

Fire Service Training City of Kawartha Lakes



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Recipient: Master Fire Plan Task Force

Author: Training Advisory Task Force

**Fire Service Training
City of Kawartha Lakes**

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Fire Service Training

Summary

As in any organization or business the human resource (manpower) is the most valuable and costly resource other than capital assets. Where as capital assets have a fixed value and a calculable depreciation the human factor can vary in productivity and thus in intrinsic value to the organization.

The productivity factor in the fire service can be measured by how effectively an incident can be brought to a successful conclusion or how proactive programs can minimize the occurrence of incidents.

The key way to enhance the productivity of the human resource is through training. Training empowers people with skills and attitude to perform beyond expectation in the service of their customers (ratepayers).

It is important to understand that the success in improving the training in the City of Kawartha Lakes Fire Rescue is dependent on having a focused overall approach, although some recommendations may seem more attainable and easier to implement they should not be "cherry-picked" as the success of one initiative is usually interdependent on the success of others.

A quick overview of this report can be obtained by a review of this Summary and Appendix C: Recommendations Summary.

This report contains a series of twenty three recommendations that could be used to improve and enhance the quality and ability of the City of Kawartha Lakes Fire Rescue through training related initiatives.

1. The input or origins for these recommendations came from four sources.

- i. The original Amalgamation Transition Board report contained recommendations on training for the new City of Kawartha Lakes. A review of the Transition Board Report was conducted by the Training Advisory Task Force to see if the recommendations in regard to training had been implemented or dealt with in some other manner. Included in our report are that reports recommendations that still have not been implemented or completely dealt with.
- ii. The current Training Advisory Task Force provided input as to their vision of training needs.
- iii. Some training needs were taken from a Training Needs Analysis Study conducted by the Training Advisory Task Force. Although not a formal or complete study it provided valuable input as to some of the CKLFR's training needs.
- iv. The fourth source of input can from discussion of the Training Advisory Task Force's consultation with Fire Administration.

2. The recommendations fall in to three categories:

i. Administration or Structural Organization

Recommendations Supporting Category: 1,2,4,18,19& 23

ii. Training Delivery Systems

Recommendations Supporting Category: 3.5.6.7.14.16.&22

iii. Program Content Needs

Recommendations Supporting Category: 8,9,10,11,12,13,15,17,20&21

3. Each recommendation is on its own sheet and is approached using the following format.

- i. The recommendation.
- ii. The source or the recommendation.
- iii. Category: Administration or Structural Organization, Training Delivery Systems or Program Content Needs.
- iv. The current position of the related subject.
- v. The issues and analysis surrounding the subject.
- vi. The possible alternative to the recommendation.
- vii. The financial considerations.
- viii. Its priority.

4. A general over view of the financial considerations associated are summarized as follows:

- i. A detailed analysis of current training oriented expenditures should be made so that there is a firm understanding of current training costs.
- ii. That all pending and future training initiatives have brief business plan developed for them.
- iii. The significant cost associated with a central training facility would need to be researched further.
- iv. Paid training hours for firefighters needs to be increased to accommodate the level of training recommended in this report to reduce the liability to the City.
- v. The implementation of a Training Coordinator and Divisional Lead Trainer Facilitators will have an associated cost.

The recommendation proposed are the first choice of the Training Advisory Task Force however the alternates suggested may achieve the same desired results.

1. The current training chain of command in the city is structured as follows:

Chief --- Assistant Chief---Training Advisory Task Force---Trainer Facilitators

2. The proposed training chain of command in the city is structured as follows:

Chief --- Assistant Chief---Training Coordinator—Divisional Lead Trainer Facilitator ----
--- Trainer Facilitators

(Training Advisory Task Force could remain as an advisory group only. It currently functions as an organizational and delivery group. This group's function could be done by a group selected from the proposed Divisional Lead Trainer Facilitators.

The Summary of the Summary

Although the recommendations on training content are very important to the delivery of services in the CKLFR those recommendations regarding administration, organization and delivery systems are critical. No matter how important a needed training is, if it is not organized and delivered in an effective manner the effect and dollars invested will not be best value for our customers (ratepayers).

Just as on the fire ground were the Incident Command System is a must for the successful conclusion of an incident the command and control features in a training system must be in place. Both CKLFR and our customers deserve a great department at realistic costs.

The Background and Challenges Faced Pre-Amalgamation

When the City of Kawartha Lakes was formed in 2000 it brought together sixteen municipalities each bringing with them their own strengths and weaknesses. One of the components that these municipalities threw into the amalgamation pot was eleven fire departments. This resulted in twenty one stations coming together to form City of Kawartha Lakes Fire Rescue. There were considerable differences in the levels of training and capabilities between many of the Stations (now called Divisions within the new CKLFR) and this was reflected in the services provided to the surrounding rate payers by each of these halls. The Fire Administration of the new CKLFR had a multitude of difficult tasks to resolve including how training would be handled in the new city.

Some of the key areas that were identified as deficient in some former departments and would require initial attention with respect to training were:

1. Some Divisions lacked qualified Trainer Facilitators or sufficient numbers of them, which reflected in the quality and level of training.
2. A structured training program was non-existent in many stations.
3. Training records were not-existent or failed to meet the OFM Section 21 Guidance Notes.
4. The use of an Incident Command System to manage the occurrence was not widely used. All Divisions did not put fire ground accountability system in place at incidents.
5. Radio communication skills were lacking in professionalism with much air time filled with non-essential radio traffic.

It is not correct to say that these areas were lacking in all Divisions. A quarter of the Divisions had many of the above problems with about half displaying some of the deficiencies, while a quarter of the Divisions could be considered superior in the handling of the above issues.

Administration realized that training would play an important part in bringing these twenty one halls in to an effective unified force that was uniformly trained, competent, and safety oriented. The training administration has come a considerable way along this

path. Comments contained in the descriptions of our current position support the progress that has been made.

Current Position Amalgamation to Present

The City of Kawartha Lakes Fire Rescue has made great strides in utilizing training to initiate positive changes within the department. However the analysis of the survey and brainstorming session reveals a three fold ongoing challenge, one in training, one in the method of training delivery and one in training organization.

An evaluation that is of any value in improving current training level requires knowledge of current competency levels in comparison to the required level. This gap must be clearly understood and the desired state must be defined. The cause of this gap then needs to be understood so that it can be determine whether training or administrative change will close the gap. If training is the solution some means of performance evaluation must be preformed before and after training to ensure that the gap has been closed.

Training Advisory Task Force Mission statement provides the CKLFR with its training objectives.

The key objective is to bring all divisions to a uniform high standard of training.

To provide all areas of the city with a uniform level of service based on area need.

To provide training at the Individual, Divisional and City level in support of that high standard of training and service level.

The evaluation of training at the Division level is varied in scope and complexity and is conducted by the Divisional Trainer Facilitators. It is based on direct evaluation of the learners through the results of the knowledge and practical enablers. For areas of specific training not directly based on the Curriculum an Enabler Sheet is created on an existing template. The individual training enablers on this sheet are extracted from IFSTA (based on their expected task ability) or are created by the Trainer Facilitator.

The method of training evaluation at the city level is also by knowledge and practical testing of the learners. In addition the course content and instructors are evaluated by means of student content and instructor evaluation forms.

These are reviewed by the Course Trainer Facilitators and are passed on with comment summaries and recommendations for further review by the Training Advisory Task Force. The Training Advisory Task Force then decides if content, enablers or lesson plans need to be modified. A good example of this process can be illustrated by how our "Forty Hours Recruit Course" was developed.

The Recruit Course was modified many times over a series of four recruit courses from initial conception using this process. The goal of this process was to refine the Course to produce safe, effective recruit fire fighters in a minimum time span at an economical cost without compromising safety or incurring risk to the municipality.

The traditional Ontario Fire Department structures its training division with a Director of Training or Chief Training Officer as its head with a number of Training Officers as support staff. The Director of Training generally does budgeting and program development and the Training Officers provide the lesson plan development and delivery mechanism. The City of Kawartha Lakes Fire Rescue uses a rather unique structural approach. Because of the significant distances between halls, their independent community orientation and the initial training level differences it was decided to implement training through the Individual, Division (Station) and City Level approach.

The City of Kawartha Lakes Fire Rescue supports individual self directed learning using the Ontario Fire College Curriculum whether the individual's goal is certification or just personal development. It is committed to providing an environment for self directed learning and provides Trainer Facilitators for curriculum enabler sign off to those following a self directed learning plan.

Training at the Division Level is directed by qualified Trainer Facilitators who currently conduct their own training plans based on the OFC Curriculum and local Divisional training needs, which the Divisions Trainer Facilitators determine.

Some city level training programs are developed and maintained by the Training Advisory Task Force (TATF). The Training Advisory Task Force is comprised of six senior Trainer

Facilitators selected by Fire Administration who report to an Assistant Chief who also sits on the Task Force. Currently the Task Force exerts no influence on the training at the Divisional level. The TATF utilizes the Divisional Trainer Facilitators to deliver city-wide training programs on their behalf and directly supervises them in these instances to assure consistency and uniformity of delivery of these programs. The remaining current city programs are administrated by Assistant Chief Lorne Arscott and are delivered by selected qualified Trainer Facilitators from within the city.

Addressing the issues coming out of amalgamation:

All Divisions now have Trainer Facilitators. Divisions with inadequate numbers have arranged access to other Divisions Trainer Facilitators. The ratio is improving but still needs more work to improve the effectiveness of the Trainer Facilitators. (see Recommendation 5)

The training at the City level has a formalized structure but the Divisions are still independently directed by the Divisions Trainer Facilitators and thus still open to differences in content study, delivery and level of training.

Training records are now kept in all Divisions using a manual printed format based on the entry screens of the Fire House software program presenting being installed. (see Recommendation 4 in regard to this issue)

Incident Command is in use at all incidents in all Divisions of the CKLFR and an Accountability System is used at incidents. There has been dramatic positive change in the on scene management of incidents accomplished through training using the City level training programs "Command in the City" and "Fire Attack".

Radio communication protocols have also improved dramatically although a little refinement is required. This was also rectified through training as part of the "Command in the City" Course. They now have the required professional "air" and have separate Tower (Command) and Scene (Tactical) Channels and established radio protocols.

Current City Level Training Programs

1. Forty Hours Recruit Course (City Level)

Administered by TATF

The Recruit Training Program consists of 40 hours of some relative theory to support a mainly practical oriented training session. The course focuses on curriculum basics although not to the depth of the OFM Curriculum. The contents of the course are Personal Safety, Fire Behavior, Incident Command, Fire Streams, SCBA, Search & Rescue, Portable Pumps, Ladders, and Hoses.

After the 40 hours recruits spend a month in their respective halls training on areas identified as needing work. A month after the recruit course, candidates participate in a Knowledge Testing (30 questions multiple choice and True or False) and a 3 hrs practical testing based on the Recruit Course Content. There have been 5 courses in the past two years with approximately 80 probationary firefighters trained. There is ongoing review and refinement of this course.

2. Command in the City (Incident Command Course) (City Level)

This program was administered by TAFT using 4 T/Fs training in the 3 Administrative areas.

The course delivers training in Incident Command Structure and its use so all fire fighters understand their role in the system. It is utilized to bring a uniform structure to incident response. It also focuses on incident Size-up and initial radio communication. The program trained 80 to 85 % of firefighters in the city. This program made a significant improvement in the command and control at incidents and in the clarity and uniformity of radio communications. This program has been replaced by the "Fire Attack Program" which has The "Command in the City: content plus fire ground tactics.

3. Pumper Operations (City Level)

Administered through Administration.

This is an Ontario fire College accredited course.

The CKLFR has several OFC accredited Pumper Ops Trainers.

Several Divisions have had completed Pumper Ops Training. There have been 3 courses since amalgamation.

One course recently completed in September 2005 with thirteen candidates enrolled. There is sufficient interest to run an additional course. This course should be required by all pumper operators in the city as some pump damage has occurred as the result of the lack of this formalized training. This could be a revenue generator for the city by offering it to other departments.

4. Trainer Facilitator Course (City Level)

Administered through Administration

This is an Ontario fire College accredited course.

The city of CKLFR has 2 OFC Accredited Master Trainer Facilitators who are Qualified to teach this course.

This program is designed to provide each division with qualified Trainer Facilitators.

T/F's are required to observe and sign off those who are completing the OFC Curriculum. Trainer Facilitator qualification is required for all those wishing to be a Captain or Acting Captain. All current Captains who are not T/Fs are encouraged to take this course. All those delivering training at the division level are encouraged to have this course. All trainers at the city level are required to have this course. (see recommendations regarding more T/Fs and upgrading of training for T/Fs) This course currently generates revenue with out side department attendees at every course.

5. Fire Attack (City Level)

Administered By TATF using Train the Trainer

Replaces the Command in the City Course Previously Delivered

This is an American produced training program of 20hrs. It focuses on Incident Command Application, the Fire Ground Tactics of the first arriving units at an incident and effective fire ground communications. Although American in orientation it has been adapted to our needs. This program is considered as advanced training beyond the recruit level and a supplement to the OFC Curriculum Program.

So far the Norland, Bethany, Janetville and Pontypool Divisions, have been training and more divisions are scheduled for January to March of 2006. It is hoped that the initial program will be completed by the end of May 2006.

6. EPC1 Training Program (City Level)

Administered through Administration

This is an Ontario fire College accredited course.

The CKLFR has 3 OFC Accredited EPC1 Trainers. This course provides CPR plus enhanced emergency first aid understanding.

This course is a prerequisite to Defibrillator training.

There has been one course in city since amalgamation.

A course is currently being organized.

7. Defibrillator Training Program (City Level)

Administered through Administration

CKLFR has 10 Accredited Defibrillator Trainers being trained.

Courses are currently being organized.

Recommendation: 1

That the CKLFR hire a full time Training Coordinator who will provide program planning and development and coordinate all training in the city. He would also supervise the proposed designated Lead Trainer Facilitator in each Division.

Source: Training Advisory Task Force.

Category: Administration or Structural Organization

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

Currently each Divisions Trainer Facilitators control and direct the training content and delivery at the Division level. Some City level programs are controlled by the Training Advisory Task Force and some by Fire Administration. Both utilize Divisional Trainer Facilitators for program delivery. TATF directed programs have program and trainer evaluations built into the program. Assistant Chief Lorne Arscott is the Administrative head of the training program but he does not direct the overall training program in all aspects. With the time required to perform this training coordination properly it is not realistic to expect that these "hands on" functions could be done also by a position that has so many other time intensive responsibilities. There is no focused program plan for training, integrating Individual, Divisional and City level training programs. Divisions operate their training independent of Administration control but with generalized guidelines.

Issues/Analysis:

A strong training organization structure is paramount to the success of any training program in the city. The factors outlined in our Current Position statement make it difficult to bring the training delivery and content to a uniform and high level throughout the city. An individual needs to be put in place, to plan, structure and coordinate training city wide so as to achieve the goal of having a uniform high standard of training and programs in all Divisions across the city. This would be a "hands on position" in which it would be this individual's responsibility to administer all aspects of training and report directly to the Assistant Chief in charge of training.

Additional support for the position outlined in Recommendation 1 is provided in Appendix E

Alternatives Considered: Options- Advantages /Disadvantages

1. Two Part Time Training Coordinators. These positions could possible fulfill the requirements of the position using flexible scheduling. They would require support and input from the proposed Lead Divisional Trainer Facilitators. It would focus more of coordination and assuring the programs where being put in place and utilizing Lead TFs or other qualified TFs to assist in program development and quality assurance at the Divisional level.
2. The Training Advisory Task Force could be reduced in size; given permanent status and mandated to control and develop all aspects of training in the city. It would have the ability to second Lead or Divisional TFs to develop and deliver specific training programs. This function could also be utilized by a full time or part time Training Coordinator.

Financial Considerations:

Full time position: \$60,000 plus

Part time position: Approximately \$20,000 plus cost of Divisional Lead TF or TF support hours. Question arises could a part time person be able to accomplish the required tasks in the time available.

Enhanced TATF: same parameters as Part Time but lacks the direct responsibility and control of a head individual.

Recommendation Priority:

High Priority, Short Term

Recommendation: 2

That Fire Administration appoint or select through the appropriate process a Lead Trainer Facilitator who would be responsible for coordination of training at the Division level and the documentation of training in the Division. This individual would be the proposed Training Coordinator's contact for the administration of training in the Division.

Source: Training Advisory Task Force.

Category: Administration or Structural Organization

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

As stated in this report there is currently no upper level guidance as to training content at the Divisional level. The delivery of training by a Trainer Facilitator is encouraged and training records are in place using a hardcopy printed format.

There is currently no assurance that the training programs being conducted at the Divisional level are balanced and adequate.

Issues/Analysis:

Just as there is a need for a strong administrative control and responsibility over training at the City level there is the same need at the divisional level. Both are required to be in place to successfully initiate and monitor training issues. The Lead Trainer Facilitator in a Division would be the Training Coordinator's eyes and ears at the Divisional level. As his or her administrative assistants they would assure compliance and quality control in the Divisional training programs. It would also put in place a command and control system over training at the Divisional level that has been lacking and preventing uniform training policies and content from being put in place. This is not to say that Divisional initiated training programs and issues would not have a place in the Divisional training schedule. This position when instituted would provide some means of assuring that common training to a common level was being provided in all Divisions.

Alternatives Considered: Options- Advantages /Disadvantages

1. The coordinators position could be given the added responsibilities. The coordinator may not be the best selection for the position. The individual should have a strong training background and support the goal of bringing all Divisions in the Department to a uniform and highly effective level with seamless ability and training between divisions.
2. Have the Divisional TFs do this function as a group. This would not strongly support that idea; there is a need for one individual to be responsible to assure complete compliance with the program.

Financial Considerations:

This could be billed on hours worked to fixed maximum at the full active rates; or could have a fixed stipend for the position.

There is the possibility of expanding the Divisional Coordinators position and incorporate the responsibilities into that position. This is not a strong recommendation.

Recommendation Priority:

High Priority, Short Term

Recommendation: 3 There should be development of a *Central Training Facility*. This facility should have a large classroom with breakout rooms, kitchen, washrooms, truck-bays and storage. The property should be large enough to include a smoke tower, flashover unit, a reservoir for drafting and water supply, and areas for specialized rescue training. Incorporate a central library in the facility with specialty training books, videos and a lesson plan database that Divisions could call upon. This would improve upon the uniformity and consistency of training.

Source:

Training Advisory Task Force

Category: Training Delivery Systems

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

Current city run training programs are rotated randomly throughout the city. Some halls are favored for specific types of training because of central location or available equipment or facilities. Additional equipment required is move to these locations. Depending on where the course is located students may have to drive a considerable distance because of the size of the city.

Issues/Analysis:

It should be recognized that training programs at the City level are a necessity to maintain training uniformity within the city. An important means of supporting this goal would be that a centrally located training facility be constructed or acquired for use by the CKLFR. Possibly on existing city owned land in existing buildings.

This structure should have a large classroom with breakout rooms, kitchen and washroom facilities and have a truck-bay and storage. This facility if large enough could be jointly used by all emergency services for training as well as rental to the community in general. Possibly other city departments could use this facility for training. If self contained it could be used as emergency control centre.

Equipment that is removed from service but still useful could be moved here for training purposes so that online equipment does not have to be withdrawn from service during training sessions. Divisions could also use this location for specialty training if the

required equipment set was located here. We could start small and build on it over a time period.

If properly organized the facility could be rented out to other departments or with the implementation of another recommendation to have associate OFC instructors; put OFC courses on there for our own benefit and as well as a revenue generator having other departments attend these courses.

Fire prevention and public education programs could be based out of this location including access by school tours of fire fighting training activities.

It would be disservice to the rate payers and the Master Fire Plan Task Force if the Training Advisory Task Force did not point out that there is an underutilized, centrally located, city owned property that would be ideal for use as the City training centre. This facility is the former Fenelon Township Offices and work sheds. Great thought was obviously put into the design and location of the structure by the council of the day. The aspects that made it a good township office are even more advantageous as a central fire /community training facility.

3. It is already owned by the city.
4. It is currently underutilized.
5. It would allow immediate occupancy.
6. Centrally located but away from residential areas.
7. The building has all the desired features required of a facility mentioned in previous paragraphs.
8. The works shed currently only have three of eight bays in use by the city.
9. The Office area is currently only being used by EMS which is now under Emergency Services.
10. It has a secluded pit that could be used for live fire training.
11. Close to a permanent creek for water supply.
12. It has unlimited room for expansion.

The designation of these structures for use as a Central Community/City/ Emergency Services Training Centre would be an investment in the future. With cost continually rising over the years it would be an opportunity missed.

Alternatives Considered: Options- Advantages /Disadvantages

Alternate 1:

The maintenance of the status quo in which the city run programs are randomly rotated through out the city has the single advantage of distributing the opportunity to hold training in varied areas of the city. However frequent courses held in any particular area may cause animosity and be consider favoritism for a particular area. There is no ideal centrally located hall that now currently is able to provide adequate facility for all city run training programs. A wisely chosen central training facility would solve that and provide ownership since all Divisions would have equal access of use of facilities better that the local halls. It would also eliminate the need to haul the required equipment from place to place.

Alternate 2:

Upgrade a centrally located hall to provide a training facility. This would be a "stop gap" measure as no hall is situated on land adequate to provide the room to create a superior facility. All are in residential areas with ratepayers to consider with respect to activity and noise.

Financial Considerations:

This would be a significant capital expenditure but could be started small, but productive and effective. The use of existing centrally located facilities would dramatically reduce initial startup costs. The idea of upgrading a centrally located hall has cost efficiency aspects but has the inherent problem of lack of space to expand to provide areas in which specialized training areas could be built which would be the possible cash generators in the future.

Recommendation Priority:

Immediate and high priority from the point of view that further immediate investigation and budget estimations could be started at little or not cost. The opportunity to use an existing underused facility now is present and if not taken; and deemed in the future

that it was indeed a wise decision to have our own training facility it will have been a waste of taxpayers' money not to have acted now.

Recommendation: 4

It is recommended by the TATF that Council support Fire Administrations immediate need to have the Fire House program on line as soon as possible as this an essential means of reducing the City's liability. By being in full compliance with the record keeping aspects of the relative section 21 Guidance Notes.

Source:

1. Transition Board Report Recommendations Regarding Training

Chapter 5 - Training, A. Skill / Certification, Recommendation 35

"That the Fire Chief implement a concise and complete record keeping program as per the Section 21 Guidelines"

2. Transition Board Report Recommendations Regarding Training

Chapter 5 - Training, A. Skill / Certification, Recommendation 35

"That the Fire Chief investigates obtaining a computer software program that can be integrated with other record keeping needs of the fire department."

Category: Administration / Organization

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

The software program "Fire House has been purchased and installed on the city mainframe. Computer terminals have be installed in most halls. Training and access has been initialed at some test halls.

Issues/Analysis:

The two proceeding recommendations # 35 & 36 are interconnected. Recommendation # 36 has been completed with the purchase of a software program called Fire House. This is a complete program integrating records of equipment, apparatus, training, incidents and payroll and will prove to be an invaluable asset to the department when online.

Recommendation #35 is in progress. The means to implement the use of this program relies on another city department. Administration has initiated a program to compensate for slower than anticipated implementation of the Fire House Computer program at the Division level. A mirrored paper copy of the program's training record system has been

put in to place at the Division Level so that when the program comes on line a compatible history will be available to enter into the Fire House data base.

Alternatives Considered: Options- Advantages /Disadvantages

The decision has been made with the purchase of the software the need is to implement its use.

Financial Considerations:

The principal financial considerations are in place although training will be required at the Divisional level.

Recommendation Priority: Immediate, Short Term

Recommendation: 5

That the CKLFR put in place a training program to increase the number of Trainer Facilitators where required and provide additional training skills for our current and future Trainer Facilitators.

Source:

1. Transition Board Report Recommendations Regarding Training

Chapter 5 - Training, B. Training Delivery, Recommendation 37

"That an appropriate number of Master Trainer Facilitators and Trainer Facilitators be trained from existing resources to meet the needs of the department."

2. Training Advisory Task Force, Re enhanced training for Trainer Facilitators

Category: Training Delivery Systems

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

There are plans to have another Master Trainer Facilitator trained in the near future.

There is an ongoing scheduled Trainer Facilitator Program in place of at least one Training session per year conducted by the City's two qualified Master Trainer Facilitators.

The results of the Need Analysis Survey showed training requirement needs in several areas.

Issues/Analysis:

One of the key influences on the quality and level of training within a division is the ability of its Trainer Facilitators or other qualified trainers. One of the primary ways to improve the quality, level and consistency of the training at the divisional level is to focus on those delivering the training content. A well trained Trainer Facilitator using the right tools provides the best possible learning experience for the fire crew. A superior learning experience equates to a superior retention of skills and improves efficiency and productivity of the fire fighters on the incident grounds.

The Needs Analysis Survey indicated that most Trainer Facilitators in the CKLFR did not understand or knew how to utilize program planning, lesson plan development or

utilization. This is not surprising as it is not part of the Trainer Facilitator training program. These skills were not included by the OFC with the initiation of the trainer Facilitator Program because they were no considered facilitation skills. This is a serious lacking in the Trainer Facilitator skill set to be an effective "Trainer" Facilitator. There is a need in some Divisions to have additional Trainer Facilitators. An appropriate number of Master Trainer Facilitators and Trainer Facilitators should be trained from existing resources to meet the needs of the department.

A Trainer Facilitator Course was completed in Oct 2005 with thirteen candidates enrolled. Further training for current Trainer Facilitators is required in the areas of lesson plan development and delivery. Administratively at the Divisional level a Lead T/F(Training Officer) position needs to be developed to be responsible for training coordination, documentation and to report to the Training Advisory Task Force or proposed individual in charge training coordination. This Lead Divisional TF should also be trained in program planning.

The Training Advisory Task Force which currently coordinates the City-wide training programs or the proposed Training Coordinator need to provide guidance and supervision to the Divisional Trainer Facilitators through the new Lead T/F to assure that training standards are being met. It was noted from the survey that there was a wide variance in the amount of the OFC Curriculum being used at the Divisional level (30 to 75% of available training hours). This needs to be reviewed and a standard city-wide program put in place.

Alternatives Considered: Options- Advantages /Disadvantages

Every Division needs an adequate number of Trainer Facilitators. It is only a question of what would be considered adequate. A ratio of one TF to five fire fighters would be ideal.

Financial Considerations:

An appropriate length for enhanced TF training would be a 16 hours(2 days) hands on oriented course. Cost per student paid.... 2 X 6hrs X \$18 per student.

Recommendation Priority:

Short Term

Report to MFPTF
From TATF
7/24/2009Rev: nf

Recommendation: 6

It is recommended that the CKLFR initiate an officer training program to ensure that the best possible strategic and tactical decisions are being made and fire crews have the best trained supervision.

Source: Training Advisory Task Force.

Category: Training Delivery Systems

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

Officers in the CKLFR have no officer training program. Most have come by their expertise through experience. A modest number have taken the 400 and 500 series of officer courses at the Ontario Fire College. Some have taken the Fire Attack Course which has significant general information on command protocols, strategy and tactics.

The opportunity to initiate an officer training program as part of an overall training approach should not be missed. This recommendation would be of significant benefit on the fire ground and would pay dividends far into the future. A department who has superior supervisors and uses the best possible strategic and tactical decisions ensures a safe working environment. This will also reduce the amount of fire loss dollars and liability to the city. CKLFR has a dedicated group of captains who want to use the best practices available to do a superior job for the people they serve.

The opportunity to be proactive exists, however the failure to act maintains the status quo in which a number of officers with good intentions will not successfully conclude incidents in a timely, effective and safe manner.

Issues/Analysis:

The first ten minutes at any incident sets the tone for the next two hours. Decisions made by officers in those first minutes have consequences that dictate the speed at which the incident is successfully resolved. Having an officer who can recognize the complex parameters of an incident and choose the correct strategic and tactical positions initially is of great value. An officer would have to spend long years of varied experience to develop a successful skill without training. Most Officers do not have this

opportunity and do have incidents in which they are overwhelmed because of lack of training or experience. The way to overcome this predicament is to have significant training in the area. There should be a program that exposed officers to the role of a supervisor, allows strategic and tactical decisions to be tried in scenarios. These scenarios would develop an understanding of what can effectively be done with available manpower and equipment to provide an increased efficiency and effectiveness at their next incident.

Alternatives Considered: Options- Advantages /Disadvantages

Alternate suggestions to improving officer ability would be increasing the number of city attendees to the OFC to take Series 400 and 500 of the Officer Training Program. There is a program where by qualified individuals can become Associate Instructors of the Ontario Fire College which would enable them to instruct the 400 & 500 series on behalf of the OFC within the communities. The qualification program to do this is not a quick.

Financial Considerations:

Course would be a Two 8 hrs days (paid 2 x 6Hr) per Student
Instructor Two 8 hrs days plus 4 hrs prep

It would seem to be cost effect to train the people who have the most influence in affecting the successful out come of an incident.

Recommendation Priority:

Short Term: dependant on the ability to organize the course and have qualified instructors.

Recommendation: 7

Paid training hours for firefighters needs to be increased to accommodate the level of training recommended in this report to reduce the liability to the City.

Source: Training Advisory Task Force.

Category: Training Delivery Systems

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

Current in hall training 6 hours per month, paid.

Issues/Analysis:

With the increasing number of areas of expertise required by emergency crews it would seem appropriate to designate more hours to training. The designated hours for an individuals training was reduced from the original proposed Divisional permitted number of 100 hours to 72 hours. As a minimum we should return to the 100 hours per man.

Alternatives Considered: Options- Advantages /Disadvantages

The individual city level training could increase and keep the hall training at the current level.

Financial Considerations:

The current ratio for training is \$18 dollars per hour. This is \$2 below the active fire fighting rate for firefighters and \$4 dollars below the rate for active fire ground Captains.

Recommendation Priority:

Mid term

Recommendation: 8

The CKLFR should implement training programs to those areas where tasking is occurring without training. (i.e. RIT, Incident Safety Officer)

Source: Training Needs Analysis Study

Category: Program Content Needs

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

1. Incident Safety Officers are commonly put in place at larger incidents. The Incident Commander usually chooses an Officer or senior fire Fighter with extensive practical experience. Most do not have formal training as an Incident Safety Officer although a number of individuals have taken the Incident Safety Officer Module in the Company Officer Program at the Fire College.

2. RIT (Rapid Intervention Team) whose soul purpose is fire fighter rescue are to be put in place at all incidents where there is a potential to fire fighter life safety. Some Divisions have practiced RIT team intervention at simulated situations but the training is not wide spread. What has come out of the simulations performed at the Fenelon Division is that a high degree of practice and prep is required to perform these types of rescue in the required swift and safe fashion. The knowledge and automatic response of this type of team would be critical for success in the real situation.

3. There is no boat training been done in the city because the legislation is new and the issue not arisen before?

4. Some Divisions have practiced this type of vehicle rescue (Agricultural Machinery and Heavy Rescue Training) as part of their auto extrication training but the training is not wide spread.

Issues 5. thru 8. have the own analysis sheet.

Issues/Analysis:

A number of areas that require training program development are listed below. These subjects currently have elements of them being performed at incidents without a developed, documented and applied training plan.

The subjects indicated by a "*" have the own specific recommendation and analysis sheet but are including in this grouping as being identified on the Training needs Analysis Survey as having similar training issues.

1. Incident Safety Officer Training
2. RIT Training
3. Boat Training as per new legislation
4. Agricultural Machinery and Heavy Rescue Training
5. Wild Land Fire Fighting Operations level *
6. Officer Training *
7. Hazardous Materials Operations Training *
8. Ice / Water Rescue Level 3 Training *

Alternatives Considered: Options- Advantages /Disadvantages

Fire fighter safety is paramount there is no alternative for responsible risk management.

Financial Considerations:

Both Incident Safety Officer and RIT could be each a two day 16 hour course in the basics and could provide a good grounding in the subject. The ISO course would be mostly theory and the RIT course would be 90% practical application in simulated situations of fire fighter rescue and self rescue.

The Boat course is mandated by legislation the most practical approach would be to send someone away to bring back the knowledge and train the appropriate number of operators in the Divisions requiring this training to continue operating existing equipment.

Some of this type of training is ideally suited to be done at a central training facility where the special props could be located and groups brought in to gain experience in the specialty.

Recommendation Priority: Short Term to Mid Term

Recommendation: 9

All those Divisions not currently at Awareness Level in Hazmat should be trained to that level as quickly as possible. Operations level training should be implemented in those areas that can be safely handled without specialized equipment or suits and a need is currently being demonstrated.

Category: Program Content Needs

Source: Transition Board Report Recommendations Regarding Training
Chapter 3 - Organization and Personnel: Recommendation 24

"That all firefighters in the municipality receive awareness level Hazmat training."

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

The training in this recommendation has been completed to the awareness level in some divisions.

There are several areas where operational level Hazmat is being conducted and this should be addressed with policy and problem specific training. These areas of operations concern propane incidents, carbon monoxide calls and flammable liquid spills (gasoline or fuel oil).

Issues/Analysis:

The HAZMAT incidents named in the Current Position Statement are HAZMAT Operational Incidents that are occurring on regular bases in the city. Divisions routinely safely and successfully handle these types of situations. However the CKLFR has procedurally only indicated that Divisions operate at the Awareness HAZMAT level which would infer a break in set policy by handling these types of calls. Further training or policy change is required to correct this situation.

Alternatives Considered: Options- Advantages /Disadvantages

Administration could set a general policy to Awareness Level with the specific exception that these particular types of Operation Calls could be handled. A standard training policy should be put in place to provide guidance in this matter.

Financial Considerations:

Report to MFPTF
From TATF
7/24/2009Rev: nf

Training policy once set could be incorporated in scheduled training routine.

Or

Course would be a Two 8 hrs days (paid 2 x 6Hr) per Student

Instructor Two 8 hrs days plus 4 hrs prep

Recommendation Priority:

Near to Mid term

Recommendation: 10

All Divisions should have standardized equipment and training to Level 3 (Water Entry) responses. Interdivisional training with the existing equipment should occur to standardize procedures and techniques used where possible.

Category: Program Content Needs

Source: Transition Board Report Recommendations Regarding Training

Chapter 3 - Organization and Personnel: Recommendation 26

"That the Fire Chief of the City of Kawartha Lakes evaluate and provide training in the use of water/ice equipment."

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

The level of service varies throughout the City's Divisions as does the equipment used to provide that service. Some Divisions are trained to Shore Based Ice / Water Rescue. Specific Divisions utilize boats or rescue devices or perform water entry using immersion suits to affect rescue at Level 3(water entry). Divisions with Level 3 capability train as individual response units on the equipment utilized within that Division. All Divisions operate within the CKLFR Ice Water Rescue SOG to their appropriate level. Specific Divisional protocols regarding the use of an individual Division's unique piece of rescue equipment relies on old municipal parameters. The City of Kawartha Lakes is a city of lakes. All Divisions responding to ice-water rescues should have standardized equipment and training to Level 3 (Water Entry) response. Interdivisional training with the existing equipment should occur to standardize procedures and techniques used where possible.

Issues/Analysis:

The training implication of this recommendation is all divisions currently providing an ice /water rescue service should be trained to the level appropriate to providing that service. The purchase of new equipment since amalgamation has upgrade the capability of various Divisions but no uniform training policy or approach to this type of rescue has been put in place.

Alternatives Considered: Options- Advantages /Disadvantages

1. Strategically placed response teams that that can assist Division that are trained just to the Awareness level.

Training could occur in a specialized central course in a part of the season that the equipment would not be required. This would provide an opportunity to see adjacent Divisions equipment and compatible techniques, procedures and training could be instituted to compensate for the varied styles of equipment.

2. Could be integrated into regular training scheduled and adjacent Divisions invited to train with you. This would not necessarily address the overall common training requirement.

Financial Considerations:

Training policy once set could be incorporated in scheduled training routine.

Recommendation Priority:

Mid Term

Recommendation: 11

All Divisions should be trained to operations level S103 in wild land fire fighting.

Source: Transition Board Report Recommendations Regarding Training
Chapter 3 - Organization and Personnel: Recommendation 29

"That the City Of Kawartha Lakes ensures that appropriate firefighters have the necessary training to operate this equipment and fight this type of fire. (Reference is to Wild Land Fire Fighting)"

Category: Program Content Needs

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

Selected Divisions within the forest fire zones are appropriately equipped and trained. However at any given occurrence of this type other Divisions may be called into assist and these are not trained or adequately equipped.

Issues/Analysis:

The training implication of this recommendation is that all divisions that might be called upon to perform Wild Land fire fighting are appropriately trained. Other Divisions should be capable of supporting those divisions that have front line response to incidents of this nature.

There are several Divisions who are trained and have the necessary equipment to conduct wild land fire fighting. All other divisions have limited capability because of equipment and training. All Divisions should be trained to operations level S103 in wild land fire fighting.

Alternatives Considered: Options- Advantages /Disadvantages

The cost of bringing the support Divisions to the Awareness Level would be the same as bringing them to the operational S103 level.

Financial Considerations:

1. Could be incorporated in scheduled training routine.
2. Course would be a Two 8 hrs days (paid 2 x 6Hr) per Student

Recommendation Priority: Mid Term

Recommendation: 12

Provide training in those areas of potential incident occurrence not yet trained in.

Source: Transition Board Report Recommendations Regarding Training
Chapter 5 - Training, A. Skill / Certification, Recommendation 34

"That the Fire Chief review the need for specialized training in areas of rescue disciplines and forest firefighting."

Category: Program Content Needs

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

Some Divisions limited have some familiarization in some of the areas listed below. There is no widespread expertise in any of these particular types of rescue.

Issues/Analysis

Some Divisions considered to be front line in Wild Land Fire Fighting had S103 training prior to amalgamation. This and other specialty training areas have been discussed and recommendations made in other parts of this report.

Additional services not currently provided but with a high likelihood of occurring are listed below and should have programs and training developed.

Elevated or High Angle Rescue

Confined Space Rescue

Trench Rescue

Structural Collapse / Urban Search and Rescue

All Division should have awareness training in these categories to prevent fire fighter injury or scene degradation by having first arriving crews use inappropriate techniques. The most cost effective way would be have specialty teams of about sixteen whose members would spread through the city in work groups of four. With the required associated equipment strategically located initial work groups could respond quickly to a situation and the remained of the team could follow as support and relief.

Alternatives Considered: Options- Advantages /Disadvantages

Develop citywide special occurrence teams in specialized rescue to support awareness level training for the rest of the city.

Financial Considerations:

This would be specially training likely involving outside specialty trainers. A budgeted amount would have to be added to the training budget to accommodate this type of training.

Recommendation Priority:

Mid to Long Term

Recommendation: 13

A uniform training program in the most up to date extrication techniques needs implemented citywide.

Category: Program Content Needs

Source: Transition Board Report Recommendations Regarding Training
Chapter 3 - Organization and Personnel: Recommendation 21

"That heavy extrication equipment is strategically placed within the northern portion of the municipality, making it available as the need arises."

Current Position:

The CKLFR is well underway in the placement of hydraulic rescue equipment in each of the divisions, including the northern halls. To date 16 halls have lightweight hydraulic extrication systems and 4 have heavy ones. Currently each Division is responsible for their own extrication training.

There has been a steady increase in the number of motor vehicle accidents over the past 4 years (2001 -253, 2002- 381, 2003- 408 and 2004- 407).

A uniform training program in the most up to date extrication techniques needs implemented citywide. Standardization of technique could possibly be implemented as "a train the trainer program" using an outside source or utilizing resources from within the department. The Pontypool Division can probably be considered the experts in this area of expertise and could likely provide T/Fs for this program.

Issues/Analysis:

Motor vehicles are constantly changing in design and structure. The training implication of this recommendation is that training is required to keep extrication techniques current and that the appropriate extraction equipment be strategically placed throughout the city to meet this ever-increasing extrication need. Any new technique that is to be applied in auto extrication should be trained on uniformly throughout the city.

Alternatives Considered: Options- Advantages /Disadvantages

The city could bring in outside expertise to provide training.

Financial Considerations:

If done in house the financial considerations should be minimal as most Divisions currently have auto extrication training scheduled as part of their current training program hours.

If an outside trainer is brought in the would be an associated cost.

Recommendation Priority: High, Near Term

Recommendation: 14

The current random interdivisional training should become a formalized as part of the training program as it would be an effective method of compensating for the slow pace of equipment standardization. The content of interdivisional training should be standardized utilizing best practices for the tasks and these should be applied uniformly throughout the city.

Familiarization with the adjacent Division's equipment should eliminate or minimize problems until standardization occurs.

Category: Administration or Structural Organization

Source: Transition Board Report Recommendations Regarding Training
Chapter 3 - Organization and Personnel: Recommendation 18

"That where possible all equipment that is used throughout the fire service within the new City of Kawartha Lakes be standardized and harmonized."

Current Position:

The implementation of these Transition Board recommendations is on going, with the purchase of each piece equipment Administration recognizes the need to standardize. Cost restraints dictate that this has to proceed at a systematic and methodical pace. As equipment wears out or is deemed to be required in a Division, every effort is made to standardize it with equipment used in other Divisions. The new equipment requires training; manufactures representatives are used or qualified operators of similar equipment in other Divisions.

Because the standardization of equipment inherently occurs at such a slow pace two programs to compensate for this are currently in place and should be recognized as a formal part of our training program. Full-time staff is rotating through the full time halls so that they can train on and be familiar with the apparatus and equipment of those stations. Inter Divisional Training is occurring between some Volunteer Halls that respond to the same incidents, in this way familiarization of the other halls equipment can occur. Incompatibilities in equipment can be identified and compensated for training or the purchase of adaptation equipment.

This interdivisional training should be formalized in the training program as it would be an effective method of compensating for the slow pace of standardization. This blended training would also improve the efficiency of these Divisions at incidents by having each Division familiar with the other Divisions equipment and procedures.

Issues/Analysis:

The training implication of these recommendations is that Interdivisional Training is required so as to prevent issues that might arise when multiple divisions come together for common effort at an incident. Incompatibility issues need to be identified prior to an incident so that an appropriate "work around" can occur until standardized equipment is in place. The standardizing of fire ground procedure and practices will also compensate for incompatibility.

Alternatives Considered: Options- Advantages /Disadvantages

The practices currently put in place are effective in managing the issue of equipment standardization. It only needs to become standardized and with regular frequency.

Financial Considerations:

Financial considerations should be minimal as this training would be come part of the current training program hours.

Recommendation Priority:

These types of programs should continue and be an immediate short turn goal as implementation requires only designation a person responsible and organization within the current training hours. A designated current Trainer Facilitator or the proposed Program Training Coordinator, or a proposed new Lead Divisional Trainer Facilitator could fill this roll.

Recommendation: 15

Perform a divisional training analysis to get a quantitative measurement as to what the current level of training in each hall. It would be beneficial to the Department to conduct a detailed training needs analysis to assist future training decision-making.

Source: Training Advisory Task Force

Category: Program Content Needs

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

There is no document as to the level of training or accomplishment between the divisions in the CKLFR.

Issues/Analysis:

There is a need to have a quantitative analysis done to assess the training in each Division. This would provide a benchmark by which improvement could be judged. Needs analysis and training documentation analysis is the only mean of judging the status of training within a Division. The results could then be compared against the acceptable standard and the training gap established.

Alternatives Considered: Options- Advantages /Disadvantages

Some alternate means of evaluation, perhaps on outside source.

Financial Considerations:

It would be most cost effective to be done internally, likely by the proposed training Coordinator with assistance of the proposed Divisional Lead trainer facilitators.

Recommendation Priority: Short Term to Mid Term

Recommendation: 16

Perform a training resource survey that would include documentation of the location of expertise and training materials or aids in the city.

Source: Training Advisory Task Force

Category: Training Delivery Systems

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

There has been no survey of training resource material in the CKLFR.

Issues/Analysis:

There are a great number of underutilized training resources distributed though out the Divisions of the CKLFR. These range from training aids, books, videos, lesson plans scattered throughout the various Divisions. Any give Division is not aware of these resources are in existence and that they could be used to enhance a particular training session. These need to be identified and cataloged and with the permission of the Division currently in possession made available to other Divisions. The decision to centralize this material should be considered.

Alternatives Considered: Options- Advantages /Disadvantages

Non Required

Financial Considerations:

Minimal

Recommendation Priority: Short Term

Recommendation: 17 The enhanced training of the Fire Prevention Officers should continue so that they become certified which would reduce potential municipal liability and make them more effective in delivering broad fire prevention program.

Category: Program Content Needs

Source: Transition Board Report Recommendations Regarding Training
Chapter 3 - Organization and Personnel: Recommendation 15

"That the City Of Kawartha Lakes increase public education and fire prevention efforts in the areas not currently receiving adequate protection."

Current Position:

Since amalgamation the Fire Prevention Officers have received and continue to up grade their training in this area, all are working towards certification. Fire Prevention and Public Education have become strong component in CKLFR effort to make our city a safer place to live.

Issues/Analysis:

The training implication of this recommendation is that the Fire Prevention/Public Education Officers are adequately training to provide the required level of service.

Alternatives Considered: Options- Advantages /Disadvantages

Be proactive in the training of our Fire Prevention Officers. Encourage innovative and out of the box thinking. Provide them with the permission and tools to bring additional public education programs. Mobile safety house should be considered. Cooperative fire prevention programs and initiatives should be pursued with organizations and businesses.

Financial Considerations:

Community and business support is the way to go here to minimize costs.

Recommendation Priority: Short Term, Mid Term, Long Term

Short to Mid Term

Recommendation: 18

It is recommended that CKLFR administration continue to expand and improve the training programs within the CKLFR. Trained personnel are the most effective and cost efficient means of reducing municipal risk and providing superior services to our ratepayers in all types of emergency situations.

Source: Transition Board Report Recommendations Regarding Training
Chapter 5 - Training, A. Skill / Certification, Recommendation 33

"That the Fire Chief implement a comprehensive standardization of training for all fire department personnel, encompassing the utilization of the OFM Curriculum, NFPA and such other guidelines as may be necessary."

Category: Administration / Organizational

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

The City of Kawartha Lakes current training programs do utilize the OFM Curriculum, NFPA Guidelines and IFSTA Manuals as the basis for their training. It is recommended that CKLFR administration continue to expand and improve the training programs within the CKLFR. Trained personnel are the most effective and cost efficient means of reducing municipal risk and providing superior services to our ratepayers in all types of emergency situations.

Issues/Analysis:

The training implication of this recommendation is that the city should utilize the Transition Board's Recommendation 33 guidelines to provide training at the individual, Divisional and City level. The goal would be to do this in a coordinated organized approach at the individual, Division and City Level. Uniform city wide program planning and delivery is the key to accomplishing this goal. It will require individuals whose responsibilities will include developing these required programs and assuring their implementation in all divisions.

There is a need for formal needs analysis at both the city and the individual Division Level so as to formulate bases lines so that a regular evaluation of progress made can be charted.

The Needs Analysis conducted by Fred Elder was not a formal one but did provide a snapshot of the training with selective divisions. See Appendix A for methodology, Appendix B for summary of Need Analysis Results

This issue is more training policy oriented than actual training but should be dealt with.

Alternatives Considered: Options- Advantages /Disadvantages

Enhancement of Training Organizational Structure

At Individual Level

- a. Provide incentives and support to encourage personal development in fire related training.
- b. Provide support to undertake enhanced training at the OFC.

At Divisional Level

- a. Improve the quality of the Trainer Facilitators as per the recommendation to train them in Lesson Plan Development and Utilization and some capability in program planning.
- b. Provide additional Trainer Facilitators to divisions with insufficient T/Fs. Attempt to provide one T/F per five Fire Fighters.
- c. Appoint a Lead T/F in each Division to coordinate training at the Division Level and liaison with the TAFT. This Lead T/F would be responsible for the documentation of training in the Division.

Benefit: uniformity of training, strong training support network

- d. Provide strong leadership in the direction of Divisional level training (see City Level)

At City Level

- a. Provide direction to Divisional Training in the OFC Curriculum by setting "Core" content to be accomplished in training at the Division level in a year. I.e. set subjects to do complete Curriculum Outline.
- b. Encourage a percentage of interdivisional training with adjacent halls.

- c. Designate training time allotment ie. 30% Core, 50% Divisional specific, 10% Medical, and 10% Interdivisional.
- d. Develop Instructors who have had train the trainer Courses.
- e. Develop Associate Instructors (OFC) to bring Courses in to city...added benefit cash generator.
- f. Identification of Divisional training expertise that could be utilized at city level.

Financial Considerations:

Policy oriented

Recommendation Priority:

Mid Term

Recommendation: 19

Fire administration request input from the TATF in regards to setting the annual training budget.

Source: Training Advisory Task Force

Category: Administration or Structural Organization

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

The TATF currently has little to no input as to the distribution or amount funding directed to training in the CKLFR.

Issues/Analysis:

This provision would provide the decision makers with additional grass roots ideas and advice.

Alternatives Considered: Options- Advantages /Disadvantages

This recommendation would be provisional of course providing the TATF is still in existence if the recommendation for a Training Coordinator and Lead Divisional T/Fs are put in place. In any case those two entities could also provide input.

Financial Considerations:

There are no additional financial consider considerations. The TATF generally meets once a month to consider training issues and a request for input could be scheduled within one of these regular meeting.

Recommendation Priority:

This recommendation could be implemented immediately as the need arises.

Recommendation: 20

Utilize Manufacturers and organizations to provide financial sponsorship for support of specialized training. ie. high angle... trench... etc in exchange for public recognition of that support and or trade offs of training services.

Source: Training Advisory Task Force

Category: Program Content Needs

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

There are no current programs for cooperation in training with outside agencies of other city divisions.

Issues/Analysis:

The fostering of joint partnerships will promote community support and understanding for the CKLFR. This type of program might be beneficial to other city departments allowing the rate payers to participate in city.

Alternatives Considered: Options- Advantages /Disadvantages

This program would be a new first time initiative. If implemented the program could utilize the proposed training facility.

Financial Considerations:

This could provide cost saving to the CKLFR through sponsorship support in exchange for recognition or training exchange services. An example would be supplying the sponsoring agency with fire extinguisher training, first aid training or fire preplan analysis.

Recommendation Priority:

This recommendation could be considered a mid term to long term goal, but feelers could be extended to industry or other city department s to gage the support and potential.

Recommendation: 21

Training Partnerships with other fire departments.

Source: Training Advisory Task Force

Category: Program Content Needs

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

There are currently no such programs being conducted at this time. This could be a possible revenue generator if we were to organize specialty training programs and open them to other fire departments. An example of this idea being effectively used is the recent course on Structural Collapse Awareness training coordinated by the Brampton Fire Department. They brought in an outside trainer for this one day session and had approximately 140 participants with a fee of \$150. This type of program allowed Brampton Fire to train more of their personnel because of the offsetting revenue from other departments.

Issues/Analysis:

This would entail joint training with other fire departments, most likely on specialties subjects such as propane, ice water rescue and auto extrication. Outside expertise could be hire to provide such programs that would be benefit to both departments and the cost of the trainers be shared.

Alternatives Considered: Options- Advantages /Disadvantages

No similar programs have been tried in the CKLFR.

Financial Considerations:

Careful preplanning and organization would be required to assure that this type of venture turned out to be a cash generator to the CKLFR.

Recommendation Priority:

This recommendation would be a mid term goal as a designated person would be require to research the possibilities and needs.

Recommendation: 22

Use other Departments Training Facilities.

Source: Training Advisory Task Force

Category: Delivery Systems

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

There are not current programs in place for the use of other fire departments facilities. The OFC does have program in place for the Departmental day use of some of their facilities. (ie. Their burn building)

Issues/Analysis:

Utilization of others fire departments existing facilities could provide for the training needs of the CKLFR without incurring the capital cost if we were to provide them for ourselves. This would have to be done in a specific training area as the other department would not look kindly to constant use of all their facilities. An example of use would be the arranged use of another department's flashover facility.

Alternatives Considered: Options- Advantages /Disadvantages

If the development of a central training facility becomes a reality the addition of a variety of specialized training areas would be a cost effective alternative and a possible revenue generator by providing our facility to other fire departments.

Financial Considerations:

The costs would have to be researched based on type of facility to be use, numbers to be training and the duration of the specific program.

Recommendation Priority: Short Term, Mid Term, Long Term

This recommendation would be considered mid to long range as time would be required to explore what options would be most cost effective.

Recommendation: 23

Look at other departments training programs, duplicate or modify to suit out needs.

Source: Training Advisory task Force

Category: Administration and Organization

Current Position: SWOT (Strengths, Weaknesses, Opportunities, Threats)

We currently do not have an overall training program in place. It is our goal to have one so as to make the City of Kawartha Lakes be proud and confident of its Fire Department's capability.

Issues/Analysis:

This would entail an investigation to see if other departments have superior training programs that we could model ours after. This would provide us with any accelerated startup to our goal of having a all encompassing training program.

Alternatives Considered: Options- Advantages /Disadvantages

Non Required

Financial Considerations:

Minimal

Recommendation Priority:

Short Term to Mid Term.

Appendix A

The Analysis and Needs Identification Methodology

The following is a brief description of the method used to determine the training needs of the CKLFR.

The capability and effectiveness of a fire department's personnel at varying types of incidents is directly related to ability to perform the multitude of tasks associated with a given incident. Their abilities to perform these tasks effectively, efficiently and in a safe manner is directly related to their level of training. In order to determine whether the training is at the required level an evaluation or measurement has to take place to assess their performance against an accepted standard. Gloria Bizak (IFSTA...Fire and Emergency Services Instructor author) sees this assessment (needs analysis) as "the process used to find out the knowledge, skills and abilities of the learner by observation and special activities".

This assessment of the training program in the City of Kawartha Lakes Fire Rescue was conducted at a number of levels in a selected manner. Although not a scientifically approached in the manner it should have been it did provide some usefully input in the short time available. **It would be beneficial to the Department to conduct a detailed training needs analysis in the future to flesh out additional input to finalize future decision making.**

The assessment of the individual's level was conducted by two methods at a selected test Division (Fenelon). It was determined that the information gathered by these means was of value and could be applied to determine the training needs of the individual. These methods once refined could be applied throughout the Divisions in the CKLFR.

The first method was inspection of the individual's training documentation. From these records it could be determined what training programs they had participated in. It was

noted how long it had been since re-enforcement training had occurred and in particular what areas they had not been trained in.

The second was by means of a survey called "The Individual Task Comfort Level Survey". Although not scientific in nature it did produce results that were measurable and verifiable and could be used to track individual improvement in trained capabilities. The individual was asked to rate themselves on (a scale from one to ten, ten being the highest) their confidence level in performing an extensive number of basic fire ground tasks. (Note. This Survey had been conducted previous to the MFPTA request.)

These results could then be compared to a later similar survey given some point in time after appropriate training. A selection from one to five would indicate an extremely low confidence level and would suggest that complete training to the OFC curriculum in that task was appropriate. A score of six to eight would indicate that maintenance training in that task was justified. The final grouping who indicated a high confidence level of nine or ten could be utilized in the training of the first two groups by demonstration or mentoring. In this way these individuals could be further assessed to see if their abilities matched their high confidence levels. As mentioned previously the survey could then be conducted after training in the low confidence tasks to see if confidence levels in that task area had improved. Their performance following the additional training would also be evaluated to see if it met the accepted standard.

The next step in the process was to move to training areas that applied at a city level. A survey called "Training Needs Analysis Survey" was sent to all twenty one Divisions and at this time the results of twelve stations have been reviewed. A list of all possible services that a fire department could be expected to supply was provided on the survey. Each Division was to have its Trainer Facilitators and those familiar with the Division's training answer a series of questions in regard to the provided list. They were to indicate whether their Division provided the service, to what level where they supplying it and were they trained to that appropriate level to be supplying that service. They were to indicate if there were services that they felt they required additional training in, or that there were services that they should be but were not providing. They were also asked what percentage of training was spent on OFC Curriculum training, if

they had sufficient trainer facilitators and did their Trainer Facilitator have the capabilities of lesson plan development and program planning.

The final part of the Training Needs Analysis was conducted by the Training Advisory Task Force. They summarized the "Training Needs Analysis Surveys" completed at the Divisional Level and applied a SWOT analysis (Strengths, Weakness, Opportunities, Threats) to the summary. They reviewed current "city" level training programs and needs and projected future training needs including equipment and facilities. A similar analysis was performed on the administration, documentation, structure and delivery mechanism of training in the City of Kawartha Lakes Fire Rescue.

In addition they reviewed the recommendations in regard to training of the original Transition Board Task Force to see what progress had been made.

The results of this training analysis are incorporated into the recommendations of this report.

Appendix B: Training Needs Analysis Summary

City of Kawartha Lakes Fire Rescue

August 2005

Reports Summarizes the Response from 12 of 21 Halls
 Issued and Compiled by Capt Fred Elder, Fenelon Division

X = felt that a training program needed or additional training required

Division	04	02	05	06	07	08	09	10	14	15	20	22
Emergency Medical												
Emergency First Aid				X								
CPR				X								
Defib	X			X	X				X	X	X	X
EPC 1	X	X	X	X				X	X	X	X	X
EPC 2	X	X		X				X	X	X	X	
Fire Emergencies												
Suppression 9to Curriculum Std)					X	X			X	X		
Incident Safety Officer Training		X	X	X	X	X	X			X	X	X
RIT Training	X	X	X			X	X			X	X	X
Fire Fighter Self Rescue Training	X	X	X			X	X	X	X	X	X	X
Hi Rise Suppression Training	X	X		X	X		X				X	
Auto Extrication												
Std Auto Extrication										X		
Agricultural Machinery /Heavy Rescue	X	X	X	X	X	X	X	X		X	X	X
Division	04	02	05	06	07	08	09	10	14	15	20	22
Water Rescue												
Ice / Water Shore Based Level 1	X						X		X	X		
Ice / Water level 3	X			X	X		X		X	/	X	
Water Rescue Boat Based	X				X		X		X	/	X	X
Swift Water Rescue	X	X		X	X		X		X			X

Division	04	02	05	06	07	08	09	10	14	15	20	22
Hazmat												
Hazardous Materials Awareness Level	X	X	X			X	X			/		
Hazardous Materials Operations Level	X		X		X	X	X	X	X	/	X	
Hazardous Materials Technician Level	X				X	X	X	X	X			
Technical Rescue												
Elevated /High Angle Rescue	X				X		X	X	X		X	X
Confined Space Rescue Awareness Level	X		X		/	X	X		X	X	X	X
Confined Space Rescue Operations level	X	X		X		X	X	X	X		X	
Trench rescue Awareness Level	X		X		/	X	X	X	X	X	X	X
Trench Rescue Operations level	X	X		X	X	X	X	X	X		X	
Structural collapse/ Urban S&R Training	X	X		X	X	X	X	X			X	X
Division	04	02	05	06	07	08	09	10	14	15	20	22
Wild Land Fire Fighting												
Wild Land Fire Fighting Awareness	X		X					X	X	X		X
Wild Land Fire Fighting Operations	X	X		X				X	X	X		
Other												
Fire Prevention Training	X	X		X			X			X	X	
Public Education Training	X	X	X	X		X	X		X	X	X	X
Fire Investigation Training	X	X		X		X	X	X	X	/	X	X
Officer training	X	X		X	X	X	X	X		X	X	X
Fire attack Training	X	X		X			X			X	X	X
Pumper Operations Training	X	X		X	X	X	X			X	X	/

Division	04	02	05	06	07	08	09	10	14	15	20	22
Training												
Require more Trainer Facilitators	Y			Y								
Current number of trainer facilitators	2	2	2	1	5	3	2	7	4	6	5	9
Follow the Curriculum when training	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Use of the Curriculum what % of the time when training	50	60	75	60	30	30	50	50	65	50	75	35
Use the curriculum guideline as a lesson plan	Y	Y	Y	Y	S	S	S	S	Y	Y	S	Y
Develop a Lesson Plan for each training session	Y	Y	N	N	Y	Y	S	Y	Y	S	S	S
Number of T/Fs trained to develop Lesson Plans	2	1	1	0	5	3	3	7	3	6	0	6
Number of T/Fs who understand how to use Lesson Plans	2	1	1	0	5	3	2	7	4	6	0	9
Y = YES												
N = NO												
S = SOME												

Appendix C

Recommendations Summary

Recommendation: 1

That the CKLFR hire a full time Training Coordinator who will provide program planning and development and coordinate all training in the city. He would also supervise the proposed designated Lead Trainer Facilitator in each Division.

Recommendation: 2

That Fire Administration appoint or select through the appropriate process a Lead Trainer Facilitator who would be responsible for coordination of training at the Division level and the documentation of training in the Division. This individual would be the proposed Training Coordinator's contact for the administration of training in the Division.

Recommendation: 3

There should be development of a Central Training Facility. This facility should have a large classroom with breakout rooms, kitchen, washrooms, truck-bays and storage. The property should be large enough to include a smoke tower, flashover unit, a reservoir for drafting and water supply, and areas for specialized rescue training. Incorporate a central library in the facility with specialty training books, videos and a lesson plan database that Divisions could call upon. This would improve upon the uniformity and consistency of training.

Recommendation: 4

It is recommended by the TATF that Council support Fire Administrations immediate need to have the Fire House program on line as soon as possible as this an essential means of reducing the City's liability. By being in full compliance with the record keeping aspects of the relative section 21 Guidance Notes.

Recommendation: 5

That the CKLFR put in place a training program to increase the number of Trainer Facilitators where required and provide additional training skills for our current and future Trainer Facilitators.

Recommendation: 6

It is recommended that the CKLFR initiate an officer training program to ensure That the best possible strategic and tactical decisions are being made and fire crews have the best trained supervision.

Recommendation: 7

Paid training hours for firefighters needs to be increased to accommodate the level of training recommended in this report to reduce the liability to the City.

Recommendation: 8

The CKLFR should implement training programs to those areas where tasking is occurring without training. (i.e. RIT, Incident Safety Officer)

Recommendation: 9

All those Divisions not currently at Awareness Level in Hazmat should be trained to that level as quickly as possible. Operations level training should be implemented in those areas that can be safely handled without specialized equipment or suits and a need is currently being demonstrated.

Recommendation: 10

All Divisions should have standardized equipment and training to Level 3 (Water Entry) responses. Interdivisional training with the existing equipment should occur to standardize procedures and techniques used where possible.

Recommendation: 11

All Divisions should be trained to operations level S103 in wild land fire fighting.

Recommendation: 12

Provide training in those areas of potential incident occurrence not yet trained in.

Recommendation: 13

A uniform training program in the most up to date extrication techniques needs implemented citywide.

Recommendation: 14

The current random interdivisional training should become a formalized as part of the training program as it would be an effective method of compensating for the slow pace of equipment standardization. The content of interdivisional training should be standardized utilizing best practices for the tasks and these should be applied uniformly throughout the city.

Familiarization with the adjacent Division's equipment should eliminate or minimize problems until standardization occurs.

Recommendation: 15

Perform a divisional training analysis to get a quantitative measurement as to what the current level of training in each hall. It would be beneficial to the Department to conduct a detailed training needs analysis to assist future training decision-making.

Recommendation: 16

Perform a training resource survey that would include documentation of the location of expertise and training materials or aids in the city.

Recommendation: 17

The enhanced training of the Fire Prevention Officers should continue so that they become certified which would reduce potential municipal liability and make them more effective in delivering broad fire prevention program.

Recommendation: 18

It is recommended that CKLFR administration continue to expand and improve the training programs within the CKLFR. Trained personnel are the most effective and cost efficient means of reducing municipal risk and providing superior services to our ratepayers in all types of emergency situations.

Recommendation: 19

Fire administration request input from the TATF in regards to setting the annual training budget.

Recommendation: 20

Utilize Manufacturers and organizations to provide financial sponsorship for support of specialized training. ie. high angle... trench... etc in exchange for public recognition of that support and or trade offs of training services.

Recommendation: 21

Training Partnerships with other fire departments.

Recommendation: 22

Use other Departments Training Facilities.

Recommendation: 23

Look at other departments training programs, duplicate or modify to suit out needs.

Appendix D

Central Training Facility Support Document

The purpose of this appendix is to provide documented support for the premise that the City of Kawartha Lakes Fire Rescue requires a centralized fire training facility.

The substance of the following text in support of that premise is approached through the three following statements.

1. There is an unique opportunity available at this point in time that if taken advantage of could provide benefits far into the future.
2. There is a demonstrated need for such a facility which if satisfied would provide the City of Kawartha Lakes Fire Rescue the means to solving many of it current training issues and thus minimizing risk to the municipality.
3. There is an unrealized potential that would occur if a centralized training facility did exist.

The Opportunity

The "Opportunity" describes the conditions currently existing that provide a prospect to create a training facility at a cost to the municipality for far less that it would be if we had to start from "square one".

Understanding the Opportunity

If the City of Kawartha Lakes Fire Rescue was to start developing a central training facility from scratch, it would require a significant capital commitment. However the amalgamation process has enabled us to potentially realize this goal at a significantly lower input of new dollars.

Overcoming the Negatives ...

The rural urban atmosphere of our community has provided an ideal location. The suggested location of our proposed training centre is the existing former

Fenelon Township offices and service building on Cameron Road in the former Fenelon Township. The Fenelon Township site addresses the inherent problems encountered in most municipal training facilities.

1. One of the most common problems that most municipalities face with their training facilities is its urban location within their community, which generally results in the lack of adequate space to cover all training possibilities or the lack of room for future expansion.
2. The initial capital cost to create an adequate training facility is a significant deterrent to development but in our case is alleviated by the fact that the structures already exist.
3. The close proximity to residential structures puts strain on its full use because of the inherent smoke and noise problems. Often sites are chosen and developed only to find their use has to be restricted as residential development encroaches onto the site's formerly isolated location.
4. The annual cost of running this facility as a training centre is an ongoing concern but should be viewed in the light that the city is already carrying the cost of heating and maintenance of these buildings which are currently under used. The use of the facilities as a central training facilities should not significantly increase these costs but because of the better utilization provide a better tax dollar value to our community. The successful implementation of many of the proposals listed under the "Potential Section of this Appendix" would provide additional funding in support of the proposed facility.
5. Even with the use of existing structures that minimized the capital expense there will undoubtedly be initial startup expenses. The added bonus at this point in time is that we have \$177,000 allotted to us by the provincial government for use in training and fire prevention- public education. This facility would qualify for the use of these moneys and it would be hoped that the facility could play a significant role in public education (see Potential proposal).

Adding up the Positives ...

The Physical Attributes of the Location

There are a significant number of positive reasons why the suggested facility would be ideally suited to be the CKLFR Training Facility. The physical aspects of the location make it well suited as a training facility.

It should be noted that although proposed as a fire training facility the use of the site could be developed into a city training facility open to all city departments and the community to further justify costs and improve utilization. A significant amount of time that it would be used by the fire department would be evenings and weekends leaving a high portion of daytime available for use by other city departments or community groups.

The following outline gives a brief summary of the positive physical aspects of the location.

The physical requirements of a training centre outlined in Recommendation 3 of the Training Report are well met by this facility. The buildings ideally structured for an effective learning environment. There are three large rooms well suited for classrooms, the largest being capable of accommodating forty people seated at tables. The eight smaller rooms are suitability sized to provide ideal learning breakout rooms for smaller study groups or provide office space. These rooms are large enough to accommodate two training sessions to be run simultaneously. There are men's' and women's washrooms on each floor that would be adequate for the proposed usage. There is kitchen area on the bottom floor that could provide the necessary modest food prep required for day use of the facility. This kitchen area is required because of the rural nature of the location and the remoteness from restaurants so as to prevent unacceptable long lunch breaks during training sessions. Even with the use of the aforementioned rooms there is still at least three rooms that could be used for storage.

The parking area around both structures is more that adequate for any function that might occur there.

The maintenance building has a portion (5 Bays) used by the Roads Department leaving the remaining three with minimal use. These could provide the proposed training facility with vehicle storage of training apparatus and equipment. One bay could be converted with movable portable wall sections and used as a search and rescue building (see explanation under S&R need).. As in the case of the office building the city is already heating and maintaining this building and its use of it as part of the proposed central training facility would not effect its current occupancy.

The pit on the back of the property not unduly remote from the buildings is surrounded by a thirty foot treed brem protecting it from view from the road. The pit is large enough to provide an excellent area in which to perform live fire burns in a safe and secure environment.

The overall size of the property (approximately 100 Acres?) is ideal to allow for possible future expansion and as an adequate buffer for the surrounding residents.

The Other Positive Aspects ...

1. The primary one is that it opens many other opportunities. This location should be viewed at a city training facility leaving its specific use open to a broad range activities.
2. Existing at a central location within the city.
3. The facility is currently underutilized.
4. The facility is available not currently being designated for total use by any other city department.
5. The facility would fill the needs requirements of a CKLFR Central Training Facility with little or no modification.
6. The facility would qualify for use of the provincial grant money
7. The facility has a desirable rural location.
8. Because of the sprawling nature of our city a centralized training facility would demonstrate a number of positive attitudes.

- a. There is a commitment to training to improve the effectiveness and safety orientation of our staff.
- b. We create a positive work environment.
- c. We demonstrate an understanding that well training staff are productive and effective.
- d. If we make this facility multi functional, productive and hopefully at least partially self sustaining we demonstrate an understanding that tax dollars need to be spent effectively.

The Need

The " Need " describes those training activities that could not exist or could be greatly enhanced by a permanent training location with the appropriate equipment.

One of the key deficiencies identified in the main part of the report was the inconsistency and lack of uniformity in training between Divisions. A city level training program provided through an available central training facility could go a long way towards rectifying this problem. In addition the provision of a central location with specialty training equipment, structures and expertise would allow Divisions to attend common training courses with other Divisions with common trainers providing the consistent and uniform delivery of training that is required in the city.

The importance of a centralized training facility is that it would provide a consistent location to provide uniform training.

It would provide a central location for equipment so that it does not have to be moved from location to location as it is now with courses being held at different locations within the city. The central location also minimizes the distance traveled by Divisions to use it.

The centralized location would justify and allow for the construction of permanent simulation structures. Practical application of learned skills aids in retention which is especially important in infrequently used operations.

The location would allow for the practice of currently not practically available types of practices such as vehicle fire suppression. Currently Divisions have to use on the job training to get practical experience in this type of fire fighting. The pit at the location would provide a safe and practical environment in which to have this type of practice

The following training activities would not exist or would be able to provide an enhanced learning experience with access to an adequate training facility.

1. Confined Space Rescue

Although an infrequent event to occur confined space rescue was identified by the responding Divisions on the Needs Analysis Survey as an area with little or no expertise. The infrequency of this type of incident demonstrates the need for crews to be prepared though training to handle the event should they occur. Practical training enables a swift effective rescue for the victim and for the rescuers an understanding of how to work safely in a confined space rescue situation. The construction of a simulator is not an expensive proposition but its need to have a permanent fixed location could be satisfied by the construction at a central location for all Divisions to access for training.

2. Search and Rescue Training

The need to perform this task safely and quickly is of prime importance to the potential victim and rescuer. Although rescues are infrequent occurrences the primary search at any structural fire is a top priority to assure the building is clear and there are no potential victims. The techniques and skill required to perform a primary search is the basis of an effective successful search and rescue operation. Entry into a burning building to perform a primary search is one of the most dangerous tasks a firefighter is expected to perform. Training is currently accomplished through performing searches of Divisional halls or acquired structures. The problem with the aforementioned is that firefighters soon become familiar with the layout and this minimizes the learning experience. Being able to search continuously changing structural layouts give crews the

ability to treat the unexpected as normal and provide the best retained learning experience.

Providing this type of learning experience is not currently practical, however an area in one of the service bays of the proposed training centre could be set up with movable wall sections so that the search area could be quickly reconfigured to provide a new challenge and enhanced experience.

3. Auto Extrication

Most Divisions currently practice their auto extrication by having a vehicle brought to the hall or going to a remote site and then on completion of the practice have the vehicle removed. Quite often the vehicle extraction value is not completely utilized before removal. If the pit at the proposed site were used the vehicle could remain on the scene in a secure location and provide time for the best utilization of the vehicle. There would be an additional advantage that the vehicle could be burnt to provide vehicle fire suppression training.

4. Vehicle Fire Suppression Training

There is currently no safe location in which to get practical training in this type of fire fighting. However the Fenelon township site provides a safe secure location in the pit area in which the city firefighters could get practical hands on experience.

5. Rapid Intervention Team (RIT) Training / Self Rescue Training

An Incident Commanders worst nightmare is the loss of a firefighter on a scene. To minimize the risk to the fire fighters and satisfy Section 21 Guidelines health and safety practices on the fire ground require that a Rapid Intervention Team (RIT) be in place at situations where there is a potential firefighter risk. The sole purpose of a RIT is firefighter rescue. They must have no other tactical commitment. Although deemed as an essential part of a firefighter safety program there is no current formal training in this type of rescue. A study of incidents where firefighters are trapped or lost show that it

is a very confusing time and quick prepared reaction makes the difference between life and death. The most effective response to this critical situation is to have a well trained and prepared RIT.

Firefighters having self rescue skills backed by an effectively trained RIT have a better chance of survival. If we had a permanent training location a simulation structure containing the most encountered RIT and self rescue problems could be constructed so as crews from all Divisions could gain experience and expertise.

6. Minor Hazmat : Propane Related Incidents

There are three types of minor hazmat calls that the CKLFR currently responds to. Carbon monoxide, flammable fuel spills and propane calls are currently handled safely and effectively by firefighters but there is no formal training in spills or propane responses.

If a permanent training location was available simulations for both these types of calls could occur providing department firefighters with a currently unavailable practical experience.

7. Current Programs

All current city level training programs could benefit from use of a centralized training facility in the delivery of those programs including.

1. Recruit Training Program
2. Fire Attack Program
3. Trainer Facilitator Program.

All could utilize the enhanced learning environment that a well equipped and centrally located training facility could provide.

The Potential

The "Potential" describes those activities, services or partnerships that could possibly utilize a central training facility if it existed to provide a better utilization or supplement the financial expense of the facility.

The following provides some of the suggested types of activities or partnerships that could fulfill that purpose.

Although the principal need is by the Fire Department the development of the following could provide increased utilization or funding to support the ongoing costs of the facility with the goal to make the facility self sustaining.

1. The facility should be viewed as a city educational staff development centre whose resources and location is available to all city departments. A survey should be performed by other city departments to see if they have a need for training development or class room facilities which could be fulfilled by the Fenelon Township location.
2. It should be determined if there is any training required by other city department that is currently being outsourced that could be supplied by qualified Fire Department staff at this location. CPR, first aid, deliberator, or fire extinguisher training would be examples of possible training that is currently outsourced that the Fire Department could supply. The location could also be used by other city departments as a location
3. This location could be developed as a secondary emergency coordination centre for the city and provide a training location for interdepartmental emergency response training so that in event of a city wide emergency the roads, fire, ambulance, police and other appropriate city personnel could respond in a superior fashion to the needs of our citizens. The facility's centralized location with in the city makes it ideal as staging area in the event of a major event.

4. A small computer lab could be developed that would support many types of training ventures both within and external to the Fire Department.
5. Because of its central location a public education program could be based out of this facility strengthening further our already strong Fire Prevention / Public Education Program. An integrated school program could be established in which school children could be bused in for educational programs. This would be the ideal location for a burn house to be located to educate the public on residential fire safety. Summer day camp for a junior firefighter program established here could provide youth programs year round.
6. Partnerships between the Fire Department and private industry could be established to support the facility. This could be done either by direct private sponsorship of the center's programs or through the fire department supplying services to private industry in exchange for support. Examples of these provided services could be first aid, CPR, and fire extinguisher training or Fire Safety Plan development.
7. Driver training centre of fire, EMS and Police could possibly be based out of this location.
8. Equipped with adequate audio, visual and computer aids the facility could be rented out to business or the corporate community, as the majority of our use would be evenings and weekends.
9. Sir Sandford Flemming College could be approached to see if there could be any joint venture programs with the Fire department that could be located there such as potential field location for forestry or fire training location or heavy equipment program location.
10. The police could possibly use the location for dog training or search and rescue training.

11. If the CKLFR develops Associate Instructors in cooperation with the Ontario Fire College, OFC courses could be run out of this location both for training our own fire fighters and as a revenue generator by inviting personnel from outside Departments.
12. Specialize fire training courses could be organized and run out of this facility as a means of training out our own fire fighters and a cash generator by inviting firefighters from outside departments.
13. The facility could be also used as an EMS training centre.
14. A co operative effort between a propane supplier and the CKLFR could enable a propane fire simulator to be built at a permanent training site likely a reduced cost possibly in agreement with one of the cities current propane suppliers. This could provide training that is currently unavailable. As with other specialized simulators located at the proposed site it could be rented out for use by other fire departments requiring similar training.