Appendix I

2025-2027

Departmental Plan

FIRE & EMERGENCY SERVICES & BY-LAW DIVISION

Message from the Fire Chief / Director of Municipal Enforcement

As a 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. Within the Fire & Emergency Services, some of these challenges include ensuring effective service for a growing community, increased training and certification 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 exist to respond to major events. Within the By-Law Division, challenges include ensuring staffing capacity is able to keep up with the community growth, staying current with changing provincial legislation, ensuring staff are adequately supported and have the tools they need, and ensuring current municipal By-laws stay relevant to the community's needs. Through the continued development of a continuous improvement model, both the Fire & Emergency Services and By-law Division can ensure that we are community-focused, data-driven, outcome-focused, strategic-minded, well-organized, properly equipped, and properly staffed and trained.

Niagara-on-the-Lake Fire & Emergency Services and the By-law Division are committed to continuous improvement, optimizing the current service delivery model, service excellence, and focused resource management. The following document lays out specific, measurable objectives targeted to achieve overarching strategic goals and initiatives identified with the *Town of Niagara-on-the-Lake Strategic Plan 2022 – 2027*.

Through the 2025 – 2027 Department Plan, we have a continued focus on being leaders in the provision of both fire services and municipal enforcement through the optimization of our service delivery models. Through comprehensive analysis of current operations and focused alignment with industry standards, I am pleased to present the following Departmental Plan outlining strategic goals that align with our departmental and municipal mission and vision statements.

Jay Plato, Fire Chief / Director of Municipal Enforcement

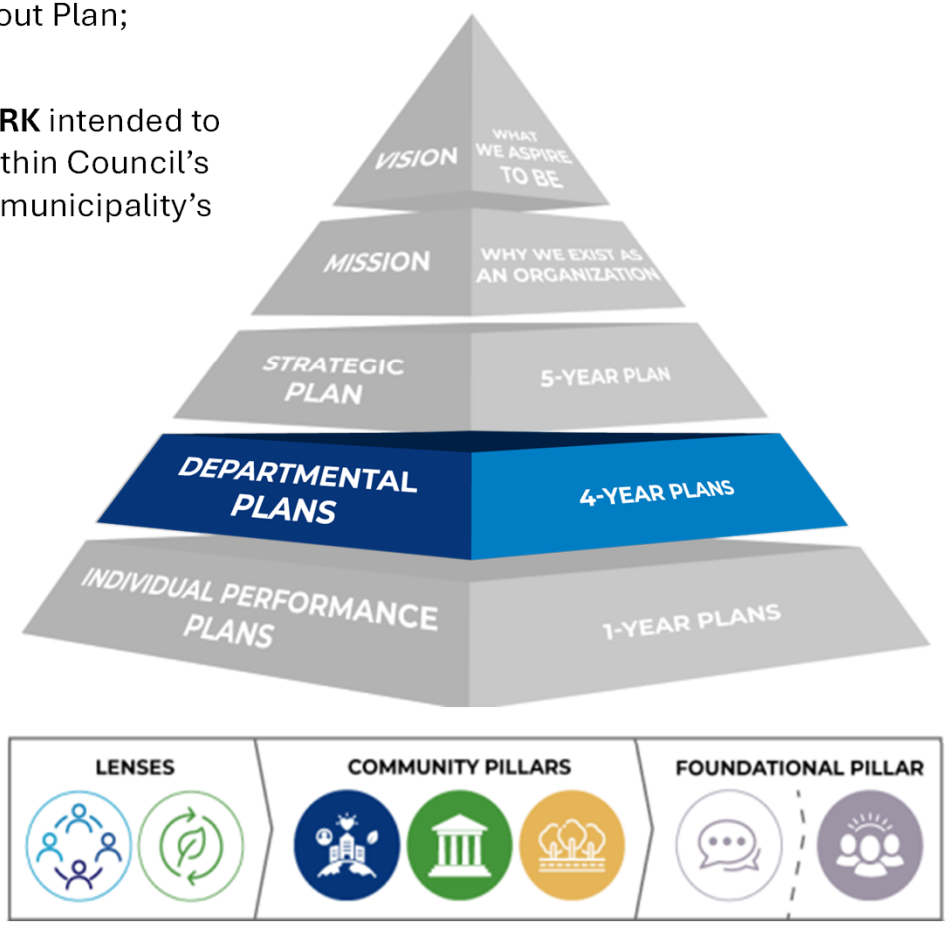
ACCOUNTABILITY FRAMEWORK

The Municipal Strategic Plan 2022 – 2027 was accompanied by a Roll-out Plan; **Appendix I: Implementation Plan and Indicators of Success.**

This Implementation Plan identified an **ACCOUNTABILITY FRAMEWORK** intended to outline the responsibilities, objectives, and performance indicators within Council's Strategic Plan. This framework plays a crucial role in ensuring that the municipality's vision and mission are effectively translated into actionable steps.

A layer of this framework included the development of Departmental Plans, with the goal of assisting the municipality and the department in achieving the overarching strategic goals, primarily through objectives identified and not identified within the Strategic Plan. This Departmental Plan is aimed and achieving this goal. Action Items within the Strategic Plan currently affect the Fire & Emergency Services and the By-Law Division have been identified; however, the pages following will act as additional items aimed to further Council's Strategic Plan.

This Departmental Plan has been completed within a two-year timeframe to align with the completion of Council's Strategic Plan.



TOWN OF NIAGARA-ON-THE-LAKE

Council Strategic Plan 2022-2027

Vision	Enriching and protecting our heritage, agriculture and natural beauty, while creating a resilient, vibrant and welcoming community for all.
Mission	To efficiently deliver a high standard of municipal services and dependable infrastructure to support the community and to take leadership in planning, decision-making and policy development to ensure a healthy and financially sustainable future.

DIVERSITY, EQUITY, & INCLUSION LENS

ENVIRONMENTAL STEWARDSHIP LENS

Vibrant & Complete Community

- Planning for Progress
- Economic Development & Community Partnerships
- Strategies & Masterplans

Good Governance

- Financially Sustainable Future
- Shared Services Strategy
- Advocacy & Government Relations

Enrich Community Assets, Environment, & Infrastructure

- Assets
- Environment
- Infrastructure

Optimize Organizational Excellence

COMMUNICATION LENS

- Streamline and Modernize
- Customer Experience
- Culture and Workforce

Dynamic
TEAMWORK

We create a welcoming environment where everyone works together to drive organizational excellence.

Innovative
SERVICE

We proactively find new and better ways to serve the community.

Collective
OWNERSHIP

We recognize the importance of shared responsibility and caring about our work.

Niagara-on-the-Lake

Mission Statement

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

Vision Statement

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

Core Values

COMMITMENT

We feel responsible for the goals, mission, and vision of the department and are dedicated to upholding and achieving them. We are committed to our organization and each other.

TEAMWORK

We are highly skilled in building trust, solidarity, and collaboration. We value our trust and respect for each other and are loyal to our fellow firefighters and community.

COMMUNITY

We share common attitudes, interests, and goals. The needs of our community are at the forefront of all that we do.

Below is a list of current Action Items within Council's 2022-2027 Strategic Plan that affect the Fire & Emergency Services and ~~the~~ By-law Divisions. The pages following outline items that the Department has identified as additional actions that will continue to further Council's Strategic Plan along with an anticipated completion Timeline.

Good Governance
Seek grant funding and opportunities
Review user fees and cost recovery opportunities

Enrich Community Assets, Environment & Infrastructure
Adopt Tree Management and Conservation Plan

Optimize Organizational Excellence
Update Enforcement Plans such as: • Anti-Idling • Nuisance Lighting • Short Term Rentals • Special Events
Optimize and Promote Volunteer Firefighter Model: • Implement the Fire Service Strategic Plan • Strengthen Volunteer Firefighter Recruitment and Retention • Enhance Fire Public Education Opportunities.

Vibrant & Complete Community

Protect distinct community assets and sustain a high quality of life for our residents by planning for progress, fostering a thriving economy, collaborating with partners to deliver services, and developing long-term strategies and plans to prepare for the future.

Fire & Emergency Services

Objective	Timeline
Conduct a strategic review of the Town's Emergency Management Program looking for improvements to better the community in emergency preparedness.	Q3 2025
Identify strategies to promote emergency preparedness with community partners.	Q2 2025
Investigate opportunities to maximize use of current resources in all Emergency Service Divisions.	Q2 2025
Update apparatus replacement plans.	Q1 2025
Establish further detailed apparatus maintenance plans and equipment replacement plans.	Q3 2025
Explore technology to achieve efficiencies within stations and on apparatus.	Q1 2026
Update the department incident response run cards.	Q1 2025

Good Governance

Demonstrate responsible and transparent governance by committing to strong fiscal management, exploring shared service opportunities, and engaging in advocacy efforts to represent the interests of our community.

Fire & Emergency Services

Objective	Timeline
Explore the overall maintenance costs for apparatus and equipment to determine if apparatus maintenance should be contracted or done in-house.	Q2 2026
Define the value for money of services provided to citizens to comprehensively understand the importance of the Volunteer Fire Department model.	Q2 2025
Implement a Public Education Team for the betterment of delivering fire education to the community.	Q1 2025
Continue to advance and develop fire prevention programs.	Q4 2025
Investigate and access new funding streams such as grants.	Q3 2025
Explore additional funding strategies within current Fire Department services.	Q3 2025
Review the department's tiered response agreement to ensure an appropriate response is provided while also looking to maintain the volunteer model for years to come.	Q4 2025
Continue to measure citizen satisfaction with the services being provided by the department.	Q2 2026
Establish external and internal processes to better communicate performance results (response times).	Q1 2025

Enrich Community Assets, Environment, & Infrastructure

Enrich and preserve community assets by maintaining and promoting a sustainable natural and built environment, and investing in physical and green infrastructure to support residents, businesses, and visitors needs now, and for the future generations.

Fire & Emergency Services

Objective.	Timeline
Determine the appropriate next steps toward investments in the south-end Fire Station(s) while identifying and understanding the community growth demands.	Q4 2025
Review and request direction toward the relocation of Administrative Staff to an appropriate location within a Fire Station.	Q2 2025
Have emergency backup generators installed at all Fire Stations.	Q4 2026
Investigate and report on any green technologies for emergency response fleet and equipment aligning with Town strategies.	Q4 2025
Investigate updated mobile information systems for Fire Department vehicles.	Q12026
Conduct accommodations/facilities review to increase efficiencies and promote community-focused and collaborative work environments.	Q1 2025

Optimize Organizational Excellence

Cultivating efficient and effective organizational initiatives that foster collaboration, and continuous improvement by transforming service delivery through innovation, delivering exceptional customer experience journeys, and championing a dynamic workforce and culture.

Fire & Emergency Services

Objective	Timeline
Enhance the current firefighter attendance program to increase turnout and encourage ownership.	Q1 2025
Invest in and continue to enhance existing firefighter cancer prevention programs.	Q1 2026
Review and update all job descriptions for all firefighter positions.	Q1 2025
Update all Standard Operating Guides.	Q2 2026
Invest in and continue to enhance existing firefighter mental health and well-being programs.	Q2 2025
Determine succession planning for the long-term sustainability of the department .	Q4 2025
Continue to enhance and broaden departmental operational training opportunities.	Q3 2025
Clean up and establish an official Incident Safety Officer Program.	Q2 2025
Investigate and explore opportunities that could be realized through a full-time educator position.	Q3 2026

Vibrant & Complete Community

Protect distinct community assets and sustain a high quality of life for our residents by planning for progress, fostering a thriving economy, collaborating with partners to deliver services, and developing long-term strategies and plans to prepare for the future.

By-Law Division

Objective	Timeline
Develop a Parking Strategy to encourage locals to visit different areas of the community.	Q1 2026
Review, create and update By-laws as required.	Q4 2026
Establish a By-law life cycle.	Q4 2026
Review what other online and self-serve options may be available for applications or licences.	Q2 2025
Complete a staffing review vs. community growth and provide recommendations for the future.	Q2 2026
Establish a policy outlining the education, engagement and enforcement response to all By-law matters.	Q1 2026

Good Governance

Demonstrate responsible and transparent governance by committing to strong fiscal management, exploring shared service opportunities, and engaging in advocacy efforts to represent the interests of our community.

By-Law Division

Objective	Timeline
Review and provide enhancement options to the municipal screening process.	Q1 2025
Review and provide enhancement options to the municipal hearing process.	Q3 2025
Conduct a Parking Study Review.	Q4 2025
Review By-law fees and consider opportunities to increase revenue.	Q3 2025
Review grant funding opportunities for municipal enforcement or parking operations.	Q1 2026
Review the current Administrative Municipal Penalties (AMP) By-Law in conjunction with other municipal By-laws to determine what further AMP opportunities may exist.	Q3 2026

Enrich Community Assets, Environment, & Infrastructure

Enrich and preserve community assets by maintaining and promoting a sustainable natural and built environment, and investing in physical and green infrastructure to support residents, businesses, and visitors needs now, and for the future generations.

By-Law Division

Objective	Timeline
Consider a new location for parking staff with easier access to the public.	Q1 2026
Review and make recommendations for improvements to the bus driver room at Fort George.	Q2 2025
Review and provide feedback on parking machine locations.	Q4 2026
Review if both Honk & Precise Park Link should be maintained or utilize just one.	Q2 2026
Review all parking signage to ensure it is clear and user-friendly for customers.	Q1 2026
Conduct a review of the long-term By-law / Parking vehicle needs in conjunction with the current fleet studies.	Q3 2026
Explore licence plate reading technology for vehicles.	Q4 2025
Establish and implement a ticketing device replacement schedule.	Q1 2026

Optimize Organizational Excellence

Cultivating efficient and effective organizational initiatives that foster collaboration, and continuous improvement by transforming service delivery through innovation, delivering exceptional customer experience journeys, and championing a dynamic workforce and culture.

By-Law Division

Objective	Timeline
Review and complete updates to job descriptions.	Q3 2025
Establish an organizational shift within the By-Law Division, including a new Manager of By-law position.	Q2 2025
Look to achieve organizational excellence through filling all vacant positions within By-law.	Q4 2025
Review and update all enforcement strategies for By-law and Parking Enforcement.	Q3 2026
Invest in a proper lunchroom or rest space for current Parking Staff when away from Town Hall.	Q2 2026
Establish regular training opportunities and meetings with all Parking Staff.	Q2 2025
Establish user-friendly By-law aids or fact sheets might benefit the community.	