

## Appendix A

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### Master Fire Plan - Status of Recommendations

#### Community Risk Management

##### **1. Recommendation**

Consideration should be given to implementing an ongoing process to update the community risk profile of the Town of Markham. Having readily available access to a current community risk profile can be a valuable asset to the MFES management team in guiding their strategic and daily decision-making.

##### **Status**

- The Chief Fire Prevention Officer in consultation with Public Education and Fire Prevention/Education staff will develop a Fire Department policy to provide an ongoing process to maintain a Community Risk Profile. Present report and policy to Deputy Fire Chiefs for review during Q3 2012.

#### Division of Administration

##### **2. Recommendation**

In consultation with other Town departments, the MFES should consider options for the provision of additional office space and meetings rooms. This should be considered in conjunction with the relocation of the Division of Communications to the 8100 Warden Avenue location.

##### **Status**

- Space planning has been completed at 8100 Warden to accommodate existing fire department staff. The plan was managed in conjunction with the timing of the relocation of the Alarm Room to 8100 Warden (June/July 2012). In addition, with the completion of the emergency operations centre there are now up to 8 meeting rooms available at 8100 Warden Avenue.

##### **3. Recommendation**

Consideration should be given to implementing a formal Standard Operating Guideline Review Committee comprised of a cross section of department staff. Implementing a formal staff committee assigned with the responsibility of research, development, and regular review of standard operating guidelines will ensure that MFES maintains the level of documentation required to meet the department's need and regulatory requirements. Ensuring that Standard Operating Guidelines are developed approved and distributed for all areas of the Section 21 guidance notes which should be considered a priority.

##### **Status**

- During the May 2012 Senior Officers meeting the Senior Officers were advised of the need to establish a standard operating procedure committee. The Senior Officers were asked to provide input before the committee is formed. Terms of reference will be developed to ensure that the committee will function well and provide value. There will be a posting for committee membership during the 3<sup>rd</sup> quarter of 2012. In accordance with the Collective Agreement there may be costs associated with the committee for meeting(s).

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### **4. Recommendation (Year 4 - 2015)**

As part of assessing the effectiveness of the current “transitional” MFES management team roles and responsibilities consideration should be given to adding a third Deputy Fire Chief. In addition to adding to the overall depth of the non-union management team this resource would provide the required focus for the management team to implement the strategic priority of increasing public education and fire prevention activities within the MFES.

#### **Status**

- Senior Fire Department management will review the recommendation for the third Deputy Fire Chief and report on the recommendation during the 2015 budget process including all associated operating requirements.

### **5. Recommendation**

Consideration should be given to providing additional administrative support to the MFES management team. Factors that should be considered include the addition of an assistant to the proposed third Deputy Fire Chief, and the immediate need for a redundancy strategy to support the current technical fire administrative coordinator position.

#### **Status**

- Following the retirement of our Administrative Coordinator at the end of May 2012 a comprehensive process was conducted by Fire Management with the Assistance of Human Resources. The immediate needs have been met to provide technical support effective June 4, 2012 the position was filled which completes this recommendation.

### **6. Recommendation**

In consultation with senior corporate staff MFES should consider options for the provision of a human resource/labour relations staff person dedicated to supporting the MFES management team. In response to existing activities within this area and the planned growth within MFES providing additional staff support within this area would be an effective strategy to mitigate and potentially reduce human resource costs within MFES in the future.

#### **Status**

- Senior Fire Department management will address this recommendation in consultation with Senior Human Resources staff on an annual basis. Additional staffing requirements will be managed during the annual budget process.

### **Division of Fire Prevention/Education**

### **7. Recommendation**

To achieve the targets of programs such as retrofitting of fire and life safety systems, as the Town continues to undergo significant growth, the workload of the plans examiners should be monitored to ensure sufficient resources are dedicated to these important activities.

#### **Status**

- Chief Fire Prevention Officer (CFPO) to develop a process to monitor the work of the plans examiners and the work associated with plans examination including performance measures. Q4 2012 - Q4 2014 (CFPO to monitor and provide a written report to Fire Department Management after 12 months).

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### 8. **Recommendation**

Performance targets for the frequency of inspections can be directly related to the depth of staff resources available to complete these tasks. As such, the MFES should consider including Council in the approval process of setting these performance targets.

#### **Status**

- Chief Fire Prevention Officer with the assistance of his staff to develop a report that covers the frequency of inspections and staff available to complete the work and to recommend performance targets. Identify any anticipated future proposed resource needs and develop a report to the Fire Chief. Make recommendations for performance targets. Performance targets will be developed for approval by Council Q1 - 2013

### 9. **Recommendation (Year 4 - 2015)**

In conjunction with the Community Based Fire Protection Model the recommendation is to provided one additional supervisory staff position within the Fire Prevention/Education Division.

#### **Status**

- An additional Senior Fire Prevention/Education Officer Position will be evaluated and a business case undertaken prior to requesting the position during the 2015 budget process.

### 10. **Recommendation**

In order to work towards 100% compliance consideration should be given to a complete review and development of a new and enhanced Smoke Alarm Program. The new program should consider the goals and objectives established by the OFM and the needs of the Town of Markham, in order to provide the most effective solution to ensuring the safety of the Town residents.

#### **Status**

- The Public Education Officers in consultation with the Chief Fire Prevention Officer to conduct a complete a review of the existing Smoke Alarm Program and report on compliance and any proposed changes to the program in accordance with the Fire code to ensure that the goals and objectives of the program are consistent with the Fire Code and the Ontario Fire Marshalls Office recommended practices. Q1 2013.

### 11. **Recommendation**

A further strategy that MFES may consider, in response to the current organizational structure and reporting relationships within the Division of Fire Prevention would be the implementation of a formal "*Community-Based Fire Protection Model*". This would also provide further efficiencies within the division.

#### **Status**

- The Chief Fire Prevention Officer in consultation with the Public Education Officers and both Deputy Fire Chiefs to review the OFM Community Based Fire Protection Model and develop any proposed recommendations for changes to improve efficiencies within the Division. Q1 - 2013

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### **12. Recommendation (Year 2 - 2013)**

In response to the current organizational structure and reporting relationships within the Division of Fire Prevention the implementation of a formal “Community-Based Fire Protection Model” includes one additional Fire Prevention/Education Officer (FPO) be hired. When the recommendation is fulfilled it will result in one Fire Prevention/Education Officer for each Station area. This result is a policy having one Fire Prevention/Education Officer per station area.

#### **Status**

- The addition of a full time Fire Prevention/Education Officer will be pursued during the 2013 budget process.

### **13. Recommendation (Year 4 - 2015)**

To accommodate the needs to place a Fire Prevention/Education Office at Station 96 Capital funds will be required to complete alterations to this station to accommodate the staff needs of a Community Based Fire Protection Model.

#### **Status**

An assessment will be required at Station 96 to determine what changes are necessary to accommodate a fire prevention/education office. Once identified, required changes will be requested during the 2015 budget process. Until such time as accommodations are identified and constructed, the staff member will be deployed from Station 98.

### **14. Recommendation**

Consideration should be given to implementing a formal Standard Operating Guideline review process for the Division of Fire Prevention SOGs.

#### **Status**

- Chief Fire Prevention Officer will research and make recommendations to Fire Department Management for the review of fire prevention education division policies and procedures to ensure that they are reviewed in their entirety every five years. Q3 2012.

### *Division of Fire Suppression*

### **15. Recommendation**

As a “performance target” NFPA 1710 is an appropriate performance measure for the Town of Markham. Consideration should be given to utilizing this performance measurement tool for the ongoing assessment of the level of emergency response services to be provided.

#### **Status**

- With the installation of the AVL/GPs systems real time data will be monitored to evaluate the performance measurements for dispatch, turn-out and travel time in comparison to NFPA 1710. Q1- Q4 2013 - Monitor data to measure performance according to 1710 standards 60 second turn call processing, 60-80 second turn out (medical = 60 seconds while other emergency incidents = 80 seconds), travel time = 1<sup>st</sup> in 240 seconds travel 90% of the time and full 1<sup>st</sup> Alarm response within 480 seconds 90% of the time (these are goals). Performance measurement will be monitored to determine compliance with 1710.

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### **16. Recommendation**

Current planning projections indicate that the Town of Markham will continue to experience increased growth. Consideration should be given to further strategies to match the number of personnel responding based on incident type and risks present to respond to growth and factors such as an aging population and an aging building infrastructure profile.

#### **Status**

- This recommendation will be pursued with Recommendation 17.

### **17. Recommendation**

Existing residential occupancies in the community include townhouse, stacked townhouse, medium and high-density condominiums, and high-rise structures. These types of occupancies all have increased fire and life safety risks. Consideration should be given to the deployment of additional emergency response staff within the initial response to match the required depth of response resources based on the results of the community risk profile.

#### **Status**

- Chief and Deputy Fire Chief's to develop a strategy for risk based response. Should the outcome include any changes to response to various incidents this will be recommended to Council for approval. Q3-4 2012

### **18. Recommendation**

Consideration should be given to the provision of separate storage rooms for firefighters bunker gear that includes a separate ventilation system.

#### **Status**

- Stations 92, 93, 94, 96, 98, 99 have enclosed bunker suit storage rooms. Stations 91 and 97 have the potential to enclose existing storage areas and 95 will be evaluated to determine if there is a solution to providing an enclosed storage area. In each station, ventilation systems will need to be evaluated to determine if they are separate systems. 2012 Q4 - Assessment by Capital Assets to determine cost to provide enclosures and ventilation systems evaluations.

### **19. Recommendation**

Consideration should be given to the provision of additional general storage in all MFES stations where possible, and when alterations and/or new construction are considered.

#### **Status**

- Deputy Chiefs to direct Division Chiefs to review storage requirements to determine and report findings including actual and future storage needs for each division. Q4 2012 - Report to be completed and presented to fire department management for review and consideration.

### **20. Recommendation (Year 3 - 2014)**

To provide for the depth of resource response requirements the recommendation to place an additional ladder truck into service is consistent with previous planning and identified in the 2009 Development Charge Background Study.

#### **Status**

The build cycle for a ladder truck is 12 months which will require that the process to order the truck commence in 4<sup>th</sup> quarter 2013 for delivery in the 4<sup>th</sup> quarter 2014.

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MFES management will initiate meetings with Human Resource staff in the 4<sup>th</sup> quarter of 2012 to establish a timeline for recruitment of 20 Firefighters to staff the ladder truck. Start date for the new firefighters would be September 2014. This truck would be deployed from Station 99 (Cornell).

### **21. Recommendation (Year 6 - 2017)**

The addition of the 10<sup>th</sup> Station for Town Centre is recommended and consistent with previous planning and identified in the 2009 Development Charges Background Study. This Station will be located in the vicinity of Warden and Highway #7. The 10<sup>th</sup> Station will require one Engine, 20 Firefighters and one Fire Prevention Officer.

#### **Status**

- Staff has investigated potential Town owned lands for station placement. Opportunities continue to be investigated to incorporate this fire station within planned commercial or residential buildings in high density areas. During 2013 a comprehensive review will be completed to ensure that funding will be in place for the Station and associated costs. Further, this station recommendation is subject to the pace of development of Markham Centre and may need to be brought forward to 2015 or 2016 depending on development.

### **22. Recommendation (Year 7 - 2019)**

The results of the Master Fire Plan identified that Thornhill will undergo significant development and growth of building stock and population. As a result it is recommended that an additional Satellite Station be provided to improve the overall response to both fire and other types of incident response. The timing for this station should be concurrent with the intensification along Yonge Street and the Langstaff development, call volume and type will also be monitored to assist in determining the timing for this station.

Additional Station to be added with one Engine and 20 Firefighters. Station could be designed into the Langstaff Community and may be located within a commercial building and/or located on Town owned property.

**Satellite Fire Station:** In comparison to the typical fire station design, construction and amenities of other existing fire stations within the Town of Markham, a satellite fire station would contain the same types of amenities to accommodate a complement of firefighters required to staff a front-line apparatus. However, from a physical facility perspective a satellite fire station could be included within an existing or planned commercial/residential or industrial complex. Opportunities for partnership with private sector and/or other agencies would be beneficial to this type of facility. The most critical factor would be location.

### **23. Recommendation**

With the addition of stations and apparatus detailed in recommendations 20, 21, and 22 consideration should be given to the reassignments of ladder trucks as follows:

- Ladder 996 (2015) consider moving to Station 97 (976) once Station 90 in operation  
NOTE: This option would require funding for construction costs to accommodate the additional crew and ladder truck at Station 97.
- Ladder 916 remains deployed from Station 91
- Ladder 956 to be relocated from Station 95 to Station 90 (906)

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- Any new ladders should be designed based on similar specifications to Ladders 916 and 956 to benefit from standardized apparatus.

### **Status**

- On completion of recommendations 20, 21 and 22 senior fire management will complete an analysis to consider the impacts associated with the movement of the ladder trucks as recommended. Future Ladder trucks will be purchased to benefit from standardization.

### *Division of Training*

#### **24. Recommendation**

Consideration should be given to attaining recognition of ‘equivalency’ from the Ontario Fire Marshal’s Office for the current MFES training program. The OFM is the organization recognised as having overall legislated responsibility for monitoring the delivery of fire protection in Ontario.

### **Status**

- The Chief Training Officer will propose a plan to ensure that all Suppression Firefighters meet or exceed the provincial firefighter standard and that the results are monitored and documented. Research software options to record and monitor training compliance. Provide a final report and recommendations to fire department management including proposed software needs and implementation plan in Q1 2013.

#### **25. Recommendation**

In light of the high risk involved with the specialized emergency responses requiring technical training (i.e. hazardous materials, confined space rescue, ice/water rescue, high-angle rescue, etc.), consideration should be given to including the Town of Markham Council in the decision making to determine level of service delivery that the Markham Fire and Emergency Service will ultimately provide to these types of incidents.

### **Status**

- Fire Chief and Deputy Chief’s to confirm level of response for each type of incident MFES responds to, evaluate present and future needs with respect to training, equipment, policies and procedures to provide established levels of service. Q3-4 2012 - Provide report detailing level of service recommendations to Council for approval Q2 2013 (to be reflected in the Establishing and Regulating bylaw including training needs).

#### **26. Recommendation**

In determining the levels of technical response to specialized incidents the MFES should also consider opportunities for partnerships and/or strategic alliances with other adjacent municipalities or agencies. This could include sharing of equipment, coordinated training sessions or the implementation of automatic aid agreements to provide first response or additional support.

### **Status**

- Deputy Chief’s to initiate discussions with adjacent municipalities to identify opportunities for automatic aid (joint response) to various emergencies. Q1 2013 - Options that include automatic aid are permitted by provincial legislation however, Collective Agreement provisions related to contracting out of services must be considered.



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Automatic aid agreements for response to water/ice rescue, HAZMAT, slope/high/low angle rescue, confined space are examples of potentially high volume of staff/resource involvement to incidents that rarely occur. An additional major challenge for response to “technical rescue” incidents is maintaining adequate training. In the absence of a training facility and the ability to train is affected. With automatic aid agreements in place larger numbers of staff would be able to assemble at a single facility together for training.

### **27. Recommendation**

Consideration should be given to establishing an acting position to fill the role of Chief Training Officer during absences, for succession planning purposes.

#### **Status**

- The Fire Department Management team will consider this recommendation. In accordance with the Collective Agreement this would be a negotiated position. Q4 2012

### **28. Recommendation**

Consideration should be given to the opportunity to utilize the Markham Learn Centre as a resource to increase officer development programming directed at current and future officer candidates, and succession planning activities within the MFES.

#### **Status**

- To be researched by the Chief Training Officer and a report to be provided to the Deputy Chief responsible for training for review Q4 2012.

### **29. Recommendation (Year 1 - 2012)**

It is recommended that MFES investigate it's particular need for a live fire training facility. The first step would be a needs assessment to determine the potential benefits and identify any specialized / unique training aids that would best-suit fire-related MFES calls.

#### **Status**

- Budget funding was allocated in 2010 for a joint fire/ water works training needs assessment. It was decided to await the outcome of the Master Fire Plan prior to commencing the needs assessment. A Request for Proposal will be released during the 3rd quarter of 2012 to contract a consultant to provide a feasibility study for the provision of a joint fire and waterworks training facility. The study will also identify recommendations and opportunities for public/private partnerships.

### **30. Recommendation**

Consideration should be given to explore internal, private and public partnerships in the research and development of a training facility also to include potential revenue generating opportunities.

#### **Status**

- This recommendation will be incorporated into recommendation 29.

### **31. Recommendation**

On-going consideration of strategic priorities of the division is required to ensure staffing resources within the Division of Training are appropriate to maintain the current level of efficiency and effectiveness. This will be particularly relevant as the MFES expands to meet municipal growth and increased needs.



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### **Status**

- If determined that additional training staff are required a business case will be undertaken prior to requesting the position during future budget processes.

### **Division of Apparatus and Equipment**

#### **32. Recommendation**

Consideration should be given to conducting a review of the organizational reporting structure, supervisor requirements and workload of this division. Options should be considered to implement a “mechanic supervisor” position and create an “apprentice mechanic” position utilizing the benefits of the Ontario Youth Apprenticeship Program.

### **Status**

- Deputy Chief responsible for the Mechanical Division to establish performance measures to monitor work load and resource requirements. Also, complete a review of the reporting structure. Q1 2013. Should it be determined that additional mechanical staff are required a business case will be undertaken prior to requesting the position during future budget processes.

#### **33. Recommendation**

The reserve fleet should, wherever possible, be consistent with the specifications of the fleet standardization plan for front-line apparatus.

### **Status**

- During 2013 the reserve fleet will be consistent with the specifications of the front run fleet.

#### **34. Recommendation**

Identifying options for providing a larger apparatus repair and maintenance facility should be considered a priority for the MFES. The facility should include a minimum of two bays of varying length and sufficient length and/or height in a minimum of one bay to fully extend the large ladders. It is recommended that MFES conduct a needs assessment study for a new facility to house the Division of Apparatus and Equipment.

### **Status**

- Markham Operations is conducting a high level facilities study with focus on potential site locations. They have identified estimated floor area requirements that included Fire and Emergency Services Mechanical Division.

#### **35. Recommendation**

Consideration should be given to conducting a detailed review of the current functional capabilities of the Division of Apparatus and Equipment. Opportunities to enhance the accessibility to other MFES and corporate software programs, such as parts inventory, vehicle maintenance records etc., should be considered. The provision of laptop computers should also be considered a priority when assessing equipment and technology needs.

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### **Status**

Fire department management will review the functional capabilities of the Division of Apparatus and Equipment and consider software programs that may provide efficiencies within the division and the Corporate Fleet Supervisor will be consulted with regarding the need for laptop computers. Q4 2012

### **Division of Communications**

#### **36. Recommendations (Year 4 - 2015)**

MFES should work with the Town's Information Technology Services to develop a specific technology architecture and deployment plan for the fire and emergency service including:

- Technology linkages and overall architecture
- Technology standards
- Upgrade options and directions
- Backup and redundancy procedures
- Maintenance procedures

### **Status**

- MFES staff will work in conjunction with Markham Information Technology Services and consult with York Regional Police to research and provide future recommendations concerning the recommendation. This recommendation will be on-going and in conjunction with the on the proposed Regional radio system changes and financial impacts will be reported in 2013. A complete assessment for the Regional Radio System has been provided to Markham Fire by the Region. Changes scheduled for 2015 will be reported out by Fire Management in consultation Markham Information Technology Services.

#### **37. Recommendation**

A Review should be conducted to asses each step of the call handling and dispatching process to determine if there are any efficiencies which could improve this component of emergency response time.

### **Status**

- The Alarm Room Supervisor will develop a process to measure and study the call handling and dispatch processes, recommend performance measures and collect data. Reporting the data collected with recommendations on efficiencies will be presented after a defined collection period Q1 - 4 2013.

#### **38. Recommendation**

Consideration should be given to the installation of a redundant/fail over server system for the Computer Aided Dispatch, Automatic Vehicle Location and Records Management System (CAD/AVL/RMS) applications at a designated disaster recovery location.

### **Status**

- This recommendation will be completed with the move of the Alarm Room from Station 95 to 8100 Warden in July 2012.

### **39. Recommendation (Year 4 - 2015)**

Consideration should be given to commencing planning efforts to upgrade or replace the current Computer Aided Dispatch, Automatic Vehicle Location and Records Management System (CAD/AVL/RMS) system and Thales call recorder system.

#### **Status**

- Consideration to upgrade or replace the En-Route (GEAC CAD/AVL/GPS) software will be reported on once the changes to the Regional Radio system are in place 2014/15. The Thales call recorder system will be replaced during the move of the Alarm Room from Station 95 to 8100 Warden in July 2012.

### **40. Recommendation**

Consideration should be given to developing a succession plan to address ongoing staff resources required to support current and future IT systems within the MFES.

#### **Status**

- With the retirement the Administrative Coordinator additional training will be required for various staff to manage the En-Route (GEAC) dispatching software including the staff member hired June 4<sup>th</sup> to replace the previous Administrative Coordinator. Q2 2012

### **41. Recommendation (Year 5 - 2016)**

Consideration should be given to the continued upgrade of the CAD/AVL functionality on-board all fire suppression apparatus to include integrated mapping and reporting features and real time links to the central systems.

#### **Status**

- This recommendation will be considered in consultation with Markham Information Technology staff.

### **42. Recommendation**

Consideration should be given to adding alarm room staff as the Town grows and call volumes increase.

#### **Status**

- The potential need for future staff will be considered in conjunction with recommendation 38. Should it be determined that additional alarm room staff are required a business case will be undertaken prior to requesting any new positions during future budget processes.