



The Municipal Corporation of the Town of Fort Erie

By-law No. 136-2021

Being a By-law to Adopt the Fort Erie Fire & Emergency Services 2021-2031 Master Plan

Whereas a Ten Year Master Plan for the Fire & Emergency Services in the Town of Fort Erie has been developed which will provide a road map to the future activities of the Fire & Emergency Services; and

Whereas at the Council-in-Committee meeting of October 18, 2021, Report No. FES-06-2021 was considered and approved directing approval of the Fire & Emergency Services 2021-2031 Master Plan; and

Whereas it is deemed desirable to adopt the Fire & Emergency Services 2021-2031 Master Plan;

Now therefore the Municipal Council of The Corporation of the Town of Fort Erie enacts as follows:

- 1. That** the Fort Erie Fire & Emergency Services 2021-2031 Master Plan in the form of Schedule "A" attached to and forming part of this by-law, is authorized, approved and adopted.
- 2. That** the Clerk of the Town is authorized to effect any minor modifications, corrections or omissions, solely of an administrative, numerical, grammatical, semantical or descriptive nature to this by-law or its schedules after the passage of this by-law.

Read a first, second and third time and finally passed this 25th day of October, 2021.

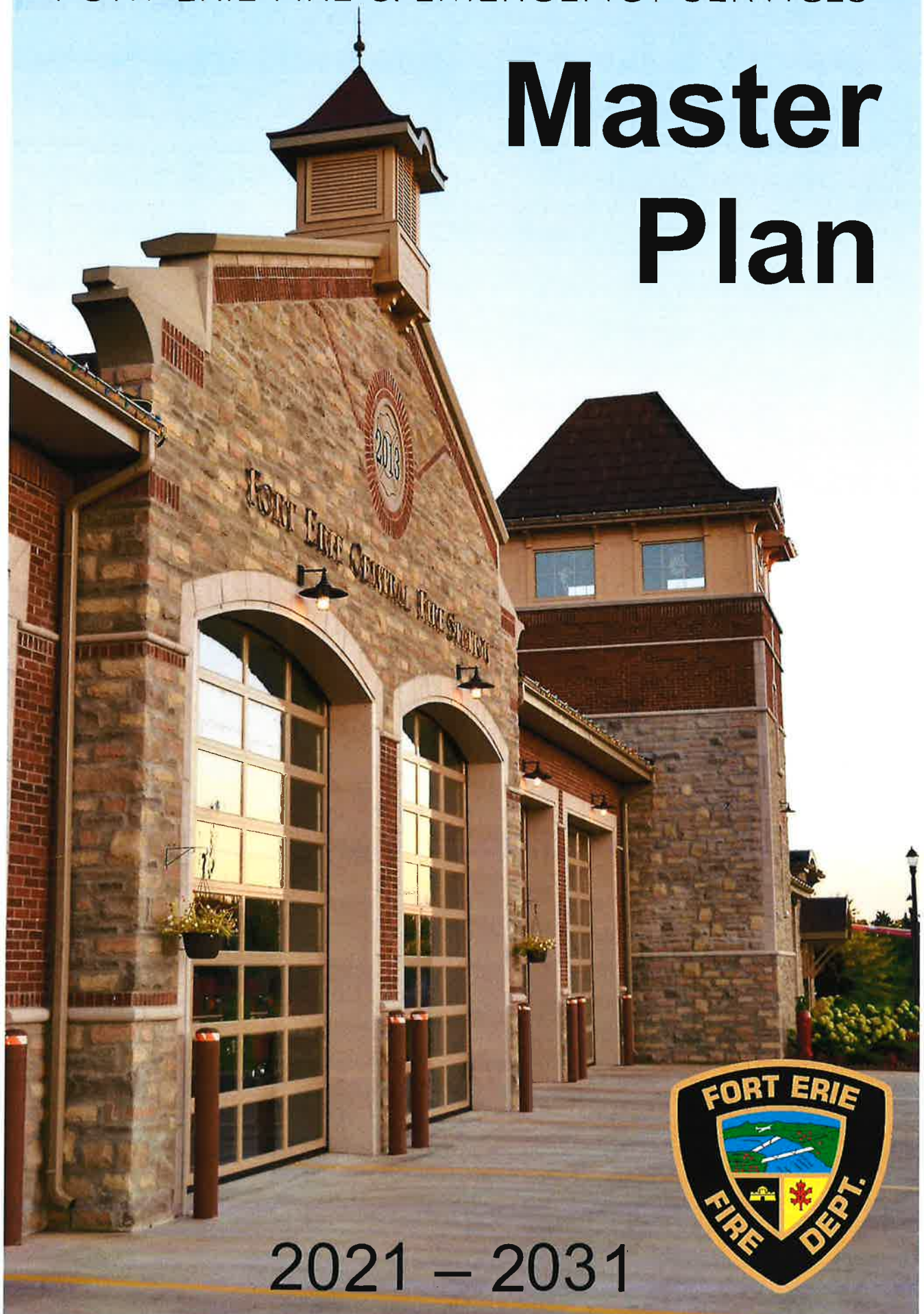
Mayor

Clerk

I, Carol Schofield, Clerk of The Corporation of the Town of Fort Erie, certify the foregoing to be a true copy of By-law No. 136-2021 of the said Town. Given under my hand and the seal of the said Corporation, this day of , 20 .

FORT ERIE FIRE & EMERGENCY SERVICES

Master Plan



2021 – 2031

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Fire Chief's Message

October 13, 2020, saw the adoption of the Fort Erie Fire & Emergency Services 2021-2030 Strategic Plan by Fort Erie's Mayor and Council through the subsequent signing of supporting Bylaw 107-2020. This important document produced by numerous community and staff stakeholder groups serves as the foundation to meet our future goals. In this master plan and future annual operational plans, we can be proud of defining our core values expressed in the Mission Statement and Vision for the fire department.

As you read this master plan, you will realize a comprehensive and structured action method to support the three lines of defence laid out in the Ontario Fire Marshal's Communique # 2014-19. In conjunction with the recently completed Community Risk Assessment, the Fire Service Underwriters Survey in support of participating insurers and various Department Emergency Planning and response initiatives, this plan will continue to serve the needs of our community and visitors alike. This living, breathing document will be upheld, reviewed, and revised continuously within a quality framework to ensure long-term departmental sustainability and viability.

Further, the master plan supports adhering to present and future legislative requirements in a fiscally responsible manner by providing exceptional service using a volunteer model supported by a strong administrative staff. Finally, this plan represents a collaborative effort that foresees developmental changes in the Town in an inclusive manner using continuous improvement, succession planning and change management initiatives.

I am genuinely proud of the efforts that have been made by departmental members in support of this process, the document and its future implementation. Thank you!



Ed Melanson
Fire Chief / Community Emergency Management Coordinator
Fort Erie Fire & Emergency Services

Executive Summary

The Fire & Emergency Services (FES) provides the Town of Fort Erie residents, visitors, and businesses with protection against loss of life, property, and the environment from the effects of fire, accidents, and all other hazards through preparedness, prevention, public education, and emergency response.

The Fire & Emergency Services Master Plan (FESMP) development recognizes the town council and senior staff's continued commitment to providing the highest level of services to the community most cost-effectively and efficiently while developing fire personnel and strengthening community partnerships.

Various risk factors were considered during the development of the Master Plan using the results of the Simplified Risk Assessment. Currently, municipal growth factors increase the risk facing the fire department's service delivery to the community. Some of those risks include:

- Increase in the number of residential buildings due to a growth in population
- Increase in the elderly population
- Increase in public education materials and utilizing technology for the delivery of the materials
- Increase in fire prevention inspections due to increase in population

The Master Plan outlines the planned initiatives for the next ten years, which support achieving the strategic objectives and Department and Corporate goals.

The Master Plan provides strategic direction for FES and is a living document, changing as new information is gathered and analyzed to make informed decisions.

Once approved by Town Council, the Master Plan will guide divisional priorities and investments over the next ten years, working in conjunction with the Capital budgetary approval process and annual operational plan to direct the fire department towards its goals and objectives.

| Action Items | |
|---|------------|
| 1. Review the 2021 Critical Risk Assessment and update the Establishing and Regulating By-law 141-2015 to reflect changes in the services provided by FES to the community. | Short-term |
| 2. Review all departmental Standard Operating Guidelines (SOG) by their Next Review Date. | Short-term |

| | |
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| 3. Work with the Town of Fort Erie's Asset Manager to develop, enhance and refine asset management using the Emergency Reporting RMS. | Short-term |
| 4. Commit to building an inclusive and diverse workforce reflective of the community by developing an inclusivity training program for fire personnel. | Short-term |
| 5. Implement the accreditation process and review staffing levels starting in 2022, looking for additional resources to complete the process. | Short-term |
| 6. Continue to enhance our mental wellness program for firefighters and staff, expand on the "The Working Mind" program, and create fitness initiatives to ensure personnel's psychological and physical resiliency and well-being. | Mid-term |
| 7. Increase the awareness of existing industry programs or encourage the development of new programs aimed at educating persons not typically attracted to the fire services (e.g. female firefighting programs) | Mid-term |
| 8. Institute and have a fully functioning preplan initiative for all medium and high-risk occupancies based on the recommendations in the Fire Underwriter Survey results. | Mid-term |
| 9. Train the Mechanic on electric vehicle repairs and maintenance in line with industry standards (NFPA, CSA) | Short-term |
| 10. Identify and bring "in-house" other service or maintenance initiatives to realize economic savings | Short-term |
| 11. Study and report possible economic efficiencies realized by supplying emergency vehicle maintenance & repair services to other regional departments. | Mid-term |
| 12. Evaluate and determine tanker apparatus requirements, including capacity, number of apparatus and available technologies. | Mid-term |
| 13. Evaluate and determine aerial apparatus requirements, including the number of aerial apparatuses and available technologies. | Long-term |
| 14. Evaluate and determine marine apparatus requirements, including the number of boats and available technologies. | Long-term |

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| 15. Evaluate and determine pumper and all other types of apparatus requirements and available technologies. | Long-term |
| 16. Evaluate at the end of the five-year contract the current technologies between analogue and digital, the direction of our neighbouring municipalities and the P25 technology. | Short-term |
| 17. Implement Incident Notification System by Athoc throughout Emergency Control Group & alternates. | Short-term |
| 18. Create an extended time-length incident emergency response plan to reflect lessons learned during COVID Pandemic for future outbreaks. | Mid-term |
| 19. According to the Critical Risk Assessment demographic worksheet, FES needs to provide professionally translated public education materials in Spanish and other languages for refugees coming to Canada. | Short-term |
| 20. Create an interactive website for Public Education information delivery for all age demographics with a real-time dashboard for statistics and tracking. | Short-term |
| 21. Train all Public Educators in Parts 2 and 6 of the OFC to teach them to identify fire hazards when doing SAFE inspections and accurately educate the occupants on removing the fire hazards. | Short-term |
| 22. Increase the number of followers on social media platforms, embrace new social media platforms, post enhanced and more captivating information, such as poster contests, colouring contests or "find Sparky around Town." | Short-term |
| 23. Research costs into new training platforms for extinguisher training using a more interactive and modern tutor. | Mid-term |
| 24. The SAFE program is on a ten-year cycle. Restart the SAFE program in Town to replace alarms that are now ten years old. | Long-term |
| 25. Research and implement drone protocols SOPs, SOGs for a drone for use during inspections and fire investigations. | Short-term |
| 26. As the population in the municipality grows and the addition of new high-rises and new care facilities, | Mid-term |

research into hiring additional staff will take place for the growing demand for fire safety inspections.

- | | |
|---|------------|
| 27. Review Critical Risk Assessment to enhance and update inspection frequencies | Short-term |
| 28. Create a Standard of coverage and recommend changes to the Fire Department Regulatory by-law detailing minimum response staffing levels and first due response times. | Short-term |
| 29. Create a five-year training plan | Short-term |
| 30. Create and implement an inspection and maintenance schedule for the training tower and props based on NFPA 1402 Standard on Facilities for Fire Training and Associated Props | Short-term |
| 31. Research and develop a replacement plan for the training tower | Long-term |
| 32. Study and analyze response data to determine the placement of fire stations within the municipality based on future population growth both in the residential and commercial sectors. | Long-term |

1.0 Introduction

FES provides high-quality, efficient, and effective emergency response and fire prevention and public education services to those who live in, work in, and visit the Town of Fort Erie.

FES is committed to protecting life, property, and the environment from fire, hazardous materials, natural disasters and other emergencies. The fire services provide information about emergencies, fire regulations, home inspections and the Smoke Alarm Fort Erie (SAFE) campaign regarding smoke and carbon monoxide alarms. In addition, FES delivers public education and school fire safety programs under the Fire Protection and Prevention Act and provides fire and emergency training to all fire department employees and interested external organizations. Presently FES serves 30,710 residents, with an influx of approximately 10,000 seasonal residents from June through September.

This document outlines the recommendations for strategic and operational actions based on current industry standards for the next ten years. In addition, the plan has considered the projected growth and demographic changes that will occur over the next ten years. Sections 3.0 through 10.0 provide a detailed assessment of FES divisions with Action items in each area broken down into short-term actions taking 1 to 3 years, mid-term actions taking 4 to 6 years, and long-term actions taking 7 to 10 years. The sections are:

- Administration Division
- Apparatus and Equipment
- Emergency Communications
- Corporate Emergency Management and Business Continuity
- Public Education
- Fire Prevention
- Emergency Response
- Training and Development

1.1 Fire Protection and Prevention Act, 1997

Within the Province of Ontario, the Fire Protection and Prevention Act, 1997 (FPPA) contains the relevant legislation for the operation of a fire department. In addition, the 2015 Fire Code Compendium contains both the FPPA and the regulations of the Ontario Fire Code. Together, this legislation and regulations drive the fire departments of Ontario to provide safer communities to the people in Ontario.

1.2 Office of the Fire Marshal – Ontario

The duties of the Fire Marshal include responsibilities to assist in the interpretation of the Act and develop training and evaluation systems and enforcement of the Act and its regulations. One of these roles provides for the review of compliance with the minimum requirements of a community fire safety program, which must include:

- A smoke alarm program with home escape planning
- Distribution of fire safety education material to residents/occupants
- Inspections upon complaint or when requested to assist with code compliance (including any necessary code enforcement)
- A simplified risk assessment

1.3 Strategic Plan Summary

Council passed the Fort Erie Fire & Emergency Services 2021-2030 Strategic Plan on October 19, 2020, By-law No. 2020-107, an amendment to the previous by-law dating back to 1996. Over the next ten years, the Fire & Emergency Services priorities highlight six initiatives in the Strategic Plan. The initiatives included:

- Promoting both a diverse and inclusive fire department
- Using technology to improve service delivery
- Accountability – both personal and departmental
- Promotion of team building
- Enhancing skill sets and employee retention
- Building community trust in the fire services brand

The Strategic Planning Committee comprises current fire and town staff, retired firefighters, and community members.

1.4 Simplified Risk Assessment

In July 2019, the OFMEM released the Technical Guideline for the Community Risk Assessment (CRA) following O.Reg 378/18, revising the Ontario Fire Code. In that revision, a municipality or fire department must complete a community risk assessment no later than July 1, 2024, covering the following Schedule 1 mandatory profiles:

- Geographic profile
- Building Stock profile
- Critical Infrastructure profile
- Demographic profile

- Hazard profile
- Public Safety Response profile
- Community Services profile
- Economic profile
- Past Loss and Event History profile

Once completed, a municipality or fire department must review the CRA annually and create a new CRA based on current statistical data every five years from that point forward.

1.5 Summary

The Master Plan develops following the framework of assessing the delivery of municipal fire protection services included within the current Public Fire Safety Guidelines (PFSG) authored by the Office of the Fire Marshal and Emergency Management (OFMEM).

As displayed in Figure 1a, these are the Mission, Core Values and Vision of the Fort Erie Fire and Emergency Services.

Figure 1: Fort Erie Fire Department – Strategic Mission, Core Values and Vision



2.0 Committee for Strategic Planning

2.1 Summary

An internal and external stakeholders committee developed the Strategic Plan with the best interests of our municipality at the forefront of our thoughts and minds. The set goals accomplish the organization's mission and vision while aspiring to meet or exceed provincial benchmarks for public safety excellence. It includes progressive objectives such as reaching agency accreditation, recruiting our diverse population, and strengthening community relationships. Many challenges extend beyond frontline emergency response. For example, maintaining training, and education levels for our teams in a world of legislative dictation, increasing public expectations and legal requirements is a significant challenge.

Public education in a municipality as diverse as Fort Erie requires innovation and creativity. Ensuring code compliance and building safety in one of Niagara Region's fastest-growing communities increases demands on Fire & Emergency Services resources every year. Smartly engaging technology, providing effective emergency communications, and maintaining a well-positioned fleet are other examples of the range of challenges we need to address. These goals intend to be flexible with a vow to reevaluate our position and the importance of these objectives every year, prioritizing public needs and the best allocation of our resources and efforts. As good stewards of public funding, we shall always be fiscally responsible and transparent in our efforts to provide exceptional service using a volunteer model supported by a strong administrative staff.

2.2 Stakeholder Groups

In 2019 the Fire Chief identified the need to update and implement a new ten-year Strategic Plan to guide its operations. First, the development process involved community consultation with key stakeholder groups to determine public expectations regarding services delivered. Then, leveraging insights from the planning committee comprised retired firefighters, community members, current firefighters, fire administration staff, and Town of Fort Erie internal staff who met over several months.

The committee's goal was to discuss the many challenges that the fire services face beyond frontline emergency response and focus on providing progressive objectives. The objectives include training, public education, increasing public expectations while engaging our diverse population and strengthening community relationships.

The committee consisted of the following members listed in Table 2a.

Table 2a: Members of the Strategic Planning Committee

| Fire Administrative Staff | |
|---------------------------|--|
| Ed Melanson | Fire Chief |
| Jeremy Inglis | Former Deputy Fire Chief |
| Robert Kirk | Senior Fire Prevention Officer |
| Jessica Goodings | Fire Prevention Officer |
| Kevin Hesse | Fire Prevention Inspector |
| Rachal Earle-Kirk | Senior Administrative Assistant |
| Colleen Bandy | Former Senior Administrative Assistant |

| Town of Fort Erie Staff | |
|-------------------------|---|
| Tom Kuchyt | Chief Administrative Officer |
| Jennifer Pennell-Ajie | Executive Assistant – Infrastructure Services |
| Chris Knutt | Former Fort Erie Councillor |

| Community Members | |
|---------------------------------------|--|
| Karen Marazzo, Cal Millar, George Orr | |

| Retired Firefighters | |
|----------------------|-----------------------------|
| Glenn Teal | Retired District Fire Chief |
| Jim Douglas | Retired Fire Chief |
| Howard Climenhaga | Retired Fire Chief |
| Mike Renshaw | Retired District Fire Chief |
| Winston Woehl | Retired District Fire Chief |
| Scott Collison | Retired Firefighter |

| Firefighters | |
|-------------------|--|
| Mark Schmitt | Former District Chief / Current Deputy Chief |
| Rob Puttick | Deputy District Chief |
| Michael Reinhardt | Captain |
| Dan Harkins | Firefighter |

2.3 Fire Underwriters Survey

Every five years, Fire Underwriters Survey (FUS) requests that all communities complete a Community Outreach Questionnaire and provide an updated map of the fire protection service area in addition to an updated hydrant map layer. The questionnaire determines if there have been significant changes in fire-risk and fire-protection capabilities. In addition, FUS reviews the information which Fire & Emergency Services provides to determine whether a comprehensive survey may potentially result in a change to the community's Public Fire Protection Classification.

The municipality receives a Public Fire Protection Classification (PFPC) expressed on a scale of 1 to 10, with Class 1 representing the "ideal" or highest level of public fire protection. The scores are accumulated in the following four main areas using the weighted percentages in brackets:

- Fire Department (40%)
 - Type and number of apparatus
 - The condition and age of fire apparatus and fire suppression equipment
 - Pumping capacity
 - The kind of staffing (i.e. career firefighters vs. paid-on-call)
 - The distribution of companies relative to fire risk
 - Response to alarm protocols
 - Management of emergency services
 - The quality of training programs for the firefighters, including specialized training
 - Pre-incident planning
- Water Supply (30%)
 - An adequate and reliable water supply is an essential part of the firefighting facilities of a community or municipality. To be considered enough, a water supply must deliver the Basic Fire Flow for the appropriate duration while simultaneously providing domestic water supply at max day demand.
- Fire Safety Control (20%)
 - The fire safety control assessment includes a review of all fire prevention activities, including public education. In addition, a review will take place for all fire safety programs that enhance fire safety and reduce the probability of a fire.

- Fire Service Communications (10%)
 - Equipment for the receipt and transmission of alarms should be housed securely and protected against fire or damage from other sources, including flooding, vandalism and earthquakes. Emergency communication centres should be of non-combustible construction with one to three hours of protection from exposures depending on the complexity of the installation. Most importantly, protection from ignition sources and rapid initial fire spread by controlling such sources as flammable furnishings and building finish materials is required.

FES received an overall PFPC of 59.35, giving the fire department Level 5 fire protection. In addition, FES received the following scores in these main areas:

- Fire Department – 5 (29.43%)
- Water Supply – 3 (26.50%)
- Fire Safety Control – 4 (12.88%)
- Fire Service Communications – 2 (8.97%)

The results from this PFPC for Fort Erie places FES in the top percentile for municipalities of a similar size and population where there are no PFPC Class 4. FES is only a few percentage points from this prestigious level.

As a result of the Fire Underwriters Survey, critical takeaways for improving the PFPC score in the four main areas were reported, with action items for improvement listed in their applicable Summary and Actions sections of this Master Plan. All Action items associated with the results of the FUS will have "FUS Action" preceding the action statement.

3.0 Administration Division

3.1 Key Functions

Under the leadership of the Fire Chief, the Fort Erie Fire Department (FEFD) manages fire protection and emergency services for the Town of Fort Erie through 4 divisions, eight full-time staff, and 115 volunteers.

The administration division headed by the Fire Chief oversees and monitors the resources and operations of all divisions in the fire department. Critical functions of the division include:

- Ensuring compliance with federal and provincial legislation
- Capital and operational budgeting
- Development of department policies, guidelines and procedures
- Coordination of department training and development
- Preparation and implementation of emergency planning
- Human resources in conjunction with corporate human resources
- Fire Apparatus Maintenance and Management
- Records management
- Procurement and Assessment Management
- Payroll, Accounts Receivable and Accounts Payable

3.2 Department Organization and Staff Resources

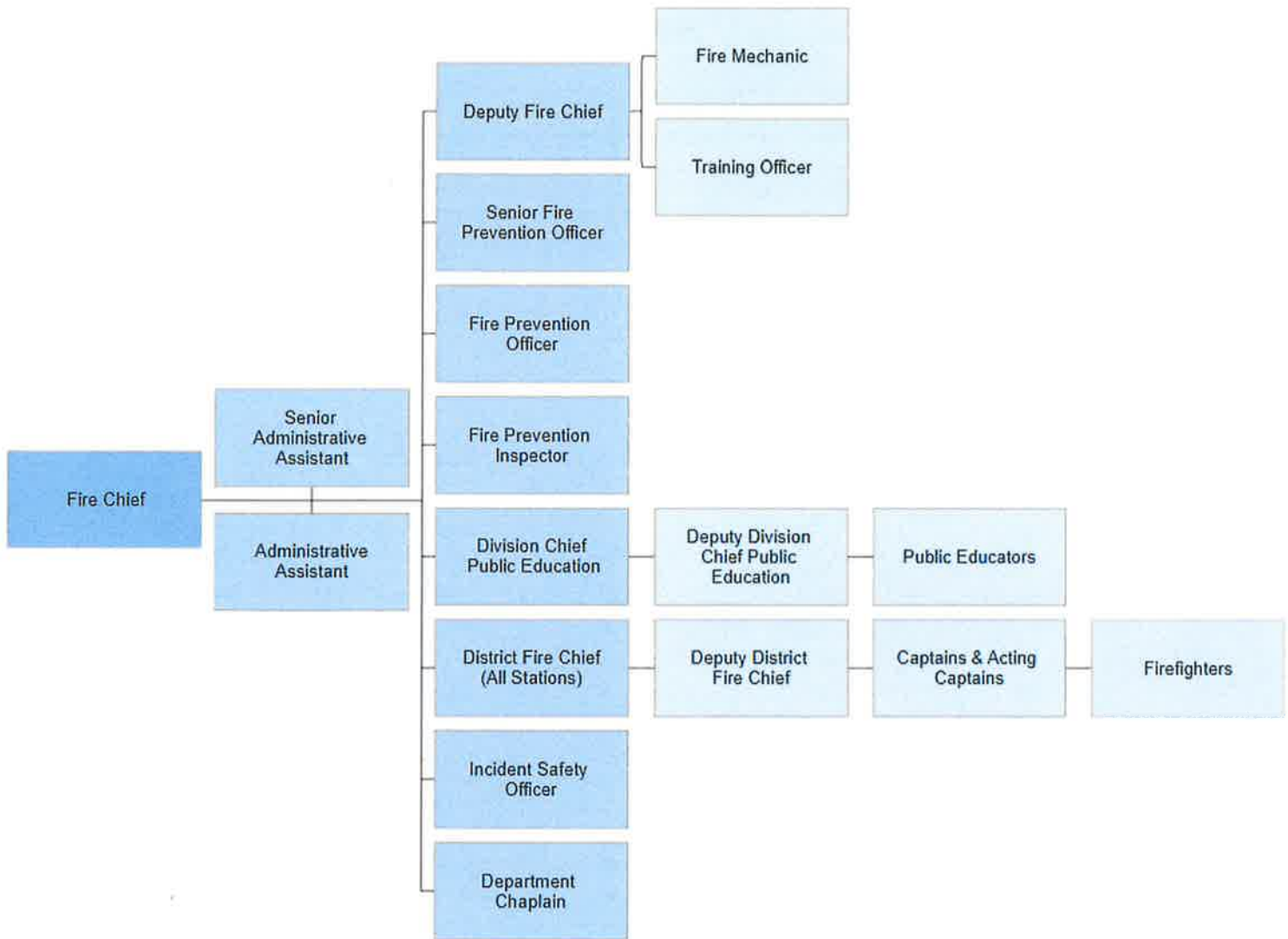
The Fire & Emergency Services consists of the following divisions:

- Administration
- Public Education
- Fire Prevention
- Fire Suppression

Figure 3a shows the current reporting structure of FES.

FES currently employs eight full-time staff, 110 fire suppression staff, a Department Chaplain, Incident Safety Officer, Training Officer and 13 Public Educators.

Figure 3a: Fort Erie FES – Organizational Chart 2021



3.3 Division Staff Resources

The staffing complement of the administration division consists of:

- Fire Chief / Community Emergency Management Coordinator
- Deputy Fire Chief
- Senior Administrative Assistant
- Administrative Assistant
- Mechanic
- Training Officer (volunteer)

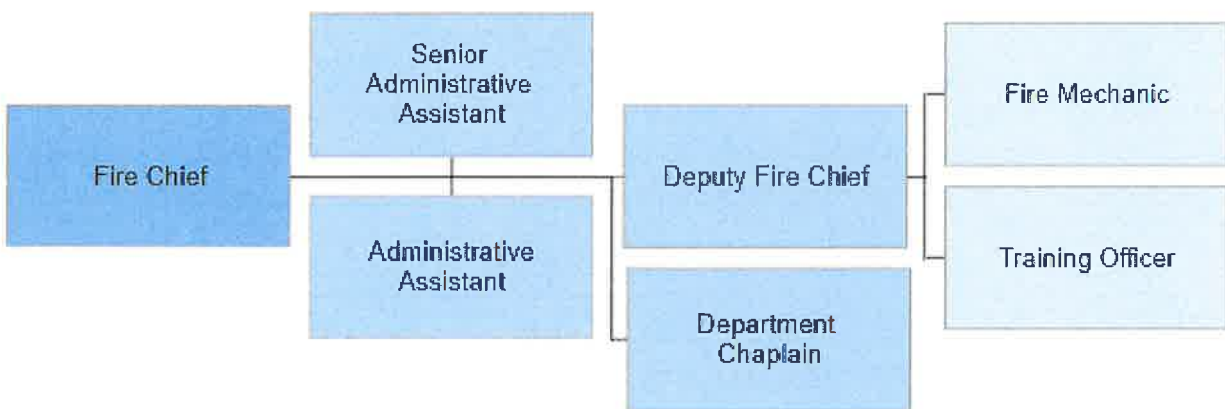
The present Fire Chief took leadership of FES in April of 2017 and is working towards a vision of FES being a progressive, highly-trained, united team dedicated to servicing the community through inclusivity, integrity, and accountability. The Fire Chief is appointed by and responsible to the Town Council for the overall operation of the fire department and the department's budgeting, emergency

planning, strategic vision, and human resources, all under the general direction of the CAO.

The Deputy Fire Chief was hired in 2020 and is responsible for the comprehensive training of FES. Along with overseeing the training, the Deputy Chief is responsible for maintaining apparatus and firefighting equipment. A Mechanic and a Training Officer report to the Deputy Fire Chief to assist with these duties.

The Administrative Personnel provide support to the Fire Chief, Deputy Fire Chief and fire stations. In addition, the Senior Administrative Assistant and Administrative Assistant provide primary backup duties for each other, including asset management, payroll, and accounts receivable/payable.

Figure 3b: Fort Erie Fire Department – Administrative Division



3.4 Workspace

The Administration division operates from FES main offices, located at Central Fire Station, 444 Central Avenue, Fort Erie. Completed in 2013, the Central Fire Station became the location of the main offices of FES, moved from Town Hall to Central Fire Station in November 2017.

3.5 By-laws

By-laws provide the community with important information concerning the level of service that a municipality intends to deliver. By-laws also provide municipal staff with the authorization to deliver these services and the responsibility to achieve the prescribed service level.

The Establishing and Regulating By-law 141-2015 "Being a By-law to Continue and Regulate a Fire Department for the Town of Fort Erie" establishes the Fire Chief as the appointed head of the Fire Department. In that by-law, the services provided to the municipality by FES outlining in fire suppression, fire prevention, administration, training, public education, maintenance and support services.

Additional examples of by-laws created by FES are the "Regulation of Open-Air Burning By-law" (93-2020) and the "Regulation for the Sale and Use of Fireworks By-law" (103-2020) written by FES staff.

3.6 Mutual Aid Agreements

Mutual Aid Agreements are contract plans between municipalities that allow a participating municipal government to request assistance from a neighbouring municipal fire department. Enacting a Mutual Aid Agreements occurs when:

- When a fire department is on scene at an emergency and has received information that immediate assistance is required either on location or in another area, it may ask for mutual aid assistance from a neighbouring department
- Where distance or weather conditions are such that a neighbouring fire department could provide a timelier response, fire departments may immediately request a simultaneous incident response from a participating fire department

FES participates in the Ontario Mutual Aid Plan and the Niagara Region Mutual Aid Plan. The current agreement is serving the Town and Regional municipalities well.

3.7 Medical Tiered Response Agreement

Within the Province of Ontario, regional tiered response agreements commonly include emergency responses to incidents involving medical aid by the local fire department. These agreements are valuable in defining the levels of service that a fire department will provide in the context of the regionally based provision of ambulance services. For example, the Town of Fort Erie participates in a tiered response agreement with the Region of Niagara. The latest tiered response agreement is dated August 19, 2005, with negotiations for a new tiered agreement reflecting the present response model.

3.8 Fee Schedule

Fire Department staff review all fees yearly and, where necessary, make recommendations for revisions and new fees as required. FES's current fees for services include fees charged to companies, other municipalities or agencies, and fees charged to property owners in the Town of Fort Erie. These fees are listed in the municipal by-law 40-09, "Being a By-law to Establish Fees and Charges for Various Services Provided by the Town of Fort Erie."

3.9 Capital and Operating Budget

The Fire Chief is responsible for the preparation and ongoing monitoring of the budget and expenditures. For 2021, these budgets include a \$3,193,918.95 annual

operating budget, \$6,875,000 capital budget and a \$48,300.21 fleet maintenance budget.

The Deputy Fire Chief, Senior Administrative Assistant, and Administrative Assistant provide input to the Fire Chief to monitor and budget capital projects and operating expenses. In addition, the Deputy Fire Chief is responsible for delivering a divisional training budget and work plan.

FES has a strategic and comprehensive capital replacement plan for apparatus, station maintenance, equipment, fire communications systems and personal protective equipment.

3.10 Department Policies and Procedures

Fire departments use department policies as an appropriate tool to communicate directions to all staff. They are more stringent and defined practices that minimize variance from the directive given. A workplace policy should:

- set out the aim of the policy
- explain the reason for the policy
- list whom the policy applies to
- set out what is acceptable or unacceptable behaviour
- set out the consequences of not complying with the policy
- provide a policy date

An example of a fire department policy would be "ER-011 – Employment Services – Fort Erie Fire and Emergency Services – Volunteer Members." The specific direction in the policy gives all department members relevant legislation governing the topic.

Standard Operational Guidelines (SOG) play an essential part in fire service operations and provide a framework to guide decision-making. SOGs:

- enhance safety by providing a link between the Ontario Health & Safety Act, Section 21 of the Act and the Standard Operating Guideline
- clarify instructions for firefighting procedures
- increase individual and team effectiveness
- improve training efficiency
- improve orientation for entry-level staff
- improve risk management practices
- create objective post-incident evaluations
- permit flexibility in decision making

FES has the Training Coordinators committee comprised of the Deputy Chief and Deputy District Chiefs from each fire station and public education to review existing SOGs. The group develops and implements new operational initiatives and studies the content of the existing SOGs according to the Next Review Date listed on each SOG. If there is new content and the SOG is not task-specific, they revise the SOG with the latest information. If new content exists for task-specific SOGs (e.g. high-rises, fire prevention), the task-specific committee will review and revise the SOG.

Once revised by the Training Coordinators or a task-specific committee, the Joint Health and Safety Committee (JHSC) verifies the SOG for specific National Fire Protection Association (NFPA) standards. In addition, Occupational Health & Safety Act (OHSA) regulations and recommendations set out in Section 21 of OHSA specific to firefighting in Ontario are being considered.

SOGs are then approved by the Advisory Committee and finalized by the Fire Chief. Procedures are in place within the department to ensure that all new or revised SOGs are reviewed and comprehended by all volunteers and staff through training initiatives framed by defined objectives and outcomes. As the employer, these procedures must be implemented and documented via lesson plans and job performance requirements to prove due diligence on behalf of the fire department and the Town of Fort Erie.

Driven by continuous improvement initiatives, these change processes lead by officer development training, preplanning, post-incident analysis and near-miss reflections. In addition, FES recommends a recognized, quality accreditation to promote the great strides achieved by FES, further the level of professionalism, and guide the department in a data-driven, efficient direction of change. Accreditation uses peer assessments, and evaluation looked for by government entities to create benchmarks to deliver quality, sound and innovative services.

Accreditation is an international fire service-specific quality control system that follows a regimented requirement list that includes community risk assessment planning, response time guidance and tracking and fire prevention initiatives. This standardized methodology is extremely rare for a volunteer fire service to achieve. However, it is crucial to continue providing an elite fire service model in the most cost-efficient manner possible. Accreditation mandates that FES continually self-assess, looking for opportunities for improvement while being transparent and accountable and providing greater alignment to the community's needs. The process has been well underway in preparation for formal application and implementation and requires a project manager to gain approval over the next 18 to 24 months. In the form of an Assistant Chief, the manager will also assist in the maintenance and development of the emergency reporting data, document revision maintenance and service delivery quality control under the supervision of the Deputy Fire Chief.

FES has begun the accreditation process and has completed some of the steps for accreditation noted by the word "Completed" proceeding the step. The entire process includes:

- Completed – Developing the elements of a community risk assessment
- Completed – Creating department goals and objectives
 - Based on the community assessment, set refreshed goals and objectives for the department.
- Creating a standard of cover
 - Develop a standard of cover goals using the number of units and a total response time criterion within the department's response areas, including these three items.
 - Distribution: First-due district goal for response time.
 - Concentration: What is the assembly distance and time for your emergency response force — the number of firefighters to be assembled for safe operations at a structure fire?
 - Comparability: How does FES compare with similarly sized departments using performance standards such as NFPA 1710 or 1720 as reference guides.
- Evaluating agency performance
 - Using measurable collected data, see the department's actual times for achieving its standard of cover goals.
- Completed – Reviewing the strategic plan
 - These are goals and objectives set for the next three to five years outlining the department's continual improvements criteria.
- Creating a self-assessment manual
- Conducting an audit for accreditation

3.11 Summary and Actions

The Administration Division supports and meets the needs of the fire department. However, as work demands increase and the fire department experiences growth, adding administrative support to match the tasks, effort, and workload required.

| |
|---------------------------|
| Short-term Actions |
|---------------------------|

1. Review the 2021 Critical Risk Assessment and update the Establishing and Regulating By-law 141-2015 to reflect changes in the services provided by FES to the community.
2. Review all departmental standard operating guidelines (SOGs) by their Next Review Date.
3. Work with the Town of Fort Erie's Asset Manager to develop, enhance and refine asset management using the Emergency Reporting RMS.
4. Commit to building an inclusive and diverse workforce reflective of the community by developing an inclusivity training program for fire personnel.
5. Implement the accreditation process and review staffing levels starting in 2022, looking for additional resources to complete the process.

Mid-term Actions

1. Continue to enhance our mental wellness program for firefighters and staff, expand on "The Working Mind" program, and create fitness initiatives to ensure personnel's psychological and physical resiliency and well-being.
2. Increase the awareness of existing industry programs or encourage the development of new programs aimed at educating persons not typically attracted to the fire services (e.g. female firefighting programs)
3. FUS – Institute and have a fully functioning preplan initiative for all medium and high-risk occupancies.

4.0 Apparatus and Equipment

The Deputy Fire Chief is responsible for all apparatus and equipment, including the maintenance and repair of all FES apparatus and equipment and the vehicles used in the administrative division, fire prevention division, public education division and suppression division.

4.1 Key Functions

The responsibilities for the apparatus and equipment are as follows:

- Tendering and procurement of all primary fire apparatus
- Provide maintenance and repair for department fire apparatus, small fleet, and equipment
 - 20 fire apparatus
 - Six small fleet vehicles consisting of trucks and a van
 - 61 small engine and firefighting specific gas-powered equipment
- Provide apparatus and equipment resource support for major fire incidents
- Ensure the fire department complies with legislated acts and standards
- Conduct and coordinate annual testing and certification
- Conduct commercial vehicle inspections
- Acquire, repair, maintain and certify inventory of all fire department equipment
- Record management for maintenance and repair of all apparatus and equipment

4.2 Staff Resources

The Deputy Fire Chief is responsible for managing the day-to-day maintenance of vehicles and equipment repair and assisting with new vehicle inspections, tendering, and equipment purchases.

The apparatus and equipment staffing complement consists of:

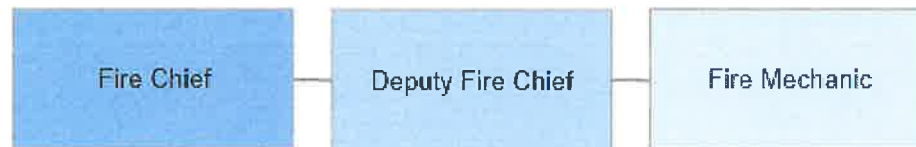
- Fire Chief
- Deputy Fire Chief
- Mechanic

The Mechanic was hired in 2020 and is a certified Master Emergency Vehicle Technician (MEVT), which covers all areas of inspection, maintenance and certification of fire apparatuses, fire pumps, electrical systems, foam systems, hydraulics and ladder testing. This expertise provides FES with a method to perform on-site inspections and certifications of ladders, a task previously achieved by a third-party company at a high cost. With inspections and certification of fire equipment provided in-house, FES is experiencing both a cost reduction and

time savings for testing and certifications. A review will take place looking for additional testing and certification areas to inspect in-house.

In addition to the MEVT qualifications, the Mechanic Officer is NFPA certified as a Fire Officer and Training Officer furthering supporting the Mission Statement, Vision and Core Values of FES.

Figure 4a: Fort Erie Fire Department - Apparatus and Equipment



4.3 Fire Apparatus Definition / Inventory

A firefighting apparatus is any vehicle customized for use during firefighting operations. It is used under emergency conditions to transport personnel and equipment or support fire suppression or mitigation of hazardous situations. The following table lists the fire apparatus for FES.

| Station 1 – 444 Central Ave, Fort Erie, ON | | |
|--|-------|--|
| Car 1 | FEC1 | 2021 Chevrolet 1500 |
| Car 2 | FEC2 | 2021 Chevrolet 1500 |
| Car 3 | FEC3 | 2018 Dodge Ram 1500 |
| Car 4 | FEC4 | 2011 Dodge Ram 1500 |
| Car 5 | FEC5 | 2013 Dodge Caravan |
| Mechanic | FEM1 | 2008 Dodge Ram 1500 |
| Trailer1 | FETR1 | 1994 Custom-made Flatbed |
| Station 2 – 444 Central Av, Fort Erie, ON | | |
| Pump 2 | FEP2 | 2017 Spartan Metrostar – 900 GPM |
| Ladder 2 | FEL2 | 2006 Sutphen SP90 – 1750 GPM |
| Rescue 2 | FER2 | 2004 Ford F550 |
| Boat 2 | FEB2 | 2003 Hurricane Zodiac – two 75 HP motors |
| Trailer 2 | FETR2 | 2010 EZ EX Loader |
| Station 3 – 1015 Dominion Rd, Fort Erie, ON | | |
| Pump 3 | FEP3 | 2008 Spartan Metrostar – 1250 GPM |
| Rescue 3 | FER3 | 2008 Ford F550 |
| Pump 3A | FEP3A | 2002 HME Central – 1050 GPM |
| Utility 3 | FEU3 | 2002 Ford F750 |
| Gator 3 | FEATV | 1996 John Deere 6x4 Gator |
| Station 4 – 148 Ridge Rd South, Ridgeway, ON | | |

| | | |
|---|-------|---|
| Pump 4 | FEP4 | 2009 Spartan Metrostar – 1250 GPM |
| Ladder 4 | FEL4 | 2012 Sutphen SP95 – 1750 GPM |
| Rescue 4 | FER4 | 2008 Ford F550 |
| Tanker 4 | FET4 | 2000 International Detroit 530e |
| Boat 4 | FEB4 | 2000 Hurrican Zodiac – two 90 HP motors |
| Trailer 4 | FETR4 | 2010 EZ EX Loader |
| Station 5 – 2654 Stevensville Rd, Stevensville, ON | | |
| Pump 5 | FEP5 | 2015 Rosenbauer – 1500 GPM |
| Rescue 5 | FER5 | 2004 Ford F550 |
| Tanker 5 | FET5 | 2000 International Detroit 300 |

FES has had six apparatus for more than 20 years, including two tanker apparatus, Boat 4, Gator 3, Utility 3 and Pump 3A. In addition, a total of 11 apparatus are more than 15 years old. Our current replacement schedule of 20 years for Front line pumps and rescues meets the requirements of Fire Service Underwriters and NFPA 1901 and should serve the community's future response needs. Therefore, a review of the services provided by all other response apparatus and equipment to determine the future type, number, and replacement frequency.

4.4 Reserve Fleet Considerations

FES operates with four frontline pumpers and maintains one reserve pumper. The reserve pumper deploys when there is a large-scale emergency. When repairs occur on the frontline pumpers, the reserve pumper works as a replacement pumper. This plan keeps all our pumpers in service providing uninterrupted service delivery to the community. There is currently no reserve rescue apparatus.

Life cycle planning for public safety assets is a core component of fleet standardization. Metrics such as kilometres driven, engine hours, along with NFPA 1901 Standard Annex D and ULC (non-destructive testing), are utilized to assist with the determination of apparatus replacement. FES assets are replaced through a ten-year capital program, although FES maintains its' own internal 20-year capital plan. Based on this time frame, a replacement plan is in development to ensure the funding is available when required. An annual review of that plan is ongoing.

4.5 Small Fleet Inventory

FES has a fleet of work vehicles assigned to the Fire Chief, Deputy Fire Chief, Fire Prevention and the Mechanic. In addition, the complement of five mid-size pick-up trucks and one full-size minivan supports the fire department's day-to-day operation, including inspections, investigations, and incident response. Currently, the small fleet inventory provides an efficient level to the needs of staff.

4.6 Workspace

The Station 1 vehicles operate from the main offices located at Central Fire Station located at 444 Central Avenue. The 17 fire apparatuses operate out of 4 fire stations located at 444 Central Avenue, 1015 Dominion Road, 148 Ridge Road South and 2654 Stevensville Road.

The outfitted mechanic's vehicle enables most on-site/station apparatus repairs when viable. When further repairs are required, truck bay space and hoists are available at the Gibson Centre, located at 1818 Pettit Road, Fort Erie. With the prevalence of electric or alternative-fueled vehicles, additional training for the Mechanic in these areas will provide efficient delivery of services to the municipality.

4.7 Records Management

Emergency Reporting (ER) provides record maintenance information for apparatus and equipment. In addition, ER allows for tracking all equipment purchases, repairs and replacements, and reporting on those items, enabling efficient operation.

4.8 Summary and Actions

The apparatus and equipment run efficiently with the current staff, skills and knowledge level of the Deputy Chief and Mechanic. However, as industry-wide changes occur with the type of apparatus, type of equipment and optional fuel sources available, there may be increases in budget and staffing levels.

| Short-term Actions |
|---|
| 1. Train the Mechanic Officer on electric vehicle repairs and maintenance in line with industry standards (NFPA, CSA) |
| 2. Identify and bring "in-house" other service or maintenance initiatives to realize economic savings |

| Mid-term Actions |
|---|
| 1. Study and report possible economic efficiencies realized by supplying emergency vehicle maintenance & repair services to other regional departments. |
| 2. Evaluate and determine tanker apparatus requirements, including capacity, number of apparatus and available technologies. |

| Long-term Actions |
|-------------------|
|-------------------|

1. Evaluate and determine aerial apparatus requirements, including the number of apparatuses and available technologies.
2. Evaluate and determine marine apparatus requirements, including the number of boats and available technologies.
3. Evaluate and determine pumper and all other types of apparatus requirements and available technologies.

5.0 Emergency Communications

5.1 Key Functions

The primary responsibility of Emergency Communications is to process 9-1-1 calls for the public in an efficient manner that benefits the victims by aiding first responders in providing emergency services. Dispatchers deliver this service through concise radio communications and accurate incident reporting.

FES receives emergency communications through Tillsonburg Fire Department in Tillsonburg, Ontario. The transmission uses radio signals pushed from Tillsonburg over the internet to analogue radio towers to Motorola Minitor VI Pagers and Motorola XPR 7350 portable radios.

5.2 Division Staff Resources

The primary person responsible for emergency communications is the Acting Deputy Chief of the Tillsonburg Fire Department, with all Communications staff reporting to that position.

5.3 Dispatch, Phone and Radio System

Tillsonburg Fire Department uses the following equipment for emergency dispatching:

- Radio equipment – AVTEC IP Console
- CAD – Symposium Technologies
- Phone system – Avaya
- Recording software – Komutel Communications
- Records Management – Fire Pro and Emergency Reporting

5.4 Workspace

The Emergency Communications offices are at 80 Concession Street East in Tillsonburg Fire Department. There are two mirrored workstations side by side for dispatchers, with the third workstation in an adjoining room for call-taking only. In addition, there is one complete backup workstation in a backup location.

5.5 Summary and Actions

The primary responsibility of the EOCMT (Emergency Operations Centre Management Team) is to provide for the overall management and coordination of site support activities and consequence and recovery management issues. In addition, it is the responsibility of the EOCMT to ensure the establishment of response priorities and to plan and coordinate the response activities, both within the EOC (i.e. between sections) and between sites and other EOCs.

Short-term Actions

1. Evaluate at the end of the five-year contract the current technologies between analogue and digital, the direction of our neighbouring municipalities and the P25 technology.

6.0 Corporate Emergency Management and Business Continuity

6.1 Key Functions

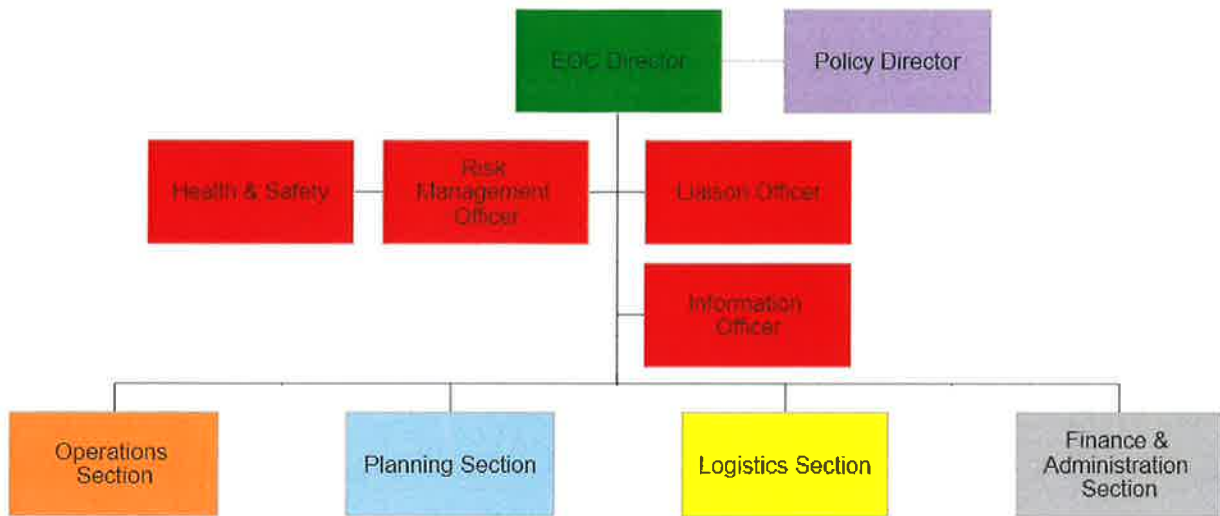
The primary responsibility of the EOCMT (Emergency Operations Centre Management Team) is to provide for the overall management and coordination of site support activities and consequence and recovery management issues. In addition, it is the responsibility of the EOCMT to ensure the establishment of response priorities and to plan and coordinate the response activities, both within the EOC (i.e. between sections) and between sites and other EOCs.

The most recent Emergency Plan document is dated 2017. The Town of Fort Erie conducts annual training exercises to ensure that the Emergency Plan is reviewed and practiced annually. The Provincial Emergency Management Office notes that all emergency plans are to be reviewed and updated annually. Based on this requirement and verification from the OFMEM (Ontario Fire Marshal and Emergency Management), the program is current, relevant, and compliant. Although the recent 2019 HIRA (Hazard Identification & Risk Assessment) program contains health emergencies, the current COVID-19 pandemic identifies that the construction of a long-term Incident Management System (IMS) is required. The IMS is for documenting and duplicating the system developed by the CAO and Emergency Management Team for the current pandemic.

The EOCMT consists of the following positions:

- Policy Director (Mayor or Acting Mayor)
- EOC Director (CAO or Designate)
- Information Officer
- Risk Management Officer
- Liaison Officer
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance and Administration Section Chief

Figure 6a Incident Management System Functions



6.2 Emergency Management Program Committee Structure

The following persons or the holder of the office exercising the functions performed by that person, including their Designate, shall comprise the Emergency Management Program Committee:

- Chief Administrative Officer
- Fire Chief/Community Emergency Management Coordinator
- Manager, Legislative Services / Clerk
- Director, Corporate Services
- Director, Infrastructure Services
- Director, Planning and Development Services
- Manager, Digital Services
- Coordinator, Corporate Communications / Emergency Information Officer
- Manager, Economic Development & Tourism Services

This committee is responsible for the review and possible modifications to the Town of Fort Erie Emergency Plan.

6.3 Emergency Control Group Structure

The following persons or the holder of the office exercising the functions performed by that person, including their Designate, shall comprise the Emergency Control Group:

- Mayor
- Chief Administrative Officer
- Fire Chief/Community Emergency Management Coordinator

- Manager, Legislative Services / Clerk
- Director, Corporate Services
- Director, Infrastructure Services
- Director, Planning and Development Services
- Manager, Digital Services
- Coordinator, Corporate Communications / Emergency Information Officer
- Manager, Economic Development & Tourism Services
- One (1) Representative from Niagara Emergency Medical Services
- One (1) Representative from Niagara Regional Police Services

This group is responsible for responding to the EOC for all events where it is activated.

6.4 Division Staff Resources

The Fire Chief/Community Emergency Management Coordinator (CEMC) oversees the division. Other resources include the Deputy Fire Chief, who is the alternate CEMC, and two department scribes.

6.5 Workspace

The Manager of Emergency Management and Business Continuity is also the Fire Chief for the FEFD. The position is known as the Fire Chief/CEMC and operates out of an office located at the main offices of the fire department at 444 Central Avenue. In addition, the alternate CEMC also operates out of this location.

The primary EOC operates from Conference Room 1 in Town Hall at 1 Municipal Centre Drive, with the alternate EOC located at 444 Central Avenue.

6.6 Technology

Current technology, including a departmental laptop and corporate smartphone, allows the primary CEMC and the alternate CEMC to remain mobile and function efficiently.

Both EOCs are outfitted with all equipment, printed forms and supplies necessary to handle an emergency. In addition, Digital Services plans for technology upgrades to the Primary EOC and duplicate Corporate Server hardware and software at the Alternate EOC.

The Niagara Regional Emergency Management Division has chosen an Incident Notification System (INS) supplied by AtHoc, which includes the ability for the lower-tier municipalities to share at no charge. Once implemented, the system will allow EOC activation notification via numerous electronic platforms. In addition,

there will be an introduction to the INS system via training through the annual exercise requirement.

6.7 Summary and Actions

| Short-term Actions |
|---|
| 1. Implement Incident Notification System by Athoc throughout Emergency Control Group & alternates. |

| Mid-term Actions |
|---|
| 1. Create an extended time-length incident emergency response plan to reflect lessons learned during COVID Pandemic for future outbreaks. |

7.0 Public Education

7.1 Key Functions

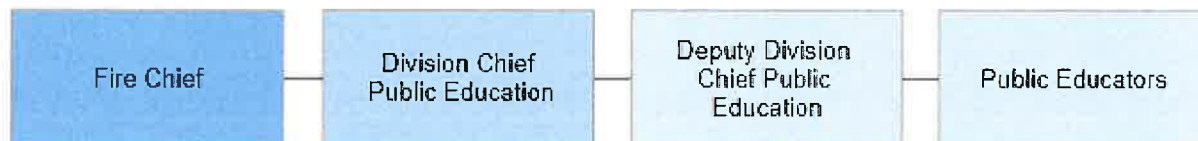
Public Education is a vital component of any effective fire prevention strategy and involves raising the public's awareness and knowledge to improve fire safety in the community. In addition, education can increase the understanding of occupants to lead to prompt and appropriate reactions in a fire situation. Achieving this level of knowledge may reduce fire occurrence, minimize injury due to fire and reduce the impact of fire.

Public safety education can still achieve positive results with limited resources provided staff are committed and implement the program effectively. FES has a dedicated group of public education volunteers that oversee the municipality's continued fire safety education.

7.2 Division Staff Resources

The Public Education Division's staffing complement consists of the Division Chief of Public Education, the Deputy Division Chief and 13 fire public educators. In addition, when needed, the volunteer firefighters assist in the delivery of public education presentations.

Figure 7a: Fort Erie Fire Department – Fire Prevention Division



7.3 Activities

The Public Education Division establishes working relationships with schools, businesses and organizations in the municipality to create tailored fire safety training based on the needs of the attendees. In addition, these relationships enhance FES's image in becoming a community partner and trustworthy municipal agency.

As part of these ongoing relationships, the following is a truncated list of local schools, businesses and organizations where the Public Education Division has partnered with:

- Canadian Niagara Power – portable extinguisher and fire safety training
- Greater Fort Erie Secondary School – fire safety talk presentation
- Douglas Heights – fire safety presentation
- Durez Canada – portable extinguisher and fire safety training

- Sherwin Williams – portable extinguisher and fire safety training
- Elementary schools from the DSBN and NCDSB – in class fire safety training
- Care Occupancies – Maple Park Lodge, Crescent Park Lodge – portable extinguisher and fire safety training
- Junior Firefighter – children's day camps promoting and teaching firefighting skills and fire safety
- Co-operative Education program for high school students
- Community Events and Trade Shows – fire safety information handouts and conversations
- After the Fire – an information program for neighbours in the area surrounding the location of a structure fire

An evaluation of each program offered to the community based on the content, audience demographic and participation, and relevancy to ongoing fire safety trends happen every year. Every presentation made by the Public Education Division tracks these statistics for review by the Fire Chief and Divisional Fire Chief.

7.4 Public Education Programs

After conducting a needs analysis of the community's fire risk, several issues still need to be addressed when selecting a public safety education program, including:

- the goals and objectives
- the target audience
- the message and how it will be delivered
- Available resources
- Delivery of the program
- the duration or frequency of the message and program.

A suitable educational program improves fire safety knowledge and awareness in the community. The fire risks of a community are dependent upon how knowledgeable and aware its residents are. FES does what it can within its capabilities to improve and maintain this awareness. For example, residential occupancies pose a higher threat of a fire occurrence and, like this, are the primary focus of public fire safety education. Other than the SAFE program, which is voluntary, FES does not offer programs specific to a higher risk demographic or provincially-wide fire safety issue.

Smoke Alarms Fort Erie (SAFE)

When a fire incident occurs inside a home, the most important thing is early

detection and warning. The SAFE program involves a voluntary inspection of smoke and CO alarms in the house for single-family dwellings or duplexes owned by the occupant.

When an inspected alarm does not meet the code requirements of the Ontario Fire Code due to the manufacturer's date or is not working correctly, the public educator installs a new free smoke or CO alarm to make sure the house is compliant. If the home has hard-wired alarms, the public educator will supply the homeowner with loaner alarms until new hard-wired alarms are purchased and installed. In addition, when inspecting rental properties not owned by the occupants, a loaner alarm is installed until the property owner provides a new smoke or CO alarm.

By inspecting these alarms, the reliability of smoke and CO alarms is improved and enhances the occupants' fire safety awareness and knowledge. In addition to the free alarm inspection, an information package is given to the occupants to enhance further their fire safety knowledge on such issues as safe cooking practices and fire hazards around the house.

There have been over 850 attempts for in-home inspections of smoke and CO alarms since the start of the SAFE program. In addition, the Public Education Division has distributed hundreds of alarms to homeowners to enhance the occupants' fire safety.

In-School Programs

A presentation to school children on fire safety information is vital for becoming fire-safe citizens in the future. This presentation can be a simple activity or a comprehensive education program delivered by school teachers as part of the curriculum, such as the Learn Not to Burn program.

These presentations improve fire safety awareness and knowledge among school children with an improvement in fire safety behaviour. Also, it helps to enhance the understanding and knowledge of the children's parents.

The Public Education Division, when not in a pandemic, provides in-class fire safety presentations using various media types in addition to the Kahoot platform, an interactive quiz game where you compete against each other to answer the most questions correctly. These quiz questions typically focus on fire safety issues.

An example of a program would be the annual Grade 12 Program at Greater Fort Erie Secondary School. The program focuses on students leaving home and moving out to go to college or university. For many, this is their first time away from home. This program is an excellent opportunity to stress the importance of fire safety messaging, especially with smoke and CO alarms.

Fire Safety Trailer

Through generous donations from residents, businesses and community donations, FES purchased a fire safety trailer for children to enhance their fire safety knowledge. This modified RV has a kitchen, living room and bedroom, all with various fire safety issues for identification by the children during their tour. It creates an authentic home feeling and helps children understand what to look for in unsafe practices around the house.

Although the fire safety trailer is a valuable resource unique to Fort Erie, the limited technology and information used for the trailer are outdated by today's standards of newer fire safety trailers. In addition, the costs for upkeep and maintenance of the fire safety trailer are high in terms of other program presentation types. Finally, due to health concerns, synthetic smoke is not permitted in the Fire Safety Trailer, which allows for the experience of real smoke.

Public Service Announcements (PSA)

Various media such as radio, newspapers, social media and the Town's website distribute fire safety messages for the Public Education and Fire Prevention Divisions.

In addition, the Ontario Municipal Fire Prevention Officer's Association (OFMPOA), a group of fire prevention personnel from the Niagara Region, uses radio ads through local radio stations for Carbon Monoxide safety campaigns and Fire Prevention Week announcements annually. CHCH, a television station from Hamilton, ON, does an annual presentation on Fire Prevention Week every October, covering smoke and CO alarms, proper cooking and other fire safety information. Most fires in the home occur because of improper or unattended cooking.

Also, Public Education will often set up informational tables and booths at public events to increase the fire department's profile and increase knowledge and awareness in the community. The farmer's markets or the Friendship Festival are examples of events for tables or booths.

Presentations

Public Education presents information to a group of people in a lecture format to improve fire safety awareness and knowledge at a low cost to the fire department. This presentation type can be general knowledge or targeted to the occupancy type or attendee type using Microsoft PowerPoint or other presentation software. An example of this would be the annual training given to staff members of care facilities throughout Fort Erie.

Training Sessions (Extinguisher training)

Often the owners or superintendents of multi-unit residential do not know or fully understand the requirements of the Ontario Fire Code. Therefore, FES provides

fire safety training to owners, superintendents and residents of large multi-unit buildings to ensure they are aware of their responsibilities. At the same time, informational and enhancing fire safety awareness, the ability of the individuals to maintain their properties in a fire-safe condition improves.

While this is an effective means of training due to the content specifically tailored to the building, residents often do not attend these presentations.

An additional training session offered by FES is the fire extinguisher hands-on training. The extinguisher tutor is a mobile platform easily set up within minutes in any exterior location. The tutor allows the students to experience extinguishing a live propane-fueled fire using water-based extinguishers. This hands-on experience and a short presentation on the use, identification, and parts of a fire extinguisher increase understanding and confidence in their use.

Station Visits

FES conducts fire station tours and open-houses to community groups and school children, intending to improve the group's fire safety awareness and knowledge. In addition, it enhances the fire department's profile in the community as a "community helper." Unfortunately, this type of public fire safety program will only restart appropriately due to the pandemic.

7.5 Social Media

Social media is the most crucial tool for delivering fire safety messaging and contacting account followers instantaneously. The messaging provides information on emergency preparedness, smoke alarm and carbon monoxide awareness, and other fire and life safety posts throughout the year. This information can then be shared or forwarded to other users. In addition to fire safety messaging, FES uses social media platforms for emergency weather alerts, online contests, and programs such as the Birthday Bag program.

The Division Chief of Public Education is assigned to maintain and create engaging, informative posts for the Fort Erie Fire Department's three major social media platforms, Facebook, Twitter, and Instagram. To assist with disseminating information, the Senior Fire Prevention Officer assists the Division Chief with posting messaging.

The Fire Chief approves all messages created using the Sendible platform.

Although very useful for delivering critical and fire safety information, FES needs to increase its online presence and expand its number of followers by creating more informative and captivating messaging.

7.6 Work Space

The Public Education Division operates from the main offices at Central Fire Station when a workspace is needed. Acting in a volunteer position, the Division Chief of Public Education works remotely from home, scheduling presentations, updating social media, coordinating events and creating public education materials.

7.7 Records Management

The Public Education Division uses Emergency Reporting to maintain all records program lessons, statistics and general documentation.

7.8 Summary and Actions

The Public Education Division provides fire and life safety public education programming to the community throughout the year using Public Educators assisted by fire suppression personnel. Although the Public Education Division meets the minimum requirements of the FPPA concerning the provision of public education services, the division is looking to broaden its online presence for easier access to fire safety education and make fire safety information available in different languages. Other Action items are listed below.

Short-term Actions

1. According to the Critical Risk Assessment demographic worksheet, FES needs to provide professionally translated public education materials in Spanish and other languages for refugees coming to Canada.
2. Create an interactive website for Public Education information delivery for all age demographics with a real-time dashboard for statistics and tracking.
3. Train all Public Educators in Parts 2 and 6 of the OFC to teach them to identify fire hazards when doing SAFE inspections and accurately educate the occupants on removing the fire hazards.
4. Increase the number of followers on social media platforms, embrace new social media platforms, post enhanced and more captivating information, such as poster contests, colouring contests or "find Sparky around Town."

Mid-term Actions

1. Research costs into new training platforms for extinguisher training using a more interactive and modern tutor.

Long-term Actions

1. The SAFE program is on a ten-year cycle. Restart the SAFE program in Town to replace alarms that are now ten years old.



8.0 Fire Prevention Division

8.1 Key Functions

The primary goal of fire prevention is to minimize the impact of fire risk on the community and environment and decrease the threat of fire incidents using inspections and enforcement. Therefore, the main objectives of the fire prevention program are to:

- Reduce the likelihood of a fire, which may cause death or injury to any person or damage to the environment
- Reduce the impact and frequency of fire incidents through inspections, enforcement and education
- Achieve compliance with the fire prevention requirements detailed in the FPPA according to industry identified standards and regulations

The province of Ontario and the OFMEM have recognized that fire prevention, in addition to public education, is vital to reducing fire deaths, fire injuries and fire losses. Legislation in the form of the Fire Protection and Prevention Act (FPPA) acknowledges these recognitions. As a result, FES performs fire prevention inspections, enforcement and fire prevention education within the legislative rules of the FPPA.

The following section of the FPPA references the minimum required services within a municipality:

Section 2. (1) Municipality responsibilities

(1) Every municipality shall,

- a. establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and*
- b. provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances.*

Provincial Fire Service technical information from the OFMEM comes in three delivery methods. The first is a Technical Guideline used for ensuring that information regarding education, inspections and enforcement are followed similarly between departments. The following method of transmission is a Communiqué, an official announcement regarding a change or amendment to existing fire code regulations and may contain legal requirements for fire departments to follow. The final delivery method is a Directive, a legal requirement issued from the Fire Marshal that a fire department and any assistants to the Fire Marshal must follow.

The minimum acceptable levels of fire prevention, enforcement and fire safety education:

- Simplified Risk Assessment
- A Smoke Alarm Program
- Fire safety education material distributed to residence/occupants
- Inspections for complaints or when requested to assist with fire code compliance

Assessing community risk, including existing and future risk resulting from growth within a community, allows a municipality to determine the level of fire protection services required based on local needs and circumstances. This assessment includes fire prevention and public fire safety education needed to comply with the minimum levels identified within the FPPA. A community risk assessment must be completed by every municipality of the province of Ontario according to Regulation 378/18 every five years. In addition, every year, a review of the risk assessment occurs, looking for significant changes in the mandatory profiles.

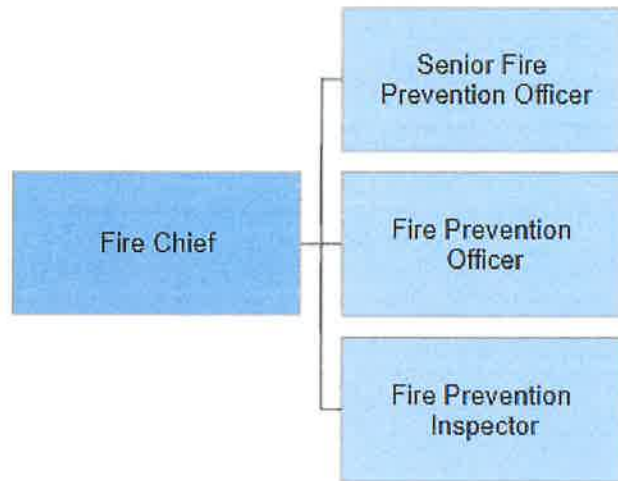
Integrating risk analysis into the process to determine the level of fire protection services to be provided by a municipality recognizes that there are alternatives to simply giving fire suppression services and emergency response. The introduction of sprinkler systems is an example of integrating options to manage the inherent risk rather than merely developing a more extensive emergency response to deployment plan.

8.2 Division Staff Resources

The Fire Prevention Division is responsible for fire prevention inspections, new construction plans examination, code enforcement, and fire investigation. The current complement is as follows:

- Fire Chief / Community Emergency Management Coordinator
- Senior Fire Prevention Officer
- Fire Prevention Officer
- Fire Prevention Inspector

Figure 8a: Fort Erie Fire Department – Fire Prevention Division



8.3 Division Activities

Inspections and administrative duties account for most staff time in fire prevention, and priority is given based on risk factors. A large portion of inspection priorities is driven by the results of the Critical Risk Assessment and further by the Strategic Plan. Details of activities completed by fire prevention staff are listed below.

Inspections

- Complaint*
 - Request*
 - Vulnerable occupancy*
 - Fire drill evacuations*
 - Re-inspection
 - Business license
 - Open-air burning
 - Site plan field
 - Occupant load/liquor license
 - Events, public or private
 - Joint agency
- (the OFMEM mandates these inspections *)

Fire Investigations

- Fire investigations
- Joint investigations (FEFD and OFMEM)
- Case management for complex investigations

Administration

- Fire safety plan review
- Site plan/subdivision plan review
- Building code plan review
- Technical Standards and Safety Authority (TSSA) Risk and Safety Management Plan review and approval
- Alternative solution review (Ontario Fire Code and Ontario Building Code)
- Transportation and infrastructure plan review
- Community meetings
- Town partner meetings
- Risk assessments
- Support to council emergency services policy
- Ontario Fire Code injuries
- Seminars, training, research
- Generating statistics and developing reports
- Special projects

Public Education

- Public education events
- Fire Extinguisher training
- Evacuating and staff training
- Public relations events

Enforcement (Smoke alarms and Carbon Monoxide alarms)

- Landlord
- Owner
- Tenant

Enforcement (FPPA)

- FPPA section 15 – Immediate Threat to Life
- Inspection Orders
- Electrical Safety Authority (ESA) inspection orders
- Other FPPA enforcement activities

- Court appearances and witness testimony
- Information, Summons, Prosecution Briefs (Provincial Offences Act)
- Support to NRPS and other agencies for other offences

8.4 Fire Prevention Programs

In addition to FPPA enforcement, smoke and CO alarm inspections and fire prevention inspections, the Fire Prevention Division runs programs to cover many fire safety areas. Below is a list of some of the programs.

Business License Inspections

When new businesses open, the Fire Prevention Division will inspect the business space as part of the business licence process handled by Economic Development and Tourism Services. These inspections will include fire safety and other pertinent regulations for the occupancy type. Once fire safety inspections are complete, the business follows the inspection frequency listed in Table 8b below unless there is a change in ownership. Annual business licenses where a fire safety inspection falls between the inspection frequency will see a letter and fire safety checklist pertinent to the type of occupancy sent to the business requesting copies of fire safety inspection reports. This correspondence allows fire prevention to continue inspections in the riskiest occupancy types while still completing any fire inspections. A mandatory inspection will occur if the business does not provide the annual inspection reports required within a timely manner with a fee invoiced to the business owner.

Fire Safety Plans

Personnel within the fire prevention division must review and approve all fire safety plans for occupancies required by the Ontario fire code. In addition, owners review fire safety plans annually and resubmit all changes to the fire prevention division. As the Town grows, Fire Safety Plan reviews will require more time and resources from the Fire Prevention Division.

In addition to Fire Safety Plans, the Short-term Rentals require a fire prevention staff member to review their fire escape plans. To date, there are over 250 short-term rentals in the municipality.

Special Events

The fire prevention division is mandated to undertake inspections of special events from a regulatory and fire safety perspective. The Town of Fort Erie requires fire inspections for business, special events and other licenses for safety reasons. First-time, occasional or organizers unaware of fire code regulations for Special events must have Fire Prevention involved in providing operational support and best practices to organizers and their fire safety inspections.

Vulnerable Occupancies

In 2011, the Ontario Fire Marshal began a consultation process to determine best practices to deal with the sizeable reoccurring loss of life fires in vulnerable occupancies. The outcome of that consultation was enacting regulations mandating the upgrade of these facilities in fire separations, sprinklers, and fire drills. These regulations came into effect in 2015. The rules also required Ontario fire departments to conduct detailed annual inspections and supervise and assess yearly fire drills. In addition, the vulnerable occupancy program is subject to periodic compliance reviews by the OFMEM because these types of occupancies pose a higher life safety risk if a fire incident occurs.

TAPP-C

In 2011, the Ontario Fire Marshal began a consultation process to determine best practices to deal with the sizeable reoccurring loss of life fires in vulnerable occupancies. The outcome of that consultation was enacting regulations mandating the upgrade of these facilities in fire separations, sprinklers, and fire drills. These regulations came into effect in 2015. The rules also required Ontario fire departments to conduct detailed annual inspections and supervise and assess yearly fire drills. In addition, the vulnerable occupancy program is subject to periodic compliance reviews by the OFMEM because these occupancies are high life risks if a fire occurs.

8.5 Fire Prevention Inspections

Through Ontario Fire Code inspections, fire prevention officers and inspectors enhance the safety of residential properties, particularly in those occupancies that have specific requirements within the Ontario Fire Code. Multi-unit residential occupancies, student residences, hotels, hospitals, long-term care, and care occupancies are particularly important to inspect for smoke and CO alarms, fire separations, and properly working fire alarm systems. When a fire prevention officer determines that the occupancy is non-compliant with the Ontario Fire Code, the owners receive a provincial Inspection Order to remedy the situation. Where necessary, prosecution of the owner begins through the Provincial Courts.

All municipalities are mandated by Ontario Regulation 365/13 to assess all complaints using these specifications:

- an assessment and, if deemed necessary, an inspection is conducted upon receipt of a fire safety complaint;
- an assessment and, if deemed necessary, an inspection is performed upon receipt of a request from an owner for assistance to comply with the Fire Code when the approval of the Chief Fire Official is required; and

- required information is filed with the Fire Marshal if the complaint or request for assistance concerns a care occupancy, care and treatment occupancy or retirement home.

The goal of the Fire Prevention Division is to move to a proactive, routine-based inspection method for all occupancy types. An aggressive inspection program will better serve the community and ultimately reduce fire deaths, fire injuries and fire losses in the municipality. In addition, it enforces and enhances the Mission Statement and Vision of FES.

Table 8b "FES Inspection Performance Measures" establishes an industry-best practice for inspection frequencies based on OFMEM and local fire department inspection policies. These timetables are shown in the by-law 135-2019, "A By-law to Adopt a Fire Prevention and Public Education policy for the Town of Fort Erie." Currently, Fire Prevention is not meeting these inspection frequencies due to the fire prevention and an inspection plan led by the Fire Chief to address the gaps is in the development phase.

Table 8.b.: FES Inspection Performance Measures

| OBC Occupancy Classification | Building Types | Inspection Target |
|--------------------------------------|---|-------------------|
| Group A1 – Assembly | Movie theatres | Every two years |
| Group A2 – Assembly | Restaurants, schools, churches, clubs, community centres/halls | Every two years |
| Group A3 – Assembly | Arena, rinks, indoor swimming pools | Every two years |
| Group A4 – Assembly | Amusement parks, grandstands | Every two years |
| Group B | Hospitals | Annually |
| Group C - Residential | Multi-unit Residential | Every three years |
| | Seniors residential facilities, including Care Facilities and Retirement Homes | Annually |
| | Hotels/Motels | Every two years |
| | Single-family dwellings, including SAFE and After-the-fire inspections | Upon Request |
| Group D – Care and Personal Services | Banks, beauty salons, medical offices, business offices | Every five years |
| Group E - Mercantile | Department stores, restaurants with less than 30 persons, small shops, grocery stores | Every three years |

| | | |
|-----------------------|--|------------------|
| Group F1 - Industrial | Paint, varnish product factories, spray painting operations, chemical manufacturing or processing plants | Every five years |
| Group F2 - Industrial | Cold storage plants, repair garages, service stations, tire storage | Every five years |
| Group F3 - Industrial | Storage garages, warehouses, power plants | Every five years |

8.6 Fire Investigations

The FPPA requires the Ontario Fire Marshal to conduct fire investigations to determine the origin and cause of all fires. Fire investigation is the responsibility of the Fire Chief of each municipality and further through a delegation to the Fire Prevention Officers for FES. All completed fire investigation reports follow NFPA 1033 and NFPA 921 to arrive at origin and cause if they can be determined. Subject to the severity of the incident and factors such as a fatality or significant dollar loss found in Fire Marshal's Directive: 2019-002, the OFMEM will assign a fire investigator to conduct the investigation. The Fire Prevention Investigator takes the lead in a fire that does not meet the criteria of an OFMEM. Training for Fire Prevention Officers in fire investigation is ongoing.

8.7 Workspace

The Fire Prevention Division works out of the main offices at Central Fire Station, 444 Central Avenue, Fort Erie, sharing office space for two fire prevention staff, the mechanic and two administrative assistants. The Central Fire Stations also has three offices for the Fire Chief, Deputy Fire Chief and Senior Fire Prevention Officer. In addition, office space is available at each station for fire prevention to allow for mobile working environments with printing capabilities.

8.8 Records Management

The Fire Prevention Division uses the cloud-based Emergency Reporting (ER) software owned by ESO for all record management. Laptops and smartphone devices allow for cloud-based inspection data entry on-site into ER, ensuring that data is current and redundant. The Town's network servers store additional information and resources regarding properties and occupancies. The Lotus Notes platform provides email, calendaring, property management and municipal information.

8.9 Summary and Actions

FES is meeting the requirements of the FPPA concerning the provision of fire prevention services in the required areas. However, with the advent growth of residential occupancies, short-term rentals, population and commercial and

industrial development, additional staffing resources are needed to facilitate the services provided by the Fire Prevention Division.

| |
|--|
| Short-term Actions |
| <ol style="list-style-type: none">1. Research and implement drone protocols SOPs, SOGs for a drone for use during inspections and fire investigations.2. Review Critical Risk Assessment to enhance and update inspection frequencies. |
| Mid-term Actions |
| <ol style="list-style-type: none">1. As the population in the municipality grows and the addition of new high-rises and new care facilities, research into hiring additional staff will take place for the growing demand for fire safety inspections. |

9.0 Emergency Response Division

9.1 Key Functions

The Emergency Response Division provides critical fire and rescue services and first response to medical emergencies, hazardous materials response, and responses to other disasters and emergencies. The division also assists the Public Education Division in providing support for public education in the community. An example of this is our SAFE program.

The Emergency Response Division consists of approximately 110 firefighters assigned to four fire stations strategically located throughout the Town. In addition to the services identified above, fire suppression staff also responds to incidents requiring specialized rescue, including vehicle extrication, ice and water rescue, and hazardous materials response.

Specializations require fire personnel to train to a higher level of proficiency to sustain the level of competency necessary to conduct these specialized rescues. Examples of specialized training include boat operators, hazardous material specialists and aerial operators.

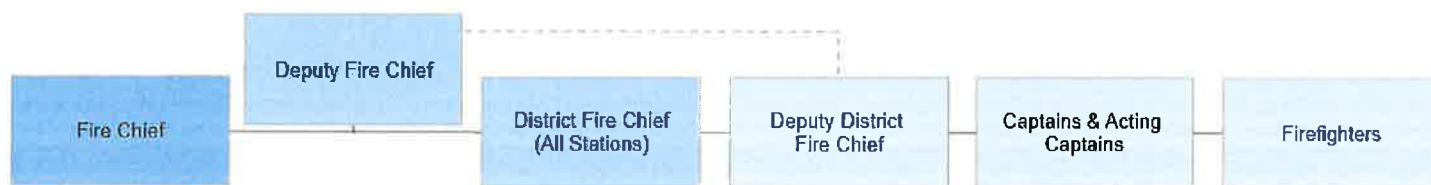
9.2 Division Staff Resources

The Fire Chief oversees the Emergency Response Division with assistance from the Deputy Fire Chief,

District Fire Chiefs of each station run the fire station's overall day-to-day operations and answer directly to the Fire Chief.

Deputy District Chiefs are responsible for organizing and leading the volunteer firefighters' training programs and answering directly to the Deputy Fire Chief, as illustrated in Figure 9a below. They also respond to the District Fire Chiefs and assist in the day-to-day operations of the fire station.

Figure 9a: Fort Erie Fire Department – Fire Suppression Division




9.3 Location of Fire Stations

FES operates out of four fire stations strategically located to serve the community with efficiency. In 2019, a firefighter response study calculated the travel distance from each firefighter's home to each potential site for the new Fire Station 4. Through the results of that report, the location at Ridge Road South, Ridgeway,

proved to be the best location for the community, firefighters and efficient delivery of services. This study method for fire station locations using community risks, demographics, population density and service delivery will guide new fire station builds.

We have recently moved to a four-station response with the consolidation of Station 4 and Station 6. Therefore, a re-evaluation of total firefighter numbers will occur approximately one year after the new Station 4 is complete and response data from that station is available. A targeted firefighter compliment of 100 to 110 fire suppression staff will be reached via attrition as the numbers at the new Station 4 naturally reduce. The following table lists the fire stations, their complement of apparatus and their apparatus and equipment specializations.

Table 9a.: FES fire stations, apparatus and specializations

| Station #2 – 444 Central Avenue, Fort Erie, ON | | |
|---|---|--|
|  | <p>Pump 2, Ladder 2, Rescue 2, Boat 2</p> <p>Specializations Aerial Operations, Boat Operations, Vehicle Extrication</p> | |
| Station #3 – 1015 Dominion Road, Fort Erie, ON | | |
| <p>Pump 3, Pump 3A, Rescue 3, Utility 3, Gator 3</p> <p>Specializations Haz-Mat Operations, Elevator Rescues</p> |  | |
| Station #4 – 123 Ridge Road South, Ridgeway, ON | | |
|  | <p>Pump 4, Ladder 4, Rescue 4, Boat 4, Tanker 4</p> <p>Specializations Aerial Operations, Boat Operations, Tanker Operations</p> | |
| Station #5 – 698 Stevensville Road, Stevensville, ON | | |
| <p>Heavy Pump 5, Rescue 5, Tanker 5</p> <p>Specializations Vehicle Extrication, Tanker Operations</p> |  | |

9.4 Fire Suppression Guidelines, Industry Standards, Industry Best Practices

The Province of Ontario has no legislation standard regarding whether a municipality must have a career, part-time or volunteer firefighter complement. In addition, there is no legislation that a specific minimum number of firefighters must respond to incidents within a frame of time.

Instead, municipal fire departments utilize community risk-based analysis to determine appropriate levels of firefighter response and the types of critical tasks or services delivered to the community. In 2021, FES completed a Simplified Risk Assessment as required by the OFMEM. Examples of services supplied to Fort Erie by FES are boat, water and ice rescues. These services are outside of the typical fire and medical incident response offered by most fire departments and require specialized training to achieve the goals of the service in an effective, efficient and safe manner.

In addition to community risk assessments, strategic plans and Standardized Operating Guidelines (SOGs), the OFMEM and municipal fire departments utilize National Fire Protection Association (NFPA) standards for such areas as minimum training requirements, incident response, fire investigation, inspections and public education. The Ontario Fire Code integrates NFPA standards into all parts of the Ontario Fire Code, especially fire inspections.

The principles found in NFPA 1720, the "Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments," are used by FES as a guideline. It specifies requirements for effective and efficient organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by volunteer and combination fire departments to protect citizens and fire department employees' occupational safety and health.

The NFPA reference supports the strategic priority of saving lives and property and provides guidelines for determining the appropriate level of risk present and minimum deployment of firefighters based on Demand Zones (Urban, Suburban, Rural, Remote areas) and Demographics, defined in population density per square mile.

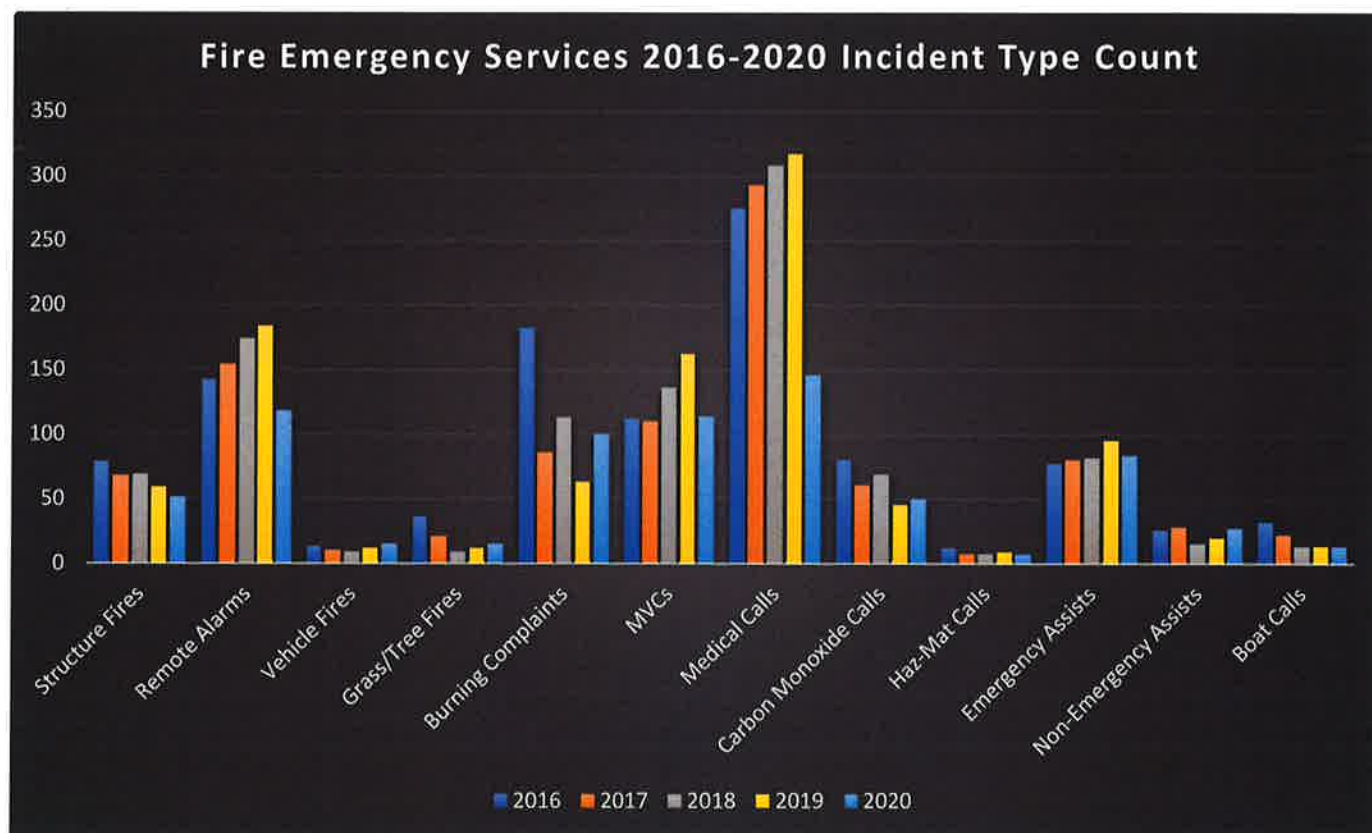
9.5 Emergency Response Yearly Counts

Listed below are examples of emergency response types by suppression personnel:

- Structure fires
- Vehicle fires
- Grass, tree or vegetation fires

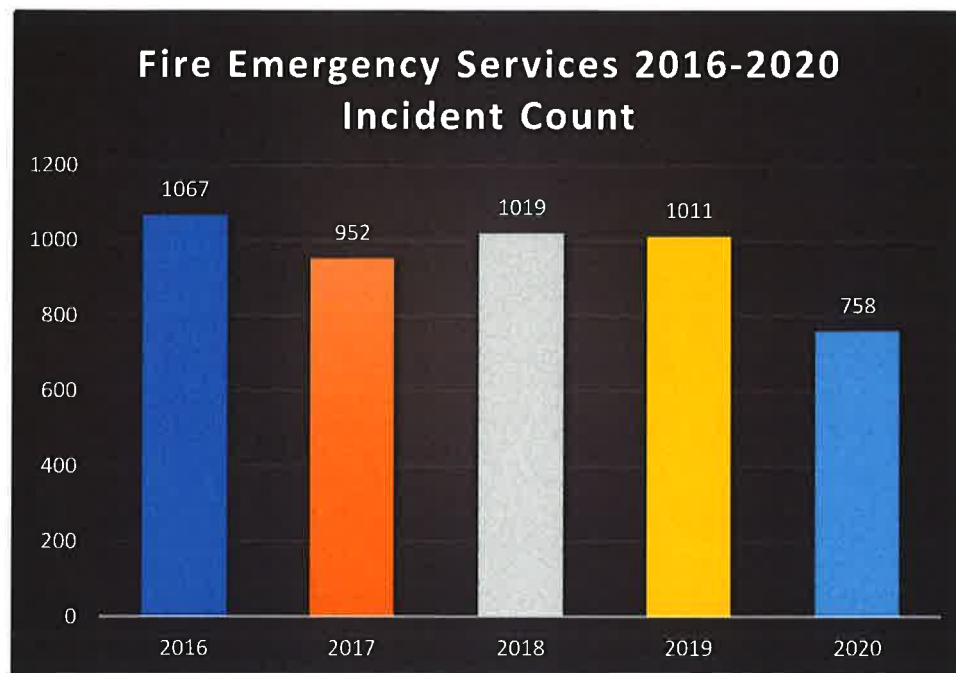
- Burning complaints
- Emergency medical services
- Motor vehicle collisions (MVC)
- Boat, water and ice rescue
- Hazardous materials response
- Downed power lines
- Remote and automatic alarms
- Public assistance
- Open burning complaints
- Police, EMS or other agency emergency assistance
- Mutual aid to neighbouring municipalities

Table 9b.: FES incident count by incident type for 2016 – 2020



As shown in Table 9b, most FES incidents are emergency medical incidents, followed by remote alarm activations and MVCs. The COVID-19 pandemic has affected the number of medical incidents in 2020, with the most likely reason being the province-wide stay-at-home orders and mask-wearing mandates.

Table 9c.: FES incident count by year for 2016 – 2020



9.6 Medical Program

Our first responders' medical training is a 24-hour program through the Life Saving Society program focusing on First Aid and CPR Level C. The program incorporates all Emergency First Aid and a more in-depth understanding of first aid, including legal implications of first aid treatment, spinal injuries, heat or cold injuries, bone and joint injuries, chest injuries, and medical emergencies.

Each fire apparatus has a first aid bag, and rescue apparatuses carry oxygen tanks, defib machines, and PPE suited for protecting first responders from airborne viruses.

In total, six first aid instructors in FES train all personnel in first aid and CPR-C in all divisions, Fire Suppression, Public Education and Fire Prevention. Certification for first aid is done by our instructors in-house every three years. In addition, regional instructors perform the defib certification every year through the Niagara Region Volunteer Program headed by Dr. Douglas Munkley.

Recently, FES switched from Heart and Stroke to the Life Saving Society program due to cost savings and a streamlined program. The current program provides all the knowledge and skills for our first responders to provide emergency first aid.

9.7 Workspace

The Fire Chief and Deputy Fire Chief operate from the main offices located at 444 Central Ave. In addition, each fire station has at minimum one office used by the District Chief and Deputy District Chief, a large meeting room, exercise room and commercial kitchen with a fire suppression system.

9.8 Records Management and Communications Software

The Emergency Response Division utilizes Emergency Reporting for records management for incidents, training and personnel. For incident alerting, firefighters have Motorola Minitor VI pagers for incident dispatch and use the Sinirji platform on their smartphones which provides instantaneous communication between firefighters and dispatch.

The fire incident command vehicles, Car 1 and 2, are outfitted with rugged laptops with cellular data connections for the Sinirji Apparatus software, allowing real-time communication between dispatch and the fire scene. In addition, the command vehicles have SEMS antennas enabling real-time communication with the Scott SCBA packs worn by the firefighters.

9.9 Summary and Actions

Although the third line of defence, the Emergency Response Division, provides an effective and efficient fire emergency response capability, a critical component that ultimately protects life safety and reduces property loss. The Mission, Core Values and Vision of FES support these capabilities and services delivered and are further supported and guided by the OFMEM and NFPA Standard 1720.

As the municipality grows, FES will determine appropriate resources required for emergency response, aided by the Community Risk Assessment, Strategic Plan, population density and other supporting documents.

| Short-term Actions |
|--|
| 1. FUS – Create a Standard of coverage and recommend changes to the Fire Department Regulatory by-law detailing minimum response staffing levels and first due response times. |

| Long-term Actions |
|--|
| 1. Study and analyze response data to determine the placement of fire stations within the municipality based on future population growth both in the residential and commercial sectors. |

10.0 Training and Development

10.1 Key Functions

FES Training and Development provides critical fire and rescue knowledge, skills and abilities to fire personnel for the safe and effective delivery of an emergency response to the municipality and our neighbours. It is the critical aspect of protecting lives from unnecessary injury or death. In addition, the lack of training can explain why accidents sometimes occur on the fire grounds or at training facilities.

Headed by the Deputy Fire Chief and supported by the four Deputy District Chiefs, the Training and Development division coordinates all training and scheduling for fire personnel. There are 55 certified NFPA 1041 Instructors, 41 personnel at Level 1 and 14 at Level 2 that deliver the core of the weekly training at each fire station.

Class training topics comprise OFMEM, NFPA and FES service requirements to provide emergency response, fire prevention and public education to the municipality. These topics include specialized training programs such as boat operators, hazardous material response and aerial apparatus operators. Specializations require fire personnel to train to a higher level of proficiency to sustain the level of competency necessary to conduct these specialized rescues.

To deliver the training consistently, standardized lesson plans and standard operating guidelines provide the content of the training, method of delivery, performance goals, equipment required, and training outcomes. This training method and the team of dedicated volunteers make FES one of the best volunteer fire departments anywhere.

Some of the functions of the Training and Development Division include:

- Coordinate the delivery of training for all fire personnel
- Develop specialized programs to address specific issues in emergency response delivery
- Oversee the development of training programs, SOGs and other department-wide documents and policies
- Research new methodologies, equipment, apparatus, PPE to enhance the safety and effectiveness of deliverables
- Act as liaison between regional partners and neighbouring fire departments about training needs and trends
- Retain training records and certification information for fire personnel

10.2 Staff Resources

The Deputy Fire Chief oversees training and development for FES supported by the Fire Chief. In addition to working with the Deputy District Chiefs in Fort Erie, the Deputy Fire Chiefs sits on a Regional training committee for Niagara, working towards the safe, practical and pertinent training for all fire personnel based on regulations, new technologies and industry standards.

Figure 10a: Fort Erie Fire Department – Training and Development Division



Deputy District Chiefs are responsible for organizing and leading the volunteer firefighters' training programs and answering directly to the Deputy Fire Chief, as illustrated in Figure 9a below. They also respond to the District Fire Chiefs and assist in the day-to-day operations of the fire station.

10.3 Committees

In addition to staff resources, many committees coordinate the different areas and training specialties of FES. Committee members can be of any rank, and representation for each fire station is required. The following is a list of committees:

- NFPA 1403 Live Fire
- Water/Ice Rescue
- Boat Rescue
- Rapid Intervention Team (RIT)
- Medical
- Auto Extrication
- High Rise
- Liaison
- Joint Health and Safety
- Wildland Urban Interface

The committees meet regularly and advance the training, methodologies, equipment, and guidelines for the entire department, considering current policies, trends, and OSHA Section 21 Guidelines. Although committee members may change, the core message of the committee does not change and advances towards the committee's goals.

10.4 Company Officer Development

The role of the Company Officer within FES is the first step of supervision for fire personnel and is fundamental to the success and safety of the entire fire department. According to the Occupational Health and Safety Act, company officers fulfill the role of a supervisor and have responsibilities as assistants to the fire marshal according to the FPPA.

The core competencies required for this level of supervision are governed by the industry-standard NFPA 1021: Standard for Fire Officer Professional Qualifications, NFPA 1041: Standard for Fire Instructor Professional Qualifications, requirements from the OFMEM and FES training policy. The core competencies for company officers in the training policy are as follows:

- NFPA 1021 Officer 1
- NFPA 1021 Officer 2
- NFPA 1021 Officer 3
- NFPA 1021 Officer 4
- IMS 200 and IMS 300
- EM 200 - Basic Emergency Management
- NFPA 1041 Instructor Level 1

In addition to these core competencies, company officer training includes Basics of Supervision, OHSa Section 21, Incident Management and Standard Operating Guidelines. The process for starting as a probationary firefighter to becoming an officer will take at minimum five years to accumulate the knowledge, skills and experience to develop a well-rounded company officer.

10.5 Training Advisory Committee

The Training Advisory Committee (TAC) primarily assists the Deputy Fire Chief with developing and maintaining the training in each fire station. It ensures that the fire department follows a collaborative decision process and that all training is beneficial and applicable to the emergency response services provided.

Each Deputy District Fire Chief sits on TAC and the Deputy Fire Chief and the Administrative Assistant for note-taking during meetings.

10.6 Records Management and Software

The administration and management of training records for fire personnel is a core function of the Training and Development Division. Emergency Reporting stores all electronic copies of training information and certifications with paper copies kept at the individual fire stations and the main offices.

10.7 Training Facilities

FES owns a training center at 525 Industrial Drive in Fort Erie. The training center has the following resources:

- Four-storey Class A live fire training tower with attached sea container used for search and rescue
- Two-storey confidence maze with a rooftop prop for practicing ventilation
- Propane Gas prop for training
- Fully equipped training classroom built 2010 with internet access, presentation hardware (projector, computer, whiteboard, chalkboard) and fire alarm test unit as well as kitchen facilities
- Sea container for storage of Haz-Mat props, firefighter survival props, and training hose
- Garage for storage of power equipment, SCBA, ladders, saw and additional Haz-Mat props

A report for the replacement of the training tower in 7 to 10 years is in development.

10.8 Workspace

Each fire station has a large meeting room for presentations and training with wifi access for firefighters and guests. In addition, three of the four fire stations owned by the Town of Fort Erie are accessible for persons with accessibility needs.

The classroom located at the training tower is large enough to accommodate 16 to 20 students and contains both male and female washrooms equipped with showers. It also houses the Public Education Division's inspection equipment and a library of technical standards and training journals.

10.9 Summary and Actions

FES Training and Development Division delivers theory, practical, and exercise-based training that meets or exceeds conventional standards outlined by the OFMEM and NFPA standards. The curriculum combines NFPA professional qualification standards, OSHA, section 21 guidance notes, and fire service industry best practices. In addition to maintaining the professional skill sets of firefighters, the Training and Development Division researches and develops programs for new equipment and technology acquired by the fire department.

Short-term Actions

1. Create and implement an inspection and maintenance schedule for the training tower and props based on NFPA 1402 Standard on Facilities for Fire Training and Associated Props.

| |
|---|
| 2. Develop a five-year training program |
|---|

| |
|--------------------------|
| Long-term Actions |
|--------------------------|

| |
|--|
| 1. Research and develop a replacement plan for the training tower. |
|--|

Glossary of terms associated with the Fire Industry

| | |
|--------------|---|
| AEOC | Alternate Emergency Operations Centre |
| AED | Automated External Defibrillator |
| AGCO | Alcohol and Gaming Commission of Ontario |
| ANSI | American National Standards Institute |
| CAD | Computer Aided Dispatch |
| CAO | Chief Administrative Officer |
| CEMC | Community Emergency Management Coordinator |
| CEMPC | Community Emergency Management Program Committee |
| CPR | Cardio Pulmonary Resuscitation |
| CSA | Canadian Standards Authority |
| DC | Deputy Fire Chief |
| EMS | Emergency Medical Services |
| EOC | Emergency Operations Centre |
| EOCMT | Emergency Operations Centre Management Team |
| ESA | Electrical Safety Authority |
| FC | Fire Chief |
| FEFD | Fort Erie Fire Department |
| FESMP | Fire and Emergency Services Master Plan |
| FERTC | Fort Erie Regional Training Centre |
| FES | Fire and Emergency Services |
| FFAO | Firefighter's Association of Ontario |
| FPPA | Fire Prevention and Protection Act |
| FUS | Fire Underwriters Survey |
| GIS | Geographic Information System |
| HCP | Health Care Provider |
| HIRA | Hazard Identification Risk Assessment |
| IAP | Incident Action Plan |
| IC | Incident Commander |
| ISO | Incident Safety Officer |
| IMS | Incident Management System |
| IT | Information Technology |
| NFPA | National Fire Protection Association |
| NRPS | Niagara Regional Police Services |

| | |
|---------------|---|
| OAFC | Ontario Association of Fire Chiefs |
| OFC | Ontario Fire College |
| OFMEM | Office of the Fire Marshal – Emergency Management |
| OHSA | Occupational Health Safety Act |
| OMFPOA | Ontario Municipal Fire Prevention Officers Association |
| PIA | Post-Incident Analysis |
| PFPC | Public Fire Protection Classification |
| PFSG | Public Fire Safety Guidelines |
| PTSD | Post-Traumatic Stress Disorder |
| RIT | Rapid Intervention Team |
| RMS | Record Management System |
| SAFE | Smoke Alarms Fort Erie |
| SCBA | Self-Contained Breathing Apparatus |
| SOG | Standard Operating Guideline |
| SOP | Standard Operating Procedure |
| TAC | Training Advisory Committee |
| TAPP-C | The Arson Prevention Program for Children |
| TSSA | Technical Standards and Safety Authority |
| ULC | Underwriters Laboratories of Canada |





FORT ERIE FIRE & EMERGENCY SERVICES STRATEGIC PLAN 2021-2030

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MESSAGE FROM THE FIRE CHIEF

As our community grows and changes, the fire service too must evolve to provide the quality services our customers expect. So, it is with great pride and enthusiasm that I share the Fort Erie Fire and Emergency Services Strategic Plan. This document is one of the most important documents produced by the Fire Department because it will serve as a foundation to meet our future goals both in a forthcoming master plan and annual operational plans. The strategic plan was developed by an internal and external stakeholders committee with the best interests of our municipality at the forefront of our thoughts and minds. All of the developed goals were intended to accomplish the organization's mission and vision while aspiring to meet or exceed provincial benchmarks for public safety excellence. As you read through our organizational strategy, you will find progressive objectives such as reaching agency accreditation, recruiting that reflects our diverse population and the strengthening of our community relationships. We also have many challenges that extend beyond front-line emergency response. Maintaining training and education levels for our teams in a world of legislative dictation, increasing public expectations and legal requirements is a significant challenge.



CHIEF'S MESSAGE

Public education in a municipality as diverse as Fort Erie requires innovation and creativity. Ensuring code compliance and building safety in one of Niagara Region's fastest growing communities increases demands on FEFD resources every year. Smartly engaging technology, ensuring effective emergency communications, and maintaining a well-positioned fleet are other examples of the range of challenges we need to address. These goals are intended to be flexible with a vow to reevaluate our position and the importance of these objectives every year; prioritizing public needs and the best allocation of our resources and efforts. As good stewards of public funding, we shall always be fiscally responsible and transparent in our efforts to provide exceptional service using a volunteer model supported by a strong administrative staff. This plan

MESSAGE FROM THE FIRE CHIEF CONT'D

represents a collaborative effort that foresees developmental changes in the Town; balancing recommendations for cost performance and investments on tangible substance and data.

I believe that our personnel are our most valued asset; a professional team of selfless individuals that strive to continuously improve our organization and rise to the challenges placed before them. I sincerely believe that our collective efforts will achieve the vision described within the plan; distinguishing the Town of Fort Erie Fire Department as a leader in Ontario's Fire Service community.



Ed Melanson

Fire Chief / Community Emergency Management Coordinator
Fort Erie Fire & Emergency Services

A BRIEF HISTORY

The history of our local firefighting began in 1862. That early brigade evolved from six companies: Fort Erie Fire Company No. 1, Bridgeburg Company No. 2, East Bertie Company No. 3, Ridgeway Company No. 4, Stevensville Company No. 5, and Crystal Beach Company No. 6., to the 5 districts we know today: Station No. 2, Station No. 3, Station No. 4, Station No. 5, and Station No. 6, all protecting the residents, visitors and businesses of the Town of Fort Erie.

2013 saw the amalgamation of Station No. 1 and Station No. 2 into the new Station 2, and in 2021 we will see the amalgamation of Station No. 4

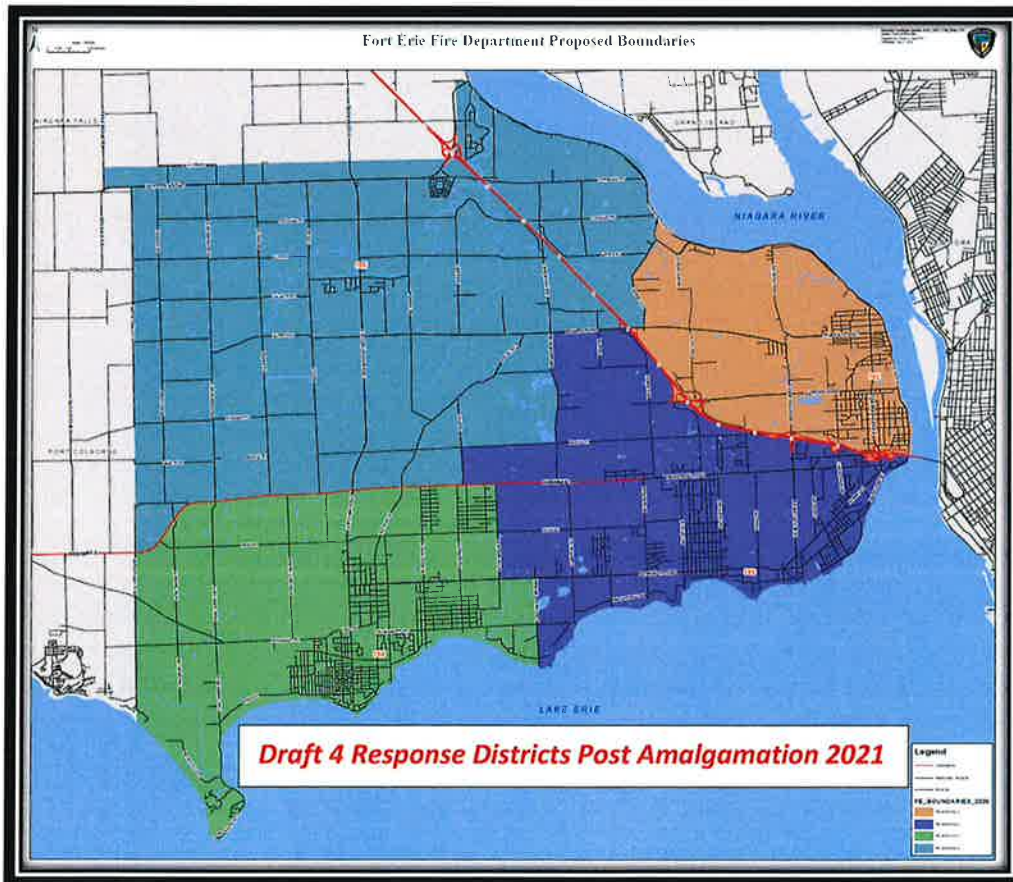
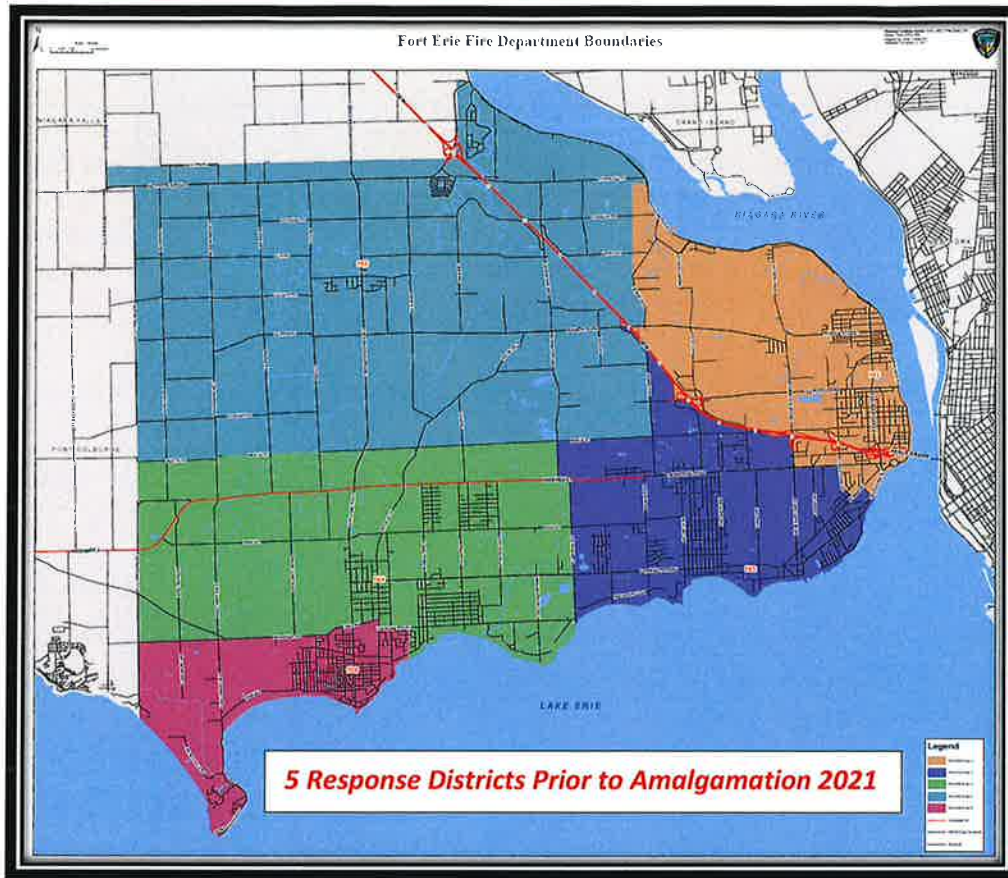
and Station No. 6 into the new Station 4. This continued consolidation of districts will see a further reduction in required apparatus, SCBA, cylinders, and other equipment as well as a reduction in required firefighters to 100.



These districts serve the primary urban core of Fort Erie, but also serve the Town's neighbourhoods of Black Creek, Bridgeburg/NorthEnd/Victoria, Crescent Park, Crystal Beach, Point Abino, Ridgeway, Snyder, and Stevensville. Smaller and more historical neighbourhoods include Amigari Downs, Bay Beach, Buffalo Heights, Douglastown, Edgwood Park, Erie Beach, Garrison Village, Milgrave, Oakhill Forest, Ridgemount, Ridgewood, Rose Hill Estates, Thunder Bay, Walden, Wavecrest and Waverly Beach.



DISTRICT BOUNDARIES PRESENT AND FUTURE

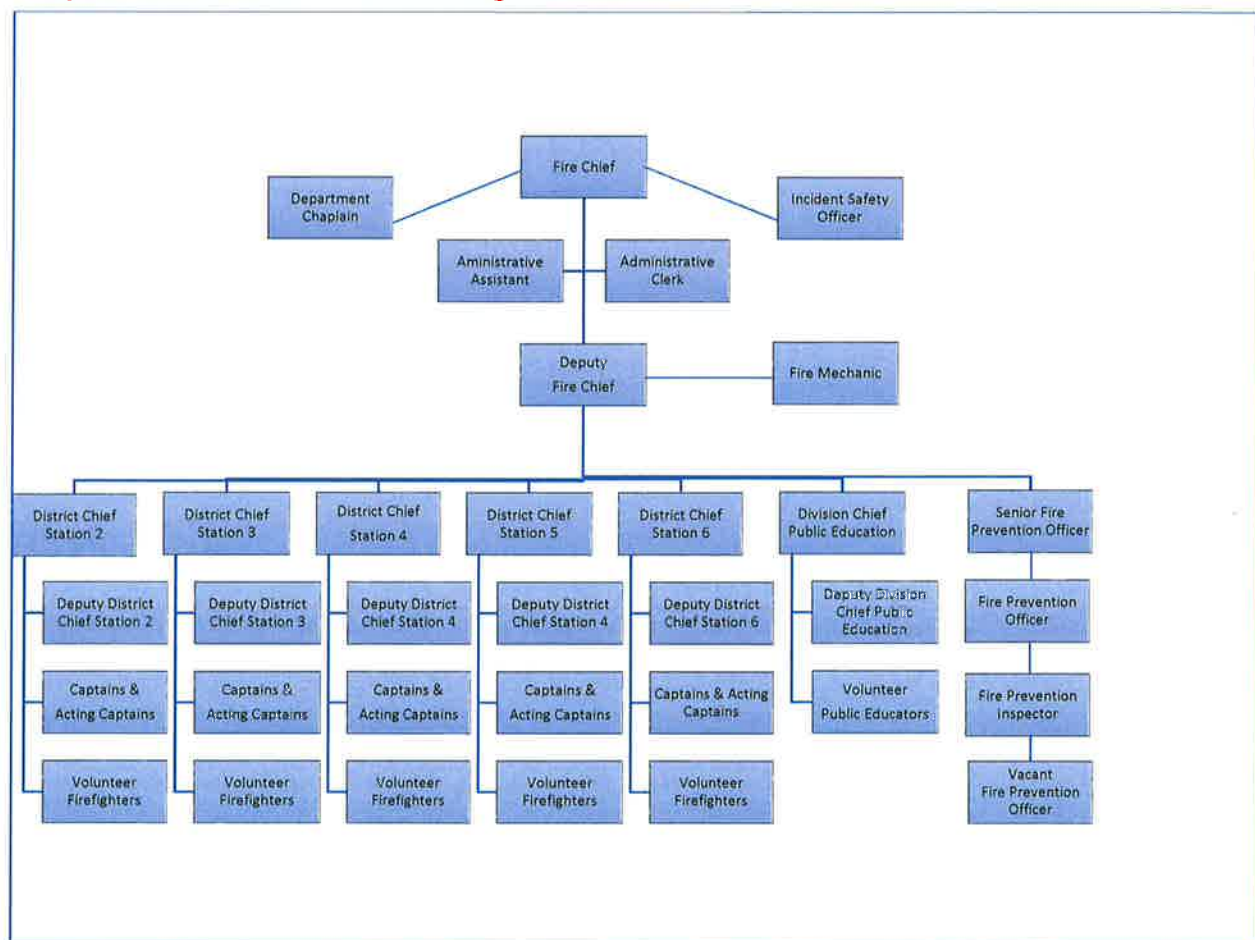


DEPARTMENT OVERVIEW

The Town of Fort Erie proudly serves over 30,000 permanent and 10,000 seasonal residents. It is the fastest growing urban centre in the Niagara Region. The Town encompasses an area of roughly 169 square kilometres, and is comprised of a number of communities, each with a unique character and history. Ridgeway, Crystal Beach, Fort Erie proper and Stevensville are connected by a network of rural farmland and urban settlements.

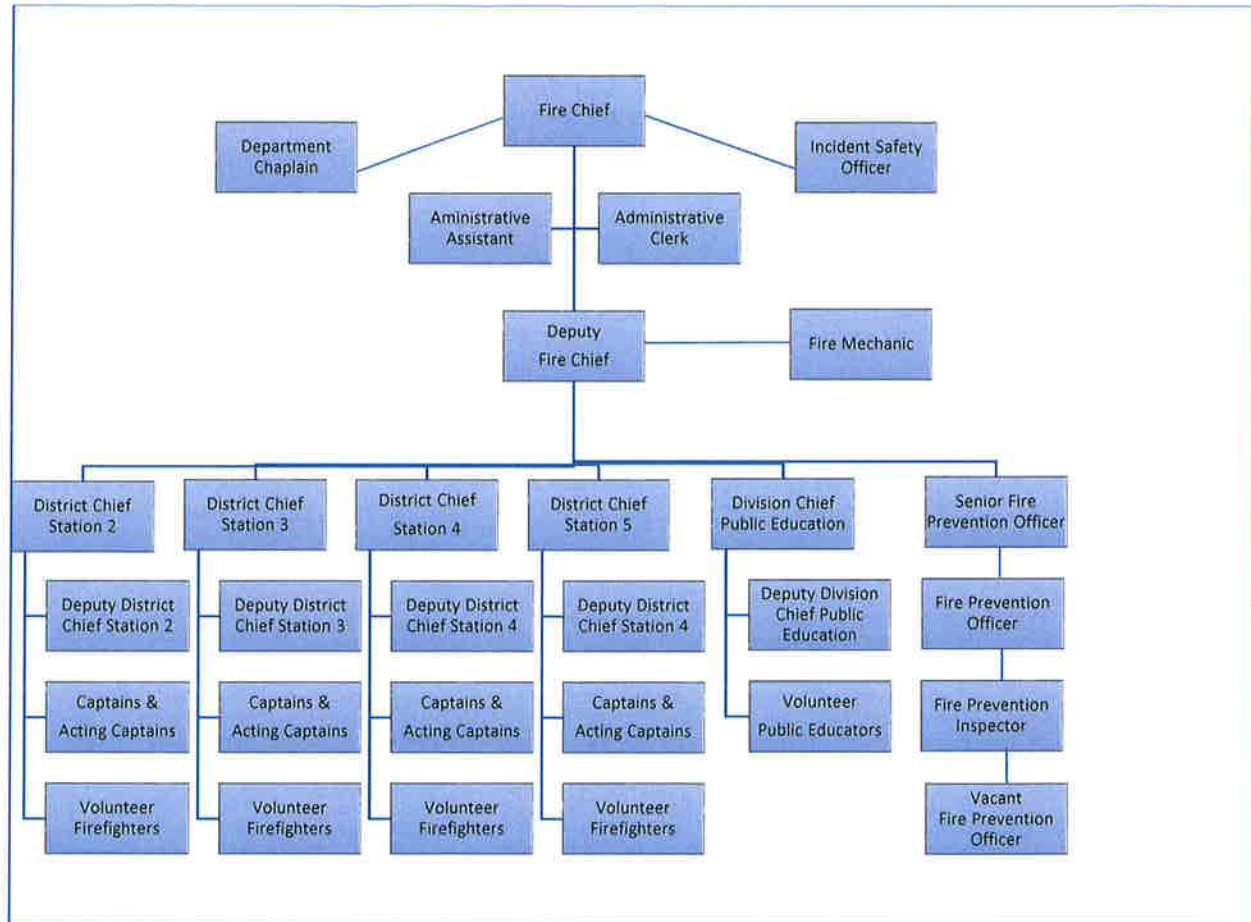
Services are provided by a fire department consisting of 8 full-time staff: Fire Chief, Deputy Fire Chief, Senior Fire Prevention Officer, Fire Prevention Officer, Fire Prevention Inspector, Administrative Assistant, Administrative Clerk and a Fire Mechanic. They are also serviced by 124 volunteers, including a Department Chaplain, an Incident Safety Officer, 14 Public Educators and 108 firefighters.

Organizational Chart Prior to Amalgamation 2021



DEPARTMENT OVERVIEW CONT'D

Organizational Chart Post Amalgamation 2021



Officer Compliment March 2020





STRATEGIC PLANNING COMMITTEE

In order for any organization, public or private, to reach its full potential, it must have a plan. An organization that knows where it is going, understand the environment in which it must operate – and identifies how to get there – will have the best chance of meeting the needs of the community and achieving its goals.

In 2019 the Fire Chief identified the need to update and implement a new ten-year Strategic Plan to guide its operations. Integral to the development process was community consultation with key stakeholder groups to determine public expectations regarding the services, and the methods in which they are delivered. Leveraging insights from a planning committee made up of retired firefighters, community members, current firefighters, fire administration staff, and town internal staff. The committee consisted of the following members:

Ed Melanson, Fire Chief
 Jeremy Inglis, Deputy Fire Chief
 Robert Kirk, Senior Fire Prevention Officer
 Jessica Goodings, Fire Prevention Officer
 Kevin Hesse, Fire Prevention Inspector
 Colleen Bandy, Administrative Assistant
 Rachal Earle-Kirk, Administrative Clerk
 Tom Kuchyt, Chief Administrative Officer
 Jennifer Pennell-Ajie, Executive Assistant Infrastructure Services
 Chris Knutt, Former TOFE Councillor
 Karen Marazzo, Community Member
 Cal Millar, Community Member
 George Orr, Community Member
 Glenn Teal, Retired District Chief
 Jim Douglas, Retired Fire Chief
 Howard Climenhaga, Retired District Chief
 Mike Renshaw, Retired District Chief
 Winston Woehl, Retired District Chief
 Scott Collison, Retired Firefighter
 Mark Schmitt, District Chief
 Dan Harkins, Firefighter
 Rob Puttick, Deputy District Chief
 Michael Reinhardt, Captain

The Strategic Initiatives includes our vision, mission and values initiatives and objectives. The development of the plan was completed over several months.

THE STRATEGIC PLANNING PROCESS

PROCESS

Strategic planning is a process used by an organization to align its everyday operation to its mission statement. The Plan is used as a tool by management and staff to guide the organization through current and future challenges from within and outside of the organization while accomplishing defined goals. The process includes the organization asking itself the following questions: **1) Where are we today?** **2) Where do we want to be in ten years?** and **3) How can we get there?**



These questions are answered through an assessment of current and potential internal and external factors that affect the everyday operations of the organization. Once identified, these factors are categorized into overarching issues to address in the next ten years.

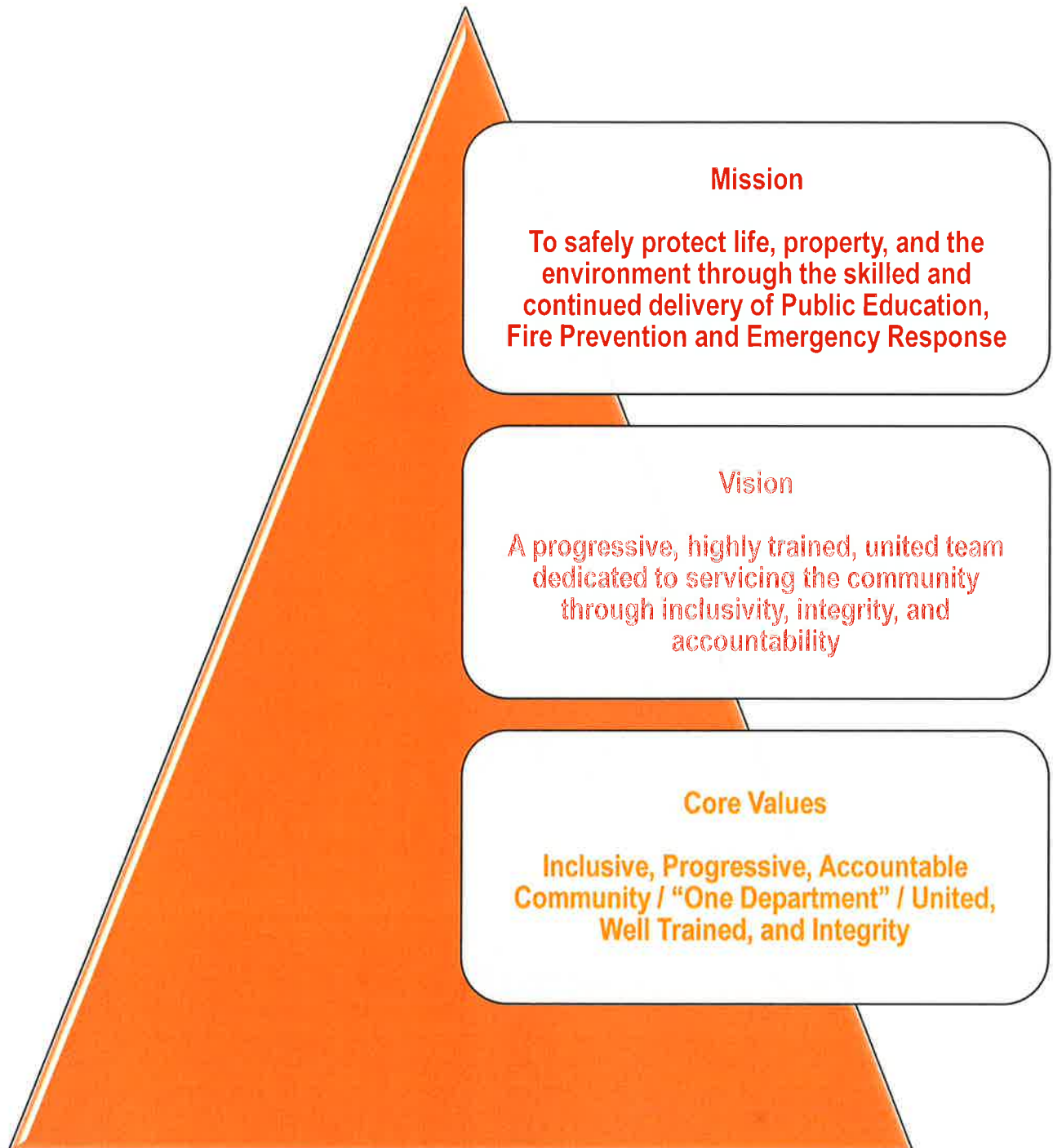
The Fort Erie Fire Department has developed this strategic plan to help direct our efforts and decisions of our personnel to reflect our core values and mission statement to provide the best service to our community.

The Strategic Planning Team examined both the current state and desired future state for the Fort Erie Fire Department. Great emphasis was placed on building on the strengths of the department while critically examining opportunities for improvement. The team also considered future challenges that the department and community would likely experience in order to develop the most effective response.

This document is intended to provide strategic direction to the department with a ten-year perspective and hence does not provide detail regarding either tactical components or operational service delivery components.

MISSION, VISION, AND CORE VALUES

The Fort Erie Fire Department's **Mission, Vision and Core Values**, provide the foundation for the Department to engage in the strategic planning process and plan how to best achieve the ideals set forth in its mission.



STRATEGIC PRIORITIES AND OBJECTIVES

PRIORITIES & OBJECTIVES

The following is a list of strategic priorities and objectives based on core values:

| | |
|--------------------------------|---|
| Strategic Priority 1 | Fostering a culture grounded in diversity and inclusiveness Strategic Objective: Promoting a diverse and inclusive department that delivers excellent service to its residents, enabling all employees to reach their full potential |
| Strategic Priority 2 | Leveraging research and technology to improve service delivery Strategic Objective: Maintain an innovative work place focused on service excellence |
| Strategic Priority 3 | Promoting accountability to those we serve Strategic Objective: Promote a culture of respect, accountability and professional behaviour within the department |
| Strategic Priority 4 | Optimizing Cohesiveness to increase team effectiveness and performance Strategic Objective: Achieving one common interest and direction by aligning all districts/divisions in serving our community as one fire department |
| Strategic Priority 5 | Maintaining a highly skilled workforce Strategic Objective: Ensuring a highly skilled workforce to manage risk to our firefighters and the town |
| Strategic Priority 6 | Sustaining community and government trust Strategic Objective: Committed to moral and ethical behaviour both on and off duty as we have been entrusted to protect and serve our community |

Each of the above priorities is accompanied by 4 applicable objectives as outlined on the Strategic Plan Table on page16.



Mission
To safely protect life, property and the environment through the skilled and continued delivery of Public Education, Fire Prevention, and Emergency Response.



Core Values
Inclusive, Progressive, Accountable, Community/ "One Department" / United Well Trained and Integrity



Vision
A progressive, highly trained, united team dedicated to servicing the community through Inclusivity, Integrity and Accountability.



FORT ERIE FIRE DEPARTMENT'S STRATEGIC PLAN 2021-2030

| | | | | | |
|---|---|---|---|---|--|
| <p>Strategic Priority 1: Fostering a culture grounded in diversity and inclusiveness</p> <p>Strategic Objective: Promoting a diverse and inclusive department that delivers excellent service to its residents enabling all employees to reach their full potential</p> <p>Strategic Objective 1.1: Embed inclusion into all policies, programs and services</p> <p>Strategic Objective 1.2: Build an accessible and healthy workplace free from harassment and discrimination</p> <p>Strategic Objective 1.3: Reflect the public we serve at all levels of the organization</p> <p>Strategic Objective 1.4: Leverage the diversity of all staff and respond to the needs of a diverse population</p> | <p>Strategic Priority 2: Leveraging research and technology to improve service delivery</p> <p>Strategic Objective: Maintain an innovative work place focused on service excellence</p> <p>Strategic Objective 2.1: Maintain a Volunteer Fire Department Model through investment and engagement</p> <p>Strategic Objective 2.2: Implement an accepted fire specific quality system to allow continuity and efficiencies for future needs</p> <p>Strategic Objective 2.3: Identify and plan for required technology enhancements to increase efficiency</p> <p>Strategic Objective 2.4: Develop and align services to meet evolving needs</p> | <p>Strategic Priority 3: Promoting accountability to those we serve</p> <p>Strategic Objective: Promote a culture of respect, accountability and professional behaviour within the department</p> <p>Strategic Objective 3.1: Reinforce positive behaviour and celebrate our successes through tangible acknowledgements</p> <p>Strategic Objective 3.2: Set realistic standards for staff and hold them accountable, promoting the corporate conduct policy</p> <p>Strategic Objective 3.3: Build a culture of self respect within the ranks and with top down support for officers with appreciation and understanding for the roles of each division</p> <p>Strategic Objective 3.4: Establish tangible reminders of the FEFD values</p> | <p>Strategic Priority 4: Optimizing cohesiveness to increase team effectiveness and performance</p> <p>Strategic Objective: Achieving one common interest and direction by aligning all districts/divisions in serving our community as one fire department</p> <p>Strategic Objective 4.1: Build cohesion and camaraderie between all districts/divisions</p> <p>Strategic Objective 4.2: Develop standard lesson plans for all skillsets to be utilized by all personnel</p> <p>Strategic Objective 4.3: Increase employee investment in organizational goals</p> <p>Strategic Objective 4.4: Prepare community to be resilient</p> | <p>Strategic Priority 5: Maintaining a highly skilled workforce</p> <p>Strategic Objective: Ensuring a highly skilled workforce to manage risk to our firefighters and the town</p> <p>Strategic Objective 5.1: Development a comprehensive employee development program</p> <p>Strategic Objective 5.2: Develop targeted training to meet emerging needs</p> <p>Strategic Objective 5.3: Ensure ongoing leadership development</p> <p>Strategic Objective 5.4: Promote and enhance work place safety</p> | <p>Strategic Priority 6: Sustaining community and government trust</p> <p>Strategic Objective: Committed to moral and ethical behaviour both on and off duty as we have been entrusted to protect and serve our community</p> <p>Strategic Objective 6.1: Implement a framework for ethical decision making in our department</p> <p>Strategic Objective 6.2: Hiring ethical employees who value the department's culture, making them trustworthy to co-workers, customers, and stakeholders</p> <p>Strategic Objective 6.3: Review and measure levels of service to confirm we do what we say we do</p> <p>Strategic Objective 6.4: Develop a respectful workplace for internal and external customers</p> |
|---|---|---|---|---|--|

Strategic Priority 1: Fostering a culture grounded in diversity and inclusiveness

Strategic Objective: An inclusive department that delivers excellent service to its residents and enables all employees to reach their full potential

'Strategy to Action' Plan:

| Fire Department-Led Actions | Success Measured by |
|--|---|
| <ul style="list-style-type: none">• Embed inclusion into all policies, programs and services | <ul style="list-style-type: none">• Attract competitive candidates• Policies, programs and service align with objectives. |
| <ul style="list-style-type: none">• Build an accessible and healthy workplace free from harassment and discrimination | <ul style="list-style-type: none">• Increased productivity• Reduced absenteeism• Absence of complaints |
| <ul style="list-style-type: none">• Reflect the public we serve at all levels of the organization | <ul style="list-style-type: none">• Develop communication methods to meet the needs of our diverse population |
| <ul style="list-style-type: none">• Leverage the diversity of all staff and respond to the needs of a diverse population | <ul style="list-style-type: none">• Increased communication capabilities with diverse public• Increased participation by all diverse members |

Strategic Priority 2: Leveraging research and technology to improve service delivery

Strategic Objective: Maintain an innovative work place focused on service excellence

'Strategy to Action' Plan:

| Fire Department-Led Actions | Success Measured by |
|--|--|
| <ul style="list-style-type: none">• Maintain a Volunteer Fire Department Model through investment and engagement | <ul style="list-style-type: none">• Retention of members in the department• No shortfalls in staffing levels |
| <ul style="list-style-type: none">• Implement an accepted fire specific quality system to allow continuity and efficiencies for future needs | <ul style="list-style-type: none">• Successful CFAI accreditation |
| <ul style="list-style-type: none">• Identify and plan for required technology enhancements to increase efficiency | <ul style="list-style-type: none">• Improved response times through benchmarking• Ability to take on more projects/programs/responsibilities while maintaining current budgetary levels• Increased investment in hardware and software solutions |
| <ul style="list-style-type: none">• Develop and align services to meet evolving needs | <ul style="list-style-type: none">• Increased internal and external customer satisfaction |

Strategic Priority 3: Promoting accountability to those we serve

Strategic Objective: Promote a culture of respect, accountability and professional behaviour within the department

'Strategy to Action' Plan:

| Fire Department-Led Actions | Success Measured by |
|--|---|
| <ul style="list-style-type: none"> Reinforce positive behaviour and celebrate our successes through tangible acknowledgements | <ul style="list-style-type: none"> Development of award system to promote accountability in all divisions Increased participation in certification courses Reduced personality conflicts within the department |
| <ul style="list-style-type: none"> Set realistic standards for staff and hold them accountable and promote the corporate conduct policy | <ul style="list-style-type: none"> Scheduled annual reviews of all policies, guidelines and procedures Increased access to fire department policies, guidelines and procedures |
| <ul style="list-style-type: none"> Build a culture of self respect within the ranks and with top down support for officers with appreciation and understanding for the roles of each division | <ul style="list-style-type: none"> Members become more adept problem solvers and team members Continue to develop and measure officer performance using comparative reviews |
| <ul style="list-style-type: none"> Establish tangible reminders of the FEFD values | <ul style="list-style-type: none"> Create a fire specific code of conduct |

Strategic Priority 4: Optimizing cohesiveness to increase team effectiveness and performance

Strategic Objective: Achieving one common interest and direction by aligning all districts/divisions in serving our community as one fire department

‘Strategy to Action’ Plan:

| Fire Department-Led Actions | Success Measured by |
|---|---|
| <ul style="list-style-type: none">• Build cohesion and camaraderie between all districts/divisions | <ul style="list-style-type: none">• Customer experience consistent in districts/divisions |
| <ul style="list-style-type: none">• Develop standard lesson plans for all skillsets to be utilized by all personnel | <ul style="list-style-type: none">• Standard training methodologies across districts/divisions• All apparatus and stations set up in a similar fashion |
| <ul style="list-style-type: none">• Increase employee investment in organizational goals | <ul style="list-style-type: none">• Increased participation on committees |
| <ul style="list-style-type: none">• Prepare community to be resilient | <ul style="list-style-type: none">• Increased community investment in events• Reduced 911 calls during town emergencies |

Strategic Priority 5: Maintaining a highly skilled workforce

Strategic Objective: Ensuring a highly skilled workforce to manage risk to our firefighters and the town

'Strategy to Action' Plan:

| Fire Department-Led Actions | Success Measured by |
|--|--|
| <ul style="list-style-type: none">• Development a comprehensive employee development program | <ul style="list-style-type: none">• Filling positions internally with existing staff |
| <ul style="list-style-type: none">• Develop targeted training to meet emerging needs | <ul style="list-style-type: none">• Develop and implement processes identified as gaps in level of service, maintenance or procedures• Review, create and maintain lesson plans to reflect emerging or changing methods |
| <ul style="list-style-type: none">• Ensure ongoing leadership development | <ul style="list-style-type: none">• Annual officer reviews improve each year• Increase in courses specific to officer development and employee health and safety |
| <ul style="list-style-type: none">• Promote and enhance work place safety | <ul style="list-style-type: none">• Reduced claims• Promote continued improvement through the post incident analysis (PIA) process and near miss reports |

Strategic Priority 6: Sustaining community and government trust

Strategic Objective: Committed to moral and ethical behaviour both on and off duty as we have been entrusted to protect and serve our community.

'Strategy to Action' Plan:

| Fire Department-Led Actions | Success Measured by |
|---|---|
| <ul style="list-style-type: none">• Implement a framework for ethical decision making in our department | <ul style="list-style-type: none">• Lowered officer consultation in ethical decision making |
| <ul style="list-style-type: none">• Hiring ethical employees who value the department's culture, making them trustworthy to co-workers, customers, and stakeholders | <ul style="list-style-type: none">• A decrease in human resources related issues |
| <ul style="list-style-type: none">• Review and measure levels of service to confirm we do what we say we do | <ul style="list-style-type: none">• Annual audits of divisions to confirm adherences to policies, procedures and measures |
| <ul style="list-style-type: none">• Develop a respectful workplace for internal and external customers | <ul style="list-style-type: none">• Increased retention of staff• Reduced complaints as a result of increased satisfaction |

SUCCESS OF INITIATIVES

The success of these initiatives will not only depend upon the implementation of the current (6) initiatives and their related (24) objectives, it will also depend upon our assessment of where the Department stands today as we dedicate ourselves to these shared objectives.

A more detailed approach to the Strategic Plan will be addressed in the Fire Department 10-Year Master Plan.

SUCCESS


Fire Underwriters Survey
A SERVICE TO INSURERS AND MUNICIPALITIES

c/o SCM Opta Information Intelligence

April 1, 2021.

Fort Erie Fire Department
1 Municipal Centre Dr.
Fort Erie, ON
L2A 2S6

Attention: Ed Melanson, Fire Chief

Fire Underwriters Survey – Fort Erie

Fire Underwriters Survey is a national organization that represents more than 90 percent of the private sector and casualty insurers in Canada. Fire Underwriters Survey provides data to program subscribers regarding public fire protection for fire insurance statistical and underwriting evaluation.

Fire Underwriters Survey last conducted an assessment of each area of the fire defenses primarily for fire insurance grading and classification purposes in 1989. The following letter provides a brief description of the grading process.

The Public Fire Protection Classification (PFPC) is a numerical grading system scaled from 1 to 10 that is used by Commercial Lines¹ insurers. Class 1 represents the highest grading possible and Class 10 indicates that little to no fire protection is in place. The PFPC grading system evaluates the ability of a community's fire protection programs to prevent and control major fires that may occur in multi-family residential, commercial, industrial, institutional buildings, and course of construction developments.

Fire Underwriters Survey also assigns a second grade for fire protection. The second grading system, entitled Dwelling Protection Grade (DPG), assesses the protection available for small buildings such as single-family dwellings and is used by Personal Lines² insurers.

The DPG is a numerical grading system scaled from 1 to 5. One (1) is the highest grading possible and five (5) indicates little or no fire protection is present. This grading reflects the ability of a community to handle fires in small buildings.

The following two (2) tables represent the current fire insurance classifications based on the assessment that was conducted in 1989.

1 Commercial Lines: A distinction marking property and liability coverage written for business or entrepreneurial interests (includes institutional, industrial, multi-family residential and all buildings other than detached dwellings that are designated single-family residential or duplex) as opposed to Personal Lines.

2 Personal Lines: Insurance covering the liability and property damage exposures of private individuals and their households as opposed to Commercial Lines. Typically includes all detached dwellings that are designated single family residential or duplex.

| | | | |
|--|---|---|---|
| Western Canada 3999 Henning Drive Burnaby, BC V5C 6P9 1 (800) 665-5661 | Ontario 175 Commerce Valley Drive West Markham, ON L3T 7P6 1 (800) 268-8080 | Quebec 1611 Cremazie Boulevard East Montreal, QC H2M 2P2 1 (800) 263-5361 | Atlantic Canada 238 Brownlow Avenue, Suite 300 Dartmouth, NS B3B 1Y2 1 (800) 639-4528 |
|--|---|---|---|



Fire Underwriters Survey

A SERVICE TO INSURERS AND MUNICIPALITIES

c/o SCM Opta Information Intelligence

Table 1 – Public Fire Protection Classification (PFPC) Previous Update for the Fort Erie

| SUB DISTRICT(S) and (contract protection areas) | PFPC | COMMENTS |
|--|------|---|
| Fort Erie - F.S. #1 (H.P.A) | 5 | Hydrant Protected – Commercial Lines insured properties within 150 m of a fire hydrant and within 5 road km of a Fire Station |
| Fort Erie - F.S. #1 (F.P.A) | 9 | Fire Hall Protected Area – Commercial Lines insured properties within 5 km by road of a fire station, but not within 150 m of a fire hydrant. |
| Fort Erie - F.S. #3 (H.P.A) | 5 | Hydrant Protected – Commercial Lines insured properties within 150 m of a fire hydrant and within 5 road km of a Fire Station |
| Fort Erie - F.S. #3 (F.P.A) | 9 | Fire Hall Protected Area – Commercial Lines insured properties within 5 km by road of a fire station, but not within 150 m of a fire hydrant. |
| Fort Erie - F.S. #4 (H.P.A) | 5 | Hydrant Protected – Commercial Lines insured properties within 150 m of a fire hydrant and within 5 road km of a Fire Station |
| Fort Erie - F.S. #4 (F.P.A) | 9 | Fire Hall Protected Area – Commercial Lines insured properties within 5 km by road of a fire station, but not within 150 m of a fire hydrant. |
| Fort Erie - F.S. #5 (H.P.A) | 5 | Hydrant Protected – Commercial Lines insured properties within 150 m of a fire hydrant and within 5 road km of a Fire Station |
| Fort Erie - F.S. #5 (F.P.A) | 9 | Fire Hall Protected Area – Commercial Lines insured properties within 5 km by road of a fire station, but not within 150 m of a fire hydrant. |
| Fort Erie - F.S. #6 (H.P.A) | 5 | Hydrant Protected – Commercial Lines insured properties within 150 m of a fire hydrant and within 5 road km of a Fire Station |
| Fort Erie - F.S. #6 (F.P.A) | 9 | Fire Hall Protected Area – Commercial Lines insured properties within 5 km by road of a fire station, but not within 150 m of a fire hydrant. |
| Fort Erie – Rest | 10 | Unprotected – Commercial Lines insured properties further than 5 km by road of a fire hall. |

Table 2 – Dwelling Protection Grade (DPG) Previous Update for the Fort Erie

| SUB DISTRICT(S) and (contract protection areas) | DPG | COMMENTS |
|--|-----|--|
| Fort Erie – F.S. #1 (H.P.A) | 3A | Hydrant Protected – Personal Lines insured properties within 300m of a Fire Hydrant and within 8 road km of a fire hall. |
| Fort Erie – F.S. #1 (F.P.A) | 4 | Fire Hall Protected – Personal Lines insured properties within 8 km of a fire hall but not within 300m of a hydrant. |
| Fort Erie – F.S. #3 (H.P.A) | 3A | Hydrant Protected – Personal Lines insured properties within 300m of a Fire Hydrant and within 8 road km of a fire hall. |
| Fort Erie – F.S. #3 (F.P.A) | 4 | Fire Hall Protected – Personal Lines insured properties within 8 km of a fire hall but not within 300m of a hydrant. |
| Fort Erie – F.S. #4 (H.P.A) | 3A | Hydrant Protected – Personal Lines insured properties within 300m of a Fire Hydrant and within 8 road km of a fire hall. |
| Fort Erie – F.S. #4 (F.P.A) | 3B | Fire Hall Protected – Personal Lines insured properties within 8 km of a fire hall but not within 300m of a hydrant. |
| Fort Erie – F.S. #5 (H.P.A) | 3A | Hydrant Protected – Personal Lines insured properties within 300m of a Fire Hydrant and within 8 road km of a fire hall. |
| Fort Erie – F.S. #5 (F.P.A) | 3B | Fire Hall Protected – Personal Lines insured properties within 8 km of a fire hall but not within 300m of a hydrant. |
| Fort Erie – F.S. #6 (H.P.A) | 3A | Hydrant Protected – Personal Lines insured properties within 300m of a Fire Hydrant and within 8 road km of a fire hall. |
| Fort Erie – F.S. #6 (F.P.A) | 3B | Fire Hall Protected – Personal Lines insured properties within 8 km of a fire hall but not within 300m of a hydrant. |
| Fort Erie- Rest | 5 | Unprotected – Personal Lines insured properties further than 8 km by road of a fire hall. |

| | | | |
|--|---|---|---|
| Western Canada 3999 Henning Drive Burnaby, BC V5C 6P9 1 (800) 665-5661 | Ontario 175 Commerce Valley Drive West Markham, ON L3T 7P6 1 (800) 268-8080 | Quebec 1611 Cremazie Boulevard East Montreal, QC H2M 2P2 1 (800) 263-5361 | Atlantic Canada 238 Brownlow Avenue, Suite 300 Dartmouth, NS B3B 1Y2 1 (800) 639-4528 |
|--|---|---|---|



Fire Underwriters Survey

A SERVICE TO INSURERS AND MUNICIPALITIES

c/o SCM Opta Information Intelligence

Please note that this letter is private and confidential. The underlying data of this report has been developed for fire insurance grading and classification purposes. This letter may be used by the stakeholders to assist in planning the future direction of fire protection services for the Fort Erie.

Please contact our office if there are any questions or comments regarding the intent or content found throughout this letter.

Mark Radejewsky
Fire Protection Specialist
Fire Underwriters Survey

| | | | |
|--|---|---|---|
| Western Canada 3999 Henning Drive Burnaby, BC V5C 6P9 1 (800) 665-5661 | Ontario 175 Commerce Valley Drive West Markham, ON L3T 7P6 1 (800) 268-8080 | Quebec 1611 Cremazie Boulevard East Montreal, QC H2M 2P2 1 (800) 263-5361 | Atlantic Canada 238 Brownlow Avenue, Suite 300 Dartmouth, NS B3B 1Y2 1 (800) 639-4528 |
|--|---|---|---|

Fire Underwriters Survey Fort Erie Township Survey Results



Fire Underwriters Survey™
A SERVICE TO INSURERS AND MUNICIPALITIES

Agenda

- Overall PFPC results
- Risk Assessment
- Water Supply Results (approx. 30%)
- Fire Department Results (approx. 40%)
- Fire Safety Control (approx. 20%)
- Communications (approx. 10%)
- Summary



Overall Public Fire Protection Classification (PFPC) 2021



Fire Underwriters Survey™
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Terms of Reference

Public Fire Protection Classification (PFPC)

The fire insurance grade or grades utilized by Commercial Lines Insurers in Canada. The PFPC is a number between 1 and 10 that is calculated by comparing the fire risk in terms of required fire flows to available resources. The PFPC for communities across Canada is determined from an extensive survey and analysis of the fire risk in the built environment and the available resources related to fire risk reduction and fire protection capacity.

Dwelling Protection Grade (DPG)

The fire insurance grade or grades utilized by Personal Lines Insurers in Canada. The DPG is a number between 1 and 5 that is determined based on minimum requirements related to basic risk (not community risk levels).



Fort Erie Final PFPC - 2021

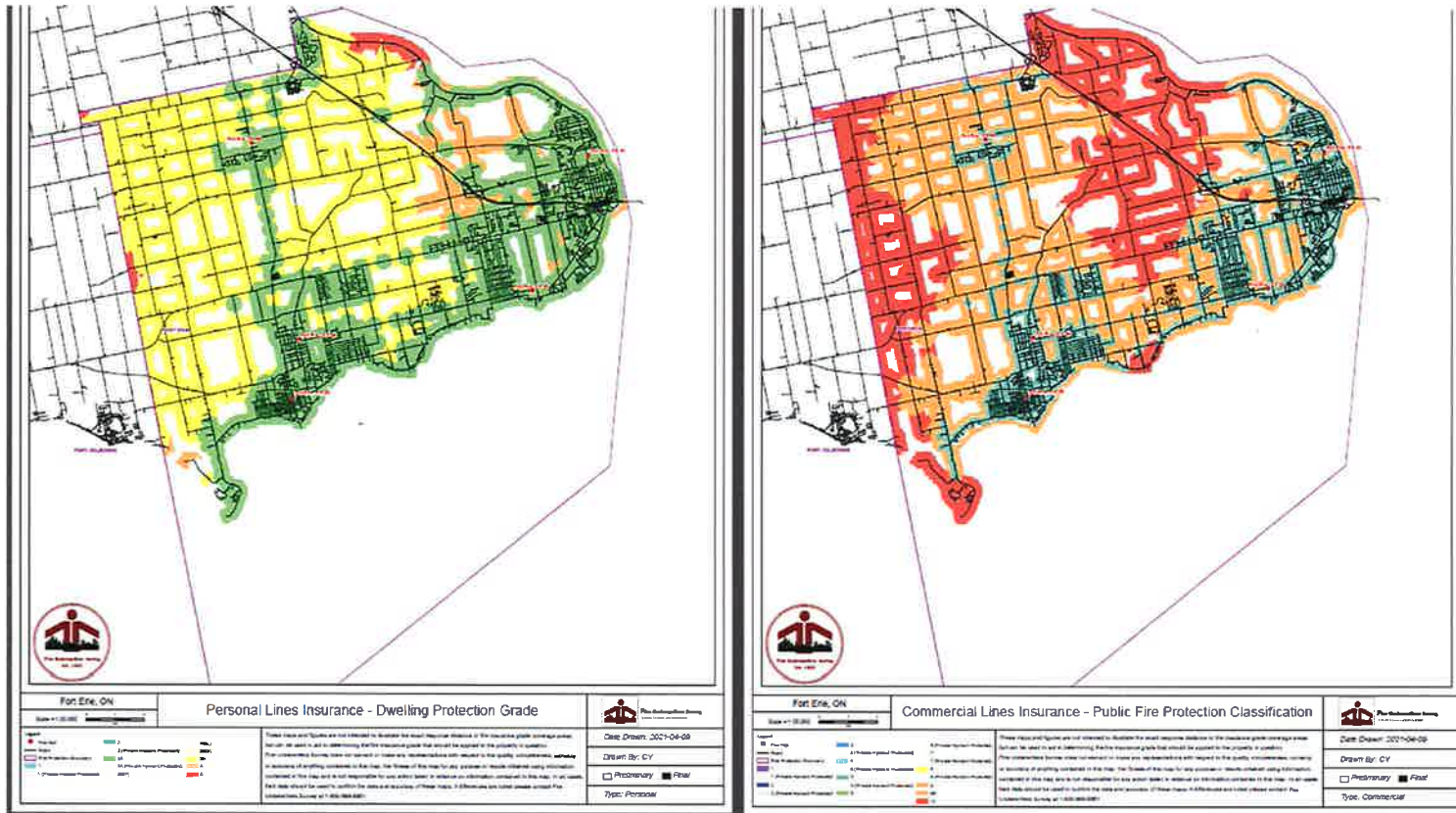
| SUB DISTRICT(S) and (contract protection areas) | Previous PFPC | PFPC 2020 | COMMENTS |
|---|---------------|-----------|--|
| Hydrant Protected Areas | 5 | 5 | Commercial Lines insured properties within specified distances of a hydrant connected to the identified water system and within specified distances of the identified fire hall. |

Fort Erie Township Final DPG - 2021

| SUB DISTRICT(S) and (contract protection areas) | Previous DPG | DPG 2020 | COMMENTS |
|---|--------------|----------|--|
| Hydrant Protected Areas | 3A/3B | 3A/3B | Personal Lines insured properties within 300 m of a hydrant connected to the identified water system and within 8 road km of the identified fire hall. |



Fort Erie Grading Maps - 2021



Fire Underwriters Survey™
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Risk Assessment



Fire Underwriters Survey™
A SERVICE TO INSURERS AND MUNICIPALITIES

Brief Overview of Risk Assessment

- **Required Fire Flows (RFF)** may be described as the amount and rate of water application AND fire company response determined to confine or control the fires possible to a building or group of buildings. Measured in IGPM.
- The determination is based on the following formula

$$RFF = 220C\sqrt{A}$$

Where:

C = coefficient related to the type of construction

A = total effective building area

- Further adjustments based on:
 - Sprinkler systems
 - Occupancy
 - Exposures



Fire Underwriters Survey™
A SERVICE TO INSURERS AND MUNICIPALITIES

Basic Fire Flow and Distribution Needs

- Community Wide Risk Assessment
- Basic Fire Flow is taken from an analysis of the RFFs (90% Benchmarking)
- Fort Erie's Basic Fire Flow is **4400 IGPM**. Initial resource needs based on this value. (6 Pumps/2 Ladders)



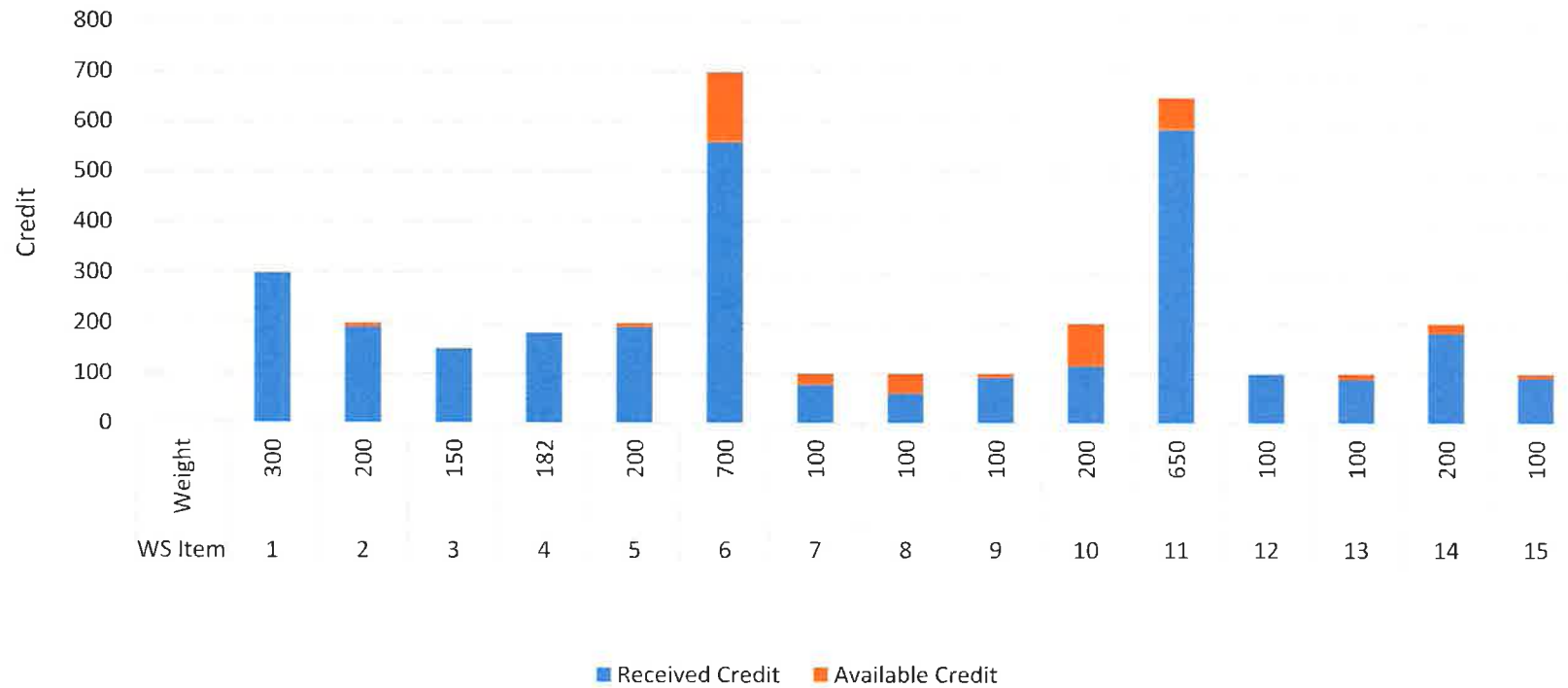
Water Supply



Fire Underwriters Survey™
A SERVICE TO INSURERS AND MUNICIPALITIES

Water Supply Credit Results Summary

- Relative Classification = 3 (26.43%/30%)



Noted Areas – Water Supply

- **WS-6** – *Hydrant Flow Testing*
- **WS-11** – *Distribution of Hydrants*



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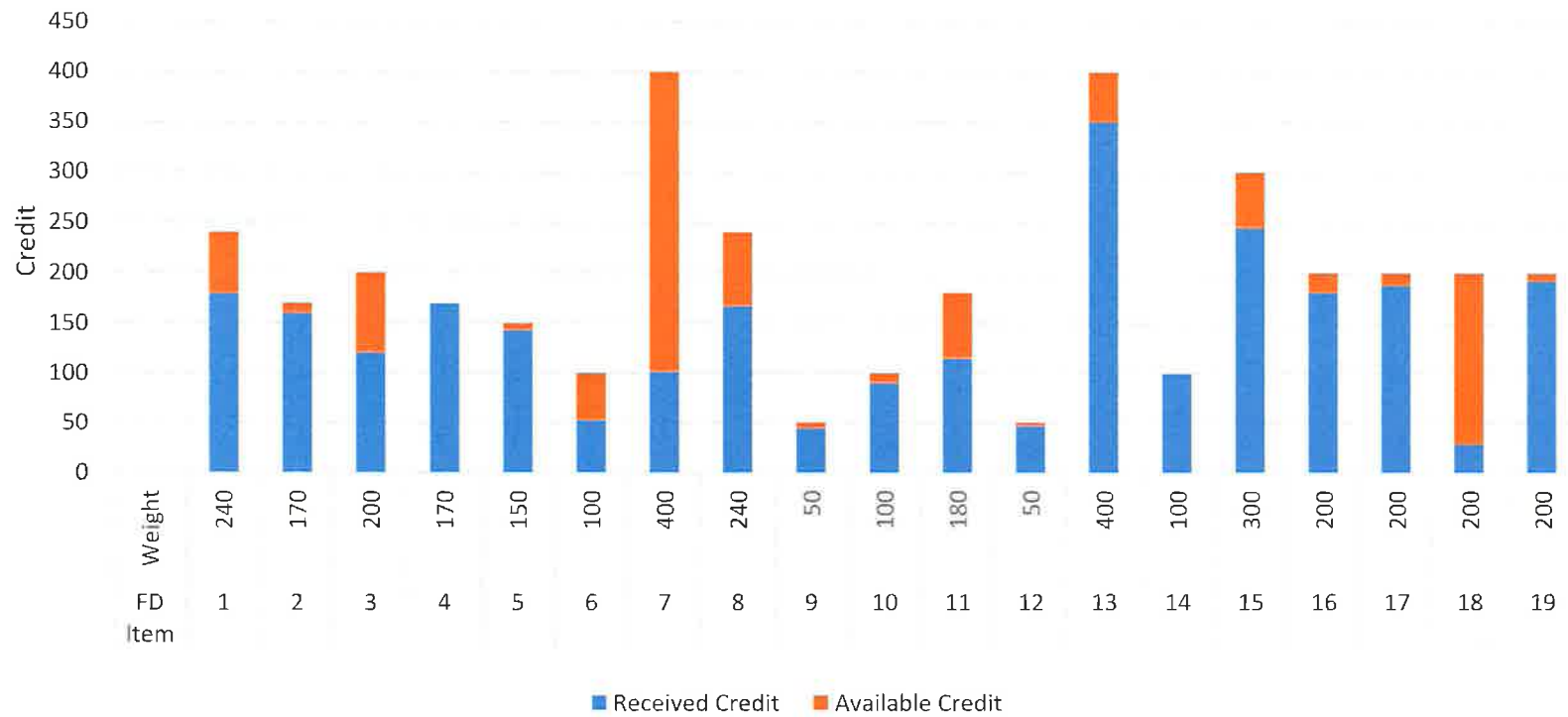
Fire Department



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Fire Department Credit Results Summary

- Relative Classification = 5 (29.43%/40%)



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Noted Areas - Fire Department

- **FD-3 – *Distribution Analysis***
- **FD-6/FD-7/FD-8 - *Staffing***
- **FD-18 – *Pre-incident Planning***



FD-3 – Distribution of Companies

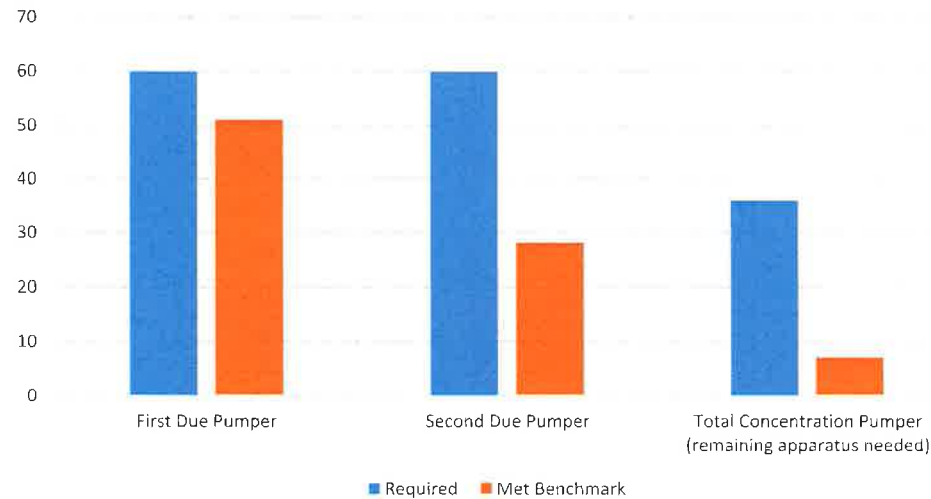
| RISK RATING | L/min X1000 | Approx. lgpm Range | Pumper Companies | Ladder Companies | Engine Company, Minutes | Pumper Company, Minutes | Ladder Company, Minutes | Pumper Companies. No. | Min. | Ladder Companies No. | Min. |
|-------------|-------------------------|--|------------------|---------------------------|-------------------------|-------------------------|-------------------------|-----------------------|-------------|----------------------|---------------|
| 1 (a) | 2 | 400 | 1 | 0 | 7.5 | - | *9 | 1 | 7.5 | *1 | 9 |
| (b) | 3 | 600 | 1 | 0 | 6 | - | *7.5 | 1 | 6 | *1 | 7.5 |
| 2 | 4-5 | 800 - 1,000 | 2 | 0 | 4 | 6 | *6 | 2 | 6 | *1 | 6 |
| 3 (a) | 6-9 10-13 | 1,200 - 2,000 2,200 - 2,800 | 2 2 | 1(if required by Hazards) | 3.5 3.5 | 5 5 | *4 *4 | 2 3 | 5 6 | *1 *1 | 4 4 |
| 3 (b) | 14-16 17-19 | 3,000 - 3,600 3,800 - 4,200 | 2 2 | 1 1 | 3.5 3.5 | 5 5 | 4 4 | 4 5 | 7 7 | 1 **1 | 4 4 |
| 4 (a) | 20-23 24-27 | 4,400 - 5,000 5,200 - 6,000 | 2 | 1 | 2.5 2.5 | 4 4 | 3.5 3.5 | 6 7 | 7.5 7.5 | 2 2 | 5 5 |
| 4 (b) | 28-31 32-35 | 6,200 - 6,800 7,000 - 7,600 | 3 | 1 | 2.5 2.5 | 3.5 3.5 | 3.5 3.5 | 8 9 | 8 8 | 3 3 | 7 7 |
| 5 | 36-38 39-42 43-46 | 7,800 - 8,400 8,600 - 9,200 9,400 - 10,000 | 3 | 3 | 2 2 2 | 3.5 3.5 3.5 | 2.5 2.5 2.5 | 10 12 14 | 8 9 9 | 4 5 6 | 7.5 8 9 |



Pumper Response Distribution Analysis

| | Required | Met Benchr | Coverage |
|---|----------|------------|----------|
| First Due Pumper | 60 | 51 | 85.00% |
| Second Due Pumper | 60 | 28 | 46.67% |
| Total Concentration Pumper (remaining apparatus needed) | 36 | 7 | 19.44% |

Distribution Analysis



Fire Safety Control



Fire Underwriters Survey™
A SERVICE TO INSURERS AND MUNICIPALITIES

Relative Classification and Grade Area Summary

- Relative Classification = 4 (12.88%/20.00%)



Noted Areas – Fire Safety Control

- **FP-1** – *General Program*
- **FP-2** – *Fire Safety Laws and Enforcement/Frequency of Inspections*



Fire Underwriters Survey™
A SERVICE TO INSURERS AND MUNICIPALITIES

Relative Classification and Points Summary

- Final points = **59.35 – PFPC 5**

| Fire Insurance Grade – Relative Classifications – Fort Erie | Weight in Grading | Relative Classification |
|---|-------------------|-------------------------|
| Fire Department | 40% | 5 (29.43%) |
| Water Supply | 30% | 3 (26.50%) |
| Fire Safety Control | 20% | 4 (12.88%) |
| Fire Service Communications | 10% | 2 (8.97%) |





Fort Erie, ON

Scale = 1:30,000

Personal Lines Insurance - Dwelling Protection Grade

- Legend
- Fire Hall
 - Road
 - Fire Protection Boundary
 - 1 (Private Hydrant Protected)
 - 2 (Private Hydrant Protected)
 - 3A (Private Hydrant Protected)
 - 3B(F)
 - 3B(L)
 - 3B(S)
 - 3B
 - 4
 - 5

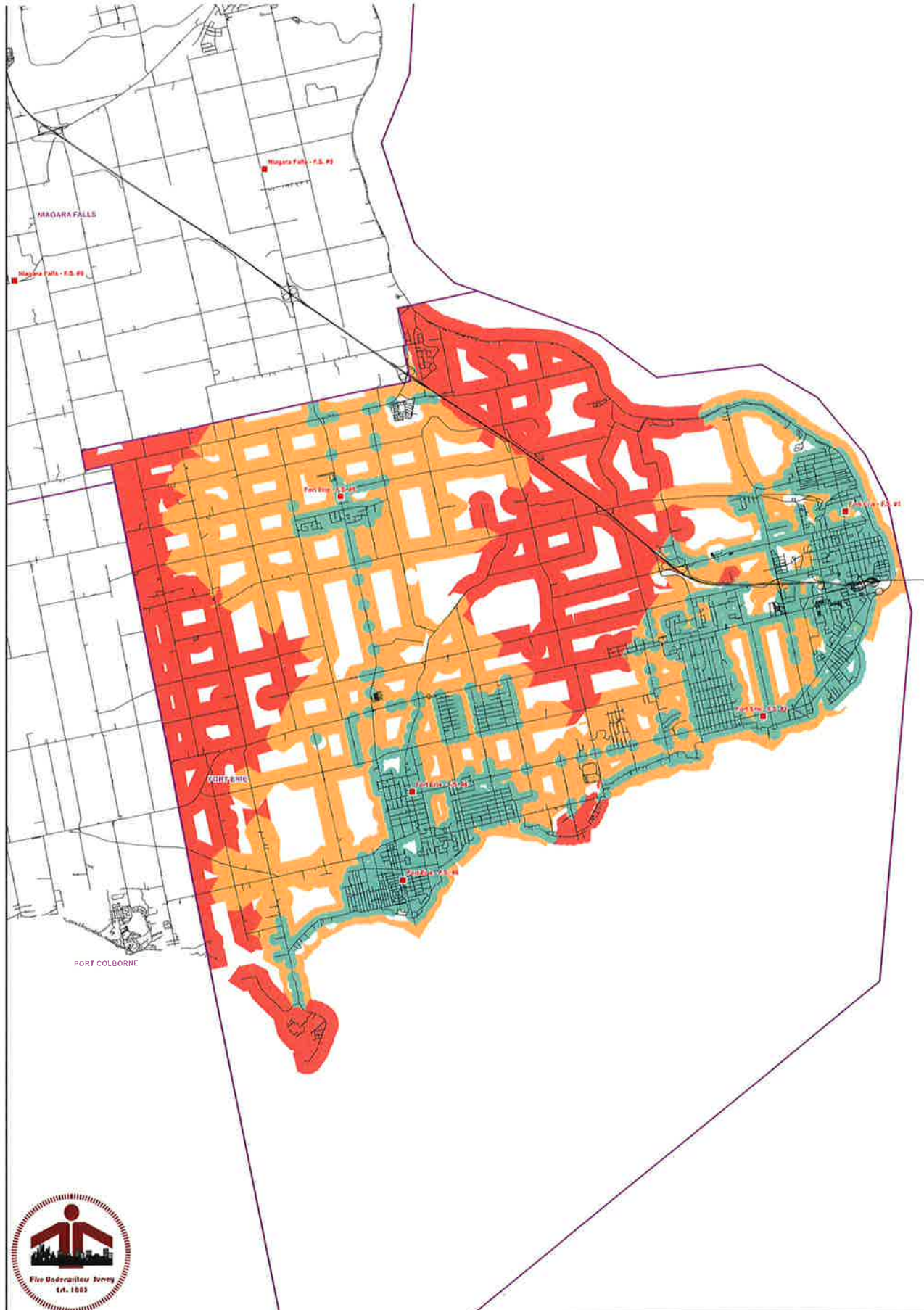
These maps and figures are not intended to illustrate the exact response distance or fire insurance grade coverage areas but can be used to aid in determining the fire insurance grade that should be applied to the property in question. Fire Underwriters Survey does not warrant or make any representations with respect to the quality, completeness, currency or accuracy of anything contained in this map, the fitness of this map for any purpose or results obtained using information contained in this map and is not responsible for any action taken in reliance on information contained in this map. In all cases, field data should be used to confirm the data and accuracy of these maps; if differences are noted please contact Fire



Date Drawn: 2021-04-09

Drawn By: CY

☐ Preliminary ☒ Final



Fort Erie, ON

Scale = 1:30,000

Commercial Lines Insurance - Public Fire Protection Classification



Fire Underwriters Survey
A Fire Underwriters Association

Date Drawn: 2021-04-09

Drawn By: CY

☐ Preliminary ☒ Final

- Legend
- Fire Hall
 - Road
 - Fire Protection Boundary
 - 1 (Private Hydrant Protected)
 - 2 (Private Hydrant Protected)
 - 3 (Private Hydrant Protected)
 - 4 (Private Hydrant Protected)
 - 5 (Private Hydrant Protected)
 - 6 (Private Hydrant Protected)
 - 7 (Private Hydrant Protected)
 - 8 (Private Hydrant Protected)
 - 9 (Private Hydrant Protected)
 - GP

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