To Chair and Members
Committee of the Whole Operations and Administration

From Shane Caskanette
Fire Chief

1.0 Type of Report

Consent Item [ ]
Item For Consideration [X]

2.0 Topic Master Fire Plan Report [Financial Impact – None]

3.0 Recommendation

A. THAT Report 2019-351 titled Master Fire Plan Report BE RECEIVED; and

B. THAT Council ADOPT the proposed Master Fire Plan attached to Report 2019-351 and marked as Appendix “A” as the strategic planning framework for the delivery of fire protection services within the City of Brantford for the next ten-year community planning horizon; and

C. THAT Council DIRECT the Fire Chief to develop an implementation plan for the proposed Master Fire Plan to be presented to Council for consideration as part of the City’s annual Estimates Committee process.

4.0 Purpose and Overview

The purpose of this report is to present the City of Brantford Master Fire Plan Report prepared by Dillon Consulting Ltd. to Council for consideration.
5.0 Background

Pursuant to Report # CAO2017-017 considered by Council on November 14, 2017 the following recommendations were adopted by Council:

A. THAT report CAO2017-017 titled Master Fire Plan BE RECEIVED; and
B. THAT staff be DIRECTED to proceed with the issuance of a Request For Proposals to retain consulting services to complete a comprehensive Master Fire Plan for the Brantford Fire Department at a cost not to exceed $70,000; and

C. THAT the Fire Training Centre capital project FD1705 ($50,000) BE CLOSED and the funds BE RETURNED to the Fire Equipment Reserve RF0482; and

D. THAT the Master Fire Plan capital project BE FUNDED as follows:
   i. The Fire Equipment Reserve (RF0482) in the amount of $50,000; and
   ii. The Fire Minor Capital Reserve (RF0486) in the amount $20,000.

6.0 Corporate Policy Context

A Master Fire Plan aligns with Goal 4 - Excellence in Governance and Municipal Management for Brantford to be recognized as a fiscally responsible and well-managed City that provides efficient and effective government services.

7.0 Input From Other Sources

The Master Fire Plan was developed through extensive internal and external consultation with stakeholders including; Mayor and Council, CAO, Finance, Human Resources, Fire Department, Brantford Professional Fire Fighters Association and Community engagement.


8.0 Analysis
Council approved funds and directed the Fire Chief to complete a competitive Request for Proposals (RFP) process to retain consulting services to complete a comprehensive Master Fire Plan for the Brantford Fire Department.

Dillon Consulting Ltd. was awarded the RFP due to their extensive knowledge, experience and expertise developing Master Fire Plans (M.F.P.) for similar size Fire Departments across Canada.

This M.F.P. was developed to provide Council with a strategic framework for the delivery of fire protection services within the City of Brantford over the next ten-year community planning horizon. The findings and recommendations contained within this M.F.P. have been informed by a Community Risk Assessment (C.R.A.) that was developed as a companion document to assess the existing fire risk within the community. Together, these documents present a comprehensive analysis of the existing fire risks within the community, and the existing fire protection capabilities of the Brantford Fire Department (B.F.D.).

The C.R.A. and M.F.P. have been developed in consideration of the municipality’s legislative requirements as contained within the Fire Protection and Prevention Act, 1997 (F.P.P.A.), and the Occupational Health and Safety Act, R.S.O. 1990 (O.H.S.A.). In addition, current industry best practices as defined by the Office of the Fire Marshal and Emergency Management (O.F.M.E.M.) and leading industry organizations such as the National Fire Protection Association (N.F.P.A.) have been utilized to guide and inform the recommendations presented.

The M.F.P. provides options and recommendations for Council’s consideration and approval to clearly communicate the level of fire protection services to be provided to the community, including (where applicable) proposed performance measures for ongoing monitoring and evaluation of the services to be provided.

A key theme within the M.F.P. is the implementation of strategies to enhance the internal monitoring and evaluation of all programs and services provided by the department. These strategies will align with municipal best practices that support the use of performance benchmarks to establish and monitor service levels on a regular basis.

The M.F.P. makes forty-two (42) operational recommendations detailed in section 12.2 which can be administered and implemented within the current authority assigned to the Fire Chief.
To provide guidance around approval and implementation, the plan includes six (6) recommendations to Council discussed in the presentation and listed below that require the consideration of Council related to a potential operating or capital financing impact or to inform a municipal policy decision including setting a municipal service level or where further direction to corporate staff may be required. The following proposed recommendations to Council are not being approved by way of this Report, or by way of any adoption of the Master Fire Plan, but will form part of a future report to Council from the Fire Chief which will include an implementation plan as per the direction set out in recommendation C of this Report.

**Recommendation #1**: That the strategic priorities identified within the proposed Master Fire Plan be adopted to form the strategic framework for the delivery of fire protection services within the City of Brantford, including:

i. The sustained use of a Community Risk Assessment to determine the fire safety risks within the City of Brantford as the basis for developing clear goals and objectives for all fire protection and emergency services provided by Brantford Fire Department; and

ii. Where applicable, the optimization of the first two lines of defence (including public education and fire prevention, and the utilization of fire safety standards and fire code enforcement) to provide a comprehensive fire protection program within the City.

**Recommendation #2**: That subject to Council’s consideration and approval of an Implementation Plan that the proposed fire inspection cycles included within the proposed Master Fire Plan be approved and included within the proposed Fire Prevention Policy.

**Recommendation #3**: That subject to Council’s consideration and approval of an Implementation Plan that the proposed public education cycles included within the proposed Master Fire Plan be approved and included within the proposed Fire Prevention Policy.

**Recommendation #4**: That the City prioritize the hiring of a dedicated full-time Fire and Life Safety Educator as proposed by the Master Fire Plan.

**Recommendation #5**: That Council approve the proposed fire suppression performance benchmarks presented within the proposed Master Fire Plan as the performance planning targets for the delivery of fire suppression services within the City of Brantford.
**Recommendation #6:** That consideration be given to increasing the minimum number of firefighters on duty from the existing 19 to 21 in order to increase the staffing of the Aerial assigned to Station 1 as presented within the proposed Master Fire Plan.

Subject to Council’s consideration, this M.F.P. is intended to inform the development of clear goals and objectives for each of the programs and services provided by the B.F.D. to be included within an updated Establishing and Regulating By-law. This includes a clear description of the intended service level, process for implementation and requirements for the ongoing monitoring and reporting to Council and the community.

The overall goal of the M.F.P. is to identify strategies that support the sustainability of fire protection and emergency services to provide the most effective and efficient level of services resulting in the best value for the community.

### 9.0 Financial Implications

There are no financial implications to this report.

### 10.0 Conclusion

This Master Fire Plan provides Council and Senior City Staff with a strategic framework to guide decision making for the delivery of fire protection services within the City of Brantford over the next ten-year community planning horizon.

The recommendations outlined in the M.F.P. identify strategies that support legislative compliance and the sustainability of fire protection and emergency services to provide the most effective and efficient level of services resulting in the best value for the community.

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Shane Caskanette, Fire Chief

Darryl Lee, Chief Administrative Officer
Attachments (1)

Appendix “A” City of Brantford Master Fire Plan Final Report

Copy to:

N/A

In adopting this report, is a by-law or agreement required? If so, it should be referenced in the recommendation section.

[ ] yes [X] no

By-law required

[ ] yes [X] no

Agreement(s) or other documents to be signed by Mayor and/or City Clerk

[ ] yes [X] no

Is the necessary by-law or agreement being sent concurrently to Council?

[ ] yes [X] no