



REPORT TO MAYOR AND COUNCIL

PRESENTED:	JUNE 12, 2017 – REGULAR AFTERNOON MEETING	REPORT:	17-57
FROM:	PROTECTIVE SERVICES DIVISION	FILE:	7380-20
SUBJECT:	TOWNSHIP OF LANGLEY FIRE SERVICE MASTER PLAN 2017- 2022		

RECOMMENDATIONS:

That Council receive the attached Township of Langley Fire Service Master Plan 2017 – 2022;

That Council authorize the Fire Chief to initiate an interactive and focused community stakeholder consultation process to refine the final version of the Township of Langley Fire Service Master Plan;

That Council authorize the Fire Chief to undertake the required steps to achieve accreditation for the Fire Department with the Commission of Fire Accreditation International (CFAI);

That Council authorize the Fire Chief to complete a Community Risk Assessment analysis for the Township to meet the CFAI accreditation requirements;

That Council authorize the Fire Chief to complete a Standards of Response Coverage analysis for the Township to meet the CFAI accreditation requirements; and further

That Council authorize the Fire Chief to complete a Self-Assessment analysis for the Fire Department to meet the CFAI accreditation requirements.

EXECUTIVE SUMMARY:

The Fire Chief has embarked on the development of a Master Plan for the Township of Langley Fire Department. The Plan reveals what the Department proposes to do to meet the future needs of the community and to improve its services, performance, resources, and administration over the next six years.

Key elements in the development of the final version of Fire Department Master Plan will be an extensive stakeholder consultation process; completing a Community Risk Assessment and a Standards of Response Coverage analysis; and finally to assist Council and other key stakeholders, carry out a Self-Assessment that will answer and validate three basic questions:

1. Is the organization effective?
2. Are the goals, objective and mission of the organization being achieved?
3. What are the reasons for the success of the organization?

PURPOSE:

To obtain Council support and authorization to proceed with the development of a Fire Service Master Plan for the Fire Department.

Respectfully submitted,

Stephen Gamble
FIRE CHIEF
for
PROTECTIVE SERVICES DIVISION

This report has been prepared in consultation with the following listed departments.

CONCURRENCES	
Division / Department	Name

ATTACHMENT A Township of Langley Fire Service Master Plan 2017 – 2022

ATTACHMENT A

TOWNSHIP OF LANGLEY

FIRE SERVICE MASTER PLAN
2017 to 2022

MAY 2017

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CONTEXT

This document presents the start of a master plan for the Township of Langley's Fire Department. It shows what we plan to do to meet the needs of our community and to improve our services, performance, resources and administration over the next six years, from 2017 to 2022 (Exhibit 1).

It is like a strategic plan in looking at the future and how to meet the challenges of the coming years. However, it aims to be more practical and specific (Exhibits 2 and 3).

Master plans are working documents. We will continue to build this master plan as we conduct an extensive stakeholder consultation process and as issues facing the Fire Service change over time.

PLANNING ENVIRONMENT

Preparing a master plan for the Township's Fire Service is simple if we think of it as a separate and distinct community service. However, the Township is part of Metro Vancouver. This means that it is an integral part of Metro Vancouver's Regional Growth Strategy (RGS). In turn, the RGS is integrated into the Township's Official Community Plan. In addition, there is growing interest in developing common fire service policies, programs and approaches across the region and the Province. Thus, the Master Plan for the Fire Department must incorporate population growth, transportation plans and other facets of the larger community within which it operates (Exhibit 4).

For example, the Township's population is expected to grow faster than more densely populated and land-locked communities. This means that in turn, fire services in the Township will need to anticipate such growth.

In addition to delivering an extensive array of fire services, the Department is responsible for emergency preparedness in the Township. Accordingly, this master plan must describe how the Fire Department will deliver this vital service in the community.

In recent years, much of the Fire Department's planning has focused on the evolution from a paid-call to a composite department. "Composite" is the fire service term used for a department comprised of both volunteer/paid-call and career firefighters.

The addition of career firefighters has had significant impacts on all aspects of fire service operations and performance, i.e. vehicles, training, halls, personal protective equipment, operating guidelines, management/administration structure and response times.

Now that the growing pains in becoming a composite group are behind us, planning must now focus on important functions such as incident prevention and quicker

incident responses, as well as closer alignment with changing Township, local business and resident needs.

This document introduces the planning framework and in particular, the important consultation processes needed to further align what the Fire Department provides for the publics it serves.

MASTER PLANNING FRAMEWORK AND PROCESSES

Our planning framework and processes are summarized below and in Exhibits 1 and 2. They form a six-step guide to this document and our plans.

1. Reaffirm who we are and what we stand for in our vision, mission, values, services, and performance (Exhibits 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17 and 18).
2. Conduct a scan of our environment and ongoing changes in the Township (Exhibit 6).
3. Consult extensively with our partners and stakeholders to identify their fire service needs, concerns and perspectives on the future (Appendix A).
4. Identify strategic issues and changes that will affect the Fire Department and its operations and service delivery (Exhibits 19, 20 and 21).
5. Carry out detailed planning and create a practical map of how to meet our challenges and to focus on the steps we need to take (Exhibits 22, 23, 24 and 25).
6. Develop better performance measures to gauge our progress in improving performance and advancing into the future.

PURPOSE

This master plan has eight important purposes, namely to:

1. Determine what residents, businesses and industry need and expect from us.
2. Identify important service and performance gaps.
3. Describe the Fire Department challenges we see ahead (Exhibit 20).

4. Communicate to Council, our stakeholders, firefighters, Township residents and Fire Department partners what we are planning to do to address our challenges and improve our services.
5. Develop detailed, timely and measurable action plans.
6. Help our Fire Department team perform together with greater unity, purpose and responsiveness to new and anticipated challenges.
7. Communicate, coach and support Township residents and businesses to assume greater responsibility for safety and protection of their dependents and their assets.
8. Increase the level of professionalism in planning and delivering fire and emergency services.

VISION

Our vision for the Township of Langley's Fire Department is to:

Make the Township the safest place in Canada to live, work, play and visit.

MISSION

To achieve our vision, we must:

- Be a leader in incident prevention in the community.
- Train and equip skilled firefighters to respond quickly and safely to emergencies.
- Work collaboratively with community stakeholders whom we help and are helped by.
- Be good at reading, anticipating and reacting to the future and to new conditions that develop.
- Adopt and apply technology and best practices in our fire service work.
- Strive to be a cost leader and continuously improve and get more value from expenditures.

- Apply rigorous safety standards and practices to ensure our firefighters and residents are safe and protected from harm.
- Find ways to improve our environmental impacts and practices.
- Ensure the community and its members are ready to meet and overcome all types of civil emergencies.

VALUES

As a fire service, our values are a core foundation of what we do and how we work. Our values are to:

- Prevent incidents through public education, inspections and fire safety plans
- Respond quickly and safely when we are called
- Perform as a team so the best knowledge and experience of team members is applied
- Be compassionate with those affected by incidents
- Welcome training so we can be the best service providers
- Be innovative and know the best ways to respond in any situation
- Act with integrity so we are a trusted responder in emergencies
- Strive to reduce, control, prevent and recover costs
- Be safe so we are immediately ready to return to service
- Protect the environment in all we do
- Help community members prepare for all types of civic emergencies
- Continuously improve our service delivery and performance

FIRE SERVICES

Our core services throughout the Township of Langley are to:

- Respond to fires and other emergency incidents as identified in Fire Prevention Bylaw 2013 No.4956
- Educate community members about fire and life safety
- Inspect public buildings, businesses and industrial operations for fire code and safety compliance
- Suppress fires of all kinds
- Respond to medical emergencies as identified in Fire Prevention Bylaw 2013 No.4956
- Respond to motor vehicle collisions as identified in Fire Prevention Bylaw 2013 No.4956

- Be a well-respected and visible service provider to educate community members about safety, fire prevention and emergency preparedness
- Deliver comprehensive emergency preparedness programs and services in partnership with the City of Langley

A more detailed list of services is presented in Exhibit 6.

SERVICE STANDARDS

As an emergency service provider, the Fire Department uses a number of external and internal standards in the performance of its work (Exhibit 19). These standards improve the quality of service, protect customers and ensure firefighters are safe in their work.

While some standards may appear to be constraints, they are time-tested and designed to improve service performance and safety of all those involved. Examples of these standards are described below.

Standard/Target	Description/Service Impacts
Incident response goal of 8 minutes in urban areas (from call out to arrival of first truck) (Exhibit 12)	Immediate response to all types of calls to save lives, care for injuries and save property.
Initial response crew of 4 firefighters	Have a sufficient crew for initial responses to incidents.
Have a full crew at an incident/fire scene based on established plans	Have sufficient trained crew to meet all needs at the scene
Train to interior attack / full service level	Have training and resources to respond to structure fires at their source.
For interior attack at structure fires, establish a Rapid Intervention Team (RIT) within WorkSafe BC regulations and requirements	Have a backup crew available and ready to deal with firefighter emergencies.
Firefighters trained and licensed for medical emergency treatment by the BC Emergency Health Board (BCEHB)	Provide initial medical care to those with health emergencies.
Inspect public assembly buildings twice a year (e.g. schools, hospital)	Make public buildings safer through risk-based inspections by Fire Department officers.

Standard/Target	Description/Service Impacts
Conduct annual inspections of all businesses and industrial operations	Make businesses and industrial operations safer for their staff, customers, suppliers, and neighbours.
Fire trucks certified by Provincial safety inspectors each year	Ensure Fire Department vehicles are safe and roadworthy.
Firefighters licensed for driving fire trucks	Ensure heavy Fire Department vehicles are driven by skilled operators.
Ladders and other firefighting equipment are certified/inspected each year	Ensure Fire Department equipment is always safe to use.
Officers in charge and safety officers always appointed at fire incidents	Maintain order, discipline and planned responses at incident scenes that can be chaotic.
Firefighters instructed and trained that their safety comes first	Look after firefighters' safety first. This enables the firefighter team to focus on the incident rather than an injured colleague.
Fire Department staff trained to carry out fire investigations	Find out the causes of fires and prevent future incidents where possible.

PERFORMANCE METRICS

The Fire Service has its own performance metrics. Factors that the Fire Department strives to improve are presented below and described in more detail in Exhibit 8.

- Reduced number and severity of fire incidents
- Quicker response to calls
- Fire prevention public education and engagement
- Career firefighter and paid on call firefighter teamwork
- Width and depth of emergency preparedness
- Firefighter safety and few WorkSafe BC claims
- Support for firefighter trauma and Post Traumatic Stress (PTS)
- High Fire Department training attendance
- High paid-call incident attendance
- Low career firefighter absences
- Low annual fire incident losses

PLANNING ASSUMPTIONS

In developing this plan, we made the following assumptions:

- Capital and operating funding will continue to be a challenge
- Population growth will continue and could even escalate
- Home and business construction will continue at a high level
- With growth, there is a continuing need to educate new residents about fire and emergency services
- Traffic congestion and vehicle collisions will continue to increase with traffic volumes
- Residents and businesses have growing service expectations
- Incident prevention is as important as incident response
- Public support is essential for our performance and success
- We need to be innovative and continually improve how we train and work
- We need clear standards for service coverage and delivery

Various forecasts affecting the volume and nature of fire services in the Township are presented in Exhibit 4.

PARTNERSHIPS AND NETWORKING

We do not work alone. As a fire service, we partner, collaborate and network with many other Township departments, organizations and agencies. Key relationships are shown below.

Organization/Agency	Examples of Collaboration
RCMP	Fire Department responds to motor vehicle collisions where there are serious injuries and/or victim entrapment.
BC Ambulance Service (BCAS)	Fire Department responds to major medical emergencies to provide assistance until a BCAS crew arrives.
BC Emergency Health Board (BCEHB)	Fire Department trains firefighters to BCEHB standards.
Township of Langley - Building Inspections	Fire Department informs building inspectors of building code concerns and violations.
Township of Langley - Public Works	Public Works helps with Fire Department facilities maintenance, hydrant maintenance and capital projects.
Office of the Fire Commissioner (OFC)	Fire Department conducts investigations and provides statistical information for the OFC.

Organization/Agency	Examples of Collaboration
Mutual Aid partners	Partners provide added resources in major fire events.
City of Langley	Fire Department partners with the City of Langley to deliver emergency preparedness programs to staff and community members.

A more comprehensive list of partners and stakeholder organizations is presented in the next section.

PLANNING CONSULTATION

The notes below outline important planning and consultation processes that need to be carried out to complete the Fire Service Master Plan. The benefits of this process include:

- Clarifying stakeholder expectations of the Fire Department
- Collecting/gathering new ideas that contribute to planning
- Increasing buy in and support for Fire Department plans, goals and directions
- Increasing public ownership and understanding of safety issues and needs in the Township
- Increasing focus on Fire Department performance and the changes needed to meet future challenges

Consultation Partners

There are four levels of consultation partners, each with subgroups, that will be part of the master planning process as it is rolled out, i.e.:

Internal

- i. Members of the Fire Department
 - Paid-Call suppression firefighters
 - Career suppression firefighters
 - Career non-suppression staff
 - Fire Department Chief Officers and managers
 - Paid Call President's Committee
 - Union Executive (Local 4550)
- ii. Members of the Township organization
 - Council
 - Senior Management Team

- Other internal Township departments/divisions (Human Resources, IT, Planning, Building, Bylaw, Public Works, Purchasing, Finance, Parks).

External

- iii. Community Members
 - Community leaders
 - Business leaders
 - Chamber of Commerce
 - Seniors and their advocates
 - Farming community representatives
 - Community ratepayers groups
- iv. Community Emergency Department Partners
 - Mutual aid partners
 - City of Langley
 - RCMP
 - BCAS
 - Langley Memorial Hospital
 - School Board
 - Office of the Fire Commissioner
 - Justice Institute and other nearby training providers

With such an extensive list of stakeholders, the consultation process will take some time to complete in terms of interviews, meetings, focus groups, and surveys. Examples of questions to be addressed by each group are provided in Appendix A.

Consultation Content

Each stakeholder group/partner has unique perspectives and understanding of the roles and work of the Fire Department. Thus, in the consultation process a number of themes need to be addressed. These topics include the following:

- Communication of what the Fire Department does and what its needs are in the planning process.
- Feedback on the good and bad of how the Fire Department is seen by the group.
- Ideas and visioning about the future and related impacts on the Fire Department, the community and public needs for emergency services.
- Priority/consensus building of the most critical needs to be addressed by the Fire Department.
- Budget, financial and tax implications of Fire Service plans and needs.

PLANNING ISSUES AND CHALLENGES

Strategic planning is more of an industrial/business process where organizations are trying to outdo their competitors. Strategic planning also has a connotation of being theoretical.

On the other hand, master planning is more applicable to an organization such as the Fire Service that is not competing, say, for market share or trying to improve a profit margin.

But with master planning, there is still a need to anticipate the future and find ways to advance performance with a practical focus.

In this section, we will describe “strategic” issues that we see at this time both internally within the Fire Department and externally in our environment. Plans to address these issues will then be presented in the next section.

We expect that additional challenges will be identified through the consultation that is an important part of our master planning process.

Internal Issues

The following are issues within the Fire Department that we need to address:

1. Achieve Fire Service accreditation

The Fire Chief is recommending that the Fire Department apply for accreditation through the Commission of Fire Accreditation International (CFAI). The accreditation process uses a comprehensive self-assessment model that enables a fire department to examine its service levels and internal performance and compare them to industry best practices. The CFAI uses 252 performance indicators within ten (10) categories in the process, and accreditation normally takes over three (3) years to achieve.

Fire Service accreditation is a major program and will have dramatic impacts on operations, management and administration. In fact, over time, accreditation programs and processes will take the Township of Langley Fire Department to significantly higher levels of accountability, performance and service delivery.

Explanation and description of the key deliverables and benefits of the accreditation process are presented in Appendix B.

Once achieved, accreditation is for 5 years with annual reporting. Unlike the Fire Underwriters evaluations, the CFAI process addresses all facets of the Fire Department from basic fire services through to public education, funding,

governance, training, and emergency preparedness. An important outcome of the process is the emphasis on continuous improvement in all aspects of Fire Service operations.

2. Improve workforce diversity/recruiting women and minorities

The Township of Langley is growing more diverse, and the Fire Department needs to be a leader in ensuring its staff reflects the community it serves.

Recruiting and retaining women and diversity of firefighters is important. The Fire Department needs to remove real or perceived systemic barriers in order to improve its ability to reach, educate and hire all members in the community.

3. Sustain career and paid on call firefighter teamwork

Due to the Township's size, rural areas and other factors, paid-call firefighters are an essential resource. Accordingly, Fire Department policies and practices must continue to retain and support this important group. Great care is needed to ensure a composite workforce of career and paid-call firefighters train, work, and perform effectively together as a team.

4. Address new challenges with respect to firefighter safety

The Fire Department must train for regular and recurring incidents. But it must also prepare firefighters for changes and surprises that can occur. Examples of futuristic training needs include:

- Being safe in dealing with electric and dual-powered vehicles
- Being alert to carbon fibre and other new materials that can compromise personal protective equipment
- Learning about new chemicals, drugs and materials in homes and businesses that may become toxic if not dealt with appropriately
- Being wary of incidents where drugs or illegal activities may be involved

5. Keep up with new training needs

The Fire Department needs to find better ways of training our career and paid-call firefighters. This means improving consistency and finding new ways to “catch up” with members who are unable to attend sessions due to vacation, sick and other leave.

Training time and budgets need intensive focus just as we do for incident responses in the community. The Fire Department needs to continue to train to recognized standards.

The Fire Department also must be alert to new and developing services and firefighter and community member safety needs (e.g. naloxone and dangerous chemicals).

At the same time, the Fire Department needs to train our firefighters on new technologies that can affect delivery of our services, safety and performance (e.g. use of thermal imaging cameras and computer aided mapping and routing).

6. Improve Fire Service costs and value for money

The Fire Department is an expensive operation in the Township because it is labour intensive, with 7 x 24 services, and needs local-based halls, equipment and trucks.

A key objective for the Township's Fire Department is to put continuous improvement processes in place to improve productivity and find ways to get more value from its services. In fact, the Fire Department needs to be a cost leader.

Cost leadership means finding ways to reduce, recover, control, and prevent spending and to improve value for money. This means working beyond simple cost reduction and finding ways for all members of the Fire Department to manage costs proactively.

7. "Brand" safety and delivery of public education

The Township's Fire Department has conventional public education, communication and outreach programs. It needs to greatly expand its visibility and impacts to improve fire and safety programs and prevention initiatives. The end results should be residents and families who take greater ownership of their own safety and a Fire Department with a strong, proactive and highly visible "safety" brand and image in the community.

8. Use social media for incident prevention, public education and emergency preparedness

In line with building our Fire Service safety leadership and public education brand, we need to become active in social media to spread our safety messages and to build safety awareness and incident prevention throughout the community.

9. Adopt new Fire Service technologies and methods

To improve our costs, training and performance, we need to find new ways of doing things. Examples could be: finding new uses for thermal cameras; using drones to get new perspectives on fires; testing new equipment for firefighter

safety; and educating industrial workers in prevention and mitigation behaviour in fire and accident scenes.

These initiatives also include: testing and adopting new technologies for training; refining and improving “move up module” plans; and finding ways to increase collaboration, resource sharing and support with mutual aid partners.

10. Expand Fire Service Response capacity

As part of our long-term master plan, the Fire Department needs to plan for future growth within the Township. The Fire Department can also increase its service levels and capacity by improving collaboration and partnering with other agencies and Township of Langley Divisions.

11. Continue evolutionary change

Included in the Fire Department’s planning are a number of important changes, namely:

- Transition to a 700 MHz radio system
- A new #7 Fire Hall and training ground
- Addition of two heavy duty rescue trucks
- Transition to a new Provincial Fire Safety Act
- Move to inspection, investigation and public education services delivery every day of the week

12. Improve succession planning

With seven fire halls and rural to urban environments to cover, it is important to develop a continuing flow of leaders who can maintain and build the Fire Department. This means that the Fire Department needs to be a leader in succession planning and giving staff at all levels opportunities to increase their leadership skills, knowledge and experience to serve Township communities and their growth.

13. Reduce Fire Service environmental impacts

The Fire Department has significant opportunities to improve environmental stewardship in the Township. By reducing and containing fires, the Fire Department can reduce air, chemical, particulate, and ground water pollution. Similarly, at vehicle collisions, the Fire Department can contain hazardous chemicals, and fluids. As an initial responder to spills of hazardous materials, the Fire Department can limit pollution of ground water and other serious impacts. As a fleet operator, the Fire Department practices can reduce environmental impacts. The Fire Department must become an important environmental steward in the community.

External Issues

The following are external issues that we need to address:

14. Extend use of residential sprinklers

Requirements for residential sprinklers should be extended and become a key part of the overall fire protection strategy for the Township.

15. Address response times and road congestion

As an emergency response service, the Fire Department needs to find ways to improve/reduce its incident travel time. This could involve: monitoring cameras at critical choke points (e.g. bridges); making awards to helpful drivers in the community to publicize the importance of their pulling over; and planning alternative routes around dense traffic areas. Staging of fire trucks at high incident times and locations and increased use of “move up modules” and resource coordination will also help improve response times.

16. Improve public “reachability”

Like most fire departments, the Department is good at coming when called. But the Department needs to dig deeper, build its safety/prevention brand and reach more residents about being safe and preventing incidents. The Department needs to find more opportunities to be in front of people beyond its normal incident response times.

17. “Educate” new residents

New families and individuals are finding the joys of living in the Township. The Department needs to provide a “Welcome Wagon” type service to educate them about the Township’s Fire Department and safety, incident prevention and emergency preparedness.

18. Manage growing medical incident demands

The Department see medical incidents increasing and placing growing demands on its response capacity. Thus, the Department will need to continually examine its BCAS assistance services and how the Department chooses to respond (e.g. incident screening, crew size and vehicle responses).

19. Increase focus on incident prevention

As with other emergency service providers, the Department is good at service response. The Fire Department needs to brand itself as a prevention organization more than a response and recovery operation.

20. Anticipate community density and diversification

As our constituent communities grow and change, the Fire Department will need to examine its resource response and deployment practices.

21. Plan for “vertical growth”/servicing high-rise buildings

Over time, and as available development land declines and land values increase, the Township will see more high-rise buildings. These will require new strategies in how to deal with emergencies. It will no longer be good enough to get to a building quickly. It will become a challenge to get to a high-rise incident scene as well as to individual unit(s) in good time.

22. Canvas resident and community service expectations

A natural outcome of greater public education, communications, emergency preparedness, and service “branding” will be that constituents and stakeholders expect more. It will require careful and regular communication to ensure that they share in the need to be safer, reduce incidents, and take responsibility for their actions.

23. Plan for growing WorkSafe BC and other fire service regulations

Like most other areas of our lives, there is growing regulation and constraints in how we act. The Fire Service is the same. As the Fire Department’s resources and incident volume grow, the Department will have to continue to demonstrate strong regulatory compliance (e.g. WorkSafe compliance and CFAI accreditation guidelines).

ACTION PLANS, TIMING AND COSTS

Action plans to address the priority Fire Service issues listed above are summarized below for the next six years. Detailed implementation plans and costs are presented in Exhibit 25.

Action Plan	2017	2018	2019	2020	2021	2022
1. Achieve Fire Service accreditation	Request for accreditation		Secure accreditation	Annual compliance reporting		
2. Improve workforce diversity/recruiting women and minorities	Ongoing program					
3. Sustain career and paid on call firefighter teamwork	Ongoing program					
4. Address new challenges to firefighter safety	New initiative					
5. Keep up with new training needs	Ongoing program					
6. Improve Fire Service costs and value for money	Ongoing program					
7. "Brand" safety and delivery of public education	3 year program					
8. Use social media for incident prevention, public education and emergency preparedness	Ongoing program					
9. Adopt new Fire Service technologies and methods	Ongoing program					
10. Expand Fire Service response capacity	Ongoing program					
11. Continue evolutionary change	Ongoing program					
12. Improve succession planning	Ongoing program					
13. Reduce Fire Service environmental impacts	Ongoing program					
14. Extend use of residential sprinklers	3 year program					
15. Address response times and road congestion	3 year program			Ongoing program		

Action Plan	2017	2018	2019	2020	2021	2022
16. Improve public “reachability”	3 year program			Ongoing program		
17. “Educate” new residents	2 year program development		Ongoing program			
18. Manage growing medical incident demands	3 year program					
19. Increase focus on incident prevention	Ongoing program					
20. Anticipate community density and diversification	Ongoing program					
21. Plan for “vertical growth”/servicing highrise buildings	3 year program			Ongoing program		
22. Canvas resident and community service expectations	2 year program consultation		Response to community needs			
23. Plan for growing WorkSafe BC and other Fire Service regulations	Ongoing program					

Costs

As plans and programs to address priority issues are put in place, we estimate that Fire Department operating costs will increase by 2% or in the order of \$260,000 (Exhibit 20). This estimate does not include new staffing costs.

CONCLUSION

Our goal is to make this master plan a living document. The next stage is to embark on an extensive public consultation process to find out what our partners, stakeholders and residents need and expect from us and how they see Fire Service issues and our needs to move into the future.

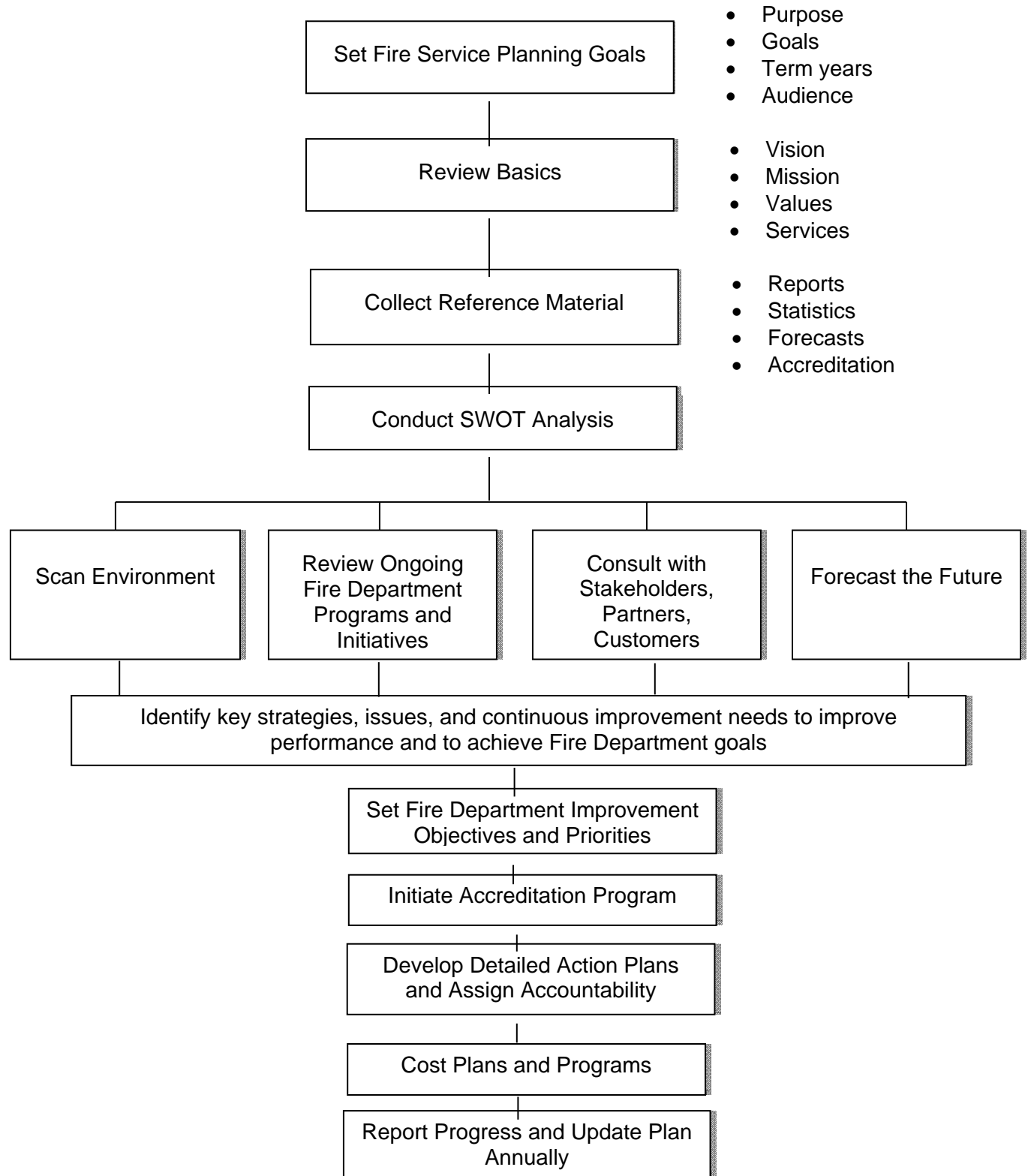
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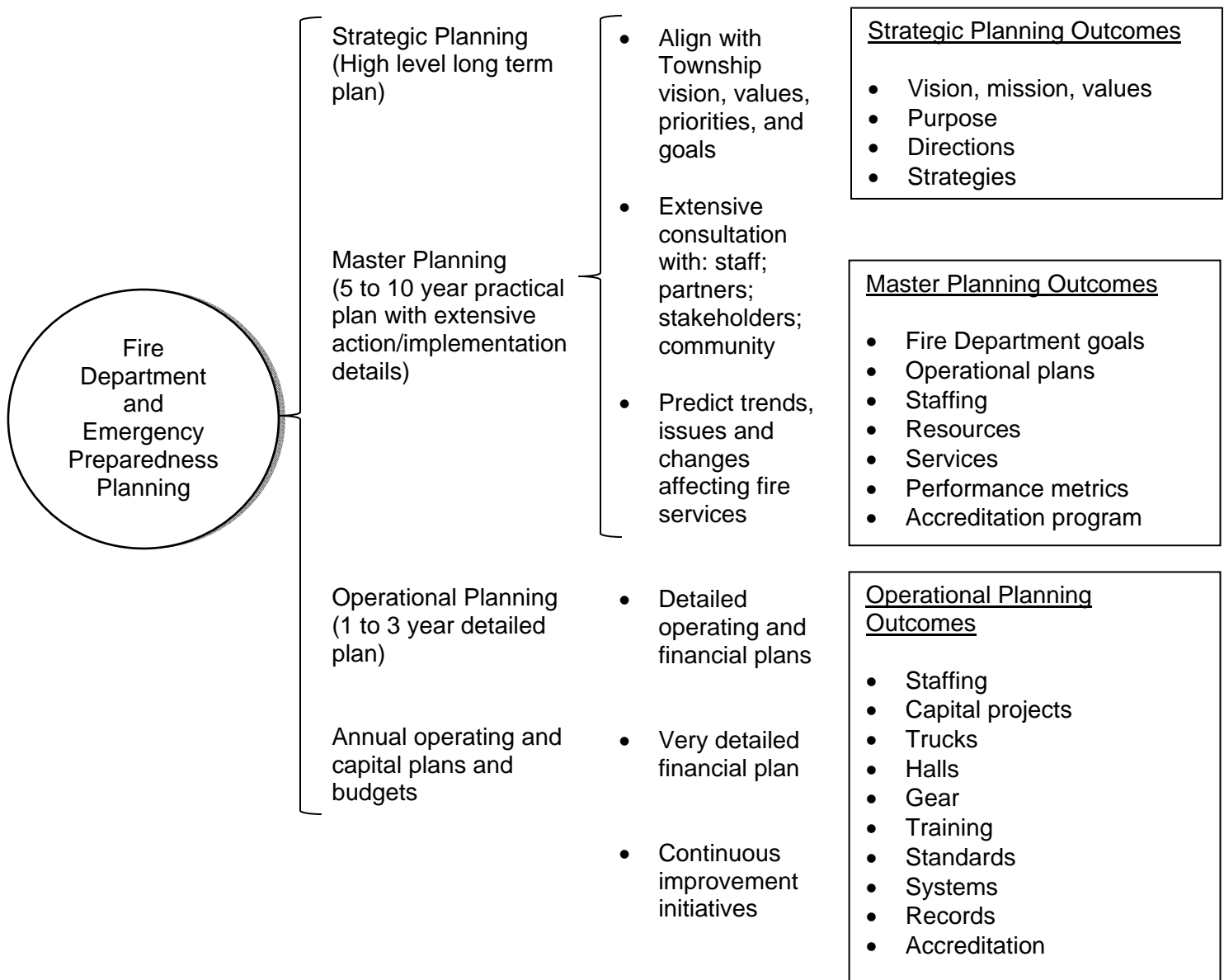
FIRE SERVICE MASTER PLANNING CHART

This exhibit describes the Master Planning process in chart form.



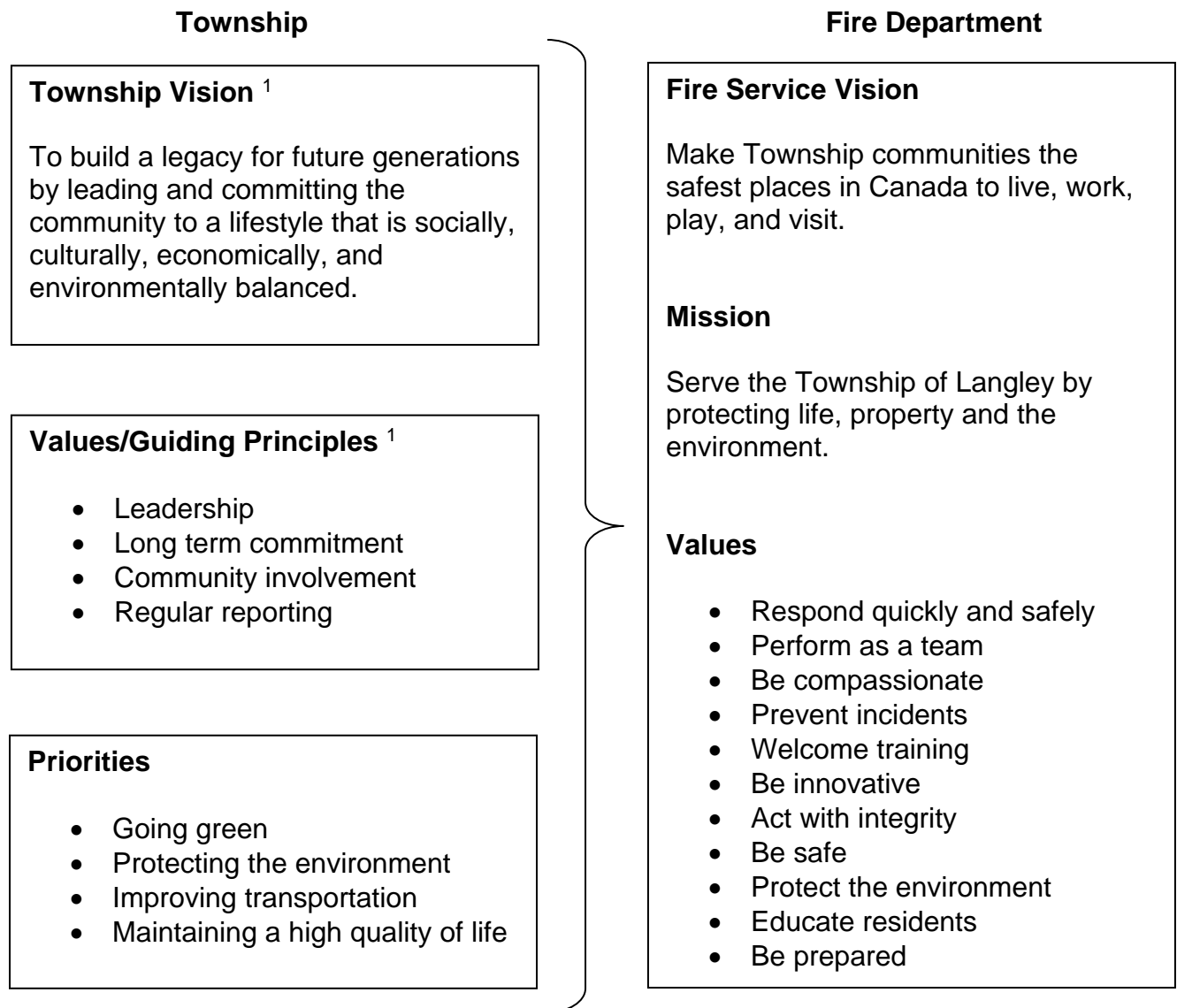
FIRE SERVICE PLANNING OVERVIEW

This exhibit describes planning processes in the Fire Service and for emergency planning.



TOWNSHIP PLANNING FRAMEWORK

This exhibit describes the Township's planning framework that all departments, including the Fire Department, are expected to align with.



¹ From TOL website

TOWNSHIP OF LANGLEY GROWTH PROJECTIONS ⁽¹⁾

This exhibit provides six year projections of growth/changes in key factors that affect the Fire Department.

Factor	Growth Projection for 2022	Impacts on the Fire Department
Population growth	15%	More calls; increased public education
Residential construction	15%	More calls; increased public education; increased development plan reviews
Care homes	20%	More medical calls; more inspections
Business/industrial construction	20%	More inspections; more alarm calls
Highway traffic	50%	More motor vehicle incidents; delayed response times
Road congestion	25%	Delayed response times; need for greater route planning
Vehicle collisions	40%	More motor vehicle incidents
Fire incidents	15%	More fire calls
Medical calls	25%	More medical calls; need for continuous medical training
Public interest in safety and emergency preparedness	25%	More volunteers; more workshops; more interest in personal and family safety training

⁽¹⁾ These are “made up” percentages and need to be researched.

FIRE SERVICE VISION, MISSION AND VALUES

This exhibit presents the vision, mission and values of the Township of Langley's Fire Department.

Vision

“Make Township communities the safest places in Canada to live, work, play, and visit.”

Mission

“Serve the Township of Langley by protecting life, property and the environment.”

Values

- Respond quickly and safely when we are called
- Perform as a team so the best knowledge and experience of team members is applied
- Be compassionate with those affected by incidents
- Prevent incidents through public education, inspections and pre-fire planning
- Welcome training so we can be the best service providers
- Be innovative to know the best things to do in any situation
- Act with integrity so we are a trusted responder in emergencies
- Be safe so we are immediately ready to be of service again
- Protect the environment in all we do
- Advance emergency preparedness and public education and preparation
- Continuously improve our service delivery and performance

TOWNSHIP OF LANGLEY FIRE SERVICES

This exhibit lists the services that the Township of Langley Fire Department provides:

Fire

- Structure fire suppression (full service)
- Preparation and maintenance of pre-fire plans for major public, commercial and multi-family residential structures
- Mutual Aid to GVRD Mutual Aid partners

Emergency Service

- Response to community incidents and emergencies (e.g. wires down, gas leaks/odours, brush fires, garbage fires, etc.)
- Delta and Echo level medical emergency responses
- Ambulance delay response
- Patient lift assistance on request by BCAS
- Ambulance crew support in transporting a patient to hospital
- Hazardous material, dangerous goods and spill responses
- Airport fire and incident responses
- RCMP assistance/support
- Attendance at motor vehicle incidents/accidents/collisions
- Extrication of victims (MVI/MVA, confined space, etc.)
- Response to alarm activation
- Confined space rescue
- Large animal rescue

Public Education

- Fire hall tours for children and adult groups
- Participation in staging and running community events
- Fire and safety training of community members, particularly seniors
- Promotion of home alarms, fire sprinklers, and fire safety

Prevention

- Semi-annual fire inspections/fire code enforcement of public buildings
- Annual fire inspections of retail, wholesale, warehouses, rural manufacturing operations
- Fire Service review of development plans
- Issuance of land clearing burning permits
- Check residential fire and smoke alarms

- Assist with delivery of community events
- Support and work with other Township divisions and key stakeholders to increase resident safety and prevent incidents

Emergency Preparedness

- Community emergency preparedness program (in partnership with the City of Langley) through:
 - Emergency prevention and mitigation
 - Emergency preparation
 - Emergency response
 - Emergency recovery
 - Advocacy for emergency preparation training and resources

FIRE SERVICE DESCRIPTION

This exhibit presents data describing the Township's Fire Service. Statistical data is for 2015.

Factor	Description	
Staffing	81 career suppression firefighters; 99 paid- call suppression firefighters; 10 non-suppression staff; 8 Chief Officers; 198 total staff	
2016 budget	\$16,171,000 including \$1,227,000 for reserves	
Value of Fire Department capital assets	Buildings	- \$13,700,000
	Vehicles	- \$10,700,000
	Equipment	- <u>\$ 3,100,000</u>
	Total	- \$27,500,000 (2016)
Annual Fire Department payroll with benefits	\$13,270,000 (2015)	
Fire Department overtime	\$126,840 - Statutory vacation premium (2016) \$51,958 – overtime (backfill / 2016)	
Fire halls	7 halls in Fort Langley, Aldergrove, Willoughby, Brookwood, Murrayville, Otter, Walnut Grove	
Fire trucks	2 quints; 6 engines; 10 engine/tankers	
Support vehicles	2 rescue vehicles; 1 van	
Light trucks	11 pickups	
Training facility	Well-developed training facility	
Annual training hours	Career staff	– 21,000 hours
	Paid on call staff	– <u>12,600</u> hours
	Total	– 33,600 hours (2015)
Mutual Aid to other communities	GVRD/Metro Vancouver	
Other service agreements	Abbotsford, Maple Ridge, Pitt Meadows, and Mission	
First Nations service agreements	Katzie (signed agreement); Kwantlen and Matsqui informal agreements	
Number of inspectable properties	324 residential structures 594 offices 977 retail stores 1,313 warehouses	537 public assembly buildings/ schools 33 hospitals/care homes Total = 3,778

FIRE SERVICE DESCRIPTION (cont'd.)

Factor	Description
Number of pre-fire plans	1,340 folders (2016)
Annual fire inspections	5,676 inspections and re-inspections (2015)
Number of fire investigations	316
Fire losses	\$5.96 million (2015)
Population served	117,285 community members (2016)
Number of residences	40,000
Area served	316 square km. (i.e. 122 square miles)
Number of hydrants	2,748
Highway rescue coverage	Hwy 1 - 18 km; Fraser Hwy - 14 km; 16 th Avenue - 16 km; 200 th Street - 20 km. Total = 68 km.
Public education exposures	16,989 residents
Emergency preparedness volunteers	75 trained volunteers to assist with emergency service delivery
Emergency management assistance	208 residents were assisted when they were displaced as a result of emergency situations (2016)
Assessed value: – Resident – Commercial – Total	 \$31,043,033,069 <u>\$36,412,198,790</u> \$67,455,231,859 (2017 BC Assessment Roll Totals)
Fire Underwriters Survey ratings	Dwelling Protection Grade 2; Public Fire Protection Grade 5 to 7 (For ratings by community, refer to Exhibit 14)
Average response time (24% of calls were over 8 km. from a fire hall in 2015)	All calls – 9:17 minutes Structure fire calls – 8:57 minutes Medical calls – 7:29 minutes

FIRE SERVICE PERFORMANCE METRICS

This exhibit describes the various measures the Fire Department and its staff use to gauge performance, workloads and program performance and progress. Additional measures may come out of the public consultation process.

Measurement	Purpose	Performance																								
Primary																										
• Response time (first engine)	Reduce severity of incidents, injuries and property losses	Average response times (2016): All calls – 9:17 minutes Structure fire calls – 8:57 minutes Medical calls – 7:29 minutes																								
• Response time (full crew)	Demonstrates full incident/fire response	Response time not available at this time																								
• Annual call volume	Target to reduce incidents through prevention	6,568 (2016)																								
• Annual inspections and re-inspections	Prevent fire losses	3,779 (2015) plus 718 residential sprinkler inspections and 317 fire service related plan reviews and inspections																								
• Pre-fire plans	Keep firefighters safe	1,340 folders containing 9,229 files (i.e. floor plans, quick action plans, pictures)																								
• % of annual inspections achieved	Improve prevention/reduce incidents	5,676 (2015) or over 100% of goal																								
• Low annual fire incident losses	Measure prevention effectiveness and fire losses	\$5,956,000 (2015)																								
• WorkSafe BC claims	Keep firefighter’s safe	2012 – 1956 (hours) \$44,257.48 2013 – 1277 (hours) \$26,722.60 2014 – 2381 (hours) \$52,600.61 2015 – 4606 (hours) \$111,682.51 2016 – 1513 (hours) \$44,257.48 Total – 12083 (hours) \$281,104.13																								
Secondary																										
• Paid-call (PC) recruits hired	Maintain a strong paid-call group.	<table><tr><th></th><th>Start</th><th>End</th><th>Net Changes</th></tr><tr><td>2012 –</td><td>114</td><td>127</td><td>+13</td></tr><tr><td>2013 –</td><td>127</td><td>112</td><td>-15</td></tr><tr><td>2014 –</td><td>112</td><td>110</td><td>-2</td></tr><tr><td>2015 –</td><td>110</td><td>99</td><td>-11</td></tr><tr><td>2016 –</td><td>99</td><td>100</td><td>+1</td></tr></table>		Start	End	Net Changes	2012 –	114	127	+13	2013 –	127	112	-15	2014 –	112	110	-2	2015 –	110	99	-11	2016 –	99	100	+1
	Start	End	Net Changes																							
2012 –	114	127	+13																							
2013 –	127	112	-15																							
2014 –	112	110	-2																							
2015 –	110	99	-11																							
2016 –	99	100	+1																							

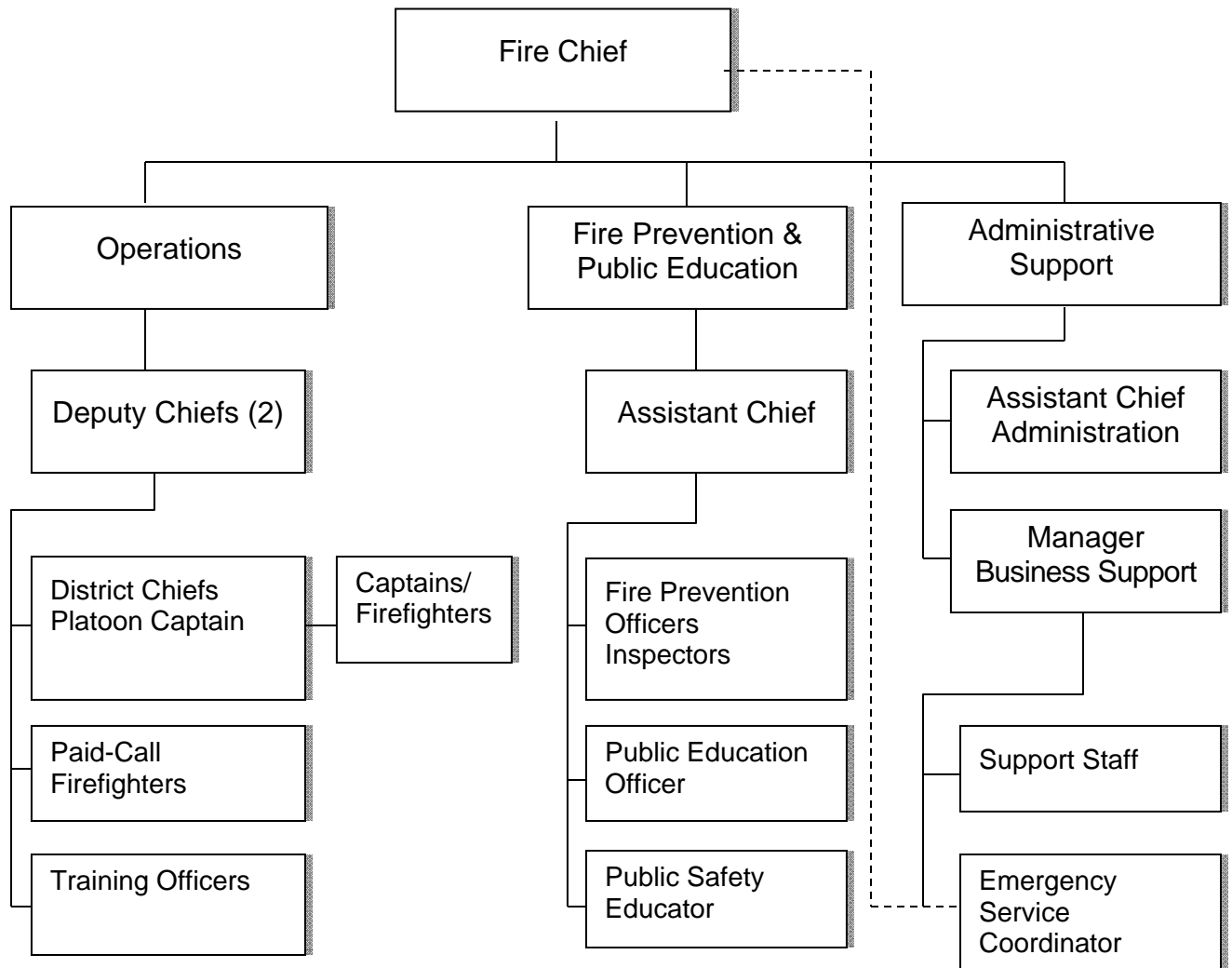
FIRE SERVICE PERFORMANCE METRICS (cont'd.)

Measurement	Purpose	Performance
Secondary cont'd.		
<ul style="list-style-type: none"> Low PC turnover 	Build paid-call firefighter experience	2012 – plus 13 2013 – minus 15 2014 – minus 2 2015 – minus 11 2016 – plus 1
<ul style="list-style-type: none"> High PC training attendance 	Reduce needs to reschedule training	Records available by firefighter
<ul style="list-style-type: none"> High PC incident attendance 	Paid-call firefighters get good experience	Records available by firefighter
<ul style="list-style-type: none"> Public education participants 	Prevent incidents; keep residents safe	2012: 19,235 2013: 17,057 2014: 14,904 2015: 17,030 2016: 16,989
<ul style="list-style-type: none"> # of school children met 	Build a safety ethic in young people	2012: 4,633 2013: 5,348 2014: 6,079 2015: 5,193 2016: 4,182
<ul style="list-style-type: none"> # of community emergency preparedness volunteers trained 	Improve community safety; reduce incidents	75 (2016) Emergency Preparedness volunteers
<ul style="list-style-type: none"> Injury prevention/reduction 	Improve firefighter safety	WorkSafe BC lost time claims in 2016: # Incidents: 7 # Lost: 1513 (hours) /126 (days)
<ul style="list-style-type: none"> Emergency planning program and exercises 	Build public awareness; mitigate/reduce consequences of incidents; save lives	In 2016: <ul style="list-style-type: none"> 480 hrs – EP vol. training 24 hrs – Field Day Staff Training: <ul style="list-style-type: none"> EOC Essentials EOC Operations EOC Finance EOC Information Officer Exercises <ul style="list-style-type: none"> 6 – EP exercises (includes 2 cross border)

		<ul style="list-style-type: none"> • EMBC coastal response • Emergency Call Centre • IPREM CAO x 2 • 12 communication drills
<ul style="list-style-type: none"> • Paid-call recruitment 	Measure ability to attract well-qualified PC firefighter trainees	Applicants in 2016: Not tracked
<ul style="list-style-type: none"> • Paid-call losses 	Measure ability to retain PC firefighters	Change in paid-call members in 2016: <ul style="list-style-type: none"> • increased by one
<ul style="list-style-type: none"> • IAFF grievances 	Indicator of labour relations climate	2 new grievances in 2016; 3 new grievances in 2015

FIRE SERVICE ORGANIZATION STRUCTURE

This exhibit shows the current Fire Department organization structure with the Platoon Captains replacing the District Chief.



FIRE SERVICE HUMAN RESOURCES

This exhibit provides details of the Fire Department's staff.

Group	Total # of Staff	Average TOL Service	Average Overall Fire Service Experience	# over 55
Chief Officers	8	29.02	33.17	6
Paid-Call Officers	14	11.7	11.7	5
Paid-Call Firefighters	85	4.79	4.79	5 ⁽¹⁾
Career Officers	19	21.1	21.1	2 ⁽²⁾
Career Firefighters	68	12.73	12.73.	2
Administrative Support Staff	4	8.27	13.57	2
Total/Average	198	12.9 years (avg.)	16.2 years (avg.)	22

⁽¹⁾ Includes 4 non-suppression

⁽²⁾ Includes 1 non-suppression

CURRENT FIRE SERVICE COMMITTEES

This exhibit lists the current committees in the Township's Fire Department and their purpose.

Committee	Purpose	# of Members	Year Started
Fire Service Safety Committee	Monitor safety; Recommend changes in practice	4	2008
Promotion Committee	Set promotion criteria; Review candidates for promotion	4	2014
Labour/Management Committee	Discuss labour relations and collective agreement issues	8	2008

RESPONSE TIME TARGETS ⁽¹⁾

This exhibit shows the response time targets for urban and rural incidents in the Township. Structure fire responses aim to be below these times. The average response time for all calls (i.e. attended by career and paid-call firefighters) is 9:17 minutes.

Response Time	Urban	Rural
Target response time (first truck) ⁽²⁾	8 minutes	14 minutes
Actual response time (2015) ⁽³⁾		
Target response time (full crew) ⁽³⁾		
Actual response time ⁽³⁾		

⁽¹⁾ These targets are for the overall response time from the call to the hall, crew assembly, driving to the scene and arrival of the first crew. These times are affected by many factors such as: time to assemble a crew, gearing up, having a trained driver available, traffic congestion, road construction, road conditions, weather, and if there is a career or paid on call crew responding (i.e. crew responding from a hall or crew responding from their home or work).

⁽²⁾ These target response times include a target turn out time for receiving a call to leaving the fire hall of 1 minute, 30 seconds.

⁽³⁾ Incident data is not currently classified by these categories and so these response time targets are a work in progress.

FIRE HALL ANALYSIS ⁽¹⁾

This exhibit provides a quick overview of the Township's seven fire halls.

Hall	Age	Earth- quake Resistant	Service Area ⁽²⁾	Fire Truck Capacity ⁽³⁾	Career Hall	Firefighter Capacity	Gender Friendly	Capacity to Clean Gear	Energy Efficient	Emergency Shelter Potential ⁽⁴⁾	Asbestos Materials
#2 Fort Langley	11 yrs.	Yes	Suburban	3	No	16 PC's	Yes	No	Partial	Yes	No
#3 Aldergrove	16 yrs.	Yes	Suburban	3 (with quint)	Compo- site	16 PC's 20 career	Yes	Yes	Partial	Yes	No
#4 Willoughby	14 yrs.	Yes	Urban	4 (with quint)	Compo- site	16 PC's 20 career	Yes	Yes	Partial	Yes	No
#5 Brookwood	25 yrs.	No	Suburban	3	No	16 PC's	Yes	Yes	Partial	Yes	No
#6 Murrayville	18 yrs.	Yes	Urban	4	Compo- site	16 PC's 30 career	Yes	Yes	Partial	Yes	No
#7 Otter	39 yrs.	No	Rural	3	No	16 PC's	Yes	No	No	No	Yes
#8 Walnut Grove	28 yrs.	No	Urban	3	Compo- site	16 PC's 20 career	Yes	Yes	Partial	Yes	No

⁽¹⁾ Refer to Appendix B for further assessment of each fire hall

⁽²⁾ Urban, suburban, rural

⁽³⁾ Number of bays/fire truck capacity

⁽⁴⁾ Emergency shelter criteria include: kitchen facilities; reasonable washroom and shower capacity; availability of a generator; available space beyond truck bays

FIRE UNDERWRITERS RATINGS

This map shows the residential and commercial Fire Underwriters' fire insurance ratings within the Township of Langley.

Area/Hall	Dwelling Protection Grade ⁽¹⁾	Public Fire Protection Classification ⁽²⁾
Fort Langley	2	7
Aldergrove	2	5
Willoughby	2	7
Brookswood	2	7
Murrayville	2	7
Otter	NA ⁽³⁾	NA ⁽³⁾
Walnut Grove	2	7

⁽¹⁾ Scale of 1 to 5 where 1 is the best fire protection.

⁽²⁾ Scale of 1 to 10 where 1 is the "ideal" or highest level of public fire protection.

⁽³⁾ Information not available.

RECENT FIRE SERVICE PERFORMANCE AND ADVANCEMENTS

This exhibit summarizes recent Fire Service programs and improvements that form part of the context for this Master Plan.

2014

- Amended Bylaw 2013 No. 4956 Fire Prevention Bylaw
- Report to Council – re-retain the ability to require fire sprinklers for multi-family and non-residential buildings
- Reorganization – two Deputy Chiefs with 7 day/weekly scheduled coverage

2015

- Increased emergency management/preparedness planning
- Reorganization of management of the Fire Department. Introduction of Platoon Captain model
- Reorganization – Bylaw Division moved to Community Development

2016

- Conducted multiple emergency preparedness exercises
- Reviewing the Township's fire bylaw
- Recommended implementation of a fire sprinkler bylaw
- Worked on crisis communications plans
- Initiated Training Captain 1 year trial period with 7 day Training Captain coverage
- Moved District Chiefs to 4 on/4 off platoon schedule
- Established new Platoon Captain position
- Review of Corporate/Fire Department wellness program
- Reviewed Fire Service recognition programs/events
- Signed Katzic Fire Protection Agreement
- Participated in Shake Zone emergency awareness exercise

2017

- Initiated a nasal Naloxone program
- Planning for 24/7 rescue truck staffing

FIRE SERVICE CALL HISTORY

This exhibit shows incident call volumes by category from 2011 to 2015.

Call Type	2011	2012	2013	2014	2015 ⁽¹⁾	2016
Residential fires	52	83	14	28	61	33
Commercial fires	29	78	35	20	21	17
Vehicle fires	76	68	63	84	50	63
Medical calls	2082	1926	2142	2446	2312	2509
Burning complaints	391	291	346	381	340	298
Alarm calls	887	548	611	745	613	687
Hazardous materials	117	133	18	102	21	103
Motor vehicle accidents	892	861	915	1140	904	1081
Other incidents ⁽²⁾	518	322	1017	1347	1719	1777
Total	5044	4310	5161	6293	6041	6568
Growth ⁽³⁾	100%	85%	102%	125%	120%	130%

⁽¹⁾ In total, there were 316 fire calls in 2015, with losses of \$5,955,600, one injury and no fatalities.

⁽²⁾ There was alternative assignment of calls in 2010 compared to today. In 2013, the Fire Department made changes in the reporting system by only recording “actual incident type”.

⁽³⁾ Growth with 2011 as the base.

CHANGES IN FIRE SERVICE CALL VOLUMES SINCE 2011

This exhibit shows the changes in call volumes compared to the base year, 2011. These changes assume that 2011 is a representative year and that the categorization of calls has remained the same over this period.

Call Type	2011	2012	2013	2014	2015	2016
Residential fires	100%	159.6%	26.9%	53.8%	117.3%	63.4%
Commercial fires	100%	268.9%	120.6%	68.9%	72.4%	58.6%
Vehicle fires	100%	89.4%	82.8%	110.5%	85.7%	82.8%
Medical calls	100%	92.5%	102.8%	117.4%	111.0%	120.5%
Burning complaints	100%	74.4%	88.4%	97.4%	86.9%	76.2%
Alarm calls	100%	61.7%	68.8%	83.9%	69.1%	77.4%
Hazardous materials	100%	133.6%	15.3%	87.1%	17.9%	88.0%
Motor vehicle accidents	100%	96.5%	102.5%	127.8%	101.3%	121.1%
Other incidents	100%	62.1%	196.3%	260.0%	331.8%	343.0%
Total	100%	85.4%	102.3%	124.7%	119.7%	130.2%

SWOT ANALYSIS

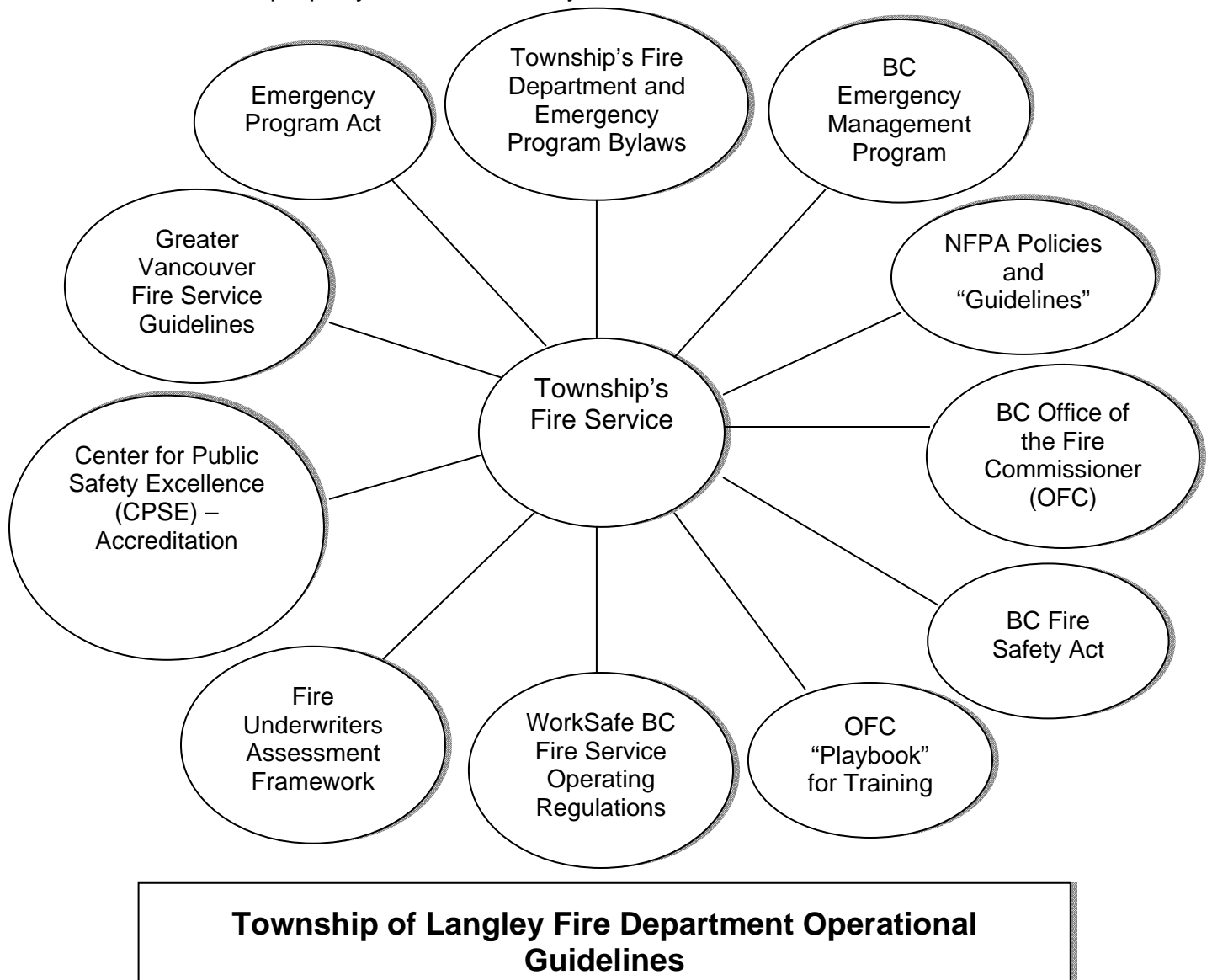
This exhibit presents a SWOT analysis of the Township's Fire Department.

INTERNAL	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Trained and experienced paid-call and career firefighters • 7 halls • Good response times • Superior water shuttle accreditation • Strong fleet • Paid-call and career firefighters work together well • Diverse training programs 	<ul style="list-style-type: none"> • Longer rural area travel times • Hall 7 (asbestos & seismic concerns) • Higher cost service • Growing highway volumes and collisions • Expanding training requirements and topics • More difficult to recruit and retain paid-call members
EXTERNAL	
Opportunities	Threats
<ul style="list-style-type: none"> • Improve environmental practices • Become accredited • Potential for residential sprinkler bylaw • Develop a strong Department "brand" • Coach residents to be safer 	<ul style="list-style-type: none"> • Limited funding for new initiatives • Delayed addition of more career firefighters • Increased demand for non-core services (e.g. haz-mat, special rescues) • Growing medical and chemical hazards

LEGISLATIVE, REGULATORY AND ASSESSMENT FRAMEWORKS AFFECTING TOWNSHIP FIRE SERVICE OPERATIONS

This exhibit shows the various legislative, assessment, regulatory and performance assessment frameworks within which the Township's Fire Department operates. These comprehensive, diverse and, in some cases, narrow perspectives on Fire Service operations and performance are in place for the following reasons:

- Ensure that when fire services are offered, they are of a high quality
- Improve Fire Service performance
- Protect and improve firefighter safety
- Increase the safety of Fire Service “customers”
- Protect property in the community



EVALUATION OF STRATEGIC CHALLENGES AND ISSUES

This exhibit evaluates the Fire Department's challenges and issues. These ratings are preliminary.

Issue	Value to Residents	Improves Fire Service Performance	Likelihood of Progress	Estimated Operating Cost	Overall Rating
INTERNAL					
1. Achieve Fire Service accreditation	High	High	High	\$100,000 over 5 yrs.	High
2. Improve workforce diversity/recruiting women and minorities	High	Medium	High	\$10,000	High
3. Sustain career and paid on call firefighter teamwork	High	High	High	\$20,000	High
4. Address new challenges to firefighter safety	High	High	High	-	High
5. Keep up with new training needs	High	High	High	-	High
6. Improve Fire Service costs and value for money	High	High	Medium	Save \$25,000/yr.	Medium
7. "Brand" safety and delivery of public education	Medium	Medium	High	\$10,000	Medium
8. Use social media for incident prevention, public education and emergency preparedness	High	High	High	\$5,000	High
9. Adopt new Fire Service technologies and methods	High	High	High	-	High
10. Expand Fire Service response capacity	High	High	High	\$2.5 Million - 20 Career Firefighters	High
11. Continue evolutionary change	High	High	High	-	High
12. Improve succession planning	High	High	High	\$30,000 over 3 yrs.	High

EVALUATION OF STRATEGIC CHALLENGES AND ISSUES (cont'd.)

Issue	Value to Residents	Improves Fire Service Performance	Likelihood of Progress	Estimated Operating Cost	Overall Rating
EXTERNAL					
13.Reduce Fire Service environmental impacts	High	High	High	\$20,000/yr.	High
14.Extend use of residential sprinklers	High	High	High	-	High
15.Address response times and road congestion	High	High	Medium	-	Medium
16.Improve public “reachability”	Medium	Medium	Medium	\$10,000	Medium
17.“Educate” new residents	High	High	High	\$10,000	High
18.Manage growing medical incident demands	Medium	Medium	Medium	-	Medium
19.Increase focus on incident prevention	High	High	High	-	High
20.Anticipate community density and diversification	High	High	Medium	-	Medium
21.Plan for “vertical growth”/ servicing highrise buildings	Medium	High	High	-	Medium
22.Canvas resident and community service expectations	High	High	Medium	\$10,000/yr.	High
23.Plan for growing WorkSafe BC and other fire service regulations	Low	Medium	High	\$10,000	Medium
Total Estimated Costs ⁽¹⁾				\$210,000	

⁽¹⁾ Excludes expanding career firefighter staffing

CURRENT FIRE SERVICE INITIATIVES

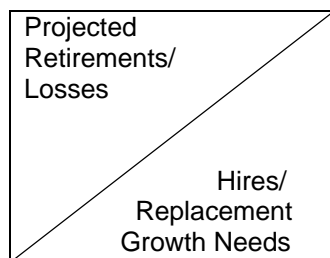
This exhibit identifies known and ongoing improvement initiatives in 2017 and beyond.

Year	Initiative
2017	<ul style="list-style-type: none"> • Fire Protection Agreement – Kwantlen First Nation • Fire Protection Agreement – Matsqui First Nation • Register for Fire Service Accreditation • Improve Fire Service recognition programs and events • Council approval of new TOL Fire Bylaw • Implement new fire inspection and pre-fire plan monitoring program • Implement Naloxone program • Replace radio system • Purchase 2 engine/tanker trucks • Phase in 4 Platoon Captains as District Chiefs retire • Hire 4 firefighters for Rescue Truck (2 additional Firefighters in 2018)
2018	<ul style="list-style-type: none"> • Prepare for accreditation review • Continue phase-in re 4 Platoon Captains as District Chiefs retire • Build emergency preparedness storage shed • Purchase 5 tanker trucks
2019	<ul style="list-style-type: none"> • Build a storage shed and stock a storage shed • Continue phase-in re 4 Platoon Captains as District Chiefs retire • Purchase 1 heavy rescue vehicle • Phase in 4 Platoon Captains as District Chiefs retire
2020	<ul style="list-style-type: none"> • Build a storage shed and stock a storage shed • Purchase 1 heavy rescue vehicle • Purchase 1 engine/tanker truck • Continue phase-in re 4 Platoon Captains as District Chiefs retire
2021	<ul style="list-style-type: none"> • Build a new #7 fire hall and training ground • Stock emergency preparedness shed • Continue phase-in re 4 Platoon Captains as District Chiefs retire

FIRE SERVICE RECRUITING NEEDS FOR PAID-CALL AND CAREER FIREFIGHTERS

This exhibit forecasts Fire Service recruiting/placement needs for paid-call and career firefighters over the next six years.

	2017	2018	2019	2020	2021	2022
Chief Officers		1	3			2
Career Officers		1	3	2		2
Career Firefighters/ Trainees	1	1	1	2		
	5	3	1	2		
Net Change in Career Staff	6	2	-	2		-
Paid-Call Officers	3	2				
	3	2				
Paid-Call Firefighter/Trainees	1					
	4	2				
Net Change in Paid-Call Staff	3	2	-	-	-	-



FORECAST OF NEW/INCREASED OPERATING COSTS AND CAPITAL EXPENDITURES – 2016 TO 2022

The costs and expenditures listed below are already shown in Fire Department financial planning schedules through to 2022. (2016 stats: 100 career and 99 paid call; no additional staff).

Added Operating Costs

Year	Staff	Other	Total
2017	\$14,592,898	\$2,905,295	\$17,498,193
2018	\$15,142,789	\$3,478,042	\$18,620,831
2019	\$15,664,935	\$3,545,409	\$19,210,344
2020	\$16,135,876	\$3,613,686	\$19,749,562
2021	\$18,802,708	\$3,682,891	\$22,485,599

Planned Capital Expenditures

2017	• 700 MHZ communications upgrade	–	\$1,300,000
2017	• 2 engine/tanker trucks	–	\$1,070,000
2018	• 5 engine/tanker trucks	–	\$2,675,000
2019	• 1 rescue vehicle	–	\$ 856,000
2019	• 1 engine/tanker truck	–	\$ 535,000
2020	• 1 rescue vehicle	–	\$ 856,000
2020	• 1 engine/tanker truck	–	\$ 535,000
2022	• 5 pickup trucks	–	\$ 215,000
2022	• Self-contained breathing apparatus	–	\$ 750,000

TEN YEAR OPERATING AND CAPITAL PLANS

This exhibit summarizes key staffing and resource changes planned over the next 6 years.

	2017	2018	2019	2020	2021	2022
Operations						
Hire career firefighters/officers	+ 6 FF (Net)	2	-	2	-	-
Add management staff	-	-	-	-	-	-
Add administrative staff	-	-	-	-	-	-
Recruit additional paid on call firefighters	TBD based on PC's retirement/departure	TBD based on PC's retirement/departure	TBD based on PC's retirement/departure	TBD based on PC's retirement/departure	TBD based on PC's retirement/departure	TBD based on PC's retirement/departure
Add inspection/investigation staff		1 Fire Inspector				
Increase public education programs	Increase	Increase	Increase	Increase	Increase	Increase
Ramp up emergency preparedness	Increase	Increase	Increase	Increase	Increase	Increase
Major Capital Expenditures						
Fire trucks	2 engine/tankers \$1.070M	5 engine/tankers \$2.675M	1 rescue 1 engine/tanker \$1.4M	1 rescue 1 engine/tanker \$1.4 M		
New hall					New #7 hall \$10M	

TEN YEAR OPERATING AND CAPITAL PLANS

	2017	2018	2019	2020	2021	2022
Operations						
Infrastructure upgrades/hall renovations	TBD by Facility Maintenance	TBD by Facility Maintenance	TBD by Facility Maintenance	TBD by Facility Maintenance	TBD by Facility Maintenance	TBD by Facility Maintenance
New equipment	TBD	TBD	TBD	TBD	TBD	TBD
Self-contained breathing apparatus	N/A	N/A	N/A	N/A	N/A	\$750,000
Radio system / 700MHz	\$1.3M Radios	E-Comm \$421K Dispatch \$183K	E-Comm \$434K Dispatch \$188K	E-Comm \$447K Dispatch Review	E-Comm \$460K Dispatch TBD	E-Comm TBD Dispatch TBD
Emergency preparedness		1 shed \$60,000	1 shed & stocking \$160,000	1 shed & stocking \$160,000	Stocking \$60,000	

DETAILED ACTION/IMPLEMENTATION PLANS

This exhibit presents detailed implementation plans for the challenges and issues we are addressing over the next six years.

Initiative	Action Plans	Account-ability	Target Comple-tion Date	Progress/ Performance Measures
1. Achieve Fire Service accreditation				
2. Improve workforce diversity/recruiting women and minorities				
3. Sustain career and paid on call firefighter teamwork				
4. Address new challenges to firefighter safety				
5. Keep up with new training needs				
6. Improve Fire Service costs and value for money				

DETAILED ACTION/IMPLEMENTATION PLANS (cont'd.)

Initiative	Action Plans	Account-ability	Target Completion Date	Progress/Performance Measures
7. "Brand" safety and delivery of public education				
8. Use social media for incident prevention, public education and emergency preparedness				
9. Adopt new Fire Service technologies and methods				
10. Expand Fire Service response capacity				
11. Continue evolutionary change				
12. Improve succession planning				
13. Reduce Fire Service environmental impacts				

DETAILED ACTION/IMPLEMENTATION PLANS (cont'd.)

Initiative	Action Plans	Account-ability	Target Completion Date	Progress/Performance Measures
14. Extend use of residential sprinklers				
15. Address response times and road congestion				
16. Improve public "reachability"				
17. "Educate" new residents				
18. Manage growing medical incident demands				
19. Increase focus on incident prevention				
20. Anticipate community density and diversification				

DETAILED ACTION/IMPLEMENTATION PLANS (cont'd.)

Initiative	Action Plans	Account-ability	Target Completion Date	Progress/Performance Measures
21. Plan for “vertical growth”/servicing highrise buildings				
22. Canvas resident and community service expectations				
23. Plan for growing WorkSafe BC and other fire service regulations				

TOWNSHIP OF LANGLEY REFERENCE AND PLANNING RESOURCES

- TOL – Fire Department Annual Reports – 2002 to 2015
- TOL – Fire Department Master Plan – 2004 to 2008
- TOL – Fire Chief's Report on Staffing and Staff Scheduling, February 2014
- TOL – Fire Chief's Supplemental Report on Staffing Constraints at Fires – March 2014
- TOL – Bylaw #04-002, Fire Department Service Standards
- TOL – Report to Mayor and Council – Fire Department Service Standards, April 2003
- TOL – Report to Mayor and Council – Full-time Staffing of Fire Halls, October 2005
- TOL – Township Annual Reports, 2013, 2014
- TOL – Report to Mayor and Council – E-Comm Wide Area Radio System – 700MH2, November 2016
- TOL – Langley Emergency Program 2016 Business Plan, January 2016
- TOL – Langley Emergency Program Budget, 2013 to 2017 projected
- TOL – Fire Department organizational Review – 2009
- TOL – Firefighter Professional Development – 2010
- TOL – Property Condition Review – Reports for Halls #2, #3, #4, #5, #6, #7 and #8 – 2010
- TOL – Fire Department Business Planning document with speaking notes – May 2016
- TOL – Matrix Analyses of Township of Langley Fire Department in Meeting NFPA 1720, April 2005
- TOL – Survey of Composite Fire Departments, May 2005
- TOL – Service Capacity Review Program File, July to September 2016

FIRE SERVICE STRATEGIC AND MASTER PLAN REFERENCES

This exhibit lists the fire service strategic and master plans that have been consulted as part of the process in developing this plan.

Canada

- Port Moody, BC – 2003 to 2008
- Mississauga, Ontario – 2016 to 2018
- Toronto, Ontario – Annual Report 2015
- Toronto, Ontario Master Fire Plan 2015 to 2019
- Dawson Creek, BC – 2012
- Vancouver, BC – 2011 to 2015
- Kelowna, BC – 2012 to 2022
- Edmonton, Alberta – 2012 to 2014
- Milton, Ontario – 10 years

USA

- Shreveport, Louisiana – 2016 to 2019
- Miami Beach, Florida – 2015 to 2020
- Clark County, Nevada – 2013 to 2017
- Charleston, South Carolina – CFAI Accreditation Report, 2015

Other

- Office of the Fire Commissioner – Playbook – Fire Service Minimum Training Standards, September 2014
- Office of the Fire Commissioner – Playbook – Questions and Answers, November 2014
- Annual Fire Service Report 2015 – Toronto
- Fire Service Standards of Cover Report, 2016 – Prince George, BC
- Fire Service Standards of Cover Report, 2016 – St. Albert, Alberta

**FIRE SERVICE MASTER PLAN
2017 to 2022**

**APPENDIX A
Stakeholder, Partner, Customer
Consultation Guides**

APRIL 2017

QUESTIONS FOR FIRE DEPARTMENT MEMBERS

This exhibit provides sample questions for the consultation process with members of the Township's Fire Department (i.e. Paid-call firefighters, Career firefighters, Career officers, Chief Officers, and managers).

- What are our strengths? Weaknesses? Opportunities? Threats?
- What is changing in the communities we serve?
- How are our services changing?
- What new technologies could affect our fire services?
- How can we reach more residents to help them be safer?
- How should we be different and better in 10 years?
- How can we produce more value for the Township and its residents?
- How could we get more value from other Township of Langley departments/divisions? From our partners? From other stakeholders?
- What three things should the Fire Department focus on in the next five years?
- What would we do differently if we were part of the Apple Corporation?

QUESTIONS FOR TOWNSHIP MEMBERS

This exhibit provides sample questions for the consultation process with Council, the senior management team and other departments/divisions.

- What are the Fire Department's strengths? Weaknesses? Opportunities? Threats?
- How do you see the Township and its communities changing over the next 10 years?
- How do you see these changes affecting fire Department?
- How could we help you in your operations/services?
- Should we be taking on more Fire Department services?
- Should we be cutting back or limiting our Fire Department services? If so, which ones?
- What are the opportunities for synergies and greater partnering within the Township organization?
- What three things should the Fire Department focus on in the next five years?

QUESTIONS FOR FIRE DEPARTMENT EMERGENCY SERVICE PARTNERS

This exhibit provides sample questions for the consultation process with emergency service partners (i.e. Mutual aid partners, City of Langley, School Board, Langley Memorial Hospital, RCMP, BCAS, Office of the Fire Commissioner, Justice Institute and other training providers).

- What do you see as our strengths? Weaknesses? Opportunities? Threats?
- How do you evaluate our services and performance? What is important to you?
- How do we compare to other fire agencies with which you work?
- Where could we be of more help to you?
- Where could you be of more help to us?
- In your work, how do you see the Township of Langley and its communities changing in the next 10 years?
- How are these changes affecting you?
- What would you like our partnership to look like in 10 years?
- What three things should the Fire Department focus on in the next five years that would be helpful to your organization?

QUESTIONS FOR COMMUNITY MEMBERS

This exhibit provides sample questions for the consultation process with community members (i.e. community leaders, business leaders, Chamber of Commerce, seniors groups, farming spokespeople, community ratepayers groups).

- What words do you associate with the Township's Fire Department?
- How do you measure the Fire Department's performance and success?
- What emergency service and/or public safety issues need to be better addressed by the Fire Department?
- What would you like to see more of from the Fire Department?
- How do you see the Township and its communities changing over the next 10 years?
- How do you see these changes affecting Fire Department services?
- What training, information and contact could we provide to make you safer?
- How could the Fire Department be more environmentally responsible?
- What advice do you have for the Fire Department to improve its services and operations?
- Do you feel community members are willing to invest time in safety training, emergency preparedness and accident prevention?

**FIRE SERVICE MASTER PLAN
2017 to 2022**

**APPENDIX B
Fire Service Accreditation**

MAY 2017

FIRE SERVICE ACCREDITATION

What is it?

Accreditation is a rigorous program for improving Fire Service decision making, resource deployment, service performance, cost effectiveness and public reporting.

Why is it different?

Accreditation makes Fire Service operations better because:

- It examines the entire service area as a set of unique zones that each have their own service needs and incident experience.
- It looks carefully, by zone, at service risks, their severity and impacts and the probabilities of occurrence.
- It creates data by zone to use for planning, resourcing and decision making.
- It spans all the services that the Fire Department provides and guides the balancing of resourcing and deployment among conflicting demands.
- It strives for continuous improvement in all processes, systems and deliverables.
- It gives the public clear information about Fire Department goals and actual performance.

What are the benefits of accreditation?

Accreditation provides dramatic benefits to Council, Fire Department officers and staff and most importantly, to the public and community. Key benefits are presented below and in Exhibit 1.

- Through the accreditation process, it is clear to Council how the Fire Department is performing and how it is improving. With better community risk and probability analysis, the level of emergency preparedness is greatly improved.
- Accreditation raises the level of performance and professionalism within the organization.
- The quality and level of information enable Council to improve decision making about expensive Fire Service resources and programs.
- Standards of response performance are openly measured, communicated and improved.
- Community members know about what to expect from their Fire Department (e.g. response times).

- Fire Department decision making looks at all the service demands and their probability of occurrence rather than just being driven primarily by fire risks.

What are the main steps in the accreditation program?

- There are three primary elements to the Fire Service Accreditation Program, namely:
 - Community Risk Assessment
 - Standards of Response Coverage
 - Self-Assessment

These elements are described below.

What is Community Risk Assessment?

Community Risk Assessment is a process to identify, measure and evaluate risk and emergency service needs in each part of the community (Exhibit 2).

The starting point is to subdivide the Township into zones using logical factors such as:

- Population density
- Business/industry concentration
- Fire hall locations
- Road systems
- Barriers (e.g. rivers, bridges, limited access highways, rail lines)

These zones are then each researched and analyzed intensively for their: features; risks; severities of risks; demands on the Fire Department; and probability of incident/risk occurrence.

Through this process, the Fire Department builds a multi-zone picture of current and future community risks and needs. The Fire Department takes each zone and examines its incident experience and performance by individual service (e.g. structure fire, emergency medical service, motor vehicle incident, etc.).

Building on this zone analysis and past service incident history, the Fire Department projects what the future holds in terms of growth in service, changes in risks and changes in risk probabilities.

With the information that has been collected, the Fire Department then embarks on the critical process of identifying gaps, fixing gaps and developing performance, resource and management improvement programs. The Fire Department then builds a “Standards of Response Coverage” plan.

What is Standards of Response Coverage?

The Commission on Fire Accreditation International (CFAI) defines Standards of Response Coverage as “being those adopted, written policies and procedures that determine the distribution, concentration and reliability of fixed and mobile response forces for fire, emergency medical services, hazardous materials, and other forces of technical response.”

The Standards of Response Coverage mean that there are guidelines that are analytically and fact-based to indicate where and how resources (e.g. firefighter, trucks, and fire halls) should be placed or deployed to have the maximum effectiveness and benefits relative to community risks and needs (Exhibit 3). For example, Standards of Response Coverage answers questions like when and where do we build the next hall, how do we equip the hall, and how do we staff the hall?

What is Self-Assessment?

“Perhaps the greatest benefit to accreditation is the self-assessment process. The willingness of those familiar with the internal operations of an agency to identify strengths and weakness is often a game changer.

By shifting the focus of assessing the department from an inventory-based system (e.g. number of staff, number of vehicles or number of inspections conducted) to an organizational performance-based system (e.g. staff training levels, vehicle conditions and resolution of issues identified during inspections), the agency begins to focus on outcomes rather than outputs. The ability for an agency to tell a story using empirical-based data rather than anecdotes is vital during budget requests and in anticipating and coping with change” (CPSE).

A self-assessment process will assist Council and the CAO in answering three basic questions:

1. Is the organization effective?
2. Are the goals, objective and mission of the organization being achieved?
3. What are the reasons for the success of the organization?

The benefits of self-assessment include:

- Raises the profile through the promotion of excellence
- Encourages quality improvement
- Identifies areas of strength and weakness
- Allows for establishment of plans for improvement

CONCLUSION

Achieving accreditation usually takes two to three years and requires a peer review of progress by a CFAI committee. Accreditation takes time, resources and thought. And the result is better fire service decisions, performance and cost effectiveness.

* * * * *

DISTINCTIVE FEATURES OF THE FIRE SERVICE ACCREDITATION PROGRAM

The distinctive features of the Fire Service accreditation program are presented below.

Fire Service accreditation is unique because:

- It provides a clear, logical framework for Council to plan and fund Fire Service resources and infrastructure.
- It examines all emergency services not just fire suppression.
- It measures full performance (i.e. such as when is a full crew at the scene) compared to the arrival of just the first truck.
- It requires pre-incident plans across all service areas rather than just pre-fire plans.
- It drives micro-research and analysis across each “zone” within the Township.
- It involves in-depth analysis of incident risks, probabilities of occurrence and their impacts on Fire Service resources and the community.
- It looks at the performance of each element of each service to identify improvement opportunities.
- It elevates the incident prevention and public education functions within the Fire Department.
- It requires a proactive continuous improvement program.
- It fosters better planning such as how to address simultaneous calls and speed recovery from incidents.
- It demands improved recordkeeping and data analysis.
- It tells community members what service levels they can expect.
- It encourages Chief Officers to move to much greater sophistication in planning, incident response, resource deployment and decision making.
- It builds Fire Service professionalism at all levels.

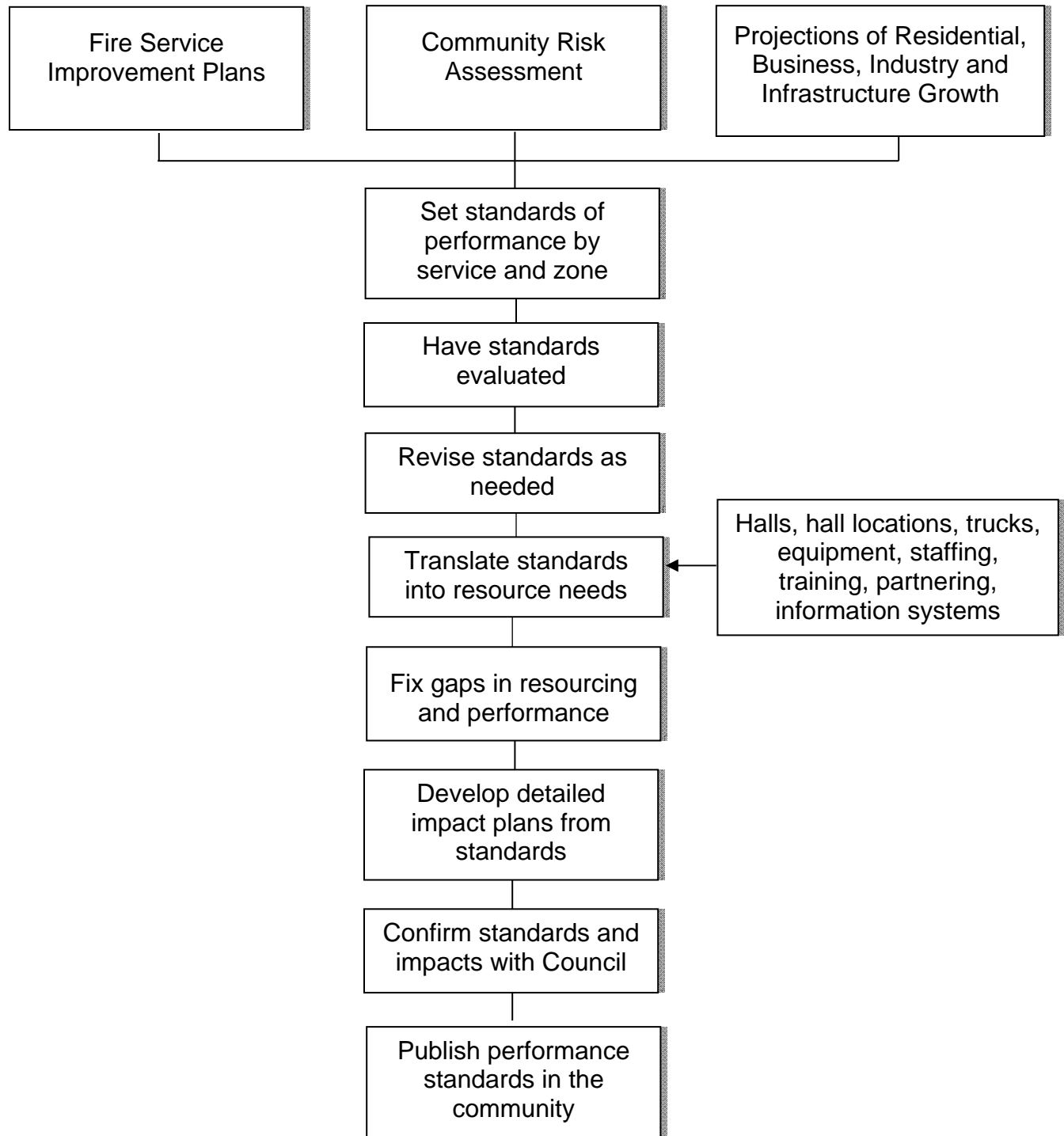
COMMUNITY RISK ASSESSMENT

This exhibit shows the work steps for a Community Risk Assessment (CRA) which is a core process for Fire Service accreditation.



STANDARDS OF RESPONSE COVERAGE

This exhibit shows how the Standards of Response Coverage are developed.



FIRE SERVICE MASTER PLAN 2017 to 2022

APPENDIX C Fire Hall Planning

APRIL 2017

These assessments are meant to cover: staffing; support equipment; fire trucks; hall renovation; and property management issues.

FORT LANGLEY HALL #2

Description/Statistics
Strengths
Weaknesses/Deficiencies
Opportunities for Improvement
Other Notes

ALDERGROVE HALL #3

Description/Statistics
Strengths
Weaknesses/Deficiencies
Opportunities for Improvement
Other Notes

WILLOUGHBY HALL #4

Description/Statistics
Strengths
Weaknesses/Deficiencies
Opportunities for Improvement
Other Notes

BROOKSWOOD HALL #5

Description/Statistics
Strengths
Weaknesses/Deficiencies
Opportunities for Improvement
Other Notes

MURRAYVILLE HALL #6

Description/Statistics
Strengths
Weaknesses/Deficiencies
Opportunities for Improvement
Other Notes

OTTER HALL #7

Description/Statistics
Strengths
Weaknesses/Deficiencies
Opportunities for Improvement
Other Notes

WALNUT GROVE HALL #8

Description/Statistics
Strengths
Weaknesses/Deficiencies
Opportunities for Improvement
Other Notes

**FIRE SERVICE MASTER PLAN
2017 to 2022**

**APPENDIX D
Other Planning Notes**

APRIL 2017

IDEAS COMING FROM THE DOCUMENT REVIEW

This exhibit presents ideas from our review of strategic and master plans of other fire departments.

Planning Idea	Fire Service Benefits/Advantages
1. The Fire Service planning process extends for 20 years	There is a very long term view of what is important and what needs to be done to improve over time.
2. Fire Service plan checking remains in the Planning Department using a checklist prepared by Fire Prevention.	There are fewer handoffs and faster processing of Fire Service plan checking.
3. For some recommendations, options are provided about how to achieve the desired results (i.e. we could do “A” or “B” to implement this recommendation).	This approach draws stakeholders into the process and forces more thinking about what is the best course of action.
4. The Fire Service is fully integrated in the community’s planning processes (e.g. zoning, road systems, traffic calming, residential and industrial development, bylaws, and public relations).	The Fire Service can add quality input to other Township planning processes.
5. The Fire Service uses a balanced scorecard in evaluating its performance (e.g. service performance, cost performance, social/community development performance, environmental performance).	There is a very comprehensive assessment of how the Fire Service is performing on an overall basis.
6. The Fire Service has a public education goal of making people stewards of their own safety.	Accountability is shared with residents and businesses who then need to think more about fire and other safety issues.
7. The Master Plan includes “Predictive Futuring” to describe trends and desired futures affecting the Fire Service.	The planning process captures softer and less certain hunches that may turn out to be important.
8. Target response times are set by areas in the overall community (i.e. response times differ by area).	The Fire Service guides local residents in their expectations of service response times.
9. The plan provides a “Philosophy of Operations” section that talks about the department’s intentions of how work gets done and how decisions are made.	This part of the plan enables the Fire Service to express how it manages and the degree of consultation it uses for addressing important issues.

IDEAS COMING FROM THE DOCUMENT REVIEW (cont'd.)

Planning Idea	Fire Service Benefits/Advantages
10. Several fire departments have extensive “home visit” programs to give fire prevention advice and check fire alarms (i.e. visiting 5% to 10% of homes each year for fire alarm and safety checks).	Available firefighter time is employed in improving residents’ home safety. This program improves community relations.
11. One fire department provides a “conditional” statement about acting on plan recommendations (i.e. implementation is conditional on Council priorities, funding and changing community conditions).	This approach tells stakeholders that action and implementation depends on funding and Council priorities.
12. Public education is part of the prevention organization	A single department provides access to more resources for both public education and prevention initiatives.
13. Planning initiatives are organized in four categories: <ul style="list-style-type: none"> – Department – Members – Community and Public Relations – Department Infrastructure and Technology 	This framework provides a good outline and gives direction to these few priority areas.
14. The Fire Service has a short “slogan” that captures its purpose and values.	This slogan makes it easy to brand the Fire Service - “Responding with integrity; serving with compassion”.
15. The Fire Service sets a few key goals and then presents the initiatives to achieve these goals.	This approach provides a tight framework and limits initiatives in key priority areas.