

Service Levels Greater Napanee Fire Department (GNFD)

ESTABLISHING EXPECTATIONS, PERFORMANCE MEASUREMENT AND
RESOURCE REQUIREMENTS

Why Do We Need Service Levels?

- Ensuring staff understand what we are legally required to do
- Ensuring staff understand what Council expects of them
- Making it easier to prioritize and measure the outcome of our work
- Helping the organization with resource discussions and decisions

Slide from CAO Grant's report number SR-163-2025

Why Do We Need Service Levels

- Helping Council understand the business lines they govern
- Helping Council understand what is and is not within their control
- Helping the public understand what the Town does and how services are prioritized

Slide from CAO Grant's report number SR-163-2025

How are service levels established

- Legislative requirements such as maintenance standards, audit requirements etc
- Council direction - established service levels/targets made by Council resolution
- Staff discretion - staff establish a pattern of work based on operational ability

*Based on the information above, the Town will establish service level areas that include **Mandated, Essential and Discretionary***

Slide from CAO Grant's report number SR-163-2025

How Do Service Levels Assist Fire Services?

Establishing service levels and operational targets are vital for fire services for multiple reasons:

1. Fire services are appropriately equipped to respond to emergencies, safeguarding lives and property.
2. Service levels and standards create a uniform structure and framework for firefighters to follow. This ensures all Firefighters maintain a high efficiency and reliability when called upon to serve.
3. Service Standards allow for the measurement and evaluation of performance, identifying areas for improvement and ensuring accountability.
4. Clear operational targets help the Fire Chief recommend incremental improvements across the Greater Napanee response area by measuring baseline response data against service targets.
5. Having service levels and service standards assist in addressing the impact of risks identified within Council's approved 2024 Community Risk Assessment.

Elements of Service Levels - Overview

- **General Service Description**
 - High level overview of what the service is and does
 - Identification of general “buckets” of services provided (Infrastructure does winter maintenance)
 - Overall Service Type (Legislated or Not Legislated)
 - Funding Sources
 - Resource Levels (FTEs, Operating Budget and Capital Budget)
 - Authorities that govern your work (legislation, bylaws, policies, major plans etc)

Slide from CAO Grant's report number SR-163-2025

Elements of a Sub-Service

Name of Service – identify the name of service and whether it is (Legislated) or (Not Legislated)

Service Description – Identify what the service level that is described (beside the service level that indicates if it is Mandatory, Essential or Discretionary)

Service Levels – identify what individual components of service levels are Mandated, Essential or Discretionary

Service Standard– A description of the service level you are trying to achieve (next to the indication of whether it's Mandated, Essential or Discretionary).

- Note: Discretionary Targets are chosen last and based on what is possible rather than what is desired

Resource Allocation – What are the resources allocated/needed to achieve the desired service level

Authorities – Legislation, Bylaws, Council Approved Policies or Plans that Govern and/or Guide The Work

Slide from CAO Grant's report number SR-163-2025

Overview Sub Services – What Are They?

- Sub-Services – specific service deliverables that require planning and resources that have different goals and outcomes and are a component of something larger
 - Sub services Include:
 - Fire Suppression – Extinguishing fires.
 - Structure fires, Non-structure fires, Wildland interface fires.
 - Fire Prevention
 - Inspection upon complaint/request
 - Mandatory Inspections
 - Immediate threat to Life Incidents
 - Fire Education
 - Smoke and carbon monoxide awareness program
 - Visits to institutions to provide fire safety talks
 - Static Displays at community events
 - Fire station tours and

Overview Sub Services – What Are They Cont..

Training

- Knowledge provision
- Practical skills
- Testing of FF to meet training standards is up to each program area.

Technical Rescue

- Hazardous Material Response (Awareness and Operations Level)
- Water and Ice Rescue
- Motor Vehicle Entrapments
- Equipment entrapments
- Rope rescues

The identification of subservices is up to each program area. It is recommended that any activity that provides a level of service to the public and requires resourcing and planning independent to another activity be considered a subservice

Fire Protection Services

Department Name – Greater Napanee Fire Department (GNFD)

General Overview

The GNFD is established to ensure a composite fire department is in place that meets community needs and circumstances, providing the following core services from three fire station locations:

Fire suppression, fire prevention, and fire safety education

Mitigation and prevention of the risk created by the presence of unsafe levels of carbon monoxide and safety education related to the presence of those levels

Rescue and emergency services

Providing communication in respect to anything described above

Training of persons involved in providing any fire protection service as approved by Council.

Overview Service Type

Legislated Service with Mandated, Essential and Discretionary Service Levels

Funding Sources

Sub-Service Fire Suppression

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated
Fire Suppression (Legislated)	Responds to fire emergencies and delivers fire suppression.	<p><i>Mandated (CRA Informed)</i></p> <ul style="list-style-type: none"> • Must provide fire suppression • Must do Community Risk Assessment to inform level of service <p><i>Essential (as per CRA)</i></p> <ul style="list-style-type: none"> • Exterior Attack • Interior Attack, Search and Rescue • Wildland and Urban Interface Fire • Non structure fire extinguishment (Motor Vehicles/Bin Fires/Equipment fires) 	<p>Employees must meet Fire Prevention and Protection Act Training Standards*</p> <p>Review Community Risk Assessment Annually*</p> <p>Total Response Time of 10 minutes. (Based on 2024 averages)</p>	<p>49 Volunteer firefighters 6 Full time firefighters 1 Firefighter/Prev. 1 Firefighter/Training 2 Chief Officers</p>

Sub-Service Technical Rescue

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated
<p><i>Technical Rescue (Legislated) Ontario regulation 343/22</i></p>	<p>Provide water and ice rescue and motor vehicle entrapment support</p>	<p>Mandated Must do a community risk assessment (see what is needed)</p> <p>Mandatory training for elected duties</p> <p>Essential (CRA Informed)</p> <ul style="list-style-type: none"> <i>Water and ice rescue with shore-based water entry</i> <i>Highway Traffic MVC Emergency Response, including fire control, rescue of victims and minor spill containment</i> 	<p>Review Community Risk Assessment Annually*</p> <p>Must meet FPPA training standards for prescribed duties*</p> <p>Total average response time of 10 minutes.</p>	<p><i>49 Volunteer firefighters 6 Full time firefighters 1 Firefighter/Prev. 1 Firefighter/Training 2 Chief Officers</i></p>

Sub-Service Technical Rescue Continued..

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated
Technical Rescue (Legislated)	Provide additional rescue supports as identified in the Community Risk Assessment, including: <ul style="list-style-type: none"> • Equipment entrapments • Rope rescue • Hazardous materials operations (operations and awareness only) • Confined space (operations and awareness) 	<p>Mandated</p> <ul style="list-style-type: none"> • Must do a Community Risk Assessment • Must complete mandatory training for elected duties <p>Essential (CRA Informed) Respond to:</p> <ul style="list-style-type: none"> • Respond to entanglements in machinery • Rope, harness climbing equipment rescue • Identify and keep people away from spilled substances (solids, liquids, gas) 	<ul style="list-style-type: none"> • Review Community Risk Assessment Annually* • Complete legislated training under Fire Protection and Prevention Act* <p>Total average response time of 10 minutes</p>	49 Volunteer firefighters 6 Full time firefighters 1 Firefighter/Prev. 1 Firefighter/Training 2 Chief Officers

Sub-Service- Fire Prevention

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated
Fire Prevention (Legislated)	Regular Inspections of existing buildings to ensure compliance with the Ontario Fire Code and Regulations	<p>Mandated</p> <ul style="list-style-type: none"> • Inspections on complaint or request. • Immediate Threat to Life (ITL) inspections • Institutional/Vulnerable occupancy type inspections. • Smoke and CO awareness program • Fire Scene Cause determination • Building Inspection Training <p>Discretionary</p> <ul style="list-style-type: none"> • Site plan reviews 	<p>Schedule inspection within 1 days</p> <p>Immediate response</p> <p>Schedule inspection within 1 day.</p> <p>Visit 100 homes per year</p> <p>Immediate response (16 fires last year)</p> <p>Training as required by Fire Prevention and Protection Act*</p> <p>As requested by Building Dept. (request driven)</p>	.5 FTE of FF/FPO Fire Prevention Officer (also a firefighter) with other composite fire fighters assisting

Sub-Service – Fire Safety Education

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated
Fire Safety Education (Legislated)	Provide Fire Safety Education in Partnership with Community's Demographic Profile Most at Risk From Injury and Death Due to Fire	<p>Mandated</p> <ul style="list-style-type: none"> Smoke and carbon monoxide awareness program Maintain legislated training requirements <p>Discretionary</p> <ul style="list-style-type: none"> Institutional fire safety discussions Static Displays at community events Fire station tours and touch the truck events 	<p>Maintain Number of Fire Educations Events within 5% of previous year</p> <p>Meeting training requirements as per Fire Protection and Prevention Act</p> <p>Review Community Risk Assessment annually to determine education areas*</p> <p>Maintain education partnership with area schools and community groups</p>	.50 if 1 Firefighter/Fire Prevention Officer Coordinating with Firefighters to deliver public fire safety education.

Sub-Service- Training

Name of Service	Service Description	Service Level	Service Standard	Resources Allocated
Training (Legislated)	<p>Provision of fire protection service knowledge.</p> <p>Training and testing on practical skills.</p> <p>Ensuring maintenance of training certification standards.</p> <p><i>Table of training Standards attached as appendix 2.</i></p>	<p>Mandated</p> <ul style="list-style-type: none"> • Coordinate recruit training. • Coordinate site-specific training • Establish new training on modern firefighting techniques 	<p>Adhere to current certification standards as per the Fire Protection and Prevention Act*</p>	<p>.5 of 1 FF/ Training Officer Coordinating with Firefighters to deliver site specific training.</p>