

Fire Service Master Plan

Staying the Course: Our Road to the Future



Front cover: The Halton Hills Fire Department's 40th Anniversary Crest, the 1926 Studebaker and 1942 Ford heritage pumpers, the 1894 Georgetown By-Laws and the 1896 Acton By-Laws.

Back cover: Shoulder flashes past and present and Aerial 3, 2003 Spartan Rosenbauer.



Message from the Chief

On behalf of the dedicated fire fighters of the Halton Hills Fire Department, I am pleased to provide this updated Fire Service Master Plan to the Fire Services and Emergency Planning Committee, Council and the residents we serve.

Our department is a composite fire service made up of both Part Time and Full Time fire fighters who serve as a team to mutually ensure our community is safe. Our personnel are deployed from 3 stations protecting 60,000 residents over 276 square kilometres.

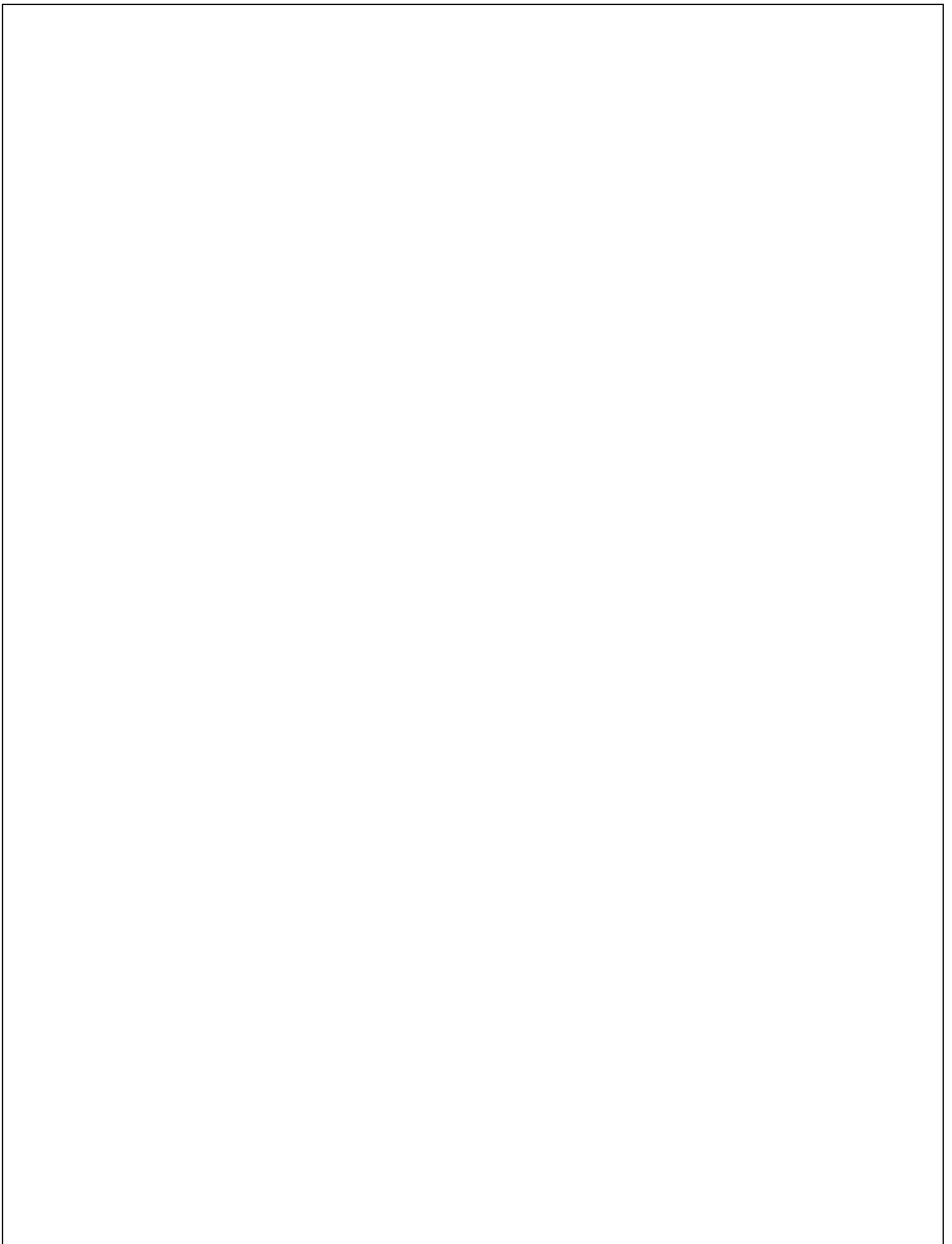
2014 marks the 40th year since the Town of Halton Hills was created. In 1974 the Acton Fire Department and Georgetown Fire Department were amalgamated to form the Halton Hills Fire Department. The Acton and Georgetown fire departments also provided fire services to the rural areas of the Township of Esquesing by agreement with the Township. The Halton Hills Fire Department has carried on the proud traditions and character of its predecessors. As a tribute to the past 40 Years of the Halton Hills Fire Department and the legacies of the Acton and Georgetown fire departments, the front and back covers of this Master Plan are illustrated with photographs and shoulder flashes past and present and the Halton Hills Fire Department's 40th Anniversary Crest.

Our town will continue to grow and evolve. As a vital service, the fire department is dedicated to evolving with it. We strive to be a modern, integrated service that operates seamlessly and employs highly skilled, motivated and innovative team members.

Our commitment is to fulfill our mission to provide fire protection and prevention services to protect our community and enhance life safety for the residents of Halton Hills through exemplary service and in a cost-effective manner. This Fire Service Master Plan titled, *Staying the Course: Our Road to the Future*, supports the proud traditions of the fire department and sets forth strategic directions for the department that will ensure service excellence to the residents of Halton Hills as our community grows.

A handwritten signature in cursive script that reads "Brent Marshall". The ink is dark and the signature is fluid and legible.

A. Brent Marshall
Fire Chief and Director of Fire Services



Fire Services and Emergency Planning Committee

The mandate of the Fire Services and Emergency Planning Committee is to be proactive in enhancing and maintaining the Fire Service Master Plan as a living document mapping the strategic policy direction of the Halton Hills Fire Department to enable staff to create, implement and administer programs to ensure the safety and well-being of our community.

Staff gratefully acknowledges the strong commitment and input provided by the Committee Members in the process of updating the Fire Service Master Plan and appreciates their ongoing support for the Halton Hills Fire Department's programs and services.

Table 1: Fire Service Master Plan Reviews

Fire Service Master Plan	Committee Members	Staff Advisors
Implementation February 2002	Councillor Moya Johnson, Chair Councillor Bryan Lewis, Co-Chair Mayor Kathy Gastle Councillor Ron Chatten Councillor John Day	Steve Andrews, CAO Bob Meads, Director Fire Service Larry Brassard, Chief of Operations Brian Ellsworth, Chief of Prevention Brent Marshall, District Chief Gord Cash, District Chief John Martin, HHFFA Representative
Revised December 2004	Councillor Moya Johnson, Chair Councillor Bryan Lewis, Co-Chair Mayor Rick Bonnette Councillor Ron Chatten Councillor Jon Hurst Councillor Mike Davis	Bob Austin, CAO Bob Meads, Director Fire Service Larry Brassard, Chief of Operations John Martin, Chief of Prevention Brent Marshall, District Chief Gord Cash, District Chief Rob Quinton, HHFFA Representative

Fire Service Master Plan	Committee Members	Staff Advisors
<p>Revised January 2010</p>	<p>Councillor Moya Johnson, Chair</p> <p>Councillor Bryan Lewis, Co-Chair</p> <p>Mayor Rick Bonnette</p> <p>Councillor Dave Kentner</p> <p>Councillor Jon Hurst</p> <p>Councillor John Duncan</p>	<p>Dennis Perlin, CAO</p> <p>Brent Marshall, Fire Chief and Director</p> <p>John Martin, Deputy Chief - Operations</p> <p>Harry Olivieri, Deputy Chief - Prevention and Public Education</p> <p>Gord Cash, District Chief</p> <p>Dave Ford, District Chief</p> <p>John Wilson, District Chief</p> <p>Armando Cabral, HHFFA Representative</p>
<p>Revised November 2014</p>	<p>Councillor Bryan Lewis, Chair</p> <p>Councillor Jon Hurst, Co-Chair</p> <p>Mayor Rick Bonnette</p> <p>Councillor Jane Fogal</p> <p>Councillor Dave Kentner</p>	<p>David Smith, CAO</p> <p>Brent Marshall, Fire Chief & Director</p> <p>John Martin, Deputy Chief, Operations</p> <p>Harry Olivieri, Deputy Chief, Prevention and Public Education</p>

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Halton Hills Emergency Response Areas:

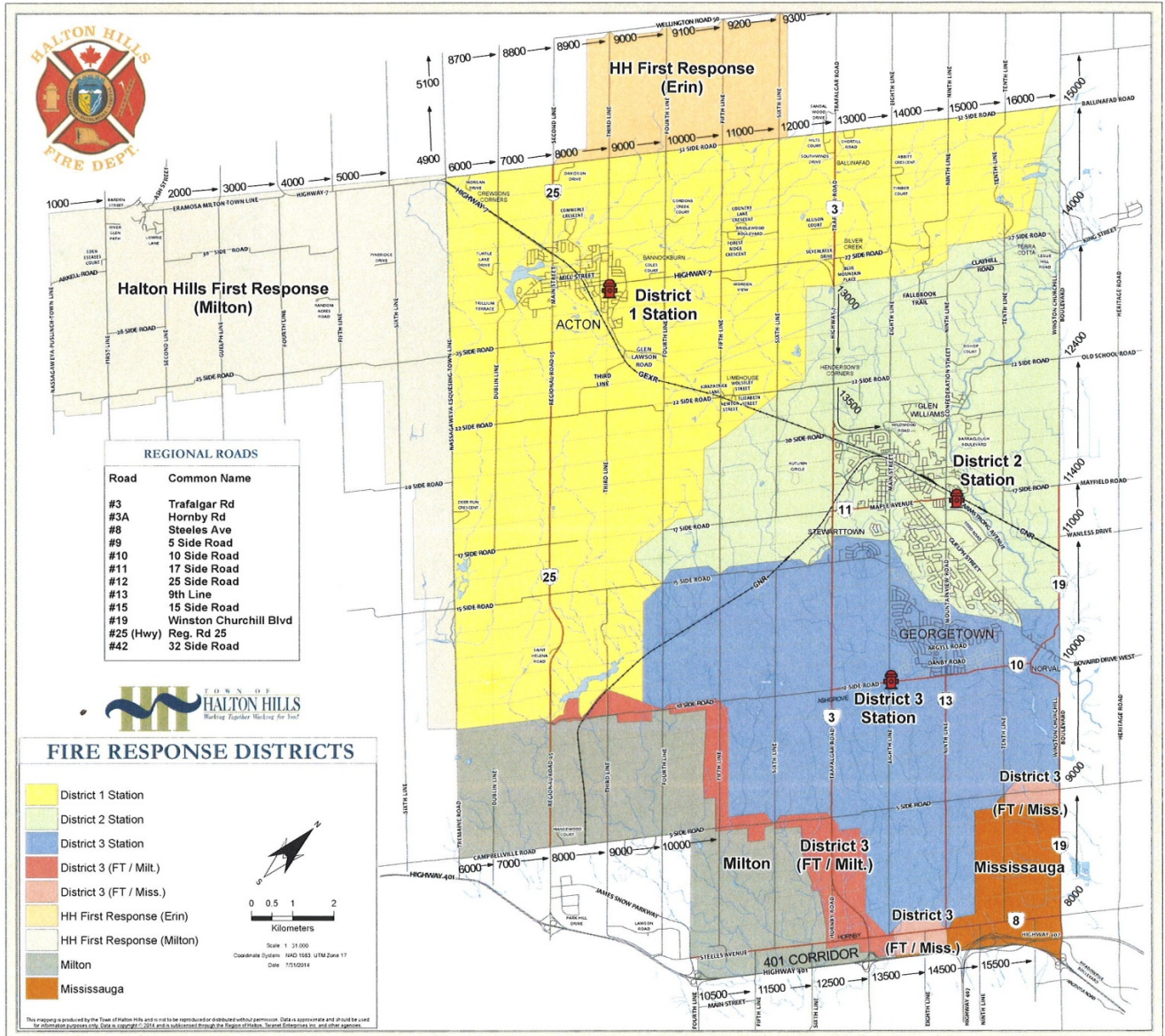
To ensure the timely delivery of emergency services, the Town of Halton Hills is divided into three districts as illustrated in Map 1 below. Most residents receive first response protection services from one of the three Halton Hills stations. The Acton urban and rural area receives first response protection from the District 1 Station located at the corner of Churchill Road and Queen Street. The Georgetown area is divided into District 2 and 3. District 2, which generally encompasses the Georgetown area north of Black Creek and 15th Side Road receives first response protection from the District 2 Station located on Maple Avenue east of Mountainview Road. District 3, which generally encompasses the Georgetown areas south of District 2, receives first response from the Headquarters Station located at the corner of Eighth Line and 10 Side Road.

The southerly portions of Halton Hills receive first response protection from stations located in the Town of Milton and City of Mississauga on a contract basis. The Town of Milton and City of Mississauga have stations in closer proximity to these areas. Since the addition of the District 3 station, response times in this area have been evaluated on a yearly basis to ensure the appropriate station response is maintained. Based on the yearly evaluations to-date, Halton Hills Fire Department repatriated portions of southerly Halton Hills effective June 2014. It is recognized that as southern Georgetown grows toward its approved 2031 population targets for residential and employment areas, that full repatriation of these areas will occur, including the need to consider establishing a southern satellite station, possibly in partnership with EMS, in the Hornby area.

Halton Hills also provides first response on a contract basis to the Town of Erin, north of 32 Side Road as well as into the Town of Milton west of Nassagaweya Town Line. The Halton Hills stations are located closer to these areas and can provide quicker emergency response.

All the current emergency response areas are illustrated on the 2014 Fire Response Districts map below.

TOWN OF HALTON HILLS FIRE DEPARTMENT



Map 1: Town of Halton Hills Fire Department Fire Response District Map

Executive Summary

The foundation

The first Fire Service Master Plan adopted in February of 2002 established the foundation for a dynamic evolving road map for the continuing evolution of the Halton Hills Fire Department (HHFD). The Plan was revised in 2004 and 2010. The previous Plans set the framework for acquisition and allocation of resources, i.e. staff, stations, apparatus and equipment for the period 2002 through 2014. The Plans also established the basis for ongoing analysis of risks, needs and costs ... key components in the evolution of the fire department in our community.

Staying the Course

This is the fourth edition of the Plan. It builds from the success of the planning undertaken through the previous Plans as well as from the efficiencies and effectiveness achieved in the department's annual operating and capital budgets and day-to-day implementation of operations. HHFD is well positioned for future growth. Station infrastructure and apparatus can meet future needs as a result of prudent budgeting and operational efficiencies. As in the past, the focus for planning is on staffing and deployment. This Plan is based on a continuation of the incremental hiring strategy for Full Time staff, hence the title of this Plan, *Staying the Course: Our Road to the Future*.

A key focus of the HHFD is public education and prevention measures. While responding to mitigate the impact of incidents within our community is a critical role for the fire department, it has recognized that no amount of money and no expenditure of resources eliminates all injuries, eliminates all fatalities nor does it eliminate loss of property after the incident has begun. A safe community is created and maintained by its citizens. Using public education and application of safety codes and enforcement of regulations the fire department has a strategy to provide our citizens with the tools to make our community safe from the ravages of fire and other life threatening incidents.

The Plan continues to recognize the tremendous value of the commitment and service provided by those members of the community who step forward to be Part Time fire fighters. These individuals were and still are recognized as an essential resource of the fire department allowing the community to benefit from a professional calibre service delivered in a cost-effective manner. Measures to control the demands placed upon these individuals and the resulting impact on their families and their employers is a key consideration of this Plan.

Further, Halton Hills Fire Department Full Time ranks are populated by the promotion of members of the department's Part Time ranks. This internal recruitment process, or farm team approach, produces numerous benefits to the department such as; providing an incentive to community service and commitment and ready trained Part Time staff that can move immediately to Full Time ranks when openings arise. The Voluntary Call Back process for Full Time members allows Full Time staff to respond when they are

not on duty to calls with the Part Time staff creating further opportunities for shared experiences and building relationships.

It is also important to note that unlike other fire services, there is no superiority of rank for Part Time versus Full Time members at a scene; there is respect for rank and the experience and competency it represents regardless of whether it is a Part Time or Full Time member. These approaches create bench strength in the organization; building strong partnerships between the Full Time and Part Time members and developing competencies and relationships that allow Part Time staff the opportunity to seamlessly transition to Full Time members. These approaches are also representative of the Halton Hill's Fire Department's culture and the character of the wider Halton Hills community that provides the basis for rewarding service as a fire fighter regardless of whether you are a Part Time or Full Time member.

Reflecting the community's strengths

Halton Hills is a great place to live and work that exemplifies "Small Town Living at Its Best". The Halton Hills Fire Department's foundational statements and objectives support the Town's unique combination of character, community and countryside. The Fire Service Master Plan has been developed with the understanding that while the Town is a community of communities – with rich individual character and histories, there is much more shared in common that brings a binding strength to the community.

The Town has the same voice – real, friendly and lively:

- Real means natural, straightforward and authentic.
- Friendly means approachable, neighbourly and down-to-Earth.
- Lively means energetic, engaging and active.



These principles and attitudes are at the core of what makes the Halton Hills Fire Department a successful blend of Part Time and Full Time staff who faithfully serve side-by-side for the safety and security of their community.

The next phase

The Fire Service Master Plan is a living document built on the rich history and proud tradition left by those who have gone before. The next phase of the Plan, as presented here, is designed to look forward while building on the fundamental principles of the original Plan;

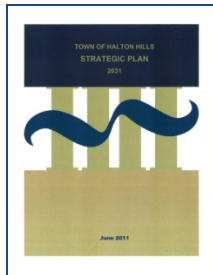
- Focus on public education and prevention as the primary and most effective way to protect our community.

- Incrementally increase the number of Full Time fire fighters to effectively and efficiently deliver emergency response throughout the Town 24 hours a day, seven days a week.
- Implement measures to support the important continuing role of Part Time staff by reducing the impact that ever increasing demands for service places on them.
- Continuously monitor trends and service demands as the basis to maintain an effective service delivery model with efficient allocation of resources, including using succession planning to ensure the continuity of senior leadership positions.

1.0 Guiding Principles, Vision and Mission

The Halton Hills Fire Service Master Plan has as its foundation a number of guiding documents that represent the principles and vision of the Halton Hills community.

Town of Halton Hills Strategic Plan 2031:



The Town's Strategic Plan guides the Town's plans, programs and services to 2031. The Strategic Plan is implemented through the capital and operating budgets, planning documents, departmental/service area work plans and Council decisions.

Community Vision to 2031:

Halton Hills is a vibrant and distinctive small Town in the Greater Golden Horseshoe:

- characterized by its spectacular countryside, natural and cultural heritage;
- enriched by its unique blend of urban and rural interconnected communities and neighbourhoods; and
- supported by its prosperous employment areas.

Corporate Mission to 2031:

To plan for a vibrant urban and rural community, the Town of Halton Hills will provide community leadership on issues of concern, and deliver a broad range of public services in order to achieve the following equally important Strategic Directions:

A. Foster a Healthy Community

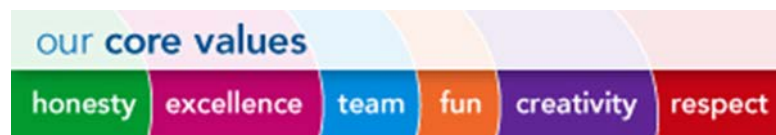
B. Preserve, Protect and Enhance Our Environment

- C. Foster a Prosperous Economy
- D. Preserve, Protect and Promote Our Distinctive History
- E. Preserve, Protect and Enhance Our Countryside
- F. Protect and Enhance Our Agriculture
- G. Achieve Sustainable Growth
- H. Provide Sustainable Infrastructure & Services
- I. Provide Responsive, Effective Municipal Government

The Fire Service Master Plan supports all the Strategic Directions, particularly under “H. Provide Sustainable Infrastructure & Services – Goal – To maintain and enhance community infrastructure and services that support our quality of life” and the Strategic Objective “H. 3 To maintain adequate fire and emergency management services.

Also, with regard to “D. Preserve, Protect and Promote Our Distinctive History”, the Fire Department has always taken special pride in its history and its heritage, particularly its heritage of volunteerism, self-sacrifice and community service. This pride is on display in each of the Heritage Rooms at the District 1 Station in Acton and the Headquarters Station in Georgetown, where the proud history and roots of the Halton Hills Fire Department are remembered and celebrated.

Town of Halton Hills Core Values:



The core values are principles that guide the staff of Halton Hills in their internal conduct as well as their relationship with their partners and customers. The values describe what is important to Halton Hills staff and guide their behaviour. Halton Hills staff collectively identified the following as the core values that matter most to them – Respect, Honesty, Creativity, Fun, Excellence and Team. It is up to all staff to ensure decisions are made and staff act in a manner that is true to our core values and that we hold each other accountable for living these values daily in all that we do. Living the values is critical to creating a work environment that is engaging and one in which we are all aligned.

Honesty - We value personal integrity and being truthful. We work hard every day to earn each other’s trust.

Excellence - We embrace the challenge of raising the bar on everything we do by paying attention to results and taking personal pride in our work.

Team - We are one team. We support each other because we have a common goal of serving our community. We hold each other accountable for positive behaviour and excellent results.

Fun - We work hard, but we don't take ourselves too seriously. We know that a sense of humour and a friendly workplace lead to creative problem-solving and positive team experiences.

Creativity - We embrace new ideas and have the courage to be innovative in our work.

Respect - Whether wearing a suit, a uniform or steel-toed boots, we are all recognized as important members of the Halton Hills team.

The Core Values have incorporated the Halton Hills Fire Department's values of:

- Service to the community
- Employee involvement
- Open communications
- Integrity
- Accountability
- Flexibility
- Commitment
- Efficiency
- Pro-activity
- Excellence

Town of Halton Hills Fire Department:



In the context of the Halton Hills Strategic Plan, the Fire Services and Emergency Planning Committee Mandate and the organization's Core Values, the operational mandate of the Halton Hills Fire Department will be guided by the following foundational statements and objectives:

The mission of the Halton Hills Fire Department is to:

Provide Fire Protection and Prevention Services to Protect Our Community and Enhance Life Safety.

The vision is to:

Provide the citizens of Halton Hills exemplary service in a cost-effective manner.

Goals and Objectives:

To ensure the mandate articulated in the Mission Statement and Vision becomes a reality, the following objectives are established for the Department:

- Monitor the core activities of the Halton Hills Fire Department and ensure resources are allocated to deliver the services in an effective yet cost efficient manner.
- Be proactive in focusing on Fire Prevention and Public Education as the most effective vehicle for community protection.
- Use technology and aggressive staff development strategies to maximize the potential of the Halton Hills Fire Department to be an efficient and cost effective agency for service delivery.

There are a number of elements considered essential to ensuring our success in quality service delivery, those being:

- Recognition that regardless of the number of tax dollars spent on reactionary strategies, there will always be loss of property, personal injury and even fatalities. That said, the importance of reactionary strategies to control the loss and the impact of injuries is a critical element of the services provided.
- Recognition that while the fire department has historically been a reactionary agency, i.e. an agency responding to minimize the effect of incidents after they have occurred, the only way to truly minimize the risks to the community is through aggressive prevention measures, i.e. public education, inspection and code enforcement programs.
- Recognition that maintaining a strong positive image in the community is important to the delivery of public education and fire prevention programs.
- Recognition that the strength of any organization lies in the commitment of its members. Investing in people and providing them with the opportunities to grow in their profession is essential.
- Recognition that providing efficient delivery of services in the most cost effective manner requires the courage and commitment to be innovative, to risk failure and to accept failure as an experience ultimately making us a better, stronger organization.
- Recognition of the importance of maximizing the utilization of resources including staff, apparatus and equipment.

- Recognition of the importance of supporting the community spirit endeavours of both the Full Time and Part Time Firefighter Associations. Their involvement in community events such as Santa Clause parades, Fall fairs, Canada Day events, and Remembrance Day events to name a few, create enormous goodwill in the community that is of great benefit to the Halton Hills Fire Department and Town of Halton Hills.

Town of Halton Hills Community Vision:

The Town of Halton Hills, with a current population of approximately 60,000 residents, consists of two urban centres, Georgetown and Acton, with three hamlets – Glen Williams, Stewarttown and Norval – and several smaller settlements. Halton Hills is located within the Regional Municipality of Halton with the City of Burlington, Town of Milton and Town of Oakville. Halton Hills has long been recognized for its natural beauty, active agricultural community, high quality of life and proximity to key 400 series highways and to major urban centres in the Greater Toronto and Golden Horseshoe Area.

The Town of Halton Hills in collaboration with the Province of Ontario and Halton Region has been undertaking a comprehensive planning process to incorporate lands in the southwest area of the Georgetown area. The planning process is called, “Vision Georgetown”, started with the release of ‘Places to Grow’ in 2006 by the Province of Ontario. The Places to Grow Plan establishes where and how growth will take place in the Greater Golden Horseshoe. An additional 130,000 people and 50,000 jobs have been allocated through the Plan to Halton Region between 2021 and 2031. The Places to Grow Plan also establishes density targets for new development requiring higher density and more compact building form.

Following the release of the Places to Grow Plan, Halton Region undertook a detailed planning exercise with the local municipalities (‘Sustainable Halton’) to determine where and how the population and employment targets would be distributed within Halton Region. This work resulted in Regional Official Plan Amendment (ROPA) 38, which required the Town to accommodate about 20,000 people in newly developed urban lands. To implement ROPA 38, the Town of Halton Hills adopted Official Plan Amendment (OPA) 10, which designates a Future Residential/Mixed Use Area adjacent to the existing Georgetown Urban Area.



The ‘Vision Georgetown’ study area is part of this Future Residential/Mixed Use Area that will accommodate the majority of the Town’s projected population growth to the year 2031.

In addition to the Future Residential/Mixed Use Area in the “Vision Georgetown” study area, there is the GO Station intensification area and the Future Strategic Employment Area adjacent the Premier Gateway 401 Corridor and Peel Region boundary.

Together these areas will support an increase in population from the current 60,000 to the 2031 target of 94,000 population and increase employment from the current 15,000 to the 2031 employment target of 43,000 for the Town of Halton Hills.

Other key planning exercises that are under discussion between the Town of Halton Hills, Halton and Peel Regions and the Province of Ontario are transportation initiatives that may see future highway corridors developed within Halton Hills. Plans include implementing a corridor protection area to protect for the planned transportation corridor identified under the Halton Peel Boundary Area Transportation Study and the Greater Toronto Area West Corridor Study. The planned corridor protection area is identified in the southeast area of the Town of Halton Hills.

The magnitude and form of new development in the Town expected to occur from 2021 to 2031 and the implications for the fire department will need to be anticipated in the Fire Service Master Plan.

Provincial Legislation and Guidelines:



In the Province of Ontario the relevant legislation for the operation of a fire department is found under the Fire Protection and Prevention Act, 1997 (FPPA). Under Part II, Responsibility for Fire Protection Services the municipal responsibilities are set out as:

“Municipal responsibilities are:

2. (1) 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.”

Office of the Fire Marshal and Emergency Management:



On August 15, 2013, the Province announced that they were combining Emergency Management Ontario (EMO) and the Office of the Fire Marshal (OFM) into a single organization as part of the Ministry of Community Safety and Correctional Services called, Office of the Fire Marshal and Emergency Management (OFMEM).

Under the FPPA the duties of the Fire Marshal include responsibilities to assist in the interpretation of the Act, to develop training and evaluation systems and enforcement of the Act and its regulations. One of these roles includes the review of compliance with the minimum requirements of a Community Fire Safety Program, which must include:

- A smoke alarm program with home escape planning;
- The distribution of fire safety education material to residents/occupants;
- Inspections upon complaint or when requested to assist with code compliance (including any necessary code enforcement); and
- A simplified risk assessment.

The OFMEM has over the years developed Public Fire Safety Guidelines (PFSG) to assist Ontario municipalities in making informed decisions with regard to determining local “needs and circumstances” and achieving compliance with the FPPA. In recent years, OFMEM has rescinded a number of its guidelines in favour of recognizing Nation Fire Protection Association (NFPA) codes and standards which are recognized throughout North America.

HHFD is appreciative of the opportunity to have received input and advice from the OFMEM’s Fire Protection Advisor on key elements of the Master Plan.

2.0 Community Profile

Based on the 2011 Canada Census, Statistics Canada reports that the Town of Halton Hills had a population of 59,008, representing a percentage change of 6.7% from 2006. This compares to the national average growth of 5.9%. The Town’s land area is 276.25 square kilometres with an average population density of 213.6 persons per square kilometre. In 2011, Halton Hills had 20,261 private dwellings. The change in the number of private dwellings from 2006 was 7.7%. For Canada as a whole, the number of private dwellings increased 7.1%.

In 2011, the percentage of the population aged 65 and over in Halton Hills was 11.9% as shown below in Figure 2.1, compared with a national percentage of 14.8%. The percentage of the working age population (15 to 64) was 67.7% and the percentage of children aged 0 to 14 was 20.4%. In comparison, the national percentages were 68.5% for the population aged 15 to 64 and 16.7% for the population aged 0 to 14. The median age in Halton Hills was 39.9 years compared to Ontario at 40.4 years.

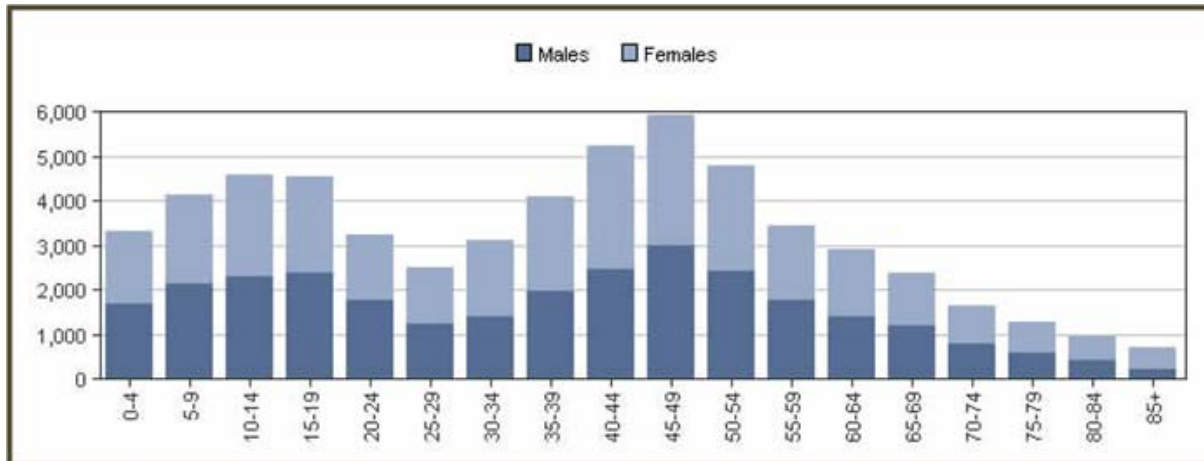


Figure 2.1: Population by Five-Year Age Group & Sex - 2011 Census - Halton Hills (Statistics Canada)

As shown in Figure 2.2 below, the number of census families in Halton Hills was 16,835, which represents a change of 6.6% from 2006. This compares to a growth rate for Canada of 5.5% over the same period. 76.8% of census families were married couples in 2011, while 9.8% were common-law-couples and 13.4% were lone-parent families. Among couples (married and common-law), 57.7% were couples with children aged 24 and under at home. In comparison, as a whole, 46.9% of couples in Canada had children aged 24 and under at home.

There were 20,260 private households in Halton Hills in 2011, a change of 7.9% from 2006. Of these, 40.2% of households were comprised of couples with children aged 24 and under at home, a change of 2.7% compared with five years earlier.

Halton Hills median income based on Statistics Canada's National Household Survey 2011 was \$94,190.

Household type	Halton Hills		Ontario		Canada	
	number	%	number	%	number	%
Total private households	20,260	100.0	4,887,505	100.0	13,320,615	100.0
Couple-family households with children aged 24 and under at home	8,150	40.2	1,402,420	28.7	3,524,915	26.5

Household type	Halton Hills		Ontario		Canada	
	number	%	number	%	number	%
Couple-family households without children aged 24 and under at home	5,750	28.4	1,408,120	28.8	3,935,540	29.5
Lone-parent family households	2,000	9.9	535,825	11.0	1,375,450	10.3
One-person households	3,520	17.4	1,230,980	25.2	3,673,310	27.6
Multiple family households	460	2.3	128,660	2.6	268,060	2.0
Other households	385	1.9	181,500	3.7	543,340	4.1

Figure 2.2: Distribution of households by household type, 2011 Census – Halton Hills (Statistics Canada)

In Halton Hills, 73.8% of households lived in single-detached houses.

Structural type of dwelling	Halton Hills		Ontario		Canada	
	number	%	number	%	number	%
Total - Structural type of dwelling	20,260	100.0	4,887,510	100.0	13,320,615	100.0
Single-detached house	14,950	73.8	2,718,880	55.6	7,329,150	55.0
Semi-detached house	890	4.4	279,470	5.7	646,240	4.9
Row house	1,845	9.1	415,230	8.5	791,600	5.9
Apartment, building that has five or more stories	785	3.9	789,975	16.2	1,234,770	9.3
Apartment, building that has fewer than five stories	1,215	6.0	498,160	10.2	2,397,555	18.0
Apartment, duplex	550	2.7	160,460	3.3	704,485	5.3
Other single-attached house	35	0.2	9,535	0.2	33,310	0.3
Movable dwelling	5	0.0	15,795	0.3	183,510	1.4

Figure 2.3: Distribution of private households by structural type of dwelling, 2011 Census – Halton Hills (Statistics Canada)

As part of HHFD's pre-planning program described in greater detail later in this Plan, building structures have been identified as having vulnerable occupants or seniors and specific programs and emergency response pre-plans have been prepared for these structures.

In Halton Hills, 86.0% of the population reported English only as mother tongue, 2.2% reported French only, and 10.7% reported a non-official language only, in 2011. In comparison, the provincial / territorial percentages were 68.2% for English only, 3.9% for French only and 25.7% for only non-official languages.

In 2011, 94.5% of the population spoke only English most often at home, 0.8% spoke only French and 3.2% spoke only a non-official language. In comparison, the provincial / territorial percentages were 79.0% for only English, 2.2% for only French and 14.4% for only a non-official language. For non-official languages, the three most common mother tongues were Polish (1.4%), Portuguese (1.4%) and Italian (1.2%), in 2011. In comparison, the most common mother tongues at the provincial / territorial level were Italian (2.1%), Chinese (1.6%) and Cantonese (1.5%).

Based on the experience of growing municipalities in the Greater Toronto Area, notably Brampton, Mississauga and Milton, the Town of Halton Hills should monitor and be prepared to adjust programs to respond to demographic shifts in the population that will accompany growth. Based on past experience these shifts will likely be characterized by having more families with younger children, a greater number of immigrant family homes and businesses, and a greater number of families and businesses for which English is not the primary language of conversation.

For example, according to Statistics Canada, based on the 2006 and 2011 Census, Milton's population grew by 56.6% (from 53,885 to 84,360), the population from age 0 to 14 grew by 80.4%, in 2011, the median age in Milton was 34.1 years in comparison to the median age of Ontario that was 40.4 years. In 2006, 90.0% of Milton residents indicated that English was the language spoken most often at home and in 2011 the percentage was 81.2.

Recommendation 1: The Halton Hills Fire Department work with the Town's planning staff to monitor population, employment and demographic trends associated with the Town's growth and adjust programs and services accordingly in consultation with other Town departments, the Fire Services and Emergency Planning Committee and Council.

3.0 Service Delivery Objectives

Services Provided:

The services to be provided by the Halton Hills Fire Department are identified in general terms in the Establishing and Regulating By-law - Halton Hills Fire Department (By-law 2002-0054) as follows:

- a) Public safety education programs;
- b) Plans review service;
- c) Inspection and enforcement programs to ensure compliance with the provisions of the Ontario Fire Code;
- d) Fire suppression services;
- e) Emergency medical services in support of ambulance services;
- f) Emergency rescue services including but not limited to auto extrication, ice/water rescue, high angle rescue, and confined space rescue;
- g) Hazardous materials services; and.
- h) Other such services as directed and approved by Council.

Composite Department:

Based on the Mission Statement and the Vision for the Department, delivery objectives must balance the quality of the service provided with the cost of the delivery of the service.

The Fire Department's vision is to provide the citizens of Halton Hills with an exemplary fire department in a cost-effective manner. A key in achieving this vision is maintaining the composite nature of the fire department in Halton Hills, i.e. maintain an effective complement of both Part Time and Full Time staff. The Plan recognizes and places significant value on the essential roles of Part Time and Full Time members of the Halton Hills Fire Department. It recognizes the important role of Full Time members and the mutual support of Part Time staff and Full Time staff in ensuring that the fire department operates effectively and efficiently. The Plan supports the composite nature of HHFD and strives to support the Part Time component in a sustainable manner while ensuring that there continues to be an effective level of service to meet the needs of the community.

Role of Part Time Staff:

The Fire Service Master Plan in 2002 recognized Part Time fire staff as an essential and valued resource in support of the emergency service delivery model. This Plan maintains that strategy with the understanding that HHFD is on a course to hire Full Time staff in a measured and balanced manner to grow the department in pace with the community's needs while supporting the continued role of Part Time staff and the composite nature of the department.

Dual Role of Full Time Staff:

The corner stone of the service delivery model implemented first in the Fire Service Master Plan in 2002 is the dual role team delivery assignment of Full Time staff. Staff are divided into divisions to perform fire prevention, public education, training, emergency planning, support services, specialty teams, station maintenance and health and safety functions. While staff are assigned to these divisions, they also have the function of responding to emergency incidents as their first priority. This service delivery model improves efficiencies of the department by having staff assigned to service functions as well as being available for emergency response to reduce property loss and the impact of personal injuries.

Depending on the nature or severity of the incident, when the 1st response crew does not require any additional assistance, there is a reduction in the demands on Part Time staff and their employers.

The dual role team model for Full Time staff deployment continues to be a fundamental component of the service delivery model in this Plan.

Performance Objectives:

Clear measurable performance objectives are in place for each service provided and continue to be monitored and adjusted to accurately assess performance. Achievement of objectives are assessed and revised on an ongoing basis. Results from the collection of data for these measures are used for the purposes of continuous improvement and planning purposes. This Plan has used performance measure results to inform future directions for the fire department. A number of results and analysis are incorporated throughout this Plan. The measures include:

1. Number of emergency responses (by type);
2. Number of first responses by station;
3. Average number of fire fighters deployed per call;
4. Average fire dispatch times;
5. Average response times by Company:
 - a. Turnout times;
 - b. Response times;
6. Number of education events delivered;
7. Number of participants in program events;
8. Number of inspections per month;
9. Number of re-inspections per month;
10. Number of complaints and violations investigated per month;
11. Number of subdivisions/site plans reviewed per month;
12. Number of Full Time fire fighters per capita;
13. Total number of incident calls per month; and
14. Fire Department annual operating cost per household.

Full Time Staffing:

Under the previous Fire Service Master Plan the Full Time staff complement has grown to 28 Full Time fire fighters. This growth along with the reorganization of staff responsibilities and a new staff work schedule has permitted the department to evolve in 2014 to provide Full Time coverage 7 days a week, 17 hours a day.

Since Council adopted its first Fire Service Master Plan (FSMP) in 2002 a primary objective has been to maintain strategic flexibility in HHFD's composite service and its capability to respond effectively to meet the Town's needs. It has been recognized that as the Town grew, the incremental hiring of Full Time staff was necessary to permit HHFD to evolve with the evolving needs of the community and ultimately to a 24 hours a day, 7 days a week Full Time emergency response. Table 3.1 below outlines Full Time hiring since 2002 and the progression to 24/7 Full Time emergency response.

Year	Full Time Staffing	Emergency Response
2002	2002 Fire Service Master Plan (FSMP) endorsed hiring 8 additional Full Time emergency response fire fighters by 2004 to bring the total number of Full Time emergency response fire fighters to 16.	Full Time shifts using 2-person Inspection Response Team (IRT) squad vehicles during normal day-time hours Mon-Fri with the balance of day covered by Part Time fire fighters.
2004	2004 FSMP endorsed hiring 4 Full Time staff/year.	New delivery model to increase the number of Full Time staff responding out of 3 anticipated district stations and meet Fire Marshal benchmark at that time of 10 fire fighters to an urban structure fire within 10 minutes - "10-in-10".
2006	Council approved hiring 4 Full Time staff for 2007 to bring total to 20 and approved a Special Fire Levy to fund hiring 4 Full Time fire fighters annually. Plan would see 48 Full Time staff by 2014 and 84 by 2023.	
2008	HHFD re-organized bringing operating budget savings by re-structuring Full Time shifts. Fire Levy re-directed to construct fire stations. No new Full Time staff hired.	Moved from 10 ½ hour day shifts, five day coverage to 12 hour day shifts, seven day coverage. Full Time complement of 20 emergency response fire fighters considered to be at an acceptable level until 2010.
2009	2004 FSMP reviewed in light of the completion of the two new fire stations.	
2010	Updated 2010 FSMP approved. Endorsed hiring 2 Full Time fire fighters annually starting in 2011 with Levy.	Addition of the new Headquarters station, renovations to the Acton Station and replacement of the Maple Avenue station supports creation of three response districts improves emergency response coverage. Full Time staff on-duty from 7am to 7pm, 7 day coverage.
2011	2 Full Time fire fighters hired. 22 total.	
2012	2 Full Time fire fighters hired. 24 total.	

Year	Full Time Staffing	Emergency Response
2013	2 Full Time fire fighters hired. 26 total.	New shift schedules. Full Time staff 7am to Midnight, 7 days a week. Average response times improve as well as efficiencies (savings).
2014	2 Full Time fire fighters hired. 28 total Full Time emergency response fire fighters.	Full Time staff 7am to Midnight, 7 days a week coverage. Gap from Midnight to 7am filled by a Part Time staff emergency response.

Table 3.1: Progression to 24/7 Full Time Emergency Response To-Date

HHFD is currently well positioned with its station infrastructure and apparatus as a result of the planning undertaken in the previous Fire Service Master Plans, operating and capital budgets and through the strategic re-investment of savings. A priority in planning the future operations of the department will be in the strategic hiring and deployment of staff as the Town grows.

The incremental hiring strategy has supported HHFD's composite service model and has proven to be effective and efficient. Full Time staff are hired from the Part Time ranks on an incremental basis in a measured and balanced manner to meet the needs of the growing community. The incremental hiring strategy complements the composite model by balancing the need for Full Time staff with the recognition of the continuing essential role and operational effectiveness of Part Time staff in first response as well as the cost effectiveness of Part Time staff when they are deployed in a manner that makes best use of their service (i.e.; in response to serious calls).

The 2010 Master Plan endorsed hiring 2 Full Time staff per year from the Fire Levy. The annual Fire Levy was put in place in 2006 with sufficient funding to hire 4 Full Time staff per year. The incremental hiring approach supported by the Fire Levy has provided a level of certainty for planning purposes, with the capability to be flexible and to right-size the department's resources just-in-time to align with the community's growth and changing circumstances.

The annual hiring savings from the Fire Levy have been re-invested into the Fire Reserve for capital funding relieving the Town's capital budget of the fire department's capital costs for stations and apparatus. In addition, annual surplus funds from the Fire Levy not used for hiring staff have also been invested into equipment (e.g.; personal protective gear). These costs would otherwise have been provided through the Town's capital accounts, but for HHFD producing savings and re-investing the savings into HHFD's capital budget.

The right-sizing, just-in-time capabilities offered by the incremental hiring approach are particularly important given HHFD's ongoing reliance on the participation of Part Time staff to provide essential resources in support of emergency response. As discussed

later in this Plan, it is important to continue to have an adaptable incremental hiring strategy going forward to be in a position to effectively respond to possible reduced rates of Part Time staff participation. While HHFD's composite staffing model is currently serving the community well, ongoing factors have the potential to quickly erode Part Time staff attendance at some future time requiring the need to hire more Full Time staff at a quicker rate than has been the case the last few years. As a result, there could be reduced or no savings from the annual Fire Levy thereby reducing the contributions to the Fire Services Reserve, leading to the possibility in the future that HHFD's planned capital projects may need to be funded through the Town's capital accounts as they were prior to 2010.

Since Council adopted its first Master Plan (FSMP) in 2002 a primary objective has been to maintain strategic flexibility in HHFD's composite service and its capability to respond effectively. Previous Fire Service Master Plans recognized that as the Town grew, the incremental hiring of Full Time staff would eventually provide the opportunity to deploy a 24/7 Full Time emergency response capability.

The strategic deployment of staff as the Town grows has been and will continue to be a priority in planning the future operations of the department. Figure 3.1 below illustrates the progression of Full Time staff since 2006 and shows the deferral in hiring that began in 2008 with the re-organization, as described earlier in Table 3.1.

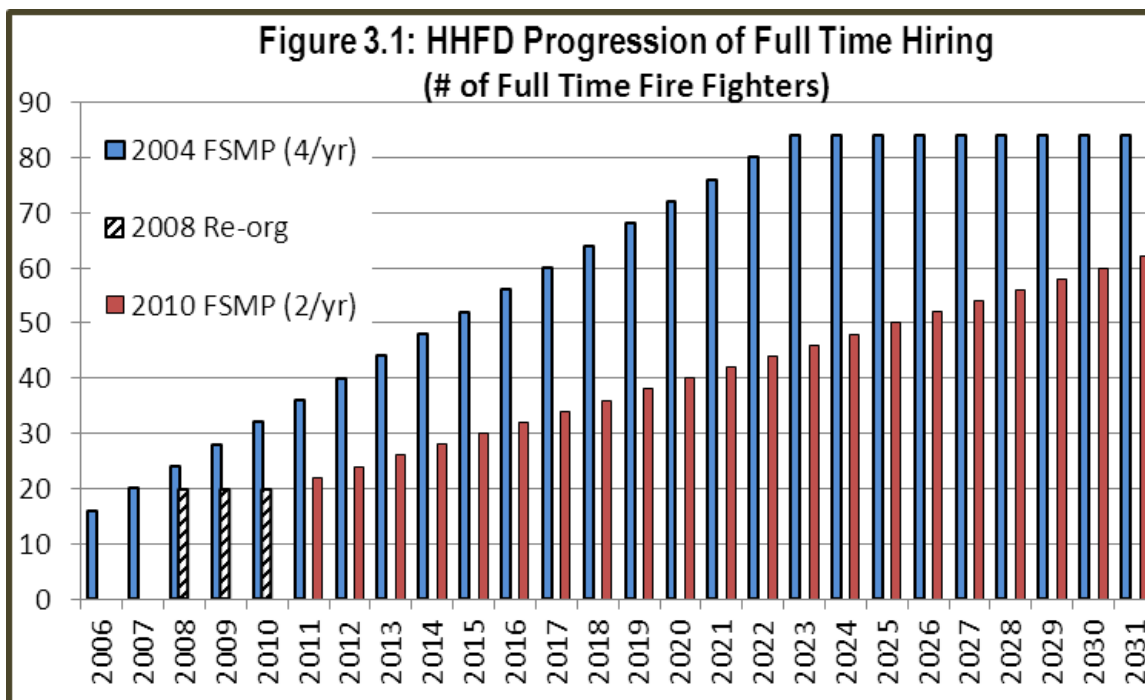


Figure 3.1: HHFD Progression of Full Time Hiring

Based on the 2004 Fire Master Plan strategy to hire 4 Full Time staff per year funded by the Fire Service Levy, by 2014 there were to be 48 Full Time fire fighters and ultimately 84 by 2023. As a result of the deferral in hiring from 2008 through 2010, and the 2010 Fire Service Master Plan strategy to hire 2 Full Time staff per year starting in 2011,

there are currently 28 Full Time fire fighters. The deferral in hiring has resulted in a significant portion of the Fire Levy funding going into the Fire Services Reserve and being re-invested back into the fire department's capital needs. As a result, HHFD is very well positioned for the future with respect to its station infrastructure and apparatus. Consequently, staffing and deployment planning will continue to be the key priority.

It is recognized that as the areas in southern Halton Hills and southwest Georgetown grow toward achieving the approved 2031 population targets for residential and employment areas, that there will be a need to consider establishing a southern satellite station, possibly in partnership with EMS, in the Hornby area.

Recommendation 2: The Halton Hills Fire Department continues as a composite department for the foreseeable future by:

- **continuing to support the Part Time membership to be an effective and sustainable component of the department;**
- **ensuring an effective level of service to meet the needs of the community by continuing the incremental hiring of Full Time staff in a progression based on a multi-year strategy equivalent to hiring on average about two new staff per year to 2031 funded from the Fire Levy (based on 1.2% of assessment); and**
- **continuing to allocate annual surpluses from the Fire Levy into the Fire Reserve to fund future fire department capital and/or to fund Full Time staff hiring needs.**

4.0 Emergency Response History

Incident Calls:

Figure 4.1 illustrates the total number of incidents that HHFD has responded to over the past four years. In 2012 there was a significant increase in incidents reflecting the increase in response to medical calls as a result of HHFD participating under the tiered response letter of agreement between Halton Region Emergency Medical Services, Halton Regional Police Service and the four Municipal Fire Services (Oakville, Burlington, Milton and Halton Hills).

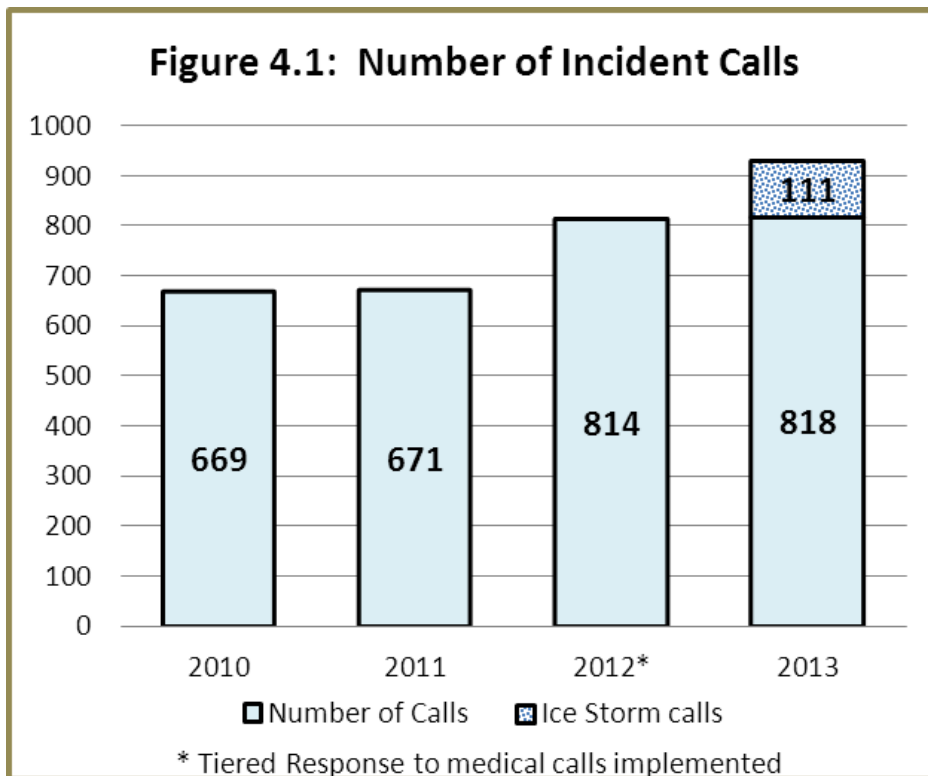


Figure 4.1: Number of Incident Calls

The Ice Storm in December 2013 resulted in a significant number of ice storm related calls that do not represent a typical incident call volume and for that reason those calls have been identified separately.

Based on an annual incident call volume of 818 for 2013, and based on a current combined residential and employment population of 74,000, it can be projected that the call volume in 2031, with a combined residential and employment population of 137,000, would be about 1,500 calls per year. This is likely a low estimate given the anticipated increase in residential density that will characterize the new residential development as well as the likely increase in the relative number, complexity and congestion of major arterials and highways. Also, the experience of new residents may

bring different expectations of service. Continued ongoing monitoring of response times and capabilities will be needed to ensure resources (staffing, apparatus, equipment, and training) are keeping pace with growth and climate change.

Figure 4.2 illustrates incident calls responded to by HHFD in 2013 by type of incident. About fifty percent of the calls HHFD responds to are considered serious incident calls.

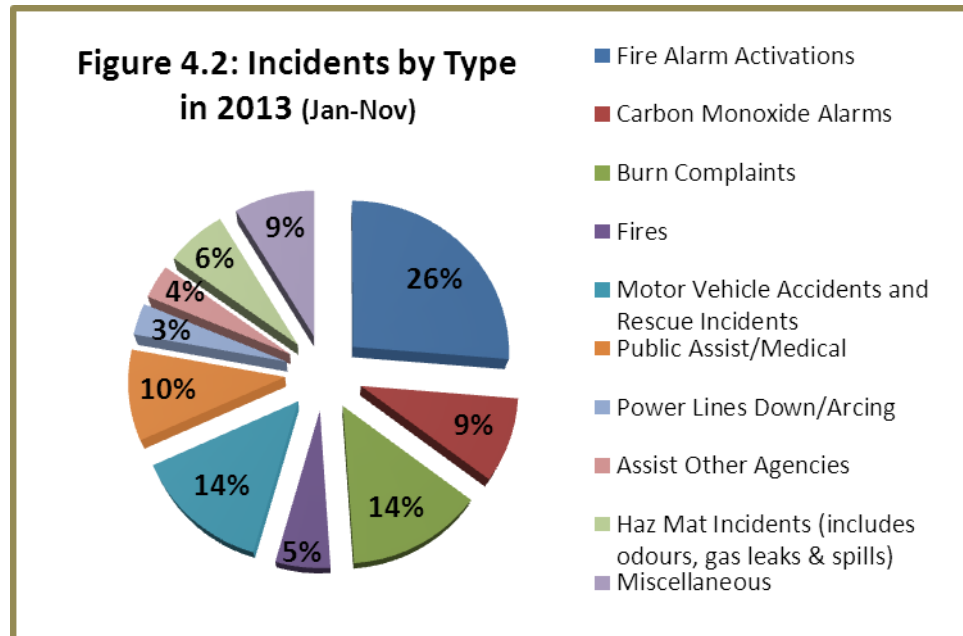


Figure 4.2: Incidents by Type in 2013

Serious incident calls include fires (structures, vehicles, brush, transformer, and rubbish), automatic alarms, gas leaks, medical assistance, motor vehicle accidents and rescues. Due to the atypical number of 2013 Ice Storm related calls; December data has not been included in this illustration.

Response Times:

The three lines of defense in fire safety are Public Education & Prevention, Fire Safety & Enforcement and Emergency Response. The guidelines and standards in North America for fire safety recognize over the long term Public Education & Prevention followed by Fire Safety & Enforcement are key in reducing fire related deaths and injuries and property damage, but Emergency Response is the last line of defense.

Response time represents the time from when the incident call is paged out by Fire Dispatch to when fire fighters arrive on scene. The Fire Department works on a 24 hour clock where for example 1:00 am is 0100 hours and 3:30 pm is 1530 hours. Response time is more critical than ever in reducing the risk of deaths, injuries and property damage, particularly with residential structure fires. A house fire will double in size every 60 seconds. Once a fire is ignited, modern houses burn much faster than houses from thirty years ago due to larger open spaces, higher ceilings, synthetic materials and

furnishings. UL (Underwriters Laboratories) research has reported that flash over in the living room of a modern house can occur in less than 5 minutes compared to 29 minutes in houses before 1980.

Contributing to the risk, the average house size has been growing while lot size has been decreasing. The average house size has almost doubled in the past 30 years. The average house in 1975 was 1,050 square feet; by 2010 the average house was 1,950 square feet. Risk is increasingly heightened with modern subdivisions being built with increasingly greater density. With less separation between residential structures; there is greater exposure and risk for fires to spread to neighbouring structures.

Figure 4.4 below illustrates the change in overall average response times since the new Full Time staff shift schedule was extended in February 2013 from 1900 to 2400 hours. As anticipated, the call data confirms improvements in overall average response times with the extension of Full Time staff shifts.

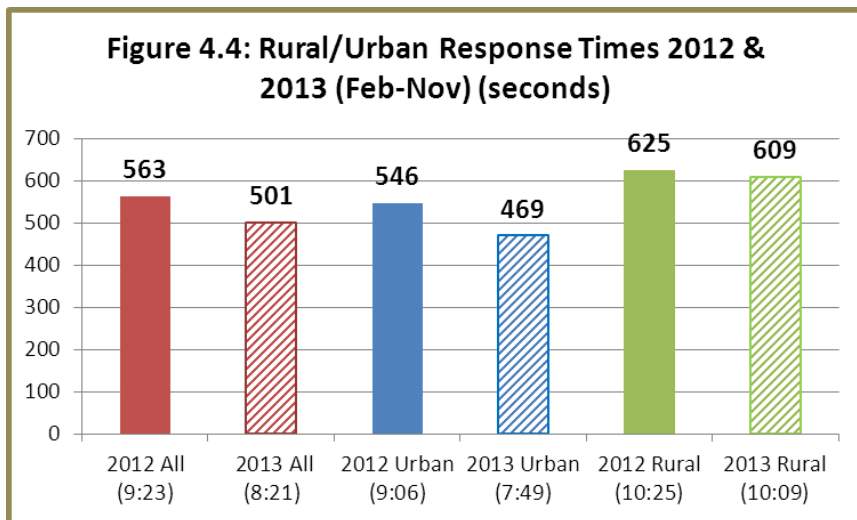


Figure 4.4: Rural/Urban Response Times 2012 & 2013 (Feb-Nov) (seconds)

As noted, response time is more critical than ever in reducing the risk of deaths, injuries and property damage, particularly with residential structure fires.

Currently, Full Time staff are on duty 17 hours per day (7:00 am to Midnight), 7 days per week. Part Time and voluntary call back coverage provides emergency response support through the day and solely from Midnight through to 7:00 am, but increasingly Part Time attendance is a concern. HHFD has instituted numerous protocols to deal with the issue of staff attendance and taken specific action when staff shortages are anticipated during vacation periods, long weekends or designated holidays. However, even with these efforts, there is risk that there may not always be sufficient staff responding.

In February 2013 a new shift protocol was initiated. It extended Full Time emergency response coverage from 1900-2400, providing Full Time staff coverage from 0700-2400, seven days a week. Figure 4.5 below shows the reduction in average response

time between 1900-2400 hours in 2012 versus since February 2013, when the new Full Time shift protocol commenced.

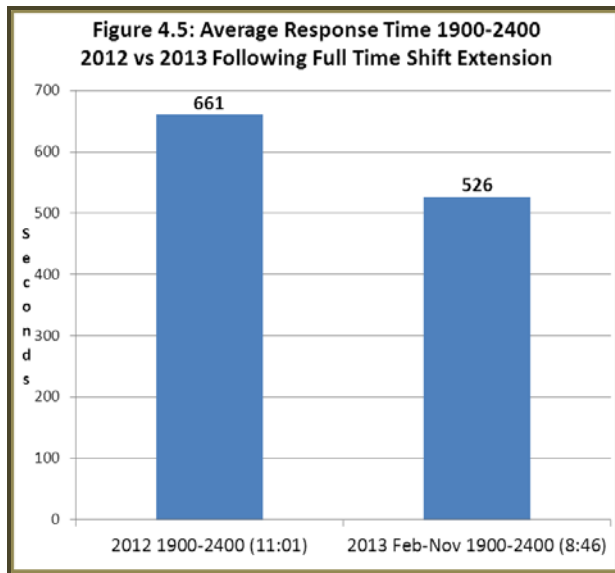


Figure 4.5: Average Response Time 1900-2400 2012 vs 2013

Figure 4.6 below shows average response time from Midnight to 7am (0000-0700) when there is Part Time and voluntary call back coverage versus when Full Time staff are on duty from 7am to Midnight (0700-2400). The 4 minutes and 30 seconds difference in average response time is mainly the additional time it takes for staff to travel to the station.

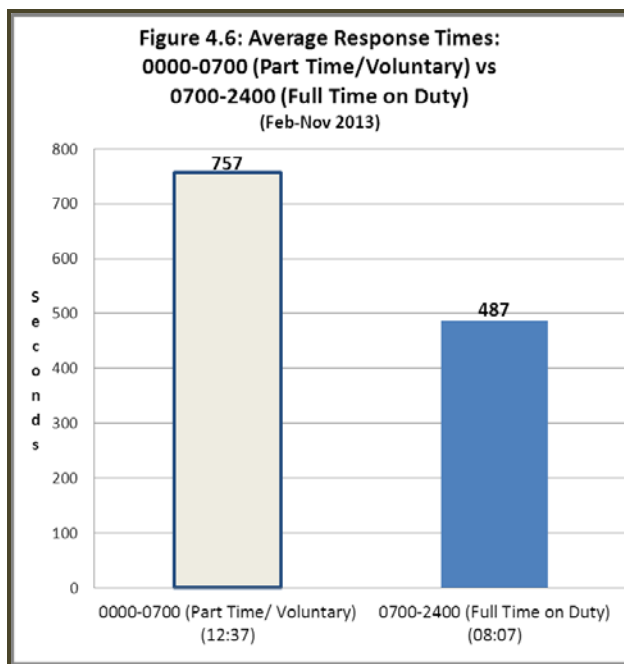


Figure 4.6: Average Response Times: 0000-0700 vs 0700-2400

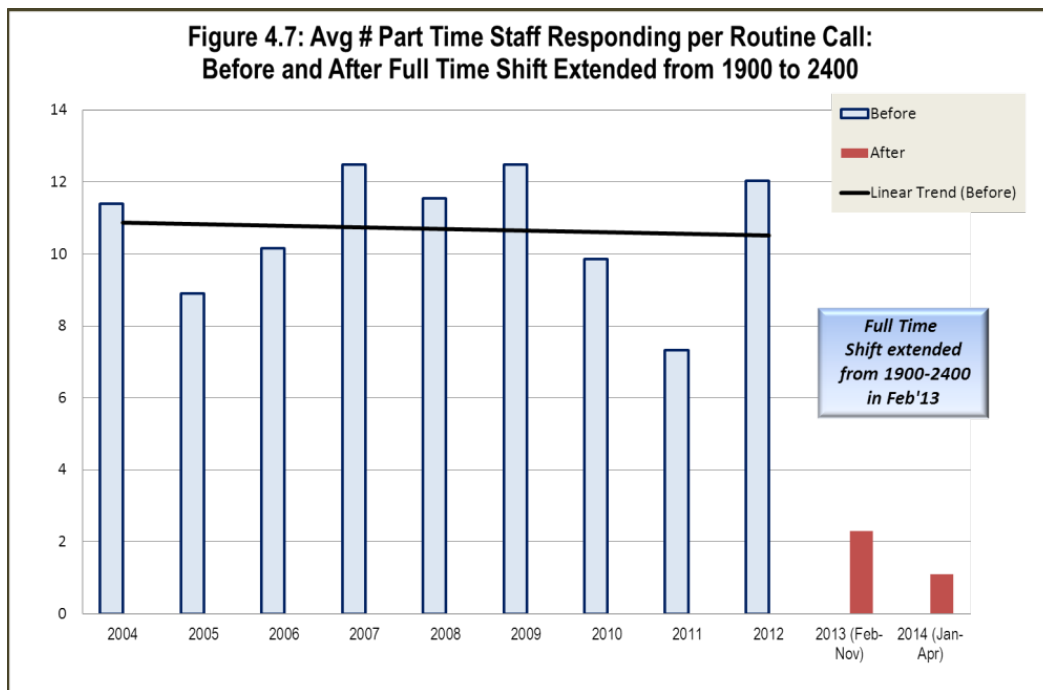


Figure 4.7: Average Number of Part Time Staff Responding per Routine Call

Figure 4.7 illustrates the operational efficiency and cost savings that accompanies Full Time staffing by eliminating general pages for all staff to respond to routine calls. Since February 2013, there has been about an 82% reduction in the average number of Part Time staff responding to routine calls during 1900-2400 when compared to the average from 2004 to 2012. Routine calls are about 50% of all the calls from 2004 to 2012 during 1900-2400.

Considering all calls (routine and serious) since 2004 during 1900-2400; when the average overall response rate for Part Time staff from 2004 to 2012 is compared to the average since February 2013, there is about a 54% overall reduction in the average number of Part Time staff responding. This overall reduction expresses the magnitude of the cost savings.

As Full Time staff shifts have been extended, there has been an associated reduction in Part Time staff having to respond to routine incident calls. This reduction represents cost savings to HHFD in the form of reduced Part Time staff personnel costs. It is reasonable to forecast that the same kind of savings will occur if Full Time staffing is extended to the period between Midnight and 7am, as discussed under “Financial Analysis”.

Recommendation 3: The Halton Hills Fire Department proceed to a 24/7 Full Time Fire Fighter shift in the Headquarters Station as soon as the appropriate resources are in place. In 2015, should Council approve two additional Full Time staff, there will be sufficient Full Time resources to implement a 24/7 Full Time staff initial emergency response of five fire fighters (1 Captain and 4 fire fighters) from one station.

Comparative Results:

The Town of Halton Hills has had consistently positive results over the past few years for fire protection outcomes as illustrated below.

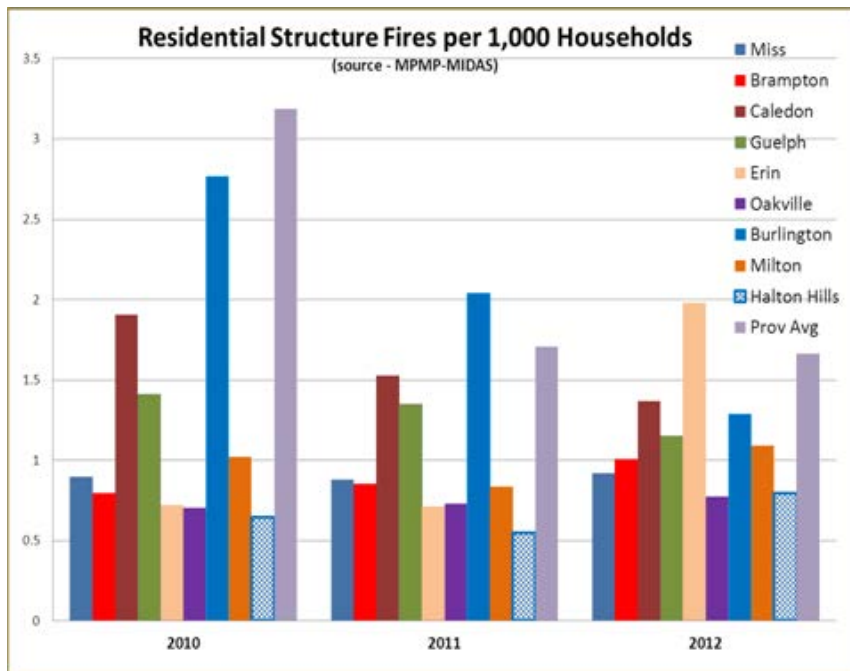


Figure 4.8: Residential Structure Fires per 1,000 Households

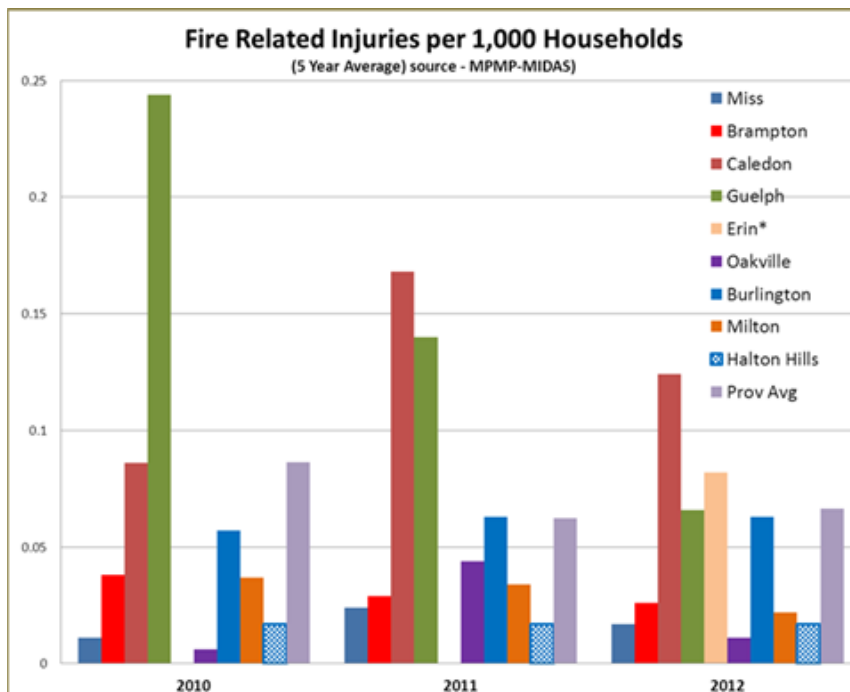


Figure 4.9: Fire Related Injuries per 1,000 Households

These results reflect the high level of effectiveness of the HHFD programs and services.

Recommendation 4: The Halton Hills Fire Department maintain an ongoing capacity for data analysis and reporting, including performance measurement and benchmarking, to maintain current levels of excellence through team self-management and continuous improvement .

5.0 Public Education Services Delivery Model

Objectives:

Be pro-active in focusing on Public Education and public implementation of safety programs as the most effective means to achieve community protection.

Public Education:

Public Education is recognized as the most effective pro-active means to reduce personal injury, deaths and property loss.

Public Education Services aim to increase the safety awareness level of all citizens by:

- a) Implementing the 'Risk Watch' program or similar safety education program in day care centres, nursery schools and all elementary schools in Halton Hills;
- b) Delivering and continuously augmenting safety programs such as
 - i. Older And Wiser,
 - ii. Fire Safety for Vulnerable Occupants / Seniors Fire Safety
 - iii. Home-Safe-Home program to specific target groups;
- c) Developing effective media relations and provide timely media releases to maintain a high profile for fire safety education;
- d) Maintaining an Information Centre in partnership with the Georgetown Marketplace Mall and other interest partners and implement programs to effectively distribute safety information via this medium;
- e) Identifying resources needed to meet education objectives;
- f) Monitoring fire and emergency response trends to assess the need to develop and deliver appropriate education programs;
- g) Assessing public fire safety awareness on an ongoing basis;
- h) Delivering a child car seat program;
- i) Developing a new Home Inspection Program;
- j) Developing a High School Public Education program; and
- k) Developing relationships with other regional fire departments and supporting the Regional Public Educators Committee.



Program Delivery:

Public Education services are developed and delivered by staff:

- a) Managed by a Captain and supported by an Acting Captain who have the training, skills and knowledge necessary to effectively be pro-active in public education service delivery,
- b) In-service crews provide program support as part of their daily assignments.



Accountability:

Public Education programs are monitored and assessed to:

- a) Ensure the effectiveness of the program,
- b) Establish trends and statistical data forming the basis for:
 - i) Risk vs. needs analysis and
 - ii) Risk vs. cost effectiveness analysis,
- c) Confirm the suitability of resources committed to the delivery of the service, and
- d) Determine needs for enhanced training, skill and knowledge levels of staff assigned to program delivery.



Recommendation 5: The Halton Hills Fire Department investigate using the OFMEM's newly released Integrated Risk Management (IRM) Web Tool and other tracking tools to enhance monitoring and assessment of work-load activity and resource needs in the Public Education Program.

6.0 Prevention and Inspection Services Delivery Model

Objectives:

Be pro-active in focusing on Prevention and Inspection Services as the second most effective vehicle for community protection.

Prevention and Inspection:

Prevention and Inspection activities aim to reduce personal injuries, deaths and property loss:

- a) Work with the community to ensure compliance with Ontario Fire Code and other applicable codes, regulations standards and municipal by-laws;
- b) Monitor emergency response trends to assess effectiveness of service delivery and adjust Prevention and Inspection programs to meet community needs;
- c) Act as an information source and advisor to the community respecting safety and prevention issues;
- d) Maintain an effective co-operative relationship with the community, clients, colleagues, peers and other safety agencies;
- e) Work with the community to encourage the installation and use of modern technology in early detection and warning systems, i.e. smoke alarms, carbon monoxide alarms, gas detection and fire detection and alarm systems; and
- f) Work with the community to encourage the installation and use of automatic suppression systems including residential sprinkler systems.



Investigation:

Investigation activities are designed and implemented to:

- a) Effectively determine the origin and cause of fires;
- b) Develop an effective and co-operative relationship with investigating agencies;
- c) Monitor information and statistics for trends to assess effectiveness of service delivery and adjust response and prevention programs to meet community needs; and
- d) Keep staff current in the skills and knowledge required for effective investigation.

Program Delivery:

Prevention services are developed and delivered by staff:

- a) Consisting of a Captain and two fire fighters,
- b) Assigned the responsibility for program delivery throughout Halton Hills, and who have the training, skills and knowledge necessary to effectively be pro-active in the delivery of prevention programs.

Investigation services are developed and delivered by staff, including in-service crews who provide program support as part of their daily assignments:

- a) They work in teams and
- b) Develop the training, skills and knowledge necessary to effectively deliver investigation services.

Accountability:

Prevention and Investigation programs are monitored and assessed to:

- a) Ensure the effectiveness of the program,
- b) Establish trends and statistical data forming the basis for

- i. Risk vs. needs analysis and
- ii. Risk vs. cost effectiveness analysis,
- c) The suitability of resources committed to the delivery of the service; and,
- d) The need to enhance the training, skill and knowledge levels of staff assigned to program delivery.

An example of the monitoring is illustrated in Figure 6.1 below.

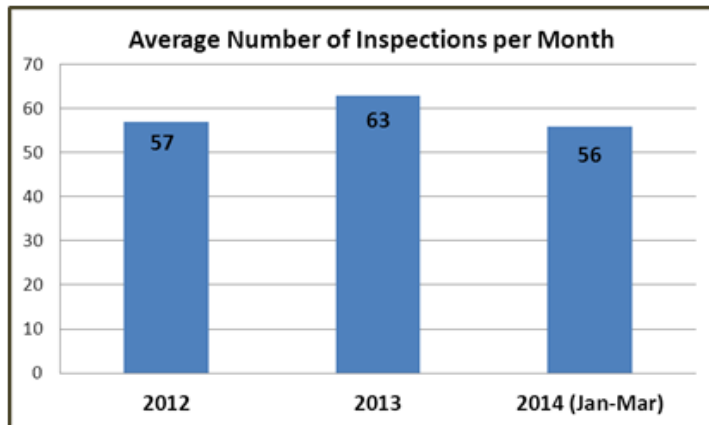


Figure 6.1: Average Number of Inspections per Month

Relationships:

The Prevention Division encourages relationships with the following organizations to increase efficiencies, deal with common issues and further each partner's knowledge in the areas of prevention and inspections:

- a) Regional Fire Prevention Officer Committee
- b) Ontario Municipal Fire Prevention Officers Association.

Mandatory Sprinklers:

As of January 1, 2014, Ontario provincial legislation requires the retrofit of automatic sprinklers in all vulnerable occupancies, which include care occupancies (e.g. group homes and supportive housing where residents need care for cognitive or physical disabilities and require assistance to evacuate), care and treatment occupancies (e.g. long-term care homes – formerly known as nursing homes, municipal homes for the aged and charitable homes) and licensed retirement homes (i.e. homes for seniors who may require assistance with daily living).

Mandatory sprinklers are but one part of a comprehensive set of changes to the province's fire safety regulations. There are a number of other fire safety changes that are required, by law, in care occupancies, care and treatment occupancies and licensed retirement homes.

The new regulation allows five years in some cases, and 11 years in others, to meet the new sprinkler requirements, however, it does not necessarily mean that it will take that long to get all of these homes sprinklered. Currently, about 70 per cent of long-term care homes, and 60 per cent of retirement homes, are sprinklered in Ontario. In Halton Hills these facilities are already sprinklered .

Carbon Monoxide (CO) Legislation:

The Ministry of Community Safety and Correctional Services is proposing changes to the Ontario Fire Code related to new installation and maintenance requirements for carbon monoxide (CO) alarms in existing residential occupancies. These changes are part of the implementation of Bill 77, An Act to Proclaim Carbon Monoxide Awareness Week and to amend the Fire Protection and Prevention Act, 1997 (Hawkins Gignac Act [Carbon Monoxide Safety], 2013), which received Royal Assent in December 2013.

The Act expands the scope of the Fire Protection and Prevention Act, 1997 (FPPA) so that in addition to fire safety, the FPPA provides authority to regulate the presence of unsafe levels of CO. The Act also expands inspection and enforcement powers for municipal fire departments, similar to those available for fire safety. The new CO regulations will supersede municipal bylaws. The Ministry is also proposing changes related to testing, maintenance and replacement provisions for smoke alarms, consistent with the proposed CO alarm requirements.

Recommendation 6: The Halton Hills Fire Department investigate using the OFMEM's newly released Integrated Risk Management (IRM) Web Tool and other tracking tools to enhance monitoring and assessment of work-load activity and resource needs in the Prevention and Inspection Program.

Open Air Burn Permits:

Currently urban and rural residents are able to apply for a burn permit and upon a positive inspection be issued a burn permit to burn wood in the open air under very specific conditions. Halton Hills is one of the few municipalities in the GTA that still permits open air burning by residents in the urban area. As urban communities become more dense and compact the likelihood of neighbour conflicts and complaints related to the smell and health concerns grows.

Recommendation 7: The Halton Hills Fire Department continue to monitor community response to open air burning, particularly in the urban area, and as necessary, review the program. Any proposed change in the program be brought forward to the Fire Services and Emergency Planning Committee and Council for consideration.

7.0 Emergency Response Delivery Model

Objectives:

Be pro-active in staff training and development as well as the utilization of modern emergency response technology for community protection.

Suppression:

Reduce personal injuries, deaths, and property loss due to fire through:

- a) Timely and effective fire suppression response,
- b) Effective and co-operative relationships with support agencies,
- c) Training, skills and knowledge necessary for effective service delivery,
- d) Use of modern equipment and technologies, and
- e) Monitoring of trends in service needs and service delivery models to effectively be pro-active in the delivery of suppression services.



Life Support:

Prevent death, relieve pain and reduce the impact of injuries through:

- a) Timely and effective life support services,
- b) Effective and co-operative relationships with the ambulance service and other medical service providers,
- c) Staff who have the training, skills and knowledge necessary for effective service delivery,
- d) Use of modern equipment and technologies,
- e) Monitoring of trends in service needs and service delivery models to effectively be pro-active in the delivery of life support services.



Rescue:

Reduce personal injuries and deaths through:

- a) Timely and effective rescue response operations including:
 - i. Auto collision extrication;
 - ii. Fire or structure collapse search and extrication;
 - iii. Confined space extrication;
 - iv. Ice/water rescues, and
 - v. Rope rescue.
- b) Effective and co-operative relationships with support agencies,
- c) Staff who have the training, skills and knowledge necessary for effective service delivery;
- d) Use of modern equipment and technologies, and
- e) Monitoring of trends in service needs and service delivery models to effectively be pro-active in the delivery of rescue services.



Hazardous Materials:

Reduce personal injuries, deaths, property loss and damage to the environment due to fire and dangerous product releases through:

- a) Timely and effective hazardous materials response operations;
- b) Effective and co-operative relationships with support agencies;
- c) Staff who have the training, skills and knowledge necessary for effective service delivery;
- d) Use of modern equipment and technologies, and
- e) Monitoring of trends in service needs and service delivery models to effectively be pro-active in the delivery of hazardous materials response services.

Communications:

HHFD currently has 4 Full Time Communication Technicians and 4 Part Time Communications Technicians operating 24/7. In addition, fire fighters and administration staff are cross-trained in radio communications skills and Computer Aided Dispatch (CAD) in-order to step-in to assist during busy call periods or extended incidents (e.g.; ice storm). Communications technicians work twelve-hour rotating shifts, including day and night shifts.

Communication Technicians are responsible for answering all incoming telephone calls including non-emergency administrative lines and 9-1-1 emergency telephone calls. They dispatch emergency personnel and equipment to emergency incidents and during emergency incidents they provide a vital link between the on-site fire operations and other resources such as police, ambulance and utility operators. Communication Technicians also maintain manual and computer based records including log books, incident reports, mapping and records databases.

The Communication Technicians currently report to the Deputy Chief Prevention and Education. The Communications Centre is located at the Headquarters Station and is supported by a back-up generator. In addition, back-up dispatch is arranged through agreement with the Milton Fire Department.

Recommendation 8: The Halton Hills Fire Department continues to monitor and assess the performance of the Communications Division against recognized standards and benchmark performance against comparable fire departments and alternative service delivery models.

Emergency Response Service Delivery:

Emergency response service is delivered on a two-tier model. Following service guidelines, the Communications Technician processing the incident call initially determines the response level – General Page (per Station and On Duty Full Time Staff and/or applicable Duty Company pages) or On Duty Full Time Page (and/or applicable Duty Company pages). The officer-in-charge or Duty Chief may at any time upgrade

the incident to a higher response level, initiate a second or three station response or request Mutual Aid if they deem circumstances warrant.

Tiered Response:

Under the tiered response letter of agreement (FIRE-2011-0006) between Halton Region Emergency Medical Services, Halton Regional Police Services and the four Municipal Fire Services (Oakville, Burlington, Milton & Halton Hills), HHFD responds to all incidents 24/7, where:

- a) There is a delayed response of ambulance services of greater than 10 minutes is anticipated;
- b) A motor vehicle collision with persons confirmed trapped;
- c) All motor vehicle collisions when personal injuries have been confirmed.

As well, when Full Time staff are on duty, HHFD's tiered response includes responses to incidents of obvious immediate threat of either respiratory arrest or cardiac arrest. HHFD's service will be extended to include responses to these types of incidents from Midnight to 7am with 24/7 Full Time staff emergency response. This is a significant addition to the services HHFD can bring to the Town's residents.

Also, in addition to the incident calls indicated above, the Burlington and Oakville fire departments in their capacity to respond to respond 24/7, they also respond to persons choking, unconscious, in severe respiratory distress and with chest pain as part of their tiered response protocol.

Recommendation 9: The Halton Hills Fire Department as part of implementing a 24/7 Full Time staff emergency response capability add to its tiered response protocol the capacity to also respond to persons choking, unconscious, in severe respiratory distress and with chest pain.

Mutual Aid:

Mutual Aid is a reciprocal program to provide/receive assistance at no cost in the case of a major emergency in a member municipality. Halton Hills Fire Department is an active participant in the Mutual Aid Plan that includes the four municipalities in the Region of Halton:

- a) City of Burlington,
- b) Town of Halton Hills,
- c) Town of Milton, and
- d) Town of Oakville.

A request for Mutual Aid is made at the discretion of the Incident Commander or Duty Chief.

Response to a request for Mutual Aid assistance is directed to the Duty Chief who authorizes the level of response in accordance with the provisions of the Mutual Aid Plan.

Automatic Aid:

Automatic Aid is contractual agreement made between neighbouring municipalities to provide protection services for an agreed fee on a first response basis. This occurs when lands abutting the border are closer to the fire station in the neighbouring municipality. Service agreements are in place with:

- a) Town of Milton,
- b) City of Mississauga, and
- c) Town of Erin.

The senior management team assesses the benefit of Automatic Aid Agreements made with neighbouring municipalities on an ongoing basis. Where Council supports the recommendation of the management team to do so, appropriate by-laws are created to implement Automatic Aid Agreements.

With the addition of the Headquarters Station and newly extended Full Time staff shifts initiated in February 2013, the Automatic Aid agreements with the City of Mississauga and Town of Milton fire departments were reviewed in 2013 (FIRE-2013-0010) for areas in southern Georgetown. Based on that review, in 2014 certain areas in the south were repatriated to the Town of Halton Hills as described earlier under, Halton Hills Emergency Response Areas.

Duty Chief:

A rotating 'Duty Chief' system is in place to ensure at least one of the following is available to assist staff and as necessary, direct operations at any time twenty four hours a day seven days a week.

- a) Chief,
- b) Deputy Chief Operations,
- c) Deputy Chief Prevention and Public Education, or
- d) District Chiefs.

Response Time Management:

As noted earlier in Section 3, the time required to respond to an emergency incident is a critical benchmark for emergency services. With emergency response solely dependent on Part Time staff between Midnight and 7AM and their essential support required for serious incidents during the rest of the day, the time it takes Part Time staff to reach the station constitutes a very important element of the response time equation.

Currently about 70% of calls are for the Georgetown area. As Georgetown grows an additional 20,000 residents and 28,000 employees, the volume of calls will only

increase. As indicated earlier in Section 3, it is projected that call volume will almost double by 2031 and the increase will be mainly in the Georgetown area. Response times and capabilities will need to be monitored to ensure resources (staffing, apparatus, equipment, and training) are keeping pace with the growth in the community.

Response time management includes:

- a) Ongoing monitoring each component forming part of the total response time,
- b) Assessing factors impacting on the components of response time,
- c) Assessing measures that may reduce response time, and
- d) Implementing measures deemed necessary to reduce response time consistent with guidelines from the Office of the Ontario Fire Marshal and Emergency Management.

Composite Service Maintenance:

As discussed in Section 3.0, the services provided by Part Time staff are an essential component of effective service delivery. Part Time staff are and will continue to be essential in responding to serious emergency incidents in support of Full Time staff for the foreseeable future. It is recognized that the maintenance of a healthy viable composite service requires vigilant monitoring and prompt implementation of measures deemed necessary to support the Part Time staffing component.

The composite service delivery model and Part Time members are supported by:

- a) Monitoring of trends that may have a negative impact on the ability of Part Time staff to provide effective service,
- b) Maintaining the Part Time District Chiefs as important members of the senior management team to assess trends and develop measures to enhance the Part Time ranks,
- c) Maintaining Part Time staff in key roles within the organization to ensure their importance is not marginalized, and
- d) Recognizing the service provided by Part Time staff through maintenance of the current policy to hire Full Time staff from only our Part Time ranks.

Senior staff take steps on an ongoing basis to address Part Time staff attendance, including:

- a) Encouragement (at weekly training sessions, one-on-ones);
- b) Support (instituting protocols to involve part staff more in operations);
- c) Recognition (acknowledging staff efforts, hiring Full Time from Part Time ranks);
- d) Labour management (one-on-one meetings, reinforcing attendance expectations);
- e) Posting monthly attendance records for self-evaluation;
- f) District Chiefs regularly monitoring attendance records.

Despite the efforts of senior staff to actively manage the Part Time staff attendance issue, a progressive decline has continued. A Part Time fire fighter's ability to respond when needed has been increasingly challenged by a variety of factors:

1. The economy. The closure over the years of local industries in which Part Time staff were employed and were able to respond to calls during the day has resulted in more staff commuting to jobs outside the Town, precluding their availability to respond to calls during the day. A number of Part Time fire fighters have secondary jobs, many have spouses with jobs, and those with young families share child care responsibilities.
2. Growth in the Town (particularly Georgetown). With growth related infrastructure (more traffic lights, slower speed limits and greater traffic congestion), the ability of Part Time staff to respond as effectively to calls has been diminished.
3. Increasing demands. There are increasing demands and requirements to be a Part Time firefighter. More training, increasing complexity of equipment and tactics, requires increasing time commitments from Part Time staff.
4. Career requirements. Many Part Time staff are not available because of the shifts they work and the location of their place of employment. Even for those locally employed, a number of Part Time staff have indicated that due to their employer's policies they are no longer permitted to leave their places of employment to respond to a call while they are working. This issue has grown as the ranks have aged and staff have been promoted into more senior level positions with greater levels of responsibility at their workplace. As well, some are not available to respond during their normal sleep period because they need to be alert and focused when at their Full Time workplace.
5. Life balance. Families with children are involved in extracurricular activities. This is more time that a Part Time fire fighter is not available to respond.
6. Legal alcohol limits. With the legal limit set at 0.05% a Part Time fire fighter who has a couple of drinks after cutting the grass or has a couple of glasses of wine with his/her spouse during a meal, may be legally impaired. The Part Time fire fighter will not and shall not respond as HHFD has policies in place requiring them to adhere to the law and therefore not respond.
7. Two-hatter fire fighters. Many Full Time fire fighters, during their off-duty hours, offer their services to other municipalities on a volunteer or Part Time basis. In most instances two-hatters are acting as fire fighters in their home community. Communities, including Halton Hills, benefit greatly by using two-hatters as they offer an increased level of experience and training.
8. Success of the promotional process. HHFD hires its Full Time staff from its Part Time ranks allowing for the seamless transition of qualified fire fighters to the Full Time ranks. Part Time staff interested in becoming Full Time staff have strong attendance records as Part Time staff. As these Part Time staff join the Full Time

ranks, senior staff remain vigilant in monitoring Part Time attendance for any gaps and continue to encourage the participation rate of the Part Time staff.

As a result of these factors, the HHFD has seen a gradual decline in Part Time attendance to calls, particularly to routine incident calls. As illustrated in Figure 7.1 below, there has been a declining trend in the response rate of Part Time staff between Midnight and 7am (0000-0700) to routine emergency incident calls when response is solely dependent on Part Time and voluntary call back staff.

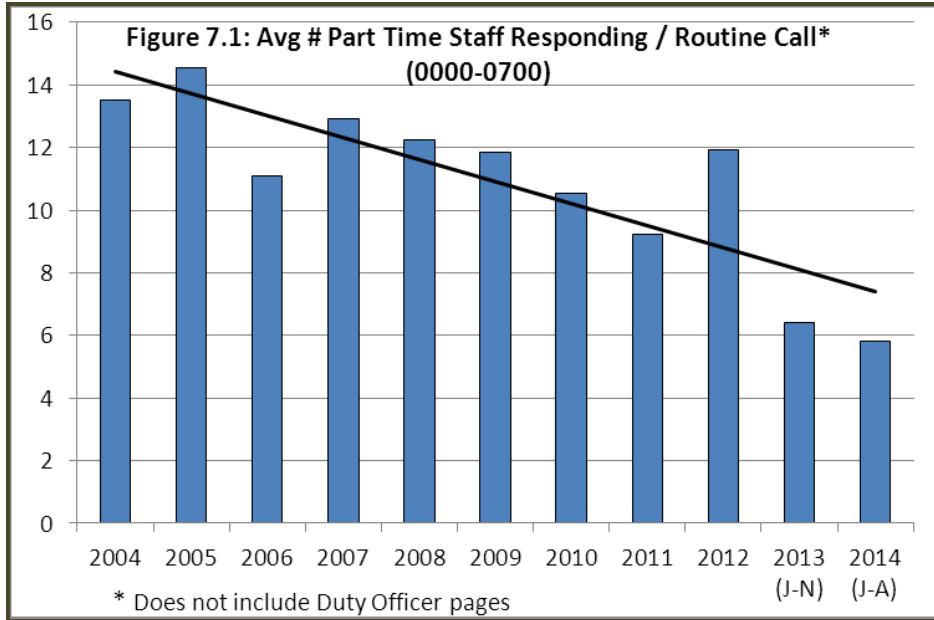


Figure 7.1: Average Number of Part Time Staff Responding per Routine Call

Routine incident calls include, hydro lines down/arcing, carbon monoxide alarm, burn complaint, public assist and unknown odour. As importantly, what the chart does not illustrate, is the increasing inconsistency and variability in the number and timeliness of Part Time and voluntary call back staff responding from one call to the next.

Part Time staff are an essential part of the HHFD and Halton Hills is well-served by the part staff, but the ability of Part Time staff to respond as effectively as they may have in the past is increasingly challenged. The implications of the uncertainty of Part Time staffing are discussed in more detail in Section 9.0.

Maintaining a composite fire department is a challenging undertaking. It requires active management and communications to ensure that there is an appropriate balance in resourcing and capabilities. Senior HHFD staff are spending an increasing amount of time and effort to support Part Time staff and manage their attendance to ensure that the Part Time staff continue to provide a sustainable and effective resource that can be relied upon to respond to emergency calls. Also, the senior Part Time staff (District Chiefs) for whom the majority of the attendance management responsibilities fall are approaching retirement.

To assist the District Chiefs in maintaining Part Time staff participation (in call response and training) and to facilitate successful succession of staff to the District Chief position, it is has recommended that there be a re-instatement of the Part Time command structure to add three Deputy District Chiefs (Part Time staff) in 2015.

Recommendation 10: To assist the District Chiefs in continuing to maintain a sustainable and effective Part Time membership for the future, the Halton Hills Fire Department re-instate the former Part Time command structure and promote three Part Time staff to Deputy District Chief in 2015.

Accountability:

Emergency response delivery is monitored and assessed to:

- a) Ensure the effectiveness of the service delivery,
- b) Establish trends and statistical data forming the basis for
 - i. Risk vs. needs analysis and
 - ii. Risk vs. cost effectiveness analysis,
- c) Assess the suitability of resources committed to the delivery of the service, and
- d) Establish the need to enhance the training, skill and knowledge levels of staff assigned to program delivery.

Relationships:

Operational effectiveness and efficiency in Emergency Response is supported through relationships and knowledge gained through participation in such associations and groups as:

- Joint Emergency Services Operations Advisory Group (JESOAG),
- Regional Fire Coordinators Committee
- Ontario Professional Fire Chiefs Association

8.0 Training Division

Key to effective service delivery is having a team of well trained, competent staff. The foundation for our training program is the Recruit Level training.

Course Training Overview - Recruit Training Program:

In recognition of the diverse nature of services that the Halton Hills Fire Department delivers to the community, a comprehensive training regime has been developed to equip and train new staff with the skills they will need to meet the challenges that they will face as emergency responders. The core components of the training program have been specifically designed for the needs of our community, with a view to developing emergency responders who possess a very high degree of competency across a broad spectrum of services that include fire suppression, vehicle extrication, specialized rescue services and the support of emergency medical services (EMS).

The Training Division of the fire department manages all aspects of staff training as he or she develops over their individual career, including the foundational Recruit Training Program. A comprehensive training manual has been developed as a reference tool that is tied closely to IFSTA (International Fire Service Training Association) and the National Fire Protection Association (NFPA) codes and standards.

Recruits are expected to attend all aspects of the Recruit Training Program before graduating to completely independent duties within the organization. The program typically takes twelve to fourteen months to complete and is delivered by seasoned staff members in two to three hour sessions, one evening per week. Additional weekend training sessions are held for selected components that require more intensive instruction. Recruits are also encouraged to participate in “regular” training sessions that are held on other evenings throughout the week.

Recruits are gradually integrated into normal fire department operational activities (emergency responses) as they develop the necessary skill sets to perform in these environments. As an example, once the recruit completes the necessary components of their “Emergency Patient Care” training, they are permitted to attend “Medical Assist” type calls. Likewise, as they complete all of the “Vehicle Extrication” components of their training, they are permitted to attend motor vehicle accidents as part of a more experienced crew. Care is taken to ensure that response crews are properly balanced in terms of their “experience” levels during this process.

The core components of our Recruit Training Program include the following subject material:

- Orientation (including objectives, Fire Service history, the Fire Protection and Prevention Act, Ontario Fire Service Standards, basic duties and response to the station)
- Apparatus and Equipment
- Radio Systems and Communications
- Health and Safety (including WHMIS, OHSA, JEAP and Critical Incident Stress)
- Emergency Patient Care
- Emergency Driving
- Chemistry of Fire
- Fire Suppression Agents
- Water Supply
- Hose Lines, Fire Streams and Related Appliances
- Ground Cover Fires
- Structural Fire Operations
- Ground Ladder Operations
- Ventilation
- Forcible Entry
- Self-Contained Breathing Apparatus
- Structural Search and Rescue
- Flashover
- Ropes and Knots

- Salvage Operations
- Overhaul Operations
- Fire Scene Investigation (including evidence preservation)
- Fire Protection Systems
- Building Construction
- Vehicle Extrication
- Special Rescue Operations (including water/ice, and confined space rescue).

The knowledge, skills and abilities garnered by our recruits during this training program enable them to perform as part of a proficient team of dedicated professionals that serve our community on a daily basis. The training emphasises teamwork and adherence to established practices while at the same time providing them with the confidence to be innovative problem solvers. Above all, safety is promoted in all activities as a means to assure a full and productive career in the Ontario fire service.



Ongoing Training:

After their recruit year, emergency response staff train primarily on a weekly basis. Training at this level has two main focuses:

- Enhance and improve existing skills and knowledge and
- Acquire new skills and knowledge to keep pace in an evolving industry.

Recognizing that many staff work shifts and cannot be available for all training sessions provisions have been implemented to ensure training deemed to be critical such as the use of SCBA is made available during the day as required.

Ongoing staff training is administered by Training Division staff and in most cases is delivered by fire department's officers. In some instances subjects such as hazardous material incidents are delivered by members of the HHFD Hazardous Materials Response Team.



Specialized Training:

Because the emergency response industry has become so diverse and the demand for training time so great, Halton Hills Fire Department has developed specialist groups that receive training beyond that received by other emergency responders. These specialized training groups include:

- Driver Operators / Pump and Aerial Operations
- Hazardous Materials Team
- Technical Rescue Team
- Emergency Patient Care Team

Specialized training administered by Training Division staff is normally delivered by team managers or staff specifically trained to do so. In some instances training is delivered by outside individuals or agencies recognized as being highly qualified in that specific field. Training received has allowed members to achieve recognized certifications.



The need to have instructors who meet recognized industry standards is recognized. The Fire Service Master Plan endorses the concept of staff participation in 'train the trainer' programs where viable to ensure all staff is receiving standardized training at a recognized competency level. The Training division has also developed programs for

Officer Training and Incident Management System Training to improve supervision and scene management.

Incident Management System (IMS) Training:

The Ontario Fire Service has established IMS training standards for both Officers and fire fighters. The following standards act as a guide to assess knowledge and skills that will be evaluated during IMS training sessions:

- a) Sizes up the incident to assist in operational decision making by using supplied information and observations so that the fire can be quickly and efficiently extinguished.
- b) Functions within an incident management system so that strategies and tactics are implemented in a systematic and sequenced manner and fire fighters are aware of their roles and responsibilities within the system.
- c) Participate in post-incident analysis and review to communicate the firefighter's perception of the chain of events that took place at the incident so that a critique of the incident can be completed.
- d) Performs task level activities within the incident management system so that the safest possible work environment can be maintained.

All of the Department's officers and officer candidates participate in IMS training.

Training Facilities:

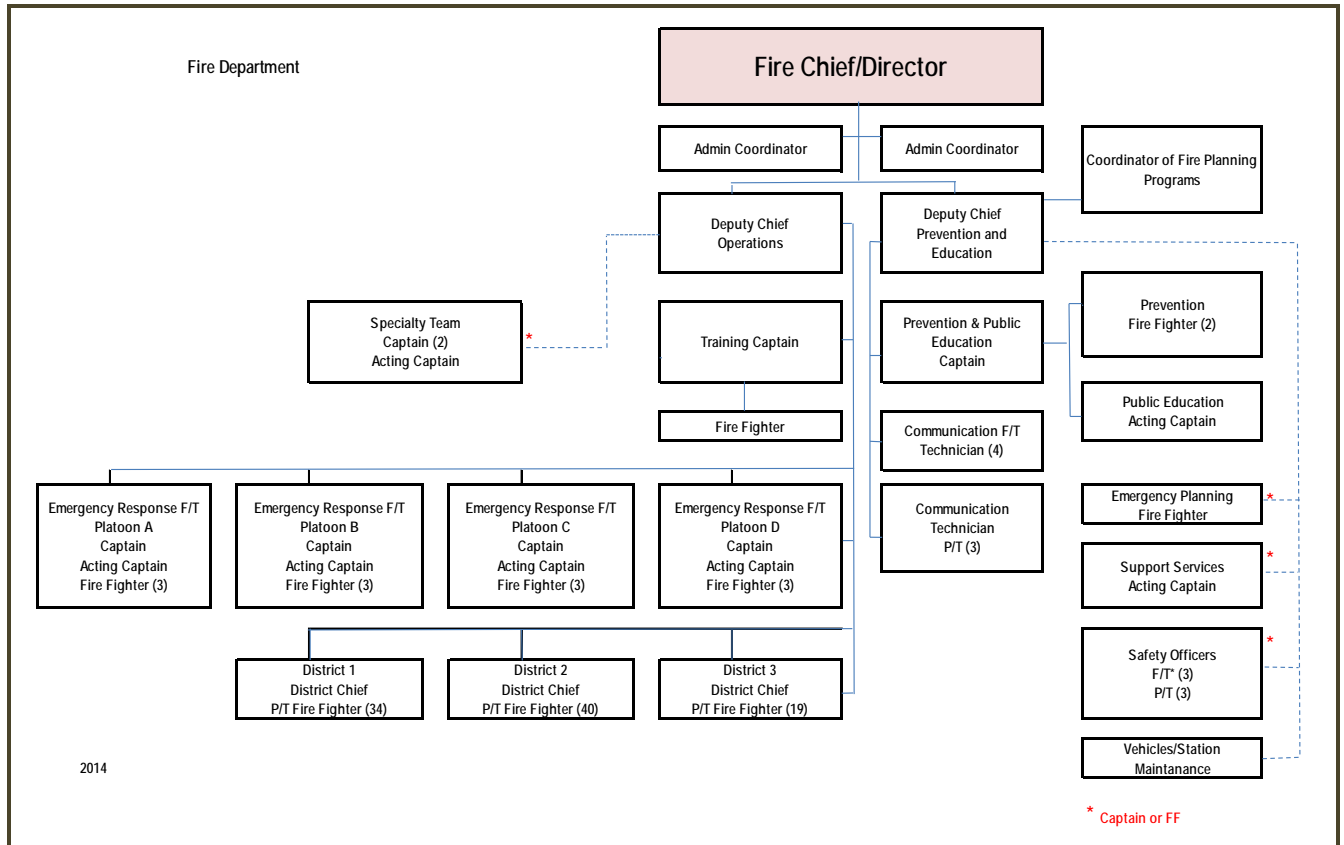
Training emergency responders in some instances requires very specialized facilities. Currently Halton Hills Fire Department rent/lease facilities such as the 'flashover' unit and live fire burn building from other larger fire services such as Mississauga, Brampton and Oakville. HHFD discusses partnerships with these and other agencies on an ongoing basis to make additional facilities available to our staff at a reasonable cost.

Providing specialized training facilities on our own would in many cases be cost prohibitive running from tens of thousands of dollars for a 'flashover' unit to in excess of one million dollars for a live fire burn building. The Fire Service Master Plan endorses the development of partnerships with other agencies to provide training facilities that may otherwise be cost prohibitive.

A training facility has been constructed on town owned land which is part of the Public Works facility. The training facility currently consists of three shipping containers 8'x 40' in size. These containers have been configured as a multi-level structure permitting search and rescue training. A roof simulator was also constructed on top of the containers allowing for greater training scenarios. Adjacent to the containers is an area where vehicles can be used for auto extrication training purposes. This venue gives staff a central location to all three stations to develop and practise skills that do not require costly and specialized facilities.

9.0 Organizational Chart and Staffing

The current organizational structure of the Halton Hills Fire Department is as follows:



Fire Department - 2014 Organization Chart

Full Time Staff Complement Growth:

As noted earlier in Section 3.0, previous Fire Service Master Plans recognized the need to increase Full Time staffing in a measured yet progressive manner to support the Part Time ranks, establish a base level of staff on duty during the day while enhancing prevention and public education programs. This Plan maintains that approach centred on supporting the role of Part Time staff while maintaining and enhancing the Full Time service provided to our community.

It was recognized in the 2010 Fire Service Master Plan that in response to significant issues or rapidly developing trends, recommendations may come forward that vary from the principle of hiring two staff each year. It was anticipated that upon the completion of the two new fire stations, and specifically putting into operation the new Headquarters Station, staff might find additional opportunities to improve operational efficiencies. In February 2013, new shift schedules were implemented to take advantage of opportunities to provide more effective and cost efficient fire service delivery.

HHFD is well-positioned with respect to station infrastructure and apparatus and there are no unfunded major capital outlays anticipated for the foreseeable future. The Fire Services Reserve is healthy as a result of operational efficiencies undertaken over the past few years that provided the opportunity to re-invest back into the department's capital needs.

The priority going forward will be on staffing and deployment. Staff are planning hiring based on continuing with the incremental hiring strategy whereby the overall multi-year funding impact would be about 2 staff per year funded through the Fire Levy. As a result, the hiring strategy will continue to provide the opportunity to re-invest annual savings from the Fire Levy into the Fire Services Reserve to fund planned fire capital projects.

The strategy of incrementally hiring Full Time staff has proven to be an effective and efficient approach. It allows the department to right-size, just-in-time to meet the Town's needs while providing effective and efficient service delivery.

Given HHFD's ongoing reliance on the participation of Part Time staff to provide essential resources, a key consideration and capability offered by the incremental hiring strategy is the ability to respond to any sudden decline in Part Time participation. As noted earlier in this report, it is important for HHFD to continue to have an adaptable incremental hiring strategy going forward to be in a position to effectively respond to possible reduced rates of Part Time staff participation. Ongoing factors have the potential to suddenly erode Part Time staff attendance at some future point requiring the need to hire more Full Time staff at a quicker rate than over the last few years. As a result, depending on the circumstances there may be reduced or no savings from the annual Fire Levy thereby reducing the contributions to the Fire Services Reserve, leading to the possibility that HHFD's planned capital projects may need to be funded through the Town's capital accounts.

This Fire Service Master Plan continues to endorse the incremental hiring approach by increasing the number of Full Time staff in a slow steady progression based on a multi-year strategy that would be equivalent to hiring on average about two new staff each year to 2031. This strategy will proceed on the basis that in some years more than 2 staff may be hired to fill-out operational units and other years hiring would be deferred, as well, it is recognized that the fire department may have to respond to rapidly developing trends and need to increase the number of Full Time fire fighters to more than 2 Full Time staff per year to meet community needs.

The new, additional Full Time staff will be funded annually from the Fire Service Levy, conditional upon annual budget approval by the Fire Services and Emergency Planning Committee and Council.

The fire department will on an ongoing basis assess the effectiveness and efficiency of its services taking into consideration such factors as:

- a) Community growth (residential and employment population, infrastructure, building stock)

- b) Increased demands for services provided,
- c) Traffic volumes, additional controlled intersections and similar issues resulting in ever increasing response times for Part Time staff, and
- d) Part Time staff availability impacted by Full Time employment demands as well as family commitments.

Each year the fire department will plan hiring based on a multi-year deployment strategy equivalent to hiring two additional staff per year on average to 2031. The strategy will recognize and support a continued role for Part Time staff while progressing to a 24/7 Full Time emergency response throughout the Town. The Fire Services and Emergency Planning Committee will assess recommendations brought forward by staff. The recommendations of the Fire Services and Emergency Planning Committee will then be forwarded to Council for consideration.

New Positions:

Recognizing that staffing and deployment are the priority going forward as the Town grows and the fire department grows with it, there will be organizational changes that need to take place to ensure HHFD continues to operate effectively and efficiently.

HHFD has been functioning in a lean, flat organization with respect to administration and senior staff. This has been possible due to the vast experience and broad skill sets of HHFD's current senior staff. However, as is the case with many organizations, HHFD's experienced staff will be shortly transitioning out of the work force and succession planning and a right-sized organizational structure will be a significant key to maintain an effective and efficient organization.

As the department grows the demands of supervision and administrative support grows, staff roles other than fire fighters will need to be built into the organization to ensure it continues to operate effectively and efficiently. Also, as the Town corporation grows there are increasing demands on HHFD's staff time and expertise to participate in corporate activities.

Staff have reviewed deployment options and forecasted strategic staff growth scenarios to identify potential staffing models and organizational needs to 2031, including identifying key milestones in the growth of the community and HHFD that will prompt key senior positions to be filled. Positions for future hiring include operational, supervisory, administrative and leadership roles. Staff will monitor deployment and staffing needs on an ongoing basis to inform operational needs and the annual budget process.

Recommendation 11: The Halton Hills Fire Department continue the incremental hiring strategy by increasing the number of Full Time staff in a slow steady progression based on a multi-year strategy that would be equivalent to hiring on average about two new staff each year to 2031. This strategy will proceed on the basis that in some years more than 2 staff may be hired to fill-out operational units, administrative support and senior management needs and in other years hiring would be deferred. This strategy recognizes that the fire department may

have to respond to rapidly developing trends and need to increase the number of Full Time fire fighters to more than 2 Full Time staff per year to meet community needs.

Presumptive Legislation:

Bill 221, “An Act to amend the Workplace Safety and Insurance Act, 1997 with respect to fire fighters and certain related occupations”, was passed into legislation in May 2007 and amended in November 2009. The legislation recognized workplace safety and insurance entitlement for full time/career and part time/volunteer fire fighters who have incurred certain work related occupational diseases.

The original regulation presumed that eight types of cancers, as well as heart injuries within 24 hours of a fire or training exercise were work related, unless proved otherwise. This applies to all fire fighters and fire investigators meeting certain conditions and to diseases diagnosed or heart injuries sustained on or after January 1, 1960.

On April 30th, 2014 the Ontario Government announced that they would be expanding the current regulation to include six (6) additional cancers presumed to be work related for fire fighters under the “Workplace Safety and Insurance Act (WSIA). Unlike the previous presumptive diseases, the new ones are to be phased-in as follows:

- 2014: Multiple Myeloma, Testicular and Breast cancers
- 2015: Prostate cancer
- 2016: Lung cancer
- 2017: Skin cancer.

The presumptions announced April 30th, 2014, as with the previous ones, will apply to Full Time and Part Time fire fighters and fire investigators, and will be retroactive to January 1, 1960 (as currently set out in the WSIA). Under the legislation, certain prescribed cancers would be treated as work related unless the contrary can be shown.

For Schedule 1 municipalities who pay premiums, there will be a small premium increase. For Schedule 2 municipalities, (who pay the dollar for dollar costs of claims plus an administrative fee to the WSIB), the WSIB estimates general retroactive costs of \$113 to \$179 million for these six new cancers. On-going annual costs are estimated by the Province to be approximately \$24 to \$38 million in new costs for Schedule 2 municipal governments. The Town of Halton Hills is a Schedule 2 employer.

Ultimately the goal of the fire service is to reduce or eliminate fire fighter injuries including cancer and heart disease. Staff will continue to work on this, through programs that encourage safety and wellness; by providing the necessary personal protective clothing and equipment; and by encouraging early and thorough medical screening.

Even with all our best efforts, should a fire fighter now acquire one of the 14 cancers or suffer a heart attack there is now legislation in place that ensures the workplace insurance system treats all fire fighters equitably whether Full Time, Part Time or volunteers and provides benefits under the Workplace Safety and Insurance Act.

The risk implications associated with the presumptive legislation make it imperative that HHFD assess its manpower needs on an ongoing basis and ensure that it is not over-extending the Town's liability by having more staff employed than is required to meet the needs of the community.

Succession Planning:

As HHFD grows with the community, it will need to ensure that key leadership and positions are in place. Succession Planning is the process of identifying the long-range talent needs of the organization and cultivating a supply of internal talent to meet those future needs. Succession planning is used to anticipate the future needs of the organization and assist in finding, assessing and developing the human capital necessary to achieve mission of the organization going forward. As is the situation with many organizations, demographics find many of the senior ranks approaching eligibility to retire. The fire department needs to plan how it will fill its leadership ranks as these key positions retire or otherwise leave the department, including creating interim transitional management positions to facilitate succession to the senior ranks. Succession planning is about having the right leadership and skills sets in the right place at the right time.

A succession planning process should be implemented for the fire department to facilitate an orderly succession of personnel to the key senior management positions within the department. As the department grows, to ensure there is an appropriate level of management and leadership oversight to maintain the effectiveness and efficiency of the day-to-day operations of the department, as well as provide an avenue for succession, a senior management level should be added to the organization.

In light of the impending retirement of the three current senior incumbents (Chief and Deputy Chiefs) and the need for the additional two senior positions in the future, initiating a succession process now is critical to maintain leadership and management continuity in the fire department. It is recommended that an interim step to facilitate succession be initiated in 2015 that would create a transitional organizational structure by putting in place one of the Assistant Deputy Chief positions in 2015. This would create a succession position within the fire department's senior administration; providing a stepping stone to the senior positions. The Assistant Deputy Chief position would report to the Fire Chief, but have roles and responsibilities to support the Deputy Chiefs on day-to-day operational activities as well as act as a succession position from the union ranks to senior administration positions. This position will provide for orderly succession and promotion from within as well as assist in maintaining the effectiveness and efficiency of the department as the organization grows.

Recommendation 12: The Halton Hills Fire Department plan to incorporate two senior manager positions, Assistant Deputy Chiefs, into the fire department's organizational structure in the future to ensure there is an appropriate level of management and leadership oversight and to facilitate an orderly succession of personnel to the key senior management positions. As an interim step to address the impending retirements of senior personnel, the Halton Hills Fire Department

create a transitional organizational structure by putting in place one Assistant Deputy Chief position in 2015.

Succession Planning Process:

The focus of HHFD's succession planning should be focused on key leadership positions. The steps and considerations in succession planning are:

Step 1: Identify key skills and key positions

Identify the positions to be the focus of the department's succession planning efforts:

1. Which positions, if left vacant, would cause major difficulties in achieving the current and future mandate of the fire department?
2. Which positions, if left vacant would be detrimental to the operations of the fire department and to the safety and security of the Town?
3. Which positions would be difficult to fill because the position requires specialized expertise and/or the incumbent possesses a wealth of corporate knowledge?
4. For which necessary competencies and skills is there a current or projected shortage in the department?
5. Which positions have been traditionally difficult to fill?

What are the key skills and key positions?

1. Focus on developing talent in leadership roles (e.g. senior officers and Captains) and key skills/knowledge sets (e.g. training, public education, enforcement, technology, mechanical).
2. Key positions provide critical influence on delivering the operational and strategic objectives of the department.

Step 2: Identify capabilities for key areas and key positions

1. Identify the key competencies and knowledge required in the key areas and positions to achieve departmental objectives.
2. Communicate information to employees about the key positions and the competencies required.
3. Focus training and individual learning plans on the competencies.

Step 3: Identify interested employees and assess them against capabilities

1. For individual employees discuss career plans and interests in order to identify those who are interested in leadership roles or who wish to move to more senior or alternate roles.
2. Build an inventory of employee competencies, experience and career interests.
3. Identify the key positions that are vulnerable - who will be retiring or otherwise leaving within the next several years? Are there candidates ready to advance or could be developed in time?

4. Identify a temporary back-up for each key position with the appropriate knowledge, skills and abilities to carry out the responsibilities in the short term?

Step 4. Develop and implement succession and knowledge transfer

1. Developmental knowledge and experiences required for leadership positions and other key areas should be set out.
2. Options to support employees' career goals, including acting assignments, stretch assignments, mentoring arrangements, job shadowing, courses and language training should be considered.
3. Learning plans should be linked to the required knowledge, competencies and skills required for key positions and areas.
4. Strategies to facilitate knowledge transfer should be put in place for employees in current key positions and areas, such as:
 - a. employees working in teams and cross-training
 - b. mentoring
 - c. overlapping new employees with those leaving.
5. Encouraging employees to participate in professional development.

Step 5: Evaluate

1. Do all key positions have succession plans?
2. Are there qualified employees who are ready to compete for key positions and areas?
3. Are key positions filled quickly?
4. Do new employees in key positions perform effectively in their role?

Key Positions:

Looking forward key leadership positions for succession planning purposes include:

From 2015-2019:

- a) Fire Chief
- b) Deputy Chief, Prevention and Education
- c) Deputy Chief, Operations
- d) Assistant Deputy Chief, Prevention and Education (new)
- e) Assistant Deputy Chief, Operations (new)
- f) District Chiefs and Deputy District Chiefs
- g) Captains
- h) Acting Captains
- i) Executive Assistant to the Fire Chief (new)

In addition, from 2020-2025:

- j) Platoon Supervisors (new)
- k) Public Education and Prevention Officers
- l) Training Officers

Recommendation 13: The Halton Hills Fire Department develops by 2016 succession plans for the following key positions:

- a) **Fire Chief**
- b) **Deputy Chief, Prevention and Education**
- c) **Deputy Chief, Operations**
- d) **Assistant Deputy Chief, Prevention and Education (new)**
- e) **Assistant Deputy Chief, Operations (new)**
- f) **District Chiefs & Deputy District Chiefs**
- g) **Captains**
- h) **Acting Captains**
- i) **Executive Assistant to the Fire Chief (new)**

And by 2019, develop succession plans for the following key positions:

- j) **Platoon Supervisors (new)**
- k) **Public Education and Prevention Officers**
- l) **Training Officers**

Associations:

Fire fighters employed by the Halton Hills Fire Department are represented by three separate and distinct Associations:

- a) **Full Time Staff – Halton Hills Professional Fire Fighters Association**
- b) **Part Time Staff:**
 - **Acton Fire Fighters Association**
 - **Georgetown Fire Fighters Association**

Regional Fire Coordinator:

The Fire Chiefs of the four fire departments in our Region meet on a regular basis to further relationships and enhance efficiencies, deal with similar issues and support each other through the mutual aid program. The Office of the Ontario Fire Marshal requires the appointment of a Regional Fire Coordinator to oversee the mutual aid program. The Regional Fire Chiefs have agreed to share this responsibility on a four year rotation.

10.0 Apparatus and Equipment

Objectives:

Be pro-active in assessing and utilizing modern emergency response technology for community protection.

Apparatus & Equipment:

Enhance emergency response and provide effective, efficient services through:

1. Effective preventative maintenance programs designed to keep apparatus and equipment in peak operating condition while minimizing costly repairs,
2. Monitoring and assessing trends and developments in design and features to ensure acquired apparatus is effective and cost efficient,
3. Maintaining staff training levels to maximize on the efficient use of apparatus,
4. Continuing the capital reserve funding program to ensure replacement in a timely fashion with minimal budget impacts,
5. Forecasting growth needs to minimize the budgetary impacts,
6. Considering green replacements where possible and fiscally responsible. Green vehicles include pick-up trucks, SUVs and cars.



Acquisition/Replacement:

Be pro-active in acquiring and replacing apparatus and equipment to ensure community safety and the health and safety of fire fighters in a cost-effective manner. Continue to use the capital reserve funding program and Replacement Forecast Chart (as shown below) as tools to plan and budget effectively for apparatus and equipment replacement.

Apparatus Acquisition & Replacement Forecast Chart*

Corp Veh #	FD Veh #	Description	TYPE	Purchase Year	Life Cycle	Replacement Year
700	200	2008 Jeep Liberty	Support Unit 200	2008	10	2018
704	304	2007 Dodge Mega Cab 4 x 4	Support Unit 304	2007	10	2017
705	205	2007 Dodge Mega Cab 4 x 4	Support Unit 205	2007	10	2017
706	106	2007 Dodge Mega Cab 4 x 4	Support Unit 106	2007	10	2017
707	207	2008 Chev Silverado Ext Cab	Support Unit 207	2008	10	2018
708	208	2008 Chev Silverado	Support Unit 208	2008	10	2018
709	109	2010 Dodge Ram 2500 Reg Cab	Support Unit 109	2010	10	2020
710	310	2010 Chev Malibu Hybrid	Support Unit 310	2010	10	2020
711	C1	2011 Ford Explorer	Car 1	2011	10	2021
712	C2	2011 Ford Explorer	Car 2	2011	10	2021
713	C3	2012 Ford Explorer	Car 3	2012	10	2022
720	P2	94 Spartan/Almonte Pump	Pump 2	1995	20	2014
721	P3	2009 Spartan/Dependable Pump Rescue	Pump 3	2009	20	2029
722	P11	01 Dependable/Freightliner Pump	Pump 11	2001	20	2021
724	P1	2010 Spartan/Dependable Pump Rescue	Pump 1	2010	20	2030
730	R2	99 Freightliner/Dependable Rescue	Rescue 2	1999	15	2014
731	R3	94 Intl./Almonte Rescue	Rescue 3	1994	15	2014
733	R1	06 Freightliner/Dependable Rescue	Rescue 1	2006	15	2021
740	T2	99 GMC/Almonte Water Tanker	Tanker 2	1999	20	2019
742	T3	2002 Freightliner/Dependable Tanker	Tanker 3	2003	20	2023
743	T1	2004 International/Dependable Tanker	Tanker 1	2004	20	2024
750	A3	2003 Spartan Rosenbauer	Aerial 3	2004	20	2024
760	760	95 Pace Arrow Trailer	Prevention 760	1995	20	2015

Corp Veh #	FD Veh #	Description	TYPE	Purchase Year	Life Cycle	Replacement Year
761	761	98 Avenger Trailer	Haz Mat 761	1998	20	2018
762	762	2002 U.S. Cargo Trailer	Rehab 762	2002	20	2022
763	763	2006 U.S. Cargo Trailer	Air Support 763	2006	20	2026
764	764	2006 Surrey Fire Safety House Trailer	Fire Safety House	2006	20	2026
765	765	2008 Canada Utility Trailer (ATV)	Utility Trailer	2008	20	2028
770	770	2008 Polaris Ranger Crew 4x4	ATV 770	2008	20	2028
794	794	2008 Mobile Light Tower & Generator	LT 794	2008	20	2028

(* as of February 2014)

Accountability:

Apparatus and equipment management is monitored and assessed to:

- a) Ensure the effectiveness of the service delivery,
- b) Establish trends and statistical data forming the basis for
 - i. Risk vs. needs analysis and
 - ii. Risk vs. cost effectiveness analysis,
- c) Ensure the suitability of apparatus and equipment to the delivery of the service,
- d) Enhance the training, skill and knowledge levels of staff to maximize the utilization of the apparatus and equipment, and
- e) Ensure acquisition and replacement programs are credible.

Trunked Radio:

The communication radio system and hand-held/in-vehicle radio devices used by the area fire departments, police service and other regional partners were updated/replaced in 2012 and 2013 to address growing out-dated equipment and to improve radio reception. The new system also resolved reception issues where there was poor to non-existent in some remote locations and improved signal penetration into buildings thereby providing a higher level of effectiveness and health and safety for first responders.

CENS:

The Community Emergency Notification System (CENS) is a computer based emergency management tool that permits mass notification of the public through the telephone system (robo calls) in the event of a large scale emergency. In an emergency, CENS would be just one tool at the disposal of emergency management coordinators to notify residents of an emergency or actions residents should take (e.g.;

to evacuate or shelter in place). Television, radio, internet and door to door canvassing are examples of other tools available for emergency notification of residents depending on the circumstances.

Next Generation 911:

Next Generation 911 (NG911) is an evolution of the current 911 system. It will permit the use of current and future wireless technology and incorporate their features into the current 911 system. Eventually, 911 will be available and accessible anytime, anywhere, from any device, and will be more than just a voice call.

NG911 will support multi-media non-voice interactive technology and will permit dispatch centres to not only receive voice calls, but emergency calls via devices such as but not limited to:

- a) Texting,
- b) Live video streaming of the emergency which could be also forwarded to emergency response units,
- c) Vehicle telemetries such as OnStar,
- d) Lifeline messaging; and
- e) Sensor data such as real time traffic flows or fire alarm devices.

Planning has been taking place since 2001 with the Canadian Radio-television Telecommunication Commission (CRTC), National Emergency Numbers Association (NENA), police, fire and EMS agencies and private sector partners. Evolving to NG911 will continue for the foreseeable future.

Superior Tanker Shuttle Service Accreditation:

Achieving the Superior Tanker Shuttle Service Accreditation was an objective established by the 2002 Fire Service Master Plan and achieved in 2003.

Fire Underwriters Survey Rating:

The Superior Tanker Shuttle Service test is administered by Insurers' Advisory Organization (IAO) and forms part of the Fire Underwriters Survey Rating for the municipality. To achieve the accreditation the fire department must be able to;

- Within 5 minutes of the first apparatus (pump) arriving on the fire scene (test site), be flowing a minimum of 900 litres/minute (200IGPM) of water, and
- Maintain the flow uninterrupted for two hours.
- The test site must be within 8 kilometres of the fire station and must be at least 5 kilometres from the location where the tankers are reloaded.

Upgraded Rating:

As a result of successfully completing the test, the Town of Halton Hills was given the following Fire Underwriters Survey Rating;

- 'Superior Tanker Shuttle' listing for residential properties in the rural area within 8 kilometers by road of a fire station, and
- Rural Commercial classification to class 8 from class 9.



What Does The Accreditation Mean to Rural Residents?

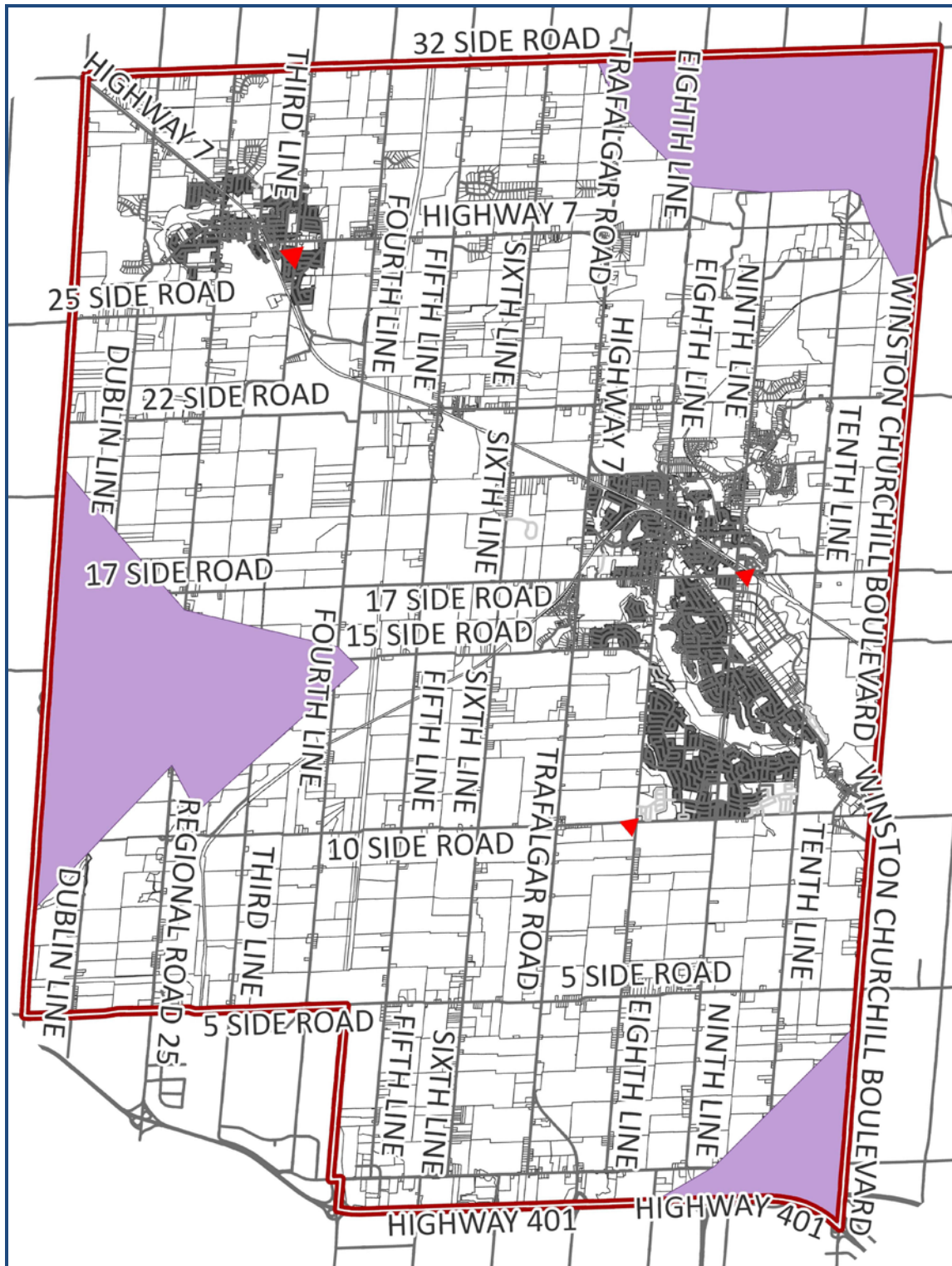
Successfully completing the test indicates that the Halton Hills Fire Department is able to effectively transport water to fire incident scenes throughout our community. For those residents within 8km of a station it means at least 900 liters/minute can be transported and applied to a fire. 900 liters/minute is equivalent to the flow of two 45mm attack hose lines; what is required to effectively bring a typical house fire under control.


Many insurance companies recognize the Superior Tanker Shuttle. Those rural residents with homes within 8km of a fire station, by road, and those rural businesses within 5km of a fire station may receive a reduction in insurance premiums.

Following the opening of the Headquarters Station, testing was done with the IAO and the accreditation area was extended to include a much larger area of the Town and many more rural residents, as illustrated on the next page in Map 10-1, Superior Tanker Shuttle Service Accreditation Area Map. Rural residents should contact their insurance agent and ask if they qualify for a rate reduction.

Regardless of the potential impact on insurance rates, the Superior Tanker Shuttle means the Halton Hills Fire Department has demonstrated an ability to transport water to rural fire scenes to protect our citizens.

Map 10-1: Superior Tanker Shuttle Service Accreditation Area Map



Area outside the Superior Tanker Shuttle Service Accreditation 

11.0 Stations

Objective:

Assess fixed facilities and implement programs to refurbish existing facilities and/or establish new facilities in a cost-effective manner to meet the needs of the community.

District 1: The District 1 station in Acton was renovated and expanded in 2010. The original construction of the station at 21 Churchill Road was completed in 1991. The Acton Fire Station Expansion project included the construction of a Heritage Room, a fitness room and the replacement of the existing roof, tar, gravel and sub components and the heating, ventilation and air conditioning (HVAC) system for the office area of the existing building. The Heritage Room which stores the 1922 Studebaker and fire related memorabilia for public viewing was a jointly funded project by the Acton Firefighter Association and the Town of Halton Hills.



Figure 11.1: District 1 Station - Acton

District 2: The 2004 Fire Service Master Plan endorsed in principle that staff replace the existing District 2 station on Maple Avenue, Georgetown. In 2008 the construction of the replacement station was started and was completed July 2010 on the existing site. The previous structure was later demolished in 2010. The new building is home to both the Fire Department and Emergency Medical Services and has been designed with many innovative energy conservation features.



Figure 11.2: District 2 Station - Maple Avenue, Georgetown

District 3: The 2004 Fire Service Master Plan endorsed in principle to construct a new station in the south to serve the growing population in that area. In 2008 construction of the Headquarters station was commenced at the corner of 10 Side Road and Eighth Line and was completed in December 2009. The new building is home to Administration staff and fire fighters including an Emergency Operations Centre and the Communications Centre. The building also includes a Heritage Room to store the 1942 Ford and fire related memorabilia for public viewing.



Figure 11 3: District 3 Station – Headquarters, Georgetown

Station Maintenance:

Full Time staff on-duty crews are responsible for daily maintenance and cleaning at the stations. For each station a work schedule rotation is in place to be completed as part of the staff's daily activities as the opportunity arises during their shift between emergency calls, daily apparatus and equipment checks, inspection duties, drop-in requests for car child seat checks, training and community/public education events.

Southern Halton Hills:

In addition to first response provided from District 3 when Full Time staff are on duty, southern portions of Halton Hills currently receive first response protection from stations located in the Town of Milton and City of Mississauga on a contract basis. The Town of Milton and City of Mississauga have stations in closer proximity to these areas. Since

the addition of the District 3 station, response times in this area have been evaluated on a yearly basis to ensure the appropriate station response is maintained. Based on the yearly evaluations to-date, Halton Hills Fire Department repatriated portions of southerly Halton Hills effective June 2014. It is recognized that as the areas in southern Halton Hills grow toward approved 2031 population targets for residential and employment areas, that full repatriation of these areas will occur, including the need to establish a southern satellite station, possibly in partnership with EMS, in the Hornby area.

Recommendation 14: The Halton Hills Fire Department work with Town departments and community partners to secure property to establish a forecasted fourth station, possibly in partnership with EMS in the Hornby area, to service residential and employment growth planned for Southwest Georgetown and the Premier Gateway 401 Corridor.

12.0 Emergency Planning

The Emergency Management and Civil Protection Act requires municipalities to develop programs and committees as required to enable the emergency management process to work at a local level. The Town of Halton Hills has designated the Fire Services and Emergency Planning Committee for the purposes of meeting these requirements.

The Fire Services and Emergency Planning Committee provides strategic direction, sets priorities, and allocates the necessary resources and budgets for emergency management program compliance. As such, this group will function as the accountable body for direction and implementation of the requirements of the Emergency Management and Civil Protection Act.

Legislative Requirements:

The Emergency Management and Civil Protection Act requires each municipality in Ontario to develop and establish, by by-law, an Emergency Management program that consists of:

- a) An emergency response plan;
- b) Training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities;
- c) Public education on risks to public safety public emergency preparedness; and
- d) Any other elements required by the standards for emergency management programs.

On a yearly basis a representative from the Office of the Fire Marshal and Emergency Management Ontario audits our Emergency Management Program to ensure that the above requirements are met.

Emergency Operation Centre:

The Emergency Response Plan contains provisions that identify locations where the Emergency Control Group (ECG) will conduct business in the event of a declared

emergency. During the design of the new Headquarters station provisions were made for the construction of a new Emergency Operations Centre (EOC). The new EOC is a state of the art facility that was partially funded by grants from the federal Joint Emergency Preparedness Program fund. The facility includes emergency power, audio visual equipment, radios, office supplies and many other supplies and conveniences that permit the EOC to function all from one room.

Regional Emergency Preparedness Advisory Committee (REPAC):

This Regional Committee under the direction of the Regional Chair is comprised of regional and municipal representatives to further emergency preparedness within the Region and member municipalities. The Halton Hills Fire Department actively participates in these meetings as well as an extension of this committee known as the Regional Community Emergency Management Coordinators Committee.

Pre-Planning:

The Coordinator of Fire Planning Programs is responsible for developing Pre-Incident Plans for risks within the community which enable the fire department to be better prepared to respond to higher risk buildings in our community. The Coordinator of Fire Planning Programs began this task by reviewing current internal procedures, data, interviewing staff and making site visits. While conducting this work on larger residential buildings it was quickly identified that a risk in our community existed with structures where seniors reside. Several initiatives are already being planned or in progress to address these concerns including, updating of Dispatch information, arranging information sessions with residents on proper procedures including the planning of fire drills, reviewing site specific fire safety plans and updating as required, and inspections of building to create pre-plans for fire response.

Railway Safety:

An additional area the Coordinator of Fire Planning Programs has been reviewing is risks associated with the CN Railway and Goderich Exeter Railway rail lines that run through Halton Hills with both passenger and freight traffic. Halton Hills has not been immune to rail incidents in our community including a large incident in March 2008 when a freight train carrying various quantities of dangerous goods derailed just east of the Credit River trestle. In this incident no leaks of commodities occurred but the incident disrupted passenger and rail traffic for several days.



Image from the March 2008 train derailment in Halton Hills

Immediately after the incident in Lac-Megantic, Quebec, HHFD requested up-to-date information from the railway companies, including a list of all commodities that may be transported at any time through the community. The railways were cooperative and have provided a list of the dangerous goods. This list was provided to HHFD on the condition it be kept confidential and only be used for emergency response purposes, therefore, it has not been included as part of this Plan. The reason for the list being treated as strictly confidential is that if it were public, there is the risk that there are individuals who vandalize or even use the data for terrorist purposes.

HHFD's Pre-Planning Coordinator has prepared a handbook of pre-plans and mapping for at-risk sites along railway corridors through the Town. A copy of the handbook is maintained in each fire vehicle to assist emergency responders in the event of a rail incident. Examples of the mapping and information from "The Railways of Halton Hills" pre-plans handbook are shown below.

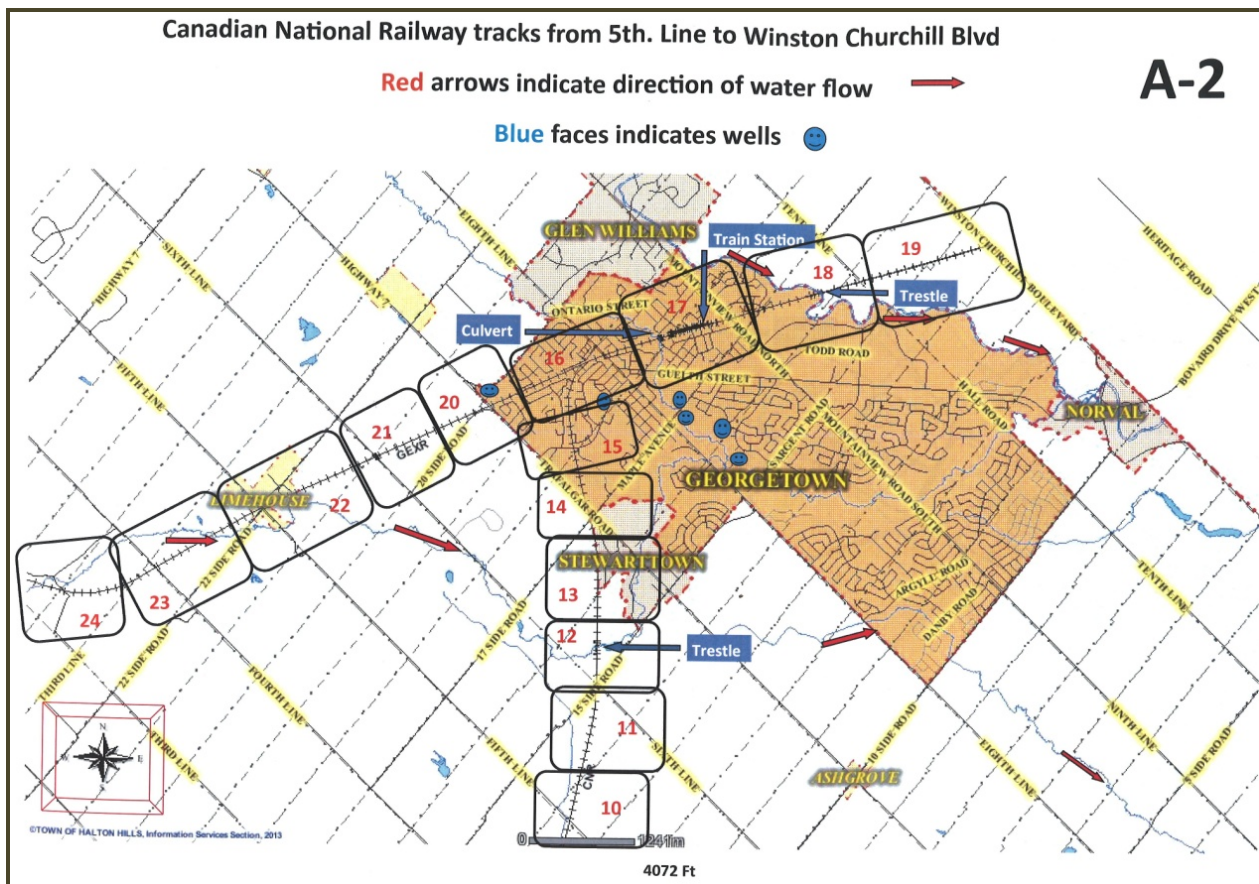


Image of Map A-2 from The Railways of Halton Hills pre-plans showing map grid in Georgetown area

CNR Line

Red Arrows indicates direction of water flow

15

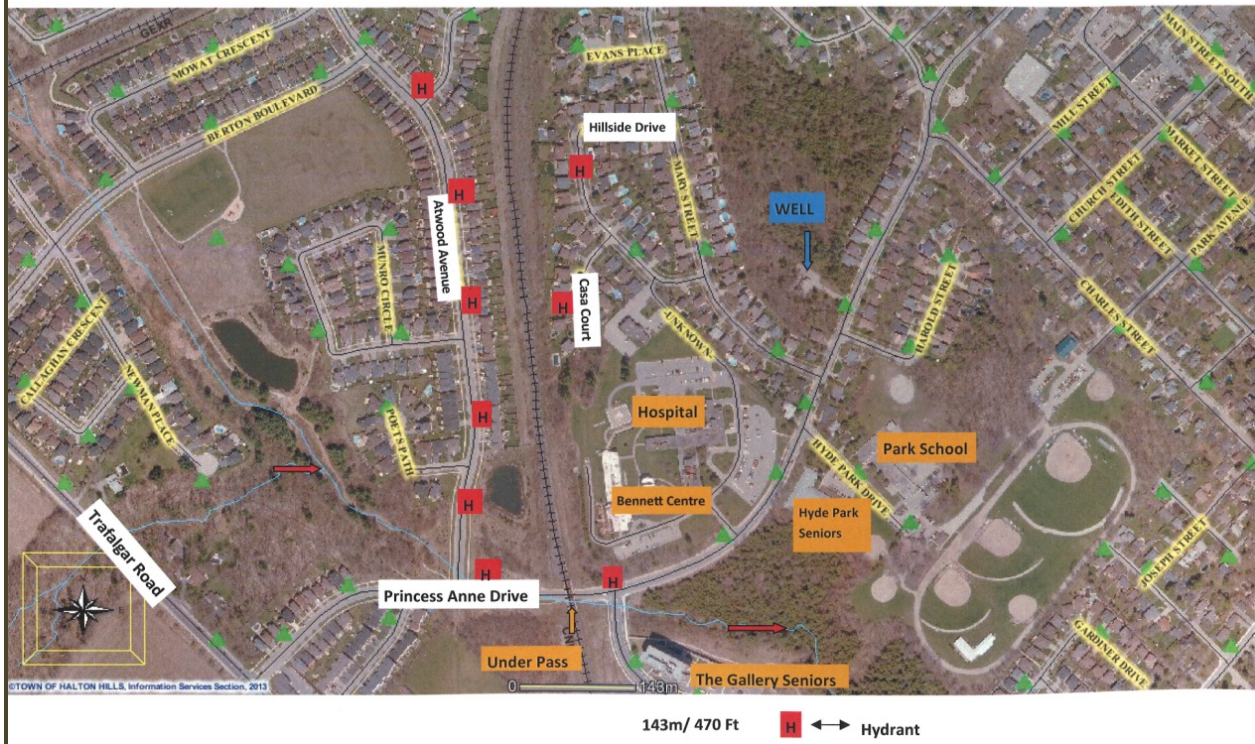


Image of Map 15 from The Railways of Halton Hills pre-plans showing Georgetown area

Climate Change:

Climate change has become a key consideration for emergency planners and responders in assessing threats to their community. There are increasing economic losses, injuries and deaths from extreme weather events attributed to climate change.



Image of 2013 Ice Storm damage in Georgetown area

The increasing risk associated with climate change places greater emphasis on emergency planning and ensuring the community has an appropriate emergency response capacity to severe weather events. HHFD will need to be able to respond to compounded or simultaneous emergency events, the severity and frequency of which may never previously been experienced. The changing levels of risk associated with climate change will need to be addressed and accounted for in the future allocation of resources to HHFD's emergency response programs.

HHFD assesses its readiness and resource needs for extreme weather events through the Town of Halton Hills Emergency Response Plan which incorporates results of a Hazard Identification and Risk Assessment (HIRA) for the Town undertaken by HHFD. Through the HIRA process HHFD uses a systematic risk assessment tool to assess the risks of various hazards and answers such questions as:

- a) What hazards exist in my area?
- b) How frequently do they occur?
- c) How severe can their impact be on the community, infrastructure, property, and the environment?
- d) Which hazards pose the greatest threat to the community?

The HIRA is useful to prepare for the worst and/or most likely risks, to create exercises and training programs, and make plans based on the most likely threat scenarios.

Recommendation 15: The Halton Hills Fire Department work with Town departments, community partners and the OFMEM to review risks to the community associated with potential railway incidents and climate change and identify opportunities to enhance emergency preparedness and response.

13.0 Health and Safety

Joint Health and Safety Committee:

The Occupational Health and Safety Act requires the establishment of a Joint Health and Safety Committee for the health and well-being of its workers. The Committee consists of equal members from management and representation from both the Full Time and Part Time staff. The committee meets regularly to review safety issues to enhance the safety of our staff. Minutes of meetings are kept and posted for staff to review. In accordance with the requirements of the Act the department has appointed a Safety Officer for each of our stations to help maintain safety in the field and in the stations.

Wellness Committee:

It has been long recognized that the profession of firefighting is inherently dangerous and one of the ways to minimize injury and disease is to ensure the fire fighter maintains a healthy lifestyle that includes proper nutrition and exercise to name a few. With this in mind the department has formed a committee representing all fire fighters to promote healthy living and fitness. The committee was formed in 2006 and has been

instrumental in promoting a healthy life style and encouraging fitness among staff. Some of their accomplishments include the purchase of exercise equipment, hosting of a fitness seminar, and instructing fire fighters in proper fitness exercises, and encouraging staff to participate in wellness programs.

14.0 Community Engagement

Many Halton Hills Full Time and Part Time fire fighters volunteer their time to community activities through participation in many community events. A sample of some of the events that Halton Hills fire fighters are requested to attend and participate in are listed below. By having the opportunity to represent the Town of Halton Hills Fire Department in this way, Halton Hills fire fighters are able to foster community awareness of fire prevention and are catalysts for building citizen engagement and community involvement as well as preserving and creating community traditions. This attitude seamlessly transitions to their duties, which was demonstrated during the 2013 Ice Storm when fire fighters responded without hesitation to the community's needs, including assisting with tree clearing, patrolling roads, hosting a warming centre and visiting vulnerable persons and seniors. It is important to support participation in these events and in so doing assist in maintaining the effective team spirit and pride of Halton Hills fire fighters which is in turn extended to the broader community.

Civic engagement by Halton Hills fire fighters includes participating in such community events as:

- Santa Claus parades
- Fireworks displays
- Canadian Cancer Society Relay for Life
- Christmas children's gifts programs
- Chili Cook-Off
- Light Up the Hills



- Acton Fall Fair and Parade
- Georgetown Fall Fair and Demolition Derby
- Terry Fox Run



- Community Fundraisers – Georgetown Hospital Foundation
- Muscular Dystrophy Boot Drive
- Hockey tournaments
- Food Bank Fundraisers
- Food4Kids



- Pack-a-Pumper Food Drive
- Canada Day celebrations
- Links 2 Care Truck Pull
- Leathertown Festival
- Park School Fun Day

- Big Chill
- Tim Horton's Camp Day
- Community Fundraiser – arena campaign



- ALS Walk
- Relay for Life
- Rock 'n Roll Classics Car Show
- Acton High School End of Year BBQ, Pineview School End of Year BBQ, St. Joseph's School BBQ, George Kennedy School BBQ and Fundraiser
- Trick or Treat on the Mill
- Peter's Pumpkin Palooza

15.0 Fire Services and Emergency Planning Committee

Mandate:

Be pro-active in enhancing and maintaining the Fire Service Master Plan as a living document mapping the strategic policy direction of the Halton Hills Fire Department to enable administrative staff to create, implement and administer programs to ensure the safety and well-being of our community.

Committee:

1. The Mayor will appoint members of Council to serve on the Fire Services and Emergency Planning Committee during each term of Council.
2. The Committee will select a Chairperson from among their members.
3. The Chairperson will ensure the Committee meets at least quarterly.
4. The Committee will review the Fire Service Master Plan annually and recommend to Council, any amendment deemed necessary to ensure the safety and well-being of the Community.

Staff Advisors:

1. Staff advisors to the Fire Services and Emergency Planning Committee will include the Chief Administrative Officer and the Fire Chief.
2. The Fire Chief may appoint additional staff members deemed appropriate to serve as advisors to Fire Services Emergency Planning Committee.
3. The Fire Chief will ensure progress in implementation of the Plan is monitored on an on-going basis and will report to the Committee upon request from the Chairperson and at least once annually.

16.0 Recognition

The Halton Hills Fire Department has a long tradition of acknowledging the efforts of its members. As detailed earlier in the Plan, staff give their time (and the time of their family) to their community in many ways, be it in responding to an emergency or to a request to participate in a community charity event. Senior staff take the opportunity to acknowledge a job well done on a day-to-day basis, but also take the opportunity each year to organize a recognition night and provide an opportunity for senior staff, the Mayor, Town Councillors and the community to recognize the efforts and achievements of current Full Time staff and Part Time staff, retiring members and Lifetime Members.



Photos from HFFD's 2014 Awards and Recognition Ceremony

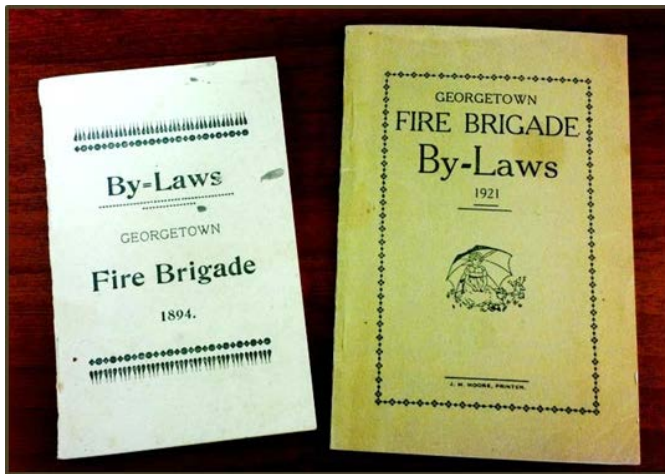


The Halton Hills Fire Department takes great pride in preserving its past and maintaining the proud legacies of the Acton Fire Brigade and Georgetown Fire Brigade. This is evidenced in the HHFD's Heritage Rooms and in the proud way the department's past is being preserved and celebrated.

In keeping with this tradition in 2014, the 40th anniversary of the Halton Hills Fire Department, reproductions of the 1894 and 1921 By-laws of the Georgetown Fire Brigade were presented to the Lifetime Members at the annual Halton Hills Fire Department Awards and Recognition Ceremony. Reproductions of the By-laws have since been framed and hang in the Fire Department's Heritage Rooms. The Acton Fire Brigade's 1896 By-law has also been preserved and reproduction booklets are planned to be presented at the 2015 Ceremony.



The Acton Fire Brigade 1896 Heritage By-laws and Georgetown Fire Brigade 1894 & 1921 Heritage By-laws.



The By-laws provide an interesting insight into the responsibilities of fire fighters past and in many ways reinforce and reflect upon the ongoing qualities of service and self-sacrifice that members of the Halton Hills Fire Department continue to bring to their community today.

17.0 Conclusion

The Fire Service Master Plan is a dynamic document built on the rich history and proud tradition left by those who have gone before making our community a safe and desirable place to live and work. The 2014 Halton Hills Fire Service Master Plan, *Staying the Course: Our Road to the Future* has identified that previous master plans, operation implementation, and operating and capital budgeting has positioned the department's fire station infrastructure and apparatus well for the foreseeable future. Staffing and deployment will continue to be the focus for planning.

The strategy of incrementally hiring Full Time staff has proven to be an effective and efficient approach. It allows the department to right-size, just-in-time to meet the Town's needs while providing effective and efficient service delivery. As recognized in previous Plans, and as supported by the information outlined in this Master Plan, as the Town grows there will be an ongoing need to incrementally increase the number of Full Time staff to a point at which the Full Time staffing progression will bring about 24/7 Full Time staff deployment throughout the Town. The Master Plan has identified future directions based on a continuation of the incremental hiring approach and a need for there to be succession planning to ensure continuity of senior leadership and management positions. In addition, the Master Plan recognizes and forecasts staffing deployment on the basis of Part Time staff continuing to be an essential and valued resource to the Town of Halton Hills for the foreseeable future.



18.0 Recommendations

Recommendation 1: The Halton Hills Fire Department work with the Town's planning staff to monitor population, employment and demographic trends associated with the Town's growth and adjust programs and services accordingly in consultation with other Town departments, the Fire Services and Emergency Planning Committee and Council.

Recommendation 2: The Halton Hills Fire Department continues as a composite department for the foreseeable future by:

- continuing to support the Part Time membership to be an effective and sustainable component of the department;
- ensuring an effective level of service to meet the needs of the community by continuing the incremental hiring of Full Time staff in a progression based on a multi-year strategy equivalent to hiring on average about two new staff per year to 2031 funded from the Fire Levy (based on 1.2% of assessment); and
- continuing to allocate annual surpluses from the Fire Levy into the Fire Reserve to fund future fire department capital and/or to fund Full Time staff hiring needs.

Recommendation 3: The Halton Hills Fire Department proceed to a 24/7 Full Time Fire Fighter shift in the Headquarters Station as soon as the appropriate resources are in place. In 2015, should Council approve two additional Full Time staff, there will be sufficient Full Time resources to implement a 24/7 Full Time staff initial emergency response of five fire fighters (1 Captain and 4 fire fighters) from one station.

Recommendation 4: The Halton Hills Fire Department maintain an ongoing capacity for data analysis and reporting, including performance measurement and benchmarking, to maintain current levels of excellence through team self-management and continuous improvement.

Recommendation 5: The Halton Hills Fire Department investigate using the OFMEM's newly released Integrated Risk Management (IRM) Web Tool and other tracking tools to enhance monitoring and assessment of work-load activity and resource needs in the Public Education Program.

Recommendation 6: The Halton Hills Fire Department investigate using the OFMEM's newly released Integrated Risk Management (IRM) Web Tool and other tracking tools to enhance monitoring and assessment of work-load activity and resource needs in the Prevention and Inspection Program.

Recommendation 7: The Halton Hills Fire Department continue to monitor community response to open air burning, particularly in the urban area, and as necessary, review the program. Any proposed change in the program be brought forward to the Fire Services and Emergency Planning Committee and Council for consideration.

Recommendation 8: The Halton Hills Fire Department continue to monitor and assess the performance of the Communications Division against recognized standards and

benchmark performance against comparable fire departments and alternative service delivery models.

Recommendation 9: The Halton Hills Fire Department as part of implementing a 24/7 Full Time staff emergency response capability add to its tiered response protocol the capacity to also respond to persons choking, unconscious, in severe respiratory distress and with chest pain.

Recommendation 10: To assist the District Chiefs in continuing to maintain a sustainable and effective Part Time membership for the future, the Halton Hills Fire Department re-instate the former Part Time command structure and promote three Part Time staff to Deputy District Chief in 2015.

Recommendation 11: The Halton Hills Fire Department continue the incremental hiring strategy by increasing the number of Full Time staff in a slow steady progression based on a multi-year strategy that would be equivalent to hiring on average about two new staff each year to 2031. This strategy will proceed on the basis that in some years more than 2 staff may be hired to fill-out operational units, administrative support and senior management needs and in other years hiring would be deferred. This strategy recognizes that the fire department may have to respond to rapidly developing trends and need to increase the number of Full Time fire fighters to more than 2 Full Time staff per year to meet community needs.

Recommendation 12: The Halton Hills Fire Department plan to incorporate two senior manager positions, Assistant Deputy Chiefs, into the fire department's organizational structure in the future to ensure there is an appropriate level of management and leadership oversight and to facilitate an orderly succession of personnel to the key senior management positions. As an interim step to address the impending retirements of senior personnel, the Halton Hills Fire Department create a transitional organizational structure by putting in place one Assistant Deputy Chief position in 2015.

Recommendation 13: The Halton Hills Fire Department develops by 2016 succession plans for the following key positions:

- a) Fire Chief
- b) Deputy Chief, Prevention and Education
- c) Deputy Chief, Operations
- d) Assistant Deputy Chief, Prevention and Education (new)
- e) Assistant Deputy Chief, Operations (new)
- f) District Chiefs & Deputy District Chiefs
- g) Captains
- h) Acting Captains
- i) Executive Assistant to the Fire Chief (new)

And by 2019, develop succession plans for the following key positions:

- j) Platoon Supervisors (new)
- k) Public Education and Prevention Officers
- l) Training Officers

Recommendation 14: The Halton Hills Fire Department work with Town departments and community partners to secure property to establish a forecasted fourth station, possibly in partnership with EMS in the Hornby area, to service residential and employment growth planned for Southwest Georgetown and the Premier Gateway 401 Corridor.

Recommendation 15: The Halton Hills Fire Department work with Town departments, community partners and the OFMEM to review risks to the community associated with potential railway incidents and climate change and identify opportunities to enhance emergency preparedness and response.



