

Fire Master Plan - Implementation Workplan

Last Updated: April 8, 2024

#	Recommendation	Estimated Cost/ Resources	Timeline	Annual Review	Committee Recommendation	Additional Action Required	Responsibility	Status	Due Date	% Complete	Notes
1	The 2006 E&R By-law should be updated and reviewed annually to ensure that the SHFD is operating within the approved parameters as identified by Council. This does not mean that the bylaw must be presented to Council annually, but that the document is current and accurate.	Staff Time	1-3 years	Yes	Requires further action.	Yes	Operational	In Progress	Q4 - 2024	25%	E&R By-law considerations would be taken into account with Council after consultation/agreements with neighbour municipalities.
2	When the Establishing & Regulating By-law is updated, the SHFD organizational structure should be amended to reflect the changes and additions made.	Staff Time	1-3 years	Yes	Requires further action.	Yes	Operational	In Progress	Q4 - 2024	25%	Related to above recommendation
3	It is recommended that data analytics be recorded and evaluated by the Fire Chief annually to help with assessing where any service gaps or challenges may exist. This review will also assist in determining the possible need for a larger volunteer firefighter contingent.	Staff Time	1-3 years	N/A	Current operations - no additional actions required.	No					Chief meets regularly with Officers to review data related to manpower, equipment, processes. Records of these discussions are being retained for future planning.
4	To prepare for the NG9-1- 1, SHFD should work closely with Tillsonburg Dispatch to develop a business case for the acquisition of new NG9- 1- 1 related equipment. This CAD system should be implemented in 2024.	\$250,000 to \$500,000 (for dispatch)	1-3 years	N/A	Current operations - no additional actions required.	No					SHFD is working closely with Tillsonburg Dispatch. They have retained all of the training, technology and equipment and are ready for NG9-1-1. No equipment is required for South Huron to host.
5	Hire a part-time Deputy Fire Chief (Training/Operations). This new position should begin by working a 21 – 24-hour work week with the possibility of transitioning to a full-time position of 42-hours per week within the next 7-10 years. An interim option, until a part-time Deputy Fire Chief position can be implemented, is to work with other local departments with the creation of a joint Training Officer position. This joint position also has the benefit of creating consistent training programs amongst the partner departments.	\$35,000 - \$40, 000	1-3 years	N/A	No additional actions required.	No					Utilized existing complement. The FPO is the Training Officer, as well as Deputy Chief to fill in when the Chief is away. Also, completing community emergency management training. Duties beyond the historic complaint and request inspections now include inspections in commercial and vulnerable occupancy buildings.
6	The Fire Chief provide a business case to senior administration supporting either: a new training facility for the SHFD, or the purchase of a mobile training unit or a fixed site unit for the purposes of Live Fire Training.	\$200,000 to \$700,000	1-3 years	N/A	Not Applicable at this time.	No					No further consideration required. SHFD has some training props in house; this item is referring to live burn training. Opportunities may exist for training at existing (i.e. Central Elgin facility) or future training facilities.
7	The SHFD work with the Planning and Development Services to determine a suitable location for a new training facility. Options to include this with the building of a new fire station should be investigated.	Staff time	1-3 years	N/A	Requires further action.	Yes	Committee			%	This recommendation is related to the Exeter and Dashwood station discussion.
8	It is recommended that all firefighters receive live fire training annually.	Dependent on facility costs and/or the purchase of a live fire training unit.	1-3 years	N/A	Current operations - no additional actions required.	No					COVID restrictions impacted live fire training. Plan to restart live fire training in 2023, some training may occur in late 2022. Province built mobile units so there may be the opportunity to use it in coordination with neighbouring jurisdictions.

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9	SHFD adopts the educational progression plan outlined. The proposed training programs and succession path should be supported for current and proposed positions with the following suggested training: The position of Captain, emergency management training should start with IMS-100 Introduction to the Incident Management System (IMS) for Ontario and IMS-200 Basic Incident Management System for Ontario. • All Deputy District Chiefs acquire NFPA 1521 – Fire Department Safety Officer certification. • The position of Deputy District Chief, emergency management training continues with IMS 300 – Intermediate Incident Management System. • The position of District Chief, emergency management training continues with IMS 250 – IMS in EOCs.	Staff Time	1-3 years	N/A	Current operations - no additional actions required.	No					This item was discussed as a key component in succession planning of SHFD and is covered within current operations
10	Create a formal organization development program that identifies core competencies and qualifications for Fire Chief, Deputy Fire Chief, District Chief, Captain, and firefighter and be formally implemented.	Staff Time	1-3 years	N/A	Completed - no additional actions required.	No					This item has been completed and relates to Recommendation 9. South Huron HR has expanded the existing job descriptions, including training requirements for certain ranks.
11	The SHFD facilitate the experience component required as part of the development of individuals and implement a process for individuals that are interested in Chief Officer positions.	Staff Time	1-3 years	N/A	Completed - no additional actions required.	No					This item has been completed and relates to Recommendation 9. South Huron HR has expanded the existing job descriptions, including training requirements for certain ranks.
12	Develop job descriptions with a list of the minimum core job responsibilities. Further, the education and experience required for each of those positions should be outlined to chart the path for succession. Job descriptions found in the E&R Bylaw should be removed.	Staff Time	1-3 years	N/A	Completed - no additional actions required.	No					Related to Recommendations 9 and 10. Job descriptions will be removed from the E&R Bylaw to allow for necessary updates, as needed outside of a formal by-law update
13	It is recommended that a dedicated part-time Fire Administrative Assistant position be filled that could lead to a full-time position as needed.	Staff related costs	1-3 years	N/A	Completed - no additional actions required.	No					Realignment to have a part-time Fire Administrative Assistant is completed.
14	EM&T recommends that an on-call Duty Officer position be created to be filled on a rotational basis by qualified individuals.	Staff related costs	1-3 years	N/A	Completed - no additional actions required.	No					
15	It is recommended that the Municipality of South Huron enact a by-law for the operation of a short-term rental, including bed & breakfasts.	Staff Time	1-3 years	N/A	No further action at this time.	No					This is based on Council direction.
16	It is recommended that South Huron enact a bylaw for the operation of second units, ensuring compliance with provincial legislation and registration/ licencing with the Municipality.	Staff Time	0-1 year	Yes	No further action at this time.	No					This is based on Council direction.
17	It is recommended that the Municipality of South Huron explore opportunities to provide Fire Prevention related services to neighbouring municipalities.	Staff Time; Potential Revenue Generator	1-3 years	Yes	Current operations - no additional actions required.	No					At the discretion of the Fire Chief, the FPO provides Fire Prevention related services to other municipalities. This position was approved by Council on this basis. Focus for the position to date has been SH operations. Meeting upcoming with neighbouring municipality for services to be provided. A follow-up report welcome to Council for consideration.

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18	It is recommended that the South Huron FPO participate in the examination and review process for all building stock development. Further, the Fire Prevention Division should be involved in the review and approval processes for new developments, site plans, renovations, etc., so that the fire safety/response requirements are met.	Staff Time	0-1 year	Yes	Current operations - no additional actions required.	No					Fire Chief currently participates as a member of the Development Team. In the absence of the Fire Chief, the FPO would attend.
19	It is recommended that SHFD conduct an annual review of the Fire Prevention Division's programs to identify any areas requiring additional activity.	Staff Time	1-3 years	N/A	Current operations - no additional actions required.	No					This is something SHFD already does and incorporates new ways to grow the fire prevention program.
20	It is recommended that all firefighters be offered the opportunity to become trained and qualified to the Fire & Life Safety Educator Level I, or equivalent certification.	\$65 registration fee per student based on Ontario Fire College fee	1-3 years	N/A	Current operations - no additional actions required.	No					This course is offered to any fire fighter that is interested and is very extensive to complete
21	It is recommended that the SHFD work in conjunction with residential developers in promoting the advantages of installing residential fire sprinklers.	Staff Time	1-3 years	N/A	Current operations - no additional actions required.	No					The Ontario Building Code doesn't require this – until the code changes it is likely this item will not be incorporated in many residential developments. Education for this is ongoing through site development meetings as it may benefit the developers.
22	SHFD to develop an SOG (Standard Operating Guideline) outlining proper decontamination of firefighters and their gear, during and after emergency operations and/or live fire training evolutions.	\$4,000 for two decon kits plus staff time	0-1 year	N/A	Completed.	No					SHFD has a SOG on the decontamination process. This was being implemented during the review by the consultant and is now complete.
23	It is recommended that the SHFD introduce a cancer screening program.	Staff Time	0-1 year	Yes	Requires further action.	Yes	Operational	In Progress	Q4 2024	75%	SHFD is currently working on the cancer screening program – this is something new to the fire service and is being worked on with Chief's throughout the County-wide approach.
24	The Huron Park Rescue be outfitted to serve double duty as the firefighter rehabilitation and decontamination unit and backup rescue.	\$5,000 to \$20,000 / staff time and costs to reconfigure unit/equipment	0-1 year	No	Not Applicable at this time.	No					This was discussed in the early meetings with the committee. Currently all SHFD rescue units carry decontamination kits on them and have for years. These kits include all necessary equipment to rinse off, wash and or bag soiled equipment even while on scene. The current rescue units carry the rehabilitation chairs and each truck is equipped with a refrigerator and water. It is the opinion of the SHFD that this truck is not required and it was discussed at the committee to surplus this truck as it is no longer required and will not affect the service level.
25	A formal health and wellness program should be created to identify initiatives and a create an SOP for the confidential process for treatment of a mental health injury.	Staff time	0-1 year	No	Current operations - no additional action required.	No					Current operations and no additional action required.
26	Due to the importance of staff understanding their roles and responsibilities in the EOC, it is recommended that a policy be implemented that identifies IMS 200 as the minimum standard for staff required to be in the EOC with IMS 300 being the goal for all department heads.	Staff time (courses are offered at no charge)	1-3 years	No	Not applicable at this time.	No					There are a number of staff within the EOC group, the minimum for this is IMS 100. Any changes to be worked through with HR for a policy update and be added to future work plan if warranted.
27	South Huron should implement a mass notification system for the Municipality.	\$15,000 to \$20,000	0-3 years	No	Not Applicable at this time.	No					This was discussed and it was determined that the previous attempts by Huron County with the mass notification system did not work. Warning sirens were discussed and it was determined to leave things the way they are and the cell phone warnings are working at this point. It would be a costly endeavor to install warning sirens throughout the Municipality and a larger look at this would be required.

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28	It is recommended that the Municipality of South Huron develop a comprehensive Community Risk Reduction Plan that falls in line with the CRA.	Staff time	0-1 year	Yes	Requires further action.	Yes	Operational	In Progress	Q1 2025	5%	This risk reduction plan is basically completing the recommendations and in the CRA. This is something that has been ongoing since the delivery of the CRA & the FMP. This is what the Fire Committee has been doing at a smaller scale. Formal Community Risk Reduction plan be developed in 2024.
29	To effectively manage the new staffing and equipment requirements due to the closing of the Huron Park fire station, EM&T recommends that the Exeter Fire Station be relocated in the vicinity of London Road and Norwood Village Road.	\$2-4 million depending on design and land acquisition cost	1-3 years	Yes	Requires further action.	Yes	Committee	Not Started	-	-	This recommendation was discussed by the Committee. Currently, the Exeter Station meets the needs of the fire service and the recommended upgrades are being implemented and explored.
30	Exeter Fire Station If the Municipality of South Huron decides to keep the Exeter building for Fire Service needs: • Install an appropriate diesel exhaust extraction system for its apparatus. \$50,000 – 100,00 (for exhaust) Short to Midterm (1-6 years) • Renovate the current bunker gear area to allow for a negative pressure room and for additional space to accommodate the officer gear relocation from the apparatus floor. • And a washer/dryer for cleaning of general clothes	\$50,000 - \$100,000 (for exhaust) Bunker gear room and washer dryer, approx. \$50,000 to \$75,000	1-6 years	N/A	Requires further action.	Yes	Operational	In Progress	2025-2027	25%	Staff have begin initiating recommendations to the Exeter Station, as per FMP. Separation door has been installed. Exhaust system in progress
31	Huron Park Fire Station If the Municipality of South Huron decides to keep the Huron Park building for Fire Service needs: • Install an appropriate diesel exhaust extraction system for its apparatus and appropriate negative pressure bunker gear storage room. \$50,000 - \$100,000 Short to Midterm (1-6 years) • Update and expand the current showering facilities for both women and men. \$30,000 - \$70,000 • Replace the current back-up power unit immediately. \$50K- \$100K	\$50K - \$100K; \$30K - \$70K; \$50K- \$100K	1-6 years	N/A	Required further action.	Yes	Staff Report to Council	In Progress	Q2 2024	90%	Fire Station has been closed. Staff will investigate and follow up with new Council re: discussions with the Province regarding disposition of the asset. Staff report to COW April 22, 2024
32	Dashwood Fire Station The following upgrades are recommended: • Install an appropriate diesel exhaust extraction system at each fire station. • Install an appropriate negative pressure bunker gear storage room. • Purchase an industrial washer extractor and dryer, and a separate general washer and dryer for regular washing of clothing. • Install a more powerful generator to allow for full power capacity. • Installation of a male/female shower facility	\$50,000 - \$100,000 Renovation of present bunker gear room approx. \$50,000 - \$75,000 \$5,000 - \$10,000 \$50,000 - \$100,000 \$30,000 - \$50,000	1-6 years	N/A	Requires further action.	Yes	Committee and Council	Not Started	-	-	Related to recommendation 33, no started until decision made.
33	To better serve the community, EM&T recommends that a new Dashwood Fire Station be built and located in the vicinity of Bronson Line (County Road 2) and Boston Street. This would replace the present Dashwood Station.	\$2-4 million depending on design and land acquisition cost	1-3 years	Yes	Requires further action.	Yes	Committee and Council	In Progress	Q2 2024	25%	To be discussed at COW April 22, 2024

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34	EM&T recommends that the frontline apparatus continue to be replaced after 20 years and light duty vehicles be evaluated when they should be replaced but should not exceed 10 years. Further, vehicles that have exceeded the 20- year replacement cycle either be replaced or (as noted by the FUS document on page 192) receive a full inspection by a certified facility to verify that the vehicle continues to meet industry standards.	Dependent on vehicle being replaced.	Capital Replacement Schedule	Yes	Not Applicable at this time.	No					The Municipality currently follows the parameters of the Asset Management Plan and provides Council with 10 Year capital forecasting.
35	When considering procurement of new SCBA, consideration the interoperability with fire service partners when the selection process has commenced.	Staff Time	1-3 years	No	Not Applicable at this time.	No					No further consideration required. All South Huron stations all procure the same SCBA gear, and gear is interchangeable between stations. Neighbouring jurisdictions procure their own items – something we don't have control over.
36	SHFD to equip new apparatus purchases with new fire hose, nozzles, and ladders.	\$100,000 added to overall capital purchase	1-3 years	No	Current operations - no additional actions required.	No					2021 pumper tanker new ladder; hoses to be replaced with the next apparatus
37	If the Municipality of South Huron decides to keep the 2000 Aerial Apparatus, a comprehensive test be conducted by the ULC to approve this apparatus for use in Canada	Costing is dependent on level of repairs required.	1-3 years	No	Not applicable at this time.	No					Based on investigations, it is not feasible to have this apparatus ULC certified. There are no implications to South Huron to utilize this apparatus as a secondary response vehicle
38	SHFD review the advantages in acquiring 5" (125 mm) supply lines with 4" (100 mm) Storz couplings to be assigned to the aerial devices.	\$10,000 – \$15,000 / aerial device	1-3 years	No	Not Applicable at this time.	No					Currently, the supply line is 4 inch to 4 inch. No issues with water system and pump capacity. Cost to run 5 inches to 4 inch is significant for an issue that isn't relevant.
39	SHFD inquire about obtaining their Superior Water Shuttle Accreditation.	Staff Time	1-3 years	Yes	Not Applicable at this time.	No					No further consideration required. In the past SHFD had obtained the accreditation in the past to move water. The SWSA accreditation can allow taxpayers a rebate on insurance, however some companies do not recognize it (Mutual Insurance). In the large scale of things, there is little benefit to completing this Accreditation at this time
40	Review and update the Fees By-Law 34-2018 for services provided by the SHFD.	Staff Time	1-3 years	Yes	Requires further action.	Yes	Operational	In Progress	Q2 2024	75%	Included in User Fee and Revenue Study. By-law will be updated to reflect current fees and align with the other departments.
41	The Fees By-Law to identify the requirement that the individual(s) that receive an invoice for fire services provided is responsible for ensuring all charges are paid to the Municipality.	Staff Time	1-3 years	Yes	Requires further action.	Yes	Operational	In Progress	Q2 2024	75%	Included in User Fee and Revenue Study. A non South Huron resident is billed when the fire services is utilized. Current process is that if an invoice isn't paid it automatically goes to collections.
42	Immediate reviews and revisions be undertaken by the Fire Chief for all existing Fire Protection Agreements.	Staff Time	1-3 years	Yes	Requires further action.	Yes	Operational	In Progress	Update to be provided in Q3/Q4 2024	75%	Coordination and collaboration with our neighbouring municipalities is required in order to look at Fire Services from a regional perspective.
43	Adjust the Fire Protection Agreement between the Municipality of South Huron and the Municipality of Lambton Shores related to fees for services and the general response area in Schedule "B".	Staff Time	1-3 years	Yes	Not applicable at this time.	No					No further consideration required. It was discussed that it is advisable to leave the agreements as is – current agreement works well with no immediate concerns.

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44	In partnership with other county departments, develop an standard operating guideline (SOG) for accountability.	Staff Time	1-3 years	Yes	Not applicable at this time.	No					No further consideration required. SOG has been developed and is operational.
45	SHFD implement a drone program to enhance firefighter safety and be employed for emergency operations, preplanning, and emergency management planning.	Dependent on unit purchased - \$3,000 to \$8,000 per unit	1-3 years	Yes	Not applicable at this time.	No					No further consideration required. Restrictions preventing from flying drones in multiple areas within the Municipality. One fire fighter has drone training – no further fire fighters are required to be trained.
46	All frontline vehicles should be equipped with TICs, along with the development and implementation of a comprehensive training program that meets the NFPA 1408 requirements.	\$3,000-5,000 per TIC unit	1-3 years	Yes	Not applicable to at this time.	No					No further consideration required. Both stations have two TIC (thermal imaging camera) devices each and is deemed sufficient.
47	The Fire Chief should continue with completing any of the outstanding recommendations noted in the past report.	Depending on individual recommendations	1-3 years	Yes	Not applicable to at this time.	No					No further consideration required. Fire Chief has implemented recommendations that are applicable.
N/A	Review Development Charges (DC) related to Fire Services and identify parameters for spending the collected fees and explore the potential to maximize the fees collected, based on the influence of future development on additional Fire Service needs; and	Staff time	1-3 years	Yes (at time of DC updates)	Requires further action.	Yes	Committee	Complete	Q3 2023	100%	Not within Fire Master Plan recommendations, but identified by Committee as important to action. Committee reviewed existing Development Charges by-law. A replacement station for Dashwood is not eligible to utilize DCs, under the existing DC by-law. A review and update of DC is schedule for 2025. It was discussed that there is the potential for DCs be utilized for work related to the Exeter Station.