



# Fire Master Plan

**Executive Summary and Implementation  
Plan  
2024**



## Executive Summary

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The Town of Oakville prepares master plans to build on the goals and policies from the Official Plan. Oakville's master plans are guided by Council's long-term strategy to define specific medium-range plans, such as fire and emergency services.

The Town's master plans identify objectives, strategies, and actions to be completed over a set period and help guide Council decisions. In addition to providing a set of planned actions, master plans also consider ways to address several key corporate objectives. These objectives are Asset Management, Climate Action, Technology and Data Management Opportunities, Inclusion, Diversity, Equity, and Accessibility (IDEA), and People Plan.

In Ontario, the fire master planning process is intended to provide the members of a municipal Council, and fire department senior staff, with a strategic planning framework to guide the delivery of fire protection services within their community over a five-to-ten-year horizon. The proposed framework presented within this Fire Master Plan (FMP) report has considered the applicable legislation, including the Fire Protection and Prevention Act, 1997 (FPPA), Occupational Health and Safety Act (OHSA), R.S.O. 1990 and the more recently adopted Ontario Regulation (O. Reg.) 378/18 – Community Risk Assessment and O. Reg. 343/22 – Firefighter Certification. The new O. Reg. 378/18 requires that every municipality in Ontario develop a Community Risk Assessment (CRA) prior to July 1, 2024, and use it to inform decisions about the provision of fire protection services. A Community Risk Assessment was prepared for the Town of Oakville, and the findings were applied to the study analyses as part of the fire master planning process. Consistent with the regulation, this CRA should be reviewed annually and updated every five years or as needed.

The analysis and methodology presented within this FMP has also been informed by current industry best practices including the fire protection standards authored by the National Fire Protection Association (NFPA) and the Public Fire Safety Guidelines (PFSGs) authored by the Office of the Fire Marshal (OFM). The Oakville Fire Department has successfully completed and implemented Fire Master Plans for decades. Though general FMP processes have not changed, significant benefit is realized through the strategic foundational requirements of O. Reg 378/18 Community Risk Assessment, which

provides individual focus for the Town. Through growth and development, if the Oakville Fire Department does not grow in staffing and stations as outlined in the FMP, the level of service will decline beyond today's current standards.

Under the FPPA s. 6(3) the fire chief remains accountable directly and individually to council for all aspects of fire safety and the delivery of fire protection services within the municipality. The FPPA requires that a municipality "establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances"<sup>1</sup>. With the introduction of O. Reg. 378/18 municipalities are now required to use the findings of the CRA to identify and describe the local needs and circumstances as identified community risks and key findings to inform decisions about the provision of fire protection services. The CRA includes an analysis of nine mandatory risk profiles:

1. Geographic Profile;
2. Building Stock Profile;
3. Critical Infrastructure Profile;
4. Demographic Profile;
5. Public Safety and Response Profile;
6. Community Services Profile;
7. Hazard Profile;
8. Economic Profile; and
9. Past Loss and Event History Profile.

To further assist Council in the decision-making process the framework presented within this FMP proposes the adoption of the following fire strategic goals:

1. The Town of Oakville is committed to the use of its Community Risk Assessment, as required by O. Reg. 378/18, as a fire strategic goal to assess the fire safety risks within the community as the basis for developing clear goals and objectives for all fire protection services provided by the Oakville Fire Department.

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<sup>1</sup> Fire Protection and Prevention Act, 1997, Part II Responsibilities for Fire Protection Services, Municipal responsibilities, 2. (1) (a) (b).

2. The Town of Oakville is committed to the optimization of the first two lines of defence, including the delivery of public education and fire prevention programs, and the use of fire safety standards and fire code enforcement as a fire strategic goal for the Oakville Fire Department in providing a comprehensive fire protection and risk-reduction program within the community.
3. The Town of Oakville will prioritize strategies that support continuous improvement in the delivery of sustainable fire protection services that provide the most effective and efficient level of services resulting in the best value for the community.
4. Town of Oakville supports the delivery of fire protection services required to meet the needs and circumstances of planned future community growth and intensification.

The proposed fire strategic goals align with the Ontario Fire Marshal's (OFM) 'Comprehensive Fire Safety Effectiveness Model' (CFSEM) that recognizes there are steps that can be taken to reduce the risk of a fire, including the probability of a fire occurring and the consequence of that fire, through optimization of the 'three lines of defence' fire protection model.

The CFSEM prioritizes public fire safety education as the 'first line of defence' in mitigating and/or preventing a fire. The 'second line of defence' prioritizes the use of fire safety standards and enforcement to proactively introduce more complex risk reduction and risk mitigation strategies to reduce the probability and consequences of a fire. The 'third line of defence' refers to emergency response services, including fire suppression capabilities. In our view, the provision of fire suppression service is the "fail safe" in the event that the first two lines of defence are unable prevent fire and/or emergency response in an all-hazards approach.

As required by the new O. Reg. 378/18 – Community Risk Assessments the analysis and recommendations included in this FMP have been informed by the 'identified risks' and 'key findings' presented within the new CRA. In our view this strategy provides a unique opportunity for the Oakville Fire Department (OFD) to enhance its existing services, where applicable, and/or identify needs and opportunities for new services to further prioritize community fire services-related risk reduction. At a minimum, maintaining the current levels of service and depth of coverage in emergency response for all hazards

have been identified and focused throughout the Fire Master Plan and Community Risk Assessment.

The analyses and findings within this FMP have also considered the impacts of the new O. Reg. 343/22 – Firefighter Certification that will require all OFD staff to be certified to the applicable National Fire Protection Association Professional Qualifications (NFPA Pro-Qual) standards over the next four to six years. This FMP provides recommendations to support the OFD’s path to attaining compliance with this new regulation and the department’s role as a Regional Training Centre (RTC) in the Province, including administrative support, additional training staff resources and appropriate training facilities.

The proposed ‘fire strategic goals’ also align with the Commission on Fire Accreditation International (CFAI) accreditation system, which is recognized as an industry best practice in North America. The CFAI strategy promotes ongoing ‘continuous improvement.’ The analysis and findings within this FMP supports this an applicable strategic approach (Fire Strategic Goal 3) for the Town of Oakville and its fire department. The Oakville Fire Department is preparing to initiate the CFAI accreditation process. The FMP project was proactively scoped to align the development of the Community Risk Assessment and FMP as supporting documents to assist OFD in preparing the Standards of Cover and Risk Assessment requirements of the accreditation process. The implementation of the CPSE accreditation process will require support and resourcing for the OFD.

The analysis of the department’s current fire suppression (firefighting/emergency response) capabilities considers the existing conditions and locations of the fire stations and the current fire suppression capabilities in comparison to the NFPA fire suppression performance measures. There is a significant focus on future planned community growth, development and intensification and the projected resulting needs from a fire services perspective, including the analysis of future fire stations, staffing and apparatus needs, and maintaining existing levels of service. This FMP includes recommendations and strategies to further enhance the department’s emergency response (fire suppression) capabilities in response to fire-related risks, and future community growth and intensification.

This FMP includes a comprehensive list of proposed recommendations to enhance the existing fire protection services provided by the OFD and respond to the future needs of the growing community. The proposed recommendations also respond to the requirements of the new Community Risk Assessment and Firefighter Certification Regulations. The recommendations are separated into Recommendations and Operational Recommendations. Recommendations require consideration and approval as they relate to a potential operating or capital financing impact or inform a municipal policy decision, including the setting of a municipal service level or where further direction to corporate staff may be needed. Operational Recommendations can be administered and implemented by the Fire Chief through the authority delegated to this position through By-Law 2020-078.

The final chapter of the FMP provides an implementation plan, which is intended to provide Council with an initial outline of the proposed schedule and high-level cost estimates for implementing the recommendations and strategies contained within the plan. The fire master planning process aims for Council to adopt the FMP Report in totality as a strategic planning guide. The Fire Chief would then be responsible for the internal implementation of the operational recommendations and to bring forward to Council those recommendations that require consideration and approval. Where applicable, the recommendations with a financial impact would be presented as part of the regular corporate process to prepare the annual operating and capital budgets of the Town. Though the implementation plan may have proposed dates and timeline estimates, recommendations will come with ebbs and flows specific to known growth and identified in each budget process annually and measured through Council priorities for project considerations.

Industry best practices indicates that an FMP should be based on a ten-year community planning horizon, and that at the mid-point (i.e., year five) the plan should be reviewed to consider any revisions that may be required to address new, or revised legislation, updated community planning projections, and the progress of implementing the recommendations presented within this FMP.

## Summary of Recommendations

ES Table 1 and ES Table 2 list the summaries of Recommendations and Operational Recommendations. Though both types of recommendations are of equal importance, they will be considered for implementation through different approaches.

ES Table 1: Recommendations Summary

No.	Recommendation
1	That the fire strategic goals presented within the proposed FMP be adopted in principle by Council to guide all decision-making related to the delivery of fire protection services within the Town of Oakville.
2	That consideration be given to the reorganization of the Administrative Support team as identified in within this FMP.
3	That the Town of Oakville review the workload required to sustain the Emergency Management program, along with the Town's Emergency Management objectives, and consider adding staff resources to manage the Emergency Management program as presented in this FMP.
4	That as part of the reorganization of the Administrative Support Team the OFD convert the 0.5 FTE Fire Prevention/Public Education Division administrative position (currently shared with Training) to a FTE administrative role dedicated to support the Fire Prevention/Public Education Division.
5	That the Town of Oakville incorporate the Fire Prevention Division space requirements in the future design of Fire Station 9 as outlined in this FMP.
6	That consideration be given to developing a Community Risk Reduction Plan as an all-inclusive approach to reducing risk within the Town, as presented within the proposed FMP.
7	That consideration be given to hiring one additional Fire Prevention Officer in the short term (one to three years) to cover the district currently assigned to the CFPO as recommended in this FMP.

No.	Recommendation
8	That as part of the reorganization of the Administrative Support Team the OFD convert the 0.5 FTE Training Division administrative position (currently shared with Fire Prevention) to a FTE administrative role dedicated to supporting Training Division and RTC duties.
9	That any future upgrades to the OFD's training facility prioritize increasing available classroom space, modernizing the washroom and kitchen facilities, providing permanent equipment storage solutions, parking, and an expanded apparatus bay that could also serve as an indoor training environment.
10	That OFD increase its training staff complement by one FTE position in the immediate term to oversee routine professional development and core skills maintenance of suppression staff, and that OFD consider the addition of a second FTE position in the mid-term horizon to maintain its instructor to firefighter ratio and to oversee the department's company officer program.
11	That consideration be given to adopting and sustaining a ratio of 1.33 (minimum on-duty firefighter to total complement of firefighters), applied per platoon. Applying the ratio to maintain the existing minimum staffing of 44 requires an approved minimum complement of 59 per platoon.
12	That consideration be given to hiring 16 firefighters to increase the staffing of the two existing rescue units to four firefighters.
13	That the Fire Chief and staff begin to identify for Council potential properties in the vicinity of the intersection of Trafalgar Road and Dundas Street East for the location of a future tenth fire station.
14	That the Town of Oakville plan for the design, construction and staffing of a tenth fire station in the short to mid-term horizon of this FMP, aligned with the growth and intensification planned for this area.
15	That the Fire Chief and staff investigate options for Council's consideration to acquire or identify potential properties in the vicinity of South Service Road and Davis Road, or the existing Town Hall site, for the location of a future eleventh fire station.

No.	Recommendation
16	That the Town of Oakville plan for the design, construction and staffing of an eleventh fire station in the mid to long-term horizon of this FMP, aligned with the growth and intensification planned for this area.
17	That Oakville Fire Department initiate a phased approach to implementing a District Chief model, with the first phase starting in the short-term of this FMP.
18	That the Town of Oakville consider increasing the number of service-ready reserve units to ensure the council-approved level of service is maintained.
19	That the Town of Oakville consider increasing the 1.6 FTE EVT positions to 2.0 FTEs to manage the additional services as recommended in this FMP.

ES Table 2: Operational Recommendations Summary

No.	Operational Recommendation
1	That the job descriptions for Oakville Fire Department's Senior Management Team be reviewed and revised to clearly define the roles and responsibilities for their current duties.
2	That the job descriptions for all positions covered by the Oakville Professional Firefighters Association be reviewed and updated.
3	That subject to Council's consideration and approval of the FMP, the Establishing and Regulating By-law 2019-071 be reviewed and updated as required.
4	That subject to Council's consideration and approval of the FMP, the Appointment By-Law 2020-126 be reviewed and revised as required to reflect the current Deputy Fire Chief appointments for the Town of Oakville.
5	That subject to Council's consideration and approval of the proposed FMP, that the Fire Chief prepare a report for Council's consideration to receive the Regional Mutual Aid Plan and pass an updated By-law authorizing the OFD's participation in said plan.
6	That the OFD perform a review of actual time spent to perform the associated tasks outlined in the Fees for Service schedule and the current rates based on recovery of staff time.

No.	Operational Recommendation
7	That the OFD review the 2017 Regional Mutual Aid Plan and update the relevant Oakville Fire Department information.
8	That the Town of Oakville negotiate references to NFPA 1225 into the next term of the agreement for the Dispatch Service Agreement with the City of Burlington.
9	That the OFD establish fire suppression comparator performance benchmarks for the defined urban area based on NFPA 1710 and to use them to monitor and report to Council and the community.
10	That the OFD prepare and submit an annual report to Council.
11	That OFD develop and implement a mental health and wellness support program.
12	That the OFD seek to procure a new Records Management System software program as identified in this FMP.
13	That the OFD investigate the creation of an interface between Telestaff and the Town's financial software to automate the administrative tasks as identified in this FMP.
14	That the OFD develop a department policy, consistent with the Town's Retention By-law 2021-130, that describes the required records management practices for each division within the OFD.
15	That consideration be given to revising the appointment of the CEMC as presented within the proposed FMP.
16	That the CFPO's day to day responsibilities do not include coverage of a district as outlined in this FMP.
17	That the Oakville Fire Department undertake a review of the Fire Protection and Emergency Management Policy (Corporate Policy MF-FPS 001), Fire Prevention Procedure (Corporate Procedure MF-FPS-001-001), and OFD Fire Prevention Policy (Policy #4-5) as outlined in this FMP.
18	That the OFD establish a standard operating procedure to formalize the process of receiving and managing fire safety requests and complaints.
19	That the OFD acquire a Records Management System that is capable of storing and exporting reliable and valuable data on the Fire Prevention Division's activities as identified in this FMP.

No.	Operational Recommendation
20	That the OFD develop a NFPA 1035–Fire and Life Safety Educator I and NFPA 1031–Fire Inspector I training program as part of the recruit firefighter training program and/or part of the officer development training program to enable the Suppression Division to enhance the delivery of the first two lines of defence as outlined in this FMP.
21	That the OFD establish a standard operating procedure to identify the goals, objectives, and procedures for the Home Awareness Program.
22	That the OFD establish a standard operating procedure to identify the procedure to be followed by suppression crews if a missing or defective smoke/ carbon monoxide alarm is identified by the OFD.
23	That the Oakville Fire Department consider the implementation of a proactive fire inspection program as outlined in this FMP.
24	That consideration be given to the development and implementation of a Pre-planning Program as outlined in the FMP.
25	That consideration be given to developing an enhanced investigation and reporting strategy whereby data gathered through the fire origin and cause can be used for the purposes of developing and implementing public education and fire prevention initiatives as presented in the proposed FMP.
26	That consideration be given to implementing the proposed enhanced Home Awareness Program focusing on missing or defective smoke detectors as outlined in the FMP.
27	That consideration be given to enhancing the tracking of all workloads associated with the OFD <u>fire inspection and enforcement programs</u> as presented within the proposed FMP.
28	That consideration be given to enhancing the fire safety program for seniors (65+) within the community as presented within the proposed FMP.
29	That consideration be given to implementing a targeted public education program around carbon monoxide and false alarm incidents as presented within the proposed FMP.
30	That consideration be given to enhancing the tracking of all workloads associated with the OFD <u>public education programs</u> as presented within the proposed FMP.

No.	Operational Recommendation
31	That the OFD continue to provide NFPA Pro-Qual training courses through its established RTC, with ongoing review of the administrative and operational costs associated with outside student enrollment to adjust student fees accordingly.
32	That the OFD continue to use in-house certification initiatives with the OFM's AS&E testing in addition to the more formal courses offered through the department's RTC.
33	That OFD develop and implement a formal Inclusion, Diversity, Equity and Accessibility (IDEA) program.
34	That OFD revisit its training compliance and record keeping systems to ensure that assigned training is properly recorded as outlined by Section 21 Guidance Note #7-3 Training Plans.
35	That the OFD investigate the feasibility of renovating and installing power vents in the bunker gear storage areas as identified in this FMP.
36	That the OFD prioritize the implementation of a process to record, monitor and understand the impacts of the vertical response performance for all emergency responses to incidents at high-rise buildings to inform future department planning.
37	That the OFD investigate options to enhance the existing turnout times as a strategy to further reduce the existing total response time of the OFD.
38	That the Town of Oakville monitor the kilometres, maintenance and repair budgets of the fleet to determine if adjustments in the replacement schedule are required.
39	That the Town of Oakville consider transitioning the fleet services and stores activities currently being performed by fire department staff to the fleet operations and stores divisions.
40	That the Town of Oakville consider a software solution which integrates the truck check software with the fault reporting software as identified in this FMP.
41	That the OFD review, revise and update the equipment related SOPs to ensure they are up to date with industry best practices.

## Proposed Implementation Plan

This implementation plan is intended to provide staff and Council with an initial outline of the proposed schedule and high-level cost estimates for implementing the recommendations and strategies contained within this FMP. Subject to Council's consideration of the proposed FMP, it is recommended that the Fire Chief be directed to develop a comprehensive implementation plan for consideration by Council. Where applicable, those recommendations with a financial impact would be presented as part of regular corporate process to prepare the annual operating and capital budgets of the Town.

This FMP proposes an implementation plan schedule with the following horizons: immediate term (0 to 1 year), short-term (2 to 4 years), medium-term (5 to 7 years) and long-term (8 to 10 years). These timelines will be impacted by the realization of predicted growth and development.

Industry best practices indicates that a FMP should be based on a ten-year community planning horizon, and that at the mid-point (i.e., year five) the plan should be reviewed to consider any revisions that may be required to address new, or revised legislation, updated community planning projections, and the progress of implementing the recommendations presented within this FMP.

### Recommendations

As introduced in Section 3.4 Recommendations require consideration and approval beyond the authority of the Fire Chief, as they relate to a potential operating or capital financing impact or inform a municipal policy decision, including the setting of a municipal service level or where further direction to corporate staff may be needed. Table 32 summarizes the Recommendations included within this proposed FMP.

Table 32: FMP Recommendations and Implementation

No.	Recommendation	Estimated Operating Costs	Estimated Capital Costs	Time Horizon
1	That the fire strategic goals presented within the proposed FMP be adopted in principle by Council to guide all decision-making related to the delivery of fire protection services within the Town of Oakville.	No identified costs	No identified costs	Immediate priority (0 to 1 year)
2	That consideration be given to the reorganization of the Administrative Support team as identified in within this FMP.	\$90 K (Net one new administrative support position and salary increase for Office Manager position)	\$3 K (computer/office equipment)	Dedicated administrative support positions for Training Division and Fire Prevention Division – Immediate priority (0 to 1 year) Remaining reorganization – short-term (2 to 4 years)
3	That the Town of Oakville review the workload required to sustain the Emergency Management program, along with the Town’s Emergency Management objectives, and consider adding staff resources to manage the Emergency Management program as presented in this FMP.	\$50 K to \$70 K	\$5 K	Review Workload – Immediate priority (0 to 1 year) Hire additional resource – Short-term (2 to 4 years)
4	That as part of the reorganization of the Administrative Support Team the OFD convert the 0.5 FTE Fire Prevention/Public Education Division administrative position (currently shared with Training) to a FTE administrative role dedicated to support the Fire Prevention/Public Education Division.	Included within Recommendation 2	Included within Recommendation 2	Immediate priority (0 to 1 year)
5	That the Town of Oakville incorporate the Fire Prevention Division space requirements in the future design of Fire Station 9 as outlined in this FMP.	Included in overall operating costs of future Station 9	Incorporated in overall capital costs of future Station 9	Align with ongoing design of Station 9
6	That consideration be given to developing a Community Risk Reduction Plan as an all-inclusive approach to reducing risk within the Town, as presented within the proposed FMP.	No identified additional costs	\$50 K	Short-term (2 to 4 years)
7	That consideration be given to hiring one additional Fire Prevention Officer in the short term (one to three years) to cover the district currently assigned to the CFPO as recommended in this FMP.	\$155 K	\$60 K (uniform, equipment, and light vehicle)	Short-term (2 to 3 years)

No.	Recommendation	Estimated Operating Costs	Estimated Capital Costs	Time Horizon
8	That as part of the reorganization of the Administrative Support Team the OFD convert the 0.5 FTE Training Division administrative position (currently shared with Fire Prevention) to a FTE administrative role dedicated to supporting Training Division and RTC duties.	Included within Recommendation 2	Included within Recommendation 2	Immediate priority (0 to 1 year)
9	That any future upgrades to the OFD's training facility prioritize increasing available classroom space, modernizing the washroom and kitchen facilities, providing permanent equipment storage solutions, parking, and an expanded apparatus bay that could also serve as an indoor training environment.	No additional costs identified	Costs to be determined. Replacement costs to be incorporated into Asset Management Plan for Training Facility. Potential skills development grants, training user fees, etc.	Align with Asset Management Planning, OFD facility planning and training requirements / skills development needs.
10	That OFD increase its training staff complement by one FTE position in the immediate term to oversee routine professional development and core skills maintenance of suppression staff, and that OFD consider the addition of a second FTE position in the mid-term horizon to maintain its instructor to firefighter ratio and to oversee the department's company officer program.	\$166 K per FTE	\$10 K (uniform/equipment) per FTE	First FTE – Immediate priority (0 to 1 year) Second FTE – Mid-term (5 to 7 years)
11	That consideration be given to adopting and sustaining a ratio of 1.33 (minimum on-duty firefighters to total complement of firefighters), applied per platoon. Applying the ratio to maintain the existing minimum staffing of 44 requires an approved minimum complement of 59 per platoon.	Calculated for recommendations that increase the on duty minimum staffing	Calculated for recommendations that increase the on duty minimum staffing	Immediate priority (0 to 1 year)
12	That consideration be given to hiring 16 firefighters to increase the staffing of the two existing rescue units to four firefighters. (As per Recommendation 11 staffing levels apply a 1.33 ratio of minimum on-duty firefighters to total complement of firefighters, applied per platoon)	\$2.24 M (See Table 33: Suppression Options for Consideration for details)	\$160 K (See Table 33: Suppression Options for Consideration for details) \$1 M for Station 5 renovation (based on 2024 condition assessment) and expansion to accommodate additional on-duty personnel staffing rescue unit	Immediate priority (0 to 1 year) to Short-term (2 to 3 years). Potential to phase implementation over 18 months to two years.
13	That the Fire Chief and staff begin to identify for Council potential properties in the vicinity of the intersection of Trafalgar Road and Dundas Street East for the location of a future tenth fire station.	No additional costs identified	\$8 M (assume 1.5-acre site)	Immediate priority (0 to 1 year)

No.	Recommendation	Estimated Operating Costs	Estimated Capital Costs	Time Horizon
14	That the Town of Oakville plan for the design, construction and staffing of a tenth fire station in the short to mid-term horizon of this FMP, aligned with the growth and intensification planned for this area. (As per Recommendation 11 staffing levels apply a 1.33 ratio of minimum on-duty firefighters to total complement of firefighters, applied per platoon)	\$3.36 M (See Table 33: Suppression Options for Consideration for details)	\$15.64 M (See Table 33: Suppression Options for Consideration for details)	Mid-term (5 to 7 years), aligned with development, growth and intensification
15	That the Fire Chief and staff investigate options for Council approval to acquire or identify potential properties in the vicinity of South Service Road and Davis Road, or the existing Town Hall site, for the location of a future eleventh fire station.	No additional costs identified	\$21.5 M (assume 1.5-acre site)	Immediate priority (0 to 1 year)
16	That the Town of Oakville plan for the design, construction and staffing of an eleventh fire station in the mid to long-term horizon of this FMP, aligned with the growth and intensification planned for this area. (As per Recommendation 11 staffing levels apply a 1.33 ratio of minimum on-duty firefighters to total complement of firefighters, applied per platoon)	\$2.8 M (See Table 33: Suppression Options for Consideration for details)	\$16.6 M (See Table 33: Suppression Options for Consideration for details)	Long-term (8 to 10 years), aligned with development, growth and intensification
17	That Oakville Fire Department initiate a phased approach to implementing a District Chief model, with the first phase starting in the short-term of this FMP.	\$700 K (Estimate \$175 K per platoon. Costs to be determined with creation of the position.)	\$240 K (Estimated \$60 K per FTE, 1 per platoon, for uniform, equipment and light vehicle)	Immediate priority (0 to 1 year). Second phase of District Chief model to be reviewed and confirmed in five-year update of the FMP.
18	That the Town of Oakville consider increasing the number of service-ready reserve units to ensure the council-approved level of service is maintained.	Minimal additional costs anticipated	Accommodate apparatus cost within capital replacement process of existing fleet. Additional equipment costs of approximately \$200 K	Short-term (2 to 4 years)
19	That the Town of Oakville consider increasing the 1.6 FTE EVT positions to 2.0 FTEs to manage the additional services as recommended in this FMP.	\$50 K	No additional costs identified	Short-term (2 to 4 years)

Table 33: Suppression Options for Consideration

Description of Strategy/ Scenario Modelled	Estimated Operating Costs	Estimated Capital Costs	Schedule by Time Horizon
Enhance Existing Total Response Time	No identified additional costs	No identified additional costs	Immediate term (0 to 1 year)
Scenario 1 – Enhance Staffing on Existing Rescue Units (Increase Minimum Staffing to Four Firefighters)	Hire 16 Firefighters (16 x \$140 K) = \$2.24 M	Firefighter Uniforms/PPE (16x \$10 K) = \$160 K Station 5 renovation = \$1 M Total Capital = \$1.16 M	Immediate priority (0 to 1 year) to Short-term (2 to 3 years)
Scenario 2 – Add Future Station 10 and Front-Line Apparatus (Model-Selected Location)	Hire 24 Firefighters (24 x \$140K) = \$3.36 M	Station Land Purchase = \$8 M Station Design = \$1 M Construction = \$13 M Additional Frontline Apparatus = \$1.4 M Firefighter Uniforms/PPE (24x \$10 K) = \$240 K Total Capital = \$23.64 M	Land Acquisition: Immediate term (0 to 1 year) Station Design, Construction, Staffing: Mid-term (5 to 7 years)
Scenario 3 – Add Station 10 (from Scenario 2) and add Station 11 and Front-Line Apparatus	Hire 20 Firefighters (20 x \$140K) = \$2.8 M	Station Land Purchase = \$21.5 Station Design = \$1 M Construction = \$14 M Additional Frontline Apparatus = \$1.4 M Firefighter Uniforms/PPE (20 x \$10 K) = \$200 K Total Capital = \$38.1 M	Land Acquisition: Immediate term (0 to 1 year) Station Design, Construction, Staffing: Mid-term (5 to 7 years) Long-term (8 to 10 years)
Scenario 4 – Add Station 10 (from Scenario 2) and add Station 11 and Front-Line Apparatus (Existing Town Hall Location)	(Same as Scenario 3)	(Same as Scenario 3)	Land Acquisition: Immediate term (0 to 1 year) Station Design, Construction, Staffing: Mid-term (5 to 7 years) Long-term (8 to 10 years)
Phased Implementation of District Chief Positions	\$175 K per platoon, 4 total FTE = \$700 K	\$60 K (uniform, equipment and light vehicle), per FTE (4 total, 1 per platoon) = \$240 K	Immediate priority (0 to 1 year)

## Operational Recommendations

As introduced in Section 3.4, Operational Recommendations can be administered and implemented by the Fire Chief through the authority delegated to this position through By-Law 2020-078. In some cases, this may require the Fire Chief to prepare further documentation and internal reporting to Council for approval. An example of this is updating the current Establishing and Regulating By-law. This is a process that can be led by the Fire Chief, and senior corporate staff, and through normal reporting, be brought to Council for consideration and approval. The timing and costing associated with implementing the operational recommendations will be developed and incorporated within the Fire Chief's Work Plan.

The Operational Recommendations are summarized below in Table 34.

Table 34: FMP Operational Recommendations

No.	Operational Recommendation
1	That the job descriptions for Oakville Fire Department's Senior Management Team be reviewed and revised to clearly define the roles and responsibilities for their current duties.
2	That the job descriptions for all positions covered by the Oakville Professional Firefighters Association be reviewed and updated.
3	That subject to Council's consideration and approval of the FMP, the Establishing and Regulating By-law 2019-071 be reviewed and updated as required.
4	That subject to Council's consideration and approval of the FMP, the Appointment By-Law 2020-126 be reviewed and revised as required to reflect the current Deputy Fire Chief appointments for the Town of Oakville.
5	That subject to Council's consideration and approval of the proposed FMP, that the Fire Chief prepare a report for Council's consideration to receive the Regional Mutual Aid Plan and pass an updated By-law authorizing the OFD's participation in said plan.

No.	Operational Recommendation
6	That the OFD perform a review of actual time spent to perform the associated tasks outlined in the Fees for Service schedule and the current rates based on recovery of staff time.
7	That the OFD review the 2017 Regional Mutual Aid Plan and update the relevant Oakville Fire Department information.
8	That the Town of Oakville negotiate references to NFPA 1225 into the next term of the agreement for the Dispatch Service Agreement with the City of Burlington.
9	That the OFD establish fire suppression comparator performance benchmarks for the defined urban area based on NFPA 1710 and to use them to monitor and report to Council and the community.
10	That the OFD prepare and submit an annual report to Council.
11	That OFD develop and implement a mental health and wellness support program.
12	That the OFD seek to procure a new Records Management System software program as identified in this FMP.
13	That the OFD investigate the creation of an interface between Telestaff and the Town's financial software to automate the administrative tasks as identified in this FMP.
14	That the OFD develop a department policy, consistent with the Town's Retention By-law 2021-130, that describes the required records management practices for each division within the OFD.
15	That consideration be given to revising the appointment of the CEMC as presented within the proposed FMP.
16	That the CFPO's day to day responsibilities do not include coverage of a district as outlined in this FMP.
17	That the Oakville Fire Department undertake a review of the Fire Protection and Emergency Management Policy (Corporate Policy MF-FPS 001), Fire Prevention Procedure (Corporate Procedure MF-FPS-001-001), and OFD Fire Prevention Policy (Policy #4-5) as outlined in this FMP.
18	That the OFD establish a standard operating procedure to formalize the process of receiving and managing fire safety requests and complaints.

No.	Operational Recommendation
19	That the OFD acquire a Records Management System that is capable of storing and exporting reliable and valuable data on the Fire Prevention Division's activities as identified in this FMP.
20	That the OFD develop a NFPA 1035–Fire and Life Safety Educator I and NFPA 1031–Fire Inspector I training program as part of the recruit firefighter training program and/or part of the officer development training program to enable the Suppression Division to enhance the delivery of the first two lines of defence as outlined in this FMP.
21	That the OFD establish a standard operating procedure to identify the goals, objectives, and procedures for the Home Awareness Program.
22	That the OFD establish a standard operating procedure to identify the procedure to be followed by suppression crews if a missing or defective smoke/ carbon monoxide alarm is identified by the OFD.
23	That the Oakville Fire Department consider the implementation of a proactive fire inspection program as outlined in this FMP.
24	That consideration be given to the development and implementation of a Pre-planning Program as outlined in the FMP.
25	That consideration be given to developing an enhanced investigation and reporting strategy whereby data gathered through the fire origin and cause can be used for the purposes of developing and implementing public education and fire prevention initiatives as presented in the proposed FMP.
26	That consideration be given to implementing the proposed enhanced Home Awareness Program focusing on missing or defective smoke detectors as outlined in the FMP.
27	That consideration be given to enhancing the tracking of all workloads associated with the OFD <u>fire inspection and enforcement programs</u> as presented within the proposed FMP.
28	That consideration be given to enhancing the fire safety program for seniors (65+) within the community as presented within the proposed FMP.
29	That consideration be given to implementing a targeted public education program around carbon monoxide and false alarm incidents as presented within the proposed FMP.

No.	Operational Recommendation
30	That consideration be given to enhancing the tracking of all workloads associated with the OFD <u>public education programs</u> as presented within the proposed FMP.
31	That the OFD continue to provide NFPA Pro-Qual training courses through its established RTC, with ongoing review of the administrative and operational costs associated with outside student enrollment to adjust student fees accordingly.
32	That the OFD continue to use in-house certification initiatives with the OFM's AS&E testing in addition to the more formal courses offered through the department's RTC.
33	That OFD develop and implement a formal Inclusion, Diversity, Equity and Accessibility (IDEA) program.
34	That OFD revisit its training compliance and record keeping systems to ensure that assigned training is properly recorded as outlined by Section 21 Guidance Note #7-3 Training Plans.
35	That the OFD investigate the feasibility of renovating and installing power vents in the bunker gear storage areas as identified in this FMP.
36	That the OFD prioritize the implementation of a process to record, monitor and understand the impacts of the vertical response performance for all emergency responses to incidents at high-rise buildings to inform future department planning.
37	That the OFD investigate options to enhance the existing turnout times as a strategy to further reduce the existing total response time of the OFD.
38	That the Town of Oakville monitor the kilometres, maintenance and repair budgets of the fleet to determine if adjustments in the replacement schedule are required.
39	That the Town of Oakville consider transitioning the fleet services and stores activities currently being performed by fire department staff to the fleet operations and stores divisions.
40	That the Town of Oakville consider a software solution which integrates the truck check software with the fault reporting software as identified in this FMP.
41	That the OFD review, revise and update the equipment related SOPs to ensure they are up to date with industry best practices.