

THE CORPORATION OF THE CITY OF PORT COLBORNE
AND
THE CORPORATION OF THE TOWNSHIP OF WAINFLEET

JOINT FIRE SERVICES REVIEW COMMITTEE

JUNE 17, 2024 – 10:00 A.M.

COUNCIL CHAMBERS, THIRD FLOOR
66 CHARLOTTE STREET, PORT COLBORNE, ON L3K 3C8

HYBRID – NOT LIVESTREAMED

	Page
1. Call to Order	
2. Disclosures of Interest and the General Nature Thereof	
3. Adoption of the Agenda	
4. Approval of Minutes	
a) May 30, 2024, Meeting Minutes	2
5. Business Arising from Previous Meeting	
a) Review of Establishing and Regulating By-laws and Levels of Service	4
b) Joint Committee Questions and Answers	59
c) Review of Draft Service Delivery Survey	69
6. New Business	
7. Delegations	
<i>Requests to delegate will be accepted until 4:30 p.m. on the day prior to the meeting by contacting deputyclerk@portcolborne.ca.</i>	
8. Action Items	
a) Comparators of Shared Services Across Ontario	
b) Span of Responsibility Comparators to other Niagara Region Fire Departments	
c) Financial Estimates for the Three Service Options	
d) Publish Final Survey and Collect Responses (for future distribution)	
9. Adjournment	

THE CORPORATION OF THE CITY OF PORT COLBORNE
AND
THE CORPORATION OF THE TOWNSHIP OF WAINFLEET

FIRE SERVICES REVIEW COMMITTEE

MAY 30, 2024 – 10:00 A.M.

ELECTRONIC PARTICIPATION

PRESENT:	J. MacLellan	Councillor/Co-chair (Wainfleet)
	M. Luey	Chief Administrative Officer (Wainfleet)
	M. Alcock	Fire Chief
	S. Schutten	Deputy Fire Chief
	T. Hoyle	Councillor/Co-chair (Port Colborne)
	S. Luey	Chief Administrative Officer (Port Colborne)
	B. Steele	Mayor (Port Colborne)
OTHER:	A. Chrastina	Deputy Clerk (Wainfleet)
	C. Schofield	Acting City Clerk (Port Colborne)
	J. Chamberlain	Port Colborne Professional Firefighters Association

- 1. Call to Order**
Councillor MacLellan called the meeting to order at 10:03 a.m.
- 2. Disclosures of Interest and the General Nature Thereof**
None
- 3. Adoption of the Agenda**
The agenda was adopted as circulated.
- 4. Approval of Minutes**
None
- 5. Staff Updates**
None
- 6. New Business**
 - a) Service Delivery Options - Committee member correspondence

S. Luey reviewed the service delivery options as outlined in the discussion guide provided by Councillor Hoyle.

Chief Alcock asked that committee members and stakeholders share any questions or feedback regarding this document with him directly.

b) Stakeholder Engagement

Stakeholder engagement was discussed in the review of service delivery options.

c) Work Plan

S. Luey reviewed the proposed work plan with the committee.

7. Action Items

Chief Alcock outlined the following action items:

- a) Any questions or considerations coming out of the service delivery document will be addressed and staff will report back to the committee.
- b) The committee determined stakeholder engagement will be conducted by way of survey. Chief Alcock will draft a survey to come back to the committee for review. The final survey will be launched and distributed with assistance from Port Colborne Communications staff.
- c) Staff will endeavour to have the survey concluded in time to present results at the June 17, 2024 meeting of the committee.

8. Next Meeting

The next meeting dates are confirmed, with the times to be confirmed prior to June 17, 2024:

- a) June 17, 2024 (City of Port Colborne)
- b) July 8, 2024 (Township of Wainfleet)
- c) July 22, 2024 (City of Port Colborne)

9. Adjournment

There being no further business, the meeting was adjourned at 10:28 a.m.

J. MacLellan, CHAIR

A. Chrastina, DEPUTY CLERK

The Corporation of the City of Port Colborne

By-law no. 6745/109/19

Being a by-law to establish and regulate the
City of Port Colborne Fire and Emergency Services (Composite)

Whereas the *Fire Protection and Prevention Act, 1997, S.O. 1997* permits the Council to enact a by-law to establish and regulate a fire department.

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. In this by-law, unless the context otherwise requires;
 - a) “approved” means approved by Council.
 - b) “Chief Administrative Officer” means the person appointed by Council to act as Chief Administrative Officer for the Corporation.
 - c) “Corporation” means the Corporation of the City of Port Colborne.
 - d) “Fire Fighter” means a Fire Chief and any other person employed in, or appointed to, a fire department and assigned to undertake fire protection services, and includes a volunteer fire fighter.
 - e) “Council” means the Council of the City of Port Colborne.
 - f) “Deputy Fire Chief” means the person appointed by Council to act as the Deputy Fire Chief.
 - g) “Fire Chief” means the person appointed by Council to act as Fire Chief for the Corporation and is ultimately responsible to Council as defined in the *Fire Protection and Prevention Act*.
 - h) “Fire Department” means the City of Port Colborne Fire and Emergency Services.
 - i) “Fire Protection Services” includes fire suppression, fire prevention, fire safety education, communication, training of persons involved in the provision of fire protection services, rescue and emergency services and the delivery of all those services.
 - j) “Member” means any persons employed in, or appointed to, a fire department and assigned to undertake fire protection services, and includes officers, full-time and part-time volunteer fire fighters.
 - k) “Volunteer” means a fire fighter who provides fire protection services for a nominal consideration.
2. A department for the City of Port Colborne to be known as the City of Port Colborne Fire and Emergency Services is hereby established and the head of the department shall be known as the fire chief.
3. In addition to the fire chief, the department personnel may consist of deputy fire chief, fire prevention officer, and such number of full-time captains, acting captains, volunteer captains and such number of full-time staff and volunteer staff as from time to time may be deemed necessary by Council.
4. If a city approved medical examiner finds a member is physically unfit to perform assigned duties, Council may assign the member to another

position, if available; deal with them in accordance with the collective agreement.

5. The department shall be structured in conformance with the approved organizational chart Appendix "A", forming part of this by-law.
6. The fire chief shall be appointed by by-law passed by the council of the City of Port Colborne and shall hold office until such by-law is rescinded.
7. The fire chief may recommend to the chief administrative officer the appointment of any qualified person as a fire fighter of the department, subject to the approved hiring policies of the City of Port Colborne.
 - (a) Full-time officers below the rank of fire chief shall be appointed by the chief administrative officer, after successfully completing the requirements within the collective agreements or city policy.
 - (b) Volunteer fire fighters shall be appointed as members by the fire chief following approval by the chief administrative officer of the City of Port Colborne. Persons approved and accepted as volunteers will serve a twelve (12) month probationary period in good standing before final acceptance.
 - (c) Full-time employees employed in suppression or prevention may also be members of the volunteer section in their off-duty time, if approved by the fire chief in consultation with the chief administrative officer.
 - (d) A volunteer fire fighter must be able to respond to fire department headquarters within thirty (30) minutes of the sounding of a general alarm from their residence; following fire department policies and guidelines and the Highway Traffic Act.
 - (e) A volunteer fire fighter shall not be eligible for a uniform until they have served one (1) year in the department.
8.
 - (a) The fire chief may reprimand, suspend, or recommend dismissal of any member for insubordination, inefficiency, misconduct, tardiness, or for non-compliance with any provision of this by-law or general orders, department rules and regulations that in the opinion of the fire chief would be detrimental to the discipline and efficiency of the department.

Following the suspension of a member, the fire chief shall immediately report, in writing, the suspension and recommendation to the chief administrative officer.
 - (b) Any member of the department feeling grieved by the fire chief's decision has the right to follow the grievance procedures in place for both the full-time and volunteer members.
9. The remuneration of all fire fighters of the department shall be determined by the Council through contract negotiations and the budgetary process.
10. The fire chief is responsible to the chief administrative officer and Council for the proper administration and operation of the department, for the discipline of its members, and:
 - a) May make such general orders, departmental rules, operational guidelines and set policy, as may be necessary for the protection of the department and generally for the efficient operation of the department, provided that such general orders and rules,

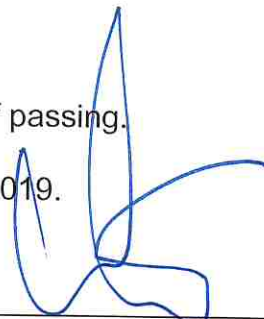
operational guidelines and policies, do not conflict with the provision of any by-laws of the municipality.

- b) Shall review periodically the policies, procedures, strategic plan and operational guidelines of the department. The fire chief may establish an advisory committee structured as he may determine from time to time to assist him/her in these duties.
 - c) Shall take all proper measures for the prevention, control and extinguishment of fires and for the protection of life and property and shall exercise all powers mandated by the Fire Protection and Prevention Act, and the fire chief shall be empowered to authorize:
 - pulling down or demolishing any building or structure to prevent the spread of fire.
 - all necessary actions which may include boarding up or barricading of buildings or property to guard against fire or other danger, risk or accident, when unable to contact the property owner.
 - recovery of expenses incurred by such necessary actions for the Corporation in the manner provided through the Municipal Act, the Fire Protection and Prevention Act and the City's Fee Schedule, including costs incurred during fire investigations.
 - d) Is responsible for the enforcement of this by-law and the general orders and departmental rules and regulations which forms part of this by-law as Appendix "B".
 - e) Shall report all fires to the Fire Marshal as required by the Fire Protection and Prevention Act.
 - f) The fire chief shall submit to council, chief administrative officer and the director of finance for approval, the annual budget estimates for the department; an annual report and any other specific reports requested by the chief administrative officer or council.
11. The deputy fire chief shall report to the fire chief on the activities of the sections that are their responsibility and carry out the orders of the chief, and in the absence of the chief, has authority and shall perform all the duties of the chief.
12. The fire department shall not respond to a call with respect to a fire or emergency outside the limits of the municipality except with respect to a fire or emergency:
- a) that in the opinion of the fire chief, or in the absence of the fire chief, the deputy fire chief, threatens property in the municipality or property situated outside the municipality that is owned or occupied by the municipality,
 - b) in a municipality with which an approved agreement has been entered into to provide fire protection services which may include automatic aid.
 - c) on property with respect to which an approved agreement has been entered into with any person or corporation to provide fire protection services.
 - d) at the discretion of the fire chief, to a municipality authorized to participate in a Provincial or Regional Mutual Aid Plan established by a fire co-ordinator appointed by the Fire Marshal or any other similar reciprocal plan or program.

- e) on property beyond the municipal boundary where the fire chief or their designate determines immediate action is necessary to preserve life or property and the appropriate department is notified to respond and assumes command or establishes alternative measures, acceptable to the fire chief or designate
13. The officer in charge of the department at any fire may cause any obstacle or any out-structure to be removed or torn down, if such removal or tearing down appears necessary to prevent the spread of fire.
 14. No person shall impede, interfere with or hinder any officer or fire fighter in the discharge of his/her duties at a fire, in responding to a fire alarm or at a practice, and no person shall damage apparatus, equipment and supplies, and no unauthorized person shall put to use any apparatus, equipment and supplies.
 15. No person or persons shall wantonly or maliciously injure or damage any fire engine, hose, ladders or other apparatus and equipment belonging to the Department.
 16. Proper training is a requirement on a continuous basis for the safe operation of the fire service. To promote this, the following regulations will apply:
 - a) It is the responsibility of every Volunteer member of the fire department to attend at least 60% of all training and 30% of all general alarms.
 - b) Attendance will be reviewed once yearly. Members - failing to meet their obligation will be notified in writing.
 - c) Those that have been notified in writing will have their attendance reviewed in six (6) months and notified of their continuing failure to meet the attendance requirements.
 - d) Attendance will once again be reviewed in six (6) months. A member failing to meet the attendance requirements for two (2) years will be removed from the roll call sheets and considered to be dismissed.
 17. The Fire Chief or their designate has the sole authority to take a fire fighter out of service for reasons of health and safety.
 18. Any person contravening Sections 14 or 15, of this by-law shall be liable for conviction under the Provincial Offences Act and shall be subject to a fine not less than \$500.00 and not exceeding \$2,000.00 exclusive of costs or to imprisonment for any term not exceeding one (1) year or to both such fine and imprisonment.
 19. In case the provisions of this by-law conflict with the provisions of any other by-law, the provisions of this by-law shall prevail.
 20. This By-law repeals By-law No. 6606/61/18 being a by-law to establish and regulate the City of Port Colborne Fire and Emergency Services (Composite).
 21. The Fire Department's Strategic Plan and Core Services forms part of this by-law as Appendix "C".
 22. Council by by-law may make modifications and changes to any or all of the appendices attached to and making part of this by-law.

23. This by-law shall take effect on the day of passing.

Enacted and passed this 9th day of December, 2019.



William Steele
Mayor

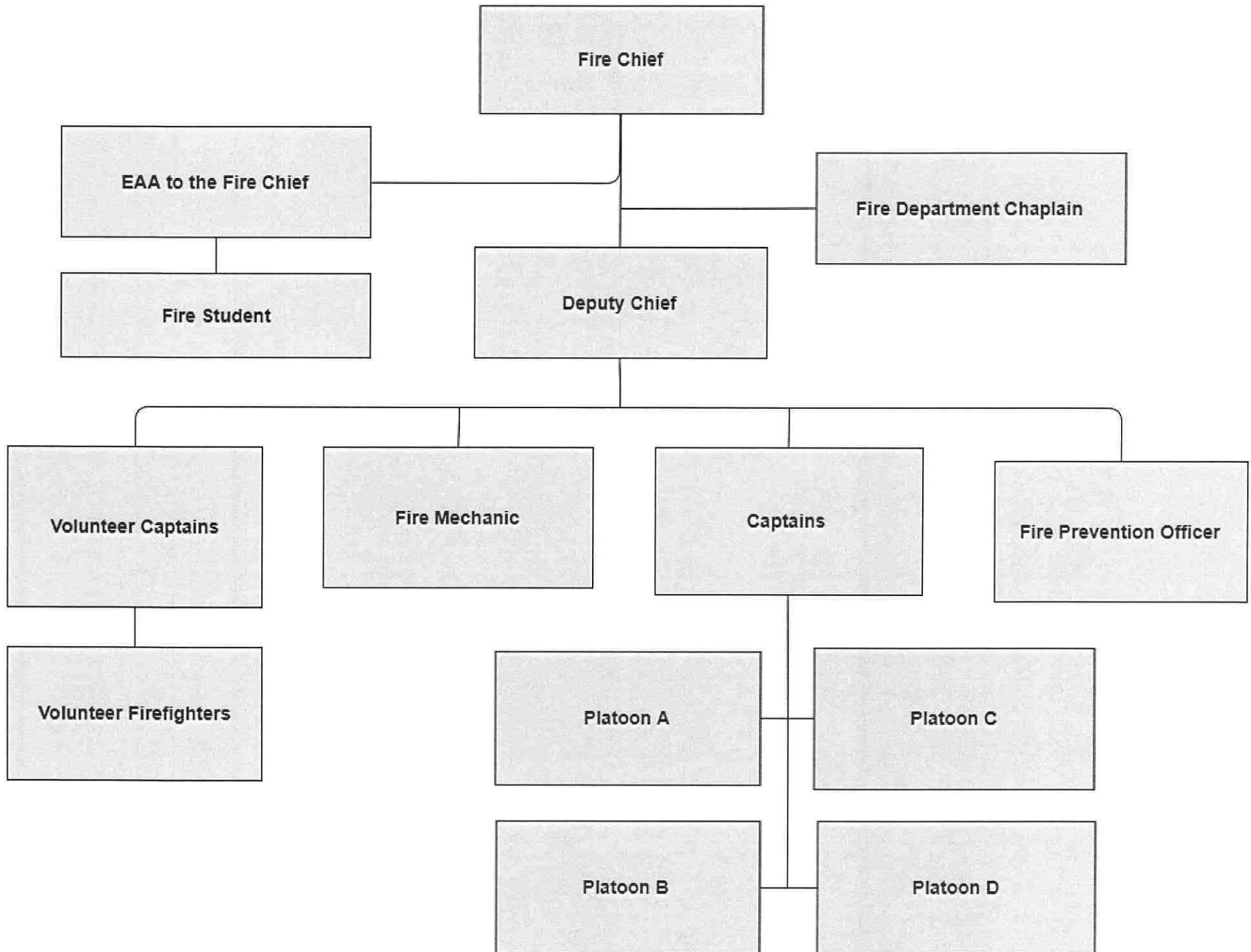


Amber LaPointe
Clerk

Fire Services

City of Port Colborne Organizational Chart

Appendix A





Port Colborne Fire and Emergency Services General Orders, Rules and Regulations

1. Every member of the on-duty platoon shall report for duty at the prescribed time on duty and remain on duty until relieved.
2. Members shall show courtesy and respect at all times in dealing with the public.
3. Members shall render due respect and courtesy towards superior officers at all times.
4. When a member alleges unfair treatment, they may make a written complaint to the Fire Chief.
5. Members when on duty, shall not leave unless permission is granted by a superior officer who is authorized to grant such permission (command).
6. No member, directly or indirectly, shall solicit or accept from anyone, gifts, money or other articles as a reward for services rendered in the carrying out of their duties.
7. Every member shall advise the office of any change in address within seven (7) days, or telephone number within twenty-four (24) hours of such change.
8. With the exception of drivers duly authorized and designated to fulfill this duty, no member shall start, put into action any apparatus of the Department.
9. No member shall supply information relative to the Department or operation thereof unless authorized by the Chief, or their designate of the Department, or in their absence, their designate.
10. When valuables (money, jewelry, etc.) are found during a fire, members shall notify the Officer in charge of operations who shall submit a detailed report, along with the articles, to the Chief of the Department.
11. No member shall use profane or indecent language, or conduct themselves in a manner which may be prejudicial to the good reputation, order and discipline of the department.

General Orders, Rules and Regulations

12. Every member is responsible for any damage to or the destruction or loss of uniforms or any equipment issued due to negligence. The cost of replacing the items will become the members responsibility.

The members will report this to the Chief as soon as possible.

13. All traffic laws applicable to vehicles of the Department shall be obeyed and extreme precautions shall be exercised at all times.

14. All apparatus and equipment shall be tested in accordance with the Policy and Operational Guidelines issued for that purpose.

15. A member injured while on duty shall immediately report the injury to the officer in charge who shall immediately notify the Fire Chief or their designate and submit a written report to the Chief of the Department and complete the corporate documentation.

16. a) A member involved in an accident while on duty shall immediately report the accident to the officer in charge, who shall immediately notify the Fire Chief or their designate and submit a written report to the Chief of the Department and complete the corporate documentation.

b) Where apparatus is involved in an accident, the driver shall immediately report the accident to the officer in charge, who shall immediately notify the Fire Chief or their designate and submit a written report to the Chief of the Department and complete the corporate documentation. Where appropriate, Police are to be notified.

17. A member exposed to any hazardous substance or material shall have this fact entered on their medical record, including the name of the substance or material and the nature and duration of their possible exposure. Medical treatment will be sought immediately. An exposure form must be filled out.

18. Members on duty shall wear the full issue of protective clothing, including fire fighter's helmet, bunker clothing, rubber boots and gloves unless otherwise authorized by the officer in charge, while working at an emergency scene or at training.

19. Members must be in possession of a valid Ontario Class "A". "B". "C" or "D", and if necessary, a "Z" endorsement valid licence.

20. Roll calls for fires shall be completed prior to leaving the scene or at the discretion of the officer in charge.

21. No members shall receive more than one (1) leave of absence in a three (3) year period. Maximum allowable leave of absence will be three (3) months. Leave of absences will not be credited to any members years of service with the Department.

22. All members will respond safely and promptly to all alarms.

General Orders, Rules and Regulations

23. Any person who has been off on sick leave or worker's compensation shall be required to have a medical examination by the department physician prior to being reinstated as a member of the fire department. Re-training shall be successfully completed as may be determined by the Fire Chief/designate.
24. Training shall be conducted as may be determined by the Fire Chief.
25. All members will be clean-shaven for a members own safety, in accordance with C.S.A. Standard Z94.4.
26. No member shall drive or attempt to drive a Department vehicle or attend any training or emergencies while under the influence of any substance that could prove detrimental to the safe operation of the vehicle or the members welfare. A Zero Tolerance Policy is in place.
27. The appointment of volunteer officers shall be recommended by the Fire Chief to the Chief Administrative Officer for promotion.
28. a) Volunteer Officers – the honorarium for Volunteer Officers shall be determined through the annual budgetary process.
29. Private cars of members shall not be used for fire service purposes without authorization from the Fire Chief, or their designate, of the department.
30. All members of the department shall be aware of the safety policies and procedures contained within the City of Port Colborne Safety Manual as applicable to the Fire Service and Guidance Notes provided by the Section 21 Committee of the Ministry of Labour, and the Operational Guidelines currently maintained by the Department, as well as Corporate Policies
31. Fire fighting clothing damaged or ruined in service shall be replaced by the department.
32. All members leaving Port Colborne Fire and Emergency Services shall immediately return all Department equipment supplied within 24 hours.
33. These rules and regulations shall be reviewed at least once per year by the Fire Chief, with any changes to be recommended to the C.A.O. Any changes approved by the C.A.O. shall take effect upon written confirmation of the changes by the C.A.O. to the Fire Chief.
34. All members will act in accordance with the general orders, rules and regulations of Port Colborne Fire and Emergency Services to uphold the finest traditions of the Fire Service for the good and welfare of our citizens and community.



PORT COLBORNE

**Strategic Plan
For the
City of Port Colborne
Fire and Emergency
Services**

“Proudly protecting People and Property”

December, 2019

**Strategic Plan
Fire and Emergency Services**

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8. Life Support.....	9
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Strategic Plan Fire and Emergency Services

Vision/ Objectives:

We are the City of Port Colborne Fire and Emergency Services – respected by our community and peers for being proactive, consultative, customer – focused, and cost-effective. “Community First” and “Community Pride” are what drive us to service excellence. A dedicated staff of multi-talented professionals, we are skilled, flexible and involved in our community.

Our Public Education Programs are enthusiastically attended because they are relevant and informative. We take pride in working together with residents, businesses and builders to educate and assist with Fire Code requirements and life safety matters. Our highly trained and equipped emergency response team is quick to the rescue, and caring and compassionate in its approach. We are here to serve – proudly – and to make a contribution in a partnership with our community.

Mission/ Goals:

To protect life, property and the environment in Port Colborne through education, prevention, investigation, training, rescue, fire suppression, dangerous goods containment and life support services.

Values:

The City of Port Colborne Fire and Emergency Services is dedicated to Team Management/Leadership through the values of:

- Customer Service
- Employee Involvement
- Open Communications
- Integrity
- Accountability
- Flexibility
- Commitment
- Efficiency
- Pro-activity

Strategic Plan

Fire and Emergency Services

Education:

Objectives:

1.1 To increase the fire safety awareness level of all citizens.

1.2 To educate target groups in specific fire safety knowledge.

1.3 To develop the required programs.

Actions:

1.1 (a) Research and implement "Contemporary Fire Prevention & Safety Education Programs" in all schools in the City.

1.2 (b) Research and implement "Contemporary Fire Prevention & Safety" Education Programs in all nursery schools and daycare centres.

1.1 (c) Assess public fire safety awareness on a continual basis.

1.1 (d) Research and utilize all forms of media to inform and educate the public regarding fire safety.

1.1 (e) Research and develop effective adult education programs.

1.2 Research and identify the target groups and their needs.

1.3 (a) Research, identify and recommend staff and resources required to meet education objectives.

1.4 (b) Research and monitor fire and emergency response trends to assess the Fire Department's effectiveness and develop appropriate education programs.

Strategic Plan

Fire and Emergency Services

Prevention:

Objectives:

2.1 To reduce injuries, deaths, property loss and damage to the environment from preventable and non-preventable emergencies.

2.2 To ensure minimum life safety standards are met in all areas of jurisdiction within the Fire Department.

Actions:

2.1 (a) Work with the community to enforce compliance with applicable codes, standards, regulations and by-laws.

2.1 (b) Research and monitor fire and emergency response trends to assess the Fire Department's effectiveness and develop appropriate prevention programs and legislation.

2.1 (c) Advise the public and government bodies on fire prevention, life safety, emergency planning within the jurisdiction and mandate of the Fire Department.

2.1 (d) Develop an effective and co-operative relationship with all appropriate fire prevention agencies and our customers.

2.2 (a) Work with the community to enforce compliance with applicable codes, standards, regulations and by-laws.

2.2 (b) Research and monitor fire and emergency response trends to assess the Fire Department's effectiveness and develop appropriate prevention programs and legislation.

2.2 (c) Advise the public and government bodies on fire prevention, life safety and environmental issues, within the jurisdiction and mandate of the Fire Department.

2.2 (d) Develop an effective and co-operative relationship with all appropriate fire prevention agencies and our customers.

Strategic Plan

Fire and Emergency Services

Investigation:

Objectives:

- 3.1 To determine the cause and origin of all emergencies within the jurisdiction of the Fire Department.
- 3.2 To develop an effective and co-operative relationship with all appropriate investigating agencies.
- 3.3 To ensure that a complete current investigation information and statistical data base is available.

Actions:

- 3.1 Conduct timely and effective investigations.
- 3.2 (a) Participate in and influence decisions made by all appropriate public/private agencies.
- 3.2 (b) Develop liaison and two-way information sharing programs with appropriate agencies.
- 3.3 Research, identify, select and implement the appropriate technology to support a complete current investigation information and statistical data base.

Strategic Plan

Fire and Emergency Services

Training:

Objectives:

4.1 To train Fire Department staff to meet recognized standards.

4.2 Mandatory Training

Actions:

4.1 (a) Research and identify appropriate performance standards.

4.1 (b) Develop and implement training programs to meet identified standards and the needs of the City.

4.1 (c) Research and monitor fire and emergency response trends to assess the Fire Department's effectiveness and develop appropriate training programs.

4.1 (d) Receive and maintain accreditation from recognized accreditation agencies where appropriate.

4.2 Mandatory training shall be identified on a yearly basis by Administration.

Strategic Plan

Fire and Emergency Services

Rescue:

Objectives:

5.1 To reduce injuries and death from all causes within areas of jurisdiction of the Fire Department with all due consideration to the safety of all staff.

5.2 To develop an effective and co-operative relationship with all appropriate support agencies.

Actions:

5.1 (a) Conduct timely and effective rescues.

5.1 (b) Research, identify, select and implement the appropriate technology and support for victim entrapment.

5.2 (a) Participate in and influence decisions made by all appropriate support agencies

5.2 (b) Develop liaisons and two-way information sharing programs with all support agencies.

Strategic Plan

Fire and Emergency Services

Fire Suppression

Objectives:

6.1 To reduce injuries, deaths, property loss and damage to the environment from fire and its consequences.

6.2 To develop an effective and co-operative relationship with all appropriate support agencies.

Actions:

6.1 (a) Conduct timely and effective fire suppression activities.

6.1 (b) Research, identify, select and implement the appropriate technology and support.

6.2 (a) Participate in and influence decisions made by all appropriate support agencies.

6.2 (b) Develop liaisons and two-way information sharing programs with all support agencies.

Haz Mat (Dangerous Goods Containment)

Objectives:

7.1 Reduce injuries, deaths, property loss and damage to the environment from fire, dangerous goods releases and their consequences.

Actions:

7.1 (a) Conduct timely and effective haz mat operations.

7.1 (b) To provide all personnel with training to the Awareness Level and where appropriate Operations Level. Participate in the Region's CBRNE Team.

7.1 (c) To work with other area Municipalities in establishing a hazardous material response procedure, and enter into Agreements with Council's concurrence, when necessary.

Strategic Plan

Fire and Emergency Services

Life Support

Objectives:

8.1 To prevent death, relieve pain and reduce shock.

8.2 To increase our ability and role to provide advanced life support.

Actions:

8.1 (a) Provide timely and effective life support services.

8.1 (b) Research, identify, select and implement the appropriate technology and support.

8.2 (a) Participate in and influence decisions made by all appropriate support agencies and enter into a tiered response.

8.2 (b) Develop liaisons and two-way information sharing programs with all support agencies.

Strategic Plan

Fire and Emergency Services

Administration

Objectives:

9.1 To have a management team which anticipates, initiates, communicates, and manages change effectively.

9.2 To ensure that the Fire Service is delivered in a superior and cost-effective manner.

9.3 To ensure responsible, timely, and effective decisions are made for the provisions of the Fire Department.

9.4 To develop a positive customer focus in the Fire Department service delivery.

Actions:

9.1 (a) Monitor, identify and anticipate all trends affecting the Fire Department and take the appropriate action.

9.1 (b) Develop an effective management team through research, training, education and dynamic team building.

9.2 (a) Advise Council regarding the resources and numbers of staff required to deliver timely and effective fire and emergency services.

9.2 (b) Manage the staff and resources allocated by Council to provide the most efficient and effective fire and emergency services.

9.2 (c) Investigate opportunities for the Fire Department to assume additional roles.

9.3 (a) Prepare a long range Master plan for the provision of Fire Department services.

9.3 (b) Amend the enabling By-law to reflect current Fire Department services delivery and update it as needed.

9.4 (a) Develop a customer service training service program.

9.4 (b) Train all staff in customer service.

CORE DELIVERABLE SERVICES INDEX

Page No.	Description
2	Emergency Response
2, 3 & 4	Fire Prevention & Public Education
4 & 5	Fire Administration
5 & 6	Communications/Resource Centre
6	Training & Education
6 & 7	Maintenance
7 & 8	Support Services
8	Emergency Management
8	Public Access Defibrillator Program
8	Corporate & Community Training
8 & 9	Corporate Driver Training & Licensing Program
9	Pre Fire Planning
9	Operational Guidelines

Example:

Number	Service	Council Approved	Comment
ER 15	Water & Ice Rescue Entry Level		Tech Only

Legend:

- F.P.O. – Fire Prevention Officer
- C.B.O. – Chief Building Official
- D.C.C.S. – Department of Community and Corporate Services
- C.E.C.G. – Community Emergency Control Group
- MPC – Master Planning Committee

Core Service: Emergency Response

			Approved	
ER	1	Basic firefighting, no expected rescue component	√	
ER	2	Structural firefighting, including rescue	√	
ER	3	Vehicle firefighting	√	
ER	4	Grass, brush, forestry firefighting	√	
ER	5	Marine firefighting	√	Limited
ER	6	Automatic aid	√	
ER	7	Mutual aid	√	
ER	8	Tiered medical response	√	
ER	9	Awareness level dangerous goods (Haz-Mat)	√	All Personnel
ER	10	Technician level dangerous goods (Haz-Mat)	√	Limited 3 Personnel
ER	11	Vehicle collisions	√	
ER	12	Vehicle extrication	√	
ER	13	Transportation incidents involving road vehicles, trains, aircraft and watercraft	√	
ER	14	Water and ice rescue, shore based	√	
ER	15	Water and ice rescue, water entry	√	Tech Only
ER	16	Public assistance	√	
ER	17	Emergency Medical Service assistance	√	
ER	18	Police assistance	√	
ER	19	Public utilities assistance	√	
ER	20	Community emergency plan participation	√	
ER	21	High angle rescue	√	Tech Only
ER	22	Role as Assistant to Fire Marshal regarding fire suppression	√	By-law & Administration Direction
ER	23	Pumping of hydrants after fire call	√	

Core Service: Fire Prevention & Public Education

Number		Service	Council Approved	Comment
FP&PE	1	Selection of appropriate programs	√	F.P.O.
FP&PE	2	Role of Chief Fire Official	√	
FP&PE	3	Role of Assistant to Fire Marshal regarding Fire Prevention	√	F.P.O.
FP&PE	4	Input into fire prevention policy development	√	
FP&PE	5	Code development input	√	
FP&PE	6	Development of Fire Prevention By-laws	√	
FP&PE	7	Preparation for and appearances in court	√	2011 – 140 hours
FP&PE	8	Interaction with other government agencies	√	
FP&PE	9	Inspection practices, including:		
FP&PE	9a	Complaints inspections	√	F.P.O.
FP&PE	9b	Conducting routine inspections	√	F.P.O.
FP&PE	9c	Dealing with code compliance issues (mandated)	√	Certified Only
FP&PE	9d	Enforcing municipal by-laws	√	F.P.O.
FP&PE	9e	Dealing with hoarding issues	√	Certified Only
FP&PE	9f	Conducting inspections, preparing reports and issuing written responses to requests	√	Certified Only
FP&PE	10	Public education practices, including:		
FP&PE	10a	Providing routine education programs as per fire prevention policy	√	F.P.O.
FP&PE	10b	Facilitating smoke alarm initiatives	√	F.P.O.
FP&PE	10c	Providing access for media	√	-F.P.O. As Approved
FP&PE	10d	Delivery of specialized programs	√	F.P.O.
FP&PE	11	Fire Investigation practices, including:		
FP&PE	11a	Determining fire origin and cause	√	Certified Only
FP&PE	11b	Assessing code compliance	√	Certified Only
FP&PE	11c	Assessing fire suppression effectiveness	√	Under Sup. of Certified Person
FP&PE	11d	Determining compliance with building standards	√	Certified Only
FP&PE	11e	Determining effectiveness of built-in suppression features	√	Certified Only
FP&PE	11f	Interacting with OFM Fire Investigations Services	√	Certified Only
FP&PE	11g	Supporting criminal prosecutions	√	Certified Only
FP&PE	11h	Consulting with police and other agencies	√	Certified Only

Core Service: Fire Prevention & Public Education

Number	Service	Council Approved	Comment
FP&PE	12	Plans examination and approval practices, including:	
FP&PE	12a	√	Comment to CBO
FP&PE	12b	√	Comment to CBO
FP&PE	12c	√	Comment Planning
FP&PE	12d	√	Comment Planning
FP&PE	12e	√	With CBO
FP&PE	13	√	With C.B.O.
FP&PE	14	√	
FP&PE	15	√	
FP&PE	16	√	Fire & Building Code

Core Service: Fire Administration

Number		Service	Council Approved	Comment
FA	1	Planning & growth practices, including: <i>Preparing Report to Council</i>		
FA	1b	Evaluating programs and services	√	
FA	1c	Projecting station locations and reallocations	√	
FA	1d	Determining staffing levels and assignments	√	
FA	1e	Determining resource levels and assignments, including responses	√	
FA	1f	Co-ordinating with other emergency services	√	
FA	1g	Co-ordinating development with other community departments	√	
FA	1h	Co-ordinating with other Municipalities	√	
FA	2	Financial & records analysis practices, including:		
FA	2a	Co-ordinating use of information from suppression activities	√	
FA	2b	Co-ordinating use of information from fire prevention activities	√	
FA	2c	Transitional adjustments for capital stock	√	
FA	2d	Input into level of service issues (based upon available funding)	√	
FA	2e	Developing, controlling and monitoring budgets	√	
FA	2f	Co-ordinating with department divisions	√	
FA	2g	Identifying alternative sources of revenue and fees for services	√	
FA	2h	Operating Budgets	√	
FA	2i	Capital Budgets	√	
FA	2j	Purchasing	√	
FA	3	Records management, including:		
FA	3a	Note taking	√	F.P.O.
FA	3b	Records retention	√	F.P.O.
FA	3c	Freedom of information management	√	With City Clerk
FA	4	Human resources practices, including:		
FA	4a	Recruitment, selection & retention	√	
FA	4b	Promotion	√	
FA	4c	Performance evaluation	√	
FA	4d	Career development & higher education	√	
FA	4e	Job classifications	√	
FA	4f	Overseeing and applying for Provincial and Federal Awards Programs	√	

Core Service: Fire Administration

Number		Service	Council Approved	Comment
FA	5	Client/customer relation practices, including:		
FA	5a	Preserving local identity	√	
FA	5b	Enhancing Fire Department image	√	
FA	5c	Marketing	√	
FA	5d	Environmental scanning, anticipating pressures and developing communication strategies	√	
FA	5e	Enhancing public perception of access to Fire Department staff	√	
FA	5f	Developing inter-agency relationships	√	
FA	6	Health and safety practices, including communicable diseases	√	
FA	7	Accident Investigation on City Property	√	
FA	8	Securing of Building	√	Property Standards

**Core Service: Communications/
Resource Centre**

Number		Service	Council Approved	Comment
RC	1	Dispatch practices, including:		
RC	1a	Liaising with dispatch centres	√	F.P.O.
RC	1b	Providing access points for operational supervisors	√	
RC	1c	Receiving emergency calls	√	Contracted
RC	1d	Dispatching of appropriate resources	√	Contracted
RC	1e	Providing on-going resources to operation during emergency	√	
RC	1f	Compiling emergency response data and inputting of information in data bases	√	
RC	1g	Sharing data with other department divisions	√	
RC	1h	Sharing data with other municipal departments	√	
RC	1i	Accessing data from other sources	√	
RC	1j	Installation of 911 Signs	√	
RC	2	Technology issues, including:		
RC	2a	Maintaining and repairing communications systems and components (both routine and emergency)	√	
RC	2b	Providing technical support	√	
RC	2c	Developing specifications for radios, pagers, Telephones, and computers	√	
RC	2d	Providing interface capability with other data systems, e.g. assessment, building department, roads department	√	

Core Service: Training & Education

Number	Service	Council Approved	Comment
TE	1	Program development practices, including:	
TE	1a	Developing trainer facilitators	√
TE	1b	Co-ordinating core curriculum	√
TE	1c	Developing specialized staff development programs	√
TE	1d	Suppression	√
TE	1e	Prevention	√
TE	1f	Administration	√
TE	1g	Communications	√
TE	1h	Maintenance	√
TE	1i	Support services	√
TE	1j	Developing succession training programs	√
TE	1k	Developing self-directed learning programs	√
TE	2	Providing access to training facilities, including:	
TE	2a	Co-ordinating access to facility	√
TE	2b	Delivering of hands-on training to staff	√
TE	3	Station training practices, including:	
TE	3a	Delivery of curriculum specific to discipline's needs	√
TE	3b	Supervisory training skills	√
TE	3c	Providing support and direction	√
TE	4	Development, approval and delivery of incident management and accountability systems and procedures	√
TE	5	Co-ordination, development, approval and distribution of standard operating guidelines for various disciplines	√

Core Services: Maintenance

Number		Service	Council Approved	Comment
MA	1	Fleet and equipment maintenance practices, including:		
MA	1a	Maintaining fleet and equipment (both routine and emergency)	√	Duty Crews conduct routine
MA	1b	Providing annual testing programs	√	
MA	1c	Mechanical worthiness	√	
MA	1d	Ministry of Labour requirements	√	
MA	1e	Pump capacity and certification	√	
MA	1f	Specification development	√	
MA	1g	Acceptance testing and approval of new apparatus and equipment	√	
MA	1h	Maintaining specialized equipment, e.g. SCBA	√	
MA	1i	Central supply facility	√	
MA	2	Facilities maintenance, including maintenance of station infrastructure	√	Duty Crews & F.P.O.
MA	3	Providing input regarding design and construction consideration for fire stations	√	

Core Service: Support Services

Number		Service	Council Approved	Comment
SS	1	Purchasing practices, including:		
SS	1a	Bulk purchasing through local and area organizations	√	
SS	1b	Developing standardized specifications for all apparatus and equipment	√	
SS	2	Financial practices, including:		
SS	2a	Financial analysis	√	
SS	2b	Liaising with other area departments	√	
SS	2c	Co-ordinating day to day financial services	√	D.C.C.S.
SS	2d	Arranging long term funding	√	D.C.C.S.
SS	3	Risk management practices, including:		
SS	3a	Assessing changing risk	√	
SS	3b	Operationalizing risk management into every function	√	
SS	3c	Providing insurance	√	D.C.C.S.
SS	3d	Prevention planning	√	
SS	3e	Risk avoidance	√	
SS	3f	Loss control	√	
SS	3g	Separation and diversification of losses	√	
SS	3h	Risk transfer	√	
SS	4	Human resources practices, including:		
SS	4a	Developing recruitment and retention programs	√	
SS	4b	Specializing in fire service legislation and related issues	√	
SS	5	Co-ordination with other agencies for shared infrastructure, including:		
SS	5a	Municipal water system development	√	Public Works
SS	5b	Maintenance and access to water supply	√	Public Works
SS	5c	Maintenance and access to emergency incidents via Municipal and Regional roads	√	Public Works
SS	5d	Co-ordinating road closures and detour routes with appropriate works department and roads department	√	Public Works

**Core Service: Public Access
Defibrillator Program**

Number		Service	Council Approved	Comment
PAD	1	Ensure appropriate staff are trained to the level required of the Program	√	
PAD	2	Ensure the PAD's are maintained	√	

**Core Service: Corporate And
Community Training**

Number		Service	Council Approved	Comment
CC	1	Fire Safety	√	F.P.O.
CC	2	Fire Extinguisher	√	F.P.O.
CC	3	First Aid	√	
CC	4	C.P.R.	√	
CC	5	Defibrillator (P.A.D.)	√	
CC	6	WHMIS	√	
CC	7	Spill Training	√	
CC	8	Confined Space (Awareness)	√	
CC	9	Transportation of Dangerous Goods Certification	√	

**Core Service: Corporate Driver Training
And Licensing Program**

Number		Service	Council Approved	Comment
CDTL	1	Maintaining Records for MTO	√	
CDTL	2	Air Brake Endorsement Course	√	
CDTL	3	Licensing Renewals	√	
CDTL	4	Annual Training	√	
CDTL	5	License Abstract Reviews	√	

Core Service: Pre Fire Planning

Number		Service	Council Approved	Comment
PFP	1	Prepare In-Depth Plans Identifying Hazards	√	F.P.O.
PFP	2	Provide Information to all Personnel	√	F.P.O.
PFP	3	Input Final Plans into Information System	√	F.P.O.

Core Service: Operational Guidelines

Number	Service	Council Approved	Comment
OG 1	Ensure that all Guidelines Meet the Requirements of Section 21 and Ministry of Labour	√	

THE CORPORATION OF THE

TOWNSHIP OF WAINFLEET

BY-LAW NO. 071-2019

Being a by-law to repeal and replace By-law No. 043-2018 being a By-law to establish and regulate the Township of Wainfleet Fire & Emergency Services.

WHEREAS the *Municipal Act, S.O. 2001, c.25*, as amended, and the *Fire Protection and Prevention Act, 1997, S.O. 1997, c.4* as amended, permits the Council to enact a by-law to establish and regulate a Fire Department;

WHEREAS subsection 2 (1) of the *Fire Protection and Prevention Act 1997* requires each municipality to establish a program which must include public education with respect to fire safety and certain components of fire prevention; and, to provide such other fire protection services as it determines may be necessary, and

WHEREAS subsection 2 (2) of the *Fire Protection and Prevention Act 1997* requires a municipality, in discharging the responsibilities under subsection 2(1), to establish a Fire Department, and

WHEREAS subsection 5 (1) of the *Fire Protection and Prevention Act 1997* requires a Fire Department to provide fire suppression services that permits the Fire Department to provide other fire protection services;

NOW THEREFORE the Council of the Corporation of the Township of Wainfleet **HEREBY ENACTS AS FOLLOWS:**

Definitions:

1. In this By-law, unless the context otherwise requires,
 - a. **Approved** means Approved by the Council
 - b. **Chief Administrative Officer (CAO)** means the person appointed by Council to act as Chief Administrative Officer for the Corporation
 - c. **Corporation** means the Corporation of the Township of Wainfleet
 - d. **Council** means the Council of the Township of Wainfleet

- e. **Deputy Chief** means the person appointed by Council to act on behalf of the Fire Chief of the Fire Department in the case of an absence or a vacancy in the office of Fire Chief
- f. **Fire Chief** means the person appointed by Council to act as Fire Chief for the Corporation and is ultimately responsible to Council as defined in the Fire Protection and Prevention Act
- g. **Fire Department** means the Township of Wainfleet Department of Fire and Emergency Services
- h. **Firefighter** means any person employed in, or appointed to, a Fire Department and assigned to undertake Fire Protection Services, and includes a Volunteer Firefighter who provides Fire Protection Services voluntarily or for a nominal consideration, remuneration or honorarium, training or activity allowance. For the purposes of Labour Relations means a person regularly employed on a salaried basis either full or part-time in a Fire Department and assigned to Fire Protection Services and includes technicians but does not include a Volunteer Firefighter and whereas Part IX of the Fire Protection and Prevention Act would apply
- i. **Fire Protection Services** includes fire suppression, fire prevention, fire safety education, communication, training of persons involved in the provision of Fire Protection Services, rescue and emergency services and the delivery of all those services
- j. **Limited Services** means a variation of services significantly differentiating from the norm as a result of extenuating circumstances, such as personnel and equipment availability, environmental factors, obstructions, remote properties, private road ways, lanes, and drives
- k. **Member** means any persons employed in, or appointed to, a Fire Department and assigned to undertake Fire Protection Services, and includes officers, full time, part time and Volunteer Firefighters
- l. **Volunteer Firefighter** means a Firefighter who provides Fire Protection Services either voluntarily or for a nominal consideration, honorarium, training or activity allowance

Fire Department Establishment

2. A Fire Department for the Township of Wainfleet to be known as the Township of Wainfleet Fire & Emergency Services is hereby established and the head of the Fire Department shall be known as the Fire Chief and shall be responsible for its proper and efficient administration and operation.

3. The Fire Department "Mission Statement and Goals" are as stated in **Schedule "A"**, attached hereto and forming part of this by-law.

Structure

4. The Fire Department shall be structured in conformance with the Approved Organizational Chart, **Schedule "B"**, attached hereto and forming part of this by-law.
5. Firefighters of the Township of Wainfleet Fire & Emergency Services for the purposes of "WSIB" Workplace Safety Insurance Board shall be defined as Volunteer Firefighters.
6. In addition to the Fire Chief, the Council may appoint a Deputy Chief and such number of other officers and Members as may be deemed necessary by the Council
7. The Fire Chief may hire any qualified person as a Member of the Fire Department subject to the Approved hiring policies of the Township of Wainfleet Fire Department.
8. Persons appointed as Members of the Fire Department to provide Fire Protection Services shall be on probation for a period of 12 months, during which period they shall take such special training and examination as may be required by the Fire Chief.
9. The remuneration of the Volunteer Firefighters shall be as determined by the Council from time to time.
10. If a probationary Member appointed to provide Fire Protection Services fails any such special training and examination, the Fire Chief may dismiss and/or take appropriate action as authorized by Council.
11. The Fire Chief may reprimand, suspend, or in consultation with the Chief Administrative Officer, dismiss any Member for infraction of any provisions of this By-law, policies, general orders and departmental rules, procedures or guidelines that, in the opinion of the Fire Chief, would be detrimental to discipline or the efficiency of the Fire Department.
12. Disciplinary action or dismissal of a Volunteer Firefighter shall be conducted in accordance with the Approved Fire Department and human resources policies.

Duties and Responsibility

13. The Fire Chief is ultimately responsible to Council for their statutory duties under the Fire Prevention and Protection Act and is responsible to Council through the

Chief Administrative Officer for proper administration and operation of the Fire Department including the delivery of Fire Protection Services.

14. Each division of the Fire Department is the responsibility of the Fire Chief and is under the direction of the Fire Chief or a Member designated by the Fire Chief. Designated Members shall report to the Fire Chief on divisions and activities under their supervision and shall carry out all orders of the Fire Chief.
15. The Fire Chief shall be authorized to make such orders, policies, procedures and rules, and to take such other measures as the Fire Chief may consider necessary for the proper and efficient administration and operation of the Fire Department for the prevention, control and extinguishment of fires, the protection of life and property, and the management of emergencies within the Township and, without restricting, the generality of the foregoing;
 - a. For the care and protection of all property belonging to the Fire Department;
 - b. For arranging for the provision of necessary and proper facilities, apparatus, equipment, materials, services and supplies for the Fire Department;
 - c. For determining and establishing for consideration by Council and the Chief Administrative Officer, the qualifications and developing criteria for employment or appointment and the duties of all the Officers, members and administrative staff of the Fire Department;
 - d. For the conduct and the discipline of Officers, members and administrative staff of the Fire Department, in keeping with Corporation's policies, programs, and any pertinent collective agreement;
 - e. For preparing and, upon approval by the Council, implementing and maintaining a Fire Service Master Plan and Program for the Corporation;
 - f. For coordinating the Fire Service Master Plan and Program adopted by the Council with any Emergency Plans, organizations, services or measures established or to be established by the Corporation and, if requested, any Emergency Plan established or to be established by the Province of Ontario of the Government of Canada and for coordinating with and assisting any other public official in an emergency declared by the Mayor of the Corporation, the Premier or Ontario or the Governor in Council;
 - g. During short term absences of the Fire Chief, for the appointment of an Acting Fire Chief;
 - h. During long term absences of the Fire Chief, the CAO shall recommend to Council the appointment of an Acting Fire Chief;

- i. For ensuring that a Duty Officer is available to assist the members of the Department on a 365/24/7 basis;
 - j. For keeping an accurate and readily available record for all fires, rescues and emergencies responded to by the Fire Department and for keeping such other records as may be required by Council;
 - k. For preparing and presenting the Annual Report for the Fire Department to Council, and;
 - l. For preparing and presenting the Annual Budget of the Fire Department to Council.
16. The Fire Chief shall be responsible for the enforcement of this By-law and all general orders, policies, procedures and rules made under this By-law and for the enforcement of all fire protection service By-laws of the Town, and shall review periodically such By-laws and may establish a Committee of Officers and other persons as the Fire Chief may determine from time-to-time to assist in the periodic review.

Policies and Procedures

17. The Fire Chief shall implement all Approved policies and shall develop such standard operating procedures and guidelines, general orders and departmental rules as necessary to implement the Approved policies and to ensure the appropriate care and protection of all Fire Department personnel and equipment.
18. The Fire Chief shall review periodically all policies, orders, rules and operating procedures of the Fire Department and may establish an advisory committee consisting of such Members of the Fire Department as the Fire Chief may determine from time to time to assist in these duties.
19. The Fire Chief may recommend to the Council such amendments to the By-laws as the Fire Chief considers appropriate and may revise or terminate such general orders, policies, procedures, and rules made under this By-law as the Fire Chief considers appropriate.

Budgets and Reports

20. The Fire Chief shall submit to the CAO and Council for approval, the annual budget estimates for the Fire Department an annual report and any other specific reports requested by the CAO and/or Council. Council will consider the level of service provided by the Fire Department annually when setting the annual budget

Powers

21. The Fire Chief shall be the head of the Fire Department and shall be responsible for its proper and efficient administration and operation.
22. The Fire Chief or their designate, shall exercise all powers mandated by the Fire Protection and Prevention Act, and the Fire Chief shall be empowered to authorize:
 - a. Fire Service personnel to have command at fires and emergencies over all Members of the Fire Department, and all other persons who may be present, and may direct the extinguishing of the fire or other emergency and the protection of life and property;
 - b. Fire Service personnel to enter all lands and premises within the municipality where a fire is occurring or has occurred;
 - c. Fire Service personnel to investigate all fires and report to the Fire Marshal as required by the Fire Protection and Prevention Act;
 - d. the pulling down or demolishing any building or structure to prevent the spread of fire;
 - e. all necessary actions which may include boarding up or barricading of buildings or property to guard against fire or other danger, risk or accident, when unable to contact the property owner;
 - f. recovery of expenses incurred by such necessary actions for the Corporation in the manner provided through the Municipal Act and the Fire Protection and Prevention Act; and
 - g. the enforcement of this By-law and the general orders, procedures and regulations of the *Fire Department*.
23. The Fire Chief shall have all powers, rights and duties assigned to a Fire Chief under the Fire Protection and Prevention Act, 1997, including without limitation, the authority to enforce compliance with the Fire Code made under the Fire Protection and Prevention Act, 1997.

Emergency Response Outside of Municipal Boundaries

24. The Fire Department shall not respond to a call with respect to a fire or emergency outside the limits of the municipality except with respect to a fire or emergency:

- a. that, in the opinion of the Fire Chief or designate of the Fire Department, threatens property in the municipality or property situated outside the municipality that is owned or occupied by the municipality;
 - b. in a municipality with which an Approved agreement has been entered into to provide Fire Protection Services which may include automatic aid;
 - c. on property with which an Approved agreement has been entered into with any person or Corporation to provide Fire Protection Services;
 - d. at the discretion of the Fire Chief, to a municipality authorized to participate in any county, district or regional mutual aid plan established by a fire coordinator appointed by the fire marshal or any other similar reciprocal plan or program;
 - e. on property beyond the municipal boundary where the Fire Chief or designate determines immediate action is necessary to preserve life or property and the appropriate department is notified to respond and assume command or establish alternative measures, acceptable to the Fire Chief or designate.
25. In consultation with the Chief Administrative Officer, the Fire Chief shall be authorized to enter into and execute Fire Protection Agreements including but not limited to, Mutual Aid, Automatic Aid, and Memorandums of Understanding.

Levels of Service

26. The Township of Wainfleet Fire Department shall provide such Approved services as specified and listed in Schedule "B". The Fire Department may respond to rescues and emergencies other than those listed in Schedule "B", with the approval of the Fire Chief or his designate.
27. Due to the Fire Department's reliance upon Volunteer Firefighters, the topographic and geographic configuration of the Township, the level and amount of equipment at the department's disposal, and other budgetary constraints, the services listed in Schedule "B", although Approved, may be provided as "Limited Services" as defined in Section 1 of this By-law.
28. The Corporation of the Township of Wainfleet shall be under no obligation to provide services, and accepts no liability for the delay or inability to supply the services set out in Schedule "C" of this By-law due to the provision of its Approved services as Limited Services, where such delay or inability is the result, directly or indirectly, the existence of unsafe conditions encountered en route, impeded access to property, and/or environmental factors/constraints, or any other constraints which impact the delivery of services or which may create an unsafe condition

Conflict

29. Where this By-law may conflict with any other by-law setting out the powers and duties of a Municipal Officer or a Municipal Department, this By-law shall supersede and prevail over that other By-law to the extent of the conflict.

Severability and Validity

30. Should any section, subsection, clause, paragraph or provision of this by-law be declared by a court of competent jurisdiction to be invalid, the same shall not affect the validity of this by-law as a whole or any part thereof, other than the provisions so declared to be invalid.

Repealed By-laws

31. By-law No. 043-2018 is repealed and any by-laws previously providing for the establishment and regulation of the Township of Wainfleet Fire & Emergency Services are hereby repealed.

Force & Effect

32. This By-law shall come into force and take effect on the final passage thereof.

BY-LAW READ AND PASSED THIS 22nd DAY OF OCTOBER, 2019

K. Gibson, MAYOR

M. Ciuffetelli, DEPUTY CLERK

Schedule "A" to BL071-2019

MISSION STATEMENT

The Mission of the Wainfleet Fire & Emergency Services is to take action to protect and/or rescue citizens and/or property from threats of health, the effects of natural or man-made disasters, and in particular the risk that a fire, if started, would seriously endanger the health and safety of any person or quality of the natural environment for any use that can be made of it.

PRIMARY GOALS of the FIRE DEPARTMENT

The primary goal of the Fire Department is to provide fire protection and rescue services through a range of programs designed to protect the lives and property of the inhabitants from the adverse effects of fire, sudden medical emergencies, or exposure to dangerous conditions created by man or nature; second to those Municipalities requiring assistance through authorized emergency fire service plan and program (mutual aid) activities; and third, to those Municipalities which are provided fire protection by the Department of Fire and Emergency Services via authorized agreement.

PRIMARY OBJECTIVES of the FIRE DEPARTMENT:

In order to achieve the goal of Fire Department, necessary funding must be in place and the following objectives met:

1. Reduce the incidence of injury, loss of life, and property damage by providing public education programs, fire cause investigation, and prevention services to secure public safety and code compliance.
2. Be responsive to local and global economics so that our service model reflects the needs of the community we serve and the changing technologies that influence cost effective delivery of services to recognized standards.
3. Provide a timely response for all services through properly equipped, trained, skilled, and efficient firefighters.
4. Identify and review the Fire Department requirements of the Municipality
5. Provide an administrative process consistent with the needs of the Department
6. Ensure that firefighting equipment and operating personnel are available within the Municipality to provide adequate response to a citizen's call within a reasonable length of time.
7. Provide departmental training, to an accepted standard, which will ensure the continuous up-grading of all personnel in the latest technique of fire prevention,

- firefighting and control of emergency situations and to co-operate with other Municipal departments with respect to management training and other programs.
8. Provide a maintenance program to ensure all fire protection apparatus, involving all equipment, is ready to respond to emergency calls
 9. Provide an effective Fire Prevention Program to:
 - (a) Ensure, through plan examination and inspection, that required fire protective equipment is installed and maintained within buildings
 - (b) Reduce and/or eliminate fire hazards
 - (c) Ensure compliance with applicable Municipal, Provincial and Federal fire prevention legislation, statutes, codes and regulations in respect to fire safety.
 10. Develop and maintain an effective public information system and educational program, with particular emphasis on school fire safety programs; and commercial, industrial and institutional staff training.
 11. Ensure in the event of a major catastrophe in the Municipality, assistance to cope with the situation is available from outside departments and other agencies.
 12. Develop and maintain a good working relationship with all Federal, Provincial and Municipal departments, utilities and agencies, related to the protection of life and property.
 13. Interact with other Municipal departments respecting the aspects of fire or any given programs.
 14. Ensure these objectives are not in conflict with any other Municipal department.

**Schedule "B" to BL071-2019
The Township of Wainfleet
Fire and Emergency Services
Organizational Chart (Revised September 2019)**



SCHEDULE "C" to BL071-2019

PART A- Core Services Provided (Response and Support):

1. GENERAL

- 1.1 Wainfleet Fire & Emergency Services will provide the following emergency services:
- a) Structural firefighting – Interior Operations (Rescue and Fire Suppression)
 - b) Vehicle firefighting
 - c) Grass, brush firefighting
 - d) Marine firefighting – Defensive Shore Based only
 - e) Medical assistance with CPR/Defibrillation
 - f) Hazardous Materials Response- Operations & Mission Specific Level
 - g) Motor Vehicle Collisions (MVC's)
 - h) Rescue and Extrication Services
 - i) Transportation incidents involving vehicles, trains, aircraft and watercraft
 - j) Water and Ice rescue – Shore Based Only
 - k) Public Assistance
 - l) Other agencies assistance (Police, EMS, Utilities)
 - m) High angle rescue – awareness only
 - n) Confined space rescue – awareness only
 - o) Trench rescue – awareness only
 - p) Mutual Aid- Region of Niagara & Haldimand County
 - q) Automatic Aid
 - r) Participation in community emergency plan
 - s) Fire protection agreements
 - t) Joint service agreements
 - u) Review of Propane Facility "Risk and Safety Management Plans" as set out in Ontario Regulation 440/08
- 1.2 Services are intended to provide for the protection of life and property and the welfare of the community, appropriate to the level of training and equipment provided to the Fire Department.
- 1.3 Provision of service shall be commensurate with the emergency location and accessibility. Structures or locations where accessibility is restricted, or unavailable due to road conditions, weather, obstructions, or other factors, may not have services available. It is the responsibility of the property owner to ensure safe access for the Fire Department apparatus and personal.
- 1.4 Emergency response to properties accessed via private roads, private lanes, private bridges or private driveways, and those properties which are water access only, are subject to the following limitations:
- a) The ability of such roads, lanes, bridges or driveways to support and accommodate Fire Department equipment and apparatus; and
 - b) The failure of the owner or user of the lands upon which the roads, lanes, bridges or driveways is located to maintain the roads, lanes, bridges or driveways in a condition that is passable by Fire Department equipment and apparatus.

2.0 FIRE SUPPRESSION

2.1 Shall consist of:

- a) Structural fire fighting including: interior rescue and fire attack in accordance with the Fire Department's level of training, Operating Guidelines, Occupational Health and Safety guidelines, and the number and type of personnel and equipment available to the Fire Department for each specific emergency response.
- b) Suppression of vegetation (grass, brush & forestry) fires.
- c) Protection of structures threatened by fire.
- d) Suppression of vehicle fires.

3.0 EMERGENCY SERVICES

3.1 Shall consist of:

- a) Motor Vehicle Collision Response to the level of training and equipment available, including traffic control, scene stabilization and basic and advanced heavy hydraulic extrication.
- b) Water and Ice Rescue using ONLY shore based rescue methods and equipment.
- c) Removal of victims from toxic atmospheres, provided that such removal can be accomplished with the equipment provided and level of training required for the situation.
- d) Assistance shall be requested from other agencies to effect rescues necessitated by natural or man-made disasters for which the Fire Department does not have the required training and/or equipment such as farm accidents, confined space rescue, trench rescue, falls from heights and similar occurrences.

4.0 EMERGENCY MEDICAL RESPONSE

4.1 Responses to Medical Emergencies will comply with the "*Niagara Region Medical Assist Response Program*" in accordance with the Fire Department's level of training, Operating Guidelines, Occupational Health and Safety guidelines, and the number and type of personnel and equipment available to the Fire Department for each specific emergency response.

4.2 Responses shall consist of:

- a) Code 4 Calls with the criteria of:
 - VSA – Vital Signs Absent
 - Unconscious Patient
 - Airway compromised
 - Chest pains/Shortness of Breath
 - Stroke
- b) Administration of declassified medications and procedures including but not limited to:
 - CPR
 - Defibrillation
 - Epi-Pen
 - Glucagon
 - Naloxone
 - Oxygen
 - Spinal Immobilization

5.0 HAZARDOUS MATERIALS (DANGEROUS GOODS)

- 5.1 Response to Hazardous Material Incidents shall be limited to the NFPA 472 Mission Specific Core-Operations Level Program.
- 5.2 Technical Level Hazardous Materials response may be requested from other fire departments to assist in mitigating the incident, subject to availability.
- 5.3 The Fire Department is not responsible for, and will not clean up or remove spills of dangerous goods. The owner or person having control of the Dangerous Goods at the time of the spill is responsible for the clean-up and removal and all costs associated with the spill.
- 5.4 The Fire Department will report Hazardous Material incidents to the appropriate agencies, as required.

6.0 GROW OPS / CLANDESTINE LABS

- 6.1 The Fire Department will assist and offer support to the Ontario Provincial Police, municipal departments and other agencies for situations involving Grow Ops / Clandestine Drug Labs to the level of training and equipment provided. Outside assistance from other fire departments or agencies maybe requested for specialized teams trained and equipped to provide hazardous material/decontamination services.

7.0 OTHER EMERGENCY SERVICES

- 7.1 The Fire Department shall respond and assist at such other emergencies that endanger persons, property or the environment, including:
 - a) Public assistance
 - b) Assistance to other agencies
 - c) Automatic Aid
 - d) Participation in the Niagara Region Mutual Aid Plan
 - e) Fire protection agreements
 - f) Responses within the Community Emergency Plan as required within the limits of the training and equipment available.

Service Currently Approved by Council - Trained, equipped and providing service	YES
Limited Level of Service approved by Council	LLS
Service NOT approved by Council	NO

EMERGENCY RESPONSE		
1	Structural Firefighting - FULL Interior Attack and Rescue	YES
2	Structural Firefighting - Limited Interior Attack and Rescue	YES
3	Structural Firefighting - Exterior Attack and Rescue (Defensive)	YES
4	Vehicle Firefighting	YES
5	Vegetation Firefighting (Grass, Brush, Forestry)	YES
6	Marine Firefighting - Shore Based	YES
7	Automatic and Mutual Aid - Per Agreements	YES
8	Tiered Medical Response - Medical assist with defibrillation	YES
9	Vehicle Collision Response - Scene Stabilization	YES
10	Vehicle Collision Response – Extrication & Rescue	YES
11	Transportation Incidents including Aircraft, Trains and Watercraft	LLS
12	Hazardous Materials Response - Awareness Level	YES
13	Hazardous Materials Response - Operations Level	LLS
14	Hazardous Materials Response - Technician Level	NO
15	Water and Ice Rescue - Awareness Level	YES
16	Water and Ice Rescue - Operations Level (Shore Based)	LLS
17	Water and Ice Rescue - Technician Level (Water Entry)	NO
18	Agency Assistance (Police, EMS, Utilities)	YES
19	Other Public Assistance	YES
20	Search and Rescue	LLS
21	High Angle (Rope Rescue) - Awareness Level	YES
22	High Angle (Rope Rescue) - Operations Level	LLS
23	High Angle (Rope Rescue) - Technician Level	NO
24	Confined Space Rescue	LLS
25	Farm and Silo Rescue	LLS
26	Trench Rescue- Awareness Level	YES
27	Trench Rescue- Operations Level	LLS
28	Trench Rescue- Technician Level	NO
29	Participation in Community Emergency Plan	YES
30	Fire protection agreements & Joint service agreements	YES
31	Review of Propane Facility "Risk and Safety Management Plans" as set out in Ontario Regulation 440/08	YES

PART B - Fire Prevention and Public Education

Fire Prevention and Public Educations activities shall be provided in accordance with the Approved Fire Department Fire Prevention/Public Education and Smoke Alarm Policies.

1. GENERAL

- 1.1 As required by the Fire Protection and Prevention Act 1997, Fire Prevention and Education will be provided by the Wainfleet Fire & Emergency Services and will include, but not be limited to, the following:
- a) Smoke and Carbon Monoxide (CO) Alarm program;
 - b) Distribution of educational materials and messages to residents and visitors;
 - c) Inspections upon complaint or request to assist in code compliance;
 - d) A Community Risk Assessment;
 - e) Inspections of buildings as determined by the Fire Service to be a risk;
 - f) Plan review and approval in co-operation with the Building & Planning Departments.

2.0 SMOKE & CARBON MONOXIDE ALARM PROGRAM

- 2.1 The objective of the smoke and carbon monoxide alarms program is to promote and enforce the installation and maintenance of working alarms on every level of every residential occupancy in the Municipality.
- 2.2 Activates to help achieve this goal include:
- a) Distribution of pamphlets or other educational material.
 - b) Instruction to residents regarding smoke & CO alarms and escape plans.
 - c) Providing advice and/or assistance on the installation of the smoke & CO alarms.
 - d) Enforcement of the Fire Code in cases of non-compliance.

3.0 PUBLIC EDUCATION AND FIRE PREVENTION PROGRAM

- 3.1 The *Fire Department* will provide fire prevention education programs for the residents and business in the Township. Programs will be delivered in a variety of ways designed to meet the needs of the target groups. The *Fire Department* may participate in various community activities that will assist in promoting fire prevention and public education on fire safety.

4.0 FIRE SAFETY INSPECTIONS

- 4.1 It is the policy of the *Fire Department* to conduct or arrange for fire prevention/safety inspections of occupancies to assess the occupant/owner's compliance with the Ontario Fire Code as listed below:
- a) Upon request
 - b) Upon receipt of complaint
 - c) Through an annual inspection program
- 4.2 Records of inspections, re-inspections and notice of violation, Fire Marshals Orders or Tickets issued, etc. will be maintained by the *Fire Department*. Follow-up on any outstanding violations will be made to obtain compliance or to undertake court action, if required.

5.0 RISK ASSESMENT

- 5.1 The Fire Department will conduct a Community Risk Assessment as required by Ontario Regulation 378/18.
- 5.2 The *Fire Department* will conduct an annual review of the Community Risk Assessment to determine if there is a need for a revision of the Policies, Procedures, Guidelines, or a need for a change in the Levels of Services Provided, and to identify and develop Fire Prevention and Public Education priorities.

6.0 PLANS EXAMINATION

- 6.1 The *Fire Department* shall:
- Participate in the examination and approval of new construction and renovation plans in consultation with the Chief Building Official,
 - Provide review and approval of planning applications for subdivisions, developments, and site plans.
 - Provide joint site inspection of approved plans to determine compliance.
 - Provide input with the issuing of occupancy permits
 - Provide review and approval of "Private Road Agreements"

Service Approved by Council- Trained, equipped and providing service	YES
Limited Level of Service approved by Council	LLS
Service NOT approved by Council	NO

FIRE PREVENTION & PUBLIC EDUCATION		
1	Complete Inspection on Complaint or Request	YES
2	Complete Routine Inspections	YES
3	Issue and/or Revoke Burn Permits	YES
4	Prepare Reports and Written Responses to Inspections	YES
5	Develop, Deliver and Maintain a Smoke/Carbon Monoxide Alarm Program	YES
6	Provide Public Education Programs	YES
7	Provide Media Releases and Media Access	YES
8	Liaise with Municipal Departments to Ensure Code and Bylaw Compliance	YES
9	Provide Plan Review for new construction & renovations	YES
10	Provide Plan Review for Sub-Divisions, Developments & Site Plans	YES
11	Provide Review of Community Risk Assessment	YES

FIRE INVESTIGATION		
1	Determine Fire Cause and Origin for all Fires in conjunction with the Fire Marshal	YES
2	Determine Fire Code Compliance	YES
3	Determine Fire Suppression Effectiveness	YES
4	Liaise with the Ontario Fire Marshal Investigators	YES
5	Liaise with Law Enforcement and Other Agencies	YES
6	Support Criminal Investigations and Prosecutions	YES
7	Prepare for and Testify in Legal Proceedings	YES

THE CORPORATION OF THE TOWNSHIP OF WAINFLEET

BY-LAW NO. 045-2022

Being a By-law to amend By-law No. 071-2019,
being a By-law to establish and regulate the
Township of Wainfleet Fire & Emergency Services

WHEREAS the Council of the Township of Wainfleet enacted By-law No. 071-2019 to establish and regulate the Township of Wainfleet Fire & Emergency Services;

AND WHEREAS the Council of the Township of Wainfleet considered Report FSR-008/2022 on the 11th day of July, 2022, and approved housekeeping changes to the Fire Department organizational structure to prepare for a new Centralized Fire Station, thus necessitating amendment to the Fire Department Establishing and Regulating By-law No. 071-2019;

AND WHEREAS the Council of the Township of Wainfleet deems it necessary and appropriate to amend By-law No. 071-2019;

NOW THEREFORE the Council of the Corporation of the Township of Wainfleet **HEREBY ENACTS AS FOLLOWS:**

- 1) **THAT** Schedule "A", attached hereto and forming part of this By-law, is hereby appended as Schedule "B" to By-law No. 071-2019.
- 2) **AND THAT** this By-law shall come into force and take effect on the date of final passage thereof.

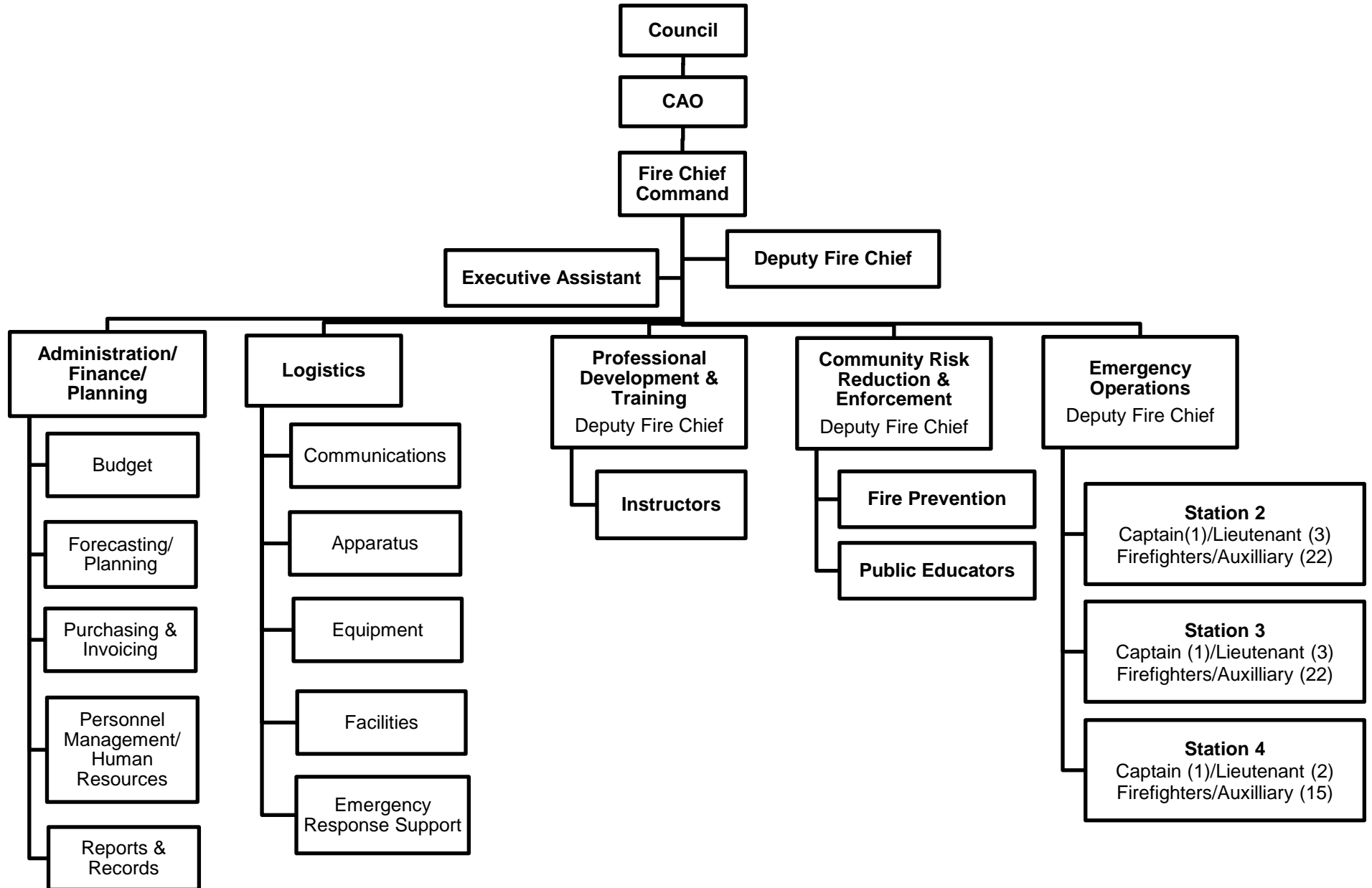
BY-LAW READ AND PASSED THIS 1ST DAY OF NOVEMBER, 2022

K. Gibson, MAYOR

M. Ciuffetelli, DEPUTY CLERK

APPENDIX "A" TO BY-LAW NO. 045-2022

SCHEDULE "B" TO BY-LAW NO. 071-2019



SHARED FIRE SERVICES REVIEW COMMITTEE
QUESTIONS & ANSWERS

Separate Departments (Status Quo)	
Pros	Keeps local control, familiarity
Cons	<ul style="list-style-type: none"> • May lead to inefficiencies due to overlapping services. • Could impose a greater financial strain on both municipalities. • Possibility of redundant administrative and training expenditures.
1.	<p>The necessity of two separate departments with a combined population smaller than other regions in Niagara is debatable</p> <p>The Fire Protection & Prevention Act states that the delivery of Fire Protection services is the responsibility of the local Municipality. Each municipality must establish what services are provided based on their levels of risk and needs.</p> <p>As such, there is no value in comparing to other departments in the region as they have all set levels of service based on their own circumstances. Similarly, there are many, much smaller municipalities in Ontario that operate fire departments in accordance with the FPPA.</p>
2.	<p>Growth increases possibly coming to Port Colborne could warrant everything remaining as is, hire a Chief and Deputy Chief</p> <p>Growth estimates have been provided to all municipalities. Port Colborne Council may choose to hire a Chief & Deputy Chief should they determine that their needs justify it.</p>
3.	<p>How will each municipality address inefficiencies and redundancies while maintaining separate services?</p> <p>Each department will be responsible for its compliance with the various pieces of legislation and regulations. Redundancies will continue to occur; however, joint training and purchasing are methods that are already used to lower operating costs.</p>
4.	<p>Is the financial impact of rising service costs justifiable given the combined population size relative to other Niagara municipalities?</p> <p>The Fire Protection & Prevention Act states that the delivery of Fire Protection services is the responsibility of the local Municipality. Each municipality must establish what services are provided based on their levels of risk and needs.</p> <p>Other larger Municipalities in the region have all set levels of service based on their own circumstances and fund those services accordingly. Similarly, there are many, much smaller municipalities in Ontario that operate fire departments in accordance with the FPPA.</p> <p>Rising costs are unavoidable, due to several factors out of control of the municipality and senior staff. For example, Insurance premiums have risen almost 20% per year for the last 2-3 years. Inflation was reported to be between 7-12% per year between 2020-2024. Wages, fuel, materials, equipment, apparatus have all risen with inflation and Municipalities need to adjust with the economic environment. These impacts have been felt across all departments and either funding is provided or services are cut.</p> <p>When looking at other composite departments in Niagara Region, Port Colborne places right in the middle of the pack when looking at operational budgets per capita.</p> <ul style="list-style-type: none"> • Niagara Falls - \$304/capita • Thorold - \$210/capita • Port Colborne - \$183/capita • Welland - \$180/capita • Combined Port Colborne & Wainfleet = \$187/capita <p>There are other measurements available and in each of them Port Colborne and Wainfleet place in the middle of the pack, highlighting the fact that this is what Councils should expect when funding modern-day fire services.</p> <p>It should be noted that these numbers may change as each municipality undergoes changes to services and staffing levels.</p>
5.	<p>What strategies can be implemented to reduce the risk of administrative and training redundancies?</p> <p>Joint training and purchasing are methods that are already used to lower operating costs and should continue to be utilized.</p> <p>Additionally, should projected growth be realized, there may be a potential opportunity for a shared training officer.</p>

SHARED FIRE SERVICES REVIEW COMMITTEE
QUESTIONS & ANSWERS

Shared Administration	
Pros	Streamlines processes, saves money (possibly), fosters communication
Cons	<ul style="list-style-type: none"> • Necessitates robust leadership and definitive agreements on resource distribution. • May lead to reduced local control, particularly concerning the Fire Chief's role. • Operational coordination across both areas could present challenges. Balancing administrative presence in each town, especially in Port Colborne with its higher call volume, may be complex. • Dual governance could complicate management, given separate councils and budgets. • Interdepartmental conflicts may arise. • Uncertainty surrounds the allocation of administrative costs. Professional firefighters may have concerns about changes in schedules and oversight. • Existing public resistance to be considered.
	Requires strong leadership and clear agreements.
1.	<p>Leadership can only take things to a certain point and will require the support of Councils, Senior Staff and Fire personnel to be truly effective.</p> <p>Clearly worded agreements will set expectations and ensure each Municipality is receiving the services it requires and deserves.</p>
	Where will the main administrative duties be out of Wainfleet or Port Colborne? Chief location in shared administration (Wainfleet vs Port Colborne)
2.	<p>Time and attention should be divided in accordance with the cost sharing agreement. One way to avoid conflict, is to set the expectation with all parties early on, that the Administrative team has the ability to work for either municipality regardless of physical location they work from and will do so at their discretion. It needs to be understood that the location of personnel will be dependant on what meetings are scheduled and where senior staff are required to be on any given day.</p> <p>Both Municipalities currently have office space and IT infrastructure in the Fire Stations that can be used by the Chief or Deputy Chief/s.</p>
	Acceptance by Wainfleet council & residents, if considering to have more of Fire Chief presence in Port Colborne
3.	Each Municipality and Council will need to determine what they are comfortable accepting as a new level of service.
	Cost and time sharing, not sure it will reduce costs
4.	<p>Operating two separate departments relied on a two Fire Chiefs and two Deputy Fire Chiefs which resulted in duplication of efforts and four full time salaries.</p> <p>A shared administrative model offers the opportunity to reduce one management position wage and eliminate the duplication of efforts which also results in time/cost savings.</p> <p>Actual costs will need to be calculated and provided by the Finance departments.</p>
	Adding another Deputy Chief to manage workflow. Workload in Port Colborne should be more than Wainfleet
5.	The shared administration model would not utilize a dedicated Port Colborne Deputy and a Wainfleet Deputy, as it would not eliminate the duplication of efforts. Rather, a "specialist" approach would be utilized in that each deputy would be given a portfolio of responsibilities that they would oversee for both departments. For example, one Deputy would focus on Training and Operations while the other Deputy's focus would be on Community Risk Reduction (Fire Prevention, Public Education). This would ensure each member of the administrative team only has to focus on their areas of expertise for both departments.

SHARED FIRE SERVICES REVIEW COMMITTEE
QUESTIONS & ANSWERS

6.	<p>Acceptance by Port Colborne council and residences not having a full-time Fire Chief or having just a Deputy Chief.</p> <p>Each Municipality and Council will need to determine what they are comfortable accepting as a new level of service</p>
7.	<p>What leadership structure would effectively manage shared duties without sacrificing local oversight?</p> <p>Utilizing the Shared Administrative model allows each Municipality to operate and maintain their own Fire Departments, Budgets, Levels of Service, etc., effectively providing local oversight while still providing some cost savings and efficiencies through the reduction of duplication of work.</p> <p>Shared Administrative Team: The shared administrative team would responsible for overall strategy, policy setting, and coordination across departments. This team ensures that the unified vision and goals are consistently pursued.</p> <p>Specialists: Maintain departmental heads or managers who oversee the day-to-day operations of their respective responsibilities. These leaders retain local oversight and ensure that portfolio-specific needs and priorities are addressed.</p> <p>Reporting System: Implement a reporting system where Officers report both to the shared administrative team. This reporting structure promotes accountability and alignment with both the unified service goals and departmental objectives.</p> <p>Inter-Departmental: Form inter-departmental committees that include representatives from each department. These committees can address shared duties, coordinate efforts, and resolve conflicts, ensuring that both departments have a voice in decision-making.</p> <p>Regular Communication Channels: Establish regular communication channels, such as weekly meetings, reports, and newsletters, to keep all personnel informed and aligned. This ensures transparency and promotes collaboration across departments.</p> <p>Clear Roles and Responsibilities: Clearly define the roles and responsibilities of the shared administrative team. Ensure that there is a clear understanding of who is responsible for what, avoiding overlaps and gaps.</p> <p>Performance Metrics and Accountability: Develop performance metrics that evaluate both shared duties and departmental performance. Hold personnel accountable for their contributions to the unified service as well as their departmental achievements.</p> <p>Training and Development: Provide leadership training and development programs that focus on managing in a hybrid structure. Equip leaders with the skills needed to balance centralized coordination with local oversight.</p> <p>Feedback and Adaptation: Implement regular feedback mechanisms to assess the effectiveness of the leadership structure. Be prepared to adjust based on feedback and changing needs.</p>
8.	<p>How can administrative presence be equitably distributed between Wainfleet and Port Colborne, considering their distinct demands and call volumes?</p> <p>See question 2.</p> <p>Call volume is one measurement that does not accurately capture the needs of the department. While Port Colborne does maintain a higher call volume than Wainfleet, the majority of the calls do not require a Chief officer to respond.</p> <p>Compliance with the various pieces of legislation and regulations are the same for both municipalities regardless the population, geographic size or call volume.</p> <p>Additionally, Wainfleet operates a department with more stations, apparatus and personnel which are all required to be maintained and trained to the same standards as every other department in the province. Port Colborne's single station model, with limited equipment and personnel would not necessarily require more time. However, the shared administrative model would allow for an on-call rotation between the three Chief Officers to ensure coverage and to build out the command team for both municipalities.</p>

SHARED FIRE SERVICES REVIEW COMMITTEE
QUESTIONS & ANSWERS

9.	<p>How can the municipalities ensure a fair division of administrative costs?</p> <p>Clearly worded agreements will set expectations and ensure each Municipality is receiving the services it requires and deserves. Staff will need to develop a clear cost allocation formula that should be based on agreed-upon factors such as population size, service usage, geographic area, and revenue generation. The formula should be transparent and consistently applied. This formula should consider factors such as, Actual Usage of services, Proportional or per/capita costs, Revenue generation, or it may utilize a combination of those methods to create a more balanced and equitable formula.</p> <p>No matter what formula is used, the following items should be considered when developing the agreement.</p> <p>Regular Review and Adjustment: Periodically review and adjust the cost allocation formula to reflect changes in population, service usage, or other relevant factors. Regular adjustments ensure that the division of costs remains fair over time.</p> <p>Transparency and Documentation: Ensure transparency in the cost allocation process by documenting the formula and the rationale behind it. Make this information available to all municipalities involved to foster trust and understanding.</p> <p>Stakeholder Involvement: Involve representatives from all municipalities in the development and review of the cost allocation formula. This inclusive approach helps ensure that all parties feel their interests are considered and increases buy-in.</p> <p>Arbitration Mechanism: Establish an arbitration mechanism to resolve disputes over cost allocation.</p> <p>Legal Framework: Create a legal framework or agreement that formalizes the cost allocation method. This provides a clear basis for the division of costs and ensures that all municipalities adhere to the agreed-upon terms.</p>
10.	<p>What are the expected challenges in managing dual governance, and how can they be addressed?</p> <p>To clarify, “Dual Governance” does not mean that both Councils have a role in the operation of each others departments.</p> <p>In this case, Dual Governance strictly relates to the fact the Fire Chief would be responsible to two Councils, for the delivery of Fire Protection Services through the administration of two separate Fire Departments.</p> <p>This would result in the Chief having to develop two budgets, two operating plans, two annual reports and attend both Council meetings when necessary. However, both Councils will need to manage their expectations on how often the Chief can attend various meetings, as scheduling conflicts will occur and the Chief will need to be granted the discretion to prioritize their time accordingly.</p> <p>Templates can be used to efficiently develop reports and budgets, and operating plans. Additionally, joint operating and training plans can be used to manage time and larger capital projects can be scheduled to either occur concurrently or rotate between each department.</p>
11.	<p>Could this approach improve training and retention of volunteer firefighters?</p> <p>Utilizing the “specialist” model of the administrative team, the Deputy Chief of Training & Operations would be focused on training needs and retention issues for both departments. Especially, considering that the deadline for mandatory certification for the technical rescue disciplines will be coming soon, those training programs needs to begin by 2025 to provide time to certify by 2028.</p>

SHARED FIRE SERVICES REVIEW COMMITTEE
QUESTIONS & ANSWERS

Shared Administration with Amalgamation of Volunteers Only

Pros	<ul style="list-style-type: none"> • This method may offer several advantages, such as the establishment of a unified command system to enhance operational efficiency and resource distribution. • Merging administrative roles could lead to potential cost reductions. • Streamlines processes, saves money (possibly), fosters communication & teamwork • Possibly bolster capabilities, extend response reach, and increase manpower throughout both communities. • Volunteer firefighters could benefit from shared training resources, leading to advanced training opportunities, an increase in driver/pump operators, and possibly act as a talent pipeline for future professional roles with PCPFFA. • The Township of Wainfleet would not incur costs related to Port Colborne’s Professional Firefighters, as these expenses would remain with the City of Port Colborne. • Additionally, this collaboration could help overcome the recruitment and retention hurdles encountered by both volunteer firefighter groups.
Cons	<ul style="list-style-type: none"> • Still operating 2 separate departments • What apparatus does Port Colborne career staff operate on call back? • Potential disparities in pay structures and contracts between the two volunteer firefighter groups. • Determining the financial contributions from each municipality is also necessary. • Need to ensure response coverage without jeopardizing the management of single or multiple call scenarios. • Legal issues concerning protections for off-duty firefighters, known as “two hatters,” who have full-time jobs elsewhere but volunteer locally, need clarification. It is crucial to ascertain how a composite fire service is classified under specific laws. • Need to protect the unique identities of each association • Requires comprehensive planning and negotiation for department integration. • May lead to job adjustments or changes in work schedules for full-time firefighters, subject to provincial regulations and collective agreements. • Equal representation for both municipalities may be a concern. • Public and council resistance, as indicated in previous meetings, must be considered. • May not be viable until other administrative outcomes are established first
	<p>Cooperative strategy among municipalities to merge administrative duties and volunteer firefighters while preserving distinct professional firefighter within the Municipality of Port Colborne</p>
1.	<p>This will have the same challenges as Shared Administration. However, it still results in operating and managing two separate fire services which brings additional complexities surrounding ownership and operation of apparatus in Port Colborne.</p> <p>Presently, Career staff operate the first due Engine to all calls and both Call back and the volunteers are utilized to staff the remaining apparatus.</p> <p>It would be very difficult to manage two departments that operate out of the same station and share apparatus.</p> <p>If Port Colborne had sufficient volunteer firefighters that could staff and operate the additional apparatus this could be an option, but in its present state Port Colborne is not in a position to remove Call Back staffing from the remaining apparatus.</p>
2.	<p>Requires extensive planning and may raise concerns about representation and department identity</p>
	<p>See Question 1.</p> <p>This option will compound the challenges of both Shared Administration and Full Amalgamation models.</p>

SHARED FIRE SERVICES REVIEW COMMITTEE
QUESTIONS & ANSWERS

3.	Chief location in shared administration (Wainfleet vs Port Colborne)
	<p>Time and attention should be divided in accordance with the cost sharing agreement. One way to avoid conflict, is to set the expectation with all parties early on, that the Administrative team has the ability to work for either municipality regardless of physical location they work from and will do so at their discretion. It needs to be understood that the location of personnel will be dependant on what meetings are scheduled and where senior staff are required to be on any given day.</p> <p>Both Municipalities currently have office space and IT infrastructure in the Fire Stations that can be used by the Chief or Deputy Chief/s.</p>
4.	<p>Acceptance by Wainfleet council & residents, if considering to have more of Fire Chief presence in Port Colborne</p> <p>Each Municipality and Council will need to determine what they are comfortable accepting as a new level of service.</p>
5.	<p>Cost and time sharing, not sure it will reduce costs</p> <p>Operating two separate departments relied on a two Fire Chiefs and two Deputy Fire Chiefs which resulted in duplication of efforts and four full time salaries.</p> <p>A shared administrative model offers the opportunity to reduce one management position's wage and eliminate the duplication of efforts which also results in time/cost savings.</p> <p>Amalgamation of Volunteer staff would have little to no impact on budgets as their remuneration is already included in the operating budgets and would not be reduced given that Port Colborne does not currently have sufficient personnel to operate without the use of Call Back.</p> <p>Actual costs will need to be calculated and provided by the Finance departments.</p>
6.	<p>Adding another Deputy Chief to manage workflow. Workload in Port Colborne should be more than Wainfleet</p> <p>The shared administration model would not utilize a dedicated Port Colborne Deputy and a Wainfleet Deputy, as it would not eliminate the duplication of efforts. Rather, a "specialist" approach would be utilized in that each deputy would be given a portfolio of responsibilities that they would oversee for both departments. For example, one Deputy would focus on Training and Operations while the other Deputy's focus would be on Community Risk Reduction (Fire Prevention, Public Education). This would ensure each member of the administrative team only has to focus on their areas of expertise for both departments.</p>
7.	<p>Acceptance by Port Colborne council and residences not having a full-time Fire Chief or having just a Deputy Chief</p> <p>Each Municipality and Council will need to determine what they are comfortable accepting as a new level of service</p>
8.	<p>Essentially, this model may encounter similar challenges and resistance as full amalgamation.</p> <p>This option will experience the same challenges as Shared Administration and Full Amalgamation models. As it still results in operating and managing two separate fire services which brings additional complexities surrounding ownership and operation of apparatus in Port Colborne.</p> <p>If Port Colborne had sufficient volunteer firefighters that could staff and operate the additional apparatus this could be an option, but in its present state Port Colborne is not in a position to remove Call Back staffing from the remaining apparatus.</p>
9.	<p>Input from both volunteer fire associations is necessary for consideration</p> <p>Input from all stakeholders will occur in the form of a survey that will be sent to all firefighters and Council members from both municipalities</p>

SHARED FIRE SERVICES REVIEW COMMITTEE
QUESTIONS & ANSWERS

10.	Not sure both municipalities are ready to consider amalgamation
	<p>Given the current complexities and Labour/Management issues occurring in Port Colborne, building and implementing an amalgamated department would not be given the time and energy it requires to be executed properly.</p> <p>It could be viewed as another attack on the career staff, which could result in additional issues.</p>
11.	What measures are necessary to transition to a unified service, ensuring job security and stable work schedules?
	<p>Operating a “Career Department” and a “Volunteer Department” would ensure the career staff have the ability to advocate for themselves without direct interference or impacts to the volunteer department.</p> <p>This model would not necessarily create a unified model as it could further drive a wedge between the career and volunteer firefighters, who have operated along side each other for decades.</p>
12.	How will financial contributions be assessed, and will both municipalities have equitable influence over operations?
	<p>Port Colborne would be responsible for adequately funding and resourcing the Career Department.</p> <p>A Joint Fire Services Committee or Board would need to be created to oversee the operation of the shared Volunteer Department. This would add an additional layer of bureaucracy, potentially resulting in delays, conflict and unnecessary stress.</p> <p>A clearly defined agreement and funding strategy of the Shared Volunteer Department would need to be calculated using population, geographic size, call volume, community risk as factors to be considered.</p>
13.	What strategies can preserve the distinct identities of the departments while promoting unity?
	<p>This model would not necessarily create a unified fire service as it could further drive a wedge between the career and volunteer firefighters, who have operated along side each other for decades.</p> <p>Additionally, the cultures and workplace responsibilities are vastly different between the two volunteer departments.</p> <p>For example. In Wainfleet the volunteer officers are responsible for the maintenance of their stations, apparatus, equipment and personnel. The firefighters are expected to be proficient in their operations, apparatus, equipment as they are the ones who respond to all calls for service.</p> <p>In Port Colborne, the Career staff are responsible for the maintenance of their station, apparatus, equipment, and the volunteer firefighters are only responsible for training and response operations. They do not conduct station, apparatus or equipment inspections or maintenance, nor do they respond to all calls as the career staff handle the majority of calls for service and are first on scene to all major incidents.</p> <p>This results in the volunteers in Port Colborne not have the same roles and responsibilities or being expected to perform all the tasks that Wainfleet Firefighters do.</p>
14.	Can both Fire Departments be preserved?
	<p>Do they need to be?</p> <p>If so, what elements are most important to be retained?</p>

SHARED FIRE SERVICES REVIEW COMMITTEE
QUESTIONS & ANSWERS

Full Amalgamation	
Pros	Streamlines processes, saves money (possibly), fosters communication & teamwork
Cons	<ul style="list-style-type: none"> • Requires comprehensive planning and negotiation for department integration. • May lead to job adjustments or changes in work schedules for full-time firefighters, subject to provincial regulations and collective agreements. • Equal representation for both municipalities may be a concern. • The unique identities of each department could be lost. • Determining financial contributions from each municipality could be challenging. • Public and council resistance, as indicated in previous meetings, must be considered. • May not be viable until other administrative outcomes are established first before moving to this step.
	Best resource use, improved response?
1.	<p>This model would see the boundary between the two municipalities removed and an equal level of service (excluding response times) would be provided to both.</p> <p>Full amalgamation would facilitate the Career Engine running first due into all of Wainfleet. However, response times would need to be calculated to ensure coverage for the remainder of Port Colborne is provided. Automatic Aid already addresses this.</p> <p>As for Technical Rescue calls, Wainfleet can utilize a Fire Protection Agreement with Port Colborne for the delivery of those services on a cost recovery basis, while still maintaining local autonomy and not incurring the costs of the career staff.</p> <p>Mutual Aid and Automatic Aid are already utilized to ensure adequate resources are allocated to emergency responses. Shared training programs and operational guidelines would improve cross border responses.</p> <p>Costs savings would only be found through the sharing of Administration.</p>
	Chief location in shared administration (Wainfleet vs Port Colborne)
2.	<p>Time and attention should be divided in accordance with the cost sharing agreement. One way to avoid conflict, is to set the expectation with all parties early on, that the Administrative team has the ability to work for either municipality regardless of physical location they work from and will do so at their discretion. It needs to be understood that the location of personnel will be dependant on what meetings are scheduled and where senior staff are required to be on any given day.</p> <p>Both Municipalities currently have office space and IT infrastructure in the Fire Stations that can be used by the Chief or Deputy Chief/s.</p>
	Acceptance by Wainfleet council & residents, if considering to have more of Fire Chief presence in Port Colborne
3.	Each Municipality and Council will need to determine what they are comfortable accepting as a new level of service.
	Cost and time sharing, not sure it will reduce costs
4.	<p>Costs savings would only be found through the sharing of Administration.</p> <p>The Full Amalgamation model offers the opportunity to reduce one management position's wage and eliminate the duplication of efforts which also results in time/cost savings.</p> <p>Amalgamation of suppression staff would have little to no impact on budgets as their remuneration is already included in the operating budgets and would not be reduced given that Port Colborne does not currently have sufficient personnel to operate without the use of Call Back.</p> <p>Wainfleet would need to ensure they are not subsidizing Port Colborne for their career staff.</p> <p>Actual costs will need to be calculated and provided by the Finance departments.</p>
	Acceptance by Port Colborne council and residences not having a full-time Fire Chief or having just a Deputy Chief.
5.	Each Municipality and Council will need to determine what they are comfortable accepting as a new level of service

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6.	<p>Adding another Deputy Chief to manage workflow. Workload in Port Colborne should be more than Wainfleet</p> <p>The Full Amalgamated model would not utilize a dedicated Port Colborne Deputy and a Wainfleet Deputy, as it would not eliminate the duplication of efforts. Rather, a “specialist” approach would be utilized in that each deputy would be given a portfolio of responsibilities that they would oversee for both departments. For example, one Deputy would focus on Training and Operations while the other Deputy’s focus would be on Community Risk Reduction (Fire Prevention, Public Education). This would ensure each member of the administrative team only has to focus on their areas of expertise.</p> <p>Additionally, compliance with the various pieces of legislation and regulations are the same for both municipalities regardless the population, geographic size or call volume and time spent by senior staff managing the combined department would be allocated based on priority and not perceived workload.</p> <p>Lastly, having three Chief Officers would allow for an on-call rotation to ensure coverage and to build out the command team during large incidents.</p>
7.	<p>Not sure both municipalities are ready to consider full amalgamation</p> <p>Each Municipality and Council will need to determine what they are comfortable accepting as a new level of service, and whether they can accept releasing or sharing control over the funding and operation of the Fire Service.</p>
8.	<p>What measures are necessary to transition to a unified service, ensuring job security and stable work schedules?</p> <p>Comprehensive Planning: Develop a detailed transition plan that outlines the steps needed to merge services, including timelines, resources required, and potential challenges. Involve stakeholders from all affected departments to ensure their concerns are addressed.</p> <p>Clear Communication: Maintain open and transparent communication with all employees throughout the transition process. Provide regular updates and be clear about the reasons for the change, the benefits it will bring, and how it will be implemented.</p> <p>Employee Involvement: Involve employees in the transition process by seeking their input and feedback. Create working groups or committees that include staff representatives to ensure their voices are heard and considered in decision-making.</p> <p>Job Security Assurance: Provide assurances about job security early in the process to alleviate employee concerns. Clearly communicate that the transition aims to retain staff and improve service delivery rather than reduce the workforce.</p> <p>Training and Development: Offer training programs to help employees adapt to new roles, responsibilities, or technologies. Ensure that staff have the necessary skills and knowledge to thrive in the unified service environment.</p> <p>Stable Work Schedules: Address concerns about work schedules by creating standardized schedules that ensure stability and predictability. Consider flexible scheduling options to accommodate different needs and preferences.</p> <p>Support Systems: Establish support systems such as counseling services, peer support groups, to help employees cope with the changes. Providing emotional and psychological support can ease the transition.</p> <p>Fair Compensation: Ensure that compensation and benefits are fair and consistent across the service. Review and harmonize salary structures, benefits packages, and other forms of compensation.</p> <p>Monitoring and Evaluation: Continuously monitor the transition process and evaluate its impact on employees and service delivery. Be prepared to adjust as needed to address any issues that arise and ensure a smooth transition.</p> <p>Recognition and Rewards: Recognize and reward employees who contribute positively to the transition process. Acknowledge their efforts and achievements to boost morale and motivation.</p> <p>Leadership Support: Ensure that leaders at all levels are committed to the transition and are actively supporting their teams. Strong, supportive leadership is crucial for guiding employees through the change.</p>

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9.	<p>How will financial contributions be assessed, and will both municipalities have equitable influence over operations?</p>
	<p>A Joint Fire Services Committee or Board would need to be created to oversee the operation of the shared department. This would add an additional layer of bureaucracy, potentially resulting in delays, conflict and unnecessary stress.</p> <p>A clearly defined agreement and funding strategy of the Shared Department would need to be calculated using population, geographic size, call volume, community risk as factors to be considered.</p>
10.	<p>Requires extensive planning and may raise concerns about representation and department identity</p> <p>What strategies can preserve the distinct identities of the departments while promoting unity?</p>
	<p>Preserving the distinct identities of departments while promoting unity requires a balanced approach that respects each department's unique culture and strengths while fostering a sense of common purpose. Strategies include:</p> <p>Departmental Strengths: Recognize the unique contributions and strengths of each department. Ensure specific skills are carried into the unified service.</p> <p>Collaboration: Encourage collaboration through the use of task forces, or committees. This allows personnel to work together towards common goals.</p> <p>Clear Communication of Unified Vision: Develop and communicate a clear vision and mission for that encompasses the goals and values of the new department.</p> <p>Goals and Metrics: Establish goals and performance metrics that promote unity without overshadowing past individual operations. Ensure that these goals reflect the priorities of the new department.</p> <p>Inter-Station Training: Offer training programs that bring employees from different stations together. This helps build mutual understanding and respect across all personnel.</p> <p>Integration Activities: Organize team-building activities, and social events, that allow personnel to learn about and appreciate the distinct history of each department.</p> <p>Departmental Representation in Decision-Making: Ensure that each department has a voice in decision-making processes related to the unified service. This can be achieved through representation on advisory panels or committees.</p> <p>Consistent Branding: Develop a unified brand for the overall service that incorporates elements of each department's identity. Use the new branding for all communication and public facing materials.</p> <p>Feedback: Implement regular feedback mechanisms where personnel can voice their opinions and concerns about the integration process. Use this feedback to adjust and address any issues that arise.</p> <p>Leadership Role Modeling: Encourage leaders (Council, Senior Staff and Officers) to model behaviors that promote unity while respecting departmental identities. Leaders should actively engage with and support all personnel.</p> <p>Balanced Resource Allocation: Ensure fair and balanced allocation of resources, support, and opportunities across all stations. This will prevent feelings of favoritism or neglect.</p>
11.	<p>Can both Fire Departments be preserved?</p>
	<p>Do they need to be? If so, what elements are most important to be retained?</p>

Fire Service Delivery Survey

Introduction

We are conducting a survey to gather input from Firefighters and Council regarding the potential implementation of shared fire services between Port Colborne & Wainfleet. Your insights and expertise are critical in helping us understand the practical implications and potential impacts of such a change.

This survey should take approximately 10 minutes to complete. Your responses will be kept confidential.

* Indicates required question

1. 1. Rank/Position *

Mark only one oval.

- Probationary Firefighter
- Firefighter
- Company Officer
- Other (Council or Staff)

2. 2. Years of Service

3. 3. Municipality *

Mark only one oval.

- Port Colborne
- Wainfleet

Current Fire Services

4. **4. How would you describe the current state of your fire department's resources and equipment?** *

Mark only one oval.

1 2 3 4 5

Very Excellent

5. **5. Do you feel that your department is adequately staffed?** *

Mark only one oval.

Yes

No

Unsure

6. **6. How would you rate the response times of your department to emergency calls?** *

Mark only one oval.

1 2 3 4 5

Very Excellent

7. **7. What are the most significant challenges your department currently faces? (Check all that apply)** *

Check all that apply.

Staffing Shortages

Budget Constraints

Outdated Equipment

Training Needs

Other: _____

8. **8. What would you consider most important in the delivery of Fire Protection Services ***

Mark only one oval per row.

	Least Important	Somewhat Important	Important	Very Important	Most Important
Personnel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Apparatus & Equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Department Identity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. **9. Current Fire Services Comments**

Potential Shared Fire Services/Administration

10. **10. How familiar are you with the concept of shared fire service/administration between communities? ***

Mark only one oval.

1 2 3 4 5

Not Very familiar

11. **11. What do you see as the potential benefits of shared fire services/administration? (Check all that apply)** *

Check all that apply.

- Improved response times
- Cost Savings
- Enhanced resources & Equipment
- Better Coverage
- Improved Training Opportunities
- Other: _____

12. **12. What concerns do you have about shared fire services/administration? (Check all that apply)** *

Check all that apply.

- Longer Response times
- Increased Workload
- Integration & Coordination of issues
- Loss of local control
- Job Security
- Other: _____

13. **13. Would you support the implementation of a shared fire service/administration between Port Colborne & Wainfleet?** *

Mark only one oval.

- Yes
- No
- Maybe (Please specify any conditions in the comments section)

14. **14. If shared fire services/administration were implemented, what would be the most important factor to you?** *

Check all that apply.

- Cost
- Response Time
- Quality of Service
- Local control/identity
- Job Security
- Interdepartmental Cooperation
- Other: _____

15. **15. Potential Shared Fire Services/Administration Comments**

Training & Coordination

16. **16. Do you believe that shared fire services would improve or hinder training opportunities?** *

Mark only one oval.

- Improve
- Hinder
- No Change
- Not Sure

17. **17. What measures do you think are necessary to ensure effective coordination between shared fire services? (Check all that apply)** *

Check all that apply.

- Standardized training programs
- Regular joint exercises
- Clear communication protocols
- Integrated command structure
- Other: _____

18. **18. Training & Coordination Comments**

Preferred Model

19. **19. What would be your preferred method of Fire Service delivery** *

Mark only one oval.

- Two Independent Fire Services (Status Quo)
- Separate Fire Services with a Shared Fire Administration (Shared Chiefs)
- One fully amalgamated Fire Service
- One career department and one amalgamated volunteer department with Shared Administration

20. **20. Is there another option not listed above? If so, please provide and describe that option.**

21. **21. Please expand as to why you chose your preferred method of Fire Service delivery.** *

Comments & Conclusion

Thank you for participating in our survey. Your feedback is crucial in helping us make informed decisions about the future of fire services in our community. If you have any questions or would like to discuss your responses further, please feel free to contact us at firechief@wainfleet.ca or morgan.alcock@portcolborne.ca

22. **22. Comments**

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