



2020 - 2023
DEPARTMENT
BUSINESS PLAN
Emergency
Services

Date of last revision
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MESSAGE FROM THE DIRECTOR



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 community. 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. In cooperation with all departments we lead Strathcona County's Emergency Management Program. We also have a number of key municipal and industrial partners in the region and we plan and practice together in order to develop a robust and resilient capacity to respond to large-scale emergencies and disasters.

For our 2020 - 2023 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 full-time and part-time frontline staff 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

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.

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 STATEMENT

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

DEPARTMENT OVERVIEW

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 207.6 permanent and approximately 60 hourly employees (2020).

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: Fireworks Bylaw (35-2019)
- 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 (SUMMARY OF OPERATIONAL PLANS)

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

2020 – 2023 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

2020 – 2023 FORECAST

- Transition to a risk-based inspection program and adjust the fire portion of the Quality Management Program (QMP) to reflect inspection capabilities.
- 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, PDS & 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

2020 – 2023 FORECAST

- Implement a formal industrial partner engagement program.
- Advance the industrial inspection program.
- 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

2020 – 2023 FORECAST

- Work with all departments to implement improvements in response to After Action Review of Strathcona County Parkade Incident.
- 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.
- 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.

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

2020 – 2023 FORECAST

- Establish priorities for implementation of recommendations included in the business continuity review.
- Simplify information technology tools for stability and ease of use.
- Replace the computer aided dispatch (CAD) system to meet the Next Generation 9-1-1 requirements and improve software performance and reliability.

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 (Stations 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

2020 – 2023 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.
- Enhance and expand response and mitigation procedures 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 IMPROVEMENTS

ANNUAL EQUIPMENT REPLACEMENT PROGRAM (AUTO 1243, 1246, 1247, 1249, 1250, 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, automatic external defibrillators (AED), compressors, fill stations, monitor/defibrillators and workstations for the Emergency Communications Centre.

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 2020 – 2023 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	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

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 2020

End time: Ongoing

DEPARTMENT SUPPORT ROLES (IMPROVEMENT INITIATIVES)

This table illustrates the initiatives that this department will be expected to support during the 2020 – 2023 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 2021
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
INIT N/A	Research Alternative Fuels	Research on alternative fuel opportunities for Strathcona County's fleet.	Fleet Services	Q1 2019 – Q4 2021

INIT/ AUTO #	Improvement initiative	Description	Department lead	Timeframe
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
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 – Q3 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 2021 – Q4 2023
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	To review and update the Employee Business Expense Policy.	Corporate Finance	Q1 2021 – Q4 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 2024
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
AUTO 1496	CAD Replacement and Next Generation 911	To ensure Emergency Communications and Operations that use 911 call handling are sustained.	Information and Technology Services	Q1 2020 - Q4 2022

DEPARTMENT STRATEGIC INITIATIVES

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 Community Services, Fleet Services, Heartland Housing Foundation

Timeframe:

Start time: Q1 2019

End time: Q4 2021

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 2020

End time: Q4 2021

DEPARTMENT SUPPORT ROLES (STRATEGIC INITIATIVES)

This table illustrates the initiatives that this department will be expected to support during the 2020 – 2023 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 #	Strategic initiative	Description	Department lead	Timeframe
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 2023
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

APPENDIX 1:

STRATHCONA COUNTY GOALS AND RESULTS

STRATEGIC GOALS (EXTERNAL COMMUNITY FACING)

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

- Opportunities for meaningful connections within communities
- Diverse and inclusive communities
- Appropriate access to the social service system through partnerships
Affordable basic municipal services
- Programming meets the changing needs of residents
- Opportunities to be healthy and active

Goal 2: Manage, invest and plan for sustainable municipal infrastructure

- Efficient and effective multi-modal transportation network
- Safe, reliable utility infrastructure
- Innovative “smart” infrastructure
- Accessible cultural, recreational and social infrastructure
- Accessible, reliable internet connectivity
- Partnerships enhance infrastructure investment opportunities

Goal 3: Cultivate economic diversification, within the petro-chemical industry and beyond, through a business-friendly environment

- Strategic partnerships promote business growth and retention
- Planning supports strategic development
- Critical physical and technology infrastructure supports business, industry, and agriculture
- Investment attraction and retention focus on downstream, value-added industry
- Strengths and innovation provide a competitive advantage, and support attraction and diversification

- Growth opportunities increase through regional brand and economic development strategies

Goal 4: Ensure effective stewardship of water, land, air and energy resources

- Appropriate and effective use of agricultural land
- Natural areas and resources balance value for current and future generations
- Municipal buildings deploy efficient technology where appropriate
- Growth and development balanced with recognition and protection of the biosphere (Beaver Hills)
- County uses best practice approach to waste management

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

- Improved regional land use and resource management planning
- Regional assets leveraged for mutual benefit
- Innovation and lifelong learning opportunities occur through collaboration with educational institutions
- Community partnerships leveraged to expand the County's ability to respond to the changing needs of the community

Goal 6: Provide facilities and services that are available and accessible to residents

- Connected, accessible multi-modal transportation network, including trails
- Available, accessible and affordable recreational opportunities
- Diverse, affordable neighbourhoods, amenities and housing opportunities
- Enhanced community interaction and connectedness
- Accessible community and cultural events, entertainment, shopping and dining opportunities

Goal 7: Provide opportunities for public engagement and communication

- Community is informed about County decisions
- Community – urban and rural – satisfied with opportunities to provide input

- Community is confident in how tax dollars are managed
- Public engagement efforts and information sharing mechanisms are innovative and accessible

Goal 8: Foster an environment for safe communities

- Law enforcement, emergency and social services respond to community risk
- Proactive safety education and community involvement
- Utility infrastructure provides safe, clean water, manages wastewater treatment, and provides effective storm-water management
- Citizens feel safe to express themselves in ways that represent their values, beliefs, and lifestyles
- Transportation network, including trails, allows people and goods to move safely and efficiently

CORPORATE ORGANIZATIONAL EXCELLENCE GOAL (INTERNAL FACING)

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

- Collaborates with regional, community and government partners
- Integrates information and technology
- Supports long term financial sustainability
- Supports infrastructure management
- Supports workplace culture that builds trust and promotes employee contribution
- Supports development of employee capacity through training and development
- Supports insight-driven/evidence-based decision making
- Supports continuous improvement
- Ensures compliance with regulations, laws, procedures and policies
- Supports integrated planning
- Leverages tools (i.e. technology, equipment) to assist in service delivery
- Engages stakeholders in decision making
- Communicates to stakeholders about County programs and services
- Collaborates with departments