

SCHEDULE “B”

RECOMMENDED APPROVED DELIVERY OF CORE SERVICES

Municipality of Kincardine Fire Department

Emergency Response Service Levels*:

General description of Levels of Service:

Awareness Level: Initial response, identify hazards, identify required resources & implement site control

Operations Level: Trained in initiating rescues can use limited rescue techniques

Technical Level: Rescuer will be exposed to the same hazards as the victim during rescue

- These levels are achievable when sufficiently trained personnel are available. Paid-on-Call/Volunteers are not guaranteed to be able to respond.

Certified Level : meets the OFM requirements for the specific service (i.e. NFPA 1001, NFPA 1006, NFPA 1670, etc)

O. Reg. 343/22: “FIREFIGHTER CERTIFICATION “requires Fire Departments to be “Certified” to various NFPA standard as set out in the regulation for the Core Services they provide by July 1st, 2026. Further it requires that Technical Rescue Services (NFPA 1006/1670) be Certified by July 1st, 2028

Core Service: Emergency Response

Number		Service	Recommendation	Comment
ER	01	Basic firefighting, no expected rescue component	YES	Notes: KEFS is currently providing this service, FF Certification in progress Estimated extra Costs: None, normal course of actions, included in budget Levels of Service: Certified
ER	02	Structural firefighting, including rescue	YES	Notes: KEFS is currently providing this service, FF Certification in progress Estimated extra Costs: None, normal course of actions, included in budget Levels of Service: Certified:
ER	03	Vehicle firefighting	YES	Notes: KEFS is currently providing this service, FF Certification in progress Estimated extra Costs: None, normal course of actions, included in budget Levels of Service: Certified
ER	04	Grass, brush, forestry firefighting	YES	Notes: KEFS currently provides this service, some additional equipment and tools being purchased in 2025 as approved by Council Estimated extra Costs: No additional cost after equipment purchases, normal course of actions, included in budget Levels of Service: Certified & Dept Standards
ER	05	Marine firefighting	YES	Notes: Current level of training and equipment are sufficient for this service at the shore-based level Estimated extra Costs: None Levels of Service: Shore based Operations only

ER	06	Automatic aid	YES	<p>Notes: Definition : Automatic Aid agreements- For the purposes of the Fire Protection and Prevention Act, 1997 an automatic aid agreement means any agreement under which (a) a municipality agrees to ensure the provision of an initial response to fires, rescues and emergencies that may occur in a part of another municipality where a fire department in the municipality is capable of responding more quickly than any fire department situated in the other municipality; or (b) a municipality agrees to ensure the provision of a supplemental response to fires, rescues and emergencies that may occur in a part of another municipality where a fire department situated in the municipality is capable of providing the quickest supplemental response to fires, rescues and emergencies occurring in the part of the other municipality. 1997, c. 4, s. 1 (4).</p> <p>Estimated extra Costs: None, Existing Agreements will be brought to Council at a later date for recommended changes from the Fire Chief</p> <p>Levels of Service: 2 exist currently – Arran Elderslie & Huron Kinloss</p>
ER	07	Mutual aid	YES	<p>Notes: Mutual Aid * – means a program: to provide / receive assistance in the case of a major emergency in a municipality, non-municipal community or area; and to provide a mechanism that can be used to activate reciprocal responses to incidents that exceed the capability of the participant or non- municipal participant</p> <p>Estimated extra Costs: None</p> <p>Levels of Service: Existing Agreements with Bruce County Municipalities and Provincial Mutual Aid plan</p>
ER	08	Service Agreement – approved by Council	YES	<p>Notes: Council may approve a Service Agreement for Fee or no fee for Services that KEFS could provide outside of the Mutual aid Agreements or Automatic Agreements.</p> <p>Estimated extra Costs:</p> <p>Levels of Service:</p>
ER	09	Tiered medical response (Levels of service in By-Law 2009-073 ?)	YES	<p>Notes: The Tiered level response Agreement is approx. 7 years old and will be brought to Council in a future meeting to review the current services and make any changes that Council Requires and approves. .</p> <p>Estimated extra Costs:</p> <p>Levels of Service: Such Services as Water Rescue to other municipalities that do not fall in the Mutual Aid scenario</p>
ER	10	Hazardous Materials Response	YES	<p>Notes: KEFS currently operates at the Operations level, the existing E&R indicates Awareness level response but also permits the use of Diking, Damming, diversion and absorbents (Operational level Services)</p> <p>Estimated extra Costs: None – in current budgets</p> <p>Levels of Service: Operations Level</p>
ER	11	Vehicle collisions	YES	<p>Notes: This Service differs from ER #23, as it enables KFES to respond to any collision to assist with mitigating risks and providing life saving assistance, currently this Service is provided.</p> <p>Estimated extra Costs: this service is currently provided – no extra cost expected</p> <p>Levels of Service: Will vary based on the requirements of the Call – Medical, Traffic Control, vehicle extrication, fire Suppression.</p>
ER	12	Drone Operations	YES	<p>Notes: This is a new Service that was funded by a Grant the Drone will</p> <p>Estimated extra Costs: not expected to have any additional cost beyond grant for start up, will become part of regular training with some additional Amortization cost and new member training.</p> <p>Levels of Service: As required by Transport Canada</p>
ER	13	Transportation incidents involving road vehicles, aircraft and watercraft	YES	<p>Notes: Currently providing this service</p> <p>Estimated extra Costs: May be some additional cost of Certification for 2028</p> <p>Levels of Service: As required by Certification for the various incident</p>
ER	14	Police assistance	YES	<p>Notes: Currently assist OPP in various incident supports, when deemed safe to do so.</p> <p>Estimated extra Costs: none</p> <p>Levels of Service: N/A</p>

ER	15	Public utilities assistance	YES	<p>Notes: currently will respond to Hydro, Gas and other utility call</p> <p>Estimated extra Costs: No additional cost</p> <p>Levels of Service: Awareness level of training required</p>
ER	16	Public assistance	YES	<p>Notes: This covers calls in which the Public requires some form of assistance, the FD will respond and assist if on its operating services or dispatch or get other services in touch with the public, currently doing this</p> <p>Estimated extra Costs: none</p> <p>Levels of Service: N/A</p>
ER	17	Community emergency plan participation	YES	<p>Notes: The FD responds as required when the Emergency Plan is activated either through response or staging</p> <p>Estimated extra Costs: existing – none</p> <p>Levels of Service: As required and permitted per the Service level type</p>
ER	18	Role as Assistant to Fire Marshal regarding fire suppression	YES	<p>Notes: This is mandated</p> <p>Estimated extra Costs: part of on-going development and training</p> <p>Levels of Service: Must be Certified via the OFM</p>
ER	19	Alarm Calls – CO, Detector Activations	YES	<p>Notes: KFES currently respond to these types of incidents</p> <p>Estimated extra Costs: none</p> <p>Levels of Service: N/A</p>
Emergency Response -Technical Rescues – NFPA 1670 (Chapters 5-23) (Awareness, Operations or Technical level)				
ER	19	Farm/ silo rescue/Tower Rescue/High Angle (Chap 23)	YES Operations Level	<p>Notes: KFES currently respond to these types of incidents, although currently does not meet the necessary requirements.</p> <p>There have not been any calls for this type of service in the last 10 years in MOK, with one Mutual aid assistance for a silo rescue in South Bruce, KFES has proper equipment but has limited Tech level personnel currently.</p> <p>Given the number of Agricultural silos and industrial buildings, this type of Service is identified as a potential risk.</p> <p>Windmills would not fall under this as they all have their own Teck teams- KFES maybe be called to assist at an operations level</p> <p>Estimated extra Costs: Teck level will require an estimated \$30,000- for training and equipment – some rope skills are transferable and may reduce cost</p> <p>Levels of Service:</p> <ul style="list-style-type: none"> • Awareness- Recognize the need- shall be permitted to assist in support functions on a tower rescue operation (such as ground support) • Operations: can perform rescue if using ground ladders or aerial ladders where there is risk is minimized to Rescuers and Civilian. • Tech: Technician-level tower rescue capabilities are required for tower rescues where any one or more of the following conditions exist: <ul style="list-style-type: none"> (1) Where a climbing ladder or climbing pegs are not present (2) Where an integrated tower safety system is not present (3) Where the tower is structurally compromised (4) Where the site is affected by hazards other than those directly related to the tower or fall protection (5) Where the climb path is obstructed (6) Where a rescue preplan does not exist, has been compromised, is infeasible, and/or is not sufficient to resolve the problem at hand (7) Where the tower cannot accommodate more than one rescuer in addition to the victim (8) Where the use of standard subject packaging devices, systems, and/or procedures is infeasible (9) Where the capabilities of operations-level skills are exceeded

				(10) Where the height of the tower exceeds 300 ft (91.44 m)
ER	20	Rope Rescue (Chap 5)	YES Tech Level	<p>Notes: Currently KEFS trains to the tech level, but is not yet “certified” , KFES has a limited number of Personnel trained to the tech level , The tech level is required for the water rescue services and Tower Rescue</p> <p>Estimated extra Costs: \$20,000 in initial training and certification costs</p> <p>Levels of Service:</p> <ul style="list-style-type: none"> • Awareness: Recognizing the need for a rope rescue • Operations: Organizations operating at the operations level for rope rescue incidents shall, commensurate with the identified needs of the organization, develop and implement procedures for rescues involving movement of persons from one stable location to another • Tech: Organizations operating at the technician level for rope rescue incidents shall develop and implement procedures, commensurate with the identified needs of the organization, for the following: <ul style="list-style-type: none"> (1) accessing a patient using techniques that require rescuers to climb up or down natural or man-made structures, which can expose the climber to a significant fall hazard (2) Using rope rescue systems to move a rescuer and a patient along a horizontal path above an obstacle or projection (3) Performing a high-angle rope rescue of a person suspended from, or stranded on, a structure or landscape feature (4) Applying the principles of the physics involved in constructing rope rescue systems, including system safety factors, critical angles, and the causes and effects of force multipliers (5) Performing a high-angle rope rescue with a litter using tender(s) to negotiate obstacles, manipulate or position the patient, or provide medical care while being raised and lowered
ER	21	Structural Collapse (Chap. 6)	YES Operation s Level	<p>Notes: There have been no calls for this type of service in the last 10 years, this would generally be used in typical fire fighting operations and wind events.</p> <p>Estimated extra Costs: Awareness and operations training and certification</p> <p>Levels of Service:</p> <ul style="list-style-type: none"> • Awareness: Recognizing the need for structural collapse search and rescue • Operations: Organizations operating at the operations level for structural collapse incidents involving light frame ordinary construction and reinforced and unreinforced masonry construction -conduct hasty primary and secondary search and access Victims • Tech: This level is limited to a few organizations HUSAR ((Heavy Urban Search and Rescue) teams, and these resources can be deployed by the Provincial Emergency Operations centre
ER	22	Confined Space Rescue (Chap.7)	YES Awarenes s	<p>Notes: there have been no calls for this type of service in the past 10 years</p> <p>Estimated extra Costs: estimated at \$30,000 for training – Operations level</p> <p>Levels of Service:</p> <ul style="list-style-type: none"> • Awareness: Recognizing the need for confined space search and rescue • Operations: The role of a confined space rescue service is intended to include entry into the space to perform a rescue and, as a minimum, shall be staffed to provide sufficient members with the following exclusive functions: <ul style="list-style-type: none"> (1) Rescue entrant/entry team of sufficient size and capability to perform the rescue (2) Backup rescue entrants of a sufficient number to provide immediate assistance to, or rescue of, rescue entrants who become ill or injured and are unable to perform self-rescue (3) Rescue attendant whose function is to deny unauthorized persons access and to monitor the conditions in the space and the status of all entrants

				<p>(4) Rescue team leader (supervisor) whose function is to maintain control of the entire operation and be knowledgeable in all rescue service functions</p> <ul style="list-style-type: none"> • Tech:
ER	23	Common Passenger Vehicle Rescue (Chap.8)	<p>YES Tech level</p>	<p>Notes: KFES currently delivers this service and responds to between 20-30 MVCs per year. Estimated extra Costs: Certification will cost approx. \$20,000-30,000 extra in the next 3 years, equipment is existing. Will be looking to increase cost recovery – Equipment replacements are required \$ 30,000 estimated Levels of Service:</p> <ul style="list-style-type: none"> • Awareness: recognize the need • Operations: Perform rescue on a vehicle on its wheels • Tech: Perform a rescue on a vehicle on its side or roof
ER	24	Heavy Vehicle Rescue (Chap. 9 NFPA 1006)	<p>YES Tech level</p>	<p>Notes: These calls would include Transport trucks, Farm machinery, heavy equipment Estimated extra Costs: Certification will cost approx. \$20,000-30,000 extra in the next 3 years, equipment is existing. Will be looking to increase cost recovery Levels of Service:</p> <ul style="list-style-type: none"> • Awareness: recognize the need • Operations: Perform rescue on a vehicle on its wheels (right side up) • Tech: Perform a rescue on a vehicle on its side or roof
ER	25	Animal Technical rescue (Chap. 9)	<p>YES Operations (Modified Domestic Pet only)</p>	<p>Notes: there has been no noted calls for this type of service in the past 10 years , recommending Pet that can be safely rescued from the hazard (water, slopes, trees) Estimated extra Costs: \$5000 awareness and Domestic animal training Levels of Service:</p> <ul style="list-style-type: none"> • Awareness: Recognizing the need for an animal rescue, including differentiating between operations and technician-level response • Operations: Domestic (pet) domestic Farm , wild - suggest only Pet rescue if the conditions and staffing permits • Tech: would require additional equipment and tech level qualifications + \$30,000 -\$40,000
ER	26	Wilderness Search & Rescue (Chap.10)	<p>YES Awareness (Limited Operations)</p>	<p>Notes: These types of Calls are the jurisdiction of the OPP , Fire at times will be called upon for various resources , such as equipment and Personnel. Crews work under the direction of the OPP or Ground Search and Rescue. Estimated extra Costs: Levels of Service:</p> <ul style="list-style-type: none"> • Awareness: Recognizing the need for a wilderness search and rescue–type response • Operations: Limited to resources that are existing and trained on and Ground troops directed by OPP or GSAR • Tech:
ER	27	Trench Rescue (Chap. 11)	<p>YES Awareness Limited Operations</p>	<p>Notes: Only 1 call for this service in the past 10 years. – person was out by arrival of the FD Estimated extra Costs: Awareness and Operation level \$30,000 Levels of Service:</p> <ul style="list-style-type: none"> • Awareness: Recognize the need • Operations: Members shall be capable of recognizing the hazards of using equipment and operating at trench and excavation emergencies that include the collapse or failure of individual, nonintersecting trenches with an initial depth of 8 ft (2.4 m) or less under conditions: • Tech:

ER	28	Machine Rescue (Chap. 12)	YES Operation s level	<p>Notes: would include farm equipment, industrial equipment, these types of calls would be attended to currently, much of the equipment required is on hand, This would also include Elevator rescues (1-2 Calls per year)</p> <p>Estimated extra Costs: Training costs in regular training</p> <p>Levels of Service:</p> <ul style="list-style-type: none"> • Awareness: recognize the need • Operations: removing trapped victims in limited areas • Tech:
ER	29	Cave Rescue (Chap. 13)	NO	<p>Notes: none of these exist in the area</p> <p>Estimated extra Costs:</p> <ul style="list-style-type: none"> • Levels of Service: Awareness: • Operations: • Tech:
ER	30	Mine Tunnel Rescue (Chap. 14)	NO	<p>Notes: none of these exist in the area</p> <p>Estimated extra Costs:</p> <p>Levels of Service:</p> <ul style="list-style-type: none"> • Awareness: • Operations: • Tech:
ER	31	Helicopter Rescue (Chap. 15)	NO	<p>Notes: OPP or Coast Guard Jurisdictions</p> <p>Estimated extra Costs:</p> <p>Levels of Service:</p> <ul style="list-style-type: none"> • Awareness: • Operations: • Tech:
ER	32	Surface Water Rescue (Chap 16)	YES Tech	<p>Notes: KEFS currently responds to these types of calls and has most of the equipment required. Additional Tech Level and Operations Level FF's required (15 Tech and 35 Operations)</p> <p>Estimated extra Costs: Combined with Surface water, Swift Water, Ice Water, Surf Water the entire program requires an estimated \$60,000 in training and \$ 70,000 in equipment (Solid bottom boat with motor)</p> <ul style="list-style-type: none"> • Levels of Service: Awareness: recognize the need for Operations or Tech • Operations: Shore based Rescue • Tech: Rescuer is in the same environment as the victim
ER	33	Swift Water Rescue (Chap 17)	YES Tech	<p>Notes: KEFS currently responds to these types of calls and has most of the equipment required. Additional Tech Level and Operations Level FF's required (15 Tech and 35 Operations) current RDC's (Rapid deployment Crafts)</p> <p>Estimated extra Costs: Combined with Surface water, Swift Water, Ice Water, Surf Water the entire program requires an estimated \$60,000 in training and \$ 70,000 in equipment (Solid bottom boat with moto</p> <p>Levels of Service:</p> <ul style="list-style-type: none"> • Awareness: recognize the need for Operations or Tech • Operations: Shore based Rescue • Tech: Rescuer is in the same environment as the victim
ER	34	Dive Rescue (Chap. 18)	NO	<p>Notes: OPP or Coast Guard jurisdiction – recovery generally and not Emergency response</p> <p>Estimated extra Costs:</p> <p>Levels of Service:</p> <ul style="list-style-type: none"> • Awareness:

				<ul style="list-style-type: none"> • Operations: • Tech:
ER	35	Ice Water Rescue (Chap 19)	YES Tech	<p>Notes: KEFS currently responds to these types of calls and has most of the equipment required. Additional Tech Level and Operations Level FF's required (15 Tech and 35 Operations)</p> <p>Estimated extra Costs: Combined with Surface water, Swift Water, Ice Water, Surf Water & Flood Water the entire program requires an estimated \$60,000 in training and \$ 70,000 in equipment (Solid bottom boat with moto</p> <p>Levels of Service:</p> <p>Levels of Service:</p> <ul style="list-style-type: none"> • Awareness: recognize the need for Operations or Tech • Operations: Shore based Rescue • Tech: Rescuer is in the same environment as the victim
ER	36	Surf Water Rescue (Chap 20)	YES Tech	<p>Notes: KEFS currently responds to these types of calls and has most of the equipment required. Additional Tech Level and Operations Level FF's required (15 Tech and 35 Operations) current RDC's (Rapid deployment Crafts) are not recommended for use in these conditions, solid bottom boat required</p> <p>Estimated extra Costs: Combined with Surface water, Swift Water, Ice Water, Surf Water t& Flood Water he entire program requires an estimated \$60,000 in training and \$ 70,000 in equipment (Solid bottom boat with moto</p> <p>Levels of Service:</p> <p>Levels of Service:</p> <ul style="list-style-type: none"> • Awareness: recognize the need for Operations or Tech • Operations: Shore based Rescue • Tech: Rescuer is in the same environment as the victim
ER	37	Watercraft Rescue (Chap 21)	YES	<p>Notes:</p> <p>Estimated extra Costs: Combined with Surface water, Swift Water, Ice Water, Surf Water & Flood Water the entire program requires an estimated \$60,000 in training and \$ 70,000 in equipment (Solid bottom boat with motor, requires Watercraft licence</p> <p>Levels of Service:</p> <ul style="list-style-type: none"> • Awareness: • Operations: • Tech:
ER	38	Flood Water Resue (Chap. 22)	YES Tech	<p>Notes: KFES currently responds to these types of calls</p> <p>Estimated extra Costs: Combined with Surface water, Swift Water, Ice Water, Surf Water & Flood Water, the entire program requires an estimated \$60,000 in training and \$ 70,000 in equipment (Solid bottom boat with motor)</p> <p>Levels of Service:</p> <ul style="list-style-type: none"> • Awareness: • Operations: • Tech:

ER	39	Urban search and rescue	NO	Notes: Estimated extra Costs: Levels of Service: <ul style="list-style-type: none"> • Awareness: • Operations: • Tech:
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Core Service: Fire Preventions & Public Education

Number		Service	Recommendation	Comment
PE	1	Selection of appropriate programs	YES	Mandated by Province, currently provided but lack capacity
PE	2	Role of Chief Fire Official (CFO)	YES	Mandated by Province, currently provided
PE	3	Role of Assistant to Fire Marshal regarding Fire Prevention	YES	Mandated by Province, currently provided but lack capacity
PE	4	Input into fire prevention policy development	YES	
PE	5	Code development input	YES	
PE	6	Development of Fire Prevention by-laws	YES	
PE	7	Interaction with Chief Building Official and Building Department	YES	
PE	8	Interaction with other government agencies	YES	
PE 9	Inspection practices, including:			
PE	9a	Complaints inspections (mandated)	YES	Mandated by Province, currently provided but lack capacity
PE	9b	Conducting routine inspections as per fire prevention policy (some mandated)	YES	Mandated by Province, currently provided but lack capacity
PE	9c	Dealing with code compliance issues (mandated)	YES	Mandated by Province, currently provided but lack capacity
PE	9d	Enforcing municipal by-laws	YES	Relating to Fire, currently provided but lack capacity

PE	9e	Conducting inspections, preparing reports and issuing written responses to requests	YES	currently provided but lack capacity
PE	9f	Issuing permits	YES	Currently provided - CFO
PE 10	Public education practices, including:			
PE	10a	Providing routine education programs as per fire prevention policy	YES	Mandated by Province, currently provided but lack capacity
PE	10b	Facilitating smoke alarm initiatives	YES	Mandated by Province, currently provided but lack capacity
PE	10c	Delivery of specialized programs	YES	
PE	10d			
PE 11	Fire investigation practices, including:			
PE	11a	Determining fire origin and cause (mandated)	YES	CFO
PE	11b	Assessing code compliance (mandated)	YES	CFO and FPO (Fire Prevention Office) -lack Capacity
PE	11c	Assessing fire suppression effectiveness	YES	CFO
PE	11d	Determining compliance with building standards	YES	CFO and FPO (Fire Prevention Office) -lack Capacity
PE	11e	Determining effectiveness of built-in suppression features	YES	
PE	11f	Interacting with OFM Fire Investigations Services	YES	CFO
PE	11g	Supporting criminal prosecutions	YES	CFO
PE	11h	Consulting with police and other agencies	YES	CFO
PE	11i	Providing forensic services	N/A	
PE 12	Plans examination and approval practices, including:			
PE	12a	Examining and approving new construction plans	YES	As requested by Building dept , CFO

PE	12b	Examining and approving renovation plans	YES	As requested by Building dept, CFO
PE	12c	Reviewing and approving subdivision/ development agreements	YES	As requested by Building dept, CFO
PE	12d	Reviewing and approving site plans	YES	As requested by Building dept, CFO
PE	12e	Providing on-site inspection of approved plans to determine compliance	YES	As requested by Building dept, CFO
PE	12f	Issuing compliance letters	YES	As requested by Building dept, CFO
PE	13	Preparation for and appearances in court	YES	CFO
PE	14	Systems checking, testing and approval	NO	
PE	15	Compile, analyze and disseminate functional statistics	N/A	
PE	16	Consultation with architects, engineers, planners, contractors and building trades	YES	CFO

Core Service: Fire Administration

Number		Service	Recomm endation	Comment
FA 1	Planning & growth practices, including:			
FA	1a	Master planning	YES	
FA	1b	Evaluating programs and services	YES	
FA	1c	Projecting station locations and reallocations	YES	
FA	1d	Determining staffing levels and assignments	YES	
FA	1e	Determining resource levels and assignments, including responses	YES	
FA	1f	Co-ordinating with other emergency services	YES	

FA	1g	Co-ordinating development with other community departments	YES	
FA	1h	Co-ordinating with other Counties/ Districts/ Regions	YES	
FA 2	Financial & records analysis practices, including:			
FA	2a	Co-ordinating use of information from suppression activities	YES	
FA	2b	Co-ordinating use of information from fire prevention activities	YES	
FA	2c	Transitional adjustments for capital stock	YES	
FA	2d	Input into level of service issues (based upon available funding)	YES	
FA	2e	Developing, controlling and monitoring budgets	YES	
FA	2f	Co-ordinating with department divisions	YES	
FA	2g	Identifying alternative sources of revenue and fees for services	YES	
FA	2h	Operating	YES	
FA	2i	Capital	YES	
FA	2j	Purchasing	YES	
FA 3	Records management, including:			
FA	3a	Note taking	YES	
FA	3b	Records retention	YES	
FA	3c	Freedom of information management	YES	
FA 4	Human resources practices, including:			
FA	4a	Recruitment, selection & retention	YES	

FA	4b	Promotion	YES	
FA	4c	Performance evaluation	YES	
FA	4d	Career development & higher education	YES	
FA	4e	Job classifications	YES	
FA	4f			
FA 5	Client/ customer relation practices, including:			
FA	5a	Preserving local identity	YES	
FA	5b	Enhancing fire department image	YES	
FA	5c	Marketing	YES	
FA	5d	Environmental scanning, anticipating pressures and developing communication strategies	YES	
FA	5e	Enhancing public perception of access to fire department staff	YES	
FA	5f	Developing inter-agency relationships	YES	
FA	6	Health and safety practices, including communicable diseases	YES	
Core Service: Communications/ Resource Centre				
Number	Service		Recomm endation	Comment
RC 1	Dispatch practices, including:			
RC	1a	Liaising with dispatch centres	YES	
RC	1b			

RC	1c	Receiving emergency calls	No	Via Dispatch services
RC	1d	Dispatching of appropriate resources	No	Via Dispatch Services
RC	1e	Providing on-going resources to operation during emergency	YES	And Also Dispatch services
RC	1f	Compiling emergency response data and inputting of information in data bases	YES	
RC	1g	Sharing data with other department divisions	YES	
RC	1h	Sharing data with other municipal departments	YES	
RC	1i	Accessing data from other sources	YES	
RC 2	Technology issues, including:			
RC	2a	Maintaining and repairing communications systems and components (both routine and emergency)	NO	This work is assigned to an approved vendor
RC	2b	Providing technical support	NO	This work is assigned to an approved vendor
RC	2c	Developing specifications for radios, pagers. Telephones, and computers	YES	
RC	2d	Providing interface capability with other data systems, e.g. assessment, building department, roads department	YES	
Core Service: Training & Education				
Number	Service	Recomm endation	Comment	
TE 1	Program development practices, including:			
TE	1a	Developing trainer facilitators	YES	These services are currently provided, lack capacity for items TE 1a-5
TE	1b	Co-ordinating core curriculum	YES	

TE	1c	Developing specialized staff development programs	YES	
TE	1d	Suppression	YES	
TE	1e	Prevention	YES	
TE	1f	Administration	YES	
TE	1g	Communications	YES	
TE	1h	Maintenance	YES	
TE	1i	Support services	N/A	
TE	1j	Developing succession training programs	YES	
TE	1k	Developing self-directed learning programs	YES	
TE 2	Providing access to training facilities, including:			
TE	2a	Co-ordinating access to facility	YES	
TE	2b	Delivering of hands-on training to staff	YES	
TE 3	Station training practices, including:			
TE	3a	Delivery of curriculum specific to discipline's needs	YES	
TE	3b	Supervisory training skills	YES	
TE	3c	Providing support and direction	YES	
TE	4	Development, approval and delivery of incident management and accountability systems and procedures	YES	
TE	5	Co-ordination, development, approval and distribution of standard operating guidelines for various disciplines	YES	

Core Service: Maintenance				
Number	Service		Recommendation	Comment
MA 1	Fleet and equipment maintenance practices, including:			
MA	1a	Maintaining fleet and equipment (both routine and emergency)	YES	Mandated
MA	1b	Providing annual testing programs	YES	Mandated
MA	1c	Mechanical worthiness	NO	Provided by licensed vendor
MA	1d	Ministry of Labour requirements	YES	mandated
MA	1e	Pump capacity and certification	NO	Provided by certified vendor
MA	1f	Specification development	YES	
MA	1g	Acceptance testing and approval of new apparatus and equipment	YES	
MA	1h	Maintaining specialized equipment, e.g. SCBA	YES	
MA	1i	Central supply facility	YES	
MA	2	Facilities maintenance, including maintenance of station infrastructure	YES	
MA	3	Providing input regarding design and construction consideration for fire stations	YES	
Core Service: Support Services <i>(shared municipal/ fire department functions)</i>				
Number	Service		Status	Comment
SS 1	Purchasing practices, including:			
SS	1a	Bulk purchasing through local and area organizations	YES	

SS	1b	Developing standardized specifications for all apparatus and equipment	YES	
SS 2	Financial practices, including:			
SS	2a	Financial analysis	N/A	
SS	2b	Liaising with other area departments	N/A	
SS	2c	Co-ordinating day to day financial services	N/A	
SS	2d	Arranging long term funding	N/A	
SS 3	Risk management practices, including:			
SS	3a	Assessing changing risk	YES	CFO
SS	3b	Operationalizing risk management into every function	YES	CFO
SS	3c	Providing insurance	N/A	Via Financial Services
SS	3d	Prevention planning	YES	CFO- FPO
SS	3e	Risk avoidance	YES	
SS	3f	Loss control	YES	
SS	3g	Separation and diversification of losses	YES	
SS	3h	Risk transfer	YES	
SS 4	Human resources practices, including:			
SS	4a	Developing recruitment and retention programs	YES	
SS	4b	Specializing in fire service legislation and related issues	YES	
SS 5	Co-ordination with other agencies for shared infrastructure, including:			

SS	5a	Municipal water system development	YES	
SS	5b	Maintenance and access to water supply	YES	
SS	5c	Maintenance and access to emergency incidents via municipal and county roads	YES	
SS	5d	Co-ordinating road closures and detour routes with appropriate works department and roads department	YES	