

February 4, 2025

Organizational Operations and Improvement Mandate for the Fire Chief

The Town of Greater Napanee provides a number of programs and services to its citizens and is responsible for \$444 million worth of infrastructure assets, including roads, utilities, facilities, vehicles and equipment.

The purview of Town Council is to decide how investments in assets are prioritized and which programs and services are offered. These decisions are made through annual budget decisions and through Council resolutions. Town Council has the legal authority to decide what programs and services are offered and what investments the Town makes. Administration, through the direction of the CAO, has the obligation to decide how the decisions and priorities of Council will be implemented by administration.

The Town is obligated by law to provide a fire service for the residents in Greater Napanee and does so through a composite fire service, which includes full-time and paid-on-call firefighters. To ensure the Town can provide the most effective and efficient service possible now and into the future the Fire Chief will:

Prioritizing Financial Sustainability and Responsible Management of Assets

- Collaborate with the General Manager of Finance and Information Technology to complete an assessment of all fees and charges that fall within your scope of accountability to identify how the Town's fee structures compare with similar municipalities. Further, analyze whether the fee structures are meeting the Town's policy goals, if and where they exist, and include any unintended consequences of current fee and charge levels.
- In collaboration with the County of Lennox and Addington's Paramedic Service, develop and deliver a revised Fire First Response Agreement that prioritizes core life-saving support for the paramedic service where it is needed and restricts to the extent possible discretionary support for non-lifesaving activities.
- Successfully negotiate/reach new agreements with unions representing full-time and paid-on-call firefighters of the Greater Napanee Fire Department.

Creating Predictable Organizational Behaviour - Standards, Policies and Systems

- Develop service standards for all programs and services you are accountable for, inclusive of goals, targets and measurements.

- Establish training and certification requirements and report on operational resourcing in accordance with standardized training as outlined in O.Reg. 343/22 [O. Reg. 343/22: FIREFIGHTER CERTIFICATION \(ontario.ca\)](#)
- Participate in the development and implementation of an enterprise-wide criteria and data system to equitably measure asset management (vehicles, equipment, facilities) and performance to ensure the assets in areas you are accountable for can be managed using a corporate-wide lens and that resource decisions are made in consideration of all corporate priorities. This work is to be undertaken in collaboration with the General Manager of Growth and Infrastructure.
- Research and revise the bylaw governing the Greater Napanee Fire Department to bring it in line with best practices.
- Complete a Fire Master Plan for the Town of Greater Napanee
- Finalize and report on a Community Risk Assessment for the Town of Greater Napanee.