

Town of Tillsonburg 2022 Business Plan

Fire & Rescue Services

January 1, 2022



2022 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Increase Public Education Program to Satisfy Council Approved Service Levels, Legislative Compliance & Industry Best Practices	Goal – The Town of Tillsonburg will strive for excellence and accountability in government, providing effective and efficient services, information, and opportunities to shape municipal initiatives. Priority Project- Municipal service review	Fire Chief	\$0	Ongoing
Develop PTSD, Cancer, Mental Health Risk Reduction Program	Goal – Customer Service, Communication and Engagement. Strategic Direction – Enhance employee engagement and training as the foundation for exceptional customer service. Priority Project- Employee Engagement Strategy	Fire Chief	\$0	Ongoing
Implement Objectives from 2021 Operational & Organizational Review	Goal – The Town of Tillsonburg will strive for excellence and accountability in government, providing effective and efficient services, information, and opportunities to shape municipal initiatives. Priority Project- Municipal service review	Fire Chief	\$0	Q4

2022 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Revise Establishing and Regulating By-law	Goal – The Town of Tillsonburg will strive for excellence and accountability in government, providing effective and efficient services, information, and opportunities to shape municipal initiatives. Priority Project- Municipal service review	Fire Chief	\$0	Q2
NFPA Based - Officer, Firefighter, Telecommunicator, Instructor, Inspector, Life Safety Educator, Investigator Training & Development Programs	Goal – Customer Service, Communication and Engagement. Strategic Direction – Enhance employee engagement and training as the foundation for exceptional customer service. Priority Project- Employee Engagement Strategy	Fire Chief	\$0	Ongoing
Revise Emergency Management Program & By-law & Complete Annual Compliance Requirements	Goal – The Town of Tillsonburg will strive for excellence and accountability in government, providing effective and efficient services, information, and opportunities to shape municipal initiatives. Priority Project- Municipal service review	Fire Chief	\$0	Ongoing

2022 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Increase Fire Prevention Inspection Program to Satisfy Council Approved Service Levels, Legislative Compliance & Industry Best Practices	Goal – The Town of Tillsonburg will strive for excellence and accountability in government, providing effective and efficient services, information, and opportunities to shape municipal initiatives. Priority Project- Municipal service review	Fire Chief	\$0	Ongoing
Increase Public Education Program to Satisfy Council Approved Service Levels, Legislative Compliance & Industry Best Practices	Goal – The Town of Tillsonburg will strive for excellence and accountability in government, providing effective and efficient services, information, and opportunities to shape municipal initiatives. Priority Project- Municipal service review	Fire Chief	\$0	Ongoing
Develop PTSD, Cancer, Mental Health Risk Reduction Program	Goal – Customer Service, Communication and Engagement. Strategic Direction – Enhance employee engagement and training as the foundation for exceptional customer service. Priority Project- Employee Engagement Strategy	Fire Chief	\$0	Ongoing

2022 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Increase Fire Prevention Inspection Program to Satisfy Council Approved Service Levels, Legislative Compliance & Industry Best Practices	Goal – The Town of Tillsonburg will strive for excellence and accountability in government, providing effective and efficient services, information, and opportunities to shape municipal initiatives. Priority Project- Municipal service review	Fire Chief	\$0	Ongoing

2022 Capital Summary

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Tactical Radio Channel Recorder (H&S Initiative)	Goal – Community Growth Strategic Direction – Develop a long-term financing strategy for new services and infrastructure to support growth. Priority Project- N/A	Fire Chief	\$8,000	Q1

2022 Capital Summary

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
<p>Bunker Gear Capital Replacement Program</p> <p>(Moved from Operating to Capital replacement program. Operating offset, \$15,000 Carry forward from 2021 Operating Budget) 4 Additional \$6900 DC Funded</p>	<p>Goal – Community Growth Strategic Direction – Develop a long-term financing strategy for new services and infrastructure to support growth. Priority Project- N/A</p>	<p>Fire Chief</p>	<p>\$15,000</p>	<p>Q2</p>
<p>Technical Rescue Equipment Replacement Program</p>	<p>Goal – Community Growth Strategic Direction – Develop a long-term financing strategy for new services and infrastructure to support growth. Priority Project- N/A</p>	<p>Fire Chief</p>	<p>\$10,000</p>	<p>Q3</p>

Risks

- Resource capacity challenges were identified in achieving Council approved service levels, legislative compliance or industry standards and best practices related to:
 - Emergency Response Times and Staffing (Fires)
 - Fire Ground Supervision / Incident Command
 - Fire Prevention Inspection Programs
 - Fire Communications Staffing (2 people 24/7)
 - Fire Service Training Programs

Additional staffing resources are required to maintain service levels, meet legislative compliance and Industry standards and best practices.

Risks

- Decreased availability of staffing resources results in increased response times, inadequate staffing levels reduced firefighter safety and increased fire loss
- Increased call volume related to growth results in fewer employers allowing firefighters to leave work to respond to emergencies further reducing available staffing resources for fire response
- Increased absence due to COVID -19, PTSD & Mental Health increase staffing costs and reduce available staffing.

Opportunities

- Increasing fire prevention and public education staffing resources is required to achieve Council approved service levels, legislative compliance or industry standards and best practices. Increased fire prevention inspection programs are shown to reduce fire incidents and fire loss
- Increasing fire training staffing resources to provide NFPA compliant training programs and officer development, incident command programs is required to achieve Council approved service levels, legislative compliance or industry standards and best practices, enhance safety and succession planning

Opportunities

- Exploring alternative fire protection deployment models and partnerships may increase response times, fire ground effectiveness and firefighter safety
- Increase Fire Communications staffing to include supervision and 2 people 24/7 to meet NFPA 1221 to help retain current and attract new partners with a more sustainable business model
- Increasing firefighter staffing is required to increase the number of firefighters available to respond to fires and increase fire ground effectiveness and firefighter safety

Opportunities

- Investment in PTSD, Mental Health and Occupational Cancer risk reduction strategies can result in reduced staffing costs
- Increasing Smoke and CO alarm program resources can reduce false alarms and demand on fire suppression resources
- Increasing pre-incident planning increases emergency response effectiveness, safety and improves Fire Underwriter insurance grading for residents and businesses

Future Departmental Directions: 3 year outlook

2023

- Continue to expand Fire Communications partnerships
- Conduct CRA and Master Fire Plan recommendations
- Determine future direction for fire station and conceptual design phase and timeline
- Officer Development and succession planning
- Training to NFPA professional qualification standards
- ATV Response Unit for response to trail system

Future Departmental Directions: 3 year outlook

2024

- Completion of 3rd and final phase of NG-911 Project and operationalize NG-911
- Procurement of Fire Station build/renovation project
- Continue to expand Fire Communications partnerships
- Continue to execute Master Fire Plan recommendations
- Officer Development and succession planning

Future Departmental Directions: 3 year outlook

2025

- Commence Construction phase of Fire Station build/renovation project
- Continue to expand Fire Communications partnerships
- Continue to execute Master Fire Plan recommendations
- Officer Development and succession planning
- Replace Pump # 2