

Report to Community and Protective Services Committee

To: Chair and Members,
Community and Protective Services Committee

From: Cheryl Smith, Deputy City Manager, Neighbourhood and
Community-Wide Services

Subject: London Fire Department Fire Master Plan Action Plan - Annual
Update

Date: April 29, 2024

Recommendation

That, on the recommendation of the Deputy City Manager of Neighbourhood and Community-Wide Services, the London Fire Department [Fire Master Plan Action Plan](#) Annual Report **BE RECEIVED** for information.

Executive Summary

This report serves as the London Fire Department's ('LFD') first annual [Fire Master Plan Action Plan](#) ('the Plan') report. This annual report will provide a reminder of the vision, goals, and action items that are part of the Plan; provide Key Performance Indicators ('KPIs') and accomplishments of the previous year; and identify key priorities for the current year that will continue to move the Plan forward.

Linkage to the Corporate Strategic Plan

The [Fire Master Plan Action Plan](#) is aligned with the following strategic areas of focus in the City of London Strategic Plan (2023 – 2027):

- Wellbeing and Safety: London has safe, vibrant, and healthy neighbourhoods and communities.
- Well-Run City: The City of London is a leader in public service.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter:

- [London Fire Department – Establishing and Regulating By-Law](#) (May 24, 2023)
- [Fire Master Plan Action Plan](#) (June 21, 2022)

1.2 Background and Purpose:

Committed to making London one of the most fire safe communities in Canada, the London Fire Department is responsible for the delivery of fire protection services including responding to fires, medical emergencies, car accidents, hazardous materials incidents, and specialized rescues.

The Fire Master Plan Action Plan identifies broad needs and strategies based on best practices, public input, and local demand factors. It identifies the most pressing objectives and opportunities for achieving them and supports the City of London in its search for external funding opportunities, partnerships, and alignment with related initiatives.

The Fire Master Plan Action Plan provides overall vision, direction, and guidance to the London Fire Department in the delivery of fire protection services over a ten (10) year period, from 2023 to 2032. In some cases, the Plan looks beyond this time frame to ensure that short-term actions can support long-term requirements.

The Fire Master Plan Action Plan satisfies section [2\(1\) b of the Fire Prevention and Protection Act, 1997](#) that prescribes that a municipality should provide other such fire protection services as it deems necessary based on its needs and circumstances. The Plan also informs the appropriate service levels, establishes a consistent way of assessing risks and service demands across the city, enhances planning for other initiatives (such as professional development, capital assets, and administration), and facilitates an evidence-based decision-making process.

The Fire Master Plan Action Plan contains twenty-two (22) actions that are categorized into five (5) areas of focus. Full implementation of the Plan will require flexibility in approach, enterprise-wide collaboration, education, and the continual development and maintenance of partnerships. Ongoing progress of the twenty-two actions is shown in Appendix A.

The purpose of this report is to:

- a) Provide an annual update to City Council;
- b) Report on KPIs and accomplishments from the previous year in relation to the actions within the Plan; and
- c) Identify key priorities, strategies, and projects for the current year that will continue to move the Plan forward.

2.0 Discussion and Considerations

2.1 2023 KPIs and Accomplishments

The chart below is intended to capture high-level accomplishments and KPIs from 2023:

Goal	KPIs/Accomplishments
Public Fire Safety Education	<ul style="list-style-type: none"> • 316 public education events were conducted in 2023. • 528 fire and life safety social media posts reached 9,230,036 people. • 319 individuals from equity denied populations were provided fire safety education in 2023. • Just over 10,000 Londoners were educated on fire safety and prevention: <ul style="list-style-type: none"> ○ 1,952: 0–4-year-olds ○ 1,044: 5-14-year-olds ○ 1,096: 15–24-year-olds ○ 3,001: 25–44-year-olds ○ 1,824: 45–64-year-olds ○ 1,103: 65–74-year-olds ○ 374: 75–84-year-olds
Fire Safety Standards and Enforcement	<ul style="list-style-type: none"> • 82 vulnerable occupancies were inspected in 2023. • 1,134 rental unit licence inspections were completed. • In 2023, 18% (39 of 213) residential fires did not have working smoke alarms. • 5,280 fire inspections were conducted by the Fire Prevention Division.
Emergency Response	<ul style="list-style-type: none"> • There was a total of 13,963 responses in 2023. <ul style="list-style-type: none"> ○ 10,475 were emergency responses. ○ 3,488 were non-emergency responses.

Goal	KPIs/Accomplishments
	<ul style="list-style-type: none"> • % of top 3 incident types of incidents in 2024: <ul style="list-style-type: none"> ○ Medical/Resuscitator Call 24% ○ False Fire Calls 23% ○ Other Responses 13%
Staff/Personnel Development	<ul style="list-style-type: none"> • 13 health and wellness programs were delivered to staff. • 100% of staff took part in one or more wellness programs offered. • 13% of LFD personnel identify as female. • 30 staff enrolled in leadership courses through iLearn.
Strategic Priorities	<ul style="list-style-type: none"> • Continuing to move forward with London Police Services to coordinate building of a future Protective Services Training Facility. • Continuing to work with London Police Service to implement NG 911 by legislated date of March 2025. • In June 2023, Council approved the updated Establishing and Regulating Bylaw. • Renegotiated an Automatic Aid Agreement with Central Elgin Fire Department – Belmont Station. This agreement ensures a timely response to a section of the City of London in the southeast. The area of coverage within the agreement is much closer to Belmont than to any LFD fire station. • Continuing to work on an Automatic Aid Agreement with Thames Centre and Middlesex Centre.

2.2 Key Priorities Moving Forward

Goal	2024 Priorities
Public Fire Safety Education	<ul style="list-style-type: none"> • Continue to educate the public about the dangers of fire, provide information to prevent fire, and provide tools to ensure safe evacuation in the instance that a fire occurs. • Reinitiate the Smoke Alarm Program that aims to ensure all residences have working smoke and carbon monoxide alarms as required by the Ontario Fire Code.
Fire Safety Standards and Enforcement	<ul style="list-style-type: none"> • Continue to conduct fire and life safety inspections in response to complaints, requests, by legislation, as well as proactively. • Continue to conduct fire investigations.
Emergency Response	<ul style="list-style-type: none"> • Respond to fires, medical emergencies, motor vehicle collisions, public hazard situations, water and ice rescues, hazardous materials incidents, and technical rescues. • Maintain an appropriate fleet of fire apparatus.
Staff/Personnel Development	<ul style="list-style-type: none"> • Continue to provide self-development and training opportunities for staff in relation to health and wellness. • Recruit and retain personnel that accurately reflect the community they serve. • Continue to provide training opportunities to comply with regulations.
Strategic Priorities	<ul style="list-style-type: none"> • Continue to work on an Automatic Aid Agreement with Thames Centre and Middlesex Centre. • Continue to use the current training facility's resources and identify ongoing joint opportunities to enhance the use and possible revenue generation of the facility.

Goal	2024 Priorities
	<ul style="list-style-type: none"> • Continue to move forward with London Police Services to coordinate the development of a Protective Services Training Facility. • Continue to work with London Police Service to implement NG 911 by legislated date of March 2025.

3.0 Financial Impact/Considerations

There are no anticipated financial impacts or considerations directly associated with this report.

4.0 Next Steps

This is the first London Fire Department Fire Master Plan Action Plan annual report. City Council can expect a recurring annual report throughout the ten- (10-) year life of the Plan.

Conclusion

The [Fire Master Plan Action Plan](#) will continue to be used as a resource for future planning including the development of annual and multi-year budgets, procurements, updates to response and deployment strategies, and staffing changes, among others.

Prepared by: Richard Hayes, Deputy Fire Chief of Operations, London Fire Department

Submitted by: Lori Hamer, Fire Chief, London Fire Department

Recommended by: Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services

Appendix A

The Action Tracking Table, below, is an accumulated representation of what has been accomplished, to date. Each action is comprised of a series of goals. The Fire Master Plan Action Plan is a 10-year plan that contains twenty-two (22) actions. It is important to note that some goals and actions will be ongoing beyond the life of this Action Plan.

ACTION	PERCENT COMPLETE OF GOALS
Action 01 Engage fire suppression personnel in fire prevention and public education efforts whenever possible.	53%
Action 02 Equip Fire Officers with National Fire Protection Association certifications to manage the need for fire inspections and public education.	40%
Action 03 Develop new and enhance current partnerships with key interested parties to advance public education efforts with a specific focus on vulnerable populations and equity-denied groups.	46%
Action 04 Assess the time requirements of the current demands, as well as the desired inspection and education programs. <ul style="list-style-type: none"> • Provide an annual program outline at the start of the year with goals, expectations, resources available, and resources required. • Measure and report on completion and successes. 	46%
Action 05 Complete a full work study and implementation plan, inclusive of financial impacts, to analyze the needs of the Fire Prevention Division to ensure span of control, quality assurance, and program planning.	30%
Action 06 Work with allied agencies on dispatch response time reduction opportunities.	64%
Action 07 Create a committee to review the response to remote fire alarm calls and certain types of motor vehicle collisions, fires, or other indicators where additional resources may be required and monitor changes to the call matrix to ensure resource deployment and risk management are balanced. The committee will make recommendations to Fire Administration.	80%

<p>Action 08 Create a committee to review and make recommendations to Fire Administration on the deployment and station assignments of specialty and technical rescue teams.</p>	<p>40%</p>
<p>Action 09 Phase out the three-quint apparatus and replace them with engines. Continue to monitor growth for the inclusion of additional aerial apparatus in the future due to the number of high-rise structures within the city.</p>	<p>100%</p>
<p>Action 10 Move to a 12+3-year replacement schedule for fire apparatus, with consideration being given to new fire apparatus being assigned to busier stations and then moved to less busy stations at a later time to allow for full use of warranty and manage excessive mileage on a single given vehicle.</p>	<p>63%</p>
<p>Action 11 Increase the reserve fleet with two additional engines to a total of one aerial, one tanker and six engines.</p>	<p>100%</p>
<p>Action 12 Continue to monitor the average response time metric for planning purposes as London continues to grow in size and population.</p>	<p>100%</p>
<p>Action 13 Encourage a workplace culture that supports inclusion and belonging. Review recruitment practices with an equity tool, to promote increased representation from equity-deserving groups within the London Fire Department.</p>	<p>48%</p>
<p>Action 14 Continue to develop, implement, and measure a total wellness strategy to ensure mental and physical resilience and well-being of employees.</p>	<p>79%</p>
<p>Action 15 Identify strategies to engage and empower employees through relevant training, ongoing staff development through cross divisional opportunities, mentoring, collaboration with other City services, and participation in decision-making.</p>	<p>68%</p>
<p>Action 16 Develop and implement strategies providing for compliance with the new Ontario Regulation – Firefighter Certification including the financial impacts and logistical requirements for the periods of July 1, 2022 to July 1, 2026 for general certifications and July 1, 202, to July 1, 2028 for specialty rescue certifications.</p>	<p>61%</p>

<p>Action 17 Review and update the Middlesex and Thames Centre aid agreements.</p>	<p>83%</p>
<p>Action 18 Continue to use the current training facility's resources and identify ongoing joint opportunities to enhance the use and possible revenue generation of the facility.</p>	<p>40%</p>
<p>Action 19 Continue to develop a business plan for the new training facility.</p>	<p>83%</p>
<p>Action 20 Explore a partnership with the London Police Service to implement the new Next Generation 9-1-1 telephone call answering system of which the Canadian Radio-television and Telecommunications Commission has mandated that every Public Safety Answering Point (9-1-1 Centre) have in place by March 2025.</p>	<p>80%</p>
<p>Action 21 Conduct a full review of the 2006 Establishing & Regulating By-Law document and update it to ensure that Council's requirements for the current level of service are provided.</p>	<p>100%</p>
<p>Action 22 Examine the inventory control system(s), including purchasing and stores of supplies, to ensure an effective and efficient system for all divisions.</p>	<p>85%</p>