Corporation of the City of Cambridge
Council Meeting - Workshop
Agenda

Date: Monday, October 16, 2023, 5:00 p.m. - 7:00 p.m.
Location: Council Chambers

Additional materials may be distributed at the workshop.
Note: This meeting is a Council Workshop and no delegations will be registered; only directions to staff and motions to receive for information will be permitted.

1. Meeting Called to Order
2. Disclosures of Pecuniary Interest
3. Presentations
   3.1 City of Cambridge Master Fire & Emergency Services Plan Update
       Presentation by Acting Fire Chief, Damond Jamieson
   3.2 Fire Master Plan Presentation
       Presentation by consultant, Suzanne Charbonneau-Dent, from Dillon Consulting Limited
4. Other Business
5. Motion to Receive
6. Adjournment
BY-LAW 20-016
of the
CORPORATION OF THE CITY OF CAMBRIDGE

Being a by-law of the Corporation of the City of Cambridge to establish, maintain and operate a fire department and to repeal by-law 138-10,

WHEREAS S. 2 (2) of the Fire Protection and Prevention Act, 1997, S.O. 1997, c. 4, as amended, (the "Act") requires the Council to enact a By-law to establish a fire department and S.5 of the Act permits a municipality to establish, maintain and operate a fire department;

AND WHEREAS S. 6 (1) of the Act requires the Council to appoint a Fire Chief for the fire department;

AND WHEREAS S. 5 (3) of the Act provides that a Fire Chief is the person who is ultimately responsible to the Council that appointed him for the delivery of fire protection services;

AND WHEREAS it is desirable to update the by-law;

AND WHEREAS it is desirable to repeal By-law No. 138-10;

NOW THEREFORE BE IT RESOLVED THAT the Corporation of the City of Cambridge enacts as follows:

1. Definitions

In this By-law, unless the context otherwise requires,

a) Approved Policies of the Fire Department means written declarations approved by the Fire Chief or by a Deputy Fire Chief and include the Mission Statement, Department Value Statements, Policy Statements, Department Directives, Department House Rules and Standard Operating Guidelines.

b) City Manager means the person appointed by Council to be Chief Administrative
13. Level of Service

The Fire Department shall deliver Fire Protection Services to the community to the level of service set out in Appendix “A” of this By-law. The level of service shall be commensurate with the current annual budget expenditures approved by Council and in accordance with the training delivered to Members.
1. Vehicle Extrication

The Fire Department shall use manual and heavy hydraulic tools to perform rescues and vehicle, industrial and farm machinery extrication.
2. Confined Space Rescue

The Fire Department shall maintain the capability of responding to confined space incidents and performing confined space rescue in conformance with the Ontario Fire Services Best practices.
3. Medical Aid Responses

The Fire Department shall participate in the Waterloo Region Tiered Medical Response Program and provides advanced first aid and automatic external defibrillation.
4. High/Low Angle Rope Rescue

The Fire Department shall maintain the capability of responding to high/low angle rope rescue incidents limited to the use of descending rescue techniques for high angle rescue and rescues on flat land or mild, sloping surfaces.
5. Trench & Structural Collapse Incidents

The Fire Department shall maintain the capability to respond to Trench and Structural Collapse incidents at a level limited to securing the area surrounding the trench or structural collapse. The Fire Department will request additional assistance through the Regional Fire Co-Ordinator in accordance with Provincial Protocols.
6. Hazardous Materials Leaks & Spills

The Fire Department shall maintain the capability of responding to Hazardous Materials Leaks and Spills incidents at the "operations and technician level" in accordance with Ontario Fire Services Best practices. The Fire Department will request additional assistance through Regional Fire Co-Ordinator in accordance with Provincial Protocols.
7. Ice & Water Rescue

The Fire Department shall maintain the capability to provide land based, water entry and vessel-based water and ice rescue in accordance with the Ontario Fire Services Best practices.
8. Fire Prevention

Fire Prevention is mandated by the Act. The Fire Department, as a minimum, responds to complaints and requests for inspections. Generally, the Fire Department administers a proactive fire inspection program and other activities as regulated by the Act, as amended.
9. Public Education

The Fire Department shall meet the requirements of the Act, as amended.
10. Fire Suppression

The Fire Department shall be capable of responding to and extinguishing fires at a level that meets the community needs and circumstances as determined by Council. The Fire Department shall perform these services at a level up to and including entry of buildings for the purposes of search and rescue and interior/exterior fire fighting operations.
11. Fire Investigation

The Fire Department shall perform cause and origin fire investigations and work co-operatively with the local police services regarding any violation of the law. The Office of the Fire Marshal of Ontario shall be contacted to investigate fires which fall under its mandate as defined in the Act.
12. Training

The Fire Department shall provide training to Members on the use of equipment and procedures to perform the duties for which they may be called. The Training Division shall conduct research and ensure that the training required for the Members is delivered.
13. Public Assistance

The Fire Department shall provide public assistance to the community in accordance with the resources of the department and in accordance with the training of the Members, as authorized by the Fire Chief or designate.
Project Overview

• Prepared a **Community Risk Assessment** as required by the new Ontario Regulation 378/18

• Applied the findings of the Community Risk Assessment to inform the development of a **Master Fire and Emergency Services Plan Update** to provide Council with a multi-year strategic plan to inform their decision-making process for the delivery of fire protection services within the community

• Plan includes **15 Council Recommendations, 38 Operational Recommendations** and is based around **five Strategic Priorities**
Strategic Priorities

To assist Council in the decision-making process this MFESP Update proposes the adoption (in principle) of the following strategic priorities:

1. The City of Cambridge remains committed to the identification and implementation of information technology solutions that support comprehensive data collection and analyses as a strategic priority to further enhance the efficiency and effectiveness of the Cambridge Fire Department.
2. The City of Cambridge is committed to the use of its **Community Risk Assessment**, as required by Ontario Regulation 378/18, as a strategic priority 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 Cambridge Fire Department.
3. The City of Cambridge 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 strategic priority for the Cambridge Fire Department in providing a comprehensive fire protection program within the community.
4. The delivery of the fire protection services required to service future planned community growth and intensification remains a strategic priority of the City of Cambridge.
5. The City of Cambridge will continue to prioritize strategies that support the **continuous improvement** in providing sustainable fire protection services that provide the most effective and efficient level of services resulting in the best value for the community.
Council Recommendation #2: That consideration be given to the creation of a new Administrative Assistant position as presented within the proposed MFESP Update.

Operational Recommendations:

• Revise Supervisor of Administrative Services position to Manager of Administrative Services.
• Review all current job descriptions / create additional where required.
• Review and update Establishing & Regulating By-law 20-016.
• Fire Chief report to Council to receive the Regional Mutual Aid Plan and pass a By-law authorizing the CFD’s participation. Review and update RMAP.
• Review and revise the current Municipal Fees and Charges By-law 21-087 to include additional fees and charges for service as presented within MFESP Update.
Operational Recommendations (continued):

• City of Cambridge negotiate references to NFPA 1225 into the next term of the agreement for the Dispatch Service Agreement with the City of Kitchener; and negotiate an equitable fee-for-service formula into the next term of the Dispatch Service Agreement which is consistent with other local fire departments within the Region.

• Establish a set time frame to perform a review and revision of all Directives, Policies and Operating Guidelines to ensure they are up-to-date with current CFD practices.

• Develop a business case for a full-time information technology position dedicated to support the CFD.

• Develop a department policy consistent with City’s Retention By-law 45-2002 that describes required records management practices for each CFD division.
Council Recommendation #3: That Cambridge consider the implementation of the **proposed Fire Inspection Staff Resource** as presented within the MFESP Update.

- Transition the hybrid inspector/educator to a **dedicated inspector** (immediate term); and

- Hire a **new fire inspector** (near term).
Community Risk Reduction (Fire Prevention/Public Education) Division

Operational Recommendations:

• Develop a comprehensive **Fire Prevention Policy** as an appendix within the proposed updated Establishing and Regulating By-law.

• Develop comprehensive Standard Operating Guidelines for CFD responding to: **hoarding incidents**; and for providing fire and life safety education to encampment occupants and responding to **encampment incidents**.

• Review of **false alarm incidents** and consider further strategies to reduce.

• CFD develop and implement enhanced: **Seniors’ Fire Safety Education Program**; and **School Fire Safety Education Program**.

• Consider **enhanced use of social media**.

• **Enhance tracking** of CFD **workload** for **public education programs**.

• Consider developing a formal **Community Risk Reduction Plan**.
Council Recommendation #4: That the City consider options for a new, standalone CFD training facility to expand the Training and Development Division’s workspace and provide an indoor space to conduct training evolutions.

Council Recommendation #5: That consideration be given to hiring two additional daytime Platoon Training Officers as presented within the proposed MFESP Update report.
Training and Development Division

Operational Recommendations:

• Update **Comprehensive Annual Training Program** to include the necessary training required to **comply with Ontario Regulation 343/22 – Firefighter Certification** for all services provided by the CFD. Consult with neighbouring fire services for potential synergies, partnerships or cost sharing opportunities.

• Consider including the **NFPA Job Performance Requirements** as a component of all training records within the department.
Operational Recommendations (continued):

• Update the **Specialized Technical Rescue Service levels** outlined in “Appendix A” of the current Establishing and Regulating By-law 20-016 to reflect Council approved services levels.

• Investigate options for **external delivery of trench rescue, confined space, structural collapse** specialized services.

• Initiate discussions with Kitchener Fire Department and Waterloo Fire Department to **investigate opportunities** to develop automatic aid agreements for the provision of Technical Rescues (Specialized Rescue Agreements) with each department leading a different **high-cost, low call frequency service**.
CITY OF CAMBRIDGE
COMMUNITY RISK ASSESSMENT

SECOND ARRIVING APPARATUS

- Fire Station
- Historic Incident (2016-2021)
- Second Arriving Truck in 6 Minutes of Travel Time

Travel Time (Minutes) | % Area Covered | % Calls Covered
---|---|---
6 | 13% | 27%

DATA PROVIDED BY CITY OF CAMBRIDGE, MNRFP
MAP CREATED BY: LK
MAP CHECKED BY: SCD
MAP PROJECTION: NAD 1983 UTM Zone 17N

PROJECT: 21-2720
STATUS: DRAFT
DATE: 2022-08-29
CITY OF CAMBRIDGE
COMMUNITY RISK ASSESSMENT
INITIAL FULL ALARM ASSIGNMENT

- Fire Station
- Historic Incident (2016-2021)

Number of Staff On Scene within 8 Minutes of Travel Time

- ≥ 16
- ≥ 12
- ≥ 8
- ≥ 4
- < 4 Firefighters at Network Speed

| # of Firefighters On Scene Within 8 Minutes of Travel |
|------------------|-----------|
| Time             | % Area Covered | % Calls Covered |
| < 4              | 15%        | 1%             |
| ≥ 4              | 84%        | 99%            |
| ≥ 8              | 90%        | 82%            |
| ≥ 12             | 12%        | 20%            |
| ≥ 16             | 11%        | 3%             |
| ≥ 20             | 9%         | 9%             |
| ≥ 25             | 9%         | 9%             |

DATA PROVIDED BY CITY OF CAMBRIDGE, MNRF

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PROJECT: 21-2720
STATUS: DRAFT
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Council Recommendations #6: That Council consider allocating sufficient funding within the City’s 2024 operating budget to **hire eight additional firefighters** to **maintain the current minimum on duty staffing levels**.

#7: That consideration be given to **relocating existing Fire Station 2** within an area of approximately 500 metres from its existing location.

#8: That consideration be given to the **relocation of Station 3** to a site in the vicinity of the existing Station 3, or a site near the intersection of Bishop Street North and Duke Street.

#9: That, wherever possible, Council support the **design and construction** of new or relocated fire station facilities that are **positioned for growth** and have capacity to house two front-run apparatus and two fire suppression crews.
Council Recommendation #10: That Council consider the option to staff the Rescue at Station 1 with 4 firefighters (requires hiring 11 firefighters).

#11: That Council consider the option of adding a Pumper staffed with a crew of 4 firefighters (requires hiring 22 firefighters) to renovated Station 4.

#12: That Council begin to identify potential properties in the vicinity of Hespeler Road & Avenue Road for the location of a future 7th fire station.

#13: That the City of Cambridge plan for the design, construction and staffing of a 7th fire station in the vicinity of Hespeler Road and Avenue Road in the long-term horizon of this MFES, aligned with the growth and intensification planned for this area.
Fire Suppression Division

Operational Recommendations:

• Investigate feasibility of installing power vents into the bunker gear rooms of Stations 3 and 4.

• Acquire a viable IT solution for the management of / documentation of facility repairs.

• Develop a Fire Facilities Master Plan to manage the renewal and development of the department’s fire stations and facilities.

• Consider adopting a hiring strategy to sustain a ratio of 1.33 firefighters for all fire suppression apparatus.

• Investigate options to enhance the existing dispatch time and turnout time as a strategy to further reduce the existing total response time of the CFD.
Council Recommendation #14: That consideration be given to future expansion or relocation of the Mechanical Division’s workspace to accommodate current and future needs for the repair and maintenance of CFD fire fleet.

Council Recommendation #15: That consideration be given to hiring an apprentice mechanic as presented within the proposed MFESP Update.
Mechanical Division

Operational Recommendations:

• Acquire a **software package** (connected to IT strategy) that will manage all of the **records management needs of Mechanical Division**.

• Consider revising Captain Mechanic/Firefighter role to reflect a **Chief Mechanical Officer position**.

• **Stop** practice of utilizing the **Mechanical Division** to respond the **tanker** to emergency calls & transition the divisional roles to ‘mechanic’ instead of ‘mechanic/firefighter’.

• **Review future costs** of fire apparatus / equipment and make the necessary **adjustments to capital reserves contributions**.

• Consider a **directive** to ensure each set of bunker gear is worn on monthly **rotation to ensure even wear**). **Monitor annual bunker gear cleaning, inspection, & testing to catch up those who missed annual program.**
Questions/Discussion