



THE CORPORATION OF THE TOWNSHIP OF HORTON  
**PROTECTIVE SERVICES COMMITTEE**

February 17, 2022  
5:00 p.m.

1. Call to Order
2. Declaration of Pecuniary Interest
3. Minutes from Previous Meeting
  - i. January 20<sup>th</sup>, 2022
4. Fire Chiefs Report and Update
5. Staff/Committee Members Concerns
6. New Business
7. Next Meeting Date
  - i. March 17<sup>th</sup>, 2022 – 5:00 p.m.
8. Adjournment

**PG.2**

**PG.4**

**RETURN TO AGENDA**

## THE CORPORATION OF THE TOWNSHIP OF HORTON

**Protective Services Committee Meeting**January 20<sup>th</sup>, 2022

5:00 p.m.

There was an electronic Meeting of the Protective Services Committee on Thursday January 20<sup>th</sup>, 2022, via Zoom. Present was Chair Lane Cleroux, Deputy Mayor Glen Campbell, and Mayor David Bennett. Public Advisory Members present were Spencer Hopping and John Purdon. Staff present was Fire Chief Allan Cole, Deputy Fire Chief Mike Fortier, and CAO/Clerk Hope Dillabough – Recording Secretary

**1. CALL TO ORDER**

Chair Cleroux called the meeting to order at 5:03 p.m.

**2. DECLARATION OF PECUNIARY INTEREST**

There was no declaration of pecuniary interest expressed by Members of the Committee.

**3. MINUTES FROM PREVIOUS MEETING**

i) November 18<sup>th</sup>, 2021

Moved by Deputy Mayor Campbell

Seconded by Spencer Hopping

**THAT** the Protective Services Committee accept the Minutes of November 18<sup>th</sup>, 2021.

**Carried**

**4. FIRE CHIEF'S REPORT AND UPDATE - VERBAL**

Fire Chief Allan Cole verbally presented the report. He stated that for the year 2021 HFD responded to 49 separate calls for services ranging from Structure Fires to Water Rescues to Burning Complaints. Fire Chief Cole would like to provide fire extinguisher training to all Horton Township employees in the Spring that would coincide with the regular Health and Safety training.

There was discussion regarding Horton's FUS Grading which is used by insurance companies and brokers to set Fire Insurance Premiums for Industrial, Commercial and Residential individual rates. It does not affect the municipalities insurance ratings. The main point to consider is that keeping or exceeding the existing FUS grade ensures that the ratepayers of the municipality are afforded the opportunity to have the most economically priced insurance coverage they can obtain. Currently, Horton's grade is 3 B which is the highest rating for a municipality that doesn't have a municipal water system. Discussion occurred what is required for minimum apparatus to not downgrade the existing rating.

The Township of Horton is due to have a Community Risk Assessment completed by the end of 2022 and it's a mandated initiative by the Office of the Fire Marshal. It was discussed that for a municipality the size of Horton, the level of effort to complete such an assessment is excessive and the township does not have in-house capability to complete the assessment. Staff have obtained a proposal from the Consulting Firm – Emergency Management Group, who have already completed approximately 150 Community Risk Assessments for various municipalities within the Province. Staff recommends a sole source of this project due to the experience and information the Consultant company already has with the various other municipalities' assessments. Staff also recommends this be funded from the modernization reserves. Staff will insert this initiative in the 2022 Township Budget for Council consideration.

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**5. STAFF/COMMITTEE MEMBERS CONCERNS**

None

**6. NEW BUSINESS**

None

**7. NEXT MEETING DATE**

The next meeting will be held February 17<sup>th</sup>, 2022, at 5:00 p.m.

**8. ADJOURNMENT**

Chair Cleroux declared the meeting adjourned at 5:56 p.m.

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CHAIR Lane Cleroux

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CAO/CLERK Hope Dillabough



## Township of Horton COUNCIL / COMMITTEE REPORT

<b>Title:</b>  Monthly Fire Report	<b>Date:</b>	February 15, 2022
	<b>Council/Committee:</b>	Fire Committee
	<b>Author:</b>	J. Allan Cole – Fire Chief
	<b>Department:</b>	Fire

### **CALL OUTS/RESPONSES:**

Call-Outs/Responses January 01, 2022 to February 15, 2022

- Burning Complaint – Response – No Action – Permit in Place
- Residential CO inspection – Upon Request
- Outdoor Wood Furnace Fire

### **MEETINGS:**

Briefing Zoom Meeting on “Draft Mandatory Firefighter Certification”

See attached Draft Document outlining proposed changes to the FPPA1997

### **TRAINING/WORKSHOPS/:**

- Standard In-House Training Program

### **CORRESPONDENCE:**

None

### **FIRE PREVENTION/INSPECTION:**

No Fire Warden Inspections completed this time-period.

Reminder to keep all combustibles away from flammables. A good example is in the Furnace Room at the Twp. Office. This area should be kept clear of common combustibles and cleaning supplies at all times.

### **OUTSTANDING ISSUES/OLD BUSINESS:**

RFQ for Horton 9837 Replacement – ¾ ton 4 x 4 truck

**Deputy Chief Fortier will provide a brief verbal update on some progress we have made and how we are developing a Business Plan to address this purchase. Hopefully using existing Reserve Funding.**

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**This item left on for reference.**

## Fire Department Access on Private Roads within the Municipality

I was approached with a concern raised about whether there were any policies or procedures in place in regard to Emergency Vehicles (Police, Fire, Ambulance) accessing areas served by Private Roads within the Township.

Subsequent reviews of Township By-Laws including the HFD E&R By-Law did not turn up any documentation on any procedures on this. There are also no official procedures on our SOG's. When reviewing the Ontario Fire Code, FPPA 1997 and Ontario Building Code there are some references to Standards to have in place for Private Roads, but the actual Code requirements are on a case-by-case basis.

OFC Div. 2 Section 2.5 Fire Department Access to Buildings states that "Fire Access Routes shall be maintained so as to be immediately ready for use at all times by Fire Department Vehicles". Unfortunately, "Fire Access Routes" need to be deemed as such by the Municipality by By-Law and we have no such By-Law in place.

Following up with our OFM FSA and with correspondence within the Ontario Association of Fire Chiefs I did come up with a number of options for consideration.

Some Municipalities have it specifically written into their E&R By-Laws that FD access on Private Roads may be an issue and although the FD will make every effort to attend an incident the condition of the private road and the safety of the FD personnel and FD vehicles will be considered and there may be a reduced level of response to the ratepayers in this case. (a case of you have been given fair warning)

Other Municipalities have specific Private Road Condition Standards By-Laws in place putting the onus on homeowners having private roads to maintain those roads to a minimum set standard.

Based on those responses from the municipalities I have polled I am proposing the following procedures to address this issue.

- 1- Conduct a Private Road Condition Assessment of all Private Roads within the Township to determine condition. (See attached Private Road Condition Assessment Form)
- 2- Based on 1 above, evaluate whether the FD has the appropriate equipment to meet the needs of the homeowners of these roads and consider alternate methods of response that may meet the minimum standards (IE: perhaps we would be well served with a Mini-Pumper for this type of work-dependent on number of roads, # of homeowners, # of roads inaccessible by the larger trucks etc.)
- 3- Consider either a) developing a By-Law establishing minimum road standards and enforcing compliance or b) revise the current E&R By-Law to indicate that HFD will do it's best to provide an appropriate level of service but based on road condition we may not be able to.
- 4- Inform all homeowners serviced by Private Roads of the level of Emergency Response they are most likely to get based on the above.

As of this date 42 Private Road Condition Assessments have been completed.

## **This Item Left On For Reference**

### **Fire Underwriters Survey Grade Report**

Our current residential grading assessment is 3B and is in line with the normal requirements of a municipality of this size without a municipal water distribution network.

Distances from the fire hall or from recognized water sources (IE; Dry Hydrants) affect fire insurance coverage premiums as do the age of apparatus.

In order to maintain our 3B grading it is required that HFD have at minimum a Pumper and a Tanker of an age of less than 25 years.

Currently our Tanker (Unit 9717) falls outside that requirement, and we are in danger of having our grading downsized as a result.

It is recommended that the Tanker replacement program be prioritized in order to maintain our current grading.

To summarize, the FUS Grading is used by insurance companies and brokers to set Fire Insurance Premiums for Industrial, Commercial and Residential individual rates. It does not affect the municipalities insurance ratings.

The main point to consider is that keeping or exceeding the existing FUS grade ensures that the ratepayers of the municipality are afforded the opportunity to have the most economically priced insurance coverage they can obtain.

I would urge the committee to review the FUS Report in detail as it provides some excellent insight into the requirements to provide a high level of service to our ratepayers.

## **NEW BUSINESS**

### **CRA Update as at 2022-02-14**

We have received and reviewed a Formal Proposal to conduct a CRA from Emergency Management Group. (see attached)

The review of the proposal indicates that this meets our needs.

I recommend we proceed with using this company to create a CRA on behalf of Horton Fire Department and that the cost be funded through Modernization Grant Funding which is currently in place.

### **Community Risk Assessment update.**

Horton is due to have a Community Risk Assessment completed within the year.

This is a Mandated initiative by the Office of the Fire Marshal

I have been in contact with the Consulting Firm – Emergency Management Group, who have completed approximately 150 Community Risk Assessments (CRA) for various municipalities within the Province.

For a municipality of the size of Horton it is estimated the level of effort would be approximately 100 to 120 Man Hours to collect data and prepare and submit the report to the Township. The report will be approximately 100 pages in length and the initial cost estimate is in the \$7 to \$8K range.

HFD does not have the in-house capability to create a CRA to the required expectations of the OFM at this time.

I believe having a consultant prepare this report will both meet the OFM requirements and also give the municipality an opportunity to use the report for some short and long term planning of Fire Services.

Once the CRA is prepared and submitted to the OFM it only needs to be reviewed and updated by the municipality on a regular basis should the demographics of the community change or the levels of fire service response change.

**Author:** J. Allan Cole - Chief  
signature

**Other:** \_\_\_\_\_  
signature

**Treasurer** \_\_\_\_\_  
signature

**C.A.O.** \_\_\_\_\_  
signature

**Caution:**

*This consultation draft is intended to facilitate dialogue concerning its contents. Should the decision be made to proceed with the proposal, the comments received during consultation will be considered during the final preparation of the regulation. The content, structure, form and wording of the consultation draft are subject to change as a result of the consultation process and as a result of review, editing and correction by the Office of Legislative Counsel.*

**CONSULTATION DRAFT****ONTARIO REGULATION**

to be made under the

**FIRE PROTECTION AND PREVENTION ACT, 1997****FIREFIGHTER CERTIFICATION****CONTENTS**

<a href="#">1.</a>	Definition
<a href="#">2.</a>	Mandatory certification
<a href="#">3.</a>	Exceptions
<a href="#">4.</a>	Transition
<a href="#">5.</a>	Commencement
<a href="#">Table 1</a>	Mandatory certification for fire protection services

**Definition**

1. In this Regulation,

“NFPA” means the National Fire Protection Association.

**Mandatory certification**

2. (1) Every municipality, and every fire department in a territory without municipal organization, must ensure that its firefighters perform a fire protection service set out in Column 1 of Table 1 only if, on or after the corresponding day specified in Column 3 of that Table,

- (a) the firefighter performing the fire protection service is certified, at a minimum, to the corresponding certification standard set out in Column 2 of that Table; or
- (b) this Regulation provides that the certification standard referred to in clause (a) does not apply with respect to the firefighter.

(2) The certification must be,

- (a) provided by the Fire Marshal; or

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- (b) an accreditation from the International Fire Safety Accreditation Congress (IFSAC), or a Pro Board seal, that is recognized by the Fire Marshal as equivalent to the certification provided by the Fire Marshal.

### **Exceptions**

3. (1) A certification standard set out in item 1 or 2 of Table 1 does not apply with respect to a firefighter who,

- (a) is performing a service that is within the scope of that item;
- (b) has been a firefighter for no more than 24 months; and
- (c) is operating under the supervision of a firefighter certified to that standard.

(2) A certification standard set out in Column 2 of Table 1 does not apply with respect to a firefighter who is,

- (a) temporarily assigned to perform a different fire protection service for which a different minimum certification is required; and
- (b) operating under the supervision of a firefighter who has obtained the certification corresponding to the fire protection service or services being delivered.

(3) If a firefighter was previously certified under this Regulation for an item listed in Table 1, that certification continues to be valid even if the requirements for obtaining that certification are subsequently updated or changed.

### **Transition**

4. (1) Subject to subsection (2), a certification standard set out in item 1, 2, 3, 5, 6, 7, 9, 10, 11, 12, 13, 14, 15, 17 or 18 of Table 1 does not apply with respect to a firefighter if the Fire Marshal issues the firefighter a letter of compliance with the certification standard in accordance with this section.

(2) The Fire Marshal shall issue a letter of compliance with a certification standard to a firefighter if,

- (a) the firefighter has been performing the fire protection service that the standard corresponds to since at least,
  - (i) January 1, 2021, in the case of a certification standard set out in item 1, 2, 3, 5, 6 or 7,

- (ii) January 1, 2020, in the case of a certification standard set out in item 9, 10, 11, 12, 13, 14 or 15, or
  - (iii) January 1, 2019, in the case of a certification standard set out in item 17 or 18;
- (b) before September 30, 2023, the firefighter’s municipality, or fire department in an area without municipal organization, provides the Fire Marshal with information, such as training records, to demonstrate to the satisfaction of the Fire Marshal that the firefighter, through past training and experience, has obtained the requisite knowledge and requisite skills associated with the corresponding standard; and
- (c) the Fire Marshal is satisfied with the information provided under clause (b).

## Commencement

### 5. [Commencement]

**TABLE 1**  
**MANDATORY CERTIFICATION FOR FIRE PROTECTION SERVICES**

Item	Column 1 Fire protection service	Column 2 Minimum Certification Standard	Column 3 Compliance Deadline
1.	Firefighter Exterior Attack: Fire suppression operations from the exterior of the building only.	The following job performance requirements of NFPA 1001, “Standard for Fire Fighter Professional Qualifications”, 2019 Edition, Chapter 4 (Firefighter I) and Chapter 5 (Firefighter II):  4.1, 4.2, 4.3.1, 4.3.2, 4.3.3, 4.3.6, 4.3.7, 4.3.8, 4.3.10 (A1-A9, B1-B3, B4 (exterior stairway), B5-B10), 4.3.15, 4.3.16, 4.3.17, 4.3.18, 4.3.19, 4.3.20, 4.3.21, 4.5  5.1, 5.2, 5.3.1, 5.3.2 (A1-A4), 5.3.3, 5.3.4, 5.4.2, 5.5.3	July 1, 2026
2.	Firefighter Exterior Attack and auto extrication: Fire suppression operations from the exterior of the building only and auto extrication rescue.	All job performance requirements in Item 1 and the following job performance requirements of NFPA 1001, “Standard for Fire Fighter Professional Qualifications”, 2019 Edition, Chapter 5 (Firefighter II):  5.4.1	July 1, 2026
3.	Firefighter Exterior Attack and hazardous materials response: Fire suppression operations from the exterior of the building only and Operations-level hazardous materials response.	All job performance requirements in Item 1 and all job performance requirements of NFPA 1072, “Standard for Hazardous Materials/Weapons of Mass Destruction Emergency Response Personnel Professional Qualifications”, 2017 Edition, Chapter 5 (Operations).	July 1, 2026
4.	Firefighter Exterior Attack, auto extrication and hazardous materials response: Fire suppression operations from the exterior of the building only, automobile extrication rescue and Operations-level hazardous materials response.	All job performance requirements in Items 1, 2 and 3.	July 1, 2026

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5.	Firefighter Interior Attack: Fire suppression operations that enter the interior of the building and can perform rescue.	All job performance requirements in Item 1 and the following job performance requirements of NFPA 1001, "Standard for Fire Fighter Professional Qualifications", 2019 Edition, Chapter 4 (Firefighter I) and Chapter 5 (Firefighter II):  4.3.4, 4.3.9, 4.3.10 (A10-A11, B4 (interior stairway), B11), 4.3.11, 4.3.12, 4.3.13, 4.3.14  5.3.2 (A5-A9, B1-B6)	July 1, 2026
6.	Firefighter Interior Attack and auto extrication: Fire suppression operations that enter the interior of the building and can perform rescue and automobile extrication rescue.	All job performance requirements in Item 5 and the following job performance requirements of NFPA 1001, "Standard for Fire Fighter Professional Qualifications", 2019 Edition, Chapter 5 (Firefighter II):  5.4.1	July 1, 2026
7.	Firefighter Interior Attack and hazardous materials response: Fire suppression operations that enter the interior of the building and Operations-level hazardous materials response.	All job performance requirements in Item 5 and all job performance requirements of NFPA 1072, "Standard for Hazardous Materials/Weapons of Mass Destruction Emergency Response Personnel Professional Qualifications", Chapter 5 (Operations).	July 1, 2026
8.	Firefighter Interior Attack, auto extrication and hazardous materials response: Fire suppression operations that enter the interior of the building and can perform rescue, automobile extrication rescue and Operations-level hazardous materials response (full service firefighter).	All job performance requirements of NFPA 1001, "Standard for Fire Fighter Professional Qualifications", 2019 Edition, Chapter 5 (Firefighter II).	July 1, 2026
9.	Team Lead Exterior Attack: Supervision of firefighters that provide fire suppression operations from the exterior of the building only.	All job performance requirements in Item 1 and the following job performance requirements of NFPA 1021, "Standard for Fire Officer Professional Qualifications", 2014 Edition, Chapter 4 (Fire Officer I):  4.1.1, 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.4.1, 4.4.2, 4.4.4, 4.4.5, 4.5.3, 4.6, 4.7.1, 4.7.3	July 1, 2026
10.	Team Lead Exterior Attack and auto extrication: Supervision of firefighters that provide fire suppression operations from the exterior of the building only or that provide auto extrication rescue.	All job performance requirements in Item 2 and the following job performance requirements of NFPA 1021, "Standard for Fire Officer Professional Qualifications", 2014 Edition, Chapter 4 (Fire Officer I):  4.1.1, 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.4.1, 4.4.2, 4.4.4, 4.4.5, 4.5.3, 4.6, 4.7.1, 4.7.3	July 1, 2026
11.	Team Lead Exterior Attack and hazardous materials response: Supervision of firefighters that provide fire suppression operations from the exterior of the building only or that provide Operations-level hazardous materials response.	All job performance requirements in Item 3 and the following job performance requirements of NFPA 1021, "Standard for Fire Officer Professional Qualifications", 2014 Edition, Chapter 4 (Fire Officer I):  4.1.1, 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.4.1, 4.4.2, 4.4.4, 4.4.5, 4.5.3, 4.6, 4.7.1, 4.7.3	July 1, 2026
12.	Team Lead Exterior Attack, auto extrication and hazardous materials: Supervision of firefighters that provide fire suppression operations from the exterior of the building only or that provide automobile extrication rescue or Operations-level hazardous materials response.	All job performance requirements in Item 4, and the following job performance requirements of NFPA 1021, "Standard for Fire Officer Professional Qualifications", 2014 Edition, Chapter 4 (Fire Officer I):  4.1.1, 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.4.1, 4.4.2, 4.4.4, 4.4.5, 4.5.3, 4.6, 4.7.1, 4.7.3	July 1, 2026

13.	Team Lead Interior Attack: Supervision of firefighters that provide fire suppression operations from the interior of the building and can perform rescue.	All job performance requirements in Item 5 and the following job performance requirements of NFPA 1021, "Standard for Fire Officer Professional Qualifications", 2014 Edition, Chapter 4 (Fire Officer I):  4.1.1, 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.4.1, 4.4.2, 4.4.4, 4.4.5, 4.5.3, 4.6, 4.7.1, 4.7.3	July 1, 2026
14.	Team Lead Interior Attack and auto extrication: Supervision of firefighters that provide fire suppression operations from the interior of the building and can perform rescue or that provide automobile extrication rescue.	All job performance requirements in Item 6 and the following job performance requirements of NFPA 1021, "Standard for Fire Officer Professional Qualifications", 2014 Edition, Chapter 4 (Fire Officer I):  4.1.1, 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.4.1, 4.4.2, 4.4.4, 4.4.5, 4.5.3, 4.6, 4.7.1, 4.7.3	July 1, 2026
15.	Team Lead Interior Attack and hazardous materials response: Supervision of firefighters that provide fire suppression operations from the interior of the building and can perform rescue or that provide Operations-level hazardous materials response.	All job performance requirements in Item 7 and the following job performance requirements of NFPA 1021, "Standard for Fire Officer Professional Qualifications", 2014 Edition, Chapter 4 (Fire Officer I):  4.1.1, 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.4.1, 4.4.2, 4.4.4, 4.4.5, 4.5.3, 4.6, 4.7.1, 4.7.3	July 1, 2026
16.	Team Lead Interior Attack, auto extrication and hazardous materials response: Supervision of firefighters that provide fire suppression operations from the interior of the building and can perform rescue or that provide automobile extrication rescue or Operations-level hazardous materials response (full service fire officer).	All job performance requirements of NFPA 1021 "Standard for Fire Officer Professional Qualifications", 2014 Edition, Chapter 4 (Fire Officer I).	July 1, 2026
17.	Pump Operations: Operation of a pumper apparatus without driving the apparatus, or where the apparatus does not require a class D licence.	All job performance requirements of NFPA 1002, "Standard for Fire Apparatus Driver/Operator Professional Qualifications", 2017 Edition, Chapter 5 (Apparatus Equipped with Fire Pump), without pre-requisites in Chapter 4.	July 1, 2026
18.	Pump Operations: driver: Driving and operating a pumper apparatus that requires a class D licence.	All job performance requirements in NFPA 1002 "Standard for Fire Apparatus Driver/Operator Professional Qualifications", 2017 Edition, Chapter 5 (Apparatus Equipped with Fire Pump).	July 1, 2026
19.	Fire Prevention/Inspection: conducting fire and life safety inspections.	All job performance requirements of NFPA 1031, "Standard for Professional Qualifications for Fire Inspector and Plan Examiner", 2014 Edition, Chapter 4 (Fire Inspector I).	July 1, 2026
20.	Fire Investigator: conducting fire cause and origin investigations.	All job performance requirements of NFPA 1033, "Professional Qualifications for Fire Investigator", 2014 Edition, Chapter 4 (Fire Investigator).	July 1, 2026
21.	Fire and Life Safety Educator: providing fire and life safety education.	All job performance requirements of NFPA 1035, "Standard on Fire and Life Safety Educator, Public Information Officer, Youth Firesetter Intervention Specialist, and Youth Firesetter Program Manager Professional Qualifications", 2015 Edition, Chapter 4 (Fire and Life Safety Educator).	July 1, 2026
22.	Training Officer: providing training and education to other fire personnel.	All job performance requirements of NFPA 1041, "Standard for Fire and Emergency Services Instructor Professional Qualifications", 2019 Edition, Chapter 4 (Fire and Emergency Services Instructor I).	July 1, 2026

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23.	Emergency Communicators: taking emergency calls.	All job performance requirements of NFPA 1061, “Standard for Public Safety Telecommunications Personnel Professional Qualifications”, 2018 Edition, Chapter 4 (Public Safety Telecommunicator I).	July 1, 2026
24.	Incident Safety Officers: undertaking the primary role of incident safety officer at emergency calls.	All job performance requirements of NFPA 1521, “Standard for Fire Department Safety Officer Professional Qualifications”, 2020 Edition, Chapter 5 (Incident Safety Officer).	July 1, 2026
25.	Hazardous Materials Response — Operations Mission Specific Level: responding to emergencies involving hazardous materials at the Operations Mission Specific Level.	All job performance requirements of NFPA 1072, “Standard for Hazardous Materials/Weapons of Mass Destruction Emergency Response Personnel Professional Qualifications”, Chapter 6 (Operations Mission Specific)	July 1, 2026
26.	Hazardous Materials Response — Technician Level: responding to emergencies involving hazardous materials at the Technician Level.	All job performance requirements of NFPA 1072, “Standard for Hazardous Materials/Weapons of Mass Destruction Emergency Response Personnel Professional Qualifications” Chapter 7 (Hazardous Materials Technician).	July 1, 2026
27.	Rope Rescue — Operations: rope rescue at the Operations Level.	The following job performance requirements of NFPA 1006, “Standard for Technical Rescue Personnel Professional Qualifications”, 2021 Edition, Chapter 5 (Rope Rescue) (Operations):  5.2	July 1, 2028
28.	Rope Rescue — Technician: rope rescue at the Technician Level.	The following job performance requirements of NFPA 1006, “Standard for Technical Rescue Personnel Professional Qualifications”, 2021 Edition, Chapter 5 (Rope Rescue) (Technician):  5.3	July 1, 2028
29.	Structural Collapse — Operations: structural collapse rescue at the Operations Level.	The following job performance requirements of NFPA 1006, “Standard for Technical Rescue Personnel Professional Qualifications”, 2021 Edition, Chapter 6 (Structural Collapse Rescue) (Operations):  6.2	July 1, 2028
30.	Structural Collapse — Technician: structural collapse rescue at the Technician Level.	The following job performance requirements of NFPA 1006, “Standard for Technical Rescue Personnel Professional Qualifications”, 2021 Edition, Chapter 6 (Structural Collapse Rescue) (Technician):  6.3	July 1, 2028
31.	Confined Space — Operations: confined space rescue at the Operations Level.	The following job performance requirements of NFPA 1006, “Standard for Technical Rescue Personnel Professional Qualifications”, 2021 Edition, Chapter 7 (Confined Space Rescue) (Operations):  7.2	July 1, 2028
32.	Confined Space — Technician: confined space rescue at the Technician Level.	The following job performance requirements of NFPA 1006, “Standard for Technical Rescue Personnel Professional Qualifications”, 2021 Edition, Chapter 7 (Confined Space Rescue) (Technician):  7.3	July 1, 2028

33.	Vehicle Rescue — Operations: rescue involving passenger vehicles at the Operations Level.	The following job performance requirements of NFPA 1006, “Standard for Technical Rescue Personnel Professional Qualifications”, 2021 Edition, Chapter 8 (Common Passenger Vehicle Rescue) (Operations):  8.2	July 1, 2028
34.	Vehicle Rescue — Technician: rescue involving passenger vehicles at the Technician Level.	The following job performance requirements of NFPA 1006, “Standard for Technical Rescue Personnel Professional Qualifications”, 2021 Edition, Chapter 8 (Common Passenger Vehicle Rescue) (Technician):  All of 8.3	July 1, 2028
35.	Heavy Vehicle Rescue — Operations: rescue involving heavy vehicles at the Operations Level.	The following job performance requirements of NFPA 1006, “Standard for Technical Rescue Personnel Professional Qualifications”, 2021 Edition, Chapter 9 (Heavy Vehicle Rescue) (Operations):  9.2	July 1, 2028
36.	Heavy Vehicle Rescue — Technician: rescue involving heavy vehicles at the Technician Level.	The following job performance requirements of NFPA 1006, “Standard for Technical Rescue Personnel Professional Qualifications”, 2021 Edition, Chapter 9 (Heavy Vehicle Rescue) (Technician):  9.3	July 1, 2028
37.	Trench Rescue — Operations: trench rescue at the Operations Level.	The following job performance requirements of NFPA 1006, “Standard for Technical Rescue Personnel Professional Qualifications”, 2021 Edition, Chapter 12 (Trench Rescue) (Operations):  12.2	July 1, 2028
38.	Trench Rescue — Technician: trench rescue at the Technician Level.	The following job performance requirements of NFPA 1006, “Standard for Technical Rescue Personnel Professional Qualifications”, 2021 Edition, Chapter 12 (Trench Rescue) (Technician):  12.3	July 1, 2028
39.	Surface Water Rescue — Operations: surface water rescue at the Operations Level.	The following job performance requirements of NFPA 1006, “Standard for Technical Rescue Personnel Professional Qualifications”, 2021 Edition, Chapter 17 (Surface Water Rescue) (Operations):  17.2	July 1, 2028
40.	Surface Water Rescue — Technician: surface water rescue at the Technician Level.	The following job performance requirements of NFPA 1006, “Standard for Technical Rescue Personnel Professional Qualifications”, 2021 Edition, Chapter 17 (Surface Water Rescue) (Technician):  17.3	July 1, 2028
41.	Swift Water Rescue — Operations: swift water rescue at the Operations Level.	The following job performance requirements of NFPA 1006, “Standard for Technical Rescue Personnel Professional Qualifications”, 2021 Edition, Chapter 18 (Swiftwater Rescue) (Operations):  18.2	July 1, 2028

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42.	Swift Water Rescue — Technician: swift water rescue at the Technician Level.	The following job performance requirements of NFPA 1006, “Standard for Technical Rescue Personnel Professional Qualifications”, 2021 Edition, Chapter 18 (Swiftwater Rescue) (Technician):  18.3	July 1, 2028
43.	Ice Water Rescue — Operations: ice water rescue at the Operations Level.	The following job performance requirements of NFPA 1006, “Standard for Technical Rescue Personnel Professional Qualifications”, 2021 Edition, Chapter 20 (Ice Rescue) (Operations):  20.2	July 1, 2028
44.	Ice Water Rescue — Technician: ice water rescue at the Technician Level.	The following job performance requirements of NFPA 1006, “Standard for Technical Rescue Personnel Professional Qualifications”, 2021 Edition, Chapter 20 (Ice Rescue) (Technician):  20.3	July 1, 2028





# Horton Township

## Request for Proposals Community Risk Assessment

**Horton Township**



**Emergency  
Management  
Group\***

Contact: Darryl Culley, President 705.719.9007  
144 - 65 Cedar Pointe Dr. info@emergencymgt.com  
Barrie, ON L4N 9R3 www.emergencymgt.com

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Horton Township  
Allan Cole, Fire Chief  
Johnston Rd  
Renfrew, ON  
K7V 3Z8

January 18<sup>th</sup>, 2022

**Re: RFP—Community Risk Assessment**

Dear Chief Cole,

Emergency Management Group Inc. (EMG) is pleased to submit our proposal to assist the Horton Township through a comprehensive Community Risk Assessment. This project represents an ideal fit for our firm and team of highly experienced professionals.

The Horton Township Fire Department is vital to the community as it provides protection of life, property, safety, and well-being of its citizens. The task of developing a detailed Community Risk Assessment is critical to ensure the most efficient use of resources while meeting the evolving demands of the community.

EMG is built on the strength of our team members. By bringing together experts and professionals, we select project groups based on the best fit for the assignment.

You will find in the attached proposal a high degree of expertise and experience that will assure you of the quality and comprehensive nature of our work. EMG brings to this project senior level Fire and Emergency Service leadership experience, experience in fire service review, planning processes and master planning, expertise in facilitation of stakeholder consultation, and consulting experience in a wide range of sectors and jurisdictions.



We recognize what is best for our clients is often best for us as well, and the opposite holds true. Transparency, integrity, and quality have always been the unspoken pillars of our organization. **Low-cost leadership and overpromising play no part in our business model.** We only promise what we can deliver, and we deliver on our promise. This focus is what continues to bring former clients back to re-engage our services. We have seen a marked increase in new Fire Service clients reaching out to us because of our high standards, level of experience,

Innovative thinking, qualifications and professionalism of our team, and the proven results we achieve.

Sincerely,

A handwritten signature in black ink, appearing to read 'D Culley', with a large, sweeping flourish at the end.

Darryl Culley, President  
dculley@emergencymgt.com



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# Corporate Qualification & Experience

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## 1.0 COMPANY OVERVIEW

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### 1.1 Corporate Profile

This proposal is being submitted by **Emergency Management Group Inc. (EMG)**, a professional consulting and training firm dedicated solely to emergency services and emergency management. Our expert professionals assist organizations, which are the leaders in their respective fields, to become more operationally effective and better prepared to meet their goals for the future.

**Outstanding results – You get the credit; we do the work.**

Our team comes in, gets outstanding results, and then fades into the background to let you take all the credit for success.

For the past 23 years, we have been assisting Fire Services, Emergency Medical Services, 9-1-1 dispatch and communication services, and their governing agencies to reach their performance goals by providing comprehensive consultation including:

- Master Fire Plans
- Organization and Administration Reviews
- Resource Deployment and Operations
- Dispatch and Communications
- Fire Service Accreditation
- Strategic and Corporate Planning
- Community Risk Assessments
- Public Policy
- Public and Stakeholder Consultation
- Conflict Resolution
- Management Consulting and Financial Analysis

Since 1998, EMG has focused its services on the emergency services branch. A large portion of our business comes directly from Fire Services across Canada in both our clientele base as well as our consultants' background.

Each of the consultants for this assignment have extensive fire and emergency service knowledge, having worked directly in fire and emergency services as operational leads. Our consultants have hands on experience developing and evaluating strategic plans for several fire service organizations. We have consulted on numerous fire service projects and are unequivocally one of the lead consulting companies in Ontario for fire service reviews.

### 1.2 Base of Operations

Contact: **Darryl Culley, President**  
 Tel: (705) 719-9007  
 E-mail: [dculley@emergencymgt.com](mailto:dculley@emergencymgt.com)

65 Cedar Pointe Dr., Suite 144  
 Barrie, ON  
 L4N 9R3

Website: [www.emergencymgt.com](http://www.emergencymgt.com)

HST Number: 85978 2773 RT0001

EMG is a proud participant in the Ontario Association of Fire Chiefs Annual Conference, Saskatchewan Association of Fire Chiefs Conference, World Conference on Disaster Management, Northwest Response Forum, and the International Association of Emergency Managers.

### 1.3 Insurance Coverage

EMG maintains WSIB insurance along with \$5,000,000 in Commercial General Liability Coverage and \$2,000,000 in Professional Liability Insurance.

### 1.4 Experience on Similar Projects

The team at EMG has been providing services to clients since 1998 and has an extensive list of successful projects, including many repeat clients. Our team has widespread experience and expertise developing master plans, conducting station location studies, completing operational reviews, and facilitating public consultation for fire and EMS services, ensuring they are equipped to move forward and reach goals for the future.

The following sample list describes some of the relevant projects our team has completed over the past five years. The scope of each of these projects requires the in-depth knowledge of the *Fire Prevention and Protection Act*, National Fire Protection Association standards, Section 21 Guidance Notes, *Occupational Health and Safety Act*, Ontario Fire Marshal's Public Fire Safety Guidelines, applicable by-law and legislation, and best practices.

- *The City of Thunder Bay*, the most populous municipality in Northwestern Ontario with 109,140 residents, 211 fire personnel and 5 divisions, through a **Strategic Master Fire Plan**.
- *Town of Ajax*, a rapidly growing GTA community of 120,000 residents, served by a career fire service through a **Community Risk Assessment** and **Master Fire Plan**.
- *City of Sarnia*, home to Ontario's petro-chemical industry, with career fire service with 128 personnel, through a **Community Risk Assessment**, **Station Location Review**, and **Master Fire Plan**.
- *The County of Brant*, served by a volunteer fire department operating from 8 fire stations, through a **Fire Master Plan**.
- *The Township of Leeds and the Thousand Islands*, a municipality with approximately 10,000 residents, served by a volunteer department that responds to approximately 385 calls per year, through a **Fire Service Review**.

- *The Township of Lanark Highlands*, a rural township operated by volunteer firefighters, through a **Fire Master Plan**.
- *The Township of Madoc*, a rural fire service served by traditional volunteer firefighters, through a **Fire Service Review**.
- *The Township of King*, a volunteer fire department, through a **Master Fire Plan**.
- *The Town of Georgina*, a composite fire department, through a **Master Fire Plan**.
- *The Township of East Gwillimbury*, a rapidly growing community in York Region through a **Master Fire Plan**.
- *Town of Whitchurch-Stouffville*, a composite fire department, through a **Master Fire Plan**.
  - This Master Fire Plan won a Provincial Excellence Award.
- *The City of Niagara Falls*, a composite fire department serving a community of approximately 90,000 residents with over 6,000 calls annually, through a **Fire Station and Staffing Review**.
- *The Township of Brock*, a composite fire department with approximately 12,000 residents responding to an estimated 350 calls per year, through a **Master Fire Plan**.
- *Municipality of Grey Highlands*, a volunteer fire department serving approximately 10,000 residents from 2 stations, through a **Master Fire Plan**.
- *The Township of Guelph-Eramosa Fire Department* with 40 volunteer firefighters, through a **Master Fire Plan**.
- *The Township of Springwater*, a rapidly developing community of 20,000 with 4 fire stations, 3 full-time and 100 part-time firefighters through a **Master Fire Plan**.
- *The Township of South Frontenac Fire Department*, with 9 fire stations and 125 part-time firefighters, through a **Fire Station and Equipment Review**.
- *Township of Meaford*, a volunteer department with 1 fire station and 1 contract station through a **Master Fire Plan**.
- *Township of West Lincoln*, a volunteer fire department developing a **Master Fire Plan**.
- *City of Kawartha Lakes*, a composite department with 420 firefighters and 19 stations through a **Peer Review of a Station Location Study** and then a **Master Fire Plan**.
- *The Township of Wilmot Fire Department* with 3 stations and 90 part-time firefighters, through a **Fire Station Review**.
- *The City of Orillia*, a composite fire department, through a **Master Fire Plan**.



- *The Town of Gravenhurst*, a cottage destination of 15,000 permanent residents and another 20,000 seasonal residents, served by 70 volunteer firefighters from 3 stations through a **Master Fire Plan**.
- *The City of St. Thomas*, a career fire department, with a **Strategic Review**.
- *City of Regina*, a rapidly growing city of approximately 238,000 residents, developed both a **Fire Master Plan** and **Community Risk Assessment** (NFPA 1300). Regina Fire & Protective Services responds to approximately 9,000 calls annually from 8 stations.
- *City of Beaumont (Alberta)*, a composite department, through a **Fire Service Excellence Review**
- *Capital Regional District (British Columbia)*, **Operational Review** for 9 volunteer and composite fire departments including examining opportunities for collaboration, including Shirley Fire Department, East Sooke Fire Department, Otter Point Volunteer Fire Department, Pender Island Fire Department, Willis Point Fire Department, South Galiano Fire Department, North Galiano Fire Department, Saturna Island Fire Department and Port Renfrew Fire Department.
- *City of Victoria Fire Department (British Columbia)*, **Operational Review** of the Emergency Management division.
- *Happy Valley Goose Bay Fire Service (Newfoundland)* through a **Fire Service Review**.
- *Fogo Island (Labrador) NL*, a fire service with 6 stations on an isolated island through a **Fire Service Review**.
- *The Municipality of the District of Clare (Nova Scotia)* through a **Vehicle Assessment Study**.

## 1.5 Client List

With over 1,000 clients, below is a sample list of clients that projects have been completed for:

- Auditor General of Alberta
- Aeromedical Emergency Services (Alberta)
- City of University Park (Texas) Fire Department
- Public Health Agency Canada
- Department of National Defence
- Ontario Power Generation
- Canadian Nuclear Laboratories
- City of Brampton Emergency Management Office
- City of Guelph – Guelph Wellington EMS integrated with Guelph Fire
- Regional Municipality of Waterloo
- Piston Group





- Aecon Group Ltd.
- Tridel
- Vale
- Canada Post
- City of Victoria (BC)
- Ambulance Services of Dubai, United Arab Emirates
- University of Ottawa
- Queens University
- OCAD University
- Wilfred Laurier University
- University of Waterloo
- ORNGE
- Texas State Technical College (TSTC)
- SickKids (Canada's largest children's hospital)
- Sunnybrook Osler Centre for Pre-hospital Care
- Manitoulin Sudbury Emergency Medical Services
- North Shore Emergency Management Office (City of North Vancouver, District of North Vancouver, District of West Vancouver - British Columbia)
- Ontario Ministry of Health and Long-Term Care – Emergency Management Unit
- Canadian Hearing Society
- Dozens of public and private corporations
- More than 100 municipalities and First Nations and over 300 healthcare facilities across Canada



**SickKids<sup>®</sup>**

**Comments from our clients include:**

*“I was very pleased with your company’s work and report, as well as Paul’s presentation to Council. The peer review addressed those matters requested by Council, and along with the presentation, answered specific questions from Council and the public. I want to personally thank you for delivering a professional peer review on time and on budget.” – Ron Taylor, CAO, Kawartha Lakes*

*“Having spent months working closely with the team at Emergency Management Group Inc. I would highly recommend them for future consulting projects and hope to have the opportunity to work with them again” – Chief Chris Halliday, Thorold Fire and Emergency Services*

*“Huron County Council was impressed with the level of research conducted for the review of our service and the well thought out recommendations that were supported by data and best practice information. This assignment also required Emergency Management Group to delve into some difficult labour-management relationship issues and provide advice on possible solutions. As CAO, I was impressed with the way Mr. Culley handled this sensitive portion of the assignment. He provided me with sound advice that I trusted and appreciated.” – Brenda Orchard, CAO, County of Huron*

*“I am extending this letter to express my sincere gratitude for the high level of Customer Service I received during the Facility Needs Assessment investigation, implementation process and the completeness of the final reporting. Your organization went the extra distance and truly made sure all of the bases were covered.” – Chief Michael Raine, Township of Wilmot*



**Proponents  
Key Team  
Members**

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## 2.0 KEY TEAM MEMBERS

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EMG and our team have a high level of expertise and practical experience that is perfectly suited for this project. Our approach is to work very closely with you, as our client, providing you with exceptional service to meet the objectives of the project.

EMG is built on the strength of its team members. With 21 contract professionals and four (4) support staff, we are well equipped to ensure the success of this initiative. All our team members have extensive experience working with fire services ranging from direct operations to leadership and consulting experience.

For this project, we have selected two (2) experienced professionals, bringing well over 150 years of experience.

### 2.1 Lyle Quan, Project Manager, Vice President of Operations

Lyle Quan has over 35 years of experience in emergency services that range from Police to EMS and Fire. During his time with the fire service, he has held the positions of firefighter, training officer, chief of training, deputy fire chief, fire chief, and commissioner of community services. Lyle has managed both career and volunteer fire departments, which has provided him a real-world understanding of the challenges that both types of services encounter in meeting the needs of their communities and staff.

In 2009, Lyle joined EMG as a fire services expert. In this position he has developed numerous strategic plans, master plans, and conducted many operational reviews throughout Canada for municipalities such as the London Fire Department, Richmond Hill Fire and Emergency Services, Orillia Fire Department, Guelph Eramosa Fire Department, Kawartha Lakes Fire Rescue, Meaford Fire Department, Muskoka Lakes Fire Department and so many more. In 2014, Lyle retired as Fire Chief and Commissioner of Community Services for the City of Waterloo to continue his work with EMG in the fields of consulting and training.

In 2015, Lyle worked with the Government of Guyana in the development of a master plan that would create a 10-year plan for the national Guyanese Fire Service.

In 2017 and 2018, Lyle travelled to Dubai and Abu Dhabi to lead teams in the review of these two fire and emergency services. Today, Lyle continues to travel to these two international cities every other year alongside the National Government of the United Arab Emirates.

Since 2005 (to present), Lyle has worked with the Commission on Fire Accreditation International (CFAI) as a peer assessor and team lead. In this capacity, Lyle has led teams on

reviews of fire services throughout North America in their bids to become an Accredited Agency with the CFAI.

From 2013 to 2018, Lyle worked with the Ontario Fire College (OFC) in the development and delivery of the National Fire Protection Association's (NFPA 1021) Fire Officer III and IV (senior officer) programs. In 2019, this program was passed on to the OFC Lead Instructor for ongoing delivery and updates.

In 2018 and 2019, Lyle was contracted by the Office of the Fire Marshal and Emergency Management (OFMEM) to manage the Academic Standards and Evaluation Unit (AS&E) while the unit was in a transitional period. In this position he managed the ongoing delivery of testing processes for the OFMEM. In the later part of 2019, Lyle was contracted to take on the position of Academic Manager for the Ontario Fire College. Lyle is now the Vice President of Operations at Emergency Management Group Inc.

## **2.2 Rick Monkman, Community Risk Assessment Analyst & Fire Services Expert**

Rick has more than 41 years of emergency services experience and recently retired as the Deputy Chief of the City of Barrie Fire and Emergency Services where he was responsible for 144 career firefighters. In that role, Rick was responsible for operations and training.

Rick was a lead committee member of Master Fire Plan for BFES in 2008-2009 and update in 2013-2014. He was also a member of the BFES Training Facility Review Committee. Rick served as the Vice President of the Simcoe County Fire Chiefs Administration Group and a member of the design team for the new headquarters and station.

Rick is a member of the Ontario Association of Fire Chiefs, Canadian Association of Fire Chiefs, International Association of Fire Chiefs, Ontario Municipal Management Institute, Association of Municipal Managers, Clerks and Treasurers of Ontario and the Canadian Association of Fire Investigators.

Rick has received recognition for both Service and Life Saving Actions from Springwater Township, was the recipient of the Fire Services, Long Service Medal from the Government of Canada (1994) and the Government of Ontario (1999), and the recipient of the Queen's Diamond Jubilee Medal (2012).

Within the past year, Rick has completed approximately 20 Community Risk Assessments for municipalities across Canada, effectively becoming our team's CRA expert.

## 2.3 Support Staff

In addition to the consultants listed, we have support staff that work behind-the-scenes who are essential to the completion of the project. The primary role of support staff personnel is to review and edit all incoming and outgoing drafts. Our support staff also conduct GIS mapping to assist with completion of data analysis. This ensures a single point of contact amongst our team and the key Township stakeholders. This staff manages project progression and deadlines, maintains communications and operations through email and our internal database, and corresponds with the internal and external team members throughout the assignment.

# Project Understanding, Approach & Methodology



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## 3.0 PROJECT UNDERSTANDING, APPROACH & METHODOLOGY

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### 3.1 Project Understanding

EMG is pleased to submit our proposal to assist Horton Township through the development of a comprehensive Community Risk Assessment. We fully understand the desired goals and objectives of this engagement. This project represents an ideal fit for our firm and team of highly experienced professionals.

Our team has worked with emergency services across Canada, the USA, and overseas, including Alberta, Saskatchewan, Manitoba, Ontario, British Columbia, Newfoundland and Labrador, Nova Scotia, Texas, Illinois, Kansas, Colorado, Arizona, Virginia, Nevada, Oregon, Tennessee, Dubai (UAE), Abu Dhabi (UAE), and the Country of Guyana. This experience creates a unique team strength which will provide added value to the Township during the review and planning process

Horton is a Township located in eastern Ontario, at the meeting of the Bonnechere River and the Ottawa River in Renfrew County. The Township has an area of approximately 158 square kilometers, comprises of eight (8) communities, and has an estimated population of 2,900 residents.

The provision of fire and emergency services are vital to the Township, providing protection from fire, life threatening emergencies, and dangerous conditions. The task of completing Community Risk Assessment is critical as the Township progresses, ensuring the most efficient use of resources as the service continues to meet the demands of the community in the future.

The Township is seeking the services of a qualified consultant with considerable experience and expertise in municipal fire services to conduct a comprehensive review of community risks. EMG will identify, analyze, evaluate, and prioritize risks to public safety to inform decisions about the provision of the fire protection services for the Horton Township.



## 3.2 Approach and Methodology

### 3.2.1 Start-up Meeting

The project launch is typically a very short but important phase of the project to ensure that project objectives, roles and responsibilities, and timelines are clear. A start-up meeting will be scheduled with the Project Team and the EMG consulting team to review the project objectives, scope, and approach and start the planning process for the consultation meetings. Here, we will also prepare the Project Plan, revising the proposed schedule, where appropriate.

We will also use this opportunity to immediately start the information gathering component by requesting pertinent data, reports, and documentation.

### 3.2.2 Community Risk Assessment

Under the requirements of the *Fire Protection and Prevention Act (FPPA), Regulation 378/18: Community Risk Assessments*, the following will be analyzed as part of the Community Risk Assessment process:

- **Geographic profile:** the physical features of the municipality, including the nature and placement of features that may have an impact on fire services including highways, waterways, railways, bridges, etc.
- **Building stock profile:** The types and uses of buildings in the municipality, the number of buildings of each type, the number of buildings of each use and any building-related risks known to the fire department.
- **Critical infrastructure profile:** The capabilities and limitations of critical infrastructure, including electricity distribution, water distribution, telecommunications, hospitals, and airports.
- **Demographic profile:** The composition of the municipality's population, respecting matters relevant to the community, such as population size and dispersion, age, gender, cultural background, level of education, socioeconomic make-up, and transient population.
- **Hazard profile:** The hazards in the municipality including natural hazards, hazards caused by humans, and technological hazards.
- **Public safety response profile:** The types of incidents responded to by other entities in the community, and those entities' response capabilities.
- **Community services profile:** The types of services provided by other entities in the community, and those entities' service capabilities.

- **Economic profile:** The economic sectors affecting the community that are critical to its financial sustainability.
- **Past lost and event history profile:** The municipality's past emergency response experience, including the number and types of emergency responses, injuries, deaths and dollar losses, as well as the comparison of the municipality's fire loss statistics with provincial fire loss statistics.

With reference to NFPA 1300, the CRA will help guide the fire department and council in ensuring the appropriate resources (Fire Prevention/ Education, Enforcement, and Response) are available to meet the needs of the community and to move forward with a community risk reduction strategy. The Assessment will meet the requirements of the Office of the Fire Marshal and Emergency Management's technical Guideline OFEM-TG-02-2019. This CRA will form an appendix to the Fire Master Plan document.

### *3.2.3 Draft Community Risk Assessment*

In this task, we will take the information gathered, completed analysis, and stakeholder input to draft the report.

The review will include high-level analysis, planning, and recommendations, where appropriate.

### *3.2.4 Final Community Risk Assessment*

The final report will be produced taking into consideration the input from the Project Team and the ongoing input from key stakeholders. The final report will guide the Township to mitigate, plan, and prepare for the desired outcome for the community.

### *3.2.5 Project Team Communication*

For the purposes of documentation, Project Team communications has been listed as a specific task, however, it is an ongoing process throughout the project including meetings, conference calls, emails, and status reviews with the Fire Chief and identified key stakeholders.

### *3.2.6 Quality Control - Corporate Philosophy on Customer Service & Quality Assurance*

EMG is committed to serve the interests of its clients; to fully understand the clients' needs; to deliver high quality products and services to meet those needs; to do so on time and within agreed budgets; and to ensure that our clients are completely satisfied.

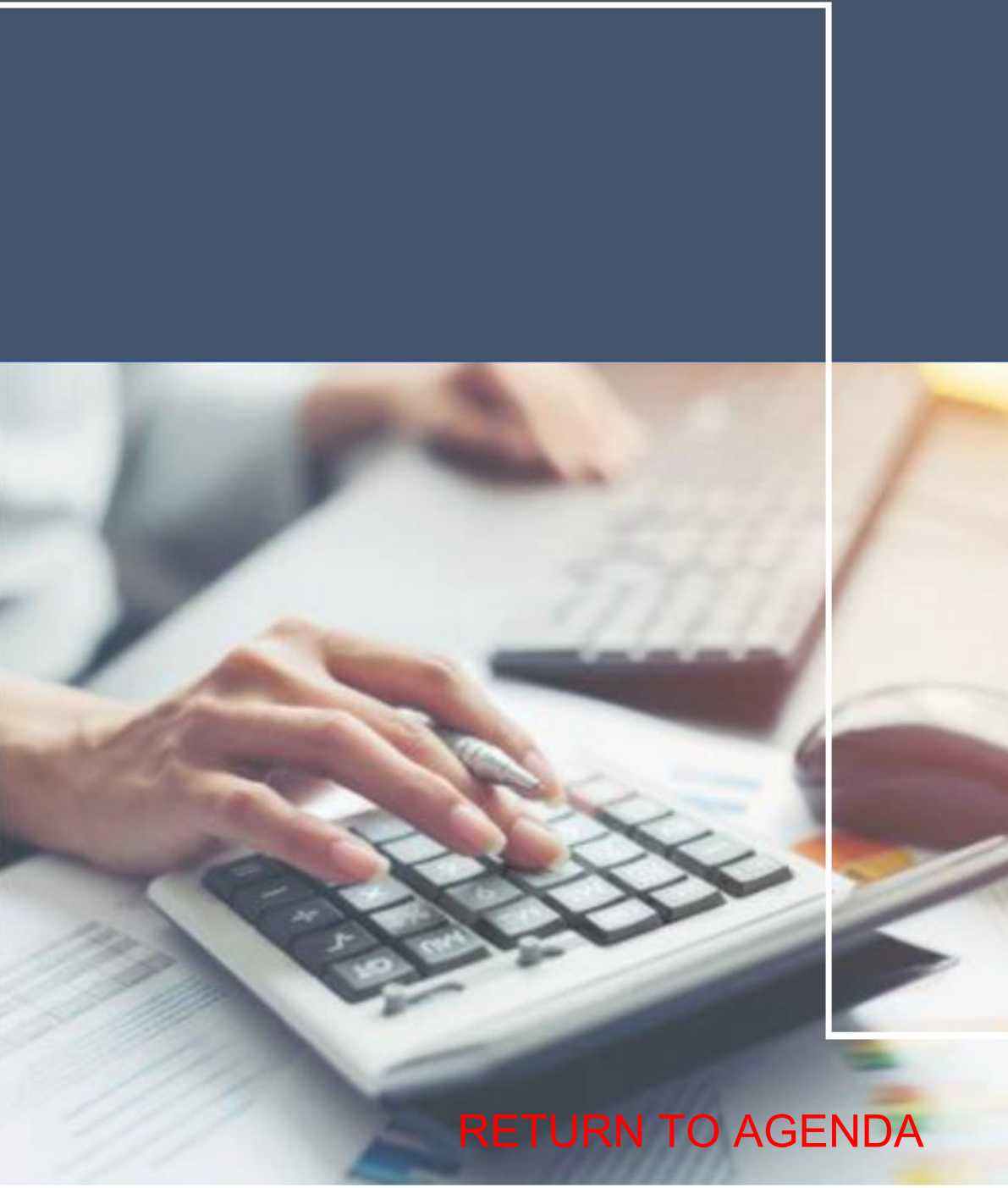
We clearly recognize that our reputations are at stake each time we make a commitment to a client. Therefore, we honor our commitments, and we stand behind the work we carry out.

Our clients are our most important asset. Our commitment is to understand and creatively respond to our clients' requirements for quality, service, and value. To do this, we take time to understand our clients' objectives, respect their interests, and take responsibility for providing results that meet or exceed their expectations. Moreover, quality assurance is fundamental to the way we design our work plans, carry out the objectives, and communicate the results.

EMG's plan for quality assurance on this project includes:

- Responsibility and accountability rests with Darryl Culley, President of EMG and Lyle Quan, Vice President of Communications
- Scheduled meetings, conference calls, and communication between the Fire Chief, Project Team, and EMG ensuring that the standards are constantly being monitored.
- Participant discussions and feedback through project meetings/discussions will assist in monitoring the satisfaction with the services provided and the deliverables.
- Leading and facilitating discussion to ensure conversations are forward-looking, action oriented and will move all participants towards creating a shared future with established clear priorities.
- Frequent client interaction by conference calls, status reports, e-mails, and scheduled meetings.

# Project Fees



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## 4.0 PROJECT FEES

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As a professional firm that deals only with emergency services and emergency management, we are pleased to have this opportunity to submit our bid. We have discounted our rates for this project.

We recognize what is best for our clients is often best for us as well, and the opposite holds true. Therefore, transparency, integrity, and quality have always been the unspoken pillars of our organization. **Low-cost leadership and overpromising play no part in our business model.** We promise that which we can deliver, and we deliver on that promise. This focus bears out for us with the continuing trend of former clients reaching out to re-engage our services after a year or more of employing alternative options.

Community Risk Assessment				
Team Member	Normal Hourly Rate	Discounted Hourly Rate	Hours assigned	Budget
Lyle Quan	\$230	\$210	4	\$ 840
Rick Monkman	\$185	\$170	39	\$ 6,630
Support Staff	\$72	\$62	6	\$ 372
Subtotal (excluding HST)				\$ 7,842
Subtotal				\$ 7,842
HST				\$ 1,019.46
Total				\$ 8,861.46

Level of Effort Allocation Chart			
TASK	Lyle Quan	Rick Monkman	Support Staff
Start-up Meeting	1	1	0
Community Risk Assessment	0	24	0
Stakeholder Consultation	1	4	0
Draft Community Risk Assessment	1	6	3
Final Community Risk Assessment	1	4	3
	<b>4</b>	<b>39</b>	<b>6</b>

## Terms

For invoicing we accept the following terms as proposed by the Township:

- Invoices will be submitted at the end of each month.
- Invoices will include fees incurred during the previous month.
- HST to be added to the invoices.
- Travel expenses will be invoiced as incurred without added administrative charges.
- Payment of invoices will be expected within 30 days of invoicing (\$30 late payment administration fee plus 1.5% interest per month).

# Project Team Resumes



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## Lyle Quan BAppBus:ES, B.Ed.

### PROGRAM DEVELOPMENT & STRATEGIC PLANNING

- Reviewed and revised strategic plan for Guelph Fire based on their 2003 business plan (completed 2006)
- Transition of County ambulance service (2007) – from contracted service to municipally managed by Guelph Fire
- Team lead for new strategic plan and standard of coverage document for Guelph Fire (based on Commission on Fire Accreditation International standards 2009)
- Developed health and safety training program for volunteer fire department
- Project Team for the land ambulance transition program for Guelph and Wellington
- Redesigned and implemented fire safety and inspection programs for the University of Toronto, Scarborough Campus

### RISK MANAGEMENT & BUSINESS CONTINUITY

- Coordinator of emergency preparedness and business continuity plans – Guelph Fire Dept.
- Emergency management coordinator – Guelph/Eramosa Township Fire Dept.
- Instructor for Lakeland College's Bachelor of Business in Emergency Services in the following programs: Crisis Management, Risk Management, Strategic Planning and Team Leadership.
- Instructor for the Emergency Measures Ontario, Basic Emergency Management program

### PROFESSIONAL CREDENTIALS – EMERGENCY SERVICES

- Fire Chief for Fire Rescue Department
- General manager of By-law enforcement and Property Standards division
- General manager of Community Relations division
- Acting City CAO (Chief Administrative Officer) as required
- Regional Fire Service Coordinator for the Ontario Fire Marshals Office
- Overseen all aspects of the department's operations
- Managed capital and operating budgets
- Certified Health and Safety member, representing management concerns
- Member of Township's Emergency Preparedness Committee
- Conducted needs analysis relating to training and response capabilities of staff
- Project Team for new equipment evaluations and purchases
- Alternate member of the Town of Markham's Emergency Preparedness Committee
- Preparation and management of division's annual training programs and

### PROFILE

#### Experience

##### 2008 – Present

Emergency Management & Training Inc.  
– *Senior Consultant*

##### 2010 - 2016

City of Waterloo/Waterloo Fire Rescue –  
*Commissioner of Community Services/Fire Chief*

##### 2004 – 2010

Guelph/Eramosa Volunteer Fire Department – *Fire Chief*

##### 2004 – 2010

Guelph Fire Department – *Deputy Fire Chief*

##### 1999 – 2004

Markham Fire and Emergency Services –  
*Divisional Chief of Training*

##### 1989 – Present

BC Services – *Senior Advisor*

##### 1994 – 2001

University of Toronto, Scarborough Campus – *Fire Safety Consultant*

##### 2005 – Present

Commission on Fire Accreditation International (CFAI) – *Fire Department Assessor (and Team Leader)*

##### 2002 – Present

Dalhousie University – *Instructor – Fire Service Management Programs*

- Fire service leadership
- Fire service administration
- Fire service incident management

##### 2006 – Present

Lakeland College – *Instructor – Bachelor of Applied Business: Emergency Services*

- Strategic business planning
- Risk management
- Crisis communication
- Team leadership & development

##### 2004 – Present

Horton Township RFP—Community Risk Assessment  
Submitted by: Emergency Management Group Inc.

**RETURN TO AGENDA**



**Education****Graduated 2009**

Bachelor's Degree of Education (adult ed.) – *Brock University*

Core courses consisted of:

- Designing instruction for adult learners
- Facilitating adult learning
- Leadership in adult education

**Graduated 2006**

Bachelor's Degree of Applied Business: Emergency Services – *Lakeland College*

Core courses consisted of:

- Business planning and labour relations
- Strategic development and risk management for emergency services
- Emergency services administration planning & policy

**Graduated 2003**

Masters Certificate in Municipal Management – *York University/Schulich*

Core courses consisted of:

- Achieving operational excellence
- Public sector advancements
- People management skills

**Graduated 2002**

Fire Service Leadership & Administrative Programs – *Dalhousie University*

Core courses consisted of:

- Fire service protection management: suppression and control
- Program evaluation and statistics
- Organizational behaviour and strategic planning

**Graduated 2001**

Emergency Preparedness & Disaster Management – *Canadian Emergency Preparedness College*

Core courses consisted of:

related budgets

**CONSULTING RELATED CREDENTIALS**

- Strategic planning & development and risk management for organizations
- Business continuity planning
- Program development
- Training
- Redesigned and implemented the University's Fire Safety Procedures Manual
- Supervised Fire Safety Inspection Program for Campus buildings
- Fire safety training of University Police, Faculty and Students
- Prepared annual fire safety report and budget recommendations
- Peer Assessor of fire department's ability to meet CFAI standards of service
- Conduct annual compliance reviews on accredited fire departments

**PUBLIC SPEAKING & PUBLICATION ACCOMPLISHMENTS**

- First Nations Fire Chiefs Association of Ontario (2011)
  - Presentation on "Leadership and Change Management"
- Saskatchewan Association of Fire Chief's (SAFC) 2009 conference
  - Full day presentation on "Change Management"
  - Presentation on "Leadership and Understanding the Generational Gaps"
- Canadian Association of Fire Chief's (CAFC) Winnipeg conference 2009
  - Joint presentation of the "Leader as a Coach"
- Ontario Association of Fire Chief's (O AFC)
  - 2008 conference – presentation on "Leadership"
  - 2012 conference – presentation on "Building a Cohesive and High Performing Team"
- Mutual Aid Associations of Wellington and Waterloo Region (ongoing)
  - Numerous presentations on "Incident Management, Risk Management and Firefighter Safety"
- **Firefighting in Canada Magazine**
  - Joint articles with Prince Albert Fire Chief on the issues of leadership, challenges facing the fire industry and supporting our staff
  - Individual articles on a variety of topics and books that our chief officers need to consider in our roles as department heads and leaders
- **Firefighters Association of Ontario Magazine**

## Rick Monkman

### A.M.C.T., C.M.M. III

Well respected professional with highest regard for public accountability in all aspects of departmental operations. Innovative with sharp analytical and problem-solving capabilities. Regarded for consistently making effective use of all available resources. Share power horizontally and vertically to promote team building. Clear, articulate communicator with individuals from all levels and backgrounds. Provide a stabilizing influence during unpredictable and hectic environments.

#### CORE COMPETENCIES

- Rational Decision Making
- Media / Public Relations
- Training & Presentations
- Budget Development
- Team Building
- Strategic Planning
- Labour Relations
- Contracts & Negotiations

#### MANAGEMENT & BUSINESS ADMINISTRATION HIGHLIGHTS

- Deputy Fire Chief directing 144 career firefighters. Accountable for training, scheduling, performance evaluations and enacting disciplinary measures as required.
- Monitoring and directing the Training Branch with 5 Training Officers.
- 41 years of fire service experience results in effective training of others in all aspects of firefighting, emergency medical servicing, and optimal career counseling.
- As Command Officer, oversaw the termination of the emergency, and initiated fire cause determination procedures.
- Continuously provide high level public relations, particularity when dealing with media, public enquiries and complaints, all staff, municipalities, and government agencies.
- Accurately prepare department reports, correspondence and maintain files and records.
- Manage conflict, mediate dispute, and assist in reaching consensus daily with members of the Department.

#### PROFILE

##### COMPUTER SKILLS

Windows environments for Fire Incident Reports (i.e., Firehouse, ESC) Word, Works, Power Point, Excel, Publisher, Outlook and Internet Research.

##### PROFESSIONAL AFFILIATIONS

- Ontario Association of Fire Chiefs
- Canadian Association of Fire Chiefs
- International Association of Fire Chiefs
- Ontario Municipal Management Institute
- Association of Municipal Managers, Clerks and Treasurers of Ontario
- Canadian Association of Fire Investigators

##### SIGNIFICANT RECOGNITION

- Recognition for both Service and Life Saving Actions Springwater Township
- Recipient Fire Services, Long Service Medal Government of Canada (1994)
- Recipient Fire Services, Long Service Medal, Government of Ontario (1999)
- Recipient of the Queen's Diamond Jubilee Medal (2012)

##### COMMUNITY INVOLVEMENT

- Member and past Secretary Treasurer for the Barrie Bassmasters Club (1999 – 2002).
- Public awareness and programs associated with Bass Anglers Sportsman Society and Ontario Federation of Anglers and Hunters.
- Member of the Three Mile Lake Ratepayers Association
- Member of Trinity Anglican Church, Barrie Ontario

## LEADERSHIP SUCCESSES

- Responsible for the specification development and preparation of RFQs and RFPs for all aspects of purchasing including and not limited to, apparatus, fleet vehicles, uniforms, medical supplies, fire suppression equipment, bunker gear, etc.
- Member of the OAFIC LODD Funeral Protocol Committee.
- Committee member of Master Fire Plan for BFES in 2008 - 2009 and updated in 2013-2014.
- Member of BFES Training Facility Review Committee
- Co-Chairperson of Joint H & S Committee – Management Representative
- Member of design team for new Headquarters and Station 5.
- Vice President of the Simcoe County Fire Chiefs Administration Group
- Member of the Simcoe County – Joint Emergency Services Administration Group
- Member of the Simcoe County – Joint Emergency Services Operations Committee

## CAREER PATH

<b>Emergency Services Consultant</b> Present <i>Emergency Management &amp; Training Inc.</i> <i>Ontario</i>	2018 –  <i>Barrie,</i>
<b>Deputy Fire Chief – Operations &amp; Training</b> – 2017 <i>City of Barrie, Fire &amp; Emergency Service</i> <i>Ontario</i>	2007  <i>Barrie,</i>
<b>Fire Fighter - Captain - Platoon Chief</b> – 2007 <i>City of Barrie, Fire and Emergency Services</i> <i>Ontario</i>	1980  <i>Barrie,</i>
<b>Fire Fighter - Captain - District Fire Chief</b> – 1997 <i>Township of Springwater Fire Department</i> <i>Ontario</i>	1986  <i>Simcoe County,</i>
<b>Instructor Cardiopulmonary Resuscitation</b> – 1995 <i>Ontario Heart and Stroke Foundation</i> <i>Ontario</i>	1978  <i>Toronto,</i>
<b>Instructor: Standard First Aid</b> – 1995 <i>St. John's Ambulance</i> <i>Ontario</i>	1983  <i>Barrie,</i>
<b>Communications Operator (Part Time)</b> – 1991	1982

<i>Central Ambulance Combinations Centre Ontario</i>	<i>Simcoe County and York Region,</i>
<b>Emergency Medical Care Attendant</b> – 1980	1977
<i>Metropolitan Toronto Ambulance Service Ontario</i>	<i>Toronto,</i>
<b>Fire Fighter (Part Time)</b> – 1980	1975
<i>Alliston Fire Department Ontario</i>	<i>Alliston,</i>
<b>Emergency Medical Care Attendant</b> – 1977	1974
<i>Stevenson Memorial Hospital Ontario</i>	<i>Alliston,</i>
<b>Fire Fighter (Part Time)</b> – 1975	1974
<i>Cookstown and District Fire Department Ontario</i>	<i>Cookstown,</i>

#### **EDUCATION & SPECIALIZED TRAINING**

##### **Basic Emergency Management**

2007

*Emergency Measures Ontario*

##### **Community Emergency Management Coordinator**

2008

*Emergency Management Ontario*

##### **Certificate of Fire Service Administration**

2003

*Dalhousie University*

##### **Career Fire Fighter -Provincial Certification**

2002

*Ontario Fire Marshal's Office*

##### **Fire Service Leadership Program Certification**

2001

*Dalhousie University*

##### **Municipal Accounting & Finance Program**

2000

*Association of Municipal Managers, Clerks and Treasurers of Ontario*

##### **Fire Fighter Certification (Components 1-3)**

2001

*Ontario Fire College*

##### **Certified Municipal Manager (Level III) – Fire Service Professional**

2009

*Ontario Municipal Management Institute*

**Certified Municipal Manager (Level III) – Fire Service Executive**

2011

*Ontario Municipal Management Institute*

**Advanced Fire Protection Technology**

1993

*Ontario Fire College*

**Municipal Law, Council & Administration**

1992

*Georgian College*

**Municipal Administration Program**

1991

*Georgian College*

**Ontario Management Development Program (Business Management Studies)**

1986

*Georgian College*

**Certified Emergency Medical Care Assistant**

1977

*Ontario Ministry of Health*

**Ambulance & Emergency Care**

1977

*Humber College*