

2015-18

Department Business Plan

Emergency Services

Updated June 2017



I am pleased to update the 2015 to 2018 business plan for Strathcona County Emergency Services (SCES). In 2012, 22 of our staff, representing every division and area of our department, spent six months assembling the foundation of this plan. In 2014, that work was revised and refreshed to create our next plan going forward. Our goals were developed through a collaborative process, including brain-storming, focus groups, internal negotiations and surveys of team members to confirm the content. Since that time, the economic climate has changed significantly and this update reflects that change.

SCES believes in preventing emergencies before they occur. Our first goal focuses on public education and emergency preparedness: teaching our community how to avoid emergencies and how to prepare for the rare events that could occur with little or no notice. Our programs are diverse, ranging from shelter-in-place in the urban area to FireSmart in the rural areas. Emergencies can strike anywhere at any time.

Our second goal is to improve our emergency responses wherever possible. This can range from shaving seconds off of our 9-1-1 activation and dispatch times, to improving our firefighter training methods to do our jobs more efficiently and effectively. We promise to improve our core business functions continuously and to strive constantly to provide the best service possible for those who call us for help. One way to provide the most effective service is to hire, employ and retain the best people. Our third goal aims to do just that.

Finally, our fourth goal supports a key area of our community: the petrochemical industry. We provide a voice to encourage safe planning, high standards and collaborative partnerships for each of the industrial projects with our jurisdiction.

To help us accomplish our goals, we have introduced a Quality Management System that is intended to find improvements, improve our processes, and maximize our efficiency in all areas of our department.

Emergency Services staff are all proud to work for our department and eager to serve residents, businesses and visitors in Strathcona County. This plan provides a framework for taking advantage of our many strengths and the opportunities to improve in identified areas. As Fire Chief, I am excited about where SCES will be in 2018, when we have successfully met our objectives. I am committed to our team, and to helping lead Strathcona County to become the safest community in Canada.

Honoured to serve. Inspired to lead.

Iain Bushell
Fire Chief and Director, Emergency Services

Strathcona County Council created a strategic plan which outlines their vision for the County in 20 years, and the priorities and strategic goals to achieve that vision.

Strathcona County Administration has developed a corporate business plan to create a bridge between the long-term, high-level goals and priorities outlined by Council in its strategic plan, and the short to medium-term operational goals and priorities of the organization and its departments. Business plans will include measures so we can report how we are doing in implementing Council's strategic plan, as well as achieving department and corporate goals.

Vision and values

Strathcona County, located in the heart of Alberta, is an energetic and thriving community. A leader in North America's petroleum industry and a champion for advancing diverse agricultural business, we use our energy to power our new tomorrow.

We are a specialized municipality, and work cooperatively with our urban and rural residents to govern as a single municipality. Proud of our distinct governance model, we promote and demonstrate our achievements.

We are a welcoming place to live and attract people of all ages, cultures and walks of life to join us. Families thrive in our dynamic, caring and safe community.

We strive to be a model of ecological integrity, protecting our environment and preserving our agricultural heritage. Investment in infrastructure, quality services, cultural and recreational programs and facilities is a priority and sets us apart.

We are Canada's most livable community.

Corporate values

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| Integrity | We demonstrate ethical standards and behaviours; We display honest behaviour at all times; We do what we say we will do. |
| Respect | We treat others with care and dignity; We pay attention to each other; We welcome a variety and diversity of ideas. |
| Safety | We consistently demonstrate safe work practices; We build an environment of openness and trust; We make it safe for each other to voice opinions or concerns. |
| Fairness | We consider how our actions might affect others; We treat everyone impartially and equitably; We are willing to share the reasoning behind our thinking and decisions. |
| Cooperation | We support, assist and learn from each other; We give credit to others for their contributions; We compromise when needed to achieve common goals. |

Department mission

To protect from risk the things that matter to those we serve.

Department values

Emergency Services supports all corporate values of the organization in addition to having defined department values:

Synergy	We work together to achieve more.
Leadership	We inspire, motivate and empower others.
Community	We are committed to the well-being of all.
Progress	We improve through innovation and we finish what we start.
Ownership	We take responsibility for our actions and each other.

Department overview

Strathcona County Emergency Services (SCES) is an integrated fire, rescue, and emergency medical services (EMS) department, also providing the community with emergency management coordination, emergency communications (9-1-1 and fire dispatch) and public education opportunities. The department is led by a six-member management team, who oversee the four core business functions of:

- Community safety
- Emergency management
- Emergency communications
- Operations (emergency response)

The department operates four full-time stations and two part-time stations and has 209 full time and approximately 45 part time employees (2016).

Community safety

The Community Safety Education team provides public education programs to the community, including FireSmart workshops, first aid and CPR, targeted education to children, emergency preparedness and home safety.

Fire Prevention inspects occupancies in order to meet Alberta Fire Code compliancy and other prevention activities. The division also plays a key role in permitting processes, reviewing industrial designs and emergency response plans. Services include:

- Community preparedness and prevention education
- Fire prevention
- Fire investigations
- Fire code enforcement
- Industrial safety practices collaboration

Emergency management

The Emergency Management Division coordinates and maintains the municipal emergency and business continuity plans, emergency response planning, and provides support for major incidents in Strathcona County and mutual aid partners.

The division also trains Strathcona County and partner organizations' staff in emergency management and the Incident Command System (ICS). Functions include:

- Emergency management
- Business continuity
- Mutual aid partnerships

Emergency communications

The Emergency Communications Centre (ECC) provides 9-1-1 call answer and fire dispatch and is capable of providing EMS dispatch services. The ECC also monitors industrial activity and the environment, and is responsible for activating the Strathcona County Alert system. Services include:

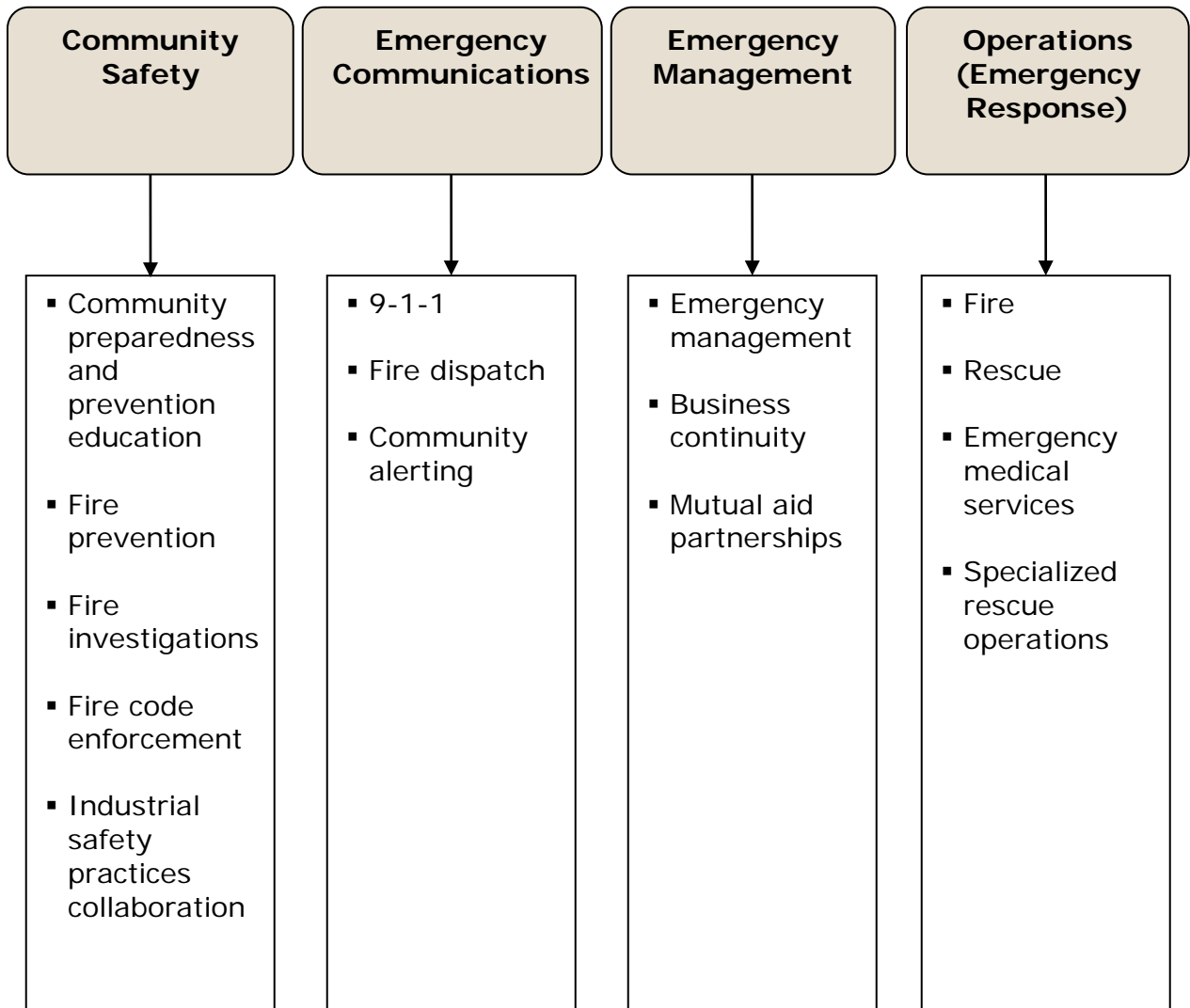
- 9-1-1
- Fire dispatch
- Community alerting

Operations (emergency response)

All career emergency response staff are cross-trained as both fire and EMS professionals. Fire responses include structural, wildland, and industrial-based emergencies. Rescue responses involve traffic or transportation collisions. EMS calls make up the majority of emergency responses and all SCES ambulances operate at the Advanced Life Support level. Specialized operations include technical rescues (confined space, collapsed structure) and water rescues (ice or open water). The Operations Division maintains 24/7 coverage, providing emergency responses to:

- Fire
- Rescue
- Emergency medical services
- Specialized rescue operations

Department core functions and programs



Department goals

Goal 1: Emergency Services continues to provide community safety through public education and emergency preparedness programs.

Outcome: Increased community safety and emergency preparedness of residents and businesses.

Linkages:

Strategic Plan (prioritized):

- Goal 3: Increase public involvement and communicate with the community on issues affecting the County's future.
- Goal 4: Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity.
- Goal 8: Provide a climate of safety for individuals in homes, neighbourhoods and public places.

Corporate Business Plan:

- Goal 2: Strathcona County priorities, success and challenges are known.
- Goal 3: Economic opportunities are created through strategic partnerships.
- Goal 4: Informed decision making supports quality of life in the community.

[Environmental Sustainability Framework](#)

[Are you prepared for 72 hours?](#)

[Strathcona County Alerts](#)

[Fire inspection program](#)

Initiatives:

Improve the emergency preparedness of Strathcona County residents by enhancing education and communication

Improve Strathcona County's Emergency Management program

Improve fire code compliance in nine occupancy types including daycares, long-term care facilities, retirement homes, schools, assemblies, multi-family residences (apartments, condominiums), retail businesses and commercial buildings

Improve the FireSmart program in rural areas and subdivisions

Develop a community engagement strategy to support and encourage non-emergency contact with residents

Key Performance Indicator/Measures	Benchmark	Target
Residents prepared for 72 hours without assistance	54% (2013)	80% (2018)
Total number of accounts signed up for the Strathcona County Alerts notification system	4,100 (2014)	10,000 (2018)
Facility fire code compliance rate for daycare, hospital, long-term care, retirement home, school, assembly occupancy, multi-family residence, retail, and business office facilities	19% (2013)	95% (2018)
Total number of rural subdivisions identified for a community FireSmart assessment	0 (2015)	9 (2018)
Percentage of Strathcona County residents having non-emergency contact	14% (2014)	40% (2018)

Goal 2: Emergency Services supports a safe community through improved operational efficiency.

Outcome: Improved emergency dispatch and emergency response times; reduced fire fatality rates, fewer fire injuries, and less property damage and loss.

Linkages:

Strategic Plan (prioritized):

Goal 3: Increase public involvement and communicate with the community on issues affecting the County's future.

Goal 8: Provide a climate of safety for individuals in homes, neighbourhoods and public places.

Corporate Business Plan:

Goal 2: Strathcona County priorities, success and challenges are known.

Goal 4: Informed decision making supports quality of life in the community.

Goal 5: We are efficient and effective in daily operations.

[Economic Sustainability Framework](#)

[Environmental Sustainability Framework](#)

Initiatives:

Develop a standard method to collect and report statistics in order to consistently measure and report on emergency services benchmarks

Build a comprehensive and best practices-based set of standard operating guidelines and policies to improve 9-1-1 and dispatch effectiveness, and enhance fire, rescue and EMS performance

Transition to an industry-specific Quality Management (QM) system for all aspects of fire, rescue and emergency medical services

Key Performance Indicator/Measures	Benchmark	Target
Percentage of 9-1-1 calls from landlines answered within 8 seconds and dispatched within 30 seconds	80% (2016)	90% (2018)
Percentage of fires declared under control within 15 minutes of arrival of the first fire unit	77% (2016)	90% (2018)
Percentage of rescue responses that achieve the designated performance measures	TBD (2017)	80% (2018)
Percentage of SCES ambulances that arrive within the designated urban or rural response time	TBD (2017)	90% (2018)
Achieve initial EMS certification through Accreditation Canada at Primer status	Not achieved (2015)	Achieved (2018)
Achieve final EMS certification through Accreditation Canada at Qmentum status	Not achieved (2015)	Achieved (2018)

Goal 3: Emergency Services attracts and retains highly skilled and dedicated employees.

Outcome: Highly satisfied Emergency Services staff.

Linkages:

Corporate Business Plan:

Goal 5: We are efficient and effective in daily operations.

Goal 6: Strathcona County is an employer of choice attracting and retaining the best people in all aspects of municipal service delivery.

Initiatives:

Develop a strategy and marketing program to increase the diversity of SCES recruits

Enhance the SCES Employee Development Program through a formal leadership development program

Continuously improve employee safety and wellness programs through enhanced near-miss reporting and incident investigation

Key Performance Indicator/Measures	Benchmark	Target
Percentage of staff who agree they have been given an opportunity for professional growth in the previous year	81% (2016)	90% (2018)
Division and team leaders will ensure close calls are reported to Strathcona County Human Resources (HR) within 24 hours	60.6% (2016)	95% (2018)
Percentage of SCES staff who report active participation in a health and wellness program	79% (2016)	90% (2018)

Goal 4: Emergency Services supports petrochemical business through safe planning and collaborative partnerships.

Outcome: Growth in industrial areas is planned safely and responsibly.

Linkages:

Strategic Plan (prioritized):

Goal 2: Increase and diversify the petrochemical business.

Goal 4: Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity.

Corporate Business Plan:

Goal 3: Economic opportunities are created through strategic operations.

Goal 5: We are efficient and effective in daily operations.

Initiatives:

Continue to develop and improve partnerships with regional emergency services agencies and mutual aid organizations to promote prevention and increase response effectiveness

Participate in joint training activities and emergency response exercises with industry partners to enhance community safety

Develop and implement a formal industrial partner engagement program

Collaborate with Planning and Development Services and Economic Development and Tourism to develop best practices for safe industrial development within Strathcona County

Develop a comprehensive industrial inspection program

Key Performance Indicator/Measures	Benchmark	Target
SCES participation in planned multi-agency industrial exercises	33% (2013)	100% (2018)
Fire code compliance achieved through development process and risk evaluations	TBD (2017)	100% (2018)