Service Business Plan

City of Burlington

Service Name	Fire Emergency Response	**Service Type**	Public
Service Owner Name	Ross Monteith	**Budget Year**	2019
Service Owner Title	Deputy Fire Chief		

Service Description

A public service responsible for Fire and Rescue Emergency Response.

Current State

Customers & Their Expectations	This service is delivered to: • Public (residents and visitors) • Property Owners, Business owners and their employees • Council, supporting priorities and action plans outlined in the City of Burlington Strategic Plan • Bordering municipalities, by providing support emergency services as required through established Mutual and Automatic Aid Agreements. Their expectations include: Compassionate, knowledgeable and well-trained staff. Timely emergency response and resolution Modern, properly functioning equipment to perform tasks.
Existing Service Delivery	Emergency response to the City of Burlington's residents, property owners, business owners and visitors. Provide emergency response assistance to bordering communities through agreements with their fire departments. Emergency response includes, but is not limited to, fire, emergency medical service, rescue services, hazardous material response and other agency/public assistance, as approved in Establishing and Regulating By-Law 90-2012. This service is provided through a blended model of both career and volunteer staff.
Existing Customer Engagement Tools / Methods	Department survey(s), community satisfaction survey, Community Report, social media (Facebook, Twitter, YouTube),annual open house, 311 one call service, 911 emergency call service, email (firedepartment@burlington.ca)
Is this Service Provincially Legislated?	Yes The Fire Protection and Prevention Act (FPPA), 1997, S.O. 1997
For this Service are there Approved Service Standards?	Yes City of Burlington By-Law 90-2012

Sub-Services

Training	Develops and delivers training programs for fire department staff. Administers testing for industry and internal compliance processes. Investigates and integrates new equipment and emerging industry practices.
Maintenance	Provides preventative maintenance program for fire department fleet, facilities and supporting equipment. Conduct emergency repairs on fire trucks and support vehicles. Coordinate specifications for vehicle and equipment purchases.
Volunteer	Provides emergency response support in both the urban and rural areas of the City. There are two volunteer companies; one (1) operates fire Station 1 and one (1) operates from fire station 5.
Administration	Fire administration provides strategic direction and guidance to the department
Station Operations	There are eight fire stations within the City that are strategically distributed to provide the most efficient emergency response to their community based on various performance objectives, including travel time.

Recent Continuous Improvement Initiatives

The Community Risk Assessment (CRA) - Standards of Cover (SOC) has been established (BFD-03-16) for the City of Burlington. All-hazards are categorized based on the defined risk and a differential response system has been established based on the associated risk (example; a hospital versus a singe detached dwelling). This system results in the deployment of various fire resources to a call for assistance based on the identified risk level of an emergency.

A mobile CAD solution was rolled out on all emergency apparatus in 2016. The second generation of this system has already begun implementation with further enhancements coming in the next 12-18 months. These devices through GPS and cellular connectivity provide routing and now include state of the art interactive GIS mapping which can be updated on a consistent and timely basis for emergency response personnel. Communicators and Incident Commanders are able to easily identify and locate responding apparatus in real time. Access to hazardous materials identification guides and other reference materials will also be readily available to responding crews.

Generators are now in place at all fire stations. This will allow uninterrupted service during electrical power outages ensuring there will be no disruption in the response capabilities of Suppression crews.

Emerging Opportunities and Anticipated Risks

Emerging Opportunities	A second generation of the mobile CAD system and an APP installed on all apparatus mobile devices will further advance capabilities. Real time updates from the Communication centre will be available to responding crews. Changes to the Ontario Fire Code (Bill 77, Hawkins Gignac Act) support mandatory residential carbon monoxide alarms in all Ontario residences. Fire Protection Services, along with Public Education will continue developing programs to ensure local compliance. Detection of carbon monoxide within homes will increase community safety. Occupants will receive early detection of CO and call for service, reducing the likelihood of injury or death. With the intensification of the Aldershot area , specifically around the Station #3, options are being explored for an opportunity to replace and/or relocate station #3 (1044 Waterdown road) to a new building which is better situated to serve the citizens of the district. Opportunities are also being explored at Fire Station #4 (711 Appleby line). The potential exists to relocate this aging station to a new location which would serve the district better and provide much needed new infrastructure in the form an updated modern building. The completion of a fire master plan will examine all aspects of the Burlington Fire Department and risk factors within the City. A plan provides guidance on the City of Burlington's future needs as it continues to grow and help to steer the delivery of fire protection services over the next decade and beyond. The last such effort was completed in April 2007.
Anticipated Risks	Population growth will increasingly be housed in medium- to high-density residential and mixed-use buildings in the coming years. The priorities and critical tasks needed to deal with a fire in a high-rise, high-density residential building are different than a typical residential unit/home fire. More resources are required in a timely manner to complete the critical tasks associated with responding to an emergency in these occupancies. Response and deployment models will need to be adjusted based on data and industry best practices. The City has experienced severe weather such as wind, rain and ice storms. Fire Protection Services, in consultation with the Community Emergency Management Coordinator (CEMC), conducts on-going reviews of training, equipment, operational guidelines and deployment to ensure the City is able to respond effectively to these and other types of major incidents.

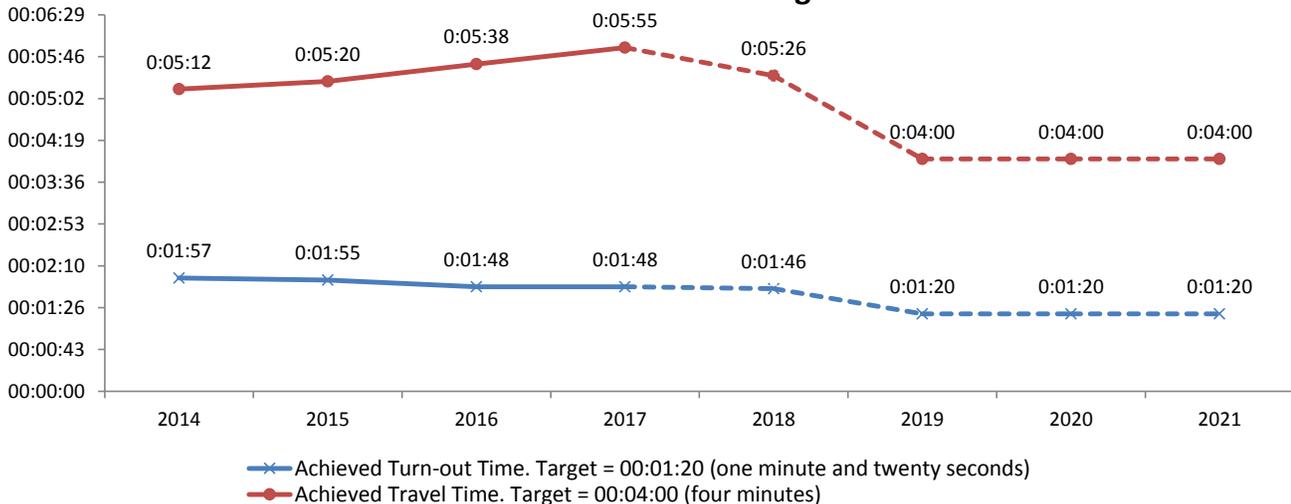| Service Objectives	Target Completion
Provide all staff with the opportunity for applicable NFPA Certification according to rank. This will improve overall staff quality and engagement as well as protect the City from potential liability.	Dec 2022
A 2nd set of Bunker Gear for all career staff will be implemented over the next 4 years in a phased approach. Not only will this speak to the health and safety of personnel in fire protection services, it will be an effort to reduce future presumptive compensation claims. The ready access to this alternate set of bunker gear will reduce the time required for staff to return to service after an incident which will in turn improve customer service.	Dec 2021
Integrate the use of newly acquired Business intelligence tools to maximize efficiency based on hard data. First generation dashboards have been developed and will be adjusted based on needs.	Aug 2019
Move towards a CAF (compressed air foam) system on all pumps. This will provide further efficiency for staff to improve the initial attack capbilities, reduce water usage which reduces damage and expands proficiency in areas without a readily accessible water supply such as highways, airports and rural districts. The first two pumps will be in service early on in 2019 with 3 more to follow over the next two years.	Sep 2020

MEASURING SUCCESS

How much did we do?

Performance Measurement	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast
# of fire emergency incidents	7128	7326	7398	7539	7859	8005.2	8141.04	8289.648
# of structure fire incidents	12224	12398	12331	12411	13294	13508	13730	14010
# of structure fire incidents	84	82	88	70	75	80	80	80

How well did we do it?

Performance Measurement	Achieved Turnout and Travel Time for Firefighters to Arrive On-Scene
Story behind the data	The National Fire Protection Association (NFPA) establishes Standards that outline the recommended performance measures, research, training and education within the fire protection industry promoting industry best practices for emergency response. The following are two perfromance measures for fire emergency response: 1. Turnout Time: is the time interval that begins when the emergency response force (ERF) and emergency response unit (ERU) notification process begins by either an audible alarm or visual annunciation or both and ends at the beginning point of travel time; the performance target measure is one (1) minute and twenty (20) seconds, 90% of the time. Firefighter performance is measured agains this performance measure target. 2. Travel Time: is the time interval that begins when a ERU is enroute to the emergency incident and ends when the unit arrives at the scene; target is four (4) minutes, 90% of the time. The fire department has little control over travel time, which can be impactged by a variety of challenges, such as traffic, road and weather conditions.

Achieved Turn-out & Travel time for Firefighters to Arrive On-Scene

Achieved Turn-out Time. Target = 00:01:20 (one minute and twenty seconds)
Achieved Travel Time. Target = 00:04:00 (four minutes)

Is anyone better off?

Performance Measurement	# of property fires per 1,000 population.
Story behind the data	The number of full-time firefighter per thousand population is a standard performance measure that is used by fire department to measure staffing levels related to population growth. This measure is used as a comparitor from one communities fire service to another.

Number of Firefighters Per Thousand Population

Year	Value
2014	0.95
2015	0.95
2016	0.94
2017	0.93
2018	0.92
2019	0.91
2020	0.90
2021	0.89