

Service Business Plan



Service Name Fire Emergency Response

Service Lead Name Matt Poliiziani

Service Lead Title Acting Deputy Fire Chief

Service Description

A public service responsible for Fire and Rescue Emergency Response.

Strategic Alignment with Vision to Focus Plan

Increasing economic prosperity and community responsive growth management

Delivering customer centric services with a focus on efficiency and technology transformation

Service Goals

The overall goal of the service is to provide timely emergency response to the public.

Over the next year, fire department is focusing on human resources, as development of “human capital” has become more focused specifically at the officer level. “Our Training Room” technology provides performance metrics, and the enhancement of the simulation room with software as well as senior officer development provides the framework for capturing performance measurables long term .

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

To provide emergency response to the City of Burlington’s residents, property owners, business owners and visitors. Provide emergency response assistance to bordering communities through formalized "mutual and "automatic" aid agreements.

Emergency response includes, but is not limited to, fire, emergency medical service, rescue services, hazardous

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| | material response and other agency/public assistance. This service is provided through a blended model of both career and volunteer personnel. |
| 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 |
| 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 National Fire Protection and Association (NFPA) Ministry of Labour - Section 21 Guidance Notes |

Programs

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| 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. |
| Volunteers | 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 strategic located to provide the most efficient response to their community based on various performance objectives, including travel time. |

Recent Continuous Improvement Initiatives

XVR Simulation software creates realistic emergency response scenarios for developing “next generation” incident commanders. This is complimentary to Burlington Fire departments industry leading simulation room.

Effective Command the ‘Thinking Commander’

As a compliment to the simulation platform, Effective Command is a series of training, assessment, and monitoring tools, developed with the International Fire Service domain. They are aligned to National and International occupational frameworks and endorsed by several awarding bodies and academic institutions.

Environmental Considerations

Fire support fleet are hybrid vehicles and have been for approximately the past 10 years. Fire will continue to investigate carbon neutral opportunities as these support fleet are replaced as part of the ongoing fleet lifecycle planning and capital budget approved funding.

Emerging Opportunities and Anticipated Risks

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| 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. |
| Anticipated Risks | <p>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 is 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.</p> <p>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.</p> |
| Enterprise Risk Considerations | <p>Labour market and workforce, financial stability (US dollar)</p> <p>Technological changes (safety, metrics)</p> <p>Legislative changes, OFMEM directives.</p> |

Service Initiatives

Target Completion

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| 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 |
| Move towards a CAF (compressed air foam) system on all pumps. This will provide further efficiency for staff to improve the initial attack capabilities, 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 have arrived with 3 more to follow over the next year. | Sep 2020 |
| Continuous improvement through public/private partnerships as with the donation of washing machines to reduce spread of toxins in soiled station wear(Health and Safety) | Sep 2021 |

MEASURING SUCCESS

How much did we do?

| Performance Measurement | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Forecast | 2020 Forecast | 2021 Forecast | 2022 Forecast |
|--|-------------|-------------|-------------|-------------|---------------|---------------|---------------|---------------|
| % of city services that have reviewed and/or updated their Business Impact Analysis (BIA) annually. | 30% | 40% | 40% | 40% | 40% | 65% | 85% | 100% |
| % of city departments that have reviewed and/or updated their Continuity of Operations Plan (COOP) annually. | 14% | 21% | 21% | 36% | 40% | 65% | 85% | 100% |
| % of available training platforms used to meet regulatory compliance and tailor to the four learning | 25% | 25% | 25% | 50% | 75% | 88% | 100% | 100% |

How well did we do it?

| Performance Measurement | Emergency Management Program | | | | | | | |
|--|---|-------------|-------------|-------------|---------------|---------------|---------------|---------------|
| Performance Measurement | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Forecast | 2020 Forecast | 2021 Forecast | 2022 Forecast |
| # of public education initiatives conducted to prepare families and businesses of the city to prepare and recover from an emergency and/or disaster. | 1 | 1 | 1 | 6 | 8 | 10 | 10 | 10 |
| % of council that have completed their training to understand of their role during an emergency and/or disaster. | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| % of city staff that have completed their training specific to their roles and responsibilities during an emergency/disaster. | 80% | 80% | 80% | 85% | 100% | 100% | 100% | 100% |
| Story behind the data | The Community Emergency Management Coordinator, is tasked with building an emergency management program as a public service that makes the protection of lives and property a continuing priority. This involves the coordination and integration of all activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual emergencies or disasters. | | | | | | | |

Is anyone better off?

| Performance Measurement | Emergency Preparedness | | | | | | | | |
|--|--|------|------|------|------|------|------|------|--|
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| % of council that have completed their training to understand of their role during an emergency and/or disaster. | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | |
| % of city staff that have completed their training specific to their roles and responsibilities during an emergency/disaster. | 80% | 80% | 80% | 85% | 100% | 100% | 100% | 100% | |
| Story behind the data | Ontario Regulation 380/04 establishes the minimum standard for emergency management programs required by municipalities and provincial ministries, supports the requirement in the Emergency Management and Civil Protection Act for mandatory emergency management programs. The city strives each year to not only meet regulatory compliance but also research national / international standards to continuously improve the current program and align with current and future trends in emergency preparedness. | | | | | | | | |
| Where do we want to go? | <ol style="list-style-type: none"> 1. Expand partnerships with local agencies, service groups, neighbouring municipalities, Halton Region and private sector associations / groups to build response capacity and improving how agencies and various sectors work together; 2. To continue to build the municipal Emergency Management Program toward a disaster resilient community model using international frameworks as a benchmark for success. | | | | | | | | |

Training hours completed by Municipal Emergency Management Team

