

2020-22

FIRE SERVICES

Department Business Plan

Overview

Fire Services is dedicated to the safety of citizens in Fort Saskatchewan and provides a variety of emergency and non-emergency services. The department contributes to quality of life through fire suppression, medical response, hazardous material response, technical rescue, incident investigations, incident prevention / education strategies and staff training. Fire Services leads the City in municipal emergency/disaster planning and preparedness by collaborating with many other City departments, industrial partners and mutual aid organizations.



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FORT SASKATCHEWAN

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Program	Description
Fire Suppression	Mitigate a diverse range of fire emergencies including structural, wild-land, motor vehicle and industrial/petrochemical fires while prioritizing life safety, reduction of environmental impact, and property conservation.
Hazardous Materials	Mitigate a diverse range of technical dangerous good related emergencies including road, rail, residential, commercial and industrial spills and leaks prioritizing life and community safety, reduction of environmental impact, and property conservation.
Rescue	Rescue people and mitigate a diverse range of technical emergencies including such matters as water/river incidents, entrapment, incidents at heights or below grade, and motor vehicle collisions.
Medical First Response	Mitigate a diverse range of serious and life threatening medical emergencies in aid and support to Alberta Health Services.
Fire Code Enforcement	Enforce the Alberta Fire Code within the community. Work with building code officials, building owners and occupants to inspect new and existing occupancies to ensure ongoing compliance with respective codes and regulations.
Incident Prevention/Mitigation	Engage with the community in non-emergency settings to provide prevention, preparedness and safety awareness and education through presentations, workshops, tours, visits and community events. Analyze and examine fire scenes to determine the cause and causal factors. Collect and analyze data relevant to fire related death, injuries and property loss in order to focus education and prevention activities. Department reviews and provides input into development/construction plans and safety/emergency plans. This includes following up on requests from media for information or interviews.
Mutual Aid Partnerships	Coordinate with key stakeholder groups both within and outside Fort Saskatchewan, to develop, implement, train, and execute emergency response plans to ensure effectiveness and compatibility. Promote awareness of emergency management and disaster preparedness across the region and community.
Radio Network	Coordinate and manage the city's radio network and support all associated assets.

My Fort: Engaged People, Thriving Community

OUR COMMUNITY VISION

We are a welcoming, compassionate City.

We are a friendly, multi-generational community and there is a strong sense of pride and ownership in what we have accomplished together.

As a community, we are stewards of the environment and are committed to using our resources wisely.

We have a deeply rooted respect for our place and celebrate the river valley.

The Fort is a leader in sustainable eco-industrial development with a flourishing local economy.

We support every aspect of life in Fort Saskatchewan from local business to social services.

We know our history, and have a dynamic vision for our future.

Arts, recreation and culture thrive.

Downtown is the heart of the community; it is a vibrant destination for business or play and an attractive place to live.

Fort Saskatchewan is home with a small-town feeling at heart and where a strong sense of community thrives.

OUR MISSION

Working together to create a sustainable and thriving community through exemplary leadership and management.

OUR CORE VALUES

Our commitment to each other and to our citizens

LEADERSHIP – Take ownership in achieving results

INNOVATION – Embrace new ways of doing things

SERVICE EXCELLENCE – Deliver “WOW” service to our community

FUN – Enjoy what we do and bring passion to our work

OUR GUIDING PRINCIPLES

Just as our values are reflected in everything we do, our decisions and actions are aligned with the following guiding principles.

CONTINUOUS IMPROVEMENT	We constantly look for ways to improve our services, refining our daily practices, keeping the leading edge in sight and being open to change.
COLLABORATION	We work collaboratively with our colleagues, residents, partners, regional neighbours, and stakeholders.
STRATEGIC THINKING	We use a strategic and forward thinking mindset and consider the impact of decisions on others.
STEWARDSHIP	We are good stewards, accountable for our community's resources, managing costs and investing for the future.

Department Goals and Initiatives

Legend

	Project or phase complete
	In progress, upcoming

Goal 1: Demonstrate a significant improvement in service delivery

Linkages: Excellence in Government

Initiatives:

Timeframe

		2020	2021	2022
1.1	Significant improvement in emergency response time			
	- From the time a person calls 911, a fire engine shall be on scene at all emergencies within 10 minutes, 90% of the time			
	- From the time of dispatch, a second level commander shall be on scene at all complex, technical or high risk incidents within 7 minutes, 90% of the time.			
	- Staffed fire apparatus shall leave the fire station within 90 seconds 90% of the time			
	- City wide traffic light pre-emption system			
	- Station Alerting System with count up timers installed into the Walter Thomas Fire Station			
1.2	Improve access to water supply			
	- Implement public protection recommendations of Fire Underwriters Survey conducted in Q4 of 2020			
	- 95% of private hydrants are located and plotted on city and fire department mapping systems			
	- Conduct a gap analysis on areas with limited or no water supply.			
	- Obtain a fire apparatus designed to haul water to protect areas without water access.			
1.3	Helmuth Fire Station			
	- Fire Station Study			
	- Fire Station Design			

Goal 2: Modernize fire services governance

Linkages: Excellence in Government

Initiatives:

		Timeframe		
		2020	2021	2022
2.1	Comprehensive overhaul of operational directives and protocols			
2.2	Comprehensive review of department related bylaws			
	- Fire Service Bylaw			
	- Fire Alarm Bylaw (To be proposed)			
	- Emergency Management Bylaw			
	- Dangerous Goods Bylaw Review			
2.3	Comprehensive review of fire department related fees and charges			

Goal 3: Improving employee training and safety

Linkages: Excellence in Government

Initiatives:

		Timeframe		
		2020	2021	2022
3.1	Ensure competent staff			
	- 100% of operational staff will be NFPA 1001 Level 1 certified			
	- 80% of operational staff will be NFPA 1001 Level 2 certified			
	- 80% of Operational staff will be NFPA 1006 Level Awareness 1 certified			
	- 95% of Operational staff will be NFPA 1006 - Awareness certified			
	- 95% of Engineers and Officers are Blue Card Command Certified			
3.2	Employee Safety Fire Station Facilities			
	- Direct Capture Exhaust System			
	- Fire Station is compliant with Fire Code requirements			
3.4	Firefighter cancer and illness reduction strategies			
	- 80% of staff undertake annual medical screening test and physical assessment.			
	- Direct capture exhaust system			

Goal 4: Improve the City's state of emergency preparedness

Linkages: Well Planned and Maintained Municipal Infrastructure

Initiatives:

		Timeframe		
		2020	2021	2022
4.1	Incident Command System Training			
	- 85% of City Staff will have ICS 100			
	- 50% of City Staff will have ICS 200			
	- 75% of City SMT will have ICS 300			
	- Run an annual multi section table top scenario			
4.2	Emergency management facilities			
	- Conduct a needs assessment and audit on City's Emergency Operations Center, implement recommendations			
	- Resource the Emergency Management Base trailer with technological resources to better service an incident scene.			
	- Utilize the Emergency Management Base trailer at all public events over 5000 people.			
4.3	Emergency Alerting Improvement			
	- Routine Fort Sask Alert Testing			
	- Routine Siren Testing			
	- 25% of residents are subscribed to Fort Sask Alert.			
	- Overhaul Fort Sask Alert message templates, user groups and staff training.			
4.4	Hazard, Risk and Vulnerabilities Assessment			
	- FDM populated with all major industrial site dangerous materials			
	- Safer maps produced for all Toxic Inhalation Hazard gases.			

Future Plans

- Performance measures will be future business plan focus following initial development of goals and initiatives. Performance measurement is the process to assess if the organization has completed its planned work or met its goals with overall purpose to improve organizational performance and support evidence-based decision making (2019 Focus).
- Four year budget outlook by department and ten year capital outlook by department will also be future business plan focus (2019/20 Focus).