

NIAGARA-ON-THE-LAKE FIRE & EMERGENCY SERVICES

2021-2025 Strategic Plan







Mission

To protect lives and property through prevention, education, and response

Vision

To be high-performing, progressive, and visionary in the provision of emergency services within our communities



Corporate Mission

At your service - providing outstanding support, friendly assistance and effectively delivered services to our residents and businesses throughout Niagara-on-the-Lake.

Our Vision

Working together to maintain our heritage, agriculture and distinct beauty while creating vibrant sustainable communities for all.

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Message from the Fire Chief

Since 1816, Niagara-on-the-Lake Fire & Emergency Services has been protecting the residents, visitors, and business owners of Niagara-on-the-Lake. Niagara-on-the-Lake Fire & Emergency Services is consistently working to both achieve and maintain continuous improvement in all areas. Recently, Niagara-on-the-Lake Fire & Emergency Services has committed to pursue accreditation through the Commission on Fire Accreditation International as we continue our journey to becoming a high-performing, progressive, and visionary provider of emergency services within our distinct communities.

The following strategic plan has been composed in accordance with the guidelines set out by the Centre for Public Safety Excellence which the Commission of Fire Accreditation International is an entity of.

As the fastest growing municipality in the Niagara Region, we are faced with numerous challenges when providing a resilient and sustainable system that will be there when the community needs us the most. Some of these challenges include increased training

requirements for volunteer firefighters, seasonal density and demand issues related to tourism, recruitment and retention of volunteer firefighters, and ensuring that surge capacity and capability exists to respond to major events.

Niagara-on-the-Lake Fire & Emergency Services is committed to continuous improvement, optimizing the current service delivery model, service excellence, and focused resource management. The following document lays out specific, measurable goals, along with initiatives and strategic actions that are tied to defined timelines.



Fire Chief Nick Ruller



Executive Summary

Niagara-on-the-Lake Fire & Emergency Services is committed to providing exceptional service to our residents, visitors, and businesses. This will be achieved through the continued development of a continuous improvement model, ensuring that we are community-focused, data-driven, outcome-focused, strategic-minded, well organized, properly equipped, and properly staffed and trained.

Through the 2021-2025 Strategic Plan, we have a renewed focus on becoming leaders in the provision of fire services through an optimization of the volunteer service delivery model. Through comprehensive analysis of current operations, and focused alignment with industry standards, strategic goals have been established that align with our newly adopted mission and vision.

The 3 strategic goals, 8 associated initiatives, and 32 strategic actions will allow Niagara-on-the-Lake Fire & Emergency Services to continue to provide exceptional service into the future.



Stakeholder Input

It is Niagara-on-the-Lake Fire & Emergency Services' position that our organization must identify critical issues and service gaps, gather accurate data and intelligence, and understand the expectations and concerns of both internal and external stakeholders in order for our organization to grow.

As part of the recent master planning process, external and internal surveys identified many common themes.

Overall, the internal and external surveys were relatively positive about the services being offered by Niagara-on-the-Lake Fire & Emergency Services. The primary theme presented (both internally and externally) was ensuring that the Fire Department continues to expand as the community grows so that Niagara-on-the-Lake Fire & Emergency Services can continue to provide quality service to the community.



External Survey Results

- ⌚ For a small community, the FD is well equipped
- ⌚ Very professional, reliable, and competent
- ⌚ Engaged with the community
- ⌚ Excellent service provision for a volunteer department
- ⌚ Firefighters are very community focused and committed to serve

The top three services noted by external respondents are:

- ⌚ Fire Fighting
- ⌚ Medical assist and response
- ⌚ Auto extrication

Responses addressing what the department might look like in 10 years included:

- ⌚ Fire station placement to improve response time
- ⌚ Full time firefighters
- ⌚ Increased level of public education on fire safety and prevention
- ⌚ Ensure the seniors demographic is educated on fire safety
- ⌚ Green flashing light campaigns to educate the public on what they are for and who uses them
- ⌚ Engagement with the public, both in person and through social media outlets
- ⌚ Council maintain funding for training and equipment
- ⌚ Increased diversity during recruitments
- ⌚ Public warning systems, such as tornado sirens
- ⌚ Decrease the number of fire stations, while increasing the number of fire fighters assigned to each station

Internal Survey Results

- Many of the personnel are proud of the service that they offer to the community and appreciate the effort put forth by the members and believe that the community feels that they are served by a professional and dedicated group of firefighters.
- Overall, the firefighters feel they have adequate facilities to work out of, along with a good variety of equipment to do their jobs.
- There were concerns expressed with equipment failures such as the SCBA and poor radio communications.
- Training was a common issue within the responses as many would like more opportunities to receive training, and a wider variety such as officer training, professional (non-fire related), and succession planning opportunities.
- Compensation for the firefighters should be reviewed and at a consistent level, compared to other fire departments in the area.
- There needs to be enhanced education to the residents that the department is staffed by “volunteers” and what the green lights stand for in their vehicles.
- The Department is heading in a positive direction under the new administration.
- Some firefighters would like to see a performance review of the firefighters, not just credit for attendance.
- The firefighters would like to be more involved with public education and believe the Department should have a dedicated Public Fire Life Safety Educator (PFLSE).
- The top three major challenges for the Fire Department are the anticipated growth that is occurring in Niagara-on-the-Lake; volunteer firefighter recruitment and retention; and the assurance of properly, trained and equipped staff in meeting response challenges.

Internal Survey Results

The top three services that they feel are priority to the community are:

- 🔧 Firefighting
- 🔧 Auto extrication
- 🔧 Medical responses

Responses addressing what the department might look like in 10 years included:

- 🔧 A high performing, progressive and visionary department, leading in service provision while maintaining the volunteer firefighter model.
- 🔧 The amalgamation of stations 2 & 4
- 🔧 A new fire administration centre
- 🔧 The Department operating as one organization (not as individual stations)





SWOT Analysis

The identification of Niagara-on-the-Lake Fire & Emergency Services' critical issues and service gaps is a critical element of this strategic plan.

As a community-driven organization, Niagara-on-the-Lake Fire & Emergency Services maintains a focus on meeting and exceeding the needs and expectations of our stakeholders.

This Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was undertaken to candidly identify both positive and less-than-desirable attributes of the organization. The Niagara-on-the-Lake Fire & Emergency Services participated in this activity to record strengths and weaknesses, as well as the possible opportunities and potential threats, in the interest of continuous improvement.

Strengths

- ♣ Progressive
- ♣ Community support
- ♣ High level of commitment from members
- ♣ Knowledge and experience base
- ♣ Well trained
- ♣ High performing
- ♣ Well equipped
- ♣ Inclusive environment
- ♣ Highly motivated members
- ♣ Use of technology
- ♣ Safety conscious
- ♣ Collaboration with area agencies
- ♣ Increasingly diverse
- ♣ Staff and volunteer dedication
- ♣ Community involvement
- ♣ High value for tradition
- ♣ Data-supported decision-making
- ♣ Commitment to continuous improvement



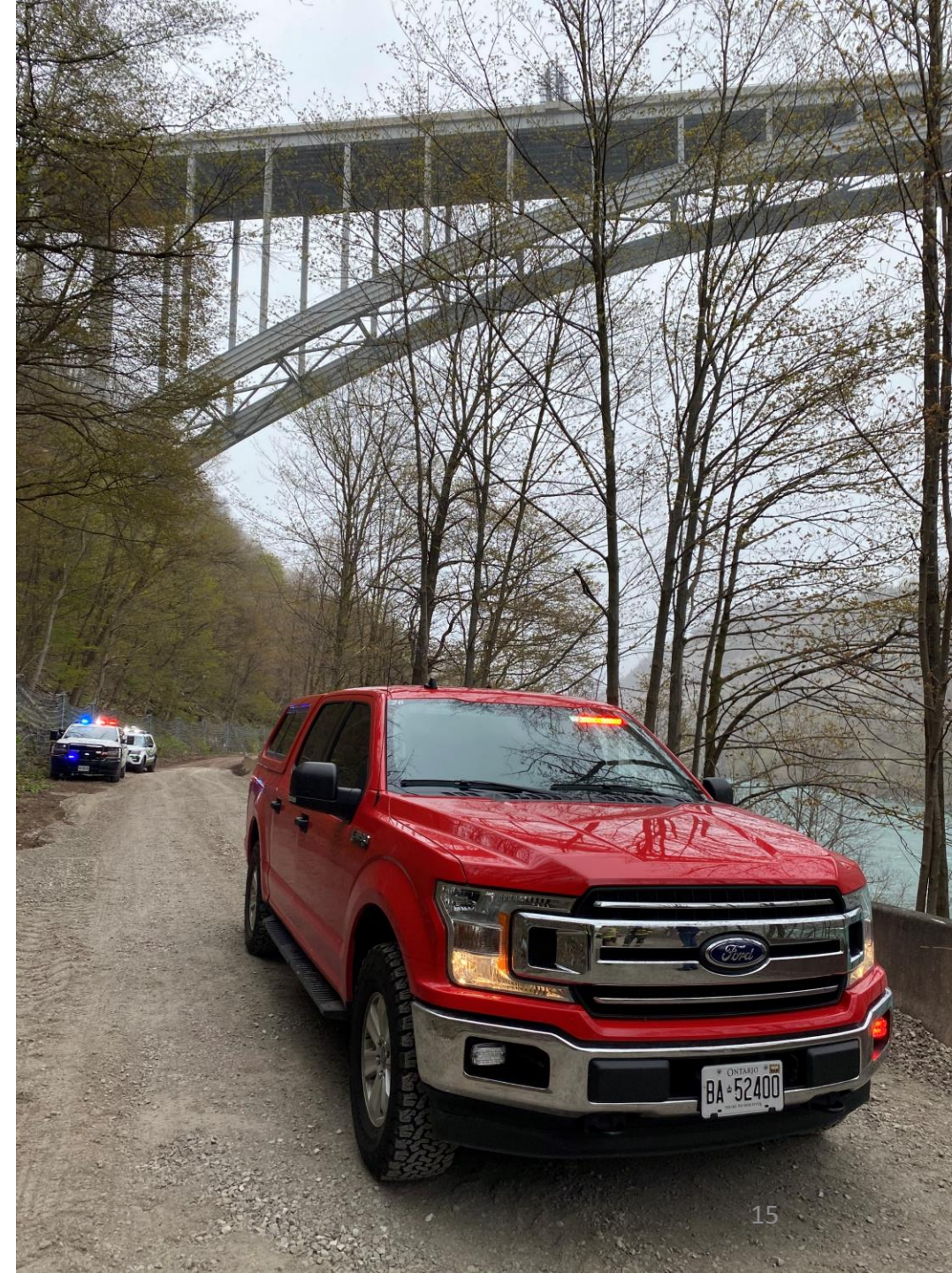


Weaknesses

- ⚡ Procedural inconsistency
- ⚡ Rural water supply capacity
- ⚡ Inter-agency fireground communication
- ⚡ Volunteer firefighter compensation
- ⚡ Recognition and retention
- ⚡ Lack of Reserve apparatus and equipment
- ⚡ Internal communication
- ⚡ Leadership development of station officers
- ⚡ Lack of spare PPE
- ⚡ Unpredictable staffing
- ⚡ Lack of automatic backup power at facilities
- ⚡ Insufficient fleet and facility funding reserves

Opportunities

- ⚡ Expanded cost recovery
- ⚡ Expanded Community Risk Reduction programs
- ⚡ Regional resource sharing
- ⚡ Expanded personal and professional development opportunities
- ⚡ Improved media utilization
- ⚡ Improve fleet condition and capacity
- ⚡ Focused recruitment
- ⚡ Increase resiliency
- ⚡ Improve retention
- ⚡ Continue modernization initiatives
- ⚡ Increased use of data and analytics
- ⚡ Better communication of level of service





Threats

- ⚡ Managing growth
- ⚡ Cost of living
- ⚡ Managing stakeholder expectations
- ⚡ Succession planning
- ⚡ Inflation of fleet and equipment costs
- ⚡ Staff retention
- ⚡ Increased costs associated with health & safety
- ⚡ Aging population
- ⚡ Increased regulatory compliance
- ⚡ Increased traffic congestion
- ⚡ Increased density Recruitment and retention of volunteers
- ⚡ Development and building construction practices

Major Goals and Objectives

GOALS			
	A OPTIMIZE VOLUNTEER SERVICE DELIVERY MODEL	B SERVICE EXCELLENCE & CONTINUOUS IMPROVEMENT	C FOCUSED RESOURCE MANAGEMENT
INITIATIVES	A.1 REDUCE RESPONSE TIMES	B.1 ACHIEVE ACCREDITATION	C.1 IMPROVE FLEET PERFORMANCE
	A.2 IMPROVE HEALTH AND WELLNESS	B.2 ADVANCE COMMUNITY RISK REDUCTION	C.2 INCREASE EMERGENCY PREPAREDNESS
	A.3 ENHANCE RETENTION		C.3 MODERNIZE FACILITIES



OPTIMIZE VOLUNTEER SERVICE DELIVERY MODEL

- A.1 - Reduce Response Times
- A.2 - Improve Health and Wellness
- A.3 - Enhance Retention

2021

2022

2023

Initiatives and Strategic Actions Overview

GOALS		INITIATIVES	STRATEGIC ACTIONS	TIMELINE
A OPTIMIZE VOLUNTEER SERVICE DELIVERY MODEL	A.1	<i>REDUCE RESPONSE TIMES</i>	Increase volunteer firefighter complement	Q2 2023
			Relocate staff to Fire Station 1	Q3 2022
			Implementation of a Duty Crew	Q3 2022
			Establish assembly time targets	Q4 2021
			Establish & report response time targets	Q1 2022
	A.2	<i>IMPROVE HEALTH & WELLNESS</i>	Develop and implement Health & Wellness Program	Q3 2021
			Develop and implement a Cancer Prevention Program	Q3 2021
			Invest in additional mental health supports	Q1 2023
			Continued investment in quality PPE	Q1 2021
	A.3	<i>ENHANCE RETENTION</i>	Develop and fund a Volunteer Firefighter Recognition Program	Q4 2021
			Re-examine the Volunteer Firefighter Compensation Policy	Q3 2021
			Expand professional development and personnel development opportunities	Q1 2022
			Develop a volunteer firefighter incentive program	Q3 2022

STRATEGIC INITIATIVE - A.1

REDUCE RESPONSE TIMES

Description






Improve public safety by reducing response times, specifically focussing on assembly times.

Prioritizing the filling of existing volunteer firefighter vacancies, as well as undertaking a review of the allocation of active volunteer firefighters across the 5 fire stations.

Through the analysis and organization of available data, targets will be developed that will allow for data-driven and evidence based decisions on resource allocation as well as performance management.

While continually monitoring and revisiting assembly and response time data, explore service delivery improvements during peak demand through the relocation of the administrative staff and the trialing of duty and/or standby crews.

Actions

-  Q4 2021 – Establish assembly time targets based off of National Fire Protection Association standards and an analysis of historical data specific to the Department
-  Q1 2022 – Establish a Council approved response time target
-  Q3 2022 – Relocate administrative staff to Fire Station 1 to reduce response times in Old Town during work week.
-  Q3 2022 – Implement a Duty Crew or Standby Crew model during peak demand or increased risk periods
-  Q2 2023 – Increase the approved volunteer firefighter compliment in higher demand stations after filling all existing vacancies

STRATEGIC INITIATIVE - A.2

IMPROVE HEALTH & WELLNESS





Description

Niagara-on-the-Lake Fire & Emergency Services recognizes that a positive, inclusive, and healthy work environment will allow our volunteers to thrive and succeed in their roles.

With consideration given to the rise in workplace cancers, physical and psychological trauma, and the importance of mental health and resiliency, continuous improvement in volunteer firefighter health and wellness must be prioritized.

The continued investment in high quality, customized, and innovative firefighting and personal protective equipment has the potential to raise the profile of our organization, in turn assisting in recruitment and retention.

Actions

-  Q1 2021 – Continue to invest in high quality personal protective equipment
-  Q3 2021 – Develop and implement a Health & Wellness Program
-  Q3 2021 – Develop and implement a Cancer Prevention Program
-  Q1 2023 – Invest in additional mental health supports

STRATEGIC INITIATIVE - A.3

ENHANCE RETENTION





Description

The retention of Niagara-on-the-Lake Fire & Emergency Services' volunteer firefighters is critical to the success of the organization. The current culture and work environment is exceptionally positive resulting in very high levels of engagement.

It is evident that our volunteer staffing model has been effective for many decades, however it is essential that Niagara-on-the-Lake Fire & Emergency Services take a proactive and innovative approach to the optimization of this service delivery model.

Existing challenges include the availability of time for volunteering, the increased demand for services during the peak tourism season, ensuring that volunteers are compensated reasonably for the work performed, and ensuring that the community has a positive, supportive and appreciative view of the volunteer firefighters.

Actions

-  Q3 2021 – Re-examine the Volunteer Firefighter Compensation Policy
-  Q4 2021 – Develop and fund a Volunteer Firefighter Recruitment & Retention Program
-  Q1 2022 – Expand both professional and personal development opportunities for volunteer firefighters
-  Q3 2022 – Develop a volunteer firefighter incentive program



SERVICE EXCELLENCE & CONTINUOUS IMPROVEMENT

B.1 – Achieve Accreditation

B.2 – Advance Community Risk Reduction

2021

2022

2023

Initiatives and Strategic Actions Overview

GOALS		INITIATIVES	STRATEGIC ACTIONS	TIMELINE
B SERVICE EXCELLENCE & CONTINUOUS IMPROVEMENT	B.1	ACHIEVE ACCREDITATION	Completion of Strategic Plan	Q1 2021
			Complete Community Risk Assessment	Q3 2021
			Completion of a Standards of Cover	Q1 2022
			Complete a Self Assessment	Q3 2022
			Develop a performance management framework	Q3 2022
	B.2	ADVANCE COMMUNITY RISK REDUCTION	Expand fire safety programs	Q1 2022
			Increase education and inspection capacity	Q3 2021
			Expand community outreach programs	Q2 2022
			Explore opportunities for targeted community risk reduction	Q4 2022

STRATEGIC INITIATIVE - B.1




ACHIEVE ACCREDITATION

Description

Niagara-on-the-Lake Fire & Emergency Services is striving to achieve accreditation through the Centre for Public Safety Excellence by the end of 2022. Currently, there are 284 accredited agencies across North America. Niagara-on-the-Lake residents would join the 17% of Canadians protected by an accredited agency. Furthermore, the Department would become Canada's first completely volunteer accredited agency, joining only 2 others in North America.

This quality improvement model, based on risk analysis and self-assessment, will promote the establishment of comprehensive performance targets for Niagara-on-the-Lake Fire & Emergency Services.

Actions

-  Q1 2021 – Completion of a community-driven strategic plan to set a clear focus moving forward
-  Q3 2021 – Completion of a Community Risk Assessment that identifies threats, hazards, and consequences
-  Q1 2022 – Develop a Standard of Cover report that outlines resource requirements and sets targets
-  Q3 2022 – Complete a Self-Assessment that aims to provide an internal and external review of the services provided to our community
-  Q3 2022 – Develop a detailed performance management and measurement framework

STRATEGIC INITIATIVE - B.2

ADVANCE COMMUNITY RISK REDUCITON





Description

Greater community involvement and education in fire safety and prevention is imperative. Niagara-on-the-Lake Fire & Emergency Services has already been exploring various opportunities to advance the efforts of the Community Risk Reduction Division.

Specifically, the development a volunteer based Public Education Team that will enhance existing staff capacity has been prioritized.

Addressing the community needs and identifying where the verifiable risks lie, aims to have a measurable impact in lowering fire loss and injuries.

Actions

-  Q3 2021 – Increase inspection and education capacity
-  Q1 2022 – Expand fire safety programming
-  Q2 2022 – Expand community outreach opportunities
-  Q4 2022 – Explore opportunities for more targeted community risk reduction through the completed Community Risk Assessment



FOCUSED RESOURCE MANAGEMENT

- C.1 – Improve Fleet Maintenance
- C.2 – Increase Emergency Preparedness
- C.3 – Modernize Facilities



Initiatives and Strategic Actions Overview

GOALS		INITIATIVES	STRATEGIC ACTIONS	TIMELINE
C	C.1	<i>IMPROVE FLEET PERFORMANCE</i>	Formalize apparatus replacement methodologies	Q2 2021
			Perform an apparatus deployment review	Q1 2024
			Develop a comprehensive Fleet Preventative Maintenance Program	Q4 2021
			Pursue Superior Tanker Shuttle Accreditation	Q3 2022
	C.2	<i>INCREASE EMERGENCY PREPAREDNESS</i>	Install automatic backup power at all fire stations	Q3 2025
			Establish primary EOC with backup power	Q4 2021
			Establish backup EOC with backup power	Q4 2021
			Revise Emergency Response Plan	Q1 2022
	C.3	<i>MODERNIZE FACILITIES</i>	Installation of diesel exhaust capture systems in all fire stations	Q3 2025
			Create dedicated fitness facilities within each fire station	Q1 2024
			Establish dedicated decontamination areas for personal protective equipment in each fire station	Q4 2025

STRATEGIC INITIATIVE – C.1





IMPROVE FLEET PERFORMANCE

Description

Niagara-on-the-Lake Fire & Emergency Services continues to make significant strides towards modernizing the fleet while optimizing the deployment location of existing fire apparatus. A full and comprehensive resource allocation and replacement plan is to be developed. Specifically, rural water supply capacity through the use of tankers will be reviewed in support of proactive risk mitigation.

While fleet maintenance has improved significantly over the past several years, a detailed preventative maintenance program will be developed in order to detail resources required and ensure that applicable standards and regulations are being met.

Actions

-  Q2 2021 – Formalize apparatus replacement methodologies through a Council adopted Fleet Replacement Cycle
-  Q4 2021 – Develop a comprehensive Fleet Preventative Maintenance & Inspection Program
-  Q3 2022 – Pursue Superior Tanker Shuttle Accreditation through Fire Underwriters Survey
-  Q1 2024 – Perform a fire apparatus deployment review in order to identify potential service level improvements

STRATEGIC INITIATIVE – C.2

INCREASE EMERGENCY PREPAREDNESS





Description

Continued investment in emergency preparedness is critical in order to ensure the continuity of operations of both the Department and broader Town departments.

In support of Niagara-on-the-Lake's resilience, the establishment of well equipped emergency operations centres has been prioritized. Additionally, a wholesale re-write of the Emergency Response Plan will better position the Town in response to future emergencies.

In order to ensure the resiliency of municipal emergency services, automatic fire station backup power has been prioritized.

Actions

-  Q4 2021 – Establish a Primary Emergency Operations Centre with automatic backup power
-  Q4 2021 – Establish an Alternate Emergency Operations Centre with automatic backup power
-  Q1 2022 – Revise Emergency Response Plan
-  Q3 2025 – Installation of automatic backup power generators at all fire stations

STRATEGIC INITIATIVE – C.3




MODERNIZE FACILITIES

Description

Niagara-on-the-Lake Fire & Emergency Services plans to develop and implement a Health & Wellness Program in order to better support our volunteer firefighters' response to the mental and physical demands of their work.

Taking a proactive and preventative approach to workplace cancer issues within the fire service has been prioritized within the Department. Specifically, we will be auditing existing facilities and processes in order to be proactive, customized, responsive and preventative in our approach to developing strategies.

Actions

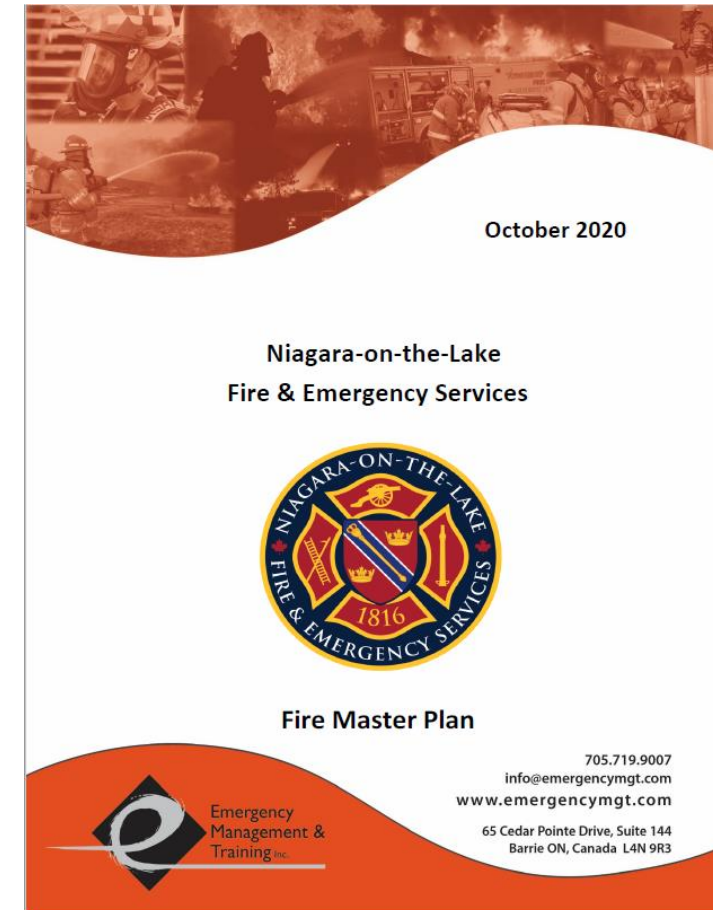
-  Q1 2024 – Create dedicated fitness facilities in each fire station
-  Q3 2025 – Installation of direct capture diesel exhaust removal systems in each fire station
-  Q4 2025 – Establish and equip dedicated decontamination areas for personal protective equipment in each fire station

Fire Master Plan Alignment

The following 29 recommendations were outlined in the Fire Master Plan (FMP) that was completed in October 2020 by Emergency Management & Training Inc and presented in FES-20-012.

As part of the adoption of FES-20-012, Council directed the Fire Chief to report back with implementation strategies for the various recommendations, acknowledging that budget approval/funding sources will have an impact on prioritization and strategic implementation.

This strategic plan addresses 17 of the 29 FMP recommendations. Furthermore, of the 12 FMP recommendations not addressed by this strategic plan, 4 have already been actioned or addressed. The remaining 8 FMP recommendations will be addressed through future reports to Council, or as business cases in future budget years.



Fire Master Plan Alignment

Rec #	Recommendation	Estimated Costs	Suggested Timeline	Status	Action Required / Update
Section 1: Community and Fire Department Overview					
No recommendations for this section.					
Section 2.6: Commission on Fire Accreditation International					
1	It is recommended that NOTLFES prioritize and allocate staff time to pursue its accreditation with the CFAI.	Staff time	Short to Mid-term (1 - 6 years)	Ongoing	None
Section 3.2.2: Future Needs					
2	Continued emphasis on additional staff time spent in fire prevention activities. In addition to public education, there should be emphasis placed on assessing building stock within the community to identify types and number of hazards that may exist.	Staff time	Short-term (1 - 3 years) and ongoing	Ongoing	Operational Pre-planning Program began in 2020. Development of CRA will assist with prioritization.
Section 3.4: Residential Fire Sprinklers					
3	Work with developers and the public to encourage Home Sprinkler Systems and make this initiative an ongoing part of its fire prevention program and community risk reduction efforts.	Staff time	Short-term (1 - 3 years) and ongoing	2023 Initiative	None
Section 3.6: Review of Draft Community Risk Assessment					
4	It is recommended that the CRA be completed as per <i>Ontario Regulation 378/18 and the Fire Protection and Prevention Act 1997 (FPPA)</i> by July 1, 2024.	Staff time	Short-term (1 - 3 years)	Ongoing	Target completion of 2022. Closely tied to CFAI accreditation process.

Fire Master Plan Alignment

Section 4.3.3: Certification					
5	The Department should continue its ongoing efforts towards certification for staff for each position (that requires or recommends certification) and ensure that certifications are maintained.	Staff time	Short-term (1 - 3 years)	Ongoing	No action required.
Section 4.4: Fire Prevention and Public Education					
6	Hire a part-time Fire and Life Safety Educator to focus on community public education and Volunteer Public Education Coordination. An option is to utilize the Administrative Assistant, who is already trained as a Fire and Life Safety Educator.	\$40,000 - \$50,000/year Option \$7,500 salary top up	Short-term (1 - 3 years)	Future Report to Council Q2 2021	Development of Business Case
7	Hire a full-time Fire Prevention and Public Education Officer to focus on Bed and Breakfast occupancies, hotels, long and short-term licensed rentals, secondary occupancies, restaurants, and other commercial buildings, as well as public education.	\$95,000/year for salary and benefits plus \$40,000 for a vehicle.	Mid-term (4 - 6 years)	Future Report to Council 2024-2026	Development of Business Case
Section 4.5.1: Considerations for Full-time Firefighters					
8	Relocate headquarters staff to Station #1 to provide immediate call response from Monday to Friday office hours to reduce the turnout time for calls in the Old Town. This would be a temporary measure until a new headquarters could be built adjacent to Station #1.	Minor renovations	Immediate (0-1 year)	On hold	Working Remotely – COVID 19
9	Trial a duty crew model for 2021 on weekends, during the prime tourist season (e.g. June to September) and select long weekends/special events (e.g. Christmas Parade) to assess its impact on reducing turnout time.	\$20-\$30,000	Immediate (0-1 year)	Future Report to Council Q1 2021	Development of Business Case

Fire Master Plan Alignment

Section 4.5.2: Recruitment and Retention of Volunteer Firefighters					
10	A review of the volunteer firefighter compensation package should be undertaken.	Costs based on review outcome	Short-term (1 - 3 years)	Review – Q2 2021 Report to Council – Q3 2021	
Section 4.6.1: Cancer Prevention					
11	Diesel exhaust ventilation systems should be installed in all the NOTLFES fire stations.	\$20,000 to 30,000 per bay	Short-term (1 - 3 years)	2022 Capital Budget	Include in pending Cancer Prevention Program
Section 5.1.2: Response Data					
12	The Fire Chief present a response time goal for the approval of Council, which may reference the NFPA 1720 – expectation of 10 staff in 10-minutes (80 percentile), and that performance measures are continuously monitored. Fire Chief to continue monitoring response times along with how many times, if any, a full response component was not amassed.	Staff time	Short-term (1 - 3 years)	Future Report to Council 2022-2024	KPIs will be developed as part of CFAI Accreditation
Section 5.1: Fire Suppression/Emergency Response					
13	It is recommended that the staffing levels be increased to a total of 30 firefighters at the Old Town (Station 1) and Virgil (Station 3) stations.	\$100,000 to \$130,000 including equipment and training	Short-term (1 - 3 years)	Future Report to Council Q3 2021	Will take several years to accomplish.

Fire Master Plan Alignment

14	It is recommended that the NOTLFES review the firefighter station assignments to realign them so that firefighters may be assigned to stations closer to their place of residence. A policy should be developed that addresses this requirement in the future.	Staff time	Immediate (0 - 1 years)	Complete	Policy Implemented Review in 1 – 3 years
Section 5.2: Medical Responses					
15	The Fire Chief contact the NEMS to review and update the tiered medical agreement.	Staff time	Short-term (1 - 3 years)	2022 Initiative	
Section 5.4: Vehicle Technology					
16	NOTLFES move towards fully functioning mobile data terminals in all fire vehicles.	\$10-20,000 per vehicle	Short-term (1 – 3 years)	2024 Initiative	NG911 and Consolidated Dispatch Initiative
Section 5.5: Radio System					
17	It is recommended that the Town conduct a needs assessment in the mid-term for a transition to digital technology.	\$15,000 – \$20,000 for the audit	Short-term (1 - 3 years)	Future Report to Council 2021 – 2022	NG911 and Consolidated Dispatch Initiative
Section 6.2.6: Headquarters					
18	It is recommended that a new Headquarters be built on land adjacent to Station 1 Old Town.	\$1 to 1.5 million	Short-term (1 - 3 years)	Future Report to Council 2021	Development of Business Case

Fire Master Plan Alignment

Section 6.2.7: Station 2 and Station 4 Amalgamation					
19	It is recommended that the Town of Niagara-on-the-Lake amalgamate stations 2 and 4 into a larger station in both size and firefighter numbers.	\$2 to 3 million	Mid-term (4 - 6 years)	Follow-up Report TBD	Architectural/Engineering Report along with Potential Location Report
Section 7.1.2: NFPA – Vehicle Replacement Recommendations					
20	It is recommended that the NFPA 1901 and ULC S-515-12 and other related NFPA standards relating to vehicle design, replacement, and refurbishing, be utilized.	Staff time	Short-term (1 - 3 years) and ongoing	Ongoing	No action required.
Section 7.3: Equipment					
21	It is recommended that permanently fixed standby generators be installed in all stations that start-up upon detecting a power failure.	\$80,000 to 100,000 each	Short to Mid-term (1 - 6 years)	Station 1 – 2021 Station 3 – 2023 Capital Station 5 – 2025 Capital	Inclusion in 10-year Capital Forecast
Section 7.4: Hydrants and Dry Hydrants					
22	It is recommended that all fire hydrants be inspected and tested as required in Articles 6.6.5.2. through 6.6.5.7. of Ontario Regulation 213/07 of the <i>Municipal Act</i> , and NFPA 291, Recommended Practises of Fire Flow Testing and Marking of Hydrants. Further, NOTLFES work in conjunction with the NOTL Water Department to convert the steamer ports over to storz couplings.	Staff time and costs	Short-term (1 - 3 years)	All complete with exception of adapters for steamer ports.	Meet with Water Department for inclusion of adapters in 2022/2023.

Fire Master Plan Alignment

Section 7.4.1: Couplings and Hose					
23	It is recommended that the NOTLFES acquire 5" (125 mm) supply lines with 4" (100 mm) storz couplings to be assigned to the aerial devices.	\$20,000 to \$25,000	Short-term (1 - 3 years)	Declined	Can achieve desired result through altering operations/tactics.
Section 7.4.2: Superior Tanker Shuttle Accreditation					
24	It is recommended that the NOTLFES contact Fire Underwriters to acquire their Superior Water Shuttle Accreditation. Further, the Town should also maintain and expand the water source infrastructure that may be needed to improve the access to water supplies in rural areas such as dry hydrants and cisterns.	Staff time plus fees \$5,000 for accreditation. Infrastructure costs to be determined.	Short-term (1 - 3 years) and ongoing	Ongoing	2021 Training Division Workplan
Section 8.1: Emergency Management Program					
25	It is recommended that the Town consider adding a purpose built EOC/Training Room in a future municipal construction.	To be determined	Short to Mid term (1 - 6 years)	Combine with Recommendation #19	Part of Consolidated Fire Station
26	It is recommended that a standby generator be obtained to power the Town Offices and Council Chamber in the event of a loss of power.	\$80,000 to \$100,000	Immediate (0 - 1 year)	Future Report to Council 2021	Potential Grant Funding

Fire Master Plan Alignment

Section 9: Mutual Aid, Automatic Aid, and Fire Protection Agreements					
No recommendations for this section.					
Section 10.1: Operating and Capital Budgets					
27	It is recommended that the NOTLFES take advantage of any grants that may be available for training or equipment purchases.	Staff time	Short-term (1 - 3 years)	Ongoing	Station 1 Generator Town Offices Generator
Section 10.3: Fees By-law					
28	NOTLFES investigate contracting a third-party firm to recover insurance funds that are available from structure fires.	Revenue generation	Short-term (1 - 3 years)	Future Council Report 2023	
29	It is recommended that the fees schedule for services provided by the NOTLFES be reviewed annually to ensure they meet current standards.	Staff time	Short-term (1 - 3 years)	Ongoing	Comprehensive Review Underway
Section 11: Review of the Previous FMPs and Reports					
No recommendations for this section.					

Alignment with Council Strategic Plan

GOALS	A	B	C
	OPTIMIZE VOLUNTEER SERVICE DELIVERY MODEL	SERVICE EXCELLENCE & CONTINUOUS IMPROVEMENT	FOCUSED RESOURCE MANAGEMENT
COUNCIL STRATEGIC PLAN ALIGNMENT	Find Innovative Ways to Protect our Heritage, Agriculture and Other Assets that Ensures Our Community Remains Distinctive and Sustainable	We will Create a Culture of Customer Excellence	Find Innovative Ways to Protect our Heritage, Agriculture and Other Assets that Ensures Our Community Remains Distinctive and Sustainable
	Deliver Smart Balanced Growth	Deliver Smart Balanced Growth	
	Excel in Having A Positive Workplace Culture Where Team & Excellence Abounds	Excel in Having A Positive Workplace Culture Where Team & Excellence Abounds	Deliver Smart Balanced Growth
	We will Create a Culture of Customer Excellence		

Implementation Plan

Niagara-on-the-Lake Fire & Emergency Services is striving to achieve these goals by the end of 2025.

The various initiatives and strategic actions outlined within the strategic plan will be prioritized across all staff workplans and incorporated into divisional priorities.

The Fire Chief will report back to Council regularly on the progress of the 2021-2025 Strategic Plan. Achievements and success will be communicated both internally and externally, and feedback will be sought from stakeholders.

