GENERAL NOTICE

The documents attached to the following agenda have a legal binding only if they have been confirmed by the Municipal Council.

Please check with the administration to find out if any modification and/or withdrawals of subjects have been made.

COVID-19 NOTICE

Registration required to attend the meeting in person:

In order to support ongoing efforts to stop the spread of Covid-19, we highly recommend that all members of the public remain in the comfort and safety of their homes and watch the Council deliberations live streamed on The Nation's YouTube channel.

Due to the current EOHU social distancing guidelines, we have space for seven members of the public in our council chambers.

Registration is mandatory to attend a meeting due to the limited space. If you have questions or wish to reserve a seat, please contact the Deputy Clerk at 613-764-5444 extension 228 or by email at aroy@nationmun.ca.

You can visit The Nation Municipality's YouTube channel to view the meetings.

The Corporation of The Nation Municipality

Agenda

Meeting Information

Meeting Number: 2022-04

Type: Regular

Date: February 28, 2022

Time: 4:00 p.m.

Location: Town Hall, 958 Route 500 West, Casselman

Chair: François St-Amour, Mayor

Prepared by: Aimée Roy, Deputy Clerk

Video: Council meetings are streamed live on The Nation's YouTube channel.

Scheduled Agenda Items:

4:00 p.m.: Presentation Fire Master Plan (item number 7.1.1 & 7.1.2)

Closed session will follow point 7.1.2

5:30 p.m.: Break (approximately 45 minutes)

Agenda Items

1. **Call to order**
2. **Changes and Additions to Agenda**
3. **Adoption of Agenda**
4. **Disclosure of Conflict of Interest**
5. **Adoption of Minutes of Previous Meetings**

   5.1 Minutes of the regular meeting held February 7, 2022
6. **Adoption of Recommendations of the Municipal Council Committees**

7. Receiving of Monthly Reports from the Appointed Municipal Officials

7.1 Richard J. Groulx, Fire Chief

7.1.1 Fire Department Master Plan
Presented by Mr. Ted Darby from TDC Group

7.1.2 Report FD-03-2022
Organizational Chart

7.2 Guylain Laflèche, Director of Planning

7.2.1 Report PLA-4-2022
Sale land, lot enlargement
102 & 106 Larose Lane, Forest Park

7.2.2 Report PLA-2-2022
United Counties of Prescott and Russell Official Plan Amendment #39

7.2.3 First Draft of Settlement Area and Other Zone Modifications for the Official Plan 2022, *report to follow*

7.2.4 Report SPA-2-2022
Site Plan Agreement, Highway 417 Casselman LP
Corner of Principale Street and Route 700 East, Casselman

7.1.5 Report BLD-01-2022
Request for reimbursement of building permit deposit

7.3 Marc Legault, Director of Public Works

7.3.1 Report TP-04-2022
Half Load Restriction Exemption – Section of Route 700 East

7.3.2 Report TP-05-2022
Purchase of three-quarter tonne pick-up truck

7.4 Nadia Knebel, Director of Finance

7.4.1 Report F-01-2022
Compensations and allowances paid in 2021, *report to follow*

7.4.2 Report F-02-2022
Building Annual Report, *report to follow*

7.4.3 Report F-03-2022
Development Charge Fees, *report to follow*

7.4.4 Report F-04-2022
Reserve, Reserve Fund, and Deferred Revenue, *report to follow*

7.5 Carol Ann Scott, Recreation Coordinator

7.5.1 Report RE-01-2022
St-Isidore Recreation Centre Service Provider Rental

7.5.2 Report RE-02-2022
Consultant for a Business & Operation Plan for Sports Complex

7.6 François St-Amour, Mayor
GLF Environmental Inc. Eastern Ontario Waste Handling Facility
Request to support proposal

7.7 Josée Brizard, CAO-Clerk

7.7.1 Report CL-01-2022
Joint Compliance Audit Committee

7.7.2 Policy HR-2022-01
Right to Disconnect Policy

8. Notice of Proposed Motions

8.1 Upper Canada District School Board, motion for stop sign cameras on school buses

9. Unfinished Business from Previous Meetings

10. Delegations

11. Applications for Prescott-Russell Land Division Committee

12. Municipal By-laws

12.1 By-law 23-2022
Adam Municipal Drain, to appoint an Engineer

12.2 By-law 24-2022
Road Allowance, Larose Lane

13. Approval of the Variance Report and Accounts Payable

13.1 Accounts payables

14. Other Business

14.1 Donation Request
Casselman Cadets 2804

14.2 Donation Request
CCS Food Bank

15. Various Monthly Reports

15.1 Eastern Ontario Health Unit, Outbreak Advisory

15.2 iSolara, St-Isidore Arena

15.3 Proposed Firefighter Certification Regulation

16. Correspondence

16.1 AMO, newsletters

16.2 Dissolve the Ontario Land Tribunal Request Resolutions

16.3 Joint and Several Liability Resolutions

16.4 Municipality of Shuniah, expansion of Northern Ontario School of Medicine

16.5 Norfolk County, Year of the Garden Proclamation

16.6 Township of Adelaide Metcalfe, Closing Revolving Door of Justice

16.7 Township of Limerick, Gypsy Moth (Lymantria dispar dispar)

16.8 Township of Perth South, Catch and Release Justice

16.9 Township of Puslinch, Funding Support for Infrastructure Projects

16.10 Township of South Glengarry, Abandoned Cemeteries

17. Coming Events

17.1 Regular Council Meeting, March 14, 2022

18. Closed Sessions

18.1 Closed session minutes for the sessions held October 25, November 8, November 22, December 6 and December 13 2021

18.2 Guylain Laflèche, Director of Planning

18.2.1 Negotiation with Business - Casselman
Section 239 (2) (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

19. Confirming By-law

20. Adjournment

The Corporation of The Nation Municipality

Minutes

Meeting Information

Meeting Number: 2022-03

Type: Regular

Date: February 7, 2022

Time: 4:00 p.m.

Location: Zoom

Chair: François St-Amour, Mayor

Prepared by: Aimée Roy, Deputy Clerk

Video: the recording of this meeting is available on YouTube

Presence of Council Members

Mayor François St-Amour, Yes
Councillor ward 1 Marie-Noëlle Lanthier, Yes
Councillor ward 2 Alain Mainville, Yes
Councillor ward 3 Danik Forgues, Yes
Councillor ward 4 Francis Brière, Yes

Presence of Municipal Staff

Josée Brizard, CAO-Clerk
Aimée Roy, Deputy Clerk
Guylain Laflèche, Director of Planning
Doug Renaud, Director of Water and Wastewater

Scheduled Agenda Items

4:00 p.m.: Closed Session

Agenda Items

1. **Call to order**

   Resolution: 46-2022
   Moved by: Francis Brière
   Seconded by: Danik Forgues

   Be it resolved that the present meeting be opened.

   Carried

2. **Changes and Additions to Agenda**

3. **Adoption of Agenda**

   Resolution: 47-2022
   Moved by: Marie-Noëlle Lanthier
   Seconded by: Alain Mainville

   Be it resolved that the agenda be accepted, including the modifications made forthwith, as applicable.

   Carried

4. **Disclosure of Conflict of Interest**

5. **Adoption of Minutes of Previous Meetings**

   5.1 Minutes of the special meetings held October 20 and 21, 2021 and the regular meeting held January 24, 2022

   Resolution: 50-2022
   Moved by: Marie-Noëlle Lanthier
   Seconded by: Danik Forgues

   Be it resolved that the minutes of the following meetings be adopted as presented:

   - Special meetings held October 20 and 21, 2021 ; and
   - Regular meeting held January 24, 2022

   Carried

6. **Adoption of Recommendations of the Municipal Council Committees**

7. **Receiving of Monthly Reports from the Appointed Municipal Officials**

   7.1 Guylain Laflèche, Director of Planning
   Site Plan Agreement, SPA-2-2022
   Highway 417 Casselman LP, corner of Principal Street and Route 700 East

7.2 Doug Renaud, Director of Water and Wastewater
Report WS-03-2022
Project update, new water main from Cheney to Limoges

Resolution: 51-2022
Moved by: Francis Brière
Seconded by: Alain Mainville

Be it resolved that Council receives the report WS-03-2022, being an update on the new water main Cheney to Limoges project.

Carried

7.3 Richard J. Groulx, Fire Chief
Report HS-01-2022
Workplace Violence and Harassment Study

Resolution: 52-2022
Moved by: Francis Brière
Seconded by: Danik Forgues

Be it resolved that Council approves the recommendation, as presented in report HS-01-2022, so that WSPS can conduct a workplace violence and harassment study;

Be it also resolved that Council approves the contract with WSPS to conduct said study, and authorises the Mayor and the CAO-Clerk to sign said agreement.

Carried

7.4 Josée Brizard, CAO-Clerk
South Nation Conservation
Sewage Inspection Agreement and Fee schedule

Resolution: 53-2022
Moved by: Marie-Noëlle Lanthier
Seconded by: Danik Forgues

Be it resolved that Council approves the Sewage System Management Agreement with the South Nation Conservation, as presented;

Be it also resolved that Council authorizes the Mayor and CAO-Clerk to sign said contract.

Carried

8. Notice of Proposed Motions

9. Unfinished Business from Previous Meetings

10. Delegations

11. Applications for Prescott-Russell Land Division Committee

12. Municipal By-laws

12.1 By-law 21-2022
Interim Tax Levies for 2022

Resolution: 54-2022
Moved by: Alain Mainville
Seconded by: Marie-Noëlle Lanthier

Be it resolved that by-law number 21-2022, as described in the February 7th, 2022 agenda be read and adopted in first, second and third reading.

- By-law 21-2022, Interim Tax Levies for 2022

Carried

13. Approval of the Variance Report and Accounts Payable

13.1 Accounts payables

Resolution: 55-2022
Moved by: Alain Mainville
Seconded by: Marie-Noëlle Lanthier

Be it resolved that Council approves the accounts payable up to February 15, 2022.

Voucher 3: $2,052,857.73

Carried

14. Other Business

14.1 Somersault
Cheese Curd Classic Proposal
Road Closure Request

Resolution: 56-2022
Moved by: Danik Forgues
Seconded by: Marie-Noëlle Lanthier

Be it resolved that Council approves the road closures, as requested by Somersault, and as described below and demonstrated on the maps in

Annex A, on April 10th, 2022 from 10am to 12:30pm, for their event “Cheese Curd Classic”:

- Hard closure of Benoit Road and Finch-Cambridge Boundary Road;
- Hard closure of St-Paul Street South and Finch-Cambridge Boundary Road;
- Hard Closure of Finch-Cambridge Boundary road and Courville Road; and
- Soft Closure St-Paul Street South and Principale Street;

Be it also resolved that The Nation Municipality be additional insured on their Certificate of Insurance. Carried

15. Various Monthly Reports

15.1 Eastern Ontario Health Unit, Outbreak Advisory

15.2 The Nation Wastewater Operation and Maintenance Quarterly Report December, 2021

15.3 The Nation Limoges and St-Isidore Drinking Water System Operation and Maintenance Quarterly Report, December 2021

15.4 The Nation Annual Report to South Nation Conservation

16. Correspondence

16.1 AMO, newsletters

16.2 Solicitor General, Court Security and Prisoner Transportation

16.3 South Nation Conservation, Community Free Tree Day and SNC 75th Anniversary, 75 km Challenge Launch Event

16.4 Upper Canada District School Board, motion for stop sign cameras on school buses

16.5 Ministry of Municipal Affairs and Housing, Steps to Cautiously and Gradually Ease Public Health Measures

Resolution: 57-2022
Moved by: Marie-Noëlle Lanthier
Seconded by: Danik Forgues

Be it resolved that the correspondence as listed on the February 7, 2022 agenda be received.

Carried

17. Coming Events

17.1 Regular Council Meeting, February 28, 2022

18. Closed Sessions

Closed session

Resolution: 48-2022
Moved by: Danik Forgues
Seconded by: Francis Brière

Be it resolved that the present meeting be adjourned at **4:01 pm** for a closed session under the following sections of the Municipal Act, 2001:

Section 239 (2)
(b) personal matters about an identifiable individual, including municipal or local board employees;
(e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;
(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose
(k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

Carried

Re-opening

Resolution: 49-2022
Moved by: Alain Mainville
Seconded by: Danik Forgues

Be it resolved that the present meeting be re-opened at **4:57 pm**.

Carried

18.1 Closed session minutes for the session held October 20, 2022

18.2 Guylain Laflèche, Director of Planning

18.2.1 Negotiation with Business - Casselman
Section 239 (2) (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

18.3 Josée Brizard, CAO-Clerk

18.3.1 Report AD-01 2022
Update –Appeal in front of tribunal
Section 239 (2) b) personal matters about an identifiable individual, including municipal or local board employees; (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; and (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose

19. Confirming By-law

Resolution: 58-2022
Moved by: Francis Brière
Seconded by: Alain Mainville

Be it resolved that By-law No. 22-2022 to confirm the proceedings of Council at its regular meeting of February 7, 2022 be read and adopted in first, second and third reading.

Carried

20. Adjournment

Resolution: 59-2022
Moved by: Marie-Noëlle Lanthier
Seconded by: Danik Forgues

Be it resolved that the present meeting be adjourned at **5:24 pm.**

Carried

_____ _____

François St-Amour, Mayor Josée Brizard, CAO-Clerk

The Nation Municipality Public Library Board

Minutes

Regular meeting
Thursday December 9, 2021 at 7 PM
Teleconference

Attendance:	**France Lamoureux, Chairperson** **Suzanne Leblanc, Member** **Pierrette Lavergne, Member** **Chantal Normand, Member** **Yvon Quesnel, Membre** **Danik Forgues, Municipal Councillor** **Jeanne Leroux, Chief Executive Officer**
Regrets :	**Joanne Côté-Pilon, Member**

1.Call to Order
The president called the meeting to order at 7pm.

2. Additions to Agenda
7. Book return box at St Albert Branch

3. Approval of Agenda

Proposed by: Chantal Normand
Seconded by : Suzanne Leblanc

4. Conflicts of Interest

There were no conflicts.

5. Approval of minutes of November 4, 2021

Proposed by: Chantal Normand
Seconded by : Pierrette Lavergne

6.Questions related to minutes of November 4, 2021
None

7. Book return box at St Albert Branch :

Yvon presented a summary of the work he has done to restore the book return box at the St Albert Branch. Due to the winter conditions, salt and weather damage the box is damaged beyond repair. A piece of plywood has been put in the bottom as a temporary solution. After discussion members felt it was better to purchase a new box with funds from the Library Reserve. It will be added to the 2022 budget.

Motion B3-2021 : That it be resolved that the Nation Muncipality Public Library Board approves that an amount be allocated from the Library Reserve funds in 2022 for the purchase of a new book return box for the St Albert Branch.

Proposed by : Yvon Quesnel
Seconded by : Danik Forgues

8.Report of C.E.O.

Highlights and accomplishments
Meetings of Note
Workshop and conferences
(See attached report)

12.Financial Report

That the financial report dated November 30, 2021 be adopted as is.

Proposed by: Danik Forgues
Seconded by: Chantal Normand

13. Meeting dates for 2022 : February 10, March 10, 14 April, 12 May, 9 Juin, 8 September, 13 October, 10 November, 8 Decembre.

14. Correspondance
None

15.Next Meeting

Thursday February 10, 2022 at 7pm by teleconference

15.Adjournment

The meeting adjourns at 7:30
Proposed by: Yvon Quesnel
Seconded by: Suzanne Leblanc

The Nation Municipality Public Library

Chief Executive Officer Report

November 2021

Highlights & Accomplishments

Summary of openings and closings : The Limoges Branch remains open with curbside pick up only.

Christmas: Following the last meeting, we organized the purchase of a meal box for Christmas for the members of the Library Board and the library staff. This box contains one meat pie, one chicken pie, one meatballs and one sugar pie prepared by the caterer “Les fins becs” from St Isidore. This is to replace the annual supper that will not take place this year due to the pandemic restrictions. This is a thank you to all for their work with the Library during 2021. Boxes will be delivered the week of December 6th, 2021

Christmas hours: The three (3) branches will be closed starting Friday December 24, 2021 to January 4th, 2022 inclusively. The offices of the Nation Municipality will also be closed during the festive season.

Municipal Webpage: We made the necessary revisions to both the English and French Library Sections for the new municipal web page that will be launched on December 7, 2021.

Budget 2022: The second draft of the budget is presently before Municipal Council.

Book Sale: We participated in the book sale organized by the various school boards in Ottawa. Due to the pandemic, this sale has not taken place since December 2018. Unfortunately there was only three (3) vendors.

St Isidore Branch:

- We had the visit of Grade 2 students that came to see the Quilt that is on display at the Branch.

- We contributed to the Christmas baskets with free books. The donations were for l'Ecole St Isidore, St Isidore village as well as the Food Bank in Riceville and Alliance-Curran (that includes Pendleton area).

St Albert Branch:

- We continue to provide the students of Ecole elementaire catholique de St Albert with caisses of books that we drop off every three (3) weeks.

Limoges Branch:

- We continue to provide access to teachers every three (3) weeks so they can borrow books for their classrooms.

Fire Master Plan
Final Report
Briefing Overview

February 23, 2022

Presentation Outline

1. Process Review
2. Risk Assessment Summary
3. Mission, Vision, Values
4. Strategic Directions
5. Next Steps

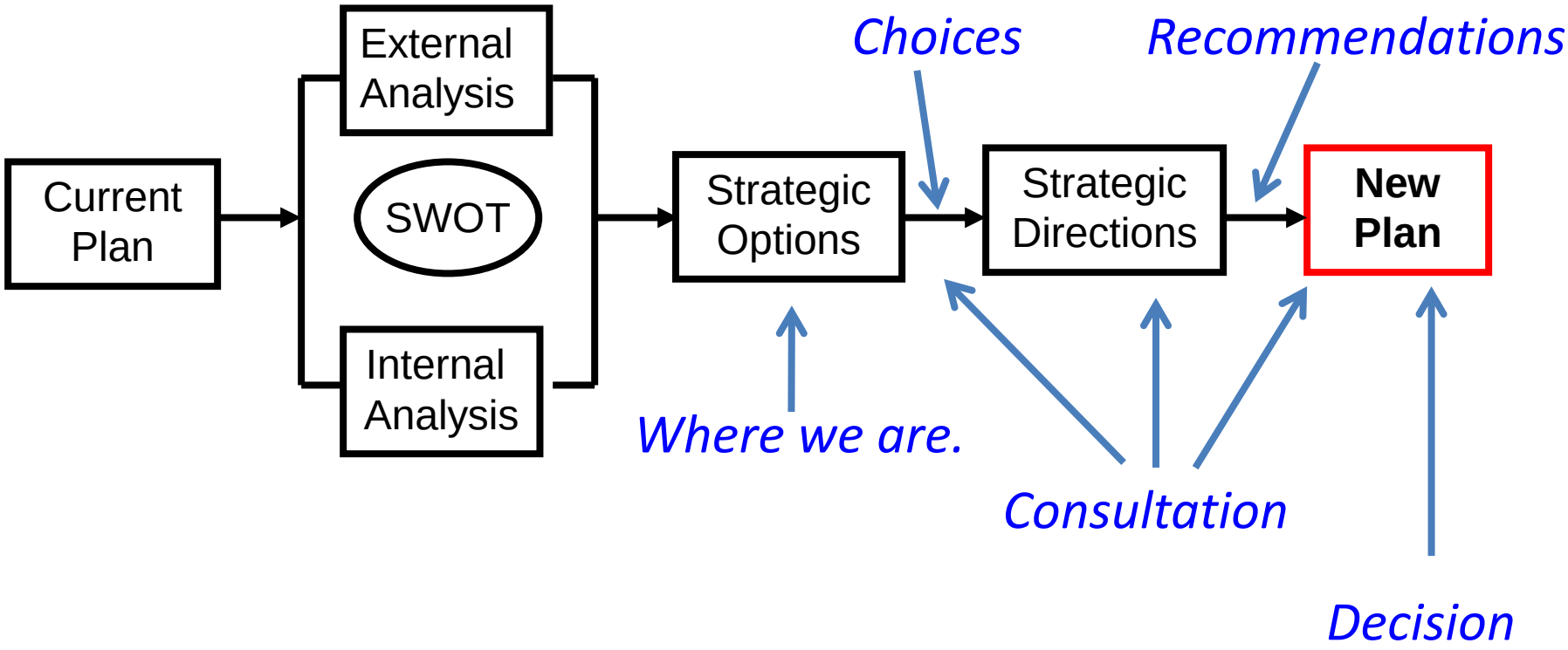
What is the Purpose of a Fire Master Plan?

A Fire Master Plan should:

- Identify fire hazards and plan appropriate suppression capability.
- Address other emergency hazards and response requirements.
- Recognize major paradigm shift to fire prevention and public education.
- Articulate Role (Mission), Future State (Vision) and Expected Behaviours (Values)
- Provide a long range planning perspective of five plus years.
- Address the 'How' - HR, Financial, Organization, Safety, Procedures.
- Provide a framework for annual objectives and ongoing reporting.

Process

Strategic Planning Framework



Process (cont.)

- Develop process in collaboration with Chief & Steering Cttee.
- Review OFM & other Statutory, Regulatory & Standards Requirements
- Review Background Information including Dept Profile, Risk Assessment, Prevention, Inspection & Public Education & Fire Station Location.
- 5 Question Interviews.
- Planning Day to Review Activity & Interview Data, Consider Key Strategic Questions and develop Mission, Vision Values & Strategic Directions.
- Review with Steering Cttee, Chief, CAO.
- Present Final Draft to Steering Cttee, FF & Council.
- Prepare Final Report for Approval.

Delayed January 2021

Demographic Profile

	1996	2006	2016	2036**
Population	10,478	10,643	12,808	14,884
% increase		2%	20%	16.2

Source:
*Statistics Canada Census
**United Counties of Prescott & Russell Official Plan 2016

Historic Call Volume by Call Type

	2015	2016	2017	2018	2019
Structure Fire	39	34	36	30	28
Outdoor Burn	22	19	6	23	10
Vehicle Fire	11	9	12	11	13
False Alarm	53	37	38	40	41
CO Call	8	5	9	11	6
Gas Leak (Natural Gas/Propane	3	7	7	11	9
Motor Vehicle Collision	59	66	71	65	64
Water Rescue	0	0	0	0	0
Medical	37	47	44	39	32
Power Lines down, Transformer	3	3	6	3	4
Other	1	0	4	3	3
Total	236	227	233	236	210

Major Hazards

Structure Fires:

- Residential – Non-sprinklered, Multi Story, Multiple-units
- Old Construction (Crawl Spaces, Multiple Partitions, Narrow staircases)
- New Construction (engineered trusses, floor joists)
- Industrial
- Institutional (Schools, Vulnerable Occupancies)
- Commercial (Main Street, Future Big Box)
- Large Scale Agricultural Operations

Wildland/Forest/River

- Larose Forest, Alfred Bog, South Nation River – Flooding, wildland fires, Off-road rescue
- Agricultural - Equipment fires, extrication

Propane/Natural Gas/Fuel

- Transportation
- Residential/Commercial Tanks
- Underground infrastructure
- Propane Storage/Transfer Facility

Electrical

- Lines Down, Pole Fires
- Solar Installations Commercial & Residential
- High Voltage Transmission lines & Infrastructure

MVC's

- Hwy 417/County Rds
- Extrication, Vehicle fires
- Multi-Casualty
- HazMat

Risk Analysis Summary

Proposed "All Hazards"Response Framework

Frequent (*What we Do*) – Structure Fires, Medical, MVC, CO, Lines Down, Natural Gas/Propane, Wildland Fires

Infrequent (*What Others do*) – "Go" Water/Ice Rescue, High Angle, Trench, Confined Space, HazMat, HUSAR

Preparedness (*What we prepare for*) – Multi-Casualty, CBRN, Weather (floods, ice storms etc)

Mission

Mission: *What we do!*

Committed to our community, we provide service excellence in the provision of public education, fire prevention and protection of life, property and the environment.

Vision

Vision: *Who we aspire to be!*

We are strive to achieve excellence in the delivery of community focused Fire and Rescue services that meet the ever-changing needs of our community while ensuring a safe and secure environment for all through professional development, unity and teamwork.

Values

Values: *How we behave!*

Excellence:	We are committed to delivering service excellence through rigorous adherence to professional standards, skills development and safety in all we do.
Teamwork:	We deliver service excellence and safety by working effectively as a team. We consistently strive to help our fellow firefighters be the best they can be.
Community focused:	We exist to serve our community in their time of greatest need. We are also dedicated to support efforts to make our community a better place to live.
Leadership:	We strive to be leaders in the fire service by being innovative and always asking the question “is there a better way”. we recognize that being a leader requires a commitment to continuous learning and skills development.
Professional:	As professionals we are committed to upholding community values, demonstrating respect, trust and compassion for others and encouraging diversity in the workplace where all can contribute their unique skills, knowledge and experience
Accountability:	As a public service, we recognize that we are accountable to the community. As a firefighter, we recognize that we are accountable to each other.

Strategic Direction # 1 Safe Community - Commitment to deliver Effective Public Education, Fire Prevention, Fire Suppression and Rescue Services

What services do we provide?

Ontario Fire Safety & Protection Model Three lines of Defense

***1*. Public Education & Prevention**

- *I. Smoke/CO Alarm Program*
- *II. School & Seniors Education*
- *III. Risk Management*

***2*. Fire Safety Standards & Enforcement**

- *I. Inspections*
- *II. Occupancy Inspections*
- *III. Licensing Approval*
- *IV. Violation Enforcement*
- *V. Fire Investigations*

***3*. Emergency Response**

- *I. Ontario Fire Marshal's Office Guidance Notes*
- *II. National Fire Protection Association Standards (NFPA)*
- *III. Ministry of Labour (Section 21 Guidance Notes)*
- *IV. Industry Best Practices*

Strategic Direction # 1 Safe Community - Commitment to deliver Effective Public Education, Fire Prevention, Fire Suppression and Rescue Services

What specific services should we provide?

- Firefighting Services*: (Interior, vehicle, wildland, forestry)*
- MVC *(Extrication, multi-vehicle, large vehicle)*
- Medical *(EFR)*
- Water and Ice Rescue – *(Shore- based, until trained for "Go" & High-Level Water rescue (flood))*
- Electrical Emergencies
- Natural Gas, CO, Propane
- Low angle Rope Rescue *(future once training complete)*
- Public Education
- Prevention & Inspection

Strategic Direction # 1 Safe Community - Commitment to deliver Effective Public Education, Fire Prevention, Fire Suppression and Rescue Services

Other Service Requirements

- Fire Origin & Cause Determination
- Fire Safety Plans
- Pre-Planning
- Formal Involvement in Building Permit Review and Building Inspections
- Vulnerable Occupancies
- Water Supply
- Medical Response

Strategic Direction # 1 Safe Community - Commitment to deliver Effective Public Education, Fire Prevention, Fire Suppression and Rescue Services

Station Location and Role

Current Station Location

Strategic Direction # 1 Safe Community - Commitment to deliver Effective Public Education, Fire Prevention, Fire Suppression and Rescue Services

Recommendation

Nation Fire Dept.

Four Station (Relocate Station 400 east and Station 100 north)

Strategic Direction # 1 Safe Community - Commitment to deliver Effective Public Education, Fire Prevention, Fire Suppression and Rescue Services

Station Recommendations:

1. Reorganize as 4 Stations, two Hubs, two Satellites
2. Rebuild and Relocate Station 100 (St. Isidore) as a Hub Station
3. Station 200 (St. Bernardin) - Satellite Station
4. Rebuild and relocate Station 400 (St. Albert) - Satellite Station
5. Station 500 (Limoges) - Hub.

Strategic Direction #2: Supporting a Culture of Safety

- Building a Culture of Safety
- Joint Occupational Health & Safety Committee
- IMS and Personnel Accountability
- Safety during Fire Suppression and Rescue Operations
- Firefighter Response to Station
- Safety during Salvage, Overhaul and Fire Investigations
- Safety Officer
- Incorporating Safety in Training Lesson Plans
- Mental Health and Post Traumatic Stress Disorder
- Issues for Further Investigation

Strategic Direction #3: Accountability

- Linking Mission Vision, and Strategy to Results
- Public Reporting.

Strategic Direction #4: Supporting Service Excellence and Innovation

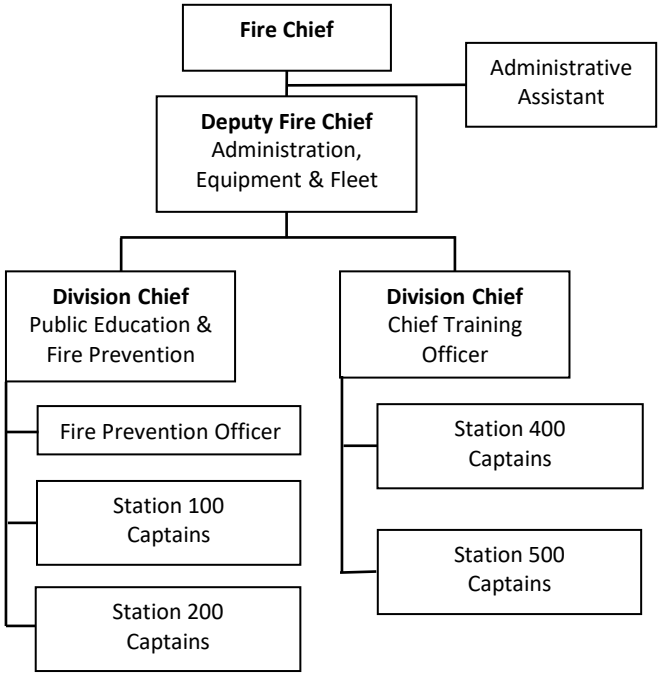
- The Learning Organization
- Training Delivery
- Documentation, Communication, and Records Management
- Training Leadership
- Transition to NFPA Standards and Certification
- Advanced Training
- Fire Training Collaboration
- Recruit Training Fire Training Centre
- Medical Training
- Enhanced Training for Mass Casualty Events

Strategic Direction #5: Effective Leadership and Strategic Management

- Current Department Organization
- Future Organization
- Organizational Culture
- Human Resources Practices & Procedures
- Retention & Recruitment
- Compensation
- Succession Planning and Retirement
- Policies and Operating Guidelines
- Records and Documentation
- Electronic Communication and Access to Documents

Strategic Direction #5: Effective Leadership and Strategic Management (cont.)

- Current decentralized model with 5 Station Chiefs is not optimal.
- Recommend a more centralized model with a Deputy Chief and two District Chiefs.
- Clear roles and responsibilities are essential safety, effective operations, and implementing the recommendations in the Fire Master Plan including new station planning & construction.



Strategic Direction #6: Collaborative Relationships

Numerous existing collaborative relationships including:

- Automatic aid with Casselman FD
- Mutual Aid with neighbouring Fire Departments
- Regional Centre in Development for Joint Recruit Training and advanced training.
- Regional Chiefs Meetings.
- Active Mutual Aid Coordinator

Future Opportunities

- Purchase or Supplier service agreements between neighbouring fire departments, i.e. Fire Inspections.
- Arrangements to share resources i.e. FPO.
- Additional Automatic Aid Agreements
- Joint Purchasing

Next Steps

- Implementation of recommendations well underway
- 5 Year Plan
- Incorporate in yearly operating plan and budget process
- Suggest ‘Project Management’ framework with regular reporting that identifies tasks, schedule, task status, budget, persons most responsible.
- Strategic Opportunism – there will be changes as circumstances change and opportunities present.

Questions, Comments,

Report to Council

Report Number: FD-03 2022

Subject: Fire Master Plan / Organizational Chart

Prepared by: Richard J. Groulx, Director Fire Chief / Edward Darby consultant

Revised by: Josée Brizard, CAO Clerk

Date of the meeting: February 28, 2022

Context

Tabling of the Fire Master Plan of the Nation Municipality Fire Department.

Report

The Office of the Fire Marshal of Ontario (OFMEM) states that every fire department must have a Strategic Plan to provide a framework to guide future policy, organizational, capital and organizational planning decisions.

In 2019 Mr. Edward Darby consultant for the TDC Group was mandated by the City Council to establish a Strategic Plan for its Fire Department.

Links to priorities

Links to The Ontario Fire Marshal provided a summary of the objectives of a management plan as follows:

Each fire department should be guided by a master or strategic plan. This community-based fire protection master plan has traditionally focused on identifying fire hazards and planning an appropriate extinguishing force response. . Today, hazard or risk assessment has expanded far beyond the problem of community fires to include emergency medical incidents, hazardous materials incidents and many other emergencies. Paradigms are being shifted to emphasize the concept of fire prevention and control systems as communities try to effectively reduce losses. This document should include plans for human resources and financial support for programs as well as the many external influences that affect the fire department. The information contained in the plan should provide a clear and concise overview of the most recently adopted organizational goals and objectives.

As you can see from reading the Strategic Plan, some 79 recommendations have been submitted, from the development of guidelines, implementation of project implementation strategies, there is a lot to do in your department to improve the desert of the various services, , both for the taxpayer and for our employees. We must preserve the integrity of our Municipality, ensure adequate coverage, training of firefighters that meets the standards and norms established in order to avoid any prosecution, whether private or governmental.

The effectiveness and efficiency of a service requires an organization of work based on clear guidelines. We are lagging behind on many of our obligations, whether in terms of prevention, public education, staff training, continuous training, Fire fighting technique etc.

To do this, we need a solid organizational chart, with well-defined roles and responsibilities, a clear and concise vision of the present and future needs of the service, but also of the needs of our fellow citizens.

The new minimum training standards for firefighters and officers mean that several training courses will have to be completed by your firefighters and officers. Continuing education (in-house) will have to be better structured and homogeneous in order to meet the expectations of the Office of the Fire Marshal.

I have included in the appendix the costs related to the new organizational chart, as you will see, there are no monetary implications related to the implementation of the new organizational chart. I have also included the job descriptions of all members, as well as a brief description of each member's duties.

When studying the strategic plan, it is clear that the current organizational chart does not meet, not only the standards established in the fire field, but also the rules of an efficient organizational plan.

The fact of having 5 stations chiefs perpetuates a tunnel vision favoring a "village" ideology to the detriment of the Municipal vision. Each stations acts according to what they think best for themselves instead of thinking for the community, which is called silo management. . In order to move forward, build a strong team, promote the retention and arrival of new recruits, we must build a "firefighter" team, organize work in a homogeneous way, use material and human resources efficiently.

In the coming years, we have to face many challenges, to do this we need a strong leadership, a united team, concise strategic plans that are understood by all.

Alone we go faster, together we go further.

Financial Considerations

None for the organizational chart. More extensive on the relocation of fire stations

Recommendation

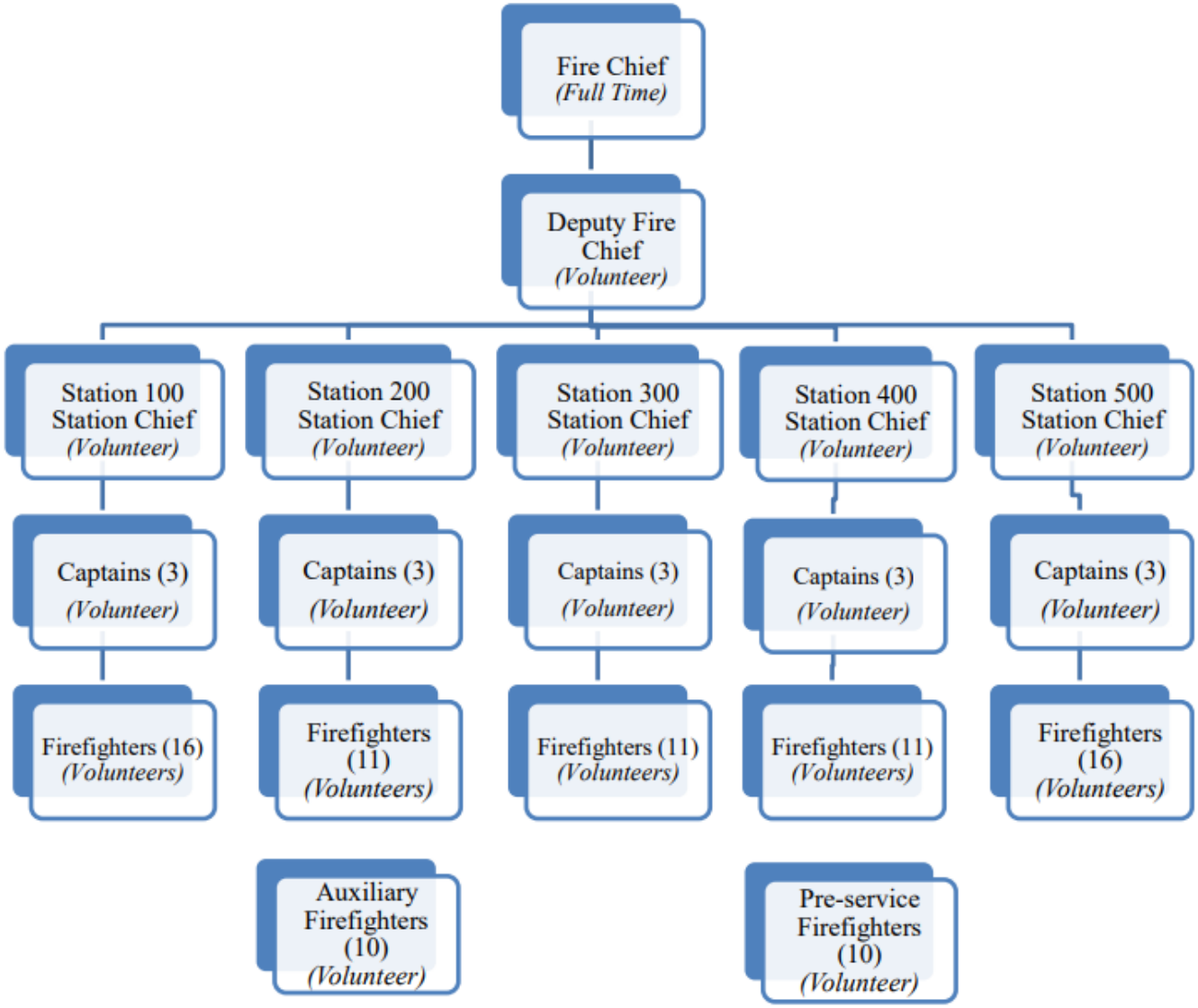
That the Council adopt the Strategic Plan of the Fire Department.

Attachments

1. Proposed new organizational chart
2. Organigram cost
3. Job descriptions
4. Fire Department Strategic Plan prepared by Ted Darby

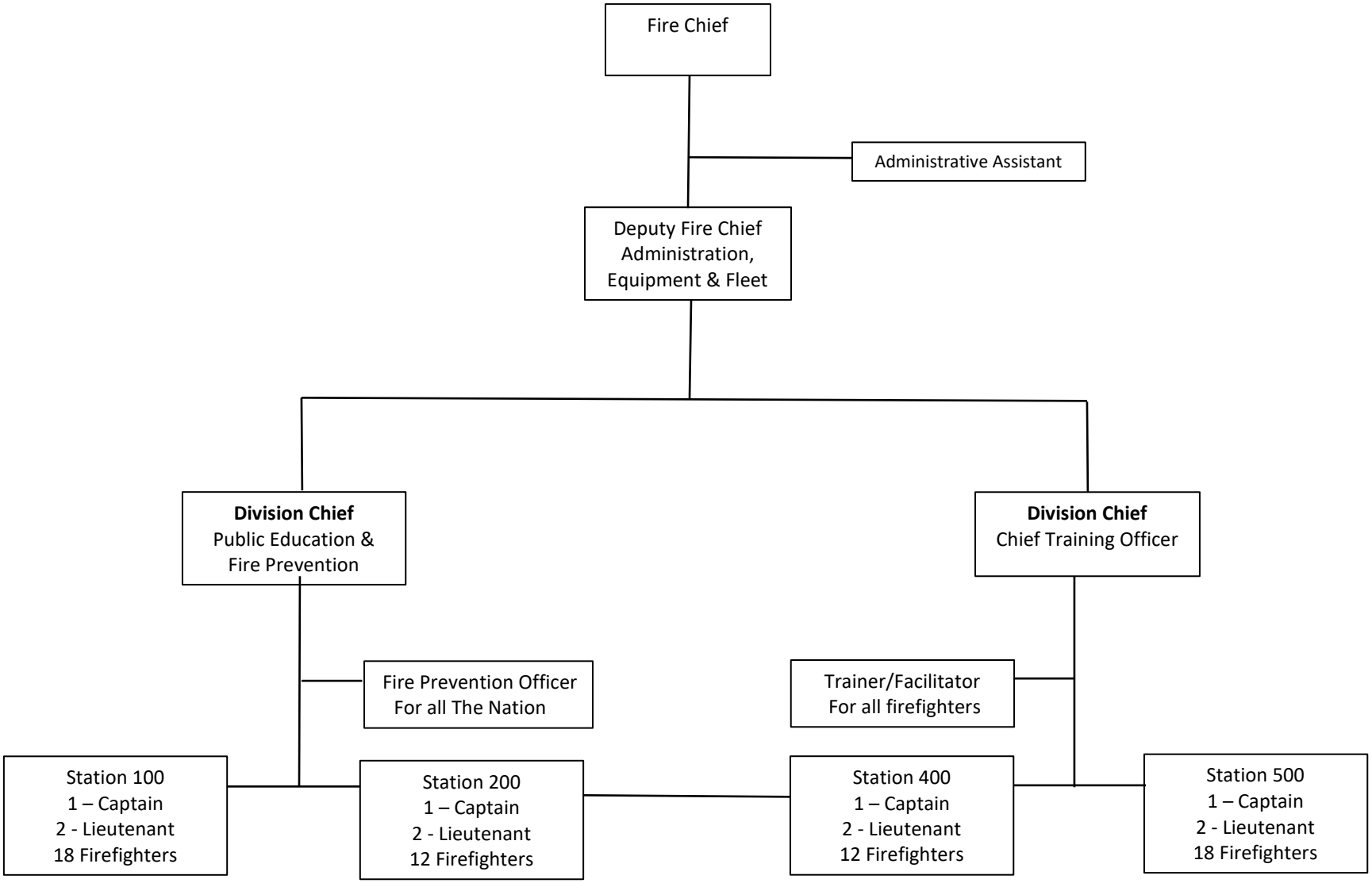
Annexe 3

Current Structure – 2014 to present



Annexe 3

Proposed Nation Fire Department Organization Chart



Coût des organigrammes actuel vs proposé

Organigramme – actuel

Description des coûts	Montant
Total 2021 *Sans les coûts pour le chef pompier*	260 000,00 $
Chefs de casernes *5 Chefs de caserne*	-18 102,20 $
Capitaines *15 Capitaines*	-7,030.00 $
Pompiers *Basé sur 200 appels sans les officiers supérieurs*	234 869,00 $

Organigramme – proposé

Description des coûts	Montant
Pompiers *Basé sur 200 appels sans les officiers supérieurs*	234 869,00 $
Chef adjoint *Niveau 8* selon l'équité à 8 heures semaines	16 265,00 $
Chefs de division (2) *Niveau 7* *Pour deux chefs selon l'équité a 8heures semaines chaque*	29,727.36 $
Capitaines *4 Capitaines*	1 874,56 $
Total *Sans les coûts pour le chef pompier*	282 735,92 $
Budget 2022	305 000,00 $

GABARIT DE DESCRIPTION DE POSTE

Profil du poste

Titre du poste : Chef Pompier adjoint

Division/Département : Service Incendie

Sous la supervision de : Chef Pompier et officier de la santé et sécurité au travail

Description sommaire du poste

Sous la supervision du Chef pompier, le titulaire est responsable des fonctions administratives et de supervision de la lutte contre les incendies, y compris l'organisation des pelotons, la formation, la lutte contre les incendies et d'autres tâches connexes. Le titulaire est responsable de la discipline au sein du service, exercée sous la direction du chef pompier. Le chef adjoint remplace le chef pompiers pendant les congés de maladie, les congés, les vacances, les séminaires, les congrès, etc. et assume le commandement du service des incendies en l'absence du chef pompiers, comme indiqué dans le règlement d'établissement et de réglementation de la municipalité.

Principales responsabilités

- *Assister le chef pompier dans les opérations quotidiennes du service d'incendie;*
- *Participer aux réunions mensuelles des pompiers ;*
- *Participer aux sessions de formation et procéder à la planification des opérations pré-incendie ;*
- *Maintenir les règles et règlements et les ordres permanents régissant le département ;*
- *Responsable de la coordination et de la direction de la lutte contre les incendies et de la formation dans un rôle de supervision sous la direction du chef pompier;*
- *Responsable du suivi, de la coordination et de la planification de la politique de reconnaissance;*
- *Préparer des rapports clairs et concis, au besoin;*
- *Informer le Directeur chef pompier de tout changement de procédures ou de méthodes;*
- *Aider le(s) agent(s) de prévention des incendies avec les tâches d'inspection, d'éducation et d'enquête, et les programmes selon les besoins ;*
- *Rencontrer régulièrement les officiers et le chef pompier pour aider à développer et maintenir un programme de formation progressif et efficace;*
- *Aider à la préparation du budget et surveiller les dépenses, les demandes de fournitures et tenir des registres d'inventaire ;*
- *Responsable du dépôt des demandes de remboursement des dépenses au Ministère des Transports (MTO), FireMarquee et entente d'entraide;*
- *Alternera avec les autres membres de l'état-major général, la garde du département les soirs et week-ends ;*
- *Assurer un environnement et des conditions de travail sécuritaires dans tous les domaines d'opération;*
- *Responsable de la flotte de véhicules et s'assurera de la maintenir en bon état. Veillera à ce que les appareils soient inspectés par une firme spécialisée et assurera un suivi rigoureux des réparations et des certificats de conformité;*

- *Inspecter et superviser l'entretien des stations et les essais de l'équipement d'incendie, et tenir les registres connexes ;*
- *Devra intervenir et travailler dans tous les types de temps et dans des conditions moins qu'idéales;*
- *Accomplir toutes autres tâches connexe;*

Qualifications requises (exigences du poste)

Formation :
Diplôme d'études secondaires ou l'équivalent, complété par au moins un an de formation complémentaire, d'éducation ; ou
Formation :

- *NFPA 1001 – Firefighter II*
- *NFPA 1002 – Pump Operator*
- *NFPA 1021 – Officer III or better*
- *NFPA 1031 – Fire Inspector I or II*
- *NFPA 1033 – Fire Investigator I*
- *NFPA 1033 – Fire Safety*
- *NFPA 1035 – Fire and Life Safety Educator I or II*
- *NFPA 1035 – Public Information Officer*
- *NFPA 1041 – Instructor I or II*
- *NFPA 1072 – Hazmat Core Ops*
- *NFPA 1521 – Incident Safety Officer ISO*

Expérience : 5 ans expérience comme officier

Certification/Accréditation/Ordre professionnel : N/A

Connaissances spécifiques bilingue :

- *Compétences en matière de communication en français et en anglais, à l'oral et à l'écrit*
- *Connaissance des suites Microsoft Office (Word, Outlook, Excel et PowerPoint).*

Compétences et habiletés requises (profil du candidat attendu)

- *Connaissance des principes, techniques et pratiques des services d'urgence, de la répartition, des protocoles et procédures d'intervention d'urgence du service;*
- *Capacité de lire, de comprendre et d'interpréter les cartes des rues et des interventions d'urgence, y compris la capacité de recevoir et de donner des directions à l'aide de cartes ;*
- *Capacité d'établir et de mener des communications verbales en parlant et en entendant (écoute active);*
- *Capacités mentales suivantes pour accomplir les tâches essentielles de ce poste : vigilance ; précision; ingéniosité; capacité d'analyse; force de persuasion; jugement auditif, visuel et tactile; Parlant; écrire; imagination; résolution de problème; Mémoire; raisonnement; la créativité; concentration; jugement; initiative; et patience;*
- *Posséder un permis de conduire DZ et maintenir un bon dossier de conduite.*

Conditions de travail
Efforts physiques requis : travail dans des situations difficiles dangereuses;
Matériel, machinerie spécifiques à utiliser : • *radios bidirectionnelles, terminaux informatiques assignés et consoles de communication connexes ;*
Conditions de travail particulières : sera sur appel une semaine par mois pour remplacer le Directeur chef pompier
Heures de travail : 8 heures par semaine

Date de la dernière mise à jour : 28 janvier 2022

Signature : Richard J. Groulx

GABARIT DE DESCRIPTION DE POSTE

Profil du poste

Titre du poste : Chef de Division Formation (sous révision)

Division/Département : Service incendie

Sous la supervision de : Chef Pompier et officier de la santé et sécurité au travail

Description sommaire du poste

Sous l'autorité du Chef pompier, le titulaire sera responsable d'organiser, diriger, contrôler et évaluer l'ensemble des activités reliées à la formation du personnel. Il participe à l'établissement des objectifs, stratégies, et plan d'action du service et travaille en collaboration avec les autres services municipaux. Il prend en charge les opérations lors de son tour de garde ou quand la situation l'exige.

Principales responsabilités

- *Planifier, organiser, diriger, contrôler et évaluer l'ensemble des activités de formation offertes au personnel;*
- *Soumettre des rapports détaillés et peut être appelé à faire des présentations relativement aux activités dont il est responsable. Orienté vers les résultats, le titulaire encadre, supervise les membres de l'équipe (formateurs) dans la réalisation de leurs mandats respectifs, détermine les priorités, définit les objectifs;*
- *Évaluer la qualité des interventions, reconnait la performance et recommande les formations supplémentaires;*
- *Assurer la mise en place et le suivi du programme de formation pour le maintien des compétences des pompiers;*
- *Assurer le développement et l'élaboration de nouvelles formations;*
- *Établir les horaires visant à l'obtention de la formation Pompier I et II ainsi que les cours complémentaires de spécialisation (pompe, matières dangereuse etc.);*
- *Préparer et maintenir à jour le rapport détaillé des formations, s'assurer du respect des heures de formation et maintenir à jour les dossiers des employés;*
- *Assurer le suivi des lignes directrices du service. Selon les besoins, planifier l'embauche et l'intégration de nouveaux employés;*
- *Évaluer avec ses confrères officiers le personnel en cours de probation;*
- *Préparer les dossiers pour les auditions de griefs et de mesures disciplinaires;*
- *Participer au comité relation de travail;*
- *Planifier et contrôler le budget de sa division;*
- *Accomplir toutes autres tâches connexe;*

Qualifications requises (exigences du poste)
Formation : - *Pompier I et II* - *Officier I et II ou s'engager à suivre la formation dans un délai raisonnable.* - *Avoir ou obtenir les formations instructeur I et II* - *Avoir ou obtenir la formation système de commandement (IMS)* - *Avoir ou obtenir la formation Officier de santé et sécurité (ISO)*
Expérience : 5 années d'expérience à titre d'officier
Certification/Accréditation/Ordre professionnel : N/A
Connaissances spécifiques • *Avoir une bonne connaissance des codes et règlements;* • *Compétences en matière de communication en français et en anglais, à l'oral et à l'écrit;* • *Connaissance des suites Microsoft Office (Word, Outlook, Excel et PowerPoint);*

Compétences et habiletés requises (profil du candidat attendu)
• *Avoir la capacité d'établir d'excellentes relations avec les différentes clientèles.* • *Savoir gérer des équipes de travail.* • *Avoir le sens de l'organisation et du suivi.* • *Être efficace lors de travail sous pression.* • *Posséder un esprit créatif et novateur* • *Être orienté vers le client.* • *Faire preuve d'autonomie.* • *Savoir communiquer.* • *Capacité de travailler en équipe.* • *Faire preuve de leadership.* • *Démontrer une habileté supérieure dans les communications et l'animation de groupe de travail*

Conditions de travail
Efforts physiques requis : Travail dans des conditions difficiles et dangereuse
Matériel, machinerie spécifiques à utiliser : N/A
Conditions de travail particulières :
Heures de travail : De garde 1 semaine par mois

Date de la dernière mise à jour : 28 janvier 2022

Signature : Richard J. Groulx

GABARIT DE DESCRIPTION DE POSTE

Profil du poste

Titre du poste : Chef de Division Prévention (sous révision)

Division/Département : Service incendie

Sous la supervision de : Chef Pompier et officier de la santé et sécurité au travail

Description sommaire du poste

Sous l'autorité du Chef Pompier, le titulaire sera responsable des activités et des programmes relatifs à la prévention, l'inspection et la recherche de causes incendient.

Principales responsabilités

- *Planifier, organiser, diriger, contrôler et évaluer l'ensemble des activités de prévention;*
- *Agir comme personne ressource pour le service pour la prévention et l'analyse du risque;*
- *Superviser les Officiers de prévention;*
- *Assurer le commandement lors d'intervention lors de son tour de garde;*
- *Établir un programme d'éducation du public et en effectuer le suivi;*
- *Établir des stratégies, des processus, des directives et des procédures opérationnelles permettant d'améliorer l'efficacité des activités relatives à la prévention en collaboration avec la direction;*
- *Établir un programme annuel de prévention (visites résidentielle, industrielle, commerciale) et voir à sa réalisation;*
- *Assurer le maintien de la règlementation municipale en prévention incendie;*
- *Superviser et ou effectuer des enquêtes à la suite d'incendies afin d'évaluer les dommages, déterminer les causes et formuler des recommandations;*
- *Analyser et approuver les rapports d'inspection ainsi que les dossiers référer à la cour;*
- *Prévoir le budget annuel pour les activités de prévention et en assurer le suivi;*
- *Participer à différents comités;*
- *Accomplir toutes autres tâches connexe;*

Qualifications requises (exigences du poste)

Formation :

Pompier I et II,

Formation inspection (NFPA 1031) ou s'engager à la suivre;

Formation en recherche es cause d'incendie, ou s'engager à la suivre;

Officier I et II ou s'engager à la suivre; *Avoir ou obtenir la formation système de commandement (IMS);* *Avoir ou obtenir la formation Officier de Santé et Sécurité (ISO);*
Expérience : Avoir 5 années comme officier
Certification/Accréditation/Ordre professionnel : N/A
Connaissances spécifiques : • *Connaissance des suites Microsoft Office (Word, Outlook, Excel et PowerPoint);*

Compétences et habiletés requises (profil du candidat attendu)
• *Avoir la capacité d'établir d'excellentes relations avec les différentes clientèles.* • *Savoir gérer des équipes de travail.* • *Avoir le sens de l'organisation et du suivi.* • *Être efficace lors de travail sous pression.* • *Posséder un esprit créatif et novateur* • *Être orienté vers le client.* • *Faire preuve d'autonomie.* • *Savoir communiquer.* • *Capacité de travailler en équipe.* • *Faire preuve de leadership* • *Avoir une bonne connaissance des codes et règlements;* • *Compétences en matière de communication en français et en anglais, à l'oral et à l'écrit*

Conditions de travail
Efforts physiques requis : Travail dans des conditions difficiles et dangereuses.
Matériel, machinerie spécifiques à utiliser : N/A
Conditions de travail particulières :
Heures de travail : De garde 1 semaine par mois

Date de la dernière mise à jour : Janvier 28, 2022

Signature : Richard J. Groulx

The Nation Municipality

MASTER FIRE PLAN

2021-2026

Final Draft

Feb. 12, 2022

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1.0 Foreword

The Nation Municipality Fire Department was created in 2004 when the five legacy fire departments resulting from the amalgamation of the former Townships of Cambridge, Calédonia and South Plantagenet and the Village of St. Isidore were consolidated under the leadership of a single part-time Fire Chief.

In 2014, the Chief position became full-time. Today, the Department remains all volunteer with the exception of the Chief. The Department is authorized to provide fire suppression, medical response, rescue services, public education and fire prevention services.

The Fire Master Plan was initiated in 2020 to ensure that the fire services provided are appropriate, efficient, and effective. The Plan reflects both an external review as well as extensive internal collaboration with the officers and firefighters to achieve a consensus report. The Plan benchmarks the performance of the Department against both Ontario Fire Marshal (OFMEM) and National Fire Protection Association (NFPA) standards. It also reflects a comprehensive internal analysis realized through a comprehensive engagement process to determine cultural, organizational and other issues that may adversely impact efficiency and effectiveness.

The Plan describes the current state of the Department and provides recommendations to improve service delivery. It has been developed for a five-year time frame from 2021 to 2025. The Plan proposes strategic improvements that will enable the Department to continue their tradition of continuous improvement in efficiency and effectiveness of service delivery.

This Fire Master Plan was essentially complete in December, 2020, however, the completion of the final report was stayed during 2021 due to the Chief leaving the Department and the recruitment of a new Chief.

The Fire Master Plan has been updated with a new organizational model that reflects current requirements. Otherwise, the Plan remains as presented during the 2020 consultation process.

Ted Darby
TDC Group

February 12, 2022

2.0 Introduction

This Master Fire Plan will provide a framework to guide future policy, organizational, capital, and operational planning decisions for The Nation Fire Services (NFD)[1].

The Ontario Fire Marshal (OFMEM) has provided a concise summary of the objectives of a Master Plan as follows:

> "*Every fire department should be guided by a master or strategic plan. This Community Master Fire Protection Plan traditionally focused on the identification of fire hazards and planning an appropriate suppression force response. Today, hazard or risk assessment has expanded well beyond the fire problem in the community to include emergency medical incidents, hazardous materials incidents and many other emergency situations. Paradigms are being shifted to emphasize the concept of fire prevention and control systems as communities attempt to effectively reduce losses experienced. This document should include plans for human resources and program financial support as well as the many external influences that impact on the fire service. The information contained within the Community Master Fire Protection Plan should provide a clear and concise overview of the most recently adopted organizational goals and objectives, budgetary commitments, mission statements and assessments of organizational activity. The document should cover a long-range planning period of five to ten years."*[2]

The *Fire Protection and Prevention Act* ("FPPA") makes municipalities responsible for the provision of fire protection services. Section 2(1) of the FPPA requires municipalities to provide: 1) public education with respect to fire safety and fire prevention; and 2) such other fire protection services as it determines may be necessary in accordance with its needs and circumstances.

Traditionally, many have assumed that the requirements under the FPPA can be met by simply creating a fire department. In the absence of a comprehensive hazard and risk assessment and a considered matching of service provision to needs and circumstances, this view may not address the requirement to provide fire protection services that *may be necessary in accordance with its needs and circumstances*.

Further, what may have been an appropriate response in the past may be out of date as a result of new developments, new standards, or changing legislative requirements. Thus, the determination of what "may be necessary in accordance with its needs and circumstances" is one of the key objectives of a Fire Master Plan.

[1] For the purpose of brevity, Russell Township Fire Services will be used in this document to refer to both Russell Fire Department and Embrun Fire Department.

[2] Personal Communication, Dan Koroscil, Advisor (ret.), Ontario Office of the Fire Marshal

Current challenges faced by NFD are similar to those faced by many rural/urban interface fire departments in Ontario. Increased rigour from statutory requirements related to firefighter health and safety, improved and more advanced suppression technology, increased skills and competencies required, fewer firefighters being available for workday response, and increased emphasis on prevention and public education are examples. In addition, the presence of high risk institutional and commercial occupancies, high value residential occupancies, and mutual aid requirements present unique challenges.

3.0 Methodology

A great plan is more than the production of a report. For the document to truly 'live and breathe', be inspiring, and be successfully implemented the project methodology has incorporated the following objectives:

First, the plan needs to reflect the collective energy of the team to build enthusiasm for a positive future and reflect both a shared sense of purpose (mission) and desired future (vision). As well, the plan needs to reflect and articulate shared values. Development of values is critical to achieving a clear understanding of expected behaviours both in and outside the workplace.

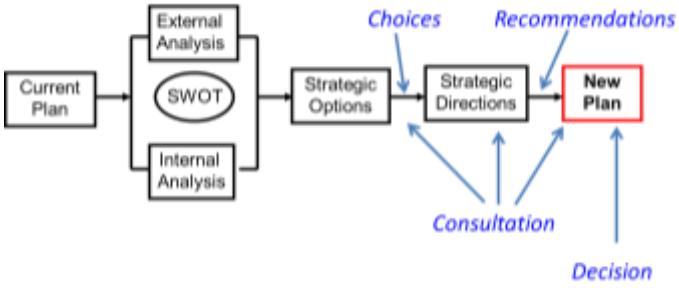
The second key objective in the development of the plan is to create a process that is inclusive, consultative and collaborative. Thus, the process has been designed to involve firefighters, officers and senior municipal leadership.

The third objective of the process is to build consensus and 'buy in' so there is enthusiasm, commitment and energy in the implementation of the plan. The process should not only lead to a robust plan, it should also assist firefighters, CAO, Council and the community to better understand and support the Department's role and priorities.

The fourth objective is to base the plan on solid, quantitative information to ensure future direction and recommendations are based on objective evidence and recognized 'best practice'.

This Plan addresses traditional strategic planning components including Mission, Vision and Values as well as multi-year strategic directions as outlined in Figure 1.

Figure 1: Fire Master Plan Strategic Planning Framework



The Plan also addresses multi-year capital requirements related to apparatus, station assessment and location as well as tactical objectives for training, suppression, public education, fire prevention, department organization and human resource planning.

The Plan development provides extensive documentation and analysis of data to fully understand the role, challenges and performance of the Department.

Hazard identification and risk analysis is a critical component of the study and provides the foundation for the multi-year plan. The risk assessment allows the determination of what is necessary with respect to response capability in accordance with needs and circumstances. The risk analysis includes analysis of specific risks, population demographics and call volume. The analysis documents and evaluates emergency response times and deployment.

The existing apparatus replacement plan was reviewed and updated.

A review of the existing fire station has been conducted including consideration of location options. The review referenced National Fire Protection Association 1720 standards, Underwriters Insurance Dwelling Protection Grade standards, and Ontario Fire Marshal guidelines.

Recommendations are presented as a summary in Appendix I. As a future step, this Appendix can be utilized to develop an "Action Plan" with timelines to facilitate multi-year planning, implementation, and budgeting.

A SWOT analysis was performed to identify the current and likely future issues relevant to NFD. This analysis utilized information from the interviews that occurred with firefighters and officers, CAO, and department heads.

Five key questions were used to guide the interviews: *What is working well today? What do you see as the key issues facing the Department? What would you like to see changed? What would you like to stay the same? Any other advice or comments?*

Recommendations and a draft report were then developed in consultation with a Steering Committee. Following further consultation with the firefighters and officers, and CAO, a final report was prepared.

4.0 Statutory, Regulatory and Policy Requirements

Fire departments in Ontario operate within a statutory and regulatory environment. A key purpose of the Master Fire Plan is to ensure compliance with legal requirements. Further, there are policy statements provided by the Ontario Fire Marshal which, although not legally mandated, are important to acknowledge and implement as part of risk management, due diligence and compliance with 'best practice'. This section will review key requirements in this regard.

4.1 *Fire Protection and Prevention Act*, 1997

The relevant legislation for the operation of a fire department in Ontario is contained within the Fire Protection and Prevention Act, 1997 (FPPA).

The FPPA recognizes the importance of implementing the *three lines of defence* to achieve an acceptable level of fire safety within communities.

The three lines of defence are:

I. ***Public Education and Prevention****: Educating residents of the community on means for them to fulfill their responsibilities for their own fire safety is a proven method of reducing the incidence of fire. Only by educating residents can fires be prevented and can those affected by fires respond properly to save lives, reduce injury and reduce the impact of fires.*

II. ***Fire Safety Standards and Enforcement:*** *Ensuring that buildings have the required fire protection systems, safety features, including fire safety plans, and that these systems are maintained, so that the severity of fires may be minimized.*

III. ***Emergency Response:*** *Providing well trained and equipped firefighters directed by capable officers to stop the spread of fires once they occur and to assist in protecting the lives and safety of residents. This is the failsafe for those times when fires occur despite prevention efforts.*

The FPPA requires each municipality in Ontario to establish fire prevention and protection services as follows:

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

Further, Section 8 (1) of the FPPA provides that *"There shall be a Fire Marshal who shall be appointed by the Lieutenant Governor in Council".* FPPA specifies the duties of the Fire Marshal which include responsibilities to assist in the interpretation of the Act, to develop training and evaluation systems and enforcement of the Act and its regulations.

4.2 *Fire Code*

The Fire Code is a regulation made under the Fire Protection and Prevention Act (FPPA). It provides the minimum legal requirements and measures for the fire safety of persons and buildings, including the elimination or control of fire hazards in and around buildings, the maintenance of life safety systems in buildings, the establishment of a fire safety plan in certain buildings and the installation of smoke alarms and carbon monoxide alarms.

The owner is responsible for complying with the Fire Code. The municipal fire department enforces the Fire Code. The FPPA Part IV Section 19(1) specifies that the Fire Marshal, an assistant to the Fire Marshal or a fire chief is an inspector. Part III Section 11 (1) specifies that the fire chief of every fire department and any member of a fire prevention bureau as part of a fire department is an assistant to the Fire Marshall. Part IV, Section 21 provides the authority and criteria whereby an inspector may order the owner or occupant of the land or premises to take any measure necessary to ensure fire safety on the land and premises.

Fines for violation of the Fire Code can be quite significant. Examples under the Provincial Offenses Act Part I Fines:

- Failure to install smoke alarms - $295.00
- Failure to install carbon monoxide alarms -$295.00
- Failure to make records available to Fire Inspectors - $195.00
- Individual - Fire Code Violation – Maximum $100,000 fine + 1 year in prison
- Corporation - Fire Code Violation – Maximum $1,500,000 fine + 1 year in prison

4.3 *Public Fire Safety Guidelines*

The Ontario Fire Marshal (OFMEM) has developed Public Fire Safety Guidelines (PFSG) to assist municipalities in making informed decisions with regard to determining local "*needs and circumstances*" and achieving compliance with the FPPA. The guidelines are intended to be used to assist in the development of a municipal fire risk management program.

Relevant PFSG's to the Strategic Master Fire Plan include:

PFSG 00-00-01 "Framework for Setting Guidelines within a Provincial-Municipal Relationship"

PFSG 00-00-01 provides interpretation and advice regarding the delegation of responsibilities and relationship between the Province and municipalities regarding fire protection, suppression and public safety. The PFSG notes:

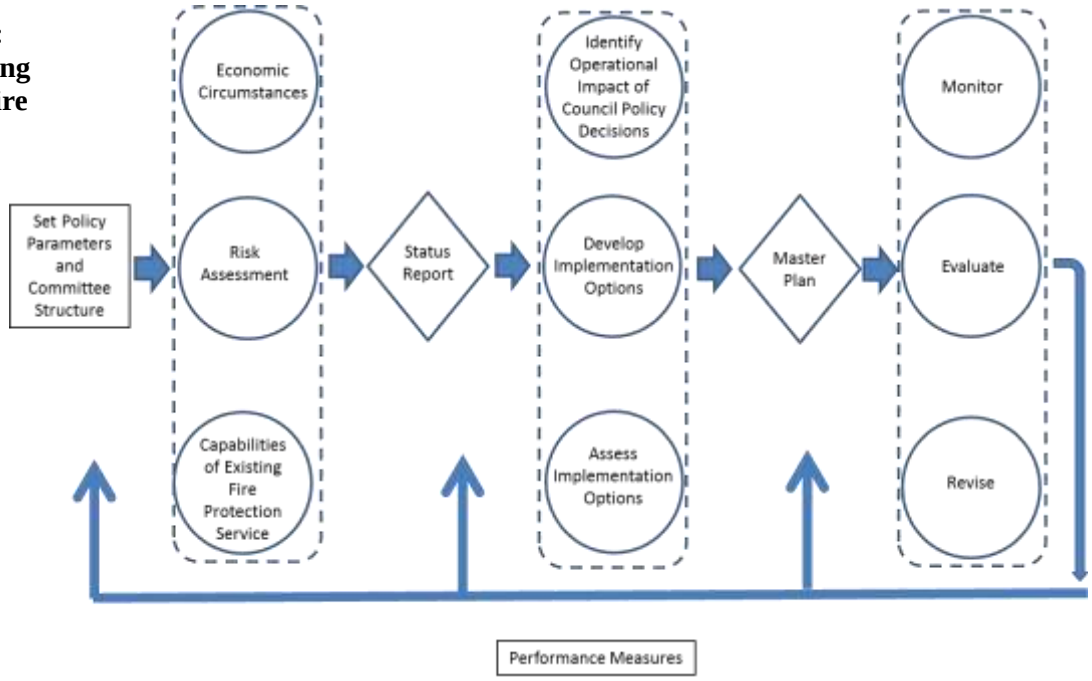
"*Municipalities are compelled to establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention. The Act also states that municipalities are responsible for arranging such other fire protection services as they determine may be necessary according to their own needs and circumstances. The relationship between the province and municipalities is based on the principle that municipalities are responsible for arranging fire protection services according to their own needs and circumstances".* [3]

The PFSG has the following objectives:

- Clarifying municipal responsibility for local fire protection, while protecting the provincial interest in public safety.
- Removing remaining legislative barriers which forestall the restructuring and reorganization of municipal fire services.
- Facilitating a shift in focus which places priority on fire prevention and public education as opposed to fire suppression.
- Providing municipalities with decision-making tools to help them provide services according to their own needs and circumstances.
- Facilitating more active involvement of the private sector and other community groups in fire prevention and public education through the Fire Marshals Public Fire Safety Council.

Figure 2 illustrates the "Optimizing Public Fire Safety" model application of the guidelines.

Figure 2: Optimizing Public Fire Safety



PFSG 04-40-03 "Selection of Appropriate Fire Prevention Programs"

[3] http://www.mcscs.jus.gov.on.ca/english/firemarshal/fireserviceresources/publicfiresafetyguidelines/00-00-01.html

PFSG 04-40-03 and 04-40-12 identify the four minimum requirements to comply with FPPA Section 2. (1) (a) *"establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention*".

The requirements include: 1) Simplified risk assessment, 2) A smoke alarm program, 3) Fire safety education material distributed to residents/occupants; and 4) Inspections upon complaint or when requested to assist with code compliance.

PFSG 04-08-10 "Operational Planning: An Official Guide to Matching Resource Deployment and Risk"

PFSG 04-08-10 provides interpretation as to the requirements under the FPPA Section 2. (1) (b) "*provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances"*.

The key concept in this PFSG is that "*Fire suppression is one aspect of the three lines of defence; the other two lines are Public Education and Prevention and Fire Safety Standards and Enforcement. A municipality needs to evaluate its existing fire suppression capabilities to ensure that it is managing all fire risk levels within the community, responding to and addressing fires that occur, and meeting public and council expectations".* [4]

PFSG 01-02-01 "Comprehensive Fire Safety Effectiveness Model"

PFSG 01-02-01 was developed to assist municipalities in evaluating their level of fire safety. It identifies eight key components, all of which impact on the fire safety of the community. The components include:

1. **Assessing Risk -** identify potential fire risk scenarios such as older buildings, high rise, commercial and industrial occupancies, vulnerable occupancies, water supply, exposure risks, and the risk which the combination of these factors pose to the occupants.
2. **Fire Prevention Program Effectiveness -** Enforcement of regulations (codes) and standards.
3. **Public Attitude -** Improve public attitudes toward the prevention of fire.
4. **Detection Capabilities -** Notify occupants to escape.
5. **Built-in Suppression Capabilities -** Automatic sprinkler protection.
6. **Intervention Time -** Fire Department intervention time is crucial in determining the consequences of a fire.

[4] http://www.mcscs.jus.gov.on.ca/english/firemarshal/fireserviceresources/publicfiresafetyguidelines/04-08-10.html

7. **Fire Ground Effectiveness -** affects the degree of damage to the environment, property loss, personal injury and death from fire.
8. **Impact of Fire - P**roperties whose loss would result in a significant financial burden to the community, significant impact of local employment, or a significant environment risk.

The components are seen as interdependent. Deficiencies in one of the components can be offset by enhancements in another component or components. For example, by developing programs and providing resources to effectively implement the first line of defence, a proactive public education and prevention program, the need for the other lines of defence can be reduced.

The model acknowledges that municipalities must manage increasing public expectations as well as budget pressures. It requires that fire departments in Ontario must critically assess their fire protection needs and identify new, innovative ways to provide the most cost-effective service. There is more to providing fire protection services than fighting fires!

The model requires that every municipality should be guided by a master or strategic plan covering a planning horizon of five to ten years. It promotes shifting from the traditional focus of fire suppression to a more comprehensive risk assessment and use of fire prevention and control systems.

PFSG 01-01-01 "Fire Protection Review Process"

Analysing local circumstances is a core component of the fire master planning process. PFSG 01-01-01 identifies the three main issues that define local circumstances including the guidelines to be utilized including:

- *PFSG 02-03-01 "Economic Circumstances,*
- *PFSG 02-02-03 "Comprehensive Community Fire Risk Assessment*" and
- *PFSG 02-04-01 "Capabilities of Existing Fire Protection Services*.

Detailed analysis of these components are included within this report to provide the background and rational to support the recommendations of this the Plan.

PFSG 04-40D-03 Inspections upon Request or Complaint

This PFSG[5] is designed to assist fire departments in developing procedures to ensure that fire safety inspections are conducted, pursuant to the Fire Code, upon request or complaint. Although building owners are responsible for carrying out the provisions of the Fire Code, Fire Services have a public safety interest in ensuring that buildings are maintained in accordance with the provisions of the Fire Code to prevent fires, protect occupants as well as firefighters should a fire occur.

[5] http://www.mcscs.jus.gov.on.ca/english/firemarshal/fireserviceresources/publicfiresafetyguidelines/04-40d-12.html

Inspections of properties must be conducted, or arranged for, by the municipality when:

- A complaint is received regarding the fire safety of a property,
- A request is made by a property owner or occupant for assistance to comply with the Fire Code where the involvement of the Chief Fire Official is required, and
- The fire department becomes aware of Fire Code violations and/or other fire hazards at a particular property. ***This clause is particularly important as it is increasingly being interpreted as rational for pro-active fire inspections of occupancies where there are known fire hazards.***

The PFSG provides interpretation regarding the following key Regulations that must be enforced by fire services in Ontario.

Ontario Regulation 365/13 – Mandatory Assessment of Complaints and Requests for Approval – requires that fire safety assessments and inspections, if necessary, be undertaken as directed by the Fire Marshal for:

(1) every building or property for which a fire safety complaint is received; and,

(2) every building or property for which a request for assistance to comply with the Fire Code is received and the involvement of the Chief Fire Official is required.

Ontario Regulation 364/13 – Mandatory Inspection – Fire Drill in Vulnerable Occupancy – Requires that fire safety inspections be undertaken, as directed by the Fire Marshal, for every care occupancy, care and treatment occupancy and retirement home for which an annual fire drill is required by Sentence 2.8.3.2.(2.1) of Division B of the Fire Code.

Further, the following directives have been created as part of this Guideline to assist municipalities in understanding and complying with their responsibilities regarding:

- Fire Marshal Directive 2014-001, Registry of Vulnerable Occupancies
- Fire Marshal Directive 2014-002, Vulnerable Occupancies – Fire Drill Scenarios, Fire Drill Observations, Fire Safety Inspections
- Fire Marshal Directive 2014-003, Inspections of All Buildings

The guideline states that the fire department's fire prevention policy and operational guidelines should contain criteria to determine how quickly and in what manner a complaint/request is addressed as well as appropriate follow-up with enforcement may be required to ensure corrective action has been taken.

The following factors should be considered when developing Fire Department Prevention Guidelines and Policies:

- The type of inspections to be conducted and the buildings to be inspected.

- The methods of inspection appropriate for the circumstance. This will have implications for the amount of time required to inspect, as more comprehensive inspections require more time.
- The classification of buildings being inspected, and the skills and knowledge required to inspect them. The more complicated the building, the more skill and knowledge required.
- Technical assistance required to assist with conducting the inspection, e.g., Electrical Safety Authority, Professional Engineer.
- The seriousness of the complaint received.
- Records management policies (Inspection history of the building including non-compliance or Inspection Orders issued).

Fire departments are expected to respond to requests to assist owners to comply with fire safety legislation in accordance with Directive 2014-003.

Conducting complaint inspections will assist communities and their fire departments to mitigate liability concerns. A complaint may be received from a number of sources including: the public, fire suppression crews, outside agencies or government ministries. Complaints are often initiated as a result of a dispute.

Therefore, it is important that the inspector must demonstrate impartiality and remain focused on the fire safety concern that has been raised. Any fire code violations or other fire and/or life safety hazards identified during the inspection must be reported to the property owner or other person having responsibility for the property.

When a fire department becomes aware of a Fire Code violation or other fire and/or life safety hazard at a property, it is necessary to conduct an inspection to confirm the violation or hazard, and take the required steps are taken to ensure the owner corrects the violation or eliminates the hazard.

When an owner is unwilling to comply with the Fire Code or correct a fire and/or life safety hazard voluntarily, the fire official should exercise their enforcement authority provided by the FPPA. ***Failure to do so could expose the municipality to potential liability for failing to exercise due diligence.***

The PFSG strongly encourages Code enforcement inspections of high-risk properties. High risk properties identified include:

- Properties where a fire would have a significant impact on the community, (employment, social, environmental impact).
- Assembly occupancies.
- Multi-unit residential occupancies.
- Industrial occupancies.
- Older buildings in downtown core.
- Care and treatment occupancies.

- Care occupancies.
- Retirement homes.

Once a community's fire risks have been identified, inspection programs which are most likely to address these risks should be implemented. Inspection priority should be based on the degree of risk. The frequency of the inspections will depend on the resources provided by the municipality or as regulated.

The following are other relevant PFSG's which are available at the OFMEM web site - http://www.mcscs.jus.gov.on.ca/.

04-38-15	Role of Assistant to the Fire Marshal
04-39-12	Fire Prevention Effectiveness Model
04-40-12 & 03	Selection of Appropriate Fire Prevention Programs
04-40A-12 & 03	Simplified Risk Assessment
04-40B-12 & 03	Smoke Alarm Program
04-40C-12 & 03	Distribution of Public Fire Safety Education Materials
04-40D-12 & 03	Inspections upon Request or Complaint (Fire Code)
04-41A-13	Community Fire Safety Program
04-45-12 & 03	Fire Prevention Policy
04-47-12	Development of Fire Prevention By-laws
04-48-12	Liaison with Building Department
04-49-12	Liaison with Other Government Agencies and Individuals
04-50-12	Fire Safety Inspection Practices
04-52-12 & 03	Fire Investigation Practices
04-60-12	Records Management
04-80-01 & 23	Fees for Services
TG-01-2012	Fire Safety Inspections and Enforcement

5.0 Community Profile, Hazard Identification and Risk Assessment

5.1 Community Profile

The Nation is a lower tier municipality located in the United Counties of Prescott and Russell in Eastern Ontario. The municipality was created in 1998 with the amalgamation of the Village of St. Isadore and townships of Caledonia, Cambridge, and South Plantagenet.

The municipality is crossed by the South Nation River. Significant natural features include the Larose Forest and Alfred Bog, a provincially significant wetland. The Prescott and Russell Recreational Trail goes through the Municipality as well as a VIA rail line and the 417 highway.

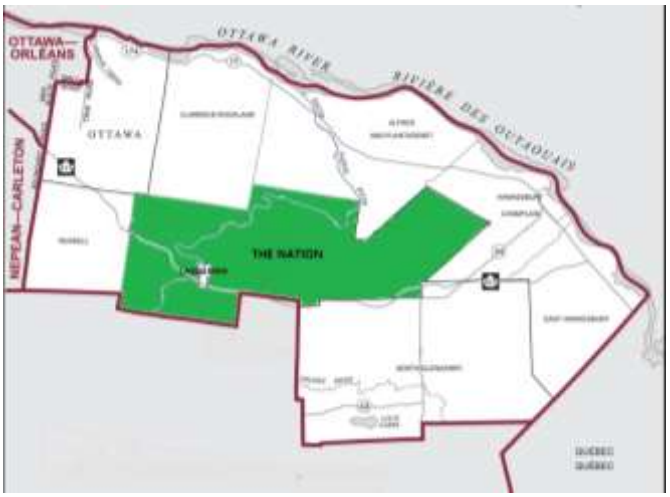


Figure 3: Map showing Geographic Location of The Nation.

The Municipality is mainly rural with the main population growth occurring in Limoges, located in the northwest corner of the Municipality. Due to the proximity to Ottawa and the 417 highway together with availability of serviced lands, the Nation expects to see additional residential development.

The Village of St. Isidore, located in the centre of the Municipality has seen significant industrial growth. Other communities include Benoit, Forest Park, Fournier, Parkers Corners, St. Albert, St. Bernardin, Cambridge Forest Estates and Seguinbourg.

The Nation has one of southern Ontario's largest land areas at 658 km^2 with a low population density of 17.7 per km^2 based on the 2016 census population of 12,808.

Surrounding municipalities include Ottawa to the north-west; Clarence Rockland, Alfred and Plagtagenet, and Champlain to the East and North Glengarry and North Stormont Township to the south. The Town of Casselman is located within The Nation Municipality.

rest

5.2 Demographic Profile

Table 1, 2 and 3 presents a demographic summary of the Municipality. The Nation experienced significant growth of 20% between 2006 and 2016. The 2016 County Official Plan projects the 2036 population of The Nation to be 14,884, however, if current growth continues, this projection may be realized by 2026

Table 1: The Nation Municipality Historic and Projected Population Growth

	1996	2006	2016	2036*
Population	10,478	10,643	12,808	14,884
% increase		2%	20%	16%

Source: Statistics Canada,* United Counties of Prescott & Russell Official Plan 2016

There are more than 4,400 dwellings In the Nation. With a land area of 658 km^2, the population density is 17.7 km^2 based on the 2016 census.

The Nation also contains one of the larger concentrations of Francophone in Ontario with 64.7% of the population identifying French as their first language with 31.7% identifying English as their first language.

As shown in Table 2, the proportion of elderly in The Nation Municipality is 13 % which is significantly lower than the Provincial average of 16.7%.

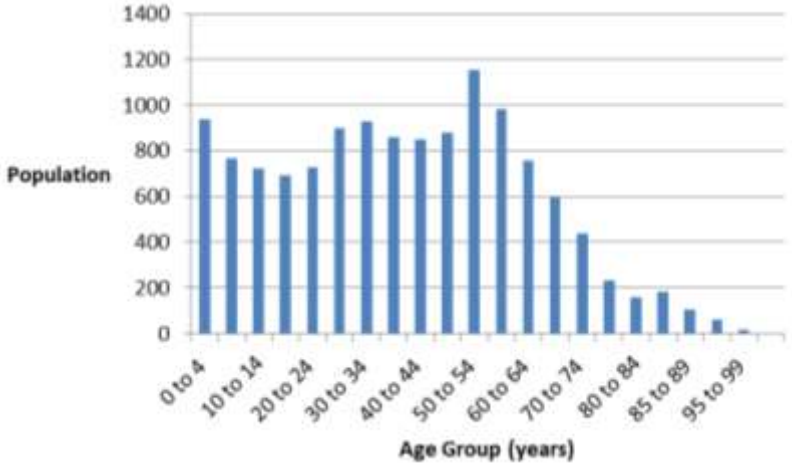
Table 2: The Nation Municipality Population Age Distribution

	The Nation 2016		Ontario
0- 14	2,440	19%	16%
15 - 64	8,750	68%	67%
65+	1,620	13%	16.7

Source: Statistics Canada

Figure 5 illustrates the population distribution by five-year age groups.

Figure 5: The Nation Municipality Population by Five-Year Age Groups



Source: Statistics Canada (2016 Census)

Table 3: The Nation Municipality Population Major Age Cohort Age Increase/Decrease

	2006	2011		2016	
0- 14	2,170	2,130	-2%	2,440	15%
15 - 64	7,495	8,320	11%	8,750	5%
65+	980	1,215	24%	1,620	33%

Source: Statistics Canada

Table 3 shows a decrease in the 0-14 age group from 2006 to 2011 but a significant reversal from 2011 to 2016. This likely is the result of The Nation being a destination for young families as illustrated by the relatively high number in the 0-4 age group shown in Figure 6.

The very significant increase in the 65+ age group that demographic The Nation is becoming a very desirable retirement destination. As this cohort ages, there will be a potential for additional health care needs that may result in increased need for fire department and paramedic response.

The Municipality is a dominantly a Francophone community with 66% of the population identifying French as their mother tongue and 43% identifying English as their mother tongue.

One of the challenges volunteer departments face is the increasing number of firefighters who no longer work in the community. The trend in many rural areas and towns is that the employed labour force often commutes considerable distances to their workplace. With fewer residents working in the community, the ability to recruit volunteer firefighters who can respond during the workday becomes an issue.

Table 4 presents a summary of commuting times for the employed labour force of The Nation. Although the majority of employed residents have a commute of greater than 15 minutes, there are a significant number (1,340) who have a commute of 15 minutes or less.

Table 4: Commuting Duration for the Nation Municipality Employed Labour Force (2016 Census)

Commuting Duration	Number of Residents	Percent
Less than 15 minutes	1,340	20%
15 minutes +	5,260	80%
Total	6,600	100%

Source: Statistics Canada

5.3 Occupancy Profile

Table 5 presents the occupancies identified by the Ontario Municipal Property Assessment Corporation (MPAC). The occupancies reflect the predominantly rural and suburban nature of the municipality with relatively few assembly, institutional or industrial occupancies. There are a relatively large number of single, detached residential occupancies which reflect the desirability of the Municipality as a place to live due to the availability of serviced land, proximity to Ottawa, bilingual nature of the community and affordability.

In addition to growth in single detached residential occupancies it can be expected that there will also be growth in low-rise multi –unit residential occupancies as seniors seek affordable, low-maintenance properties for retirement.

Table 5: The Nation Municipality MPAC Identified Properties

Occupancy	Number	Occupancy	Number
Vacant Land - Buildable	837	Commercial – Retail, Mixed Residential,	64
Open Spaces, Parks, Conservation	46	Lumber Yard	2
Farms	1,572	Campgrounds, Parking lots, Golf Courses	13
Managed Forests	53	Industrial	56
Intensive Livestock Operations	27	Institutional – LTC, Retirement Home	6
Grain Seed & Feed	8	Institutional – School, Day Care	8
Residential – Single Detached	3453	Place Of Worship	11
Residential – Multiple	682	Other Assembly (sport facilities, halls)	10
Mobile Homes	42	Amusement Park	1
Mobile Home Park	1	Post Office Police, Fire, EMS	6
Commercial - Office	11		

Source: MPAC Property Code Report, 2020.

5.4 Hazard Identification

The Nation has experienced rapid growth over the past 20 years with new residential sub-divisions. Commercial development has largely been focused within the Town of Casselman. There has been modest industrial occupancy growth in the St. Isidore area. St. Isidore and St. Albert have some 'Main Street' business occupancies with Type 3, ordinary construction (masonry exterior walls and combustible interior beams.

There are no high-rise buildings in the Municipality. There are a number of institutional occupancies including 3 schools, 3 retirement and 3 special needs homes. Care facilities such as nursing homes, retirement homes and seniors housing facilities

where residents may not be able to self-evacuate are designated as “Vulnerable Occupancies” with specific requirements under the Fire Code.

There are numerous hiking and bike trails in the Larose Forest. The South Nation River flows through the southeast, central and northwest sections of the Municipality and presents a water, flood and swift water hazard. The Alfred Bog, located in the north central area of the Municipality occasionally floods during the spring and there has been a need for high water rescues. The mining of peat, black muck and topsoil from the bog also presents a unique hazard as do significant peat fires that have occurred.

There are industrial operations that present hazards including intensive livestock operations, grain and seed storage, major propane transfer stations, lumber yards and manufacturing occupancies.

A 400 series highway (417) and VIA rail line run through the Municipality. There is a major water themed amusement park located near Limoges.

In compliance with the Emergency Management Act, The Nation Municipality has completed an identification of hazards and assessed their associated risks to determine which hazards are most likely to result in an emergency. This has resulted in creation of Hazard Identification and Risk Assessment Sheets (HIRA) which identify the type of hazard, probability of occurrence and relative consequence. Risks identified by the HIRA are noted in Table 6.

Table 6: The Nation Municipality Hazard & Risk Assessment Summary

Risk	Hazard Type	Vulnerability
1	Drought/extreme heat	3
2	Water emergencies	2
3	Forest fires, urban interface	3
4	Fog	1
5	Snowstorms/blizzards	2
6	Ice/sleet storms	2
7	Hurricanes/Windstorms	2
8	Tornadoes	2
9	Extreme cold	2
10	Earthquakes	1
11	Erosion	2
12	Landslides/mudslides	2
13	Human health emergencies and epidemics	3
14	Agriculture and food emergencies	2
15	Floods	2
16	Building/structural collapse	1
17	Explosions	2
18	Hazardous materials- fixed sites	2
19	Hazardous, materials— transportation accident	2
20	Transportation accidents (passenger, road, rail, air, marine	3
21	Critical infrastructure failure	2
22	Energy emergencies	3
23	Radiological	2
24	Space object crash	1

5.5 Historic Call Volumes

Analysis of emergency response calls over time provides a useful perspective on the type and frequency of hazards. Table 7 illustrates the type and frequency of calls between 2015 and 2019.

Table 7: The Nation Fire Department Annual Call Volume

Response Type	2015	2016	2017	2018	2019	Average
Structure Fire	39	34	36	30	28	33
Outdoor (wildland, grass) Burn	22	19	6	23	10	16
Vehicle Fire	11	9	12	11	13	11
False Alarm	53	37	38	40	41	42
CO Call	8	5	9	11	6	8
Gas Leak (Natural Gas/Propane)	3	7	7	11	9	7
Motor Vehicle Collision	59	66	71	65	64	65
Water Rescue	0	0	0	0	0	0
Medical	37	47	44	39	32	40
Power Lines down, Transformer	3	3	6	3	4	4
Other	1	0	4	3	3	2
Total	**236**	**227**	**233**	**236**	**210**	**228**

Figures 6 to 10 presents key response volumes with trend lines.

Figure 6: The Nation Fire Department Total Call Volume 2015 – 2019

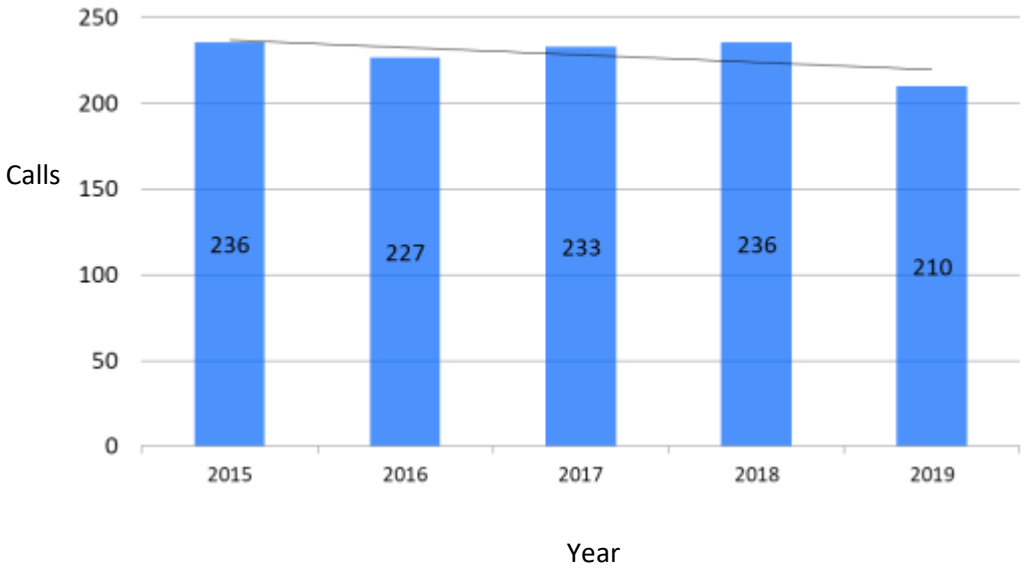


Figure 7: The Nation Fire Department Structure Fires 2015 - 2019

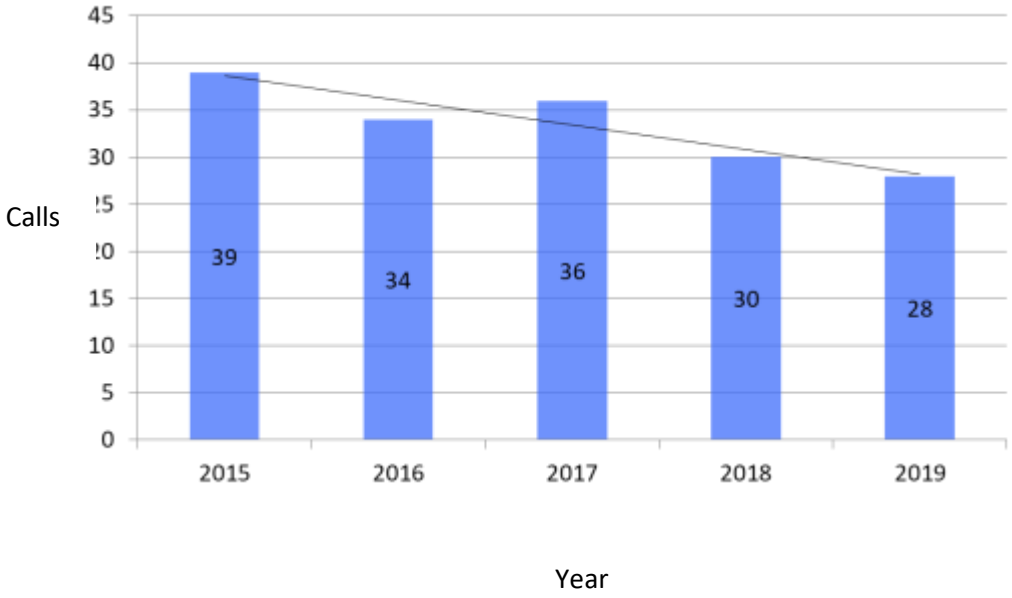


Figure 8: The Nation Fire Department Medical Calls 2015 - 2019

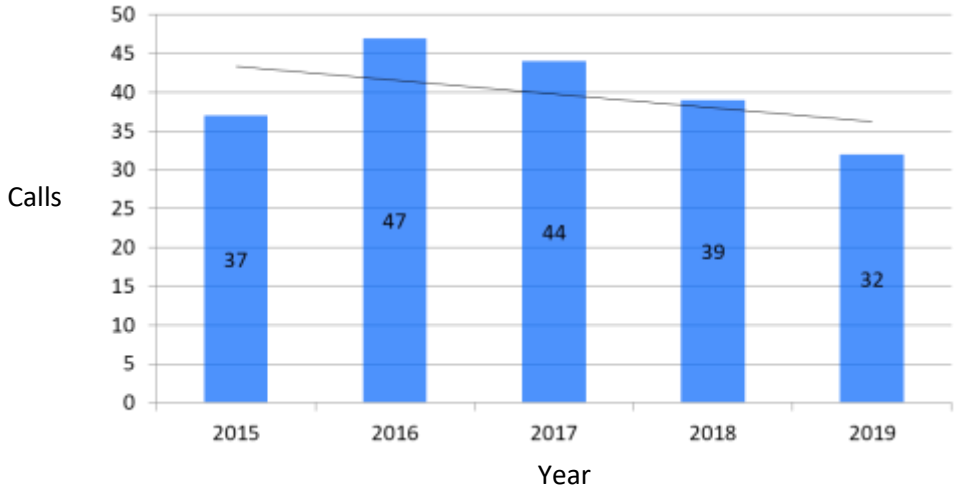


Figure 9: The Nation Fire Department Motor Vehicle Accidents 2015 - 2019

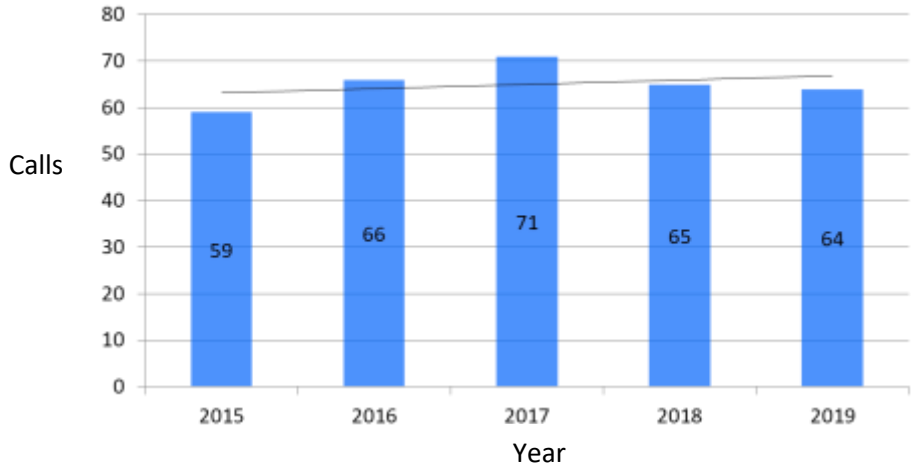
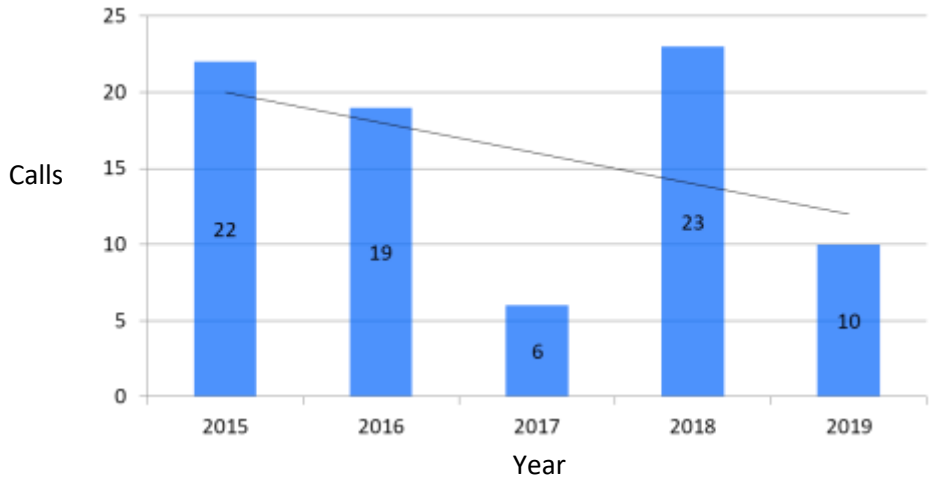


Figure 10: The Nation Fire Department Bush/Grass Fires 2015 - 2019



Over the past five years, NFD has responded to an average of 228 calls per year, with an average of 33 structure fires, 65 motor vehicle accidents, 40 medical calls, and 16 outdoor burn/grass/wildland fires.

The majority of calls are false (activated) alarms which average 42 per year. This volume of calls for false alarms can be expected to increase as the number of commercial, industrial, and institutional occupancies that are equipped with alarms increases.

The trend line for the number of calls shows a slight decrease even with continued population and occupancy growth. The number of structure fires appears be showing a decrease in frequency.

Motor vehicle accidents show significant variation from year to year which may be related to variation in severe weather events. The number of motor vehicle accidents may be increasing slightly which may reflect increased traffic volume on the 417. This trend is likely to continue as the greater Ottawa area continues to grow.

Robust fire prevention efforts can continue to decrease the number of structure fires. Fire Prevention liaison with commercial, industrial and institutional occupancies can facilitate a reduction of activated alarms.

5.6 Hazard Analysis and Risk Assessment

The hazards that have been identified that NFD may need to respond to are summarized in Table 8 below:

Table 8: Specific Hazards Relevant to the Nation Fire Department

Structure Fires:

- Residential – *Non-sprinklered Multi-Story, Multiple-units*
- Old Construction (*Crawl Spaces, Multiple Partitions, Narrow staircases*)
- New Construction (*engineered trusses, floor joists*)
- Industrial
- Institutional (*Schools, Vulnerable Occupancies*)
- Commercial (*Main Street, Future Big Box*?)
- Large Scale Agricultural Operations, Barn Fires

Wildland/Forest/River

- Larose Forest, Alfred Bog, South Nation River – Flooding, wildland fires, Off-road rescue

Propane/Natural Gas/Fuel

- Transportation
- Residential/Commercial Tanks
- Underground infrastructure
- Propane Storage/Transfer Facility

Electrical

- Lines Down, Pole Fires
- Solar Installations Commercial & Residential
- High Voltage Transmission lines & Infrastructure

MVC's

- Hwy 417/County Rds
- Multi-Casualty
- HazMat

Over the past four years, NFD has had to respond frequently (range of once per month on average or greater) to:

- Structure Fires
- Wildland and Grass Fires
- Carbon Monoxide Calls
- Motor Vehicle Accidents
- Medical Calls
- Activated / False Alarms

Over the same period, NFD occasionally (at least once per year) has had to respond to natural gas leaks and power lines down.

In the past six years, NFD has not required advanced technical rescue services such as trench, confined space or high angle rescue.

The South Nation River presents a significant water/ice hazard and, although there has not been a need for rescue in the past five years, there have been incidents in the past.

The Alfred Bog floods periodically and there has been the need for floodwater rescues. The Nation E. & R. Bylaw currently authorizes NFD to provide "go" ice and water rescue.

It is reasonable to assume that a fire department should be authorized and funded to provide services for events that occur frequently. Infrequent events require judgment depending on frequency of occurrence, risks involved, training and equipment expense and availability of specialized rescue services from nearby departments.

Specialized rescue services including water/ice rescue, trench, high angle, CBRN, HUSAR and confined space rescue are available from Ottawa Fire Services.

Medical calls, vehicle extrication, elevator rescue, propane and natural gas leaks, power lines down occur can be anticipated to occur with sufficient frequency that they could be considered as core services.

Technical rescue services such as 'Go' Water and Ice Rescue can be a challenge for small departments in terms of the training required to acquire and maintain competency as well as initial cost and ongoing maintenance costs associated with specialized equipment. With the South Nation River and the Alfred Bog, the ability to provide a 'Go' water/ice rescue service would be desirable if resources and fighter commitment is sufficient to develop the required certifications.

The presence of well-travelled county roads, proximity to Hwy 417 and VIA rail as well as potential weather-related events such as tornados create the potential for multi-casualty scenarios. Although the probability of such events is low, the consequences are significant. Thus, planning and training for multi-casualty and major environmental events should be incorporated in the training curriculum.

There are numerous trails within the Municipality that attract hikers and other recreational uses. There have been incidents requiring off-road rescue. A UTV

equipped with tracks for winter use has been purchased to facilitate off-road search and rescue. This capability should be enhanced with specialized equipment and training including low-angle rope rescue.

The documentation of building occupancies identified a number of risk concerns including vulnerable person occupancies, schools, large scale agricultural operations and industrial occupancies. It is critical that pre-plans as well as specific inspection and other fire-prevention strategies be developed for these occupancies together with specific training evolutions.

Particular attention should be given to new and existing occupancies that may have elevators. Specialized elevator rescue training may be required in the future.

Specific recommendations will be provided in the "Strategic Directions" section of the Master Plan.

5.7 All Hazards Approach

Section 5.6 illustrates that The Nation Municipality Fire Services has a much broader mandate than fighting fires. Fire departments have evolved from primarily fighting fires to becoming increasingly competent in managing a wide range of responses including emergency medical services and incidents requiring highly skilled technical rescue.

At the same time, except perhaps in the Nation's largest cities, fire departments cannot be all things to all people. Smaller municipalities simply do not have the financial resources to train and equip firefighters for every potential emergency. Fire departments must critically examine the breadth and depth of services they provide in light of risks and resources available.

The challenge that presents as a result is the paradox of, on one hand, restricting capability to those services that can be afforded and delivered safely yet, on the other hand, still providing the services that the public requires. A strategy that has emerged to meet this challenge is an integrated emergency management system known as "All-Hazards".

In Canada, the federal, provincial and territorial governments have jointly published *"An Emergency Management Framework for Canada"*[6] which establishes a common approach for collaborative emergency management.

As a core principle, the Framework supports a comprehensive approach to emergency management which is proactive, integrates risk-based measures and is all-hazards. The Framework defines the all-hazards approach as the method by which vulnerabilities exposed by both natural and human-induced hazards and disasters are addressed.

The *Emergency Framework for Canada* articulates the expectation that all emergency management partners in Canada will work in collaboration to keep

[6] (http://www.publicsafety.gc.ca/cnt/rsrcs/pblctns/mrgnc-mngmnt-frmwrk/index-eng.aspx#a02)

Canadians safe. The Framework acknowledges that in an emergency, the first response is almost always by the local authorities as that is where incidents occur.

When required resources exceed the capacity of local responders at the municipal level to cope in an emergency or disaster, nearby municipalities should be prepared to assist. If further assistance is required, the Province will respond.

The Federal Government is prepared to respond to requests for assistance by a Provincial or Territorial government. For major disasters, the international community may also respond.

The key steps to implementing an "All Hazards Approach" are:

1) Understand the potential emergencies that could arise in the community that would require a response that exceeds local capability.
2) Develop competencies to manage the initial response.
3) Identify the resources that may be required for a major event.
4) Develop the protocols and agreements to access services that may be required for a major event.

5.8 Risk Assessment Summary

Using an "All Hazards" and considering the identification and probability of incident occurrence, the following response framework is proposed:

Table 9: Proposed Response Framework

Incident Type	**Incident**
Frequent (*What we Do*)	Structure Fires, Wildland Fires, Medical, MVC, CO, Lines Down, Water/Ice Rescue[7], Natural Gas/Propane, Low-angle rope rescue.
Infrequent (*What Others do*)	High Angle, Trench, Confined Space, HazMat, HUSAR.
Preparedness (*What we prepare for*)	Multi-Casualty Events, CBRN, Weather (floods, ice storms, etc.)

[7] *Although the need for water, floodwater and ice rescue services has been infrequent, the presence of the South Nation River and the Alfred Bog justifies response capability should staffing, training and equipment resources permit.*

6.0 Mission, Vision and Values

A compelling theme in the academic analysis of great organizations is that there is a shared understanding of the organizations purpose or mission, the organizations vision as to where it wants to be, and the values that drive service excellence. This common understanding is fundamental to a positive, constructive organizational culture where performance thrives. Clear articulation of a compelling, inspirational Mission, Vision and Values that genuinely reflects the aspirations and beliefs of the organization is fundamental to this goal.

MISSION (*What we do*)

Committed to our community, we provide service excellence in the provision of public education, fire prevention and protection of life, property and the environment.

VISION (*What we aspire to do*)

We strive to achieve excellence in the delivery of community focused Fire and Rescue services that meet the ever-changing needs of our community while ensuring a safe and secure environment for all through professional development, unity and teamwork.

VALUES (*Who we are*)

To serve our Mission and achieve our Vision, we are committed to the following Values:

Excellence:	*We are committed to delivering service excellence through rigorous adherence to professional standards, skills development and safety in all we do.*
Teamwork:	*We deliver service excellence and safety by working effectively as a team. We consistently strive to help our fellow firefighters be the best they can be.*
Community focused:	*We exist to serve our community in their time of greatest need. We are also dedicated to support efforts to make our community a better place to live.*
Leadership:	*We strive to be leaders in the fire service by being innovative and always asking the question "is there a better way". We recognize that being a leader requires a commitment to continuous learning and skills development.*
Professional:	*As professionals we are committed to upholding community values, demonstrating respect, trust and compassion for others and encouraging diversity in the workplace where all can contribute their unique skills, knowledge and experience.*
Accountability:	*As a public service, we recognize that we are accountable to the community. As a firefighter, we recognize that we are accountable to each other.*

7.0 Strategic Directions:

The following Strategic Directions have been developed to provide a framework to guide the further achievement of the NFD Vision over the next 5 years:

1) ***Safe Community – Commitment to deliver effective Public Education, Fire Prevention, Fire Inspection, Fire Suppression and Rescue Services***
2) ***Supporting a Culture of Safety***
3) ***Accountability***
4) ***Supporting Innovation***
5) ***Strategic Management***
6) ***Collaborative Relationships***

7.1 Strategic Direction #1: *Safe Community – Commitment to deliver effective Public Education, Fire Prevention, Fire Suppression and Rescue Services*

The strategic Direction "Safe Communities" recognizes the primary imperative of achieving optimal implementation of the three lines of defence as defined by the Ontario Fire Prevention and Protection Act (FPPA). Section 2 of the FPPA provides that:

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

This section of the Act refers to what is known as the three lines of defence required to keep communities safe:

I. Public Education and Prevention*:*

Educating residents of the community on means for them to fulfill their responsibilities for their own fire safety is a proven method of reducing the incidence of fire. Only by educating residents can fires be prevented and can those affected by fires respond properly to save lives, reduce injury and reduce the impact of fires;

II. Fire Safety Standards and Enforcement:

Ensuring that buildings have the required fire protection systems, safety features, including fire safety plans, and that these systems are maintained, so that the severity of fires may be minimized,

III. Emergency Response:

Providing well trained and equipped firefighters directed by capable officers to stop the spread of fires once they occur and to assist in protecting the lives and safety of residents. This is the failsafe for those times when fires occur despite prevention efforts.

In the following sections, the current status of the program elements will be discussed and opportunities for further development will be noted.

7.1.1 Current and Proposed Services.

NFD currently provides the following fire suppression, public education, fire prevention and emergency response services:

- *fire prevention and education,*
- *structural firefighting,*
- *vehicle firefighting,*
- *MVC extrication*
- *Grass, forest and wildland firefighting,*
- *medical assist,*
- *hazardous materials- awareness level,*
- *Shore based water and ice rescue,*
- *CO, Natural Gas & Propane,*
- *Flood rescue/response,*
- *Participation in the County Mutual Aid Program,*
- *Automatic aid agreements.*

Section 1(m) of By-Law 113-2018 to establish and regulate the Corporation of The Nation Municipality Fire Department (E & R Bylaw), defines the services offered by NFD as including fire suppression, rescue and emergency services, fire prevention, public fire safety education, mitigation, prevention and safety education of the risk created by unsafe levels of carbon monoxide, training of personnel involved in the provision of Fire Protection Services, and the delivery of all those services".

Appendix B of the E & R Bylaw provides very precise detail regarding the specific services to be provided. Appendix B also identifies which services that the NFD will not provide, and which will be provided through mutual aid or other agreement.

In addition to the services noted above, NFD is authorized to provide hazardous material response at the Operations Level and Water & Ice Rescue at the Technician level. Training and the required competencies and equipment are not sufficient at the present time to enable these services to be provided.

The E & R Bylaw is also specific in defining the services NFD does not provide including technical rescue services such as hazardous materials, high angle, confined space, rope rescue, confined space or trench rescue. These services are required infrequently (occurrence of incidents less than once every 5 years) and require extensive training and specialized equipment. Local or Provincial protocols should be

in place to provide these services as required.

Currently, land-based water and ice rescue is offered which permits firefighters to attempt a rescue of a victim with the use of rope throw bags, rescue rings and pike poles without entering the water or ice surface. The presence of the South Nation River that runs through the municipality presents a significant hazard that may justify controlled entry ("Go") ice and water rescue.

"Go" water and ice rescue requires competency in certain levels of rope rescue training. Currently Rope rescue is not authorized by the E&R By-law. Low-angle rope rescue should be authorized by the E & R Bylaw as part of Water & Ice Rescue and also to enable low-angle rope rescue to facilitate rescue operations in recreation areas such as the Larose forest.

The Calypso Water Theme Park may present unique water rescue and/or entrapment scenarios. As part of the pre-plan exercise for this facility, rescue scenarios should be considered to predict additional training, proficiency or protocols for external assistance that may be required.

"Go" water and ice rescue and low-angle rope rescue are specialized technical rescue operations that require a commitment of the municipality to fund, and the fire department members to obtain the required training, certification and equipment. If the funding and fire-fighter commitment can be realized, these advanced services will be of benefit to the Community. If not, protocols and agreements should be in place to access to the services from other departments.

Whether the Department offers low-angle rope rescue, or "Go" water and ice rescue directly or through a partner fire department, specific Operating Guidelines are required.

Recommendation # 1*: That the Establishing and Regulating By-Law be reviewed to list the approved range of services the Municipality is prepared to authorize and fund which may include:*

- ***Structure, vehicle, hydro pole, grass, forest and wildland fires.***
- ***Hydro lines and trees down.***
- ***Land based Water and Ice Rescue***
- ***Emergency First Responder Medical Response, Defibrillation and naloxone administration***
- ***Propane, Carbon Monoxide, and Natural Gas response.***
- ***Auto, ATV, and Snowmobile Rescue.***
- ***Farm Rescue***
- ***Public Assistance***
- ***Assistance to other agencies including police and EMS.***
- ***Fire prevention and public education***
- ***Controlled Entry Water and Ice Rescue***
- ***Low-angle rope rescue***

7.1.2 Fire Prevention and Public Education

Public Education and Prevention as well as promoting and enforcing fire safety standards are critical strategies to reducing loss of life and property due to fires. Public education regarding smoke and carbon monoxide alarms, fire prevention, reducing fire hazards and having home escape plans is a proven method of preventing fires and reducing injuries and deaths. Working collaboratively with other emergency response providers such as police, emergency medical services and hospitals can extend this approach beyond the fire service to reduce injuries, death and property loss due to motor vehicle and other accidents.

NFD has been providing some prevention and public education activities. Stations have occasionally done home smoke detector awareness visits. Fire inspection services are provided by the Chief on a by request basis. Statutory inspections and drills related to schools and vulnerable occupancies are being done. The school visits include a visit with Sparky. A social media program has begun.

NFD does have some useful equipment to support fire prevention and public education including an inflatable 'house' to assist in teaching children and adults about fire safety and how to exit a burning building as well as a trailer for transport of fire prevention and public education supplies.

The following section describes the programs and services to augment the current public education and fire prevention program:

- **School Visits:** Yearly visits to Schools should be scheduled to teach fire safety with 'Sparky' and do a Fire Drill. The school visits can include distribution of brochures and fire safety checklists to the students. Fun tasks can be assigned such as giving students 2 weeks to complete the fire safety tasks on the checklist and return it to a ballot box. At an assembly in each school one checklist is drawn and the winning student gets a $250 gift card. The school with the highest percentage of participation also gets a $500 gift card. This program can be scheduled to coincide with a door-to-door program so households with students can be reminded to complete their Checklists. The objective of this program is to have the students go home and remind their parents about fire safety matters.

  Fire Prevention week presents an additional opportunity to schedule school visits with age-appropriate presentations such as:

  - Kindergarten to Grade 1: Basics of fire safety are introduced in preparation for more intense instruction at later grades.
  - Grades 2 & 3: This group is given more knowledge-based instruction and prevention messaging.
  - Grade 4: This grade is broken up into groups of approximately 10 students and are run through a fire safety trailer for a full presentation and a test on fire safety topics.
  - Grade 5 & 6: A game show presentation which tests the student's knowledge on fire safety matters is provided. Responsibility for others is addressed as this age group are often tasked with caring for a younger sibling or they

begin babysitting.

- **Institutional Visits:** The required visits to Nursing Homes, Retirement Homes and Long-Term Care facilities to observe Fire Drills can also be opportunities encourage fire safety for both residents and staff as well as provide specific advice and consultation.
- **Social Media:** The program that has begun should be supported to spread fire prevention messages throughout the year through the newspaper and social media including Facebook, Twitter as well as the municipal and NFD's websites.
- **Smoke/CO Alarm Program**: Promote the installation and maintenance of working smoke alarms in dwelling units through awareness visits to a target number of homes in each district. The smoke alarm program can include a discussion of home escape planning.

  Regulation 194/15 to amend the Fire Code came into effect October 15, 2014. It requires carbon monoxide alarms near all sleeping areas in residential homes and in the service rooms, and adjacent sleeping areas in multi-residential units. The care and maintenance of carbon monoxide alarms can also be done should also be done as part of the smoke alarm visit program.

  Penalties for non-compliance are the same as those for failing to have a smoke detector or CO detector can result in fines of up to $50,000 for individuals and $100,000 for companies. Although it is possible to issue fines, the emphasis is on public awareness and education.

  The door-to-door smoke/CO alarm visits can also include a quick survey on matters of fire safety. The results of these surveys are used to determine which matters of fire safety need to be addressed within the community. The results of this survey together with the school Fire Safety Checklist program can help direct additional public education and fire prevention activities.

  Firefighters responding to residential emergency calls should identify and test smoke alarms and provide a smoke detector if required to ensure that there are working smoke alarms prior to their departure.
- **Test it For a Timmy's:** An example of an innovative smoke alarm program is encouraging people to test their smoke alarms during Fire Prevention Week by using social media to ask people to post photos of themselves testing their alarms and then visit Fire department staff at a Tim Horton's locations where they get a free coffee. This can be a partnership with a number of stores or other sponsors.
- **Distribution of Fire Safety Information and Public Event Participation:**

  Fire safety publications printed in both English and French are an effective way of delivering public education regarding fire prevention, safety and emergency response. Brochures can be distributed during smoke/CO home visits, school visits, boot drives and local events.

  Local events are also superb opportunities to provide fire safety demonstrations as well as distribute fire safety pamphlets and other education materials

including information regarding the installation and maintenance of smoke alarms and the preparation and practicing of a home escape plan.

Another opportunity is having a Fire Station Open House during Fire Prevention Week to hand out Fire Prevention Materials and answer questions.

Fire Prevention displays can be set up at major retail stores. Participation in parades and other special events can also provide an opportunity for public education.

Excellent resources to address specific fire safety issues related to rural properties can be found at http://www.equineguelph.ca/Tools/fireprevention.php

- **Kitchen Fire Safety Program** Kitchen fires are a leading cause of preventable fires. ***'Put a lid on it'*** is an example of a program that can focuses on the right and wrong way to manage fires in the kitchen.
- **Fire Safety Education for Seniors**: A program specifically for seniors can include a bilingual pamphlet directed towards seniors and families of seniors to promote smoke alarm use and inspection as well as how to prevent and respond to a fire occurring in their home. This program can be promoted through opportunities such as addressing senior's clubs at monthly luncheons and similar events. It can be expanded to address the fire safety concerns facing seniors and fire and falls prevention programs such as "*Remembering When*"

  Opportunities to partner with community agencies that provide support services to seniors should be sought to provide group presentations and home visits including fire and falls safety presentations and assisting with home visit inspections and smoke and carbon monoxide alarm installations.

NFD does not have an Operating Guideline that addresses fire prevention and public education. An OG should be developed to document the depth and breadth of the fire prevention and fire safety activities, roles and responsibilities including specific tasks, dates, frequency and procedures.

It is important that the OG ensure that there are specific procedures to ensure a consistent approach and program for The Nation Municipality such that all schools, homes, institutions, and other occupancies as well as the public at large have the benefit of a consistent and coherent program.

Although there is no provincial policy direction or regulatory requirement to collaborate with other local organizations concerned with community life safety, there is a clear leadership opportunity for fire departments to work collaboratively with police, EMS, and others to focus on local priorities to reduce injuries and fatalities. Collaborative programs to address ice safety, school bus safety, and not driving when using drugs or alcohol are examples of collaborative community risk reduction programs.

Another consideration for future public education priorities is rural fire safety. Farms face significant fire risk which can be devastating from both a loss of life, loss of animal life and loss of income. Numerous farm fire safety publications and videos are available from the Ministry of Agriculture, Food and Rural Affairs.
http://www.omafra.gov.on.ca/english/engineer/facts/barn_fire.htm#9

Recommendation #2: ***A comprehensive fire safety, public education and fire prevention program should be designed and implemented with specific annual targets for home visits, public event participation, school and vulnerable occupancy visits and operating guideline development.***

Recommendation #3: ***The fire safety, public education and fire prevention program should target areas of greatest risk identified through 1) risk assessment including review of fire cause analysis, 2) focus on provincial priorities including smoke and CO Alarms and 3) should address high risk populations including children and seniors.***

Recommendation #4: ***In partnership with other first responders, the Public Education/Fire Prevention Program should address public education priorities designed to reduce injury and fatalities due to motor vehicle and other accidents.***

Recommendation #5: An Operating Guideline should be developed to reflect Recommendations #1, 2 &3

7.1.3 Fire Inspection and Enforcement:

Building owners are responsible for ensuring buildings are maintained according to the requirements of the Fire Code.

By working collaboratively with building owners, NFD can create awareness, and where necessary enforce fire safety standards to ensure that buildings have the required fire protection systems and are properly maintained. In so doing, fires are prevented and resulting damage or loss of life associated with fires that do occur is reduced.

Fire Departments have a significant interest in ensuring buildings are maintained according to the Fire Code not only to ensure public safety and meet legislative requirements but also to protect the safety of their personnel who have to respond to a fire.

Fire departments are required to have a program in place to address inspections based on request or complaint or otherwise provided by specific law (schools & vulnerable occupancies). This is the current situation in The Nation. A department may, however, develop and implement additional fire safety inspections protocols to include a routine fire safety inspection program for other occupancies as determined by the community risk assessment.

OFMEM-TG-01-2012 “Fire Safety Inspections and Enforcement” provides an overview of inspection and enforcement authority under the Fire Protection and Prevention Act (FPPA) and the Provincial Offences Act (POA).

OG # 402 outlines the Fire Safety Inspection Program. The OG provides general procedures for conducting fire inspections. The OG should be reviewed to ensure that it outlines a comprehensive fire inspection program that identifies the type of

occupancies that require inspection and priority for formal inspections (required) as well as proactive "consultations"[8] .

The fire safety inspection program should reflect the community risk assessment, historic incident and fire investigation data, fire hazards that are reported by the public and other officials as well as legislated requirements.

Inspections on complaint or request basis should continue as set out in O. Reg. #365/13.

Currently, there is no specifically designated Fire Prevention Officers (FPO). The Chief assumes this role along with his other duties. Fire Prevention Officers have various enforcement options available to them such as Inspection Orders, Part I Certificates of Offence, and Part III Information and Summons. The FPO's should have the ability to use discretion when applying measures to enforce fire code requirements depending on the circumstances and in keeping with NFD policy.

The Fire Inspection OG should include policies and procedures for Fire Code inspections including procedures for:

- The requirement that a copy of an inspection order that requires repairs alterations or installations made to a building be provided to the Chief Building Official.
- A system and related processes for the management of fire prevention documents and records to be kept in a secure location and allow rapid retrieval of follow-up inspection reports and other related information that may be required.
- Follow-up inspections including a database that provides a method for tracking and highlighting due dates.
- Ongoing tracking and reporting of number and type of inspections including high-risk type occupancies, Group C multi-residential, Group B care and care and treatment, retirement homes and Group F industrial.
- Involvement of suppression staff conduct annual in-service smoke alarm checks along with home escape planning and checking for carbon monoxide alarms during the site visit.
- Development and use of Residential and Apartment Fire Safety Program tracking sheets to be completed by the suppression crews and given to the Training/Fire Prevention Officer.
- Procedure for the Fire Prevention Officer to follow- up with any occupancy that is not compliant with the Fire Code.
- Development of a home inspection program is focused on Group C residential occupancies and other high-risk occupancies identified through the Risk Assessment as representing the highest risk for loss of life and property.

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8 *There can be great resistance to cooperation on the part of property owners if there is a threat of fines or other punitive measures associated with fire inspections. Whether or not there is authority under law to undertake an inspection, compliance and good will is greatly facilitated with an approach which is based on education and "I'm here to help". Thus, the word "consultation" is used to suggest a helpful approach where inspections are voluntary, and one wishes to encourage an invitation.*

- Identifying backlog of inspections and delays in Fire Code enforcement measures.
- Communication and management of occurrences of multiple alarms at the same property.
- Assessment and determination of the need for a fire safety inspection when a complaint or request is received.
- Specific inspection (consultation) process and schedule for high-risk agricultural facilities (barns, equestrian facilities, major livestock operations).
- Specific fire safety inspection practices including content of inspection files which should include inspector's notes, building audits, fire alarm and protection, systems verifications, photographs, building plans, occupancy permits, fire safety plans, and enforcement records as applicable as per OFMEM "Technical Guideline #01-2012: Fire Safety Inspections and Enforcement".[9]

Due to the number of buildings and structures and limited resources, it is not possible to conduct proactive inspections of all buildings every year. Thus, inspections need to be priority ranked based on risk. Table 10 illustrates the occupancies that can be prioritized to support this risk-based approach. The suggested frequency of inspections is noted for each occupancy type.

Table 10: Suggested Format to Identify Target Objectives for Proactive Inspection.

Occupancy	Total Number of Occupancies	Ave. Hours for Inspection	Total Hours Required	Inspection Frequency
Group A: Assembly	22			Annual
Group B: Institutional	14			Annual
Group C: Residential (single, Detached)	3,453			N/A
Group C: Residential, Multiple	682			Every 5 Years
Group D & E: Business & Commercial	80			Bi-Annual
Group F: Industrial	64			Bi-Annual
Total Hours Required per year				

Table 10 illustrates a method to predict the time required to do inspections. This will be helpful in identifying required resources. It can be anticipated that comprehensive inspection, public education and other fire prevention activities will likely exceed what can be provided with the current volunteer Fire Prevention Officer staffing. Additional staff, therefore, will be a future budget priority.

[9] http://www.mcscs.jus.gov.on.ca/english/FireMarshal/Legislation/TechnicalGuidelinesandReports/TG-2012-01.html

In addition to the inspections noted in Table 11, opportunities to do joint inspections with the appropriate authority of occupancies such as Hydro sub-stations, solar farms and pipelines should be actively pursued

There is an excellent and close relationship with the NFD and Chief Building Official. This relationship should be supported and the FPOs and Fire Chief should continue to be involved as appropriate with building inspections and building permit applications.

Recommendation #6: ***NFD review Fire Inspection Operating Guidelines #402 to ensure that the procedure:***

- ***Fulfills the requirements of Ont. Reg 150/13, The Fire Code.***
- ***Augments the statutory requirements for fire inspection with pro-active, risk-based 'consultation' visits with annual targets established.***
- ***Includes a home visit program for residential dwelling units for installation and maintenance of smoke alarms and carbon monoxide detectors.***
- ***Specifies the appropriate involvement and role of fire prevention personnel in the examination of plans and specifications of permits for new or renovated buildings for compliance with applicable fire regulations.***

To compliant with the FPPA requirement that "*Every municipality shall, (a) establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention,* the *Municipal* Establishing and Regulating By-Law should reflect the requirement to develop an effective fire prevention, inspection and public education programs.:

Recommendation #7: ***It is recommended that the Establishing and Regulating By-Law be reviewed and revised to require the Fire Chief develop and maintain an effective fire prevention program that will:***

a) Ensure, through plan examination and inspection, that required fire protective equipment is installed and maintained within buildings,

b) ***Reduce or eliminate fire hazards,***

c) ***Ensure compliance with applicable Provincial fire prevention legislation, statutes, and codes in respect to fire safety, and***

d) ***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.***

7.1.4 Fire Origin and Cause Determination

Investigation to determination cause and origin of fires is an important component of a comprehensive fire prevention and protection strategy to achieve the following objectives:

- Compliance with Fire Marshal Directive 2015-002: "Reporting of Fires and Explosions Requiring Investigation" which requires that Assistants to the Fire Marshal must follow and complete a standard incident report for every response made by a fire department following Fire Marshal Directive 2015-001: "Standard Incident Report (SIR) Filing."
- Fire investigation information is essential to developing and setting priorities for fire safety education programs,
- Fire investigations may identify need for criminal investigation and prosecution
- Ensure that there is follow-through on identified fire safety issues from municipal and OFMEM assisted investigations, and

OG # 401 outlines the procedure for determination of Cause & Origin. OG #404 provides comprehensive procedures for conducting fire investigations to determine cause and origin including procedure to contact senior officers and the Ontario Fire Marshal. This OG should be reviewed to describe required staff training (firefighter, company officer, and senior officer), documentation requirements, secure storage for documents and scene security.

At least one designated Officer should be identified as the lead for fire investigations that will have or receive advanced training through recognized courses i.e., training in fire and explosion investigations from the National Association of Fire Investigators International (NAFI).

Recommendation #8: ***OG #404 Fire Cause Determination should be reviewed and/or augmented to address:***

- ***Required documentation and procedure for secure storage of records.***
- ***Designation of Officers as lead for fire investigations who will have or receive advanced training.***
- ***Process for review as part of ongoing development of fire prevention and public Education Strategies.***
- ***Criteria for fire investigation as well as OFM and Police notification***
- ***Consider integrating with OG #401***

7.1.5 Fire Safety Plans

Under Section 2.8 of the Fire Code, an approved fire safety plan (FSP) is required for specific buildings or premises including:

- an assembly occupancy.
- a care occupancy.
- a care and treatment occupancy.
- a detention occupancy.
- a residential occupancy where the occupant load exceeds 10,
- a retirement home.
- a business and personal services occupancy where the occupant load exceeds 300.
- a mercantile occupancy where the occupant load exceeds 300.
- a high hazard industrial occupancy where the occupant load exceeds 25.
- a medium hazard industrial occupancy where the occupant load exceeds 100.
- a low hazard industrial occupancy where the occupant load exceeds 300.
- An occupancy of 4 storeys or more.

Fire safety plans for such occupancies are required to be submitted to the fire department for evaluation and approval. Fire safety plans need to be approved by fire department officers who are authorized to do so. There should be a signed letter of designation from the fire chief designating members of the department as chief fire officials for the purpose of approving fire safety plans.

Officers approving fire safety plans for vulnerable occupancies need to have the required *"Improving Fire Safety for Vulnerable Ontarians: Training for Chief Fire Officials"* on-line course offered through the Public Service Health & Safety Association.

There should be a specific policy/operating guideline that outlines the procedure for fire safety plan review and approval which references a fire safety plan audit checklist. The policy/OG should include the requirement that Fire safety plans should be shared with fire suppression staff as part of ongoing training. The policy/OG should also reference that applicable information from the fire safety plans should be incorporated into pre-incident plans, i.e. utility shut-offs, floor plans and emergency contacts.

Recommendation #9: ***A specific operating guideline should be developed for fire safety plans which require that 1) an inventory of all occupancies in the municipality which require fire safety plans be identified as well as the frequency of inspection, and 2) sets out the requirement for reporting to Council that required occupancies have a fire safety plan in place.***

7.1.6 Pre-Planning

Pre-Planning refers to a process of identifying high-risk residential, industrial, institutional, and commercial buildings and providing information to assist potential suppression and/or rescue requirements. Information regarding access, nature of the occupancy, potential hazards, entrances and exits as well as potential water supply can be difficult to obtain during an emergency incident and should be identified in a manner that is readily accessible and useful to suppression personnel.

Pre-planning can be effectively combined with inspection activates and review of fire safety plans. Pre-Planning can provide an opportunity for firefighters and fire protection officers to work with building owners and/or management to gather information prior to an emergency. It provides an opportunity to develop familiarity with the layout of buildings, size, type of construction, number of stories, and occupants as well as the type of life safety systems, location of water shutoffs, controls, response points, road access and any hazardous materials.

There currently is not an Operating Guideline that addresses Incident Pre-Planning. An OG should be developed to ensure that there is clear assignment of organizational responsibility for developing fire pre-plans, a schedule, priorities and targets for the development, review and revision of pre-plans and provides for the incorporation of firefighters in the development and on-going review of pre-plans.

As part of their ongoing professional development, firefighters should receive training on developing pre-incident plans and receive training on the actual pre-plans during training exercises.

The pre-plan OG should refer to a pre-plan checklist that contains best practice components including:

- estimated fire flow requirements, apparatus placement, hazards present and information regarding exposures,
- processes to access additional resources through mutual aid or other agreements, an,
- utility shut-offs, floor plans, and emergency contacts.

Recommendation #10: NFD *develop an Operating Guideline for Pre-incident Planning to reflect best practice methods, target objectives for the number of pre-plans to be developed annually, organizational responsibility and require that Pre-Plan development be coordinated with suppression training to facilitate effective and safe emergency response.*

7.1.7 Formal Involvement in Building Permit Review and Building Inspections:

Although there is a close, collaborative working relationship with the Building Department, this relationship can benefit from a more formal undertaking. Written policy and procedures can help define the respective roles of building and fire officials and provide a protocol regarding the review and approval of building permits, plans and proposed developments. Kingston Fire has an excellent policy

document in this regard. This document can serve as a reference document to begin the conversation regarding a policy and procedure appropriate for The Nation Municipality Fire Services.

Recommendation #11: ***That a joint policy and procedure be developed regarding the respective roles of the NFD and Building Department with respect to building permit and planning application approvals as well as building inspections.***

7.1.8 Vulnerable Occupancies:

As of January 1, 2014, Ontario Regulation 150/13 amended the Ontario Fire Code to enhance the fire safety of occupants in care facilities such as nursing homes, retirement homes and other care occupancies where residents may not be able to self-evacuate. The new requirements include the requirement for:

- An up-to-date and approved fire safety plan.
- An annual fire drill using a scenario prepared by the occupancy owner and approved by the Chief Fire Official which will include a fire service assessment of performance targets for the drill and recording of the drill by the Chief Fire Official.
- Mandatory Inspections to ensure fire protection systems are up to date.

Under this regulation, persons responsible for implementing fire safety plans in vulnerable occupancies to have successfully completed a qualification course. Fire Officials who are responsible for approving fire safety plans must also complete a qualification course.

Fire Marshal Directive #2016-001 provides direction regarding Notification Requirements for Serious Fire Risks in Long Term Care and Retirement Homes.

Recommendation #12: ***A specific OG should be in place for the for vulnerable occupancies program which addresses:***

- ***Identification of vulnerable occupancies and registration with the OFMEM.***
- ***Review of fire safety inspections files and required updates to the Vulnerable Occupancy Registry.***
- ***Requirement that the Fire Officials who are responsible for approving a fire safety plan for a building containing a care occupancy, a care and treatment occupancy or a retirement home has successfully completed a program or course acceptable to the Fire Marshal.***
- ***Procedure for conducting spot audits.***
- ***The use and understanding of applicable legislation and Fire Marshal Directives as demonstrated through documentation and records.***
- ***Use of a Fire safety inspections checklist to conduct inspections as per Fire Marshal Directive 2014-002.***

- ***Procedures for the approval of fire drill scenarios and evaluation and approval of fire safety plans.***
- ***Monitoring compliance with new Fire Code requirements as applicable such as self-closing devices, emergency lighting sprinkler systems, automatic notification of the fire department, and smoke alarms in each suite.***

Although not required by law, expansion of the annual inspection program to multi-residential facilities or group homes which may be housing vulnerable individuals would be prudent. Further, as noted in the Hazards Identification Section, resident needs may change such that the vulnerable occupancies requirements may apply.

7.1.9 Fire Station Building Assessment

The NFD has five stations:

- Station 100 located in the village of St. Isidore. This is a two small double-bay building with an additional third drive-through bay that is used by the Public Works Department. It has recently renovated administrative offices and a large training room.

- Station 200 located proximate to the hamlet of St. Bernardin at the intersection of County Rd. 7, 22 and 23. Station 200 has two single bays.

- Station 300 is located on County Rd. 9 in the hamlet of Parkers Corners, 2.8 km from the hamlet of Fournier. It is located in the Public Works garage and has three single bays.

- Station 400 is located within the village of St Albert on County Rd. #7. It has two small single bays.

- Station 500 is located in the village of Limoges and has three double bays of which two are drive through.

A comprehensive functional assessment for each of the stations was completed as part of this study to document current facilities space and overall condition. The results of this study are presented as Appendix I. This study was not designed to provide a comprehensive building condition report which would require assessment by a team of architects and engineers. Rather, the study relied on a staff assessment of current facilities as compared to contemporary functionality.

Key functional issues that were assessed include:

- Post Disaster Code Compliance.
- Adequate space between apparatus.
- Dedicated decontamination facilities and separate storage of bunker gear.

Post-Disaster standards became a requirement in the 2006 Ontario Building Code for Fire Station, Hospitals, Police Stations and other critical facilities which need to be functional following an earthquake of other natural disaster.

With respect to clearances between apparatus, the Ontario Occupational Health and Safety Act, Industrial Establishments safety Regulations 851, requires that:

> *11. A floor or other surface used by any worker shall,*
>
> (a) *be kept free of, i. obstructions, ii. hazards, and iii. accumulations of refuse, snow or ice; and*
>
> (b) *not have any finish or protective material used on it that is likely to make the surface slippery.*
>
> *12. Clearances between a moving part of any machine or any material carried by the moving part of the machine and any other machine, structure or thing shall be adequate to ensure that the safety of any worker in the area is not endangered.*

Without enough space between the vehicles to allow for safe passage between the vehicles firefighters will be at risk of injury should a vehicle be moved without the prior knowledge of the firefighter.

The other major fire station design change that has occurred in recent years is provision of dedicated decontamination facilities and separate storage areas for bunker gear. With growing evidence of a link between cancer in firefighters to toxins that collect on firefighters' bunker gear after fighting fires, current fire station design often incorporates decontamination rooms and bunker gear storage rooms where bunker gear can be stored afterward[10].

Contemporary design enables the decontamination area to be accessed from the apparatus bay where firefighters can strip, shower, and access extractors and dryers to clean contaminated gear. Cleaned bunker gear is then stored in another room to off-gas properly. Ideally, the decon and PPE storage room should have their own separate heating, ventilating, and air conditioning and exhaust systems such that

[10] For an excellent review article regarding fire station design and decontamination see https://www.fireapparatusmagazine.com/articles/print/volume-22/issue-8/features/turnout-gear-decon-spaces-in-fire-stations.html

administrative areas have relative positive pressure and decon and gear storage areas have negative pressure.

For a volunteer department ideally the bunker gear storage area is located with an entrance to the parking lot so the firefighter can respond from the parking lot into the bunker gear space, grab their gear, and move to the apparatus bays.

Station 100 was constructed in 1986 as a combined public works garage (1 double bay), Fire Station (two double bays) and a library. In 2018, the library was renovated to provide offices, kitchen, washrooms and training room for use by the Fire Department.

The building is not post-disaster, three large apparatus (pumper, rescue, and tanker) are accommodated in two bays with minimal clearances and there are no decontamination facilities or separate area for Bunker gear storage.

Ideally Station 100 should be rebuilt in a more accessible location. However, with other priorities, new construction may need to be delayed. As an interim solution, removing the existing partition between the Public Works Bay and the Fire Department Bays and allowing the Fire Department to utilize the space now occupied by Public Works would allow the three main apparatus immediate street access, improve space between apparatus and allow some decontamination/bunker gear storage improvements.

Station 200 was constructed in 1999. This two-bay station can continue to function and be improved with a relatively modest investment if limited to two apparatus. Additional apparatus reduces clearances and removes space that could be used for improved bunker gear storage and decontamination. Further study is needed to confirm if the building would meet post disaster or if alterations to meet post-disaster requirements would be cost-effective.

Station 300 was built in 1992 as an addition to the public works garage. It has two large single bays and a small single bay. Washrooms, showers are minimal. This Station could function as a two-bay satellite, however, as noted in Section 7.1.10, this Station is not recommended to continue in operation.

Station 400 was constructed in 1976. It is located on an extremely small site with no parking available. Firefighters must park on the main street which represents a significant hazard when responding to an emergency situation. The two bays are extremely small with insufficient space to safely accommodate conventional pumpers or tankers. There is no dedicated decontamination area or bunker gear storage.

This building is no longer serviceable as a fire station and needs to be rebuilt as soon as possible. In the interim, until a new station is built, this Station must be limited to no more than two apparatus and special procedures need to be developed and implemented to address firefighter safety when parking, when present in the apparatus bay and when starting, moving or backing-in apparatus.

Station 500 was built in 2012 is the only station constructed to a post-disaster standard. It has adequate apparatus bay size to maintain safe clearances. It was built prior to the full awareness of decontamination procedures and bunker gear storage requirements now reflected in current design. The need for storage was given a priority and what would have been a third drive-through double bay, is now a dedicated storage room and single-bay.

Recommendation #13*: It is recommended that planning commence immediately to bring a design proposal for Council's Consideration to replace Station 400 with a new, two single bay satellite fire station.*

Recommendation #14*: It is recommended that the Station 100 Public Works Bay be transferred to the Fire Department and a design proposal be developed to remove the partition between the bays and any other renovations required to provide adequate decontamination and bunker gear storage for Council's consideration.*

Recommendation #15*: It is recommended that Station 200, 300, and 400 be limited immediately to no more than 2 apparatus to provide adequate clearances to protect the health and safety of firefighters.*

Recommendation #16*: It is recommended that OG procedures for starting, moving, and backing apparatus in stations be reviewed and revised as required.*

Recommendation #17*: It is recommended a specific OG procedure be developed for Station 400 to address parking as well as for starting, moving and backing apparatus recognizing the extremely limited apron space and minimal clearances between walls and apparatus bay doors.*

Recommendation #18*: It is recommended that a study be initiated with an experienced architect to consider modifications to Station 500 to provide appropriate decontamination, bunker gear storage, parking and firefighter access to avoid entrance to the building through apparatus bay doors when vehicles are departing.*

7.1.10 Fire Station Location and Role

During the five-question interview process, a constant question that was raised was if five stations are necessary and does each station need to be identical in staffing and apparatus. The five Nation Municipality Fire Stations existed prior to amalgamation when they existed as independent Departments. Although the stations have been brought together an integrated Department since 2004 under the leadership of a single Chief, a culture of autonomy and need for equal status continues.

This section will review the applicable standards and other references that can be used to determine where to locate fire stations and comment on current location in the context of the standards, current hazards and response experience.

The two primary references for response time guidelines are the National Fire Protection Association (NFPA) 1710 and 1720 standards and the Ontario Fire Marshal (OFMEM) guidelines.

While the NFPA standards generally[11] have no legal status in Canada, they are based on the collective experience of professional firefighters and technical research and are widely accepted.

The implication is that if there is litigation, NFPA standards may be used to identify the baseline against which to determine what a reasonable person would do under the circumstances.

[11] There are some specific NFPA requirements specified by Statute.

The OFMEM Fire Ground Staffing Guideline requires the arrival of 10 firefighting personnel (with appropriate apparatus) in 10 minutes total response time for 90 percent of incidents.

NFPA 1710 applies to full-time fire services and is not applicable in this circumstance. NFPA 1720 is applicable to volunteer firefighter departments. NFPA defines a volunteer fire department as one having volunteer emergency service personnel comprising 85 percent or greater of its department membership. NFPA 1720 provides response times based on population density as follows:

- Urban Zones with greater than 1000 people/sq. mi. call for 15 staff with a response time of 9 minutes, 90 percent of the time,
- Suburban Zones with 500 to 1000 people/sq. mi. call for 10 staff with a response time of 10 minutes, 80 percent of the time,
- Rural Zones with less than 500 people/sq. mi. call for 6 staff with a response time of 14 minutes, 80 percent of the time; and
- Remote Zones with a travel distance greater than or equal to 8 mi. call for 4 staff 90 percent of the time. Upon assembling the necessary resources at the emergency scene, the fire department should have the capability to safely commence an initial attack within 2 minutes 90 percent of the time.

The urban area of Limoges has a population density of more than 1,000 persons per sq. mi., so NFPA 1720 urban zone response time may apply. Thus, the performance target would be *15 staff with a response time of 9 minutes, 90 percent of the time.*

The Limoges Station (Station 500) is located within the Village and should be able to achieve the standard required. Staffing to achieve this standard is another matter and will be addressed in the section on "Staffing".

The remainder of the Municipality is rural with population density of less than 500 persons per sq., mi. The NFPA Response standard for a rural population of less than 500 persons per sq, mi. is *6 staff with a response time of 14 minutes, 80 percent of the time.*

To consider the theoretical distance stations need to be located within The Nation Municipality to achieve the applicable NFPA 1720 standard for rural areas of 6 staff with a response time of 14 minutes, 80 percent of the time the following assumptions are used:

- As specified by NFPA 1720, response times are measured starting when the call is dispatched to when crews have established the resources for initial attack.
- 4 minutes to arrive at station and leave with a minimum crew of 4 in a pumper and two in a tanker, 8 minutes to travel to the scene and 2 minutes to set up initial attack for a total of 14 minutes.
- At an average speed of 60 km per hour, the potential distance travelled in 8 minutes is 8 kms.

It is acknowledged that responding fire apparatus will respond at speeds well in excess of 60 km per hour. The speed of 60 kms per hr. is used as a conservative estimate of <u>average</u> speed recognizing stop signs, restricted speeds through hamlets

and villages, variable weather conditions, night operations and presence of gravel roads.

Utilizing the above assumptions, station location should be considered with the objective of having populated areas within 8 kms of a station.

Figure 11 illustrates the location of NFD Stations and Stations in surrounding municipalities.

Figure 12 illustrates the location of NFD Stations and Stations in surrounding municipalities and the 8 km road distances form each station.

Much of the populated area of the Nation falls within the 8 km road distance target as illustrated in Figure 13. An automatic aid agreement exists with the Village of Casselman to provide coverage in the central area. Much of the north central area of the Municipality is the Larose Forest and Alfred Bog and is sparsely populated.

Figure 12 reveals that there is significant overlap between Stations 100, 200 and 300.

Figure 13 plots the number of incident calls by location. As expected, the number of calls is directly proportional to population density with the highest number in the Limoges, central and St. Isidore areas.

Table 11 presents the number of calls per station in 2019.

Figure 11: Location of NFD Stations and nearby Fire Stations.

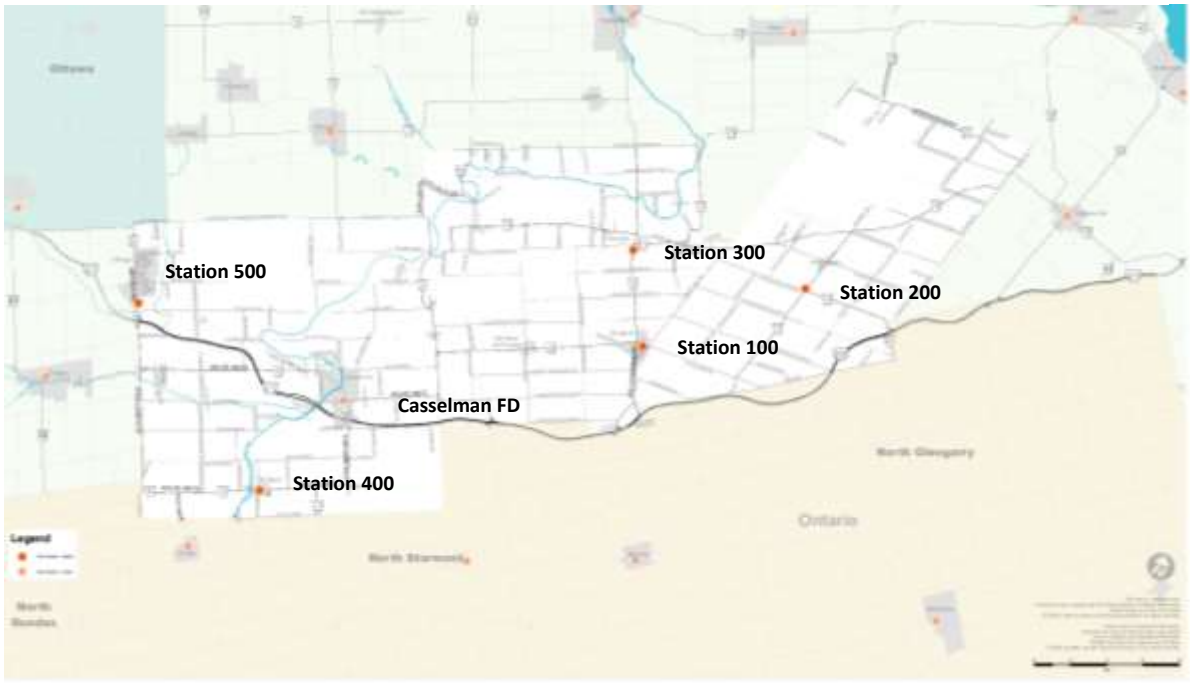


Figure 12: Location of NFD Stations and nearby Fire Stations showing 8 km road distances.

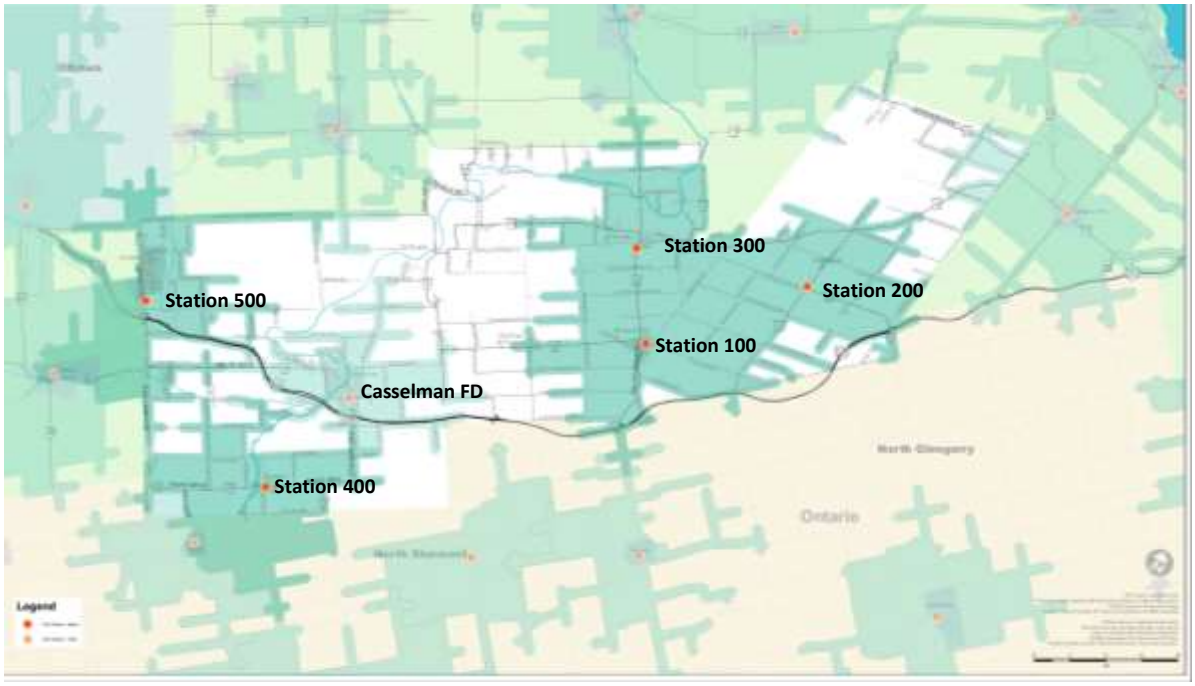


Figure 13: 2019 NFD Calls Mapped by Location

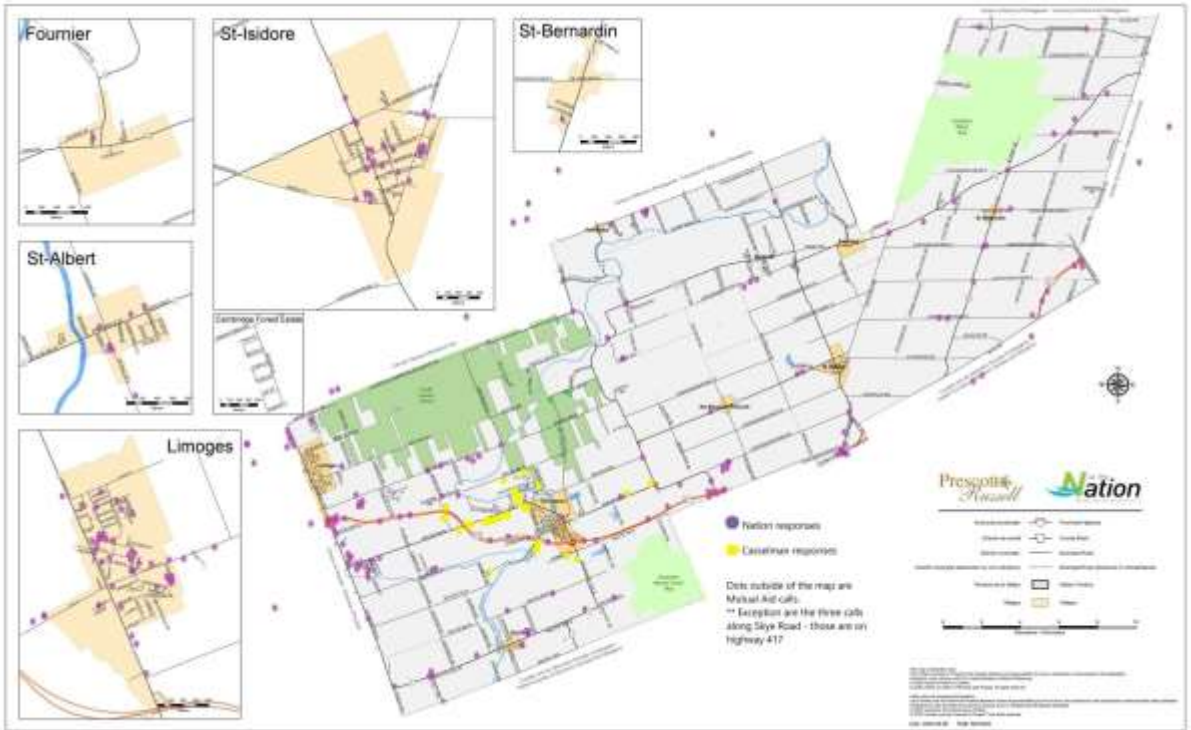


Table 11 illustrates that the majority of calls are managed by Station 100 and 500 which is to be expected given their location relative to the populated areas of the Townships and 417 highway. Station 200 and 400 respond to relatively few calls, but their location facilitates target response time targets. Station 300 responds to very few calls and significantly overlaps Station 100 and 200 response areas.

The other factor to note with respect to location of stations is impact on home insurance. The cost of insurance may vary from one property to the next, based on the community's fire insurance grade.

The system of determining fire insurance rates in personal lines insurance is the Dwelling Protection Grade (DPG) system. The system uses a scale of one to five, in which one represents the maximum possible credit for fire protection programs and five represents an unrecognized level of protection or no protection at all.

Table 11: 2019 Nation Fire Department Primary (First Paged) Calls within 8 kms of Station

Station	Calls
Station 100	33
Station 200	17
Station 300	7
Station 400	20
Station 500	73
Casselman FD	20
Outside of 8 km	20
Mutual Aid	20
Total 2019 Calls	**210**
Total Calls within 8 km	170
% within 8 km	89%

In the rural areas, NFD meets the requirements for a 3B rating. Further, NFD maintains Superior Water Shuttle Accreditation which enables additional insurance discount consideration. To achieve this accreditation, fire departments must demonstrate the ability to deliver a flow rate of not less than 950 LPM for personal lines and 1900 LPM for commercial lines within 5 minutes of arriving at a test site.

To be eligible for the benefit, the protected property must be located **within 8 km of a fire station and 5 km of an approved water supply** (Commercial Lines - 5 km of a fire station and 2.5 km of an approved water supply). The water-delivery system must be available and accessible 24 hours per day/365 days per year.

The current location of the fire stations does enable most rural residents of The Nation to be eligible for the superior water shuttle discount.

Proposed Station Location and Role

Stations 100 and 500 respond to the majority of NFD calls and are well located to respond to the main population centres of the Municipality and the 417 highway. It is proposed that they be designated as "Hub" stations with a Pumper, Heavy Rescue, and Tanker.

Station 500 is a contemporary facility and requires only relatively modest renovations to serve for decades to come.

Station 100 is not a post-disaster building and does not fully meet the functional requirements that are ideal. However, with acquisition of the 3rd bay currently used by the Public Works Department and some renovations and upgrades to remove the separation between bays, and install additional showers, decontamination and air fill area, the building may be serviceable for the short term.

Although Stations 200 and 300 respond to a smaller volume of calls, their location is of value in meeting target response times in the south-west and north-east quadrants of the Municipality. However, the call volume does not justify a heavy rescue at these stations. Stations 200 and 400 should function as 'Satellite' Stations to the 'Hub' stations and be equipped with a Pumper/Rescue and Tanker.

As noted in Section 7.1.9, Station 200 is in reasonable condition and can function as a two bay 'Satellite'.

Station 400, however, is no longer functionally suitable to operate as a fire station. It needs to be rebuilt as an immediate priority. The current site is too small to accommodate a fire station so the new station will require a new site. Moving Station 400 to the west will allow improved response times to the central area of the Municipality which is currently covered by an automatic aid agreement with the Town of Casselman.

Site criteria for the new should include:

- safe and easy access to and from a primary highway.
- Access on a height of land to afford enhanced sight distance.
- Not located within a residential community or a downtown commercial district to avoid potentially dangerous interactions between the responding Fire Service and the public.

Further study based on the actual site selected for the new Station 400, analysis of current and future firefighter response time to the new Station 400 location, and actual response time measurements will help determine the need for continuation or modification of the Casselman automatic aid agreement. However, preliminary analysis suggests that the automatic aid agreement may be no longer required or may be modified to a one-truck response only for life-threating calls.

Based on the call volume analysis and proximity to Stations 100 and 200, it is difficult to justify the cost of staffing and equipping Station 300. Station 300 was built as an addition to the Public Works Garage. The Public Works Department is in need of space to accommodate their trucks and equipment and the Station 300 bays would be well suited for that purpose. Station 300 should close, and the firefighters transferred to Stations 100 and 200.

The proposed 'Hub' and 'Satellite' station configuration will allow effective use of limited resources. Today's apparatus costs are significant with a pumper costing in the range of $650,000 to $850,000. A three double bay station built to today's standards will cost in the range of $5,000,000. Maintaining the current status of 5 stations each with 3 principal apparatus meeting required standards is simply not financially sustainable for a Municipality with the Nation's population and tax base.

Table 12 illustrates the potential redistribution of calls that could result from the proposed station role realignment.

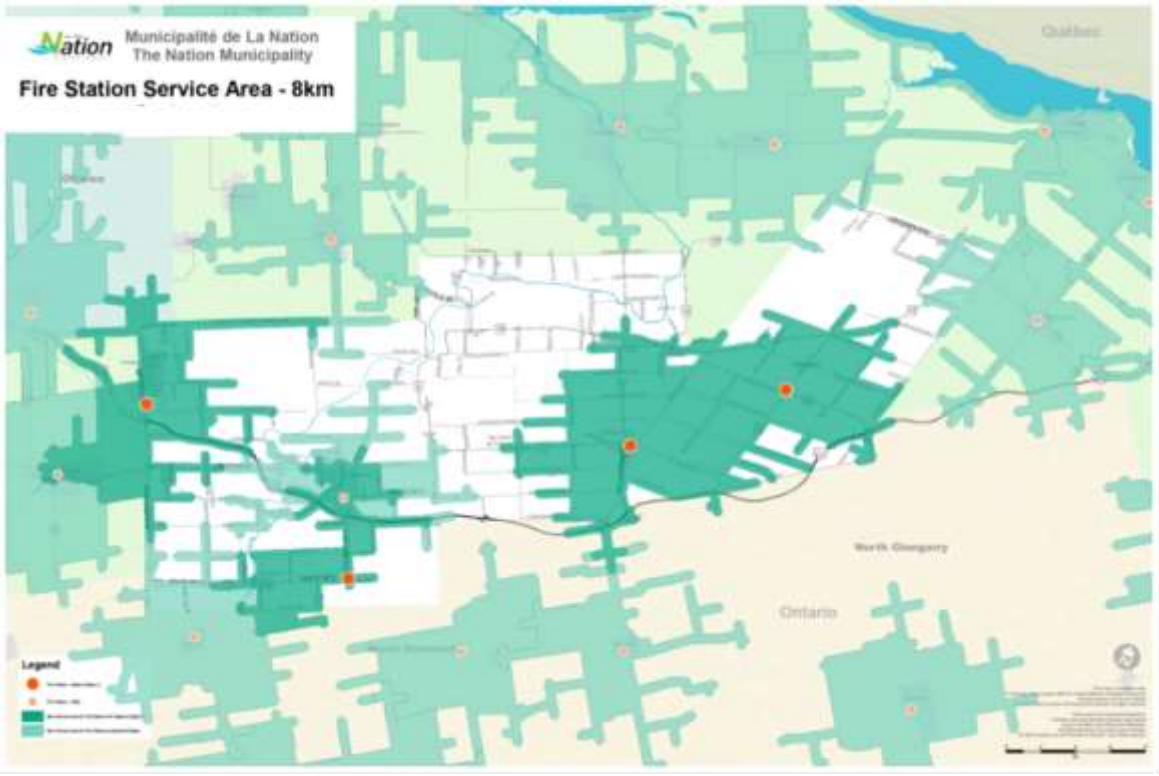
Table 12: Comparison of Existing (2019) Call Volume Distribution and with Nation Fire Department Proposed Station Realignment

Station	2019 Calls	Calls with Proposed Station Realignment*
Station 100	33	36
Station 200	17	19
Station 300	7	0
Station 400	20	34
Station 500	73	73
Casselman F.D.	20	0
Outside of 8km	20	28
Mutual Aid	20	20
Total 2019 Calls	**210**	**210**
Total Calls* within 8 km	170	162
% within 8 km	89%	85%

* *Calls with proposed station realignment based on: Station 300 calls being assumed by Stations 100 & 200 and Automatic Aid Casselman F.D. calls being managed by a relocated Station 400. The potential result of this scenario would be an additional 8 calls per year that would be beyond the ideal 8 km road distance target. Automatic Aid agreements with surrounding municipalities could potentially assist with response time issues for the few calls per year that occur that occur in the most northern and eastern areas of the Municipality.*

Figure 14 illustrates the proposed 4 station model with 8 km road distance mapped.

Figure 14: Location of NFD Stations and nearby Fire Stations showing 8 km road distances.



Staffing can also be realigned with the Hub and satellite model to facilitate an effective and effective response. It is proposed that the staffing be realigned as noted in Table 13.

Table 13: Current and Proposed Station Staffing[12]

	Current			Proposed		
	Captain	Firefighter	Total	Captain	Firefighter	Total
Station 100	3	20	23	3	21	24
Station 200	3	15	18	2	14	16
Station 300	3	15	18			
Station 400	3	15	18	2	14	16
Station 500	3	20	23	3	21	24
Total	16	85	100	10	76	86

Recommendation # 19: ***Stations 100 and 500 should be designated 'Hub' Stations and be equipped with three principal apparatus including a pumper, heavy rescue and tanker as well as specialized equipment such as an air fill station. Stations 200 and 400 should be designated as 'satellite' stations with two principal apparatus including a Rescue Pumper and Tanker.***

Recommendation 20: ***Station 300 should be closed, and the firefighters transferred to Stations 100 or 200.***

Recommendation # 21: ***Planning should commence immediately to a) relocate and rebuild Station 400 and b) renovate Station 100 to remove the partition between the Public Works and Fire Department Bays and provide appropriate bunker gear storage, air fill station, and decontamination facilities including additional showers and dedicated space for extractor/dryer equipment.***

Recommendation # 22: ***Once a site for the new Station 400 is identified, a specific analysis to project response times for the central area of The Nation should be undertaken to determine the need or modified requirements for the automatic aid agreement with the Town of Casselman.***

Recommendation # 23: ***NFD should develop an Operating Guideline that addresses procedures for documenting, recording and reporting response times excluding calls cancelled on-route or incident not found such that the average response time for the first arriving apparatus and responding personal can be determined as a percent of calls and by type of call.***

Ongoing monitoring of call volumes by geographic area and response times as well as

[12] Note: Station Chief will be discussed in Section 7.5.2. Current Staffing reflects budgeted positions.

future residential and other development will be important to ensure station number and location remains adequate.

7.1.11 Water Supply

The villages of Limoges and St. Isidore are fully serviced by a municipal water supply and sanitary sewer system. Hydrants are available in the two Villages to enable effective fire protection and fire suppression. Hydrants are also available within the Town of Casselman.

Proximity of hydrants assists fire suppression in neighbouring rural areas by providing a readily accessible water source for tanker shuttles.

Routine testing and maintenance as well as marking of hydrants to indicate flow capability are critical requirements to ensure that effective water supply will be available when required.

The Ontario Fire Code requires that municipal hydrants shall be maintained in operating condition.[13] Hydrants are to be inspected annually[14] and hydrants are to be colour-coded indicating their respective available liters/gallons/gallons-per-minute capacity.[15] NFPA requires flow testing of underground and exposed piping at least once every 5 years[16].

The Water & Sewer Department should have a policy and procedure for annual inspection, flow testing and colour coding. The policy should address: the requirement for hydrants are to be accessible and clear from snow, a procedure for inspection, a procedure for Fire Flow Testing based on AWWA M17 "Flow tests", Frequency of flow testing, a process whereby the fire service is advised of a hydrant that is out of service and when the hydrant is back in service, and documentation and reporting.

Recommendation #24*: That the NFD collaborate with the Water and Sewer Department to ensure that there is a comprehensive Policy and Procedure for the maintenance, accessibility, inspection, flow testing and colour coding of public hydrants in the Municipality.*

Senior NFD staff should meet at least annually with Water & Sewer Department staff to review flow test results as compared to the design performance expectations of the municipal hydrant system. This review should identify any areas of concern where available flow may be insufficient for the occupancies that require protection. Older sections of the built–up areas may be subject to redevelopment and may no longer have sufficient flow capacity. By identifying areas where water flow may be insufficient, contingency plans to use other hydrants, drafting from a water source or tanker shuttle can be pre-planned.

A procedure for private hydrant inspection needs to be developed and private hydrant testing should be included as part of an overall fire inspection and compliance program.

[13] Fire Code Part 6 Subsection 6.6.4
[14] Fire Code Part 6 Subsection 6.6.5
[15] Fire Code Part 6 Subsection 6.6.6.1
[16] NFPA 25, Table 7.1.1.2, 2014

Recommendation #25*: That the NFD develop a procedure for private hydrant inspection as part of the fire inspection and compliance program.*

Rural Operations are supported by designated water source locations as follows:

Dry hydrants	- St-Isidore - Levac Quarry - St-Bernardin – Conc. 9 - Casselman - Riviere Nation Road (shared with Casselman) - Limoges - Innovation Road - St-Albert - Machabee Street
Storage tank	- St-Bernardin - Conc 6
Water sources without piping	- St-Bernardin - Conc- 1 - St-Bernardin - Conc 7 - Seguinbourg - Route 400 East - Limoges - King Street - St-Albert - Richer Quarry

7.1.12 Dispatch and Radio Communication

NFD participates in the United Counties of Prescott and Russell (The County) Fire Dispatch and Radio system. Dispatch services for the County including NFD are provided by the Hawkesbury Fire Department. Emergency Calls are received by the dispatch center from the 911 Central Emergency Reporting Bureau (CERB) located in the OPP Communication Centre in North Bay. The Hawkesbury Dispatch Centre notifies the appropriate fire department of that emergency by pager.

In 2018, the County decided to proceed with a managed communications system under an agreement with Bearcom, formerly Turris Communications. The objective was to replace the old radio system with a modern, digital system that will provide seamless radio communication between all eight local fire departments including The Nation. The new system was implemented in the Spring of 2019.

The new radio system conforms to the DMR-III standard. This standard is based on a protocol established by the European Telecommunications Standards Institute. The standard has enabled a far more cost-effective solution than proprietary products. It allows interoperability across brands, so radio communications purchasers are not locked into a one-brand solution.

The DMR III standard is the 'trunked' version which allows multiple, simultaneous conversations over one frequency. The new system enables the transfer of data as well as voice and control of transmission by specific radios over a limited number of frequencies. This technology allows a selection of "talk channels" for multiple incident management without increasing the number of frequencies required, allows identification of specific radios, and improved security as unauthorized monitoring can be restricted.

A "Man Down" alarm which automatically notifies dispatch and identifies the sending radio is apparently available but has not been programmed. Adding this feature in the future should be feasible and should be considered in the future.

A common Operating Guideline for the use of the new radio system is being developed. This OG should be augmented to address specific NFD protocols as required.

There remain issues with the new radio system such as inability to communicate within a building interior and system reliability. The result has been work-arounds such as using simplex (non-recorded) channels for on-scene communication. At the time this report was written, the issues were in process of being addressed and there was confidence that with appropriate software modifications, the system will achieve the required level of functionality and reliability.

There are 14 radio units per station which should be sufficient to enable all firefighters operating at an incident to have an individual radio. Currently, the portable radios are located in charging stations in the rescue trucks with the exception of the Chief and Station Chiefs who are each provided with a radio.

Portable radios should be available in each responding trucks, so firefighters have access to a radio without remembering to access the rescue truck before leaving the station.

Recommendation #26: ***Portable Radios should be located in a charging station in each responding vehicle as follows: Pumper (5), Rescue (6), Tanker (1), Utility (4).***

The radio system contract and NFD annual budget should enable ongoing replacement of portable radios and pagers to 'evergreen' the current inventory.

Fire Dispatch Centres should follow the requirements of NFPA 1221 including the standard such that emergency calls are answered within 15 seconds for 95% of calls and within 40 seconds for 99% of the call. NFPA 1221 requires that the communications center must dispatch the emergency call to the appropriate fire department within 60 seconds.

Recommendation #27: ***NFD should ensure that Hawkesbury Fire Dispatch is compliant with NFPA 1221 as well as Ontario Fire Marshall requirements as appropriate.***

7.1.13 Apparatus

All Stations are equipped with a Pumper, Tanker and Rescue Truck. In addition, Station 1 has a Service Van, Public Education Trailer, and a training Trailer. Station 300 has a Water rescue Boat and Forestry Trailer, and Station 500 has a support mini-bus and Utility Terrain Vehicle (UTV). At the time this report was written, Station 400 had a new 'mini-rescue' on order.

Table 14 presents the current apparatus inventory of The Nation Fire Department.

Although the apparatus are well maintained and appear to be in excellent condition, a number of the apparatus are approaching or have exceeded their expected service life as an emergency response vehicle. Replacement apparatus are expensive, and it is reasonable to ask why well-maintained trucks with low kilometers and appear to be in excellent condition need to be replaced.

Table 14: Nation Fire Department Current Apparatus Inventory by Station.

	Apparatus	Built Date
Station 100	Pumper 100 - International 4900	2000
	Tanker 100 - International 7400	2009
	Rescue 100 - International 4400	2016
	Public Education Trailer	2019
	Training Trailer	2019
	Service 200 - Ford E Van	1991
Station 200	Pumper 200 - International 4400	2010
	Tanker 200 - International	2006
	Rescue 200 - Grumman	1985
Station 300	Pumper 300 - Freightliner FL80	1997
	Tanker 300 - GMC	2002
	Rescue	
	Forestry Trailer	
	Water Rescue Boat	
Station 400	Pumper 400 - International 4900	2000
	Tanker 400 - International 7400	2012
	Light Rescue –F550	2021
Station 500	Pumper 500 - International 7400	2002
	Tanker 500 - International 7400	2003
	Rescue 500 - International 4400	2016
	S-500 - Ford E-450 minibus	2001
	UTV 500 - off-road rescue	2019

Key standards that apply to fire apparatus retirement include:

- NFPA 1906: Standard for Wildland Fire Apparatus.
- NFPA 1911: Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Automotive Fire Apparatus.
- NFPA 1912: Standard for Fire Apparatus Refurbishing.
- Sec. 21 Guidance Note 1-2 Apparatus Inspections and Maintenance Program.
- Sec. 21 Guidance Note 1-8 Safety considerations for new fire apparatus.
- Fire Underwriters Survey Insurance Grading Recognition of Used and Rebuilt Fire Apparatus.

There are no mandated timelines for apparatus retirement. Annex D of NFPA 1911, however, recommends that apparatus that is 25 years old should be retired. Annex D in NFPA 1911 is not written as a standard rather as a recommendation.[17]

[17] https://www.fireengineering.com/2017/08/01/280711/the-basics-of-apparatus-purchasing-q-a/#gref

For residents and businesses of a community to benefit from maximum possible insurance discounts, the requirements of the Fire Underwriters Survey need to be met. The Fire Underwriters Survey *Insurance Grading Recognition of Used and Rebuilt Fire Apparatus*[18] requires that:

a. Apparatus are built to applicable ULC S515 or NFPA 1901 standards.

b. Apparatus should respond to first alarms for the first 15 years. For the next 5 years, be in reserve status for use at major fires or as a temporary replacement for out-of-service first line apparatus. For medium communities such as Russell, apparatus between 16 and 20 years can be considered "second-run".

c. Be retired at 20 years of age, unless the apparatus meets the recommended annual service and acceptance level tests and has been deemed in excellent mechanical condition.

d. Testing includes; weight, road and pump performance tests.

e. Testing and maintenance only to be completed by a qualified technician.

The specific FUC service schedule for fire apparatus for fire Insurance grading purposes is presented in Table 15.

Table 15: FUC Service Schedule for Fire Apparatus for Fire Insurance

Apparatus Age	Major Cities [3]	Medium Sized Cities [4]	Small Communities [5] and Rural Centres
0 – 15 Years	First Line Duty	First Line Duty	First Line Duty
16 – 20 Years	Reserve	2nd Line Duty	First Line Duty
20 – 25 Years [1]	No Credit in Grading	No Credit in Grading *or* *Reserve* [2]	No Credit in Grading *or* *2nd Line Duty* [2]
26 – 29 Years [1]	No Credit in Grading	No Credit in Grading *or* *Reserve* [2]	No Credit in Grading *or* *Reserve* [2]
30 Years +	No Credit in Grading	No Credit in Grading	No Credit in Grading

[1] *All listed fire apparatus 20 years of age and older are required to be service tested by recognized testing agency on an annual basis to be eligible for grading recognition. (NFPA 1071)*

[2] *Exceptions to age status may be considered in a small to medium sized communities and rural centres conditionally, when apparatus condition is acceptable and apparatus successfully passes required testing.*

[3] *Major Cities are defined as an incorporated or unincorporated community that has:*
- *a populated area (or multiple areas) with a density of at least 400 people per square kilometre; AND*
- *a total population of 100,000 or greater.*

[4] *Medium Communities are defined as an incorporated or unincorporated community that has:*
- *a populated area (or multiple areas) with a density of at least 200 people per square kilometre; AND/OR*
- *a total population of 1,000 or greater.*

[5] *Small Communities are defined as an incorporated or unincorporated community that has:*
- *no populated areas with densities that exceed 200 people per square kilometre; AND*
- *does not have a total population in excess of 1,000.*

In addition to considering NFPA and FUC criteria for apparatus retirement, fire departments should consider:

[18] http://www.firecomm.gov.mb.ca/docs/nfpa1911.pdf.

- The numerous important safety features and functional improvements built into new apparatus,
- As vehicles age, OEM parts become increasingly difficult to source,
- Even with extensive and frequent maintenance programs, corrosion and general wear and tear will eventually create a risk situation for both the public and firefighter safety as well as compromise operational reliability and performance, and,
- The cost of inspecting, testing, maintaining and documenting annual inspections and performance testing may become excessive.

With the proposed reduction of fire stations from 5 to 4 and realignment of apparatus assignments associated with the recommended 'Hub' and 'Satellite' model, the number of principal apparatus (Pumper, Tanker, Rescue) is reduced from 15 to 10. With the reduced fleet, population size with significant expected growth, targeting a 20-year replacement schedule based on the FUC Service Schedule appears reasonable.

New apparatus represents a major capital investment. Used apparatus will cost less and may be appropriate for a small municipality with limited resources. However, careful cost/benefit analysis is important to recognize the advantages of purchasing new apparatus including.

- Achieving a full 20-year investment benefit.
- Improved reliability as well as functional and safety benefits.
- Decreased maintenance costs.

Further, Sec. 21 Guidance Note 1-8 'Safety Considerations for New Fire Apparatus' notes that

> *"If appropriate design and construction techniques aren't followed, there is a potential of injury to the firefighters operating the apparatus.*
>
> *Some examples of potential hazards include:*
>
> - *refurbished fire apparatus may not meet appropriate safety standards*
> - *water tanks without baffles allow water movement which affects the handling of the tanker during braking or cornering*
> - *cabs that aren't designed for the fire service may not have safety features such as proper seating for firefighters, a mechanical means of latching equipment or airbag or crash enhancements*
> - *repurposed apparatus frames may not be engineered to safely withstand imposed stresses"*

Subject to The Nation's Procurement By-Law, there are tactics to consider when purchasing new apparatus that can deliver value for money including:

- Purchase of a stock truck. Manufacturers may produce apparatus that can be available at considerable savings over custom specified, built-to-order vehicles.
- Group Purchase with another Department. Sourcing two or more trucks as part of a group purchase may leverage a better price.
- Purchasing an apparatus from a vendor based on identical specifications, terms and price that another Fire Department sourced through a competitive process.
- As noted in Table 13, NFD needs to replace 3 Pumpers and 2 Tankers over the next 5 years. A single vender procurement could allow delivery dates to be staged over the 5-year period with fixed payments potentially over a longer term at a significantly lower price than would be achieved with single purchases.

The Nation Fire Department discourages the use of Apparatus to store and transport bunker gear to the scene. This represents 'best practice' and should be encouraged. Current research supports hanging bunker gear, hood, gloves and boots with adequate airflow in and around the gear. This practice allows absorbed gaseous toxic materials to release from the fabric, that is, off-gas. Ideally bunker gear should be stored on dedicated racks preferably in a dedicated room with independent ventilation.[19]

As noted in Section 7.1.10 , it is recommended that Station 100 and 500 remain with a Pumper, Tanker and Rescue, Stations 200 and 400 be assigned a Pumper/Rescue and tanker, and Station 300 be decommissioned and transferred to the Public Works Department.

Recommendation # 28: ***The Nation Fire Department develop an apparatus replacement schedule based on a 20-year replacement of apparatus, assignment of a Rescue/Pumper and Tanker to Stations 200 and 400 and closure of Station 300.***

[19] https://www.firerescue1.com/fire-products/gear-racks/articles/how-fire-station-storage-prolongs-ppe-life-AXn56izM2IYRig4K/

Table 15: Nation Fire Department Proposed Apparatus by Station.

	Apparatus	Built Date	Replacement Date	Comment
Station 100	Pumper 100 - International 4900	2000	2021	
	Tanker 100 - International 7400	2009	2029	
	Rescue 100 - International 4400	2016	2036	
	Public Education Trailer	2019	-	
	Training Trailer	2019	-	
	Service 200 - Ford E Van	1991	2021	Replace with F-550 to support air supply, rope, water & ice rescue
	C-1 Chief's Car F-150	2014	2024	
Station 200	Pumper 200 - International 4400	2010	2030	Convert to Pumper/Rescue
	Tanker 200 - International	2006	2026	
	Rescue 200 - Grumman	1985	-	Surplus
Station 300	Pumper 300 - Freightliner FL80	1997	-	Surplus
	Tanker 300 - GMC	2002	-	Surplus
	Rescue		-	Surplus
	Forestry Trailer		-	Transfer to Station 100
	Water Rescue Boat		-	Transfer to Station 100
Station 400	Pumper 400 - International 4900	2000	2002	Pumper/Rescue
	Tanker 400 - International 7400	2012	2032	
	Light Rescue – F550	2021	-	Transfer to Station 100
Station 500	Pumper 500 - International 7400	2002	2003	Consider replacement as a 'Quint' with 23m ladder.
	Tanker 500 - International 7400	2004	2024	
	Rescue 500 - International 4400	2015	2035	
	S-500 - Ford E-450 minibus	2001	-	Surplus
	UTV 500 - off-road rescue	2019	2039	
	C-2 On-Call Chief, Fire Prevention	-	2021	Replacement for S-500

7.1.14 Equipment

The Ontario Occupational Health and Safety Act (OHSA) provides that the employer as well as those in a supervisory position have a legal responsibility to ensure that staff are trained and provided with the necessary equipment needed to safely conduct the tasks they are assigned.

Personal Protective Equipment

Structural Firefighting as well as certain emergency responses such as CO calls exposes firefighters to life threatening risks. Personal Protective Equipment (PPE) such as bunker gear and self-contained breathing apparatus (SCBA) are essential to the protection of firefighters from hazards. The care and maintenance of structural firefighting personal protective equipment (PPE) is, therefore, of utmost importance.

The requirements for employers to provide firefighters who may be required to perform interior structural fire suppression duties with structural firefighting garments is set out in O. Reg. #714/94: Firefighters - Protective Equipment.

All PPE should be kept clean as soiled or dirty elements may expose firefighters to hazardous chemicals and reduce the effectiveness of the protection it is intended to provide. It is also important that soiled or contaminated PPE not be transported in a personal vehicle, taken into the firefighter's home or into the living quarters of a fire station unless in an approved gear bag or container.

There is not currently a OG that describes the policy and basic procedures regarding the minimum level of protective clothing to be worn during emergency operations and training sessions.

An OG is also required to address practices and procedures related to the issue, care, maintenance, inspection procedures, inspection frequency, inspection documentation, storage, and replacement of personal protective equipment (PPE). This operating guideline should be based on and reference O. Reg. #714/94 71, National Fire Protection Association (NFPA) 1971 "Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting" and Section 21 Guidance Notes including:

- 2-7: Reporting Exposures to Biological, Chemical or Physical Agents",
- 4-1: Firefighter Protective Equipment",
- 4-2: Eye Protection",
- 4-6: Firefighter Helmets",
- 4-8: Care, Maintenance, Inspection and Replacement of Structural Firefighting Personal Protective Equipment",
- 4-9: Respiratory Protection Program (SCBA)",
- 4-13: Personal Protection During Fire Investigation Operations", and
- 6-23: Safety during Salvage and Overhaul".

There should also be a specific OG that addresses the criteria and procedures related PPE for infectious diseases and opioid protocols (glove, gown, mask) including donning and doffing procedures.

The OG's noted above should include procedures for gear service or repairs including a "tag out" system and process for communications when the equipment is removed from service and when returned to service.

Stations should be equipped with racks for hanging bunker gear, hood, gloves and boots that will allow adequate airflow in and around the gear. This practice allows absorbed gaseous toxic materials to off-gas. Ideally, bunker gear should be stored in a dedicated room with independent ventilation.

The OG's should require monthly as well as 'after use' checks of personal PPE including bunker gear and SCBA facemasks as per manufacturer's directions. Each firefighter should maintain a prescribed log to document the checks of their assigned PPE. A procedure for notification of defects should also be prescribed.

This OG's should also reference the manufacturer's specific recommendations regarding use of specialized extractor type washing machines for bunker gear. Domestic washers are often specifically not recommended. NFPA Standard 1851 states that soiled protective gear should be washed in a programmable front-load washer-extractor.

A programmable washer allows fire departments to alter how they wash gear based on specific manufacturer recommendations and adapt to future innovations. Such machines allow the user to program variables of the wash process, including extraction speed in G-force, number of baths, water temperatures, water levels, cylinder rotation options, mechanical action, wash time and automatic chemical injection. With these machines, fire departments can properly clean virtually any fabric type. Once the machine is programmed, the user enters a code and presses start.

Ideally each Station should have a specialized washer/extractor. Budget issues may require Hub Stations to be equipped first.

Recommendation #29: ***Operating Guidelines should be developed to reference appropriate OHSA Sec. 21 Guidance Notes and address practices, and procedures related to the issue, care, maintenance, inspection procedures, inspection frequency, inspection documentation and replacement of personal protective equipment (PPE)including bunker gear.***

Recommendation #30: ***To maintain operational readiness when bunker gear is being washed and dried, firefighters should be issued with two sets of bunker gear.***

Use and Maintenance of Respirators; "The Respiratory Protection Program"

Firefighters will be required work in conditions where hazardous dust, mist, fumes, gas, vapour and smoke are present. To prevent exposure to such hazards, and protect firefighters when exposure cannot be prevented, it is required to have a Respiratory Protection Program that includes specific operating guidelines.

NFD has an SCBA OG (#12), and a respiratory program document based on CSA Standard Z94.4-11 *Selection, Use, and Care of Respirators* has been developed as a draft. This draft needs to be developed as a supplement to or replacement of OG#12 to ensure that the following issues are adequately addressed:

- N-95 & SCBA Fit Testing.
- Respirator Training.
- SCBA/ Face piece/ Cylinders.
    - Requirements and Use.
    - Cleaning and Sanitizing.
    - Inspection.
    - Maintenance and repairs.
    - Bench testing/Hydrostatic testing.
    - Storage.
    - Transportation.
    - Refilling/ Air Exchange.
    - Air quality.
    - Air compressor and Panel operations, maintenance and repairs.
- Integrated PASS devices inspection and maintenance.
- Use of N95 Masks and other respirators that may be used by the Department.

The Respiratory Program OG should reference and follows relevant Section 21 Guidance Notes including Guidance Note #4-9: *Respiratory Protection Program* and Guidance Note #4-8 *Care, Maintenance, Inspection and Replacement of Structural Firefighting Personal Protective Equipment.*

Relevant NFPA Standards including NFPA 1851 *Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting* and NFPA 1971 Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting should also be referenced in the Program.

The Respiratory Program OG should require that Breathing Apparatus Logbooks should be available at each Station recording the date, time, and use of SCBA use and that each has been inspected and returned to service.

There should be a Maintenance log to document air quality tests, filter replacement tests, repairs and overhauls, and routine scheduled service.

The Respiratory Program should have a specific procedure regarding review and updates of the program and related OGs.

Permanent workplace records should be kept for all real and suspected exposures to biological, chemical or physical agents and guidelines for exposure reporting that meets the requirements of GN 2-7 *Reporting Exposures to Biological, Chemical or Physical Agents*.

Recommendation #31: ***An Operating Guideline should be developed to document the Department's Respiratory Program that will address relevant CSA and NFPA standards, Equipment Manufacturer's instructions and Section 21 Guidance Notes. The revised OG should include a schedule for review and updates.***

Self Contained Breathing Apparatus

NFD currently uses MSA Firehawk SCBA (4,500 psi) equipment which was purchased in 2014. Expected timeframe for replacement is 15 years (2029).

Although not required to be replaced until 2029, there have been numerous technical advances in SCBA equipment. NFD should continue to monitor advances in SCBA technology as well as SCBA purchases by mutual aid partners to determine the SCBA equipment should be considered for replacement before 2029.

NFD has a compressor and related equipment to fill SCBA cylinders only in Station 500. As renovations are considered for Station 100 physical accommodation for a fill station equipment and SCBA decontamination and maintenance requirements should be considered.

During the five-question interview process, there was considerable concern regarding sharing of SCBA facemasks and the request was made that each firefighter be assigned their own personal facemask. It is self-evident that facemasks should not be shared without proper cleaning and disinfection. Proper cleaning and disinfection of facemasks is not possible at a scene and this practice should cease immediately. The Department has a total of 40 SCBA packs which should allow one pack/facemask per firefighter per incident for virtually all potential circumstances so the need for sharing facemasks should not exist.

The NFD SCBA OG #12 and the proposed Respiratory Program OG need to further address this issue. As well, the OG regarding Station response should be reviewed to ensure that all stations respond to a major incident to ensure sufficient human and equipment resources are available.

The need for individual facemasks should continue to be evaluated in light of changing standards and best practice.

Other Equipment

NFD is well equipped with equipment required for the services authorized by the E. & R. By-Law including:

- Extrication and Roof Power Saws.
- Hydraulic Extrication Equipment.
- Scene Lighting.
- Air Bags.

- Cribbing.
- Hoses & related appliances.
- Hand Tools.
- Positive Ventilation Fans.

Thermal imaging cameras are now being used extensively for scene size-up, ongoing assessment and development of foreground tactics as well as use by interior crews. The number of thermal imaging cameras available should be evaluated with the objective of equipping Command, Safety Officer, Rapid Intervention Team (RIT) and each entry team.

Recommendation #32: ***The need to acquire additional thermal imaging cameras should be evaluated in context of current and future fireground protocols.***

The use of positive pressure fans has become a recognized fire ground tactic to rapidly remove smoke from a content or structure fire and facilitate search and rescue as well as salvage and overhaul procedures. Larger positive pressure fans are beginning to be deployed more frequently particularly where big box stores, warehouses and other large structures are found.

Recommendation #33: ***NFD should evaluate the capability of the current positive pressure fans in context of emerging fire ground practice.***

7.1.15 Apparatus and Apparatus Equipment Inspection and Maintenance

For trucks, tractors or trailers, or a combination of these vehicles that have a registered gross vehicle weight of more than 4,500 kilograms, the Ontario Highway Traffic Act (HTA)[20] requires:

- A written schedule to periodically inspect and maintain vehicles.
- Documentation to ensure that inspections and maintenance are carried out in accordance with the written schedule.
- Drivers conduct daily inspections.
- Valid annual or semi-annual inspections on all applicable vehicles are maintained.

[20] Prescribed Performance Standards for the vehicle are set out in the following *Highway Traffic Act (HTA)* Regulations.

- *HTA* Regulation 199/07 (Commercial Motor Vehicle Inspections).
- *HTA* Regulation 611 (Safety Inspections) Schedule 1 and 2
- *HTA* Regulation 587 (Equipment)

For Fire Apparatus, the HTA exempts Fire Apparatus from the daily (pre-trip) inspections. However, post-trip inspections remain best practice for volunteer departments

There currently is not an OG that addresses annual commercial vehicle inspections. SOP-A-6 addresses Emergency Apparatus Safety Inspections. An OG should be developed to address these requirements and should include specific procedures for pre-trip inspections (non-emergency) and post-trip inspections (emergency response) are stated.

Recommendation #34: ***An OG should be developed to ensure that the requirements of the Ontario Highway Traffic Act related to fire apparatus are met as well as providing specific procedures for pre-trip inspections (non-emergency) and post-trip inspections (emergency response) are stated.***

Documentation should be kept in a logbook on the Apparatus floor. Having a logbook with the record of previous inspections assists in tracking deficiencies and ensures follow-up. The relevant OG should include a procedure to ensure officer notification of any deficiencies found and formal process for follow-up.

An OG should be in place for regular inspections of all apparatus equipment. Monthly inspections are common in volunteer departments as a means to provide a reasonable frequency when there are relatively few resources available, and calls are infrequent. Monthly Inspections should augment pre-and post-trip inspections by completing a comprehensive vehicle inspection, inventory of all equipment as well as testing and inspection of all equipment according to the manufacturer's recommendation. This is a time-consuming process and will often require 1 to 2 hours for a team of 4 firefighters.

It is advantageous for firefighters to do be involved in truck checks as it enables ongoing familiarization and practice in the use of the equipment and enhances knowledge of what equipment is available on what truck and in what compartment.

It is essential that firefighters can rapidly access equipment on an emergency scene. In relatively low call volume departments, certain equipment may be used infrequently. Monthly truck checks can be extremely valuable for to ensure there is an ongoing memory refresh as to where equipment is located as well as how to use it safely and efficiently.

Apparatus and equipment reporting forms that identify all equipment by compartment should be created and kept in a vehicle specific log available on the apparatus bay. There should be a formal sign off by the supervising officer and formal procedure for notification, remedy and follow –up of deficiencies.

Recommendation #35: NFD ***should establish Operating Guidelines that documents the requirements and procedures for post-trip inspections and comprehensive monthly truck and equipment inspections including logbook documentation and a procedure for Officer signoffs and defect/deficiency remediation.***

7.1.16 Medical Response

NFD responds to a significant number of medical calls even though there are proximate ambulance base stations located in Embrun, Plantagenet, and Rockland and 'waiting' stations located in St Isidore, Casselman, Bourget, and Vankleek Hill.

The current 911 protocol results in medical calls first being relayed to the Central Ambulance Coordination Centre (CACC). The CACC will dispatch local Emergency Medical Services (EMS) and, after EMS has been dispatched, will notify fire dispatch as required.

Basic First Aid and CPR is a requirement for all NFD Firefighters. Emergency First Responder (EFR) skills including CPR at the health care provider level, AED and advanced first aid is not a mandatory requirement.

The rational for firefighters being trained at an advanced level include being able to:

- Respond to life-threatening medical emergencies such as cardiac arrest when EMS may be delayed.
- Provide patient care in hazardous situations such as inside vehicles during extrication.
- Provide assistance to EMS in managing patient care including bleeding control as well as cardiac and pulmonary resuscitation.
- Provide emergency medical response on-scene to assist firefighters as well as the public.

There is a significant time commitment required to achieve EFR qualifications. It is reasonable that Firefighters entering the service at the entry level (Firefighter I) will have basic first aid and CPR, however, EFR should be mandatory for advancement to Firefighter II.

7.2 Strategic Direction #2: Supporting a Culture of Safety

7.2.1 Building a Culture of Safety

Firefighting and other emergency response presents extraordinary hazards to firefighters as well as the public. Training, routine hall maintenance, truck and equipment checks also present significant hazards. Constant vigilance and adherence to best practice safety procedures are essential to achieving the objective of "Everyone goes home safe".

NFD recognizes the importance of safety in all they do and recognize that this commitment must be reflected in their culture. It is who they are and what they do!

NFD recognizes that health and safety does not simply refer to physical health. Mental health and particularly the effects of Post Traumatic Stress Disorder (PTSD) are a major concern in the fire service.

The Ontario Occupational Health and Safety Act provides the legislative requirements that employers must follow including the general duty requirement to ensure that *everything reasonable under the circumstances is done to protect the safety of the worker.*

It important to appreciate that the commitment to safety extends to the public as well. Section 217.1 of the Canadian Criminal Code has expanded this duty to include any other person as follows: "*Every one who undertakes, or has the authority, to direct how another person does work or performs a task is under a legal duty to take reasonable steps to prevent bodily harm to that person, or any other person, arising from that work or task.*"

7.2.2 Joint Occupational Health & Safety Committee

The Nation Municipality Fire Service Departments has a Joint Occupational Health and Safety Committee (JOHSC) with 3 management members and 5 firefighter members. One firefighter member is certified. The Committee was active and was meeting regularly pre-Covid.

The JOHSC should develop a schedule for routine station inspections as well as participate in the development of specific safety related training.

Recommendation # 36: ***The NFD Joint Occupational Health & Safety Sub-Committees meet at least every 3 months, and the frequency of meetings, number of workers trained, and number of station inspections be reported to Council on a quarterly basis.***

7.2.3 IMS and Personnel Accountability

OG-2-2016 provides operating guidelines regarding implementation of command procedures including Incident Management. The OG appears to provide appropriate protocols for Incident Management implementation.

OG-2-2016 describes implementation of Unified Command in context of major disasters. The procedure for response to mutual aid calls requires firefighters to seek direction form the primary department Incident Commander. It is recommended that the concept of Unified Command be considered in context of mutual and automatic aid response to ensure that a NFD supervisor maintains oversight of NFD members.

OG-2-2016 does not specifically address the role of safety officer, media relations, authorized scene pictures, documentation requirements, or rapid intervention teams. These topics can be addressed with the IMS OG or as separate OG's, but the procedures need to be defined.

A core component of Incident Management is to ensure a system of personnel accountability is in place at every incident[21]. A personnel accountability system is required to insure knowledge of the location, task and identity of all on-scene firefighters during emergency operations. A properly functioning personnel accountability system is essential to safe scene operations as it ensures that personnel are acting as directed and efficient rescue can be implemented if required.

NFD uses a two-tag system, 'Blue' indicates 'on-scene', 'Red' is used to identify a task on the Accountability Board. NFD uses the 'Case Commander' accountability board.

There is not an Accountability OG at the time this report was written. Development of a formal OG that documents the procedures for implementation of the NFD accountability system, staging, accountability officer, radio procedures including 'PAR' and entry control procedure should be a high priority.

Recommendation # 37: ***OG -2-2016 should be reviewed and revised to include to include or cross-reference Accountability and Entry Control, Rapid Intervention Teams, Safety Officer, Unified Command for Mutual and Automatic Aid Incidents and Media.***

7.2.4 Safety During Fire Suppression and Rescue Operations

For small scale incidents, Command will assume the role of Safety Officer and ensure that safety risks are identified, mitigated, and balanced against intervention benefit. For larger scale incidents a dedicated scene Safety Officer should be appointed as noted in the previous section. Specific operating procedures need to be developed and documented that address the role of Command, Safety Officer, Officers and Firefighters to identify, assess and communicate scene risk and safety issues.

The references for role and deployment criteria of the Safety Officer include NFPA 1521 *'Standard for Fire Department Safety Officer'* and Guidance Note 2-4 *'Incident Safety Officer'*.

It is recommended that NFD Officers and senior firefighters be encouraged to take specific training to be certified as a Safety Officer to provide ongoing leadership regarding the role of Safety Officer.

[21] Guidence Note 5-1, Section 2-6 of NFPA 1561 and Section 6-3 of NFPA 1500

There does not appear to be a specific OG that provides the procedures for notifying outside agencies such as Utilities, Police, or other authorities to assist with scene safety. An OG should be developed to ensure that agencies routinely contacted for structure fires such as EMS, natural gas, propane, or hydro are noted as requiring mandatory notice under certain circumstances. Although it can be assumed contact information is available through Fire Dispatch, specific contact information should be available as a back-up.

Recommendation #38: A*n OG be developed specifically to specify mandatory reporting (hydro, natural gas) as well as identify where specific contact information for outside agencies is available.*

By their nature, firefighters will do whatever is required to save lives and property even if they are not specifically trained and equipped to respond safely or authorized. Thus, it is critical to have well understood Operating Guidelines that establish the protocols for obtaining resources to respond promptly to emergencies not authorized by the Municipal E & R By-law.

Recommendation #39: ***An OG be developed to provide written protocols regarding access to specialized technical rescue teams including trench, high angle, confined space, hazmat, swift water, water/ice rescue, CBRN, and HUSAR.***

7.2.5 Firefighter Response to Station

Historically, volunteer fire departments were located in rural areas and depended on firefighters who lived on farms and small villages to respond directly to the scene. Firefighters who live near the station responded to the station and drove a truck to the scene. Pumpers in rural areas only needed a two-person cab as just one or two firefighters would respond quickly to the station.

This practice was appropriate in the days when the majority of firefighters lived on farms, the response was largely for defensive structure fire operations, and equipment and tactics were based on simply “putting the wet stuff on the hot stuff”

Today’s world is vastly different where firefighters are expected to do rescue and interior entry is expected. Safe operations require organized teams under a formal command structure before commencing suppression or rescue activities.

Further, there is increasing awareness of potential hazards of storing potentially contaminated bunker gear in vehicles. As more people who reside in rural Ontario live in or close to villages and hamlets, there is an increased likelihood of firefighters being able to respond directly to the station.

Thus, the recommended practice supported by NFPA and OFMEM standards is that it is preferable to take an extra minute or two to have a fire apparatus leave the station with a crew of four to six firefighters rather than leave with a partially filled truck and have firefighters respond directly to the scene.

NFPA 1720 *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments* requires rural areas such as the Nation to have 8 staff with a response time of 14 minutes, 80 percent of the time. Section 4.3.4 states "Upon assembling the necessary resources at the emergency scene, the fire department shall have the capability to safely commence an initial attack within 2 minutes 90 percent of the time." Section 4.3.5 of the standard states "Personnel responding to fires and other emergencies shall be organized into company units or response teams and shall have required apparatus and equipment."

The Ontario Fire Marshal Fire Ground Effectiveness Sub-Model [22] states:

- "To provide effective, efficient and safe fire protection services, the delivery system chosen must ensure a virtually simultaneous arrival of a minimum of four fire fighters".
- "The OFMEM recommends, where practical, a minimum of four persons be dispatched on the initial apparatus".
- "A total complement of no less than ten fire fighters, including supervisor(s), and, if possible, a minimum of two vehicles one of which is a triple combination pumper, must assemble at the fire ground".
- "It may be preferable to dispatch fewer vehicles with more fire fighters rather than the vice versa".

NFPA standards and OFM policy as well as best practice evidence support the rational for firefighters and officers responding to the station and leaving on apparatus as an organized crew. However, there may be specific circumstances where response directly to the scene is appropriate. Senior Officers may be provided with an emergency response vehicle so they can respond directly to the scene with their gear.

The criteria for responding directly to the scene need to be clearly defined. Actions that can and should be taken under such circumstances need to be clearly defined as well recognizing that firefighter safety is the primary concern.

Recommendation # 40: ***An Operating Guideline should be developed to require firefighters to respond directly to the station for emergency response and define the exceptions where firefighters and officers may respond directly to the incident.***

7.2.6 Safety During Salvage, Overhaul and Fire Cause and Origin Investigations.

An OG needs to be developed to provide direction for salvage and overhaul operations including PPE requirements. This OG should ensure compliance with

22

http://www.mcscs.jus.gov.on.ca/english/FireMarshal/FireServiceResources/ComprehensiveFireSafetyEffectivenessModel/FireGroundEffectivenessSub-Model/AssemblingFireAttackTeams/assemble_fire_attack_teams.html
Assembling Fire Attack Teams

relevant standards including Section 21 Guidance Note 6-23 *'Safety practices during Salvage and Overhaul'* and Guidance Note 4-13 *'Personal Protection During Fire Investigation Operations'.*

Recommendation # 41: ***An Operating Guideline should be developed to provide direction for salvage and overhaul operations including PPE requirements.***

7.2.7 Safety Officer

OG 105 addresses the role and deployment criteria for a Safety Officer. This OG should be reviewed to ensure NFPA 1521 *'Standard for Fire Department Safety Officer'* and Guidance Note 2-4 *'Incident Safety Officer'* are adequately reflected.

It is recommended that an NFD Officer(s) be identified to take specific training to be certified as a Safety Officer to provide ongoing leadership regarding the role of Safety Officer.

Recommendation # 42: ***OG 105 be revised to ensure NFPA 1521 'Standard for Fire Department Safety Officer' and Guidance Note 2-4 'Incident Safety Officer' are adequately reflected.***

7.2.8 Incorporating Safety in Training Lesson Plans

Safety has to be an integral component of all training. Formal Lesson/Training Plans need to be in place that includes specific safety procedures including designation of a safety officer. Training/lesson plans need to be approved by the Chief. Contracted-out training also requires formal lesson plans with designated qualified instructors approved by the Chief.

Recommendation # 43: ***An OG needs to be developed/amended to require that Lesson/Training Plans, approved by the Chief, to be in place that include specific safety procedures including incorporating a safety officer.***

7.2.9 Mental Health and Post Traumatic Stress Disorder

First Responders are required to manage situations involving death and serious injuries. The result can be Post-Traumatic Stress Disorder (PTSD), a mental health condition that is caused by witnessing or experiencing actual or threatened death, serious injury or violence. Someone with PTSD can experience nightmares, uncontrollable memories, persistent fear and severe anxiety. PTSD can lead to depression, work and marital difficulties, and suicide.

The Province has recognized the impact of PTSD on First Responders and has implemented the Supporting Ontario's First Responders Act. PTSD diagnosis for first responders and certain workers such as correctional officers, youth service workers, and emergency dispatchers is now presumed to be work-related – they no longer need to prove it to access WSIB benefits and resources.

The Act also requires employers of workers covered by this presumption to develop PTSD prevention plans and provide information about their plans to prevent PTSD in

their workplaces.

A toolkit is available to help employers prepare their PTSD prevention plans and programs.[23] NFD needs to develop a PTSD Prevention Plan as required by the Ontario Supporting Ontario's First Responders Act.

A PTSD Prevention Plan as required by the Ontario Supporting Ontario's First Responders Act. has been developed.

Recommendation # 44: ***An Operating Guideline and PTSD Prevention Plan needs to be developed to outline the procedures for PTSD identification, access to employee assistance programs, access to specialized counselling services, peer support, incident debriefs, critical incident debriefs and meet the requirements of the Ontario Supporting Ontario's First Responders Act.***

7.2.10 Issues for Further Investigation

Occupational health and safety issues should continue to be monitored to determine the need for Operating Guidelines, procedures, or policy. These issues include:

- Fall restraint system requirements i.e., loading hose on top of pumpers/tankers,
- CO removal in stations – *Is ventilation and automatic detection adequate? Should direct exhaust systems be considered?*
- Decontamination at scene and post-fire bunker gear management. There is growing evidence of skin contamination through bunker gear and need for on-scene as well as in-station decontamination. Operating Guidelines need to be developed and reviewed on an annual basis as the science is evolving rapidly. The need for on-site decontamination, post-incident showers, bunker gear cleaning procedures and other protection strategies needs to be evaluated on an annual basis or as further knowledge/directives require.

Recommendation # 45: ***Health and safety issues, policies and practices be continually monitored, reviewed, and reflected in Operating Guidelines including OFMEM communiqués and Section 21 Guidance Notes. Senior officers should be encouraged to attend the annual Ontario Association of Fire Chiefs Health & Safety Conference.***

[23] https://www.ontario.ca/page/post-traumatic-stress-disorder-prevention-plans

7.3 Strategic Direction #3: Accountability

7.3.1 Linking Mission, Vision, and Strategy to Results

Great organizations understand their purpose (mission) and desired future (vision). They understand that achieving their vision is dependent on having a clear strategy to move forward from the present to a desired future state. And they understand that they are accountable for their actions and deliverables in achieving the strategy.

The concept of accountability is particularly relevant in the public sector where funding is predominantly provided by the taxpayer. Excellence in the public sector can be defined as the concept of delivering the best possible service within the resources allocated and providing evidence that this objective is being accomplished.

Many organizations have adopted the "Balanced Scorecard"[24] as a tool to translate long-term strategy in day-to-day management through the mechanism of measurement. The Balanced Scorecard translates vision and strategy into a tool that effectively communicates strategic intent and motivates and tracks performance against tactical objectives.

Typically, organizations report on financial and activity indicators. The paradigm shift created by the Balanced Scorecard was to look at the entire organization described as four dimensions:

- *Financial Perspective* – How do we look to our funders?
- *Customer Perspective* – How do our customers see us?
- *Internal Business Perspective* – What must we excel at?
- *Innovation and Learning Perspective* – How do we continue to improve?

Within each dimension, reporting addresses relevant objectives, measurements, targets and initiatives that flow from the Strategic Directions.

It is recommended that NFD provide quarterly reporting regarding the activity of the Department during the period including the number of calls by major type, fire inspections, public education activities, training and Master Plan implementation progress.

Suggested indicators that can be reported include:

Financial:	- Quarterly actuals vs budget and forecast * - Capital expenditures actual vs budget and forecast *
Service Performance:	- Types and frequency of calls* - Response times - Public Education events vs target - Fire Inspections vs target - % of structure fires with fire investigation completed - Pre-plans completed vs target

[24] Kaplan, R.S. and Norton, D.P, the Balanced Scorecard, Measures that Drive Performance. Harvard Business Review, 1995.

Internal Processes	- % calls with Accountability System in place - % structure fires with RIT Team established - Calls with formal debrief - Number of building permits/plans reviewed - Department recruitment and attrition - Number of exit interviews completed
Growth & Development:	- YTD training hours actual vs target - Number of firefighters/officers achieving certification - Number of OGs and policies reviewed/developed

It is also recommended that an annual report be produced that provides a comprehensive overview of the previous year as well as key priorities for the next year. Priorities should be further detailed and incorporated into the annual Corporate Business Plan adopted by Council and also considered when renewing and/or amending the Municipalities Strategic Plan.

Recommendation # 46: ***That The Nation Fire Services develop and implement quarterly, and annual reporting based on the Balanced Scorecard accountability framework.***

It is important to note that measuring performance is a sizable task. It requires ongoing effort to develop and update annual objectives, develop the performance metrics, record activities, and create and maintain reports. The CriSys© system utilized by NFD will continue to be of great value in the collection, recording, and analysis of data, however, financial and staff resources will be required to develop comprehensive quarterly reporting.

In addition to reporting performance metrics, quarterly reporting will also allow Council to be apprised by the Chief of changes in legislative obligations, training requirements, best practices, and incidents of concern or other pertinent matters.

Through comprehensive and structured reporting, Council will be sufficiently informed to satisfy itself that the fire protection services being provided to the community are adequate and effective and that the NFD is meeting required standards.

7.3.2 Public Reporting

Ontario Regulation 377/18 under the Fire Protection and Prevention Act, that was to become effective January 1, 2020, required that Fire Departments provide a public report to the Municipal Council and the Fire Marshal. Although this regulation was not put into force, public reporting as originally required in the regulation would be an important contribution to the Municipality's commitment to transparency and public accountability.

The Regulation had separate reporting requirements for Volunteer and Career Departments. For Volunteer Departments such as NFD, the public report was to provide the time interval value that the fire department achieves or exceeds 90% of the time as set out in Table 6:

Table 16: Ont. Reg. 377/18 Public Reporting Requirements for Volunteer Fire Departments Effective Jan. 1, 2020

1.	**Alarm transfer time:** The time interval from the receipt of the emergency alarm at the public safety Answering Point (PSAP) until the alarm is first received at the fire department communication centre
2.	**Alarm answering time:** The time interval that begins when the alarm is received at the fire department communication centre and ends when the alarm is acknowledged at the communication centre
3.	**Alarm processing time**: The time interval from when the alarm is acknowledged at the fire department communication centre until response information begins to be transmitted to the fire department
4.	**Alarm handling time:** The time interval from the receipt of the alarm at the PSAP until the beginning of the transmittal of the response information to the fire department.
5.	**Turnout time**: The time interval that begins when the fire department notification process begins and ends at the beginning point of travel time
6.	**Travel time:** The time interval that begins when a fire department unit is en route to the incident and ends when the fire department unit arrives at the scene
7.	**Initiating action/intervention time:** The time interval from when a fire department unit arrives on the scene to the initiation of emergency mitigation
8.	**Total response time:** The time interval from the receipt of the alarm at the PSAP to when the first fire department unit is initiating action to control the incident

Recommendation # 47: ***That The Nation Municipality Fire Department develop and implement an annual public report that provides an overview of Department activity including but not limited to proposed ONT. REG. 377/18 Ont. Reg. 377/18 Public Reporting Requirements for Volunteer Fire Departments.***

7.4 Strategic Direction #4: Supporting Service Excellence and Innovation

7.4.1 The Learning Organization

Over time, many organizations lose their capacity to learn, change and adapt as structures and processes are established. When problems arise, the solutions are often short-term based on previous practice, and problems continue to re-emerge.

Expectations, methods of service delivery and technology, however, are constantly evolving. Organizations need to develop knowledge about new technologies and processes, understand what is happening in the outside environment and facilitate creative solutions using the knowledge and skills of all within the organization.

This requires co-operation, communication, and a culture of trust. It requires a fundamental attitude change that effort and energy must be dedicated to a constant review of how one does work and always asks the question: *Is there a better way*?

This concept has been reflected in the concept of a learning organization[25] which can be defined as one which facilitates the learning of its members and continuously transforms itself to best serve the customer. This process of supporting transformation is synonymous with supporting innovation.

NFD has in place many of the attributes of a Learning Organization. There is a serious commitment to learning. And, there are many examples of 'best practice' that have been adopted.

There is a clear relationship between best practice, Operating Guidelines, Training, and Performance. This relationship can be thought of as an interdependent linkage where best practice and ongoing evaluation informs OGs. OGs are the foundation for training, and training is the critical foundation for achieving service excellence.

Figure 15 illustrates this concept.

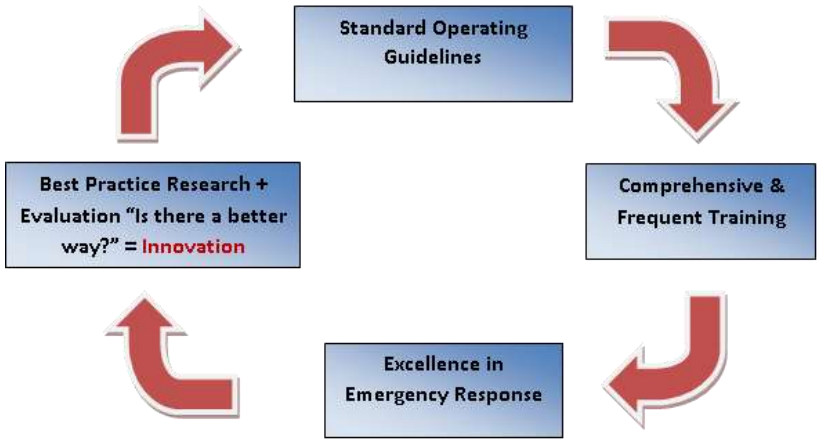


Figure 15: Relationship between Inquiry, Operating Guidelines, Training and Operational Excellence

[25] Senge, P. M. (1990) *The Fifth Discipline. The art and practice of the learning organization*, London: Random House.

7.4.2 Training Delivery

Quality training delivery is essential to build competency and teamwork to enable suppression and rescue operations to be implemented efficiently and safely. Instructors must be competent and there needs to be sufficient time and frequency of training to build and maintain skills.

Effective training is a requirement under the Ontario Occupational Health and Safety Act (OHSA). The Act prescribes that the Employer (Municipality) must ensure all members of their fire department are trained and equipped to provide the services delivered.

Section 21 of the OHSA provides that the Minister may appoint committees to provide specific advice and guidelines. Under this authority, an Ontario Fire Service Advisory Committee exists with the responsibility to advise and make recommendations on matters relating to the occupational health and safety of all firefighters in the Province of Ontario.

The Committee is also responsible for the development of a manual of Health and Safety Guidance Notes for fire services in Ontario. The manual provides policies and procedures that are recommended to be used by workers in the fire service to prevent injury or illness and will comply with the intent and provisions outlined in the Act.

To ensure due diligence with respect to fulfilling the requirements of the OHSA, each training session should have a comprehensive lesson plan developed in compliance with NFPA 1041 Standard for Fire Service Professional Qualifications. All training lesson plans should be developed with specific reference to the applicable Section 21 Guidance Notes.

Examples of specific Guidance Notes that should be referenced in the Training OG's include, GN 7-1 Health and Safety during Practical Training Sessions and GN 7-2 Training Requirements.

The Chief or designated senior officer must approve and sign-off on all lesson plans.

The training program curriculum and specific content should be based on NFPA 1410 Standard on Training for Emergency Scene Operations. The training curriculum should be reviewed and published annually including a reference calendar.

Training is a key factor in maintaining the morale and *esprit de corps* of the firefighters. Effective training needs to not only enable skill development and protect worker safety, it should also be engaging, enjoyable and embraces best practice principles of adult education.

Training should include external training opportunities at regional centres such as the Clarence Rockland Centre in Bourget as well as regular in-house training.

A program of professional development should be in place for each firefighter to plan for individual advancement in areas such as technical rescue, officer development, training, fire inspection, fire prevention and public education, fire cause determination or medical training.

Lesson plans, training safety plans and training records should be documented in the NFD Operating Guidelines. There should be specific Operating Guidelines for

records, safety in training, driver training, health & safety training and minimum attendance for training & fire calls.

Recommendation # 48: ***That NFD Training Operating Guidelines be developed to ensure that there are:***

- ***Formal lesson plans to be developed in compliance with NFPA 1041 and approved by the Chief.***
- ***All training lesson plans reference applicable Departmental Operating Guidelines, Section 21 Guidance Notes, professional literature,*** reference peer group 'best practice' ***and OFMEM directives and communiqués.***
- ***The training program curriculum and specific content should be based on NFPA 1410 Standard on Training for Emergency Scene Operations. The training curriculum should be reviewed and published annually including a reference calendar.***

The time required to plan a comprehensive training program, undertake the development of Lesson Plans and Training OG's as well as participate in program delivery should not be underestimated. (See Section 7.4.4).

It will be important to encourage, document and track the concurrent development and review OG's and their related lesson plans.

Recommendation # 49: ***A performance target regarding the number of OG's and Lesson Plans to be developed, reviewed, and updated should be identified as part of the NFD annual objectives and be monitored in the quarterly report.***

The 5-Question Interview process as well as the Planning Day discussion confirmed a clear consensus regarding the desire for the Stations to seek additional opportunities to train together and share a common curriculum. The Training OG's should reflect methods, procedures and intent to seek joint training opportunities as a Department (all stations), as a sector (Hub and Satellite) as well as an individual Station.

Every call provides a training opportunity. An opportunity for a 'debrief' after calls to reflect on what went well and 'lessons learned' should be encouraged. This 'debrief' should be a formal component of a Post-Traumatic Stress Management Program to assist in early identification of a need for potential further interventions. It can also be an opportunity to provide commentary that may be useful in the review and evaluation of OG's and training lesson plans.

Recommendation # 50: ***A process for debriefs after calls and related documentation process to identify issues, questions and 'lessons learned' should be encouraged with a formal OG.***

A challenge for fire departments that rely on volunteer firefighters is the ability to find time to provide sufficient training hours to maintain core competencies in fire suppression as well as auto extrication, medical response, officer development, pump operations, and water rescue. Upwards of 100 - 120 hours is required annually to

accomplish the objective of maintaining core competencies. Development of additional technical or professional competencies will add many more hours.

Recommendation # 51: ***To maintain and develop core competencies, the training curriculum and calendar needs to reflect a commitment of 100 to 120 training hours per annum.***

7.4.3 Documentation, Communication and Records Management

Participation in training activities as well as specific demonstration of required knowledge and competency needs to be documented with records kept organized, secure and readily accessible by authorized personnel. Comprehensive documentation is essential to the evaluation of individual performance and learning requirements as well as demonstrating that the employer has taken all reasonable actions required should litigation arise.

The requirement for training records needs to be prescribed in an OG that ensures compliance with GN 7-3 *Documentation of Training*.

Records management for documenting attendance at training & fire calls needs to be prescribed in an OG.

The method to record training content covered in training sessions needs to be prescribed in an OG.

Recommendation # 52: ***An OG needs to be developed to address training documentation and records management.***

There should be prescribed processes in place for sharing of workplace communication and information such as Fire Marshal Directives and Communiqués, and new or revised fire service operating guidelines and notices.

7.4.4 Training Leadership

To create a coherent training program that ensures service excellence, OG and Lesson Plan Development and departmental interoperability it is recommended that one senior officer be designated as Chief Training Officer for NFD. This position serves as the single point of responsibility for leadership of the training program including curriculum requirements and schedule, external liaison in supporting initiatives such as the joint recruit training program, development of OG's and lesson plans.

Recommendation # 53: ***To create a coherent training program that ensures service excellence, OG and Lesson Plan Development and departmental interoperability it is recommended that one senior officer be designated as Chief Training Officer for NFD.***

The workload associated with developing and delivering a comprehensive training program far exceeds the capability of a single person. Thus, actual preparation of lesson plans and training delivery should be delegated to the greatest extent possible.

Each Station should have at least one officer or firefighter qualified as a trainer facilitator. This individual should take a leadership role in training development and delivery and function as a member of the Department's Training Committee.

Although designated trainer facilitators should be identified, the development and delivery of training should be a team effort. Subject matter experts should be identified to assist in the development of lesson plans and assist in delivery of a common curriculum across the Department to ensure a consistent practice. This concept has the potential to considerably improve morale and learning by involving officers and firefighters directly in the learning process. *Learn, Do, Teach*!

Although in most cases, subject matter experts will be found within the NFD. In some cases, it may be appropriate to contract with another department or individual to provide the required expertise.

Recommendation #54: ***Subject matter experts/teams be identified and supported to assist in the review and development of OGs, lesson plans, and to deliver common training to each station to ensure a consistent interpretation of OGs.***

7.4.5 Transition to NFPA Standards and Certification

A key challenge for the Fire Service in Ontario is the transition from training standards, program development and delivery previously led by the Ontario Fire College and Office of the Fire Marshal to a program based on NFPA standards and certification. Examples of current certifications include:

- NFPA 1001 Firefighter Level I and II.
- NFPA 1021 Company Officer
- NFPA 1041 Fire Service Instructor
- NFPA 1031 Fire Inspector,
- NFPA 1035 Fire & Life Safety Educator

Currently there is no mandatory certification required by statute for firefighters. In May 2018, the Ontario Government announced new regulations under the Fire Protection and Prevention Act which was to mandate certification of firefighters, fire inspectors and dispatchers. The Regulations were created after recommendations from three coroner's inquests and years of pressure to increase safety standards.

However, in October 2018, the new provincial government rescinded this requirement for mandatory certification.

Nonetheless, NFD, like many progressive fire departments in Ontario, initiated mandatory certification for all new recruits and is committed to an ongoing program such that all firefighters and officers are certified.

In February 2022, a consultation draft to require compulsory certification for firefighters was released by the Provincial Government.

7.4.6 Advanced Training

NFPA 1001 provides the Standard for Firefighter Professional Qualifications. This Standard identifies the criteria for firefighter qualification at the Entrance, Firefighter I and Firefighter II levels.

NFPA Standard 1670, Standard on Operations and Training for Technical Search and Rescue Incidents describes three levels of competency for technical rescue:

- *Awareness Level* This level represents the minimum capability of organizations that provide response to technical search and rescue incidents.
- *Operations Level* This level represents the capability of organizations to respond to technical search and rescue incidents and to identify hazards, use equipment, and apply limited techniques specified in this standard to support and participate in technical search and rescue incidents.
- *Technician Level* This level represents the capability of organizations to respond to technical search and rescue incidents and to identify hazards, use equipment, and apply advanced techniques specified in this standard necessary to coordinate, perform, and supervise technical search and rescue incidents.

NFPA 1021 provides the Standard for Fire Officer Professional Qualifications.

As part of a comprehensive training program, ongoing professional development should be encouraged. Upon completion of Firefighter I and II, firefighters should be encouraged to undertake awareness level training relevant to the risk assessment profile. This will assist NFD in providing an "All Hazards" approach where the NFD can safely and competently respond to a variety of potential incidents, take initial steps to ensure scene safety, and for incidents requiring specialized resources, assist responding departments.

For firefighters who wish to continue to advance, an individualized program should be developed that match's personal interest with NFD requirements.

For specialized rescue operations as permitted by the E. & R. By-Law such as auto extrication, upon completion of awareness level courses Firefighters should be encouraged to seek additional training and certification at the operations and technician level.

During the Master Fire Plan consultation process, firefighters expressed a strong desire to continue 'Go' ice and water rescue service. However, 'Go' Ice and water rescue is extremely dangerous.

There have been several fatalities where firefighters have lost their lives in Ontario during ice water training. Following a 2010 fatality in Point Edward, the Ontario Fire College put its ice rescue program on hold in 2014 and has yet to replace it with an updated version. A second death occurred during ice rescue training on the Saugeen River near Hanover in 2015.

In 2017 an Ontario Coroner's Jury investigating both deaths recommended placing in abeyance all training exercises for ice/cold water rescue in locations where any current is deemed to be "swift" (above one knot or such other level as may be deemed to constitute "swift" water)[26].

To date, a new curriculum and training standards has not been developed or approved by the Ontario Fire College or the Ontario Fire Marshal's Office.

Private sector training courses remain available, and some Fire Departments continue to provide Go water & ice rescue training. However, specific training, certification, qualification and regulation requirements remain at the discretion *and responsibility of the Fire Chief* when a Fire Department undertakes to provide a 'Go' water & ice rescue service.

Standards that exist that are relevant to water and ice rescue operations include:

- NFPA 1006, Standard for Technical Rescue Personnel Professional Qualifications
- NFPA 1670, Standard on Operations and Training for Technical Search and Rescue Incidents.
- NFPA 1983, Standard on Life Safety Rope and Equipment for Emergency Services.
- ULC S555 for Rope and Technical Rescue Equipment,
- Transport Canada requirements for marine vessel operators as applicable (Pleasure Craft Operators Certificate or Small Vessel Operator Proficiency)

Under clause 25(2)(h) of the Ontario Health & Safety Act (OHSA), *the employer is required to take every precaution reasonable in the circumstances for the protection of a worker*. This 'general duty clause' together with other requirements contained in the OHSA creates a requirement that Fire Departments must provide an adequate training program as well as competent supervisors. Providing accredited courses and requiring demonstrated competency according to established standards is a means to demonstrate that reasonable precautions have been undertaken. Failure to do so exposes employers and supervisors to significant liability risk.

The training requirements to enable a Go Ice Water Rescue Program that would enable Firefighters to be certified at the NFPA Operations level would consist of the following components:

- Rope Rescue (Awareness & Operations) - 32 hrs (4-day course)
- Open Water Rescue (Awareness & Operations) - 32 hrs (4-day course)
- Ice Water Rescue (Awareness & Operations) - 32 hrs (4-day course)

Swift Water Rescue (Awareness & Operations) would be an additional 4-day course (32 hrs)

26 https://www.mcscs.jus.gov.on.ca/english/Deathinvestigations/Inquests/Verdictsandrecommendations/OCCInquestBruntandKendall2017.html

To provide a 7/24/365 level of service, a significant number of NFD firefighters would need to be trained. These firefighters would need to commit to initial training in the range of 96 hours.

In the 5-Question Interviews, the need for low angle rope rescue was identified to assist in off-road rescue situation in areas such as the Larose Forest. Rope rescue skills are also required for water & ice rescue as noted above.

Firefighters who wish to advance in other areas such as Company Officer, Trainer/Facilitator, Public Education, Fire Inspection and Prevention, Safety Officer or Fire Investigation should be encouraged to do so.

Table 17 presents an overview of the NFPA certifications that should be considered when planning for firefighter career development.

Table 17: Firefighter and Officer Position and Recommended NFPA Certifications

	Firefighter I	Firefighter II	Awareness	Operations	Technician I	Technician II	Fire Inspection I	First Aid/CPR	EFR /CPR - HCP	Fire Inspection II	Fire Instructor I	Fire Instructor II	Fire Investigator	Fire Officer I	Fire Officer II	Fire Officer III	Fire Officer IV
Firefighter I	X							X									
Firefighter II	X	X	X	X					X								
Trainer	X	X	X	X	X				X		X						
Captain	X	X	X	X	X				X		X			X			
Fire Prevention Officer	X	X					X		X				X				
Deputy Chief	X	X	X	X			X		X		X	X	X	X	X		
Chief	X	X	X	X			X				X	X	X	X	X	X	X

7.4.7 Fire Training Collaboration

Although the Province has indicated that NFPA certification will no longer be mandatory, there is no indication that there will be funding that was once available for Ontario Fire College programs. Thus, it appears that fire departments in Ontario are on their own in terms of determining required standards, developing, and implementing the required training curriculum to achieve the required standards and securing the required funding.

All Ontario fire departments have this challenge; however, the larger departments have the staff and financial resources to readily adapt existing training protocols to meet NFPA standards. Smaller departments will find this task daunting and will need to consider partnerships and other methods to meet this challenge with available resources.

Not having training programs in place that are based on recognized standards and not providing documentation that recognized competencies are achieved leaves fire departments in a precarious position from a risk management and safety perspective.

The general duty clause in the Ontario Occupational Health and Safety Act section 25(2) (h) provides *"that an employer shall take every precaution reasonable in the circumstances for the protection of a worker".* The definition of "*reasonable precaution*" is often based on generally accepted standards.

While the Province has chosen not to make the NFPA standards mandatory, the general adoption of NFPA standards by peer fire departments, may in effect, establishes NFPA standards as the definition of a "*reasonable standard*".

For small, rural fire departments, collaborative efforts whereby resources are pooled amongst geographically proximate departments can enable common curriculum, lesson plans and training to be implemented in a cost-effective manner to achieve certification over time.

NFD have already implemented this strategy in training new recruits. New recruits undertake joint training at the Clarence-Rockland Regional Training Centre. The recruit training is based on the International Fire Service Training Association '**Essentials of Fire Fighting**' with 70 hrs of in-class lessons and scenarios as well as 70 plus hours of at-home learning. Recruits graduate with NFPA 1001 Firefighter I certification following the required tests.

Other joint training initiatives should be encouraged.

Recommendation #55: ***The Nation Municipality Fire Department continue to support regional training initiatives including the joint recruit program.***

NFD should continue and expand this initiative to support regional training and regional availability of NFPA courses

7.4.8 Recruit Training

Before taking the Joint NFPA Firefighter I Recruit Training Program, NFD recruits are required to attend a year-long orientation program. This program is designed to provide an orientation to their home station and begin learning about fire service operations. They are issued a pager and may respond to calls but are not allowed to operate in the 'hot-zone' or wear SCBA.

The recruit program appears to be valued by the recruits and there was positive feedback during the five-question interviews in terms of the learning process including better understanding of the material provided during the formal joint recruit training.

This appears to be a unique program not in common practice. The program has some clear advantages in allowing the recruit to assess their desire to continue training and allows the Department to better assess the candidate before either party invests significantly in the formal training process.

However, there are some risk issues that need to be addressed if the program is to continue. There needs to be a clear operating guideline in place to specify exactly what the pre-service recruit can and, more importantly, cannot do. Unless properly trained, equipped, and supervised, the Pre-Service Recruit can be a significant risk to their own safety as well as others. Responding to calls potentially exposes the pre-service recruit to a high-risk situation as the environment is likely not controlled, supervision may be limited, and in emergency situations, the risk of 'freelancing' or performing tasks beyond their level of skill and ability is all too real.

Further, a core objective of contemporary, progressive fire departments is to attract a diverse workforce that brings additional skills and attributes than represented by legacy norms. NFD needs to be careful that the pre-service program does not discourage applicants or recruits if they do not "fit-in" with the traditional culture.

Recommendation # 56: ***The Nation Fire Department should formally evaluate its recruit training program in light of current best practice. If the Department continues the Program, a specific Operating Guideline needs to be developed to describe the Training Objectives, Procedures, Supervision, Required PPE, Identification, Duties, Restrictions and Limitations, and procedures to encourage and enable diversity. The OG should be reviewed by legal counsel and the Municipalities Insurer to identify any further risk issues.***

7.4.9 Fire Training Centre

To safely and effectively train for interior search and rescue as well as suppression activities, a properly engineered facility that can replicate a smoke-filled environment is required. Larger departments have such facilities and other dedicated facilities have been developed for regional use by smaller and rural departments. There are a number of regional training centres in Ontario that have been developed to address rural department needs.

Development of a regional centre for the United Counties of Russell and Prescott has been undertaken by the City of Clarence Rockland.

Recommendation # 57: ***That The Nation Fire Department support and utilize the Clarence Rockland Regional Fire Training Centre when specialized training facilities is required.***

Although it is critical to have access to specialize training resources that are best provided at a regional centre, it is also critical no have a safe and secure area for basic drills that is not located within a residential area where training activities could be disruptive. Currently, NFD does not have a suitable location for routine training. Identifying a suitable property that could be used for this purpose should be a high priority.

Recommendation # 58: ***That The Nation Municipality supports the acquisition use of an existing municipal property for use as a fire department training area.***

7.4.9 Medical Training

NFPA 1001 requires that firefighters have as a standard of entry, minimum emergency medical skills including infection control, CPR, bleeding control and shock management.

In Ontario, fire departments generally require emergency first responder certification including patient assessment, bleeding control, oral airway, nasal airway, supplemental oxygen administration, suctioning, CPR- *Health Care Provider*, use of an automated external defibrillator (AED), manual stabilization of fractures, and assisting in the administration of basic medications such as epinephrine auto-injectors, oral glucose, and inhalers. Naloxone administration has recently been authorized. As well, Ontario firefighters are often trained in packaging, moving and transporting patients. This level of training is supported by NFD, however, it is not a specific requirement.

Although NFD responds to a significant number of medical calls annually, it is a challenge to maintain medical response competency unless dedicated time is made available to train and run scenarios. This is particularly challenging with limited training hours per month that need to cover structural firefighting, auto extrication and other requirements.

Not all firefighters will be able or willing to devote extra time for ongoing medical training, however, it is likely that a number will wish to further develop and maintain their medical skills. Thus, to enhance medical and other firefighter competencies for those firefighters who wish to advance and maintain competency as NFPA Firefighter II, it is recommended that an additional optional monthly training session be implemented.

Recommendation #59: ***That The Nation Municipality Fire Department require Emergency Medical Responder or equivalent certification for all firefighter II positions and develop a specific OG and Training Plan in that regard.***

Recommendation #60: ***An optional monthly training night be considered to enhance medical and other firefighter competencies for those firefighters who wish to advance and maintain a high level of competency.***

7.4.10 Enhanced Training for Mass Casualty Events

Mass casualty events, fortunately, are not a frequent occurrence. Nonetheless, mass casualty events do occur. And, should such an event occur in or near The Nation Municipality, NFD will be one of the first responders and will be expected to play a key role to play in the immediate management of the incident.

Recommendation # 61: ***That an OG and Training Program be developed and implemented for on-scene initial management of mass casualty events such as school bus rollovers, tornadoes, long-term care facility fires, and multi-vehicle accident.***

7.5 Strategic Direction #5 – Effective Leadership and Strategic Management

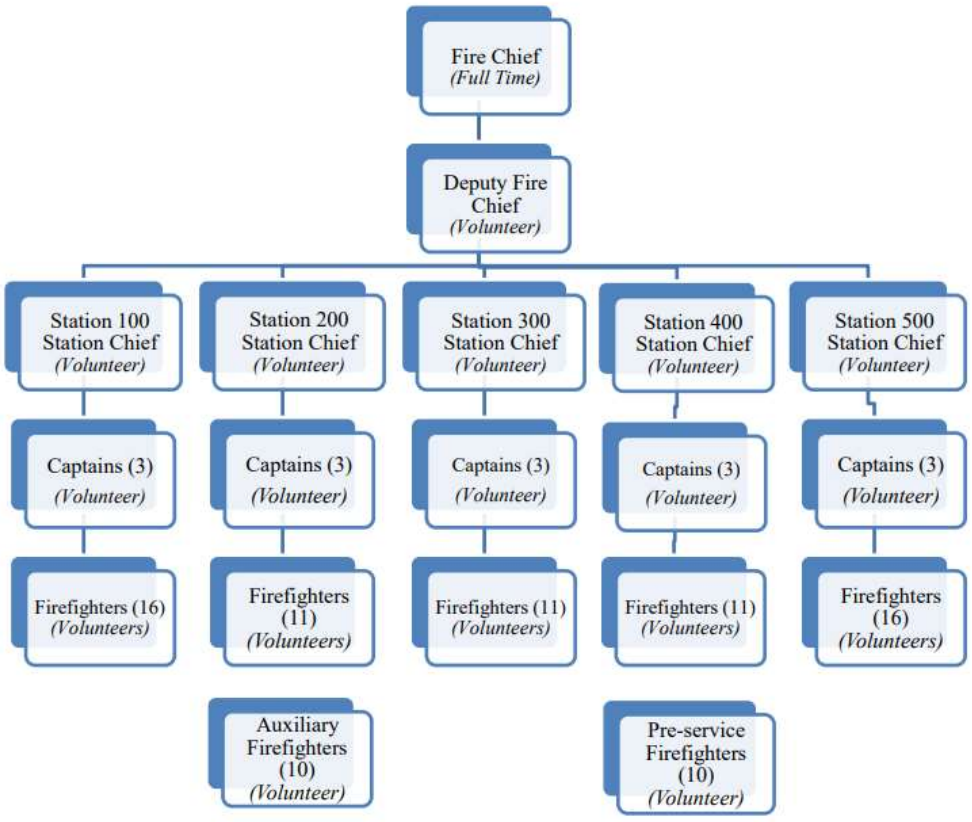
7.5.1 Current Department Organization and Staffing

The Nation Municipality has evolved from five independent departments resulting from the amalgamation of three former townships in 1998, each with their own Fire Chief and Deputy Fire Chief. Following amalgamation, there was a part-time coordinator. In 2004, the five Fire Departments were amalgamated into one Department with a single Fire Chief, a West Sector Chief, an East Sector Chief, and station chiefs. All positions were part-time (Volunteer).

In 2014, full-time Fire Chief and part-time Deputy Chief were hired. The east and west Chiefs were eliminated and the five station Chiefs remained.

The approved NFD organization chart and staffing is presented in Figure 16:

Figure 16: Current Approved* NFD Organization



***Source:** Schedule A, Fire Dept. Establishing & Regulating By-Law , 2018

The five-question interview process revealed numerous issues with the current organization:

Organizational Culture

The five stations although functioning under a Chief since 2004 have retained a high level of operational autonomy. The role of Chief has taken on more of a staff role supporting the Station. There have been instances where the authority of the Chief has been directly challenged with 'end-runs' by Station Chiefs to appeal directly to Council Members and have had operational decisions overturned.

This culture has resulted in an environment where the Chief is unable to properly organize and delegate tasks. In fact, the day-to-day activities of the Chief represent more of a delegate-up where tasks that should be delegated to others are performed by the Chief.

Separation of Task, Tactical and Strategic Responsibilities

The current organization is not supported by an administrative assistant. The result is many critical tasks are not being done or done in a minimal way. Documentation, record-keeping scheduling, assisting with the development of policies, procedures and operating guidelines are examples of administrative functions which are currently falling between the cracks.

Further, the organizational structure, position title and accompanying position descriptions needs to clearly identify responsibility and accountability. The roles of the Deputy and Station Chiefs regarding tactical and strategic decision making needs to be clear.

Span of Control and Reporting Relationships

Determining the appropriate span of control or number of employees a supervisor can effectively manage, is not a precise science. However, to balance efficiency and effectiveness, span of control of less than 3 may be questioned as inefficient and a span of greater than 10 may compromise effectiveness. In designing organizations, the challenge is to balance the structure appropriately.

The current NFD organization has a single Deputy reporting to the Chief with the five Station Chiefs reporting to the Deputy. This is a dysfunctional arrangement as it leaves the formal communication to, and supervision of, the Station Chiefs to the part-time Deputy, who in the past was also responsible for the Training program. Informally, communication and direction was through the Chief, but the organization chart did not make the situation clear.

The relationship between Station Chief and Captains is also not clear. Some Stations have a 'Platoon' system in place where a number of firefighters are specifically assigned to a Captain and the Captain reports to the Station Chief. In other Stations, the relationships are not as structured and firefighters and captains effectively all report to the Station Chief.

7.5.2 Future Organization

The future NFD Organizational Structure needs to achieve the following objectives:

1. Create a unified Department.
2. Outline a clear and coherent structure and reporting relationships that supports operational effectiveness, efficiency and performance.
3. Clearly separates the Strategic, Tactical and Task components of the Organization.
4. Anticipates future requirements of the Department and trends associated with a community that is growing and diversifying both in terms of its population and economy.

Figure 16, 17 and 18 present three potential organization scenarios for the Department that address current issues and the objectives noted above. Both incorporate the following features:

- Station 300 is no longer shown.
- Station 100 and 500 are designated Hub Stations, and Stations 200 and 400 are designated as Satellite Stations.
- The positions of Station Chiefs are eliminated.
- The Hub Stations will have a complement of 21 firefighters including 3 Captains.
- The Satellite Stations will have a complement of 14 firefighters including two Captains. Firefighters will be assigned into platoons that will report to a Captain. Captains will report to their respective Deputy/District Chief.
- One Deputy/District Chief will assume responsibility for the Training Program; one Deputy/District will assume responsibility foot the Public Education and Fire Prevention Program.
- An administrative assistant is shown as is a fire prevention officer. These are seen as future positions that will be added as the budget permits.

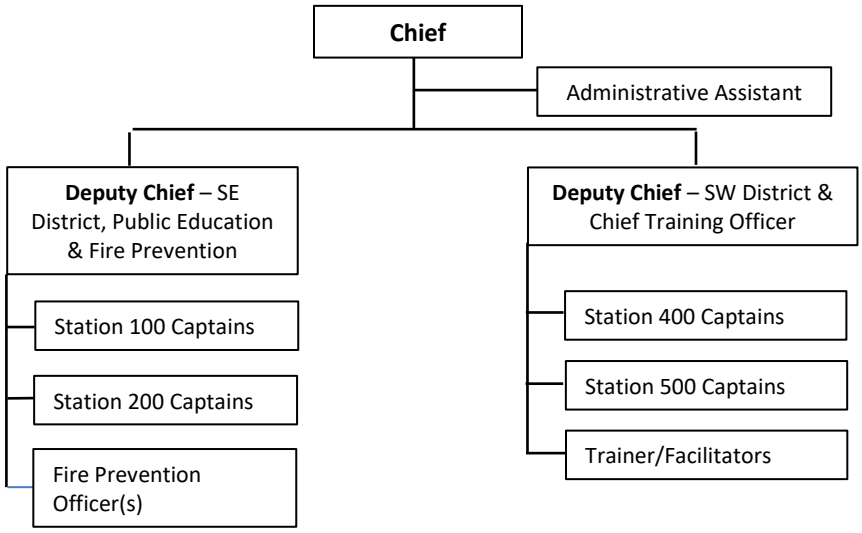
In Option ‘A’, one Deputy Chief will take responsibility for the east sector including Stations 100 and 200. The other Deputy Chief will take responsibility for the west sector including Stations 400 and 500.

One of the Deputy Chiefs will assume responsibility for the Training Program, the other Deputy Chief will assume responsibility for the Public Education and Fire Prevention Program.

Option ‘A’ achieves the functional requirement of direct responsibility for operational excellence as well as staff responsibility for service excellence in the delivery of training or Fire Prevention/Public Education. The disadvantage of this model preserves the east/west divide.

Option ‘A’ is illustrated in Figure 16.

Figure 16: Nation Fire Department Organization Chart – Option A.



Option 'B' is similar to Option 'A' except the responsibilities of the Deputy Chiefs are realigned such that one Deputy focuses on Operations and has line responsibility for the Captains and Firefighters as well as training. The other Deputy would have more of a staff role and assume responsibility for fire prevention and public education.

In Option 'B' there is clear responsibility and accountability. The east/west divide is not reinforced by the organization chart. The potential disadvantage of this model is the Operations Deputy potentially having an excessive span-of-control. Another issue is the 'operations' may be seen potentially as a 'higher status' position, and the ability of the 'staff' Deputy to take a full on-call role may be compromised

Option 'B' is illustrated in Figure 17.

Figure 17: Proposed Nation Fire Department Organization Chart – Option B.

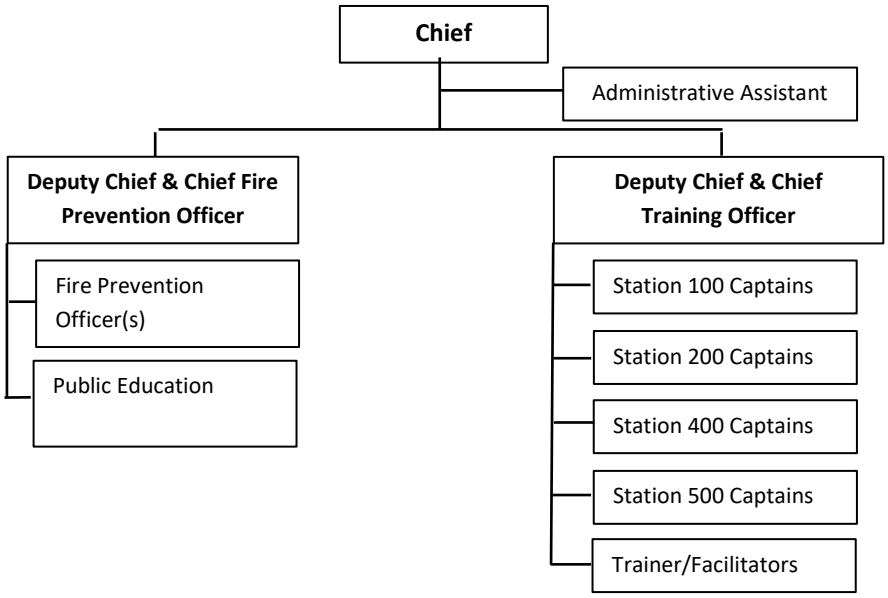
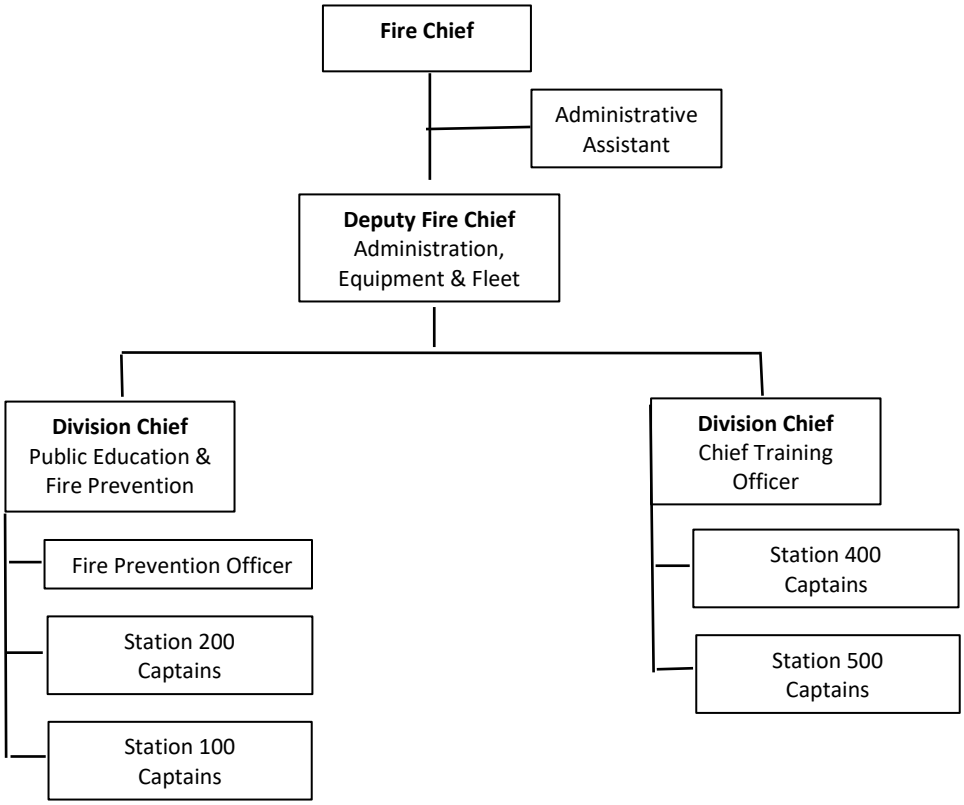


Figure 18 presents a third option with a Deputy Chief and two District Chiefs. In this model, the Deputy would have direct operational control for the Department and would also assume responsibility for equipment and fleet. The Deputy Chief would assist the Chief in policy development as well as assist the District Chiefs in their responsibilities.

The key feature of this structure is having a Deputy to support the Chief. The historic and ongoing divisive culture of the Nation Fire Department requires a Deputy position to support the Chief in forging a new, unified culture where there is loyalty to the Department not the individual station.

Figure 18: Nation Fire Department Organization Chart – Option C.



Recommendation #62: ***To enable an efficient and effective fire and emergency service delivery model that meets statutory requirements and public expectations for service excellence, it is recommended that The Nation Fire Department implement a new organizational model that retains the Chief and Deputy Chief positions, creates two District Chief positions and eliminates the four Station Chief positions.***

The Nation Municipality has experienced significant population growth as well as growth in commercial and industrial occupancies. This growth is expected to continue. As well, community expectations and legislative requirements have significantly increased expectations for compliance with standards, reporting, and comprehensive training.

As a result, many peer group municipalities in Ontario have, or are in progress of migrating from an all-volunteer department to:

- Full-Time Chief
- Full-Time Deputy
- Full-Time Administrative Assistant
- Full-Time Fire Prevention Officer(s)

The Nation Municipality has had a full-time Chief since 2014. However, the leadership and administrative responsibilities for a Department serving a municipality with the population, large geography and significant growth are such that an all-volunteer staffing is not sustainable. It is evident that the growth in number and size of commercial, industrial and multi-story, multi-resident occupancies in the Municipality will require full-time fire prevention officers to meet legislated fire inspection and prevention requirements.

The need to augment leadership and administrative support staff as an immediate priority due to not only community growth and increased volume of calls but also the workload required to develop and maintain policies and procedures (OG's), develop and maintain excellent training programs, develop and maintain excellent relationships with neighbouring fire departments and manage recruitment and other human resource issues.

The recommended staffing implementation timeline is presented in Table 18.

Table 18: Proposed NFD Staffing 2020 - 2023

Position	2020	2021	2022	2023	2024	2025
Chief (F/T)	1	1	1	1	1	1
Deputy Chief (F/T)					1	1
Deputy Chief (P/T)	1		1	1		
District Chiefs (P/T)			2	2	2	2
Station Chiefs (P/T)	5	4				
Fire Prevention Officer (F/T)						1
Fire Prevention Officer (P/T)			1	1	1	
Administrative Assistant (P/T)			1			
Administrative Assistant (F/T)				1	1	1
Captains (P/T)	15	15	10	10	10	10
Firefighters (P/T)	85	70	70	70	70	70

Augmenting current staffing with dedicated administrative support will facilitate operating guideline development as well as improved document control.

The full-time Fire Prevention Officer is necessary to provide the expertise and time to manage a robust fire inspection, enforcement, and prevention program as well as support public education.

Recommendation #61: ***To provide for appropriate staffing to meet current and future operational and management requirements, it is recommended that The Nation Municipality budget for:***

- ***Part-Time Administrative Assistant (2022)***
- ***Part-Time Deputy Chief (2022)***
- ***Two Part-Time District Chiefs (2022)***
- ***Full-Time Administrative Assistant (2023)***
- ***Full-Time Fire Prevention Officer (2025)***

A challenge for municipalities with volunteer fire departments is meeting response time performance targets during business hours, Monday to Friday. Many people who live in The Nation Municipality work in Ottawa and are not able to leave work to attend calls.

To date, workday response has not been a significant issue for NFD. Paging multiple stations for structure fires and other serious incidents can assist in achieving target response times. However, as fire department members retire and the trend towards employment outside of the Municipality continues, it can be anticipated that workday time response may become a more significant issue.

One tactic to improve workday response is to increase the number of volunteer firefighters. This may increase the probability of firefighters who can respond particularly if the process is designed to recruit those who are able to respond during the workday. It is also possible to encourage and facilitate other Nation Municipality employees to serve as Volunteer Firefighters. This is an important tactic to achieve optimal staffing and response times during the workday and should be encouraged.

The recruitment of the full-time personnel who are able to serve as a firefighter can also assist with achieving optimal staffing and response times during the workday. Specifically, the recruitment of additional FPO staff can enhance daytime staffing and improve response times.

Recommendation # 62: ***Response staffing level targets should be established and monitored to determine if additional firefighters or other strategies are required to achieve desired on-scene staffing.***

7.5.3 Organization Culture

The Five Question interview process revealed a very high level of “esprit de corps”. Morale is very positive and there is mutual respect for the NFD leadership and members. It is evident that there is a strong culture that supports teamwork, encourages participation, and nurtures innovation.

As organizational changes evolve, initiatives to enhance the existing positive culture should continue. The following questions can be useful in guiding and evaluating future decisions:

- Are we promoting an organizational culture that develops effective leadership now and for the future?
- Are we supporting clear accountability?
- Are we enhancing the power of the team?
- Are we encouraging and facilitating continuous quality and improvement initiatives?
- Are the contributions of each member respected and valued?
- Do we support the integration of various perspectives in decision making and processes for the successful completion of tasks?
- Do we build on individual and group strengths to create an environment that reinforces dedication to delivering professional and customer-oriented services?
- Do we support a positive environment that welcomes diversity of members, respects the bilingual heritage of the community, facilitates retention and recruitment, and encourages pride in being a firefighter and in being a member of the The Nation Municipality Fire Services?

Specific tactics that can be considered to accomplish a more engaged and motivated team include:

- Formal committee structure that involves firefighters in management and decision making. Potential committees could include; Apparatus & Equipment, Training, and Public Education and Fire Prevention.
- Annual performance reviews for all staff that maps out career aspirations and education opportunities.
- Extensive communication and information sharing.
- Encouraging participation in conferences and other general education opportunities.

7.5.5 Human Resources Practices and Procedures

The historic evolution of volunteer fire departments in Ontario is that they have often been more of a self-governing ‘club’ and operated at arms-length from the host municipality. Today, the term ‘volunteer’ continues to exist; however, the relationship of the firefighter and officers to the municipality is more accurately described as an employer/employee relationship with volunteer firefighters effectively being part-time employees.

Thus, it is important that the Municipality’s human resource policies and procedures are understood and followed. Officers and firefighters need to be hired and promoted in accordance with the relevant municipal policies and procedures.

Position Descriptions are critical to ensuring roles and responsibilities are understood and employees are fairly evaluated. Development of well documented position descriptions will be essential for implementation of the proposed organization as well as ensuring clear accountability for the delivery of service excellence.

Position descriptions have been in place since 2015 however it is apparent there has not been formal performance reviews or clear communication regarding performance expectations. The Captain and Deputy Chief positions will need to be updated in line with the proposed reorganization recommendations.

Corporate harassment and workplace violence policies and procedures need to be understood by all members and there should be a formal process of awareness training for all NFD personnel.

Recommendation #63: ***That the review and updating of current Position Descriptions to align with the recommended organization structure be an immediate priority of for the Department.***

Recommendation #64: ***That annual performance reviews of all NFD staff take place with status reports provided to Council as part of the Departmental quarterly report.***

Recommendation # 65: ***The NFD implement a formal awareness training program regarding harassment and workplace violence policies and procedures.***

7.5.6 Retention and Recruitment

Retention and recruitment of fire department volunteers is becoming increasing difficult. This is not simply a local issue; it is national and international in scope. Today, the expectation is that the volunteer firefighter will have the same level of training and competencies as a career firefighter. Further, the breadth and depth of training and response capability has grown significantly.

Society has changed as well. Fewer people in rural areas live and work in the same community. Thus, daytime response can be a serious issue. Work and family pressures make it a challenge to undertake the intense training required as well as to respond to calls.

Volunteer fire departments have, in the past, been able to be relatively passive regarding recruitment and retention. There were always eager candidates anxious to join and many stayed on the department for 30+ years.

Today, it's becoming increasingly difficult to recruit and retain. Today's volunteer and career firefighters have to commit significant time to develop advanced skills, respond to a wide variety of incidents at all hours and participate in fire inspection, pre-planning and public education. Firefighters need to be respected, valued, and supported.

On the fireground, it is understood and expected that "command and control" is the *modus operandi*. However, extending "command and control" as the core

management style outside of incident management can be an issue in terms of motivating staff and supporting recruitment and retention efforts.

One of the methods to promote retention and recruitment is to ensure that firefighters and officers are respected, valued, and supported by continually evaluating performance in the context of: "*Do our policies, procedures, activities, actions and decisions support a positive culture that supports innovation, continuous improvement and assists us in recruiting and retaining staff"?*

Specific questions that can be asked to evaluate efforts to support recruitment and retention include:

- *Do we have training programs that are informative, well presented, engaging and relevant? Lecture style PowerPoint presentations generally are not as helpful as a participative conversation. Hands-on doing is generally preferable to classroom teaching?*
- *Do we have fun when training or is there a culture of fear & intimidation where people are afraid to show initiative or ask questions?*
- *Do we support diversity? Do we have a culture that promotes gender and cultural diversity and eliminates harassment and other behaviours that lead to a toxic workplace?*
- *Do we use public education events at village fairs and other such events to provide information on being a volunteer firefighter?*
- *Do we actively provide training and promotional opportunities to firefighters who wish to advance?*
- *Do we have a compensation system that is fair and appropriate?*
- *Do we provide other incentives and rewards to acknowledge the contribution of firefighters?*
- *Is there a clear and supported plan for advancement?*
- *Do we consistently engage in a formal exit interview with firefighters who are leaving to identify opportunities for improvement?*

Examples of activities that can promote a positive organizational culture that supports recruitment and retention include regular 'town hall' meetings with the Chief, recognition such as provision of hats and other fire department clothing, and an annual 'awards' night.

Other suggestions that were identified during the 5 question interviews and planning day discussions:

- Performance based compensation (i.e., attend 70 % of training).
- Gym membership to support firefighters being physically fit.
- Dental & Medical Benefits.

Recommendation #66: ***That a formal Retention and Recruitment Strategy be developed using firefighter focus groups to identify issues and propose recommendations.***

Recommendation # 67: ***The NFD should continue its efforts to welcome and support diversity including active effort to recruit and support female firefighters.***

7.5.7 Compensation

In the past, being a volunteer was just that, they were a volunteer and there was no compensation. Training was minimal and calls were infrequent. Today's volunteer is expected to attend:

- Approximately 72 hours of scheduled training sessions per year and 16 hours required to cover CPR & First Aid Course every 2 years.
- Additional hours are required for driver training and specialty courses such as Company Officer, Pump Operations and NFPA courses.

This commitment is in addition to actual calls.

In reality, the commitment required is more accurately described as a part-time job than volunteer.

NFD has already adopted a compensation method of hourly reimbursement with a minimum of two hours for attending a call. This system provides a more appropriate and fair method of compensation as opposed to the traditional point system. There are also certain insured benefits provided under a group plan (loss of life, disability, etc.).

Other compensation issues were identified that could be considered including considering paid on-call for times when there may be insufficient firefighters such as holiday weekends.

7.5.8 Succession Planning and Retirement Policy

A formal succession plan should be developed to plan for development of firefighters to replace officers as they retire or leave. This plan should identify likely retirements over the next 5 years on an on-going basis and include a specific education and graduated responsibility map for individuals who wish to pursue advancement.

Clear path career advancement is an important incentive to maintain morale, engagement, and retention. Developing leadership capability and competency with senior firefighters enables calls to be well managed when Officers may not be present or are limited in numbers.

Retirement in a volunteer department may be a difficult issue as senior firefighters and officers are committed and may not wish to end their involvement at a certain age. On the other hand, there can be situations where a member's health, physical

fitness or willingness to actively learn and implement new procedures may be an issue.

NFD does have an auxiliary classification that allows a firefighter to retire from active duty but still remain involved in supporting the mission. This classification is supported by a policy that details the role and specific activities that are permitted and those activities that are not.

From a risk management perspective, there is merit in considering a means to encourage retirement at a certain age. Some departments have a by-law requirement that all firefighters over the age of 60 require an annual medical assessment to confirm that they are able to perform the tasks expected of a firefighter. Some departments impose a mandatory retirement age. Another tactic is to have annual conversations with senior firefighters and officers to discuss retirement and develop a mutually agreeable, documented plan.

Recommendation # 68: ***That a formal Succession Plan and Retirement Policy/OG be developed.***

7.5.9 Policies and Operating Guidelines

Policies and operating guidelines (OGs) are used by the fire service to ensure that services and functions are performed in a specific and routine manner. Adherence to policy and procedural operating guidelines promotes operational continuity, safety of personnel, operational effectiveness, and consistency in the delivery of fire protection services. Comprehensive and current Operational Guidelines demonstrate due diligence and reduce potential municipal liability.

A policy is a principle or rule to guide decisions and achieve rational outcomes. A guideline is a statement that prescribes a course a course of action. In the Fire Service "Guidelines" are used rather than "Procedures" to allow some degree of flexibility to adapt to specific circumstances associated with emergency events.

This Master Plan as provided numerous recommendations for additional OG development. Further, operating guidelines should be subject to detailed review annually, lesson plans should incorporate specific reference to the relevant OG, and OG's should specifically refer to source documents including Section 21 Guidance Notes and OFMEM communiqués. It is also critical that the two Departments develop and review their OGs jointly to ensure interoperability in training and on the fireground. This is essential from a Township risk management perspective.

Developing and reviewing OGs is a significant task that requires dedicated resources. For NFD which needs to provide comprehensive suppression, prevention and public education activities, it is not reasonable to expect that this activity can be accomplished with an all-volunteer department. Joint development and review of common OGs is one of the major reasons for supporting the recommendations for additional staffing previously noted.

Recommendation # 69: ***A target number of OGs to be reviewed annually be established as well as an annual target for new OG development.***

Recommendation # 70: ***That 'best practice' Fire Departments with comprehensive OGs be identified to guide a multi-year agenda for OG development.***

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7.5.10 Records and Documentation

Concurrent documentation and effective record keeping are essential to effective evaluation of individual and departmental performance, ensuring worker safety, ensuring that equipment operates when needed and as designed as well as protecting individuals and the Municipality from liability. A comprehensive records management system will:

- identify the records to be maintained,
- identify the location of records and methods of securing records,
- clearly identify the levels of authorization to access records,
- defines the back-up process to ensure business continuity in the case of an adverse event and,
- identify the retention period for records.

Fire service records are municipal records and are subject to the Municipal Act, 2001 and the Municipal Freedom of Information and Protection of Privacy Act, 1990. The Municipal Act requires that municipality shall retain and preserve the records of the municipality and its local boards in a secure and accessible manner and may establish retention periods during which the records of the municipality must be retained and preserved.

Specific OGs should be in place to require that NFD records shall be maintained systematically in written documents, computer systems, staff notebooks and other formats. Specific records should be identified that are required to meet various legislative requirements, demonstrate due diligence, and document actions taken. These documents are essential in legal proceedings and assist in planning for future needs and evaluating programs and services.

The OGs should also address:

- how record storage is secured, and access controlled,
- responsibility for management of records
- procedures for recording of vehicle and equipment logs, training, and incident records
- back-up procedures and systems for digital data,

The NFD uses CriSys© software package for document management and statistical analysis. There are comprehensive reports filled out for each call and the information is entered into CriSys©. Paper copies are kept in the Captain's Office. Personnel Files are kept in the Townships Human Resources Department and in the Chief's office. Training records for each firefighter with all the certificates/courses they have completed are kept in a secure location in the training room.

Documentation exists regarding capital equipment. Further investigation is required to determine if the capital inventory process and documentation is consistent with The Nation Municipality fixed asset policy.

Fire Inspections reports are kept in paper copy. Each inspection is filed by address.

Each vehicle has a folder with relevant documents (manuals, oil changes, safety certificates, etc.). Although there are routine inspections carried out on an annual basis, a formal preventative maintenance program should be developed based on the manufacturer's recommendations.

Firefighter hours are tracked in CriSys based on training and emergency response records.

CriSys© is a comprehensive information management tool. Excellent work has been done to utilize this capability and efforts should continue to automate as many records as possible. It is useful to maintain paper records as well for ease of access to originals and as a backup.

Fire management software such as CriSys© is continually evolving. It is important to evaluate updates as they become available. Further, software functionality should be evaluated on a continuous basis to determine if another product could offer significant additional benefits. Should upgrade or transition to another product be considered, a comprehensive risk/benefit analysis should be undertaken as software application migration can be resource intensive and potentially disruptive to operations.

There would be benefit in having an OG to document the location and system associated with both electronic and paper filing. This would facilitate identifying what records are being kept and where they are located and the retention period. This is particularly important as records and documents are often electronic and are kept in multiple data bases and locations.

From a business continuity perspective, this analysis is critical to understanding where there are risks and if there are appropriate back-up and alternative sites available should normal access be disrupted.

Recommendation #71: ***That office procedures, processes, record location and access methods be documented and reviewed to ensure that complete records are being maintained, are readily accessible and the CriSys© program is being used to its full potential.***

Recommendation # 72: ***That office procedures, processes, record location and access methods be reviewed to determine if adequate back-up and alternative measures are in place to maintain business continuity should normal access or procedures be disrupted.***

Computer tablets have the potential to improve fire inspection and pre-plans. Data can be collected on-site and uploaded in real-time eliminating delays and simplifying the documentation process. Tablets can also be used by senior officers as a communication, information sharing, and command resource tool.

Recommendation # 73: ***That electronic tools such as tablets as well as existing or enhanced capability of CriSys© be explored to better keep track of performance measures and field documentation including fire inspections.***

7.5.11 Electronic Communication and Access to Documents

Effective communication including full access to documents such as policies, reports, OGs, notices and training lesson plans is vital to keeping firefighters informed and engaged. E-mail and automated text messaging can be useful for rapid communication. An intranet access tool to facilitate secure access to documents, email, and scheduling software should be provided.

To ensure all firefighters and officers have access to a laptop and required software, an affordable employee purchase plan could be considered.

Access to the existing Township corporate intranet and employee IT purchase plan will likely facilitate achievement of both of the objectives noted above.

Recommendation #74: ***To facilitate communication and access to OGs, training materials and other documents, it is recommended that firefighters have access to the Township intranet and employee IT purchase plan.***

7.6 Strategic Direction #6 – Collaborative Relationships

No man is an island, entire of itself [27]

Few endeavours are more reliant on the assistance of others than emergency response. Effective relationships with responders within one's community as well as neighbouring communities are essential to serving the public interest in the most efficient and effective way.

Although the principle applies to even the largest and most sophisticated Fire Service, it is particularly true with volunteer services where coverage of large geographic areas and limited human and technical resources are present. The challenge is particularly compounded by the public expectation that the same level of emergency response service will be available whether you live in the city or country.

This Strategic Direction will review the formal and informal relationships that exist with neighbouring fire departments and other emergency response partners.

7.6.1 Mutual Aid Agreements.

The purpose of Mutual Aid Agreements is to enable requests for assistance from neighbouring communities support the fire department when additional resources are required.

The Nation Municipality Fire Services is an active participant in the United Counties of Prescott and Russell Mutual Aid Agreement. This formal agreement is based on

[27] John Donne ***Devotions upon emergent occasions and seuerall steps in my sicknes - Meditation XVII***, 1624

the OFMEM template and provides for a Mutual Aid Coordinator, identifies the key resources each participating Department has and outlines the protocol for activation. The purpose of the agreement is to facilitate the rapid deployment of resources from one municipality to another should they be required.

NFD participates in a number of automatic aid agreements whereby NFD or a neighbouring fire department will be automatically dispatched to respond when they are the closest department. The Nation Limoges Station will respond to calls in the western section of the village that is located in Russell Township. The Town of Casselman will respond to calls in areas of the Nation that are proximate the Town boundary.

There have been discussions to with neighbouring municipalities to expand automatic aid agreements to border areas including Champlain (Vanleek Hill Station) for the eastern side of Municipality, Clarence-Rockland for north-west and Alfred-Plantagenet for north-east. The Covid-19 situation has temporarily put these discussions on hold, but it is expected they will resume in fall of 2021.

Other agreements can be explored with North Stormont, and North Glengarry for HWY 417 coverage and their border areas where the Nation may be of assistance.

Recommendation # 75: ***NFD should continue discussions with the neighbouring municipalities to further identify automatic aid agreements which may be mutually beneficial.***

There currently does not appear to be an OG that addresses Mutual or Automatic Aid operations. OG's should be in place that document the criteria for activation as well as protocols for joint operations (Unified Command).

Recommendation # 76: ***NFD should develop OG's that document the criteria for activation as well as protocols for joint operations (Unified Command).***

NFD participates in the United Counties of Prescott and Russell Mutual Aid Association. This group appears not to have been active in recent years. Nonetheless, NFD and the Nation's representatives on County Council should continue to actively support this Association in addressing issues such as:

- Joint training initiatives.
- Improved Identification system of firefighting apparatus.
- Compatibility/interoperability of equipment (i.e., SCBA).
- Opportunity for shared purchasing to enhance interoperability and achieve purchasing efficiency.
- Opportunities to share expertise among departments.
- Continued development of common policies and operating guidelines for such subjects as: initial response, communications, and IMS integrated command protocols.
- Review of process for requesting resources.

- Continuity of coverage.
- Specific technical rescue service access protocols and related OGs - High Angle, Trench, Confined Space, Heavy Extrication, Haz Mat, and Swift Water.
- Radio technology plan.
- Development of an inventory of departmental resources.
- Regular liaison meetings with OPP and EMS to discuss first responder issues.

Recommendation # 77: NFD *should continue to actively participate in and support the United Counties of Prescott and Russell Mutual Aid Association to improve Emergency Response capability.*

7.6.2 Access to Provincial Resources.

An OG should be in place to address access to provincial resources such as Chemical, Biological, Radiological, Nuclear Explosive (CBRNE) and Heavy Urban Search and Rescue (HUSAR), Ministry of Environment and Ministry of Natural Resources as well as resources for a major disaster.

Opportunities to work with the United Counties of Prescott and Russell Mutual Aid Committee, OPP, Prescott & Russell EMS, OFMEM officials and Ottawa Fire should be sought to exercise major response capability associated with a CBRNE, HUSAR, multi-casualty or other large-scale event that requires local, regional and provincial resources.

Recommendation # 78: NFD *should seek opportunities to participate with the United Counties of Prescott and Russell Mutual Aid Committee, OPP, EMS, OFMEM officials and Ottawa Fire to exercise major response capability associated with a CBRNE, HUSAR, Multi-Casualty or other large-scale event that requires local, regional and provincial resources.*

8.0 Implementation, Ongoing Planning and Strategic Opportunism

The challenge associated with implementation of the recommendations contained in this Master Plan should not be underestimated. Change is often difficult as there are limited resources, competing priorities and inertia associated with comfort in maintaining the status quo. Nonetheless, creating momentum to achieve continuous improvement is essential to maintain a dynamic, progressive organization that provides optimal service to the community and is a source of pride to its members.

To implement the Master Plan recommendations, it is recommended that a quarterly Officers Meeting be held to:

- Translate Master Plan directions and recommendations into a three-year business plan.
- Adopt a project management framework to create an annual work plan that identifies and tracks objectives by timeline, dependencies, specific tasks, and most responsible person (MRP).
- Prepare an annual report to Council to identify specific objectives accomplished during previous year and objectives to be accomplished in the next year.

By formally monitoring the Master Plan Implementation on a monthly basis, the NFD Officers will ensure that:

- An annual training plan is produced, approved and implemented.
- Public education, prevention and enforcement objectives are included in the annual work plan as well as proposed staffing and required operating and capital investments.
- A schedule for of review for OGs and by-laws to maintain currency and distribute workload over time is developed and implemented.
- There is a review and update of position descriptions as required and annual performance reviews are completed for staff consistent with the Townships HR polices & procedures.

The annual work plan should be developed in consultation with the firefighters and opportunities to allow firefighters to take responsibility for tasks should be encouraged as a means to develop engagement and leadership skills.

Recommendation #79: ***To implement the Master Plan recommendations, it is recommended that joint quarterly officers meeting of both Departments be held to incorporate the Master Plan Directions and Recommendations into a three-year business plan, provide an annual report to Council, and monitor recommendation implementation using a project management framework.***

This Master Plan is designed to provide macro level direction for a five-year period. It is, however, prepared at a point in time based on information representing what is

known and can reasonably be assumed. Much, of course, is not known and the environment is constantly changing as technology, practice, and priorities evolve.

Thus, this Master Plan should be seen as a guide that will need to be evaluated on an ongoing basis and changes will be required as circumstances evolve. Knowing the mission, vision, values, and strategic directions of the NFD will assist in the determination of an aligned response to the challenges and opportunities ahead.

9 Appendices

Appendix I: List of Recommendations:

Recommendation # 1: *That the Establishing and Regulating By-Law be reviewed to list the approved range of services the Municipality is prepared to authorize and fund which may include:*

- *Structure, vehicle, hydro pole, grass, forest and wildland fires.*
- *Hydro lines and trees down.*
- *Land based Water and Ice Rescue*
- *Emergency First Responder Medical Response, Defibrillation and naloxone administration*
- *Propane, Carbon Monoxide, and Natural Gas response.*
- *Auto, ATV, and Snowmobile Rescue.*
- *Farm Rescue*
- *Public Assistance*
- *Assistance to other agencies including police and EMS.*
- *Fire prevention and public education*
- *Controlled Entry Water and Ice Rescue*
- *Low-angle rope rescue*

Recommendation #2: *A comprehensive fire safety, public education and fire prevention program should be designed and implemented with specific annual targets for home visits, public event participation, school and vulnerable occupancy visits and operating guideline development.*

Recommendation #3: *The fire safety, public education and fire prevention program should target areas of greatest risk identified through 1) risk assessment including review of fire cause analysis, 2) focus on provincial priorities including smoke and CO Alarms and 3) should address high risk populations including children and seniors.*

Recommendation #4: *In partnership with other first responders, the Public Education/Fire Prevention Program should address public education priorities designed to reduce injury and fatalities due to motor vehicle and other accidents.*

Recommendation #5: *An Operating Guideline should be developed to reflect Recommendations #1, 2 &3*

Recommendation #6: *NFD review Fire Inspection Operating Guidelines #402 to ensure that the procedure:*

- *Fulfills the requirements of Ont. Reg 150/13, The Fire Code.*
- *Augments the statutory requirements for fire inspection with pro-active, risk-based 'consultation' visits with annual targets established.*

- *Includes a home visit program for residential dwelling units for installation and maintenance of smoke alarms and carbon monoxide detectors.*
- *Specifies the appropriate involvement and role of fire prevention personnel in the examination of plans and specifications of permits for new or renovated buildings for compliance with applicable fire regulations.*

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- *Includes a home visit program for residential dwelling units for installation and maintenance of smoke alarms and carbon monoxide detectors.*
- *Specifies the appropriate involvement and role of fire prevention personnel in the examination of plans and specifications of permits for new or renovated buildings for compliance with applicable fire regulations.*

Recommendation #7: *It is recommended that the Establishing and Regulating By-Law be reviewed and revised to require the Fire Chief develop and maintain an effective fire prevention program that will:*

a) Ensure, through plan examination and inspection, that required fire protective equipment is installed and maintained within buildings,

b) *Reduce or eliminate fire hazards,*

c) *Ensure compliance with applicable Provincial fire prevention legislation, statutes, and codes in respect to fire safety, and*

d) *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.*

Recommendation #8: *OG #404 Fire Cause Determination should be reviewed and/or augmented to address:*

- *Required documentation and procedure for secure storage of records.*
- *Designation of Officers as lead for fire investigations who will have or receive advanced training.*
- *Process for review as part of ongoing development of fire prevention and public Education Strategies.*
- *Criteria for fire investigation as well as OFM and Police notification*
- *Consider integrating with OG #401*

Recommendation #9: *A specific operating guideline should be developed for fire safety plans which require that 1) an inventory of all occupancies in the municipality which require fire safety plans be identified as well as the frequency of inspection, and 2) sets out the requirement for reporting to Council that required occupancies have a fire safety plan in place.*

Recommendation #10: NFD *develop an Operating Guideline for Pre-incident Planning to reflect best practice methods, target objectives for the number of pre-plans to be developed annually, organizational responsibility and require that Pre-Plan development be coordinated with suppression training to facilitate effective and safe emergency response.*

Recommendation #11: *That a joint policy and procedure be developed regarding the respective roles of the NFD and Building Department with respect to building permit and planning application approvals as well as building inspections.*

Recommendation #12: *A specific OG should be in place for the for vulnerable occupancies program which addresses:*

- *Identification of vulnerable occupancies and registration with the OFMEM.*
- *Review of fire safety inspections files and required updates to the Vulnerable Occupancy Registry.*
- *Requirement that the Fire Officials who are responsible for approving a fire safety plan for a building containing a care occupancy, a care and treatment occupancy or a retirement home has successfully completed a program or course acceptable to the Fire Marshal.*
- *Procedure for conducting spot audits.*
- *The use and understanding of applicable legislation and Fire Marshal Directives as demonstrated through documentation and records.*
- *Use of a Fire safety inspections checklist to conduct inspections as per Fire Marshal Directive 2014-002.*
- *Procedures for the approval of fire drill scenarios and evaluation and approval of fire safety plans.*
- *Monitoring compliance with new Fire Code requirements as applicable such as self-closing devices, emergency lighting sprinkler systems, automatic notification of the fire department, and smoke alarms in each suite.*

Recommendation #13*: It is recommended that planning commence immediately to bring a design proposal for Council's Consideration to replace Station 400 with a new, two single bay satellite fire station.*

Recommendation #14*: It is recommended that the Station 100 Public Works Bay be transferred to the Fire Department and a design proposal be developed to remove the partition between the bays and any other renovations required to provide adequate decontamination and bunker gear storage for Council's consideration.*

Recommendation #15*: It is recommended that Station 200, 300, and 400 be limited immediately to no more than 2 apparatus to provide adequate clearances to protect the health and safety of firefighters.*

Recommendation #16*: It is recommended that OG procedures for starting, moving, and backing apparatus in stations be reviewed and revised as required.*

Recommendation #17*: It is recommended a specific OG procedure be developed for Station 400 to address parking as well as for starting, moving and backing apparatus*

recognizing the extremely limited apron space and minimal clearances between walls and apparatus bay doors.

Recommendation #18: *It is recommended that a study be initiated with an experienced architect to consider modifications to Station 500 to provide appropriate decontamination, bunker gear storage, parking and firefighter access to avoid entrance to the building through apparatus bay doors when vehicles are departing.*

Recommendation # 19: *Stations 100 and 500 should be designated 'Hub' Stations and be equipped with three principal apparatus including a pumper, heavy rescue and tanker as well as specialized equipment such as an air fill station. Stations 200 and 400 should be designated as 'satellite' stations with two principal apparatus including a Rescue Pumper and Tanker.*

Recommendation 20: *Station 300 should be closed, and the firefighters transferred to Stations 100 or 200.*

Recommendation # 21: *Planning should commence immediately to a) relocate and rebuild Station 400 and b) renovate Station 100 to remove the partition between the Public Works and Fire Department Bays and provide appropriate bunker gear storage, air fill station, and decontamination facilities including additional showers and dedicated space for extractor/dryer equipment.*

Recommendation # 22: *Once a site for the new Station 400 is identified, a specific analysis to project response times for the central area of The Nation should be undertaken to determine the need or modified requirements for the automatic aid agreement with the Town of Casselman.*

Recommendation # 23: *NFD should develop an Operating Guideline that addresses procedures for documenting, recording and reporting response times excluding calls cancelled on-route or incident not found such that the average response time for the first arriving apparatus and responding personal can be determined as a percent of calls and by type of call.*

Recommendation #24*: That the NFD collaborate with the Water and Sewer Department to ensure that there is a comprehensive Policy and Procedure for the maintenance, accessibility, inspection, flow testing and colour coding of public hydrants in the Municipality.*

Recommendation #25*: That the NFD develop a procedure for private hydrant inspection as part of the fire inspection and compliance program.*

Recommendation #26: *Portable Radios should be located in a charging station in each responding vehicle as follows: Pumper (5), Rescue (6), Tanker (1), Utility (4).*

Recommendation #27: *NFD should ensure that Hawkesbury Fire Dispatch is compliant with NFPA 1221 as well as Ontario Fire Marshall requirements as appropriate.*

Recommendation # 28: *The Nation Fire Department develop an apparatus replacement schedule based on a 20-year replacement of apparatus, assignment of a Rescue/Pumper and Tanker to Stations 200 and 400 and closure of Station 300.*

Recommendation #29: *Operating Guidelines should be developed to reference appropriate OHSA Sec. 21 Guidance Notes and address practices, and procedures*

related to the issue, care, maintenance, inspection procedures, inspection frequency, inspection documentation and replacement of personal protective equipment (PPE)including bunker gear.

Recommendation #30: *To maintain operational readiness when bunker gear is being washed and dried, firefighters should be issued with two sets of bunker gear.*

Recommendation #31: *An Operating Guideline should be developed to document the Department's Respiratory Program that will address relevant CSA and NFPA standards, Equipment Manufacturer's instructions and Section 21 Guidance Notes. The revised OG should include a schedule for review and updates.*

Recommendation #32: *The need to acquire additional thermal imaging cameras should be evaluated in context of current and future fireground protocols.*

Recommendation #33: *NFD should evaluate the capability of the current positive pressure fans in context of emerging fire ground practice.*

Recommendation #34: *An OG should be developed to ensure that the requirements of the Ontario Highway Traffic Act related to fire apparatus are met as well as providing specific procedures for pre-trip inspections (non-emergency) and post-trip inspections (emergency response) are stated.*

Recommendation #35: NFD *should establish Operating Guidelines that documents the requirements and procedures for post-trip inspections and comprehensive monthly truck and equipment inspections including logbook documentation and a procedure for Officer signoffs and defect/deficiency remediation.*

Recommendation # 36: *The NFD Joint Occupational Health & Safety Sub-Committees meet at least every 3 months, and the frequency of meetings, number of workers trained, and number of station inspections be reported to Council on a quarterly basis.*

Recommendation # 37: *OG -2-2016 should be reviewed and revised to include to include or cross-reference Accountability and Entry Control, Rapid Intervention Teams, Safety Officer, Unified Command for Mutual and Automatic Aid Incidents and Media.*

Recommendation #38: A*n OG be developed specifically to specify mandatory reporting (hydro, natural gas) as well as identify where specific contact information for outside agencies is available.*

Recommendation #39: *An OG be developed to provide written protocols regarding access to specialized technical rescue teams including trench, high angle, confined space, hazmat, swift water, water/ice rescue, CBRN, and HUSAR.*

Recommendation # 40: *An Operating Guideline should be developed to require firefighters to respond directly to the station for emergency response and define the exceptions where firefighters and officers may respond directly to the incident.*

Recommendation # 41: *An Operating Guideline should be developed to provide direction for salvage and overhaul operations including PPE requirements.*

Recommendation # 42: *OG 105 be revised to ensure NFPA 1521 'Standard for Fire Department Safety Officer' and Guidance Note 2-4 'Incident Safety Officer' are adequately reflected.*

Recommendation # 43: *An OG needs to be developed/amended to require that Lesson/Training Plans, approved by the Chief, to be in place that include specific safety procedures including incorporating a safety officer.*

Recommendation # 44: *An Operating Guideline and PTSD Prevention Plan needs to be developed to outline the procedures for PTSD identification, access to employee assistance programs, access to specialized counselling services, peer support, incident debriefs, critical incident debriefs and meet the requirements of the Ontario Supporting Ontario's First Responders Act.*

Recommendation # 45: *Health and safety issues, policies and practices be continually monitored, reviewed, and reflected in Operating Guidelines including OFMEM communiqués and Section 21 Guidance Notes. Senior officers should be encouraged to attend the annual Ontario Association of Fire Chiefs Health & Safety Conference.*

Recommendation # 46: *That The Nation Fire Services develop and implement quarterly, and annual reporting based on the Balanced Scorecard accountability framework.*

Recommendation # 47: *That The Nation Municipality Fire Department develop and implement an annual public report that provides an overview of Department activity including but not limited to proposed ONT. REG. 377/18 Ont. Reg. 377/18 Public Reporting Requirements for Volunteer Fire Departments.*

Recommendation # 48: *That NFD Training Operating Guidelines be developed to ensure that there are:*

- *Formal lesson plans to be developed in compliance with NFPA 1041 and approved by the Chief.*
- *All training lesson plans reference applicable Departmental Operating Guidelines, Section 21 Guidance Notes, professional literature,* reference peer group 'best practice' *and OFMEM directives and communiqués.*
- *The training program curriculum and specific content should be based on NFPA 1410 Standard on Training for Emergency Scene Operations. The training curriculum should be reviewed and published annually including a reference calendar.*

Recommendation # 49: *A performance target regarding the number of OG's and Lesson Plans to be developed, reviewed, and updated should be identified as part of the NFD annual objectives and be monitored in the quarterly report.*

Recommendation # 50: *A process for debriefs after calls and related documentation process to identify issues, questions and 'lessons learned' should be encouraged with a formal OG.*

Recommendation # 51: *To maintain and develop core competencies, the training curriculum and calendar needs to reflect a commitment of 100 to 120 training hours per annum.*

Recommendation # 52: *An OG needs to be developed to address training documentation and records management.*

Recommendation # 53: *To create a coherent training program that ensures service excellence, OG and Lesson Plan Development and departmental interoperability it is recommended that one senior officer be designated as Chief Training Officer for NFD.*

Recommendation #54: *Subject matter experts/teams be identified and supported to assist in the review and development of OGs, lesson plans, and to deliver common training to each station to ensure a consistent interpretation of OGs.*

Recommendation #55: *The Nation Municipality Fire Department continue to support regional training initiatives including the joint recruit program.*

Recommendation # 56: *The Nation Fire Department should formally evaluate its recruit training program in light of current best practice. If the Department continues the Program, a specific Operating Guideline needs to be developed to describe the Training Objectives, Procedures, Supervision, Required PPE, Identification, Duties, Restrictions and Limitations, and procedures to encourage and enable diversity. The OG should be reviewed by legal counsel and the Municipalities Insurer to identify any further risk issues.*

Recommendation # 57: *That The Nation Fire Department support and utilize the Clarence Rockland Regional Fire Training Centre when specialized training facilities is required.*

Recommendation # 58: *That The Nation Municipality supports the acquisition use of an existing municipal property for use as a fire department training area.*

Recommendation #59: *That The Nation Municipality Fire Department require Emergency Medical Responder or equivalent certification for all firefighter II positions and develop a specific OG and Training Plan in that regard.*

Recommendation #60: *An optional monthly training night be considered to enhance medical and other firefighter competencies for those firefighters who wish to advance and maintain a high level of competency.*

Recommendation # 61: *That an OG and Training Program be developed and implemented for on-scene initial management of mass casualty events such as school bus rollovers, tornadoes, long-term care facility fires, and multi-vehicle accident.*

Recommendation #62: *To enable an efficient and effective fire and emergency service delivery model that meets statutory requirements and public expectations for service excellence, it is recommended that The Nation Fire Department implement a new organizational model that retains the Chief and Deputy Chief positions, creates two District Chief positions and eliminates the four Station Chief positions.*

Recommendation #61: *To provide for appropriate staffing to meet current and future operational and management requirements, it is recommended that The Nation Municipality budget for:*

- *Part-Time Administrative Assistant (2022)*
- *Part-Time Deputy Chief (2022)*
- *Two Part-Time District Chiefs (2022)*
- *Full-Time Administrative Assistant (2023)*

- *Full-Time Fire Prevention Officer (2025)*

Recommendation # 62: *Response staffing level targets should be established and monitored to determine if additional firefighters or other strategies are required to achieve desired on-scene staffing.*

Recommendation #63: *That the review and updating of current Position Descriptions to align with the recommended organization structure be an immediate priority of for the Department.*

Recommendation #64: *That annual performance reviews of all NFD staff take place with status reports provided to Council as part of the Departmental quarterly report.*

Recommendation # 65: *The NFD implement a formal awareness training program regarding harassment and workplace violence policies and procedures.*

Recommendation #66: *That a formal Retention and Recruitment Strategy be developed using firefighter focus groups to identify issues and propose recommendations.*

Recommendation # 67: *The NFD should continue its efforts to welcome and support diversity including active effort to recruit and support female firefighters.*

Recommendation # 68: *That a formal Succession Plan and Retirement Policy/OG be developed.*

Recommendation # 69: *A target number of OGs to be reviewed annually be established as well as an annual target for new OG development.*

Recommendation # 70: *That 'best practice' Fire Departments with comprehensive OGs be identified to guide a multi-year agenda for OG development.*

Recommendation #71: *That office procedures, processes, record location and access methods be documented and reviewed to ensure that complete records are being maintained, are readily accessible and the CriSys© program is being used to its full potential.*

Recommendation # 72: *That office procedures, processes, record location and access methods be reviewed to determine if adequate back-up and alternative measures are in place to maintain business continuity should normally access or procedures be disrupted.*

Recommendation # 73: *That electronic tools such as tablets as well as existing or enhanced capability of CriSys© be explored to better keep track of performance measures and field documentation including fire inspections.*

Recommendation #74: *To facilitate communication and access to OGs, training materials and other documents, it is recommended that firefighters have access to the Township intranet and employee IT purchase plan.*

Recommendation # 75: *NFD should continue discussions with the neighbouring municipalities to further identify automatic aid agreements which may be mutually beneficial.*

Recommendation # 76: *NFD should develop OG's that document the criteria for activation as well as protocols for joint operations (Unified Command).*

Recommendation # 77: NFD *should continue to actively participate in and support the United Counties of Prescott and Russell Mutual Aid Association to improve Emergency Response capability.*

Recommendation # 78: NFD *should seek opportunities to participate with the United Counties of Prescott and Russell Mutual Aid Committee, OPP, EMS, OFMEM officials and Ottawa Fire to exercise major response capability associated with a CBRNE, HUSAR, Multi-Casualty or other large-scale event that requires local, regional and provincial resources.*

Recommendation #79: *To implement the Master Plan recommendations, it is recommended that joint quarterly officers meeting of both Departments be held to incorporate the Master Plan Directions and Recommendations into a three-year business plan, provide an annual report to Council, and monitor recommendation implementation using a project management framework.*

Appendix 2: Fire Station Functional Assessment

The Nation Fire Department

Fire Master Plan

Fire Station Facility Condition Report

October 27, 2020

Introduction

This document presents a functional assessment of the five Nation fire stations. The assessment is based on current fire station design versus existing conditions. Although known building deficiencies are identified, this study does not present a professional assessment of building condition or code compliance. The intent is to identify major building deficiencies which compromise continued, safe operation as a Fire Station.

In recent years, there has been a dramatic change in fire apparatus design with much larger vehicles with the resulting requirement for larger apparatus bays. The building code has changed to require structural requirements necessary to meet post-disaster functionality. Further, recognition of the impact of toxic substances on Firefighters protective gear and equipment has resulted in the need for decontamination facilities and dedicated bunker gear storage.

The station assessments have been completed using a scale as follows:

Rating Scale

Excellent Condition	Facility is new or like new condition. Meets or exceeds contemporary performance/operational requirements	
Good Condition	Facility is fully functional, minor wear, minor repairs/alterations needed	
Poor Condition	Facility is functional but does not meet current standards, requires significant investment, to maintain basic functionality. Replacement likely required within 10 years	
Immediate Replacement Required	Facility does not meet required safety or functional requirements. Renovation/expansion not cost effective.	

Station 100

The number and size of the apparatus bays will not accommodate the designated apparatus and ancillary vehicles including the rescue boat and Light Rescue Utility Truck. The location is poor as it is proximate to the arena and an intersection that can be congested. Recommend immediate replacement and relocation as a three double bay station (same as Station 500) north on Route 9.

Station 100 Element	Criteria	Assessment	Commentary
Date Built	1986 build 2018 Renovation to old library		
BGSF			- 4240 Sq. Ft.
Roof			- Shingles – Wood truss - Lose shingles every year
Structural	Post Disaster		- Not post disaster
Building Envelope			- Concrete block and tin - Blocks are deteriorating
Floor	Concrete slab		- Bay floors need refinishing and drain repla
Septic			- Municipal Sewer, Smells out of sink somet - Shared drain with P/W garage
Well			- Municipal Water

Station 100 Element	Criteria	Assessment	Commentary
Life Safety			- none
HVAC			- Furnace is new 2018. - AC is original 1986
Electrical	600 Amp service		- Many additions and transformers to suppl water tower
Apparatus Bay Exhaust	Auto Sensor		None -Small fan that comes on with garage door op
Accessible Entrance			- Not accessible
Site Parking	Space for each FF		- No specific space for FF. - Shared with Rec Center
Site Apron	Length: 55' from apparatus bay doors to property line		- 60' - Asphalt in good shape
Access to Major Road			- Faces a secondary road with two stops bef - Road leads past Rec Center/Arena front en parking area
Drive through Bays	Highly desirable – Avoid accidents backing		- No drive throw bays. - Have to block road to reverse trucks
Stand by generator	200 amp, auto start		- 20 KW, Auto start, 110/240V
Apparatus Bays	20' width, single 65' long, double 90'+, Height 18+, Bay doors 14'x14'		14' W x 72' L - door 12' W x 12'10" H 16' W x 62' L – door 12' W x 11'10" H
Decon/Shower Alcove	80 sq. ft.		none
Bunker Gear Storage	Dedicated Room, independent ventilation		None – bunker gear are the on wall at end of
			Dimensions, #
Hose Dry & Storage			None – Currently use station 200 and it does
Female WR & Showers	120 sq. ft.		2 x 6' x 8' bathroom with 3' x 6' single showe
Male WR & Showers	10 sq. ft per FF		Shared shower – unisex bathroom and showe

Station 100 Element	Criteria	Assessment	Commentary
Accessible WR	80 sq. ft.		1 x 11' x 6' bathroom – no emergency switche
SCBA decontam/fill	240 sq. ft.		none
bunker gear washer	130 sq. ft.		10' x 11' room with 2 extractors and PPE stoc
Maintenance Work area	100 sq. ft.		15' x 7' room – thin room – not functional to
Medical Supply storage	30 sq. ft.		none
Training Room	14 sq. ft. per FF		29' x 29' – Good for one station 20 FF. Not su
Offices			11' x 16' and 11' x 9'

Station 200

This building can continue to function as a two apparatus satellite station with a Pumper and a Tanker. Over time, renovations can be undertaken to improve bunker gear storage, decontamination facilities and washrooms.

Station 200 Element	Criteria	Assessment	Commentary
Date Built	1999 build 2015 Renovation – add meeting room and separate from old town hall		- Can work well for small compliment of
BGSF			- 3364 Sq. Ft.
Roof			- Tin – Wood truss - Lose shingles every year
Structural	Post Disaster		- Not post disaster
Building Envelope (			- Tin in good shape - Windows – new 2015
Floor	Concrete slab		- In good shape
Septic			- Original septic bed that is shared with r - Septic tank changed - 2019. - Drain was installed to remove excess gr eavestrough water - 2019
Well			- Drilled well. - Water has lots of minerals and clogs scr
Life Safety			- none
HVAC			- Radiant ceiling propane - Baseboard in meeting room - No A/C
Electrical			- 200 Amp service – new 2015
Apparatus Bay Exhaust	Auto Sensor		- None - Small fan – manually operated
Accessible Entrance			- Not accessible
Site Parking	Space for each FF		- Asphalt is in need of repair. - Shared with Rec Center
Site Apron	Length: 55’ from apparatus bay doors to property line		- 100’ + - Asphalt is in need of repair
Access to Major Road			- County Road 22
Drive through Bays	Highly desirable – Avoid accidents backing		- No drive throw bays.

Station 200 Element	Criteria	Assessment	Commentary
Stand by generator	200-amp, auto start		- None
Apparatus Bays	20' width, single 65' long, double 90'+, Height 18+, Bay doors 14'x14'		- 2 Doors - 19' W x 59' L - door 14' W x 1 - At this time too small for 3 apparatus
Decon/Shower Alcove	80 sq. ft.		- none
Bunker Gear Storage	Dedicated Room, independent ventilation		- None – bunker gear are on the wall at
			Dimensions, #
Hose Dry & Storage			- Issue with drainage - Tower isn't tall enough to properly dry - Ventilation isn't sufficient
Female WR & Showers	120 sq. ft.		- 6' x 7' bathroom with 3' x 3' single sho
Male WR & Showers	10 sq. ft per FF		- Shared shower – unisex bathroom and
Accessible WR	80 sq. ft.		- Not accessible
SCBA decontam/fill	240 sq. ft.		- none
bunker gear washer	130 sq. ft.		- Currently use station 100 extractors an
Maintenance Work area	100 sq. ft.		- none
Medical Supply storage	30 sq. ft.		- none
Training Room	14 sq. ft. per FF		- 25' x 17' – Good for one station 15 FF.
Offices			- 11' x 11' - Good for Satellite station

Station 300

This Building is no longer required as a Fire Station. As the building is part of the existing Public Works Garage, it is well suited for continued use for that

Station 300 Element	Criteria	Assessment	Commentary
Date Built	1992 build		- Can work well for small compliment of sta
BGSF			- 3294 Sq. Ft.
Roof			- Metal truss – flat roof - Solar panel install on roof
Structural	Post Disaster		- Not post disaster
Building Envelope			- Tin in good shape - Doors are aging
Floor	Concrete slab		- Has sank at all doors (3”)
Septic			- Original septic bed that is shared with neig
Well			- Municipal Water
Life Safety			- none
HVAC			- Radiant ceiling propane – due to be replac - Baseboard in meeting room - No A/C

Station 300 Element	Criteria	Assessment	Commentary
Electrical			- 200 Amp service
Apparatus Bay Exhaust	Auto Sensor		- None - Small fan – manually operated
Accessible Entrance			- Not accessible
Site Parking	Space for each FF		- Asphalt is deteriorating. - Shared with Rec Center
Site Apron	Length: 55’ from apparatus bay doors to property line		- 65’ - Asphalt is in need of repair
Access to Major Road			- County Road 9
Drive through Bays	Highly desirable – Avoid accidents backing		- Drive through into Public Works adjacent g
Stand by generator	200-amp, auto start		- Shared with Public Works
Apparatus Bays	20’ width, single 65’ long, double 90’+, Height 18+, Bay doors 14’x14’		- 5 Doors - 14’ W x 13’ 7” H - 1 bay – 21’ x 26’ - 2 bays – 16’ x 56’ - At this time too small for 3 apparatus
Decon/Shower Alcove	80 sq. ft.		- none
Bunker Gear Storage	Dedicated Room, independent ventilation		- None – bunker gear are on the wall at end
			Dimensions, #
Hose Dry & Storage			- none
Female WR & Showers	120 sq. ft.		- 7’ x 7’ bathroom with 3’ x 3’ single shower (Option for second bathroom same size pl
Male WR & Showers	10 sq. ft per FF		- Shared shower – unisex bathroom and sho
Accessible WR	80 sq. ft.		- Not accessible

Station 300 Element	Criteria	Assessment	Commentary
SCBA decontam/fill	240 sq. ft.		- none
bunker gear washer	130 sq. ft.		- Currently use station 100 extractors and d
Maintenance Work area	100 sq. ft.		- none
Medical Supply storage	30 sq. ft.		- none
Training Room	14 sq. ft. per FF		- 30’ x 16’ – Good for one station 15 FF. - Needs upgrades
Offices			- 16’ 6” x 10’ 6” - Good for Satellite station - Could house two desks / office spaces. - Needs updating

STATION 400

This Building is no longer functional as a Fire Station due to its small apparatus bays, lack of parking, and construction. Recommend immediate replacement and relocation as a two-bay station approximately 2 to 3 km N/E on the St. Albert Rd.

Station 400 Element	Criteria	Assessment	Commentary
Date Built	1976 build Renovation 2000 Renovation 2018		- 2000 – lifted roof and made doors larger t - 2018 – functional areas revamped to use s
BGSF			- 2124 Sq. Ft.
Roof			- Wood truss and shingles
Structural	Post Disaster		- Not post disaster
Building Envelope			- Tin and cement block - 50% of windows need to be changed
Floor	Concrete slab		- Some cracks - Slopes inward to rear of building

Station 400 Element	Criteria	Assessment	Commentary
Septic			- Municipal sewer
Well			- New 2018 - Drilled
Life Safety			- none
HVAC			- Radiant ceiling propane - Baseboard in meeting room - No A/C
Electrical			- 200 Amp service - Needs a proper cabinet / volt
Apparatus Bay Exhaust	Auto Sensor		- None
Accessible Entrance			- Not accessible
Site Parking	Space for each FF		- Side of road only
Site Apron	Length: 55' from apparatus bay doors to property line		- 28' - Asphalt needs replacing
Access to Major Road			- Principal Road
Drive through Bays	Highly desirable – Avoid accidents backing		- No
Stand by generator	200-amp, auto start		- No - Could plug in portable generator (gas)
Apparatus Bays	20' width, single 65' long, double 90'+, Height 18+, Bay doors 14'x14'		- 1 bay – 17' 6" x 35' - 1 bay – 17' x 57' - 2 Doors – 12' x 11' 10" - At this time too small for 3 apparatus
Decon/Shower Alcove	80 sq. ft.		- none
Bunker Gear Storage	Dedicated Room, independent ventilation		- None – bunker gear are on the wall at end
			Dimensions, #

Station 400 Element	Criteria	Assessment	Commentary
Hose Dry & Storage			- none
Female WR & Showers	120 sq. ft.		- 6' x 6' bathroom with 3' x 3' single showe
Male WR & Showers	10 sq. ft per FF		- Shared shower – unisex bathroom and sho
Accessible WR	80 sq. ft.		- Not accessible
SCBA decontam/fill	240 sq. ft.		- none
bunker gear washer	130 sq. ft.		- Currently use station 100 extractors and d
Maintenance Work area	100 sq. ft.		- none
Medical Supply storage	30 sq. ft.		- none
Training Room	14 sq. ft. per FF		- 21' x 28' – Newly renovate - small station 1
Offices			- Shared space with training room

Station 500

This is a contempory, 2 ½ bay, post-disaster fire station that reflects virtually all of today's best practice design criteria. With some relatively minor renovation, contempory bunker gear storage and decontamination facilities could be achieved.

Station 500 Element	Criteria	Assessment	Commentary
Date Built)	2012 build		
BGSF			- 9340 Sq. Ft.
Roof			- Steel truss - Thermoplastic Polyolefin (TPO membrane)
Structural	Post Disaster		- Post disaster build
Building Envelope			- Concrete, brick and steel
Floor	Concrete slab		- Will need to be resealed / painted soon

Station 500 Element	Criteria	Assessment	Commentary
Septic			- Municipal sewer
Well			- Municipal water
Life Safety			- Fire Alarm panel and Sprinklers
HVAC			- Roof top with A/C for offices and training r - Ceiling mount for truck bays / no A/C
Electrical			- 600 Amp service
Apparatus Bay Exhaust	Auto Sensor		- Sensor activates ceiling ventilation fan installation meets today's standard)
Accessible Entrance			- Yes
Site Parking	Space for each FF		- Yes
Site Apron	Length: 55' from apparatus bay doors to property line		- 67'
Access to Major Road			- Limoges Road
Drive through Bays	Highly desirable – Avoid accidents backing		- Yes (2 of 3 bays drive through)
Stand by generator	200-amp, auto start		- Yes
Apparatus Bays	20' width, single 65' long, double 90'+, Height 18+, Bay doors 14'x14'		- 1 bay – 20' x 51' - 2 bays – 20' x 92' - 5 doors – 14' x 14' - At this time too small for 3 apparatus
Decon/Shower Alcove	80 sq. ft.		- none
Bunker Gear Storage	Dedicated Room, independent ventilation		- Not in use at this time
			Dimensions, #
Hose Dry & Storage			- Yes

Station 500 Element	Criteria	Assessment	Commentary
Female WR & Showers	120 sq. ft.		- 13’ x 12’ (156 sq. ft.) bathroom with single
Male WR & Showers	10 sq. ft per FF		- 13’ x 36’ (468 sq. ft.) Bathroom with doubl
Accessible WR	80 sq. ft.		- 8’ x 7’ x 2 (112 sq. ft.) washrooms (1 Male
SCBA decontam/fill	240 sq. ft.		- 15’ x 30’ (450 sq. ft.) Refill Station - No Decontamination
bunker gear washer	130 sq. ft.		- 9’ x 12’ (108 sq. ft.) - Needs to be properly set up - Has 2 extractors
Maintenance Work area	100 sq. ft.		- 10’ x 15’ (150 sq. ft.)
Medical Supply storage	30 sq. ft.		- 3’ x 6’ (18 sq. ft.)
Training Room	14 sq. ft. per FF		- 47’ x 23’
Offices			- 3 offices - 2 x 9’ x 10’ - 1 x 16’ x 10’

Report PLA-4-2022
Sale of land

Lot enlargement of 102 & 106 Larose, Forest Park

02-18-2022

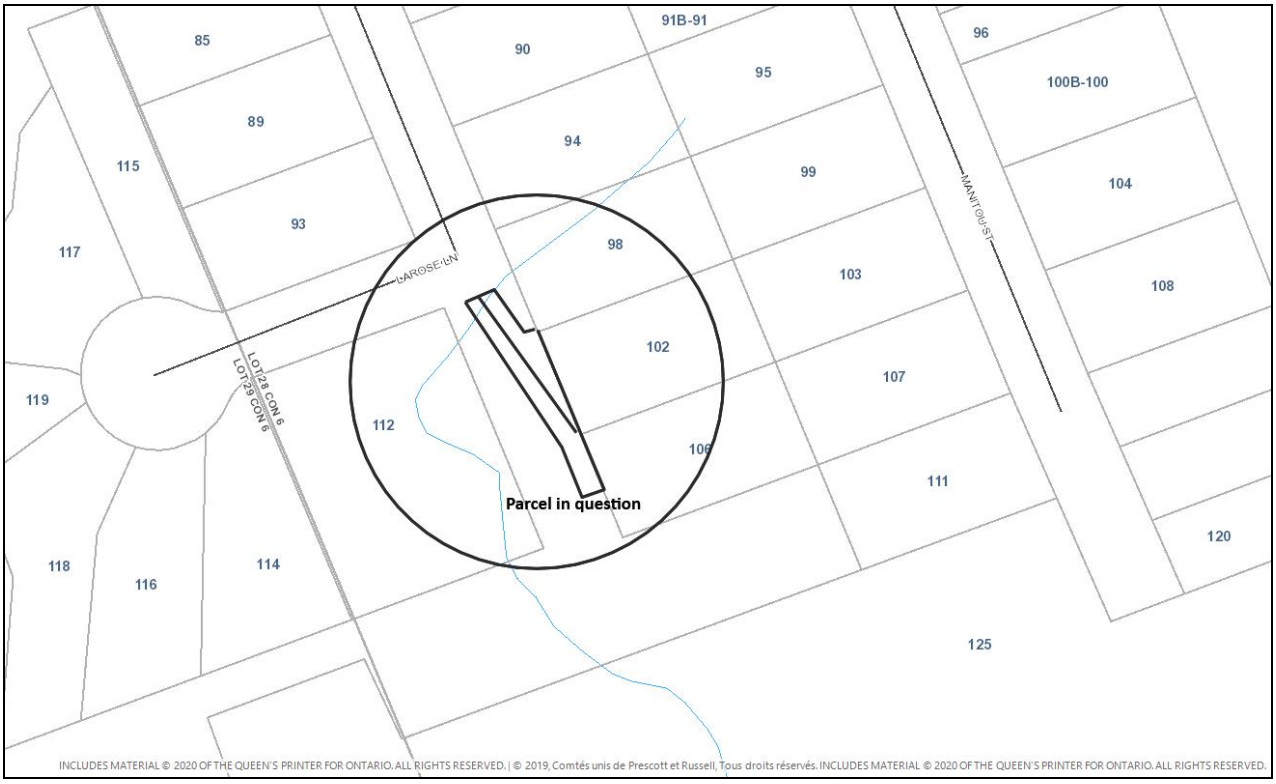
INTRODUCTION:

Following a request in March 2021, by the owners of 102 and 106 Larose, concerning the sale of a parcel of land from the road allowance for the two lots. This parcel is described as Parts 2 and 3, Plan 50R11275 (Plan 50R11275 in Annex 1).

The Planning Department performed a calculation regarding the sale of a similar plot in 2020.

1) Sale of a plot of land 6006 sqft X 1.33$ per sqft. = 7987.98

2) Draft By-law for selling the land in Annex 2



RECOMMENDATION:

The Planning Department recommends the following points;

1 That the future purchasers pay the sum of 7987.98$ for the land.

2 That the future purchasers be responsible for all legal, surveying and other costs related to the transaction.

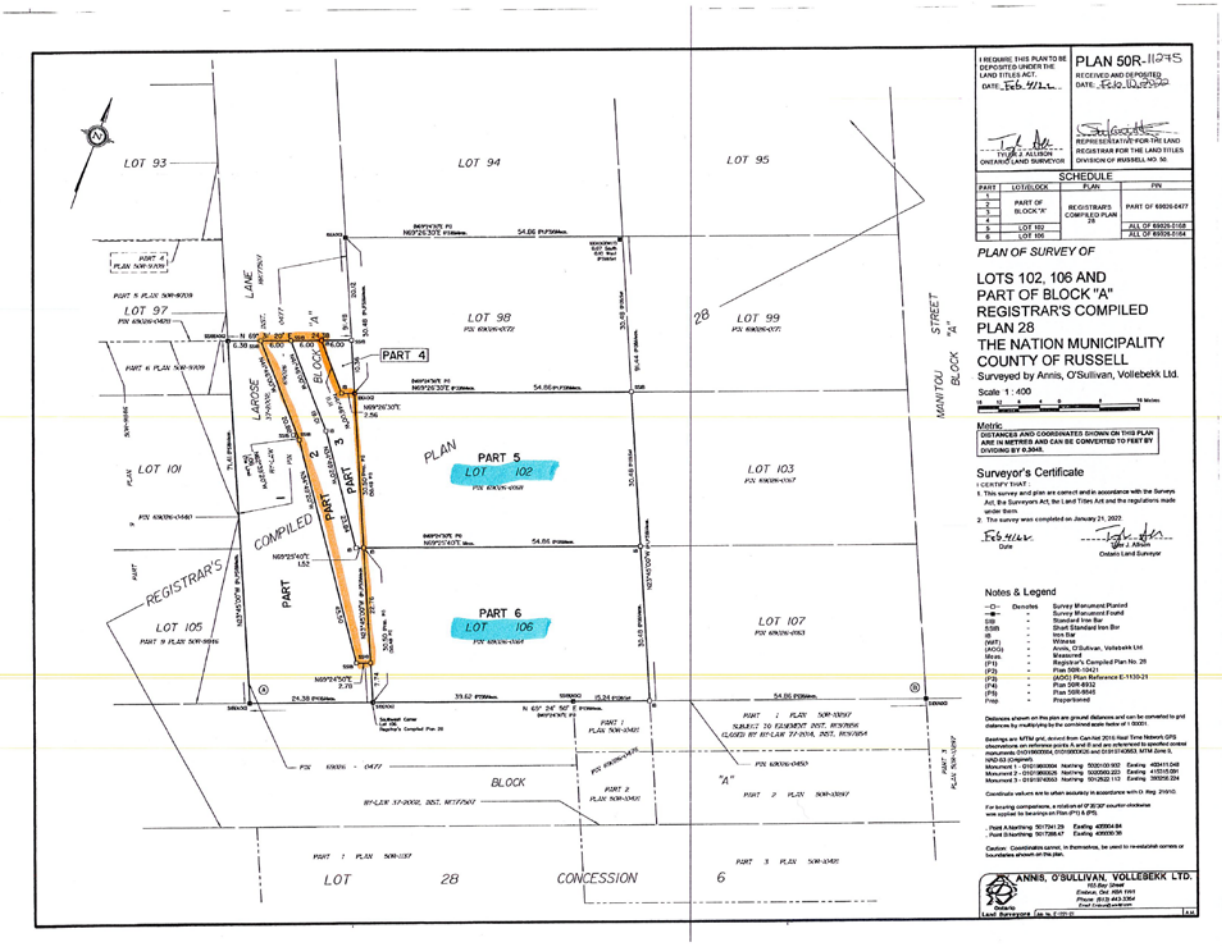
3 That the future purchasers undertakes to pay the capital costs of water and sanitary sewers for the connection of the land.

4 That the future purchasers be responsible for relocating the walking trail to the satisfaction of the municipality.

5 That Council adopts By-law 24-2022, closing parts 2, 3 and 4, plan 50R11275 from the public road system. (Draft annex 3)

Guylain Laflèche, MCIP, RPP
Urbaniste Municipal

Annex 1



LOT 93
LOT 94
LOT 95
LOT 97
LOT 98
LOT 99
LOT 101
LOT 103
LOT 105
LOT 107
PART 4
PART 5
LOT 102
PART 6
LOT 106
PART 1
PART 2
PART 3
LAROSE LANE
BLOCK "A"
REGISTRAR'S COMPILED PLAN
MANITOU STREET
BLOCK "A"
LOT 28
CONCESSION 6
PLAN 50R-11275
SCHEDULE
PLAN OF SURVEY OF
LOTS 102, 106 AND
PART OF BLOCK "A"
REGISTRAR'S COMPILED
PLAN 28
THE NATION MUNICIPALITY
COUNTY OF RUSSELL
Surveyed by Annis, O'Sullivan, Vollebekk Ltd.
Scale 1 : 400
Metric
Surveyor's Certificate
Notes & Legend
ANNIS, O'SULLIVAN, VOLLEBEKK LTD.

Annex 2

CORPORATION OF THE NATION MUNICIPALITY

BY-LAW NO. 25-2022

BEING a By-Law of the Corporation of The Nation Municipality to dispose of property declared as surplus by the municipality.

WHEREAS the Council of the Corporation of The Nation Municipality is desirous of selling a property declared surplus by the municipality pursuant to By-Law 26-2012 governing the procedures for the sale of real property;

THEREFORE, the Council of the Corporation of The Nation Municipality enacts as follows:

1) That the Corporation of The Nation Municipality confirms and authorizes the sale of Part of Lot 28, Concession 6, former Township of Cambridge, now The Nation Municipality, County of Russell, being parts 2 & 3 on plan 50R11275 to _____ for a total sale price of $ 7987.98 plus taxes & all costs of survey and transfer of the transaction.

2) That this By-Law shall be registered in the Land Registry Office for the Registry Division of Prescott upon receiving three readings and final passing thereof.

READ A FIRST, SECOND AND THIRD TIME AND PASSED IN OPEN COUNCIL THIS ____th

DAY OF _____, 2022.

Annex 3

CORPORATION OF THE NATION MUNICIPALITY

BY-LAW NO. 24-2022

BEING a By-Law to stop up and close a portion of a road allowance know as Larose Lane in the rural subdivision of Forest Park.

WHEREAS, Section 34 of the Municipal Act, 2001 provides that a municipality may permanently close a road allowance and that a by-law passed permanently closing a road allowance does not take effect until a certified copy of said by-law is registered in the proper land registry office;

THEREFORE, the Council of the Corporation of The Nation Municipality enacts as follows:

1) That part of the road allowance known as Larose Lane in the rural subdivision of Forest Park, designated as Parts 2, 3 and 4 on Plan 50R11275 be hereby stopped up and closed as a public highway;

2) That a certified copy of this By-Law be registered on title of the affected lands in this conveyance in the Land Registry Office for the County of Russell.

READ A FIRST, SECOND AND THIRD TIME AND PASSED IN OPEN COUNCIL THIS 28th DAY OF FEBRUARY, 2022.

_____ _____

François St. Amour, Mayor Josée Brizard, Clerk

Official Plan Amendement #39

PLA-2-2022

Planning Department

02-11-2022

INTRODUCTION:

On February 2nd, 2022, the UCPR sent a notice regarding Amendment #39 to the Official Plan, which affected the land severance policies. We attach the notice and the proposed amendment to your information. (Annexes 1 and 2)

The Planning Department would like to comment and recommend each point raised in the amendment and requires Council to approve the report's recommendations in order to send it to the UCPR.

Point 1: Policy 2.5.2 (12)

Change 0.4 with "1" on the third and fourth line, and delete the last sentence entirely.

The UCPR requests to increase the size of land in rural areas to 1 hectare (2.47 ac.) instead of 0.4 hect (1 ac.).

This direction comes from the fact that several counties in Eastern Ontario use this size and that the Ministry of Agriculture, Food and Rural Affairs often uses this size for land in rural areas.

The SAT is of the opinion that 2.47 ac. is a large lot and I think we could end up with more unmaintained land. Also, with the new hydro-geological study on water, the size of one acre is sufficient.

RECOMMENDATION #1:

The Planning Department recommends preserving the minimum size at 0.4 hect. (1 acre).

Point 2: Policy 3.3.5 (1)

A new lot should not be created where an entrance permit cannot be issued due to site deficiencies or traffic safety concerns. A minimum road frontage of 100 metres shall be required for the creation of any new residential lots with the exception of County Roads 4, 24 and 26 where a minimum road frontage of 50 metres shall be required."

The UCPR tries to minimize residential access on county roads considered minor collectors.

RECOMMENDATION #2:

The Planning Department agrees.

Point 3 : Policy7.4.2

Delete paragraph 1, 2 and 3 and replace with the following:

"It is the policy of this Plan that consents shall not permit the creation of more than a total of 4 lots (3 severed, 1 retained) to be established from lots of record existing on January 14, 2021. No consent that creates a number of development lots in excess of the

foregoing shall be granted during the life of this Plan. Lot creation shall employ the Plan of Subdivision process where a number of development lots is more than 4 lots from lots of record."

The Planning Department agrees that the possibility of severances in the municipality has been greatly reduced since May 22, 1996, following the creation of several rural lots.

That said, the Planning Department agrees that a change should be made for the severances.

The UCPR proposes to allow 3 severances plus the retained lot (4 lots) from January 14, 2021.

This gives us the opportunity to build about 300 new lots in rural areas.

RECOMMENDATION #3:

The Planning Department is of the opinion that to preserve our direction of development within our villages, we recommend that a third plot be allowed and that the date be from June 22, 1999 as some municipalities in the past.

Point 5: Policy 7.4.2 (1)

The size, configuration and, where applicable, the soil structure of a proposed lot on private or partial services shall be appropriate for the long-term provision of services. The approval authority shall require that this information be in the form of a hydrogeological and terrain analysis studies, prepared by a qualified professional to the satisfaction of the approval authority as part of any consent application. The approval authority shall provide pre-consultation on the content of any report submitted and advise if the report addresses all of the required information prior to the submission of a Consent application. To obtain approval of a hydrogeological study, terrain analysis study, the report shall to a minimum, address the following:

a. Wherever possible, the approval authority shall require the testing of at least one well on a property. In addition, the report must consider all wells within 300 metres of the proposed well location. Where there is no well on a property, a representative well may be used provided that such representative well shall be within 250 metres of the location of the proposed well. A representative well must also have a recognized well record.

b. The tested water shall conform to all Ministry of the Environment, Conservation and Parks requirements for private wells (including the health parameters as outlined in Tables 1 and 2 of the Ministry of Environment and Climate Change D-5-5 Guidelines (August 1996), as amended).

c. Satisfy the approval authority that the aesthetic parameter(s) above the permitted value, as outlined in Table 3 of the Ministry of the Environment, Conservation and Parks D-5-5 Guidelines (August 1996) can be treated and that an acceptable treatment and monitoring program is being proposed.

d. Demonstrate that the new lot can achieve a minimum well yield of five (5) imperial gallons per minute.

e. Satisfy the approval authority that the aquifer can provide a long-term sustainable water supply of acceptable quality and quantity, as well as providing evidence through testing, that the soil conditions can accommodate the effluent load from a septic field along with its replacement area. Such a study shall recommend a minimum lot size, which shall be used in evaluating the proposed consent. Regardless of the recommendation contained in such a study, municipalities may impose a minimum lot size in the implementing zoning by law.

RECOMMENDATION #4:

The Planning Department agrees with the majority of the new policy and supports the demand for the hydrogeological study.

The Planning Department recommends this addition at the end of the paragraph**:**

C Satisfy the approval authority that the aesthetic parameter(s) above the permitted value, as outlined in Table 3 of the Ministry of the Environment, Conservation and Parks D-5-5 Guidelines (August 1996) can be treated and that an acceptable treatment and monitoring program is being proposed. *This policy does not obligate the owner to treat his water for esthetic reason.*

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Points 4, 6, 7, 8 and 9

No comment, the Planning Department recommends as presented.

Guylain Laflèche, MCIP, RPP
Director of Planning

Annex 1 Notice of OPA 39

NOTICE OF A PUBLIC MEETING CONCERNING A PROPOSED AMENDMENT TO THE OFFICIAL PLAN OF THE UNITED COUNTIES OF PRESCOTT AND RUSSELL

TAKE NOTICE
That the Council of the Corporation of the United Counties of Prescott and Russell will hold a virtual public meeting on the February 23, 2022, at 9:00 AM, to consider a proposed amendment to the Official Plan of the United Counties of the Prescott and Russell (file no. OPA-22-001) under Section 17 of the Planning Act, R.S.O. 1990, as amended.

The proposed amendment is a policy change that applies to the entire territory of Prescott and Russell.

PURPOSE AND EFFECT
Of this Official Plan Amendment is to modify certain policies in the Official Plan to allow for a greater number of land severances. Specifically, the purpose of the amendment is to allow the creation of 4 lots (3 severed and 1 retained) to be established from lots of record existing on January 14, 2021.

Other changes in support of this amendment are proposed in policy 2.5.2 (12) requiring a minimum lot size of 1 ha for new residential lots, changes to policy 3.3.5 (1) requiring minimum lot frontage of 100 m and 50 m on Minor Collector County Roads, and changes to policy 7.4.2 requiring the preparation of a Hydrogeological and Terrain Analysis for the creation of new residential lots on private or partial services.

PUBLIC MEETING
Due to current health measures, this meeting will take place virtually. Anyone wishing to attend the meeting must confirm their attendance at the following email address: planning@prescott-russell.on.ca, no later than February 18, 2022. Once you have registered to participate in the meeting, details regarding access to the videoconferencing platform will be communicated to you. We kindly ask you to send any comments or questions in advance to the above-mentioned.

Public viewing will be available via live stream on our website (select the Regular Council Meetings tab) https://en.prescott-russell.on.ca/stay/county_council/meeting_videos. You can participate by providing a written submission by email at the address planning@prescott-russell.on.ca or by mail at the address below. To ensure that your comments are clearly understood and received prior to Council making a decision, you are strongly encouraged to submit written comments by March 9, 2022.

IF YOU WISH
To be notified of the decision of the Council of the United Counties of Prescott and Russell on the proposed official plan amendment, you must make a written request to the United Counties of Prescott and Russell at the address below.

IF A PERSON
Or public body would otherwise have an ability to appeal the decision of the Council of the United Counties of Prescott and Russell to the Ontario Land Tribunal but the person or public

body does not make oral submissions at a public meeting or make written submissions to the United Counties of Prescott and Russell before the proposed official plan amendment is adopted before the by-law is passed, the person or public body is not entitled to appeal the decision.

IF A PERSON

Or public body does not make oral submissions at a public meeting, or make written submissions to the United Counties of Prescott and Russell before the proposed official plan amendment is adopted before the by-law is passed, the person or public body may not be added as a party to the hearing of an appeal before the Ontario Land Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to add the person or public body as a party.

ADDITIONAL INFORMATION

For this proposed Amendment is available on the United Counties' website at the following address: http://en.prescott-russell.on.ca/. For more information about this project, please contact the staff at the Planning and Forestry Department by email at planning@prescott-russell.on.ca or by telephone at the number below

NOTICE OF COLLECTION, USE AND DISCLOSURE

All Personal Information is collected and will be used to support Council in their deliberations and decision-making, and by staff, about what revisions may be required to the plan, in accordance with sections 17 and 26 of the Planning Act and disclosed in full, including names, opinions, addresses and email, to any other persons requesting access to these records, or published as part of a public agenda; all information submitted to the United Counties is subject to the Municipal Freedom of Information Act and Protection of Privacy Act (MFIPPA). Questions about this notice of collection should be directed to the United Clerk's Office.

Dated February 2, 2022

UNITED COUNTIES OF PRESCOTT AND RUSSELL
Planning and Forestry Department
59 Court Street, P.O. Box 304 L'Orignal, Ontario K0B 1K0
1-800-667-6307

DRAFT 1

AMENDMENT NO. 39 TO THE OFFICIAL PLAN CORPORATION OF THE UNITED COUNTIES OF PRESCOTT AND RUSSELL

Prepared by:

Planning and Forestry Department
United Counties of Prescott and Russell
59 Court Street
L'Orignal, Ontario
K0B 1K0

Telephone: (613) 675-4661
Planning@prescott-russell.on.ca

AMENDMENT NO. 39 TO THE OFFICIAL PLAN CORPORATION OF THE UNITED COUNTIES OF PRESCOTT AND RUSSELL

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AMENDMENT NO. 39 TO THE OFFICIAL PLAN OF THE UNITED COUNTIES OF PRESCOTT AND RUSSELL

INDEX

Part A – The Preamble does not constitute part of this amendment.

Part B – The Amendment, consisting of the following text, constitutes Amendment No. 39 to the Official Plan (OPA) for the United Counties of Prescott and Russell.

Also attached is Part C – The Appendice which does not constitute part of this Amendment but contains additional background information associated with this amendment.

PART A – THE PREAMBLE

PURPOSE

The purpose of this amendment is to modify certain policies in the Official Plan to allow for a greater number of land severances. Specifically, the purpose of the amendment is to change the date of the original lot in Policy 7.4.2 Consent and to increase the number of possible lots that can be created from the original lot.

LOCATION

This amendment applies to the entire territory of the United Counties of Prescott and Russell.

BASIS

Following the presentation of report UF-007-2021 to the Planning and Forestry Committee, County Council mandated the Administration to prepare an Official Plan Amendment that will change the original lot date in policy 7.4.2 and change the number of lots that can be subdivided from 2 to 3 for all local municipalities with the exception of the Township of East Hawkesbury, where 3 are already permitted.

An analysis of vacant lots conducted as part of the preparation of report UF-007-2021 demonstrated that there is a potential of nearly 4000 lots that could be created based on the current dates of the original lot. This same analysis showed that since 1999, when the Official Plan came into effect, 1,000 new lots have been created in the rural areas. This amendment will significantly increase the potential for vacant land to be subdivided in rural areas. An analysis to identify the impacts on the growth targets identified in the Official Plan has not been completed.

While the primary purpose of this amendment is to allow for more rural severances, natural heritage features and natural resources such as aggregates are largely identified and present in rural areas.

Residential development in rural areas generally proceeds on the basis of private water and wastewater systems. Many rural areas throughout the United Counties have problems with the quantity and quality of their drinking water supply and wastewater treatment. The addition of a significant potential for new rural residential development in already problematic areas may exacerbate this problem.

As stated in Policy 3.3 Transportation of the Official Plan, "Council’s objective for the development and maintenance of the transportation infrastructure is to ensure that the road network within the United Counties, regardless of which level of government is responsible, will function in a cost-effective, efficient and safe manner for the movement of people and goods throughout the territory”. Currently, policies allow for the creation of

new residential lots on Minor Collector roads only. Adding a significant potential for new residential land on County roads could have effects contrary to the objectives set out in Policy 3.3 of the Official Plan.

As stated in Policy 2.5.2.3, "The rural area is not the principal sector for residential development. Population growth is intended to be directed to the Urban Policy Area and Community Policy Area. The intent of this Official Plan, however, is not to prohibit residential development in rural areas, but rather to provide a framework for appropriate country lot development which will support the objective of preserving the identity and character of the rural and urban areas."

In order to preserve and protect the character and identity of the rural area, it is important to avoid inefficient land uses such as linear or scattered development, to minimize incompatibility between land uses, and to minimize negative environmental impacts.

In order to provide adequate guidance to protect aggregate and natural heritage resources, to ensure proper management of private services and to ensure that the integrity of the County's road network is maintained, additional policies are provided in support of this amendment

Documentation is available on the United Counties website at the following address: http://www.en.prescott-russell.on.ca/

PART B – THE AMENDMENT

INTRODUCTORY STATEMENT

Part of this document entitled **PART B – THE AMENDMENT**, consists of the following text constitutes Amendment No. 39 to the Official Plan of the United Counties of Prescott and Russell.

DETAIL OF THE AMENDMENT

The Official Plan of the United Counties of Prescott and Russell is hereby amended as indicated in the table below.

All policy amendments are numbered in the 'point' column. The middle column identifies the existing section of the Official Plan that is being amended. The third column identifies the change(s) to the policy(ies).

Once the Official Plan amendment is approved, the numbering, including the cross-references, will be updated to reflect how they will appear in the final Official Plan document.

Point	Section	Amendment Details
1.	2.5.2 (12)	Change 0.4 with “1” on the third and fourth line, and delete the last sentence entirely.
2.	3.3.5 (1)	Delete entire paragraph and replace it with the following: “A new lot should not be created where an entrance permit cannot be issued due to site deficiencies or traffic safety concerns. A minimum road frontage of 100 metres shall be required for the creation of any new residential lots with the exception of County Roads 4, 24 and 26 where a minimum road frontage of 50 metres shall be required.”
3.	7.4.2 – Consents	Delete paragraph 1, 2 and 3 and replace with the following: “It is the policy of this Plan that consents shall not permit the creation of more than a total of 4 lots (3

Point	Section	Amendment Details
		severed, 1 retained) to be established from lots of record existing on January 14, 2021. No consent that creates a number of development lots in excess of the foregoing shall be granted during the life of this Plan. Lot creation shall employ the Plan of Subdivision process where a number of development lots is more than 4 lots from lots of record."
4.	7.4.2 – Consents	Delete paragraph 6 in its entirety.
5.	7.4.2 (1)	Delete entirely and replace it with: "1. The size, configuration and, where applicable, the soil structure of a proposed lot on private or partial services shall be appropriate for the long-term provision of services. The approval authority shall require that this information be in the form of a hydrogeological and terrain analysis studies, prepared by a qualified professional to the satisfaction of the approval authority as part of any consent application. The approval authority shall provide pre-consultation on the content of any report submitted and advise if the report addresses all of the required information prior to the submission of a Consent application. To obtain approval of a hydrogeological study, terrain analysis study, the report shall to a minimum, address the following: a. Wherever possible, the approval authority shall require the testing of at least one well on a property. In addition, the report must consider all wells within 300 metres of the proposed well location. Where there is no well on a property, a representative well may be used provided that such representative well shall be within 250 metres of the location of the proposed well. A representative well must also have a recognized well record. b. The tested water shall conform to all Ministry of the Environment, Conservation and Parks

Point	Section	Amendment Details
		requirements for private wells (including the health parameters as outlined in Tables 1 and 2 of the Ministry of Environment and Climate Change D-5-5 Guidelines (August 1996), as amended). c. Satisfy the approval authority that the aesthetic parameter(s) above the permitted value, as outlined in Table 3 of the Ministry of the Environment, Conservation and Parks D-5-5 Guidelines (August 1996) can be treated and that an acceptable treatment and monitoring program is being proposed. d. Demonstrate that the new lot can achieve a minimum well yield of five (5) imperial gallons per minute. e. Satisfy the approval authority that the aquifer can provide a long-term sustainable water supply of acceptable quality and quantity, as well as providing evidence through testing, that the soil conditions can accommodate the effluent load from a septic field along with its replacement area. Such a study shall recommend a minimum lot size, which shall be used in evaluating the proposed consent. Regardless of the recommendation contained in such a study, municipalities may impose a minimum lot size in the implementing zoning by law.”
6.	7.4.2 (2)	Delete “in existing water and waste water services including capacity” in the first and second line.
7.	7.4.2	Add the following new paragraph to be numbered 7.4.2 (3) and modify the subsequent number sequence of policy 7.4.2 to match this change for the remainder of this section. “The consent granting authority will ensure that there is sufficient capacity in existing water and waste water services prior to granting a consent to create a new lot on full or partial municipal services.”

Point	Section	Amendment Details
8.	7.4.2.14 (1)(2)	Delete entirely
9.	7.4.2.14 (3)	Renumber subsection to **7.4.2.15**, delete acceptable and replace it with “permitted” on the first line.

IMPLEMENTATION AND INTERPRETATION

The implementation and interpretation of this amendment shall be in accordance with all other relevant policies of the United Counties of Prescott and Russell Official Plan.

PART C – THE APPENDICES

Appendix I: Public Participation

SITE PLAN AGREEMENT
SPA-2-2022

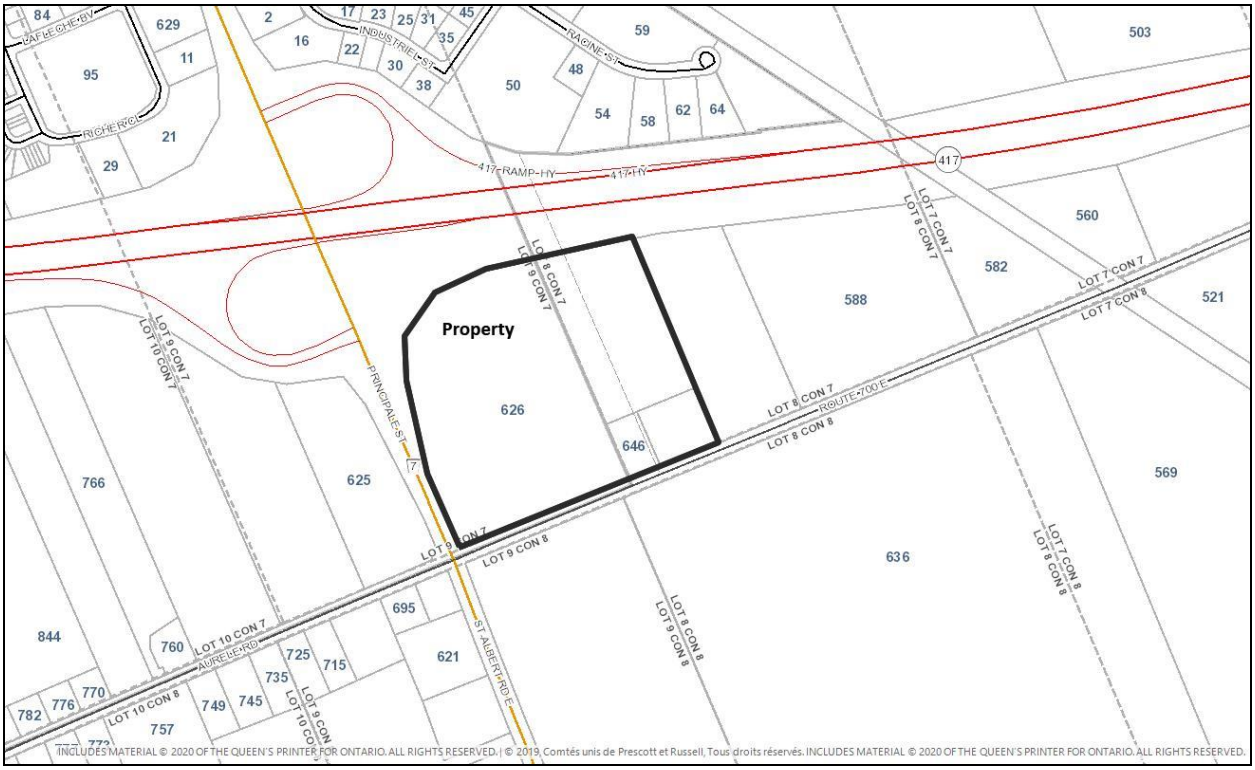
Highway 417 Casselman LP
Corner of Principale Street and Route 700 East

02-23-2022

INTRODUCTION:

Highway 417 Casselman LP has submitted an application for a Site plan, SPA-02-2022, for the property located at the intersection of Principale Street and Route 700 East, Casselman with the aim of carrying out the construction of a 532 000 sqft warehouse.

The project would be overlapping both municipalities of The Nation and Casselman.



ZONING BY-LAW:

The property is under the "Industrial with restrictions" and ‘’Highway Commercial ‘’ Zones. A warehouse is one of the uses permitted under this zone.

The property benefits from a minor variance allowing a higher than permitted height, a reduction in the interior setback between the two municipalities and a reduction in the required number of parking spaces.

PLAN AND REVIEW:

The Planning Department (SAT) has studied the important points of the plan. (annex1)

We checked the points regarding the efficiency and aesthetics of the property in question. There seems to be no problem with the proposed plans.

A retention pond will be built on the property, as the owner will control surface water from the earthworks and storm sewers on the site.

There will be three accesses from Route 700 East.

The parking and vehicle circulation layout meets the approach of The Nation Municipality.

We look at the landscaping plan and the department feel comfortable with the esthetic of the site.

The site's development expenses are nearly $80,000,000.00. We recommend to be included in the letter of credit in the amount set by the Municipality of Casselman.

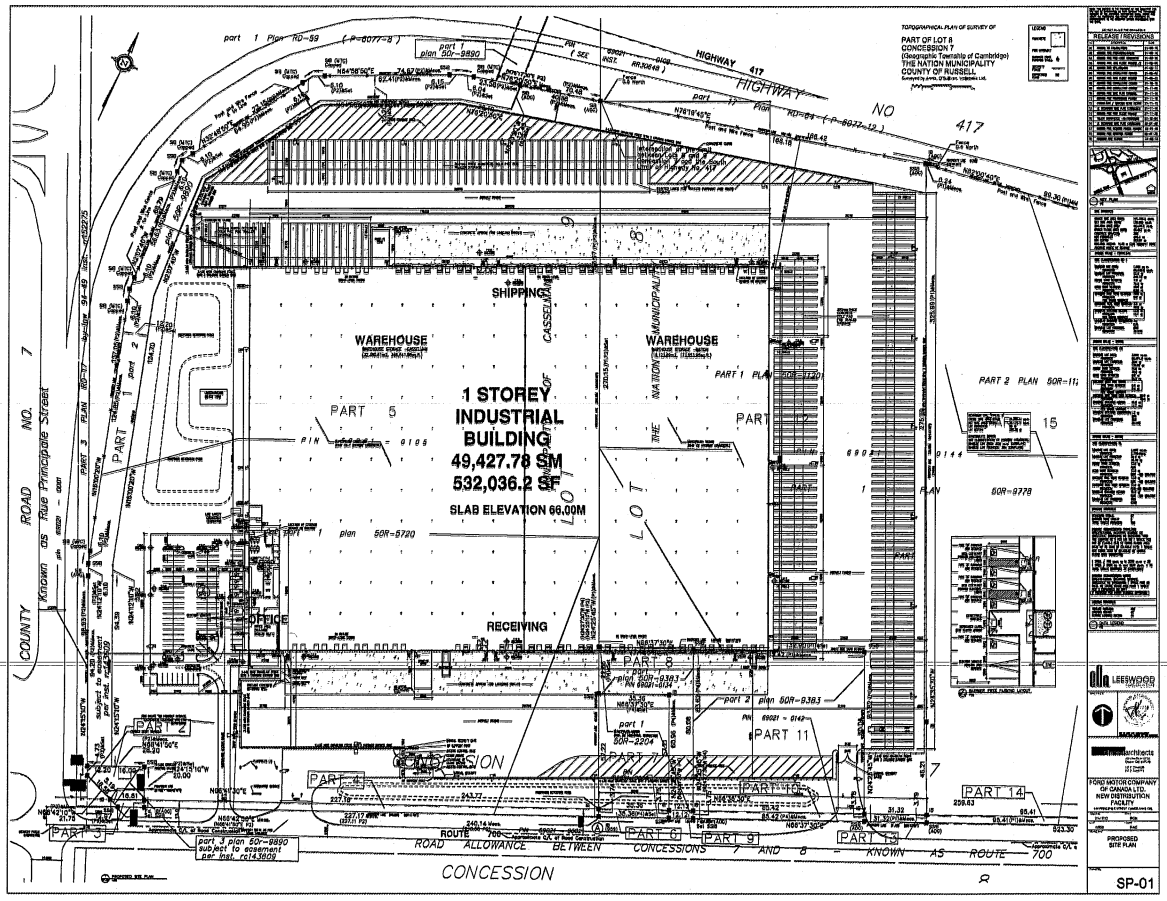
We are waiting for a final version of the plan with minor modifications and the final agreement.

The Planning Department is confident that, with the help of the administration, this procedure can be resolved and are comfortable enough to go ahead with the signature of the agreement in the future.

RECOMMANDATION:

The department recommend the approval of the site plan, file SPA-2-2022, that the amount for the letter of credit matches the amount establish by the Municipality of Casselman and that Council authorizes the Mayor and Clerk to sign the Site Plan Agreement once the procedure is completed.

Guylain Laflèche, MCIP, RPP
Urbaniste Municipal


1 STOREY
INDUSTRIAL
BUILDING
49,427.78 SM
532,036.2 SF
SLAB ELEVATION 66.00M
WAREHOUSE
WAREHOUSE
SHIPPING
RECEIVING
OFFICE
HIGHWAY 417
COUNTY ROAD NO. 7
Known as Rue Principale Street
CONCESSION
ROAD ALLOWANCE BETWEEN CONCESSIONS 7 AND 8 - KNOWN AS ROUTE 700
PART OF LOT 8
CONCESSION 7
(Geographic Township of Cambridge)
THE NATION MUNICIPALITY
COUNTY OF RUSSELL
PROPOSED SITE PLAN
SP-01

MEMO BLD-01-2022

PLANNING DEPARTMENT

DATE: February 21, 2022

RE: Request for reimbursement of building permit deposit

RECIPIENT: Board Members

Board Members,

Construction of the following permit was not completed within the required one-year timeframe (cause: COVID-19). We request full reimbursement of deposit for the construction below:

Permit #	Address	Date Issued	Final Inspection	Reimbursement Date
2020-255	2030 Concession 8	26 November 2020	10 February 2022	16 February 2022

In the past, the Board has granted similar requests, but within two years of the one-year date. (Ex: delay related to temperature, change of contractor, emergency event, etc.)

The Construction Department has no problem with the request, depending on the reasons raised in the letter, we therefore ask the council to exempt the above-mentioned permit from article 2 of by-law 85-2005 and to return 100 % for 2020-255 of performance deposit.

Guylain Laflèche, MCIP, RPP
Planner

Report to Council

Report Number: TP-04-2022

Subject: Route 700 E – exempt from half loads period

Prepared by: Joanne Bougie-Normand, Assistant - Public Works Director

Revised by: Marc Legault, Public Works Director

Revised by: Josée Brizard, DG/Clerk

Date of the meeting: February 28, 2022

Context

Following a demand to the municipality requesting exemption of the reduced loads period on part of Route 700 East.

Report

A distance of 200 m was redone in asphalt in the year 2013 and it is currently in good condition to support heavy vehicles as well as machinery during the reduced loads period.

I have no objection to this request and I recommend that the exemption start East of County Road 7 up to the railway on Route 700 E.

If Council approves the said recommendation, By-Law No. 49-2021 will be amended on March 14, 2022 to add Route 700 East to the list of exemptions.

Financial Considerations

N/A

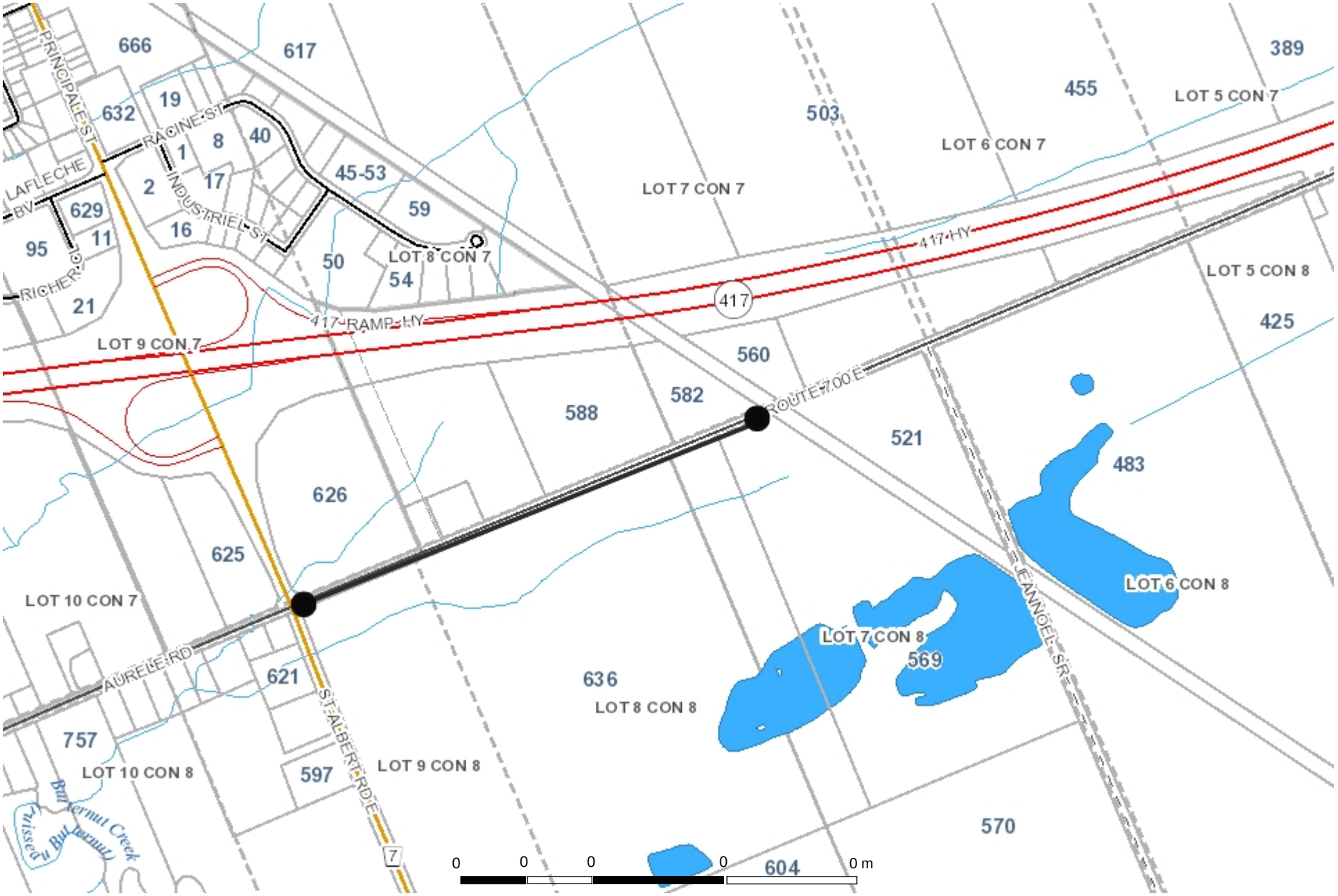
Recommendation

That Council accepts the recommendation presented by the Public Works Director in his report TP-04-2022 to exempt Route 700 East from County Road 7 eastbound to the railway during the reduced loads period.

Attachment

Map - location

ROUTE 700 E.



Map generated by UCPR A la Carte web mapping application. The United Counties of Prescott and Russell disclaims all responsibility for errors, omissions or inaccuracies in this publication. Do not rely on it as being a precise indicator of routes or location of features.Produced by UCPR under Licence with the OMNR. © Queen's Printer for Ontario, 2021. © 2021 United Counties of Prescott and Russell, All rights reserved.

February 23, 2022
9:47:12 AM

Prescott Russell

Report to Council

Report Number: TP-05-2022

Subject: Purchase new pick-up 2022

Prepared by: Joanne Bougie-Normand, assistant to the Public Works Director

Revised by Marc Legault, Public Works Director

Revised by: Josée Brizard, DG/Clerk

Date of the meeting: February 28, 2022

Context

Purchase of a new full size three quarter tonne 250/2500 pick-up truck is in the 2022 budget to replace the 2012 Chevrolet Silverado ID 6025.

Report

The tender has been posted the tender on Bids & Tenders platform and on our municipal website. We received two bids:

Dealer	Model	$ taxe included	Date and time
Laplante Chevrolet Buick GMC – Casselman	Silverado 2022	68 873,24	2/15/2022 4:10

The dealer hopes to deliver within 240 days after the tender is awarded.

The department recommends to accept the lowest bid.

Financial Considerations

G/L Account: N-4000-8054-7500 - $ 59,000.00

Tender bid with 1.76% net H.S.T. - **60,522.49**

Variance: - $ (1,522.49)

Recommendation

«That Council accepts the recommendation presented by the Public Works Director in his report TP-05-2022 and that the tender to purchase a new full size three quarter tonne 250/2500 pick-up truck Chevrolet Silverado 2022 be awarded to Laplante Chevrolet Buick GMC for the sum of $ 68,873.24 tax included as per the specifications in Contract Road-01-2022. »

Attachment

N/A

Report to Council

Report Number: RE-01-2022

Subject: St-Isidore Recreation Centre Service Provider Rental

Prepared by: Carol Ann Scott, Recreation Coordinator

Revised by: Josée Brizard, CAO-Clerk

Date of the meeting: February 28th 2022

Context

Rental of a section of the St-Isidore Recreation Centre to a service provider in order to offer a day camp for the summer vacation period.

Report

A day camp has been operated by the municipality at the St-Isidore Recreation Centre for the past 10 years. The camp was offered because the elementary school in St-Isidore closes its daycare services for the summer leaving parents scrambling to find childcare. The camp is profitable due to Canada Summer jobs funding 50% of the student's salaries. Finding university students to employ as monitors however, has become increasingly difficult in the past three years and we have had to hire high school students who are not as experienced and they require more direct supervision by municipal staff. This year, the priorities for the recreation department will be the hiring of new employees as per the recommendations of the service delivery review, implementing the business plan and new reservation system for the sports complex as well as various other capital projects. Rental of the St-Isidore Recreation Centre to a service provider will allow the staff to concentrate on these important priorities but still provide a much needed service to our residents. Other municipalities such as Champlain and Alfred-Plantagenet have third party delivery of summer camps.

Relevance to priorities

As per the Recreation Master plan, Objective 8.4: Develop facility capacity: Recommendation: Source opportunities to develop partnerships for third party delivery of programs and services that highlight cultural programming for children and youth.

Financial Consideration

Rental rates per week will be based on square footage used and similar rates being paid in Prescott-Russell, a revenue will still be received but is expected to be less than the camp generated in the past two years.

Recommendation

That the Recreation department proceeds to advertise and rent space at the St-Isidore Recreation Centre to a service provider for the operation of the summer day camp.

Report to Council

Report Number: RE-02-2022

Subject: Consultant for a Business & Operation Plan for the Sports Complex

Prepared by: Carol Ann Scott, Recreation Coordinator

Revised by: Josée Brizard, CAO-Clerk

Date of the meeting: February 28th 2022

Context

Hiring of a consulting company to work with municipal staff to prepare a Business & Operations Plan for the Nation Sports Complex.

Report

A service delivery review of the department was completed in December 2021 by RC Strategies Inc. and was funded by a provincial grant. This review was based on a recommendation from the Parks & Recreation Master Plan to evaluate current staffing & operations, in order to indicate where savings could be made, how to improve customer service and to plan for the expansion of the department with the construction of the Sports Complex. Based on these recommendations, in 2022, the department is going to be making major changes to its organizational staffing structure and purchase a new reservation system which will allow for online bookings and payments. Working with an annual business plan was another one of the recommendations from the review with the goal of giving staff clear objectives, timelines and reporting for capital projects within the department.

The municipality does not have a major stakeholder such as a soccer club lined up for prime time hours at the complex and it is very important that we develop and research our market area and profile our perspective clients within the coming months. This research will then help in developing projections for utilization hours, program projections and operations schedules for the building. We are starting with a blank slate and this can be advantageous for the municipality as we have many hours to offer new leagues that want to start up in the area and will offer our residents opportunities to participate.

The market research, perspective clients and SWOT analysis is time consuming and the municipality does not have the personnel with the time or expertise to perform it. The sports complex is requiring a large chunk of the Recreation Coordinator's time, and there are other capital projects planned in 2022 as well as the fundraising campaign. RC Strategies Inc. is familiar with the department, the municipality and the comparables in the area having just completed our service delivery review. They offer the municipality the opportunity to work with Jon Kilmartin, President of Colab Sports Management, a company who specialize in soccer & dome construction and management, who can provide contacts with soccer leagues around the Ottawa area and to provide us with a solid plan to get the sports complex off on the right foot. The company's expertise in operating similar buildings will provide the municipality with examples of contracts, policies and procedures for staffing requirements, customer service and also marketing guidance.

Relevance to priorities

Key components of the Parks & Recreation Master Plan include developing policies to standardize municipal processes including facility allocation, rates and fees and subsidy. Developing standardized operating and service levels for the facility and improving marketing strategies for all programs and facilities will also form part of the business and operating plan.

Financial Consideration

The business and operations plan was not budgeted for in the 2022 budget as the final report for the service delivery review was only received in late December. In regards to comparable

pricing, RC Strategies Inc. was the lowest bidder received for the service delivery review with other companies being considerably higher (double and triple for the same services offered). RC Strateges Inc has the advantage of already being familiar with our staff, municipality and area and time is also of the essence for this project as construction is on schedule with the Sports Complex to open in December. A contingency fund was budgeted for as part of the construction of the Sports Complex and there are funds available in it for the business plan.
Account: N-7160-8052-7500

Recommendation

That a contract be given to RC Strategies Inc. in the amount of $18,056.00 plus taxes for the preparation of a business and operation plan for the Nation Sports Complex.

GFL Environmental Inc.
Eastern Ontario Waste Handling Facility (EOWHF)

Green Economic Initiatives

At GFL, our customers and communities are looking for greater resource recovery and a suite of services that is more aligned with a sustainable and circular economy. At the Eastern Ontario Waste Handling Facility (EOWHF) in Moose Creek, Ontario, we want to undertake an innovative new green initiative that will reduce our carbon footprint while providing a new, renewable energy source to clients in Eastern Ontario. In addition to existing resource recovery operations such as composting and landfill gas-to-energy, there is now an opportunity to produce renewable natural gas (RNG). This opportunity would allow for greater reduction in greenhouse gas (GHG) emissions and be a source of renewable energy generation as part of Ontario's transition to a low-carbon economy. What's more, the resulting economic development will spur other green industries that will provide local produce and goods, removing dependency on foreign markets.

Regional Infrastructure

GFL's EOWHF (formerly Laflèche Environmental Inc.) is a critical component of regional waste management infrastructure in Eastern Ontario. Opened in 2001, the facility has grown to service over 500 communities, towns and municipalities, with the majority under long term contracts.

Major Employer

The facility directly employs 45 people and is the largest employer within the Township of North Stormont. GFL's hauling operations employ an additional 70 people in the region. Numerous other indirect jobs are supported in local industries including trucking, aggregate supply, construction, mechanical and electrical work, fuel and propane, excavation, and specialty work, including engineering and analytical laboratories. The EOWHF annually procures more than $15 million of goods and services within the region.

An Engaged Neighbour

GFL is an engaged neighbour within the community and for 20 years has been an active sponsor of numerous projects, local teams, associations and functions. During that time the original Host Community Agreement (HCA) provided guaranteed income to the Township each year, helping to ease the tax burden of the citizenry.

In June 2021, the Township of North Stormont and GFL extended their partnership for another 20 years with the signing of a renewed HCA that provides extensive financial support to the Township. The signing of this agreement signifies the strength of the relationship and trust that has been developed between GFL and the Township of North Stormont.

17125 Laflèche Road, Moose Creek, ON K0C 1W0
Tel.: 613.538.2776 | Fax: 613.538.2779 | www.gflenv.com

Current Green Initiatives

Composting

The Eastern Ontario Waste Handling Facility (EOWHF) in Moose Creek includes composting of over 120,000 tonnes of organic waste each year. The finished compost product meets AA standards in both Ontario and Quebec, supporting local farmers, residents and horticultural industries. This high-quality product is shipped to various municipalities annually as part of our commitment to participating and contributing to the circular economy model. In addition, GFL is a major supplier of AA compost product to Scott's, one of North America's largest soil and garden product suppliers. Our compost meets the stringent standards and high-quality control and quality assurance criteria for use in commercially available products such as Scott's *Miracle Gro*. The compost operations were internationally recognized in 2015 with the SWANA North American Gold Award for excellence in compost operations.

The compost operations provide a reduction in GHGs of over 81,840 tonnes of CO_2 annually, equivalent to removing 25,000 automobiles from the road for a year.

Green Electricity

Moose Creek Energy LP (MCE) owns and operates the existing 4.2 MW landfill gas-to-energy (electricity) plant, powering approximately 4,000 homes. The electricity is sold under a 20-year Ontario Feed-in Tariff Program (FIT) contract with the Independent Electricity System Operator (IESO). The IESO contract is capped under the current contract and the IESO will not purchase any additional electricity from the facility. The power plant uses approximately 1,350 scfm of landfill gas at 50% methane to operate at full capacity, equivalent to removing approximately 12,000 automobiles from the road for a year.

Next Expansion Will Create New Green Opportunities

GFL is proposing to expand its EOWHF operations and has started the Environmental Assessment (EA) process toward that approval. When approved, an additional 15.1 million m^3 of landfill capacity will be added over a period of 20 years, until approximately 2046. Total site capacity would then be approximately 26.7 million m^3. The landfill serves to support green initiatives by providing a final disposal option for residual waste material.

Future Green Initiatives

Greenhouses Fueled with Green Heat

GFL and the Township of North Stormont are looking forward to announcing the signing of an agreement with a third party who will bring local agricultural expertise and capital to invest in greenhouse operations to be located at the EOWHF. GFL is in a position to provide a low-cost heat source, captured from the existing turbines generating electricity, and a green substitute for the traditional carbon heat source for greenhouses. It is anticipated that a 10 ha greenhouse operation, located on available GFL owned land, will create local employment of 100 full time positions. Available land onsite has already been identified and zoned for this purpose. This type of development will provide a source of local food security for Eastern Ontario and the National Capital Region, and reduce dependence on foreign food suppliers while reducing GHGs through the reduction of long-haul trucking needs.

A study released on December 16, 2020 by Statistics Canada's "Health Reports" reported that approximately one in seven Canadians (14.6%) were estimated to live in a food-insecure household in May 2020. Supply chain interruptions and shortages became increasingly evident during the COVID-19 pandemic, raising the already defined need for new food sources that could meet the province's needs. Growing vegetables year-round in Ontario's climate poses significant challenges for most local growers. The cost of traditional heat sources makes it prohibitive for most greenhouses to operate in the coldest months. Our low-cost heat source, which is available year-round, would circumvent this challenge and enable Ontario producers to compete with foreign food suppliers in warmer climates. This would significantly reduce transport costs and associated GHG emissions.

The greenhouse facility would be modeled after the Waste Management – Productions Horticoles Demers Facility located in Drummondville, QC. This Facility has worked to meet consumers and distributer's growing demand for local products, diversifying the food sector and creating a demand for greenhouse-grown fruits and vegetables. European Power Systems Ltd. (EPS) commissioned the heat recovery system that captures the heat produced by an 8 MW landfill gas fuelled CHP plant and transfers this heat to the nearby Demers tomato greenhouse. The cogeneration system came on-line in the fall of 2012 and by the following year, had already provided more than 10,000 MWh of energy to the new greenhouse. The facility has had great successes, including winning a Sustainable Action Award from the Quebec Association for Energy Advancement (AEEA). The environmental benefits from this project are significant. In fact, this process dramatically reduces the consumption of diesel — traditionally used to heat greenhouses — by more than 500,000 gallons annually.

This is the equivalent of removing more than 15,000 tons of CO2 from the atmosphere and contributes to a greener crop. The Demers Greenhouses operate year-round, providing Canadians with a product that would normally need to be imported from Mexico or South America, further reducing greenhouse gases.

Additional Renewable Green Energy to Combat Climate Change

The EOWHF captures LFG generated within the landfill currently collecting on average approximately 4,500 standard cubic feet per minute (scfm) of landfill gas at an energy level of 500 BTU/scf at 50% methane by volume. The amount of landfill gas that can be collected from the landfill has been estimated at a peak recovery rate of 5,300 scfm in 2027, based on the existing approved landfill (11.6 million m^3 of waste). When considering the existing site plus the proposed expansion area the estimated peak landfill gas recovery rate is in the order of 8,400 scfm in 2047.

Landfill gas can be utilized as a fuel source to produce renewable natural gas (RNG). The methane (natural gas) can be stripped from the landfill gas and directly injected into natural gas distribution systems using proven, in-service technology. The utilization of landfill gas in this manner has been undertaken in various forms since the late 1980's, however, it has become economically attractive and more prevalent in recent years with the advent of government initiatives to combat climate change.

The large volumes of landfill gas generated at the GFL's EOWHF make it an attractive opportunity to consider RNG production. The existing approved landfill could sustain a 4,000 scfm (at 50% methane) RNG production plant over a 10-year life span. The amount of RNG produced annually would be approximately 1 million GJ, or enough RNG to heat 11,000 Ontario homes and fuel local grain drying operations. The plant capacity will be

increased to approximately 6,000 scfm when the landfill site expansion is approved and built – enough to heat 17,000 homes for another 40 years.

- *Environmental Benefits of RNG Production*

A RNG plant would provide significant environmental benefits by displacing natural gas that is extracted from the Earth. A 4,000 scfm RNG plant would annually reduce GHGs by over 110,000 tonnes of CO_2 equivalents, equal to removing 35,000 automobiles from the road for a year. A 6,000 scfm RNG plant would reduce GHGs by 175,000 tonnes of CO_2 equivalents annually (approximately 53,000 automobiles) and over a 40-year project life this amounts to 6 million tonnes of CO_2 equivalents or 1.9 million automobiles being removed from the road for a year.

- *Economic Benefits of RNG Production*

The design, construction and long-term operation and maintenance of an RNG plant would provide economic benefits for the Province and local area. It is anticipated that 16 full time job equivalents would be produced through the design and construction phase of the project. Another 8 full time job equivalents would be required for the operation and maintenance of the plant over a 40-year life of the project. An expanded natural gas line supplied with RNG will immediately spur new economic interest for the area and result in more job creation, residential expansion and opportunity.

RNG Injection Site

An RNG injection site at the EOWHF would allow a point of entry for local farm digesters to supply RNG from livestock operations to the natural gas supply grid. With over 500 farmsteads within a 30 km radius of the EOWHF, this could result in significant contributions of clean and renewable gas energy that furthers the efforts towards a circular economy.

Abattoir

The shortage of abattoir capacity is well documented in Ontario, particularly in Eastern Ontario. This creates weaknesses in the food supply chain and leads to processing delays for area farmers, raising their costs and hindering access to food production. In order to ensure their cattle can be processed, many farmers in Eastern Ontario are travelling across national borders to Taylor's Meat Processing Plant in Pennsylvania, and the recent pandemic further complicated this route.

On August 27, 2020, the Ontario Federation of Agriculture (OFA) released a report calling for increased meat processing capacity. "The COVID-19 crisis revealed vulnerabilities in the current meat processing supply chain, but has created an opportunity for a more regional approach to food production," says the OFA report.

GFL has the site capacity to include a federal abattoir and bio digester for the offal by-product. It would also be worth our provincial government considering adapting a bio digester for dead stock from Eastern Ontario, as that challenge continues to look for a long-term solution. Both of these proposals would move Ontario closer to the circular model we need to emulate.

The GFL lands in North Stormont total more than 950 ha with only 500 ha earmarked for landfilling, composting, RNG and greenhouses. The remaining lands are being considered for further development and an industrial scale abattoir has much potential.

The high concentration of farmsteads in Eastern Ontario and the GFL site's ability to provide final disposal for residual waste make the possibility of an abattoir very attractive.

Food Hub

The abundance of available GFL owned land has started a discussion on the potential of siting a regional food hub that would provide packaging and distribution of processed meats and vegetables. This type of installation is considered to be desperately needed middle scale infrastructure and would further support the circular economy model, providing 65 full time positions. In conjunction with green houses and an abattoir, the food hub would support the generation and marketability for local produce and goods, remove dependency on foreign markets and reduce GHGs from long-haul trucking.

Agriculture remains the top industry within the United Counties of Stormont, Dundas and Glengarry and the neighbouring United Counties of Prescott and Russell. The GFL lands in North Stormont straddle these two counties and sit midway between major metropolitan markets in Ottawa, Montreal and New York State, creating enormous economic opportunities for these communities and surrounding areas within the province.

Net Zero Environmental Footprint

The existing onsite electrical plant's production could supply the power requirements for landfilling, composting, greenhouses, an RNG plant, an abattoir and a food hub. The RNG facility would provide low-cost, renewable fuel supply for these operations and the whole complex has the potential to be self-sufficient in terms of electrical and fuel demand, driving its environmental footprint towards net zero.

GFL continues to push green initiatives on all fronts and believes the future must be efficient, sustainable and of course, green. The EOWHF plans to develop into an environmental complex that provides waste management, organic product, renewable energy, and meat and produce services. All of this will support a substantial number of secure and well-paying jobs, and significantly increase economic growth in Eastern Ontario. The facility will one day be self-sufficient, and in working closely with our host community and the region, will be a flag-ship of responsible environmental management and circular economic activities.

Investment in Infrastructure

For these green initiatives to be realized, investment in natural gas infrastructure is required. GFL will invest $60 million to bring the RNG plant to fruition, of which a significant percentage will go directly to Ontario job creation for project management, consulting, engineering, construction, and equipment supply. An additional $30 million is required to extend the existing natural gas infrastructure and is detailed in an Ontario Energy Board (OEB) application titled Moose Creek Community Expansion Project. The approval of this application will be the catalyst required to start a green economic engine in Eastern Ontario that will serve the region for generations to come.

ECONOMIC IMPACT ASSESSMENT

Proposed Natural Gas Infrastructure and Related Green Opportunities at GFL Environmental Eastern Ontario Waste Handling Facility

Prepared by
MDB Insight and metroeconomics

DECEMBER 2021

metro economics

MDB INSIGHT

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Abbreviations

- **BTU/scf:** British Thermal Unit per standard cubic foot
- **CHP:** Combined Heat and Power
- **CO2:** Carbon dioxide
- **EOWHF:** Eastern Ontario Waste Handling Facility
- **GFL:** Green For Life
- **GHG:** Greenhouse Gas
- **MMbtu:** Metric Million British Thermal Unit
- **MW:** Mega Watt
- **MWh:** Megawatt Hour
- **PJ:** Petajoule
- **RNG:** Renewable Natural Gas
- **SCFM:** Standard Cubic Feet per Minute

1. About this Report

MDB Insight in partnership with *metroeconomics*, has been retained by GFL to develop an Economic Impact Assessment of the proposed natural gas infrastructure and related green development opportunities at its Eastern Ontario Waste Handling Facility (EOWHF) located near the community of Moose Creek. Eagerly anticipating the economic benefits of the project are neighbouring municipalities: the Township of North Stormont, the United Counties of Stormont, Dundas and Glengarry and the United Counties of Prescott & Russell. The Township and Counties have provided assistance in this process in the form of information and statistics related to the current situation, as well as regional growth and economic development projections. They also assisted by organizing gap analysis exercises between municipal representatives and GFL staff to identify some of the potential future industrial and agricultural uses that could be undertaken at the EOWHF and surrounding region.

This report presents a current economic and demographic profile of North Stormont and the wider Region. In addition, it develops a base case projection reflecting a "business-as-usual" future based on no new natural gas pipeline or Renewable Natural Gas (RNG) plant at the EOWHF. Finally, it develops an alternative projection reflecting the impacts of the pipeline and RNG plant and of an assumed complement of activities that could catalyze in the Region.

2. Executive Summary

GFL Environmental's Eastern Ontario Waste Handling Facility (EOWHF) near Moose Creek, is centrally located between Ottawa and Montreal, in direct proximity to Highway 417, and has been identified by the United Counties of Stormont, Dundas and Glengarry (SDG) as a strategic location for industrial and commercial development. The EOWHF is within a 200 km radius (Canada only) of a population base of more than 7 million people and has easy access to the U.S. border.

Depressed Local Economy Coupled with Aging Population

Despite its advantaged geographic location, this region of Eastern Ontario, identified by Ontario's Ministry of Finance as "surrounding Ottawa region" has experienced the slowest ten-year economic growth of any region in the province. Between 2009 and 2019 this area of Eastern Ontario saw -5.9% growth. Comparatively, Ottawa grew by 17.9% and the GTA by 23%[1]. This area of Eastern Ontario has an older population than the province due to outward migration of younger citizens for employment opportunities; 44.5 % of the area's population is above 50 years of age as compared to 38.2% above 50 for all of Ontario.

Location Prime for Investment

An educated and bilingual population, affordable housing, direct access to major highways and proximity to two of Canada's largest urban centres makes this location prime for investment. Investment that will generate significant economic growth for the region.

Labour can be sourced both locally and from surrounding metropolitan areas attracting talent through a mix of low real estate costs and a high quality of living:

- Low real estate costs - the Cornwall and District Real Estate Board reports that the average price of homes sold in November 2021 was $411,684. The national average home price for the same month was $720,850[2].
- Bilingualism – high standard of education in both English and French language schools make it attractive to young families from Ottawa, Gatineau and Montreal.
- Established network of indoor/outdoor recreational opportunities across all seasons.

Green Energy

GFL is prepared to invest $60 million to build a RNG plant which will allow for the injection of RNG into the North American natural gas grid. GFL will have access to an estimated 11.6 PJ[3] of renewable natural gas (RNG) from its own landfill coupled with neighbouring agricultural operations generating RNG from

[1] https://www.ontario.ca/page/regional-opportunities-investment-tax-credit#f1

[2] https://creastats.crea.ca/en-CA

[3] One petajoule (PJ) is 10^{15} joules (1 million billion) or 278 gigawatt-hours.

crop residues and residuals from livestock operations[4]. This volume of gas will make an important contribution to Canada's natural gas industry's goal of having 5% RNG blended into natural gas streams by 2025 and 10% by 2030[5]. As a corollary environmental benefit, the proposed RNG plant will reduce greenhouse gas (GHG) emissions by over 175,000 tonnes of CO2 equivalents, (equal to removing 53,000 automobiles from the road for a year), supporting the Federal commitment to net-zero emission by 2050.

Additional Funding

An additional $30 million is required to extend the existing natural gas pipeline to the site, as detailed in the Ontario Energy Board (OEB) application titled Moose Creek Community Expansion Project. The regulatory and financial approval of this Project will be the catalyst required to start a green economic engine that will serve the region for future generations. This investment represents an important opportunity to build a model of development and revitalization that uses innovation, green synergies and cutting-edge technology to create economic opportunities for the United Counties of SDG and Prescott-Russell.

Economic Growth

The access to natural gas provided through the new pipeline will spur new economic interest for the area, resulting in job creation, residential expansion and opportunity. Investments in products and services complementary to the local agricultural economy are proposed. GFL will support the permitting and building of the following investments:

- 10-hectare greenhouse operation powered and heated with green energy, employing 100 people by 2024.
- Prescott-Russell abattoir employing 75 people by Q2 2025.
- Anaerobic-digester powered with renewable green energy to manage the residual waste of the Prescott-Russell abattoir operations and other regional abattoir operations allowing for the generation of additional volumes of RNG for the pipeline by Q2 2025.
- RNG pipeline injection service for the 500 farmsteads within a 30 km radius of the EOWHF, managing an estimated 40,000 head of cattle. It is expected that 75% of these farms will be generating RNG by managing manure and other farm organic waste with on-farm anaerobic digesters. The on-site injection service will come online in Q4 2024.

The abundance of available, commercially zoned lands will allow the surrounding area to host multiple green initiatives that will attract additional food processing facilities and other industries. These types of installations are urgently needed forms of medium-scale infrastructure that will support a circular economy. With a focus on food security, and by realizing natural synergies of the local agricultural economy, these installations will improve the generation and marketability of local produce and goods and remove dependency on foreign markets. Combined, the above-mentioned projects will support the

[4] Renewable Natural gas (Biomethane) Feedstock Potential in Canada. TorchLight Bioresources. Natural Resources Canada. March 2020

[5] It should be noted that many European countries, including Denmark, are at 20% RNG in their national supply strategy, resulting in greater economic and environmental success.

creation of 612 jobs by the late 2020's, and increase population by 1,364 people by 2031, adding $79 million to the Region's GDP.

Figure 1: Private sector investment resulting from $30 million pipeline extension

Project	Investment Amount (Million)	Investment Timeline	Number of Direct Jobs Created	Timeline of Jobs created
RNG plant and injection site (EOWHF)	$60	2022 to 2024	8	2024/25
Anaerobic digestor (EOWHF)	$20	2022 to Q2 2025	6	2025
Greenhouse operation	$40	2022 to 2024	100	2024/2025
Dairy farm anaerobic digestors	$60	2022 to 2032	40	2025 to 2032
Prescott-Russell (P-R) abattoir	$25	2022 to Q2 2025	75	2025
P-R fruit and vegetable processing hub	$6	2022 to 2025	65	2025
Total	**$211**		**294***	

***The above-mentioned projects will support the creation of 294 direct jobs and 318 indirect jobs, for a total of 612 jobs.**

3. Background Context

3.1 About GFL Environmental Inc.

GFL Environmental Inc. (GFL), established in 2007, is an environmental services firm offering services in solid waste management, liquid waste management, and infrastructure development. In 2007, operations consisted of a single solid waste transfer station east of Toronto, Ontario. Today, the firm has strategically located operations across Canada and in 23 U.S. states making it the fourth largest environmental services company in North America, employing 18,000 people. GFL's business model is based on service solutions that optimize diversion from landfill, resulting in GFL becoming the largest recycler in Canada and one of the largest composters in the country. In Southern Ontario, GFL offers the most comprehensive suite of integrated solid and liquid waste management, infrastructure, and soil remediation services[6] in the industry. GFL invests heavily in landfill gas-to-energy technology that captures landfill gas and converts it to renewable sources of green energy.

3.2 Eastern Ontario Waste Handling Facility (EOWHF)

The EOWHF is located within the Township of North Stormont, approximately five kilometres north-northwest of the village of Moose Creek, Ontario, and five kilometres east of the village of Casselman, Ontario. GFL's EOWHF is the Township's largest employer, with 45 people employed in the facility and an additional 70 individuals through hauling operations. These activities support many other jobs in the area. In addition, GFL purchases more than $15 million of goods and services within the Region.

The EOWHF accepts solid non-hazardous waste from approximately 500 communities across Eastern Ontario, providing essential disposal services. The facility's 4.2 MW landfill gas-to-energy plant was commissioned in 2012 and is designed to generate electricity for 4,000 local homes. Through the on-site landfill gas recovery system, GFL collected and combusted approximately 57 million m3 of landfill gas in 2020, with an approximate quality of 54% methane. The reduction in GHG emissions from this effort was approximately 361,000 tonnes of CO2 equivalents[7].

The EOWHF also has an industrial scale compost facility that is permitted to accept 240,000 tonnes of organic waste per year, and consistently generates AA compost product. Table scraps from the GTA, the Region of York, Belleville and Gatineau amongst other Eastern Ontario cities are processed at the site and the material is then included in bagged soil mixes sold in big box stores across the province – an excellent example of a circular economy at work.

Proposed Expansion of EOWHF

[6] GFL – 2019 Environmental Sustainability Report

[7] https://gflenv.com/our-facilities/landfills/

GFL has initiated an Environmental Assessment seeking approval for landfill expansion at the EOWHF. The proposed future development will involve the construction of approximately 15.1 million cubic metres of additional landfill disposal capacity over a 20-year planning period. GFL has identified a sustainable business opportunity and long-term need for the EOWHF to continue providing disposal capacity. A disposal option for residual waste material will allow GFL to continue to provide waste diversion and green bin organic composting services into the future.

The project's Terms of Reference (ToR) was approved by the Minister of Environment, Conservation and Parks (MECP), Honourable Jeff Yurek, on January 14, 2021. The project continues to progress and is slated for submission to the MECP in the latter half of 2022. The proposed future development will be on land currently owned by GFL[8].

Source: Future Development of the Eastern Ontario Waste Handling Facility – Environmental Assessment (EA) Terms of Reference

3.3. EOWHF Green Development Opportunities

[8] https://gflenv.com/moose-creek-landfill-expansion/

In addition to waste management services at the EOWHF, other development opportunities are being proposed. These initiatives include an RNG plant, which will convert landfill gas into RNG, that will be injected into North America's natural gas supply grid.

The expanded natural gas available through a new pipeline, together with GFL's land holdings around the EOWHF, also has the potential to support a food processing and packaging facility, greenhouses, and an abattoir. It also has the potential to work in concert with a complementary food hub being proposed to be placed in Prescott-Russell. The two facilities could be designed to optimize synergies between operations, increasing jobs and investment opportunities. On August 27, 2020, the Ontario Federation of Agriculture (OFA) released a report calling for increased meat processing capacity. "The COVID-19 crisis revealed vulnerabilities in the current meat processing supply chain but has created an opportunity for a more regional approach to food production," says the OFA report[9]. Food security is also one of the most critical issues today; it is a major problem for Canadian cities and towns because of the implications of food in shaping key community issues, including healthcare[10]. A recent feasibility analysis for a meat processing facility conducted by Dufferin County shows that people find locally sourced food very important. Further studies show that consumers see locally sourced food as a sustainable choice[11]. By making sure that food products are locally grown in the proposed food processing facility, there will be a positive impact in the region by controlling the nutritional quality of produce, mitigating the impacts of supply chain disruptions, and reducing the GHG emissions from long-haul transportation from foreign markets. The use of waste heat from the existing gas-to-energy facility to support the greenhouses capitalizes on natural synergies and furthers the environmental and economic benefits of the developments.

A comprehensive description of the socio-economic impacts for the region is presented in the **Socio-Economic and Environmental Benefits** section of this report.

4. Economic Impact Assessment

[9] Ontario abattoirs facing processing capacity shortages – in need of funding. August 2020

[10] Gord Hume - Municipal Information Network - Food Insecurity Is Still a Critical Issue December 2, 2021

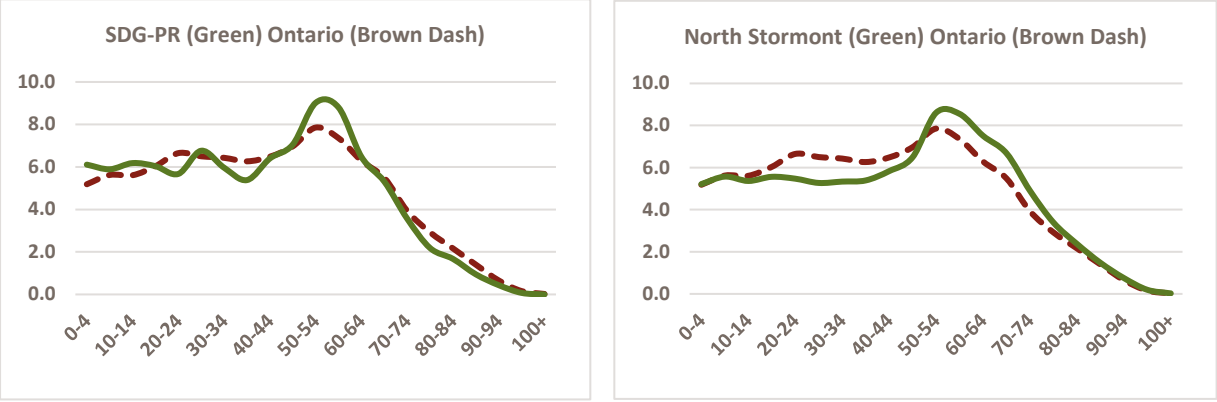
[11] Dufferin County Meat Processing Feasibility Analysis, Mallot Creek Group, April 23, 2021

4.1 Demographic and Economic Profile

This section of the report provides a brief demographic and economic profile of the Township of North Stormont and the Region within which GFL's EOWHF operates. For the purposes here, the Region is considered to include Stormont, Dundas and Glengarry United Counties and neighbouring Prescott and Russell County (from this point on referred to as SDG-PR Counties or the Region).

North Stormont's population in 2020 at 7,201 was up only modestly by 0.9% from its level in 2001. The population of the Region was 218,859 in 2020, growing between 2001 and 2020 by 8.6%, or 10 times the pace of the Township. Over that same period, the population of Ontario grew three times faster than the Region, at a rate of 26.1%. The absence of growth in the population of North Stormont implies its population is mostly aging in place. In contrast, the populations of Ontario and SDG-PR Counties are both growing, due to their attraction of relatively young migrants. The net result: 44.5% of the people in the Township are 50 years of age or older, considerably greater than the Region's 50-plus share at 38.5% and Ontario's at 38.2%. The shares of the total population by 5-year age group for each Township and the Region are compared to the shares for Ontario in Figure 2.

Figure 2: Population by 5 Year Age Group (Horizontal Axis) – Percent Share of the Total Population in 2016 (Vertical Axis)



Source: Statistics Canada 2016 Census

A location quotient assessment of jobs by place-of-work by industry in each of SDG-PR Counties and the Township reveals agriculture and manufacturing are the economic drivers – the economic base industries – of the area. Jobs in both industries have declined in the area, as they have province-wide, nation-wide, and worldwide. The area's dependence on them as economic drivers may explain their modest pace of population growth.[12]

4.1.1 GFL RNG Production Opportunity

GFL's EOWHF operations generate landfill gas as a by-product, and since 2012 the landfill gas has been used to generate electricity that is fed into the provincial grid. GFL's proposal to continue its waste

[12] Jobs in agriculture and manufacturing have declined throughout Ontario. But the province's population continues to grow because its economic base jobs are growing in a number of service industries such as finance, professional services, specialty health care and post-secondary education.

handling operations into the future will lead to the production of even more landfill gas that can be purified to RNG and injected into North America's natural gas supply grid. GFL is prepared to commit to construction costs of $60 million for an RNG plant in North Stormont.

For the plant to be feasible, Enbridge must build a $30 million pipeline so the natural gas produced by the RNG plant can be introduced into North America's supply grid.

The development of the pipeline and the RNG plant will be a catalyst for economic development in the Region. The low-cost energy provided through the waste heat and related natural gas pipeline would make greenhouse, food processing and abattoir activities economically feasible. Additional synergies could be realized, as the abattoir would generate offal as a by-product, which can also be converted to natural gas, transforming an operating expense into a revenue stream.

In other words, the RNG plant and the natural gas pipeline could serve as a catalyst for development of an economic hub in the area, centred around food processing, packaging and distribution. This, hub would be aligned with corollary objectives of the establishment of a sustainable and circular economy in the Region. The following section illustrates the magnitude of the economic benefits that could be generated by developing a natural gas pipeline link to North Stormont and by building the RNG plant.

4.1.2 The Potential Economic Impacts

In developing the impact estimates, the following assumptions were made:

- The proposed pipeline construction will occur in 2023 and 2024, and the pipeline will be in operation from Q4 2024 onwards. Its direct impacts will mostly occur in North Stormont.
- The proposed RNG plant construction will occur in 2023 and 2024 and thus will be operational from Q4 2024 onwards. Eight jobs would be added for an RNG facility. Its direct impacts will mostly occur in North Stormont.
- An abattoir will be built on the GFL's site and be fully operational from Q2 2025 onwards. It will employ 75 people.
- A greenhouse production facility will be built in the area and fully operational from 2024 onwards. It will employ 100 people.
- A fruit and vegetable processing facility will be built in the area and fully operational from 2025 onwards. It will employ 65 people.
- An additional 6 jobs would be generated from a compost bagging operation. These operations would take compost generated from the site, bag it and have it shipped to big-box stores for retail sale.
- One-third of the direct impacts of the abattoir, greenhouse facility and food processing facility will occur in North Stormont with the remaining elsewhere in the Region.

Based on the Statistics Canada multipliers, the following economic impacts could be expected to accrue each year from 2028 onwards:

- There would be a direct impact of 294 jobs, sustained each year.

- An additional 377 jobs will be created indirectly and continue each year as the new facilities purchase inputs from other businesses.
- An additional 138 jobs will be induced and will continue each year as the workers at the new facilities spend their incomes locally.

Thus, the total number of jobs on an ongoing basis from 2028 onwards resulting from all assumed new activities is projected to be 769.

Taking a different approach to measuring the potential impacts, *metroeconomics'* sub-provincial projection system was used for North Stormont and the SDG-PR Counties. Projections were made to assess the impact that the direct job creation values noted above will have, over time, for each area, on the population, the number employed by place-of-work, and GDP. The direct impacts that were fed into this projection system, generated estimates of the indirect and induced impacts of the new facilities in each area.

Based on the inputs provided, the sub-provincial system projects that:

- The total number of jobs in the Region on a place-of-work basis will exceed the number projected in the base case by 612 by the late 2020s, and the difference will grow to reach 682 by 2051.[13] The percentage difference in 2051 will be 0.8%.
- The Region's total population will exceed that projected in the base case by 1,364 in 2031 and will increase to 1,520 by 2051. The percentage difference in 2051 will be 0.6%.
- The GDP of the Region will exceed that projected in the base case by $79 million in 2031, increasing to more than $117 million by 2051. The percentage difference in 2051 will be 1.0%.

The Regional impacts described above include the impacts for North Stormont and the rest of the Region. The impacts assessed for North Stormont alone are as follows:

- Total employment by 2031 will be greater than the base case by 1,956 increasing to 2,166 by 2051. The percentage difference in 2051 will be almost 25%.
- The total population will exceed the base case projection in 2031 by 1,903, and that differential will hold through to 2051 by 2051. The percentage difference in 2051 will be almost 25%.
- The GDP generated will exceed the base case value by $40 million in 2031, increasing to $73 million by 2051. The percentage difference in 2051 will be more than 22%.
- Approximately 40 jobs will be created between 2025 to 2032 through the investment for various farm anaerobic digestors[14].

The table below summarizes the estimated impacts of the assumed new facilities on North Stormont and the Region for each of 2031 and 2051 for their respective populations, number employed and GDP. The relative impacts – North Stormont vs. the rest of the Region – could differ from those presented in the table depending on the assumptions made about where the new facilities are built.

[13] This estimate falls short of the 625 total impacts based on the multipliers-based estimation procedure because it reflects the probability that some of the indirect impact jobs will occur outside the Region (not all inputs will be available locally).

[14] GFL Environmental Inc.

Figure 3: Economic and Demographic Impacts of the Assumed Additional Activities

Characteristics	Region		Township	
	2031	2051	2031	2051
Population				
Base	226,968	258,632	7,495	7,587
Impact	228,331	260,153	9,398	9,474
Difference	1,364	1,520	1,903	1,887
% Difference	0.6	0.6	25.4	24.9
Employed by Place-of-Work				
Base	67,826	80,287	1,656	1,734
Impact	68,438	80,969	1,956	2,166
Difference	612	682	300	432
% Difference	0.9	0.8	18.1	24.9
GDP ($ millions)				
Base	$8,061	$11,691	$220	$327
Impact	$8,140	$11,808	$260	$400
Difference	$79	$117	$40	$73
% Difference	1.0	1.0	18.2	22.3

Source: metroeconomics

4.2 Conclusion

The estimates above indicate that the complement of production opportunities that are assumed to be catalyzed by the pipeline and the RNG plant will have a significant positive economic impact on the area. New production capacities in the area need not be limited to the modest projects assumed above.

The fostering of a food processing facility in the area promises to be the catalyst needed to raise the trajectory of economic and demographic growth in the Region.

5. Socio-Economic and Environmental Benefits

Currently, GFL Environmental green initiatives include composting (over 120,000 tons of organic waste each year) and the generation of 4.2 MW of green electricity. The GFL expansion will create new green opportunities for the Region, which can help to increase food security, reduce overall GHG emissions, and support a number of federal and provincial objectives and initiatives.

5.1 Future Green Opportunities and Food Security

An increasing number of Canadians have been facing challenges in putting food on their tables, as highlighted and exacerbated through the COVID-19 pandemic. In recent months, food banks and food security organizations have experienced increased pressures as demand soars and resources are scarce. To mitigate these issues and support Canadians, the Federal Government is investing in food security organizations[15]. Canada has committed to achieving zero hunger and food security for all Canadians and to achieving food security related Sustainable Development Goals by 2030. The opening speech of Canada's 2020 parliament emphasized that every Canadian deserves to have nutritious food on the table. With these commitments in place, it is crucial that Canada have the ability to measure progress towards achieving the Food Policy's priority outcomes[16].

The abundance of available GFL-owned land creates the opportunity for siting a number of food generation and processing facilities. These types of installations are considered to be urgently needed medium scale infrastructure and would further support the circular economy model. Such facilities would also provide a wide range of full-time positions. Through greenhouses and an abattoir, this project would support generation and marketability for local produce and goods and help to remove dependency on foreign markets and reduce GHG emissions from long-haul trucking. Such a development could also include a renewable natural gas (RNG) injection site.

Greenhouse Facility

GFL and the Township of North Stormont are looking forward to announcing an agreement with a third party to bring local agricultural expertise and capital to invest in greenhouse operations located at the EOWHF. GFL is able to provide a low-cost heat source captured from the existing turbine- generating electricity, and a green substitute for the traditional carbon heat source for greenhouses. It is anticipated that a 10-hectare greenhouse operation located on available GFL owned land will create local employment of 100 full-time positions. Available land on-site has already been identified and zoned for this purpose. This type of development will provide local food security for Eastern Ontario and the National Capital Region and reduce dependence on foreign food suppliers while reducing GHG

[15] Government of Canada rolling out $100M in added support to food security organizations during COVID-19 pandemic – News Release. December 18, 2020

[16] Food security data and measurement – Agriculture and Agri-Food Canada, Food Systems Summit 2021: Stage 2 dialogue report. April 27, 2021

emissions by reducing long-haul trucking needs.

The greenhouse facility would be modelled after the Productions Horticoles Demers facility in Drummondville, Quebec. This facility has met consumers and distributers' growing demand for local products and helped to diversify the food sector. In that case, a heat recovery system was designed to capture waste heat produced which is then transferred it to a nearby tomato greenhouse. The cogeneration system came online in the fall of 2012. It had already provided more than 10,000 MWh of energy to the new greenhouse by the following year. The facility has won a Sustainable Action Award from the Quebec Association for Energy Advancement (AEEA). The environmental benefits from this project are significant. This process dramatically reduces the consumption of diesel — traditionally used to heat greenhouses — by more than 500,000 gallons annually. This is the equivalent of removing more than 15,000 tons of CO2 from the atmosphere and contributing to a greener crop.

Abattoir

The shortage of abattoir capacity is well documented in Ontario, particularly in Eastern Ontario. This creates weaknesses in the food supply chain and delays area farmers' processing capacity, ultimately raising farming costs and hindering access to food production. To ensure their cattle can be processed, many farmers in Eastern Ontario ship cattle across national borders to Taylor's Meat Processing Plant in Pennsylvania. The recent pandemic further complicated this route and access to reliable processing capacity. The Governments of Canada and Ontario are investing more than $7 million to increase production and efficiency in meat processing plants in the province. The initiative is intended to address the supply chain disruptions. The $7 million is part of both governments' investments to assist Ontario's agri-food sector in meeting challenges related to COVID-19[17].

GFL has the site capacity to include a federal abattoir and biodigester for the offal by-product. The provincial government may also want to consider adapting a biodigester for the dead stock from Eastern Ontario at the GFL lands in North Stormont, as a potential solution to this long-standing problem. These proposals would move Ontario closer to the circular model. The GFL lands in North Stormont total more than 950 ha, with only 500 ha earmarked for landfilling, composting, RNG plant and greenhouses. The remaining lands are being considered for further development, and an industrial-scale abattoir has much potential. The high concentration of farmsteads in Eastern Ontario and the GFL site's ability to provide final disposal for residual waste make the possibility of an abattoir very attractive.

Renewable Natural Gas (RNG) Injection Site

An RNG injection site at the EOWH Facility would allow a point of entry for local farm digesters to supply RNG from livestock operations to the natural gas supply grid. With over 500 farmsteads within a 30 km radius of the EOWHF, an estimated 40,000 head of cattle are maintained. It is expected that 75% of these farms will be participating in an RNG project over the next 2-5 years, through the use of on-farm anaerobic digester facilities. The RNG produced could be delivered to an injection site at the EOWHF; this RNG is estimated to total 26.3 milliom m3 of pipeline ready gas, carrying a net market value of $75 million. This will create 40 new full-time jobs and reduce the Region's carbon footprint by over 20,000

[17] Governments Investing in Meat Processors Capacity in Ontario. News Release. May 3, 2021

tonnes per year[18].

5.2 Reduction in GHG Emissions to Combat Climate Change

The EOWHF captures landfill gas generated within the landfill, currently collecting an average of 4,500 standard cubic feet per minute (scfm) at an energy level of 500 BTU/scf at 50% methane by volume. The amount of landfill gas that can be collected from the landfill has been estimated at a peak recovery rate of 5,300 scfm in 2027, based on the existing approved landfill (11.6 million m_3 of waste). When considering the existing site plus the proposed expansion area, the estimated peak landfill gas recovery rate is in the order of 8,400 scfm for 2047.

The large volumes of landfill gas generated at the GFL's EOWHF make it an attractive opportunity to consider RNG production. The existing approved landfill could sustain a 4,000 scfm (at 50% methane) RNG production plant over a 10-year life span. The amount of RNG produced annually would be approximately 1 million GJ, or enough RNG to heat 11,000 Ontario homes and fuel local grain drying operations. The plant capacity will be increased to approximately 6,000 scfm when the landfill site expansion is approved and built – enough to heat 17,000 homes for another 40 years.

An RNG plant would provide significant environmental benefits by displacing natural gas extracted from the Earth. A 4,000 scfm RNG plant would annually reduce GHG emissions by over 110,000 tonnes of CO2 equivalents, equal to removing 35,000 automobiles from the road for a year. A 6,000 scfm RNG plant would reduce GHG emissions by 175,000 tonnes of CO2 equivalents annually (approximately 53,000 automobiles). Over a 40-year project life, this amounts to 6 million tonnes of CO2 equivalents, or 1.9 million automobiles being removed from the road for a year.

5.3 Government Initiatives and Objectives

Provincial Biogas Regulations

The Ontario government, in July 2021, announced it is changing its biogas regulations under the *Nutrient Management Act* to enable new on-farm biogas systems and an expansion of existing systems to be approved more easily and at a lower cost. The changes will also help reduce GHG emissions by diverting waste from the landfill through increased maximum allowable limits and new types of off-farm anaerobic digestion materials, such as food processing waste and source-separated organics, and by encouraging the production of RNG. These changes encourage innovation and growth while also maintaining environmental protections through additional requirements for odour control, material handling before land application, digester tank design and setbacks[19]. According to the Canadian Natural Gas Association, Canada's natural gas utilities have set an aspirational target of 5% RNG blended into natural gas streams by 2025 and 10% by 2030.

EOWHF Net Zero Environmental Footprint

The Canadian *Net-Zero Emissions Accountability Act*, which became law on June 29, 2021, legislates

[18] Letter of Support from Nick Thurler, Board Member of Dairy Farmers of Ontario, to Mayor Jim Wert with regards to the GFL efforts to develop and RNG facility and have the natural gas infrastructure expanded.

[19] Ontario Increasing Opportunity for On-Farm Renewable Natural Gas Production – Agriculture, Food and Rural Affairs, New Release. July 5, 2021

MDB INSIGHT

United Counties of
Stormont, Dundas & Glengarry

RESOLUTION

MOVED BY Councillor Wert **RESOLUTION NO: 2022-10**

SECONDED BY Councillor Landry **DATE** January 24, 2022

WHEREAS GFL Environmental Inc. has developed a comprehensive proposal to extend the existing natural gas infrastructure to the Eastern Ontario Waste Handling Facility (EOWHF) in Moose Creek, as part of a project to convert the existing landfill gas into a fuel source to produce renewable natural gas (RNG); and

WHEREAS GFL is prepared to invest $60 million to build an RNG plant which will allow for the injection of RNG into the North American natural gas grid; and

WHEREAS access to natural gas provided through the new pipeline will spur new economic interest for the area, resulting in job creation, residential expansion, and opportunity. Investments in products and services complementary to the local agricultural economy are also expected; and

WHEREAS this volume of gas will make an important contribution to Canada's natural gas industry's goal of having 5% RNG blended into natural gas streams by 2025 and 10% by 2030; and

WHEREAS as a corollary environmental benefit, the proposed RNG plant will reduce greenhouse gas (GHG) emissions by over 175,000 tonnes of CO2 equivalents (equal to removing 53,000 automobiles from the road for a year), supporting Canada's commitment to net-zero emission by 2050.

NOW THEREFORE BE IT RESOLVED THAT the Council of the United Counties of Stormont, Dundas and Glengarry support GFL's proposal and request that Ontario and Canada also fully support this innovative proposal; and

That a copy of this resolution be sent to the Ontario Minister of Finance, the Ontario Minister of Environment, Conservation and Parks, the Ontario Minister of Energy, the Ontario Minister of Economic Development, Job Creation and Trade, the Ontario Minister of Agriculture, Food and Rural Affairs, MP Eric Duncan, MPP Jim McDonell, and all local SDG municipalities.

✠ CARRIED ☐ DEFEATED ☐ DEFERRED

Original signed by

_____
WARDEN

Report to Council

Report Number: CL-01-2022

Subject: Joint Compliance Audit Committee

Prepared by: Aimée Roy, Deputy Clerk, in collaboration with the participating municipalities

Revised by: Josée Brizard, CAO-Clerk

Date of the meeting: February 28, 2022

Context

The establishment of a Compliance Audit Committee is required pursuant to Section 88.37 of the Municipal Elections Act, 1996. Legislation requires that the committee be comprised of three (3) to seven (7) members who shall not be (a) employees or officers of the municipality or local board; (b) members of the council or local board; (c) any persons who are candidates in the election for which the committee is established; or (d) any person who are registered third parties in the municipality in the election for which the committee is established.

The role of the Compliance Audit Committee is to review complaints regarding the election candidates' finances. The members that are appointed to the Committee are required to sit for the term of Council should a request for an audit be submitted. The Committee members should be professionals who understand relevant legislation and finances in order to investigate potential complaints.

For the 2018 municipal elections, The Nation Municipality participated in a Joint Compliance Audit Committee (J.C.A.C.) with the other municipalities located in the United Counties of Prescott and Russell. A total of five committee members were appointed by the participating municipalities. Establishing this Joint Compliance Audit Committee allowed us to attract more qualified candidates.

Report

Due to the success of the 2018 J.C.A.C., the Clerks of the eight municipalities located in the United Counties of Prescott and Russell recommend establishing a J.C.A.C. for the 2022-2026 election term.

Financial Considerations

Should a complaint be filed, all costs arising from the J.C.A.C.'s operations and activities are to be borne by the municipality from which the complaint arose. The retainer fee is to be shared equally amongst the participating municipalities.

Recommendation

Be it resolved that Council approves the establishment of a Joint Compliance Audit Committee with the other participating municipalities in the United Counties of Prescott Russell as well as the 2022 Terms of Reference for the 2022-2026 term, as presented in report CL-01-2022.

Attachments

- 2022 Joint Compliance Audit Committee Terms of Reference

Joint Compliance Audit Committee for participating municipalities in the United Counties of Prescott and Russell

1. Establishment

The Joint Compliance Audit Committee is established by the City of Clarence-Rockland, the Township of Champlain, the Township of East-Hawkesbury, the Town of Hawkesbury, the Nation Municipality, the Township of Russell, the Municipality of Casselman and the Township of Alfred-Plantagenet (collectively "the participating municipalities"), in accordance with the requirements of section 88.37 of the Municipal Elections Act, 1996 , S.O. c.32, as amended (the "Municipal Elections Act")

2. Mandate

The powers and functions of the committee are set out in sections 88.33 to 88.36 of the Municipal Elections Act. The powers and duties are generally described as:

1) Within 30 days of receipt of an application or report from the Clerk requesting a compliance audit, the Committee shall consider the compliance audit application and decide whether it should be granted or rejected;
2) The decision of the Committee to grant or reject the application, and brief written reasons for the decision, shall be given to the candidate, the clerk with whom the candidate filed his or her nomination, the secretary of the local board, if applicable, and the applicant;
3) If the application is granted, the Committee shall appoint an auditor to conduct a compliance audit of the candidate's election campaign finances;
4) The Committee will review the auditor's report within 30 days of receipt and decide whether legal proceedings should be commenced;
5) The decision of the committee to further to the receipt of the auditor's report, and brief written reasons for the decision, shall be given to the candidate, the clerk with whom the candidate filed his or her nomination, the secretary of the local board, if applicable, and the applicant.

3. Composition

Collectively, a total roster of five committee members shall be appointed by the participating municipalities.

When a participating municipality receives either a compliance audit request or a report of the Clerk, the Clerk of the applicable municipality

shall, within 10 days, contact the roster of committee members and arrange for a minimum of three committee members to sit as the Compliance Audit Committee for the purpose of considering the compliance audit request or report of the Clerk. The selected Members sitting as a Compliance Audit Committee shall be required to participate in all meetings and any other proceedings pertaining to the request(s) or report of the Clerk.

4. Term

The term of the Committee is the same as the terms of office of Council.

5. Chair

The committee members sitting as the Committee for a particular compliance audit request or report of the Clerk shall select one of its Members to act as a Chair at the first meeting.

6. Staffing and Funding

Staff from the applicable participating municipality shall provide administrative support to the Committee. The participating municipality requiring the services of the Committee shall be responsible for all associated expenses.

7. Records

The records of Committee meetings shall be retained and preserved by the participating municipality requesting the service of the Committee in accordance with that municipality's Records Retention rules.

8. Meetings

The Clerk shall call a meeting of the Committee when he or she receives an application for a Compliance Audit. The Applicant and the Candidate will be provided with an opportunity to address the Committee and provide written submissions.

Meeting dates, start times and locations shall be set by the Clerk.

Committee meetings will be conducted in accordance with the open meeting provisions of the Municipal Act, 2001 and the administrative practices and procedures developed by the Clerks.

9. Notice

Posting of the Committee meeting agenda on the website of the participating municipality requiring the services of the Committee shall constitute notice of a Committee meeting.

The Clerk shall give notice of a Committee meeting to the Committee by email, telephone or by regular mail.

Where an application will be considered at the meeting, the Clerk shall give reasonable notice by email, telephone or by regular mail to the Applicant and Candidate of the time, place and purpose of the Committee meeting, and of the fact that if either party fails to attend the meeting, the Committee may proceed in the party's absence and the party will not be entitled to further notice concerning the meeting.

10. Quorum

A quorum shall be three (3) Committee members.

If a quorum is not present within fifteen (15) minutes of the time fixed for the commencement of the meeting, the Committee meeting will be rescheduled to a future date.

11. Duties of the Chair

The Chair shall:

a. call Committee meetings to order when there is a Quorum, preside over Committee discussions, facilitate Committee business, follow meeting procedures, identify the order of proceedings and speakers and rule on points of order;
b. participate as an active member, encouraging participation by all members.

The Chair is permitted to provide brief comments during discussion, make motions and vote on all matters.

If the Chair is not present within the first ten minutes of a Committee meeting or is absent through illness or otherwise, the Committee shall select another member as Acting Chair. While presiding, the Acting Chair shall have all the powers of the Chair. Selection of the Acting Chair will be made by resolution.

12. Duties of Committee Members

The duties of Committee members are as follows:

a. attend all Committee meetings, sending regrets otherwise;
b. understand their role, the Committee's mandate and meeting procedures;
c. declare any pecuniary interest in any matter prior to consideration by the Committee and refrain from discussion and voting on the matter. If the declaration relates to a matter being discussed during a closed portion of the meeting, the member must leave the meeting during all discussion on the matter;
d. where the pecuniary interest of a member has not been disclosed by reason of the member's absence from the meeting, the member

shall disclose the pecuniary interest and otherwise comply with subsection (c) at the first meeting of the Committee attended by the member after the meeting referred to in subsection (c);

e. participate as an active and voting member, asking questions, and seeking clarification through the Chair;
f. develop and maintain a climate of mutual support, trust, courtesy and respect;
g. work together to utilize the knowledge, expertise and talents of all members;
h. respect the decisions of the Committee and that such decisions reflect the majority view.

13. Motions

All motions must be introduced by a mover before the Chair can put the motion on the floor for consideration. A seconder is not required.

After a motion is properly moved, it shall be deemed to be in the possession of the Committee but may be withdrawn by the mover at any time before a vote with the consent of the Committee.

The number of times a member may speak on a motion shall not be limited.

A member shall not be restricted to asking questions only of the previous speaker but the question must relate directly to the matter under discussion.

A motion to move a previous motion shall not be allowed.

Any member may require the motion under discussion to be read at any time, but not so as to interrupt a member while speaking.

When a motion is under consideration, no motion shall be received other than a motion to:

a. Adjourn, which motion is neither amendable nor debatable;
b. Defer action;
c. Amend.

Only one amendment at a time can be presented to the main motion.

Only one amendment can be presented to an amendment, but when the amendment to the amendment has been disposed of, another amendment may be introduced, and when that amendment has been decided, another may be introduced.

The amendment to the amendment, if any, shall be voted on first, then if no other amendment is presented, the amendment shall be voted on next, then if no other amendment is introduced, the main motion, or if

any amendment has carried, the main motion as amended, shall be put to a vote.

Nothing in this section shall prevent other proposed amendments being read for the information of the members.

When the motion under consideration contains distinct propositions, upon the request of any member, the vote upon each proposition shall be taken separately.

After the Chair commences to take a vote, no member shall speak to or present another motion until the vote has been taken on such motion, amendment or sub-amendment.

After any matter has been decided by the Committee, any member may move for reconsideration at the same meeting, but no discussion of the motion that has been decided shall be allowed until the motion for reconsideration has carried.

All motions not disposed of shall be placed on the agenda for the next meeting of the Committee, subject to any deadlines imposed by the Act..

14. Voting

When an issue arises, the Committee will attempt to reach a consensus on how the Committee should resolve the issue.

If a consensus cannot be attained, a motion before the Committee will be put to a vote and each Committee member will be entitled to one vote.

A motion shall be deemed to be carried when a majority of the members present and voting have expressed agreement with the motion. Consequently, on a tie vote, the motion is lost.

Recorded votes are not permitted.

15. Declaration of interests

Legislated requirements as set out in the Municipal Conflict of Interest Act shall apply to all Committee members. It is the responsibility of each member to disclose any pecuniary interest prior to discussion of a particular matter. Members are encouraged to seek independent legal advice if they are unsure of whether or not they have a pecuniary interest in a matter. Staff from the Participating Municipalities will not provide advice or interpretation related to declarations.

16. Remuneration

$400 -Retainer fee (includes compensation for review of any background materials and mandatory training session).

$100 -Per Diem rate, plus mileage at $0.52 per kilometer.

17. Membership Selection

All Committee applicants will be required to complete an application form outlining their qualifications and experience.

To avoid possible conflicts of interest, any auditor or accountant appointed to the Committee must agree in writing not to undertake the audits or preparation of financial statements of any candidates seeking election to Councils in the Participating Municipalities during the term of the Committee.

The Clerk, or his/her designate, from each participating municipality will serve on the Selection Committee. The Selection Committee shall meet to review all applications based upon the approved selection criteria. The Selection Committee shall prepare a roster for appointment according to the process approved by the Councils of the participating municipalities.

18. Membership Selection Criteria

Information pertaining to the Committee, including the terms of reference and an application for appointment to the Committee will be posted on the websites of the participating municipalities.

Committee members will be drawn from the following groups:

1. Accounting and audit – accountants or auditors, preferably with experience in preparing or auditing the financial statements of municipal candidates;
2. Academic – college or university professors with expertise in political science or local government administration;
3. Legal; and
4. Other individuals with knowledge of the campaign financing provisions of the Act.

The following skills and experience will be used Selection Committee to determine suitability for appointment to the Committee:

1. Demonstrated knowledge and understanding of municipal election campaign financing rules;
2. Proven analytical and decision-making skills;
3. Experience working on committees, task forces or similar settings;

4. Demonstrated knowledge of quasi-judicial proceedings;
5. Availability and willingness to attend meetings; and
6. Excellent oral and written communication skills.

The following persons are not eligible for appointment or to serve on the Committee:

1. Employees of any participating municipalities;
2. Members of Council or Members of Local Boards of any of the participating municipalities;
3. Council candidates for the 2022 Municipal Election and any by-election(s) held during the 2022- 2026 Council term of office; or
4. Any persons who are Registered Third Parties in the United Counties of Prescott and Russell region.

Right to Disconnect Policy

Policy Number: HR-2022-1

Subject: Right to Disconnect Policy

Adopted:

Resolution number:

Context

Schedule 2 of Bill 27 amended the *Employment Standards Act, 2000*; the New Part VII.0.1 of the Act states that employers of 25 or more employees shall establish a policy regarding disconnecting from work[1].

Intent

The Nation Municipality understands that due to work-related pressures, the current landscape of work, or an employee's work environment or location, employees may feel obligated or choose to continue to perform their job duties outside their normal working hours. Work-related pressure and the inability to disconnect from the job can lead to stress and deterioration of mental health and overall well-being. This policy has been established to support employee wellness, minimize excessive sources of stress, and ensure that employees have the right to disconnect from their work outside their regularly scheduled hours.

Guidelines

An employee's time outside working hours is meant for employees to recharge and spend time as they wish, and should not be used to complete work-related tasks; however, there may be a lack of separation between home and work that makes it difficult for employees to truly disconnect. Because work is more accessible, employees may end up continuing to work even after their workday is done. Using personal time to work can make an employee feel as though they are "always on" or obligated to continue working or respond to communication.

Employees who do not fully disconnect from their work at the end of the day may experience stress and other mental health issues. Stress and poor mental health are associated with many of the leading causes of disease and disability, can lead to burnout, negatively affect performance, mood, and attendance, and personal and professional relationships.

Employee health and well-being are priorities while working and away from work. The Nation Municipality is committed to increasing overall employee health and wellness and providing employees with a better work–life balance.

The Right to Disconnect

Employees have the right to disconnect from their job and any work-related tasks or communication outside of working hours without fear of reprisal.

---

[1] Ontario Legislative Assembly, Bill 27, Working for Workers Act, 2021

Employees are encouraged to set clear boundaries between work and their personal lives.

The right to disconnect means that employees:

- Can and should stop performing their job duties and work-related tasks when they are not expected to work;
- Are not required to take work home with them to complete outside of regular working hours;
- Are not expected or required to respond to work-related communication outside their regular working hours, while on break, or during any paid or unpaid time off;
- Should take and use all of their scheduled breaks and time off entitlements for non-work related activities; and
- Will not face repercussion or be penalized for not communicating or continuing to work outside of their regular working hours.

Employees must also be respectful of others' right to disconnect and should not expect their co-workers to respond, communicate, or complete work when not working.

Workload and Productivity

The Nation Municipality understands that employees may want or need to work outside their normal hours to meet a time-sensitive deadline, to attend to an urgent matter, or due to unforeseen circumstances; however, employees should not regularly or frequently work outside their scheduled hours to complete or catch up on work.

Employees who cannot manage their workload during their regularly scheduled hours should meet with their direct manager to evaluate the current workload, priorities, and due dates.

Managers will work with employees to come up with a solution to ensure:

- The current workload does not result in the employee working excess hours or contribute to additional stress and burnout;
- Normal job duties can be completed during working hours; and
- Employees can remain productive and meet company goals and objectives.
- Working additional hours does not always equate to higher productivity. Employees can maximize their productivity during their workday by using time management tactics, such as:
- Blocking off periods in their schedule and calendar to complete specific tasks or address communication;
- Working with their manager to organize work in order of priority or importance;
- Breaking down projects and tasks into manageable chunks;
- Minimizing interruptions by setting their online status to "busy" or "do not disturb;"
- Trying to have at least one dedicated workday per week without meetings (where possible); and

- Setting goals to work continuously for a specified period before taking a break or responding to communication (for example, the Pomodoro technique).

Communication

Employees may feel obligated to send or respond to messages when not working. The Nation Municipality may on occasion send general communication to employees when they are not working, such as on an employee's day off or scheduled vacation, but will do their best to ensure that they are not sending communication that requires an immediate response from employees. Employees are not expected to respond to any company communication when not at work, with the exception of unforeseen circumstances, such as an emergency.

Employees must also respect others and avoid direct communication like sending e-mails, messages (through their phone or other communication and messaging apps), or calling other employees or clients outside their regularly scheduled working hours, during breaks, or during an employee's time off, such as their regular day off or vacation time.

The Nation Municipality understands that it may be necessary to send communication to a group of employees, such as an entire department, or forward important information to an employee who is not working. If employees do send communications to others who are not at work, they should not expect a response until the other employee returns. If the matter is urgent or an emergency and requires an immediate response, employees must reach out to their manager.

Employees who do not reply to work-related communications outside normal working hours will not face negative effects on their employment.

Set communication boundaries by:

- Setting clear expectations for e-mail response time;
- Logging off for the day or setting your online status to "away," "out of office," "do not disturb," or "offline" when not working;
- Scheduling any breaks or time off in your calendar; and
- Avoiding using work e-mail for unrelated communication, such as newsletters, coupons, or personal correspondence.

If employees send communication outside working hours, others are more likely to feel obligated to respond or assume the employee sending the communication will be available during those hours. If it is necessary to compose messages or communication outside regular working hours, use a scheduling tool to send the e-mail at a specified time during work hours, such as the start of the next workday.

Breaks and Time Off

Breaks are provided in accordance with employment standards and are intended to provide employees with time to recharge, and enable them to resume their regular work

productively. Employees should take any scheduled or company-provided breaks during their shift. Employees should take time away from their work and refrain from responding or sending communication during breaks.

The Nation Municipality understands the importance for its employees to have personal time off. Employees are encouraged to use their accrued paid vacation time in full every year for rest, relaxation, and personal pursuits. Employees are expected to complete any time-sensitive projects and meet any deadlines before going on vacation. If work can be attended to when the employee returns, they can resume their duties where they left off before taking vacation. Managers will work with employees to delegate job-specific duties that must be completed while the employee is on vacation to maintain workflow and productivity. Employees should not be reluctant to take vacation due to workload, unless there are limitations or restrictions because of a due date, project priority, scheduling conflict, or unforeseen circumstance that prevent an employee from taking a vacation at a specific time requested.

Overtime

Hours worked outside an employee's standard hours may lead to overtime hours. The Nation Municipality allows employees to work overtime. Overtime may be requested or required in certain situations to ensure work is completed; however, employees should not work overtime unless directed by their Director or Chief Administrative Officer. Please see the overtime policy for guidelines on overtime.

Mental Health Support

The Nation Municipality recognizes that the workplace plays a significant role in managing and supporting mental health, and understands that deterioration of mental health and wellness can be triggered by excess pressures at work or at home and result in lowered work performance and harm to one's physical and mental condition.

The Nation Municipality will support mental health by:

- Minimizing work-related sources of stress;
- Addressing internal factors that contribute to burnout;
- Regularly assessing workload, productivity, and expectations;
- Promoting work–life balance;
- Helping employees recognize the signs and symptoms of mental health issues;
- Having an open-door policy for communication and ensure employees are comfortable talking to their manager about mental health concerns;
- Treating mental health with the same level of importance as physical health and safety;
- Conducting risk assessments to identify workplace factors that worsen or improve mental health; and

- Providing employees with the assistance and access to resources they need to support their mental health (such as employee assistance programs, accommodations, and so on).

Acknowledgement and Agreement

I, _____, acknowledge that I have read and understand the Right to Disconnect Policy of The Nation Municipality. I agree to adhere to this policy and will ensure that employees working under my direction adhere to this policy. I understand that if I violate the rules set forth by this policy, I may face disciplinary action up to and including termination of employment.

Name: _____

Signature:_____

Date: _____

Witness:_____

From: Workman, Lisa <lisa.workman@ucdsb.on.ca>
Sent: January 24, 2022 9:15 AM
To: François St-Amour <Francois.St-Amour@nationmun.ca>
Subject: MAYOR ST.AMOUR: Attached: UCDSB Correspondence January 14, 2022 from UCDSB Chair, John McAllister (re: motion for stop sign cameras on school buses)

Good morning Mayor St. Amour,

John McAllister, Chair of the Upper Canada District School Board is pleased to share the attached correspondence with you regarding a motion that was carried at the Board meeting of December 15, 2021.
This motion was moved by Trustee William MacPherson, who in addition to his role as a Trustee of Ward 2, is a school bus driver.

- *BE IT RESOLVED: that a letter be written on behalf of the Trustees of the Upper Canada District School Board informing all local-upper level municipalities (County Councils) that the enabling legislation to allow the legal and lawful use of stop sign cameras on school buses was passed into law as of June 22nd, 2020. This valuable tool will serve as means of enforcement of Ontario's Traffic Act as it applies to illegal passing of stopped school buses.*

- *BE IT ALSO RESOLVED: that the Trustees of the Upper Canada District School Board encourage that these systems be initiated and implemented within a timely fashion to enhance the safety of all school children on their journeys to and from school.*
- *Copies of this letter and the corresponding motion be copied to all local MPPs, all publicly funded school boards as well as to the Association of Municipalities of Ontario and the Rural Ontario Municipalities Association.*

Please note: These are personalized letters and all recipients that were copied will be included within a separate email.

Stay safe, healthy and in good spirits.

Respectfully,

Lisa M. Workman (She/Her), Trustee Liaison Officer
Upper Canada District School Board
225 Central Ave W – Brockville, ON – K6V 5X1
613-342-0371 ext.1279 ; mobile 613-340-6930

"The only person you are destined to become is the person you decide to be."

CORPORATION OF THE NATION MUNICIPALITY

BY-LAW NO. 23-2022

Being a by-law to appoint Shade Group Inc. to review the Adam Municipal Drain, under Section 78 (1), improvement, upon examination and report of engineer, of the Drainage Act.

REFERENCE: Section 78(1) of the Drainage Act, R.S.O. 1990, c. D. 17.

WHEREAS, the Adam Municipal Drain was constructed in 1978, in accordance with By-Law No. 92-1978 and By-Law No.140-1980.

WHEREAS, pursuant to Section 78 (1) of the Drainage Act, The Nation Municipality deems it appropriate and beneficial to amend the existing scheme, plan & profile of the Adam Municipal Drain in the Engineer's report of July 14, 1978 being part of the Demers-Cayer-Adam and Quirouette Municipal Drain and to draft a new plan, profile with new elevations, to review the watershed because of changes made.

AND WHEREAS it is necessary and appropriate for Council to appoint a Drainage Engineering firm, under Section 78 (1) to amend the existing scheme, plan & profile of the Adam Municipal Drain in the Engineer's report of July 14, 1978 being part of the Demers-Cayer-Adam and Quirouette Municipal Drain and to draft a new plan, profile with new elevations, and new schedule of assessments to be used for the construction and future maintenance.

AND WHEREAS the actual cost of the preparation of the Engineering Report of the Adam Municipal Drain is to be shared by the owners of land within the Adam Municipal Drain watershed.

NOW THEREFORE the Council of The Corporation of The Nation Municipality, hereby enacts as follows:

1. THAT Council appoint Shade Group Inc. to review the Adam Municipal Drain existing engineer's report.

2. THAT Council appoints the firm of Shade Group Inc. to amend the existing scheme, plan & profile of the Adam Municipal Drain in the Engineer's report of July 14, 1978 being part of the Demers-Cayer-Adam and Quirouette Municipal Drain. Also to draft a new plan, profile with new elevations, to review the watershed and schedule of assessment, the relocation between station 0+00 to station 25+30 on Lot 14, concession 8 and to also update the schedule of assessment and watershed of the Quirouette Municipal Drain to reflect the changes to the Adam and Quirouette municipal drains watersheds.

3. THAT the landowners within the Adam Municipal Drain watershed be responsible for the costs of the revised Engineer's Report.

4. THAT by-law shall come into force as of February 28, 2022.

READ A FIRST, SECOND AND DULY PASSED UPON THE THIRD READING IN OPEN COUNCIL THIS 28TH OF FEBRUARY, 2022.

_____ _____

François St-Amour, Mayor Josée Brizard, CAO-Clerk

CORPORATION OF THE NATION MUNICIPALITY

BY-LAW NO. 24-2022

BEING a By-Law to stop up and close a portion of a road allowance know as Larose Lane in the rural subdivision of Forest Park.

WHEREAS, Section 34 of the Municipal Act, 2001 provides that a municipality may permanently close a road allowance and that a by-law passed permanently closing a road allowance does not take effect until a certified copy of said by-law is registered in the proper land registry office;

THEREFORE, the Council of the Corporation of The Nation Municipality enacts as follows:

1) That part of the road allowance known as Larose Lane in the rural subdivision of Forest Park, designated as Parts 2, 3 and 4 on Plan 50R11275 be hereby stopped up and closed as a public highway;

2) That a certified copy of this By-Law be registered on title of the affected lands in this conveyance in the Land Registry Office for the County of Russell.

READ A FIRST, SECOND AND THIRD TIME AND PASSED IN OPEN COUNCIL THIS 28th DAY OF FEBRUARY, 2022.

_____ _____

François St. Amour, Mayor Josée Brizard, Clerk

SEAL

SKETCH, NOT PART OF BY-LAW 24-2022

The Nation Municipality/Municipalite de La Nation

Accounts Payable Cheque Register Report - Caisse Populaire Nouvel-horizon Inc.-603910

For The Date Range From 02/09/2022 To 03/01/2022

For All Vendors And For Outstanding, Cleared Cheques - Computer Generated, eCheque

Cheque # / eCheque ID	Type	Date	Vendor	Name	Amount	Status
12507	C	02/18/2022	7	A.L. BLAIR CONSTRUCTION LTD	$650.30	O
12508	C	02/18/2022	132	DUPUIS FORD LINCOLN	$1,393.95	O
12509	C	02/18/2022	240	LATREMOUILLE	$225.77	O
12510	C	02/18/2022	268	BURELLE RENTOOLS	$351.48	O
12511	C	02/18/2022	281	MCINTOSH PERRY CONSULTING ENG.	$12,894.22	O
12512	C	02/18/2022	311	OBOA GOLDEN TRIANGLE CHAPTER	$25.00	O
12513	C	02/18/2022	315	ONTARIO AGGREGATE RESOURCES CORPORATION	$11,047.54	O
12514	C	02/18/2022	318	ONTARIO GOOD ROADS ASSOCIATION	$2,282.60	O
12515	C	02/18/2022	348	PIERRE RICHER PLUMBING INC	$1,770.77	O
12516	C	02/18/2022	430	WINDSOR SALT LTD.	$13,773.47	O
12517	C	02/18/2022	444	TRAITEMENT D'EAU DESFORGES	$212.41	O
12518	C	02/18/2022	895	RACINE FRANCOIS	$1,500.00	O
12519	C	02/18/2022	939	SSQ INSURANCE COMPANY INC.	$93.23	O
12520	C	02/18/2022	1003	DATAFIX	$1,779.75	O
12521	C	02/18/2022	1119	LEVAC DENIS	$75.00	O
12522	C	02/18/2022	1200	LE COIN DU LIVRE	$506.44	O
12523	C	02/18/2022	1393	BEACON LITE (OTTAWA) LTD.	$70.06	O
12524	C	02/18/2022	2105	VERSUS BUSINESS FORM & LABELS	$1,296.20	O
12525	C	02/18/2022	2245	BOULANGER INDUSTRIAL GROUP	$4,673.40	O
12526	C	02/18/2022	2815	INTEGRATED DESIGN ENGINEERING & ARCHITECTURE	$47,473.96	O
12527	C	02/18/2022	3075	TETREAULT SYLVAIN	$1,125.00	O
12528	C	02/18/2022	3076	INTACT PUBLIC ENTITIES	$1,166.90	O
12529	C	02/18/2022	3077	OMHRA	$395.50	O
12530	C	02/24/2022	268	BURELLE RENTOOLS	$56.51	O
12531	C	02/24/2022	681	DURA-PAVE CONSTRUCTION 2011 LTD	$12,418.70	O
12532	C	02/24/2022	2087	CERTIFIED LABORATORIES	$1,056.44	O
12533	C	03/01/2022	81	UNISYNC GROUP LIMITED	$188.71	O
12534	C	03/01/2022	230	LALONDE LUMBER INC	$959.72	O
12535	C	03/01/2022	253	LEO SARAULT & FILS INC EXCAVATION	$77.97	O
12536	C	03/01/2022	290	MINISTER OF FINANCE	$145,448.05	O
12537	C	03/01/2022	365	RAY'S EQUIPMENT SALES LIMITED	$6,667.00	O
12538	C	03/01/2022	430	WINDSOR SALT LTD.	$10,916.05	O
12539	C	03/01/2022	444	TRAITEMENT D'EAU DESFORGES	$76.20	O
12540	C	03/01/2022	1200	LE COIN DU LIVRE	$357.96	O
12541	C	03/01/2022	1553	MARLEAU MARCEL	$2,526.58	O

Accounts Payable Cheque Register Report - Caisse Populaire Nouvel-horizon Inc.-603910

For The Date Range From 02/09/2022 To 03/01/2022

For All Vendors And For Outstanding, Cleared Cheques - Computer Generated, eCheque

Cheque # / eCheque ID	Type	Date	Vendor	Name	Amount	Status
12542	C	03/01/2022	1868	ULINE CANADA CORPORATION	$59.33	O
12543	C	03/01/2022	2794	SANI GEAR INC.	$1,631.32	O
12544	C	03/01/2022	3080	EGG FARMERS OF ONTARIO	$469.94	O
62850	E	02/18/2022	11	ABC DISPOSAL	$508.31	O
62851	E	02/18/2022	15	AFFUTAGE LEROUX H	$29.32	O
62852	E	02/18/2022	24	ANNIS, O'SULLIVAN, VOLLEBEKK LTD	$3,893.70	O
62853	E	02/18/2022	30	AUTO PARTS EXTRA PIECES D'AUTO	$89.47	O
62854	E	02/18/2022	35	BATTLESHIELD INDUSTRIES LTD	$396.73	O
62855	E	02/18/2022	37	BEAUDIN JEAN-GUY	$263.75	O
62856	E	02/18/2022	75	CADUCEON ENTREPRISES INC	$2,075.95	O
62857	E	02/18/2022	151	AEBI SCHMIDT CANADA INC.	$9,416.81	O
62858	E	02/18/2022	171	FUTURE OFFICE PRODUCTS	$502.61	O
62859	E	02/18/2022	174	BERCIER ELECTRIC INC	$1,994.81	O
62860	E	02/18/2022	180	GARAGE M.H BERCIER INC	$2,420.06	O
62861	E	02/18/2022	201	J & R ADAM LTEE	$425.61	O
62862	E	02/18/2022	202	J.B. MOBILE MECHANIC INC	$4,028.54	O
62863	E	02/18/2022	225	GFL ENVIRONMENTAL INC	$7,863.10	O
62864	E	02/18/2022	237	LAPLANTE CHEVROLET BUICK GMC LIMITED	$540.18	O
62865	E	02/18/2022	238	LAPOINTE DRAINAGE	$1,415.88	O
62866	E	02/18/2022	255	LEROUX JEANNE	$192.50	O
62867	E	02/18/2022	264	LEVAC PROPANE INC	$1,327.24	O
62868	E	02/18/2022	281	MCINTOSH PERRY CONSULTING ENG.	$847.50	O
62869	E	02/18/2022	289	MIKE'S WASTE DISPOSAL INC	$54,088.76	O
62870	E	02/18/2022	323	PAPETERIE GERMAIN INC	$355.32	O
62871	E	02/18/2022	359	PUROLATOR COURRIER LTD	$152.36	O
62872	E	02/18/2022	364	RAPCO EQUIPMENT INC	$993.16	O
62873	E	02/18/2022	431	THE COMPUTER MEDIA GROUP	$1,211.52	O
62874	E	02/18/2022	450	UNITED COUNTIES OF PRESCOTT &	$1,657.16	O
62875	E	02/18/2022	453	UPPER CANADA ELEVATORS	$738.00	O
62876	E	02/18/2022	458	VIA RAIL CANADA INC	$1,635.00	O
62877	E	02/18/2022	471	WATHIER WELDING PRODUCTS	$638.39	O
62878	E	02/18/2022	476	XPLORNET COMMUNICATIONS INC	$84.73	O
62879	E	02/18/2022	512	RECYCLE ACTION	$9,380.14	O
62880	E	02/18/2022	573	LEADERSHIP DYNAMIKS	$9,800.00	O
62881	E	02/18/2022	804	GAGNON WELDING & MACHINING INC	$463.30	O

Accounts Payable Cheque Register Report - Caisse Populaire Nouvel-horizon Inc.-603910

For The Date Range From 02/09/2022 To 03/01/2022

For All Vendors And For Outstanding, Cleared Cheques - Computer Generated, eCheque

Cheque # / eCheque ID	Type	Date	Vendor	Name	Amount	Status
62882	E	02/18/2022	821	S & L WASTETECH INC	$62.15	O
62883	E	02/18/2022	1063	MALBEUF TECH SOLUTIONS	$1,490.02	O
62884	E	02/18/2022	1259	SSC Maintenance Services Inc	$3,421.72	O
62885	E	02/18/2022	1276	CAPITAL CONTROLS	$505.68	O
62886	E	02/18/2022	1393	BEACON LITE (OTTAWA) LTD.	$70.06	O
62887	E	02/18/2022	1405	ESI TECHNOLOGIES DE L'INFORMATION INC	$420.01	O
62888	E	02/18/2022	1615	R.V ANDERSON ASSOCIATIES LIMITED	$2,751.55	O
62889	E	02/18/2022	1760	CADE SERVICES INC.	$3,390.00	O
62890	E	02/18/2022	1773	A.D.R. DISTRIBUTION	$139.63	O
62891	E	02/18/2022	1842	SELECTCOM INC	$2,302.36	O
62892	E	02/18/2022	1902	MATERIAUX PONT-MASSON RONA	$11.19	O
62893	E	02/18/2022	2108	TELMATIK	$437.88	O
62894	E	02/18/2022	2423	W.O. STINSON & SON LTD.	$12,146.01	O
62895	E	02/18/2022	2658	BDI A DIVISION OF BELL MOBILITY INC.	$340.30	O
62896	E	02/18/2022	3061	4784 RIDGE RD MICROFIT PROJECT	$1,130.00	O
62897	E	02/18/2022	3074	ONTARIO WASTE MANAGEMENT ASSOCIATION	$632.80	O
62898	E	02/24/2022	145	ELECTROTEK INC	$1,059.09	O
62899	E	02/24/2022	202	J.B. MOBILE MECHANIC INC	$151.49	O
62900	E	02/24/2022	262	LES SERVICES EXP INC	$836.20	O
62901	E	02/24/2022	359	PUROLATOR COURRIER LTD	$54.71	O
62902	E	02/24/2022	537	AUTO SELECT CASSELMAN	$571.87	O
62903	E	02/24/2022	857	HUNEAULT PORTES DE GARAGE DOORS INC	$11,227.68	O
62904	E	02/24/2022	1259	SSC Maintenance Services Inc	$843.83	O
62905	E	02/24/2022	1902	MATERIAUX PONT-MASSON RONA	$15.75	O
62906	E	03/01/2022	9	AALTO TECHNOLOGIES	$978.64	O
62907	E	03/01/2022	30	AUTO PARTS EXTRA PIECES D'AUTO	$2,640.17	O
62908	E	03/01/2022	49	BERTRAND MECHANIC	$824.90	O
62909	E	03/01/2022	65	BRAZEAU SANITATION INC	$406.80	O
62910	E	03/01/2022	66	BRENNTAG CANADA INC	$6,909.48	O
62911	E	03/01/2022	71	BYTOWN LUMBER	$65.72	O
62912	E	03/01/2022	75	CADUCEON ENTREPRISES INC	$1,426.05	O
62913	E	03/01/2022	101	LBEL INC	$374.31	O
62914	E	03/01/2022	116	UNIAG COOPERATIVE	$251.95	O
62915	E	03/01/2022	145	ELECTROTEK INC	$195.35	O
62916	E	03/01/2022	152	EVANS UTILITY AND MUNICIPAL	$2,618.72	O

Accounts Payable Cheque Register Report - Caisse Populaire Nouvel-horizon Inc.-603910

For The Date Range From 02/09/2022 To 03/01/2022

For All Vendors And For Outstanding, Cleared Cheques - Computer Generated, eCheque

Cheque # / eCheque ID	Type	Date	Vendor	Name	Amount	Status
62917	E	03/01/2022	169	LA FROMAGERIE COOPERATIVE ST-ALBERT INC.	$130.12	O
62918	E	03/01/2022	171	FUTURE OFFICE PRODUCTS	$81.31	O
62919	E	03/01/2022	175	G.D.S HYDRAULIC INC	$655.85	O
62920	E	03/01/2022	186	GOLDER ASSOCIATES LTD	$1,450.13	O
62921	E	03/01/2022	191	HORIZON FIRE & LIFE SAFETY INC	$1,228.70	O
62922	E	03/01/2022	200	IMPRIMERIE SERGE PRINTING	$1,153.17	O
62923	E	03/01/2022	202	J.B. MOBILE MECHANIC INC	$12,881.89	O
62924	E	03/01/2022	204	J.R BRISSON EQUIP LTEE	$859.65	O
62925	E	03/01/2022	225	GFL ENVIRONMENTAL INC	$8,033.63	O
62926	E	03/01/2022	262	LES SERVICES EXP INC	$17,225.47	O
62927	E	03/01/2022	264	LEVAC PROPANE INC	$10,710.95	O
62928	E	03/01/2022	304	QUADIENT CANADA LTD.-DPOC	$1,007.62	O
62929	E	03/01/2022	323	PAPETERIE GERMAIN INC	$59.54	O
62930	E	03/01/2022	371	RESURFICE CORP	$203.23	O
62931	E	03/01/2022	405	SPROULE POWERLINE	$2,080.33	O
62932	E	03/01/2022	1375	ALIMPLUS INC	$837.90	O
62933	E	03/01/2022	1393	BEACON LITE (OTTAWA) LTD.	$132.21	O
62934	E	03/01/2022	1829	MAXI POWER ELECTRICAL SERVICES INC.	$4,746.70	O
62935	E	03/01/2022	1902	MATERIAUX PONT-MASSON RONA	$3.64	O
62936	E	03/01/2022	2031	HACH SALES & SERVICE CANADA LP	$566.11	O
62937	E	03/01/2022	2135	LEGAULT POTVIN JONATHAN	$160.00	O
62938	E	03/01/2022	2423	W.O. STINSON & SON LTD.	$7,564.03	O
62939	E	03/01/2022	2895	EASTERN WELDING 1377837 ONTARIO INC.	$103,055.29	O
B2B2C	E	02/18/2022	560	B2B2C	$152.55	O
BELL CANADA	E	02/18/2022	43	BELL CANADA	$584.51	O
BELL CANADA	E	02/18/2022	46	BELL CANADA	$887.05	O
BELL CANADA	E	02/24/2022	46	BELL CANADA	$246.34	O
BELL CANADA	E	03/01/2022	46	BELL CANADA	$315.29	O
BELL MOBILITY INC.	E	02/18/2022	47	BELL MOBILITY INC.	$2,351.50	O
DESJARDINS SÉCURITÉ FINANCIÈRE	E	02/18/2022	3017	DESJARDINS SÉCURITÉ FINANCIÈRE	$33,393.69	O
ENBRIDGE CONSUMER GAS	E	02/18/2022	146	ENBRIDGE CONSUMER GAS	$178.51	O
HYDRO ONE NETWORKS INC	E	02/18/2022	198	HYDRO ONE NETWORKS INC	$40,266.24	O
HYDRO ONE NETWORKS INC	E	02/24/2022	198	HYDRO ONE NETWORKS INC	$9.65	O

The Nation Municipality/Municipalite de La Nation

Accounts Payable Cheque Register Report - Caisse Populaire Nouvel-horizon Inc.-603910

For The Date Range From 02/09/2022 To 03/01/2022

For All Vendors And For Outstanding, Cleared Cheques - Computer Generated, eCheque

Cheque # / eCheque ID	Type	Date	Vendor	Name	Amount	Status
HYDRO ONE NETWORKS INC	E	03/01/2022	198	HYDRO ONE NETWORKS INC	$14,332.55	O
IMPERIAL - FIRE #188891	E	02/24/2022	199	IMPERIAL - FIRE #188891	$180.34	O
IMPERIAL OIL - ROAD-188890	E	02/18/2022	479	IMPERIAL OIL - ROAD-188890	$1,159.65	O
RECEVEUR GENERAL DU CANADA	E	02/18/2022	366	RECEVEUR GENERAL DU CANADA	$58,191.17	O
SHAW DIRECT	E	03/01/2022	1729	SHAW DIRECT	$89.24	O
STEPHANIE LALONDE	E	02/24/2022	3079	STEPHANIE LALONDE	$3,038.27	O
VISA DESJARDINS	E	02/18/2022	465	VISA DESJARDINS	$20,602.00	O
WORKPLACE SAFETY INSURANCE	E	02/18/2022	475	WORKPLACE SAFETY INSURANCE	$746.33	O
WORKPLACE SAFETY INSURANCE	E	02/24/2022	475	WORKPLACE SAFETY INSURANCE	$1,087.03	O

TOTAL **$820,466.79**

Section A – Information de l'organisation

Nom de l'organisation : Corps de cadets de Casselman 2804
Adresse postale : 756 Brébeuf, CP: 312, Casselman, ON, K0A 1M0
Numéro de téléphone: 613-764-5027 **Fax ou courriel:** Click here to enter text.
Nom de la personne ressource : Cindy Desnoyers
Numéro tél. de la personne ressource : [redacted]
Courriel : [redacted]

Section B – Sommaire de la demande
Votre demande est pour: ☐ Une activité / événement; ☐ Activités pour l'année;
À noter qu'un seul don sera remis par organisation par année.
Montant demandé : 1000 $
Si le montant est plus que l'année précédente, veuillez justifier : Ce ne devrait pas être plus que l'an passé.
Nom de l'activité ou liste des activités : 2804 Dice Run
Description de l'activité ou liste des activités : Une levée de fonds annuelle depuis 11 ans qui est une randonnée en motocyclette.
Date de début / fin de l'activité ou dates des activités : 29 mai 2022.
Endroit(s) de l'activité / des activités : Départ et arrivée au Centre Paul-Émile Lévesque à Casselman, mais le trajet se fait partout dans l'est-Ontario.
Est-ce que vous chargez un frais d'admission? X☐Oui /☐ Non, le frais est 20 $.
Décrire comment la contribution de La Nation sera-t-elle reconnue : Si le don est de plus de 500$, le logo de la municipalité sera sur toutes nos affiches publicitaires.
Si la somme demandée est plus de 1 000 $, veuillez décrire comment les fonds seront utilisés pour votre événement ou vos événements. Il est possible que le Conseil vous demande de remettre un rapport financier.
Non applicable
Le cas échéant, l'organisme consent à remettre un rapport au Conseil de La Nation :
X☐Oui /☐ Non
___Cindy Desnoyers_____ ___14 FEB 2022_____
Signature du requérant Date

Section A - Information de l'organisation

Nom de l'organisation : Banque Alimentaire C.C.S.

Adresse postale : Banque Alimentaire C.C.S c.p. 561 Casselman ON K0A 1M0

Téléphone : (613) 764-5203

Nom de la personne ressource : Diane Perreault

Téléphone : [redacted]

Adresse courriel : [redacted]

Section B - Sommaire de la demande

Votre demande est pour: Activité pour l'année

Montant demandé :

- Hydro =2,237.04$ x 28.2% = 626.37
- plus paniers de Noël 2022

Nom de l'activité ou liste des activités : Banque Alimentaire

Description de l'activité ou liste des activités : Nourrir les familles défavorisées

Date de début de l'activité : 01/01/2022

Endroit(s) de l'activité / des activités : La banque alimentaire est située dans la municipalité de Casselman

Est-ce que vous chargez un frais d'admission? Non

Décrire comment la contribution de La Nation sera-t-elle reconnue : Facebook

Si la somme demandée est plus de 1 000 $, veuillez décrire comment les fonds seront utilisés pour votre événement ou vos événements. Il est possible que le Conseil vous demande de remettre un rapport financier.

- Le montant demandé ne dépasse pas 1 000 $

Le cas échéant, l'organisme consent à remettre un rapport au Conseil de La Nation : Oui

Current Outbreaks

Please be advised that the following facilities are or were experiencing outbreaks.

Date Format: Year-Month-Day

DATE: 2022-02-24

FACILITY	LOCATION	TYPE OF OUTBREAK	ORGANISM	DATE REPORTED	DATE DECLARED OVER	DATE LAST MODIFIED
Villa St-Albert	St-Albert	COVID	COVID	2022-02-22		2022-02-22
Rockland Manor	Rockland	COVID	COVID	2022-02-13		2022-02-13
Heritage Lodge	Vankleek Hill	COVID	COVID	2022-02-01		2022-02-09
Community Living Stormont - 1216 Brodeur Street	Cornwall	COVID	COVID	2022-02-07	2022-02-15	2022-02-15
Heritage Manor	Cornwall	COVID	COVID	2022-02-07		2022-02-07
Riverview Manor	Cornwall	COVID	COVID	2022-02-06		2022-02-06
St. Joseph Continuing Care-McNeil House	Cornwall	COVID	COVID	2022-02-05	2022-02-16	2022-02-16
Rideau Place	Hawkesbury	COVID	COVID	2022-02-05	2022-02-15	2022-02-15
Community Linving Stormont - 1218 Brodeur Street	Cornwall	COVID	COVID	2022-02-03	2022-02-14	2022-02-14
Cornwall Community Hospital 2700 POD	Cornwall	COVID	COVID	2022-01-28	2022-02-15	2022-02-15
Villa Fleur Ange	Embrun	COVID	COVID	2022-01-26	2022-02-16	2022-02-16
Sunset Cove Retirement Home	Long Sault	COVID	COVID	2022-01-26		2022-01-26
Valley Garden RH	Cornwall	COVID	COVID	2022-01-26	2022-02-14	2022-02-14
Chartwell Hartford Retirement Residence	Morrisburg	COVID	COVID	2022-01-17	2022-02-13	2022-02-13
Valoris Maison de l'Amitié	2258-2022-55832	COVID	COVID	2022-01-02	2022-02-17	2022-02-17
Maxville Manor	Maxville	COVID	COVID	2022-01-06	2022-02-22	2022-02-22
Glen Stor Dun Lodge	Cornwall	COVID	COVID	2022-01-06		2022-01-06
Pinecrest Nursing Home	Plantagenet	COVID	COVID	2022-01-04	2022-02-13	2022-02-13
Residence Prescott-Russell	Hawkesbury	COVID	COVID	2021-12-31	2022-02-22	2022-02-22
Centre d'Acceuil Roger Séguin	Clarence-Creek	COVID	COVID-19	2021-12-27	2022-02-18	2022-02-18

COVID-19 Institutional Outbreak Definition

As of April 7th 2021, the definition of a COVID-19 outbreak in an institution is two or more lab-confirmed cases (resident, staff and/or visitor) in a facility, within a 14-day period, that have an epidemiological link and where at least one person could have reasonably acquired their infection in the facility.

Local Influenza Activity

Local Influenza Activity

No influenza cases and outbreaks have been reported in our region.

- For provincial influenza activity, click here.
- For national influenza activity, click here.

- Click here to return to the previous page.
- Click here to return to the home page.

iSolara Solar Power
30 Capital Drive, Ottawa, Ontario, K2G 0E9
Telephone 613-738-2646 | Fax 613-738-9939 | Email info@isolara.com | www.isolara.com

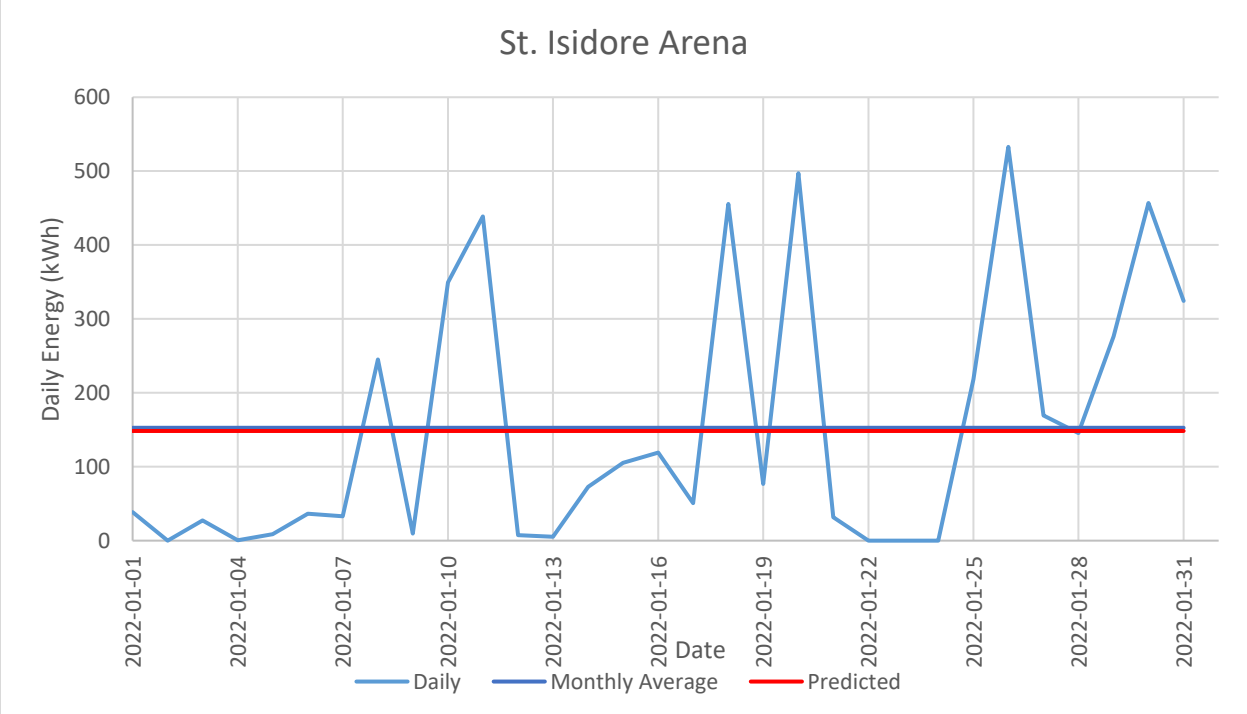
JANUARY 2022 PERFORMANCE REPORT

ST. ISIDORE ARENA

SYSTEM SPECIFICATIONS

Panels:	494 x CSUN 245-60M
Inverters:	1 x Satcon PVS 100-600
Next Inspection:	Spring 2022

LIFETIME PERFORMANCE	MONTH PERFORMANCE
1,437.8 MWH	**4.7 MWH**



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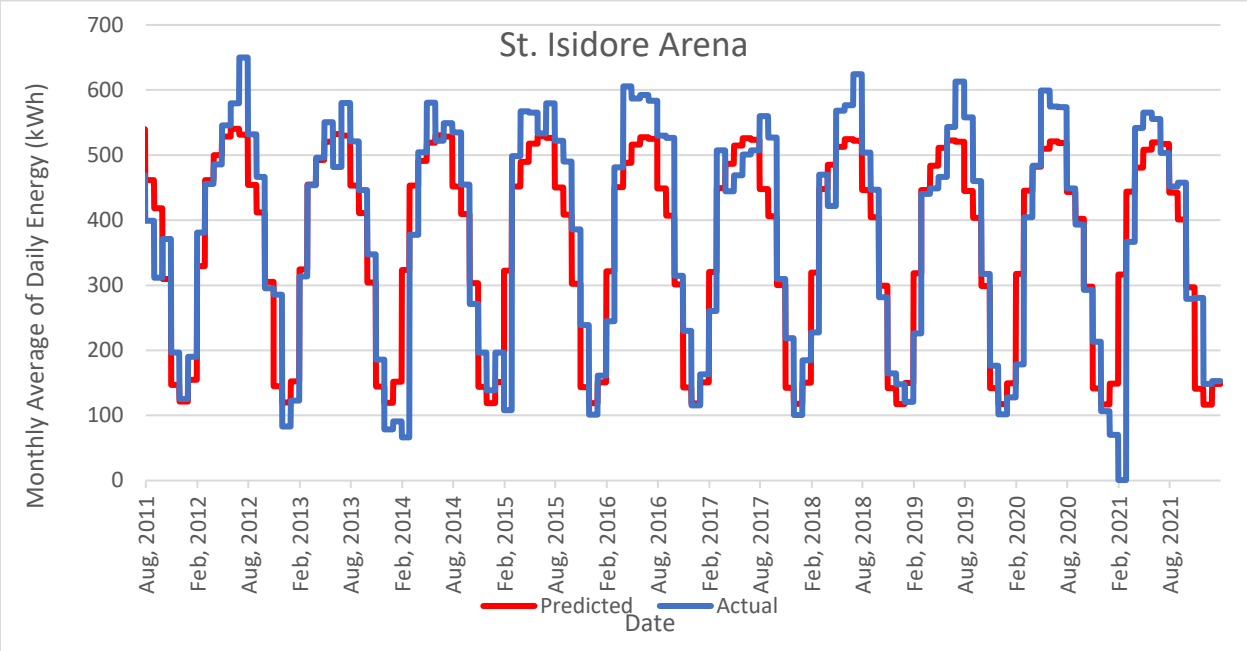

MONTHLY PERFORMANCE

All performance amounts are given in AC Energy (kWh).

Year / Month	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Jan		5890	3814	2817	6091	4998	5055	4990	3744	3959	2171	4733
Feb		11042	8779	2012	3030	6363	7301	6150	5652	5166	2	
Mar		14119	14066	11697	15448	14915	15727	14568	13651	12537	11366	
Apr		14573	14880	15132	17025	18169	13324	12657	13713	14509	16250	
May		16914	17071	17999	17524	18199	14534	17624	14455	18570	17523	
Jun		17389	14454	15668	16001	17816	15025	17306	16297	17246	16536	
Jul		19565	17983	17022	17969	18093	15723	19358	18998	17783	7050	
Aug	12369	16488	16153	16588	16179	16424	17358	15621	17295	13908*	14011	
Sep	11801	13991	13391	13644	14700	16098	15652	13535	14210	11791*	13726	
Oct	11508	9155	10775	8410	11966	9753	9595	8734	9839	9077	8658	
Nov	6213	8566	5571	5900	7172	6899	6701	3821	5292	6394	8317	
Dec	3885	2566	2438	4504	3141	3579	3118	4586	3159	3202	4601	
TOTAL	45776	150258	139375	131393	146246	151306	139113	138950	136305	134142	120211	4733
Predicted	44626	136694	135369	134963	134558	134154	133751	133353	132950	132550	123360	4600
Difference	2.58%	9.92%	2.96%	-2.65%	8.69%	12.79%	4.01%	4.20%	2.52%	1.20%	-2.56%	2.89%

*August & September 2020 had a combined 8 days of no production from fuse failure (~15% less production Aug., ~10% less Sept.)

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MAINTENANCE SUMMARY

HYDRO BILL COMPARISON

2019

Billing Period		Monitoring	Hydro	Difference
Start	End			
01-Jan-19	31-Jan-19	3744.03	3863.00	3.08%
01-Feb-19	28-Feb-19	5652.17	5786.00	2.31%
01-Mar-19	31-Mar-19	13650.73	13791.00	1.02%
01-Apr-19	30-Apr-19	13713.27	13818.00	0.76%
01-May-19	31-May-19	14454.50	14516.00	0.42%
01-Jun-19	30-Jun-19	16297.00	16323.00	0.16%
01-Jul-19	31-Jul-19	18998.30	19043.00	0.23%
01-Aug-19	31-Aug-19	17294.83	17332.00	0.21%
01-Sep-19	30-Sep-19	14209.56	14261.00	0.36%
01-Oct-19	31-Oct-2019	9839.37	9942	1.03%
01-Nov-19	30-Nov-2019	5291.79	5432	2.58%
1-Dec-2019	31-Dec-2019	3159.41	3304	4.38%
	Total	133,146	134,107	0.72%

2018

Billing Period		Monitoring	Hydro	Difference
Start	End			
01-Jan-18	31-Jan-18	4990.28	5139.00	2.89%
01-Feb-18	28-Feb-18	6149.82	6284.00	2.14%
01-Mar-18	31-Mar-18	14567.72	14713.00	0.99%
01-Apr-18	30-Apr-18	12657.31	12774.00	0.91%
01-May-18	31-May-18	17623.77	17657.00	0.19%
01-Jun-18	30-Jun-18	17306.09	17338.00	0.18%
01-Jul-18	31-Jul-18	19358.30	19375.00	0.09%
01-Aug-18	31-Aug-18	15621.30	16151.00	3.28%
01-Sep-18	30-Sep-18	13535.26	13603.00	0.50%
01-Oct-18	31-Oct-2018	8733.57	8871	1.55%
01-Nov-18	30-Nov-2018	3821.22	3973	3.82%

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1-Dec-2018	31-Dec-2018	4585.83	4739	3.23%
	Total	134,365	135,878	1.11%

2017

Billing Period		Monitoring	Hydro	Difference
Start	End			
01-Jan-17	31-Jan-17	5055.12	5206.44	2.91%
01-Feb-17	28-Feb-17	7300.62	7438.14	1.85%
01-Mar-17	31-Mar-17	15726.85	15876.96	0.95%
01-Apr-17	30-Apr-17	13324.08	13444.14	0.89%
01-May-17	31-May-17	14534.30	14641.20	0.73%
01-Jun-17	30-Jun-17	15025.19	15102.12	0.51%
01-Jul-17	31-Jul-17	15722.70	16420.14	4.25%
01-Aug-17	31-Aug-17	17358.30	17450.76	0.53%
01-Sep-17	30-Sep-17	15652.41	15764.64	0.71%
1-Oct-2017	31-Oct-2017	9594.63	10436.4	8.07%
1-Nov-2017	30-Nov-2017	6701.35	6129.54	-9.33%
	Total	135995.54	137910.48	1.39%

2016

Billing Period		Monitoring	Hydro	Difference
Start	End			
01-Jan-16	31-Jan-16	4998.09	5184.18	3.59%
01-Feb-16	29-Feb-16	6362.77	6511.44	2.28%
01-Mar-16	31-Mar-16	14915.41	15065.64	1.00%
01-Apr-16	30-Apr-16	18169.08	18303.90	0.74%
01-Mar-16	31-Mar-16	18199.26	18367.20	0.91%
01-Jun-16	30-Jun-16	17815.67	17889.18	0.41%
01-Jul-16	31-Jul-16	18092.79	18169.56	0.42%
01-Aug-16	31-Aug-16	16423.61	17160.18	4.29%
01-Sep-16	30-Sep-16	16097.56	16196.22	0.61%
1-Oct-2016	31-Oct-2016	9753.34	9888.72	1.37%
1-Nov-2016	30-Nov-2016	6899.07	7038.12	1.98%
	Total	147726.65	149774.34	1.37%

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30 Capital Drive, Ottawa, Ontario, K2G 0E9
Telephone 613-738-2646 | Fax 613-738-9939 | Email info@isolara.com | www.isolara.com

2015

Billling Period		Monitoring	Hydro	Difference
Start	End			
1-Jan-2015	31-Jan-2015	6091.04	6586.5	7.52%
1-Feb-2015	28-Feb-2015	3030.08	3153.54	3.91%
1-Mar-2015	31-Mar-2015	15447.99	15622.08	1.11%
1-Apr-2015	30-Apr-2015	17024.49	17189.7	0.96%
1-May-2015	31-May-2015	17523.85	17699.22	0.99%
1-Jun-2015	30-Jun-2015	16000.63	16156.98	0.97%
1-Jul-2015	31-Jul-2015	17969.02	18129.84	0.89%
1-Aug-2015	31-Aug-2015	16179.05	16351.86	1.06%
1-Sep-2015	30-Sep-2015	14700.12		
1-Oct-2015	31-Oct-2015	11965.64		
1-Nov-2015	30-Nov-2015			
	Total	109266.15	110889.72	1.46%

2014

Billling Period		Monitoring	Hydro	Difference
Start	End			
1-Jan-2014	31-Jan-2014	2817.28	2954.66	4.65%
1-Feb-2014	28-Feb-2014	2012.12	2679.2	24.90%
1-Mar-2014	31-Mar-2014	11696.86	11898.77	1.70%
1-Apr-2014	30-Apr-2014	15132.05	15328.11	1.28%
1-May-2014	31-May-2014	17998.95	17511.55	-2.78%
1-Jun-2014	30-Jun-2014	15667.51	14280.31	-9.71%
1-Jul-2014	31-Jul-2014	17022.19	16634.28	-2.33%
1-Aug-2014	31-Aug-2014	16587.75	16747.14	0.95%
1-Sep-2014	30-Sep-2014	13644.27	13807.02	1.18%
1-Oct-2014	31-Oct-2014	8410.37	8574.48	1.91%
1-Nov-2014	30-Nov-2014	5899.78	6078.12	2.93%
	Total	131393.15	131152.16	-0.18%

Ministry of the Solicitor General

Proposed Firefighter Certification Regulation

Presented to: Municipal Representatives

Date: February 18, 2022

Ontario

Purpose

1. To provide an overview of the proposed Firefighter Certification regulation, which is currently available for review and comment on the Ontario Regulatory Registry until February 28, 2022; and,
2. To address questions related to the proposed regulation.

Firefighter Training and Certification: Current State

- The *Fire Protection and Prevention Act, 1997* (FPPA) does not set minimum standards for firefighter training and certification (See Appendix A). Municipalities, as the employer, are required to provide information, instruction and supervision to protect the health and safety of workers under Section 25(2)(a) of the *Occupational Health and Safety Act, 1990.*
    - **Ontario Regulation 379/18: Firefighter Certification,** which established mandatory National Fire Protection Association (NFPA) certification requirements for firefighters in ten specific roles, was revoked in 2018 prior to coming into force.
- Training practices vary across fire departments in municipalities and territories without municipal organization in Ontario.
- Ontario provides certification testing for 45 National Fire Protection Association (NFPA) levels of certification and is accredited through the International Fire Service Accreditation Congress (IFSAC) and the Pro Board.
- There is a lack of flexibility in NFPA testing practices.
    - Prerequisites under the current model do not allow for flexibility or customization of training to local needs and service levels, resulting in training pressures on volunteer fire services.

Goal: To develop a standardized approach to firefighter training, which **protects firefighters and increases public safety** while providing flexibility for the local needs and service levels of municipalities across Ontario.

Key Considerations for Firefighter Certification

Protecting the Health and Safety of Firefighters

In the absence of provincial regulations specific to firefighters, they might not have the appropriate level of training to meet risks associated with service levels established in their municipality.

Level of Service

Stakeholders have raised concerns about minimum standards that would require training beyond the level of service being delivered, as well as exposure to liability if all firefighters are not certified to the minimum standard.

Addressing Legacy Provisions

Proposal would enable current fire service personnel to be certified to their current level and consider any time required for municipalities to adhere to the regulation.

Modernization of Firefighter Training

Proposal would create opportunities to better support training delivery and certification including the option to certify firefighters to higher standards.

Overview of the Proposed Regulation

The Ministry of the Solicitor General is proposing to file a regulation under the FPPA to establish mandatory certification requirements for fire protection services.

Mandatory Certification	Exceptions	Transition (Legacy Provisions)
▪ Municipalities would ensure that a firefighter is certified to the prescribed NFPA job performance requirements to perform certain fire protection services (e.g., firefighter exterior attack). ○ The certification must be provided by the Fire Marshal, or an accreditation from the International Fire Safety Accreditation Congress (IFSAC) or a Pro Board seal for full NFPA standards. ○ The prescribed compliance deadline for most fire protection services is July 1, 2026 (e.g., firefighter exterior attack) and July 1, 2028 for technical rescue services (e.g., rope rescue operations).	▪ There are proposed exceptions for new firefighters (< 24 months) who are operating under the supervision of a firefighter certified to the required standard for a prescribed fire protection service as well as for firefighters who are temporarily assigned to perform a different fire protection service and are operating under the supervision of a firefighter certified to the standard for that service. ▪ Firefighters would not be required to automatically re-certify if the corresponding certification requirements are subsequently updated or changed.	▪ There would be a time-limited opportunity (until September 30, 2023) for fire departments to apply for a letter of compliance based on existing firefighters' previously completed training and existing skills and knowledge. ○ This process would only be available for fire protection services that do not require full NFPA certification and to firefighters who have been providing those services for a minimum number of years (2-4 years, depending on the service). ○ The Office of the Fire Marshal would set out the required information for fire departments to submit.

Overview of the Proposed Approach

Level of Training	NFPA Standard	Minimum Level for Full-Service Departments	Additional Level Available via OFM ASE	Ontario-Specific Standard	
Firefighter	NFPA 1001	**Level II**	N/A	Exterior Firefighter	Interior Firefighter
Fire Officer	NPFA 1021	**Level I**	Level II, III and IV	Team Lead – Exterior	Team Lead - Interior
Pump Operators	NFPA 1002	**Chapter 5**	N/A	Pump Operator	
Hazardous Materials	NPFA 1072	**Operations**	Awareness, Technician and Mission Specific	Haz Mat Operations added to Exterior/Interior	
Auto Extrication	**For Ontario-Specific Standard Only**			Auto Ex (FFII JPRs) added to Exterior/Interior	
Senior Fire Officer	**Optional Certification (not in Regulation)**			Senior Fire Officer I	Senior Fire Officer II

Level of Training	NFPA Standard	Minimum Level	Additional Level Available via OFM ASE	Notes
Fire Inspector	NFPA 1031	**Level I**	Level II and III	**For Section 2** - Fire Department must certify staff that work in these roles on a regular/expected basis (e.g. normal job assignment) to the minimum level AND increase to additional levels based on job roles and responsibilities. For Example: Live Fire requires lead instructor to be trained to NFPA 1041 Level II Inspections of Flammable/Combustible liquids properties requires NFPA 1031 Level II Calltaker/Dispatcher requires NFPA 1061 Level II
Fire Investigator	NFPA 1033	**Chapter 4**	N/A	
Fire Life Safety Educator	NFPA 1035	**Educator I**	Educator II and PIO	
Training Officer	NFPA 1041	**Level I**	Level II and III	
Emergency Communicators	NFPA 1061	**Level I**	Level II	
Incident Safety Officer	NFPA 1521	**Chapter 5**	N/A	

Overview of the Proposed Approach, cont.

Level of Training	NFPA Standard	Minimum Level		Additional Level Available via OFM ASE	Section 3 Notes
Common Passenger Vehicle Rescue	NFPA 1006	**Awareness**	Training only, not required to Certify (see Section 3 Note)	Operations and Technician	**For Section 3** – Any Fire Department that expects to respond to any technical rescue emergency calls should **train** their firefighters to minimum of Awareness Level (**however, they do not have to certify via ASE**). Additionally, any firefighters that operate at a higher level at these calls would be required to be **certified** to the applicable level (operations or technician based on response levels) **This includes NFPA 1072** – Haz Mat as well (although it is listed in Section 1 for clarity)
Heavy Vehicle Rescue	NFPA 1006	**Awareness**		Operations and Technician	
Surface Water	NFPA 1006	**Awareness**		Operations and Technician	
Swift Water	NFPA 1006	**Awareness**		Operations and Technician	
Ice Water	NFPA 1006	**Awareness**		Operations and Technician	
Trench Rescue	NFPA 1006	**Awareness**		Operations and Technician	
Confined Space	NFPA 1006	**Awareness**		Operations and Technician	
Structural Collapse	NFPA 1006	**Awareness**		Operations and Technician	
Rope Rescue	NFPA 1006	**Awareness**		Operations and Technician	

Implementation Considerations

Input from municipal and fire safety stakeholders (see Appendix B) informed the proposed regulation, including the implementation considerations.

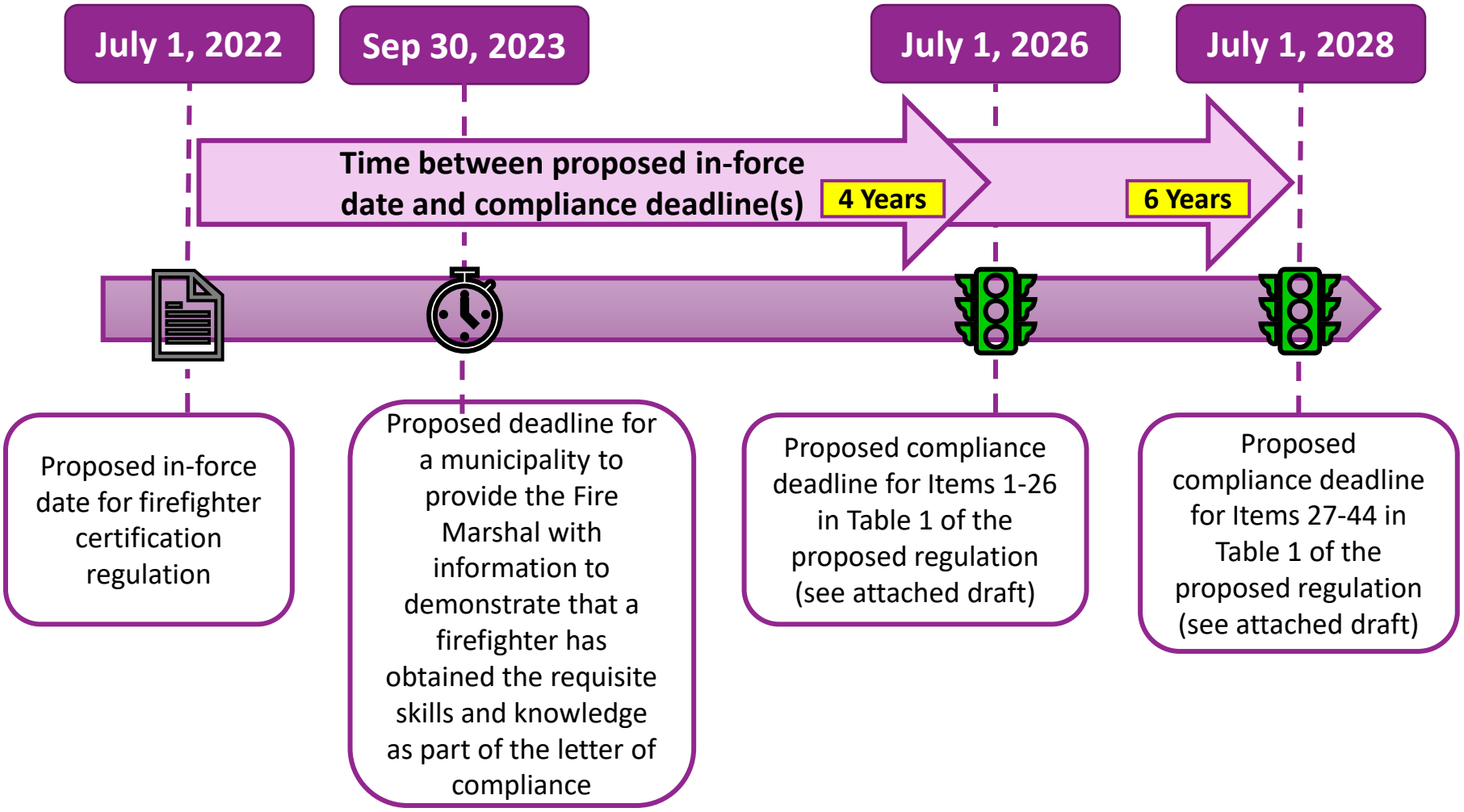
Flexibility	Training
▪ The proposed approach would provide flexibility to meet local training needs based on the level of fire protection service set by municipal council. ▪ If the local level of service exceeds the minimum standard set out in the proposed regulation, the Office of the Fire Marshal would continue to provide certification to full NFPA standards at **no cost.** ▪ Municipalities that require assistance in reviewing their Establishing and Regulating bylaw and level of service are encouraged to contact their Fire Protection Adviser at the Office of the Fire Marshal.	▪ Many fire departments already train to a higher standard than the proposed minimum certification requirements. ▪ Fire departments would continue to train according to the local level of fire protection service.

Implementation Considerations, cont.

Compliance	Administration
▪ Staggered timelines are proposed to help ensure fire departments have sufficient time to: ○ Certify new firefighters (2026 for most fire protection services; 2028 for technical rescue). ○ Submit "legacy" applications for eligible firefighters (would be able to apply until September 2023). ▪ To meet the new requirements in the proposed regulation, municipalities and their fire departments are encouraged to plan out the next four to six years of training. ▪ The FM has the power to monitor, review and advise municipalities respecting the provision of fire protection services. This includes designated OFM sections monitoring/reviewing the requirements of minimum certification. ▪ The OFM would take a phased approach to enforcement: ○ Review concerns with the Fire Chief, ○ Address concerns with the CAO, ○ Failing the above points, the FM would consider additional options to communicate to the public. ▪ The Fire Marshal reserves the right to: ○ Use enforcement measures available under the FPPA ○ Refer the issue to the MLTSD given the potential impact to firefighter health and safety	▪ Some administrative costs are estimated based on the potential value of time it may take municipal fire departments to: ○ Familiarize themselves with the regulation. ○ Maintain training records. ○ Complete one-time legacy applications (estimated one hour per application). ▪ The estimated range (between $290 to $1400 per fire department) would depend on the size of the department and number of legacy applications for eligible firefighters. ○ This estimated cost range does not capture any associated training costs which are expected to be minimal as most fire departments are anticipated to already be training to the service level established by their municipality.
The Office of the Fire Marshal is developing resources to support implementation.	

Ontario

Timeline for Proposed Regulation



Ontario

Next Steps

- The Office of the Fire Marshal to review feedback received through multiple technical briefings (i.e., All Fire Chief Town Hall sessions) with municipal Fire Chiefs and continue to address any comments/questions received about the proposed regulation.
- Ministry to review and incorporate feedback on the proposed Firefighter Certification regulation received through the Ontario Regulatory Registry.

Questions and Discussion

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February 10, 2022

In This Issue

- ?Infrastructure Canada Capital Projects stream: Rural Transit Solutions Fund.
- AMO/LAS *Municipal Energy Symposium* March 31 - April 1.
- eScribe municipal election webinar series.
-? Canoe webinar: Exprolink/Madvac.
- Canoe vendor spotlight: Traffic Logix.
- ?Risk Management Back-to-Basics free webinar.
- Promote your RFP with OMSSA.
- Careers: Victoria BC, OSC, MNRF, Metrolinx, Augusta, London and Simcoe.

Federal Matters

Infrastructure Canada is now accepting applications for the Capital Projects stream of the Rural Transit Solutions Fund. The fund targets the development of transit solutions in rural communities, making $250 million in federal funding available over five years to support the development of locally driven transit solutions that will help people living in rural communities. Deadline: April 7, 2022.

Eye on Events

AMO and LAS are excited to host a virtual *Municipal Energy Symposium* March 31 - April 1. This leading edge event takes a critical look at the intersection of climate change, land use planning and energy post-COP26. Explore examples of how municipalities are planning for the future and what this means to daily operations. Register here.

Are you thinking about the municipal election? While it's not happening until October, it is time to start thinking today how to get your meetings ready for your new Council. On February 16 at 11 am ET join eScribe, AMO's preferred partner for electronic meeting management, for a webinar to learn how you can prepare for a seamless election season. Register today.

LAS

It may not feel like it, but spring is on the way! Join the Canoe Procurement Group webinar with vendors Exprolink/Madvac to learn about the street sweepers and litter collectors used to give our communities a 'spring cleaning'. February 23 at 11:00 AM EST, register here.

We're pleased to welcome Traffic Logix to the Canoe Procurement Group, making it easier to source traffic calming products to keep your roads safe. Save time and money by buying through Canoe, contact Tanner for more information.

Register for our free Risk Management webinar series every quarter; be part of the discussion. The first one is March 3 - "Back to Basics - a foundational discussion about municipal insurance, terms and trends."

Municipal Wire*
Starting March 1, post your open RFPs to OMSSA's board and have it shared with human services professionals. Email jobs@omssa.com to post your opportunity. Subscribe today to receive open opportunities.

Careers
Assistant Director, Public Works - City of Victoria. The AD is responsible for the effective delivery of a full range of operational and capital programs to support City infrastructure needs for residents, visitors, business and other City departments. Apply online by March 2, 2022.

Senior FIPPA Officer - Ontario Securities Commission (OSC). The Officer will administer and supervise the operations of the freedom of information and privacy program. Apply online by February 11, 2022.

District Manager - Ontario Ministry of Natural Resources and Forestry. A strategic leadership opportunity to serve Ontarians through natural resource management excellence in the Parry Sound, Kemptville or Peterborough District. Apply online, only, quoting Job ID 174594, by February 17, 2022.

Director, Legal Services - Metrolinx. Seeking a Director, Legal Services who will assist with professional legal work and provide legal advice and opinions on a diverse range of corporate matters. Apply for this position submitting your resume online.

Intermediate/Senior Land Use Planner - Township of Augusta. The incumbent will provide planning services through the development of strong policy framework for land use decision making and development review services. Apply to smcdonald@augusta.ca by March 4, 2022.

Director, Fleet and Facilities - City of London. This newly created role focuses on expanding linkages between the Fleet and Facilities programs while establishing a clear point of accountability for both areas. Apply online by February 23, 2022.

Real Estate Negotiator/Acquisition Specialist - County of Simcoe. The Specialist is primarily responsible for providing support with real estate needs including research, site selection, negotiation and appraisal for acquisition, and disposal of real property and property rights. Apply online by February 23, 2022.

Accounting Supervisor (Capital Assets) - County of Simcoe. The Supervisor plays a key role in the financial reporting framework of the County's Tangible Capital Assets and the development and maintenance of the asset management plan. Apply online by February 16, 2022.

About AMO
AMO is a non-profit organization representing almost all of Ontario's 444 municipal governments. AMO supports strong and effective municipal government in Ontario and promotes the value of municipal government as a vital and essential component of Ontario's and Canada's political system. Follow @AMOPolicy on Twitter!

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February 17, 2022

In This Issue

- Register for Subwatershed Planning Guide webinar on February 24.
- Infrastructure Canada Capital Projects stream: Rural Transit Solutions Fund.
- AMO/LAS *Municipal Energy Symposium* March 31 - April 1.
- Staying informed with the Canoe Webinar Series.
- Free Risk Management Back-to-Basics webinar.
- Blog: Five Risk Management Trends to Follow in 2022.
- Careers: Simcoe, South Frontenac, Georgina, Kincardine, Vaughan, MSG, Muskoka.

Provincial Matters

MECP is consulting until March 13th on a Subwatershed Planning Guide to help municipalities and other planning authorities implement provincial policy direction for watershed and subwatershed planning. Register for the webinar here.

Federal Matters

Infrastructure Canada is accepting applications for the Capital Projects stream of the Rural Transit Solutions Fund. The fund targets the development of transit solutions in rural communities, making $250 million in federal funding available over five years to support the development of locally driven transit solutions that will help people living in rural communities. Deadline: April 7, 2022.

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LAS

The LAS Canoe Procurement Group is busy hosting bi-weekly events to connect with our members. Follow this link to see the full list of virtual events planned, and click here to see the archive of webinars we've hosted in the past. Use Canoe to save on products you use everyday and make your community an even greater place to live.

Every quarter you can be part of the risk management discussion. The first in the series is March 3 - “Back to Basics - a foundational discussion about municipal insurance, terms and trends.” Learn more and register here.

The 2022 risk landscape is changing faster than most organizations can keep up with, leaving executives and risk managers with the question: “How can I make my organization more resilient?” Read more from guest blogger ClearRisk.

Careers

Forestry By-Law Enforcement Officer - County of Simcoe. The Officer is responsible for responding to complaints, conducting inspections and investigations and enforcing the County Forest Recreation By-law and other County By-laws. Apply online by February 18, 2022.

Chief Administrative Officer - Township of South Frontenac. Reporting to the Mayor and Council, the CAO is responsible for the strategic leadership and efficient delivery of all the municipality’s administrative and operational services. Apply to careers@waterhousesearch.ca by February 28, 2022.

Supervisor of Inspections/ Deputy Chief Building Official - Town of Georgina. Responsible for the management of the Building Division’s Inspections Unit and supervision of inspections staff; administers and enforces the *Building Code Act*. Apply online by February 18, 2022.

Chief Administrative Officer - Municipality of Kincardine. The CAO will provide effective advice and support to Council through the development and implementation of policy, strategy and objectives. Apply via email by March 14, 2022.

Director, Procurement Services - City of Vaughan. The Director is accountable for the responsible management of all financial and human resources of the Department; develops and implements strategies, goals, policies and processes in all aspects of public procurement. Apply online by March 14, 2022.

Director, Financial Services & Deputy Treasurer - City of Vaughan. The Director establishes the strategic vision and direction to be taken while providing leadership, communication, expert guidance, and financial direction. Apply online by March 14, 2022.

Bureau Commander, Business Management Bureau - Ministry of the Solicitor General. Provides corporate strategic leadership and direction, while leading the Ontario Provincial Police business, finance, facilities, operational policy, research and program evaluation and resource planning, and asset management services. Apply online by March 1, 2022.

Commissioner, Community and Planning Services - The District Municipality of Muskoka. The CPS is responsible for the strategic leadership, management, and administration of the Community & Planning Services (CPS) department. Apply online by March 2, 2022.

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February 24, 2022

In This Issue

- Support your Asset Management goals.
- AMO/LAS *Municipal Energy Symposium* March 31 - April 1.
- Webinar: Prevention strategy, H&S rep training update, & rebates from WSIB.
- ?Webinar: Jump-start your Digital Transformation with an e-signature solution.
- Webinar: Breaking down barriers - Accessible digital solutions for your community.
- Free Risk Management webinar: Back-to-basics.
- ?Canoe webinar date change - Madvac/Exprolink.
- Kraft Hockeyville nominations are now open: Nominations close April 3.
- Careers.

AMO Matters

AMO is hosting facilitated discussions that will explore your role in advancing asset management in your community. AMO is offering a series of dates for these sessions. You can register by filling out this form. These sessions are open to *elected officials only*.

Eye on Events

AMO and LAS are excited to host a virtual *Municipal Energy Symposium* March 31 - April 1. This leading edge event takes a critical look at the intersection of climate change, land use planning and energy post-COP26. Explore examples of how municipalities are planning for the future and what this means to daily operations. Register here.

On March 24, join AMO's Health and Safety partner, 4S, for a virtual roundtable discussion with the Chief Prevention Officer and the WSIB. Learn more about the CPO's prevention strategy for 2022, health and safety rep training updates, and earning rebates from the WSIB Excellence and Ontario's SOSE program. Register today.

As municipalities move from paper to electronic filing, authentication of these files is a critical challenge. On March 23, 9 am - 10 am ET, join AMO's partner, Notarius, and learn how ConsignO Cloud can greatly reduce the signing time of documents and allow anyone to sign legally reliable documents electronically with a phone, a tablet, or a computer. Register today.

eSolutionsGroup, AMO's barrier-free website partner, offers members cost-effective digital solutions that meet accessibility requirements. Join us for a free webinar on Wednesday, March 30 from 11 am to 12 pm ET, where we discuss various web solutions that will help you engage and serve your community effectively.

LAS

Join our risk management discussion on March 3 - "Back to Basics - a foundational

discussion about municipal insurance, terms and trends." Save the dates for our other free Risk Management webinars: June 2, September 8, and November 3. Learn more and register here.

The Canoe Procurement Group webinar with Madvac/Exprolink has changed to March 16, register here to learn about equipment used to keep your community clean. We'll also be speaking with Computrol on their water dispensing systems on March 9, Register here. Did you miss one? Watch our archives on the LAS website.

Municipal Wire
The Kraft Hockeyville grand prize community winner will have an opportunity to host an NHL preseason game and receive $250,000 for arena upgrades. This year's winner and each of the 3 runner-up communities will receive $10,000 to purchase new hockey equipment for their minor hockey programs. To submit a nomination, visit the Kraft Hockey Ville website. The Township of Lucan (Lucan Community Memorial Centre), Township of Stirling-Rawdon (Stirling Arena) and former Town of Dundas (J.J Grightmire Arena) are past winners.

Careers
Director, Licensing & Enforcement Services - City of Kingston. This position is responsible for licensing, property standards, general by-law, noise and animal control, parking operations and enforcement and general administration. Apply online by March 16, 2022.

Strategic Initiatives & Policy Specialist - City of Cambridge. The Policy Specialist will participate in the development and implementation of the corporate performance management framework, support government relations and policy review and lead special projects as required. Apply online by March 3.

Purchasing Coordinator - County of Hastings. This position will assist with the co-ordination and facilitation of the procurement process in accordance with applicable regulations, legislation, industry best practices and the County's purchasing policy. Apply to careers@hastingscounty.com by March 10.

Service, Information and Records Coordinator - Central Lake Ontario Conservation Authority. The Coordinator performs reception duties, greeting and directing visitors to appropriate staff. Submit resume and cover letter to cjones@cloca.com by March 18.

Program Manager, Customer Service & Issues Management - City of Toronto. Manages and leads key division-wide priorities and projects, issues management, strategic planning, complaint management, equity and inclusion, and other strategic initiatives. Apply online by March 4.

Muslim Community Liaison Advisor - City of London. The Advisor is an effective and engaging leader who works to develop and strengthen the City's relationship with diverse Muslim people, and representative organizations in the community. Apply online by March 17.

Director, Water, Wastewater and Storm Water - City of London. The Director leads the teams providing critical drinking water, wastewater, and storm water services to all Londoners. Apply to careers@lesp.ca by March 23.

General Manager, Development Services - Town of East Gwillimbury. Responsible for the strategic leadership and financial management of Development Services for the Town including both Planning & Building Services. Apply online by March 13.

Commissioner of Public Works – Niagara Region. The role provides strategic, innovative, and operational leadership for the Public Works department; ensures linear infrastructure program and service development, enhancement, and maintenance delivery to support growth objectives. Apply to arthur@wmc.on.ca by March 18.

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January 27, 2022

In This Issue

- Proposed updated Standards of Care under *PAWS Act*.
- Inclusive Communities Grant.
- AMO/LAS *Municipal Energy Symposium* March 31 - April 1. Registration open.
- AMO/LAS *Municipal Energy Symposium* - Call for Proposals.
- Keynote confirmed for AMO-LAS *Energy Symposium*.
- ROMA's action plan *Opportunities for Rural Ontario in a Post-Covid World* launched.
- Canoe webinar: Doosan & Bobcat.
- Canoe vendor spotlight: FLO.
- Careers: Georgian Bay and Vaughan.

Provincial Matters

The Ministry of the Solicitor General is proposing updated standards of care for dogs kept outdoors under the PAWS Act. The consultation is open for comment until March 7, 2022.

Applications are now open for the 2022-23 Inclusive Community Grants program. Funding is available for local projects that will help older residents and people with disabilities participate in community life. The deadline to apply is March 3, 2022. Information and how to apply is found on the government website.

Eye on Events

AMO and LAS are excited to host a virtual *Municipal Energy Symposium* March 31 - April 1. This leading edge event takes a critical look at the intersection of climate change, land use planning and energy post-COP26. Explore examples of how municipalities are planning for the future and what this means to daily operations. Register here.

AMO and LAS are calling on municipalities and partners to showcase initiatives and

innovation in addressing municipal energy and climate change at the seminal virtual *Municipal Energy Symposium*, March 31 - April 1. For more information and to submit your proposal, click here. Deadline for proposals is February 4.

March 31 - April 1, AMO and LAS will hold the in demand *Municipal Energy Symposium*. Keynote Dr. Sarah Burch will explore opportunities in addressing climate change at the local level. Register today.

ROMA Matters
A key event at the 2022 ROMA Conference was the launch of the ROMA Board's action plan for economic and social growth and sustainability in rural Ontario. Read the ROMA Board's strategies that rethink rural Ontario for today and into the future.

LAS
Canoe Procurement Group vendors Doosan and Bobcat provide a wide array of equipment from lawn care to loaders to forklifts. Join our webinar on February 9 at 11 am to learn how our Canoe vendors can help you keep your communities beautiful. Registration is open.

Looking to add electric vehicles to your fleet or expand your charging capability? We're pleased to welcome FLO Services Inc. to the Canoe Procurement Group. Their contract includes many solutions from EV charging stations for public or fleets to monitoring systems and maintenance. Contact Tanner to find out about this and our other 180+ vendors.

Careers
Chief Administrative Officer - Township of Georgian Bay. The CAO is responsible for leadership and general management of the Corporation, acting as key advisor and liaison to Council. Interested candidates email a cover letter and your resume to Kartik Kumar by February 28, 2022.

Director & Chief Licensing Officer - City of Vaughan. This role is responsible for managing and providing direction of the overall operations and staff of the By-Law & Compliance, Licensing & Permit Services Department. To obtain a detailed Position Profile or to be considered for the position, please contact Kartik Kumar at careers@lesp.ca by February 11, 2022.

About AMO
AMO is a non-profit organization representing almost all of Ontario's 444 municipal

governments. AMO supports strong and effective municipal government in Ontario and promotes the value of municipal government as a vital and essential component of Ontario's and Canada's political system. Follow @AMOPolicy on Twitter!

AMO Contacts
AMO Watch File Tel: 416.971.9856
Conferences/Events
Policy and Funding Programs
LAS Local Authority Services
MEPCO Municipal Employer Pension Centre of Ontario
ONE Investment
Media Inquiries
Municipal Wire, Career/Employment and Council Resolution Distributions

AMO's Partners

*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.

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Association of Municipalities of Ontario
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THE CORPORATION OF THE CITY OF SARNIA
City Clerk's Department
255 Christina Street N. PO Box 3018
Sarnia ON Canada N7T 7N2
519-332-0330 (phone) 519-332-3995 (fax)
519-332-2664 (TTY)
www.sarnia.ca clerks@sarnia.ca

February 15, 2022

The Honourable Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto ON M7A 1A1

Dear Premier,

RE: Dissolve Ontario Land Tribunal

At its meeting held on February 7, 2022, Sarnia City Council adopted the following resolution with respect to the Ontario Land Tribunal:

> ***Whereas Municipalities across this province collectively spend millions of dollars of taxpayer money and municipal resources developing Official Plans that meet current Provincial Planning Policy; and***
>
> ***Whereas an Official Plan is developed through months of public consultation to ensure, "that future planning and development will meet the specific needs of (our) community"; and***
>
> ***Whereas our Official Plan includes zoning provisions that encourage development of the "missing middle" or "gentle density" to meet the need for attainable housing in our community; and***
>
> ***Whereas our Official Plan is ultimately approved by the province; and***
>
> ***Whereas it is within the legislative purview of Municipal Council to approve Official Plan amendments or Zoning By-law changes***

that better the community or fit within the vision of the City of Sarnia's Official Plan; and

Whereas it is also within the legislative purview of Municipal Council to deny Official Plan amendments or Zoning By-law changes that do not better the community or do not fit within the vision of the City of Sarnia's Official Plan; and

Whereas municipal planning decisions may be appealed to the Ontario Land Tribunal (OLT; formerly the Ontario Municipal Board or "OMB"), an unelected, appointed body that is not accountable to the residents of the City of Sarnia; and

Whereas the OLT has the authority to make a final decision on planning matters based on a "best planning outcome" and not whether the proposed development is in compliance with municipal Official Plans and Provincial Planning Policy; and

Whereas all decisions—save planning decisions—made by Municipal Council are only subject to appeal by judicial review and such appeals are limited to questions of law and or process; and

Whereas Ontario is the only province in Canada that empowers a separate adjudicative tribunal to review and overrule local decisions applying provincially approved plans; and

Whereas towns and cities across this Province are repeatedly forced to spend millions of dollars defending Official Plans that have already been approved by the province in expensive, time consuming and ultimately futile OLT hearings; and

Whereas lengthy, costly OLT hearings act as a barrier to the development of attainable housing;

Now Therefore Be It Hereby Resolved That The City of Sarnia requests the Government of Ontario to dissolve the OLT immediately thereby eliminating one of the most significant sources of red tape delaying the development of more attainable housing in Ontario; and

Be It Further Resolved That a copy of this Motion be sent to the Honourable Doug Ford, Premier of Ontario, the Minister of

Municipal Affairs and Housing, the Leader of the Opposition, the Leaders of the Liberal and Green Party, all MPPs in the Province of Ontario; the Large Urban Mayors' Caucus of Ontario, the Small Urban GTHA Mayors and Regional Chairs of Ontario; and

Be It Further Resolved That a copy of this Motion be sent to the Association of Municipalities of Ontario (AMO) and all Ontario municipalities for their consideration.

Your favorable consideration of this request is respectfully requested.

Yours sincerely,

Amy Burkhart
City Clerk

Cc: Minister of Municipal Affairs and Housing
Leader of the Opposition
Leaders of the Liberal and Green Party
MPPs in the Province of Ontario
Large Urban Mayors' Caucus of Ontario
Small Urban GTHA Mayors and Regional Chairs of Ontario
AMO
All Ontario Municipalities

February 18, 2022

Hon. Doug Ford, Premier of Ontario
Premier's Office
Room 281
Legislative Building, Queen's Park
Toronto, Ontario M7A 2J3

Sent via email: doug.fordco@pc.ola.org

Re: Dissolution of the Ontario Land Tribunal, Town of Gravenhurst

Dear Premier Ford

At the Town of Gravenhurst Council meeting of Tuesday February 15, 2022, Council passed the following motion:

> **WHEREAS** Municipalities across this province collectively spend millions of dollars of taxpayer money and municipal resources developing Official Plans that meet current Provincial Planning Policy;
>
> **AND WHEREAS** an Official Plan is developed through months of public consultation to ensure, "that future planning and development will meet the specific needs of (our) community";
>
> **AND WHEREAS** our Official Plan includes provisions that encourage developments to meet the need for attainable housing in our community;
>
> **AND WHEREAS** our Official Plan includes provisions that encourage developments to meet certain environmental standards which are voided by the Provincial Policy Statement;
>
> **AND WHEREAS** our Official Plan is ultimately approved by the District of Muskoka, as delegated from the Province, in accordance with the Planning Act;
>
> **AND WHEREAS** it is within the legislative purview of Municipal Council to adopt Official Plan amendments or approve Zoning By-law changes that better the community or fit within the vision of the Town of Gravenhurst Official Plan;

AND WHEREAS it is also within the legislative purview of Municipal Council to deny Official Plan amendments or Zoning By-law changes that do not better the community or do not fit within the vision of the Town of Gravenhurst Official Plan;

AND WHEREAS municipal planning decisions may be appealed to the Ontario Land Tribunal (OLT; formerly the Ontario Municipal Board or "OMB"), an unelected, appointed body that is not accountable to the residents of the Town of Gravenhurst;

AND WHEREAS the OLT has the authority to make a final decision on planning matters based on a "best planning outcome" and not whether the proposed development is in conformity with municipal Official Plans and consistent with Provincial Planning Policy;

AND WHEREAS all decisions—save planning decisions—made by Municipal Councils are only subject to appeal by judicial review and such appeals are limited to questions of law and or process;

AND WHEREAS Ontario is the only province in Canada that empowers a separate adjudicative tribunal to review and overrule local decisions applying provincially approved plans;

AND WHEREAS municipalities across this Province are repeatedly forced to spend millions of dollars defending Official Plans that have already been approved by the province or their designate in expensive, time consuming and ultimately futile OLT hearings;

AND WHEREAS lengthy, costly OLT hearings act as a barrier to the development of attainable housing;

AND WHEREAS the existence of the OLT acts as a barrier that restricts municipalities from protecting the environment from development that is uncharacteristic of its community;

GRAVENHURST
GATEWAY TO MUSKOKA

NOW THEREFOR BE IT RESOLVED THAT:

1. The Town of Gravenhurst requests the Government of Ontario dissolve the OLT immediately thereby eliminating one of the most significant sources of red tape delaying the development of more attainable housing, and restricting a municipality's ability to enforce self-determined environmentally-friendly development policies in Ontario;

2. A copy of this Motion be sent to the Honourable Doug Ford, Premier of Ontario, the Minister of Municipal Affairs and Housing, the Leader of the Opposition, the Leaders of the Liberal and Green Party, all MPPs in the Province of Ontario; the Large Urban Mayors' Caucus of Ontario, the Small Urban GTHA Mayors and Regional Chairs of Ontario; and,

3. A copy of this Motion be sent to the Association of Municipalities of Ontario (AMO) and all Ontario municipalities for their consideration.

4. A suitable alternative appeal process be investigated by the Province utilizing an elected board of appeal

Sincerely,

Kayla Thibeault
Director of Legislative Services / Clerk
Town of Gravenhurst
KT/ds

cc.
Hon. Steve Clark, Minister of Municipal Affairs and Housing steve.clark@pc.ola.org
Andrea Horwath, Leader of the Official Opposition horwatha-qp@ndp.on.ca
Mike Schreiner, Leader of the Ontario Green Party Mschreiner@ola.org
Steven Del Duca, Leader of the Ontario Liberal Party info.leader@ontarioliberal.ca
Ontario Members of Provincial Parliament
Large Urban Mayor's Caucus of Ontario info@ontariobigcitymayors.ca
Small Urban GTHA Mayors of Ontario
Regional Chairs of Ontario
Association of Municipalities of Ontario (AMO) resolutions@amo.on.ca
All Ontario Municipalities

TOWN OF
HALTON HILLS
Working Together Working for You!

February 9, 2022

The Honourable Doug Ford, Premier of Ontario
Via Email

Re: Dissolve Ontario Land Tribunal

Please be advised that Council for the Town of Halton Hills at its meeting of Monday, February 7, 2022, adopted the following Resolution:

Resolution No. 2022-0020

WHEREAS Municipalities across this province collectively spend millions of dollars of taxpayer money and municipal resources developing Official Plans that meet current Provincial Planning Policy;

AND WHEREAS an Official Plan is developed through months of public consultation to ensure, "that future planning and development will meet the specific needs of the Town of Halton Hills community";

AND WHEREAS our Official Plan includes provisions that encourage development of the "missing middle" or "gentle density" to meet the need for attainable housing in our community;

AND WHEREAS our Official Plan is ultimately approved by the province;

AND WHEREAS it is within the legislative purview of Municipal Council to approve Official Plan amendments or Zoning By-law changes that better the community or fit within the vision of Town of Halton Hills Official Plan;

AND WHEREAS it is also within the legislative purview of Municipal Council to deny Official Plan amendments or Zoning By-law changes that do not better the community or do not fit within the vision of the Town of Halton Hills Official Plan;

AND WHEREAS municipal planning decisions may be appealed to the Ontario Land Tribunal (OLT; formerly the Ontario Municipal Board or "OMB"), an unelected, appointed body that is not accountable to the residents of the Town of Halton Hills;

AND WHEREAS the OLT has the authority to make a final decision on planning matters based on a "best planning outcome" and not whether the proposed development is in compliance with municipal Official Plans;

1 Halton Hills Drive, Halton Hills, Ontario L7G 5G2

Tel: 905-873-2600 Toll Free: 1-877-712-2205 Fax: 905-873-2347
haltonhills.ca

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AND WHEREAS all decisions—save planning decisions—made by Municipal Council are only subject to appeal by judicial review and such appeals are limited to questions of law and or process;

AND WHEREAS Ontario is the only province in Canada that empowers a separate adjudicative tribunal to review and overrule local decisions applying provincially approved plans;

AND WHEREAS towns and cities across this Province are repeatedly forced to spend millions of dollars defending Official Plans that have already been approved by the province in expensive, time consuming and ultimately futile OLT hearings;

AND WHEREAS lengthy, costly OLT hearings add years to the development approval process and act as a barrier to the development of attainable housing;

NOW THEREFORE BE IT RESOLVED THAT Council for the Town of Halton Hills requests the Government of Ontario to dissolve the OLT immediately thereby eliminating one of the most significant sources of red tape delaying the development of more attainable housing in Ontario;

AND FURTHER THAT a copy of this Motion be sent to the Honourable Doug Ford, Premier of Ontario, the Minister of Municipal Affairs and Housing, the Leader of the Opposition, the Leaders of the Liberal and Green Party, all MPPs in the Province of Ontario; the Large Urban Mayors' Caucus of Ontario, the Small Urban GTHA Mayors and Regional Chairs of Ontario;

AND FURTHER THAT a copy of this Motion be sent to the Association of Municipalities of Ontario (AMO) and all Ontario municipalities for their consideration.

CARRIED

Attached for your information is a copy of Resolution No. 2022-0020.

If you have any questions, please contact Valerie Petryniak, Town Clerk for the Town of Halton Hills at 905-873-2600 ext. 2331 or valeriep@haltonhills.ca.

Yours truly,

Melissa Lawr
Deputy Clerk – Legislation

1 Halton Hills Drive, Halton Hills, Ontario L7G 5G2

Tel: 905-873-2600 Toll Free: 1-877-712-2205 Fax: 905-873-2347
haltonhills.ca

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cc. Minister of Municipal Affairs and Housing
Leader of the Opposition
Leaders of the Liberal and Green Party
MPPs in the Province of Ontario
Large Urban Mayor's Caucus of Ontario
Small Urban GTHA Mayors
Regional Chairs of Ontario
Association of Municipalities of Ontario (AMO)
All Ontario Municipalities

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haltonhills.ca

TOWN OF
HALTON HILLS

THE CORPORATION
OF
THE TOWN OF HALTON HILLS

Resolution No.: 2022-0020

Title: **Dissolve Ontario Land Tribunal**

Date: February 7, 2022

Moved by: **Mayor R. Bonnette**

Seconded by: **Councillor C. Somerville**

Item No. 15.2

WHEREAS Municipalities across this province collectively spend millions of dollars of taxpayer money and municipal resources developing Official Plans that meet current Provincial Planning Policy;

AND WHEREAS an Official Plan is developed through months of public consultation to ensure, "that future planning and development will meet the specific needs of the Town of Halton Hills community";

AND WHEREAS our Official Plan includes provisions that encourage development of the "missing middle" or "gentle density" to meet the need for attainable housing in our community;

AND WHEREAS our Official Plan is ultimately approved by the province;

AND WHEREAS it is within the legislative purview of Municipal Council to approve Official Plan amendments or Zoning By-law changes that better the community or fit within the vision of Town of Halton Hills Official Plan;

AND WHEREAS it is also within the legislative purview of Municipal Council to deny Official Plan amendments or Zoning By-law changes that do not better the community or do not fit within the vision of the Town of Halton Hills Official Plan;

AND WHEREAS municipal planning decisions may be appealed to the Ontario Land Tribunal (OLT; formerly the Ontario Municipal Board or "OMB"), an unelected, appointed body that is not accountable to the residents of the Town of Halton Hills;

AN WHEREAS the OLT has the authority to make a final decision on planning matters based on a "best planning outcome" and not whether the proposed development is in compliance with municipal Official Plans;

AND WHEREAS all decisions—save planning decisions—made by Municipal Council are only subject to appeal by judicial review and such appeals are limited to questions of law and or process;

AND WHEREAS Ontario is the only province in Canada that empowers a separate adjudicative tribunal to review and overrule local decisions applying provincially approved plans;

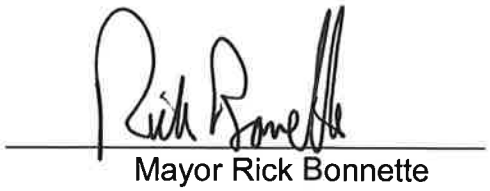
AND WHEREAS towns and cities across this Province are repeatedly forced to spend millions of dollars defending Official Plans that have already been approved by the province in expensive, time consuming and ultimately futile OLT hearings;

AND WHEREAS lengthy, costly OLT hearings add years to the development approval process and act as a barrier to the development of attainable housing;

NOW THEREFORE BE IT RESOLVED THAT Council for the Town of Halton Hills requests the Government of Ontario to dissolve the OLT immediately thereby eliminating one of the most significant sources of red tape delaying the development of more attainable housing in Ontario;

AND FURTHER THAT a copy of this Motion be sent to the Honourable Doug Ford, Premier of Ontario, the Minister of Municipal Affairs and Housing, the Leader of the Opposition, the Leaders of the Liberal and Green Party, all MPPs in the Province of Ontario; the Large Urban Mayors' Caucus of Ontario, the Small Urban GTHA Mayors and Regional Chairs of Ontario;

AND FURTHER THAT a copy of this Motion be sent to the Association of Municipalities of Ontario (AMO) and all Ontario municipalities for their consideration.



Mayor Rick Bonnette

MALLORYTOWN
FRONT OF YONGE TOWNSHIP
1514 County Road 2, P.O. Box 130, Mallorytown, ON K0E 1R0
T 613.923.2251 · F 613.923.2421
www.Mallorytown.ca

February 14, 2022 via email premier@ontario.ca

The Honourable Doug Ford, Premier of Ontario
Legislative Building
Queen's Park
Toronto, ON M7A 1A7

Dear Premier Ford:

Please be advised, at their regular meeting on the evening of February 7, 2022, the Council of the Township of Front of Yonge passed the following motion:

"Moved by Gail Williams and seconded by Carson Massey:

***WHEREAS** Municipalities across this province collectively spend millions of dollars of taxpayer money and municipal resources developing Official Plans that meet current Provincial Planning Policy; and*

***WHEREAS** an Official Plan is developed through months of public consultation to ensure, "that future planning and development will meet the specific needs of (our) community"; and*

***WHEREAS** our Official Plan includes provisions that encourage development of the "missing middle" or "gentle density" to meet the need for attainable housing in our community; and*

***WHEREAS** our Official Plan is ultimately approved by the province; and*

***WHEREAS** it is within the legislative purview of Municipal Council to approve Official Plan amendments or Zoning By-law changes that better the community or fit within the vision of the Township of Front of Yonge's Official Plan; and*

***WHEREAS** it is also within the legislative purview of Municipal Council to deny Official Plan amendments or Zoning By-law changes that do not better the community or do not fit within the vision of the Township of Front of Yonge's Official Plan; and*

WHEREAS *municipal planning decisions may be appealed to the Ontario Land Tribunal (OLT; formerly the Ontario Municipal Board or "OMB"), an unelected, appointed body that is not accountable to the residents of the Township of Front of Yonge; and*

WHEREAS *the OLT has the authority to make a final decision on planning matters based on a "best planning outcome" and not whether the proposed development is in compliance with municipal Official Plans; and*

WHEREAS *all decisions—save planning decisions—made by Municipal Council are only subject to appeal by judicial review and such appeals are limited to questions of law and or process; and*

WHEREAS *Ontario is the only province in Canada that empowers a separate adjudicative tribunal to review and overrule local decisions applying provincially approved plans; and*

WHEREAS *towns and cities across this Province are repeatedly forced to spend millions of dollars defending Official Plans that have already been approved by the province in expensive, time consuming and ultimately futile OLT hearings; and*

WHEREAS *lengthy, costly OLT hearings add years to the development approval process and act as a barrier to the development of attainable housing;*

1. ***NOW THEREFORE BE IT HEREBY RESOLVED*** *That the Township of Front of Yonge requests the Government of Ontario to dissolve the OLT immediately thereby eliminating one of the most significant sources of red tape delaying the development of more attainable housing in Ontario; and*

2. ***BE IT FURTHER RESOLVED THAT*** *a copy of this Motion be sent to the Honourable Doug Ford, Premier of Ontario, the Minister of Municipal Affairs and Housing, the Leader of the Opposition, the Leaders of the Liberal and Green Party, all MPPs in the Province of Ontario; the Large Urban Mayors' Caucus of Ontario, the Small Urban GTHA Mayors and Regional Chairs of Ontario; and*

3. ***BE IT FURTHER RESOLVED THAT*** *a copy of this Motion be sent to the Association of Municipalities of Ontario (AMO) and all Ontario municipalities for their consideration.*

Carried- Roger Haley, Mayor"

Sincerely,

Jennifer Ault
Clerk

cc via email:

- Honourable Steve Clark, Minister of Municipal Affairs & Housing - steve.clark@pc.ola.org
- Honourable Andrea Horwath, Opposition Leader – ahorwath-qp@ndp.on.ca
- Honourable Steven Del Duca, Leader of the Ontario Liberal Party – info.leader@ontarioliberal.ca
- Honourable Mike Schreiner, Leader of the Ontario Green Party – mschreiner-co@ola.org
- All Ontario MPPs
- Large Urban Mayors' Caucus of Ontario
- Small Urban GTHA Mayors of Ontario
- Regional Chairs of Ontario
- Association of Municipalities of Ontario (AMO) – amo@amo.on.ca
- All Ontario municipalities

BRACEBRIDGE
The Heart of Muskoka

The Corporation of the Town of Bracebridge

February 9, 2022

Re: Item for Discussion – Joint and Several Liability Reform (Mayor, G. Smith)

At its meeting of February 2, 2022, the Council of the Corporation of the Town of Bracebridge ratified motions 22-PD-005, regarding the Item for Discussion – Joint and Several Liability Reform, as follows:

"WHEREAS municipal governments provide essential services to the residents and businesses in their communities;

AND WHEREAS the ability to provide those services is negatively impacted by exponentially rising insurance costs;

AND WHEREAS one driver of rising insurance costs is the legal principle of "joint and several liability", which assigns disproportionate liability to municipalities for an incident relative to their responsibility for it;

AND WHEREAS the Government of Ontario has the authority and responsibility for the legal framework of "joint and several liability";

AND WHEREAS the Premier of Ontario committed to review the issue in 2018 with a view to helping municipal governments manage their risks and costs;

AND WHEREAS the Provincial Review was conducted in 2019 with AMO and municipalities fully participating;

AND WHEREAS the results of the Provincial Review have not been released and municipalities are still awaiting news of how the Attorney General will address this important matter;

AND WHEREAS the Association of Municipalities of Ontario (AMO) on behalf of municipal governments has provided recommendations in their document "Towards a Reasonable Balance – Addressing Growing Municipal Liability and Insurance Costs" to align municipal liability with the proportionate responsibility for incidents and capping awards;

AND WHEREAS The Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) has written to the Attorney General in support of the abovementioned recommendations provided by AMO;

1000 Taylor Court
Bracebridge, ON
P1L 1R6 Canada

telephone: (705) 645-5264
corporate services and finance fax: (705) 645-1262
public works fax: (705) 645-7525
planning & development fax: (705) 645-4209

www.bracebridge.ca

NOW THEREFORE BE IT RESOLVED THAT THE CORPORATION OF THE TOWN OF BRACEBRIDGE RESOLVES AS FOLLOWS:

1. That the Town of Bracebridge calls on the Attorney General of Ontario to work with municipal governments to put forward a plan of action to address “joint and several liability” before the end of the government’s current term.

2. That the Town of Bracebridge supports the seven (7) recommendations contained in the AMO submission “Towards a Reasonable Balance – Addressing Growing Municipal Liability and Insurance Costs” to re-establish the priority for provincial action on this issue.

3. That a copy of this resolution be forwarded to Attorney General, the Honourable Doug Downey; the Minister of Municipal Affairs and Housing, the Honourable Steve Clark; AMO President, Jamie McGarvey, AMCTO President, Sandra MacDonald; and all Municipalities in Ontario.”

In accordance with Council’s direction I am forwarding you a copy of the resolution for you reference.

Please do not hesitate to contact me if I can provide any additional clarification in this regard.

Yours truly,

Lori McDonald
Director of Corporate Services/Clerk

CORPORATION OF THE TOWNSHIP OF SOUTH GLENGARRY

MOVED BY **Stephanie Jaworski** **RESOLUTION NO 37-2022**

SECONDED BY Martin Lang **DATE** February 7, 2022

WHEREAS municipal governments provide essential services to the residents and businesses in their communities;

AND WHEREAS the ability to provide those services is negatively impacted by exponentially rising insurance costs;

AND WHEREAS one driver of rising insurance costs is the legal principle of 'joint and several liability', which assigns disproportionate liability to municipalities for an incident relative to their responsibility for it;

AND WHEREAS the Government of Ontario has the authority and responsibility for the legal framework of 'joint and several liability';

AND WHEREAS the Premier of Ontario committed to review the issue in 2018 with a view to helping municipal governments manage their risks and costs;

AND WHEREAS the Association of Municipalities of Ontario, on behalf of municipal governments, has provided recommendations to align municipal liability with the proportionate responsibility for incidents and capping awards;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Township of South Glengarry hereby supports AMO's recommendations;

THAT the Township of South Glengarry calls on the Attorney General of Ontario to work with municipal governments to put forward a plan of action to address 'joint and several liability' before the end of the government's current term so that municipalities can continue to offer high quality services to their communities;

AND FURTHERMORE that this resolution be forwarded to the Attorney General of Ontario, the Minister of Municipal Affairs and Housing, MPP Jim McDonell, the Association of Municipalities of Ontario and all Ontario municipalities.

√ CARRIED ☐ DEFEATED ☐ POSTPONED

_____
Mayor Lyle Warden

Recorded Vote:	Yes	No
Mayor Warden	___	___
Deputy Jaworski	___	___
Councillor Lang	___	___
Councillor McDonell	___	___
Councillor Luck	___	___

MUNICIPALITY OF
SHUNIAH

COUNCIL RESOLUTION

Resolution No.: 44-22

Date: Feb 8, 2022

Moved By: Donna Blunt

Seconded By: Don Smith

THAT Council hereby supports the resolution from Northwestern Ontario Municipal Association (NOMA) regarding supporting the expansion of Northern Ontario School of Medicine (NOSM) to address the urgent need for physicians in Northern Ontario; and

BE IT RESOLVED that a copy of this resolution be forwarded Premier Doug Ford, Minister of Colleges and Universities Jill Dunlop, Minister of Health Christine Elliot, Minister of Economic Development, Job Creation & Trade Victor Fedeli, local MP's and MPP's, Ontario Medical Association, Northern School of Medicine, Northern Ontario Academic Medicine Association, Association of Municipalities of Ontario (AMO), the Federation of Northern Ontario Municipalities (FONOM), all Ontario Municipalities.

☑ Carried ☐ Defeated ☐ Amended ☐ Deferred

Wendy Landry
Signature

Clerks and Bylaw

February 18, 2022

SENT VIA E-MAIL TO:

Joanne Vanderheyden
President of the Federation of Canadian Municipalities
info@fcm.ca

Dear President Vanderheyden,

Re: Year of the Garden Proclamation

On behalf of the Council of the Corporation of Norfolk County, please be advised that upon the recommendation of the Tourism and Economic Development Advisory Board, Council passed the following resolution at the February 15, 2021 Council meeting:

Resolution No. 13

Moved By: Councillor Martin
Seconded By: Councillor Huffman

WHERAS Norfolk County is known as Ontario's Garden and has a rich agricultural and horticulture industry;

AND WHEREAS Communities in Bloom and “Fleurons du Québec” in collaboration with the Canadian Garden Council, invite all municipalities to celebrate the Year of the Garden 2022;

AND WHEREAS the Year of the Garden 2022 celebrates the Centennial of Canada’s horticulture sector;

AND WHEREAS gardens and gardening contribute to the quality of life of our municipality, our climate action goals and create safe and healthy places where people can come together in the spirit of inclusivity and reconciliation:

AND WHEREAS the Year of the Garden 2022 will highlight and celebrate the important contribution of gardeners, our local gardening organizations, horticultural professionals and local horticultural businesses which contribute to garden culture and experience of our municipality;

AND WHEREAS gardens and gardening have helped us face the challenges of the COVID pandemic;

THEREFORE BE IT RESOLVED,

THAT Norfolk County hereby proclaim 2022 as the Year of the Garden in celebration of the contribution of gardens and gardening to the development of our country, our municipality and the lives of our citizens in terms of health, quality of life and environmental challenges;

AND THAT the Saturday before Father's Day, National Garden Day, June 18 in 2022, be recognize as Garden Day in Norfolk County as a legacy of Canada's Year of the Garden 2022;

AND THAT Norfolk County is committed to be a Garden Friendly County supporting the development of its garden culture and is proud to have history, heritage and diversity of gardens;

AND FURTHER THAT all municipalities across Canada be invited proclaim 2022 to be the Year of the Garden in their respective municipalities, and that a copy of this resolution be provided to the Federation of Canadian Municipalities, and for that purpose.

Further information regarding the Year of the Garden Proclamation can be found on the Year of the Garden Website. If any municipality would like to partner with Norfolk County in proclaiming 2022 as the Year of the Garden a draft resolution is attached below.

Should you have any questions regarding this matter or should you require additional information, please contact Kevin Klingenberg, Deputy Clerk at 519-426-5870 x. 1261, or email: Clerks@norfolkcounty.ca

Sincerely,

Kevin Klingenberg
Deputy Clerk
Norfolk County

CC:

- Federation of Canadian Municipalites
- All Ontario municipalities
- Tourism and Economic Development Advisory Board

Presented on Municipal letterhead

Year of the Garden 2022 PROCLAMATION

WHEREAS the ***Year of the Garden 2022*** celebrates the Centennial of Canada's horticulture sector;

WHEREAS gardens and gardening contribute to the quality of life of our municipality and create safe and healthy places where people can come together;

WHEREAS the ***Year of the Garden 2022*** will highlight and celebrate the important contribution of gardeners, our local gardening organizations, horticultural professionals and local horticultural businesses which contribute to garden culture and the experience garden of our municipality;

WHEREAS gardens and gardening have helped us face the challenges of the COVID pandemic;

WHEREAS Communities in Bloom in collaboration with the Canadian Garden Council, invites all municipalities to celebrate the Year of the Garden;

NOW THEREFORE BE IT RESOLVED

THAT (add name of municipality) **HEREBY PROCLAIMS 2022 as the *Year of the Garden*** in celebration of the contribution of gardens and gardening to the development of our country, our municipality and the lives of our citizens in terms of health, quality of life and environmental challenges; and

THAT **the Saturday before Father's Day,** June 18 in 2022, be recognize as Garden Day in (add name of municipality) as a legacy of Canada's Year of the Garden 2022; and

THAT (insert name of Municipality) is committed to be a **Garden Friendly City** supporting the development of its garden culture and is proud to have:

(name at least two city initiatives that support the garden culture of your city and the spirit of the Year of the Garden); and

THAT all municipalities across Canada BE INVITED to proclaim 2022 to be the ***Year of the Garden*** in their respective municipalities, and that a copy of this resolution be provided to the FCM, and for that purpose.

DATED AT CITY HALL, (the xx day of (add month), 2021 or 2022

_____

(insert Mayor's name), Mayor

❍ Council Services Department

Office of the Chief Administrative Officer
50 Colborne St., S. · Simcoe ON N3Y 4H3 · **T:** 519.426.5870 · **F:** 519.426.8573 · norfolkcounty.ca

TOWNSHIP OF ADELAIDE METCALFE
2340 Egremont Drive, Strathroy, ON N7G 3H6
T: 519-247-3687 F: 519-247-3411
www.adelaidemetcalfe.on.ca

February 15, 2022

The Corporation of the City of Brantford
Tanya Daniels, City Clerk
PO Box 818
Brantford, ON
N3T 2J2

RE: SUPPORT OF RESOLUTION – CLOSING THE REVOLVING DOOR OF JUSTICE

Please be advised that the Council of the Township of Adelaide Metcalfe, at the regular meeting of February 7, 2022, supported your resolution and the following was passed.

MOVED by Councillor Brodie
SECONDED by Deputy Mayor Hendrikx

THAT Council support the resolution from the City of Brantford regarding "Closing the Revolving Door of Justice". CARRIED.

WHEREAS the City of Brantford has experienced a substantial increase in criminal activity leaving residents fearful for their personal safety and losing confidence in the criminal justice system; and

WHEREAS the increase in criminal activity is due in part to the failure of the justice system to hold in pre-trial custody many of the likely-to-reoffend individuals, including those who are in serious breach of prior bail conditions, a situation commonly referred to as the "revolving door of justice"; and

WHEREAS those involved in the justice system, from Justices of the Peace to those who have been arrested, acknowledge the "catch and release" bail system contributes to the increase in crime. One individual in particular, who plead guilty to several break and enter charges, together with breaches of probation and release order charges, advised the court during sentencing that he had been arrested 8 times in the previous year and felt that the system bore responsibility for failing to keep him in custody; and that being released repeatedly without the appropriate supports made it all but impossible for him to discontinue the criminal activity he engaged in; and

WHEREAS concerns continue to be raised by businesses, post-secondary institutions in the downtown area and their student bodies, neighbourhood associations, and citizens regarding the increased criminal activity; and

TOWNSHIP OF ADELAIDE METCALFE
2340 Egremont Drive, Strathroy, ON N7G 3H6
T: 519-247-3687 F: 519-247-3411
www.adelaidemetcalfe.on.ca

WHEREAS there is a pressing need for common sense bail reform that gives priority to the dignity and safety of victims over the wellbeing of criminals;

NOW THEREFORE BE IT RESOLVED:

A. THAT Kevin Davis, Mayor of the City of Brantford, on behalf of the Council of The Corporation of the City of Brantford, correspond with the Honourable David Lametti, Minister of Justice and Attorney General of Canada, insisting that steps be taken immediately by his government to strengthen the bail system, including:

   i. imposing more demanding and stringent surety and supervision requirements; and

   ii. imposing more substantive and effective consequences for continued breaches of a judicial interim release order (as known as "bail") resulting in pre-trial incarceration, which changes are required to safeguard law abiding citizens and to restore the citizens faith in the criminal justice system; and

B. THAT the City Clerk BE DIRECTED to forward a copy of this resolution to Brant/Brantford MP Larry Brock and MPP Will Bouma; and

C. THAT the City Clerk BE DIRECTED to forward a copy of this resolution to the Brantford Police Services Board, Association of Municipalities of Ontario (AMO), the Federation of Canadian Municipalities (FCM) and the Ontario Big City Mayors (OBCM); and

D. THAT the City Clerk BE DIRECTED to forward a copy of this resolution to the heads of all Ontario Municipalities with a request that those municipalities consider adopting a similar resolution; and

E. THAT the City Solicitor BE DIRECTED to send the letter to be sent to the Honourable David Lametti to Brant County, the Six Nations of the Grand River and the Mississaugas of the Credit First Nation to determine if they are willing to be signatories to the letter.

CARRIED.

Kind regards,

Mike Barnier
Legislative Services Manager/Clerk

RE: Gypsy Moth Spraying **JANUARY 19, 2022**

At its meeting of January 17, 2022, the Council of the Township of Limerick passed a motion in regard to the Gypsy Moth Concentration and Control Measures;

> "WHEREAS the Gypsy Moth defoliation in Limerick Township has caused significant damage, with Limerick Township reportedly having the highest concentration of Gypsy moths in Hastings County due to the Rural nature of the Township; and
>
> WHEREAS the reported responses from the public do not present an accurate picture of the devastation as the geographical area is quite large in relation to the low population of Limerick Township;
>
> NOW THEREFORE, BE IT RESOLVED that Council of the Township of Limerick request that the County of Hastings consider the impact of the Gypsy Moth Caterpillars on the rural communities across Ontario, not only through online reporting but also taking into consideration the land mass associated with each municipality. For example, one property owner recently purchased 27,000 acres of land, but was only able to submit 1 report for the entire property.
>
> BE IT FURTHER RESOLVED that the population of seasonal residents not reporting in the area during the off season also be taken into consideration, as there is potential that they are unaware of the reporting process.
>
> BE IT FURTHER RESOLVED that the County of Hastings take the necessary steps to accurately interpret the devastation of the Gypsy Moth Caterpillar by way of geographical consideration along with the online reporting method to ensure accurate and beneficial spraying to combat this problem is undertaken."

Please reach out to the Township Clerk with any additional questions at 613-474-2863.

Sincerely,

Victoria Tisdale

Victoria Tisdale, Clerk Treasurer
clerk@township.limerick.on.ca
Telephone: 613-474-2863
Fax: 613-474-0478

Nicole Ilcio, Deputy Clerk Treasurer
assistant@township.limerick.on.ca
Telephone: 613-474-2863
Fax:613-474-0478

Corporation of the Township of Perth South
3191 Road 122
St. Pauls, ON N0K 1V0
Telephone 519-271-0619
Fax 519-271-0647
lscott@perthsouth.ca

February 9, 2022

The Right Honourable Justin Trudeau
Prime Minister of Canada
House of Commons
80 Wellington Street
Ottawa, ON K1A 0A2

The Honourable Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto, ON M7A 1A1

Re: "Catch and Release" Justice

At the regular meeting of the Township of Perth South Council held on February 1, 2022 the following resolution was passed:

That Council accepts the Community Policing Advisory Committee recommendation that they support the City of Sarnia resolution regarding Catch and Release Justice with the inclusion of the recommendations provided by the Stratford Police Services in their report dated January 19, 2022.

I have attached the letter received from the City of Sarnia as well as the report from the Stratford Police Services for your information.

Your consideration of this matter is respectfully requested.

Regards,

Lizet Scott
Clerk

Cc: Randy Pettapiece, MPP Perth-Wellington
John Nater, MP Perth-Wellington
All Ontario Municipalities

THE CORPORATION OF THE CITY OF SARNIA
City Clerk's Department
255 Christina Street N. PO Box 3018
Sarnia ON Canada N7T 7N2
519-332-0330 (phone) 519-332-3995 (fax)
519-332-2664 (TTY)
www.sarnia.ca clerks@sarnia.ca

December 16, 2021

The Right Honourable Justin Trudeau
Prime Minister of Canada
House of Commons
80 Wellington Street
Ottawa, ON K1A 0A2

The Honourable Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto, ON M7A 1A1

RE: "Catch and Release" Justice

At its meeting held on December 13, 2021, Sarnia City Council adopted the following resolution with respect to "Catch and Release Justice":

That the City of Sarnia send a letter to the Federal and Provincial Governments requesting meaningful improvements to the current state of "catch and release" justice in the Ontario legal system. Police Services across Ontario are exhausting precious time and resources having to manage the repeated arrests of the same offenders, which in turn, is impacting their morale, and ultimately law abiding citizens who are paying the often significant financial and emotional toll of this broken system. This resolution should also be sent to other Municipalities throughout Ontario for their endorsement consideration; and

That the request also be referred to the Sarnia Police Services Board and be presented via AMO delegations for endorsement consideration.

Your consideration of this matter is respectfully requested.

Yours sincerely,

Amy Burkhart
City Clerk

Cc: Bob Bailey, MPP
Marylyn Gladu, MP
All Ontario Municipalities

CHIEF OF POLICE REPORT

DATE: 19 January 2022
TO: Stratford Police Services Board
FROM: Deputy Chief Gerry Foster
RE: "Catch and Release Justice"

BACKGROUND

Council for the City of Sarnia has passed a resolution on December 13, 2021, requesting the Federal and Provincial governments consider making meaningful improvements to the release of offenders. The so-called "Catch and Release Justice" refers to the release of offenders by the courts whereby the offender is re-arrested by police for breaches of the release conditions.

The resolution indicates this approach has a negative impact on police workload, officer morale, and potentially law-abiding citizens.

Locally, council has asked that the matter be discussed at the Police Service Board level and that *"a review of "catch and release justice" in the City of Stratford be referred to the Stratford Police Services Board to outline current challenges."*

Further, council is requesting a resolution with recommended changes be brought back to council for January 24, 2022.

ANALYSIS

On its surface "Catch and Release Justice" is a reference to the increase in offenders being released after being arrested. This term mostly refers to release by the courts although police officers (Officer in Charge) have release authorities similar to that of the court.

In response to the request of council, a review of charges laid for these instances was completed. Approximately 60 more charges were laid in 2021 in comparison to the average of charges from 2018 to 2020. In reviewing the data this increase would represent an approximate 43% increase

in breach of release condition charges being laid by members of the service. I would caution that the data, while it does show an increase from 2018-2021, could also be indicative of the COVID pandemic whereby the courts (and police) were actively exploring opportunities to keep offenders out of custody, where possible. The result was that more offenders were released on conditions where re-offending in the community could have occurred. Likewise, the stressful nature of the pandemic should not be discounted as a contributing factor on this data.

RECOMMENDATIONS/COMMENTS

- The Stratford Police Service has experienced an increase in repeat offenders being released into the community only to re-offend.
- The impact of the pandemic on the police, justice and corrections system has been challenging to navigate
- More and more offenders are being released into the community on judicial release conditions that are continually breached leading to more arrests, charges, and court appearances.
- The community is frustrated with the lack of accountability on offenders and feel that their safety is being jeopardized.
- Police officers are resorting to "Officer in Charge" releases when offenders should be going to the courts for judicial releases because of workload.
- The court dockets will most likely be cleared of low-level offences resulting in no accountability for offenders
- Victims are feeling re-victimized by the system and losing faith/trust in the system.

For Council consideration:

That that City of Stratford endorse the Sarnia Catch and Release Justice resolution and add the following:

- The Federal and Provincial Governments recognize the linkage between mental health, addiction, homelessness, and crime.
- That all levels of government acknowledge that catch and release justice contributes to feelings of vulnerability within our communities and increases the cost of policing, social services, and health care in our communities.
- That all levels of government provide continued financial support to enhance funding in communities for Mobile Crisis Rapid Response Teams, Overdose Response Teams, Community Outreach Teams, Emergency Shelter facilities, Education and Awareness Programs, diversion programs, etc. under the umbrella of Community Safety and Well Being.
- That the Federal and Provincial Governments re-imagine a direct accountability framework specific to charges relating to failure to comply with release conditions.
- That consideration be given to provided holistic support to chronic re-offenders experiencing mental health, addiction, and homelessness issues with a multi-disciplinary team under one roof

Yours,

Gerry Foster
Deputy Chief of Police

TOWNSHIP OF
PUSLINCH
EST. 1850

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Queen's Park
Toronto, ON M7A 1A1

VIA EMAIL:
premier@ontario.ca

Township of Puslinch
7404 Wellington Road 34
Puslinch, ON N0B 2J0
www.puslinch.ca

February 16, 2022

RE: Funding Support for Infrastructure Projects – Bridge/Culvert Replacements in Rural Municipalities

Dear Premier,

Please be advised that Township of Puslinch Council, at its meeting held on February 9, 2022 considered the aforementioned topic and subsequent to discussion, the following was resolved:

Resolution No. 2022-039: Moved by Councillor Sepulis and Seconded by Councillor Bulmer

That the Consent Agenda item 6.10 listed for FEBRUARY 9, 2022 Council meeting be received; and

Whereas, the Council of the Township of Puslinch supports the Township of Adjala-Tosorontio- Funding Support Request for the Federal and Provincial Government to provide more funding to rural municipalities to support infrastructure projects related to major bridge and culvert replacements;

Therefore, Council directs staff to forward a support resolution to the Premier of Ontario, Hon. Peter Bethenfalvy, Ontario Minister of Finance, Hon. Chrystia Freeland, Federal Minister of Finance, AMO, and all Ontario Municipalities.

CARRIED

As per the above resolution, please accept a copy of this correspondence for your information and consideration.

TOWNSHIP OF
PUSLINCH
EST. 1850

Sincerely,
Courtenay Hoytfox
Municipal Clerk

cc:
Hon. Peter Bethenfalvy, Ontario Minister of Finance minister.fin@ontario.ca
Hon. Chrystia Freeland, Federal Minister of Finance chrystia.freeland@fin.gc.ca
Association of Municipalities of Ontario (AMO) amo@amo.on.ca
All Ontario Municipalities

Township of Adjala-Tosorontio

7855 Sideroad 30
Alliston, ON L9R 1V1
P.: 705-434-5055
F.: 705-434-5051

January 25, 2022

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Queen's Park
Toronto, ON M7A 1A1

sent via email: premier@ontario.ca

Re: Funding Support for Infrastructure Projects – Bridge/Culvert Replacements in Rural Municipalities

Dear Premier:

At the last regular Council meeting held January 12th, 2022, the following resolution was passed:

*"**RESOLVED** that the Council of the Corporation of the Township of Adjala-Tosorontio supports the requests from the Township of Adelaide-Metcalfe, the Township of Lake of Bays, the Township of Amaranth and Northumberland County for the Federal and Provincial Government to provide more funding to rural municipalities to support infrastructure projects related to major bridge and culvert replacements.*

***AND FURTHER THAT** this resolution be forwarded to the Premier of Ontario, Provincial Minister of Finance, Federal Finance Minister, AMO, and all Ontario municipalities."*

Sincerely,

Dianne Gould-Brown

Dianne Gould-Brown, CMO
Municipal Clerk

cc:
Hon. Peter Bethenfalvy, Ontario Minister of Finance minister.fin@ontario.ca
Hon. Chrystia Freeland, Federal Minister of Finance chrystia.freeland@fin.gc.ca
AMO amo@amo.on.ca
All Ontario Municipalities

CORPORATION OF THE TOWNSHIP OF SOUTH GLENGARRY

MOVED BY Sam McDonell **RESOLUTION NO 36-2022**

SECONDED BY Stephanie Jaworski **DATE** February 7, 2022

BE IT RESOLVED THAT the Council of the Township of South Glengarry hereby supports Prince Edward County's call for government action concerning the current legislation and regulations surrounding municipal requirements to take over and maintain abandoned operating cemeteries;

AND FURTHERMORE that a copy of this resolution be sent to the Minister of Government & Consumer Services, ROMA, the Eastern Ontario Wardens Caucus and all Ontario municipalities.

√ CARRIED ☐ DEFEATED ☐ POSTPONED

_____
Mayor Lyle Warden

Recorded Vote:	Yes	No
Mayor Warden	___	___
Deputy Jaworski	___	___
Councillor Lang	___	___
Councillor McDonell	___	___
Councillor Luck	___	___