



Town of Tillsonburg 2019 Business Plan

Fire & Rescue Services

December 17, 2018



2019 Business Objectives

Item	Owner	Budget Value	Target Date
Continued implementation of upgraded CAD system and enhanced features (continuation from 2018)	Deputy Chief	\$0	Q1-Q4
Continue to work with Oxford County to have traffic pre-emption equipment installed at key intersections	Fire Chief	\$0 (previous DC contributions)	Q2-Q3
Continuation of multi-year training plan for firefighters	Deputy Chief	\$0	Q1-Q4
Implementation of Strategic Plan recommendations (see separate slide)	Fire Chief	\$0	Various timing for specific recommendations
Training and commissioning of new aerial platform device	Deputy Chief	\$0	Q1

2019 Business Objectives

Item	Owner	Budget Value	Target Date
Update Establishing & Regulating By-law	Fire Chief	\$0	Q3
Update Fireworks By-law (for 2020 implementation)	Fire Chief	\$0	Q3
Develop and implement cancer risk reduction strategy & program	Fire Chief	\$0	Q1-Q4
Develop and implement PTSD risk reduction strategy & program	Fire Chief	\$0	Q1-Q4

2019 Capital Summary

Item	Department	Budget Value	Target Date
Technical Rescue Equipment (Phase 1 of 3)	Fire	\$40,000 Tab 15 page 2	Q3
Fireground Equipment	Fire	\$14,000 Tab 15 page 3	Q2
Hose Appliances	Fire	\$10,000 Tab 15 page 4	Q2
Accountability and Command Board	Fire	\$5,000 Tab 15 page 5	Q1
In-vehicle tablets & Horizon Set-up	Fire	\$15,000 Tab 15 page 6	Q2

2019 Capital Summary

Item	Department	Budget Value	Target Date
Medical Bag & Equipment Replacement	Fire	\$10,000 Tab 15 page 7	Q1
File Conversion	Fire	\$12,000 Tab 15 page 8	Q3
Training Room Audio & Video Replacement	Fire	\$14,000 Tab 15 page 9	Q2

Strategic Plan Recommendations

Item	Owner	Budget Value	Target Date
Continue to operate as a composite fire department		No impact	
Develop a fair and equitable remuneration structure		To be determined	
Modify Platoon system to incorporate "Duty Crew" for business hours		Dependent on implementation strategy	
Develop documented Recruitment & Retention strategy by end of 2019		Staff time, plus cost of implementation	
Develop a recognition system to acknowledge the efforts of firefighters, their families and employers		Dependent on implementation strategy	

Strategic Plan Recommendations

Item	Owner	Budget Value	Target Date
Develop and distribute information packages to existing firefighters & prospective recruits, their families and employers, describing how the service operates and the expectation on its firefighters		Staff time, plus costs of implementation	
Add one (1) F.T.E. in 2019 to assist with new legislation, Fire & Life Safety Education and Fire Prevention		Wage + benefits, Gear, uniform & equipment costs	
Revise Level of Service in Establishing & Regulating By-law to reflect recommendations from Committee, as and when approved by Council		Negligible as recommended changes reflect current services	

Strategic Plan Recommendations

Item	Owner	Budget Value	Target Date
Enhance Tiered Medical Agreement with Oxford Paramedic Service to include Obvious Immediate Threat (OIT) calls as a response level		No direct labour costs with current remuneration format. Estimate additional 65 calls per annum. Minimal increase in consumable equipment, plus wear and tear on apparatus.	
Fire Strategic Plan Review Committee be struck in 2021 to review the effects of this plan and recommend adjustments as necessary		Variable, depending on methodology – Community Committee vs consultant.	

Risks

- Increased Legislated responsibilities with regard to Mandatory Public Reporting and Mandatory Comprehensive Risk Assessment.
- Increased Legislated responsibilities to inspect and monitor occupancies with vulnerable occupants has had a direct impact on administrative workload.
- Open inspection files are a significant liability.

Risks

- Officers and firefighters need to continue to be developed and trained to meet current and future Provincial legislation, and NFPA standards.
- Self-Contained Breathing Apparatus (SCBA) replacement necessary in 2021. Cylinders have lifespan of 15 years maximum. All cylinders will expire in 2021. NFPA Standards: 1981, 1982; NIOSH Standards

Risks

- Pre-incident planning of high hazard and high risk occupancies in Tillsonburg not developed. Proficient pre-incident plans will help reduce risk to lives and property.
- Firefighter retention – decrease in experience base and increased reliance on training & simulation to develop skills.
- Training being completed but documentation is inadequate & inaccurate due to pressures on staff time.

Opportunities

- Implementation of Strategic Plan initiatives.
- Continue the Succession Management plan for firefighters, including Officer development, prospective Officer training, promotional exams, etc.
- Continue Reservist recruitment and training process to develop firefighter candidates.
- Conduct proactive Fire & Life Safety inspections:
 - Help reduce threat to life
 - Help reduce fire loss

Opportunities

- Expansion of training facilities and equipment.
- Purchase multi-discipline equipment to ensure continued delivery of core services.
- Continue to promote a Culture of Safety within the fire department:
 - High commitment to Occupational Health & Safety
 - Continued adherence to Section 21 Guidance Notes
 - Adopt industry best practices
 - Continued migration to NFPA standards and certification

Opportunities

- Mandatory Comprehensive Risk Assessment (O.Reg 378/18 – in force July 1, 2019) will help ensure fire department response capability appropriate for fire and life safety risks in the community by considering:
 - Geographic profile
 - Building stock profile
 - Critical infrastructure profile
 - Hazard profile
 - Natural hazards
 - Hazards caused by humans
 - Technological hazards
 - Public Safety response profile
 - Community services profile
 - Demographic profile
 - Economic profile
 - Past loss and event history profile

Opportunities

- Continue evolving Emergency Operations Centre (EOC) procedures, based on the Incident Management System (IMS).
- Assist industrial and commercial businesses with Continuity of Operations Planning and disaster recovery planning initiatives.
- Emergency Operations Centre enhancements, including telecommunications equipment and interoperability equipment.

Opportunities

- Build asset management into existing records management system (FirePro). Will provide better equipment end of life projections and accurate billing of consumable materials used at certain emergencies.
- Continue to market Fire Communications
- Develop Fire Communications partnership prospects and non-core business opportunities.

Future Departmental Directions: 3 year outlook

2020

- Enhance EOC Communications and functionality.
- Replacement of portable water supply pumps.
- Tech Rescue Response support, including Hazardous Materials and Confined Space response capability.
- Replace training room desks and chairs.
- Continued implementation of Strategic Plan.
- Trial & evaluation of Self-Contained Breathing Apparatus (SCBA) prior to 2021 purchase.

Future Departmental Directions: 3 year outlook

2021

- Self-Contained Breathing Apparatus (SCBA) replacement, including spare cylinders, Rescue Air Kits, masks, etc.
- Replacement of high-volume water supply Large Diameter Hose (LDH).
- Continue implementation of Strategic Plan.

Future Departmental Directions: 3 year outlook

2022

- Strategic Fire Plan (2019) outlook concluded. Development of Master Fire Plan with 10 year horizon.
- Phase 1 of 2 to replace firefighter helmets.
(NFPA 1971 standard for protective ensembles)
- Tall building (4+ story) firefighting equipment.
- Next Generation 9-1-1 (NG9-1-1) mandatory telephone system upgrades.