



# **2022 - 2025** DEPARTMENT BUSINESS PLAN

## Emergency Services

Date of last revision  
**APRIL 2022**

## MESSAGE FROM THE DIRECTOR

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Strathcona County has a bold vision of becoming Canada's most livable community. At Emergency Services, we are proud to do our part by advancing community safety and providing effective and efficient emergency response. As an integrated fire, rescue and emergency medical service (EMS) department, our team has a strong presence in our 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. 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.

Emergency Services, in cooperation with all departments, led the pandemic response through our Emergency Management program. As we emerge from the pandemic, we know that not everything will return to normal right away. There will be adjustments and we will continue to take care of our community and staff.

The new Master Plan and updated Standards of Cover will lay the ground work and progress over the next 10 to 12 years as our community continues to grow and change. A Community Risk Assessment will outline the risks we face and how to mitigate them. We focus on caring and providing services 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 help 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.



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



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



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



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



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



**Goal 7**  
Provide opportunities for public engagement and communication



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



**Goal 8**  
Foster an environment for safe communities



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

## CORPORATE MISSION

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

## CORPORATE VALUES

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

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

## DEPARTMENT MISSION STATEMENT

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

## DEPARTMENT OVERVIEW

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

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

To do this, our work focuses on:

- Talent management and employee engagement
- Community communications and relations
- Prevention



- Emergency management and business continuity planning
- Industry engagement
- Emergency communications (9-1-1 and fire dispatch)
- Emergency response
- Business operations

Emergency Services operates four full-time stations, two part-time stations, and employs 207.6 permanent and approximately 40 hourly employees (2021).

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 (S.C., 2007, c. 15)*
- *Emergency Management Act (RSA 2000, Chapter E-6.8, September 1, 2020)*
- Strathcona County: Fireworks Bylaw (35-2019)
- Strathcona County: Outdoor Fire Bylaw (04-2021)
- Strathcona County: Fire Services Bylaw (05-2021)
- 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)

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## COMMUNITY COMMUNICATIONS AND RELATIONS

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

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

- Community prevention and preparedness education

### 2022 – 2025 FORECAST

- Continue department reach into the community and increase public awareness of the services provided to all stakeholders.
- Continue 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.
- Educate community members on the National Fire Code: Alberta Fire Code through a risk-based approach to improve community resiliency and business continuity.
- 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

## 2022 – 2025 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

## 2022 – 2025 FORECAST

- Advance the industrial inspection program.

- Advance Process Safety Management reviews.
- 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

### 2022 – 2025 FORECAST

- Work with all departments to test and update the Municipal Emergency Plan (MEP) and continue to refine the supporting Annexes to the MEP.
- Develop local and regional partnerships to deliver coordinated emergency management and emergency communications.
- Collaborate with the Alberta Emergency Management Agency to prevent, prepare for, respond to and recover from 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

### 2022 – 2025 FORECAST

- Continue to implement priority recommendations from the business continuity review.
- Replace the computer aided dispatch (CAD), records management and call-handling systems to meet the Next Generation 9-1-1 mandate 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

## 2022 – 2025 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.
- Advance opportunities to implement patient and client care best practices in response to community needs and initiatives from Alberta Health Services.
- 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

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## ANNUAL EQUIPMENT REPLACEMENT PROGRAM (AUTO 1250, 1278, 1447)

Fire and emergency response require 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) equipment and systems, monitor/defibrillators and pediatric/adult simulation mannequins.

### **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: Financial and Strategic Services

**Timeframe:** Ongoing

## DEPARTMENT SUPPORT ROLES (ANNUAL CAPITAL IMPROVEMENTS)

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The list below includes initiatives that this department will be supporting during the 2022 – 2025 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.

- Annual Facility Capital Lifecycle Program  
Lead: Facility Services
- Information Technology Corporate Infrastructure Replacement Program - Municipal  
Lead: Information Technology Services

# DEPARTMENT IMPROVEMENT INITIATIVES

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## DEPARTMENT SUPPORT ROLES (IMPROVEMENT INITIATIVES)

The list below includes initiatives that this department will be supporting during the 2022 – 2025 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.

- Business Expense Policy Review and Update  
Lead: Financial and Strategic Services
- Strathcona County Business Transformation (SCBT) Project  
Lead: Financial and Strategic Services
- Service Definition Project  
Lead: Financial and Strategic Services
- Ambulance Equipment Upgrades  
Lead: Fleet Services
- Enterprise Risk Management Program  
Lead: Financial and Strategic Services
- Occupational Health and Safety/ Disability Management Technology Project  
Lead: Human Resources
- Succession Planning Strategy  
Lead: Human Resources
- New Occupational Health and Safety Legislation Implementation  
Lead: Human Resources
- Corporate Inclusion and Diversity Training  
Lead: Human Resources and Family and Community Services
- Digital Workplace Program  
Lead: Information Technology Services
- CAD Replacement and Next Generation 911  
Lead: Information Technology Services
- Electronic Procurement System Update  
Lead: Financial and Strategic Services



# DEPARTMENT STRATEGIC INITIATIVES

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

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

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

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

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

Goal 8: Foster an environment for safe communities

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

**Department role:**

Lead: Emergency Services

Support: Financial and Strategic Services, Information Technology Services

**Timeframe:**

Start time: T1 2020

End time: T3 2022

## DEPARTMENT SUPPORT ROLES (STRATEGIC INITIATIVES)

The list below includes initiatives that this department will be supporting during the 2022 – 2025 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.

- Event and sport tourism initiatives - 2023 Special Olympics Alberta Winter Games  
Lead: Recreation, Parks and Culture
- Multi-Purpose Agricultural Facility Development  
Lead: Recreation, Parks and Culture
- River Valley Alliance Pedestrian Footbridge  
Lead: Recreation, Parks and Culture