



**2019 - 2022**  
DEPARTMENT  
BUSINESS PLAN  
Emergency  
Services

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## MESSAGE FROM THE DIRECTOR

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Strathcona County has a bold vision of becoming Canada's most livable community. At Emergency Services, we are proud to do our part by advancing community safety and providing effective and efficient emergency response.

As an integrated fire, rescue and emergency medical service (EMS) department, our team has a strong presence in our County. We work proactively to improve the safety practices of residents, businesses and industry. We answer calls and dispatch frontline crews whenever our community members face an emergency. We conduct follow up investigations after fires occur to help prevent similar scenarios in the future. We lead Strathcona County's preparation and, when the situation demands it, respond to large-scale emergencies and disasters. We also put 'boots on the ground' when partner municipalities face overwhelming emergencies, such as extreme wildfires in other areas of our province.

For our 2019 – 2022 Business Plan, our Emergency Services team is focused on work that will more clearly map our path for the next five to 10 years. At Emergency Services, we endeavour to incorporate a focus on care and service that centers around our community, patients and their family. Our initiatives reflect focused strategies to guide our business choices, collaborative and partnership-based approaches to doing our work and opportunities to better assess and ensure that we are getting the best results for our efforts.

We know that good strategies, partnerships and continuous improvement initiatives lay the foundation for exceptional results. We know that exceptional results are what will make us the most livable community in Canada.

On behalf of our entire team, including our part-time, and full-time frontlines to our behind-the-scenes administrative team, we are honoured to serve and inspired to lead.

Jeff Hutton,

Fire Chief and Director, Emergency Services

# PLANNING FOUNDATION

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## STRATHCONA COUNTY VISION

### Living in Strathcona County

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.

Becoming Canada's most livable community

## CORPORATE MISSION

We are committed to working collaboratively, efficiently and effectively to provide quality service delivery to citizens, business, and industry alike.

## CORPORATE VALUES

Our values help to form our organizational identity and define our culture.

<b>Integrity</b>	We demonstrate ethical standards and behaviours We display honest behaviour at all times We do what we say we will do
<b>Respect</b>	We treat others with care and dignity We pay attention to each other We welcome a variety and diversity of ideas
<b>Safety</b>	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
<b>Fairness</b>	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
<b>Cooperation</b>	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

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

## DEPARTMENT OVERVIEW

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Strathcona County Emergency Services is an integrated fire, rescue and emergency medical services (EMS) department operating in an urban and rural environment.

We are a community-focused, proactive department that works closely with our public, industry and strategic partners to help facilitate public safety, respond to emergencies and get the best possible patient safety and customer services outcomes.

To do this, our work focuses on:

- Talent management and employee engagement
- Community communications and relations
- Prevention
- Emergency management and business continuity planning
- Industry engagement
- Emergency communications (9-1-1 and fire dispatch)
- Emergency response
- Business operations

Emergency Services operates four full-time stations, two part-time stations, and employs 206.6 permanent and approximately 50 hourly employees (2018).

The state of public safety and emergency services is constantly evolving and we take a proactive approach in adapting our training and service delivery model to prepare for changing demands within our community.

We operate in accordance with provincial and federal statutes, and associated codes and regulations, municipal bylaws, and International Organization for Standardization (ISO) standards and accreditation. These include:

- *Health Professions Act* and associated regulations
- *Emergency 911 Act* and associated regulations
- *Safety Codes Act* and associated regulations
- *Federal Emergency Act (R.S.C., 1985, c. 22 (4th Supp.))*
- *Emergency Management Act* (RSA 2000, Chapter E-6.8, December 11, 2013)

- Strathcona County: Emergency Services Bylaw (68-2000)
- Strathcona County: Emergency Management Bylaw (17-2018)
- Alberta Fire Code
- Alberta Building Codes
- ISO 9001: Quality Management System (ISO 9001:2015)
- Accreditation Canada: Quality Management EMS Accreditation



# DEPARTMENT CORE BUSINESS FUNCTIONS AND PROGRAMS

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## COMMUNITY COMMUNICATIONS AND RELATIONS

- Build community relationships and non-emergency presence.
- Deliver prevention, preparedness and safety awareness and education.
- Lead department communication campaigns and public relations.

The Priority Based Budget Program under the Community Communications and Relations core function is:

- Community prevention and preparedness education

### 2019 – 2022 FORECAST

- Expand department reach into the community and increase public awareness of the services provided to all stakeholders.
- Expand department engagement in the community to gain input that helps to improve service delivery, injury reduction and patient safety outcomes.

## PREVENTION

- Review development plans and provide recommendation to improve life safety and reduce the risk of fire through education, code interpretation and application.
- Enforce the Alberta Fire Code within the community through risk-based inspections.
- Work with building code officials, building owners and occupants to inspect new and existing occupancies to ensure ongoing compliance with respective codes and regulations.
- Analyze and examine fire scenes to determine cause, causal factors and origin of fires to support the identification of fire and life safety issues and prevent re-occurrence.
- Collect and analyze data relevant to fire related death, injuries and property loss to focus education and prevention activities.

The Priority Based Budget Programs under the Prevention Core Function are:

- Fire prevention
- Fire code enforcement
- Fire investigation

#### 2019 – 2022 FORECAST

- Collaborate with Planning and Development Services on community planning, zoning and growth strategies to meet the community's changing needs and minimize public risk.
- Deliver and update the objectives and site-based targets for the wildland fire risk reduction program.
- Collaborate annually with other departments (TAS, RPC, EEP & UT) to assess park and reserve land to identify and mitigate wildfire risks.

## INDUSTRY ENGAGEMENT

- Build relationships with local industry and industry associations.
- Actively contribute to local, regional and provincial safety and standards committees.
- Work with industrial partners to establish regional and site safety practices to promote effective safety management systems.

The Priority Based Budget Programs under the Industry Engagement Core Function are:

- Industrial safety practices collaboration
- Mutual aid partnerships

#### 2019 – 2022 FORECAST

- Implement a formal industrial partner engagement program.
- Advance the industrial inspection program.
- Work with industry to implement practices and infrastructure to ensure safe management of storage and processing systems.
- Participate in joint training activities and emergency response exercises with industry partners to enhance community safety.
- Encourage the establishment of joint protocols for mutual aid and emergency response.

## EMERGENCY MANAGEMENT AND BUSINESS CONTINUITY PLANNING

- Lead the County's emergency preparedness and all-hazards emergency management programs.
- Promote awareness of emergency management and disaster preparedness across the region and community.
- Provide specialized skills and knowledge to mitigate risk during disruptions of service due to emergencies or disasters.

The Priority Based Budget Programs under the Emergency Management and Business Continuity Planning Core Function are:

- Emergency management
- Business continuity
- Mutual aid partnerships

### 2019 – 2022 FORECAST

- Develop, coordinate and execute plans, measures and programs pertaining to mitigation, preparedness, response and recovery with the County and regional stakeholders before, during and after an emergency event.
- Develop local and regional partnerships to deliver coordinated emergency management and emergency communications.
- Collaborate with the Alberta Emergency Management Agency to prevent, prepare for and respond to disasters and emergencies.

## EMERGENCY COMMUNICATIONS

- Manage the Public Safety Answering Point (PSAP) to provide E911 services to our community and other communities under contract for police, fire and ambulance.
- Manage the call processing and dispatching of appropriate fire, rescue and medical first response resources to emergencies and requests for assistance.
- Manage all radio and telephone communications during emergency and non-emergency events.
- Manage the various emergency public notification systems during community-wide emergency events.

The Priority Based Budget Programs under the Emergency Communications Core Function are:

- 9-1-1
- Fire dispatch

#### 2019 – 2022 FORECAST

- Complete business continuity review and establish priorities for implementation of recommendations for business continuity.
- Incorporate the new provincial (PSAP) Standards and Guidelines into Emergency Services' Quality Management System.
- Simplify information technology tools for stability and ease of use.

## EMERGENCY RESPONSE

- Maintain and/or enhance an integrated services model utilizing career, and part-time fire fighters to effectively and efficiently mitigate a diverse range of emergencies including structural, wildland and industrial/petrochemical fires while prioritizing life safety, reduction of environmental impact and property conservation.
- Partner with Alberta Health Services to deliver Emergency Medical Services including:
  - Advanced life support (treatment and transport) ambulances;
  - Advanced life support (treatment only) Medical First Response (Stations 1, 4, 5 and 6); and
  - Basic life support (treatment only) Medical First Response (Station 2 and 3).
- Provide rescue services for motor vehicle collisions and other transportation emergencies.
- Provide services through specialized teams for unique scenarios.

The Priority Based Budget Programs under the Emergency Response Core Function are:

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

## 2019 – 2022 FORECAST

- Make enhancements to further the effectiveness of Emergency Service's safety, health and wellness system.
- Continue to update and ensure consistent adherence to standards, guidelines and policies.
- Finalize and implement deployment, response and mitigation guidelines for mid/high rise occupancies.
- Partner with provincial and local educational institutions to offer and access emergency services-related learning and training opportunities.
- Advance opportunities to implement patient and client care best practices in response to community needs and Provincial initiatives.
- Continuously improve the Quality Management System to enhance service delivery efficiency and effectiveness to improve patient and client safety and outcomes.
- Renew Quality Management System certifications.

# DEPARTMENT ANNUAL CAPITAL INITIATIVES

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## ANNUAL EQUIPMENT REPLACEMENT PROGRAM (AUTO 1243, 1246, 1247, 1249, 1278)

Fire and emergency response requires reliable, and sometimes highly technical, equipment to effectively and safely complete tasks assigned to frontline and support staff. The Annual Equipment Replacement Program will ensure that equipment is upgraded and/or replaced when it has reached end-of-life.

Provincial, Federal and National Fire Protection Association (NFPA) standards/legislation dictate that equipment utilized in emergency response meet minimum standards for construction and performance. Having functional and reliable equipment that meets current standards is critical to the delivery of effective emergency services to the community.

Included in this plan are: thermal imaging cameras, self-contained breathing apparatus (SCBA) tanks, compressors, fill stations and monitor/defibrillators.

### **Linkage to corporate business plan organizational excellence goal and result(s):**

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Ensures compliance with regulations, laws, procedures and policies

### **Department role:**

Lead: Emergency Services

Support: Procurement Services

**Timeframe:** Ongoing

## DEPARTMENT SUPPORT ROLES (ANNUAL CAPITAL INITIATIVES)

This table illustrates the initiatives that this department will be expected to support during the 2019 – 2022 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

INIT/ AUTO #	Annual capital initiative	Description	Department lead	Timeframe
AUTO 1284 1285 1286 1287 1288	Annual Facility Capital Lifecycle Program	To maintain safe, functioning and operating County facilities.	Facility Services	Q1 2019 – ongoing
AUTO 1309 1310 1311 1312 1313	Information Technology Corporate Infrastructure Replacement Program - Municipal	To support computer and technology infrastructure components remain current and able to deliver on services and reduce risk of service interruptions.	Information Technology Services	Ongoing

# DEPARTMENT IMPROVEMENT INITIATIVES

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## MUNICIPAL EMERGENCY AND BUSINESS CONTINUITY MANAGEMENT SYSTEM (INIT 104)

Emergency Services will evolve the County's Municipal Emergency and Business Continuity (MEC/BCP) planning into a management system that uses risk management strategies to achieve continual improvement and improve organizational capabilities.

As the lead for Strathcona County's emergency management, Emergency Service's new systematic approach will ensure that all County departments review and, as required, update their municipal emergency and business continuity plans on a set, rotating schedule. This coordinated approach will ensure that Strathcona County is ready to respond effectively, maintain essential services, and protect residents during emergencies.

**Linkage to corporate business plan organizational excellence goal and result(s):**

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Supports insight-driven/evidence-based decision making
- Supports continuous improvement
- Ensures compliance with regulations, laws, procedures, and policies
- Supports integrated planning

**Department role:**

Lead: Emergency Services

Support: All County departments

**Timeframe:**

Start time: Q1 2021

End time: Ongoing



## EMERGENCY SERVICES DATA INTEGRATION SYSTEM (INIT 102)

Emergency Services will integrate Alberta Health Services (AHS) computer-aided dispatch (CAD) information (situational and patient data) and local property details from inspection software into our Fire Department Management (FDM) CAD. This integration will allow the Emergency Communications Centre to quickly and accurately provide emergency response crews with situational, property and patient health information.

### **Linkage to corporate business plan organizational excellence goal and result(s):**

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Integrates information and technology
- Supports continuous improvement
- Leverages tools (i.e. technology, equipment) to assist in service delivery

### **Department role:**

Co-lead: Emergency Services and Information Technology Services

### **Timeframe:**

Start time: Q1 2021

End time: Q4 2022

## AMBULANCE EQUIPMENT UPGRADE (AUTO 1840)

An electric stretcher loading and lifting system will reduce back/repetitive strain injuries and improve patient safety. On every EMS call Strathcona County Emergency Services members perform an average of six patient lifts. SCES responds to over 6,000 EMS events annually meaning that response personnel face a potential of 36,000 lifts in a year (that equates to an average of 240 patient lifts per member per year).

Back injuries and repetitive strain injuries are common to EMS providers. Implementing a system, which utilizes an electric stretcher loading and lifting system will reduce the number of lifts performed by practitioners, resulting in an expected decrease in repetitive strain and/or back injuries and increased patient safety.

Emergency Services will implement this initiative as ambulances are replaced during the normal fleet replacement cycle, instead of retrofitting all existing units at one time. Over the next five years, four Emergency Services' ambulances will reach end of life and are scheduled for replacement. Within the 10 year plan, a total of eight ambulances will be upgraded to include this equipment/system.

### **Linkage to corporate business plan organizational excellence goal and result(s):**

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Leverages tools (i.e. technology, equipment) to assist in service delivery

### **Department role:**

Lead: Emergency Services

Support: Procurement Services, Fleet Services

### **Timeframe:**

Start time: Q1 2019

End time: Q4 2023

## PEDIATRIC SIMULATION MANNEQUIN (AUTO 1841)

A high fidelity pediatric mannequin will improve patient outcomes and safety. Pediatric emergency medical services events are a high acuity, low occurrence (HALO) event. The unique anatomy and physiology of children requires the maintenance of a unique set of competencies for firefighter/paramedics. A high fidelity pediatric mannequin has become the best practice for training emergency medical service providers, allowing them to practice and maintain competence in these HALO events.

When a child is acutely sick or injured it impacts not only the child, but the family, the community and the care providers, particularly when the outcome is adverse. The ability to train regularly with a high fidelity mannequin will help improve patient outcomes and also help mitigate mental health challenges facing care providers who deal with acutely ill pediatric patients.

This mannequin will integrate into our existing high fidelity simulation training program and will allow us to add pediatric simulations to our repertoire.

### **Linkage to corporate business plan organizational excellence goal and result(s):**

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Supports development of employee capacity through training and development
- Supports continuous improvement

### **Department role:**

Lead: Emergency Services

Support: Procurement Services

### **Timeframe:**

Start time: Q1 2019

End time: Q4 2019

## DEPARTMENT SUPPORT ROLES (IMPROVEMENT INITIATIVES)

This table illustrates the initiatives that this department will be expected to support during the 2019 – 2022 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

INIT/AUTO #	Improvement initiative	Description	Department lead	Timeframe
AUTO 1003	Strathcona County Business Transformation (SCBT) Project	To transform and align people, process and technology in four of the County's core business functions of finance, human resources, procurement and contract management. Included in process and technology are utility billing and property tax. Included in technology is corporate asset management.	SCBT Project Team	Q3 2017 – Q3 2020
INIT 90	Enterprise Strategic Portfolios Implementation	To operationalize enterprise strategic portfolios to ensure corporate -wide management oversight and decision making accountability.	Corporate Planning	Q2 2018 – Q4 2020
INIT 30	Digital Workplace Program	To establish a single, integrated, modern electronic content and collaboration technology platform that will replace several isolated software applications that exist today.	Information Technology Services	Q1 2019 – Q4 2021
INIT 66	New Occupational Health and Safety (OHS) Legislation Implementation	To be fully compliant with the new OHS legislation coming into effect June 1, 2018.	Human Resources	Q1 2019 – Q1 2023
INIT 89	Performance Measurement Maturity Improvements and Service Level Review	To improve the County's performance measurement maturity and to review service levels.	Corporate Planning	Q1 2019 – Q4 2022
	Research Alternative Fuels	Research on alternative fuel opportunities for Strathcona County's fleet.	Fleet Services	Q1 2019 – Q4 2021
INIT 86	Corporate Inclusion and Diversity Training	To develop staff skills and knowledge to help create and maintain an inclusive work environment and promote inclusion within the community through citizen interactions	Human Resources and Intergovernmental Affairs	Q1 2019 – Q4 2022

<b>INIT/ AUTO #</b>	<b>Improvement initiative</b>	<b>Description</b>	<b>Department lead</b>	<b>Timeframe</b>
AUTO 1823	OHS / Disability Management Technology Project	To create a digital workflow system to address information on the County's OHS and DM areas.	Human Resources	Q2 2019 – Q1 2021
INIT 63	Succession Planning Strategy	To develop a succession planning strategy.	Human Resources	Q3 2019 – Q4 2022
INIT 14	Enterprise Risk Management Program	To develop an enterprise risk management program.	Fiscal Services	Q1 2020 – Q4 2022
INIT 57	Update Urban Service and Alberta's Industrial Heartland Areas Cumulative Risk Assessments	To provide a calculation (update) of the risk emanating from industrial development, to be the basis for future land use planning decisions for the Urban Service Area and Alberta's Industrial Heartland.	Planning and Development Services	Q1 2020 – Q4 2020
INIT 8	Business Expense Policy Review and Update	<b>To review and update the Employee Business Expense Policy.</b>	Corporate Finance	Q1 2021 – Q3 2021
INIT 26	Enterprise - Wide Communications Review	To conduct an enterprise - wide review of communications services.	Communications	Q1 2021 – Q4 2021
INIT 32	Program Based Budgeting and Reporting Framework	To develop and / or transition to a program based budgeting framework.	Corporate Planning	Q3 2021 – Q4 2023
INIT 38	Corporate Payment Options Review	To complete a comprehensive review of the different payment options offered to customers in various Departments.	Corporate Finance	Q1 2022 - Q4 2022

# DEPARTMENT STRATEGIC INITIATIVES

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## FIRE AND EMERGENCY SERVICES LONG-RANGE PLANS (INIT 99)

Emergency Services will renew its Fire and Emergency Services Master Plan along with its sister document, the Standards of Cover. This review will engage our partners and members of our community to provide input into strategic elements of our planning.

The renewed Master Plan will provide a comprehensive view of the future service demand projections and service delivery strategies required to meet Strathcona County’s fire protection, rescue, and emergency medical services need.

The renewed Standards of Cover will act as an integrated risk management plan, providing written procedures on the distribution and concentration of Emergency Services’ fixed and mobile resources.

**Linkage to strategic goal(s) and result(s):**

Goal 8: Foster an environment for safe communities

- Law enforcement, emergency and social services respond to community risk

**Department role:**

Lead: Emergency Services

Support: Fleet Services, Facility Services, Human Resources

**Timeframe:**

Start time: Q1 2021

End time: Q4 2022

## MEDICAL SERVICES DELIVERY MODEL – PILOT (INIT 100)

Emergency Services will partner with Alberta Health Services to design and implement a pilot program to trial an alternative medical service delivery model. The model is intended to improve patient care and reduce the need for emergency medical transport by bridging the gap between pre- and post-hospital urgent care for patients in the community.

This innovative trial will be designed to meet the needs of patients with urgent and/or chronic health concerns. Specially trained paramedics, in consultation with physicians, will bring a defined range of medical services to the home and, wherever possible, prevent the need for an emergency department visit.

### **Linkage to strategic goal(s) and result(s):**

Goal 1: Build Strong communities to support the diverse needs of residents

- Programming meets the changing needs of residents

Goal 5: Foster collaboration through regional, community and governmental partnerships

- Community partnerships leveraged to expand the County's ability to respond to the changing needs of the community

Goal 8: Foster an environment of safe communities

- Law enforcement, emergency and social services respond to community risk

### **Department role:**

Co-lead: Emergency Services & Alberta Health Services

Support: Family and Community Services, Fleet Services, Heartland Housing Foundation

### **Timeframe:**

Start time: Q1 2019

End time: Q4 2021

## DEPARTMENT SUPPORT ROLES (STRATEGIC INITIATIVES)

This table illustrates the initiatives that this department will be expected to support during the 2019 – 2022 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

<b>INIT/ AUTO #</b>	<b>Strategic initiative</b>	<b>Description</b>	<b>Department lead</b>	<b>Timeframe</b>
AUTO 1518	Multi-Purpose Agricultural Facility Development	To develop the design of the facility, construction documents, acquire permits, complete tender process and fund ongoing operational costs of the facility.	Transportation and Agriculture Services	Q4 2017 – Q4 2022
INIT 3	Event and Sport Tourism - Special Olympics Alberta Summer Games 2021	To host the 2021 Special Olympics Alberta Summer Games.	Recreation, Parks and Culture	Q1 2019 – Q4 2021