



City of
Woodstock



FIRE MASTER PLAN



May 1, 2025



TIM BECKETT

Optimizing the methodology of the three lines of defense will allow the City of Woodstock and the Woodstock Fire Department to provide a comprehensive fire protection program.

- Public Education
- Fire Prevention and Code Enforcement
- Emergency Response

- Enhanced firefighter safety
- Improved cost control and containment
- Increased efficiency and effectiveness
- Identification of the right sized service to meet the current and future needs of the community.

1. Community Risk Assessment – Conform with Ontario Reg 378/18 to inform decisions
2. A review of current fire services including:
 - All service areas
 - ID areas for improvement
 - Station location and apparatus deployment

Community Risk Assessment

Complete a Community Risk Assessment (CRA) addressing the nine (9) mandatory profiles outlined in Ontario Reg 378/18 to make informed decisions regarding the current service capabilities.

1. Geographic Profile
2. Building Stock Profile
3. Critical infrastructure Profile
4. Demographic Profile
5. Hazard Profile
6. Public Safety Response Profile
7. Community Services Profile
8. Economic Profile
9. Past Loss and Event History Profile

Community Risk Assessment Process

- Identify risks using historical event and response data.
- Evaluation of fire and rescue risks considers both the probability and consequence of emergency event types.
- Probability of an event is quantified by analyzing historical, current, and projected data.
- Consequence of the event type or risk based on an informed assessment of the potential impact on a community should the event occur.

Community Risk Overview

- Road network – contributor to emergency call volume
 - MVA/ Vehicle Fires
 - 1,430 emergency calls responded to between 2019 and 2023 pertaining to motor-vehicle related incidents, this represents 89% of rescue calls and approx. 17% of all calls.
 - Hwy 401 and 403 intersect in the municipality.

Community Risk Overview

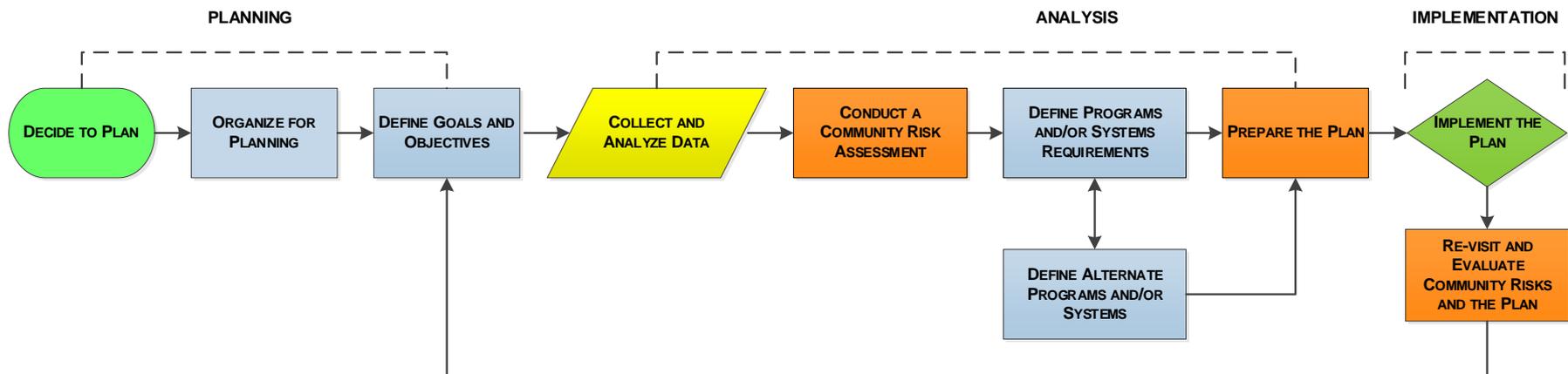
- Residential occupancies represents almost 95% of the existing property stock and were associated with 71% of the structure fire loss. More projected to be developed.
- 45% of the properties built pre-fire code (1981)
- Industrial fires represent 11.29% of all structure fires.
- There are 19 properties within Woodstock that have a potentially high fuel load and therefore an increased high fire risk.

Community Risk Overview

- Aged 65 years and older in Woodstock represents 19.57% of the total population.
 - 13.31% of the municipality's population falls between the ages of 55 and 64.
- An ignition source related to open flame/smoker's article is almost 30% of all fires and higher than that of the province at 13.73%.
- 39.29% of incidents, there was NO smoke alarm present or was present, but it did not operate.

What is a Fire Services Master Plan and Process

A Fire Services Master Plan can be referred to as a 'road map' to the future and used as a guiding document for current and future fire service leaders and municipal decision makers.



Consultative Process

Community and Fire Stations Tour - Focused on the overall footprint, topography, transportation infrastructure of the community and the various response zones.

Targeted Interviews - Participants were asked questions related to their areas of purview and expertise and how it relates to fire services

Online Firefighter Survey - Provides balanced input

Municipal Comparative Analysis - An industry peer comparative analysis benchmark the performance of departments to similar municipalities

Trigger for Growth

- The areas that trigger the need for growth or change in response levels for a fire department will vary.
- Every community should determine their unique risks, needs, and local circumstances.
- Areas that will need to be monitored and reviewed regularly include:
 - Population increases
 - Type of construction and occupancies
 - Concurrent call loads
 - Changes to service level expectations of the public and those established by Council

Today and Tomorrow

Woodstock is a unique city with:

- Urban with rural surroundings
- Rapid growth in north sections of the city
- Unique hazards and risks
- Major transportation corridors
- Single city

The needs and circumstances become unique, and the FMP looks to address these in a strategically focussed manor.

Administration: Strategic Objective #1: Enhance administrative efficiency and support systems to ensure the seamless operation and sustainability of programming initiatives.

Public Fire Safety Education: Strategic Objective #2: Develop and implement a community-wide fire safety education campaign, that targets risk areas in the community to raise awareness about fire prevention, the importance of fire safety practices, and what to do in an emergency.

Code Inspection and Enforcement: Strategic Objective #3: Implement a program for proactive fire safety inspections for all occupancies, prioritized by risk, to ensure compliance with fire prevention codes, identify fire hazards, and encourage timely fixes to non-compliant issues.

**Emergency Response: Strategic Objective #4:
Ensure rapid and coordinated response to fire incidents to limit damage and save lives.
Strengthen the capacity and resilience of firefighting teams and resources to tackle fires of all scales.**

Training and Professional Development: Strategic Objective #5: Develop and implement an ongoing training program that incorporates the latest firefighting techniques, safety protocols, and technological advancements to ensure that all fire personnel are equipped with the skills necessary to respond effectively to evolving fire risks.

- 25 Observations and 30 Key Recommendations
- A timeframe has been assigned to each recommendation
- Completion is based on:
 - Criticality of the recommendation – current performance levels
 - Staff capacity
 - Annual corporate priorities
 - Council approved budget allocations

- Establish service levels for emergency response that includes the analysis and risk factors identified in the community risk assessment.
- Establish targeted fire and life safety education and proactive inspection and enforcement programs with the appropriate resources with a focus on risk reduction through lines 1 and 2.
- Ensuring all fire fighters and fire service staff are trained and certified to appropriate levels as identified by the Council approved service levels.

- Optimizing emergency response with adding an additional FT unit a new station in the northeast section of the municipality.
- Ensure adequate resources, including administrative support, training officers.

Strategical Recommendations

Recommendation #1a: Update the existing Establishing and Regulating Bylaw to ensure the by-law reflects current legislation, structure of organization, outline powers and authority of the fire chief, and set level of service for all areas required based on legislation, risk, and circumstances.

Recommendation #1b: Establish Standard of Cover policy identifying the performance expectations (benchmark) for each level of service identified in an updated E&R by-law.

Recommendation #1c: Set a Council approved benchmark level for response performance utilizing the industry practices.

Recommendation #2: Create a third management position (2nd Deputy Chief or Assistant Deputy Fire Chief) to share the current and future workload demands, allowing for operational duties to be shared and a more time to focus on the strategical objectives for the organization.

Recommendation #3: WFD operate with a minimum staffing of 12 firefighters representing 3 crews of 4 firefighters per shift.

Recommendation #10a: Add 2 additional Fire Inspectors/ Public Educators to meet current programming, phased in over 24 months.

Recommendation #10b: Add an additional 2 Fire Inspectors /Public Educators to deliver an enhanced targeted public education and proactive inspection program, phased in over 48 months to meet future programming.

Recommendation #14: Provide operational level Hazardous Material response to incidents.

Recommendation #15: Develop specialized rescue operation programs, or alternatively enter into contract with another provider to respond to specific rescues such as:

1. Machine Rescue – Operations Level (first 12 months)
2. Confined Space Rescue – Operations Level (12-24 months)
3. Trench Rescue – Operations Level (24-36 months)

Woodstock Fire Department Fire Master Plan

**300 Second Response
w/ Existing Locations**

- Station #1
- Station #2

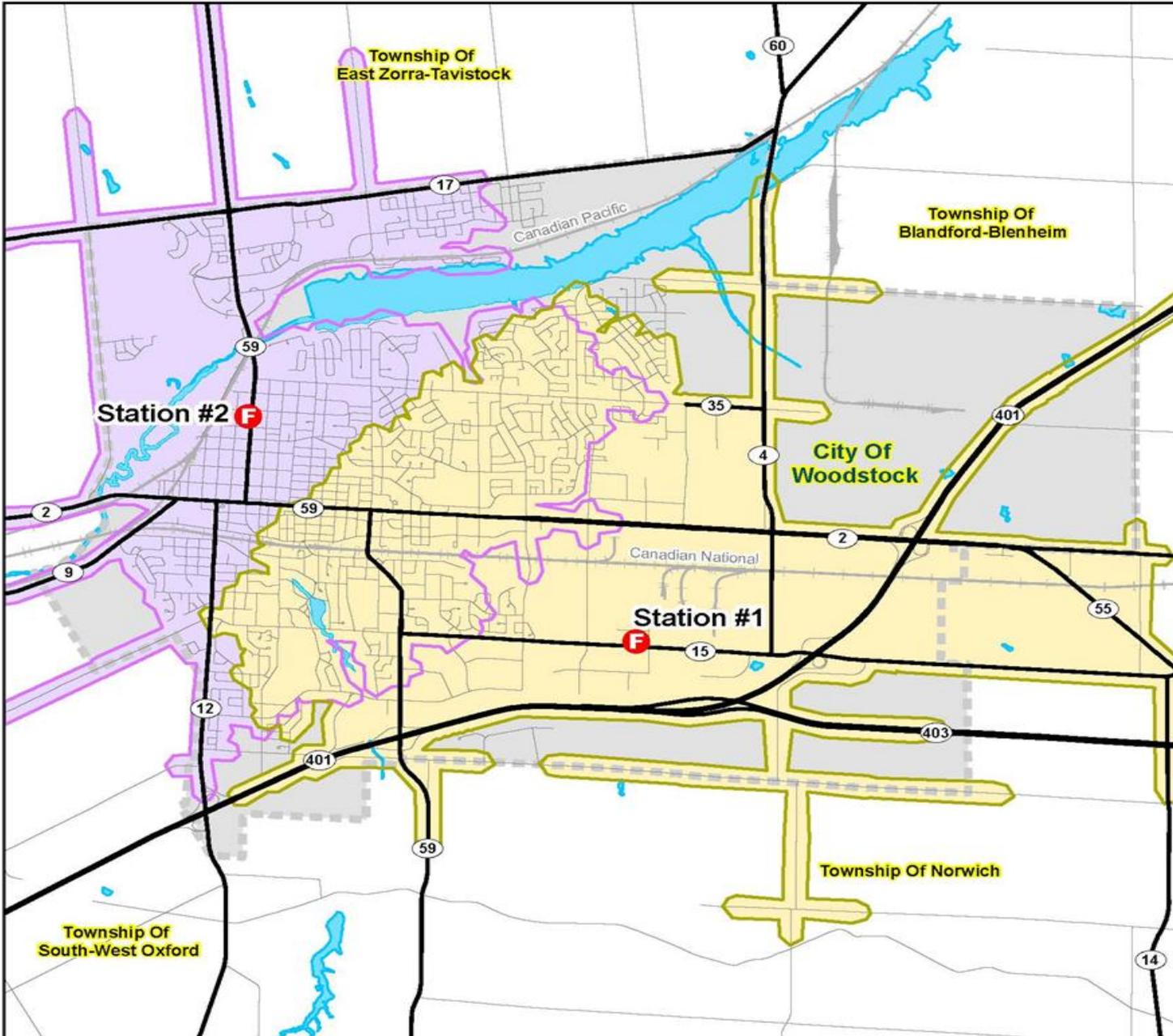
Map Legend

- F Fire Station Location
-  Municipal Boundary
-  Airport
-  Access Road
-  Highway
-  Railway
-  Waterbody



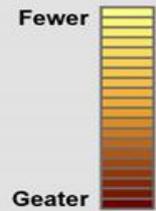
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Woodstock Fire Department Fire Master Plan

Emergency Response Incident Density



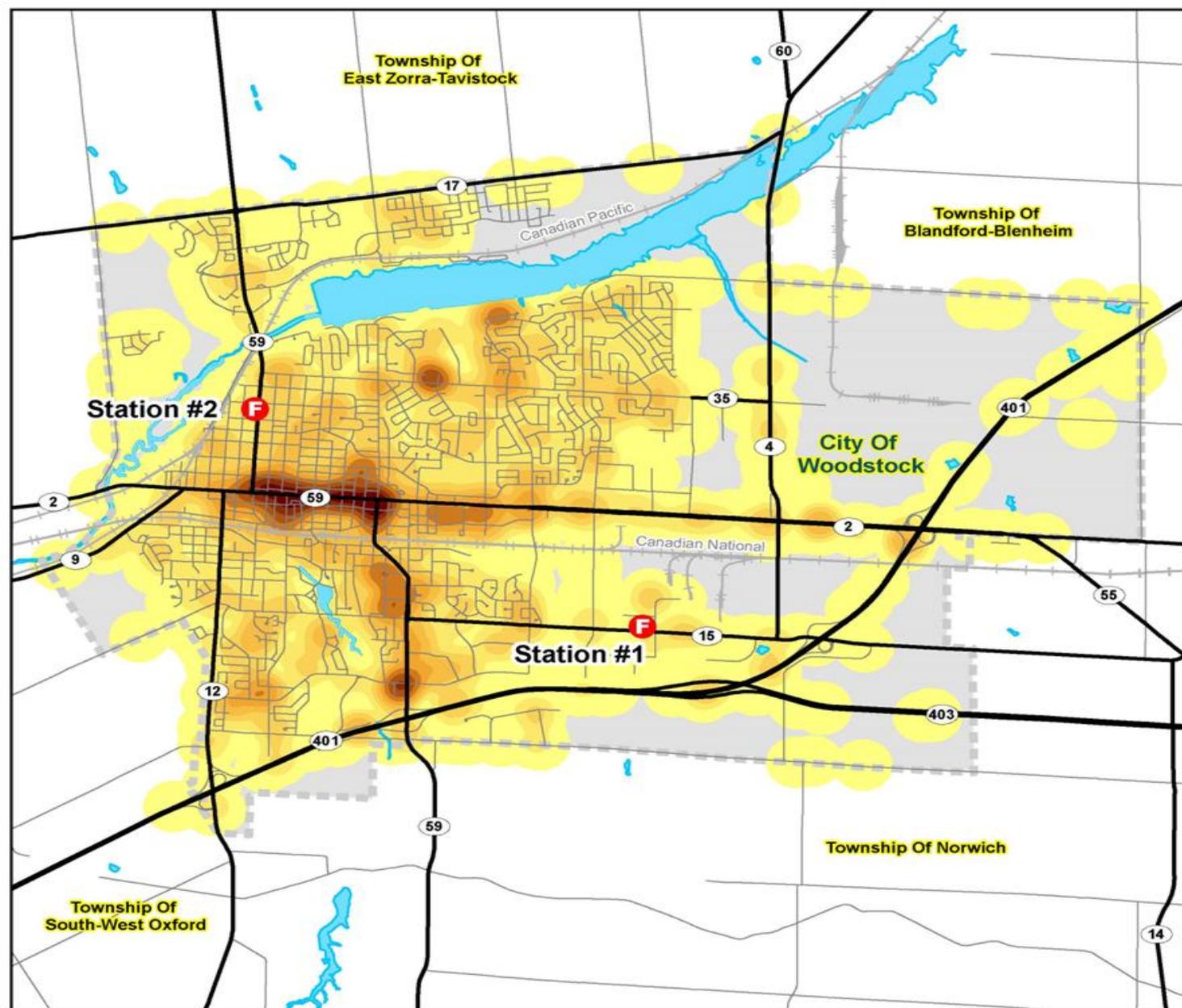
Map Legend

- Fire Station Location
- Municipal Boundary
- Airport
- Access Road
- Highway
- Railway
- Waterbody



Date: Dec 2024

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- 1. Review a 3-station model**
- 2. Evaluated current locations of stations and adding an additional station.**
- 3. Evaluated optimizing all stations for the longer-term future.**

Recommendation #24: Barring any near future boundary adjustments, the City of Woodstock locate a new fire station situated in the area of Oxford Road 4 and Devonshire Ave to service new growth areas and provide improvement to effective response force to Stations 1 and 2.

Woodstock Fire Department Fire Master Plan

300 Second Response w/ Proposed Location

-  Station #1 (Existing)
-  Station #2 (Existing)
-  Station #3A (Proposed)

Map Legend

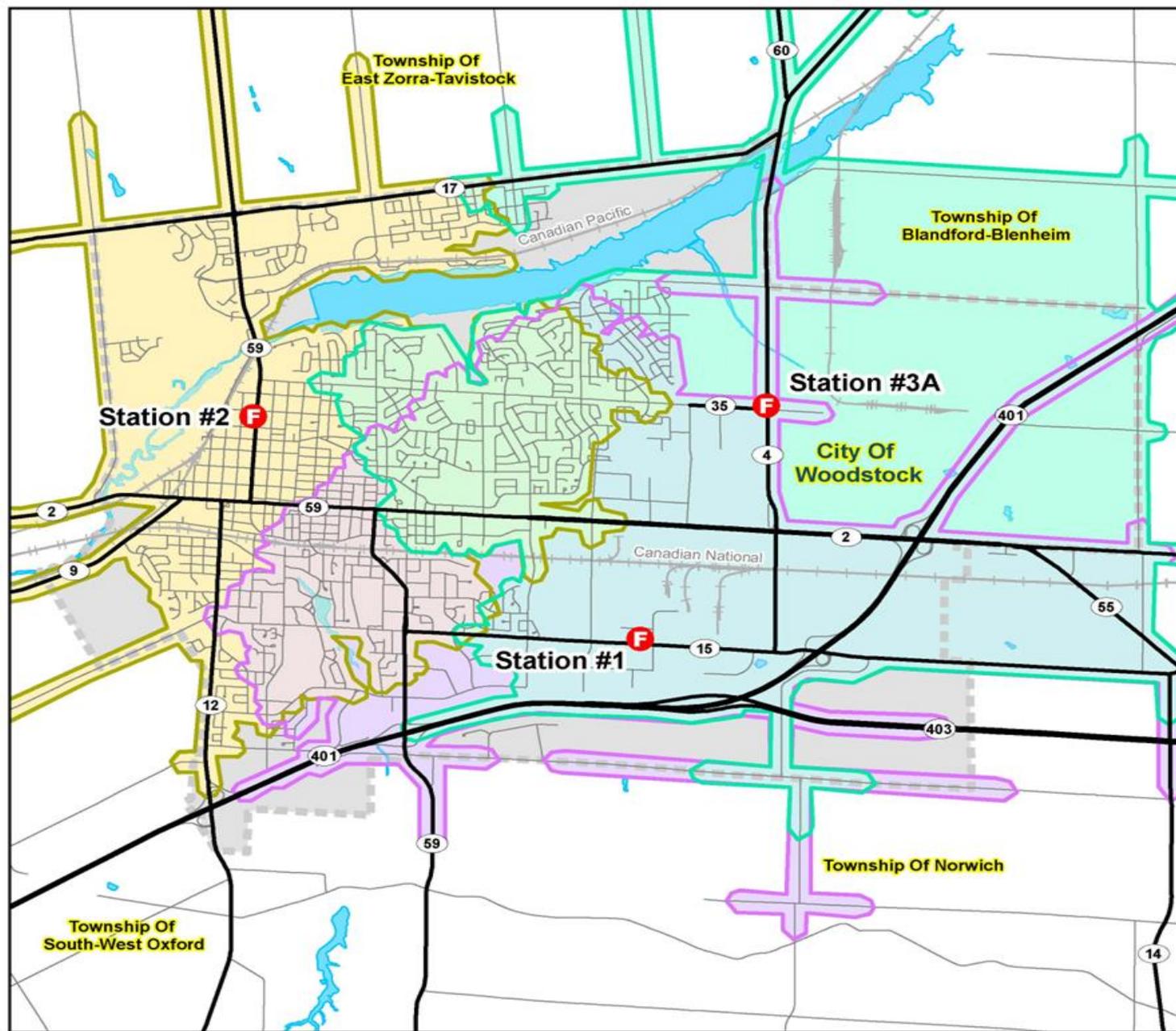
-  Fire Station Location
-  Municipal Boundary
-  Airport
-  Access Road
-  Highway
-  Railway
-  Waterbody

0 0.5 1 2 KM

Scale: 1:60,000

Date: Feb 2025

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Recommendation #25: Continue to monitor potential growth and consider appropriate station re-locations to meet the risks identified and the needs of the community.

Woodstock Fire Department Fire Master Plan

300 Second Response w/ Proposed Location

- Station #1 (Relocated)
- Station #2 (Relocated)
- Station #3A (Proposed)

Map Legend

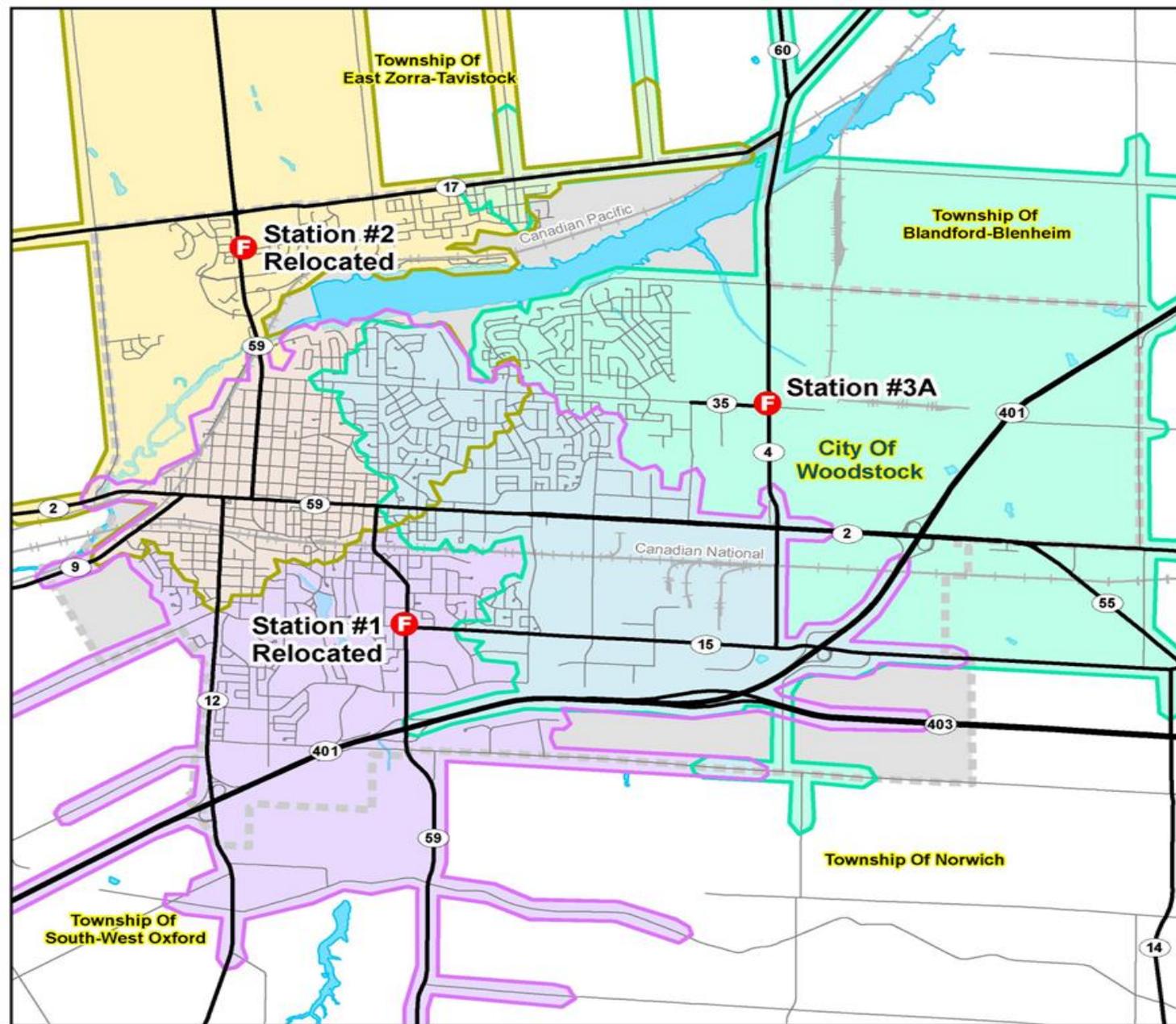
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Operational & Administrative Recommendations

Recommendation #4: Once station 3 is operational, WFD to conduct an organizational command structure review considering operational leadership and management of day-to-day activities on each shift.

Recommendation #5: The City of Woodstock relocate the primary EOC to a modernized designated space.

Recommendation #6: Under the Emergency Management program, the municipality develop a formal business continuity program with individual section business continuity plans developed, prioritized, and practiced.

Recommendation #7: Ensure vehicles, equipment, and facilities are included in the corporate asset management program and long-term financial planning.

Recommendation #8: Utilizing the Community Risk Assessment findings and new identified trends, WFD to formalize public education programming. This includes annual reviews to ensure recent trends or incidents are addressed to mitigate risks and ensure adequate resources available to deliver programming.

Recommendation #9: Formalize a proactive inspection program, and ensure the municipality is conducting code enforcement inspections, and meeting all legislative requirements through a formalized proactive fire safety inspection program.

Recommendation #11: WFD and the Building Department conduct a review of the OBC plan review and occupancy inspections program.

Recommendation #12: Review the effective response force (ERF) considering the critical tasks necessary to manage all risks and structure fire types safely and effectively, including residential, industrial, commercial, and high-rise fires.

Recommendation #13a: Review with the designated medical director to determine and develop the appropriate level of emergency medical training for staff.

Recommendation #13b: Conduct regular review of medical assistance incidents and work with WFD's medical director and Oxford County Paramedic Services, to ensure the tiered response agreement has WFD responding to the appropriate incidents.

Recommendation #16: Formalize pre-planning programming. This to include annual reviews to ensure plans are current and accessible to all staff attending fire incident scenes.

Recommendation #17: Collaborate with WPD to formalize service level objectives including identifying performance standards, with the intention to lower alarm handling time.

Recommendation #18: Provide an annual training syllabus to ensure that firefighter skills maintenance and required annual training is delivered with a consistency across all stations and all shifts.

Recommendation #19a: Conduct a staffing analysis and staff the training section with additional personnel, phased in over the next 3 years, to provide for increased legislative and compliance requirements and future growth of the department.

Recommendation #19b: Formalize a shift training instructor program to assist in the delivery of on-shift training and to provide additional support to the training division during recruit training and technical operations program training.

Recommendation #20: Conduct a training and certification gap analysis and develop forecast to meet the level of service identified by Council and within the timelines identified through the FPPA.

Recommendation #21: Identify and implement opportunities to improve assembly time or investigate opportunities (such as new station designs, countdown clocks, etc.) to improve assembly time and implement regular monitoring and reporting of assembly time performance by station, shift, and incident category.

Recommendation #22: Automate apparatus response notification, utilizing response rules, automatic station and apparatus selection based on incident type.

Recommendation #23: Develop SOG's to provide direction to staff for completion of critical tasks, and the need to update existing mutual aid agreements for additional support when necessary to meet ERF requirements.

THANK YOU

For more information contact:

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