



PORT COLBORNE

**CITY OF PORT COLBORNE
SPECIAL COUNCIL MEETING AGENDA
MONDAY, APRIL 29, 2013 – 5:30 P.M.
Council Chambers, 3rd Floor, 66 Charlotte Street**

CALL MEETING TO ORDER Mayor Vance Badawey

1. CONFIRMATION OF THE AGENDA

2. DISCLOSURES OF INTEREST

3. PURPOSE:

Business planning/service review: to consider and rationalize City services, service levels, and resources including: assets, physical structures, human resources, third party partnerships and contracts.

4. INTRODUCTION AND OVERVIEW:

Chief Administrative Officer, Robert Heil

- Activities since the February 4, 2013 meeting; and
- Business Planning/Service Review database.

5. ITEM(S) FOR CONSIDERATION:

ITEM	DESCRIPTION	PAGE NO.	RECOMMENDATION
1.	Minutes of the Fourth meeting (Special) of Council of February 4, 2013.	3	Note: There is no recommendation for this item. These minutes were approved at the Council meeting of February 25, 2013 and are simply presented here for Council's reference.
2.	2011 Financial Information Return Summary of Schedule 91, Niagara Area Municipalities.	7	That the 2011 Financial Information Return Summary of Schedule 91, Niagara Area Municipalities, be received for information.
3.	Protection Services, Effectiveness Measure Summary, Niagara Area Municipalities.	11	That the Protection Services, Effectiveness Measure Summary, Niagara Area Municipalities, be received for information.
4.	Draft Department of Fire and Emergency Services, Report No. 2013-3, Subject: Fire and Emergency Services "Delivery of Core Services"	13	That the Draft Department of Fire and Emergency Services, Report No. 2013-3, Subject: Fire and Emergency Services "Delivery of Core Services", be received and a final report be prepared for Council consideration following Council review hereof.

6. CONFIRMATORY BY-LAW

By-law No.	Title
5948/54/13	Being a By-law to Adopt, Ratify and Confirm the Proceedings of the Council of The Corporation of the City of Port Colborne at its Special Meeting of April 29, 2013

7. ADJOURN

5. DISCUSSION AND DEBATE

Mayor Badawey noted that in order to make decisions, more information is required with respect to the operational costs, capital, revenue and value to ratepayers of services to provide a comparison of one service to another. Mayor Badawey also noted that the City needs to do the work to find out what our return on investment is so Council can make the decisions and we should be thinking like a business and start finding new mechanisms to create revenue to reduce the burden on ratepayers. Mayor Badawey further noted that Council needs to determine what business the City should be in and if there is a way we can do what we do differently and it is Council's desire with this process to start rationalizing services.

In response to a comment from Councillor Danch about reduction in salaries and wages, Mayor Badawey stated that Council should also consider cutting the cost of Council. It was noted that the time frame for doing so is end of 2013 as there is a process involving public meetings, proper notification etc.

Discussion took place regarding the Transport Canada lands and the cost and potential risk of taking over remediation, its potential use for commercial and residential development, whether we could attract developers to remediate, and the opportunity to facilitate raising the assessment base through minor investments through the CIP process.

CAO Heil responded to a question from Councillor Kenny with respect to the possibility of charging the school boards for crossing guards that the school boards refuse to pay and have no legal responsibility when the students are not on their properties and due to public pressure, Councils have satisfied the demands of parents in providing this service.

DCCS Senese commented that the City needs to look at finding additional sources of revenue in order to keep up with the cost increases in expenditures. DCCS Senese noted that the City should be ensuring, where possible, that we are recovering for the full cost of the provision of services. DCCS-Senese also noted that it is important for Council to identify and prioritize the services about which staff should provide more detailed information.

Councillor Bodner inquired about the ability to charge user fees for storm sewers to which CAO Heil responded that generally the levy and local improvement charges have been used, not the Drainage Act and DEOS Hanson responded that the Storm Water Master Plan is supportive of fees as in the U.S. example and is being looked at to create a capital plan for replacement.

Discussion took place regarding budgeting for vehicles and the true cost of funding their replacement. DCCS Senese advised that the Public Sector Accounting Board (PSAB) standards require detailed costing in the operating statement and will be incorporated into the Asset Management Plan. Mayor Badawey noted that while it may not be realistic to budget based on funding the depreciation of vehicles, Council needs to be made aware of the numbers.

DEOS Hanson commented that Council should be aware that every time Council increases services it reflects on staffing and resources. DEOS Hanson also commented that spreadsheet provided to Council outlining legislated, Council directed and discretionary services is a good tool to begin this process. DEOS Hanson further commented that a facilities assessment, as was done with Roselawn, should be conducted of each facility so Council is aware of the cost of keeping facilities and that Council would have to so direct this action to staff. Mayor Badawey further commented that this is where value to the community also must be considered.

Discussion took place about the costs of redeveloping the East Village, including servicing costs and providing those costs to Council prior to Council determining

what it wants to achieve as far as design, streetscaping, servicing and open space.

CAO Heil noted that this is the beginning of the process and it is a lengthy process and staff needs Council to point out what information it wants staff to provide so council can review, analyze and make decisions. CAO Heil advised that a lot of municipalities are undertaking this process in some form and hiring resources to carry out the process. CAO Heil advised that the process takes time and there is no sense hiring a consultant since it will still require time of staff. CAO Heil noted that with Council's direction, directors can set goals about providing the information Council requests.

CAO Heil further explained the ranking on page 24 of the package and the list created which was drawn from the classification of services and the statistical sample of the five of nine Councillors who completed the survey. Councillors proceeded to choose items from the list about which staff will provide further information, as follows:

- 3 – Animal Shelter
- 6 – Cemeteries
- 7 – Flavours
- 8 – Railway
- 9 – Roselawn Centre (more information after 6 months as per Friends of Roselawn request).
- 14 – Animal Control
- 20 – Sugarloaf Marina (more information will be provided to Council on Monday, February 11)
- 24 – Transit & Bus (information will be forthcoming at the Regional level in the spring)
- 25 – PW Yard Administration (more information was requested about the cost of the building, hydro, employees etc.)
- 28 – Harbour Docks West Street.
- 29 – Grain Elevator (more information will be provided to Council on Monday, February 11)
- 31 – Nickel Beach (RFP will be before Council in February)
- 33 – Tourism
- 40 – Boat ramp
- 41 – Canada Day
- 59 – Council
- * Added to list - BIA

6. CONFIRMATORY BY-LAW

No. 25 Moved by Councillor D. Elliott
Seconded by Councillor A. Desmarais

That the following by-law be read a first, second and third time and passed:

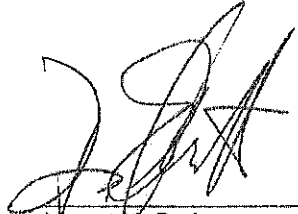
- 5909/16/13 Being a By-law to Adopt, Ratify and Confirm the Proceedings of the Council of The Corporation of the City of Port Colborne at its Special Meeting of February 4, 2013

CARRIED.

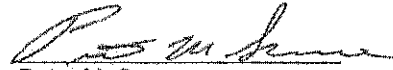
6. ADJOURN

No. 26 Moved by Councillor D. Elliott
Seconded by Councillor B. Kenny

That there be no further business, the special meeting of Council be adjourned at approximately 9:02 p.m.
CARRIED.



Vance M. Badawey
MAYOR



Peter M. Senese
DEPUTY CLERK

PS/cm

2011 Financial Information Return Summary of Schedule 91	Port Colborne	Port Colborne Rank	Fort Erie	Grimsby	Lincoln	N-O-T-L	Niagara Falls	Pelham	St. Catharines	Thorold	Wainfleet	Welland	West Lincoln
	Operating		Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating
GENERAL GOVERNMENT													
General Government: Operating costs for governance and corporate management as a % of total municipal operating costs AND Total costs for governance and corporate management as a % of total municipal costs	15.30%	1 (PC is the only mun in Niagara that does not distribute its administration costs in whole or in part to other depts)	6.60%	1.09%	7.00%	7.26%	3.21%	11.90%	4.75%	5.22%	13.12%	2.71%	13.46%
PROTECTION													
Fire Services: Operating costs/Total costs for fire services per \$1,000 of assessment (except St. Cath. all muns are volunteer or combo)	\$1.44	4	\$0.62	\$0.46	\$0.53	\$0.41	\$2.11	\$0.70	\$1.76	\$1.71	\$0.61	\$2.15	\$0.49
Building Permits and Inspection Services: Operating costs/Total costs for building permits and inspection services per \$1,000 of construction activity (based on permits issued)	\$3.30	8	\$12.86	\$6.77	\$0.01	\$0.01	NA	\$22.03	\$0.02	\$14.23	\$13.46	\$16.07	\$12.91
ROADWAYS													
Paved Roads: Operating costs/Total costs for paved (hard top) roads per lane kilometre	\$3,203.13	5	\$890.96	\$1,956.99	\$1,496.46	\$2,327.81	\$6,570.78	\$3,238.37	\$3,829.21	\$3,775.48	\$491.63	\$11,099.87	\$1,620.79
Unpaved Roads: Operating costs/Total costs for unpaved (loose top) roads per lane kilometre	\$374.92	8 of 8	\$1,386.19	NA	NA	\$2,846.78	\$4,050.88	NA	NA	\$8,222.43	\$1,601.38	\$23,636.21	\$2,358.59
Bridges and Culverts: Operating costs/Total costs for bridges and culverts per square metre of surface area	\$26.68	4 of 11	\$5.42	\$50.81	\$36.82	\$13.09	\$18.85	NA	\$8.82	\$6.95	\$173.72	\$12.86	\$0.37
Winter Control: Operating costs/Total costs for winter maintenance of roadways, excluding sidewalks and parking lots, per lane kilometre maintained in winter	\$1,152.54	8	\$1,382.55	\$1,162.32	\$1,221.25	\$613.31	\$2,545.97	\$958.93	\$2,031.43	\$1,305.97	\$592.75	\$1,237.50	\$558.42
TRANSIT													

2011 Financial Information Return Summary of Schedule 91	Port Colborne	Port Colborne Rank	Fort Erie	Grimsby	Lincoln	N-O-T-L	Niagara Falls	Pelham	St. Catharines	Thorold	Wainfleet	Welland	West Lincoln
	Operating		Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating
Conventional Transit: Operating costs/Total costs for conventional transit per regular service passenger trip	\$8.02	2 of 6	\$9.25	NA	NA	NA	\$4.64	NA	\$2.67	\$2.32	NA	\$5.23	NA
ENVIRONMENTAL SERVICES													
Wastewater Collection/Conveyance: Operating costs/Total costs for the collection/conveyance of wastewater per kilometre of wastewater main	\$10,744.47	5 of 11	\$8,148.04	\$36,720.58	\$2,397.49	\$23,198.25	\$8,591.47	\$20,318.92	\$4,500.70	\$6,554.38	NA	\$33,089.23	\$9,694.53
Wastewater Treatment and Disposal: Operating costs/Total costs for the treatment and disposal of wastewater per megalitre	NA	n/a	\$667.93	NA	NA	NA	NA	NA	NA	NA	NA	NA	\$678.76
Wastewater Collection/Conveyance, Treatment and Disposal (Integrated System): Operating costs/Total costs for the collection/conveyance, treatment, and disposal of wastewater per megalitre	NA	n/a	\$857.56	NA	NA	NA	NA	NA	NA	NA	NA	NA	\$927.54
STORM WATER													
Urban Storm Water Management (Separate Storm Water System): Operating costs/Total costs for urban storm water management (collection, treatment, disposal) per kilometre of drainage system	\$3,045.44	2 of 8	\$1,147.84	\$339.99	\$5,279.93	\$1,188.19	\$759.72	NA	\$851.34	\$809.17	NA	NA	NA
Rural Storm Water Management (Separate Storm Water System): Operating costs/Total costs for rural storm water management (collection, treatment, disposal) per kilometre of drainage system	\$432.17	3 of 6	\$2,316.74	NA	NA	NA	\$39.11	NA	\$1,154.98	NA	\$284.76	\$240.31	NA
WATER													
Treatment of Drinking Water: Operating costs/Total costs for the treatment of drinking water per megalitre	NA	n/a	716.56	NA	NA	NA	NA	NA	NA	NA	NA	NA	\$737.07

2011 Financial Information Return Summary of Schedule 91	Port Colborne	Port Colborne Rank	Fort Erie	Grimsby	Lincoln	N-O-T-L	Niagara Falls	Pelham	St. Catharines	Thorold	Wainfleet	Welland	West Lincoln
	Operating		Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating	Operating
Distribution/Transmission of Drinking Water: Operating costs/Total costs for the distribution/transmission of drinking water per kilometre of water distribution/transmission pipe	\$5,318.54	11 of 11	\$8,267.89	\$31,566.60	\$10,562.09	\$16,390.97	\$11,955.76	\$25,605.82	\$11,486.48	\$8,901.56	NA	\$30,707.48	\$15,475.27
Treatment and Distribution/Transmission of Drinking Water (Integrated System): Operating costs/Total costs for the treatment and distribution/transmission of drinking water per megalitre **	NA	n/a	\$1,188.40	NA	NA	NA	NA	NA	NA	NA	NA	NA	\$1,334.58
PARKS AND RECREATION													
Parks: Operating costs/Total costs for parks per person	\$87.71	1 of 11	\$45.42	\$41.80	\$45.76	\$39.27	\$57.14	\$15.47	\$60.98	\$36.38	NA	\$84.49	\$24.77
Recreation Programs: Operating costs/Total costs for recreation programs per person	NA	n/a	\$27.09	\$17.35	\$36.20	\$26.94	\$7.76	\$29.94	\$4.21	NA	NA	\$22.57	\$8.99
Recreation Facilities: Operating costs/Total costs for recreation facilities per person	\$69.69	4	\$50.82	\$63.79	\$42.13	\$122.30	\$57.88	\$35.26	\$62.44	\$76.62	\$102.57	\$45.20	\$41.80
Subtotal: Recreation Programs and Recreation Facilities: Operating costs/Total costs for recreation programs and recreation facilities per person (Subtotal)	\$69.69	6	\$77.91	\$81.14	\$78.33	\$149.24	\$65.64	\$65.20	\$66.65	\$76.62	\$102.57	\$67.77	\$50.78
Subtotal: Parks, Recreation Programs and Recreation Facilities: Operating costs/Total costs for parks, recreation programs and recreation facilities per person (Subtotal)	\$157.41	2	\$123.33	\$122.95	\$124.09	\$188.51	\$122.79	\$80.66	\$127.63	\$113.00	\$102.57	\$152.25	\$75.55
LIBRARY SERVICES													
Library Services: Operating costs/Total costs for library services per person	\$35.47	6	\$42.50	\$34.69	\$45.77	\$40.70	\$53.16	\$52.91	\$33.88	\$30.24	\$52.24	\$33.27	\$19.04
Library Services: Operating costs/Total costs for library services per use	\$1.57	9	\$3.41	\$1.10	\$1.96	\$2.37	\$0.28	\$2.17	\$1.80	\$2.04	\$2.39	\$1.89	\$2.68

PROTECTION SERVICES

Effectiveness Measure

FIRE SERVICES

Residential Fire Related Civilian Injuries: *Number of residential fire related civilian injuries per 1,000 persons*

Residential Fire Related Civilian Injuries -- 5 Year Average: *Number of residential fire related civilian injuries averaged over 5 years per 1,000 persons*

Residential Fire Related Civilian Fatalities: *Number of residential fire related civilian fatalities per 1,000 persons*

Residential Fire Related Civilian Fatalities -- 5 Year Average: *Number of residential fire related civilian fatalities averaged over 5 years per 1,000 persons*

Number of Residential Structural Fires: *Number of residential structural fires per 1,000 households*

	Port Colborne	Port Colborne Rank	Fort Erie	Grimsby	Lincoln	N-O-T-L	Niagara Falls	Pelham	St. Catharines	Thorold	Wainfleet	Welland	West Lincoln
Residential Fire Related Civilian Injuries: <i>Number of residential fire related civilian injuries per 1,000 persons</i>	0.111	3	0.000	0.039	0.051	0.000	0.012	0.000	0.068	0.000	0.000	0.138	0.000
Residential Fire Related Civilian Injuries -- 5 Year Average: <i>Number of residential fire related civilian injuries averaged over 5 years per 1,000 persons</i>	0.167	1 (tied)	0.067	0.079	0.153	0.065	0.060	0.062	0.053	0.167	0.000	0.099	0.000
Residential Fire Related Civilian Fatalities: <i>Number of residential fire related civilian fatalities per 1,000 persons</i>	0.056	1	0.000	0.000	0.000	0.000	0.000	0.000	0.015	0.000	0.000	0.000	0.000
Residential Fire Related Civilian Fatalities -- 5 Year Average: <i>Number of residential fire related civilian fatalities averaged over 5 years per 1,000 persons</i>	0.000	n/a	0.000	0.000	0.000	0.000	0.012	0.000	0.008	0.000	0.000	0.000	0.000
Number of Residential Structural Fires: <i>Number of residential structural fires per 1,000 households</i>	1.903	4	1.983	0.832	1.419	1.236	1.705	0.000	1.035	3.421	1.740	1.536	3.311



Department: Fire and Emergency Services

Report Number: 2013-3

Date

SUBJECT: Fire and Emergency Services "Delivery of Core Services"

1) PURPOSE:

The Fire Chief is writing this report at the direction of the Long Term Master Plan Committee. The Fire Chief has prepared an in-depth document that identifies the services provided by the Fire Department.

The document has been reviewed by the Officers of the Department, as well as the members of the Long Term Master Plan Committee who attended the meeting of March 13, 2013. The document has been modified as required of those reviews.

The intent of the document once authorized by Council is to make it an Appendix of the City's Fire Department Regulating By-law No. 5054/109/07.

2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES

The Fire Chief has prepared an in-depth listing of all of the services currently being performed by the Fire Department. The service levels identified within the document have either existed for a number of years, have been taken on due to Provincial downloading, required due to Provincial Regulations, have fallen to the Fire Department as demand for service of the Fire Department has taken on the service to fill a void.

The Master Planning process has required that we identify all of the services/work that we perform. The Office of the Fire Marshal has requested that services be identified as part of our Risk Assessment. The Risk Assessment is part of the reporting structure to the Office of the Fire Marshal through the yearly Municipal survey.

The Long Term Master Plan Committee has reviewed the listing and some minor changes have been incorporated. The current document attached to this report as Appendix "A" has been designed so that once reviewed by Council and services performed by the Fire Department meet Council's expectations taking into consideration resources and financial commitment, they will then become our service levels.

3) STAFF COMMENTS AND DISCUSSIONS

Since becoming Fire Chief in 2001 significant changes have occurred within our Fire Department. The Councils' of the day have been very supportive of those changes. The Fire Department has taken on significant roles within the community. Those roles are reflected in the Core Deliverable Services document attached as Appendix "A". City Council has indicated that all services within the City should be reviewed through a service audit/business planning process.

The attached document clearly identifies the current levels of service being provided by the City's Fire Department. Staffing levels have not changed since 1980. The Department has maintained twelve (12) personnel, one (1) Fire Prevention Officer, one (1) Fire Chief and (1) Executive Administrative Assistant over that time period.

The only staffing change occurred in 1997 with the Department when the Deputy Chief's position was eliminated. Prior to that change, a Deputy Chief had been part of the Department for over forty (40) years. Due to an injury to a Captain, a temporary position was created (Public Liaison Officer) that will end upon his retirement – no later than March of 2014.

The workload of the Deputy Chief was dispersed throughout the Department. In particular, the Fire Prevention Officer has been heavily impacted. The Long Term Master Plan Committee directed that Report Number 2010-4 be submitted to Council recommending that the Deputy Chief's position be reinstated within the Department. Council did not agree with that recommendation.

The Public Liaison Officer has provided some relief to Fire Prevention, but once vacated all of those duties will either fall back to the Fire Prevention Officer or will have to be dispersed in another manner. There may also have to be service delivery adjustment.

The Fire Chief had hoped to maintain the current funding level (2013) in the budget allowing for the Deputy Chief's position to be established in 2014. The Deputy Chief's position would allow for the redistribution of work currently being done by others within the Department. It would also establish an alternate to the Fire Chief assisting with managing the Department.

4) OPTIONS AND FINANCIAL CONSIDERATIONS:

a) **Do Nothing – Not Acceptable**

b) **Other Options**

- i) The document identifies the services currently being done by the Department. All of these services involve all members of the Department in various degrees.
- ii) The service levels currently identified within the Core Deliverable Services

can be maintained until a final decision is made concerning funding levels through the 2014 budget deliberations. If Council decides to reduce funding levels, the services currently being provided would have to be revisited and reductions made as required.

5) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES

Not applicable.

6) ATTACHMENTS

- a) Appendix "A" – Core Deliverable Services

7) RECOMMENDATION

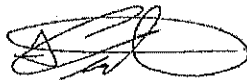
That City Council adopt the current Core Deliverable Services as recommended by the Long Term Master Plan Committee, and further;

That City Council direct the appropriate City Staff to prepare an Addendum to the City's Establishing and Regulating By-law 5054/109/07 for the City of Port Colborne Fire and Emergency Services establishing the Core Deliverable Services.

8) SIGNATURES

Prepared on April 2, 2013 :

Reviewed:



Thomas B. Cartwright,
City Fire Chief

Peter Senese,
Director of Corporate and Community
Services

Reviewed and Respectfully Submitted:

Robert J. Heil,
Chief Administrative Officer

CORE DELIVERABLE SERVICES INDEX

Page No.	Description
2	Emergency Response
2, 3 & 4	Fire Prevention & Public Education
4 & 5	Fire Administration
5 & 6	Communications/Resource Centre
6	Training & Education
6 & 7	Maintenance
7 & 8	Support Services
8	Emergency Management
8	Public Access Defibrillator Program
8	Corporate & Community Training
8 & 9	Corporate Driver Training & Licensing Program
9	Pre Fire Planning
9	Operational Guidelines

Example:

Core Service: Emergency Response						
Number		Service	Current	Reviewed by MPC	Council Approved	Comment
ER	15	Water & Ice Rescue Entry Level	√			Tech Only

Legend:

- P.L.O. – Public Liaison Officer
- F.P.O. – Fire Prevention Officer
- C.B.O. – Chief Building Official
- D.C.C.S. – Department of Community and Corporate Services
- C.E.C.G. – Community Emergency Control Group
- MPC – Master Planning Committee

WORKING DOCUMENT

Core Deliverable Services
Port Colborne Fire & Emergency Services

Core Service: Emergency Response						
Number	Service	Current	Reviewed by MPC	Council Approved	Comment	
ER	1	Basic firefighting, no expected rescue component	√	√		
ER	2	Structural firefighting, including rescue	√	√		
ER	3	Vehicle firefighting	√	√		
ER	4	Grass, brush, forestry firefighting	√	√		
ER	5	Marine firefighting	√	√		Limited
ER	6	Automatic aid				
ER	7	Mutual aid	√	√		
ER	8	Tiered medical response	√	√		
ER	9	Awareness level dangerous goods (Haz-Mat)	√	√		All Personnel
ER	10	Technician level dangerous goods (Haz-Mat)	√	√		Limited 3 Personnel
ER	11	Vehicle collisions	√	√		
ER	12	Vehicle extrication	√	√		
ER	13	Transportation incidents involving road vehicles, trains, aircraft and watercraft	√	√		
ER	14	Water and ice rescue, shore based	√	√		
ER	15	Water and ice rescue, water entry	√	√		Tech Only
ER	16	Public assistance	√	√		
ER	17	Emergency Medical Service assistance	√	√		
ER	18	Police assistance	√	√		
ER	19	Public utilities assistance	√	√		
ER	20	Community emergency plan participation	√	√		
ER	21	High angle rescue	√	√		Tech Only
ER	22	Role as Assistant to Fire Marshal regarding fire suppression	√	√		By-law & Administration Direction
ER	23	Pumping of hydrants after fire call	√	√		

Note:

Technical Rescue Team Members are not paid for any training they must complete to keep their status active and current.

Core Service: Fire Prevention & Public Education						
Number	Service	Current	Reviewed By MPC	Council Approved	Comment	
FP&PE	1	Selection of appropriate programs	√	√		P.L.O.
FP&PE	2	Role of Chief Fire Official	√	√		
FP&PE	3	Role of Assistant to Fire Marshal regarding Fire Prevention	√	√		P.L.O. & F.P.O.
FP&PE	4	Input into fire prevention policy development	√	√		
FP&PE	5	Code development input	√	√		
FP&PE	6	Development of Fire Prevention By-laws	√	√		
FP&PE	7	Preparation for and appearances in court	√	√		2011 – 140 hours
FP&PE	8	Interaction with other government agencies	√	√		
FP&PE	9	Inspection practices, including:				
FP&PE	9a	Complaints inspections	√	√		P.L.O.
FP&PE	9b	Conducting routine inspections	√	√		P.L.O.
FP&PE	9c	Dealing with code compliance issues (mandated)	√	√		Certified Only
FP&PE	9d	Enforcing municipal by-laws	√	√		P.L.O.
FP&PE	9e	Dealing with hoarding issues	√	√		Certified Only
FP&PE	9f	Conducting inspections, preparing reports and issuing written responses to requests	√	√		Certified Only
FP&PE	10	Public education practices, including:				
FP&PE	10a	Providing routine education programs as per fire prevention policy	√	√		P.L.O.
FP&PE	10b	Facilitating smoke alarm initiatives	√	√		P.L.O.
FP&PE	10c	Providing access for media	√	√		P.L.O. As Approved
FP&PE	10d	Delivery of specialized programs	√	√		P.L.O.
FP&PE	11	Fire investigation practices, including:				
FP&PE	11a	Determining fire origin and cause	√	√		Certified Only
FP&PE	11b	Assessing code compliance	√	√		Certified Only
FP&PE	11c	Assessing fire suppression effectiveness	√	√		Under Sup. of Certified Person
FP&PE	11d	Determining compliance with building standards	√	√		Certified Only
FP&PE	11e	Determining effectiveness of built-in suppression features	√	√		Certified Only
FP&PE	11f	Interacting with OFM Fire Investigations Services	√	√		Certified Only
FP&PE	11g	Supporting criminal prosecutions	√	√		Certified Only
FP&PE	11h	Consulting with police and other agencies	√	√		Certified Only

Core Service: Fire Prevention & Public Education

Number	Service	Current	Reviewed By MPC	Council Approved	Comment
FP&PE 12	Plans examination and approval practices, including:				
FP&PE 12a	Examining and approving new construction plans	√	√		Comment to CBO
FP&PE 12b	Examining and approving renovation plans	√	√		Comment to CBO
FP&PE 12c	Reviewing and approving subdivision/development agreements	√	√		Comment Planning
FP&PE 12d	Reviewing and approving site plans	√	√		Comment Planning
FP&PE 12e	Providing on-site inspection of approved plans to determine compliance	√	√		With CBO
FP&PE 13	Interaction with Chief Building Official and Building Department	√	√		With C.B.O.
FP&PE 14	Systems checking, testing and approval	√	√		
FP&PE 15	Compile, analyze and disseminate functional statistics	√	√		
FP&PE 16	Consultation with architects, engineers, planners, contractors and building trades	√	√		Fire & Building Code

Core Service: Fire Administration						
Number	Service	Current	Reviewed by MPC	Council Approved	Comment	
FA	1	Planning & growth practices, including: <i>Preparing Report To Council</i>				
FA	1b	Evaluating programs and services	√	√		
FA	1c	Projecting station locations and reallocations	√	√		
FA	1d	Determining staffing levels and assignments	√	√		
FA	1e	Determining resource levels and assignments, including responses	√	√		
FA	1f	Co-ordinating with other emergency services	√	√		
FA	1g	Co-ordinating development with other community departments	√	√		
FA	1h	Co-ordinating with other Municipalities	√	√		
FA	2	Financial & records analysis practices, including:				
FA	2a	Co-ordinating use of information from suppression activities	√	√		
FA	2b	Co-ordinating use of information from fire prevention activities	√	√		
FA	2c	Transitional adjustments for capital stock	√	√		
FA	2d	Input into level of service issues (based upon available funding)	√	√		
FA	2e	Developing, controlling and monitoring budgets	√	√		
FA	2f	Co-ordinating with department divisions	√	√		
FA	2g	Identifying alternative sources of revenue and fees for services	√	√		
FA	2h	Operating Budgets	√	√		
FA	2i	Capital Budgets	√	√		
FA	2j	Purchasing	√	√		
FA	3	Records management, including:				
FA	3a	Note taking	√	√		P.L.O.
FA	3b	Records retention	√	√		P.L.O. & F.P.O.
FA	3c	Freedom of information management	√	√		With City Clerk
FA	4	Human resources practices, including:				
FA	4a	Recruitment, selection & retention	√	√		
FA	4b	Promotion	√	√		
FA	4c	Performance evaluation	√	√		
FA	4d	Career development & higher education	√	√		
FA	4e	Job classifications	√	√		
FA	4f	Overseeing and applying for Provincial and Federal Awards Programs	√	√		

Core Service: Fire Administration

Number	Service	Current	Reviewed by MPC	Council Approved	Comment
FA 5	Client/ customer relation practices, including:				
FA 5a	Preserving local identity	√	√		
FA 5b	Enhancing fire department image	√	√		
FA 5c	Marketing	√	√		
FA 5d	Environmental scanning, anticipating pressures and developing communication strategies	√	√		
FA 5e	Enhancing public perception of access to fire department staff	√	√		
FA 5f	Developing inter-agency relationships	√	√		
FA 6	Health and safety practices, including communicable diseases	√	√		
FA 7	Accident Investigation on City Property	√	√		
FA 8	Securing of Buildings	√	√		Property Standards

Core Service: Communications/ Resource Centre						
Number	Service	Current	Reviewed By MPC	Council Approved	Comment	
RC	1	Dispatch practices, including:				
RC	1a	Liaising with dispatch centres	√	√		P.L.O. & F.P.O.
RC	1b	Providing access points for operational supervisors	√	√		
RC	1c	Receiving emergency calls	√	√		Contracted
RC	1d	Dispatching of appropriate resources	√	√		Contracted
RC	1e	Providing on-going resources to operation during emergency	√	√		
RC	1f	Compiling emergency response data and inputting of information in data bases	√	√		
RC	1g	Sharing data with other department divisions	√	√		
RC	1h	Sharing data with other municipal departments	√	√		
RC	1i	Accessing data from other sources	√	√		
RC	1j	Installation of 911 Signs	√	√		
RC	2	Technology issues, including:				
RC	2a	Maintaining and repairing communications systems and components (both routine and emergency)	√	√		
RC	2b	Providing technical support	√	√		
RC	2c	Developing specifications for radios, pagers, Telephones, and computers	√	√		
RC	2d	Providing interface capability with other data systems, e.g. assessment, building department, roads department	√	√		

Core Service: Training & Education							
Number	Service	Current	Reviewed By MPC	Council Approved	Comment		
TE	1	Program development practices, including:					
TE	1a	Developing trainer facilitators	√	√			
TE	1b	Co-ordinating core curriculum	√	√			
TE	1c	Developing specialized staff development programs	√	√			
TE	1d	Suppression	√	√			
TE	1e	Prevention	√	√			
TE	1f	Administration	√	√			
TE	1g	Communications	√	√			
TE	1h	Maintenance	√	√			
TE	1i	Support services	√	√			
TE	1j	Developing succession training programs	√	√			
TE	1k	Developing self-directed learning programs	√	√			
TE	2	Providing access to training facilities, including:					
TE	2a	Co-ordinating access to facility	√	√			
TE	2b	Delivering of hands-on training to staff	√	√			
TE	3	Station training practices, including:					
TE	3a	Delivery of curriculum specific to discipline's needs	√	√			
TE	3b	Supervisory training skills	√	√			
TE	3c	Providing support and direction	√	√			
TE	4	Development, approval and delivery of incident management and accountability systems and procedures	√	√			
TE	5	Co-ordination, development, approval and distribution of standard operating guidelines for various disciplines	√	√			

Core Service: Maintenance							
Number		Service	Current	Reviewed By MPC	Council Approved	Comment	
MA	1	Fleet and equipment maintenance practices, including:					
MA	1a	Maintaining fleet and equipment (both routine and emergency)	√	√		Duty Crews conduct routine	
MA	1b	Providing annual testing programs	√	√			
MA	1c	Mechanical worthiness	√	√			
MA	1d	Ministry of Labour requirements	√	√			
MA	1e	Pump capacity and certification	√	√			
MA	1f	Specification development	√	√			
MA	1g	Acceptance testing and approval of new apparatus and equipment	√	√			
MA	1h	Maintaining specialized equipment, e.g. SCBA	√	√			
MA	1i	Central supply facility	√	√			
MA	2	Facilities maintenance, including maintenance of station infrastructure	√	√		Duty Crews & F.P.O.	
MA	3	Providing input regarding design and construction consideration for fire stations	√	√			

Core Service: Support Services							
Number	Service	Current	Reviewed By M/PC	Council Approved	Comment		
SS	1	Purchasing practices, including:					
SS	1a	Bulk purchasing through local and area organizations	√	√			
SS	1b	Developing standardized specifications for all apparatus and equipment	√	√			
SS	2	Financial practices, including:					
SS	2a	Financial analysis	√	√			
SS	2b	Liaising with other area departments	√	√			
SS	2c	Co-ordinating day to day financial services	√	√		D.C.C.S.	
SS	2d	Arranging long term funding	√	√		D.C.C.S.	
SS	3	Risk management practices, including:					
SS	3a	Assessing changing risk	√	√			
SS	3b	Operationalizing risk management into every function	√	√			
SS	3c	Providing insurance	√	√		D.C.C.S.	
SS	3d	Prevention planning	√	√			
SS	3e	Risk avoidance	√	√			
SS	3f	Loss control	√	√			
SS	3g	Separation and diversification of losses	√	√			
SS	3h	Risk transfer	√	√			
SS	4	Human resources practices, including:					
SS	4a	Developing recruitment and retention programs	√	√			
SS	4b	Specializing in fire service legislation and related issues	√	√			
SS	5	Co-ordination with other agencies for shared infrastructure, including:					
SS	5a	Municipal water system development	√	√		Public Works	
SS	5b	Maintenance and access to water supply	√	√		Public Works	
SS	5c	Maintenance and access to emergency incidents via Municipal and Regional roads	√	√		Public Works	
SS	5d	Co-ordinating road closures and	√	√		Public Works	

	detour routes with appropriate works department and roads department				
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Core Service: Emergency Management					
Number	Service	Current	Reviewed By MPC	Council Approved	Comment
EM 1	Ensure the Municipal Emergency Plan is kept up-to-date	√	√		
EM 2	Submit annual report to Emergency Management Ontario	√	√		
EM 3	Ensure annual training is completed by the Emergency Control Group	√	√		
EM 4	Ensure that the Emergency Plan is tested annually	√	√		C.E.C.G.

Core Service: Public Access Defibrillator Program					
Number	Service	Current	Reviewed By MPC	Council Approved	Comment
PAD 1	Ensure appropriate staff are trained to the level required of the Program	√	√		
PAD 2	Ensure the PAD's are maintained	√	√		

Core Service: Corporate And Community Training

Number	Service	Current	Reviewed By MPC	Council Approved	Comment
CC 1	Fire Safety	√	√		P.L.O.
CC 2	Fire Extinguisher	√	√		P.L.O.
CC 3	First Aid	√	√		
CC 4	C.P.R.	√	√		
CC 5	Defibrillator (P.A.D.)	√	√		
CC 6	WHMIS	√	√		
CC 7	Spill Training	√	√		
CC 8	Confined Space (Awareness)	√	√		
CC 9	Transportation of Dangerous Goods Certification	√	√		

**Core Service: Corporate Driving Training
And Licensing Program**

Number	Service	Current	Reviewed By MPC	Council Approved	Comment
CDTL 1	Maintaining Records for MTO	√	√		
CDTL 2	Air Brake Endorsement Course	√	√		
CDTL 3	Licensing Renewals	√	√		
CDTL 4	Annual Training	√	√		
CDTL 5	License Abstract Reviews	√	√		

Core Service: Pre Fire Planning					
Number	Service	Current	Reviewed By MPC	Council Approved	Comment
PFP 1	Prepare In-Depth Plans Identifying Hazards	√	√		P.L.O.
PFP 2	Provide Information to all Personnel	√	√		P.L.O.
PFP 3	Input Final Plans into Information System	√	√		P.L.O.

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Core Service: Operational Guidelines					
Number	Service	Current	Reviewed By MPC	Council Approved	Comment
OG 1	Ensure that all Guidelines Meet the Requirements of Section 21 and Ministry of Labour	√	√	P.L.O.	

