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# Municipality of Trent Hills Strategic Master Fire Plan

April 2012

April 20, 2012  
16-10053-001

Michael Rutter  
Chief Administrative Officer  
Municipality of Trent Hills  
PO Box 1030,  
Campbellford, Ontario  
K0L 1L0

Dear Mr. Rutter:

**Subject:       Municipality of Trent Hills Strategic Master Fire Plan**

MMM Group Limited, in association with NivoNuvo Consulting, is pleased to present our Strategic Master Fire Plan for Trent Hills. The Plan will guide Fire Services for the next ten to fifteen years.

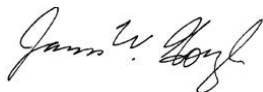
This Plan identifies the recommended capacity and programs needed in the areas of firefighting staff, equipment and facilities, fire prevention, public education, organization, administration, training and communications. The plan was developed with the underlying intent to provide a clear and strategic vision for the Municipality – a vision that will address the statutory requirements of the Fire Protection and Prevention Act, while accounting for future growth within the Municipality, local needs and circumstances, and the financial resources of the community.

The plan has been developed through a consultative process with stakeholders in the Municipality, including members of Council, Fire Department management, the fire fighters and the public. The overall conclusion is that there is strong support for continuing to invest in the fire service, building on the positive contributions they currently make to the community.

Please contact us if you have any questions or comments with respect to our report.

Yours very truly,

**MMM GROUP LIMITED**



Jim Gough, P.Eng.  
Senior Project Manager  
Partner

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## EXECUTIVE SUMMARY

This document is a Strategic Master Fire Plan for the Municipality of Trent Hills Fire Rescue Service (THFRS). The document provides the Municipality with a blueprint for delivery of fire protection and first response emergency medical services for the 10 and 15 year horizons.

The Plan identifies the recommended capacity and programs needed in the areas of firefighting staff, equipment and facilities, fire prevention, public education, organization, administration, training and communications. The Plan was developed with the underlying intent to provide a clear strategic vision for the Municipality - a vision that will address the statutory requirements of the Fire Protection and Prevention Act, while accounting for future growth within the Municipality, local needs and circumstances, and the financial resources of the community.

The Joint Official Plan for the Municipality of Campbellford/Seymour, the Township of Percy and the Village of Hastings provides a framework for the evolution of the communities for the next fifteen years. The important vision statements in the context of the Strategic Master Fire Plan are:

*“We take pride in our safe, family-oriented neighborhoods.”*

*“Campbellford, Warkworth and Hastings take pride in their prosperous and attractive downtowns which are the recognized retail and service centres of the community.”*

*“Citizen Action is the foundation upon which the community is built, as demonstrated by the many community organizations working together to maintain the high quality of life that we enjoy”.*

The Official Plan also defines the future development and the permitted land uses, the details of which are discussed in section 3.5. The above vision statements put into perspective the fire department’s role in ensuring safe communities with healthy retail and service centres, supported through citizen action.

The Plan has been developed through a consultative process with stakeholders in the Municipality, including members of Council, Fire Department management, the fire fighters and the public. The overall conclusion is that there is strong support for continuing to invest in the fire service, building on the positive contribution they currently make to the community.

## 1. Review of the Existing Service

The existing volunteer service performs well in a number of elements, but there are issues which need to be addressed through this Master Plan. They include:

- a. The need to define and implement a management structure for the fire service which is appropriate to the Municipality (in terms of size, the presence of three urban areas and other considerations), can support a consistent level of service across the Municipality, meet the full range of needs in Trent Hills, and foster a unified culture within the fire service;
- b. All three stations are somewhat deficient in terms of space for various functions including training. It is understood that relocation of the Campbellford station is under consideration for potential redevelopment of this waterfront site;
- c. The station locations are appropriate in terms of providing effective emergency response to the urban and rural areas of the Municipality;
- d. The volunteer-based service is resulting in inequities of service among the coverage areas of the three stations;
- e. Apparatus and equipment: the tankers are generally at or close to the stage of needing replacement. With respect to equipment, there is a lack of consistency between stations, and there is no annual hose testing program;
- f. Communications is an issue in terms of the system for contacting the specific stations, and also in terms of the overall type of service being offered by the private service provider;
- g. There are a number of high risk uses in the Municipality, including MinTech Marketing, the Redtail Paddle Company and the Old Tannery;
- h. Response times crossing the Trent-Severn Canal in Campbellford when traffic congestion is present on the bridge;
- i. Trent Hills is meeting the minimum requirement for Fire Prevention and Public Education programs, but there are community-specific needs which should be addressed; and
- j. A review of the current level of training indicates that each of the three stations is clearly conducting training and training evolutions, but all at varying levels and numbers of sessions completed. There is no clearly defined direction in terms of consistency and structure within the Department as a whole. There was also no clearly identified minimum level of acceptable or required training attendance levels for personnel. There was also a disparity in records management between the three stations.



## 2. Recommendations

This Plan includes a number of recommendations, and it identifies the approximate timing for their implementation. While the THFRS performs many functions well in relation to its resources, there are a number of areas where in terms of benchmarking relative to other services and also relative to applicable planning targets, improvements to the Service are warranted. The recommendations are documented below, grouped by major category.

### Staffing and Administration

The issue of staffing and the management of the fire service was central to the project. Indications based on consultations and review of the various operations of the department indicated that in many ways, the department is still functioning as three somewhat isolated units. That can hinder the provision of effective and consistent service across the Municipality – consistent service should be a core element of the department's service.

To address these issues and the strongly related topics of training and fire prevention, a key recommendation is for the Municipality to hire a full-time fire chief and two other paid officers. This will provide the managerial control needed to run the service, integrating the three former departments, and provide the strategic direction needed to ensure adequate fire prevention, public education and fire suppression. Three alternatives are documented in the report, as part of the analysis of this issue.

Consistent, detailed record-keeping is also important. There is an MS Access database system in use in part of the department now. That system should be expanded on a consistent base across the department.

The detailed recommendations are as follows:

1. Hire a full-time Fire Chief, a full-time Fire Prevention Officer, and a full-time Fire Training Officer. The Fire Chief would be located in Campbellford. The two Officers would also act as Deputy or District Fire Chiefs in the other two stations. It should be noted that if the Deputy Chief / Training Officer is qualified as an Associate Instructor through the Ontario Fire College then Trent Hills could recoup some cost through providing training to their regional neighbours;
2. Implement the Access reporting system across the entire Department;
3. Develop a consistent training report for use Department-wide that reflect the requirements for training records as set out in the Ministry of Labour's Section 21 Guidance Note;

4. Across the Department, implement consistent reporting for annual testing and maintenance of such items as Self-Contained Breathing Apparatus, Personal Protective Equipment, Ladders, Trucks, Hose, and Equipment, etc.;
5. Identify and locate a central records storage location for the Department which is accessible by key personnel of the Fire Department 24/7 in conjunction with Council and Chief Administrative Officer access;

## Facilities

6. Given the deficiencies of the existing Campbellford/Seymour fire station, it is recommended that an alternative station location for the Campbellford/Seymour fire station be secured on the east side of the river, and a new station built;
7. Expansion of the Hastings station to add one more vehicle bay as well as training, office and ancillary space is recommended. Any future replacement or upgrade of the Hastings station should consider orienting the apparatus bays parallel to Victoria Street to improve egress, and conversion of the existing bays to other uses;
8. Warkworth station expansion to accommodate a third bay as well as training, office and ancillary space is recommended;

## Apparatus

9. Replacement of the tanker at Warkworth station is recommended. It is noted that the rescue truck has been replaced;
10. Confirmation of the ULC listing of the pumper/tanker at the Warkworth station is recommended;
11. At Campbellford/Seymour station, replacement of the 1987 tanker is recommended. The 1991 pumper could also be considered for replacement;
12. The 1992 pumper at Hastings could be considered for replacement. Generally, the fleet in Hastings is less of an issue;
13. Introduction of a formal apparatus replacement program is recommended;

## Equipment

14. A formal hose testing program should be implemented within the Department along with appropriate record keeping of same (*this is now under way*);
15. Equipment standardization should commence within the Department. This should include the standardization of the purchase of equipment as well. SCBA equipment is a key priority for safety and functionality. A formalized budget submission plan needs to be implemented prior to purchase;
16. Expand the purchase recommendation/review committee to address all three stations, with membership from the three stations;

## Communications

17. Adopt a “box alarm” system in which the primary hall is dispatched with the secondary hall or halls put on a standby or alert status, to clarify which station has primary responsibility for response;
18. Consider contracting fire dispatch services to another fire dispatch centre or the creation of a county fire dispatch centre. This would provide security as a hedge against the potential failure of a private sector service provider, and should result in improved communications;

## Fire Prevention and Public Education

19. As noted above in recommendation 1, it is recommended that one full-time Fire Prevention Officer be hired (who would also act as a fire fighter). This Officer would then be responsible for creating and implementing a pro-active fire prevention campaign in the Municipality;

## Training

Trent Hills Fire Department should strive to become a learning organization. All personnel should be fully competent to perform their duties and should be striving to master the knowledge, skills and behaviours required of whatever future role to which they aspire. Senior officers should ensure that their subordinates have the training opportunities available to them to meet these goals.

The opportunity to recoup some costs related to training should also be noted, and investigated. If the Deputy Chief / Training Officer is qualified as an Associate

Instructor through the Ontario Fire College then Trent Hills could recoup some cost through providing training to their regional neighbours.

Specific recommendations are as follows:

20. As noted above in recommendation 1, create and staff a position of a full-time Training Officer;
21. Adopt and endorse the Ontario Fire Service curriculum;
22. A standard training schedule and curriculum should be developed on an annual basis, and this should be the same in each of the three stations;
23. There should be an overall increase in the number of actual true training sessions;
24. Develop a Standard Operating Guideline be developed with specific emphasis on required training attendance level, either per quarter or per annum (*this is now under way*);
25. Increase opportunities to attend the Ontario Fire College, Norwood Fire School or similar training locations or institutes;
26. Adopt and endorse the various officer programs as offered at the Ontario Fire College and/or affiliate camp locations – Company Officer program, Fire Prevention Officer program and Training Officer program;
27. More inter-station training should be done with stations interacting as much as possible to promote cohesion and consistency;
28. Review the operating budget for training annually, in order to better cover the needs of additional training materials and courses;
29. Consider increasing the number of qualified/certified trainer facilitators in order to provide support to the curriculum program;
30. Any future renovations to the fire halls should include classroom space for the theoretical training of their entire fire fighter complements (as noted above);
31. Institute a web-based training system to enhance performance, track completion of training courses and minimize costs;

## Other

32. Ensure that traffic operational issues related to fire service response on the Bridge Street bridge over the Trent-Severn Waterway are factored in to the environmental assessment being conducted for the second bridge.



## 1.0 INTRODUCTION

This document is a Strategic Master Fire Plan for the Municipality of Trent Hills Fire Rescue Service. The document provides the Municipality with a blueprint for delivery of fire protection and first response emergency medical services for the next 10 and 15 years. It identifies the recommended capacity and programs needed in the areas of firefighting staff, equipment and facilities, fire prevention, public education, organization, administration, training and communications. The document was developed with the underlying intent to provide a clear strategic vision to the Municipality. A vision that will address the statutory requirements of the Fire Protection and Prevention Act, while accounting for the future growth within the Municipality, local needs, circumstances and the financial resources of the community.

### 1.1 Study Scope

The scope of the study is to provide a Strategic Master Fire Plan for the Municipality of Trent Hills for the 10 to 15 year horizon period, based on best practices and current industry standards.

This study will include an assessment of all current aspects of the service including;

- Fire suppression (firefighting);
- Fire prevention and public education;
- Communications;
- Training;
- Station, vehicles and equipment; and
- Administration.

The Municipality of Trent Hills has a strong community base. Recognizing this, the outcomes of this study will be strongly community based and reflecting an intensive consultation process with members of the community.

### 1.2 Study Process

This Strategic Master Fire Plan has included the following major tasks:

1. Identification of major fire risks;
2. Consultation with stakeholders and the public;
3. Examination of existing fire service performance with respect to each function;
4. Development of strategic vision for the fire service;

5. Definition of fire service alternatives;
6. Projection of capital and operating costs; and
7. Development of implementation strategy for the strategic master fire plan.

The plan provides recommendations for changes that will enable the fire department to provide a full range of services at a desired level while recognizing the fiscal constraints of the municipality.



## 2.0 GUIDELINES FOR RESPONSE AND SERVICE

The Municipality of Trent Hills has a mix of urban and rural areas, with residential, commercial and light industrial land uses present. The community is served by three Fire Stations located in the urban centres, served by volunteer fire fighters. In order to ensure the community maintains and improves the quality and levels of service set by the municipal Council as it relates to the Emergency response and service, the fire department should strive to adhere to industry standards and acknowledged best practices.

This report uses the Response and Service Guidelines as stated in the National Fire Protection Association (NFPA) standards as the primary benchmark. The NFPA guidelines are technically the most comprehensive, based on extensive experience, and are widely accepted in jurisdictions across North America. The other guidelines considered are those of the Fire Underwriter's Survey (FUS), the Ontario Ministry of Labour (MOL) and the Ontario Office of the Fire Marshal (OFM).

The OFM publishes a manual of Public Fire Safety Guidelines, intended to be used as a convenient reference source for use by municipal councils, municipal administrators, fire department managers and fire department members when developing appropriate fire protection programs for their communities. The guidelines refer to both optional and mandatory codes, standards, regulations, models and best practices.

**The MOL** maintains an Ontario Fire Service Section 21 Advisory Committee which publishes a manual of Guidance Notes, the purpose of which is to outline recommended equipment, work practices and procedures applicable to the prevention of injury or illness to workers in the fire service. Section 21 Guidance Notes have been reviewed by the management and labour representatives on the Fire Service Section 21 Advisory Committee to ensure that appropriate information is made available to the fire service, to allow them to assess their equipment and procedures against recommended practice.

**The FUS** is a national organization providing survey data on public fire protection for fire insurance statistical work and underwriting by most of the member companies of the Insurance Bureau of Canada. The FUS ratings have a direct impact on insurance rates for the jurisdiction and its businesses and residents. They are used in the actuarial assessment of risk in the jurisdiction.

It is also important to note that these concepts for service levels should be viewed as guidelines, not standards per se. This is typical practice in Canadian municipalities.

## 2.1 Mandated Responsibilities

The Ontario Fire Safety & Protection Model outlines three lines of defense for fire and emergency protection:

- a. Public Education & Prevention, including:
  - i. Smoke alarm program
  - ii. Fire safety education activities distributed to residents/occupants
  - iii. Risk management
  - iv. Inspections upon complaint or when requested to assist with code compliance
- b. Fire Safety Standards & Enforcement, including:
  - i. Inspections
  - ii. Occupancy inspections
  - iii. Licensing approvals
  - iv. Violation enforcement
  - v. Fire investigations
- c. Emergency Response, including:
  - i. Ontario Fire Marshal's Office Guidance Notes
  - ii. National Fire Protection Association Standards (NFPA)
  - iii. Ministry of Labour (Section 21 Guidance Notes)
  - iv. Industry Best Practices

The Municipality's responsibilities, based on the 1997 Fire Protection & Prevention Act, are to establish a program for public education with respect to fire safety and certain components of fire prevention. In addition to providing other fire protection services as it determines may be necessary in accordance with its needs and circumstances. A municipality's needs and circumstances are determined by evaluating factors such as fire risk, liability, financial capabilities, resources, and community and Council expectations.

## 2.2 Response Time

The response time is defined for the purpose of this study as the travel time of the emergency response unit from the primary public safety answering point (PSAP) to its arrival at the incident scene. **Table 1** elaborates the travel time guidelines used for this study.

## 2.3 Staffing and Deployment

Staffing and Deployment requirements have taken into consideration the OFM and MOL guidelines documented above, and also the NFPA 1720 standards, which are applicable to volunteer departments. The NFPA 1720 standards are more comprehensive than the OFM guidelines for rural emergency response. **Table 1** documents the applicable NFPA standards.

**Table 1. Staffing and Response Time NFPA 1720**

Demand Zone*	Demographics	Minimum Staff to Respond**	Response Time (minutes)***	Meets Objective (%)
Urban area	> 1000 people/mi <sup>2</sup>	15	9	90
Suburban area	500 – 1000 people/mi <sup>2</sup>	10	10	80
Rural area	< 500 people/mi <sup>2</sup>	6	14	80
Remote area	Travel Distance >= 8 mi	4	Directly dependent on travel distance	90
Special risks	Determined by Authority Holding Jurisdiction (AHJ)	Determined by AHJ based on risk	Determined by AHJ	90

\* A jurisdiction can have more than one demand zone

\*\* Minimum staffing includes members responding from the AHJs department and automatic aid

\*\*\* Response time begins upon completion of the dispatch notification and ends at the time interval shown in the table

Source: [www.nfpa.org](http://www.nfpa.org)

### 3.0 CONTEXT FOR STRATEGIC MASTER FIRE PLAN

This section defines the projected context for the Master Fire Plan, in terms of the key factors which shape the need for fire services. The vision adopted in the Joint Official Plan (OP) for the municipality along with population and growth projections are among the key contextual elements. The projections help in determining the need for improved fire and emergency service coverage, as they contribute to establishing how many future fire stations are needed, what types of services are each station going to provide and more importantly, where such stations should be located. In addition, the geography and urban form, housing stock, transportation infrastructure, land uses and the associated risks need to be assessed for establishing the location and type of service. Finally, ensuring adequate stakeholder consultation and community involvement in the development of the plan is of paramount importance given the volunteer nature of the fire service.

#### 3.1 Campbellford / Seymour / Percy / Hastings Joint Official Plan

The Joint Official Plan for the Municipality of Campbellford/Seymour, the Township of Percy and the Village of Hastings provides a framework for the evolution of the communities for the next fifteen years. The Joint Official Plan for the three municipalities was prepared prior to amalgamation. The important vision statements in the context of the Strategic Master Fire Plan are:

*“We take pride in our safe, family-oriented neighborhoods.”*

*“Campbellford, Warkworth and Hastings take pride in their prosperous and attractive downtowns which are the recognized retail and service centres of the community.”*

*“Citizen Action is the foundation upon which the community is built, as demonstrated by the many community organizations working together to maintain the high quality of life that we enjoy”.*

The Official Plan also defines the future development and the permitted land uses, the details of which are discussed in section 3.5. The above vision statements put into perspective the fire department’s role in ensuring safe communities with healthy retail and service centres, supported through citizen action.

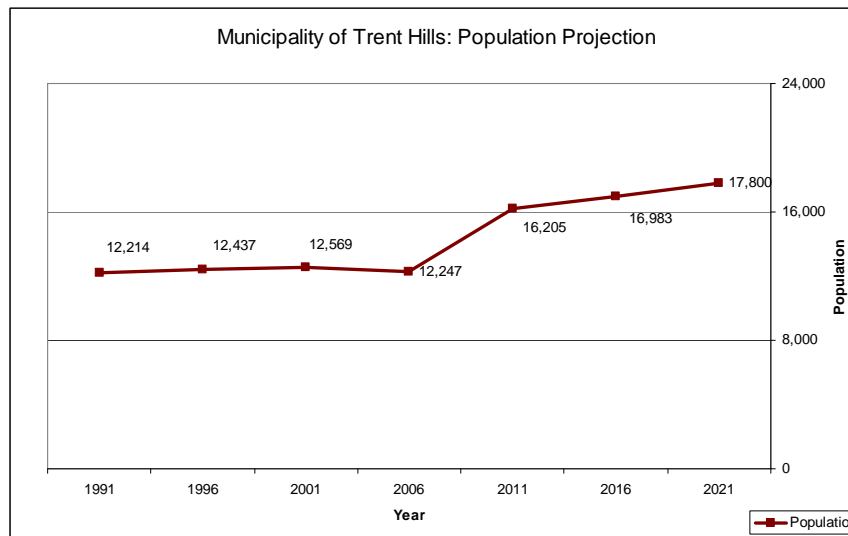
### 3.2 Geography and Urban Form

The Municipality of Trent Hills is located approximately 40 kilometers (km) northeast of Cobourg. It covers an area of approximately 511 square kilometers, consisting of mainly wooded rolling hills and farm fields. There is a 198 hectare provincial park (Ferris Provincial Park), just south of 6<sup>th</sup> Line road in Campbellford. The Trent-Severn Waterway winds its way through the heart of the Municipality. The waterway is a major barrier in providing effective fire service to the entire Municipality, because of limited road connections across it.

The rural areas are a patch work of farm fields, wood lots and rolling hills. The rich historical heritage and the Trent-Severn Waterway attract visitors and seasonal residents to the area. Development in the Municipality is stable with low growth.

### 3.3 Population and Employment

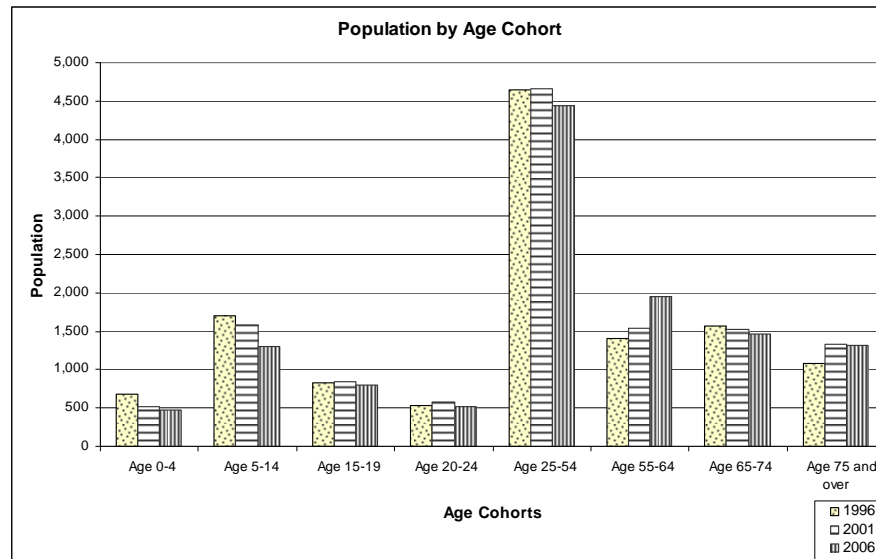
The Municipality has a current (2006) estimated population of 12,247 people and 5,640 jobs. Over the last 15 years the population has remained relatively stable, as shown in **Figure 1**. To project the population growth for the next 15 years, an annual population growth rate of one percent per annum was applied.



**Figure 1. Population Projections, Municipality of Trent Hills**

By the year 2021 it is assumed that the population would have grown to over 14,000 people (up by roughly 2,000 people from 2006).

The Municipality has witnessed a drop in the “Age 5-54” age cohorts and an increase in the “Age 55-64” cohort, which is an indication of a generally aging population, as shown in **Figure 2**.



**Figure 2. Population by Age Cohort, Municipality of Trent Hills**

Employment levels have remained fairly stable over the past 15 years. The total employment in the Municipality dropped marginally between 2001 and 2006. The service industry experienced the greatest decline between 2001 and 2006, followed by the manufacturing and construction industry. The agriculture and resources section experienced a slight increase in employment levels over the same period of time. The total employment levels as well as the break down by industry are shown in **Figure 3**. In **Figure 4**, a breakdown of Labour Force is provided by sector.

Based on our discussions with the Municipality, no significant change in population or industrial profile is expected to occur. The pattern is one of stable, incremental growth.

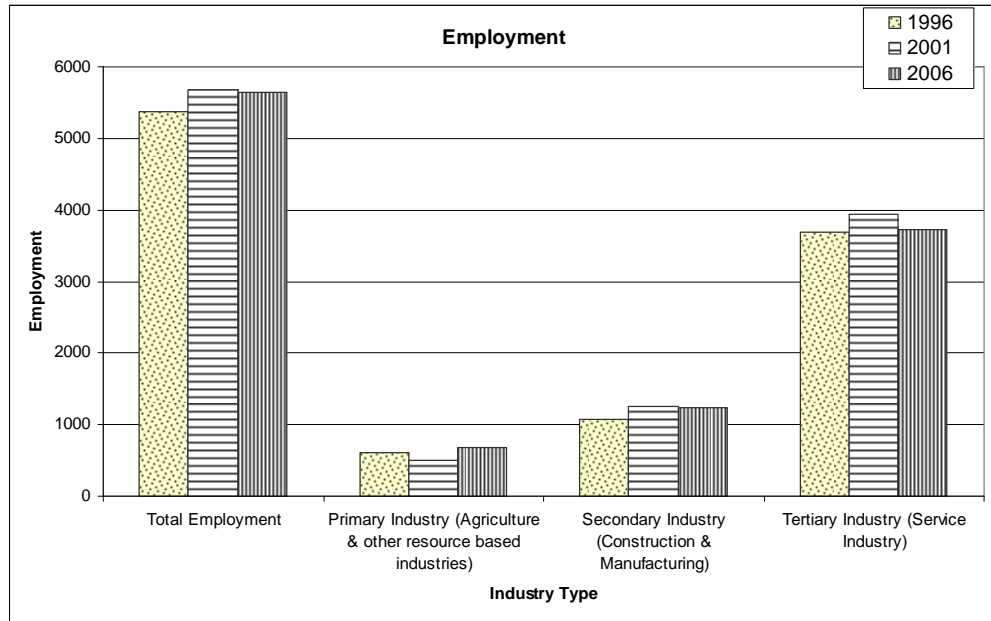


Figure 3. Employment by Type, Municipality of Trent Hills

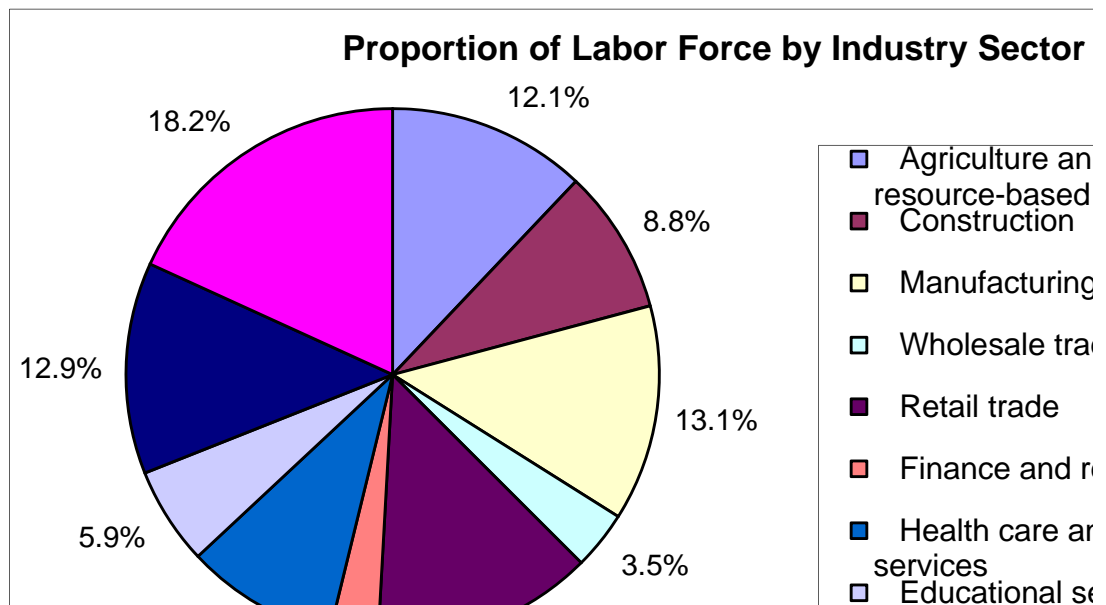
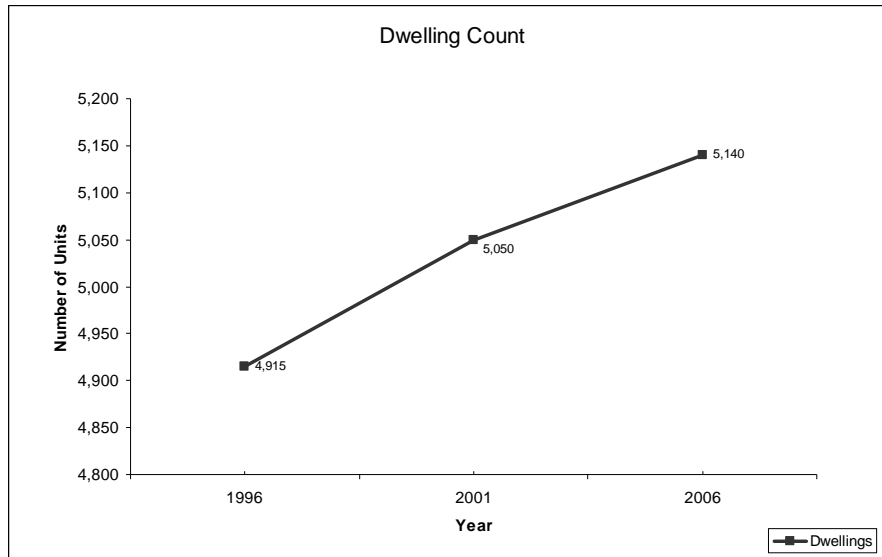


Figure 4. Breakdown of the Labour Force in Trent Hills

### 3.4 Housing Stock

The Municipality has recorded a nearly 4.6% growth in dwelling units from 1996 to 2006, as shown in **Figure 5**.



**Figure 5. Number of Dwelling Units, Municipality of Trent Hills**

As shown in **Table 2**, the housing stock in the Municipality is primarily made up of single family detached units, followed by apartment buildings that are fewer than five storeys high. A majority of the dwellings (79.2 %) are over 24 years old, built prior to 1986.

**Table 2. Dwelling Unit Characteristics, Municipality of Trent Hills**

Type of Dwelling	Pct of Total Stock
Single-detached houses - as a % of total occupied private dwellings	85.3
Semi-detached houses - as a % of total occupied private dwellings	1.8
Row houses - as a % of total occupied private dwellings	1.4
Apartments; duplex - as a % of total occupied private dwellings	1.5
Apartments in buildings with fewer than five storeys - as a % of total occupied private dwellings	8.8
Apartments in buildings with five or more storeys - as a % of total occupied private dwellings	0.0
Other dwellings - as a % of total occupied private dwellings	1.1
Number of dwellings constructed before 1986	4,075
Number of dwellings constructed between 1986 and 2006	1,065



### 3.5 Land Use Pattern

The Municipality is predominantly rural in nature with three primary urban centres, which are the former town of Campbellford, the former village of Hastings and the community of Warkworth. The Municipality also includes a large number of water bodies, with the Trent-Severn Waterway bisecting the region. The region is rich in resources with resource extraction areas spread around the Municipality.

### 3.6 Road Network Considerations

In Campbellford there are two bridges crossing the Trent River. The first bridge is located on Bridge Street, in downtown Campbellford. This two-lane bridge is the primary route to cross the river, which results in high levels of congestion during peak hours. The second bridge (Hastings Bridge) is a swing bridge located on Trent Drive, close to the intersection with Industrial Drive. Having only two river crossings presents an obstacle for emergency vehicles as it reduces their travelling options, and the traffic volumes can impede their travel. An Environmental Assessment is currently being conducted to determine the feasibility of constructing another bridge across the river. This was initiated in response to the high demand across the current bridge during the peak hours. The timing for completion of the EA is unknown at present.

### 3.7 Consultation

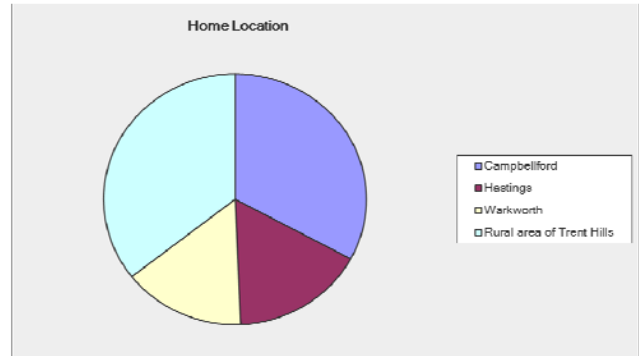
#### 3.7.1 Input from Stakeholders and the Public

An initial meeting with the Municipal staff provided invaluable input about some of the issues and points of concern. The Municipal staff indicated that consistency of service across the Municipality is a key goal. The growing number of medical calls was raised as one of the issues. In addition, the Municipal staff are seeking to know how they can best manage the service as Trent Hills continues to evolve. This includes how to handle administration, the programs that they need to invest in and provide, and the number of paid and volunteer fire fighters required. The cost of providing these services as the Municipality continues to grow is also a key consideration.

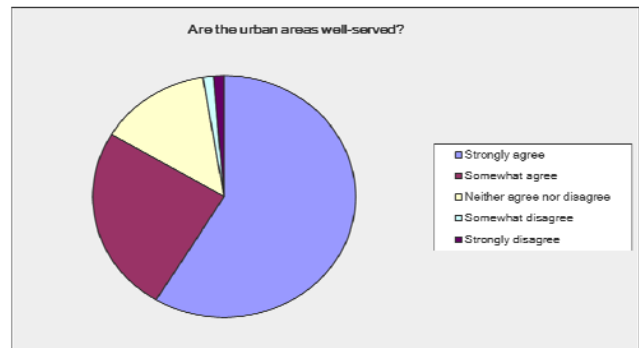
#### On-Line Survey

An online survey was developed early in the study to provide a forum for public consultation. The survey included eight (8) questions about fire service in Trent Hills. The survey was online from January 26 to April 25, 2011, and received eighty (80) responses. The following summarizes key findings from the online survey. The survey form is provided in **Appendix A**.

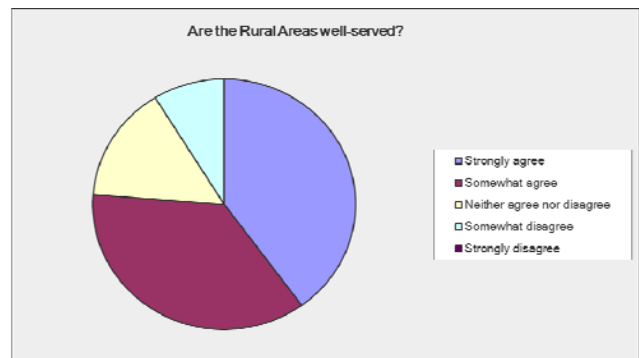
The geographic distribution of the responses was reflective of the Municipality’s population, as shown in the pie chart at right.



When asked about the existing services of the Trent Hills Fire Service, eighty-four (84) percent of the respondents either agreed or strongly agreed that the urban areas of Campbellford, Hastings and Warkworth are well-served.



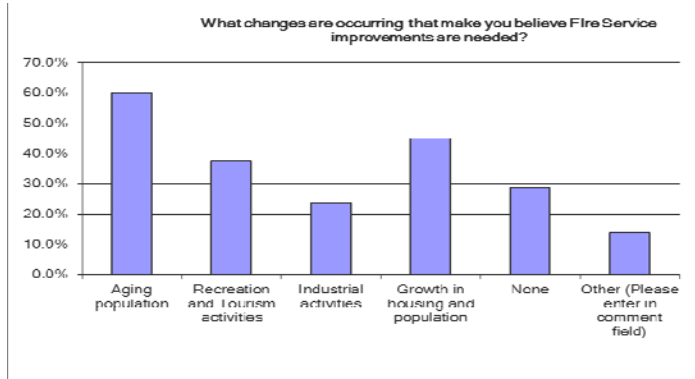
A slightly lower percentage (76%) either agreed or strongly agreed that the rural areas are also well-served. No-one disagreed.



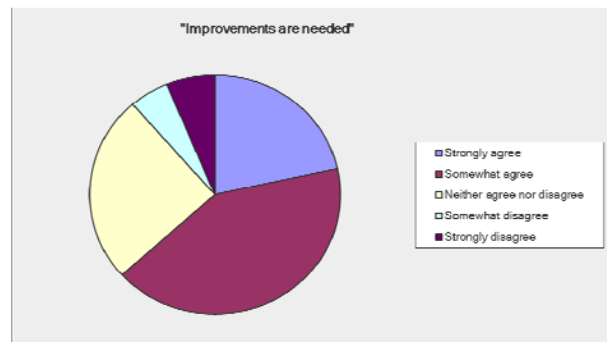
A variety of responses was provided regarding the role of the Trent Hills Fire Service. All respondents recognized the role of extinguishing fires. Many also mentioned the provision of other emergency services such as medical response, and some recognized the public education and training role. Very few respondents did not understand the basic functions. Of the eighty responses, the following numbers recognized specific functions such as:

- Education 16
- Inspection 5
- Rescue 36
- Fire 68
- Medical 29

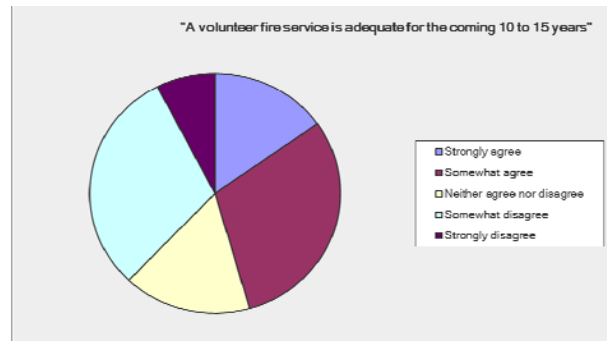
When asked about potential changes to the Fire Service, sixty percent cited an aging population as a reason to improve service, which was the most frequent response. The second highest response was ‘growth in housing and population’, at forty-five percent.



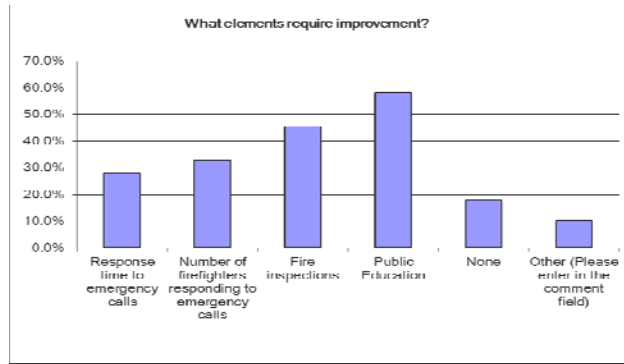
Asked if the changes they see happening justify improvements to the Fire Service, 63% agreed or strongly agreed. Only 11% disagreed or strongly disagreed.



Testing this same issue through another question (though this also broadened the issue), 45% of respondents agreed or strongly agreed with the statement, “a volunteer Fire Service is adequate for the Municipality’s needs over the coming 10 to 15 years”. Close to 38% disagreed or strongly disagreed. Sixteen percent neither agreed nor disagreed. Overall this shows a lack of strong consensus on this issue.



In terms of improvements to the Fire Service, the top two suggestions were public education (58%) and fire inspections (46%).



Respondents were also asked for other opinions and comments regarding the Fire Service. Thirty-seven out of 80 respondents commented. A number commented on the need to create a more unified or standardized fire service across all three communities. Several cited the need for full-time staff. Only a small number commented on fire hall locations. A few also questioned the resources spent on equipment.

Overall, the online survey indicates support for and recognizes the effort of the Trent Hills Fire Service. It can be concluded that there is support for improving the service, though due to the technical nature of the fire-fighting profession and the complexities of governance, specific ideas are sometimes limited. Additional comments and responses can be found in the full summary of responses.

### 3.7.2 Input from firefighters

In November, 2010 firefighters in Campbellford, Hastings and Warkworth were invited to participate in a survey to gather input on existing conditions and concerns regarding fire service operations in the Municipality of Trent Hills. The surveys were provided in meetings with Peter Sells and Doug Burgin. Firefighters were given hard copies of the survey, and had the option to remain anonymous in their response.

The following presents the questions asked of the firefighters, and provides a summary of the responses received – first by station, and then the general opinion (if one consistent opinion is present). Names are not attached to any of the responses. The complete set of responses is shown in **Appendix B**.

Question 1: What are some of the main issues/concerns regarding fire suppression and protection in your response area and in Trent Hills overall?

*Hastings:* The need for more manpower, and some call locations are going to the wrong hall and need to be corrected.

*Warkworth:* A lack of water in the pond during the winter, and attendance issues.

*Campbellford:* The Bridge in Campbellford and the difficulties of crossing it.

*All 3 Stations:* There is a lack of manpower and an issue of people not showing up for duties.

Question 2: Do you have any comments regarding radio communications?

*Hastings:* Poor signal for pages and radio calls, and a need for upgraded radio equipment.

*Warkworth:* Dispatch calling the wrong hall and the dispatchers having a lack of knowledge.

*Campbellford:* radio communications are sufficient for their area.

*All 3 Stations:* there is too much chatter over the radio and there need to be more channels to address this.

Question 3: Comments regarding the flow of information within the Fire Service and the degree of input that is permitted.

*Hastings:* Any input from the firefighters does not get addressed or recognized and there needs to be more open communication between the chiefs and everyone else.

*Warkworth:* Communication between municipality and fire service needs to be improved but general input is taken well.

*Campbellford:* The flow of information is good and input is received well if you can back it up.

*All 3 Stations:* There appear to be very different situations in all three halls.

Question 4: Comments regarding the current levels of training and professional development available.

*Hastings:* New firefighters should be required to take the Norwood training course.

*Warkworth:* Training is available but no one has to take the initiative to complete it.

*Campbellford:* Opportunities are available if you want to take them

*All 3 Stations:* There appears to be general satisfaction with the training available.

Question 5: Do you feel that Trent Hills offers you opportunities for career advancement within the organization?

*Hastings:* There is not a high turn-over rate with the senior positions and they have been short a chief for a year, but the opportunity presents itself to advance.

*Warkworth:* Nearly impossible to move up the ranks and if one did, it was based on seniority.

*Campbellford:* Opinions were varied, but most believe they can't advance because they are all volunteers.

*All 3 Stations:* Opinions were split, but the general response appears to be negative, which is not entirely surprising given that it is a volunteer force.

Question 6: Do you have any comments or concerns regarding staffing? For example, should there be full-time paid staff? Or maintain the volunteer system?

*Hastings:* Keep the volunteers but they need more manpower.

*Warkworth:* Maintain volunteers but consider implementing part-time staff.

*Campbellford:* Maintain volunteer staffing.

*All 3 Stations:* There is a need for a full-time chief and fire prevention officer.

Question 7: Comments regarding fleet and equipment

*Hastings:* The fire hall is not big enough and does not have meeting or training space. Also, the hall door is not big enough for the trucks and all departments should have the same equipment.

*Warkworth:* Fleet and equipment are sufficient, but the trucks do not fit in the hall.

*Campbellford:* They are equipped well, especially for the size of the region.

*All 3 Stations:* Fleet and equipment are adequate, but the increasing size of fire trucks means the halls are too small.

Question 8: Given population/demographic trends, what key service improvements do you think may be required?

*Hastings:* More manpower and possibly a new hall.

*Warkworth:* There should be a pay increase for their new responsibilities; “leadership”.

*Campbellford:* There should be some full-time employees. Need to be able to address increasing medical calls.

*All 3 Stations:* There needs to be better education and fire prevention in the area.

Question 9: Are there any other comments you would like to share regarding fire service in Trent Hills?

*Hastings:* The need for proper management software for day to day and hourly records; department communications also need to improve.

*Warkworth:* Require additional office space, meeting room and fleet space.

*Campbellford:* Should be one chief; need to unite the three halls as one service.

*All 3 Stations:* There needs to be more unity between the 3 fire halls and this can be accomplished with the implementation of a single fire chief for Trent Hills.

In summary, many of the firefighters surveyed are generally happy with their hall and working conditions. A number of comments and observations were made several times, including:

- Overall satisfaction with locations of the three halls, but each needs to be larger;
- Concern regarding daytime employment in other communities, resulting in delayed response times;
- Desire for improved communications and coordinated training among the three halls;
- Generally satisfied with fleet and equipment at each of the halls, but a desire to have more consistency with equipment;
- Radio system improvements are needed;
- There are limited opportunities for advancement; and
- A single chief and unity as one service are important goals.

## 4.0 FACILITIES, APPARATUS & EQUIPMENT, COMMUNICATIONS & OPERATIONAL REVIEW

This Section documents the detailed review of each division of the fire department.

### 4.1 Facilities Review

Each station was visited and reviewed with respect to condition, adequacy of size and access, and the potential for expansion if needed.

#### 4.1.1 Campbellford/Seymour

The Campbellford/Seymour Fire Station is located on Front Street, in the centre of Campbellford. This is an older building with three apparatus bays. The bays are not adequately sized for modern fire-fighting apparatus. There is very little space for meetings, training or storage of equipment. Access is also somewhat constrained by the lack of setback from Saskatoon Avenue.



The station is centrally with respect to the urban development of Campbellford. This is an advantageous location in terms of both access for volunteers and response to emergency incidents. One issue is the presence of the Trent-Severn Waterway, which bisects Campbellford. There is only one bridge across the Waterway in the urbanized area of Campbellford. This crossing is only two lanes wide, and is heavily used. The County and the Municipality have initiated an Environmental Assessment which is intended to assess opportunities for expanding road capacity across the river.

It is understood that there are potentially properties available for alternative station locations, on both the east and west sides of the Waterway.

Given the deficiencies of the existing building, it is recommended that consideration be given to alternative station locations. Subsequent chapters of the report address the needs of this station, first in terms of the overall vision for the Trent Hills Fire Service, and then in terms of the specific requirements for the station.



## 4.1.2 Hastings

The Hastings Fire Station is well-located on Victoria Street, central to the developed downtown of Hastings. The station has good access and a generous tarmac for the manoeuvring of fire apparatus. The building has been adequately maintained but is being utilized beyond its current capacity. The three full-sized apparatus bays are adequate for the present fleet but would not accommodate any additions (it is recommended later in this report that a tanker be located in this station). The fourth bay which currently is occupied by the rescue boat and trailer, would not accommodate a full-sized fire apparatus.



The station does not have any dedicated office space for senior officers, nor any secure records storage. The common meeting/radio room is not large enough to accommodate the entire staff for meetings, training or debriefings. There are no living quarters so therefore it is not feasible for full-time firefighters.

Any future replacement of this station should consider orienting the apparatus bays parallel with Victoria Street. This configuration would allow for a larger building footprint which would potentially address all of the issues mentioned above without the need of a second storey.

Hastings is divided by the Trent River, but the bridge does not impose the same restrictions as in Campbellford. There is no indication of restrictive levels of bridge traffic. Disruptions in bridge access are manageable. As an example, the December, 2010 bridge closure was managed by the placement of firefighting resources on the opposite side of the bridge before the closure and the notification of mutual aid partners as to the possibility of additional coverage for the town of Hastings. That closure was scheduled with adequate notice, but in the event of an unscheduled or emergency closure, the same steps could be enacted within less than an hour, with Campbellford and Warkworth on standby within minutes.

### 4.1.3 Warkworth

The Warkworth Fire Station is located on Old Hastings Road, just outside of the developed urban area of Warkworth. The station is well-located to cover Warkworth and the rural areas and roadways of the southwestern portion of Trent Hills. With only two apparatus bays, the station has become too small for its current usage, let alone for any additions to the fleet or equipment inventory.



The station does not have any dedicated office space for senior officers, nor any secure records storage. The common meeting/radio room is not large enough to accommodate the entire staff for meetings, training or debriefings. There are no living quarters so therefore no feasible for full-time firefighters.

## 4.2 Apparatus and Equipment Review

A detailed review of the available apparatus and equipment was undertaken at each facility location. The tables below provide a summary for each location in the municipality.

### 4.2.1 Campbellford/Seymour

In Campbellford/Seymour, the 1987 tanker should be considered for replacement. It is well past the 20 year horizon of first line certification and now requires annual certification for use. The 1991 pumper could be considered for replacement as it is approaching the end of its 20 years 1<sup>st</sup> line certification. Further details are shown in the table below in **Table 3**:

**Table 3. Cambellford/Seymour Apparatus**

<b>Apparatus</b>	<b>Description</b>
Pumper/Rescue #670	<ul style="list-style-type: none"> <li>• 2008 E-One</li> <li>• 6000L/min (1250 gpm U.S) pump</li> <li>• 4600 litre (1000 imperial gallon) tank</li> <li>• Equipped with accessory equipment, Class A foam system and heavy hydraulic rescue tools</li> </ul>
Pumper #671	<ul style="list-style-type: none"> <li>• 1991 Almonte</li> <li>• 4000L/min (840 gpm U.S) pump</li> <li>• 4600 litre (1000 imperial gallon) tank</li> <li>• Equipped with accessory equipment and portable pump</li> </ul>
Tanker #686	<ul style="list-style-type: none"> <li>• 1987 International</li> <li>• 7000 litre (1550 imperial gallon) tank</li> <li>• Two portable water tanks</li> <li>• Equipped with accessory equipment</li> </ul>
Tanker #685	<ul style="list-style-type: none"> <li>• 1995 Almonte</li> <li>• 11,500 litre (2500 imperial gallon) tank</li> <li>• 27 hp front bumper mounted pump</li> <li>• Two portable water tanks</li> <li>• Equipped with accessory equipment</li> </ul>
Light Rescue-Medical Response #694	<ul style="list-style-type: none"> <li>• 1996 Freightliner</li> <li>• Equipped with accessory equipment, medical equipment/defibrillator and rope rescue equipment</li> </ul>
Rescue #699	<ul style="list-style-type: none"> <li>• 1999 Volvo</li> <li>• Carries station personnel's PPE</li> <li>• Equipped with accessory equipment heavy hydraulic rescue tools</li> </ul>
Aerial Platform #690	<ul style="list-style-type: none"> <li>• 1992 LTI – Refurbished 2010</li> <li>• 6000 L/min (1250 gpm U.S) pump</li> <li>• 1400 litre (300 imperial gallon) tank</li> <li>• 29 metre (95 foot) aerial platform device</li> <li>• Equipped with accessory equipment</li> </ul>
Utility Pick Up-Bruch Truck #695	<ul style="list-style-type: none"> <li>• 1998 Dodge Ram</li> <li>• 11 hp portable pump</li> <li>• 1000 litre (225 imperial gallon) tank</li> <li>• Equipped with accessory equipment and a Pre-piped hose reel as well as a Scotty 19 litre (5 imperial gallon) Class A foam`</li> </ul>
Trailer #684	<ul style="list-style-type: none"> <li>• 1000 litre (225 imperial gallon) tank</li> <li>• Equipped with accessory equipment</li> </ul>

Apparatus	Description
	<ul style="list-style-type: none"> <li>• Pulled by unit #692</li> </ul>
Command Vehicle #693	<ul style="list-style-type: none"> <li>• 1996 Ford Elande Motor Home</li> <li>• Equipped with accessory equipment</li> </ul>
Rescue Boat	<ul style="list-style-type: none"> <li>• 1996 SeaNymph</li> <li>• 5 metre (17 foot) boat</li> <li>• 2006 30 hp Yamaha engine</li> <li>• Equipped with accessory water rescue equipment</li> </ul>
Chief Vehicle #692	<ul style="list-style-type: none"> <li>• 2004 Dodge Ram</li> </ul>

#### 4.2.2 Hastings

The age of the fleet in Hastings is less of an issue – there is no equipment over 20 years in age. One piece to make note of is the 1992 pumper, which has only a few years left before it reaches its 20 year limit. The details are shown in the table below in **Table 4**:

**Table 4. Hastings Apparatus**

Apparatus/	Description
Pumper #1171	<ul style="list-style-type: none"> <li>• 2011 Fort Garry</li> <li>• 5 person cab</li> <li>• 5000L/min (1050 gpm U.S) pump</li> <li>• 4600 litre (1000 imperial gallon) tank</li> <li>• Equipped with accessory equipment and Class A foam system</li> </ul>
Pumper #1170	<ul style="list-style-type: none"> <li>• 1992 Almonte</li> <li>• 2 person cab</li> <li>• 5000L/min (1050 gpm U.S) pump</li> <li>• 4600 litre (1000 imperial gallon) tank</li> <li>• Equipped with accessory equipment and a Class A foam system</li> </ul>
Rescue #1190	<ul style="list-style-type: none"> <li>• 2003 Asphodel</li> <li>• 2 person cab with jump seats in rear</li> <li>• Equipped with accessory equipment and heavy hydraulic rescue tools</li> </ul>
Utility Pick Up-Brush Truck #1191	<ul style="list-style-type: none"> <li>• 2004 Chevrolet Silverado</li> <li>• 5 ½ hp portable pump</li> <li>• 700 litre (150 imperial gallon) tank</li> <li>• Equipped with accessory equipment</li> </ul>

<b>Apparatus/</b>	<b>Description</b>
Rescue Boat #1192	<ul style="list-style-type: none"> <li>• Age not identified</li> <li>• 5 ½ metre (18ft) boat</li> <li>• 60 hp Yamaha Engine</li> <li>• Equipped with accessory water rescue equipment</li> </ul>

#### 4.2.3 Warkworth

The Warkworth fleet is also in fairly modern. It does have one 1991 tanker which has one year of service left and could be considered for replacement. Details are listed below in **Table 5**:

**Table 5. Warkworth Apparatus**

<b>Apparatus</b>	<b>Description</b>
Pumper #1470	<ul style="list-style-type: none"> <li>• 1998 Fort Garry</li> <li>• 2 person cab</li> <li>• 4000L/min (840 gpm U.S) pump</li> <li>• 4600 litre (1000 imperial gallon) tank</li> <li>• Equipped with accessory equipment and Class A foam to crosslays</li> </ul>
Tanker #1480	<ul style="list-style-type: none"> <li>• 1991 Dependable</li> <li>• 11hp portable pump</li> <li>• 6800 litre (1500 imperial gallon) tank</li> <li>• Two portable water tanks</li> <li>• Equipped with accessory equipment</li> </ul>
Pumper/Tanker #1481	<ul style="list-style-type: none"> <li>• 2010 Crimson-Dependable</li> <li>• 2 person cab</li> <li>• 6000L/min (1500 gpm U.S) pump</li> <li>• 11,500 litre (2500 imperial gallon) tank</li> <li>• Portable water tank</li> <li>• Equipped with accessory equipment</li> </ul>
Utility Pick Up-Brush Truck #1490	<ul style="list-style-type: none"> <li>• 1997 Chevrolet</li> <li>• 18 hp portable pump</li> <li>• 1400 litre (300 imperial gallon) tank</li> <li>• Equipped with accessory equipment and a Pre-piped hose reel</li> </ul>
Rescue #1491	<ul style="list-style-type: none"> <li>• 2004 Asphodel</li> <li>• Lost due to vehicle fire in the fall of 2010</li> <li>• To be replaced</li> </ul>
Chief Vehicle #1493	<ul style="list-style-type: none"> <li>• GMC Canyon</li> </ul>

#### 4.2.4 Equipment

The heavy hydraulic rescue tool located in the Hastings station consists of a Hurst brand power plant-hydraulic oil pump combined with TNT brand rescue tools. It appears that this mismatched system has been adapted in house in order to function. This may void any warranties on the equipment and may pose some safety concerns/considerations with the operation of a mismatched system. This should be investigated through both manufacturers identified to confirm compatibility and warranty status.

The Self Contained Breathing Apparatus (SCBA) have been standardized recently throughout the Department to ISI Viking units. There are still a large number of Scott brand SCBA cylinders in service. In order to stay in compliance with NIOSH and CSA standards users must use the correct SCBA manufacturer cylinders. It is recommended that all Scott air cylinders be removed from use on the SCBA's based on the compliance issues as aforementioned. The Scott cylinders could be utilized for pneumatic operated tools such as air chisels and air bags but should not be intermixed with the ISI SCBA on the apparatus.

With respect to Personal Protective Equipment (PPE) (i.e. bunker suits), the Department has a confirmed cleaning and maintenance contract in place. As well, they are working toward providing personnel with a second set of PPE. There did not appear to be any issues with the handling/care and maintenance of PPE.

There was no evidence of an annual hose testing program within the Department.

Recommendations are as follows:

- A formal hose testing program should be implemented within the Department along with appropriate record keeping of same;
- Equipment standardization should commence within this Department. This should include the standardization of the purchase of equipment as well. A more formalized budget submission plan needs to be implemented prior to purchase (with the best interest of the Fire Department as a whole being reviewed); and
- Create a purchase recommendation/review committee with membership from all three stations but with the final approval coming from one individual (Fire Chief).

## 4.2.5 Communications Review

### Fire Dispatch

The current arrangement for fire dispatch is a contract with a private communications service provider in Peterborough. Dispatches are sent only to the radios of the firefighters attached to the hall corresponding to the incident location. Other Trent Hills firefighters MAY hear tones on their radios, if they are monitoring the dispatch channel. Normally, the First on Scene firefighter calls back for additional help as needed. A common dispatch channel is used for fireground traffic. A preferable arrangement would be a separate tactical channel for on-scene communications, to avoid problems with channel traffic and to enhance fireground safety.

Currently, many Campbellford firefighters monitor the dispatch channel, and will act early on their own judgement to respond to assist with calls in Warkworth or Hastings based on the information that they hear. This is not a problem in its own right, but it does lead to an uneven level of operational response due to the fact that it is not a reciprocal arrangement, i.e. Warkworth and Hastings firefighters will wait until they are specifically dispatched before responding. This situation could be remedied through the adoption of a 'box alarm' system in which the primary hall is dispatched with the secondary hall or halls put on a standby or alert status.

Alternatives to the private dispatch provider should be explored on the next occasion that the contract is up for renewal. These alternatives may include contracting for service with other municipalities in Eastern Ontario who maintain their own fire or police dispatch.

The concept of a County Fire Dispatch Centre, which had been previously proposed, would solve many of the issues described above. Access to multiple channels would minimize congestion. Being part of the fire service would help to bring dispatch within the command communication process. The level of expertise and competence of the dispatchers/communicators and their familiarity with fire service operations would be increased over the status quo.

Either of these options - contracted service to another fire dispatch centre or the creation of a county fire dispatch centre - would provide security as a hedge against the potential failure of a private sector service provider.

## EMS Dispatch

EMS calls originate from the Ministry of Health's Central Ambulance Communications Centre. There is a perceived delay in notification of the fire department. It was noted that sometimes the fire department does not receive EMS calls to Warkworth or Hastings despite the ambulance being in Campbellford.

This issue is beyond the scope of this report. EMS dispatchers follow rigid protocols set by the Ministry of Health. These protocols often do not allow for the dispatch of tiered response agencies until after specific steps have been taken to attempt to determine the nature and seriousness of the emergency. As a result, medics will receive the call before any information is passed to fire dispatch. The resulting delay may be frustrating for firefighters, but it is not exclusively a local issue to Trent Hills.

### 4.2.6 Operational Review

The operational review has addressed response to emergency incidents, both for the service as a whole and by station. It also pro-actively considers high risk uses.

### Review of Demand Patterns and Comparison across Northumberland County

The following graphs were created using data obtained from the OFM Standard Incident Reporting and Statistics website in order to show the effectiveness of the Trent Hills Fire Department over the most recent five year period for which data is available.

The graph of Responses by Type shown in **Figure 6** indicates no significant trends of change over time. The majority of responses are EMS or Rescue (primarily auto extrication) calls.



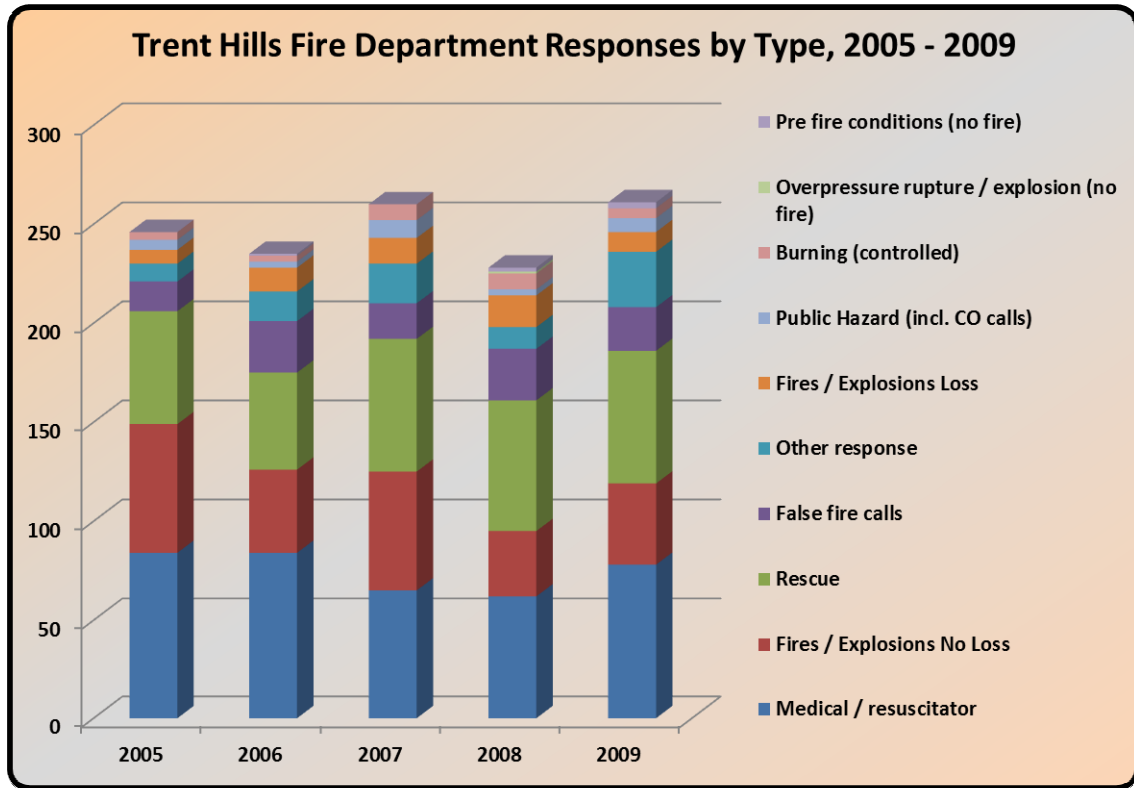
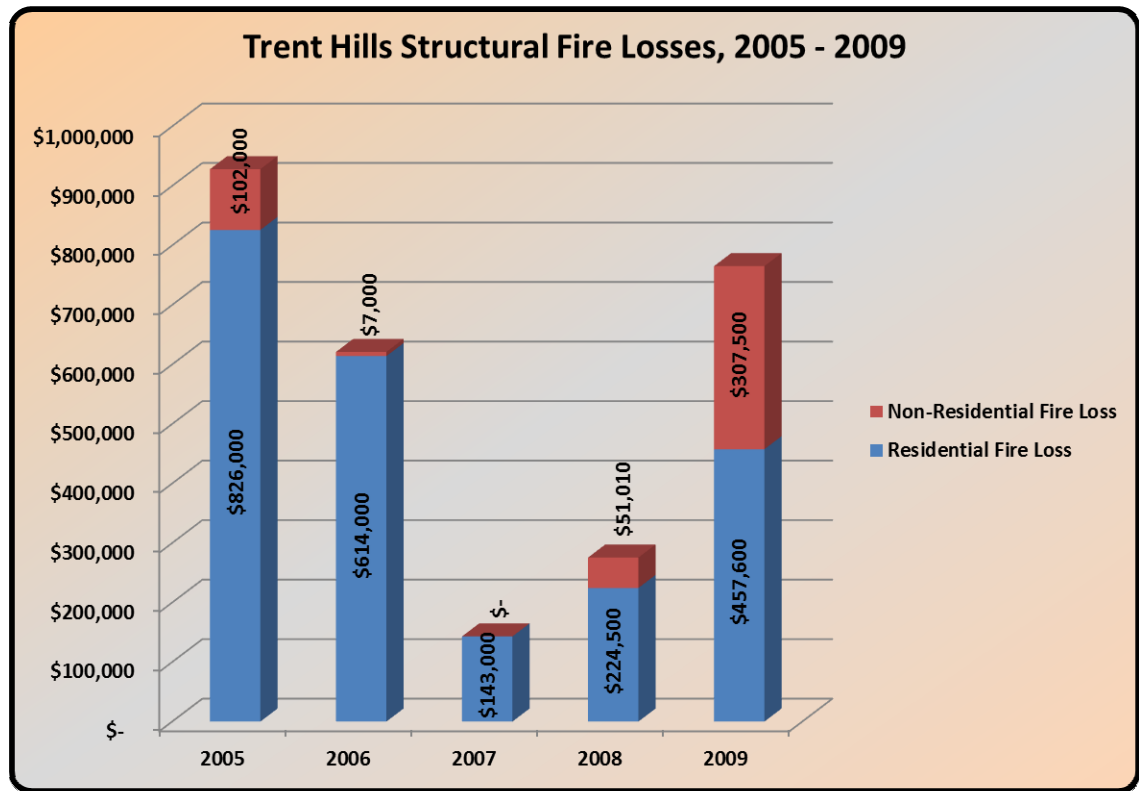


Figure 6. Responses by Type, 2005 – 2009

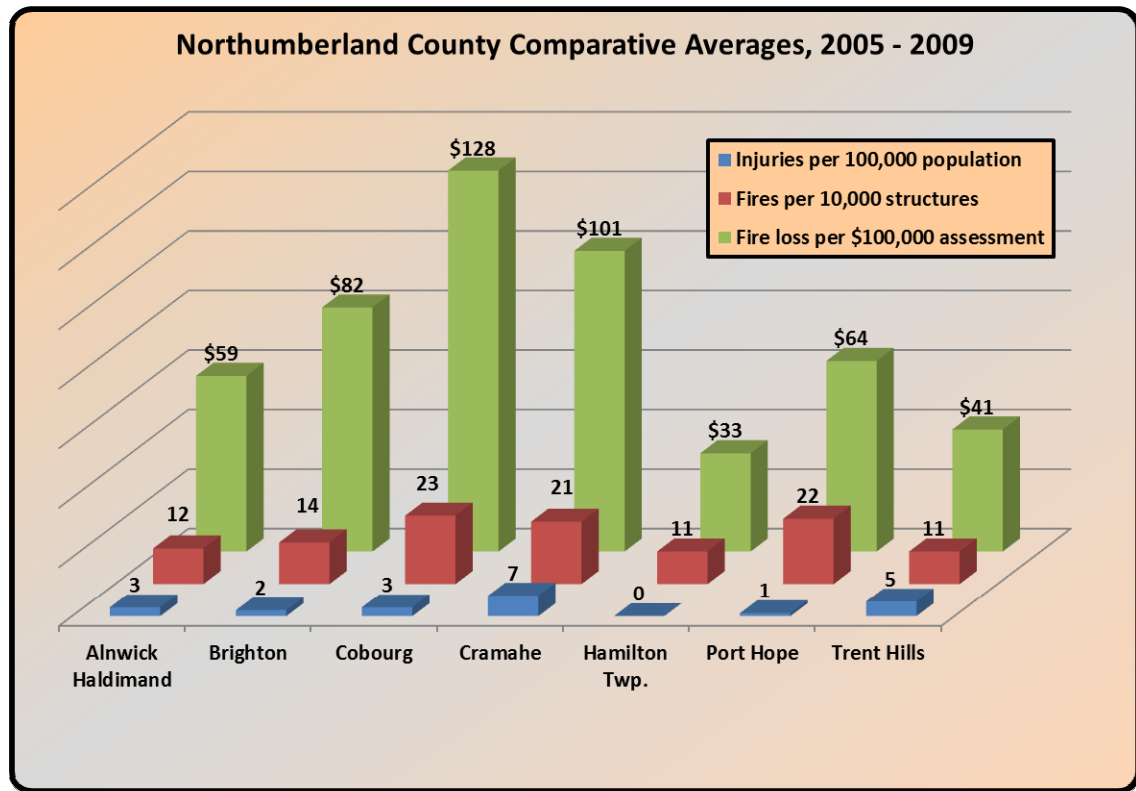
## Structural Losses



**Figure 7. Structural Fire Losses, 2005 – 2009**

The estimated fire losses across Trent Hills for 2005 through 2009 are shown above (**Figure 7**). In a small community it is difficult to draw any conclusions from this data, since the loss of a single high-valued structure would skew the losses for any particular year. A more illustrative approach would be to look at the performance of Trent Hills in comparison to similar communities over a longer time period.

### Comparison across Northumberland County



**Figure 8. Comparison across Northumberland County, 2005 – 2009**

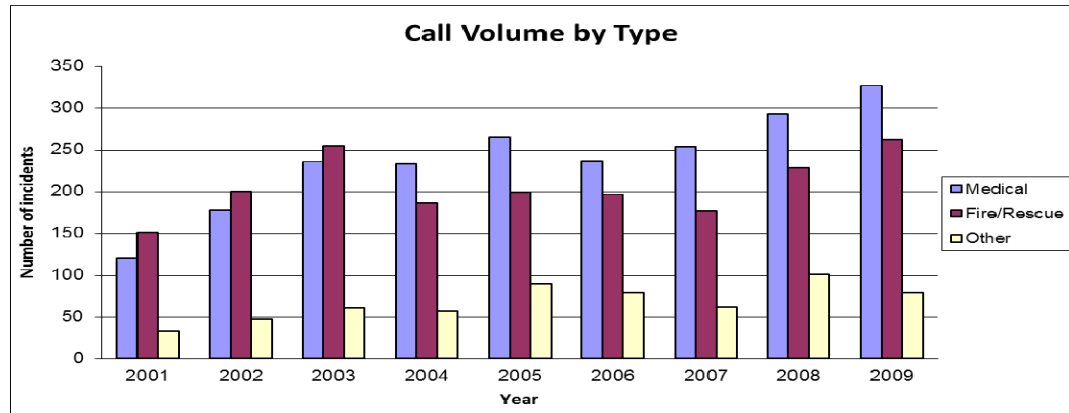
This graph of five-year averages across Northumberland County (**Figure 8**) provides a more ‘apple to apples’ comparison of the effectiveness of the Trent Hills Fire Department. Fire losses per municipal assessment is a fair measure of the effectiveness both of prevention and response, and on this measure Trent Hills shows very well against neighbouring communities.

The occurrence of fires per number of structures is also an equitable measure of the prevention efforts of a fire department and the resulting diligence in the community. On this measure, Trent Hills again is a leader in the County.

The final measure, fire injuries adjusted per population, must be taken in the context that very low numbers are generated in smaller communities. Even a five year period may not be long enough for a fair comparison. It would be logical that the number of injuries should rise and fall on average with the occurrence of fires, and this is not shown to be the case in this graph.

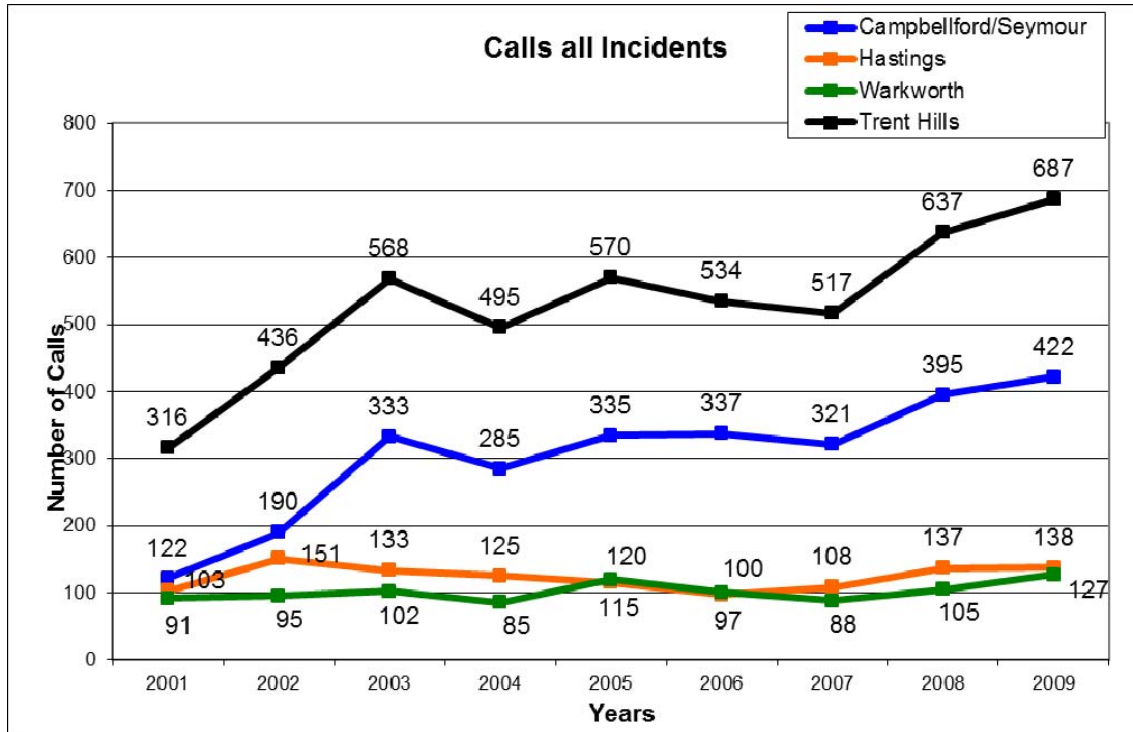
## Frequency of Calls and Response Time Analysis

**Figure 9** illustrates the history of emergency call volumes by type, over the period from 2001 to 2009. In recent years, Medical calls have represented the greatest number of incidents. Since 2001, they have generally followed an increasing trend. Fire and rescue incidents have also followed a similar trend, but have not experienced the same number of years of growth. Incidents which were classified as “other” have been fairly stable over the years.



**Figure 9. History of Emergency Call Volumes by Type**

The calls by station are broken out in **Figure 10**, from 2001 to 2009. Examining the number of responses by station over the years, it is clear that the Campbellford/Seymour station responds to the majority of calls. Over the years, the number of calls has been steadily increasing in Trent Hills. However, most of this increase is seen at the Campbellford/Seymour station while Hastings and Warkworth remain relatively stable with little increase or decrease in the number of calls they respond to. As noted under communications, it is believed that Campbellford firefighters are responding to calls in the districts of the other two stations. That can be an indicator that there are inadequate volunteer resources in Hastings and/or Warkworth.



**Figure 10. Calls by Station over Time**

The data for medical calls is shown in **Figure 11**. In 2001, it was mandated that the fire stations must also respond to medical calls. Since then, the number of medical calls responded to each year has steadily increased from a total of 121 calls in the municipality to 327, an increase of almost 200%. A similar trend can be seen in emergency responses to that seen in all incidents.

Cambellford/Seymour again responds to the majority of the calls. However, unlike the “all incidents” trend, Hastings and Warkworth did see some increase over the years and do contribute to a larger proportion of the medical calls.

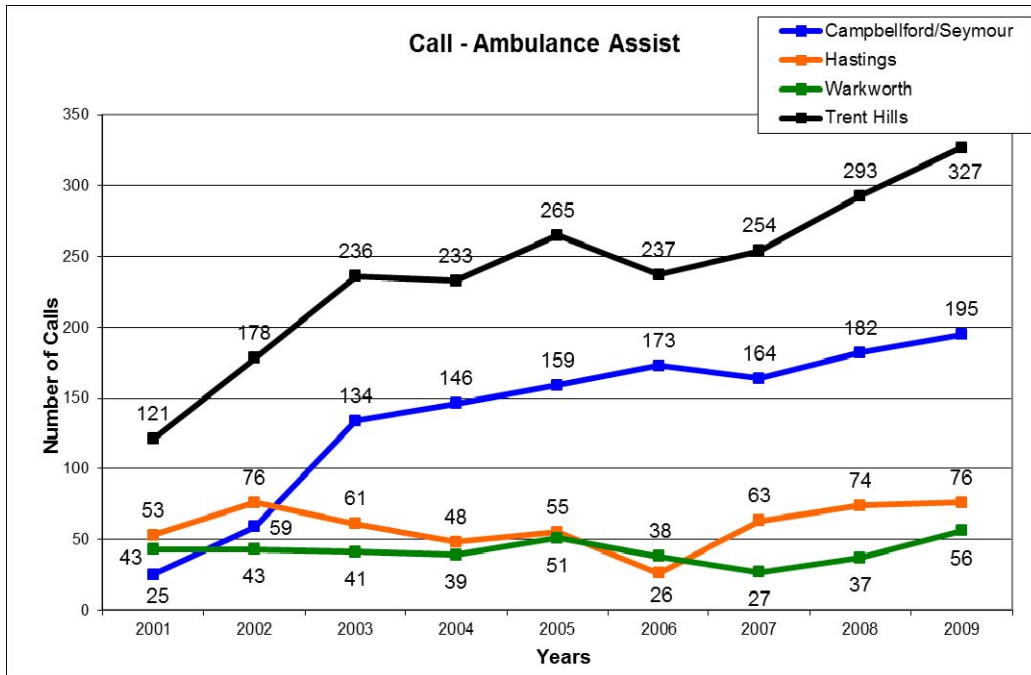


Figure 11. Response to Medical Calls over Time

Responses to fire related calls have seen an increase in recent years, as shown in **Figure 12**. However, this was after many years of decrease. Calls were highest in 2003 - that year each station responded to a record number of calls. Campbellford/Seymour responded to 58, Hastings responded to 27, and Warkworth responded to 19. In 2009, as a municipality, responses were approximately 75% of the record numbers set in 2003.

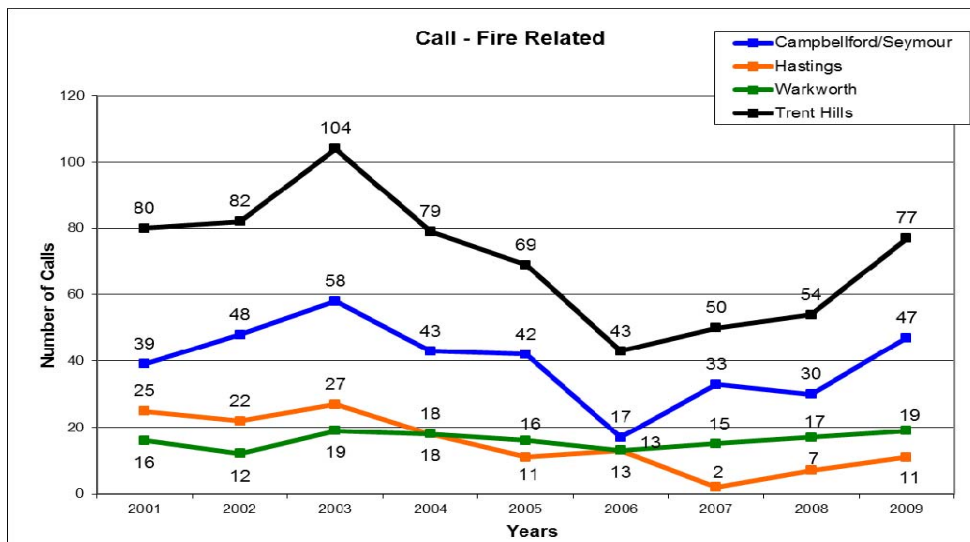
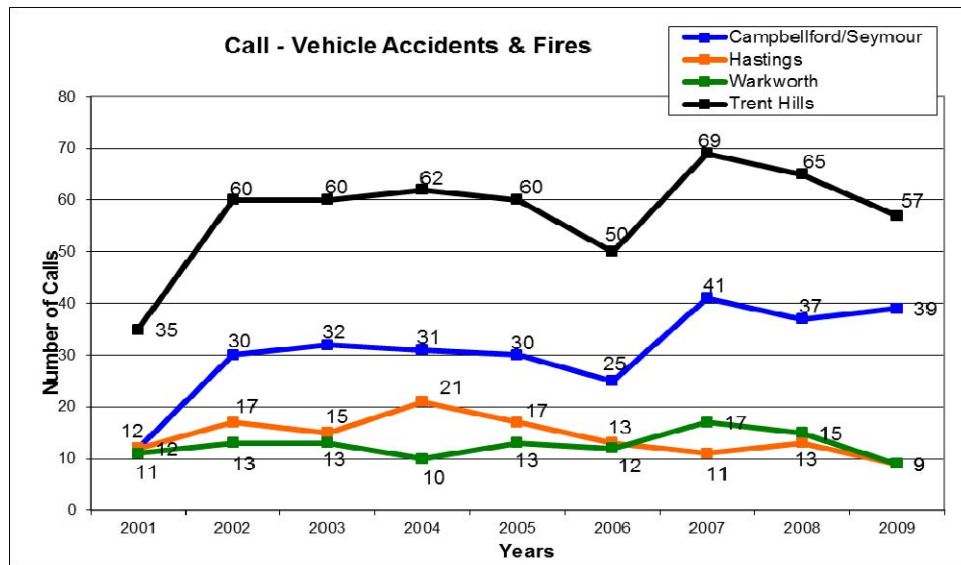


Figure 12. Change in Fire Related Calls over Time

**Figure 13** illustrates the number of calls associated with vehicle accidents and fires in the municipality. These saw a sharp increase from 2001 to 2002. Then for many years very stable numbers were exhibited, with little increase or decrease. Since 2005, there have been both years of increase and decrease, resulting in very similar numbers of responses in comparison to the years of stability.



**Figure 13. Change in Vehicle Accident and Fire Response**

### Response Time Analysis by Station

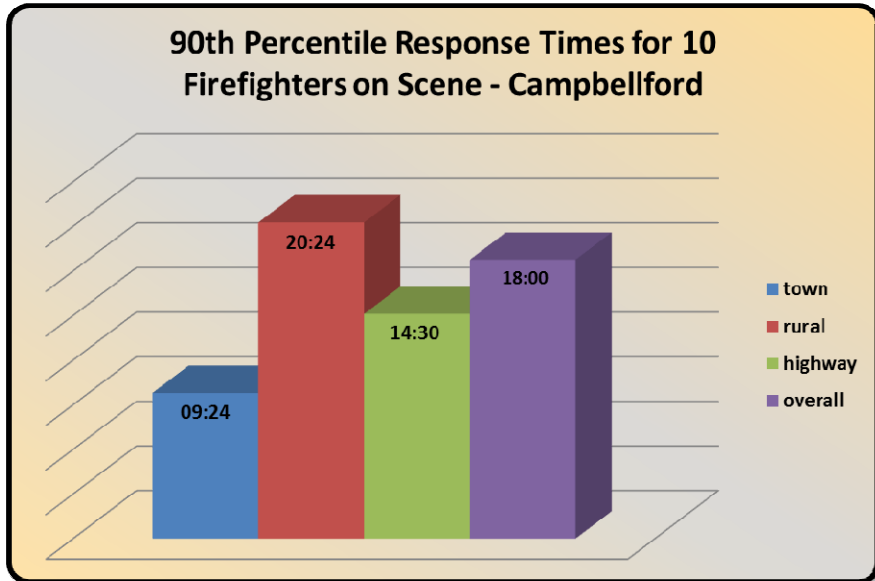
Approximately 33 months of response data were provided by the Trent Hills Fire Department and analyzed to determine any significant trends with respect to geography, time of day or day of week.

#### Campbellford

Data for responses out of the Campbellford fire hall for the period of January 2008 through September 2010 were included in the analysis.

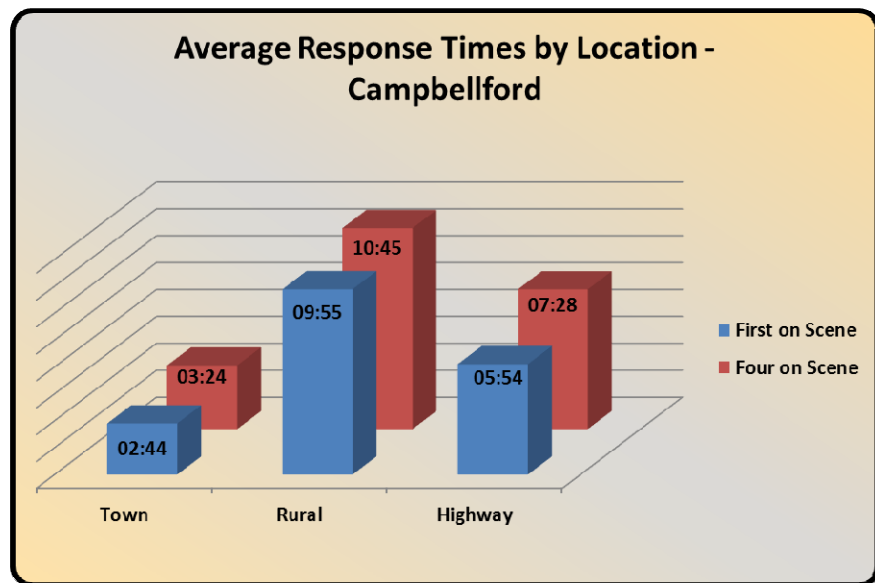
**Location**

Response has been assessed in terms of incidents in town, in the rural area and on highways. Average response times for the first firefighter on scene and the fourth firefighter on scene are excellent within the developed portion of Campbellford. Response times for highway incidents are also very good. As could be expected, rural response times are considerably longer.



**10 Firefighters on Scene**

Although the previous OFM guideline, which suggested a standard of being able to muster 10 firefighters on scene within 10 minutes, 90% of the time (10/10/90) is no longer in effect, it remains a desirable benchmark to be achieved. This analysis was limited to those responses which met the following criteria: they were of a structural firefighting nature, and at least 10



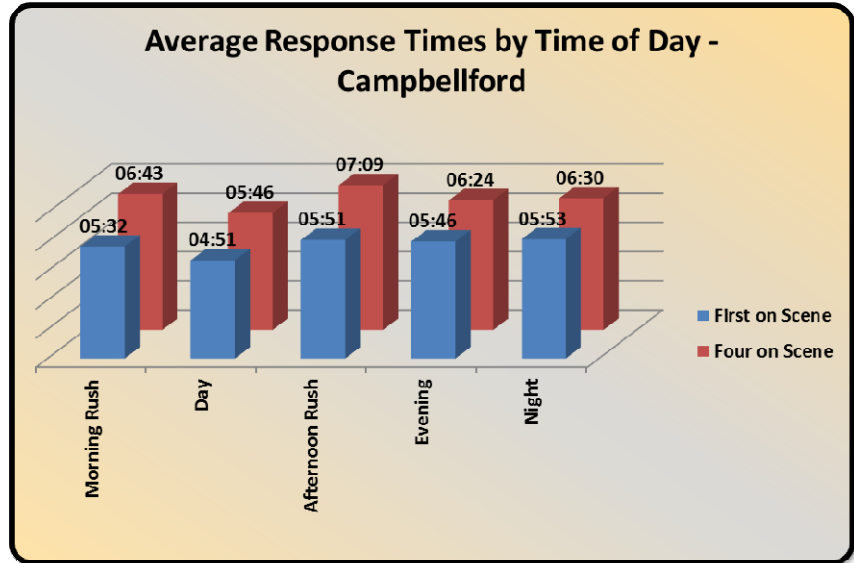


firefighters were required on scene. The analysis shows that 10/10/90 is met for responses within the developed area of Campbellford but not for rural or highway responses.

### Time of Day

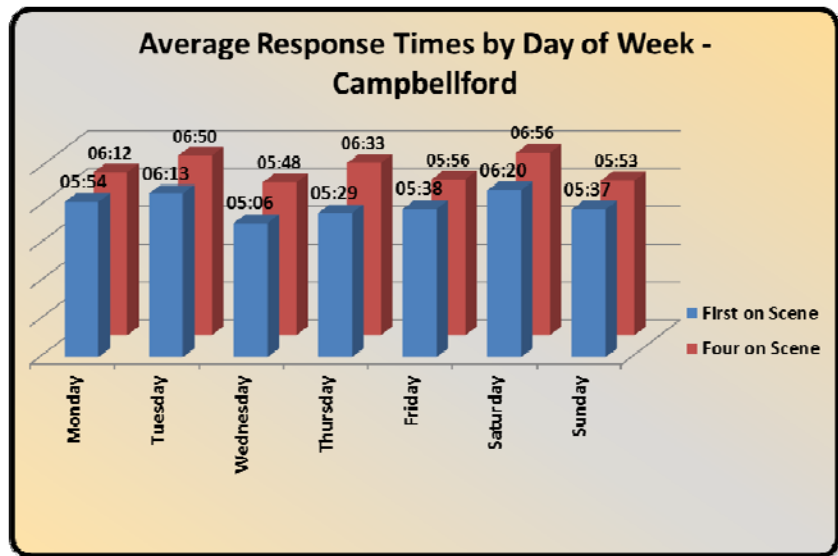
Responses were divided into five periods of time within a 24-hr day as follows: Morning Rush from 0800 to 0930, Day from 0700 to 0800 and 0930 to 1400, Afternoon Rush from 1400 to 1700, Evening from 1700 to 2100 and Night from 2100 to 0700. The Morning and Afternoon Rush times were suggested

by Trent Hills Fire Department staff to coincide with times of heavy bridge traffic. The analysis shows little variation in First on Scene arrival. There is some indication of delays of 60 – 90 seconds in achieving Four on Scene during the rush periods. Daytime response times are excellent.



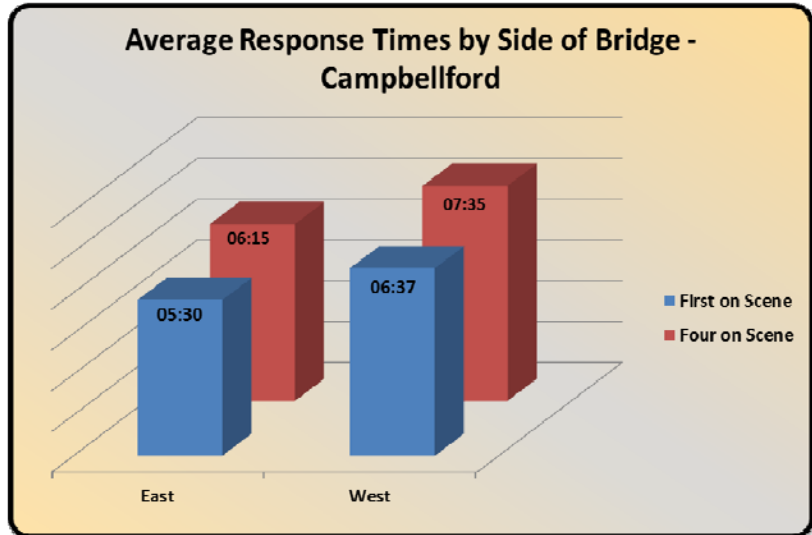
### Day of Week

Both First on Scene and Four on Scene times are approximately 45 seconds longer on Saturdays, likely due to retail and tourist traffic. No explanation is evident for the longer response for Four on Scene on Thursdays, or for the generally longer response times on Tuesdays.



### *East and West of the Trent-Severn Waterway*

A review of response times east and west of the bridge shows that the bridge crossing causes increases in response time of slightly over one minute on average for First on Scene, and of 80 seconds for Four on Scene.

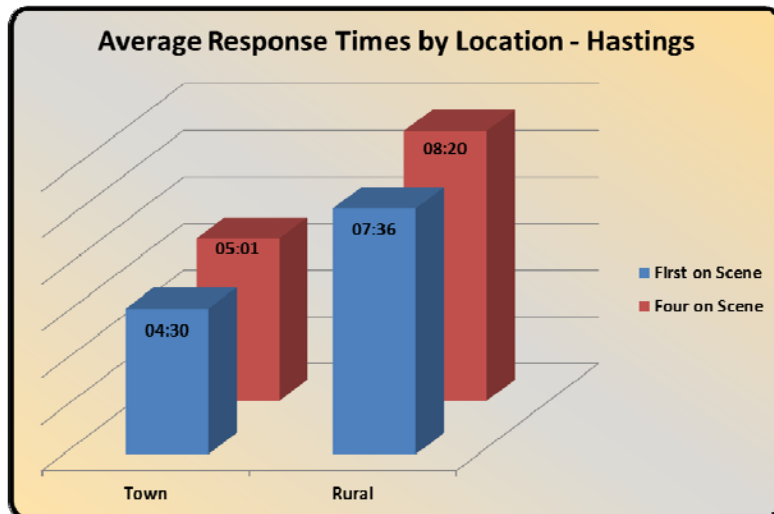


### **Hastings**

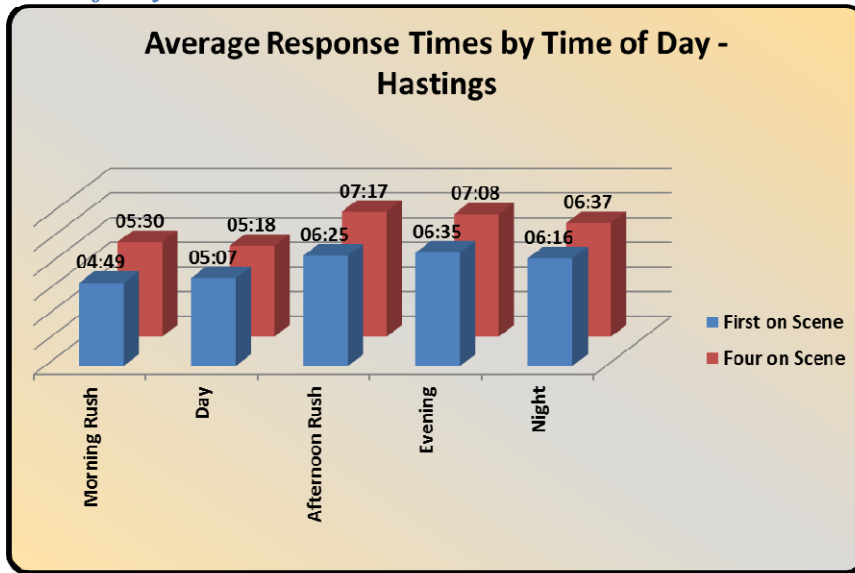
Data for responses out of the Hastings fire hall for the period of January 2008 through September 2010 were included in the analysis. There were only 2 responses which met the criteria listed above for analysis against the 10/10/90 guideline. These responses were of 5 minutes and 9 minutes. The sample is too small to draw any conclusions.

### *Location*

The data for Hastings was divided into Town and Rural responses. Response times within town were very good for both First on Scene and Four on Scene. Rural response times for First on Scene and Four on Scene were also good, and somewhat faster than Campbellford. This is assumed to be due to the larger rural territory in Campbellford's response area.

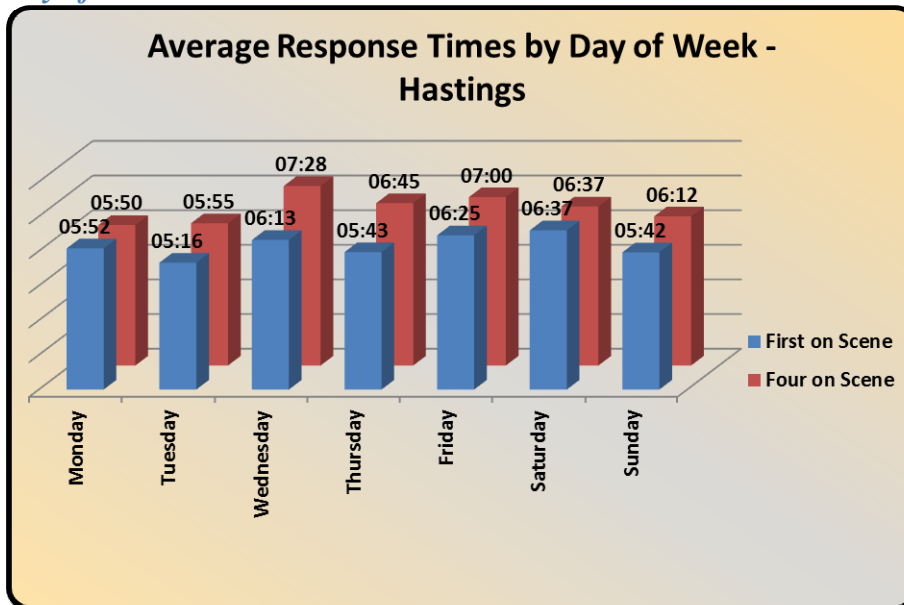


*Time of Day*



Although not subject to the same bridge constraints as Campbellford, Hastings also shows slower response times in the Afternoon Rush and extending into Evening and Night, although all of these times are acceptable averages. Morning and Day response times are very good. There is no appreciable delay on Four on Scene during any time period.

*Day of Week*

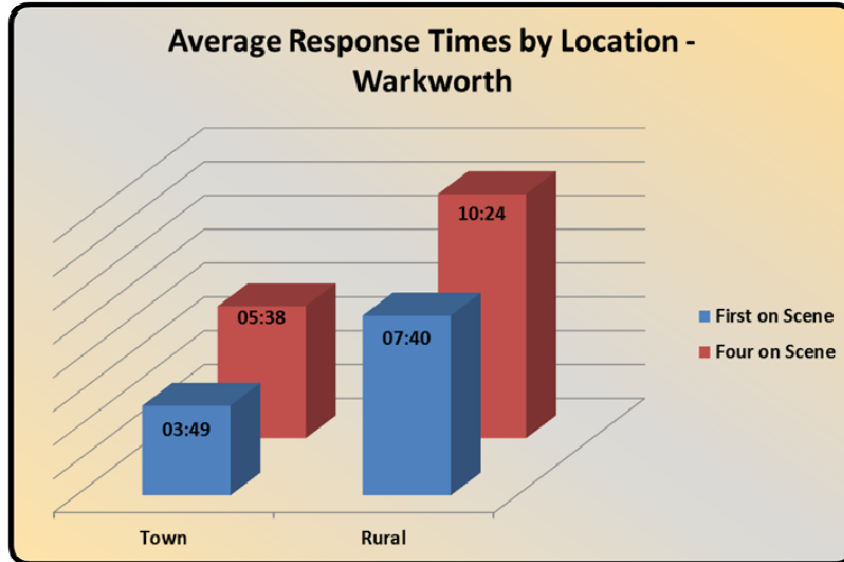


Hastings responses show the same Saturday trend as Campbellford, and it is assumed to be for the same reasons of retail and tourist traffic. Wednesdays and Fridays are shown to have slower overall responses, and Thursdays show longer times for Four on Scene. No explanation is offered for those days. All times are acceptable as adequate averages.

## Warkworth

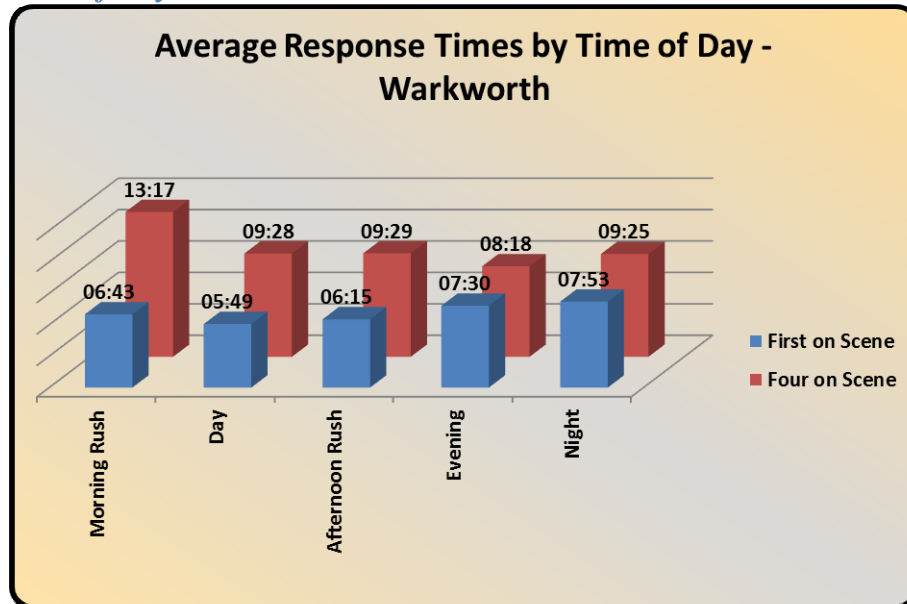
Data for responses out of the Warkworth fire hall for the period of January 2008 through May 2010 were included in the analysis. There were only 3 responses which met the criteria listed above for analysis against the 10/10/90 guideline. These responses were of 11, 12 and 12 minutes. The sample is too small to draw any conclusions.

### *Location*



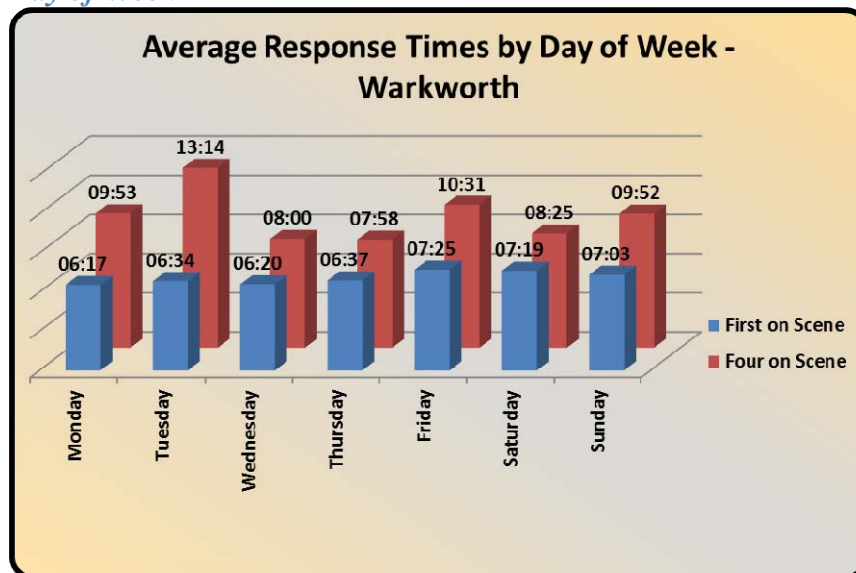
The data for Warkworth was divided into Town and Rural responses. Response times within town were very good for both First on Scene and Four on Scene. Rural response times for First on Scene were also good, and somewhat faster than Campbellford. This is assumed to be due to the larger rural territory in Campbellford's response area. Four on Scene Rural times for Warkworth were on par with Campbellford.

*Time of Day*



There are two trends seen in the analysis of Warkworth responses by time of day. The first is that Day responses continue to be adequate for First on Scene, with response times becoming longer into the evening and up to 2 minutes longer at night. The second trend is that the gap between First on Scene and Four on Scene is significantly longer than for the other two fire halls.

*Day of Week*



Warkworth responses show the same trend for First on Scene of longer times on the weekends, including Fridays, Saturdays and Sundays. The increased gap between First on Scene and Four on Scene is again evident, particularly on Tuesdays and Fridays (no explanation is evident for those days of the week).

## Review of High Risk Locations - Campbellford

All high risk uses were visited and reviewed in detail. These uses were as follows:

- World's Finest Chocolate: This property is a high risk in name only. The operators are completely diligent, proactive with respect to fire prevention and cooperative with respect to Fire Service liaison;
- Dart Cup Limited: This manufacturer of paper, plastic and foam containers is modern, clean and spacious facility. There is no significant risk despite a large fireload of stock and materials, due to the clearly evident code compliance and fire protection measures in place;
- Jimmy's Recycling: This wide-ranging scrap and recycling business is well-maintained, with stockpiles kept to manageable sizes and adequately separated. There is no direct hydrant protection, but water supply could be easily relayed from hydrants along Queen Street or from a supply pumper drafting from the river;
- Non-Hydranted Industrial Area: The area at the end of Tanner Industrial Park presents a challenge to water supply for fire protection. Specific risks are discussed below, but the following overall actions are recommended:
  - Post the load limit of bridge over creek
  - Install dry hydrant at bridge over creek - consider two such installations with one on each side of the bridge
- Precision Wood Products: This manufacturer of hardwood pallettes and other wood products represents a large but manageable Class A fire load. Good separation of stock is evident, and adjacent properties have very generous clearance. A large, defensive fire at this location would be manageable well within the capabilities of THFD with water supply drafted from the creek.
- Grocery Warehouse: This property presents no extraordinary fire risk beyond its size. Caution should be exercised during any interior firefighting operations to protect against collapse of any stacks of stock. A large, defensive fire at this location would be manageable well within the capabilities of THFD with water supply drafted from the creek;



According to Public Fire Safety Guideline 04-08-10, *Operational Planning, An Official Guide to Matching Resource Deployment and Risk*, the properties listed above would be classified as High Risk, requiring a critical staffing range of between 36 (minimum) and 83 (maximum) firefighters on scene. These staffing levels are within Trent Hills' current capacity for the minimum without use of mutual aid, with maximum levels attainable through implementation of existing mutual aid agreements.

- **MinTech Marketing:** This property contains a variable fireload which at times approaches approximately 100 tonnes of tightly baled plastic. This represents an extreme fireload within the 36,000 sq ft total plant space. Any firefighting operations beyond a small incipient fire should be rapidly transitioned to defensive operations only, once evacuation of all occupants is confirmed. An incident action plan must include measures to control runoff of firefighting water. Without runoff management, a decision will have to be made on the lesser environmental impact of allowing runoff into the creek vs free burning of the plastic fireload.



According to Public Fire Safety Guideline 04-08-10, *Operational Planning, An Official Guide to Matching Resource Deployment and Risk*, this property would be classified as Extreme Risk, requiring a critical staffing range of between 49 (minimum) and 108 (maximum) firefighters on scene. These staffing levels are within Trent Hills' current capacity for the minimum without use of mutual aid, with maximum levels attainable through implementation of existing mutual aid agreements.

## Review of High Risk Locations - Hastings

There are two connected high risk locations in Hastings:

- Redtail Paddle Company: This 1800 sq metre facility on two floors with 4.5 metre ceilings is of ordinary construction (masonry exterior and load-bearing walls, wooden beams and joists). Both floors of this busy plant are chock full with wood stock, sawdust, finished product, furniture and equipment. The water supply from the hydrants on Front St is excellent, but a large fire at this property may require additional supply relayed from Albert Street or drafted from the parking lot adjacent to the river a short distance down Front St. Any interior firefighting operations should consider an early transition to defensive operations only, once evacuation of all occupants is confirmed. This recommendation is made for two reasons; the high fireload of the building's contents, and the proximity with inherent risk of exposure to the old tannery immediately to the east.



According to Public Fire Safety Guideline 04-08-10, *Operational Planning, An Official Guide to Matching Resource Deployment and Risk*, this property would be classified as High Risk, requiring a critical staffing range of between 36 (minimum) and 83 (maximum) firefighters on scene. These staffing levels are within Trent Hills' current capacity for the minimum without use of mutual aid, with maximum levels attainable through implementation of existing mutual aid agreements.

- Old Tannery: It is clear that there is no inventory of what types and amount of toxic materials remain in the facility or in the soil below it. A fire at this location must be considered a DEFENSIVE fire operation only, since there is no way to determine the risk to personnel, either from flammability or toxicity of the building and its contents. An evacuation perimeter should be established early in any incident. The main exposure, Redtail Paddle, should be defended aggressively but externally with SCBA.





According to Public Fire Safety Guideline 04-08-10, *Operational Planning, An Official Guide to Matching Resource Deployment and Risk*, this property would be classified as Extreme Risk, requiring a critical staffing range of between 49 (minimum) and 108 (maximum) firefighters on scene. These staffing levels are within Trent Hills' current capacity for the minimum without use of mutual aid, with maximum levels attainable through implementation of existing mutual aid agreements.

Recommendations are as follows:

- Recommend colour coding of hydrant caps, consistent with NFPA 291: Recommended Practice for Fire Flow Testing and Marking of Hydrants; and
- Recommend that Trent Hills mitigate the Tannery hazard as soon as possible with demolition and clean-up.

#### **4.2.7 Hospital and Nursing Homes within Trent Hills**

The following table (**Table 6**) provides a summary of key information on the Hospital and Nursing Homes within Trent Hills.

**Table 6. Hospital and Nursing Homes within Trent Hills**

	<b>Hospital</b>	<b>Nursing Home</b>	<b>Nursing Home</b>
<b>Name of facility</b>	Campbellford Memorial Hospital	Burnbrae Gardens	Warkworth Community
<b>Address of Facility</b>	146 Oliver Road	320 Burnbrae Road Campbellford	97 Mill Street Warkworth
<b>Number of Floor</b>	4	1	1 (plus attic space no fire separation)
<b>Approx. Square Footage per Floor</b>	22,000	8,000	10,000
<b>Fire Protection System (sprinklered)</b>	Alarm System 47 zones / sprinkler system 4 zones	MCC Alarm System	MCC Alarm System - sprinkler system
<b>Number of Patient Beds/Residents</b>	34 in Patients Beds	43 Patients / 15 Rooms	60 Patients / 31 Rooms
<b>Number of Staff on Duty</b>	day shift 85 - 100 / night shift 30 - 40 / midnights 8 - 10	day shift 15 / night shift 7 / midnights 3	day shift 20 / night shift 8 / midnights 4
<b>Status of Fire Safety Plan</b>	11-Jan-10	31-Jan-11	02-Aug-11
<b>Fire Call History (last 3 years)</b>	no fire history over the past 3 years, numerous automatic alarms over the last 2 years due to system upgrades, the problems are beginning to work their way out of the system	kitchen fire 2010, fire suppressed by range suppression system, ventilation by fire department	seized pulley on heat exchanger smoke smell, power outage due to storm, partial evacuation possible gas leak

According to Public Fire Safety Guideline 04-08-10, *Operational Planning, An Official Guide to Matching Resource Deployment and Risk*, these properties would be classified as High Risk, requiring a critical staffing range of between 36 (minimum) and 83 (maximum) firefighters on scene. These staffing levels are within Trent Hills' current capacity for the minimum without use of mutual aid, with maximum levels attainable through implementation of existing mutual aid agreements.

#### 4.2.8 Automatic Aid Agreements

The Municipality currently has automatic aid agreements as follows:

- The Campbellford/Seymour Fire Station is covered by 2 automatic aid agreements – Stirling/Rawdon Fire Department and Havelock/Belmont/Methuen Fire Department;
- The Hastings Fire Station provides automatic aid coverage to the Norwood/Asphodel Fire Department; and
- The Warkworth Fire Station provides automatic aid coverage to the Cramahe Fire Department.

The Trent Hills Fire Department is also part of the Northumberland County Mutual Aid System.

## 5.0 CURRENT ADMINISTRATION AND STAFFING

The Fire Service is staffed entirely by volunteers at present. One Fire Chief oversees the Campbellford hall, and the second Fire Chief oversees the Hastings and Warkworth halls. There are no designated Officers for Fire Prevention or other specialized functions.

The two Fire Chiefs report to the Municipal Council.

With respect to staff, there are currently 57 volunteer firefighters. This has typically ranged between 57 and 61.

Options for administration and staffing are discussed in Chapter 8.

## 6.0 FIRE PREVENTION, PUBLIC EDUCATION AND TRAINING

### 6.1 Current Organization

All three of these functions are essentially administered individually within each of the three previous fire departments under the responsibility of the two Fire Chiefs. In each case, the delivery of service and the management of records differ from fire hall to fire hall.

### 6.2 Fire Prevention

From our assessment it appears that the Trent Hills Fire Department is currently meeting the minimum level of service as mandated by the Province of Ontario but is not significantly exceeding this minimum level. There also appears to be a disparity in the level of service between the communities of Warkworth/Hastings and Campbellford in terms of level of service provided. Looking at the minimum levels of service required, we can identify the following being undertaken in Trent Hills:

- **Inspection upon complaint or when requested.** It appears for the most part that this is occurring in part of the community of Trent Hills but may not be to the fullest and/or most efficient level throughout the entire community;
- Components of a public education program. See next section;
- **A smoke alarm program.** It was not clearly identified that the community and/or fire department had in place a functioning and efficient smoke alarm program. It would certainly be prudent for the community to look at a more formalized and managed program with thorough supporting documentation.

This indicates that additional resources are needed to be able to undertake a proactive fire prevention program, in keeping with the community's needs and goals.

### 6.3 Public Education

Public education is conducted through station tours and it appears during the fire prevention week school visits. This seems to be the limit of the formal public education program. Otherwise public education is being done in a similarly limited fashion to inspections.

## 6.4 Training

A review of the current level of training indicates that each of the three stations is clearly conducting training and training evolutions but all at varying levels and numbers of sessions completed. There is no clearly defined direction in terms of consistency and structure within the Department as a whole. There did not appear to be any training schedules or syllabus identified in each of the three stations to cover annual training. Each station appears to currently have its own direction in terms of training topics and levels rather than a standardized program throughout the Department. There was also no clearly identified minimum level of acceptable or required training attendance levels for personnel.

There was also an identified disparity again between the Warkworth/Hastings stations and the Campbellford station with the Campbellford station being somewhat more structured within its own operation and at least following an identified standard through IFSTA and the Ontario Fire Service curriculum to a minimum and partial level.

There was a disparity in records management between the three stations with Campbellford having a multitude of records while the Hastings/Warkworth stations records were not as readily accessible and complete. An example would be the lack of training reports/records at both Hastings and Warkworth stations. When asked for they could not be produced during the visits. The precedent has been set with the Campbellford station and this simply needs to be expanded to encompass the entire Department.

### 6.4.1 Training Facilities

Currently, THFD does not have any dedicated training facilities. Like most volunteer fire services in Ontario, practical training is conducted on site or within the existing fire hall facility or property as needed. Classroom facilities for theoretical training are available and adequate in the Campbellford fire hall. The Warkworth and Hastings fire halls do not have adequate space for classroom training of significant numbers of their membership.

## 7.0 FIRE STATION LOCATION ANALYSIS

### 7.1 Methodology

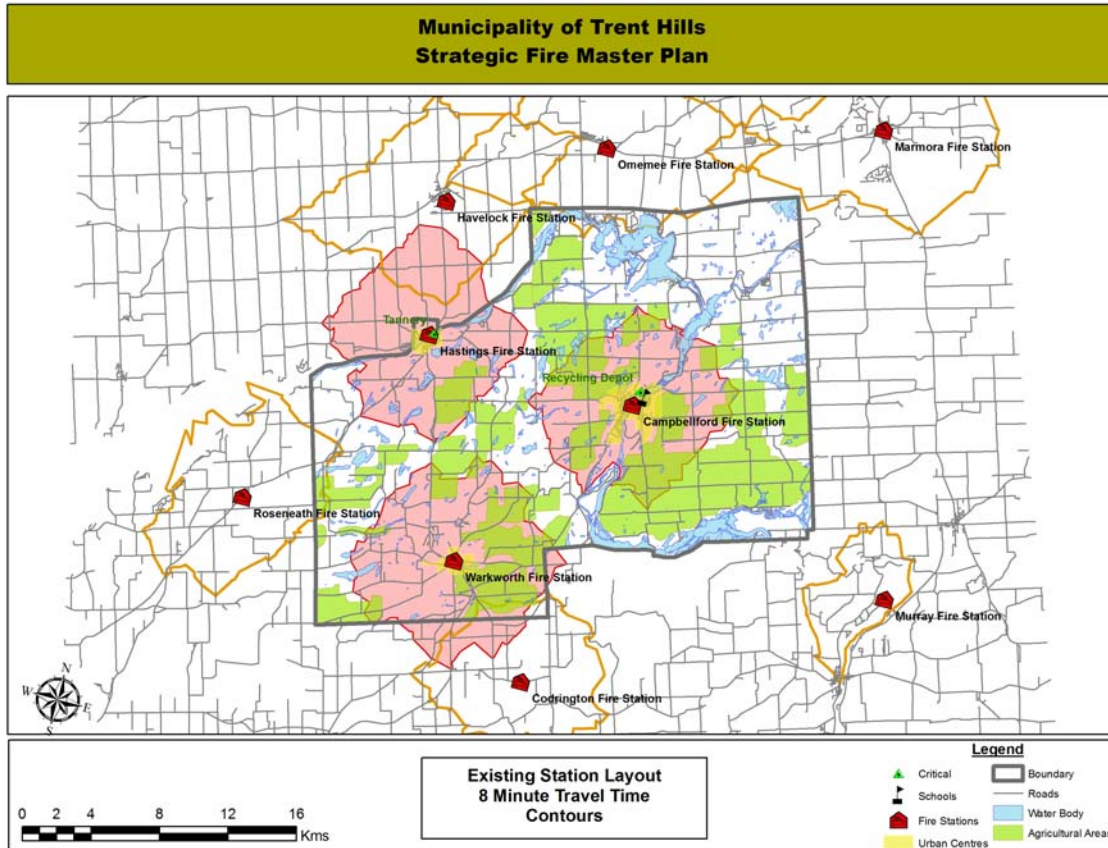
A Geographic Information Systems (GIS) based simulation model was created using ArcMAP 9.2 and its Network Analyst extension to plot and analyze the response time contours for the three existing stations. This simulation model was also used to assess scenarios related to the relocation of the Campbellford / Seymour fire station. The model uses link-level travel times and turn penalties at the intersections to replicate a realistic travel time for the fire trucks, which would be a function of the type of roadway, traffic volume on the link, and the expected delays it would face as a result of road geometry and intersection control. The model also accounts for impedances faced by trucks in terms of load limitations on bridges, if any.

### 7.2 Analysis of Existing Response Times and Gap Areas

One of the most critical factors in the provision of fire suppression services is the geographic area that can be covered by fire vehicles within acceptable response times. This is one of the primary criteria in determining whether additional stations are required and whether any existing stations are redundant or should be relocated. If there are a substantial number of well-populated or high-risk areas which are not covered within these acceptable response times, then additional stations may be required. Secondly, if there are areas which are covered by more than one fire station (and where the demand and land use activity does not warrant the overlap in coverage), it may be possible to close a station, allowing those resources to be re-allocated elsewhere in the system.

The number of stations is important not just for first response, but also for provision of backup when the vehicles of another station are responding to an incident, and for second response to multiple-alarm incidents. This type of coverage back-up is important in ensuring that sufficient resources are available across the Town at all times.

**Figure 14** below shows the existing eight-minute travel time contours around the existing stations. The figure does not include the response from adjacent municipalities which have automatic aid agreements with Trent Hills; those cover much of the boundary areas of the municipality within eight minutes travel time.



**Figure 14. Eight-Minute Travel Time Response Contours**

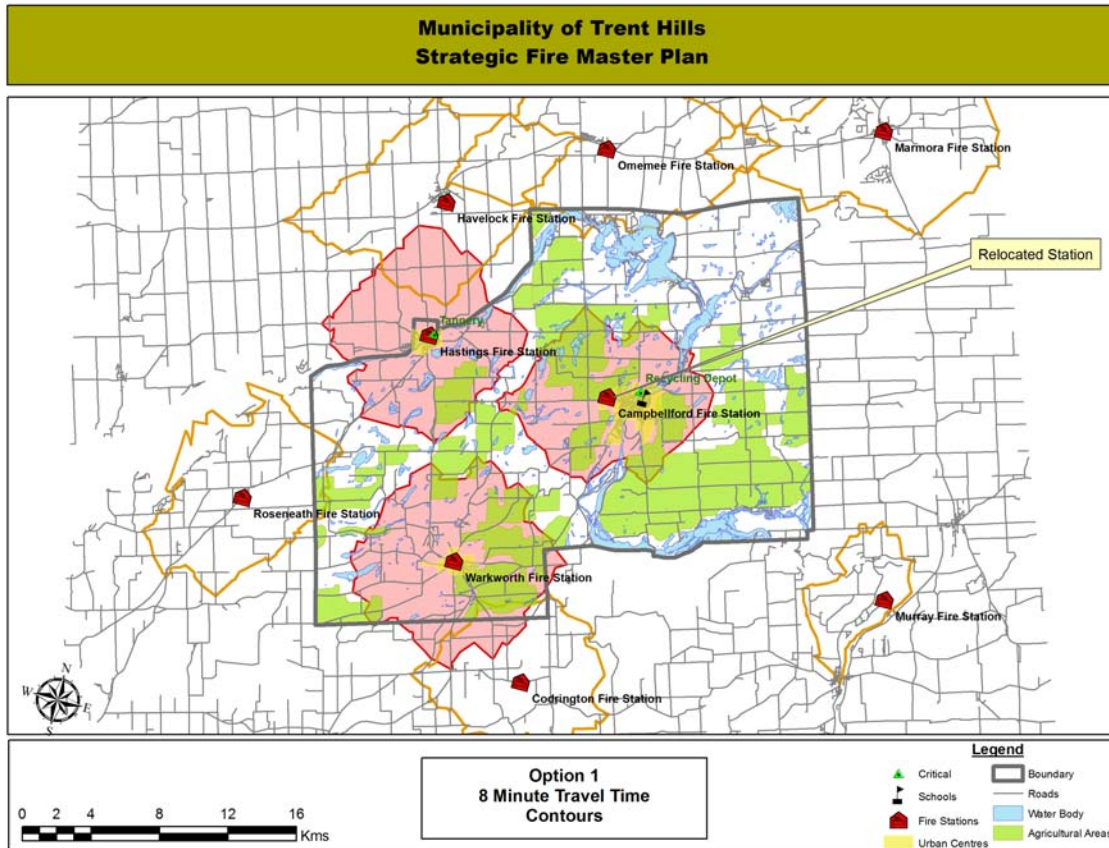
**Figure 14** can be interpreted to indicate that the urbanized areas of the Municipality are all covered within four minutes travel time. The majority of the Municipality is covered within eight minutes travel time from the existing stations.

A sensitivity analysis was completed to determine the effect of moving the Campbellford station to the west side of the river. This is shown in **Figure 15**. The change in response coverage is minimal. Understanding the true effect of such a change would need to take into account the locations of the volunteers, which is a complex issue, and depends on the time of day a call is received.

Given the small difference in travel time, it is recommended that the Municipality’s efforts continue to focus on decreasing the traffic issues across the River as a means of ensuring prompt response, through the environmental assessment process now under way.



There does not appear to be a distinct advantage to moving the station west of the river, and thus sites on the east side should be considered for the new station when the Municipality proceeds with replacement.



**Figure 15. Change in Response Contours with Campbellford Station Relocated West of the River**

## 8.0 VISION FOR THE TRENT HILLS FIRE SERVICE

### 8.1 Strategic Vision

Through the process of the baseline analysis and the initial consultations, it has become clear that the Municipality of Trent Hills requires a new strategic vision for the Fire Service. The vision must meet the following key goals:

- Capability to meet the evolving demands on the Fire Service;
- Unification of the three former services into one cohesive team; and
- Cost-effectiveness, reflecting the fiscal realities of the Municipality.

Based on these goals, three strategic alternatives have been identified. These centre on the key issue of staffing of the management functions of the Fire Service, because that is seen as the primary lever by which the service goals can be realized. The alternatives are:

- **Alternative A:** Hire a full-time Fire Chief, who would oversee all stations. The Chief would be located in Campbellford. Volunteer deputy chiefs would assist at the Hastings and Warkworth Stations;
- **Alternative B:** Hire a full-time Fire Chief (to be located in Campbellford) plus a full-time Fire Prevention Officer (FPO). The FPO would be designated as a District Chief for Hastings, and be provided with an office in that community. Warkworth would be served by a volunteer deputy chief. The Fire Chief would have the responsibility as Training Officer for Campbellford, the FPO would have the responsibility of Training Officer for Hastings and Warkworth. The FPO would act as senior officer on call in rotation with the Fire Chief;
- **Alternative C:** Hire a full-time Fire Chief plus two other full time officers, designated as a Fire Prevention Officer and a Training Officer. One of these Officers would be designated as a District Chief for Warkworth and the other for Hastings. They would be provided with offices in these halls. They would act as senior officers on call, in rotation with the Chief.

### 8.2 Alternatives Analysis

The alternatives analysis focuses on the three strategic options identified above. Other issues requiring improvement are discussed below, in terms of feasible alternatives (or meeting mandated requirements or best practices, as appropriate).

The alternatives have been evaluated with respect to a number of key considerations. This is summarized in **Table 7**.

**Table 7. Evaluation of Strategic Alternatives**

<b>Factor</b>	<b>Alternative A</b>	<b>Alternative B</b>	<b>Alternative C</b>
	<i>Full-time Fire Chief</i>	<i>Full-time Fire Chief Full-time Fire Prevention Officer (Deputy for Hastings/Warkworth)</i>	<i>Full-time Fire Chief Full-time Fire Prevention Officer (District Chief) Full-time Fire Training Officer (District Chief)</i>
Management of the Fire Service	Fair	Good – but does not provide resources to meet mandated training needs	Very good – provides defined management positions for all key functions
Consistency of service across the Municipality	Fair	Good – but does not provide resources to meet mandated training needs	Very good – most equitable level of management at all stations, and ensures consistent training
Ability to pro-actively protect the Municipality and meet projected demands	Fair	Good – improves ability to prevent incidents	Very good – improves ability to prevent incidents and train fire-fighters, thus improving safety and quality of response
Cost	Low (one paid position)	Medium (two paid positions)	High (three paid positions)
<b>OVERALL RANKING</b>	<b>3</b>	<b>2</b>	<b>1</b>

Alternative A is regarded as essential to manage the current service. However, this would place a heavy burden on one person, in terms of overall management as well as training and fire prevention and education.

Alternative C is the preferred staffing model, but the costs to the Municipality must be considered. Alternatives B and A would both represent improvements over the current situation. Alternative A would still leave the Municipality in effectively a defensive position with respect to emergency incidents. Alternatives B and C provide progressively more resources to proactively protect the Municipality.

The volunteer-based staffing model results in a distinct benefit from the creation of the Fire Prevention Officer position. By placing more emphasis on prevention and public education, the demands on volunteers can hopefully be reduced. The review of high risk uses and past losses in the Municipality suggests that there is a financial case to be made for creation of such a position.

As discussed above, there are deficiencies in the training program which point to the need to consider creating a Training Officer position. Training needs are discussed further below.

### 8.3 Administration

Good administration and records management are important tools in maintaining day to day as well as overall operations of any Fire Department. It can provide a huge savings in terms of liability while at the same time improving overall efficiency and effectiveness.

Quality records being available and accessible in a timely fashion has saved more than one Fire Department during investigations, inquests and litigations.

There is an Access database system in use in parts of the Municipality. This system can be expanded for a cost-effective solution.

Specific recommendations are as follows:

1. Expand the reporting system to one that the entire Department adopts, accesses and utilizes on a consistent basis;
2. Develop consistent training reports Department wide that reflect the requirements for training record as set out in the Section 21 Guidance Note for same;
3. Create consistent records and reporting for annual testing and maintenance of such items as SCBA, PPE, Ladders, Trucks, Hose, and Equipment, etc.;
4. Identify and locate a central records storage location for the Department which is accessible by key personnel of the Fire Department 24/7 in conjunction with Council and CAO access.

#### 8.3.1 Fire Prevention

The Office of the Fire Marshal of Ontario, through Public Fire Safety Guidelines and the Fire Prevention and Protection Act (FPPA) 1997, indicates that Municipalities must develop a fire prevention and fire safety education program that addresses their needs and circumstances, as determined by the application of

sound risk management. As a minimum the FPPA mandates that every municipality in Ontario shall provide for the minimum level of service that includes the following:

- Inspection upon complaint or when requested to assist with code compliance;
- Components of a public education program – distribution of fire safety education materials to residents/occupants; and
- A smoke alarm program.

### **8.3.2 Public Education**

Public education is conducted through station tours and it appears during the fire prevention week school visits. This seems to be the limit of the formal public education program. Otherwise public education is being done in a similarly limited fashion to inspections.

Overall, it would appear that in terms of fire prevention and public education that the Trent Hills fire department is struggling to meet the current and ever changing mandates placed on them in this area. This is certainly one of the front line mechanisms for defense in the Province of Ontario as based on the Office of the Fire Marshal's approach. The information we received from the station presentations to personnel seems to bear out the findings as it was strongly indicated and suggested that at least one full time Fire Prevention Officer (FPO) would be of benefit.

The recommendation is that the community strongly consider creating and filling at a minimum at least one full time and one part time position, and these personnel are to be responsible for completing fire prevention and public education duties and responsibilities within the Department. The rank of these positions could be of various levels based on operational need. It would also be strongly suggested that these personnel also be trained as fire fighters and be in a position to respond and provide a guaranteed first response to all alarms within the Trent Hills response district especially to augment daytime response.

### **8.3.3 Training**

Training is a key component to successful fire operations as well as it provides for increased safety of personnel combined with the meeting of minimum levels and standards of Health and Safety. Training should be an integral part of the fire service routine for all personnel, viewed as a constant process rather than a series of events.

From the Ontario Fire Service Section 21 Advisory Committee FIRE FIGHTERS GUIDANCE NOTE # 7-2:

*Operational Procedures/Notices should address the following key points:*

*The employer shall provide training and instruction for all fire department members commensurate with the duties and functions that they are expected to perform. For example, if the employer decides that the Fire Department will only make shore based water rescues, then Departmental Operational Procedures should advise the fire service who to call if a water entry rescue is required.*

*The employer shall provide training and instruction regarding the safe operation of equipment and apparatus that fire fighters may be required to operate in the course of their duties.*

*Before a new piece of equipment is put into service, all personnel that would normally use the new equipment shall be trained in its use, safety precautions to be taken and general maintenance required.*

*Fire Departments should develop a system that improves safety by encouraging an open internal review of performance objectives aimed at improving skills.*

Trent Hills Fire Department should strive to become a learning organization, driven by a need to meet the changing demands of all aspects of fire service operations, inspection, public education, management and administration. All personnel should be fully competent to perform their duties and should be striving to master the knowledge, skills and behaviours required of whatever future role to which they aspire. Senior officers should ensure that their subordinates have the training opportunities available to them to meet these goals.

Training records management is a critical component that is often undervalued. Complete and comprehensive records would allow the Trent Hills Fire Department to plan, review and defend (if necessary) the training of the entire department or of specific individuals or groups. Training records should meet the intention of Ontario Fire Service Section 21 Advisory Committee FIRE FIGHTERS GUIDANCE NOTE # 7-2:

*Under Section 54(1) (p) of the Occupational Health and Safety Act, an MOL inspector may require an employer to produce documentation that training has been provided to workers. There is no standard format for this record keeping. However, if an employer met the criteria for keeping training records identified in this Guidance Note, the employer would meet the intent of Section 54(1) (p).*

**Criteria:**

- *All documentation needs to be complete and accurate.*
- *Training records need to be promptly completed after training is conducted.*
- *The objectives of the training program in relation to the level of service provided, need to be documented.*
- *Documentation should indicate that individuals have met the required objectives by having a competent supervisor complete the form. The documentation should record the date(s) training was received and the date it was completed. Documentation of completed objectives may be signed off by the student, as a deterrent to falsification of training records. Normally having a competent person record that training has been completed is sufficient.*
- *Forms may be of any design incorporating the information outlined in this Guidance Note (sample attached).*
- *Where computerization is used, back-up copies of data should be stored in a separate location.*
- *The length of time that training records are kept should be in accordance with municipal policy and the requirements of law.*
- *Training reports should be stored so that a periodic review is possible for the purposes of improving the training program and to allow tracking of personnel status in regards to training completion.*

Recommendations in the area of training are based on these observations, and are listed as follows:

1. A standard schedule/curriculum should be developed on an annual basis and this should be reflected as the same in each of the three stations. Staggering the training delivery night in each station while keeping the schedule/curriculum the same will lend itself to personnel attending required training sessions at any of the three stations in order to maintain skills and meet any possible minimum attendance standards developed. This provides for flexibility for the personnel to meet training requirements as within any volunteer organization personal time available to meet commitments is not always readily available on a regimented schedule or night. Personnel being able to attend training at any of the three stations within this Department

should be openly endorsed as this would be a key initiative in promoting further cohesion within the Department as a whole;

2. That there be an overall increase in the number of actual true training sessions. Although it was identified that some of the nights are business/association type nights which try to incorporate some structured training this may not be the most efficient method to train in. More training sessions either in evening format and/or possible a weekend day each month would assist in meeting minimum expected levels as identified through best practices, section 21 guidance notes, Health and safety act, Ministry of Labour etc.;
3. That a Standard Operating Guideline be developed with specific emphasis on required training attendance levels either per quarter or per annum. Our research of other volunteer fire departments in the Province seems to indicate that many operate on a 70% to 80% minimum expected attendance level at scheduled annual training. Having said that, many also allow for various accepted reasons to miss training (work, illness, etc.) but all seem to offer opportunity to meet this level through staggered scheduled training and/or make up sessions;
4. That a standardized lesson plan be developed for the Trent Hills fire department and that a group of personnel commence the development of lesson plans for various core topics in the Fire Service. It would be suggested and most suitable to look closely at the Ontario Fire Service curriculum which provides a matrix and template for the delivery of training;
5. Increasing opportunities to attend the Ontario Fire College, Norwood Fire School or similar training locations or institutes. Although there did appear to be some opportunity to attend it was either not equally available or was not being taken advantage of on an equal basis among the three stations;
6. That the Trent Hills fire department adopt and endorse the Ontario Fire Service curriculum. This curriculum is based on the Ontario Firefighter Standard and contains Component One – 30 sections of core fire service training topics, Component Two – 7 sections of specialized training topics and Component Three – 8 sections of public education/fire protection/fire inspection training topics. As a whole, completion of this program provides for certification of personnel as fire fighters within the Province of Ontario. Each section has a theory component as well as performance demonstrations that personnel are signed off on. Although it appears that some of the training is being done in the direction of this curriculum there were no formal performance sign off evolutions being done and therefore no supporting documentation. Efforts should be put forth to sign off personnel and adequately prepare them to complete testing for Provincial certification;



7. That the Trent Hills fire department adopt and endorse the various officer programs as offered at the Ontario Fire College and/or affiliate campus locations – Company Officer program, Fire Prevention Officer program and Training Officer program. Again, much like the firefighter curriculum these programs are all based on Ontario Standards and provide training for personnel to meet the minimum requirements as laid out in each of the standards for these positions. Although completing the entire program can be an arduous undertaking it is still recommended that personnel in these roles commence completion of the program as enrolment indicates a willingness to meet the recognized standard;
8. That more inter department training be done with stations interacting as much as possible. This would again promote cohesion and cementing things as one department. By training together personnel will be more apt to readily accept working together at emergency scenes. It was mentioned that at least one station has in the past trained with other surrounding departments, yet there is little to no training within the Trent Hills department itself station to station;
9. That a half time to full time Training Officer be appointed as this department requires a person dedicated to this position. This position could be filled half time for a period of one to two years followed by it becoming full time. This would provide for an overall coordinator for fire training for the entire department. Consistency and continuity would certainly improve in the area of training with the creation of this position. It would be suggested that the personnel filling station training officer positions be maintained to assist the department Training Officer in the administration and coordination of the training syllabus. These persons would be most suited to look at the issue of lesson plans and development of same as previously mentioned;
10. That there be an increase, reviewed annually, to the operating budget for the training division in order to better cover the needs of additional training materials and manuals along with associated costs for additional use of the Ontario Fire College or associated schools;
11. That the department look strongly at increasing its numbers of qualified/certified trainer facilitators in order to provide support to the curriculum program and performance demonstration sign offs and associated documentation. This could be done through accessing courses at the Ontario Fire College and/or associated schools. The possibility also exists to create associate instructors to the Ontario Fire College in house thus making it far easier to deliver many of the aforementioned programs in house;
12. That any future renovations to the Warkworth and/or Hastings fire halls include classroom space for the theoretical training of their entire firefighter complements. This space can serve multiple purposes, for example meetings, debriefings or public education events;

13. That Trent Hills Fire Department institute a system of web-based training in order to achieve the following outcomes:
- Consistency of communication of SOGs, training materials, duty assignments and performance expectations across the department;
  - Ability to schedule and assign learning plans to individuals, groups or the entire department;
  - Ability to track completion and non-completion of required training elements;
  - Consistency of individual performance and organizational service levels.

The opportunity to recoup some costs related to training should also be noted, and investigated. If the Deputy Chief / Training Officer is qualified as an Associate Instructor through the Ontario Fire College then Trent Hills could recoup some cost through providing training to their regional neighbours.

### 8.3.4 Fire Station Locations and Improvements

All three existing fire stations are well placed to serve their communities. In the broader context of the Municipality of Trent Hills, the three stations provide good coverage of the vast majority of populated and developed areas. Given that the recommendation is to remain primarily a volunteer force, living quarters do not need to be added to the stations within the timespan of this plan.

It was briefly considered if a location could be identified for a joint Hastings/Warkworth fire station. The Brickley Dome property is municipally owned, located between the two communities on an excellent regional road. A fire station at this location could be operated with impounded water supply. However, it was determined that the Brickley Dome is not a suitable location, being too far from much of Warkworth to allow for adequate response times or to qualify for tanker shuttle operations to large rural areas which are now well within the response radius of the existing Warkworth station.

Recommendations related to the station locations and upgrades are as follows:

1. Campbellford: As discussed above, consideration is being given to redevelopment of the existing Campbellford Fire Station site for other purposes. If that redevelopment proceeds, it is recommended that other centrally located properties on the east side of the river be investigated for the relocation of this station. The new station building should include the following features:
  - a. Four apparatus bays to accommodate reserve vehicles and potential growth
  - b. Space for officers including the fire chief and one additional office
  - c. Radio room

- d. Training / meeting room space
  - e. Space for storage of equipment
  - f. Ancillary space for records storage, etc.
2. Hastings: Given the recommendation that a tanker be located in this station, expansion of the station to accommodate a fourth bay is recommended. The existing fourth bay (currently occupied by the rescue boat and trailer) would not accommodate a full-sized fire apparatus. The expansion should also include the following features:
- a. Space for officers including the proposed deputy chief and one additional office
  - b. Radio room
  - c. Training / meeting room space
  - d. Space for storage of equipment
  - e. Ancillary space for records storage, etc.

It is also recommended that any future replacement of this station should consider orienting the apparatus bays parallel with Victoria Street. This configuration would allow for a larger building footprint which would potentially address all of the issues mentioned above without the need of a second storey.

3. Warkworth: Expansion of the station to accommodate a third bay is recommended to accommodate future growth. The expansion should also include the following features:
- a. Space for officers including the proposed deputy chief and one additional office
  - b. Radio room
  - c. Training / meeting room space
  - d. Space for storage of equipment
  - e. Ancillary space for records storage, etc.

The potential for adding municipal water pump equipment to the northwest side of the station could facilitate at least one additional apparatus bay and storage space if the pumping equipment is co-located in the rear of the new bay.

## Specifications for the New Fire Stations

As a general rule, it is recommended that new fire stations conform to the following guidelines. This will permit storage of reserve as well as in-service vehicles:

- The land area should be approximately 0.6 to 1.0 hectares (1.5 to 2.5 acres). The property should be of a shape to permit use of drive-through bays, and functional in terms of access for fire vehicles on-site;

- The apparatus area bays should be of standard size. A standard apparatus bay is 6m (20') wide x 24m (80') deep in size with 4.3m x 4.3m (14' x 14') electric doors and a manual back up system. There should be indoor capabilities to rapidly refill the apparatus water tanks;
- There should also be a Station Personnel Area, which includes the following:
  - Offices of at least 3.7 m x 3.7 m (12' x 12');
  - A training/community room capable of seating a school class for fire prevention lectures, films etc;
  - Male and female washrooms, showers, and locker areas;
  - A storage room for classroom chairs, equipment, etc;
  - Heating/mechanical room;
  - Electrical room;
  - S.C.B.A. fill station/servicing/cleaning room;
  - Firefighting equipment storeroom;
  - Auxiliary generator room;
  - Bunker gear laundry room with commercial washer/extractor and dryer;
  - Workshop of area at least 3m x 3m (10' x 10') in size;
  - Hose drying racks; and,
  - Fitness area with equipment.

The Fire Station should also have a paved area in front of the doors capable of parking and inspecting all apparatus, as well as a training area. In addition, it should have at least 20 parking spaces for staff.

### **8.3.5 Improving Response across the Trent River**

One issue related to the station locations and incident response capabilities is that of the bridge across the Trent-Severn. The issue relates to:

- Travel of volunteers from the west side of the river to the Campbellford Station, in order to access the station during emergency calls. Traffic impedes their travel. Relatively few drivers are aware of the meaning of the green light which volunteers can display on their vehicle at this time;
- Travel of Fire vehicles from the station to the west side of the River during emergency calls. Traffic blocks this movement as well. The Opticom system installed on the traffic signals at both ends of the bridge is not effective, due to the location of the station with respect to the bridge. The

configuration of the Bridge Street/Front Street intersection is also difficult for the Fire vehicles to navigate, making the northbound to westbound turn to cross the bridge.

These issues do not appear to have a solution in terms of working with the traffic signals; they are more fundamentally related to the road configurations and travel patterns. It is recommended that the Municipality work to ensure that emergency response is factored into the environmental assessment of Trent River crossings now under way.

### 8.3.6 Apparatus & Equipment

After completing a complete assessment of all the apparatus and equipment at the three stations, the following recommendations were generated. These recommendations are based on three considerations; first, there is no **formal** Fleet Replacement Plan identified as being in place. Secondly, as per the Fire Underwriters Survey standard for small communities and rural centres, apparatus maintain their first line rating for insurance grading credit for 20 years, and can be considered second line for 5 years and reserve for a further 5 years, providing that after 20 years of age the apparatus are service tested by a recognized testing agency on an annual basis to be eligible for grading recognition. Thirdly, the operational demands of the response areas of the three stations were reviewed. Below are specific recommendations for each station

#### Hastings Station

1. It is recommended that a tanker be located in the Hastings station. The Hastings station service area has similar non hydrant areas and demographics to Warkworth, yet has no tanker. This would provide for a tanker in all three stations or all three points of the service area. This would also lend itself to future considerations of obtaining tanker accreditation throughout the community.

#### Warkworth Station

1. It is recommended that the 1991 tanker in the Warkworth station be considered for replacement. This is based on the FUS organization's document for insurance grading recognition which suggests the maximum life of apparatus in rural communities be a maximum of 20 years front line. It does allow for more than 20 years, providing that the annual performance tests are done on the apparatus. We recommend, as an option, replacing this truck with a pumper/tanker type apparatus which could then be a possible unit for re-location to the Hastings station to address recommendation one while at the same time allowing for the second run pumper in the Hastings station to be considered surplus as it will soon reach its 20 year front line

expectancy (provide for a tanker and cover possible replacement of the pumper);

2. Additionally, it is recommended that the community confirm that the brand new pumper/tanker located in the Warkworth station is in fact ULC listed, and if not arrange for this to happen. ULC S515 is the recognized standard for new fire apparatus in Canada and certainly Ontario and ensuring this apparatus meets that standard is of benefit to all parties;
3. Replacement of the rescue truck in the Warkworth station is recommended. (This has now been acted on.)

### **Campbellford Station**

It is recommended that the 1987 tanker in Campbellford be considered for replacement. This is based on the FUS organization's document for insurance grading recognition which suggests the maximum life of apparatus in rural communities be a maximum of 20 years front line. It does allow for more than 20 years providing the annual performance tests are done on the apparatus. Recommend, as an option, replacing this truck with a pumper/tanker type apparatus which would then allow for the second run pumper in the Campbellford station to be considered surplus as it too is reaching its 20 year front line life expectancy (replace two apparatus with one).

Additionally, it is recommended that a significant amount of operational training/driver training and evaluation be done with and around the 29 metre (95 foot) aerial platform device. Response protocols in terms of direction will have to change for this apparatus as there is no way that it will be able to negotiate a left turn off of the street the station is located on to go over the bridge when heading westbound. The bridge appears to be rated to handle the weight of this apparatus however this should be confirmed. The water tank on this truck is very small indicating that for virtually any fire it responds to, it will have to be supported by another apparatus or will have to obtain a water source to operate effectively.

Once this apparatus leaves the built up area of Campbellford, its size and weight become an operational issue - personnel will have a hard time negotiating this apparatus down some of the roadways, and there are probably issues based on the weight limitations of any small bridges and certainly the roadways themselves. This may result in limiting the use of the apparatus and/or requiring assessment of where it can and where it cannot go so all personnel aware. This apparatus may also have been envisioned for possible access to the waterway in a horizontal operation, however two issues need to be considered - is the apparatus designed and rated for this application, and when and if operating in this application, extensive assessment needs to be done to ensure the banks of the river can support the weight of this apparatus during said operations.

## General Recommendations

If the desire is to pursue tanker accreditation across the entire municipality, then tankers must be 20 years old or less to be part of the test and program and/or tankers over 20 years of age must have a thorough mechanical/operational assessment done annually at cost and information sent in to the FUS or other organizations doing this certification testing. A cost/benefit analysis of replacement costs at 20 years versus continued annual mechanical/operational assessment costs should be conducted for each apparatus beyond or approaching 20 years' service.

Finally, we recommend that a formal apparatus replacement program be developed and implemented for the staggered replacement of apparatus and vehicles within the Fire Department.

### 8.4 Consultation on the Draft Vision

The consulting team met with the Fire Services Review Committee in December of 2011, to review a preliminary version of the draft report. Their comments have now been incorporated into this version.

## 9.0 PROJECTED CAPITAL AND OPERATING COSTS

The capital and operating costs for the items in the Master Fire Plan have been estimated, based on currently available data. It should be noted that it is not possible to accurately estimate all operating costs due to the confidential nature of some elements (e.g. salaries). The capital costs are shown in **Table 8**. The estimated operating costs per annum are shown in **Table 9**.

**Table 8. Estimated Capital Costs**

Item	Station	Cost	Notes
a. Add one bay to existing fire station	Hastings	\$800k - \$1.1m	
b. Add one bay to existing fire station	Warkworth	\$800k - \$1.1m	
c. Replace existing fire station*	Campbellford	<u>1 storey</u> \$3.7m - \$4.2m <u>2 storey</u> \$6.7m - \$7.3m	
d. Tanker	Hastings	\$150k - \$200k	
e. Tanker**	Warkworth	\$150k - \$200k	
f. Rescue truck	Warkworth	\$200k - \$250k	NOTE that this purchase has already been acted upon in 2011
g. Pumper/tanker	Campbellford	\$275k - \$325k	
h. Digital records management system	all	Nil	(existing Access software to be used)

\* Same facilities are assumed, only spatial arrangement differs

\*\* Of the three options presented, cost represents the upper end of the range



**Table 9. Estimated Annual Increase in Operating Costs**

<b>Item</b>	<b>Cost</b>	<b>Notes</b>
Hire full-time fire chief	Salary and benefits consistent with Director level within Trent Hills.	See Alternatives A, B and C from Section 8.2 above.
Hire full-time Fire Prevention Officer	Salary and benefits consistent with Supervisor level within Trent Hills.	See Alternatives B and C from Section 8.2 above.
Hire full-time Training Officer	Salary and benefits consistent with Supervisor level within Trent Hills.	See Alternative C from Section 8.2 above.
Ontario Fire College training courses	\$6000 per year	Based on 12 officers or officer candidates attending 3 – 5 courses per year, ongoing.
On-line learning system	\$60 to \$200 per firefighter per year	Depends on service provider and features specified.

## 10.0 IMPLEMENTATION STRATEGY

This chapter breaks the Master Fire Plan down by time horizon, to define an implementation strategy. It should be noted that the timelines are approximate, and depend on the Municipality's ability to manage the pace and cost of change.

### 10.1 Immediate and Short-Term Actions

The actions which should be the first priorities, undertaken in a one to two-year timeframe, include:

- a. Hire a full time Fire Chief and up to two full time senior officers as described in Section 8.1 above;
- b. A formal hose testing program should be implemented within the Department along with appropriate record keeping of same;
- c. Equipment standardization should commence within this Department. This should include the standardization of the purchase of equipment as well. A more formalized budget submission plan needs to be implemented prior to purchase (with the best interest of the Fire Department as a whole being reviewed);
- d. Broaden the existing purchase recommendation/review committee to include membership from all three stations but with the final approval coming from one individual (Fire Chief);
- e. It is recommended that all Scott air cylinders be removed from use on the SCBA's based on the compliance issues as aforementioned. The Scott cylinders could be utilized for pneumatic operated tools such as air chisels and air bags but should not be intermixed with the ISI SCBA on the apparatus;
- f. Post the load limit of the bridge over the creek at the end of Tanner Industrial Park, and install a dry hydrant. Consider two such installations with one on each side of the bridge;
- g. Implement colour coding of hydrant caps, consistent with NFPA 291: Recommended Practice for Fire Flow Testing and Marking of Hydrants;
- h. Trent Hills should mitigate the Tannery hazard as soon as possible with demolition and clean-up;
- i. Create a consistent reporting system that the entire Department adopts, accesses and utilizes. While use of an digital system is not essential, that choice would make analysis and reporting easier, and thus a digital system is preferred;
- j. Develop consistent training reports Department wide that reflect the requirements for training record as set out in the Section 21 Guidance Note for same;

- k. Create consistent records and reporting for annual testing and maintenance of such items as SCBA, PPE, Ladders, Trucks, Hose, and Equipment etc.;
- l. Identify and locate a central records storage location for the Department which is accessible by key personnel of the Fire Department 24/7 in conjunction with Council and CAO access;
- m. Institute a system of web-based training in order to achieve the following outcomes:
  - o Consistency of communication of SOGs, training materials, duty assignments and performance expectations across the department;
  - o Ability to schedule and assign learning plans to individuals, groups or the entire department;
  - o Ability to track completion and non-completion of required training elements;
  - o Consistency of individual performance and organizational service levels.
- n. Implement the additional training recommendations listed in Section 8.3.3 above;
- o. Ensure that emergency response needs and issues are factored into the environmental assessment being conducted in relation to improving traffic capacity on the Campbellford bridge.

## 10.2 Medium Term Actions

In the medium term (2 to 5 years), the following actions should be completed:

- a. Warkworth Station: Expansion of the station to accommodate a third bay is recommended to accommodate future growth. The expansion should also include the following features:
  - a. Space for officers including the proposed deputy chief and one additional office
  - b. Radio room
  - c. Training / meeting room space
  - d. Space for storage of equipment
  - e. Ancillary space for records storage, etc.

The potential for adding municipal water pump equipment to the northwest side of the station could facilitate at least one additional apparatus bay and storage space if the pumping equipment is co-located in the rear of the new bay.

### 10.3 Long Term Actions

In the long-term (5 to 15 years), the following actions should be undertaken to complete the implementation of the Strategic Master Fire Plan:

- a. Campbellford Station: As discussed above, consideration is being given to redevelopment of the existing Campbellford Fire Station site for other purposes. It is recommended that other centrally located properties on the east side of the river be investigated for the relocation of this station. The new station building should include the following features:
  - Four apparatus bays to accommodate reserve vehicles and potential growth
  - Space for officers including the fire chief and one additional office
  - Radio room
  - Training / meeting room space
  - Space for storage of equipment
  - Ancillary space for records storage, etc.
  
- b. Hastings Station: Given the recommendation that a tanker be located in this station, expansion of the station to accommodate a fourth bay is recommended. The existing fourth bay (currently occupied by the rescue boat and trailer) would not accommodate a full-sized fire apparatus. The expansion should also include the following features:
  - Space for officers including the proposed deputy chief and one additional office
  - Radio room
  - Training / meeting room space
  - Space for storage of equipment
  - Ancillary space for records storage, etc.

It is also recommended that any future replacement of this station should consider orienting the apparatus bays parallel with Victoria Street. This configuration would allow for a larger building footprint which would potentially address all of the issues mentioned above without the need of a second storey.



## Appendix A

### On-Line Survey

# Trent Hills Strategic Master Fire Plan

## 1. What is the Strategic Master Fire Plan?

The Municipality of Trent Hills is developing a Strategic Master Plan for Fire Services. The goal of the Master Plan is to ensure that the quality and levels of service set by Municipal Council are either maintained or improved. The Plan will review the existing Fire Service, and provide a blueprint for the delivery of fire protection and first response emergency medical services for the next 10 to 15 years.

Virtually all Fire Service staff are currently volunteers. A key study issue will be whether the Service should change to include more full time staff. Trent Hills is currently served by three fire stations - located in Campbellford, Hastings and Warkworth.

### **We need to hear from the community to assist in developing the Strategic Master Fire Plan!**

By answering the questions below, you can help us define what we need to analyze, and what options we should consider. This survey will only take a couple of minutes to complete, and your input is greatly appreciated by the Municipality.

Everyone who completes the survey and provides their email or mailing address (found on the last page) will be entered into a draw for a smoke alarm plus CO2 alarm.

# Trent Hills Strategic Master Fire Plan

2.

**\* 1. Please indicate whether you agree or disagree with the following statement -  
“Currently the community is well-served by the Fire Service in the urban areas of  
Campbellford, Hastings and Warkworth”**

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

**\* 2. Please indicate whether you agree or disagree with the following statement -  
“Currently the community is well-served by the Fire Service in the rural areas of Trent  
Hills”**

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

**\* 3. What is your understanding of the role of the Trent Hills Fire Service? What service(s)  
does it provide?**

# Trent Hills Strategic Master Fire Plan

**\* 4. What changes (if any) are occurring that make you believe Fire Service improvements are needed? (check as many as you feel are relevant):**

- Aging population
- Recreation and Tourism activities
- Industrial activities
- Growth in housing and population
- None
- Other (Please enter in comment field)

If Other selected, please enter response here.



# Trent Hills Strategic Master Fire Plan

3.

**\* 5. Do the changes you see happening in your community suggest that improvements to the Fire Service are needed?**

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

**\* 6. Please indicate whether you agree or disagree with the following statement - "A volunteer Fire Service is adequate for the Municipality's needs over the coming 10 to 15 years"**

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

**\* 7. What elements of the Fire Service do you think could benefit from improvement (check as many as you feel are relevant):**

- Response time to emergency calls
- Number of firefighters responding to emergency calls
- Fire inspections
- Public Education
- None
- Other (Please enter in the comment field)

If Other selected, please enter response here.

4.

**8. Do you have any other ideas concerns or comments relating to the Fire Service?**

**\* 9. Please tell us your home location:**

- Campbellford
- Hastings
- Warkworth
- Rural area of Trent Hills

**10. Optional – but if you provide your information, you can be entered into the raffle.**

Name	<input type="text"/>
Mailing Address	<input type="text"/>
Email	<input type="text"/>

# Trent Hills Strategic Master Fire Plan

## 5. Thank you

Thank you for your input on the Trent Hills Strategic Master Fire Plan.

To forward this questionnaire to someone else, provide them with the following link:

[www.surveymonkey.com/TrentHillsFirePlan](http://www.surveymonkey.com/TrentHillsFirePlan)

For more information, please contact:

Pam Foster  
Senior Project Planner  
MMM Group Limited  
100 Commerce Valley Drive West  
Thornhill, Ontario, Canada  
t: 905.882.1100 ext. 2244  
f: 905.882.0055  
[fosterp@mmm.ca](mailto:fosterp@mmm.ca)

You will automatically be re-directed to the Trent Hills website upon exiting this survey.



## Appendix B

### Firefighter Survey

FIREFIGHTER COMMENTS, MUNICIPALITY OF TRENT HILLS FIRE MASTER PLAN - MEETINGS OF NOVEMBER 2010										
Station Location	What do you think are some of the main issues/concerns regarding fire suppression and protection in your response area? And in Trent Hills overall?	Do you have any comments regarding radio communications?	Do you have any comments regarding the flow of information within the Fire Service or the degree of input that is permitted?	Do you have any comments regarding current levels of training or professional development available to you?	Do you feel that Trent Hills offers you career advancement within the organization?	Do you have any comments or concerns regarding staffing? For example, should there be full-time paid staff? Or maintain the volunteer system?	Do you have any comments regarding fleet or equipment?	Given population/demographic trends, what key services improvements do you think may be required?	Are there any other comments you would like to share regarding fire service in Trent Hills?	Name and contact info (optional)
Hastings	Need another channel, all call for any structure fire, can always stand down.	input is good, it just doesn't go anywhere, chiefs lack of communication, one chief cant, but other will get an answer or result ASAP	New FF should be required to take Norwood Training Course: 6 month (weekends) Vet FF Review over and over each time new guy comes on	yes: but we have been short a captain over a year	Do you have any comments regarding fleet or equipment?	Hall door not big enough, hall too small, departments need same equipment, SCBA extraction, etc. Fire hydrants, sizes diff, need adaptors.	Daytime manpower shortage, lack of jobs in town somajority of work is out of town			
Hastings	Poor signal to radio's, improper radio talk (no using the 10 series), too much chatter.	Information lines are all but down, doesn't seem that input is wanted	More courses (OFM) available to everybody	No it seems that only years on, not what you know is looked at as far as officers rank	Lone chief for Trent Hills, not two, volunteer is working, deputy for fire prevention	Sam equipment for all halls (goes with one chief) not one hall with the better equipment. Hastings should have a tanker and dry hydrants.	Better map books of the area, detailed		Scott Archer, 705 696-1175	
Hastings	Possible 2nd hall (other side of bridge), quicker notification from ambulance dispatch, better paging system (depending on where you are in Hastings the pager may not go off	Poor frequency, we need better radios, some guys are still using radios from 15 years ago	Terrible! I was trained hands on, when I talk to other guys from other areas (i.e. Peterborough County) they have gone through the training in Norwood	I don't feel that this department offers opportunity. I have seen guys overlooked for Captain and we go without one for sometime for personal reasons	I don't think we need to worry about full time staff, other than maybe Chief and Deputy Chief.	Hastings does need a larger hall, there is no room for our trucks to fit properly and safely, we have no room for training, we have to go elsewhere for some training exercises that should be done at our hall.	Again, second hall	New recruits need to be trained properly. I need to be trained properly.	705-696-1511	
Hastings	Too much talk, need more channels	Need to know more of what is going on in the hall	I think its ok right now	No, if you go full-time fire department	If more volunteers its ok but we need more manpower	Need new hall and bigger hall. Need new firefighter gear quicker for firefighters	More firefighters and more trucks	Need more time spent with all 3 halls for training	<a href="mailto:troycallahan@otmail.com">troycallahan@otmail.com</a>	
Hastings	Need paging ( ) frequency, all call times for major incidents requires increase in man power, proper radio repair and maintenance	More open communication between chief officers and captains - no secrets	Need to implement recruit training for new firefighters, use training accordingly in Norwood, physical fitness	Somewhat - you have to wait for someone to retire or die before it can happen	Should be full-time chief in charge of inspection, prevention and training	Increase size of hall, one door instead of three, work out/ physical fitness room and trainers	Proper management software for all halls for day to day and hourly records		Dough Irvine 705 696 3359	

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Hastings	Roads, weather conditions, etc.	Yes missing paging, too many talking at once		Yes	Maintain volunteer system	Some lack of space in hall, doors not big enough	In Hastings not much			
Hastings	Too many dead spots, should be one page for all call structure fires, range for paging to the west is not far		New recruits should be sent to Fire College, training together with all the halls	Yes if interested and capable	Maintain volunteer system, but switch to a point or hourly pay structure	Fire hall doors too small to get trucks out of unless mirrors are folded in, make one large door to get all trucks out	More men per hall 25 or-30 to ensure good response from all three stations			705 653 6388
Hastings	Should have dry hydrants throughout rural area for better supply	Better communication from chief, regular officer meetings	New fire fighters should be made to take the course in Norwood - also uniform and inter-station training	Difficult to say, possibly if full-time spots are made	Should be full-time chief CD fire prevention team	Larger hall needed, tankers in all stations		Lack of control for firefighters who lack in turnout % - i.e. 6 calls out of 97		705 653 6388
Hastings	Knowing that there is a call and getting passed to the call; There are some addresses the wrong hall keeps getting call and have to say that's lone out another a Hastings call then stand them down then page us	Don't know but seems to differ from station to station, some seem to be a lot more aware of whats going on and whats expected	Our hall is very cramped and hard to find room to do different types of training when we don't have the good weather; would like to see more instructors brought in (experts) to help with things we are expected by the community to know, course for new guys starting to take	I think we don't have a lot of turnover with the senior guys so not much room	For now its ok but things keep getting passed, in the future guys have to be available (e.g. 10 men in 10 mins. Etc.)	Building's too small, no room to train/ have meetings, hard to fit trucks in hall, doors too narrow, stuff overflowing trying to find a place to store it	education and inspections and pre-planning	Communication, paging, and being able to push the microphone and hit the repeater, rather than running around to find a spot you can get a signal		paul01.104@hotmail.com
Warkworth	Lack of water in pond	Better communication between municipality and fire service	For the most part good for a volunteer department	Towards fire yes, municipality no	Maintain volunteer service	Excellent fleet and equipment		Warkworth station requires additional office space, meeting room and fleet space		englishr@northumberlandcounty.ca
Warkworth	Feed mill, business area on Main St., lack of water in pond during winter months, evacuation of nursing home	Could be better communication	Training should be done with all 3 departments together and more frequently	Yes full time chief and fire prevention officer	Yes full time chief and fire prevention officer	Well equipped	Better fire prevention	The fire service seems to work well together		

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Warkworth	Attendance	Addressors being miss-read or wrong halls being called out	I think we should have more training at the Nonwood facility			I don't know if the Town would agree on it but we should look at it because we are still growing, maybe part-time	We do not have any room in our hall for our trucks		I think we should have weekend shifts rotating	705 924 9533
Warkworth	Lack of water for winter farm supply	Brutal, call for info 2 or 3 times before getting please repeat or no answer	No, training listed on board all the time	Maybe if through training to advance outside area. Not for joining municipality to be able to work in area and respond or be on call 24-7	Volunteer	Equipment has been good over past 5-10 years. Need addition to hall (to small), no room for meetings or training			Communications hall	
Warkworth	Lack of water in pond at Dry Hydrant	Definitely requires improvement. Need to go to a scene channel after response	No, training is visually provided at will to take it	No	No, stay with volunteer system		No, fleet seems to be in good working order	Pay increase would help with faster response times to all calls regardless of services, a truck with all equipment would allow rural guys to respond in personal vehicles	We need to have a more together response to large fires and be stood down instead of being paged after the fire has burned for minutes, we need a bigger fire hall, better meeting room	<a href="mailto:jody.trotman@renthills.ca">jody.trotman@renthills.ca</a>
Warkworth	Lack of water in winter in the pond, flow problems at certain hydrants	The one tower for the communications is not sufficient for good coverage	The training is available but you also have to show initiative	Yes, but it is seniority controlled	The municipality has done a good job to renew equipment now and for the future			First aid updates		

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Warkworth	Lack of water in Mill Pond with our new dry-hydrant, larger quantity of hydrant water	Dispatch needs more work, always repeating info you give, lack of knowledge regarding geographic boundaries and general common day-to-day activities				Need full-time fire prevention officer	No, very good supportive past council and Mayor	Definitely pay increase for all the new downloaded responsibilities. Not to mention fire fighter's family is at a loss when away, training, meeting etc., this tolls on stress for both parties	Warkworth hall has to be upgraded for small office needs, a locked office for privacy, chief and deputy, etc. Also training has limited space for such critical needs. Vehicles parked too close and no space for tools and apparatus support. Very cluttered, need at minimum another bay and training/ meeting room, along with an up-to-date office.	705 924 3366
Warkworth	Turn out of people (attendance needs to be attended to)	Needs improvement	Communication is poor	Needs to be evened out	Not at present time	Volunteer system is fine but attendance needs policing		Leadership	We need one leader where every hall is treated equal, no kids at hall when on call	<a href="mailto:williamreid@sympatico.ca">williamreid@sympatico.ca</a>
Warkworth	Pond is layered in debris	Dispatch unclear		Level of training is good	Not supportive	Some full-time	Equipment is really good			



Station Location	What do you think are some of the main issues/concerns regarding fire suppression and protection in your response area? And in Trent Hills overall?	I believe this is an area where there is always room for improvement but at the present time I do not have any concerns. Each fireman at our hall has a pager and a radio. We have good communications. At a fire scene, pagers are on our tone out to hear all communications and radios go to 4 for local traffic. We have radios with the local EMS to better improve 7. Do you have any information depending in there own response between the departments.	Do you have any comments regarding the flow of information within the Fire Service or the degree of input that is permitted?	I would believe that the flow of information within our department is good. We have meetings that all aspects of the department are discussed. If you have a problem, bring it up at the meeting or talk to Tim about it. Input is expected from all persons within the department. Each and every individual has expertise in various areas and all information is valuable. Persons are asked to do various tasks depending in there own situation and expertise.	Do you have any comments regarding current levels of training or professional development available to you?	I guess the way to look at it is that if you are interested enough to be on the department, then you should be interested enough to seek out training. Most of the training is in house but every member of the department is asked to attend courses at the college and what they would be interested in taking. It does not always happen, but that is no fault of the department. With regards to professional development, the department has had members go from our volunteer department to full time in other communities. This is a plus for all involved. The opportunities are available if you want to take them. Our Chief is pro active in this area.	Do you feel that Trent Hills offers you opportunities for career advancement within the organization?	Please understand that this department is volunteer and I do not believe that anyone looks at it any more then that. The time may come when there will be possibly a composite department that will give opportunities to persons, but for now that is not a reality. You are a firefighter regardless of your rank. That is why you started and that is why I started.	Do you have any comments or concerns regarding staffing? For example, should there be full-time paid staff? Or maintain the volunteer system?	I am a believer in the volunteer system. I believe this system has saved our community tremendous amounts of money over the years and I cannot see what we would gain by having full time staff. I do agree that over the years, the accountability for the department has changed greatly and because of that, I believe that at some point in time, there will have to be someone or more be on full time or part time staff. I can see the possibility of a full time Chief. I would suspect that we are one of the few communities that do not have a full time Chief.	Do you have any comments regarding fleet or equipment?	Our community is fortunate to have a pro active Chief that has a distinct plan on how to keep our fleet of trucks evolving to get better as each year goes by. I do not think that many communities of our size have what we have. Our equipment is up to date and I do not think it can be matched by others.	Given population/demographic trends, what key improvements do you think may be required?	I suspect that our service is going more medical as time goes by. We have good training in this area by professional persons within the department. Because of our population growth, which is not that much, age of persons, I suspect that we will be looking at more prevention aspects then suppression aspects. Taking into consideration, that when we do have suppression on scene, there is always the possibility of aged persons more now then ever to deal with.	Are there any other comments you would like to share regarding fire service in Trent Hills?	I do not want this to sound as a negative, but it will. I believe that we are only Trent Hills because the government put us in this situation. Campbellford / Seymour always working relationship in all areas. The fire department being one of them. It was kind of like two departments under one roof, but staffed by all the same persons. I believe that all three communities are still holding on to there own belief of what there department should be, not as a department of Trent Hills. I believe it will take quite some time for this type of thinking to go away. There is still that us and them attitude. I believe all three halls have dedicated staff.	Name and contact info (optional)
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Cambelford	<p>All persons in our community have had opportunity to voice concerns. I would also indicate that it is time that our communities have new fire halls as required by all. I would suspect that you have noticed that the present halls are not large enough for equipment as required or offer any room for future growth of the department. I do not have any concerns with suppression/ protection within the Campbellford/Seymour response area. As already noted to you, I do not think that you will receive any better response/protection then you already have. Our present system has saved our community large amounts of money over the years.</p>	<p>Our radio has the capability of EMS, other local fire departments (Brighton, HBM, Strifling), County channel, Roads, etc. Our base station can be used as a dispatch if power goes out. I believe that our community has a good system with our dispatch.</p>	<p>There is no sense in asking me about how to repair a truck or what is the best one to get as I would have no real expertise in that area. I do not have any knowledge about the other two halls and how they operate in this area.</p>			<p>Would it be necessary to have full time staff in other areas. Possibly Fire Prevention. Possibly this could be a part time position. I do not know. It would greatly depend on how the person is in regards to being pro active in that area. Sometimes, once a person gets a job, they lose sight of what the job really is and that is where being a dedicated volunteer is better. I sometimes cannot see where we can do any better then we are doing. People do it because they like it. I can see in the future our department being a composite department. I am not sure how all three halls will benefit from it, or how it will actually happen.</p>		<p>I believe some of the problems arise simply from the fact that there are not employment opportunities in the communities to keep people in town. Most persons work out of town and because of that, we are critical of response times and it is simply an economic problem. I believe all three halls need to be larger. I believe all three halls are located in good areas of the community. I would hope that when it comes time for a full time Chief, there should be no question as to whom it should be. It would be a great injustice to Tim to go any where else looking.</p>	<p>rsdunkley @sympatico.ca 653-3831</p>	

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Cambellfod	I do not want to speak out of line, and it is due to no fault of the other areas, but there are times when there just is not the man power in those communities for response. Small areas such as these do not have the full time employment opportunities to retain persons in them during the day as persons go to other areas such as Cobourg, Belleville, etc. to work. Cambellfod seems to be a little better at this.	I have had no issues, but there does seem to be a lot of chatter during calls - perhaps more channels is an answer	I think in Cambellfod Department input is permitted as long as you can back it up. I cant answer for the other two halls but I don think it is the same	I think we are given all kinds of opportunity for training. I cant speak for the other two halls	Its hard to advance when we are all volunteers. I cant speak to this	I think it should be a composite department. There is a need for some full-time staff to do inspections, fire prevention, etc.	In a perfect world it would be nice to have new equipment but I believe the Chief and Municipal executives have done a great job getting us what we need	I think as in 7 above this service needs to become composite and some staff on full time. As volunteers, we all have other jobs and things that take up our time. We cannot be expected to perform the duties (inspections, etc.) in a timely fashion as a full time person could	I feel that we (3 halls) need to be managed by 1 chief making those important decisions that need to be made. I think there is too much disention between the halls. Perhaps jealousy is a better word. I don't think it is brought on by all persons, but a select few that like to stir things up.	Paul Dawson donexz@hotmail.com