



HONOURED TO SERVE  
INSPIRED TO LEAD  
STRATHCONA COUNTY EMERGENCY SERVICES



Strathcona County Emergency Services

# STRATEGIC WORK PLAN

2016 - 2018





Strathcona County Emergency Services  
**STRATEGIC WORK PLAN**  
2016 - 2018

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Station 6 grand opening,  
April 25, 2014

## **OUR VALUES**

### **Respect**

We honour those we serve and those who serve with us.

### **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.

### **Integrity**

We will not compromise our values.

## **OUR VISION**

We will lead our community to be the safest in Canada.

## **OUR MISSION**

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

## LETTER FROM THE FIRE CHIEF



November 2015

On behalf of the Strathcona County Emergency Services (SCES) Strategic Planning Committee, I am pleased to present the 2016 to 2018 Strategic Work Plan. The members of the Committee represent all divisions, ranks and work areas within our great department and spent many days reviewing the components of this plan. Together we reviewed the previous plan, the annual reports and corporate guiding documents including Council's Strategic Plan and the Corporate Business Plan. This document outlines the specific and detailed steps that will be taken to execute the SCES Business Plan over the next three years.

The Strategic Work Plan is built upon our vision, mission and values as a department. We live and work in a truly great community and we serve the people within it. Our goals are intended to improve our service to the public through education, operational improvements, improved communications, professional development, safety and a focus on quality. As a department, the plan is a direct reflection of one of our values: "Synergy - We work together to achieve more". Each member of the department has a duty to support every goal and every objective through their own work and effort and is encouraged to find ways to positively influence all of the outcomes.

SCES has some of the finest professionals in our industry. From the frontline firefighter to the behind-the-scenes administration staff, each one of us proudly wears our uniform with the word "Strathcona" on it. Each one of us is also clearly committed to making Strathcona County the safest community in Canada.

It is an honour to be the Fire Chief for our community and our department and I am proud to put my name within these pages.

Honoured to serve. Inspired to lead.

A handwritten signature in black ink, appearing to read "Iain Bushell". The signature is stylized and cursive.

Iain Bushell



## Executive Summary

The 2016 to 2018 SCES Strategic Work Plan (SWP) outlines six goals that Strathcona County Emergency Services (SCES) will work towards over the next three years. Each goal represents a priority area for the department, and within each goal a number of objectives have been developed with measurable:

- outcomes (what we expect will happen by the end of the three year plan)
- activities (what we will do to accomplish the outputs)
- outputs (a measure of success if we accomplish the stated activities)

The goals and objectives were developed by a 19-person committee that represents all divisions and work teams of the department.

### **Goal 1: SCES will become a Canadian leader in community safety**

Six objectives have been outlined, focusing on emergency preparedness, emergency management, fire code compliance, FireSmart, community engagement, and industrial partner engagement.

### **Goal 2: SCES will become a Canadian emergency services leader in operational excellence.**

Four objectives that demonstrate improvement in operational performance have been outlined including emergency communications, fire response, rescue services, and emergency medical services (EMS).

### **Goal 3: SCES will become a Canadian emergency services leader in internal communications.**

Three objectives to support a continued focus on internal communications have been outlined, including communication tools and strategies, communicating policies and procedures, and inter-division communications.

### **Goal 4: SCES will attract, retain and develop exceptional employees through an effective and comprehensive talent management system.**

Three objectives focusing on recruitment, professional development, and retention have been identified.

### **Goal 5: SCES will implement best practices in quality management systems (QMS) and demonstrate continual improvement.**

This is a revamped goal for SCES that focuses on maintaining the International Organization for Standardization (ISO) 9001 QMS, preparing and applying for Accreditation Canada certification for EMS, and developing a plan on how we maintain and transition from International Organization for Standardization (ISO) to Fire Service Accreditation.

### **Goal 6: SCES will maintain and improve a culture of department safety and wellness.**

This new goal focuses on one of our SCES values "Ownership – We take responsibility for our actions and each other." Objectives involving on-scene and off-scene safety, and health and wellness will help the department demonstrate improvement in this area.

## How this plan was built

The Strategic Work Plan (SWP) team met eight times over an eight month period to review the 2012 to 2015 SCES Strategic Plan. The team reviewed the goals and objectives from the Plan, and discussed the relevancy and necessity of each going forward in the 2016 to 2018 SWP. The team brainstormed and ultimately reached agreement on what to include in this document, keeping in mind any significant changes the department experienced over the past three years.

The team was a combination of both appointed and elected representatives from various work areas. It was each representative's responsibility to communicate with their respective division or provide group updates about team discussions.

## Members of the team include

Iain Bushell Fire Chief and Project Chair

## Appointees

Devin Capcara	Deputy Chief- Operations (DC/Ops)
Vern Elliott	Deputy Chief – Human Resources and Logistics (DC/HR & Log)
Dawn Nash	Assistant Chief – Business Operations (AC/Bus Ops)
Bob Scott	Deputy Chief – Community Safety and Emergency Communications (DC/CSEC)
Andrew Spence	International Association of Firefighters (IAFF) (Local 2461) President, Lieutenant (Lt)
Karen Tomnuk	Communications and Marketing Specialist (C&M)
Michele Wilson	Administrative Assistant, Document Control

## Elected representatives

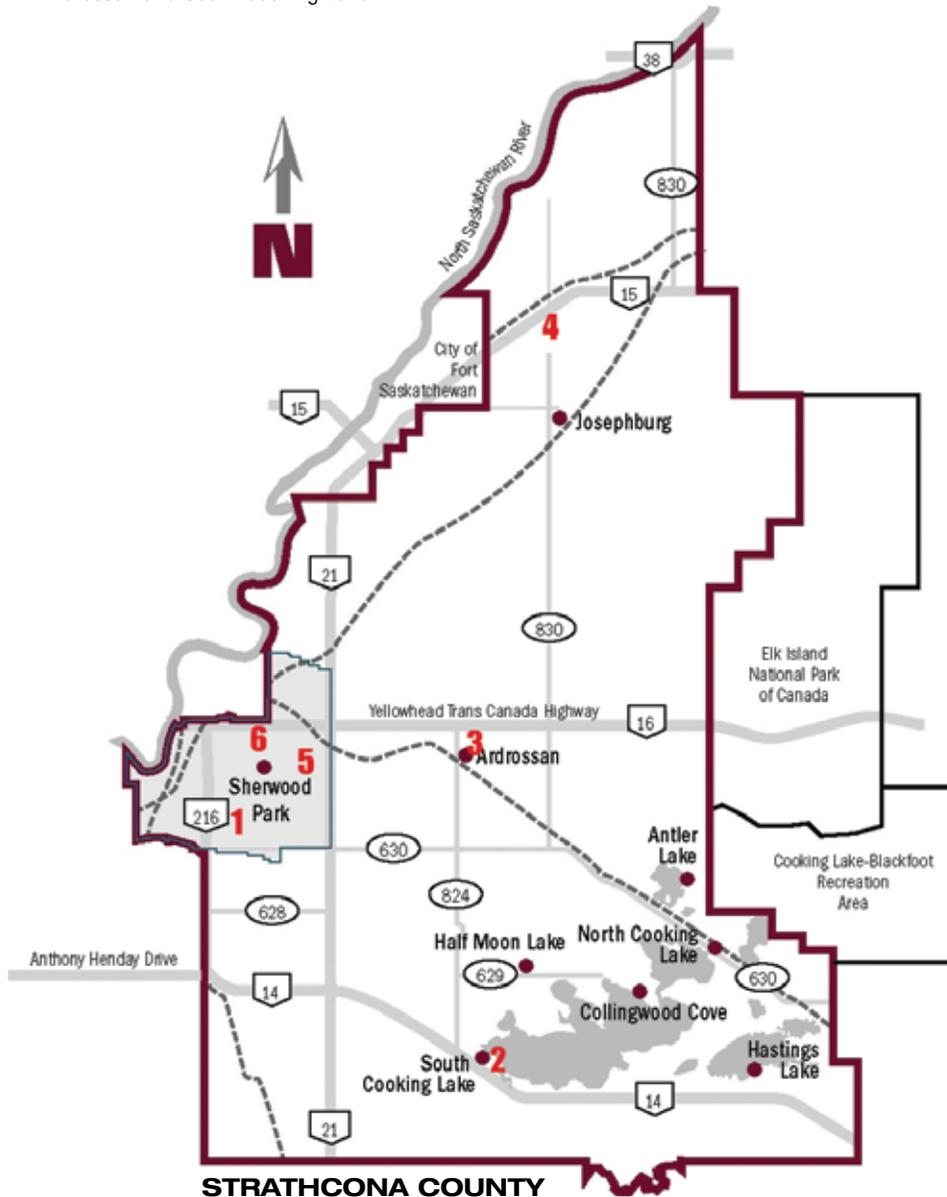
Firefighter (FF) Chris Shabbits	Platoon 1
FF Wes Abel	Platoon 2
FF Eric Lowe	Platoon 3
Lt Chad Granger	Platoon 4
Assistant Platoon Chief Barry Bouwsema	Platoon Chief (PC) or Assistant Platoon Chief (APC)
Lt Angela Schewaga	Emergency Communications Centre (ECC)
Captain (Capt) Kelly Lehr	Occupational Health, Safety and Training (OHST)
Lt Glen Hunker	Fire Prevention and Investigation (FPI)
Gordon George	Community Safety Education (CSE)
LeRoi LeFleche	Fire Station #2
Steven Marty	Fire Station #3

# Strathcona County

Strathcona County is a unique blend of rural, urban and industrial development located within the Alberta Capital Region. Occupying an area of 1,265 square kilometres with a population of 95,597 (2015 Census), the County consists of the urban service area of Sherwood Park and an extensive rural area that includes eight hamlets.

Strathcona County is considered a “specialized municipality” by the Province of Alberta. This means that the Sherwood Park urban service area is recognized as the equivalent to a city and the rural area is treated as a municipal district.

Strathcona County has four full-time fire stations, three of which are located in Sherwood Park, and one at Heartland Hall (north Strathcona County). The two part-time stations are located in Ardrossan and South Cooking Lake.



## Who we are

SCES was first established as a volunteer fire brigade in November 1956, operating out of a member's private garage with a donated half-ton truck and some firefighting equipment. At that time, incidents were reported by a telephone operator who would phone each volunteer when an emergency response was required.

Much has changed since then. Today, SCES is a sophisticated, integrated emergency services department, providing fire, rescue, and emergency medical service (EMS). The department is also responsible for community safety programs, fire investigation and inspections, emergency communications, emergency management, occupational health, safety and training of staff, and corporate business continuity. As of October 2015, 259 people proudly wear the SCES uniform.

The expectations within our municipality for effective emergency services are driven by several factors. First, Strathcona County has a high risk profile relative to other Canadian communities with a similar population. The County has a comprehensive pipeline, rail, and roadway infrastructure with significant volumes of hazardous materials transported daily on these networks to support local industry.

The community has depended on SCES for primary medical care for decades, especially prior to the 2014 opening of the Strathcona Community Hospital. Like most North American communities, the County is experiencing a demographic shift with older adults becoming a larger percentage of the population. This, coupled with overall population growth continues to drive the increasing importance of SCES' provision of Advanced Life Support (ALS) within the County.

In 2013, EMS dispatching was transitioned from SCES to Alberta Health Services (AHS), as mandated by the Government of Alberta. This has had a significant impact on operations and emergency communications. SCES now responds to many EMS calls outside of Strathcona County's borders. The Emergency Communications Centre (ECC) provides call transfer services for EMS calls, while maintaining 9-1-1 and fire dispatch.

## Where we came from

Since the early days of 1956, many people have worn our uniform. The SCES of today is built upon the hard work of all the members who came before us. Our community and our department are successful because of them, and for that we are grateful.



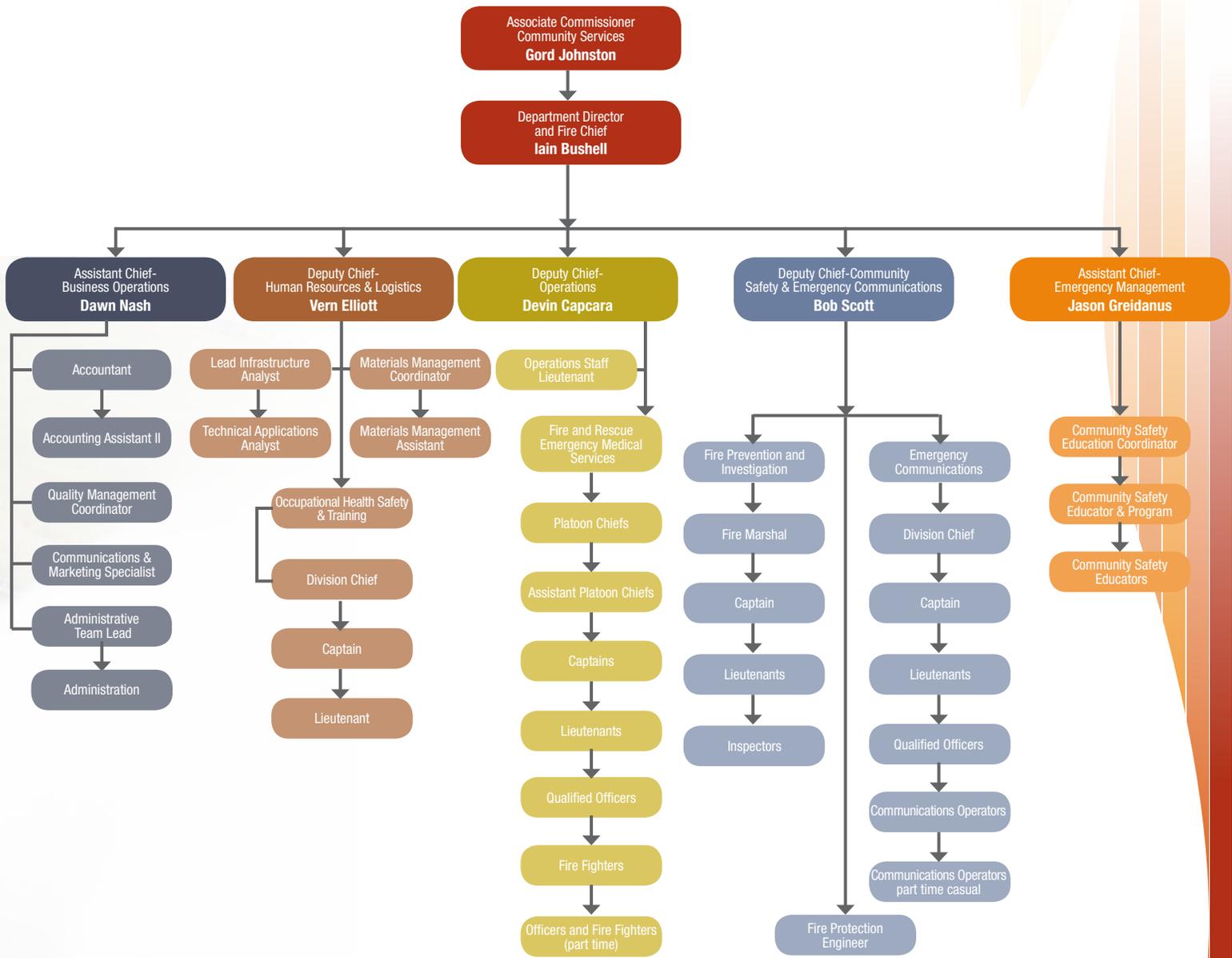
Circa 1961  
Photo courtesy of the Strathcona County Museum and Archives.



Industrial fire training

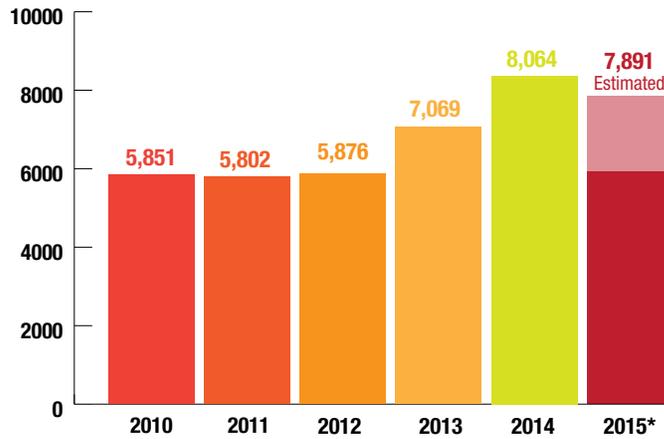
# Organizational Chart 2015

SCES is organized into six divisions: Operations, Occupational Health Safety and Training (OHST), Fire Prevention and Investigation (FPI), Communications (Comms), Business Operations (Bus Ops) and Emergency Management (EM).

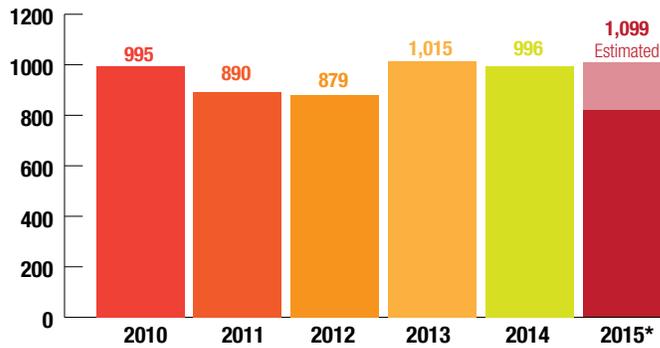


# Statistical Review, 2010-2015

## Response Volume Comparison - Total SCES Calls

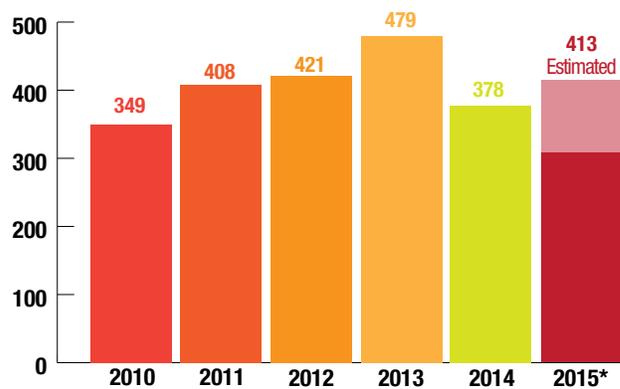


## Annual Fire Responses



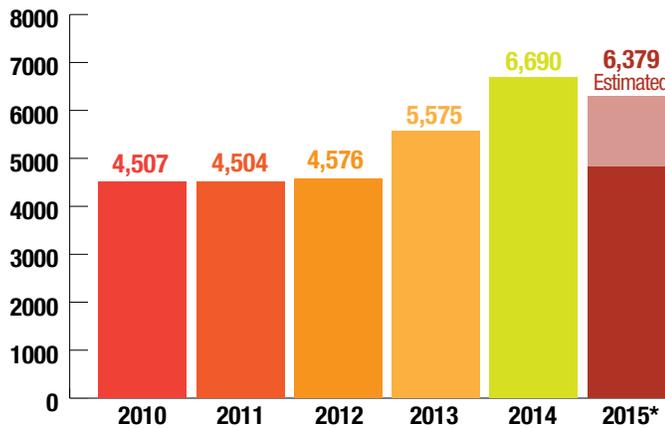
*Fire responses include fires, alarms and dangerous goods.*

## Motor Vehicle Collisions (MVC) and Rescue Responses



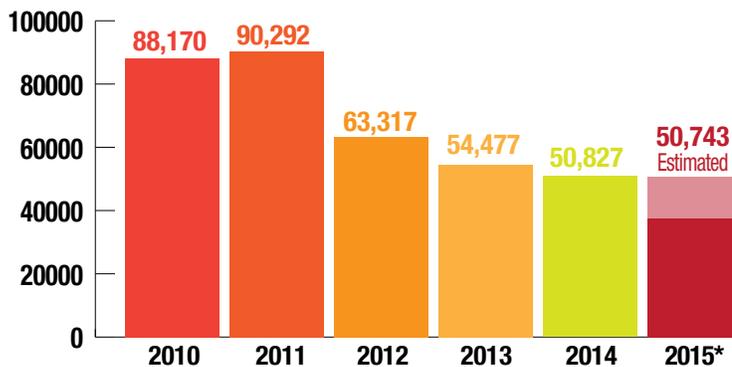
*\*NOTE: 2015 year end totals are estimated based on projections from January to September.*

## SCES Ambulance Responses



As of Sept 2015, of the 4,784 EMS calls, 1,054 of them were outside of the municipality's borders. AHS dispatches the closest ambulance to an incident, regardless of where that ambulance is based.

## 911 Calls Answered

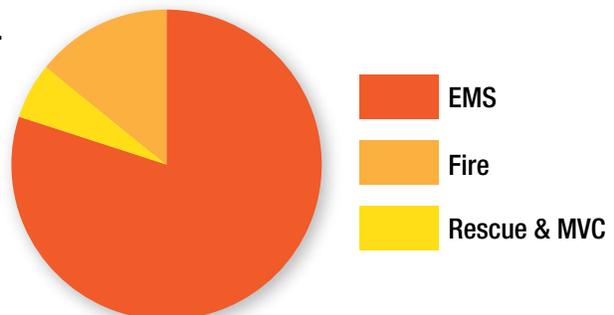


Note: From 2009 to 2013, SCES assisted with the AHS transition to a centralized EMS dispatching system. In 2010 and 2011, SCES answered 911 calls for up to 114 communities. In 2012, the EMS portion of those contracts was transitioned to AHS. By July 25, 2013, the transition of Strathcona County EMS dispatching was completed.

- In 2014, SCES answered 911 for 34 communities
- In 2014, SCES provided some level of dispatch for 32 communities

## Emergency Call Distribution 2012 - 2014

EMS	16,841 (80%)
Rescue and MVC	1,278 (6%)
Fire	2,890 (14%)
<b>Total</b>	<b>21,009</b>



## Lessons learned and plan to move forward

SCES published its first SWP in 2012. For the first time in SCES' history, an internal committee was established with representation from all divisions to develop a plan for the department. While many successes were realized, a number of lessons learned were identified, and this new 2016 to 2018 SCES SWP reflects those changes.

The most significant change is that only final outcomes have been published. The annual reports published within this timeframe (2016 and 2017) will report on activities and outputs, in support of accomplishing the final outcomes and ultimately each objective for each goal. The 2018 annual report will provide a final assessment on how the department did in terms of accomplishing each objective.

Communicating the SWP within the department continues to be a focus for the SWP Team. Each team member is responsible for understanding the plan and is committed to communicating the plan to their peers and teams. The Fire Chief will communicate progress and results to Executive Team and Council.





## GOAL 1

### **SCES will become a Canadian leader in community safety.**

#### **SUCCESS:**

**By December 31, 2018, SCES will demonstrate improvement in the area of community safety for Strathcona County by achieving at least four out of six identified objectives.**

#### **Objective 1A - Emergency Preparedness**

**By December 31, 2018, SCES will demonstrate significant improvement in the emergency preparedness of Strathcona County residents, measured through achieving at least five out of seven identified outcomes.**

**Outcomes – we expect the following impacts/trends by the end of the three-year plan:**

1. By December 31, 2018, at least 80 per cent of Strathcona County residents will have prepared their household to handle emergencies without outside assistance for 72 hours. (Baseline 41 per cent, 2015)
2. By December 31, 2018, at least 45 per cent of Strathcona County residents will indicate they know how to shelter-in-place. (Estimated baseline 33 per cent, 2015)
3. By December 31, 2018, at least 45 per cent of Strathcona County residents will indicate they know how to evacuate. (Estimated baseline 25 per cent, 2015)
4. By December 31, 2018, at least 40 per cent of Strathcona County residents will be aware of the importance of a fire prevention and preparedness checklist.
5. By December 31, 2018, at least 45 per cent of Strathcona County residents will understand their responsibilities for their pets, livestock or other animals in their care during a disaster. (Estimated baseline 19 per cent, 2015)
6. By December 31, 2018, at least 25 per cent of Strathcona County residents with children will be aware of emergency plans at their children's schools. (Estimated baseline 12 per cent, 2015)
7. By December 31, 2018, SCES will research the value of a notification app that facilitates the ease of sign up and account management for SC Alert subscribers.

**Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities
- coordination with other Strathcona County departments

**Activities - we will accomplish the following activities:**

1. Communications and Marketing Specialist (C&M) to conduct an external survey in 2016 and 2018 to measure outcomes.
2. C&M to develop an annual communications and marketing plan to support SC Alerts registrations.
3. C&M to provide an annual opportunity for feedback on the SC Alert system and report back to the community on findings and changes or improvements planned.
4. SCES to participate in an annual regional emergency preparedness event.
5. Community Safety Education (CSE) to continue to lead local public preparedness presentations.
6. CSE and C&M to promote and provide information to staff, residents and business owners on SC Alerts, with a focus on businesses within the Industrial Heavy Overlay (IHO) area.
7. The Emergency Management (EM) Division will coordinate with neighbouring municipalities and industry to improve awareness and emergency notification message symmetry.

**Outputs – accomplishing these activities will result in the following evidence of progress:**

1. By May 31, 2016 and 2018, the C&M will conduct a survey of residents to quantify levels of emergency preparedness and awareness of Strathcona County residents to measure outcomes.
2. By December 31, 2018, 20,000 residents will be signed up to receive SC Alerts.
3. By February 28 of each year, a user refresher course will be coordinated by the Assistant Chief (AC/EM) and made available to all staff that has access to the SC Alert system.
4. By December 31, 2018, SCES will research a notification app that facilitates the ease of sign up and account management for SC Alert users.

**Objective 1B - Emergency Management**

**By December 31, 2018, SCES will lead significant improvement of the Strathcona County all-hazards emergency management program, as evidenced by successful completion of at least three out of six final identified outcomes.**

**Outcomes – we expect at least three out of the six final outcomes by the end of the three-year plan:**

1. On an annual basis, SCES will deploy an Incident Management Team (IMT) within four hours as required for Strathcona County incidents or exercises at least 95 per cent of the time.
2. On an annual basis, SCES will deploy an IMT anywhere requested in Alberta within 24 hours or the requested time, whichever is longer, at least 80 per cent of the time. (Baseline 100 per cent, 2013)
3. By December 31, 2018, at least 90 per cent of directors whose departments completed the Business Continuity Plan (BCP) exercise will indicate satisfaction with the exercise.
4. By December 31, 2018, Strathcona County staff with IMT roles will indicate at least 90 per cent positive scores for having confidence and competence in their Incident Command System (ICS) roles and responsibilities. (Baseline 95 per cent, 2013)
5. By December 31, 2018, Strathcona County staff working or exercising in the Emergency Operations Centre (EOC) will indicate at least 90 per cent satisfaction with the facility.
6. By December 31, 2018, SCES will participate in 100 per cent of planned, multi-industrial exercises.

**Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities
- coordination with other Strathcona County departments
- coordination with industry partners

**Activities - we will accomplish the following activities:**

1. The AC/EM will lead, develop, and conduct an emergency exercise program with all key Strathcona County departments.
2. The AC/EM will coordinate and promote ICS training for Strathcona County staff.
3. The EM division will promote development of ICS role-specific resources and training program for Strathcona County staff.
4. As needed, C&M to conduct surveys of Strathcona County staff to measure satisfaction levels of the BCP exercises, the EOC and IMT roles held by various Strathcona County staff.
5. The Fire Chief or AC/EM will attend the provincial All Hazards Incident Management Team (AHIMT) Working Group meetings to provide input on future provincial IMT standards.

**Outputs – accomplishing these activities will result in the following evidence of progress:**

1. On an annual basis, the AC/EM will develop and conduct a full-scale emergency exercise to test various functions of the EOC, IMT roles, and community emergency notification warnings.
2. On an annual basis, the AC/EM will coordinate and conduct ICS training to ensure sufficient depth in all Strathcona County departments to form IMTs for both internal and external deployments.
3. On an annual basis, the AC/EM will maintain and/or upgrade the County's ICS and EM resource and training materials, which includes a gap analysis for EOC facility resource requirements.
4. Within two weeks of each activation of the EOC, the C&M and EM division will conduct a survey of all those involved to determine satisfaction levels with the EOC, facility, and of the confidence and competence of staff in various IMT roles.



### **Objective 1C - Fire Code Compliance**

**By December 31, 2018, significant improvement in fire code compliance throughout Strathcona County will be realized by achieving six out of nine final identified outcomes.**

#### **Outcomes - we expect the following impacts/trends by the end of the three-year plan:**

1. By December 31, 2018, annual daycare inspections will achieve 95 per cent fire code compliance.
2. By December 31, 2018, annual hospital inspections will achieve 95 per cent fire code compliance.
3. By December 31, 2018, annual long-term care facility inspections will achieve 95 per cent fire code compliance.
4. By December 31, 2018, annual retirement home inspections will achieve 95 per cent fire code compliance.
5. By December 31, 2018, annual school inspections will achieve 95 per cent fire code compliance.
6. By December 31, 2018, annual assembly occupancy inspections will achieve 95 per cent fire code compliance.
7. By December 31, 2018, annual multi-family residence (12 or more suites) inspections will achieve 95 per cent fire code compliance.
8. By December 31, 2018, annual retail inspections with sprinkler systems and/or commercial alarm systems (base building only) will achieve 95 per cent fire code compliance.
9. By December 31, 2018, annual business office inspections with sprinkler systems and/or commercial alarm systems (base building only) will achieve 95 per cent fire code compliance.

#### **Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities
- ongoing technical training for fire inspection staff

#### **Activities - we will accomplish the following activities:**

1. The Fire Marshal (FM) will add additional occupancy types to the inspection schedule.
2. Fire Prevention Inspectors to continue with the scheduled inspection program.
3. C&M to conduct a gap analysis of current communication and marketing tools to improve the communications strategy.

#### **Outputs – accomplishing these activities will result in the following evidence of progress:**

1. By December 31, 2016, the C&M will identify communication gaps in the existing fire inspection program.
2. By December 31, 2016, the two Fire Inspectors hired in 2015 will obtain Level 1 Safety Codes Officer status.
3. By December 31, 2016, the Fire Prevention Lieutenants (Lts) will develop and implement a master inspection schedule by occupancy type to increase inspection efficiency.
4. On an annual basis, the Fire Prevention Captain (Capt) will evaluate post-inspection surveys and communicate the trends to the Fire Inspectors to ensure customer satisfaction.
5. By December 31, 2017, the C&M will complete updates to communication and marketing SWP pieces based on the findings of the gap analysis.
6. By December 31, 2017, the Fire Prevention Lts and Fire Inspectors will successfully complete a sprinkler inspection course designed for authorities having jurisdiction inspections.
7. By December 31, 2018, the FM will create a business case to increase fire code compliance in commercial occupancies and heavy industry.

### **Objective 1D - FireSmart**

**By December 31, 2018, SCES will lead significant improvement of the Strathcona County FireSmart program, as evidenced by successful completion of at least two out of three final identified outcomes.**

**Outcomes - we expect the following impacts/trends by the end of the three-year plan:**

1. On an annual basis, at least three rural subdivisions will be identified for a Community FireSmart assessment.
2. On an annual basis, at least 25 per cent of identified targeted subdivision households will have completed a wildfire hazard home and site assessment.
3. On an annual basis, 75 per cent of the targeted subdivisions will be offered an educational event to discuss FireSmart principles and outcomes of their community assessments.

**Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities
- collaborative corporate support for FireSmart initiatives

**Activities - we will accomplish the following activities:**

1. CSE to conduct one annual FireSmart educational event with Strathcona County residents.
2. The FM will identify at-risk subdivisions and neighbourhoods.
3. CSE to organize activities to address risk-based wildfire issues of concern in communities.
4. CSE to develop FireSmart educational programming for all ages.

**Outputs – accomplishing these activities will result in the following evidence of progress:**

1. By April 30, 2016, the C&M will develop an annual communication and marketing plan for the FireSmart program.
2. On an annual basis, CSE will focus the FireSmart public education campaign on the requirements of the subdivision.
3. When a wildfire threatens a subdivision, CSE with C&M support, will educate affected residents on FireSmart principles.



Fire Inspection

### **Objective 1E - Community Engagement**

**By December 31, 2018, SCES will demonstrate improvement in community engagement opportunities by developing a department-wide engagement strategy to support and encourage non-emergency contact with residents by the successful completion of the two identified outcomes.**

#### **Outcomes - we expect the following impacts/trends by the end of the three-year plan:**

1. On an annual basis, CSE and C&M will identify a minimum of one opportunity that aligns with the corporate engagement policy.
2. On an annual basis, SCES will maintain direct, non-emergency contact with at least 15 per cent of Strathcona County residents. (Baseline 14 per cent, 2014)

#### **Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities
- Council to approve updated public engagement policy

#### **Activities - we will accomplish the following activities:**

1. C&M to develop a communications plan to support annual public engagement.
2. CSE to streamline the process for tracking non-emergency contacts within all divisions, including identifying ways that each division can increase non-emergency contacts.
3. CSE to develop or revise educational programming materials that are suitable for use by each division.
4. CSE to continuously evaluate programming to gauge effectiveness.
5. CSE will continue to provide coaching of department staff in community education techniques and tools.

#### **Outputs – accomplishing these activities will result in the following evidence of progress:**

1. SCES will host a public engagement opportunity annually.
2. By December 31, 2018, CSE will evaluate non-emergency contact numbers and adjust reporting processes and public relations opportunities as required.

### **Objective 1F - Industrial Partner Engagement**

**By December 31, 2018, SCES will implement an industrial partner engagement program for all heavy industry in Strathcona County.**

#### **Outcomes - we expect the following impacts/trends by the end of the three-year plan:**

1. By December 31, 2018, the FM will ensure 100 per cent fire code compliance through Strathcona County's development process and evaluate fire risk assessments for all heavy industrial developments according to Canadian Society of Chemical Engineers Guidelines and NFPA 551.
2. By December 31, 2018, the FM will ensure that every permitted commercial and industrial construction site in Strathcona County has a site specific Construction Site Fire Safety Plan (CSFSP) in place.
3. By December 31, 2018, the FM will confirm all heavy industrial sites in Strathcona County have updated, site-specific Emergency Response Plans (ERP) in place.
4. By December 31, 2018, the FM will develop a comprehensive industrial inspection program and begin industrial site fire inspections.

**Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities
- computer technology to track development permits
- computer technology for Alberta Fire Code compliance
- ERPs of all identified heavy industrial sites

**Activities - we will accomplish the following activities:**

1. The FM will outline requirements for code compliance software.
2. The FM will outline requirements for computer technology to track development permits.
3. The FM will work with the Planning and Development Services department to ensure all building permits have a CSFSP.
4. FPI staff will review CSFSPs.
5. The FM will collect, review, and obtain ERPs from clients and save in the development permit tracking software.
6. A SCES designated member will liaise with Strathcona District Mutual Aid Assistance Program (SDMAP) and Northeast Region Community Awareness Emergency Response (NRCAER) for updated ERPs.
7. The FM will ensure FPI staff are trained for industrial site fire inspections.

**Outputs – accomplishing these activities will result in the following evidence of progress:**

1. By December 31, 2016, the Fire Protection Engineer (FPE) will develop a risk assessment evaluation checklist as per NFPA 551.
2. By December 31, 2016, the Deputy Chief Community Safety and Emergency Communications (DC/CSEC) will develop a Standard Operating Policy (SOP) for heavy industrial development applications.
3. By December 31, 2016, the FPE will identify software for code compliance measurement.
4. By December 31, 2017, the C&M will develop a communications plan that supports the industrial partner engagement program.
5. By December 31, 2017, the FPE will develop a CSFSP evaluation checklist.
6. By December 31, 2018, the FPE will compile a list of heavy industrial sites within Strathcona County.
7. By December 31, 2018, the FPE will develop SCES specific emergency response sheets.
8. By December 31, 2018, the FPE will ensure soft copies of ERPs are available through development permit tracking software solution.
9. By December 31, 2018, the DC/CSEC will develop a SOG for the Industrial Inspection Program.
10. By December 31, 2018, the FPE will develop a checklist for industrial inspections.
11. By December 31, 2018, the DC/CSEC will develop an SOG on industrial fire and warning notifications and reporting.



## GOAL 2

**SCES will become a Canadian emergency services leader in operational excellence.**

**SUCCESS:**

**By December 31, 2018, SCES will demonstrate improvement in operational performance by achieving at least three out of four identified objectives.**

**Objective 2A - Emergency Communications**

**For 2018, SCES will demonstrate operational excellence in emergency communications by achieving three out of four final identified outcomes.**

**Outcomes - we expect the following impacts/trends by the end of the three-year plan:**

1. By December 31, 2018, 9-1-1 calls from landlines will be answered within eight seconds and dispatched within 30 seconds at least 90 per cent of the time.
2. By December 31, 2018, 9-1-1 calls from cell phones will be answered within eight seconds and dispatched within 60 seconds at least 90 per cent of the time.
3. By December 31, 2018, the cumulative Emergency Communications Centre (Comms) division Pro-QA audit score will be at least 99 per cent. (Baseline 98.8 per cent, 2014)
4. By December 31, 2018, the cumulative Comms division emergency functions audit score will be at least 90 per cent.

**Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities
- software update for “ProQA Paramount”
- continued access to Fire Data Management (FDM) and computer aided dispatch (CAD) reporting
- appropriate training of staff to successfully implement the new FDM and CAD upgrades
- Everbridge to create a test or training site for Strathcona County Alerts (SC Alerts)
- access to third-party contract resources, if needed
- regular audits of calls taken or dispatched
- continued use of Blue Card standard
- a training simulator to assist with call-taking process

### **Activities - we will accomplish the following activities:**

- Division Chief of Emergency Communications (Div Chief/Comms) or designate to conduct workshops or seminars for Comms staff in support of this Strategic Work Plan (SWP).
- Captain (Capt) and Lieutenant (Lts) of Comms to provide ongoing training and education.
- Capt and Lts of Comms will work with Everbridge to create test environments so staff can practice using the SC Alert software.
- Division Chief of Occupational Health, Safety and Training (Div Chief/OHST) will develop an improved resource library.
- All Comms staff will continue to utilize skills listed in the Comms Training Manual.
- Div Chief/Comms, Capt and Lts of Comms will create and implement a specific call evaluation sheet.
- Capt and Lts of Comms will continue to improve and update the mentorship manual and program.

### **Outputs – accomplishing these activities will result in the following evidence of progress:**

1. By December 31, 2018, the Div Chief/Comms will identify and implement notifications of appropriate external agencies for responses needed within 80 seconds, 95 per cent of the time.
2. On an annual basis, the Div Chief/Comms will identify at least two work process improvements having quantifiable operational benefits by the end of each reporting year.
3. By December 31, 2018, Comms will supply 100 per cent accurate information (to Blue Card standards) to responding crews 99 per cent of the time.
4. By December 31, 2018, Comms staff will perform key incident-support activities 100 per cent accurately 99 per cent of the time, according to internal audit processes.
5. Comms will send a SC Alert notification within eight minutes of original notification, 98 per cent of the time.
6. Comms will notify appropriate external agencies within 80 seconds of receiving direction from on-scene commander, 95 per cent of the time.

### **Objective 2B - Fire Responses**

**For 2018, SCES will demonstrate operational excellence in fire responses by achieving three out of five final identified outcomes.**

### **Outcomes - we expect the following impacts/trends by the end of the three-year plan:**

1. By December 31, 2018, Strathcona County will have at least 10 per cent lower fire fatality rates (per 100,000) than the 10-year Alberta average. (Baseline 10 per cent lower, 2014)
2. By December 31, 2018, Strathcona County will have at least 10 per cent lower per-capita residential dollar fire loss (per 100,000) than the 10-year Alberta average. (Baseline 44 per cent lower, 2014)
3. By December 31, 2018, in Sherwood Park, the first unit capable of firefighting operations shall arrive within eight minutes on the scene from the initial 9-1-1 call, 90 per cent of the time.
4. By December 31, 2018, in rural Strathcona County, the first unit capable of firefighting operations shall arrive within 17 minutes on the scene of the initial 9-1-1 call, 90 per cent of the time.
5. By December 31, 2018, SCES will review 100 per cent of all designated fire incidents using the formal fire review process.

**Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities
- rework of the data tracking system to clarify how we track, audit, evaluate and report on data
- Blue Card standard awareness and certification for SCES Officers
- maintain SCES training program
- maintain the SCES skills maintenance program (job performance requirements/JPR)
- support from key Strathcona County departments

**Activities - we will accomplish the following activities:**

- Operations Group (Deputy Fire Chief – Operations, Platoon Chiefs, Assistant Platoon Chiefs, and Lt of Operations) to research, purchase, and install appropriate time clocks to provide a real time measure of chute times for firefighters.
- Operations Group and SCES Occupational Health, Safety and Training (OHST) to develop a schedule and track on-shift fire training for all platoons.
- Operations Group and OHST to schedule and track on-shift skills maintenance (JPR review).
- Deputy Chief – Operations (DC/Ops) and OHST to conduct fire review meetings quarterly.

**Outputs – accomplishing these activities will result in the following evidence of progress:**

1. By December 31, 2018, 90 per cent of SCES fires will be declared under control within 15 minutes of arrival of first-in fire unit.
2. By December 31, 2018, 80 per cent of SCES structure fires within an initial offensive strategy will remain offensive for the duration.
3. By December 31, 2018, the DC/Ops will ensure that the first alarm responding apparatus will meet established station chute times 90 per cent of the time.
4. By December 31, 2018, the DC/Ops will ensure 100 per cent of fires that have a shift in strategy will be reviewed and the case presented at a fire review meeting focusing specifically on learning points.
5. By April 1 of each year, the DC/Ops will present an annual report on call performance measures for the previous calendar year to all staff.
6. On an annual basis, the DC/Ops will ensure fire suppression competencies are tracked and maintained.
7. By December 31, 2016, all apparatus bays will be equipped with prominent chute-time timers.
8. On an annual basis, the DC/Ops will ensure all new SCES Officers receive Blue Card training and all SCES Officers maintain Blue Card certification.
9. By December 31, 2018, the Operations Group will identify at least two work process improvements having quantifiable operational benefits for fire responses by the end of each reporting year.



## Objective 2C - Rescue Services

**For 2018, SCES will demonstrate operational excellence in rescue responses by achieving three out of four final identified outcomes.**

### **Outcomes - we expect the following impacts/trends by the end of the three-year plan:**

1. By December 31, 2018, the first due SCES rescue apparatus shall arrive within the designated urban or rural response time at least 90 per cent of the time.
2. By December 31, 2018, SCES rescue responses shall achieve the designated performance measures at least 80 per cent of the time.
3. By December 31, 2018, SCES will review all designated rescue incidents using the formal fire review process.
4. By December 31, 2018, the Special Operations teams will achieve the designated performance measures at least 80 per cent of the time.

### **Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities
- rework of the data tracking system to clarify how we track, audit, evaluate and report on data
- maintain the SCES skills maintenance program (job performance requirements/JPR)

### **Activities - we will accomplish the following activities:**

1. Deputy Chief Human Resources and Logistics (DC/HR & Log) and Transportation and Agriculture Services (TAS) to continue to develop and maintain the GPS-actuated Opticom Traffic Control System.
2. Operations Group and OHST to schedule and track on-shift skills maintenance (JPR review).
3. Operations Group and OHST to review rescue response calls of interest at quarterly fire review meetings.
4. Operations Group to investigate, purchase, and install appropriate time clocks to provide a real time measure of chute times for firefighters.
5. Operations Group to develop and implement a system to establish designated performance measures for rescue responses and specialty team responses.
6. DC/Ops, the Specialty Team Coordinator and Operations representatives to define the roles and responsibilities of specialty resources, and develop and implement a system to establish clear guidelines regarding the activation of those resources.

### **Outputs – accomplishing these activities will result in the following evidence of progress:**

1. By December 31, 2018, at least 80 per cent of SCES major trauma patients will arrive at a treatment centre within the industry standard “golden hour”.
2. By December 31, 2018, chute times for the first alarm responding apparatus will meet established station chute times at least 90 per cent of the time.
3. By December 31, 2018, once extricated, identified critical patients will leave the scene immediately 100 per cent of the time.
4. By December 31, 2018, the DC/Ops will ensure rescue calls are included in Fire Review meetings.
5. By December 31, 2018, specialty team chute times will be 20 minutes, at least 80 per cent of the time, with a minimum response of two people for local deployment only.
6. By April 1 of each year, the DC/Ops will present an annual report on call performance measures for the previous calendar year.
7. On an annual basis, the DC/Ops will hold a minimum of four Fire Reviews per year.
8. On an annual basis, the Specialty Teams Coordinator will ensure special operations competencies are tracked and maintained.
9. By December 31, 2018, a system will be in place to ensure an officer can quickly assess and activate the Technical Rescue Team (TRT) or Water Rescue Team (WRT).



### Objective 2D - Emergency Medical Services (EMS)

For 2018, SCES will demonstrate operational excellence in EMS responses by achieving two out of three final identified outcomes.

#### Outcomes - we expect the following impacts/trends by the end of the three-year plan:

1. By December 31, 2018, the first due SCES ambulance shall arrive within the designated urban or rural response time at least 90 per cent of the time.
2. By December 31, 2018, SCES ambulance responses shall achieve the designated performance measures at least 80 per cent of the time.
3. By December 31, 2018, SCES will review all designated EMS incidents using the formal medical review process.

#### Inputs – to accomplish our goals, SCES will need the following resources:

- continued funding to support initiatives and activities
- consistently accessible Electronic Patient Care Record (ePCR)
- Alberta Health Services (AHS) continuing education and certification of EMS protocols and skills
- rework of the data tracking system that clarifies how we track, audit, evaluate and report on data
- maintain the SCES skills maintenance program (job performance requirements/JPR)
- adequate SCES and AHS radio communication system upgrades

#### Activities - we will accomplish the following activities:

1. Operations Group and OHST to conduct quarterly Medical Protocol Review meetings.
2. All firefighters to conduct peer audits of ePCRs.
3. OHST and Operations Group members to obtain industry specific training that enhances EMS skill sets.
4. Operations Group to develop and implement a system to establish designated performance measures for EMS responses.

#### Outputs – accomplishing these activities will result in the following evidence of progress:

1. By December 31, 2018, at least 97 per cent of Medical First Responses (MFR) in the previous 12 months will be at an Advanced Life Support (ALS) level.
2. By April 1 of each year, the DC Operations will present an annual report on call performance measures for the previous calendar year to all staff.
3. By December 31, 2018, the Operations Group will identify at least two work process improvements having quantifiable operational benefits for EMS responses by the end of each reporting year.





## GOAL 3

### **SCES will become a Canadian emergency services leader in internal communications.**

#### **SUCCESS:**

**By December 31, 2018, SCES will demonstrate improvement in internal communications by achieving at least two out of three identified objectives.**

#### **Objective 3A - Communication Tools and Strategies**

**By December 31, 2018, SCES will demonstrate significant improvement in internal communication through the effective implementation of tools and strategies measured through achieving five out of seven final identified outcomes.**

**Outcomes - we expect the following impacts/trends by the end of the three-year plan:**

1. By December 31, 2018, at least 90 per cent of SCES staff understand the vision, mission, values and goals of the department. (Baseline 90 per cent, 2014)
2. By December 31, 2018, at least 90 per cent of SCES staff understands how their work contributes to the vision, mission, values and goals of the department. (Baseline 86 per cent, 2014)
3. By December 31, 2018, the major directions and decisions of the Management Team are communicated to the department 50 per cent of the time. (Estimated baseline 49 per cent, 2014)
4. By December 31, 2018, the rationale for the major directions and decisions of the Management Team are communicated to the department 36 per cent of the time. (Estimated baseline 36 per cent, 2014)
5. By December 31, 2018, at least 95 per cent of SCES staff are able to identify one formal or informal method of providing feedback or input to the Management Team.
6. By December 31, 2018, at least 95 per cent of SCES staff are able to identify one formal or informal method of receiving news or communication from the Management Team.
7. On an annual basis, the Fire Chief will produce an annual progress report on the Strategic Work Plan (SWP) measuring key performance indicators, and strategic goals, outcomes and activities.

**Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities

**Activities - we will accomplish the following activities:**

1. The Communications and Marketing Specialist (C&M) to develop a communications plan to educate and promote this Strategic Work Plan (SWP) goals, and the department's vision, mission and values.
2. C&M will conduct an annual survey of staff, measuring the internal communications outcomes of Objective 3A.

**Outputs – accomplishing these activities will result in the following evidence of progress:**

1. On an annual basis, the C&M will publish an annual report by May 15.
2. By December 31, 2016, the C&M will increase the visibility of the department's vision, mission and values at each station.
3. By December 31, 2016, the Fire Chief will ensure 100 per cent of staff know that SCES has a 2016 to 2018 SWP.
4. By December 31, 2018, 75 per cent of staff will indicate they understand why SCES has a SWP.

**Objective 3B - Communicating Policies and Procedures**

**By December 31, 2018, SCES will demonstrate significant improvement in internal communications through the effective access, use and implementation of policies and procedures, measured through achieving two out of three identified outcomes.**

**Outcomes - we expect the following impacts/trends by the end of the three-year plan:**

1. By December 31, 2018, SCES staff are informed on updates or changes to policies or procedures in a consistent manner. (Baseline 70 per cent, 2014)
2. By December 31, 2018, 100 per cent of SCES staff will have access to all policies and procedures and know where to find them.
3. By December 31, 2018, at least 80 per cent of SCES staff agree that Standard Operating Procedures (SOPs) are generally easy to follow. (Baseline 61 per cent, 2014)

**Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities

**Activities - we will accomplish the following activities:**

1. The Deputy Chief - Human Resources and Logistics (DC/HR & Log) will establish an Information Technology Steering Committee who will review current priorities and future communications growth.
2. The C&M will conduct an annual survey of staff, measuring the internal communications outcomes of Objective 3B.

**Outputs – accomplishing these activities will result in the following evidence of progress:**

1. The Fire Chief will ensure that SCES staff are informed of updates or changes to policies and procedures.

### **Objective 3C - Inter-Division Communication**

**By December 31, 2018, SCES will demonstrate significant improvement in internal communications through the effective implementation of inter-divisional communications strategies.**

**Outcomes - we expect the following impacts/trends by the end of the three-year plan:**

1. By December 31, 2018, the major directions and decisions of each division are communicated to the rest of the department 100 per cent of the time.
2. By December 31, 2018, at least 60 per cent of staff agree the directions and decisions of other SCES divisions are communicated to them. (Baseline 32 per cent, 2014)
3. By December 31, 2018, at least 60 per cent of staff agree the progress of major department projects are communicated to them.

**Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities

**Activities - we will accomplish the following activities:**

1. On an annual basis, the C&M to conduct a survey to measure the effectiveness of communication for department directions and decisions.

**Outputs – accomplishing these activities will result in the following evidence of progress:**

1. By December 31, 2016, the Fire Chief and the C&M will create a flow chart for each division on how to assess what should be considered a “major direction or decision” and what options are available to communicate the message internally.
2. By December 31, 2017 all divisions will successfully use the flow chart for announcing or updating staff on direction, decision or project status.



Water Rescue Team  
training



Station 2 and 3 recruits,  
2015

## GOAL 4

**SCES will attract, retain, and develop exceptional employees through an effective and comprehensive talent management system.**

**SUCCESS:**

**By December 31, 2018, SCES will demonstrate improvement in talent management by achieving at least two out of three identified objectives.**

**Objective 4A - Recruitment**

**By December 31, 2018, SCES will demonstrate a successful recruitment program, measured by achieving two out of three final identified outcomes.**

**Outcomes - we expect the following impacts/trends by the end of the three-year plan:**

1. By December 31, 2018, 80 per cent of new SCES staff and staff in new SCES positions will indicate that they applied as a result of the recruitment program.
2. By December 31, 2018, 90 per cent of all candidates offered a position in any division within SCES will accept.
3. By December 31, 2018, at least 80 per cent of the time a vacant role within SCES is advertised, qualified applicants will submit resumes the first time the role is advertised.

**Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities
- vacant positions available to be filled
- compensation review of all SCES staff with Strathcona County Human Resources (HR)



#### **Activities - we will accomplish the following activities:**

1. Deputy Chief of Human Resources & Logistics (DC/HR & Log) to create a general recruiting strategy.
2. SCES will visit educational institutions and present Strathcona County (Emergency Services) as an employer of choice.
3. SCES will have presence at the Skills Alberta competition.
4. DC/HR & Log and the Communications and Marketing Specialist (C&M) to conduct a gap analysis on current full-time and part-time firefighter and Emergency Communications Operator recruitment initiatives.
5. C&M to gather external and internal feedback on current recruitment and marketing strategies.
6. C&M to modify, where identified, current recruitment strategies.
7. By December 31, 2018, the DC/HR & Log will develop a fire cadet program for implementation in 2019 to 2020.
8. SCES Management Team to develop a diversity strategy.

#### **Outputs – accomplishing these activities will result in the following evidence of progress:**

1. By December 31, 2018, the DC/HR & Log will ensure SCES has a clear recruitment strategy with objectives, implementation, communication, marketing, and change management plans as required.
2. By December 31, 2018, the SCES Management team will develop a diversity strategy that identifies the skill sets required in the department and how to attract appropriate candidates.
3. By December 31, 2018, the C&M will develop a generic marketing program for SCES recruitment.
4. By December 31, 2018, SCES will understand the effectiveness of recruit marketing programs through a comprehensive survey of new employees.

#### **Objective 4B - Professional Development**

**By December 31, 2018, SCES will demonstrate a successful professional development program for staff by achieving all of the final identified outcomes.**

#### **Outcomes - we expect the following impacts/trends by the end of the three-year plan:**

1. By December 31, 2018, 90 per cent of all staff will indicate they have been given an opportunity to participate in the Employee Development Program (EDP) or other professional growth in the past year.
2. By December 31, 2018, 100 per cent of members awarded a promotion will accept the promotion.

#### **Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities

#### **Activities - we will accomplish the following activities:**

1. Annual EDP review through the Liaison Committee and SCES Occupational Health, Safety and training (OHST)
2. OHST, and SCES Information Technology (IT) will develop a method to accurately track approved and funded staff development initiatives.
3. DC/HR & Log and the Division Chief of OHST (Div Chief/OHST) will create a formal leadership development program.

#### **Outputs – accomplishing these activities will result in the following evidence of progress:**

1. By December 31, 2016, the DC/HR & Log will review the EDP program's effectiveness and efficiency.
2. By December 31, 2017, the Liaison Committee and OHST will ensure the identified EDP program system improvements are implemented.
3. By December 31, 2017, the DC/HR & Log and OHST will ensure the Strathcona Officer's Administration Program (SOAP) is reviewed for contemporary information and best practice leadership and mentoring application.
4. By December 31, 2017, the DC/HR & Log will ensure an internal process is established to track educational progress.
5. By December 31, 2018, the DC/HR & Log in conjunction with the Assistant Chief, Business Operations (AC/Bus Ops) will develop an EDP for all classified staff.

#### **Objective 4C - Retention**

**By December 31, 2018, SCES will demonstrate a successful retention program by achieving all of the final identified outcomes.**

**Outcomes - we expect the following impacts/trends by the end of the three-year plan:**

1. By December 31, 2018, at least 90 per cent of new first year SCES employees will indicate that they have an understanding of career opportunities available to them.
2. By December 31, 2018, SCES will recognize at least 95 per cent of the career development funded by Strathcona County or service award milestones of staff.
3. By December 31, 2018, 86 per cent of SCES staff believe they are an important part of Emergency Services. (Baseline 80 per cent, 2014)

**Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities

**Activities - we will accomplish the following activities:**

1. The Liaison Committee and OHST will annually review EDP planning and promotional processes.
2. Strathcona County Human Resources (HR) will calculate a full-time equivalent (FTE) and part-time equivalent (PTE) turnover rate for 2010 to 2015, and annually thereafter.
3. DC/HR & Log will collect exit interview statistics and report on them annually.
4. DC/HR & Log to work with Strathcona County HR on an updated Individual Learning Plan request process.

**Outputs – accomplishing these activities will result in the following evidence of progress:**

1. By December 31, 2018, the DC/HR & Log will ensure a 100 per cent compliance rate on EDP letter delivery and return.
2. By December 31, 2018, the DC/HR & Log will review annual turnover statistics and develop a standard of improvement for retention.
3. By December 31, 2018, 90 per cent of officers accepting a promotion will complete a mentoring/coaching program.
4. On an annual basis, the Fire Chief and the C&M will acknowledge career development and service award milestones in the internal bi-weekly email.
5. On an annual basis, the Fire Chief will facilitate an awards ceremony.



Firefighter self-rescue training



Photo courtesy of  
Enbridge.

## GOAL 5

**SCES will implement best practices in quality management systems (QMS) and demonstrate continual improvement.**

**SUCCESS:**

**By December 31, 2018, SCES will demonstrate improvement in the area of quality management by achieving all three identified objectives.**

**Objective 5A: International Organization for Standardization (ISO) 9001**

**SCES will maintain the ISO 9001 QMS during the transition to the industry specific QMS accreditation.**

**Outcomes - we expect the following impacts/trends by the end of the three-year plan:**

1. By December 2018, SCES will demonstrate an increased understanding and awareness of the QMS.
2. On an annual basis, SCES will achieve ISO recertification.
3. By December 2018, SCES will have improved reporting and tracking of non-conformances, which lead to identification of opportunities for improvement.

**Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities
- capacity for staff to complete training
- capacity for staff to be involved in the internal audit

**Activities - we will accomplish the following activities:**

1. The Quality Management Coordinator (QMC) will complete data mining and trend analysis to identify opportunities for improvement throughout the department.
2. The QMC will identify appropriate QMS training for appropriate staff.
3. The QMC will ensure that QMS Standard Operating Procedures (SOPs) are developed and updated, and will communicate and implement processes and forms.
4. The QMC will complete periodic or regular internal audits.
5. The QMC will ensure applicable ongoing training and education related to the QMS for appropriate staff.
6. The QMC and staff responsible for onboarding will ensure the QMS is included in orientation of all new SCES staff.
7. The QMC will ensure regular communication of QMS activities through multiple tools.
8. Communications and Marketing Specialist (C&M) to conduct an annual survey to rate the level of understanding and awareness of the QMS.

**Outputs – accomplishing these activities will result in the following evidence of progress:**

1. On an annual basis, the QMC will ensure that the annual internal audit includes a review and update of the Quality Manual for relevance resulting in a document that is current and appropriate.
2. On an annual basis, the QMC will ensure the annual internal audit and review of quality processes results in work instructions that are available, current and appropriate.
3. On an annual basis, the C&M will conduct an annual survey of SCES staff to rate their level of understanding and awareness of QMS.
4. By January 1, 2016, the QMC will begin tracking and documenting non-conformances.
5. By December 31, 2016, 25 per cent of SCES staff will be aware of QMS activities.
6. By January 1, 2017, the QMC will begin to analyze non-conformance data to promote improvement of SCES processes.
7. By December 31, 2017, 38 per cent of SCES staff will be aware of QMS activities.
8. By December 31, 2018, 50 per cent of SCES staff will be aware of QMS activities.

**Objective 5B: Accreditation Canada certification**

**By December 31, 2018, SCES will achieve emergency medical services (EMS) certification through Accreditation Canada by completing the Qmentum™ process.**

**Outcomes - we expect the following impacts/trends by the end of the three-year plan:**

1. By December 31, 2016, SCES will achieve Certification through Accreditation Canada - Primer Status.
2. By December 31, 2018, SCES will achieve Certification through Accreditation Canada - Qmentum™ Status.

**Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities
- capacity of staff involved in the accreditation process for training and delivery
- access to the Accreditation Canada website

**Activities - we will accomplish the following activities:**

1. The QMC will develop and implement corrective actions identified during the 2015 self-assessment survey for Accreditation Canada.
2. The QMC will conduct a follow-up assessment.
3. The QMC will develop and implement corrective action plans as required.
4. C&M to promote staff awareness of EMS Accreditation through Accreditation Canada.

**Outputs – accomplishing these activities will result in the following evidence of progress:**

1. By January 31, 2016, the QMC will register for the Primer Status Site Survey.
2. By February 2016, the C&M will develop and implement a communications plan to promote SCES staff awareness of EMS Accreditation.
3. On a quarterly basis, the QMC and Assistant Chief - Business Operations (AC/Bus Ops) will participate in Regional Working Group meetings to allow for shared resources and experiences resulting in a synergy that will promote a strong program and regional consistency.
4. By December 31, 2016, the QMC will ensure SCES achieves Accreditation Canada Primer Status.
5. By December 31, 2018, the QMC will ensure SCES achieves Accreditation Canada Qmentum™ Status.

**Objective 5C: CFAI and CPSE accreditation**

**By December 31, 2018, SCES will develop a comprehensive project plan for the application and achievement of fire service accreditation through the Commission on Fire Accreditation International (CFAI) and the Center for Public Safety Excellence (CPSE).**

**Outcomes - we expect the following impacts/trends by the end of the three-year plan:**

1. By December 31, 2018, SCES will create an efficient and effective approach to achieving certification through CPSE.

**Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities
- capacity for staff to complete training through CPSE

**Activities - we will accomplish the following activities:**

1. The QMC will identify all resources required to achieve certification.
2. The QMC will develop a timeline and implementation plan (register 2019/certified 2020).
3. The QMC will identify scope of project and capacity planning, including budget, communications, training, development, implementation, maintenance, and accreditation.
4. The QMC will identify required training time for applicable staff.
5. The QMC will promote staff awareness of Fire Service Accreditation.

**Outputs – accomplishing these activities will result in the following evidence of progress:**

1. By December 31, 2018, the QMC will develop a project timeline that identifies steps and resources required to achieve CFAI Fire Accreditation.
2. By December 31, 2018, the QMC will have a plan in place to ensure the applicable parties have a role in the completion of the Self-Assessment to include required criterion and performance indicators as per the current CFAI-Self Assessment Manual.
3. By December 31, 2018, the QMC will have a plan in place to ensure the update of the SCES Standards of Cover (SOC) as applicable to the CFAI SOC - 6th Edition.
4. By December 31, 2018, the C&M will develop and implement a communications plan to promote SCES staff awareness of CFAI Accreditation.



## GOAL 6

**SCES will maintain and improve a culture of department safety and wellness.**

**SUCCESS:**

**By December 31, 2018, SCES will demonstrate improvement in safety and wellness by achieving at least two out of three identified objectives.**

**Note: SCES defines safety as having two environments:**

- “on-scene” is defined as any emergency incident
- “off-scene” is defined as all other environments including, but not limited to, training, routine station duties or other activities not involving an emergency incident

**Objective 6A – On-Scene Safety**

**By December 31, 2018, SCES will demonstrate excellence in on-scene safety by achieving three out of four final identified outcomes.**

**Outcomes - we expect the following impacts/trends by the end of the three-year plan:**

1. By December 31, 2018, at least 95 per cent of on-scene close call reports will be investigated and communicated within 14 days of being received by Occupational Health Safety and Training (OHST).
2. By December 31, 2018, at least 95 per cent of on-scene incident reports will be investigated and communicated within 14 days of being received by OHST.
3. By December 31, 2018, at least 50 per cent of identified emergency incidents will have a documented designated safety officer formally identified on scene.
4. By December 31, 2018, at least 95 per cent of job hazard assessments (JHA) will be reviewed by applicable members of SCES management and will have worker involvement as per Alberta Municipal Health and Safety Association and the International Organization for Standardization (AMHSA/ISO).

**Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities

**Activities - we will accomplish the following activities:**

1. SCES management, three stripe Officers and team/group leaders will develop a consistent way to reinforce the requirement to submit appropriate paperwork in a timely manner.
2. Communications and Marketing Specialist (C&M) to develop a communications strategy on ways to promote safety in the workplace.
3. Division Chief, OHST (Div Chief/OHST) to install Incident Safety Officer 1521 clipboards and safety vests on all fire apparatus.
4. Div Chief/OHST to annually review the Incident Safety Officer Standard Operating Procedure (SOP).
5. SCES Information Technology (IT) and OHST to update Fire Data Management (FDM) for Incident Safety Officer data mining.
6. Div Chief/OHST to ensure the hazard assessment information is updated when an Officer training program is delivered.
7. OHST to provide feedback on the completeness of documentation and to provide suggestions for improvement.
8. Div Chief/OHST to report monthly OHS statistics at platoon roundtable meetings and Management Team meetings.
9. OHST to provide Joint Occupational Health and Safety Committee (JOHSC) with training on how to properly fill out appropriate documentation.
10. Strathcona County HR and OHST to develop and deliver an education package on JHAs, and close call reports, and incorporate it into the Officer development program.

**Outputs – accomplishing these activities will result in the following evidence of progress:**

1. By December 31, 2018, Platoon Chiefs/Assistant Platoon Chiefs (PC/APCs), and the Div Chief/OHST will ensure 80 per cent of officers have completed Incident Safety Officer refresher training.
2. By December 31, 2018, the Div Chief/OHST will ensure the Incident Safety Officer training program is developed and that 95 per cent of full-time officers have successfully completed the program.
3. By December 31, 2018, three stripe Officers and team/group leaders will ensure 95 per cent of on-scene close calls are reported to Strathcona County Human Resources (HR) within 24 hours.
4. By December 31, 2018, the PC/APCs will ensure 95 per cent of on-scene close calls have a primary investigation completed by a supervisor/division leader, and proper documented findings are forwarded to OHST within seven days.
5. By December 31, 2018, the Div Chief/OHST will ensure 95 per cent of on-scene close calls are reviewed and that findings results are communicated by OHST within 14 days of OHST receiving a completed report.
6. By December 31, 2018, three stripe Officers and team/group leaders will ensure 95 per cent of on-scene incidents are reported to Strathcona County HR within 24 hours of incident.
7. By December 31, 2018, the PC/APCs will ensure 95 per cent of on-scene incidents have a primary investigation completed by the supervisor/division leader, and that documented findings are forwarded to OHST within seven days of incident.
8. By December 31, 2018, the Div Chief/OHST will ensure 95 per cent of on-scene incidents are reviewed and that findings/results are communicated by OHST within 14 days of receiving a completed incident report.
9. By December 31, 2018, the PC/APCs will ensure identified emergency incidents have an assigned incident safety officer reflected in FDM.
10. By December 31, 2018, the Div Chief/OHST will ensure 95 per cent of identified Hazard Identification Records are reviewed and updated with worker involvement.
11. By December 31, 2018, the Deputy Chief of Human Resources and Logistics (DC/HR & Log) will ensure 95 per cent of identified JHA's are reviewed by SCES management.

### Objective 6B – Off-Scene Safety

**By December 31, 2018, SCES will demonstrate improvement in off-scene safety by achieving four out of five final identified outcomes.**

**Outcomes - we expect the following impacts/trends by the end of the three-year plan:**

1. By December 31, 2016, staff will conduct 100 per cent of required workplace safety inspections (station inspections).
2. By December 31, 2018, staff will submit 100 per cent more field level risk assessments (FLRAs) than were submitted in 2015.
3. By December 31, 2018, at least 95 per cent of off-scene close call reports will be investigated and communicated within 21 days of being received by OHST.
4. By December 31, 2018, at least 95 per cent of off-scene incident reports will be investigated and communicated to the division leader that submitted the report within 14 days.
5. By December 31, 2018, at least 95 per cent of workplace safety inspections will be reviewed by applicable members of SCES management as per AMHSA/ISO.

**Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities
- capacity for OHST staff to accommodate the workload

**Activities - we will accomplish the following activities:**

1. Div Chief/OHST and Fire Marshal to develop a consistent workplace inspection checklist.
2. OHST to communicate platoon level reports to the PCs.
3. Div Chief/OHST to ensure the hazard assessment information is updated when an Officer training program is delivered.
4. OHST to provide constructive feedback to the incident report authors.
5. OHST to provide JOHSC with training on how to properly fill out appropriate documentation.
6. Strathcona County HR and OHST to develop and deliver an education package on FLRAs, workplace safety inspections and close call reports and incorporate it into the Officer development program.

**Outputs – accomplishing these activities will result in the following evidence of progress:**

1. In 2016, staff will complete 100 per cent of workplace safety inspections (station inspections) according to policy.
2. By December 31, 2016, the DC/HR & Log will develop guidelines and protocols regarding workplace inspections to reduce the risk of occupational injuries and illnesses.
3. By December 31, 2016, staff will submit 50 per cent more FLRAs to OHST than were submitted in 2015.
4. By December 31, 2016, staff will submit 50 per cent more close call reports to OHST than were submitted in 2015.
5. By December 31, 2017, staff will submit 75 per cent more FLRAs to OHST than were submitted in 2015.
6. By December 31, 2017, staff will submit 75 per cent more close call reports than were submitted in 2015.
7. By December 31, 2018, all three stripe Officers and team/group leaders will ensure at least 95 per cent of off-scene close calls will be reported to Strathcona County HR within 24 hours of near miss.



**Packing up after a false alarm.**

8. By December 31, 2018, at least 95 per cent of off-scene close calls will have a primary investigation completed by a supervisor/division leader, and that findings are properly documented and forwarded to OHST within seven days.
9. By December 31, 2018, at least 95 per cent of off-scene close calls will have been reviewed and findings and results communicated by OHST to the division initiating the report within 14 days of OHST receiving the near miss report.
10. By December 31, 2018, all three stripe Officers and team/group leaders will ensure at least 95 per cent of off-scene incidents will be reported to Strathcona County HR within 24 hours of incident.
11. By December 31, 2018, at least 95 per cent of off-scene incidents will have a primary investigation completed by a supervisor/division leader, and that findings are properly documented and forwarded to OHST within seven days.
12. By December 31, 2018, at least 95 per cent of off-scene incidents will have been reviewed and findings and results communicated by OHST to the division initiating the report within 14 days of receiving a complete incident report.
13. By December 31, 2018, 100 per cent of workplace safety inspections will be reviewed by an appropriate member of the SCES management.

#### **Objective 6C - Health and Wellness**

**By December 31, 2018, SCES will demonstrate improvement in the overall health and wellness of staff by achieving three out of four final identified outcomes.**

**Outcomes - we expect the following impacts/trends by the end of the three-year plan:**

1. By December 31, 2018, at least 90 per cent of SCES staff will report active participation in a health and wellness program.
2. By December 31, 2018, at least 90 per cent of SCES staff will report an increased awareness of available support programs.
3. By December 31, 2018, SCES will show a year over year decline in the amount of lost time per employee.
4. By December 31, 2017, SCES will implement a structured safety message communications plan.

**Inputs – to accomplish our goals, SCES will need the following resources:**

- continued funding to support initiatives and activities
- continued support for the Wellness Fitness Initiative (WFI) program
- continued support for the Peer Fitness Trainer Program
- continued support for the Peer Support team in Strathcona County

**Activities - we will accomplish the following activities:**

1. In 2016, the C&M to establish a baseline of understanding of established employee support programs.
2. In 2016, the C&M to conduct a survey with SCES staff to determine a baseline measure for physical activity levels and what staff would like to be included in the health and wellness program.
3. In 2016, the C&M to survey staff who took the Mental Health First Aid program, to determine level of appropriateness, satisfaction and relevance of the course. Results will be considered when developing mental health training and programs for staff (see point 6).
4. By December 31, 2016, Strathcona County HR and OHST will develop an exposure reporting information program, including FIT testing information.
6. In 2017, OHST and Peer Support Team members to develop a recommended action and business plan (if required) for mental health training and programs accessible for staff.
7. In 2017, the C&M to develop a communications plan to let staff know about employee support programs.
8. DC/HR & Log will collaborate with the International Association of Fire Fighters (IAFF) Local 2461, to establish what the Health and Wellness Program is and how it will be formally applied at SCES.
9. By December 31, 2017, the Health and Wellness Committee, supervised by the DC/HR & Log, will develop a minimum of four fitness training information packages.

**Outputs – accomplishing these activities will result in the following evidence of progress:**

1. By December 31, 2018, the DC/HR & Log will develop nutrition messages and programs that promote 80 per cent of staff to make informed decisions regarding healthy lifestyle choices.
2. By December 31, 2018, the DC/HR & Log will have held four health and wellness challenges in conjunction with Strathcona County HR initiatives.
3. By December 31, 2018, the DC/HR & Log and Strathcona County HR will ensure an established set of parameters for tracking purposes related to lost time is established.
4. By December 31, 2018, the DC/HR & Log will ensure SCES staff has increased awareness of employee support programs.
5. By December 31, 2017, OHST and the Peer Support Team will have provided recommendations to SCES management on an appropriate and applicable mental health awareness program for all staff.
6. By December 31, 2018, at least 90 per cent of SCES staff will be able to list at least two employee support programs.

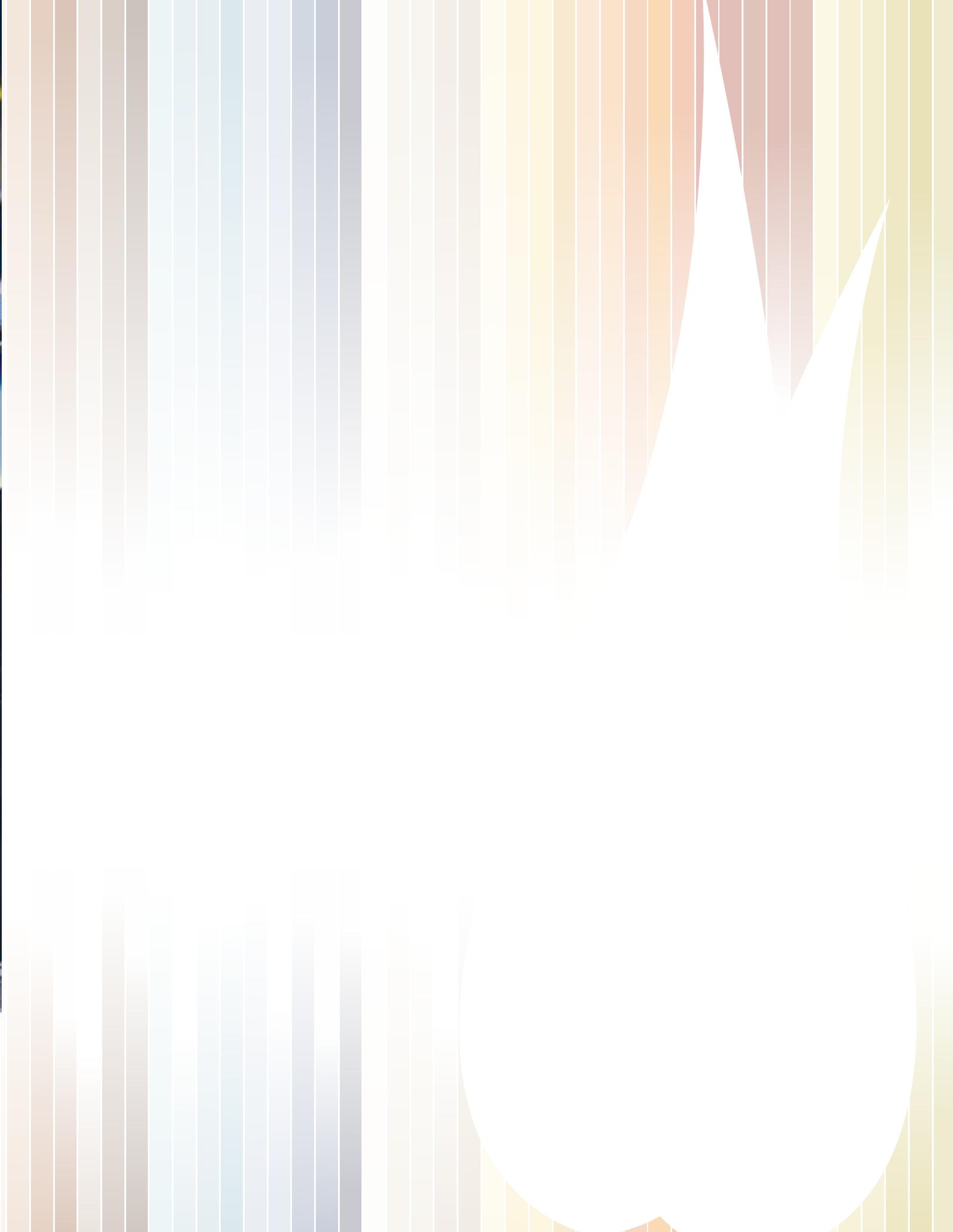
## GLOSSARY OF ACRONYMS

Advanced Life Support .....	ALS
All Hazards Incident Management Team .....	AHIMT
Alberta Health Services .....	AHS
Alberta Municipal Health and Safety Association .....	AMHSA
Business Continuity Plan .....	BCP
Computer Aided Dispatch .....	CAD
Commission on Fire Accreditation International .....	CFAI
Critical Incident Stress Management .....	CISM
Center for Public Safety Excellence .....	CPSE
Construction Site Fire Safety Plan .....	CSFSP
Employee Development Program .....	EDP
Emergency Communications Centre .....	Comms
Emergency Management .....	EM
Emergency Medical Services .....	EMS
Emergency Operations Centre .....	EOC
Electronic Patient Care Report .....	ePCR
Emergency Response Plan .....	ERP
Field Level Risk Assessment .....	FLRA
Fire Data Management (software) .....	FDM
Fire Prevention and Investigation .....	FPI
Full-time Equivalent .....	FTE
Human Resources .....	HR
Incident Command System .....	ICS
Incident Management Team .....	IMT
Incident Trauma Life Support .....	ITLS
International Association of Fire Fighters .....	IAFF
Job Performance Requirement .....	JPR
Job Hazard Assessment .....	JHA
Joint Occupational Health Safety Committee .....	JOHSC
International Organization for Standardization .....	ISO
Information Technology .....	IT
Medical First Response .....	MFR
Northeast Region Community Awareness Emergency Response .....	NRCAER
Occupational Health, Safety and Training .....	OHST
Pediatric Advanced Life Support .....	PALS
Part-time Equivalent .....	PTE
Quality Management System .....	QMS
Strathcona County Alerts .....	SC Alerts
Strathcona Officer's Administration Program .....	SOAP
Standards of Cover .....	SOC
Standard Operating Procedure .....	SOP
Strategic Work Plan .....	SWP
Strathcona County Emergency Services .....	SCES
Strathcona District Mutual Aid Assistance Program .....	SDMAP
Transportation and Agriculture Services department .....	TAS
Technical Rescue Team .....	TRT
Water Rescue Team .....	WRT
Wellness Fitness Initiative .....	WFI

## TITLES

Assistant Chief – Business Operations .....	AC/Bus Ops
Assistant Chief – Emergency Management.....	AC/EM
Assistant Platoon Chief.....	APC
Captain .....	Capt
Communications and Marketing Specialist.....	C&M
Community Safety Education .....	CSE
Deputy Chief – Community Safety and Emergency Communications .....	DC/CSEC
Deputy Chief – Operations.....	DC/Ops
Deputy Chief – Human Resources and Logistics .....	DC/HR & Log
Division Chief of Emergency Communications.....	Div Chief/Comms
Division Chief of Occupational Health Safety and Training .....	Div Chief/OHST
Emergency Communications Operator.....	ECO
Fire Marshal .....	FM
Fire Protection Engineer .....	FPE
Firefighter.....	FF
Lieutenant .....	Lt
Platoon Chief .....	PC
Quality Management Coordinator .....	QMC







# STRATHCONA COUNTY

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