



Actions	Plan (Page #, Section)	Fire Plan Timeframe	Target Date set	Lead	% Complete	Comments
The Fire Chief should prepare a report for Council's consideration and approval that recommends changing the administrative assistant role from a part-time position to a full-time position.	FireMP - pg. 4 - #3-1 - Overview of Essex Fire and Rescue	Short-term	Complete	Fire Chief	100%	Complete - Recent retirement - new part-time hiring to be scheduled, current partime working 21 hours over 5 days
The Fire Chief should review all fire service by-laws in the Town of Essex and update them to ensure they are current and applicable. The Fire Chief should then present all updated by-laws to Council for consideration and approval.	FireMP - pg. 4 - #3-2 - Overview of Essex Fire and Rescue	Ongoing	Complete	Fire Chief	100%	* Review Continuously Ongoing
The Fire Chief should update the Town of Essex Establishing and Regulating By-law (as needed) if the Department implements any of the recommendations in this fire master plan.	FireMP - pg. 4 - #5-1 - By-Laws	Immediately	Complete	Fire Chief	100%	* Reviewed/Ongoing & Routine Monitoring, Updated Aug 2025
The Fire Chief should complete an annual review of the Town of Essex Establishing and Regulating By-law to verify that it remains current with all emergency and non-emergency services the Department provides.	FireMP - pg. 4 - #5-2 - By-Laws	Ongoing	Complete	Fire Chief	100%	Complete - August 11, 2025 Regular Council Meeting
The Fire Chief should review all fire service by-laws in the Town of Essex and update them to ensure they are current and applicable. The Fire Chief should then present all updated by-laws to Council for consideration and approval.	FireMP - pg. 4 - #5-3 - By-Laws	Short-term	Complete	Fire Chief	100%	* Review Continuously Ongoing, annual Review or as REQ'D
The Fire Chief should establish a schedule for reviewing all fire service by-laws in the Town of Essex on a regular basis.	FireMP - pg. 5 - #5-4 - By-Laws	Short-term	Complete	Fire Chief	100%	* Review Continuously Ongoing, annual Review or as REQ'D
The Fire Chief should review the results of the public survey to identify ways the Department's services can provide more value to the Town of Essex's residents and businesses.	FireMP - pg. 5 - #7-1 - Stakehold Engagement	Immediately	Complete	Fire Chief	100%	Apr-24
The Fire Chief should review the results of the SWOT analysis to determine whether the Department should update its operations to incorporate suggestions provided during the analysis.	FireMP - pg. 5 - #7-2 - Stakehold Engagement	Immediately	Complete	Fire Chief	100%	Apr-24
The Town of Essex should assign an individual from outside the Department to serve as either the primary or alternate community emergency management coordinator. Ideally, the incumbent should have an administrative background.	FireMP - pg. 5 - #8-1 - Emergency Management	Short-term	Complete	Director	100%	* Director, Community Services (Alt CEMC)



The Community Emergency Management Coordinator should continue organizing annual emergency management training and exercises for the Town of Essex Municipal Emergency Control Group. Both the training and exercises should continue to incorporate external resources in order to ensure all participants can practise fulfilling their assigned duties.	FireMP - pg. 5 - #8-2 - Emergency Management	Ongoing	Complete	Community Emergency Management Coordinator	100%	* Training and exercises continuing with use of external partners and Provincial/Federal Exercises, incorporated in Operating Budget annually.
The Fire Chief should form a committee to develop and manage a fitness program to complement the Department's existing wellness programs.	FireMP - pg. 5 - #9-1 - Occupational Health & Safety	Short-term	Complete	Fire Chief	100%	* Will be discussed at the Essex JHSC & Peer Support Committee Meetings
The Fire Chief and the wellness committee should explore the possibilities of forming a partnership with local fitness facilities to provide the Department's firefighters with better access to fitness equipment.	FireMP - pg. 6 - #9-2 - Occupational Health & Safety	Short-term	Complete	Fire Chief	100%	* Manager of H&S provided Firest Responder rates at local gyms for firefighters, rates posted at all stations
The Fire Chief should prepare a report for Council's consideration and approval that recommends appointing a full-time training/prevention officer who will dedicate half of their work hours to managing the Department's fire prevention division. The officer would also perform suppression duties during daytime hours (as needed).	FireMP - pg. 6 - #10-1 - Fire Prevention	Short-term	No Progress	Fire Chief	0%	* Recommendation will align with the Town of Essex 2024 Organizational review
The Fire Chief should review the Department's medical tiered response agreement and update it accordingly. The Fire Chief should then submit the revised agreement to Council for consideration and approval.	FireMP - pg. 6 - #11-1 - Levels of Service	Immediately	Complete	Fire Chief	100%	* Document reviewed - Approved at August 11, 2025 Council Meeting
The Fire Chief should keep track of all calls the Department receives for advanced services. If there is a significant number of calls for advanced services that the Department does not currently provide, the Fire Chief should prepare a report for Council's consideration and approval that recommends updating the Department's list of approved advanced services.	FireMP - pg. 6 - #11-2 - Levels of Service	Short-term	Complete	Fire Chief	100%	* Continually Monitoring and will be tracked throughout the duration of this Fire Master Plan - A Report to Council will be prepared if necessary
The Fire Chief should develop a process for having para-trainers assist with the Department's training program.	FireMP - pg. 6 - #12-1 - Training	Immediately	Complete	Fire Chief	100%	* Trainers in Place (CHMA, Base Hospital, WFRS Hazmat, Enbridge Gas, OFM Live Fire Unit)
The Fire Chief should establish a training committee to help plan and implement the Department's training program.	FireMP - pg. 6 - #12-2 - Training	Short-term	Complete	Fire Chief	100%	* Trainer Committee established, Developed and Implemented 2025 Training schedule



The Fire Chief should explore opportunities that allow officers to complete training and obtain certifications beyond what the Department currently offers.	FireMP - pg. 7 - #12-3 - Training	Immediately	Complete	Fire Chief	100%	* Conflict resolution and Incident Command training provided to officers. Southwest Courses provided to firefighter and officers (Advanced Forcible Entry) NFPA 1521 Incident safety officer provided to 4 officers in 2025, advanced training will be offered annually to officers.
The Fire Chief should prepare a report that recommends appointing a full-time training/prevention officer who will dedicate half of their work hours to managing the Department's training and development program. The Fire Chief should then submit the report to Council for consideration and approval.	FireMP - pg. 7 - #12-4 - Training	Short-term	No Progress	Fire Chief	0%	* Recommendation will align with the Town of Essex 2024 Organizational review
The Fire Chief should continue monitoring the Department's effective response force to determine whether the Department needs to increase its staffing levels, specifically during the daytime.	FireMP - pg. 7 - #13-1 - Performance Standards and Operational Models	Ongoing	Complete	Fire Chief	100%	* Review Continuously Ongoing, annual Review or as REQ'D
The Fire Chief should develop a report for Council that recommends replacing Station 3 – Harrow with a new fire station at 2225 Roseborough Road. The report should include a cost analysis and outline the benefits of building a new fire station at the proposed site.	FireMP - pg. 7 - #14-1 - Fire Stations	Short-term	Complete	Fire Chief	100%	* Complete - Council March 2025, approved Harrow Soccer Complex as location for Station 3
The Fire Chief should ensure that the Department's tanker shuttle service meets all applicable fire service guidelines.	FireMP - pg. 7 - #15-1 - Water Supply	Ongoing	Complete	Fire Chief	100%	* Review Continuously Ongoing, annual Review or as REQ'D
The Fire Chief should prepare a report for Council's consideration and approval that recommends continued investment in the Department's radio communications equipment. The report should address the state of the current radio system and indicate whether the Department should upgrade to fire-quality radios.	FireMP - pg. 7 - #16-1 - Asset Management	Short-term	Complete	Fire Chief	100%	* Kelcom agreement in progress - 1 year extension. (Windsor Fire & Kelcom not ready for fire quality radio system for County Departments) New radios coming from Kelcom in 2025
The Fire Chief should attempt to form partnerships with external agencies to share the costs of radio purchases and increase interoperability.	FireMP - pg. 78 - #16-2 - Asset Management	Short-term	Complete	Fire Chief	100%	* Kelcom agreement in progress - 1 year extension. (Windsor Fire & Kelcom not ready for fire quality radio system for County Departments) New radios coming from Kelcom in 2025 - All county departments with updated Kelcom System with exception of