



Town of Niagara-on-the-Lake

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REPORT #: FES-25-008 **COMMITTEE DATE:** 2025-04-15
REPORT TO: COTW-General **DUE IN COUNCIL:** 2025-04-29
SUBJECT: Fire & Emergency Services and By-law Division Departmental Plans

1. RECOMMENDATION

It is respectfully recommended that:

- 1.1 Council **RECEIVE** this report for information regarding the 2025-2027 Departmental Plan for the Fire & Emergency Services and By-law Division.
- 1.2 Council **APPROVE** the 2025-2027 Departmental Plan for the Fire & Emergency Services and By-law Division.

2. EXECUTIVE SUMMARY

- The Town's Fire & Emergency Services and By-law Division has developed a Departmental Plan (**Appendix I**) to outline additional objectives and initiatives that align with Council's current Strategic Plan.
- The Town's Fire and Emergency Services and By-law Division are seeking support from Council to pursue the items outlined in the presented Departmental Plan.

3. PURPOSE

The purpose of this report is to identify and present objectives that the Fire Department and By-law Division believe they can achieve to further promote and align with Council's 2022-2027 Strategic Plan.

4. BACKGROUND

Shortly after Council's 2022-2027 Strategic Plan was published, an appendix titled 'Implementation Plan and Indicators of Success' was released. This Implementation Plan identified an Accountability Framework designed to outline the responsibilities, objectives, and performance indicators. This framework was identified as essential for ensuring that the municipality's Strategic Plan, Vision and Mission were effectively translated into actionable steps. One aspect of this framework involved the development of Departmental Plans aimed at helping both the municipality and an individual department achieve the overarching strategic goals through both identified and unidentifiable objectives within the Strategic Plan. While dozens of objectives are identified within the Strategic Plan, very few directly relate to the Fire & Emergency Services and By-law Division, with nearly all identified actions either complete or nearly complete. With the continuous improvement mindset, the Department and Division looked to create a Departmental Plan to continue to pursue service delivery excellence. In 2021, through Council Report FES-21-002, Council approved the endorsement of the 2021–2025 Fire & Emergency Services Strategic Plan. This plan outlined 32 objectives that helped the Department complete important initiatives over the past four years and laid the foundation

for significant progress in key areas such as volunteer firefighter recruitment and retention, cancer prevention, and continuous improvement efforts. With the plan nearing its expiration and Council having since adopted a corporate Strategic Plan that supports the development of departmental plans, the Fire & Emergency Services Department saw this as an appropriate time to renew and enhance its long-term goals.

5. DISCUSSION / ANALYSIS

The By-law Division began reporting through Fire & Emergency Services in the spring of 2022. As Fire Staff began reviewing new long-term goals, the By-law Division did as well. The Departmental Plan addresses the items within the Town's Strategic Plan that directly impact both the Fire Department and By-law Division. However, it also includes new items that have been organized according to the overarching strategic pillars, which will aid the department, division, and ultimately, the municipality in striving for greater achievements. To better align with Council's Strategic Plan, a timeline synchronizing with the end date of the current Strategic Plan has been incorporated.

The pursuit of continuous improvement is a goal that Fire & Emergency Services and By-law intend to keep at the forefront of every task completed. Two main highlights for alignment with Council's Strategic Plan have been identified in the section below. It should be noted, however, that nearly every priority and action within the Strategic Plan could also be applicable.

6. STRATEGIC PLAN

The content of this report supports the following Strategic Plan initiatives:

Pillar

4. Optimize Organizational Excellence

Priority

4.1 Streamline & Modernize

Action

4.1 a) Streamline Processes

Pillar

4. Optimize Organizational Excellence

Priority

4.2 Customer Experience

Action

4.2 a) Customer Experience

7. OPTIONS

7.1 Option 1: That Council approve the Fire & Emergency Services and By-law Division Department Plan 2025-2027. **(Recommended)**

7.2 Option 2: That Council does not approve the Fire & Emergency Services and By-law Division Department Plan 2025-2027 *(Not Recommended)*

8. FINANCIAL IMPLICATIONS

There are no direct financial implications in approving this plan. While numerous objectives within the Departmental Plan will require financial assistance to achieve, any items needing municipal funds for completion will be presented to Council during future budget deliberations or as stand-alone reports.

9. ENVIRONMENTAL IMPLICATIONS

There are no environmental implications associated with approving this Departmental Plan. Any projects that do have an environmental impact will be identified in future reports.

10. COMMUNICATIONS

No direct communications are required in response to the rollout of this Plan.

11. CONCLUSION

Numerous new projects that advance Council's Strategic Plan will be pursued through the approval of the 2025-2027 Fire & Emergency Services and By-law Division Departmental Plan. Many of the projects outlined in the Plan could proceed without additional Council approval; however, it is important to ensure that Council is aware of and approves the work of the Department and Division as we continue to strive for continuous improvement and service delivery excellence.

12. PREVIOUS REPORTS

- FES-21-002 – 2021-2025 Strategic Plan – Fire – Emergency Services
- CAO-23-065 – 2022-2027 Council Strategic Plan

13. APPENDICES

- Appendix I – 2025-2027 Departmental Plan, Fire & Emergency Services and By-law Division

Respectfully submitted:

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Submitted by:



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