsibility to Council as follows: "A fire chief is a person who is ultimately responsible to the council of a municipality that appointed him or her for the delivery of fire protection services."

Council is the governing body that determines the type and level of fire protection services for the Town. The Fire Chief's responsibility is to ensure the delivery of the Council-approved services; additionally, the Fire Chief provides recommendations to Council for services required to comply with regulations and standards and meet the community's needs.

As a third-party consultant, The Loomex Group has made recommendations in the Plan based on consultations with the Town's Chief Administrative Officer (CAO) and the Department's Fire Chief, officers, and firefighters. The Loomex Group also thoroughly reviewed applicable legislation, standards, best practices, and the Ontario Fire Marshal's Public Safety Guidelines. The role of The Loomex Group was to provide comments and recommendations on current and potential issues. The recommendations may or may not be supported by the Department, and some of them may require additional study and consideration.

The Town's Council, residents, businesses, and visitors expect the Department to run effectively and efficiently; these groups also need to know the Department's capabilities and limitations, given the resources provided to the Department. Therefore, the Plan considers the current and future resources that are/will be needed to provide the Council-approved services and identifies benchmarks to measure service efficiencies.

## Town of Perth Fire Services Fire Master Plan

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The Plan also examines the primary functions of the Fire Service and specific fire department operations, including any changes that have taken place; the Plan provides recommendations pertaining to these areas, if applicable.

### 2.0 Approach and Methodology

The Loomex Group brought together a project team (Project Team) expressly suited to complete the Plan for the Department. The Project Team included experts with direct experience managing emergency and fire services departments, conducting organizational reviews, and developing strategic plans. The Project Team's expertise, knowledge, dedication, and commitment to community life safety are apparent throughout this document.

The Loomex Group's approach and methodology included a background review of documents and maps, direct observation of the environment, and Department and Town staff engagement. This approach is essential for developing the Plan, as The Loomex Group believes that stakeholder engagement is an instrumental component of the FMP process. The following list outlines the steps that formed the Plan's development.

1. Establish Terms of Reference
2. Stakeholder Engagement
3. Strengths, Weaknesses, Opportunities and Threat (SWOT) Analysis
4. Data Collection, Review and Analysis
5. Completion of Community Risk Assessment
6. Draft Fire Master Plan
7. Final Fire Master Plan

#### **Establish Terms of Reference**

The Loomex Group met with the Department's Fire Chief to review the scope of work needed for developing the Plan and to establish the terms of reference for the project. It is critical to ensure that all parties understand the scope of work, timelines, and deliverables of the Plan at the beginning of the project. The Project Team developed a framework to meet the Plan's requirements, which was subsequently reviewed and approved by the Fire Chief.

#### **Stakeholder Engagement**

The initial engagement session was conducted by a meeting with Council, the Department's Fire Chief, Fire Prevention Officer, and officers.

The goals of the meetings were:

1. To introduce the Project Team
2. To present the framework for developing the Plan
3. To outline the role of each member of the Project Team and identify what each member will contribute to the Plan

Following the initial meeting, the Project Team conducted additional stakeholder engagement sessions with the CAO, Fire Chief, Fire Prevention Officer, Training Officers, officers, and firefighters.

### **Strengths, Weaknesses, Opportunities and Threat Analysis**

An essential part of the work and analysis scope was the SWOT sessions, where members of the Project Team met with the officers and firefighters. During these sessions, the Project Team's Project Lead asked a series of questions related to the Department's strengths, weaknesses, opportunities, and threats. Officers and firefighters who were unable to attend a session had the option of providing their thoughts and suggestions through an online survey or a face-to-face meeting.

### **Data Collection, Review and Analysis**

The Loomex Group worked with the Fire Chief to review and analyze numerous documents that provided relevant and historical information about the Department. It is essential to understand the development(s) that led to the framework of the Department's current operations in order to provide recommendations for the Plan. The documents that were reviewed included:

- Applicable bylaws
- Asset management plans
- Response protocols
- Operating and capital budgets
- Firefighter compensation
- Applicable agreements
- Organizational structure
- Mapping of municipal boundaries, station locations and response data
- Population, development data and studies
- Community risk assessment

While reviewing the data, the Project Team maintained an open-minded approach when examining how the Department conducts business. The Project Team sought to identify synergies and determine opportunities for shared services and cost-savings or cost avoidance recommendations. The areas of analysis include:

- Governance and applicable legislation and bylaws
- Operation and capital budgets and purchasing
- Community risk profile
- Community growth
- Fire protection agreements
- Best practices, as per NFPA 1710 & 1720, and Ontario Fire Marshal's Public Fire Service Guidelines
- Administration



## Town of Perth Fire Services Fire Master Plan

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- Human resources, job descriptions and succession plans
- Recruitment, retention, and compensation
- The Firefighter Training Program and Education Program
- Fire stations, apparatus, and equipment
- Fleet and equipment maintenance
- Fire prevention programs (on the topics of public education and code enforcement)
- Fire suppression
- Technology and future needs

In addition to data collection and stakeholder engagement, the Project Team spent time in the community observing and reviewing, first-hand, all areas and aspects of the Town.

### **Community Risk Assessment (CRA)**

The Loomex Group also completed a CRA for the Town as part of the Plan's development process. The CRA reviewed the following profiles in order to identify the risk present to the Town:

1. Geographic Profile
2. Building Stock Profile
3. Critical Infrastructure Profile
4. Demographic Profile
5. Hazard Profile
6. Public Safety Response Profile
7. Community Services Profile
8. Economic Profile
9. Past Loss and Event History Profile

### **Fire Services Master Plan**

Regular meetings with the Fire Chief helped ensure the Plan was reviewed on a continuing basis. When the draft document was completed, it was provided to the CAO and Fire Chief for comment. After reviewing all comments from the CAO and Fire Chief, the Plan was updated. The Loomex Group then issued the finalized version of the Plan to the Fire Chief and presented highlights and recommendations from the Plan to Council.

### 3.0 Overview of the Town

#### 3.1 Town of Perth

A geographic profile describes a community's physical features, including the nature and placement of highways, waterways, railways, canyons, bridges, landforms, and wildland-urban interfaces. Physical characteristics may have risk concerns that could potentially impact fire services access or response times.

The Town of Perth, Ontario, is a community of 6,000 people sitting along the Tay River in beautiful Eastern Ontario, less than an hour's drive from Canada's capital. With a diverse economic sector, stable post-secondary presence, and growing tourism economy, Perth is one of Ontario's most attractive and well-known towns. Perth's collection of historic limestone buildings and its focus on maintaining the character of the community's heritage attracts visitors and an increasing number of residents from the cities of Ottawa, Kingston, Toronto, and many other areas in between. Offering the amenities of a community many times its actual size, Perth is a lively and exciting place in Ontario's economically expanding eastern regions.

Located in Eastern Ontario, the Town of Perth is 80 km southwest of Ottawa and 75 km north of Kingston. Perth has easy access to Highways 401, 416, and 417, making Toronto reachable within a two-and-a-half-hour drive.

The Town's demographics favour older age groups. This statistic is due to the combination of the baby boomer generation, which reflects a significant portion of the population, and the high number of seniors' living facilities in the Town. As such, Perth's current population has twice the average proportion of seniors than the rest of Ontario.

The municipal assessment for the Town is \$649 million, and the tax base is \$6.08 million.

Figure 1: A close-up Google map of the Town of Perth





Figure 2: Perth Brigade, 1885

### 3.2 Perth Fire Services History

The Department's history provides vital information that can be used to develop a roadmap for navigating its future needs. It is essential to have a solid understanding of how the Department arrived at where it is today in order to set a vision for where it should go in the future.

The Loomex Group reviewed the history of the Department with current Fire Chief Trevor Choffe and retired Fire Chief Steve Fournier. During discussions, the pride both Fire Chiefs have for the history of the Department was quite evident; all too often, the hard work of previous Councils, Fire Chiefs, and firefighters goes unnoticed, when, without their contributions, the Department would not be where it is today.

The Department officially started in the 1800s with two fire brigades: Fountain and Union. The Fountain Brigade served the eastern portion of Town, and the Union Brigade served the western portion. Prior to the formation of the Fountain and Union Brigades, two local businesses provided fire protection. Codes Mill Wool Factory and Jerkins Soap Company each had fire brigades to protect their respective companies and they lent those brigades to the service of the Town.



Figure 3: Perth Fire Brigade, 1921

## Town of Perth Fire Services Fire Master Plan

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The Department takes considerable pride in its commitment to the service and preservation of its archives and history for future firefighters, community leaders, and residents. Historical artifacts, including an original 1819 hand pump and the 1939 American Lafrance pump, are displayed in the station with great reverence, with news articles and pictures that give context to the equipment stored in a nearby room.



Figure 4: 1918 Hand Pump

As the Department started to grow and the horse-drawn steamers gave way to motorized vehicles (which in turn began to get larger in size as automotive developments took place), the fire station on Herriott Street became too small. The Department relocated to a new fire station at the Perth Town Hall (Town Hall), where bays were added to accommodate the fire apparatus. The fire station remained at this location until 1999, the year in which the Department moved into its current location: a shared facility with the Perth Police.



Figure 5: 1939 American Lafrance Pumper

Reviewing the history of the Department showed how progressive past Councils, Fire Chiefs and firefighters were when it came to providing life safety services to the community. That progressive thinking was demonstrated in the purchase of the fire apparatus equipment and the introduction of various prevention programs, and it can continue to be seen in the fundraising initiatives the Department always organizes for the community.

Today's Fire Service recognizes that preventing fires is a critical part of what it takes to protect residents and businesses, and, in many ways, the Department was ahead of many other fire departments across the province in respect to acknowledging this fact. Public education and code enforcement have been an integral part of the Department for a long time, as evidenced by the introduction of a Fire Prevention Officer/Building Inspector position that was implemented in the mid-1990s by Fire Chief Dave Bell, the Department's first full-time Fire Chief. Fire Chief Bell also introduced the Perth Safe Communities Program, which proved successful and continued operation long after Chief Bell's retirement.

## Town of Perth Fire Services Fire Master Plan

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Over the decades, the Department's commitment to preserving the Town's deep and rich history has been commendable. This FMP builds from this solid foundation, honouring the hard work and loyalty of the Department's firefighters, both past and present, while at the same time introducing forward-thinking strategies that will carry the Department into the future.



### 4.0 Legislation, Bylaws, and Agreements

#### 4.1 Municipal Liability Policy vs. Operational Decisions for Fire Protection

In the 1989 case of *Laurentide Motel Ltd. v. Beauport (City)*, the Supreme Court of Canada (SCC) found that the Town of Beauport, Quebec, was liable for a sizable portion of the fire loss at the Laurentide Motel that occurred in 1972. This case set precedent since, prior to this time, municipalities and fire departments were largely considered free from civil liability for firefighting efforts. An important aspect was the issue of “Policy Decisions v. Operational Decisions” in determining liability. The Supreme Court of Canada’s 1989 decision cost the City of Beauport over five hundred thousand dollars, plus interest.

A summary of the Supreme Court Judgments reads as follows:

A client's negligence led to a fire that damaged the appellants' hotel complex in the City of Beauport. As soon as they arrived, the firefighters sprayed water from the fire truck onto the fire, but the water soon ran out owing to the impossibility of connecting with the hydrants. The latter, which were difficult to reach and covered with snow, were unusable because they were frozen or broken. It was not until some forty minutes later that water was finally obtained from the hydrants. The appellants brought an action for damages against the person who had set the fire and the respondent, alleging fault by the latter in fighting the fire, namely that its equipment had not been maintained and did not function properly, as well as fault by its employees in the performance of their duties.<sup>1</sup>

A summary of this case is included as an object lesson for Council to consider when making fire protection services decisions: note that both water supply and negligence in firefighting operations were issues in the preceding case summary. While there is no question that a client in the motel was responsible for causing the fire, the City's failure to maintain and operate effective fire protection services (i.e., water supply and firefighting) resulted in them being partially responsible and liable for most of the ensuing costs.

In the ruling, the SCC determined that a “policy decision” made by Council would be mostly free from liability, as Council is an elected body and made the decision in a form that would be familiar and accessible to citizens (e.g., bylaws, council minutes, news reports etc.). If the citizens were unhappy with the Council's decisions, they had the opportunity to elect different councillors at the next election.

When operational decisions are made by departments and their employees, the public may not be aware of the specifics of these decisions and, as a result, the public may

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<sup>1</sup> Judgements of the Supreme Court of Canada - *Laurentide Motel vs. Beauport (City)* <http://scc-csc.lexum.com/scc-csc/scc-csc/en/item/436/index.do>

have limited or no opportunity to question or change the decisions that could adversely affect them.

Following this SCC ruling, many municipalities have revised and updated bylaws relating to fire protection to ensure services and policies are made as a Council's decision, rather than as decisions made exclusively by the fire department. Among these bylaws is included the establishing and regulating bylaw, which specifies services provided, service level, fire prevention bylaws; this last item including such topics as open burning, false alarms, fireworks, fire routes, and service agreements (such as mutual aid and automatic aid agreements).

### 4.2 Legislation

The Department is guided in its operations by provincial legislation, industry standards (best practices), municipal bylaws, agreements, and policies. The following is a list of the primary legislation and standards:

- Fire Prevention and Protection Act, 1997 (FPPA)
- Ontario Fire Marshal's Public Safety Guidelines
- Emergency Management and Civil Protection Act (R.S.O. 1990)
- Ontario Building & Fire Codes
- National Fire Protection Association (NFPA) Standards
- Occupational Health & Safety Act (OH&S) and Section 21 Committee Guidelines
- Municipal bylaws
- Corporate policies and guidelines
- Department policies and standard operating guidelines
- Highway Traffic Act
- Municipal Act
- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)

One of the primary legislations with which the Town must comply is the [Province of Ontario's Fire Protection and Prevention Act, 1997 \(FPPA\)](#). The FPPA outlines the minimum standards that must be adhered to for providing life safety systems to a municipality. To be compliant with the FPPA, a municipality must have the following documents and practices in place:

- A simplified risk assessment
- A smoke alarm program
- Distribution of fire safety education materials
- Completing inspections upon complaint or when requested to assist with fire code compliance
- A vulnerable occupancy program

### 4.3 Bylaws

To meet the FPPA regulations and other legislation, Council approves the established level of service to be provided to residents, businesses, and visitors. The Council's decision is made through an establishing and regulating (E&R) bylaw, which is based upon recommendations of the Fire Chief. The E&R bylaw for the Town is Bylaw No. 4610: A Bylaw to Establish and Regulate a Fire Service within the Municipality of the Town of Perth. This bylaw forms the Department's foundation and structure, how it operates, and which services it offers.

As per the E&R bylaw, Council approves the following core services to be provided by the Department:

- Emergency response
- Fire prevention and public education
- Fire administration
- Communications/resource centre
- Training and education
- Maintenance
- Support services

A review of the bylaws that are currently in effect for the Town shows that they are comprehensive, but the core services must be updated, as well as the organizational chart, to ensure they are both current with today's Fire Service and reflect any legislation and liability changes.

Additionally, the E&R bylaw has both policy and operational direction implications. The E&R bylaw that is passed by Council should only be dealing with policy direction, which is their mandate. Any operational policy or direction, such as in Appendix C: Perth Fire Service Rules and Regulations, should be managed by the Fire Chief; a policy such as this does not need to be passed by Council, and is therefore not to be included as part of the E&R bylaw.

### 4.4 Agreements

Under the authority of the FPPA and municipal bylaws, a municipality is permitted to enter into an agreement to either provide or receive a service from another municipality. There are several differences in the requirements, as detailed in the Ontario Fire Marshal's Public Fire Safety Guidelines (PFSG). These differences and requirements are outlined below.

#### Mutual Aid Plan

Ontario Fire Marshal's PFSG 04-05-12 states that mutual aid plans allow a participating fire department to request assistance from a neighbouring fire department that is also authorized to participate in a plan approved by the Fire Marshal.

## Town of Perth Fire Services Fire Master Plan

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Mutual aid is not immediately available for areas that receive fire protection under an agreement. The municipality purchasing fire protection is responsible for arranging an acceptable response for backup fire protection services. In cases where the emergency requirements exceed those available through the purchase agreement and the backup service provider, the mutual aid plan can be activated for the agreement area.

Under the FPPA and the Fire Marshal's direction, fire coordinators establish and maintain a mutual aid plan, the details of which specify that municipalities which provide service to the designated area agree to assist each other in the event of an emergency. Section 7 of the FPPA states that the Fire Marshal may appoint fire coordinators for such areas as designated in the appointment.

Section 2 of the FPPA outlines duties. In this section, it is outlined that a fire coordinator shall, subject to the instructions of the Fire Marshal:

- (a) establish and maintain a mutual aid plan under which the fire departments that serve the designated area agree to assist each other in the event of an emergency; and
- (b) perform such other duties as may be assigned by the Fire Marshal.

A mutual aid plan should include the following components:

1. Activate mutual aid during a major emergency where the home fire department is committed and/or the situation cannot be contained or controlled with available resources.
2. Activate the provincial Chemical, Biological, Radiological, Nuclear (CBRN) or Heavy Urban Search and Rescue (HUSAR) response system.
3. Activate a county, district, or region automatic aid program (optional).
4. Activate a county, district, or region hazardous materials support response (optional).
5. Activate a county, district, or region extrication support response (optional).
6. Activate a county, district, or region specialized rescue support response (optional).

### **Automatic Aid**

Ontario Fire Marshals PSFG 04-04-12 Automatic Aid states that automatic aid agreements are considered in municipal areas to provide first response to a location that has another fire department in a closer proximity, regardless of municipal boundaries.

The concept of an automatic aid agreement is to ensure the closest available assistance is dispatched to an incident to provide the residents with the quickest response to their needs. Automatic aid reduces the critical element of time between a fire's commencement and an extinguishing agent's application to the fire, possibly minimizing property loss and maximizing the protection of residents.

### **Fire Protection Agreements**

Ontario Fire Marshals PSFG 04-09-12 Fire Protection Agreements states that fire protection agreements are contracts between participating municipalities, approved by Council, to provide or receive fire services at a cost. A municipality may enter into a fire protection agreement for several reasons, including services provided without establishing an existing fire department, specialized equipment, services, staffing, public education or code enforcement, or the option for multiple departments operating and managing a fire department jointly.

The Department participates in the County of Lanark Mutual Aid Plan and has several other agreements in place. These agreements are:

- Lanark County Rescue Services Agreement
- Smart Works Agreement
- Drummond North Elmsley Tay Valley Fire Board Agreement

### **Rescue Services Agreement**

The Department also participates in a rescue services agreement with the County of Lanark. This agreement provides for rescue services to a designated area within the County. This agreement is a long-established program that has been in place with the County of Lanark since 1985. This agreement provides rescue-type call services with rescue vehicles located in Drummond North Elmsley Tay Valley and the Townships of Mississippi Mills and Montague.

### **Smart Works Agreement**

The Smart Works Agreement was established in 2018 between the Leeds, Grenville, and Lanark District Health Unit and the Department. This agreement allows the Department to administer naloxone during a medical emergency.

### **Drummond North Elmsley Tay Valley Fire Board Agreement**

This agreement was established at the request of the Drummond North Elmsley Tay Valley Fire Board to allow the Drummond North Elmsley Fire & Rescue to use seven (7) of the Town's fire hydrants in the event of an emergency. When a request is made to use one of the hydrants, the Department arrives at the hydrant and manages the water supply for the requesting department.



### 4.5 Recommendations

From the review and assessment of Legislation, Bylaws, and Agreements, it is recommended that:

1. The Fire Chief should update the current Establishing and Regulating Bylaw for Council's consideration and approval to ensure it reflects the current level of service provided to the Town.
2. The updated Establishing and Regulating Bylaw should only include Council policy decisions and not include Departmental rules and regulations.

### 5.0 Occupational Health and Safety

The Department is governed under the [Ontario Occupational Health and Safety Act \(OHSA\)](#) (Ministry of Labour, 2020), known as the Green Book, and the Ministry of Labour (MOL) [Ontario Fire Service Health and Safety Advisory Committee](#), formed under Section 21 of the OHSA.

A review conducted during the Plan's development showed that the culture within the Department is committed to safety, with the Department having active participation in both the Town's multi-site Joint Health and Safety Committee (JHSC) and Occupational Health and Safety (OHS) Program. The Department has also established a working Health and Safety Committee (HSC) to deal with fire-specific health and safety (H&S) issues and the Section 21 Guidance Notes.

The JHSC is responsible for monthly and quarterly inspections at the fire station to fulfill the Town's obligation under the Act. The Fire Chief is a H&S officer for the committee and acts as a liaison between the JHSC and senior management; additionally, the JHSC currently includes a worker representative from the Department.

The Department's H&S Committee consists of the Fire Chief, Deputy Fire Chief and four (4) firefighters. The H&S Committee holds quarterly meetings to discuss fire-specific issues and concerns, as well as Section 21 Guidance Notes, but does not have a term of reference.

Information relating to H&S matters for both the Town and Department is posted on a bulletin board located in the fire services building and includes injury/accident reports and procedures. Section 21 Guidance Notes are reviewed in conjunction with the standard operating guideline (SOG) review process and are then signed-off by the firefighters.



Figure 6: Perth Fire Services Health & Safety Board

### 5.1 Personal Protective Equipment (PPE)

Firefighter PPE includes bunker gear, helmets, firefighting boots, gloves, flash hoods, and self-contained breathing apparatus (SCBA). These items are the primary equipment used to protect firefighters from injury and/or death. Over the last few decades, studies have been conducted on ways in which injury and death among firefighters can be reduced. As a result of the findings from these studies, standards and legislation relating to this topic have evolved. Similar to these results, over the last twenty years, the Workplace Safety and Insurance Board (WSIB) has recognized certain cancers are directly attributable to the by-products of fires and/or hazardous materials.

A review conducted during the Plan's development showed that the Department has a proactive approach to following standards and meeting legislative requirements. Among these standards and legislative requirements is the assurance that all PPE will be cleaned and tested annually and adherence to the ten-year shelf life for bunker gear. Another example of the Department following legislative requirements is its comprehensive SOG that is in place to manage contaminated PPE at the scene of an emergency. This SOG outlines which procedures are to be followed after an emergency event has occurred in order to ensure contaminated PPE is placed in an appropriate receptacle at the scene and is brought back to the station for in-house or third-party cleaning – this cleaning is to avoid contaminating the firefighters and fire vehicles returning to the station.

One challenge resulting from the current procedure is the lack of spare PPE that is available for firefighters while contaminated PPE is out for cleaning. As there are very few departments that can issue two sets of PPE for each firefighter, the Department should explore partnering with other departments in the mutual aid group, arranging for a vehicle or trailer to be stocked with spare equipment, ready for use during any emergency. This will help to ensure firefighters can remain in service while their gear is out for cleaning. To ease the strain on resources, it would be beneficial if every department within the mutual aid group could contribute a few sets of spare PPE for the vehicle or trailer.

### 5.2 Firefighter Wellness

A firefighter wellness program is another way to support firefighter health and safety. These programs are designed to promote many aspects of wellness, including cancer prevention, nutrition, physical activity, critical incident management, and post-traumatic stress disorder (PTSD). The Department does not have a formalized program, but it has taken many steps to promote firefighter wellness. Examples of these steps are:

- Fire fit classes to promote physical activity
- An employee assistance program
- Participation in the Lanark County Firefighters Critical Incident Peer Team for debriefing or defusing post-emergency response

- PTSD training for all recruits

### 5.3 Firefighter Response

During the Review, The Loomex Group identified issues relating to firefighter safety that may also cause a liability issue for the Department and the Town.

The current practice for firefighters responding to an emergency scene is to travel either in their personal vehicle or with the fire apparatus (with drivers being assigned on an on-call basis to ensure fire apparatus response). In both scenarios, firefighters are not wearing the assigned PPE. The Department's accepted practice is that all PPE arrives at the fire scene in a response vehicle; firefighters will then dress, assemble, and begin their tasks at the emergency scene.

While there is merit in having an officer with a radio arrive on the scene to provide updates before the responding apparatus arrives, there is the risk of firefighter injury, as well as a liability, in having firefighters perform their tasks without the proper PPE. There is also the risk and liability of response vehicles operating at emergency scenes while firefighters are improperly dressed.

This practice is part of the culture within the Department and many other departments in the County of Lanark, and the challenge of changing this culture is twofold. The first challenge is that this practice has been in place for many years and is therefore accepted. The second challenge is the belief that response time will be slower if this process is changed. Yet, best practice and fire service leaders would argue that it is better to have a fire apparatus arrive on the scene (after a longer response time) with a crew dressed to perform their tasks, rather than to have firefighters stand and wait for a vehicle to arrive with their PPE. In this second challenge, a fire apparatus may arrive on the scene sooner, but it gives a false response time as firefighters are not ready to perform their tasks. In any event, it must be noted that, despite the risks, firefighters will perform tasks without their gear if someone is in need.

A review of this practice is required to ensure that the safety of firefighters is addressed and to reduce Town, Department, Fire Chief, and officer liability if a firefighter were to become injured while performing a task without proper dress. Any potential changes could impact the Department's culture and may raise some concerns, but the risk of firefighters performing functions on the fire ground without wearing appropriate gear needs to be of paramount concern. Regarding the policies that are in place which pertain to ensuring firefighter safety on the fire ground, the following subjects should be addressed:

1. Call response from the station via fire apparatus: space is required for firefighters to hang PPE (or obtain it from the equipment vehicle) and dress before responding on

a fire apparatus – this allows them to be fully dressed and ready to safely perform the tasks that are required when they arrive at a fire scene.

2. Call response direct to the scene: the Fire Chief and officers should review this procedure to consider best practices. Call response includes both officers and firefighters departing, fully protected/equipped, from the fire station with a fire apparatus to respond to a fire scene as well as permitting firefighters who are at a distance from the station to carry their bunker gear with them (allowing them to already have their required PPE at a fire scene prior to the arrival of a fire apparatus).

### 5.4 Recommendations

From the review and assessment of Occupational Health and Safety, it is recommended that:

1. The Fire Chief should explore the possibility of establishing a spare PPE reserve with the other departments in the Lanark County Mutual Aid System as a means to providing firefighters with clean PPE after an emergency incident.
2. The Fire Chief should work with the officers to formalize a firefighter wellness program for the Department.
3. The Fire Chief should review the current procedures of responding to emergency scenes, either directly or on a fire apparatus with PPE, and develop new SOGs to ensure firefighter safety and reduce the potential liability for the Town, Department, Fire Chief, and officers.

### 6.0 Strengths, Weakness, Opportunity, and Threats (SWOT) Analysis

A SWOT analysis was completed as part of the Plan's development process. A SWOT analysis is a structured planning method that identifies and evaluates an organization's strengths, weaknesses, opportunities, and threats. A SWOT analysis provides both internal and external information concerning factors which may be potentially helpful or harmful to achieving an organization's objectives.

The Department's SWOT analysis included engagement sessions with the Deputy Fire Chief, officers, operators, and firefighters. To ensure compliance with COVID-19 restrictions, these sessions were held at the stations with limited attendance; any individuals unable to attend a session could provide commentary through an online survey. The overall response for all sessions was good, with discussions providing guidance and encouragement. From the four (4) sessions held, each engagement group provided ample information to assist in the completion of an in-depth SWOT analysis.

Nine (9) questions were asked of each group as a means to stimulate a discussion on the past, present, and future of their stations and the Department. The results demonstrated that all members are very dedicated and care about serving their community. The following is a list of common themes that were identified from the SWOT analysis:

- Officers, operators, and firefighters were adamant about what constitutes their two top contributions to the community and the Department: their dedication as firefighters to emergency responses, and their support of the community through an exceptional number of activities and fundraisers. In the latter, the bond between the Department and the Town is reflected in the generous participation the Department gives in supporting their community in more than twenty-five events each year.
- Overall, the discussions indicated excellent satisfaction with the provided apparatus and equipment. Of particular note is the discussion that resulted about the size of the gear van, emphasizing its adequate storage capacity and its ability to deploy rapidly.
- Generally, officers, operators and firefighters feel that they are adequately compensated, but concern was expressed about a review of training compensation and support for the development of more para-trainers.
- The implementation of the NFPA standards, while providing standard guidelines for the Fire Service, requires considerable time to attain. Comments from the discussions suggested that current improvements to leverage technology will provide short-term returns, but a significant improvement for training can be gained using Training Officers and staff support.

- There was consensus that the Department could improve in the areas of public education, inspections, and training, but, due to the current staff levels, the opportunities for doing so are limited.
- Participants indicated that good communications exist between the Fire Chief and fire staff at all levels, as well as with the Town. This has helped all parties ensure that health and safety guidelines are maintained and enhanced, which provides for a positive work environment.

### 6.1 Recommendations

From the review and assessment of the SWOT Analysis, it is recommended that:

1. The Fire Chief, and the officers should review the results of the SWOT analysis and consider the comments and suggestions to determine how and if they should be incorporated into future strategic planning for the Department.



## 7.0 Social Dynamics

Social dynamics (or sociodynamics) has been defined as “the study of group behaviour that results from individual group members’ interactions and the study of the relationship between individual interactions and group-level behaviours.”<sup>2</sup> This section of the Plan uses the preceding definition for addressing the topic of social dynamics.

Social dynamics is one component of the decision-making process that is frequently overlooked when discussing changes to a fire department. For the Town and/or the Department to make changes, they must first understand who will be affected by the decision to implement changes and how the individual or group(s) will react and interact with those changes. Specifically, there needs to be an awareness and understanding of local history, community culture, and municipal demographics, including future growth and development, when making strategic decisions.

There are many groups with established behaviours that need to be considered as part of the decision-making process. For the Town, these groups include the community, Council, the CAO, and the Fire Chief. For the Department, it would include the station, officers, firefighters, and other departments.

The Fire Chief recognizes the importance of social dynamics within the Department and the Town. Considering these social dynamics, the Fire Chief tries to build strategies for success when making decisions.

Engaging in cooperative and consolidated service arrangements is a strategic approach to cost-savings through economies of scale. Shared services like recruit training, mutual aid agreements, automatic aid agreements, equipment purchases, and standardization of policies all help with cost-savings for individual operations and the Fire Service in general. It is important to note, however, that to effectively accomplish this end, the Fire Chief must consider the social dynamics of all groups being impacted.

Creating a transparent process that will foster trust among those who will be affected by

Figure 7: Venn diagram illustrating the overlap between groups



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<sup>2</sup> Durlauf, Steven; Young, Peyton (2001). Social Dynamics. Cambridge, MA: MIT Press. [ISBN 0-262-04186-3](https://doi.org/10.1017/C9780521800883).

any changes made by the Department begins by establishing cooperative relationships between Council and the Department's firefighters. There are several ways to build trust: scheduling regular engagement sessions through surveys, face-to-face meetings, Town Hall meetings, mutual aid meetings, and joint meetings within the Department.

The purpose of engagement sessions is to create a healthy social dynamic across the Department, to obtain suggestions, and promote change. The engagement process used for the Plan, as well as the Fire Chief's process for reclassifying the Fire Prevention Officer's position, are both excellent examples of a healthy social dynamic environment, wherein opportunities for suggestions were created. Going forward, these examples should be used as models for creating other healthy social dynamic environments.

### 7.1 Recommendations

From the review and assessment of Social Dynamics, it is recommended that:

1. The Fire Chief should continue to foster firefighter engagement by enhancing available programs that include face-to-face meetings, surveys, and town hall sessions on a routine basis. These engagement sessions serve as a forum that allows for suggestions from the various stakeholders to be voiced.
2. The Fire Chief should develop a formalized process to review and consider the social dynamics that may affect stakeholders when important decisions that will affect the Town or the Department must be made.

### 8.0 Fire Prevention and Public Education

#### 8.1 Legislation

Public education and code enforcement are municipal responsibilities that, as previously mentioned, are mandated under the [Fire Protection and Prevention Act, 1997 \(FPPA\)](#). A municipality must provide specific fire prevention and protection services, and additional services determined by Council, to meet the municipality's needs and circumstances and to comply with this Act.

Public education and community code enforcement are essential components of the Plan that are reviewed. Traditionally, the Fire Service considers the three lines of defence as fire suppression, code enforcement, and public education. However, the more current trend is to reverse the order of these traditional priorities, as public education, code enforcement, and then suppression. This revised focus from traditional priorities does not mean that emergency response is not a critical function of the three lines of defence; it does mean that public education and code enforcement are now more greatly emphasized than before.

Public education and code enforcement can significantly impact a community by providing a greater awareness of fire safety. Educating the community and bringing fire safety issues to the forefront is one of the most effective ways to prevent fires, thus protecting lives and property from loss due to fires.

Section 2 of the FPPA outlines the mandatory requirement for provisions of fire prevention and public education as follows:

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

The Office of the Fire Marshal has determined that this requirement also includes the following components:

- A recognized smoke/CO alarm and home evacuation program
- Fire inspections and evacuation for vulnerable occupancies
- Fire inspections on complaint or request
- A public education program
- The completion and maintenance of a simplified risk assessment to determine the risks in the community and the required level of fire prevention and emergency response that is needed

In 2013, two (2) new regulations were introduced under the FPPA that mandate specific fire prevention activities:

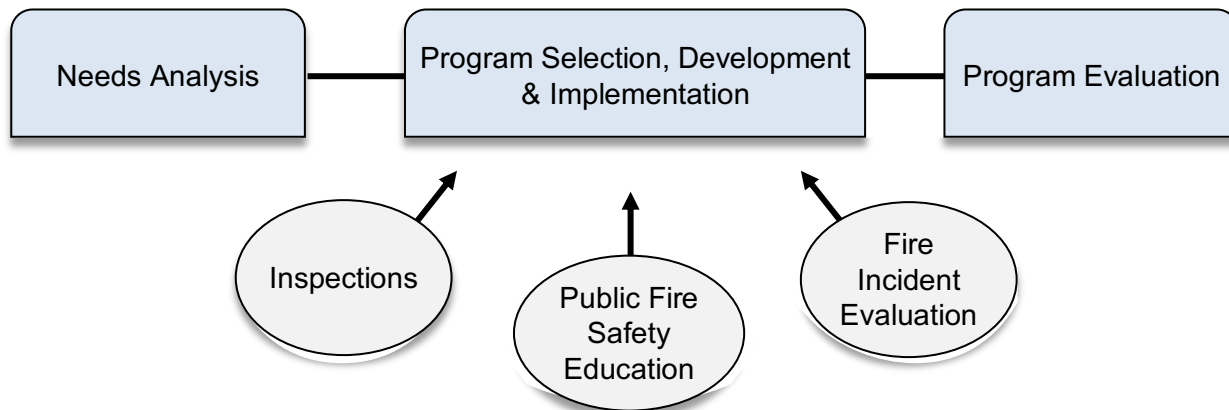
- [O.Reg.365/13: Mandatory Assessment of Complaints and Requests for Approval](#)
- [O.Reg.364/13: Mandatory Inspection – Fire Drill in Vulnerable Occupancy](#)

### 8.2 Fire Prevention

The Ontario Fire Marshal Public Fire Service Guideline PFSC 04-09-12, Fire Prevention Effectiveness Model, sets recommended standards for fire prevention and public fire safety guidelines. The PFSC 04-09-12 Guideline defines the Fire Prevention and Effectiveness Model as:

- A planning aid that focuses on one of the eight components of the comprehensive Fire Safety Effectiveness Model
- A tool to ensure all issues are identified and addressed when considering any fire prevention programs or activities, or reviewing existing programs

Figure 8: Fire Prevention Effectiveness Model per OFMA Public Service Guideline



Shifting the three lines of defence to a more proactive approach that addresses fire and life safety in a community makes it more critical than ever to run an aggressive fire prevention program that meets the Town's current needs and projected future needs.

In most cases, the need for a suppression staff to attend a structure fire is due to the failure of components one and two in the revised three lines of defence model. The need to resort to responding fire crews should be the last line of defence, for when this need arises, both community risk and the risk to the lives of responding firefighters increases exponentially. Of the three lines of defence, this third component also has the greatest financial impact on a municipality.

Statistics show that most fires, injuries, and deaths due to fires are preventable, yet, in many cases, municipalities do not fund or provide enough resources for a proactive Fire Prevention Effectiveness Model. This lack is often due to the necessity of having any available funds reallocated to off-set the costs involved in fighting a fire and/or assisting the Suppression Division. While the Town cannot reduce their Suppression Division, it can be proactive with designing initiatives aimed at reducing the number of fires in the community, helping to mitigate potential risks for residents, businesses, and firefighters, and thereby provide cost-saving opportunities.

### **8.3 Public Education Activities**

Public education activities raise the community's awareness of the importance of fire safety. These activities can be communicated across a variety of platforms, including presentations, participation at events, and public service announcements.

Participation in community events such as fairs, station tours, and fire station open houses provides opportunities to distribute safety information in brochures, books, and other fire safety teaching materials. It also provides the opportunity for firefighters to engage first-hand with the public and offers the public an up-close look at fire apparatus and stations.

The Review concluded that the Department is very proactive regarding public education activities and continually seeks new opportunities to promote fire prevention in the community. Although the COVID-19 pandemic has prevented station visits and community functions from taking place, the Department attended many events and engaged with seniors' groups, schools, service clubs, and real estate board meetings to promote fire safety prior to the pandemic. In addition to these events, the Department attended funfairs at the schools, scheduled car washes, and held a pancake breakfast at the station, providing further opportunities to engage with the public and educate them about fire safety.

One of the Department's most significant annual events is a school contest based on the National Fire Protection Association theme. The students involved in the contest must complete various activities, such as a word search or a home checklist based on public education, and the winner receives lunch at a local restaurant, complete with a ride in a fire truck; local businesses also participate in the contest by donating other prizes. This event is quite popular and sees over 50 per cent student participation. Despite limitations caused by the COVID-19 pandemic, the Department developed a unique approach to continuing the contest electronically, also expanding participation to include the entire community.

### **8.4 Smoke/Carbon Monoxide (CO) Alarm Program**

As previously stated, a formalized smoke/CO alarm program is mandatory within the FPPA, and most municipalities adopt a smoke/CO alarm program bylaw for their

residents. This program must include a procedure to ensure that residents have working alarms whenever the fire department interacts with them, such as during emergency responses, the tracking of working smoke alarms in residences, and a method of keeping statistics of working or not working smoke alarms. Additionally, the program should proactively check smoke/CO alarms in residences by doing home inspections and home fire escape reviews for residents, including those in seasonal dwellings and/or trailer parks.

Like in its public education program, the Department has an aggressive and proactive smoke/CO alarm program. Each year the Department selects a quarter of the Town to visit and conduct home inspections to check for working alarms and provide public education messaging. The process involves teams consisting of two firefighters visiting homes and completing a home safety inspection checklist. If, during the inspection, it is found that a home has an inoperable alarm, the Department will either install a new battery or alarm in the home.

In addition, if an inoperable alarm is found during an emergency call in a home, the Department will ensure there is an operating alarm in the home before the Department members leave. This action is then documented on the incident report for the call.

Public education messaging conducted via local radio by the Fire Chief is another component of the smoke/CO alarm program that is done on a regular basis.

### **8.5 Inspections and Compliance**

For tracking purposes, code enforcement or inspections for the Department are divided into categories: complaint, request, sale request, vulnerable occupancies, and others. Complaint inspections are conducted because of a complaint regarding a possible fire code violation and are mandatory under the FPPA. Follow-up actions on all complaint inspections include correspondence in the form of a letter or a note to file. Request or sale request inspections are usually conducted for new occupancies, licensing, property sales, and assistance with fire code compliance. Vulnerable occupancies inspections are completed annually, as per the FPPA legislation. Other inspections are conducted when concerns are brought to the Department's attention through other means, (e.g., home inspection program, retrofit, general inquiry etc.), or are undertaken to inspect specific occupancies or areas of the Town. Table 1 illustrates the type of inspections completed by the Department during the years of 2017-2020.

## Town of Perth Fire Services Fire Master Plan

Table 1: Reason for Inspection

Year	Complaint	Owner Request	Sale Request	Vulnerable Occupancies	Other	Totals
2017	3	8	3	6	0	20
2018	4	14	10	6	2	36
2019	1	4	8	6	7	26
2020	4	5	4	7	6	20

As was identified in the CRA for the Town, the Fire Chief and Fire Prevention Officer have been working to retain information on inspections completed before 2017: these inspections that have no completed follow-up action recorded and have other outstanding violations leave the Town with a liability risk.

Table 2 illustrates the results of inspections, infractions, and notices that were issued. Due to time restrictions of the Fire Prevention Officer and other issues, fifty-six (56) violations are still outstanding, which present a liability risk for the Town.

Table 2: Violations Noted and Notices Issued

Year	Verbal	Letter	FSIR	Order	Total	Resolved
2017	1	0	18	1	20	15
2018	1	8	15	32	57	33
2019	0	19	9	12	40	25
2020	2	18	1	8	29	15

Completing inspections based on complaints or requests puts the Department in compliance with the FPPA, but not resolving inspections leaves the Department open to questioning about its level of compliance. With this in mind, the Department should focus on resolving all currently outstanding violations before starting any new inspection programs.

### 8.6 Vulnerable Occupancies

The Town has seven (7) vulnerable occupancies, and the Plan has determined that all these occupancies are meeting the requirements under both the O.Reg.365/13: Mandatory Assessment of Complaints and Requests for Approval and the O.Reg.364/13: Mandatory Inspection – Fire Drill in Vulnerable Occupancy. The Department ensures compliance by inspecting the occupancies annually and monitoring the mandatory drills.



### 8.7 Fire Investigations

The FPPA requires that fire investigations take place in order to identify the cause of a fire. If the cause of a fire is accidental, information from the inquiry reinforces fire prevention and public education. The preliminary investigation of the cause, origin, and circumstances of a fire is the responsibility of local fire services and is an essential component of fire protection.

To adequately determine the origins and causes of fires, it is critical for fire personnel to receive advanced training in arson detection. If a fire is determined to be suspicious, the Office of the Fire Marshal and the local police are notified. Arson is a criminal offence and is sometimes used to cover other illegal activities or defraud insurance companies.

The FPPA states that all assistants to the Fire Marshal shall notify forthwith the Office of the Fire Marshal and Emergency Management (OFMEM) of all incidents that meet, or that appear to meet, the following criteria:

- Fires or explosions resulting in either a fatality or serious injury requiring person(s) to be admitted as in-patient(s) to a hospital (it is the responsibility of the fire department to make every reasonable effort to confirm the status of injured persons transported to hospital prior to the release of the fire scene)
- Explosions (where the explosion is the primary event)
- Fires or explosions suspected of being incendiary (criminal). Discretion may be used when there is no impact on a building(s) or in circumstances where there is no apparent threat to life. These types of fires include dumpster fires, car fires, and wildland fires. All incendiary fires and explosions must also be reported to the police authority having jurisdiction
- Fires or explosions where the loss is significant to the community
- Fires resulting in unusual fire/smoke spread
- Fires or explosions involving circumstances that may result in widespread public concern (e.g., environmental hazard)
- Fires or explosions in multi-unit residential occupancies where fire spread or explosion impact is beyond unit of origin, or where suspected Fire Code violations have impacted on the circumstances of the event
- Fire or explosions involving clandestine drug operations or marijuana grow operations

Under the FPPA, the Department, the Fire Chief and the Fire Prevention Officer must fulfill the requirements regarding determining the causes of fires and notifying and working with the Ontario Fire Marshals investigators, when required.

### 8.8 Community Risk Assessment (CRA)

On July 1, 2019, the Province of Ontario passed a regulation requiring every municipality to complete a community risk assessment no later than July 1, 2024, under the authority of the FPPA.

#### **Under Sections 1- 4 of the new regulation, Mandatory Use states:**

Every municipality, and every fire department in a territory without municipal organization, must (a) complete and review a community risk assessment as provided by this regulation; and (b) use its community risk assessment to inform decisions about the provision of fire protection services.

#### **Defined in the Regulation in Section 2:**

- (1) A community risk assessment is a process of identifying, analyzing, evaluating, and prioritizing risks to public safety to inform decisions about the provision of fire protection services.
- (2) A community risk assessment must include consideration of the mandatory profiles listed in Schedule 1.
- (3) A community risk assessment must be in the form if any, that the Fire Marshal provides or approves.

#### **Section 3 outlines when the CRA must be completed (at least every five years)**

- (1) The municipality or fire department in a territory without municipal organization, must complete a community risk assessment no later than five years after the day its previous community risk assessment was completed.
- (2) If a municipality, or a fire department in a territory without municipal organization, comes into existence, the municipality or fire department must complete a community risk assessment no later than two years after the day it comes into existence.
- (3) A municipality that exists on July 1, 2019, or a fire department in a territory without municipal organization that exists on July 1, 2019, must complete a community risk assessment no later than July 1, 2024.
- (4) Subsection (3) and this subsection are revoked on July 1, 2025.

#### **Section 4 outlines when to review a CRA (at least every year)**

- (1) The municipality or fire department in a territory without municipal organization must complete a review of its community risk assessment no later than 12 months after,
  - a) the day its community risk assessment was completed; and
  - b) the day its previous review was completed.

## Town of Perth Fire Services Fire Master Plan

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(2) The municipality or fire department in a territory without municipal organization must also review its community risk assessment whenever necessary.

(3) The municipality or fire department in a territory without municipal organization must revise its community risk assessment if it is necessary to reflect,

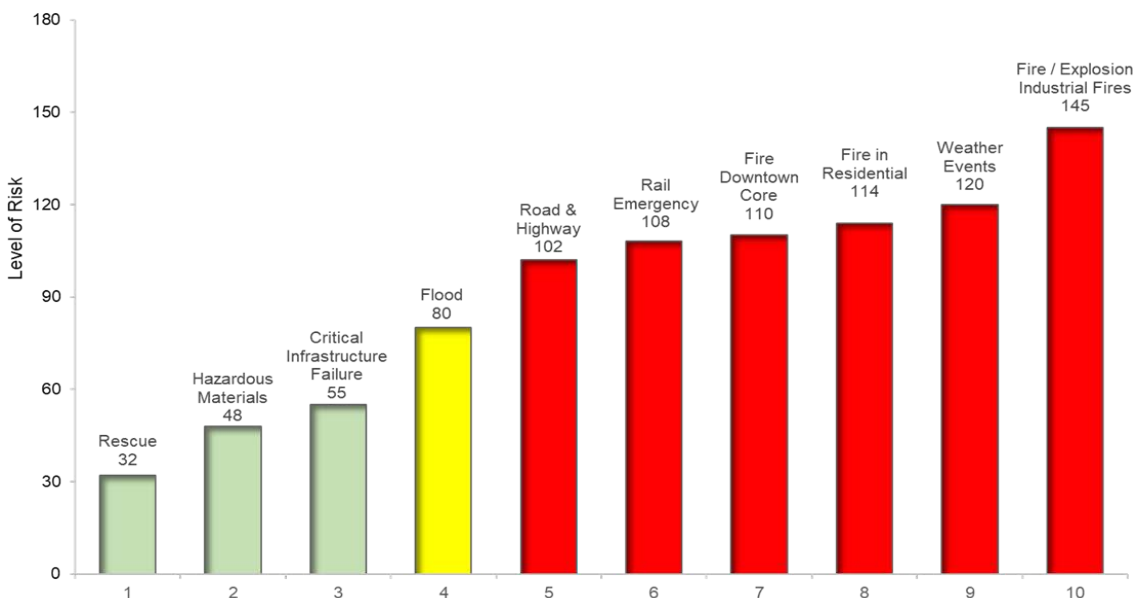
- a) any significant changes in the mandatory profiles,
- b) any other significant matters arising from the review.

(4) The municipality or fire department in a territory without municipal organization does not have to review its community risk assessment if it expects to complete a new community risk assessment on or before the day it would complete the review.

CRAs provide councils and fire departments with information they need to make informed decisions regarding the type and levels of protection services required, based on identified risks. Completing a comprehensive assessment requires identifying, analyzing, evaluating, and prioritizing risk, based on nine (9) mandatory profiles.

As a proactive approach, the Department completed its mandatory CRA in conjunction with the writing of the Plan to ensure their compliance with the new regulations. Completing the CRA allowed portions of the Plan to be based on actual risks identified in the community. Figure 9 shows the Town of Perth's Life Safety Risk as it relates to the Department. This information was compiled by using the Ontario Fire Marshal & Emergency Management worksheets and risk matrix. The CRA further identified risk treatment programs to help mitigate the identified risks. Two (2) common themes for mitigating the risks were the creation a fire prevention policy and the completing of pre-planning on any of the high-risk occupancies.

Figure 9: The Town of Perth Life Safety Risk



A fire prevention policy/bylaw should be created for Council's approval to set the intervals of when inspections are completed by occupancy and risk. The policy would also formalize the public education and smoke/CO alarm programs.

Conducting pre-planning allows the Department to familiarize itself with the occupancy and produces information that can be useful in the event of an incident. Pre-planning should be done for the high-risk occupancies (e.g., industrial) and the downtown core area.

Overall, the Department is taking a proactive approach to public education and code enforcement programs and is meeting the minimum mandatory requirements under the FPPA. With the introduction of the new Council-approved position, and more allotted time for the programs, the Department should increase both their public education and code enforcement programs – this is a step that should reduce costs for the Department and make the community safer.

### 8.9 Recommendations

From the review and assessment of the Fire Prevention and Public Education, it is recommended that:

1. The Fire Chief should develop a fire prevention policy for Council's consideration and adoption.
2. The Fire Chief should focus on reducing the number of unresolved code enforcement violations before initiating any new inspection programs.

### 9.0 Training

Training is mandatory for safe and effective fire department operations and is an ongoing requirement to maintain skill levels. Under the [Occupational Health and Safety Act](#), employers are obligated to provide training to employees.

The Act states that it is the duty of the employer is to ensure that:

- Equipment, materials, and protective devices as prescribed are provided.
- Equipment, materials, and protective devices provided by the employer are maintained in good condition.
- Measures and procedures prescribed are carried out in the workplace.
- Without limiting the strict duty imposed in the above bullets, an employer shall provide information, instruction, and supervision to a worker to protect the worker's health or safety.

The review showed that the Department's training program is based on the [National Fire Protection Association \(NFPA\)](#) standards as the necessary training for all members. Specialty or advanced training uses other standards such as NFPA 472: "Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents."

Some additional required training mandated by the Province of Ontario Regulations includes:

- Incident Management System for Emergency Management
- Accessibility for Ontarians with Disabilities Act (AODA)
- Workplace harassment
- Workplace Hazardous Materials Information System (WHIMIS)
- Ontario Health and Safety Act (OH&S)
- Other Ontario legislated training, as required

Providing the necessary H&S training is the key to maintaining the well-being of workers. Training records must be kept in order to provide evidence that measures were taken to prevent hazards, accidents, discrimination and/or harassment. Compliance with mandatory training is essential for delivering an effective program for the protection of workers.

The review of these mandated trainings indicated that some of the training is being completed by the Department, but not all training is being completed.

#### 9.1 Training Structure

It is part of the Fire Chief's duties to oversee and manage the entire training program. The Fire Chief develops the schedule in three-month intervals, and the schedule(s) are

then reviewed by the Deputy Fire Chief and captains. Those involved with scheduling the training remain flexible regarding the delivery timeline(s) of the program(s), with consideration given to the availability of resources, instructors, and seasonal impacts. This group is also responsible for the delivery of training on designated training nights. As noted during the SWOT analysis, firefighters would like to see more hands-on training and a standard that improves training notifications.

It was also noted in the SWOT analysis that the management of the training program provides challenges to the organization. Given the increased impact of NFPA standards, the Department will require assistance with meeting the demands of an effective training program (including lesson plans, records management, scheduling, and delivery).

The review with the Training Officers showed that this group is very dedicated and is doing the best they can with the knowledge and time that is given to fulfill the required tasks. They are expected to strategically plan the training program with the Fire Chief and develop/deliver the program; this is a very daunting task, given that it is done on a volunteer part-time basis.

### 9.2 Recruit Training

Currently, the recruit program is conducted as a two-part system.

Initially, individuals apply to the Department and are selected through an intake process that allows the Department to screen and select candidates. Successful applicants are then selected to attend the countywide shared recruit program. To meet required demands, this program is usually scheduled early in the year or in the fall. As a participant in this program, the Department provides a small number of recruits – usually just two or three individuals. Under the shared recruit program, between 10-15 individuals attend, and this is based on the individual department requirements.

A team of instructors from various departments is utilized to ensure that no one department is burdened by having to conduct the entire program. The other advantage of this program is that it provides diversity in training for the students, standardized and shared certified instructors, and reduced costs for all departments. Furthermore, many departments may have difficulty ensuring a bank of qualified instructors and the required time commitments, leaving this a viable option within Lanark County (County). This is an excellent example of the departments within the County working together and sharing services.

Recruits are advised that the training is off-site and involves a 12-15-week commitment. Upon successful completion of the training, each recruit is certified to NFPA Firefighter 1 (FF1) certification and Hazardous Materials Awareness and Operations.

Upon return to their various departments, recruits are encouraged to obtain NFPA Firefighter (FF2) certification. This is seen as a shortfall within the Department, as the process to obtain the next levels of certification is not always attained in a timely



manner, placing a burden on the individual departments to ensure compliance with the NFPA standard is met.

### 9.3 In-Service Training

Regularly scheduled Department training, known as in-service training, reflects standardized, needs-based, and specialized training. At minimum, in-service training takes place two nights per month (on the first and third Wednesdays). A predetermined schedule is generally reviewed with staff three months in advance for officers to prepare for in-service training. Depending on seasonal conditions, training may also take place on dedicated Saturdays to provide sufficient time to complete more complex training.

All firefighters and officers are expected to train to current NFPA standards, specifically, FF1, FF2, and hazardous materials training. While numerous members were grandfathered under the OFMEM standards, the Department undertook a three-year program to achieve NFPA 1001 standards, which requires dedicated lesson plans and adherence to NFPA's Job Performance Reviews. Such an upgrade places a heavy burden on in-service training from an organizational perspective.

During the SWOT analysis, it was identified that officers have an increased role and responsibility to ensure adequate training and compliance with NFPA standards. Also noted was the requirement to ensure that the instructors meet the required level of expertise for both theory and practical training.

During the SWOT analysis, it was identified that the firefighters would like to see more practical training. The key to good training is in determining the right mix of practical and theory-based components, and the Department is making strides to comply with this request. Recently purchased technology – the fire learning management system (FLMS) – will aid in the management of training programs involving lesson plans, records management, and online tutorials. This continuous improvement to address training shortfalls will provide benefits for all fire staff.

Despite the progress it is making, it is evident that without a dedicated individual to oversee the training program and help to coordinate, lead instructors, and ensure proper lesson plans for necessary training, the Department will not be able to sustain the required level of compliance.

### 9.4 Officer Development

To help with meeting the requirements of the OHSA and reduce the liability on the Town, the Department should address the need for having an officer development program. Such a program will help ensure that all officers meet and exceed the definition of a component supervisor. The lack of an officer development program is not unique to the Department: it is a challenge for many departments across Ontario due to the time commitment placed on a volunteer officer to obtain Company Officer

certification. Still, it is essential to address, and many departments have found unique ways to develop an officer development program to ensure that all officers and potential officers are qualified.

Promotion to an officer position should be based on merit and qualifications. While it is a challenge for many departments, due to the massive time commitment placed on volunteers, officer development is essential and mandatory to ensure that individuals are qualified to assume such positions.

Specific opportunities for officers' training do exist with support through countywide training programs. Furthermore, officer courses have also been identified in locations like the Leeds Thousand Islands Emergency Services Training Centre and Ontario Fire Marshal & Emergency Management (OFMEM). It must be noted, though, that these courses still require a significant time commitment. The major issues for volunteers are attending off-site courses for officer development and the time commitment involved away from their primary jobs.

### 9.5 Recommendations

From the review and assessment of Training, it is recommended that:

1. The Department should develop a position within its organizational structure that is dedicated to assisting with the delivery and implementation of a structured training program.
2. The schedule for upcoming training courses and programs should be completed well in advance of the training dates. The completed schedule should also be distributed to the firefighters so that they will be aware of these upcoming dates well in advance.
3. The Department should develop an officer development program that meets the competent supervisor requirements and definition as per the Ontario Health and Safety Act.

## 10.0 Department Organization Overview

As part of the Plan’s development process, a review of the Department’s organizational structure and its challenges was undertaken. It should be noted that at the time of the review, a staff vacancy was created; as a result, Section 10 and Section 11 of the Plan, which summarize the details and challenges of the Department’s organizational structure, are reflective of the Department prior to this vacancy being filled. The future organizational structure recommendations that are presented in Section 12 of the Plan were also developed prior to this vacancy being filled.

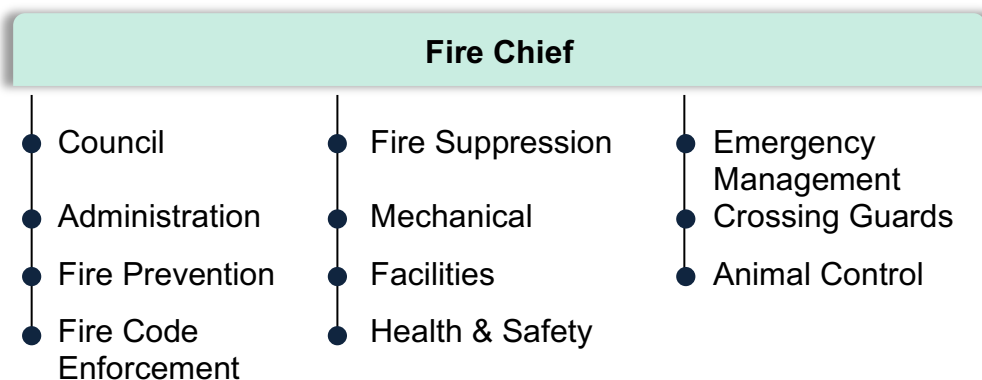
### 10.1 Department Overview

The Department operates out of a single fire station that is comprised of a full-time Fire Chief/Health and Safety Officer, a volunteer Deputy Fire Chief, five (5) volunteer captains, twenty-five (25) volunteer firefighters, a full-time Fire Prevention Officer/Building Inspector, and a part-time administrative assistant. Governed by Town Council, the Department provides fire and life safety services to residents and businesses, and manages other corporate responsibilities such as emergency management, health and safety, crossing guards and animal control.

### 10.2 Fire Chief/Health & Safety Officer

The Fire Chief’s key responsibilities encompass all Department operations. Among these responsibilities are the fire prevention programs, fire code enforcement, training, fire suppression activities, facilitating Department fleet and equipment purchases and maintenance, facilities, and administration. The Fire Chief is the primary source for community interaction with the Department and assumes corporate duties to provide oversight for the emergency management and health and safety programs. The Fire Chief also manages the school crossing guards and animal control for the Town.

Figure 10: Fire Chief Responsibilities



### **10.3 Volunteer Deputy Fire Chief**

The Deputy Fire Chief is a volunteer position in the Department. The Deputy Fire Chief is responsible for assisting the Fire Chief with managing the Suppression Division and emergency response. This position also assumes the role of the Incident Commander, when required, and ensures that firefighters are operating safely and effectively during emergencies and training sessions.

### **10.4 Administrative Assistant**

The Department's administrative assistant is currently a one-day-a-week position that is shared with another internal department. Key responsibilities for this role are to assist the Fire Chief with administrative duties, such as data entry for Ontario's standard incident report system, correspondence and messaging with media and emergency management, and other general administrative functions.

### **10.5 Fire Prevention Officer/Building Inspector**

The Fire Prevention Officer/Building Inspector position is currently split between the Department's 0.5 full-time equivalent (FTE) and Development Services' 0.5 FTE. The position's key responsibilities are to manage the public education programs, conduct fire and building inspections to enforce the Ontario Fire Code and the Ontario Building Code, and investigate fires. Under the direction of the Chief Building Official and/or under the directive of Development Services, the position is also responsible for enforcing Town bylaws, including the Property Maintenance and Occupancy Standards Bylaw, but excludes animal control and parking enforcement.

### **10.6 Training**

The Fire Chief holds primary responsibility for the management, delivery, and supervision of Departmental training, including compliance with current provincial and national standards. Training is a fundamental element for the safe and effective maintenance of skill levels and an obligation under the Occupational Health and Safety Act. The effective delivery of training ensures that the organization is compliant with all aspects of relevant legislation. Training also encompasses records management, scheduling, and delivery of mandated training at all levels, including recruiting training, in-service training, and officer development.

### **10.7 Suppression Division**

The Fire Chief and Deputy Fire Chief are responsible for the Suppression Division, which consists of five (5) teams that include one (1) captain, two (2) operators and three (3) firefighters per team. The Suppression Division provides community services that include, but are not limited to, fighting fires, supporting paramedics (if required), attending motor vehicle accidents, performing rescues, and attending alarm ringing. The Suppression Division also supports the Training and Prevention Division by assisting

## Town of Perth Fire Services Fire Master Plan

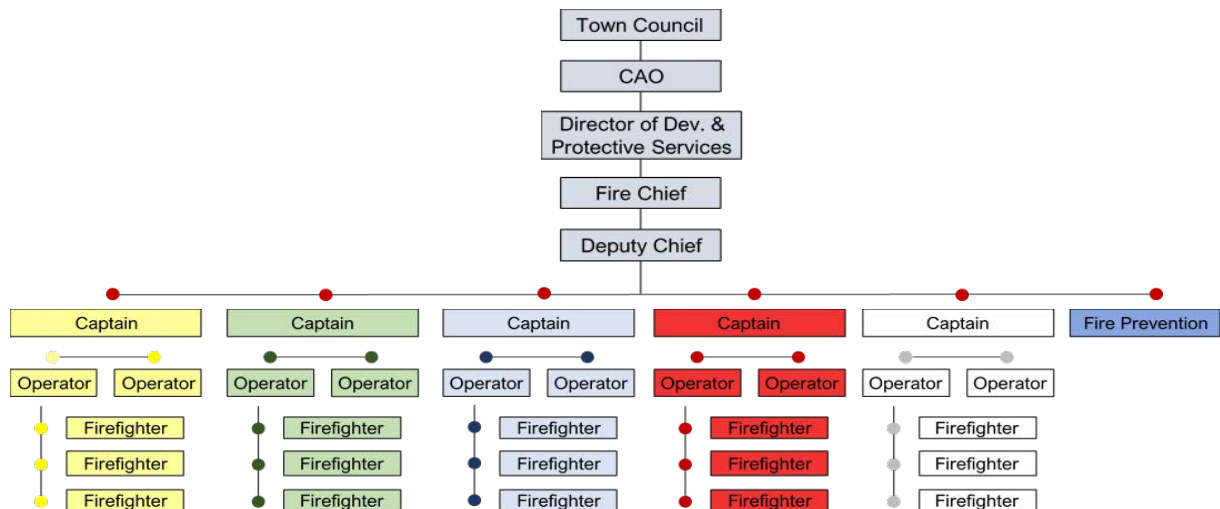
with training instruction and attending public education and community events, as required.

Captains and operators are placed in an on-call system that sees one (1) captain and one (1) operator responsible for responding during the weekend and evening hours to ensure a guaranteed response. The on-call captain is also responsible for managing low- and medium-risk emergency responses, as well as high-risk responses, until the arrival of the Deputy Fire Chief or Fire Chief. The on-call operator is responsible for completing the apparatus check to ensure the equipment is ready for emergency response.

### Operators

Figure 11 illustrates the organizational structure of the Department as per Establishing and Regulation Bylaw 2018-4610.

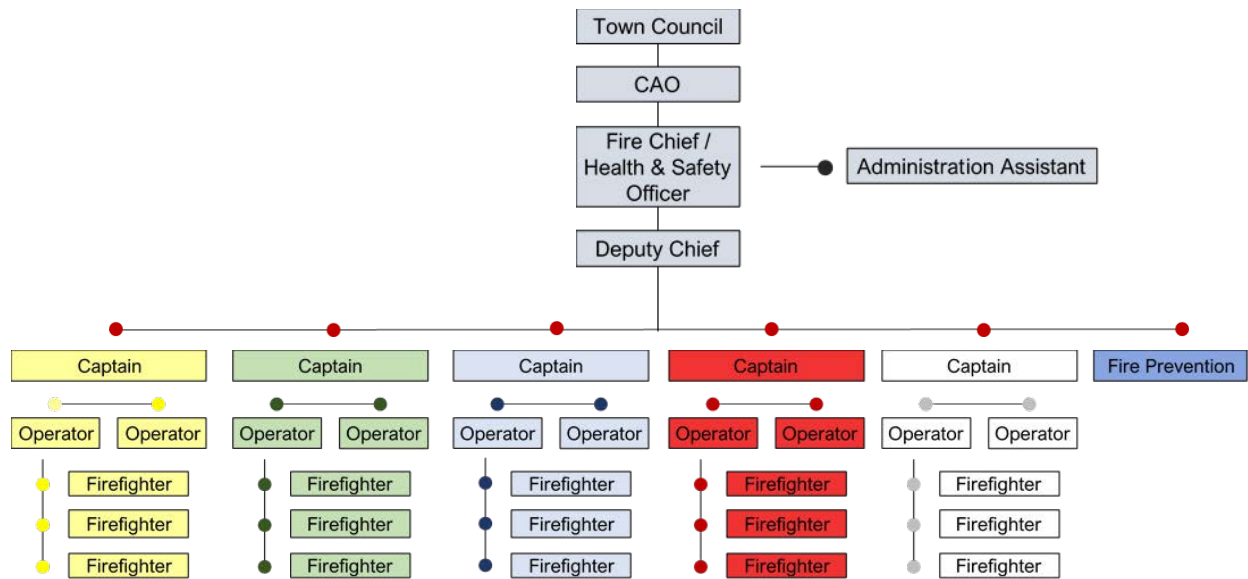
Figure 11: Organizational Structure as per the E&R Bylaw No. 2018-4610



Over time, the Department's organizational structure has altered due to changes in the service, community expectations, and overall responsibilities. Figure 12 shows the current organizational structure at the time of the review, which illustrates the new reporting structure for the Fire Chief and the addition of a .2 FTE administrative assistant.

# Town of Perth Fire Services Fire Master Plan

Figure 12: Organizational Structure at Time of Review





### 11.0 Current Department Challenges

#### 11.1 Fire Chief

A Fire Chief's position within any fire department is the foundation on which an effective organization is built. Having the right Fire Chief ensures a department meets or exceeds all current legislation, meets, or exceeds the expectations of council and residents, and proactively develops life safety programs for the municipality.

There are currently eighty-six (86) Ontario Fire Marshal's Public Fire Service Guidelines, sixty-nine (69) of which are the direct responsibility of a Fire Chief. In addition to the pressure to maintain compliance with these guidelines, other legislation like the Fire Protection and Prevention Act and the Ontario Health and Safety Act do not treat smaller municipalities differently than larger ones.

A Fire Chief who works with volunteer or part-time firefighters and smaller communities must work after-hours and weekends. It is the nature of the position but places additional stress on the person filling the role; it also creates a "single point of failure" scenario when the person in that position is absent due to vacation, illness, or training.

Additionally, the title "volunteer firefighter" may cause a misconception, suggesting that supervision is managed differently than that of the same number of part-time or full-time employees. Due to the complexity of their job and the need for adherence to legislation, effectively motivating and managing volunteer firefighters requires an added amount of time and a skillset that not all supervisors possess.

As previously noted, the Fire Chief is currently a full-time position with responsibilities that include overseeing Department operations, corporate services, and being an integral member of the management team. The review determined that the position's workload is challenging at times, and this results in the Fire Chief being placed in a more operational rather than strategic capacity. Furthermore, the current structure will be challenged when trying to manage requirements resulting from the Town's anticipated growth.

The Fire Chief's responsibilities and job description are outlined in the Establishing and Regulating Bylaw 4610. Table 3 summarizes a more detailed look at the Fire Chief's daily responsibilities.

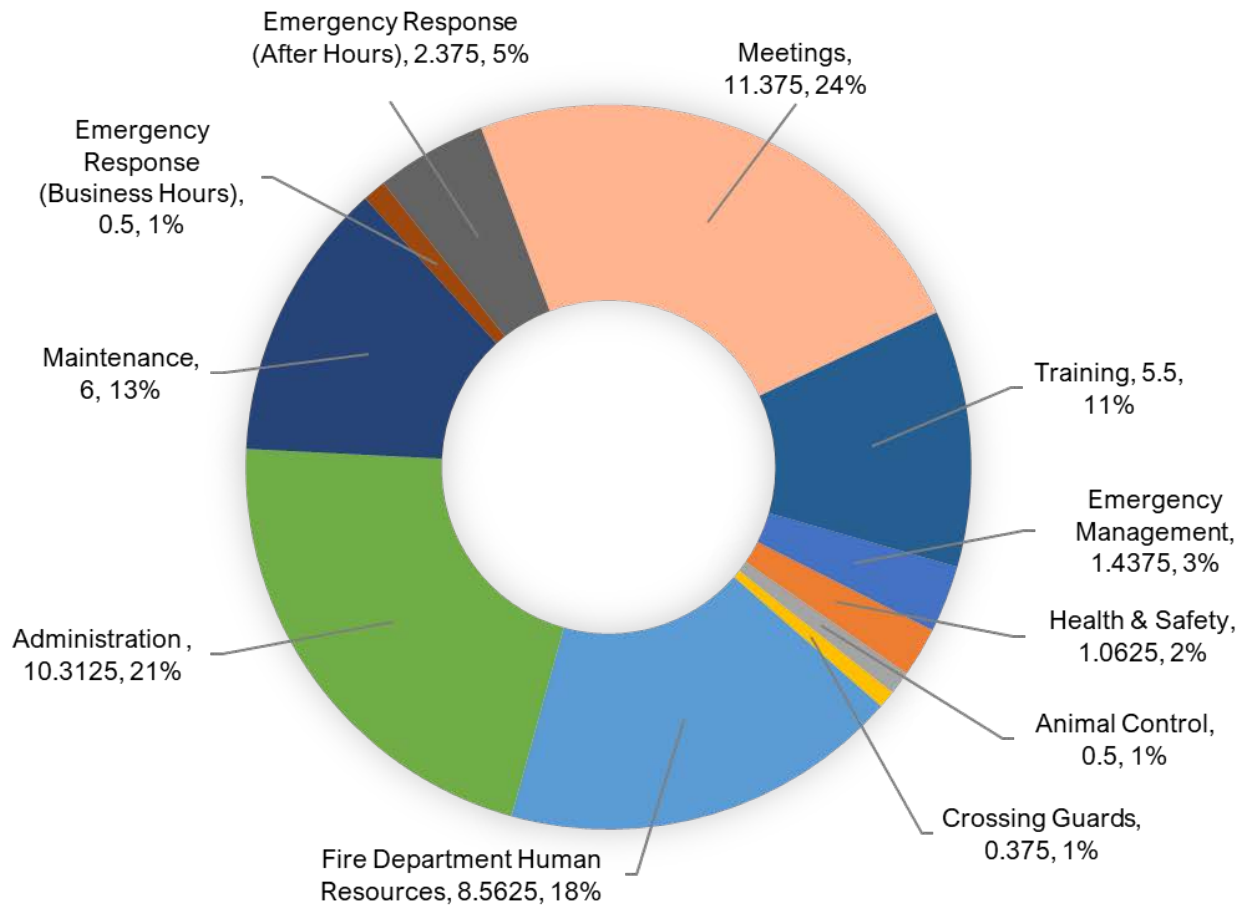
## Town of Perth Fire Services Fire Master Plan

Table 3: Fire Chief Responsibilities

Title	Duties
Emergency Management	Emergency management related duties.
Health and Safety	H&S related duties, questions, phone calls, emails and attending meetings (when applicable).
Animal Control	Animal control related matters, such as assisting the bylaw officer or working on public complaints.
Crossing Guards	Crossing guard scheduling; attendance approval; pandemic issues.
Fire Services Human Resources	Provide support for volunteer firefighters in regard to questions, work or personal issues, managing schedules, hiring, discipline and safety issues.
Administration	Complete emergency call reporting and province standard incident reporting; manage burn permits; purchase and invoice coding; respond to residents and business requests.
Facility, Apparatus & Equipment Maintenance	Responsible for ensuring building, apparatus and equipment is functional; assist with repairs and truck checks.
Emergency Response During Business Hours	Calls from dispatch between 8:30 am and 4:30 pm.
Emergency Response After Business Hours	Calls outside the hours of 8:30 am and 4:30 pm.
Meetings	Attend inter-department, corporate or public meetings.
Training	Management of the training program, including writing lesson plans, scheduling, and records management.

As part of the review process, the Fire Chief completed a time management study based on his daily responsibilities over a two-month period. As the study took place during the COVID-19 pandemic, it is important to note that normal Department operations were not in full effect, and thus responses were lower, interaction with the public was limited, and training numbers reduced. Figure 13 demonstrates the results of the study and the amount of time the Fire Chief spends daily on different tasks during an average week. On average, the study identified that the Fire Chief spends a considerable amount of time on operational or task duties versus strategic responsibilities.

Figure 13: Fire Chief Daily Tasks for a Month – Average of Hour, and Percentage



### 11.2 Administrative Assistant

A review of the administrative assistant position showed that this part-time position is shared across multiple departments. At times it is challenging that the same person does not fill the role for an extended period. The administrative assistant position is shared with another department, preventing the person from taking on added responsibilities from the Fire Chief, such as managing the Province of Ontario’s standard incident reporting, invoicing, records management, and other administrative duties.

### 11.3 Volunteer Deputy Fire Chief

The Volunteer Deputy Fire Chief position is working very efficiently for both supporting and helping to manage the Suppression Division. Currently, there does not appear to be any issues with responding to emergency responses or assuming the role of Incident Commander at major incidents.

The drawback with the position is that, due to the lack of available time, the role cannot support the Fire Chief as required by the Department administration. Like the captains and firefighters, the Volunteer Deputy Fire Chief has full-time work and family commitments that restrict the time and capacity to expand the role beyond the current job description.

Not being able to expand the scope of this position creates challenges for the Fire Chief, such as the Fire Chief requiring more support at the administrative level when it comes to day-to-day tasks, or when the Volunteer Deputy Fire Chief is not available due to vacation, training or other commitments. It is not a reflection on any officer who has filled this position, but rather the current system of having a Volunteer Deputy Fire Chief.

### **11.4 Fire Prevention Officer/Building Inspector**

A review of the Fire Prevention Officer/Building Inspector position revealed several challenges faced by this role. As it is a shared position, one of the biggest challenges is the workload and expertise required to manage the Ontario Fire Code, Ontario Building Code, and municipal bylaws. Additionally, the individual in this position reports to three supervisors, who might have competing interests based on Council or the public requirements, resulting in a reactive approach in some areas instead of a proactive approach in all areas.

Furthermore, in discussion with the Fire Chief and the previous Fire Prevention Officer, there have been many times where inspections are initiated, building permits are opened, or requests are made for bylaw services, but are not fully completed and closed-off.

During the CRA process, a review was conducted regarding the number of fire inspections completed and the number of outstanding violations that were issued over a period of four (4) years. The results showed that the fire prevention program, as was previously stated, was a reactive response based on a request or complaint (which is reactive). The CRA also demonstrated that, on average, 38 per cent of any violations issued were left unresolved due to the lack of available time needed to close-off the inspections. The statistics validated the information received by Fire Chief and Fire Prevention Officer/Building Inspector.

## Town of Perth Fire Services Fire Master Plan

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Table 4 illustrates the total number and type of fire inspections conducted. The information demonstrates that 85 per cent of the fire inspections are required.

Table 4: Total and Type of Fire Inspections Summary 2017 - 2020

Years	Complaint	Owner Request	Sale Request	Vulnerable Occupancies	Other	Total
2017- 2020	11%	28%	23%	23%	15%	109

Table 5 illustrates the number of issued violations over the previous four years and the percentage of resolved and unresolved violations. The statistics show that over one-third of the violations are unresolved, placing unneeded liability on the Department and the Town.

Table 5: Comparison of Resolved and Unresolved Violations Issued

Year	Violations Issued	% Resolved	% Unresolved
2017	20	75%	25%
2018	57	58%	42%
2019	40	62%	38%
2020	29	53%	47%
<b>Average</b>	<b>146</b>	<b>62%</b>	<b>38%</b>

Another challenge identified during the review was the Fire Prevention Officer/Building Inspector's position within the Suppression Division. The current position, if trained, allows for the Fire Prevention Officer/Building Inspector to respond to emergency responses, but without any rank. The issue is not about jurisdictions between divisions but raises questions of a full-time employee, who in many cases is more aware of the Department's workings, making decisions when the Fire Chief is not present.

Additionally, through the very nature of working with the Fire Chief daily, this full-time position is more aware of day-to-day issues within the Department and the Town. As previously stated about this position, this is not a reflection of the individuals who filled the role, but rather the difference in the structure currently approved by Council.

### 11.5 Training

As stated in Section 10.6 of the Plan, management of the training program resides with the Fire Chief. Changes to the training model for compliance under the National Fire Protection Association (NFPA) have increased the level of standards for all Departments.

Measures and procedures regarding instruction and supervision place additional emphasis on fire departments to ensure that they deliver the required mandated provincial training. Furthermore, safe, and effective training is a requirement of the Occupational Health and Safety Act, which means that employers are obliged to provide training to all Department members.

The management of the training program includes lesson plans, records management, and scheduling. For the Department's viability, sustainability and the protection of residents, ongoing recruitment and officer development are essential. A successful program includes ongoing instruction and supervision, and a greater emphasis and time commitment is also required to ensure that the Department program meets provincial regulations.

In each area, continued observation and compliance with provincially mandated training is a priority. Delivery for such a training program is complex and extensive, necessitating additional support to ensure the program's success.

### 12.0 Future Department Organization

It must be noted that at the time of the Plan's review and development process, a staff vacancy resulted in an interim report being presented to Council, which provided the recommendations outlined in Section 12.1.

As was examined in Section 11, several challenges were identified with the current structure. These challenges are not a reflection on Council or the Fire Chief but the changing community's expectations. Some of the challenges include:

1. The workload and responsibilities of the Fire Chief have shifted, which requires the position to become more strategic for the Department.
2. The workload and responsibilities of managing a thirty-two-member Department affect the Fire Chief's work-life balance.
3. Due to work and family commitments, the Volunteer Deputy Fire Chief does not have the time to expand the position beyond managing the Suppression Division.
4. The diverse duties, workload and conflicting priorities of the current Fire Prevention/Building Inspector do not allow time to complete many tasks, which is more a reactive than proactive approach.
5. The diverse duties and responsibilities of the Fire Prevention/Building Inspector prevent the Department from expanding the fire prevention and code enforcement programs, which is detrimental to mitigating some of the risks identified in the CRA.
6. The administrative assistant needs to be consistent with the Department and more time must be allotted to allow this role to complete administrative tasks.

There are some minor changes that can be made to the organizational structure of the Department that will reduce the workload of the Fire Chief, as well as allow the Department to concentrate on more strategic initiatives, provide more organized training to meet legislative requirements and be more proactive with fire prevention and code enforcement programs. These changes will help to mitigate the challenges outlined in the Plan and mitigate risks that were identified in the CRA.

The recommended organizational model starts with reclassifying the Vacant Fire Prevention Officer/Building inspector position as an Assistant Chief of Fire Prevention and Training. This reclassified position would manage both the training and fire prevention programs for the Department. It is essential that this new position holds a rank and is given the responsibilities that will allow the individual to assist the Fire Chief and the Volunteer Deputy Fire Chief in managing the Department on a day-to-day basis; the position should also assume the Fire Chief's responsibilities during the latter's absence. Providing rank also gives creditability to the Department and provides structure to ensure the position can make decisions that will be followed.



## Town of Perth Fire Services Fire Master Plan

The next change to the organizational model would be to increase the current administrative assistant's position from a one-day-a-week position to a 0.5 FTE or 2.5 days per week position. This change will allow administrative tasks to be given to this position instead of having the tasks delegated to the Fire Chief for completion. Additionally, if the person filling the administrative assistant position is dedicated to the Department for the allotted time, it would allow for more enhanced training, and thus the individual in this position would be then able to take on more administrative duties.

These recommended changes would mean that the staff time allotted for the building inspections, and bylaw responsibilities (.5 FTE) would not be available under the new structure.

Figure 14 outlines the recommended organizational chart for the Department, for Council's consideration.

Figure 14: Recommended Organizational Structure for the Department

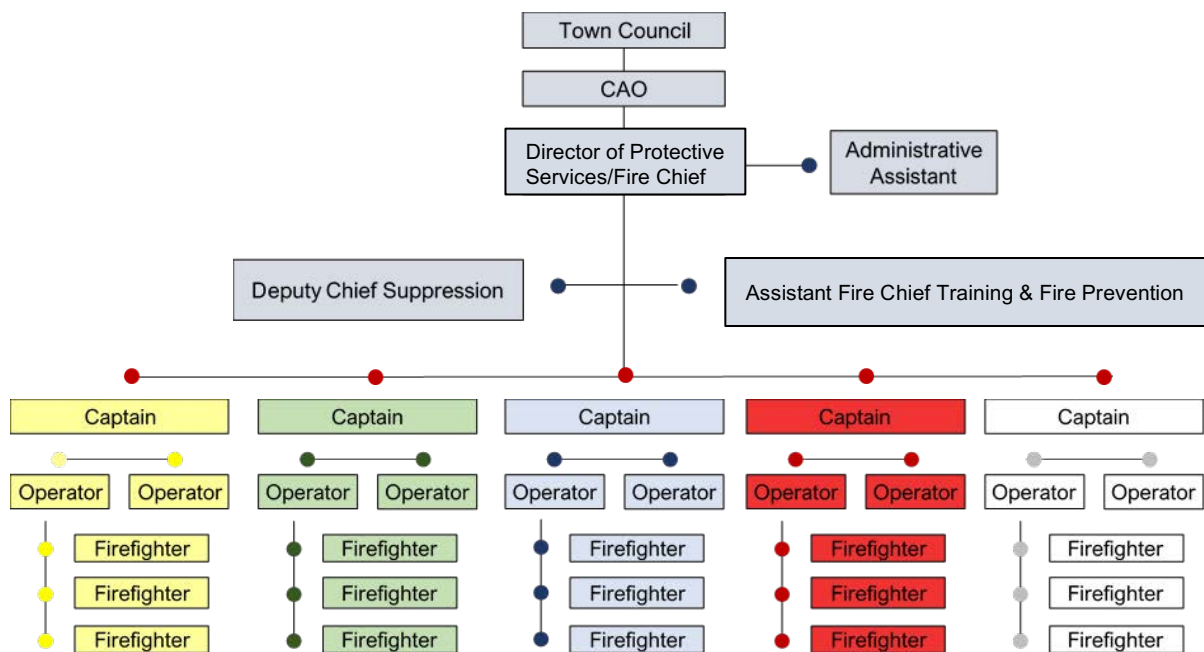
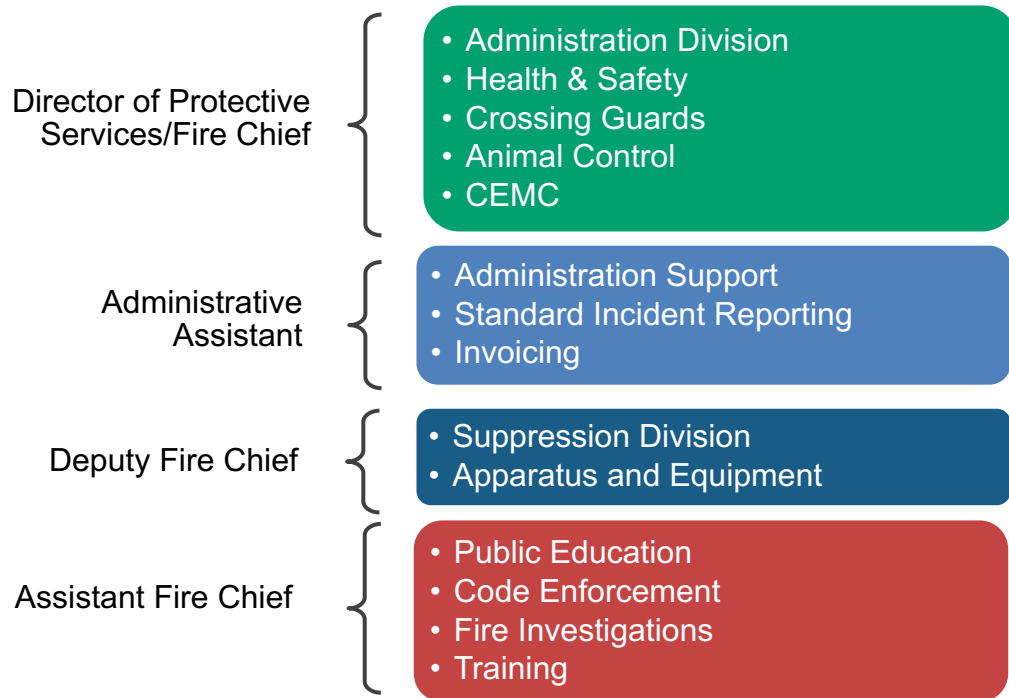


Figure 15 illustrates how the responsibilities of the Department can be more balanced and provide a more manageable workload for each position. It also allows the Fire Chief to become a more strategic-oriented position instead of a task-oriented position. Moreover, this structure would allow the Fire Chief to better support the officers and firefighters, thereby fostering a better level of service delivered to the community, both currently and in the future.

Figure 15: Recommended Responsibility Chart



## 12.1 Council Adopted Recommended Organizational Structure

The Loomex Group made three (3) recommendations for Council to consider about ways in which the Department’s current organizational structure can be improved:

1. Reclassify the currently vacant Fire Prevention Officer/Building Inspector position to an Assistant Fire Chief of Fire Prevention and Training position. Increase the current 0.5 FTE to a 1.0 FTE for the Department.
2. A consistent 0.5 FTE Administrative Assistant should be assigned to the Department.
3. Council should support the recommended updates to the Department’s organizational structure and the positive changes the change(s) to this structure will yield.

Based on The Loomex Group’s recommendations, Council adopted a new Department organizational structure, which included reclassifying the Fire Prevention Officer to an Assistant Chief. The new role of Assistant Chief will manage both fire prevention and training programs for the Department; additionally, the Department will have 0.5 FTE for an administrative assistant. The recommended organizational chart (Figure 14) and the responsibility chart (Figure 15) representing the duties of the Department’s management staff and Administrative Assistant were adopted by Council, as presented.

## **12.2 Recommendations**

From the review and assessment of Future Department Organization, there are no recommendations.

## 13.0 Response Times and Resource Deployment

### 13.1 Department Statistics

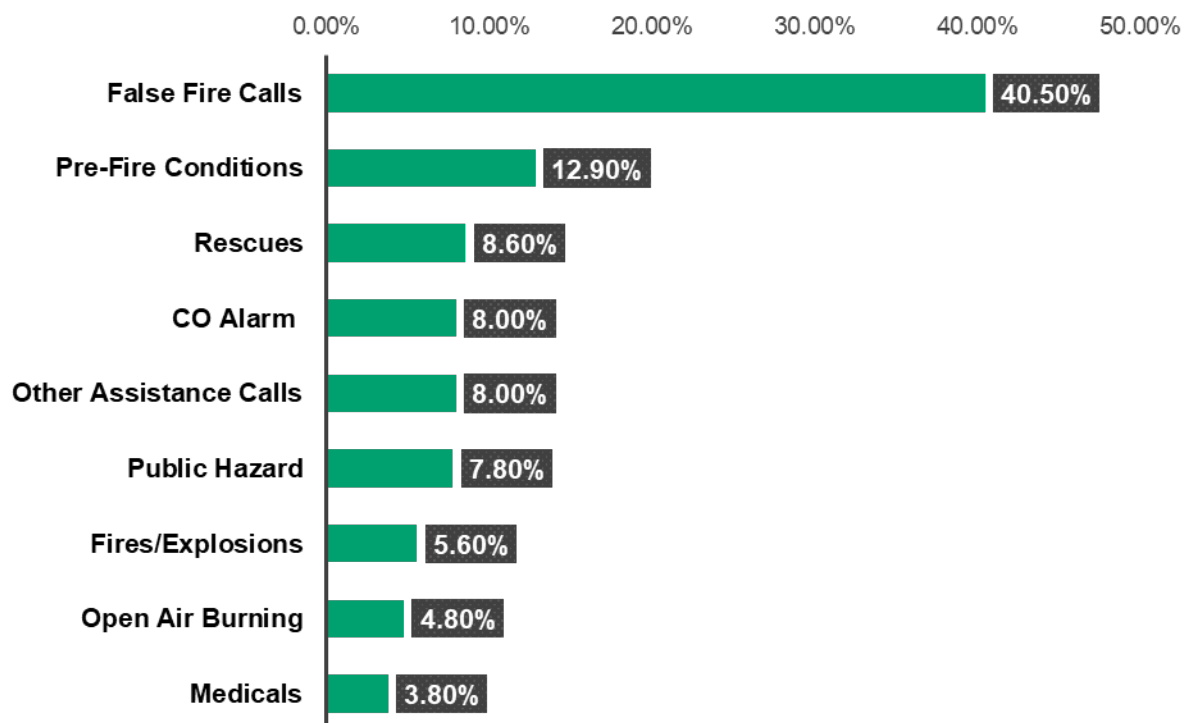
The Department has responded to an average of 114 responses per year for a total of 557 responses over the last five (5) years. Table 6 represents the total number of responses that the Department responded to from 2016-2020. The data was extracted from statistics collected by the Department’s records management system.

Table 6: Total Number of Responses by Year (2016-2020)

Year	2016	2017	2018	2019	2020
Responses	102	133	121	88	113

Figure 16 illustrates the responses for service by type and percentage. An in-depth look at the false fire calls showed that this is mainly due to the type of building stock in the Town. The percentage of fires over the last five years represents 5.60 per cent of the total responses, but they often have the most significant impact on property loss and come with a higher risk for the firefighters and residents. The Department currently does not participate in the Lanark County Tiered Response Agreement, and therefore, medical accounts for 3.8 per cent of total responses.

Figure 16: Response for Service Types and Percentages



## Town of Perth Fire Services Fire Master Plan

Table 7 illustrates a breakdown of the types of fires the Department responded to in the years 2016-2020.

Table 7: Types of Fire Responses

Year	Loss Fires Structures	Loss Fires Other	Loss Fires-Vehicles	No Loss Fires	Non-Fire Calls
2016	1	0	2	5	94
2017	5	3	3	0	122
2018	1	0	3	4	113
2019	4	2	0	2	80
2020	4	0	2	1	106

Table 8: Structure Fires Loss by Property Class

Year	Group A	Group B	Group C	Group D&E	Group F	Total Loss Yearly
2016	2	0	1	0	0	\$250 K
2017	0	0	3	0	2	\$399 K
2018	0	0	1	0	0	\$40 K
2019	0	0	3	1	1	\$860 K
2020	1	0	3	0	0	\$52.5 K
<b>% of Total</b>	16%	0	62%	6%	16%	
<b>Total Dollar Amount Loss</b>						\$1.601 M

Table 8 shows the fire loss and type of occupancy where the fires occurred. Group C (residential occupancies) represents the greatest loss due to fire at 62 per cent, followed by Group A (assembly occupancies) and Group F (industrial occupancies) were both 16 per cent of the fires. The Department can use these statistics to develop fire prevention policies and programs as discussed in Section 8.0 and develop response protocols for how to best respond to these types of occupancies, including the number and type of vehicles and staffing needed for the response.

### 13.2 Resource Deployment

The review of responses revealed that there is no Council-approved service level. Setting a standards of cover, which is defined as the established distribution and

concentration of fixed and mobile resources, is important to ensure that there are sufficient resources assembled on an emergency scene to complete the critical tasks required to mitigate an incident. To accomplish this, the Department must work together with Council to establish the level of service and work closely with other departments by utilizing a mutual aid agreement, an automatic aid agreement, and, in some areas, utilize the concept of closest station response.

In developing the appropriate level of service for the Department, it is understood that in the Province of Ontario and the Town have obligations that are set out in the FPPA to provide fire protection based on local needs and circumstances.

There is no scientifically based protocol that provides guidance for determining what resources are required for each fire situation; however, studies undertaken by the National Institute of Standards & Technology (NIST), NFPA (1710) (1720), and the OFMEM provide general guidelines for initial critical fire ground tasks required for each level of risk (low, moderate, high, and maximum) for structure fires. The number of persons and resources required to complete the identified critical tasks is known as the effective response force (ERF).

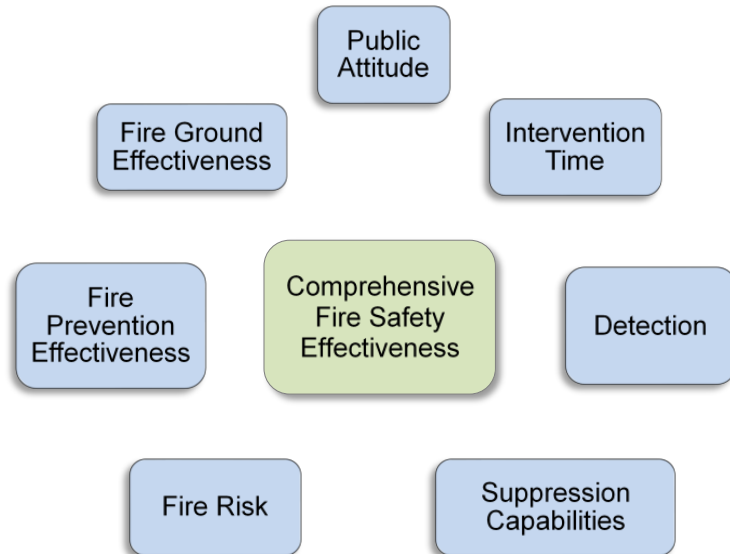
The term effective response force refers to the initial timed response that should form the performance measure used by the Town. The ERF directly affects station location, staffing, apparatus deployment, development standards, et al.

The NFPA Fire Protection Handbook defines the initial attack response for interior operations and command as the effective response force. ERF defines the necessary resources required for any given response that prevents an emergency from growing larger or injuries or loss of life become worst.

Upon confirmation of the severity of an incident, additional resources are dispatched. Dispatching the additional resources from the station(s) that are closest to the incident will improve the ERF response times, but it is up to the municipalities to determine the parameters and details of their ERF. This section explains how an ERF is determined based on a job-task analysis of a single-family home fire.

To make decisions on both the response and staffing levels, the Department must look at statistics to analyze their strengths and weaknesses and recommend that Council approves a standards of cover.

In recent years, the Provincial Government of Ontario has influenced the decision-making process for fire department staffing through the Occupational Health and Safety Act and the Fire Protection and Prevention Act. Under the FPPA, the employer (Town and Council) has the responsibility of protecting employees from workplace injuries or death. Employee training and competent supervision are also requirements of the FPPA and Regulations.



The Effective Fireground Staffing Model, widely used in Ontario, was developed by the Office of the Fire Marshal in the 1990s and was part of a Comprehensive Fire Safety Model that identified seven (7) sub-models impacting fire protection.

Figure 17: Comprehensive Fire Safety Effectiveness Model

**13.3 Data**

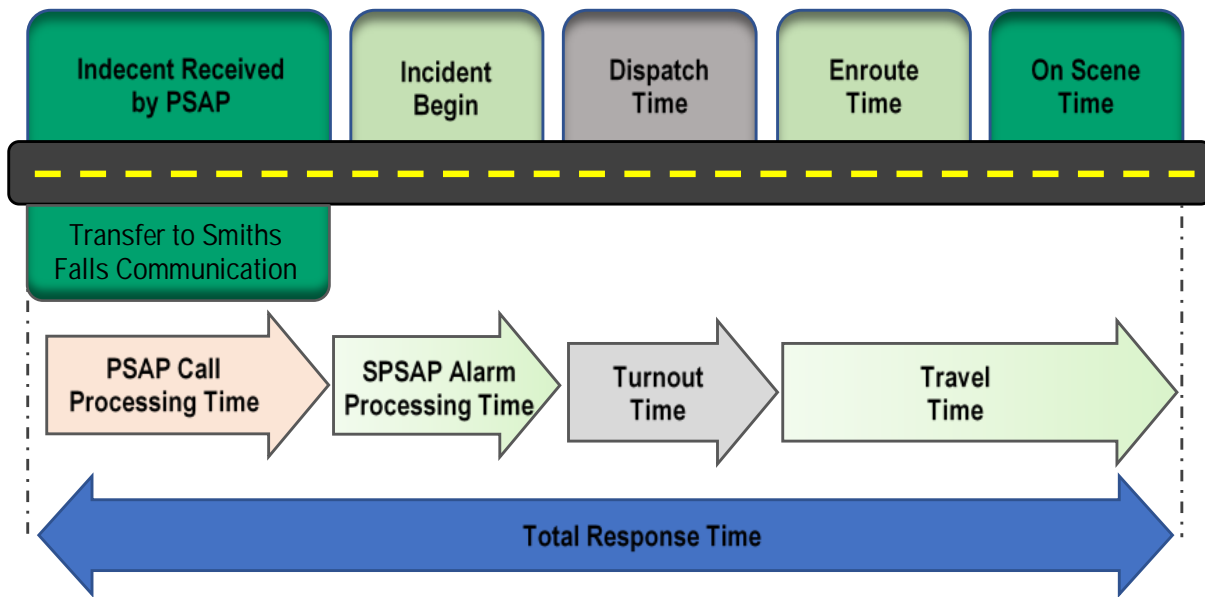
The review of historical performance and measurement is an essential component in identifying the capabilities of the service provision and service delivery system. Measured components usually include distribution and concentration, and these components are all factors in determining the most efficient manner to provide emergency response provision. Modelling and statistical analysis should be used to verify that the Department's resources are being utilized efficiently and effectively.

To understand the Department's service performance, historical response data needs to be compiled and analyzed in the same manner among the departments, using the same definitions for each component within a response. A three-year sample of response data should then be used to determine a baseline measure for incident response. A baseline is a metric that provides a foundation for understanding the agency's current system performance.

Once the baseline measure is established, a "benchmark" or "target" should be set for various response categories. Benchmarks are goals that an organization seeks to obtain an optimized service delivery.



Figure 18: Total Response Time Component Breakdown



The Department must use the stages and intervals of emergency incident response, as noted in Figure 18. Accurate and reliable data must be provided to ensure specific and strategic decisions and service delivery are based on sound evidence.

The following are terms and definitions that factor into this topic.

**Public Safety Answer Point (PSAP) Call Processing Time:** The time interval between receiving an alarm (phone call) at the PSAP (911) call center and the time when the Department's dispatch center answers the transferred call by phone from the PSAP call center.

**Secondary Public Safety Answer Point (SPSAP) (Smith Falls Fire Department) Alarm Processing Time:** The time interval between receiving an alarm from the Department's dispatch center (incident's beginning) and the time the communication technician (dispatcher) activates the station(s) paging devices (dispatch time).

**Chute Time:** The time interval between the activation of the station(s) pagers and when the responding apparatus begins its response, noted by, or noted to, dispatch by voice communication via the Department's radio system (en route time).

**Travel Time (1st Unit):** The time interval between the responding apparatus' initial acknowledgement that they are responding and the time when the responding apparatus notifies the dispatcher of its arrival on the scene (on-scene time) via radio confirmation.

## Town of Perth Fire Services Fire Master Plan

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**Total Response Time (1st Unit):** The time interval between receipt of the alarm by dispatch center (incident's beginning) and the first emergency response apparatus' arrival on the scene (on-scene time).

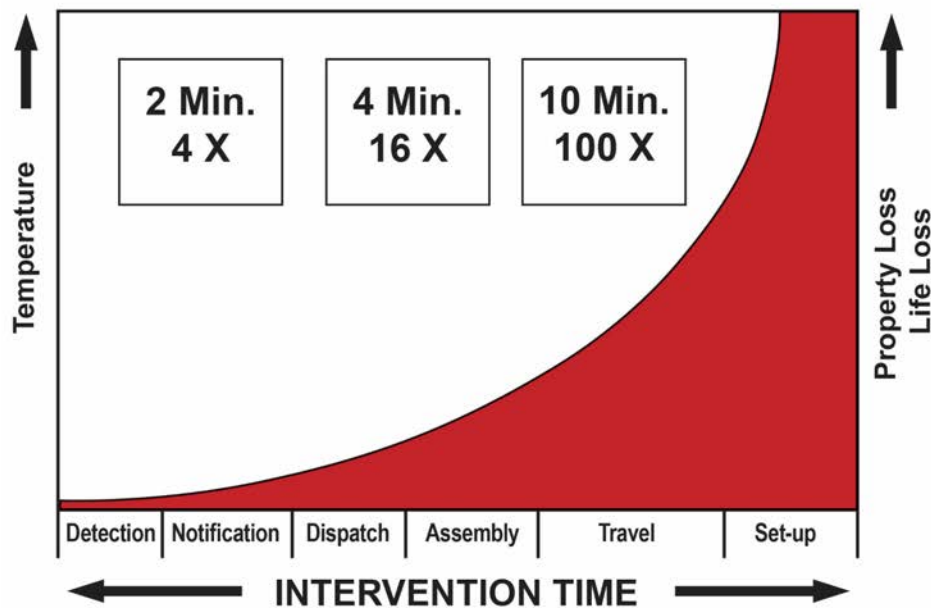
**Effective Response Force Time** (defined within the report): The time interval between the receipt of the alarm by dispatch center (incident's beginning) and the arrival on-scene of the unit which makes up the ERF.

Performance is now better measured and widely accepted by agencies in terms of how a department can achieve its goals, as opposed to being based solely on a simple average metric. For example, if an agency states that it can respond to an emergency with a 12-minute total response time, at 90 per cent efficiency, (i.e., in nine out of every ten responses), it assumes that 10 per cent of the incidents will not meet the 12-minute objective. It is the identification of issues within this 10 per cent variable that may help the agency plan and target protection and prevention strategies.

The response time for all emergencies that involve structure fire is critical. In these scenarios, the sooner the first responders arrive on-scene at the incident, the better the chances are for them to save lives and limit property damage.

The Time/Temperature Curve Chart, illustrated in Figure 19, demonstrates the growth of fire over time and the importance of prompt intervention to limit the loss of life and property.

Figure 19: Time/Temperature Relationship



The growth of a fire is heat-generated and is dependent upon fuel and air supply. Once the temperature in a room ablaze reaches approximately 1000° F (590° C), a flashover will occur in the entire room within 6-10 minutes, or less. Since the risk for loss of life and property significantly increases following a flashover, the sooner the fire department can begin fire suppression, the greater the chance of a successful outcome of protecting people and property. Appropriate response time and firefighter intervention increases the likelihood of rescue and improves fire control before a flashover can occur.

Response times for the Department showed that the average response time for the years 2017-2020 was 7:45 minutes. The Department has been developing better methods for tracking and improving their statistics of average dispatch, assembly, and travel time. This process will help in updating the CRA in upcoming years.

### **13.4 Performance Objectives, Service Levels, Expectations and Benchmarks**

Public expectation is that the Department will be available when required. The Department must know what is expected from them by the community and Council, and they must inform the community of its continuous advancement of capabilities.

For all fire incidents, the Department shall arrive promptly with sufficient resources to provide fire protection and suppression services to the community. These operations shall be done in accordance with the individual Department's SOGs, while still providing for the safety of responders and the public.

Understanding and incorporating the expectations of residents and policymakers with recommended standards is critical and needs to include a review of service delivery, station locations, equipment, resources, and prevention and educational strategies.

Over the next five (5) years, the Department should also improve response times and components, as well as ERF performance, by adopting service level objectives, revising the current service delivery model, and enhancing technology.

Accurate incident response times for structure fires (with dollar loss) for the years 2016-2020 should be analyzed to determine the Department's baselines and provide a foundation for future decisions and service delivery models.

As an example, the Department can adopt internal baselines from the response data and then adopt a 5 per cent improvement of the baseline data gathered over the next five (5) years, or shorter, to establish local performance benchmarks (Department goals) as part of a continuous quality improvement process.

The gap between the baselines and benchmarks is what departmental strategies and action plans both aim to improve. Improvement can be done by adopting the service

level objective targets as identified within the Plan, from which strategic planning and specific objectives can be created.

### **13.5 Deployment to Risk Industry Standard (Risk Assessment)**

The Department can establish performance objectives based on a review of national standards, industry best practices, current capabilities, and available resources.

Industry-recognized standards such as NFPA 1221, 1710, and 1720 provide guidelines for the Fire Service emergency response benchmarking and the basis for many standard operating procedures. Other legislation, OFMEM Public Fire Safety Guidelines, Ontario's Section 21 Guidance notes, and standards from the Occupational Health and Safety Act are inherently incorporated into operational and training programs. The Department must continually monitor and compare its performance to accepted industry standards.

There has been an evolution in the industry as to how fire services deploy their assets. More specifically, a new best practice is for fire services to have deployment models that consider the specific risks of a community based on local needs and circumstances. Several industry-leading organizations, such as OFMEM, the Metro Fire Chiefs Association and the Commission on Fire Accreditation International (CFAI), have endorsed this risk-based deployment model as the most effective way to protect lives and property.

The OFMEM developed the Comprehensive Fire Safety Effectiveness Model to assist Provincial Fire Services in developing a fire risk sub-model. The CRA provides an assessment of the risks that may affect persons or property within the community, including exposure to natural and human-made emergency events. Identification of community risk offers a basis for determining effective resource allocation and service provision – the greater the risk, the greater the resources required. As was previously discussed in Section 8.0, an analysis of community risk must be undertaken to assess the community risk level and match the appropriate initial and effective responses to the emergency incident.

### **13.6 Distribution**

Standards of cover defines distribution as the geographic location of the first due fire service resources that are available to provide the initial all-risk response to emergencies. Distribution measures the first due unit's arrival at the scene of an emergency within that designated apparatus response area; this is displayed as a measure of travel time between a fire station and the arrival at the emergency event. The location of a fire station is critical to ensure initial rapid deployment to minimize and terminate the consequences of the emergency. As part of the distribution, the Department should also look at other neighbouring departments to determine the first due unit.

Many fire services now work with GIS tools and response modelling to identify areas requiring evaluation and to plan for the best closest-station response. Using Environmental Systems Research Institute (ESRI) ArcGIS solutions, all station response zones should be analyzed using road network/speed modelling, historical data, and the GIS tool to display the travel response capabilities as well as to identify areas that can and cannot be reached in the baseline and benchmark timelines. The determination should also be made, based on this information, as to whether the Department can provide an effective response force within the baseline and benchmark times.

Determining the most efficient station response has progressed from estimating the closest station by circles on a map to a sophisticated process of comparing multiple data sources with the latest mapping technologies.

The implementation of GIS tools will assist the Department in making decisions for determining either the possibility of building another fire station or utilizing a neighbouring department to provide the Town with a closest or best station response. The Department currently interacts with other departments (primarily Drummond North Elmsley Tay Valley Fire and Rescue (DNETV) to provide fire services within the municipality through a provincial mutual aid agreement and other non-formalized agreements.

### 13.7 Critical Tasks

To effectively respond to any emergency, it is important to understand the number and types of resources required for each event. A Critical tasks analysis helps provide a deeper understanding of resource requirements by identifying what specific or “critical” tasks must be done to perform initial rescue and incident mitigation for any emergency.

There is currently no scientifically-based protocol that provides guidance for determining what resources are required for each fire situation; however, NFPA (1710) (1720), the OFMEM, and studies undertaken by the National Institute of Standards & Technology (NIST) each provide general guidelines about the initial critical fire ground tasks that are required for each level of risk (low, moderate, high, and maximum) as it pertains to structure fires. The number of persons/resources that is required to complete the identified critical tasks is known as the “Effective Response Force” (ERF).

To standardize the response to various incident types and to ensure that a minimum ERF is dispatched, most fire services use a running assignments chart based on the information received by communications staff. Many fire services now recognize the need to transition to running assignments based on an initial EFR model.

Previous studies focused primarily on when initial crews or first pumps would arrive on the scene within the accepted timeframe. Critical tasks and the subsequent ERFs have now been identified as matching risks to deployment.

Fire ground critical tasks can be assigned or carried out sequentially, and the total number of staff on the initial call may be affected depending on the involved station's vehicle deployment. Initial Rapid Intervention Teams, Accountably, Entry Control and Safety functions can be managed by the ERF until the point at which the incident escalates, or is expected to escalate, beyond the ERF capabilities. At that time, further appropriate resources will be requested.

### 13.8 ERF to Single-Family Dwelling Structure Fires

The following sections provide examples of the critical tasks and the number of firefighters required to perform the critical tasks associated with providing an ERF for a single-family home fire. Below is the detailed breakdown of the initial critical tasks that are required.

#### Incident Commander (IC)

IC is responsible for the safety and overall direction and management of the emergency response at the incident. This function is the responsibility of the first officer arriving on scene until relieved of command and shall:

- Assume, confirm, and announce command, taking an effective exterior operating position
- Evaluate ("size-up") the situation quickly
- Initiate, maintain, and control the communications process at the scene
- Identify the overall strategy, develop an incident action plan, and assign personnel as required, in accordance with risk assessment and management principles
- Request additional resources to match the current and predicted needs of the incident
- Develop an effective emergency scene organization
- Provide tactical objectives to personnel
- Review, evaluate, and revise the incident action plan (IAP), as needed
- Provide for the continuity, transfer, and termination of command
- Provide for the support of victims and the public, as required
- Provide spokesperson/communication services to the media, when appropriate

The next six (6) functions must be addressed as soon as possible after the initial assumption of command.

#### Pump Operator

Pump Operator for the first arriving pump company, once assembled on scene, has the following duties:

- Position the pump

- Supply the initial attack line
- Ensure that a reliable water supply is secured
- Supply any other hose that will be required by command and sectors
- When the additional lines have been stretched, advise command that they are available for use
- Supply building fire protection system when present

### Fire Attack Sector

Fire Attack Sector is generally under the control of the first arriving company officer and directs companies to control and extinguish the fire. The fire attack company may be comprised of two (2) firefighters, including the officer and a support crewmember, to advance the hose line. This crew will be responsible for the initial hose stretch and advancing the hose line into the structure, door, and flow path control, performing an initial search, performing rescue (as required), finding and extinguishing the fire, and commencing salvage and overhaul operations.

### Search & Rescue

Search & Rescue sector personnel perform the following duties:

- Stretch and advance a secondary line
- Provide search and rescue operations, as required
- Conduct a primary search in conjunction with the fire attack crew
- Begin overhaul of all void spaces above and adjacent to the fire compartment
- Coordinate efforts with incoming firefighters

### Support & Backup Aid Pump Operator

Support & Backup Aid Pump Operator personnel perform the following duties:

- Establish a water supply
- Provide support for attack hose lines
- Utility control
- Assist with forcible entry

### Ladder Crew

Ladder Crew (if applicable, or could be second pumper or additional personnel arriving on the scene in their personal vehicles) personnel for the first arriving ladder perform the following duties:

- Assist with rescue, using ground ladders and other equipment, as required



- Ventilate in accordance with the needs of the incident, which may include tactical ventilation, horizontal ventilation, or vertical ventilation
- Perform positive pressure ventilation, as required.
- Ladder the building, starting with providing a secondary means of egress for fire attack
- Ventilate the roof, as required

### Ladder Driver-Operator

Ladder Driver-Operator (if applicable, or could be second arriving pump operator) of the first arriving ladder performs the following duties:

- Place the ladder truck in a location deemed most appropriate to the situation or in accordance with the IC
- Place the aerial ladder-elevating platform in operation, as required
- Supply the ladder's pump mechanism for exposure or defensive operations, as required
- Assist with raising ground ladders

### Rapid Intervention Team (RIT)

RIT don equipment, assemble equipment cache, assess structure and hazards, gather information from IC and Accountability, and prepare to advance into the structure to aid in the removal of downed or trapped firefighters.

In addition to critical tasks, the Department should also establish critical set-up times. Critical set-up times begin when the apparatus comes to a stop, and the first officer or firefighters assumes command. Based on the established standard for critical set-up times, firefighters can then be trained to identify and complete the critical tasks within appropriate timeframes, which, combined with effective incident management, reduces overall life loss and property damage due to fire.

For non-hydrant areas, the following are additional critical tasks:

**Water Supply Pump Operations:** locate in an appropriate place for porta tank deployment to supply water to the fire attack pumper via high volume supply hose.

**Water Source Pump Operations:** locate at the closest identified water source to supply water to refill the tankers shuttling water to the fire scene.

**Tanker Operations:** Tanker fire apparatus used to initially supply the fire attack pumper or to shuttle water from the water source to the fire scene.

Table 8 illustrates the minimum number of firefighters that are required to perform the critical tasks at a fire in a single-family home. The numbers in this table are based on

## Town of Perth Fire Services Fire Master Plan

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information from the NIST, NFPA, OFMEM and best practices.

Table 8: Minimum Number of Firefighters Required to Perform the Critical Tasks at a Fire in a Single-Family Home

Critical Tasks	# of Firefighters Required
Incident Commander	1
First Arriving Pump Operator	1
Fire Attack Sector	2
Search & Rescue	2
Support and Back-up	2
Ground Ladder/Ventilation	2
First Arriving Ladder or Second Arriving Pump Operator	1
Rapid Intervention Team	2
<b>Total</b>	<b>13</b>

Table 9 illustrates the additional firefighters that are required to provide water supply in non-hydrant areas for a fire. The Department has limited non-hydrant areas and relies on a special call for tanker support for those areas. It is critical that the responding department(s), in addition to the Department, have an adequate number of firefighters to support with providing water in those non-hydrant areas.

Table 9: Additional Firefighters Required for Providing Water in Non-Hydrant Areas

Critical Tasks	# of Firefighters Required
Water Supply	4
Water Fill	2
<b>Total</b>	<b>6</b>

### 13.9 Consideration for Improvement

To accomplish an ERF for single-family home fires for the Town, there are several considerations that can be analyzed in the short-term.

Currently, the Department utilizes volunteer firefighters to meet resource deployment. The use of volunteer, part-time, or call-back firefighters is a common method of providing fire service for a municipality. The term “volunteer firefighter” in this document is based on the definition in the FPPA, which states: “a volunteer firefighter means a

## Town of Perth Fire Services Fire Master Plan

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firefighter who provides fire protection services either voluntarily or for a nominal consideration, honorarium, training, or activity allowance” 1997, c. 4, s. 1 (1); 2001, c. 25, s. 475(1).”

The average number of total personnel on-scene for fires from 2017-2020, based on fire statistics obtained from the Department’s records management system, was a total of sixteen (16) personnel. The numbers illustrate that the Department is currently meeting the Effective Fire Ground Staffing Model.

As discussed earlier in this section, the Town has limited areas that do not have hydrants and require tanker service. Currently, the Department does not have any tankers in its fire fleet and relies on neighbouring departments to support them in these areas; the Department would also rely on neighbouring departments if the hydrant system ever became inoperable. It must be noted that the use of these tankers is done on an informal basis and does not qualify as part of a mutual aid agreement. The number of calls to these areas does not warrant the Town to purchase a tanker fire vehicle at this time, but an agreement should be established with the neighbouring department for the use of tankers to meet water supply requirements for non-hydrant areas and to reduce liability for the Town and to meet the legislation.

### 13.9.1 Fire Station Locations

The Department operates out of one fire station located at 1881 Rogers Road. The station was opened in May of 1999 and was originally designed as a shared facility between the Department and the Perth Police Services. In April of 2013, the Town disbanded the Perth Police and entered into a contract with the Ontario Provincial Police (OPP), with the latter already having another facility within the Town. The Department now currently shares this facility with T.R. Leger School, the Table Food Bank, and a fitness group.



Figure 20: Location of the Department

## Town of Perth Fire Services Fire Master Plan

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Figure 20 illustrates the current location of the Department.

There are challenges with the location of the Department. The first challenge is the location of the railway, which runs entirely through the Town. This line has the potential for slowing down the response of the firefighters en route to the station and also the fire apparatus while it is en route to an emergency scene if a train is running through town at the same time.

Furthermore, an incident that affects the train itself has the potential to significantly reduce response times if the train becomes immobile on the tracks.

The second challenge is accessing the Department. High traffic (specifically to Wilson Street West, Gore Street East, and Drummond Street East) has the potential to negatively affect the assembly time of responding firefighter. High traffic may also cause a delay in overall response time for the apparatus in the northern end of town.

A review of response numbers indicates that a vast majority of calls occur south of the tracks. Figure 23 illustrates the location of calls and Figure 24 illustrates the number of calls over a five-year period between the north and south sides of the tracks.

At the time of the Plan's development, the historical data does not support building a fire station north of the railway tracks: only 20 per cent (approximately) of the calls for service involve locations in that area. It must be noted, however, that careful consideration needs to be given to the possibility of having to build a station in the northern section of the Town, as the potential growth becomes a reality and/or the risks to the Town change. Another



Figure 21: Railway Line running through Town



Figure 22: Picture of Gore Street E.

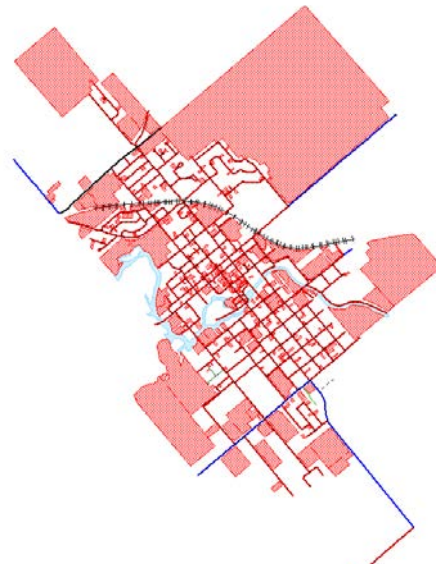


Figure 23: Overview of Location of Calls for Service



consideration to be aware of is the monitoring of response times from the current fire station.

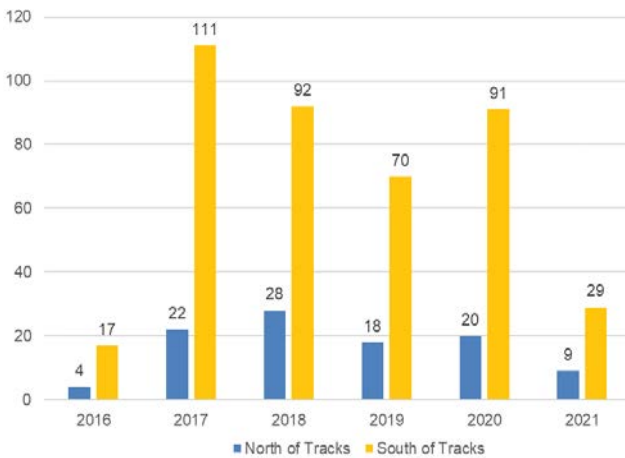


Figure 24: Calls for Service North and South of Tracks

Furthermore, the Department needs to be aware of plans for new municipal facilities built on the north side of the tracks. They would also need to be made aware of the possibility of sharing a facility that could house a small fire station. Also, it is worth noting that if, at any time, an underpass or overpass were to be built for the railway, it could have a positive effect on the Department's response time to the north end of the community.

The Loomex Group also looked at the possibility of the Department utilizing a sharing a space operated by the Drummond North Elmsley Tay Valley Fire and Rescue (DNETV). While reviewing the logistics for such an option, it was found that the DNET facility is located south of the railway, and such a location would not be advantageous for the Town or the Department. Alternatively, if DNETV ever relocates their fire station north of the railway, the Town and the Department could consider sharing space in that relocated facility.

### 13.9.2 Automatic Aid with DNETV Fire & Rescue for Single-Family Home Fires

During the Plan's development, it was found that the Town has the unique situation of having two (2) fire stations within the municipal borders: one station that is owned by the Town, and one station that is owned by neighbouring municipalities. History has shown that the two departments have worked well together because of the relationships of past Fire Chiefs and present Fire Chiefs; however, a more formalized approach needs to be taken to improving the service provided to the businesses and residents of the Town. As illustrated in Figure 25, DNETV Station 1 is located within the Town of Perth, adjacent to both industrial and residential occupancies.

Figure 25: DNETV Fire Station 1 Located Within the Town of Perth



Figure 26 shows an area where two houses are located beside each other – one belonging to the Town of Perth and the other belonging to the Township of Drummond/North Elmsley – and it would be beneficial to get a different station as the responder for these structures. It should also be noted that for the Department to respond to a call for service to this area, the responders would essentially drive past by the DNETV fire station while en route to the scene.

It would be prudent, reasonable, and expected by the businesses and residents of this area, and other areas, that the closest fire station would respond to a high-risk incident, such as a fire. Legislation allows for municipalities to enter into automatic aid agreements to better provide service to the community. In this case, an automatic aid agreement between the Department and DNETV Fire & Rescue would provide a better level of service to the Town's businesses and residents, reduce liability, and provide better firefighter safety.



Figure 26: Location of Municipal Borders

### 13.10 Specialized Services

In addition to responding to the calls that are known as the “core services,” fire departments are often called to an emergency scene for specialized services. Specialized services are responses usually pertaining to hazardous materials (HazMat), high/low angle rescue, collapse rescue, trench rescue, confined space rescue, and water/ice rescue. Although infrequent, these types of calls often place firefighters at a

## Town of Perth Fire Services Fire Master Plan

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higher risk than the core services. Additionally, most of the specialized services are costly and require additional certifications and training for Department staff.

For most of the specialized services, there are three (3) levels of service that can be provided: awareness, operational, and technician. Determining the level of service that a department provides is based on the number of calls for service, the risk in the community, affordability, and Council's approval.

The Department currently provides an awareness level of HazMat and does not provide any service for high/low angle, trench, or confined space rescue. Despite this lack, however, the Plan's development found that the Department has not had any calls for these services. Nevertheless, the reality is that if an incident involving these specialized services did occur within the Town, the Department would be called, and the expectation is that they would manage the incident. Currently, it does not make financial sense to become operational for these specialized services, due to the lack of risk present at this time; it would be advantageous, though, if the firefighters were, at minimum, trained at the awareness level for these specialized services. In addition, the Fire Chief should explore the possibilities of establishing a service level agreement with another department, or third party, to provide the operational level, should the need arise.

For a HazMat or collapse response, the Plan's development identified that the Department is providing the right level of service for the Town. For additional support for either of these types of incidents, the Fire Chief would call the Fire Coordinator to activate one of the Provincial HazMat or urban search and rescue response teams to assist with the management of the incident.

Another area that the Plan examined was the possibility of arranging an agreement with DNETV to provide water/ice rescue services. Currently, the Department provides shore-based water rescue and ice rescue, but providing these services is costly (for the equipment needed) and time consuming (for training). The Department's data showed that, since the addition of this equipment, there have been limited calls to provide this service with a frequency that can be said to justify the time and money that has been invested in its establishment. The creation of a service level agreement with DNETV would still provide the same level of service if a water/ice rescue response were to be required within the Town and would also provide both a cost-savings for the Department and more training hours per year for the firefighters that could be allocated to other subjects.

Determining the level of fire services for municipalities is based on the community's risks, expectations, needs, and circumstances. Upon completing a risk analysis, the Fire Chief can make recommendations to Council regarding what services the Department should provide. It is Council's responsibility to set that level of service based on the recommendations from the Fire Chief.



### 13.11 Recommendations

From the review and assessment of the Response Times and Resource Deployment, it is recommended that:

1. The Fire Chief should develop response standards for low-, moderate-, and high-risk responses using the effective response force model, submitting them to Council for consideration and adoption.
2. The Fire Chief should approach the DNETV Fire Chief to develop an automatic aid agreement so that both fire departments will respond to all structure fires within the Town on the initial response.
3. The Fire Chief should approach the DNETV Fire Chief to develop an automatic aid agreement for tankers to supply water in non-hydrant areas.
4. The Fire Chief should approach the DNETV Fire Chief to develop an automatic aid agreement for providing water/ice rescue services within the Town.

### 14.0 Water Supply

Water supply is essential for effective fire suppression – the Fire Underwriters Survey attributes 30 per cent of the insurance grading schedule to water supply. There are two (2) water supply categories that are used when discussing fire protection:

1. Municipal water supply: hydrant protected areas
2. Rural water supply: non-hydrant areas

#### 14.1 Municipal Water Supply (Hydrant Protected)

A hydrant-protected source of water supply for fire protection is provided by a municipal water supply and distribution system. The Town is responsible for supplying potable water with sufficient flow to meet firefighting requirements and for the local distribution system, including fire hydrants. Properties that are hydrant protected usually have lower insurance premium costs than properties that are non-hydrant protected.

The Town's Environmental Services manages the operation of the municipality's water system. This branch of the Town is responsible for ensuring the Town has safe domestic water for the residents and for any required hydrant testing, repair(s), and replacement(s). Hydrants are flushed twice a year and are winterized before the winter season.

The Department's internal budget pays for Environment Services to manage the fire hydrant system, and any capital projects must be presented to Council for approval.

The National Fire Protection Association codes and standards book [NFPA 291: Recommended Practice For Fire Flow Testing and Marking of Hydrants](#) identifies a colour-coding scheme for hydrants that allows the responding crews to quickly identify the amount of fire flow that can be expected from any given hydrant. Knowing this information allows the Incident Commander, Water Sector Officer, and Pump Operator to ensure they have enough water supply and to be able to make decisions on how to increase the water supply by attaching it to another hydrant. The Plan showed that the Town is following the NFPA classification for municipal fire hydrants.



Figure 27: Proper Colour-coded Hydrant

## Town of Perth Fire Services Fire Master Plan

Table 9 illustrates the NFPA classifications and markings of municipal fire hydrants.

Table 9: Municipal Fire Hydrants Classifications and Markings

Class	Top and Nozzle Colour Code	Barrel Colour	Fire Flow	Pressure
AA	Light Blue	Chrome Yellow	1,500 gpm (5,680 L/min or greater)	20 psi (140 kPa)
A	Green		1,000 – 1,499 gpm (3,785 – 5,675 L/min)	20 psi (140 kPa)
B	Orange		500 – 999 gpm (1,900 – 3,780 L/min)	20 psi (140 kPa)
C	Red		500 gpm (1,900 L/min or less)	20 psi (140 kPa)

During the review of the hydrant system for the Town, it was noted that some areas were classified in either the red code or the orange code for flows. Additionally, many hydrants only had 2 ½” discharge ports versus the newer Storz 4” port. As hydrants are being replaced, the Town is opting for the newer hydrants with four-inch ports. Both Environment Services and the Department should work together to continue improving the hydrants and hydrant system as more capital funding is approved; they should also work together to improve the hydrants during any infrastructure upgrades.

### 14.2 Private Hydrants

Additional hydrants within the Town are found on commercial or industrial sites. The developers and owners of these properties must provide certification of hydrant installations and water flows to the satisfaction of the Chief Fire Official before developers are granted building occupancy. Private hydrants are usually painted red so they can be differentiated from municipal fire hydrants. Private hydrants must also be tested annually to ensure they are still operational; to satisfy this requirement, the Department has taken a proactive approach to ensuring that private hydrants are operational – they are sending letters to the owners to remind them about maintaining the hydrants on their property.



Figure 28: Picture of Private Hydrant

### 14.3 Non-Hydrant Areas

The Town has little geographical area that is not covered by fire hydrants. If a response is required in those areas, tanker assistance is arranged from the neighbouring departments. As was discussed in Section 13.0, the Department should attempt to enter into an automatic aid agreement with the neighbouring departments to supply tankers to non-hydrant areas.

The Town also has one dry hydrant located at the end of Mill Street. At the time of the Plan's development, this hydrant was operational but is mainly used for training purposes.

### 14.4 Recommendations

For review and assessment of Water Supply, it is recommended that:

1. The Department and Environmental Services should continue to upgrade the Town's fire hydrants to ensure the hydrants have large-diameter hose connections. The Department and Environmental Services should also upgrade the water supply for the Town's fire hydrants when underground infrastructure work is being completed.

### 15.0 Fire Apparatus and Equipment

Fire apparatus (including pumpers, tankers, rescues, aerials et al.), often referred to as fire trucks, are used by fire departments to deliver emergency services to community residents and businesses. The fire apparatus represents a significant investment for any municipality. Maintaining and replacing apparatus to ensure a reliable and modern fleet is an integral part of managing and planning fire services delivery, as the Fire Service relies upon firefighters having a properly equipped apparatus to control or mitigate an emergency.

Fire Service apparatus have evolved over the years, and there are increasingly more demanding standards that must be followed when purchasing an apparatus. This includes the Ontario Health and Safety Act, National Fire Protection Association Standard 1901 – Standard for Automotive Fire Apparatus, and/or ULC – S515-04 – Automotive Fire Fighting Apparatus. Due to the continual changes in safety requirements, construction materials, and operating practices, older fire apparatus do not have many of the features that are now mandated. Among the most important features now mandated are Anti-lock Brake Systems (ABS) and Roll Stability Control (RSC) as these features help minimize accidents by improving steering and braking control.

Another factor in determining when the apparatus should be replaced is the impact of the Fire Underwriters Survey (FUS), particularly as it refers to the age of apparatus that is acceptable for insurance grading purposes. In smaller communities, FUS will only recognize an apparatus that is no more than twenty (20) years old. These factors emphasize the importance of planning and budgeting to replace an older apparatus.

#### 15.1 Apparatus Inspection, Testing and Maintenance

Each fire apparatus must be maintained so that it can withstand a high level of scrutiny, ensuring the apparatus can start and operate any time an emergency incident occurs. This requires a robust system of weekly and annual inspections, tests, and maintenance. In addition to routine maintenance, such as checking and adjusting brakes, lubrication and oil changes, the apparatus must have an annual Ministry of Transportation (MTO) inspection, pump tests, and non-destructive testing on ladders. As a result of this routine maintenance, an apparatus will be out of service for several days each year while the scheduled work is being completed.

As noted above, standards are more demanding and complex due to the introduction of new safety systems, pollution control, and engine and driveline systems using computer interfaces. In the past, many components on the fire apparatus could be repaired or maintained by mechanically skilled firefighters or at a local garage. Much of this work now requires mechanics with specialized training, along with computer-performed diagnostics of system faults. As a result of this advanced maintenance work, some

## Town of Perth Fire Services Fire Master Plan

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apparatus may be taken out of service for more extended periods while repairs are being completed.

The review of the fire fleet showed that it is modern and well maintained. Maintenance and repairs are completed in-house or by a third party, depending on the maintenance or repair complexity.

As part of the regular vehicle maintenance program, the fire apparatus is checked weekly by the firefighters. Safeties on the apparatus, including pump testing, are completed annually, as per legislation; the ladders on the apparatus are also tested.

### 15.2 Fleet Renewal and Rationalization

Fleet renewal and rationalization are a considerable cost for any municipality, and the Council has done an excellent job of supporting the fleet's updating. The challenge for current and future Councils is to continue meeting the FUS standards for the fleet and managing the financial or budgetary pressures that are incurred when it is time for a replacement.

To help forecast the pressures on budgets, the Department, in working with the Town's 2021 asset management plan, has developed a plan that indicates the year and number of vehicles that must be purchased. This plan provides Council with the advantage of knowing the fleet's potential future cost and the strategic planning and building of reserves that are needed for the required funding to meet this cost. Table 10 illustrates the fleet replacement program for the Department, as per the 2021 asset management plan.

Table 10: Vehicle Replacement Schedule

Unit #	Type	Year	Replacement Year	Est. Cost
721	Pumper	2001	2026	\$550,000
720	Pumper	2014	2034	\$550,000
710	Ladder	2004	2029	\$1,042,091
750	Equipment Van	2011	2026	\$93,998
770	Pick-up Truck	2019	2029	\$38,164
	Water Rescue Trailer	2010	2040	\$15,000





Figure 29: 2014 Pumper 720



Figure 30: 2004 Pumper 721

### 15.3 Type of Fire Apparatus

The Department operates several types of fire apparatus based on the types of responses that they are required to meet and the building stock for the community. A review of the Department's fleet showed there is currently the correct number and type of fleet.

The Department's operations utilize two (2) pumper trucks that are used for several functions, including transporting firefighters to the emergency scene, supplying water for fires, and transporting the necessary equipment that will be required for performing tasks at the emergency scene. Figure 29 illustrates the 2014 front line pumper and Figure 30 illustrates the 2004 second line pumper.

The equipment van (Figure 31 and Figure 32) is primarily used for transporting firefighter PPE to firefighters who are direct responders to the scene of an emergency. The equipment van is also used for accountability and carries some equipment for responses. The current use of the vehicle, as was identified in the firefighters' SWOT analysis, creates some challenges. Because of its interior size, there are issues with providing appropriate space when several firefighters need to get their PPE and get dressed at the scene of an emergency. Additionally, with only one door into the back of the equipment area, a bottleneck-scenario is created as firefighters enter and exit this area. As was discussed in Section 5.0, the current procedure for firefighters arriving on-scene should be reviewed regarding the applicable use of the current equipment van and the practice of getting dressed in the current vehicle at the fire scene.



Figure 31: Equipment Compartment



Figure 32: 2011 Equipment Van 750



The Department's ladder truck (Figure 33) is a 100-foot aerial device (with a model year of 2004). This vehicle, like the pumpers, transports firefighters to the emergency scene and carries the necessary equipment for managing emergency scenes. In many municipalities, Council will see an aerial device as a costly purchase that is seldom used. To make an informed decision on whether a municipality needs an aerial truck, Council and the Department must look at the needs and the risks in the community.

After reviewing both the needs and the risks for the Town, a ladder truck is deemed a requirement. The building stock of the Town has a large mix of industrial, multi-use occupancies and is an older downtown core. The use of a ladder truck will make a difference in preventing fire loss if there is a fire in any of these types of occupancies. Furthermore, in residential occupancies, the ladder truck provides a safer environment for the firefighters when performing roof operations on both older and newer homes. The ladder truck will provide firefighters with a stable and safe platform on which to work. As with any fire apparatus, when it is time to replace the ladder truck, the Town might look at going to a smaller, more versatile, 75-ft single-axle device, which would allow the truck to manoeuvre into more confined areas.

Figure 33: 2004 Ladder 710



### 15.4 Fire Equipment

The Department has a large inventory of other equipment, including self-contained breathing apparatus, fire hoses, nozzles and fittings, ladders, generators and lighting, ventilation fans, portable pumps, saws, gas detectors, thermal imaging cameras, ice and water rescue equipment, and many types of hand tools. All this equipment must be maintained and replaced as required.

The challenge for Council and the Department is to properly budget for replacements for this equipment within an approved life cycle program. As most of the equipment used by the Fire Service is expensive and has a life span, the Fire Chief must carefully plan and budget to ensure that equipment is replaced quickly and cost-effectively.

A review of the Town's 2021 asset management plan showed that SCBA was in line for a life cycle replacement; however, other equipment was not. It would be advantageous if more of the life cycle equipment was identified by the year of replacement and the cost, either in the Town's asset management plan (if it meets the criteria) or in the Department's plan.

### 15.5 Recommendations

From the review and assessment of Fire Apparatus and Equipment, it is recommended that:

1. If the practice of carrying the firefighters' gear in an equipment van continues, the Fire Chief should explore options that will provide for more storage capacity and ensure timely firefighter deployment, when it comes time to replace this vehicle.
2. At the time of the ladder truck's replacement, a review should be conducted on the needs and risks of the Town to ensure the new vehicle will meet the current and future needs of the Town.
3. Based on the asset management plan, the Fire Chief should develop a replacement plan for all life cycle equipment that includes the year and cost of replacement.

### 16.0 Emergency Management

The [Emergency Management and Civil Protection Act R.S.O. 1990 \(The Act\)](#) stipulates several criteria that a municipality must meet in order to receive their annual compliance. Highlights from the Act include the provisions that:

- A municipality has an emergency management program (EMP) and an EMP Committee
- Annual emergency management training is to be provided to all members of the Municipal Control Group
- An annual exercise is conducted utilizing the EMP and all members of the Municipal Control Group
- The municipality designates a Community Emergency Management Coordinator (CEMC) and alternate CEMC
- The municipality's critical infrastructure (CI) and hazard identification risk analysis (HIRA) are reviewed annually and are updated, as required

The Act stipulates that the responsibility rests solely with the Town and not with the Department. For the Town, the Fire Chief is the CEMC, and the Fire Prevention Officer is the alternate CEMC.

The approach of having both the primary and alternate CEMC come from within the Department can work when no emergency event is present; however, a conflict arises when an emergency event occurs, as there is the possibility of either one or both CEMCs being required at the emergency scene.

In addition, the CEMC role requires the Fire Chief to be responsible for the program committee, including program meetings, managing exercises and training, reviewing the HIRA, CI, and updating the ERP.

A high-level look at the specifics of the Town's emergency response plan showed that, in many ways, it is very thorough and up to date. One issue that was identified is that the current emergency response plan is still modeled after many older plans that were people-based rather than function-based. The challenge with a people-based plan is that the positions are to be filled by staff within the organization, based on the qualifications of the available staff, but staff are often only fitted into an area because of numbers, instead of what they can bring to the emergency. Moreover, smaller organizations often do not have enough staff to fill all the positions.

A function-based incident management system (IMS) plan staffs the functions based on qualifications and can operate at reduced numbers, as many functions can be assigned to a staff member based on the scope of the emergency. The IMS is also recognized across Ontario. Among the benefits of an IMS is the fact that many of the external

stakeholders can fit seamlessly into the plan; another benefit is that a function can be filled from another municipality that is trained and using the IMS.

Overall, the Town is meeting the minimum compliance under The Act, but minor changes should be made to better manage the EM program in the future. Moving the alternate CEMC position to a staff member outside of the Department and converting the existing ERP to an IMS plan are changes will see the emergency management program as better managed.

### 16.1 Recommendation

From the review and assessment of Emergency Management, it is recommended that:

1. The CEMC, in conjunction with the Emergency Management Program Committee, should convert the Town's emergency response plan to a function-based incident management system plan.
2. The Town should reassign the alternate CEMC position to another staff member who is outside the Department.

# Appendix A

## Legislation and Reference Documents

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## Legislation Affecting the Ontario Fire Service

Legislation	Area of Scope/Concern
<a href="#">Fire Protection and Prevention Act, 1997</a> and <a href="#">Ontario Fire Code</a>	Mandates and authorizes both the OFM and municipalities. Part IX is generally the responsibility of the Ministry of Labour, except where terms and conditions in collective agreements may adversely affect the provision of fire protection.
<a href="#">Provincial Offences Act</a>	Assistants to the Fire Marshal are Provincial Offences Officers under the Act for the purpose of smoke alarm related offences.
<a href="#">Municipal Act, 2001</a>	Authorizes the passing of bylaws necessary for the provision of fire protection.
<a href="#">Occupational Health and Safety Act and Regulations</a>	Regulations for governing Human Resources and Occupational Health & Safety.
Ontario Regulation (O.Reg.) <a href="#">211/01</a> and <a href="#">440/08</a> Propane Storage and Handling	Requires propane operators to obtain fire department approval for risk and safety management plans (RSMPs). The fire department approves fire safety, fire protection, and emergency preparedness elements of the RSMPs.
<a href="#">Environmental Protection Act</a>	Requires fire department personnel to report spills to the Ministry of the Environment, Conversation and Parks (MOECC), formerly referred to as the MOE.
<a href="#">Dangerous Goods Transportation Act</a>	Governs the transportation of dangerous goods.
<a href="#">Emergency Management and Civil Protection Act</a>	Requires municipalities to have an emergency plan and a trained Community Emergency Management Coordinator to conduct exercises.
<a href="#">Building Code Act</a>	Provides authority for municipalities to appoint certain fire personnel as building inspectors.



## Town of Perth Fire Services Fire Master Plan

Legislation	Area of Scope/Concern
<a href="#">Highway Traffic Act</a>	Governs the operation of fire vehicles during an emergency response. Governs the response of firefighters on roads that have been closed by police, the use of flashing green lights on firefighters' personal vehicles and controlling traffic at accident scenes. Contains a regulated requirement to log hours of service for operation of commercial motor vehicles.
<a href="#">Forest Fire Prevention Act</a> and <a href="#">O.Reg. 207/96 Outdoor Fires</a>	Applies only to “Fire Regions” as defined in the Act and controls outdoor fires in “Restricted Fire Zones”. It requires municipalities to extinguish grass, brush, or forest fires within their limits. Provides authority for the appointment of “Wardens” and “Officer” by the Minister. O.Reg. 207/96 controls outdoor fires outside of restricted fire zones.
<a href="#">Development Charges Act</a>	Provides the authority for portions of development charges to be allocated to fire services.
<a href="#">Coroners Act</a>	Regulates the control of bodies. Authorizes/regulates coroner's inquests and coroner's inquest recommendations.
<a href="#">Day Nurseries Act</a>	Defines the approvals from the Fire Chief that are required to operate a daycare facility.
<a href="#">Employment Standards Act</a> <a href="#">Labour Relations Act</a>	Regulations pertaining to human resources.
<a href="#">Human Rights Code</a>	Defines how boards of inquiry, complaints, discrimination, and enforcement are to be handled.
<a href="#">Municipal Freedom of Information and Protection of Privacy Act</a>	Provides access to information held by institutions and to protect the privacy of individuals concerning personal information about themselves held by institutions.
<a href="#">Pesticides Act</a>	Makes mandatory the reporting of wholesale and retail pesticides to the fire department.
<a href="#">Workplace Safety and Insurance Act</a>	The legislated requirement to report accidents and provide and document training presumptive legislation.

### References

- Ontario Fire Protection and Prevention Act, 1997, S.O. 1997, c. 4
- Ontario Fire Marshal's Directives and Guidelines
- Emergency Management and Civil Protection Act (R.S.O. 1990)
- Ontario Building & Fire Codes
- National Fire Protection Association (NFPA) Standards
- Occupational Health & Safety Act (OH&S) and Section 21 Committee Guidelines
- Town of Perth Bylaws and Agreements
- Corporate Policies and Guidelines
- Department Policies and Standard Operating Guidelines

### Consultation List

The following list of people were resources who provided information and were consulted throughout the review process.

Michael Touw, CAO, Town of Perth

Town of Perth Fire Services:

- Fire Chief Trevor Choffe
- Deputy Chief Pat Publow
- Fire Prevention Officer Jon Wilson
- Officers and firefighters
- Retired Fire Chief Steve Fournier