

Fire Marshal's Public Fire Safety Council Business Plan

2026-27 to 2028-29



An agency of the Government of Ontario

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Executive summary

The Fire Marshal's Public Fire Safety Council's vision is to make Ontario the most fire-safe community in North America and we will achieve this by helping prevent fire and carbon monoxide (CO) tragedies through public education. This vision is fundamental to reducing risk and enhancing community safety across Ontario.

Fire investigations and careful analysis of fire loss statistics consistently reveal that preventable human behaviour remains a primary factor in fire tragedies. The most effective strategy for instilling a safety culture across the province is by increasing public awareness and understanding through consistent, impactful education. This undertaking requires the knowledge, participation and support of all stakeholders including the fire service, the education sector, government, private industry partners and the public. Leveraging strong partnerships with key organizations is essential to amplify our message effectively.

The Fire Marshal's Public Fire Safety Council (the "council") is a board-governed operational enterprise agency. Under the leadership of the board of directors and the executive director, the council and its distribution centre are committed to continuing to meet the evolving needs of the Ontario fire service.

The council continues to be fully operational and will continue developing its roadmap to deliver on key priorities. The executive director will execute the strategic vision with input from the council's diverse talent and expertise.

The council effectively coordinates human, financial and other resources provided by its members, partners and sponsors to educate the public steadily and consistently. This collaborative approach yields benefits for Ontarians far greater than any single party could achieve independently, reinforcing the council's long history of providing dedicated products and services to Ontario's fire service and the public.

Mandate

The council was established in 1993 as an advisory agency to promote fire prevention and public education through sponsorships and partnerships with various groups and individuals with an interest in public safety. With the introduction of the [Fire Protection and Prevention Act, \(FPPA\) 1997](#), the council was officially established under Part XI of the Act as a non-profit corporation without share capital that can form partnerships, raise and disseminate funds and endorse programs and products necessary to further develop Ontario as a fire-safe province.

The council has the capacity, rights, power, and privileges of a natural person for carrying out its objectives, subject to the limitations placed upon it under the FPPA and/or limitations imposed by

Treasury Board/Management Board of Cabinet.

In April 2022, the council was formally re-classified as a board-governed operational enterprise, which more closely aligns with the council's mandate as set out in section 61 of the FPPA, which states that the council's objectives are to:

- a) promote fire safety throughout the province
- b) produce and distribute materials for public education with respect to fire safety
- c) provide or endorse training, education, and fire prevention activities
- d) facilitate and coordinate the public exchange of information and ideas on matters of fire safety
- e) solicit, receive, manage, and distribute money and other property to support the objects described in (a), (b), (c) and (d) above
- f) enter into partnerships and agreements with persons or organizations in the private sector or with public bodies or organizations to further the objects described in (a), (b), (c), (d) and (e), above
- g) advise the fire marshal on matters of fire safety

The FPPA also enables the council to:

- enter into agreements with organizations with similar objectives to the council
- authorize any person or organization to use the council's logo to indicate endorsement of a product, service, training/education course of activity
- otherwise endorse any product, service, training/education course or activity
- solicit, receive, manage, invest, transfer, use and distribute money and other property to support the objectives of the council
- employ or contract for the services of such persons as it considers necessary for the functioning of the council

Vision, mission, and values

Vision

Making Ontario the most fire-safe community in North America.

Mission

The council is committed to making Ontario the most fire-safe community in North America by developing open, innovative and creative partnerships between members of the fire safety community and the public to increase awareness of fire-related issues and help shape policies,

strategies and legislation.

Values

- That the people of Ontario have a right to live in an environment safe from fire.
- That awareness of fire safety is critical in modifying behaviour that results in injury and loss of life, either directly or indirectly.
- That to educate the entire population of Ontario in fire safety, we must be sensitive to the needs of Ontarians and address them (e.g., disabilities, age, vulnerable groups, diverse needs of the community, etc.).
- That there is value in consulting with stakeholders about fire safety. Therefore, we must promote and develop innovative partnerships with the broader public and private sectors.
- To provide access to high quality programs and campaigns.
- To strengthen the relationship with the Office of the Fire Marshal (OFM) and other partners.

Environmental scan

External environment

The council is managed by a board of directors, appointed by the Solicitor General, whose primary responsibility is to rejuvenate the council's operations and overall program mandate. The council has operated since 1997 and is an Ontario-based organization dedicated to promoting fire safety and providing resources to fire departments and educators across the province to promote fire and life safety within their communities.

The distribution centre staff are pivotal to ensure that campaigns with key partners continue, and the warehouse develops and supplies products and services to fire departments.

Under the leadership of its executive director, the council and its distribution centre continue to pursue opportunities to reinvest and modernize the work of the council while achieving their mandate.

Internal environment

The executive director is committed to ensuring the team has the capacity to support the transformation and revitalization of the council. The staffing model includes a distribution centre supervisor who oversees the day-to-day operations of the Brockville distribution centre and supports the administrative aspects of the council's work.

The distribution centre delivers value for money. Independent annual audit reviews have validated that the council has implemented sound financial management practices, and its operational results and cash flow are in accordance with Canadian accounting standards.

The distribution centre continues to review its products and services to ensure they remain innovative and responsive to the needs of the fire service, particularly as public education on fire and CO safety continues to evolve. The team continues to explore alternative ways to produce and supply products to the fire service, while ensuring compliance with the *Buy Ontario Act, 2025*.

The executive director, together with the board of directors, will continue to seek new partners to expand campaigns and identify additional opportunities for the council to give back to Ontario's fire service through external sponsorships and collaborative initiatives.

Strategic direction

To deliver on its legislative mandate and government and operational priorities over the course of this business plan, the council will be guided by the strategic direction outlined below.

Enhance communication

The executive director under the leadership of the board of directors will continue to explore new and impactful ways to strengthen communication and highlight the council's work, deliverables, and priorities for the fire service. New digital and online communication channels including social media, radio and sports venues are being utilized. Quarterly newsletters have also been developed and distributed to all fire chiefs, deputy chiefs, stakeholders, and partners. In addition, the executive director attends all stakeholder meetings, trade shows and media events, while continuing to engage with members of the fire service.

Stakeholder relations and partnership

The council maintains strong stakeholder relations by participating in key meetings and engaging directly with leadership across the Ontario fire service, significantly expanding the reach of its critical fire safety messaging. The council convenes twice a year to collaboratively address emerging issues and deliver solution-focused messaging to the public. The executive director is actively cultivating new external partners to help share the council's messaging with demographics that are typically harder to reach. Building on partnerships formalized last year, the council's messaging will be further amplified across the province through continuing partnerships with both the Ontario Hockey League and the Toronto Blue Jays, while continuing to seek new partners that share our goals.

Meeting the needs of Ontario fire departments

The executive director, under the leadership of the board of directors, continues to collaborate with partners and stakeholders to advance the council's work. Their efforts focus on identifying opportunities to strengthen support for the fire service through key initiatives and campaigns, including public education on fire safety. The distribution centre conducts two surveys each year to gather feedback from fire departments and acts on the insights received. The executive director also attends all trade shows and meets regularly with fire service leaders to better understand how the council can help them, whether through products, services, campaigns or messaging.

Innovation

The executive director and the council's board of directors are dedicated to advancing the council's work, constantly seeking creative ways to meet the Ontario fire service's needs. This forward-thinking approach drives our commitment to transparency, accountability and ethical practices across all procurement, spending, planning and vendor relations.

The council is moving beyond traditional methods, strategically shifting toward dynamic, efficient, and customer-centric services. This year, our focus centres on expanding digital outreach, using modern platforms and tools, such as a new augmented reality escape planning tool developed with Kidde, to better engage the public. We are enhancing client satisfaction and maintaining open, clear practices in all operations, ensuring we stay agile and effective in a changing landscape.

Sustainability

As a self-sustaining and self-funded agency, our strategic direction prioritizes long-term operational sustainability by maximizing the efficient use of resources, aligning with government priorities, and optimizing workforce management. These efforts ensure we continue to deliver high-quality services efficiently to the Ontario fire service while maintaining financial independence and accountability.

By promoting open access to information and prioritizing effective resource management, we aim to build trust with stakeholders and demonstrate alignment with government priorities. By embedding sustainability and accountability into every aspect of our operations, the council will continue to be a model for financial independence, resource efficiency and workforce management. This approach supports continued alignment with government priorities while maintaining our ability to innovate, grow and meet stakeholder expectation.

Accountability

The executive director and the board of directors remain committed to demonstrating

accountability and transparency across all operations. By implementing outcome-focused performance measures, bi-annual board meetings, proactive management of cybersecurity risks and reporting on risks with actionable mitigation plans, we aim to align with government priorities while meeting stakeholder expectations.

The board of directors will ensure that the operations of the council and its distribution centre reflect the communities they serve, and that key principles of diversity and inclusion are embedded in the operations, policies, and decision-making of the council.

Overview of current and future programs and activities

The council promotes fire prevention and public education through sponsorships and partnerships with organizations and individuals committed to public safety. It raises, and distributes funds, and endorses programs and products that support the development of Ontario as a fire-safe province. No other body in Ontario provides this service to Ontarians.

The council also provides opportunities for members to participate in shaping the direction of fire safety strategies across the province by enabling them to provide input on fire safety initiatives and share ideas, information, and resources toward the common goal of improved fire safety.

Distribution centre

One of the council's objectives is to promote and distribute public education materials on fire safety. This work is carried out through the distribution centre, in operation since 1997, and located in Brockville, Ontario.

The distribution centre offers the fire service with a wide selection of training resources and fire prevention, public education, and promotional products. Online ordering is available through the council's website using a secure payment system. Proceeds from the distribution centre support both the council's operations and the fire service through its public education initiatives and grants.

The distribution centre plays a crucial role in delivering products and services that enable the council's programs, campaigns, and initiatives, such as:

- An official distributor for the National Fire Protection Association (NFPA), a leading supplier of educational and training resources, including textbooks and online training course codes
- Distribution of donated Kidde Canada's life safety products such as smoke and carbon monoxide alarms
- Materials for fire and emergency services such as the International Fire Service

Training Association (IFSTA) textbooks and online courses

- A procurement agent for products to fulfill fire department orders
- A warehouse and inventory control system
- The financial arm of the council
- A provider of graphic design services for customized products
- The coordinator and delivery vehicle for multiple campaigns

Sponsorships and partnerships

The council has established sponsorships and partnerships with Enbridge Gas, Kidde Canada, TC Energy, Medallion Insurance, the Ontario Hockey League, and the Toronto Blue Jays. The council will explore opportunities to continue these partnerships while attracting new organizations that share the council's commitment to promoting fire safety in Ontario.

Campaigns

The council participates in several campaigns each year. These campaigns are conducted in partnership with the OFM and other organizations.

'Spring into Summer, Spring into Safety'

This campaign focusses on barbeque, cottage, fuel, outdoor, and camping safety. A kit is made available that contains items designed to provide fire safety messaging to departments for their spring and summer public education campaigns. These kits are created for and sold to fire departments for distribution within their municipalities. Medallion Insurance purchased 12 'Spring into Summer Safety' kits and donated them to departments chosen by Medallion.

Fire Prevention Week

The Fire Prevention Week (FPW) campaign is well-known to the public and to the fire service as the flagship campaign across North America. During this campaign, fire departments across Ontario collaborate to take action to raise public awareness of the dangers of fire and the importance of fire prevention and safety.

The distribution centre offers fire departments the opportunity to purchase complete public education kits in English and French. These kits include public education materials and promotional items selected to help fire departments implement successful FPW campaigns within their communities. Two kit options are available for the fire departments to order. One kit includes an assortment of NFPA themed items with NFPA messaging. The second kit includes unique items designed by the council, along with messaging tailored to Ontario, developed by the OFM and the NFPA.

TC Energy and Medallion Group Insurance purchased 47 FPW kits from the council's distribution centre and donated them to 45 departments across Ontario as chosen by the TC Energy and Medallion Group Insurance.

Test Your Smoke Alarm Day

Kidde Canada collaborated with the council in preparation for the provincial Test Your Smoke Alarm Day on September 28, 2025. Over 2,000 smoke alarms valued at approximately \$80,000 were donated by Kidde and distributed to fire departments. The council and Kidde also organized two media events with CP24 in Toronto and CTV news in North Stormont covering the Test Your Smoke Alarm Day kickoff. This included launching the donations campaign during the morning and evening news along with features in local print media.

Holiday fire and carbon monoxide (CO) safety

The November to January period consistently sees the highest number of fire fatalities because colder weather increases heating use and keeps people indoors, raising risks from common hazards like unattended cooking, candles and overloaded electrical outlets. CO poisoning also spikes as furnace use increases and vents can become blocked. A dedicated holiday safety campaign is therefore essential to raise awareness of these heightened winter dangers, encouraging residents to check their alarms and remain vigilant to ensure a safe celebratory season.

Fire departments collaborate with their local radio stations and the council to deliver the '12 Days of Holiday Fire and CO Safety' campaign. Daily fire and CO safety tips, designed by the OFM, were broadcast daily for 12 days leading up to the holidays. Listeners were invited to call in later in the day and repeat the tip to win a prize package. Each participating radio station receives 12 complementary prize packages assembled by the council's distribution centre. Kidde donated 720 smoke alarms, valued at over \$25,000, along with educational materials featuring popular television show characters such as Peppa Pig, for inclusion in the daily prize pack.

The campaign was expanded to include a social media component allowing fire departments across Ontario and in First Nations communities without radio access to participate. This addition makes the campaign more inclusive and extends the reach of daily safety messaging to more communities across the province. Departments shared these messages through their social media channels, and 10 departments received a \$500 credit at the council distribution centre, totalling \$5,000.

The council continues to seek additional corporate partners, similar to Kidde, to help sponsor this annual campaign and to expand the campaign's reach and impact. The council is also exploring innovative media avenues and platforms to disseminate these critical safety messages across Ontario effectively.

‘Project Zero’

Since 2009, the council, in partnership with Enbridge Gas, and participating fire departments has worked to deliver combination smoke and CO alarms to Ontario communities where Enbridge operates, through the ‘Project Zero’ campaign. These alarms are distributed in neighborhoods identified by local fire department as being most in need. With a focus on reaching high-risk residents, fire departments are encouraged to distribute these life saving devices to those who need them most.

To date, Enbridge Gas has contributed more than \$3.5 million to ‘Project Zero’, resulting in the distribution of more than 115,000 combination alarms to Ontario communities where Enbridge operates, the retail value for which is well over \$6 million.

‘Project Assist’

The ‘Project Assist’ campaign helps volunteer and composite departments to purchase necessary firefighting training education materials for enhancements in life-saving firefighting techniques. Since 2012, the council and Enbridge Gas have collaborated with fire departments in Ontario communities, where Enbridge operates, to provide \$5,000 grants to volunteer and composite fire departments. Enbridge Gas has awarded 394 grants to date, totaling more than \$1.9 million in support of ‘Project Assist’.

‘Cause for Alarm’

Beginning in 2025, the council launched an impactful new annual partnership with Kidde Canada for their ‘Cause for Alarm’ campaign, emphasizing the critical importance of year-round home fire safety. The campaign is scheduled to run just before Test Your Smoke Alarm Day, aligning with the provincial safety initiative to maximize engagement and impact.

As part of this initiative, all provincial fire chiefs were invited to complete an application process. From these submissions, Kidde Canada selected 10 fire departments to receive free smoke alarms, valued at over \$80,000, for distribution within their communities. To further amplify the message, Kidde and the council coordinated joint media days that highlight the partnership and showcase the selected departments actively distributing the donated alarms and spreading essential fire safety awareness.

Additionally, the council has collaborated with Kidde to develop a free, innovative augmented reality tool. This publicly available tool demonstrates numerous best practices for fire and CO safety, with a particular focus on helping residents practice and refine their home escape plans in an interactive, modern way.

Ontario Hockey League

In 2025, the council and the Ontario Hockey League (OHL) partnered to disseminate critical fire safety messaging across the province, leveraging the OHL's 20 teams. This initiative shares fire

safety and public education events and messaging across the OHL's media channels and within their arenas.

The campaign features digital safety messages displayed on arena scoreboards, an OHL website takeover dedicated to safety information and specific fire safety presentation nights conducted by local fire departments during hockey games.

The partnership culminates at the end of the season with representatives from the Ontario fire service delivering the championship trophy to the winning team. These collective efforts aim to effectively deliver essential fire safety information to new individuals and demographics across Ontario.

Toronto Blue Jays

The council and the Toronto Blue Jays have partnered to share vital fire safety messages to fans, with an emphasis on youth education. As part of this initiative, the Toronto Blue Jays produced co-branded colouring pages, featuring relevant mascots and OFM messaging. The council distributed these materials free of charge to all Ontario fire departments, ensuring widespread community reach.

Additionally, a 15-second fire safety video, designed by the OFM, was featured on the Jumbotron before every home game. To further maximize impact, the council arranged for the Toronto Fire Service to be present at several Junior Jays events held prior to games. At these events, over 2,000 children attended each session and received valuable public education on fire and CO safety.

Measuring success

Since being re-classified as a board-governed operational enterprise in April 2022, the council has embarked on a journey to revitalize its programs and services. The council will focus on finalizing a robust strategic plan to enhance its programs and outcomes towards advancing the government's mandate and the council's vision, mission, and values.

The council has developed a performance measures framework to better track performance. The council's performance scorecard highlights key measures that support the council's objectives and priorities. The scorecard is examined quarterly to ensure that the right mix of indicators is employed.

Performance measures

The council uses outcome-based performance measures to track progress toward its operational

goals and priorities.

Public and stakeholder outreach

The council has implemented a communication strategy to improve awareness of its work, priorities and objectives among fire safety stakeholders and the public. This involves tracking engagement across several key channels.

A regular newsletter will be distributed to all fire chiefs, deputy fire chiefs and partner groups across Ontario. The council will also leverage various social media platforms to broadly disseminate safety messaging and promote campaigns. In addition, efforts are underway to engage with different print and live media outlets to strengthen communications.

These measures will track the council's activities to improve knowledge and awareness of its initiatives amongst fire safety stakeholders and the public.

Partnerships and sponsorships

The council will develop and implement a revitalized stakeholder relations, partnerships, and sponsorships strategy to enhance the reach of critical fire safety messages to audiences who are typically less focused on fire safety. This measure will track the total number of partnerships and sponsorships, as well as the number of outreach programs and events facilitated by them.

Resources for fire departments

The council provides public education resources, smoke and CO alarms and informational material to fire departments to support their fire safety efforts across Ontario. This measure will track the number of products provided to fire departments, the number of fire departments reached and the outcomes of periodic satisfaction surveys.

Efficient use of public resources

The council draws upon human resources, realty space, information technology infrastructure and financial resources to deliver on its objectives and priorities. This measure will track the council's expenditures, revenues and human resources employed by the council.

Cybersecurity

The council will employ comprehensive cybersecurity strategies to ensure data integrity and protect sensitive information. Performance measures will track security incidents and their resolutions. To proactively address evolving cybersecurity risks, the council has developed robust standard operating procedures, and employees receive ongoing, mandatory training to

ensure strict adherence to best practices and maintain a vigilant approach to data protection.

Employee engagement

The council promotes an equitable, inclusive, accessible, anti-racist and diverse workplace. This measure will track quarterly employee meetings with the objective of gauging employee satisfaction.

Performance Targets

Performance measure		2026-27 Target
Public and stakeholder outreach	Number of newsletters produced	4
	Number of languages resources are available in	2
	Number of unique visitors to the council's website	25
	Number of views social media posts receive	150
Partnerships and sponsorships	Total number of events facilitated through partnerships and sponsorships	10
Resources for fire departments	Number of fire departments provided with fire safety resources	100
	Number of satisfaction surveys sent out to fire departments	2
	Average score on satisfaction surveys	75%
Efficient use of public resources	Ratio of total operating expenses to total revenue	99%
	Staff turnover rate	10%
Cybersecurity	Average time to resolve a security incident	1 day
Employee engagement	Number of employee engagement meetings/events	4

Resources needed

To achieve its goals and objectives in the coming years, the council relies on several key resources, including its membership, staff employed in the distribution centre, realty space, information technology infrastructure and financial resources.

Council membership

The fire marshal is the chair of the council. The council consists of a board of directors, and additional members appointed by the fire marshal. The board of directors is composed of at least six public appointees appointed by the solicitor general.

The additional council members include fire sector representatives and corporate partners with a

vested interest in fire safety. The broader council supports the council's mission by providing expert advice, facilitating stakeholder engagement and collaboration, and advocating for fire safety policies. The council is scheduled to meet twice annually with the board of directors.

Distribution centre

The council remains self-funded through revenue generated from partnerships, sponsorships and the sale of goods through the distribution centre. An executive director and seven staff members continue to support the operations of the distribution centre:

Position	Full-time equivalent
Executive director	permanent full-time
Distribution centre supervisor	permanent full-time
Graphic artist	permanent full-time
Finance administrator	permanent full-time
Purchaser	permanent part-time
Shipper/receiver	permanent part time
Distribution centre assistant	permanent full-time
Campaign coordinator/administrator	permanent full-time

The following principles support the compensation for staff:

- compensation levels that are appropriate and in compliance with the government's directives, policies, and guidelines
- employee benefits that are benchmarked against other public sector bodies
- compensation management that focuses on employees achieving and exceeding the council's business objectives and goals
- compensation levels that attract and retain qualified employees to maintain its leadership in a highly competitive talent marketplace
- equitable compensation policies that adhere to public sector compensation directives

Technology infrastructure

The council's website is accessible to all fire departments and the public. This ensures that the products and services of the council are available to a wider audience and adaptable to meet the changing needs of the fire service.

The executive director is collaborating with like-minded organizations to secure website sponsorships and funding to maintain a modern, user-friendly platform. All potential sponsors will be vetted by the board of directors to ensure alignment with the council's mission and mandate. With a publicly accessible website, the distribution centre is better positioned to fulfill its core

mandate of creating a fire safe Ontario through the distribution of critical life and fire safety materials and campaigns to the public.

Realty

Under the [Management Board of Cabinet's realty directive](#), the council does not have the authority to acquire land, buildings, or structures. Broader real estate authority and decision-making rest with the Ministry of Infrastructure (MOI). The council does not own any realty assets and operates a distribution centre from a leased warehouse space in Brockville, Ontario.

Effective April 1, 2024, MOI has assumed ownership of the council's lease and is responsible for negotiating the terms and the amount of the lease. The council remains responsible for funding the negotiated lease amount.

Artificial Intelligence (AI) Use Cases

As of the current reporting period, there are no AI use cases to report.

Initiatives involving third parties

Enbridge Gas

Enbridge gas is Canada's largest natural gas storage, transmission and distribution company, serving approximately 3.8 million customers. Enbridge Gas continues to play a leading role on both the 'Project Zero' and 'Project Assist' campaigns that provide resources to support fire safety across municipalities serviced by Enbridge. While both campaigns are administered through the council, they are fully funded by Enbridge Gas.

Since 2009, Enbridge Gas has contributed over \$3.5 million to 'Project Zero', resulting in the distribution of over 115,000 alarms to communities across Ontario. In addition, Enbridge Gas has awarded 394 grants totaling more than \$1.9 million to fire departments in support of 'Project Assist'.

Kidde Canada

Kidde Canada significantly increased its annual partnership with the council in 2025-26, providing an overall donation valued at over \$200,000 in funding and alarms. In total, Kidde has donated over 4,000 alarms to the council, which were strategically distributed to various departments throughout the province and First Nations communities based on submitted applications. Kidde has also ensured that the council can continue to supply the Ontario fire service with ongoing access to low-cost alarms for community distribution.

This annual contribution also included over \$10,000 in direct funding used to support general educational initiatives and fire safety awareness efforts. The partnership further extends to joint paid media events and campaigns, fully supported by Kidde, which help amplify essential fire safety messaging across Ontario.

Financial budget

The council is self-funded through revenue generated from partnerships, sponsorships and the sale of goods supplied by the distribution centre to fire departments. All expenses incurred by the council, including board of directors' expenses and staffing costs are funded by these revenues. The council's board of directors volunteer their time and do not receive per diems. However, they may be reimbursed for eligible expenses in accordance with the Management Board of Cabinet's travel, meal, and hospitality expenses directive.

Overview

Financial Categories	2025-2026 Forecast as of Dec 15, 2025	2026-2027 Projected	2027-2028 Projected	2028-2029 Projected
Assets	\$2,344,829	\$2,429,315	\$2,502,085	\$2,563,088
Liabilities	\$201,714	\$208,981	\$215,241	\$220,488
Net assets	\$2,143,115	\$2,220,334	\$2,286,844	\$2,342,600

Revenue

Financial Categories	2025-2026 Forecast as of Dec 15, 2025	2026-2027 Projected	2027-2028 Projected	2028-2029 Projected
Sales	\$2,189,295	\$2,224,878	\$2,336,122	\$2,452,927
Membership fees	N/A	N/A	N/A	N/A
Shipping and handling	\$103,559	\$102,027	\$105,088	\$108,241
Interest and other revenue	\$135,690	\$167,850	\$172,886	\$178,072
Sponsorship	\$650,000	\$650,000	\$650,000	\$650,000
Total	\$3,078,544	\$3,144,755	\$3,264,096	\$3,389,240

Expenses

Financial Categories	2025-2026 Forecast as of Dec 15, 2025	2026-2027 Projected	2027-2028 Projected	2028-2029 Projected
Cost of goods – regular sales	\$1,166,521	\$1,129,772	\$1,186,261	\$1,245,574
Cost of goods - campaigns	\$887,888	\$837,600	\$879,480	\$923,454
Staff salaries, wages, benefits	\$656,391	\$618,558	\$637,114	\$656,228
Rent	\$133,151	\$146,160	\$149,220	\$152,354
Shipping, freight, brokerage, HST	\$108,766	\$104,362	\$107,493	\$110,717
Expenses for donations/campaigns	\$49,306	\$70,334	\$72,444	\$74,618
Other expenses	\$171,138	\$160,751	\$165,574	\$170,541
Total	\$3,173,161	\$3,067,537	\$3,197,586	\$3,333,486

Shortfall/gain

Financial Categories	2025-2026 Forecast as of Dec 15, 2025	2026-2027 Projected	2027-2028 Projected	2028-2029 Projected
Shortfall/Gain	-\$94,617	\$77,218	\$66,510	\$55,756

The shortfall experienced in 2025-26 is due to factors outlined below.

Firefighter Certification Grant and ‘Project Assist’

Over the past three fiscal years, the implementation of the Firefighter Certification Grant and ‘Project Assist’ initiatives has significantly impacted the council’s revenues. Through these programs, fire departments were provided more than \$1 million worth of training materials at no cost via the distribution center. While highly successful, these initiatives contributed to a temporary decline in the distribution center’s sales revenue for textbooks and training materials, as departments relied on grant-funded resources rather than making direct purchases.

Looking ahead to the 2026-27 fiscal year and beyond, this revenue gap is projected to close.

With the grant programs now complete, sales revenue is projected to return to normalized, pre-grant levels as fire departments resume standard purchasing practices.

Additional marketing costs

The council entered into a marketing partnership with the Toronto Blue Jays. While this initiative expanded the council's public reach and strengthened engagement with youth demographics, the costs associated with game-day activation and the distribution of activity sheets resulted in an operational variance.

Community support distribution

The volume of community support provided was much higher than originally planned due to larger-than-anticipated donations of alarms and educational materials from partners such as Kidde. Although this increase had a positive impact for public safety, the logistics and cost of distributing these higher volumes across Ontario resulted in a variance in the distribution center's budget.

Global trade volatility

Unplanned duties and tariffs resulting from ongoing global trade conflicts impacted the cost of imported goods. This added to procurement costs, creating a financial variance that required management to carefully prioritize Canadian-based sourcing options in alignment with the council's procurement policy.

Risk identification, assessment, and mitigation strategies

The council proactively identifies risks and uncertainties, leveraging sound risk-management methodologies aligned with the government's enterprise risk management framework. The council regularly tracks identified risks and the success of its mitigation strategies to ensure it can continue to deliver on its mandate. Risk updates are reported to the government on a quarterly basis. At present, the council is not tracking any high risks. However, two lower rated risks are being closely monitored: maintaining a consistent supply chain for goods procured by the distribution centre and ensuring ongoing compliance with Ontario's procurement restriction policy.

Impact of Canadian tariffs on goods imported

New or increased tariffs on goods imported into Canada could globally impact market prices and increase operational costs. To mitigate this financial risk, the council prioritizes procurement from Canadian suppliers whenever feasible. This approach supports value for money, aligns with fiscal and procurement best practices, and reduces exposure to international trade volatility.

Procurement restriction policy impacts

A low procurement risk has been identified related to the requirement to prioritize Canadian and Ontario-based suppliers over those in the United States whenever possible. In accordance with the procurement restriction policy, any procurement outside of Canada requires the executive director's approval.

To further localize the council's public education efforts and reduce reliance on American branding, the council is transitioning its fire and CO safety materials to feature its new Ontario-made mascot, "Beepa," instead of the NFPA's "Sparky". Beepa has quickly become a recognizable and relatable figure across Ontario, enabling the council to provide a consistent, Ontario-focused educational resource that can be shared broadly across the provincial fire service.

Communications plan

The council is committed to timely and transparent internal and external communications with key stakeholders, including the public, fire departments, the government and its employees.

The communications strategy will be facilitated through various channels, including:

- digital and online communications including social media platforms, such as [X](#), [Facebook](#), [LinkedIn](#), [Instagram](#)
- quarterly newsletters sent out to all fire chiefs, deputy chiefs, stakeholders and partners
- participation in all stakeholders' annual general meetings, including communicating with members
- direct communication with the council's distribution centre
- publications and informational materials
- media relations activities
- issues management processes to ensure coordinated and timely responses