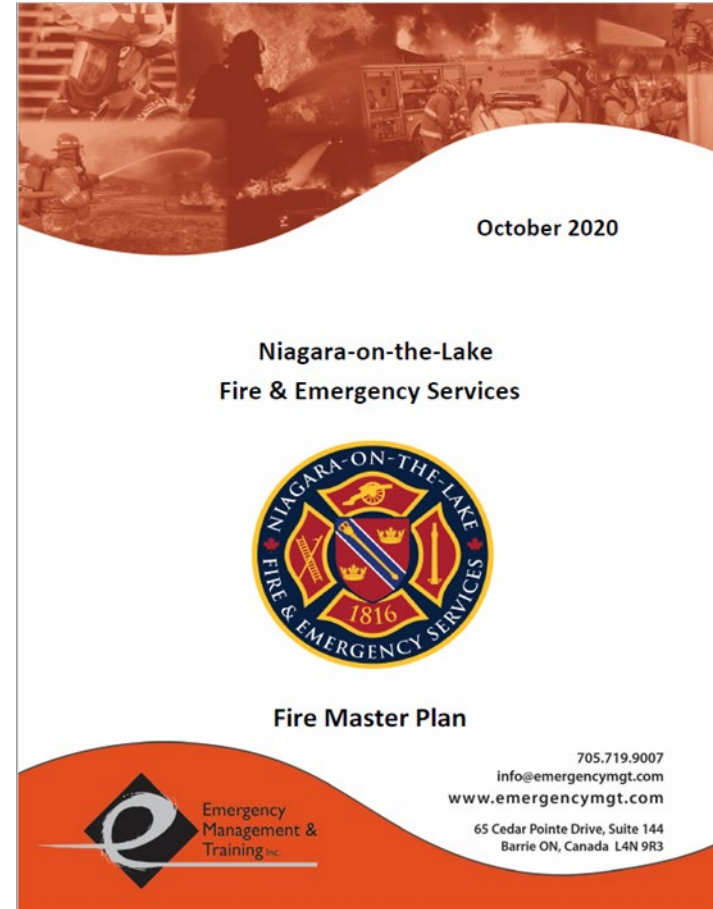


NIAGARA-ON-THE-LAKE FIRE & EMERGENCY SERVICES

2021-2025 Strategic Plan



Plan Alignment



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 A.2 IMPROVE HEALTH AND WELLNESS A.3 ENHANCE RETENTION	B.1 ACHIEVE ACCREDITATION B.2 ADVANCE COMMUNITY RISK REDUCTION	C.1 IMPROVE FLEET PERFORMANCE C.2 INCREASE EMERGENCY PREPAREDNESS C.3 MODERNIZE FACILITIES

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

Initiatives and Strategic Actions Overview

ANNUAL WAGES - COST COMPARISON

■ FIREFIGHTER WAGES - 2020 RATES

\$470,000.00

Volunteer Model

\$1,145,000.00

One single firefighter 24/7 & Volunteers

\$3,270,000.00

Composite - 1 Career Crew 24/7 & Volunteers

Initiatives and Strategic Actions Overview

GOALS		INITIATIVES	STRATEGIC ACTIONS	TIMELINE
B SERVICE EXCELLENCE & CONTINUOUS IMPROVEMENT	B.1	<i>ACHIEVE ACCREDITATION</i>	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	<i>ADVANCE COMMUNITY RISK REDUCTION</i>	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	

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	

Alignment with Council Strategic Plan

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

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.

