

FIRE DEPARTMENT



Vision Statement:

Provide the citizens of Claresholm with exemplary service in a cost-effective manner.

Mission Statement:

Our family serving your family to help mitigate the threat to life and property from fire, medical and other emergencies, through education, prevention, community preparedness and emergency response

Our Motto:

Our Family Protecting Your Family.



Claresholm

2022 - 2026 Business Plan



Updated: November 2023

FIRE DEPARTMENT

Town of Claresholm Bylaws 1662, 1705, and 1715 are the establishing bylaws for the Claresholm Fire Department.

They provide clear and accurate policy direction reflecting how Council expects the Department to deliver on their core activities to meet the specific needs and circumstances of the Town of Claresholm.

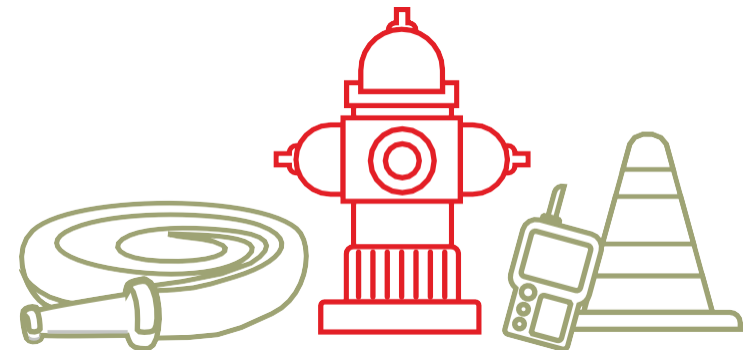
DEPARTMENT OVERVIEW:

The *Municipal Government Act* R.S.A. 2000 Chapter M26 provides that a Council of a Municipality may pass bylaws for the safety, health and welfare of people and the protection of people, property, and for services provided by or on behalf of the municipality.

- Establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and,
- Provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances.

The Claresholm Fire Department is a Volunteer Fire Service providing an all-hazards response capability to natural and human caused events from one station. Based on the direction from Council and CAO the Members and Officers provide the following services:

- Public Fire Safety Education and Prevention;
- Fire Safety Standards and Enforcement; and,
- Emergency Response.



BUSINESS PLAN OVERVIEW:

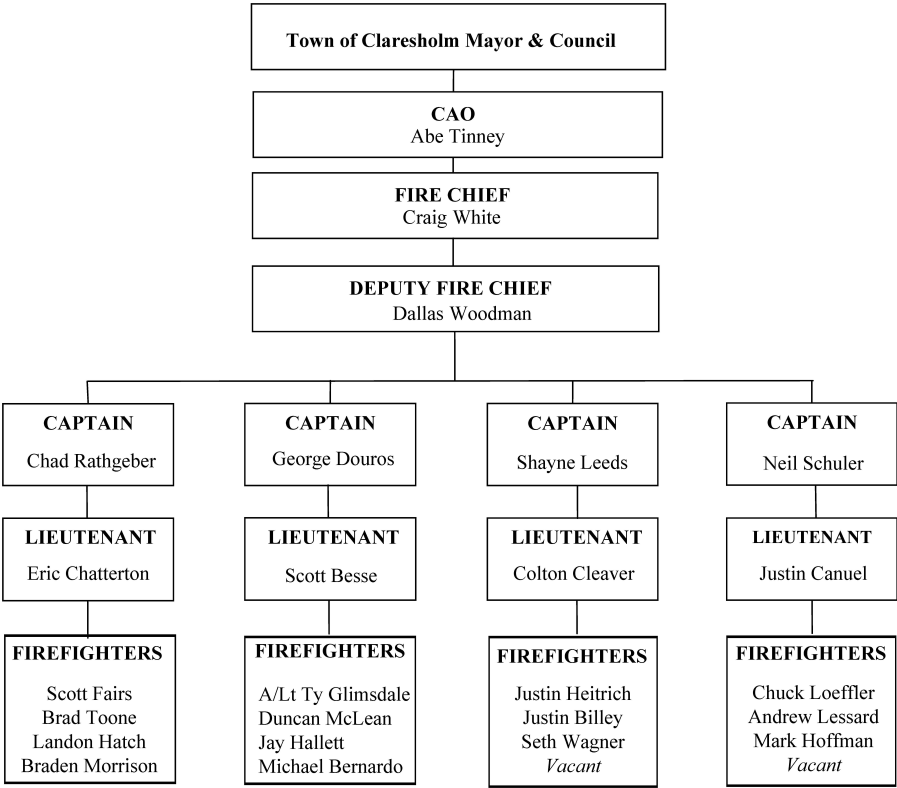
Claresholm Town Council has a bold vision to be the community of choice for families, businesses and industry. Council intends to achieve its vision by offering quality family living and encouraging economic prosperity through innovative and progressive thinking. The Claresholm Fire Department is committed to helping Council realize its vision and has consequently created this Business Plan to ensure the service remains viable, effective and efficient for those who choose to live and do business in Claresholm.

One of Councils' Strategic Priority Areas is to create a livable community for a vibrant, healthy quality of life. As an indispensable element of community safety, the Fire Department has a special role to play in this priority area. As you will read below, this Plan lays out our Core Services and Activities, the Challenges and Opportunities associated with them, and the Projects and Initiatives that will ensure the service remains viable and effective.

Council also identified several Core Values in its Strategic Plan; our Business Plan speaks directly to the values of Community Pride , and Healthy, Active Living . Indeed, the Fire Department is proud to serve Claresholm and to be part of the town's public safety net. We will seek to strengthen our community through training and recruitment of officers, and replacing and upgrading our equipment and infrastructure in an efficient and coordinated manner. We will seek funding and partnering opportunities wherever possible to ensure a cost-effective service.

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▶ CURRENT ORG CHART:



FIRE DEPARTMENT

► CORE ACTIVITIES:

Core Services:

- **Public Education** activities that promote public fire safety in the community.
- **Inspection & Enforcement** activities add value to our services and ensure compliance with the provision of the Alberta Fire Code, as well as local QMP.
- **Emergency Management** activities related to preparedness, response, mitigation and recovery such as public education, staff training and scenario based exercises.
- **Emergency Response** to all natural and human-caused emergencies.

Public Education:

- Programs and community special events such as hall tours, school and vulnerable occupancy visits to promote fire safety to students, families and seniors.
- Jr & Sr High school Risk Reduction
- Fire extinguisher training.

Inspection and Enforcement:

- Commercial and residential inspections that assist owners in maintaining fire safe facilities.
- Town of Claresholm annual facilities Fire Safety Codes inspection to ensure fire safe buildings
- Plans review.

Emergency Management:

- Other such services as directed and approved by Council.
- Compliance with and participation in the Town's Emergency Response Plan
- Compliance with AEMA Directives

Emergency Response:

- Fire suppression.
- Emergency patient care in support of AHSEMS and Medical First Responder Program
- Technical rescue including but not limited to auto extrication, ice/water, low angle, farm animal rescues.
- Hazardous materials response.
- Training including but not limited to operational, technical, behavioural and leadership training.



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▶ ENVIRONMENTAL SCAN:



Challenges:

Service Levels

- Maintain service levels to the community that reflect our Inter-municipal Fire Services Agreement
- Implement new technologies & monitor best practices to enhance response effectiveness and safety

Equipment & Facilities

- Ensure fleet and facilities are maintained and continuously upgraded in a cost-efficient and forward-thinking manner

Staffing

- Recruitment & retention of volunteer / pay-per-call members
- Maintain focus on and expand (where available & appropriate) mental health and post-traumatic stress programs for fire service family that are structured to support emotional/mental wellness, and build resilience and encourage a healthy workplace.

Opportunities:

Use of technology, which includes, but is not limited to:

- FirePro2 software, to improve record keeping to support presumptive legislation, as well as provide reliable data to stakeholders.

-IamResponding is an end-to-end emergency response system that puts critical data into the hands of first responders. Not only does this program alert members to calls, and provide routing, it has the ability to house critical information such as: pre-plans, site-specific alerts or MSDS information, as well as being able to identify potentially hazardous/dangerous locations.

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▶ WORKPLAN:

Project / Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment	2023 Update
1. Facility Expansion & Upgrade	Facility is over capacity. Portions of facility no longer meet needs of having full-time staff on site. (Office spaces, etc.) As a result of facility assessment and due to replacement and addition of apparatus, expansion and upgrades are required	<ul style="list-style-type: none"> • Fire Administration • CAO • Finance • Council 	<ul style="list-style-type: none"> • Necessary repairs as outlined in WSP documentation • Expansion of facility to accommodate additional apparatus as well as clean, safe, and HVAC controlled administration, meeting & training areas 	<ul style="list-style-type: none"> • Responsible & Sustainable Growth • Livable Community 	<ul style="list-style-type: none"> • CFEP application has been submitted • Council agreed to match CFEP funding at 50% • CFD members donating funds from annual fundraising, and providing “donations in kind” – Time & labor to existing facility.
2. Apparatus Replacement	Town owned Engine 13-1 is nearing the end of its NFPA operational life as well its operational life as outlined by Town of Claresholm Asset Management Policy	<ul style="list-style-type: none"> • Fire Administration • CAO • Finance • Council 	<ul style="list-style-type: none"> • Supply chain challenges makes repairs a challenge. We are now at a point where certain parts are not available. • Apparatus does not meet current safety requirements • Purchase of aerial-engine type apparatus vs. pumper-engine to be considered – short term needs vs. long-term vision. 	<ul style="list-style-type: none"> • Responsible & Sustainable Growth • Livable Community 	<ul style="list-style-type: none"> • As of Fall 2022 the RFP closed and Fort Gary Fire Trucks was selected as successful bidder. • Delivery scheduled for July 2024.

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▶ WORKPLAN (continued):



Project / Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment	2023 Update
3. Recruitment & Retention Strategies	Explore new recruitment strategies or staffing and deployment models that better reflect increasing call volume and acuity. These would be comparable with like sized communities & call volume	<ul style="list-style-type: none"> • Training • Fire Administration • CAO 	<ul style="list-style-type: none"> • Improved ability to respond to emergency incidents 	<ul style="list-style-type: none"> • Responsible & Sustainable Growth • Livable Community 	<ul style="list-style-type: none"> • Rural / Volunteer recruitment continues to be a challenge. • Recent recruitment of local long term and younger members will hopefully encourage more interest • Social Media & traditional media strategies continue.
4. Peer Support / Mental Health	<ul style="list-style-type: none"> • Continue training in-house Mental Health Peer Support Team • Extend program to member's families 	<ul style="list-style-type: none"> • Fire Administration • CAO • Finance • Council 	<ul style="list-style-type: none"> • Recognition of signs of distress in first responders / their families. Allowing for earlier intervention and recovery. Lessening long-term impact to operations and continued impact on members mental or physical health. 	<ul style="list-style-type: none"> • Responsible & Sustainable Growth • Livable Community 	<ul style="list-style-type: none"> • Late 2022 the internal CISM program was expanded to include members and their families by way of the firefighters VFIS benefits.

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▶ WORKPLAN (continued):

Project / Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment	2023 Update
5. Emergency Management	Continued review and updating of emergency management program to meet Provincial requirements	<ul style="list-style-type: none"> DEM 	<ul style="list-style-type: none"> Staff are able to perform their roles as outlined in the Incident Command System Program An emergency plan that assists in minimizing the effects of an emergency on the Town 	<ul style="list-style-type: none"> Improve & expand partnerships, collaborations, and relationships Strengthen internal operations 	<ul style="list-style-type: none"> Chief Staff trained to ICS-300 level Chiefs participated in multi-day, multi-agency simulated event
6. Fire Education	Building on existing fire & life safety program in increase fire and life safety awareness	<ul style="list-style-type: none"> Fire Administration Prevention Public Education 	<ul style="list-style-type: none"> Improved communication to vulnerable communities / groups to reduce injuries or fatalities from fires, or emergency events 	<ul style="list-style-type: none"> Livable Community Improve collaborations & relationships 	<ul style="list-style-type: none"> Return to in-person Fire Prevention Week activities with school aged children In community engagement sessions (e.g. MOPS group) Seniors & Low-income housing fire safety inspections Participating in seniors congregate living facility fire drills and education sessions.

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▶ WORKPLAN (continued):

Project / Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment	2023 Update
7. Social Media	Continue to utilize social media to ensure public is aware of department activities, events as well as informed in case of an emergency	<ul style="list-style-type: none"> Fire Administration Public Education Communications Officer 	<ul style="list-style-type: none"> More informed community Enhanced engagement with department 	<ul style="list-style-type: none"> Livable Community Improve Collaboration & Relationships 	<ul style="list-style-type: none"> New Facebook and Instagram page launched in 2022 Website constantly being upgraded with new member information, as well as fire safety information & department activities and photos
8. Fire Services Agreement	Review & Renewal of Fire Service Agreement contracts with neighbouring municipalities. Ensure alignment with applicable bylaws, act, and Town's Strategic Plan	<ul style="list-style-type: none"> Fire Administration CAO Town Administration 	<ul style="list-style-type: none"> Establish appropriate contracted emergency services, and associated cost recovery for the provision and receipt of these services Ensure compliance with determined levels of service and training 	<ul style="list-style-type: none"> Improve & Expand Partnerships, Collaborations & Relationships. 	<ul style="list-style-type: none"> The current agreement will be expiring in 2025 and the Fire Chief and CAO have already begun reviewing the current document for possible changes; prior to discussions in 2024

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▶ WORKPLAN (continued):

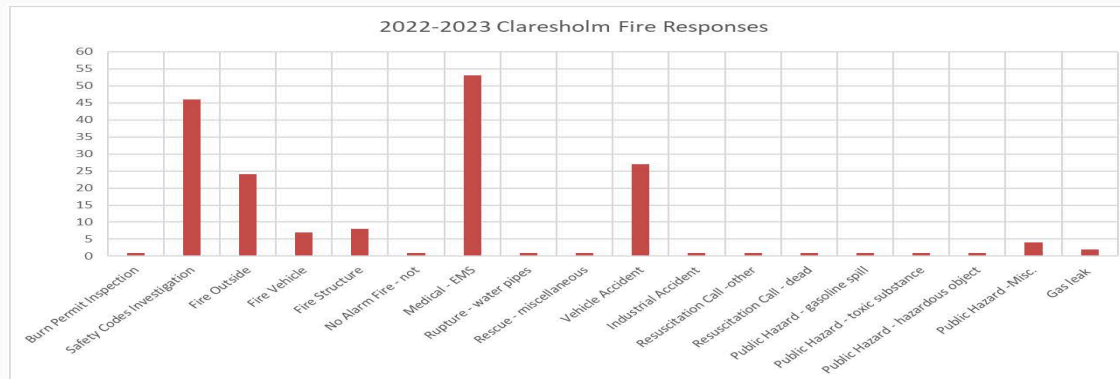
Project / Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment	2023 Update
9. Asset Management	Ongoing assessment of department assets, including: depreciation and replacement costs. Factoring in years of service and legislative and best practice requirements.	<ul style="list-style-type: none"> Fire Administration CAO Finance 	<ul style="list-style-type: none"> Establish an asset management system that tracks initial cost, depreciation and replacement. It must also align with established replacement benchmarks – Town Policy, NFPA standards, etc. 	<ul style="list-style-type: none"> Sound, Responsible Governance and Strengthening Internal Operations. 	<ul style="list-style-type: none"> Through the FirePro Software System, Town Fire Department assets have been inventoried, including costing and depreciation. This allows for more thorough budget planning
10. Fiscal Responsibility	Developing a business plan for the department will assist in alleviating the past practice of just-in-time capital and operating expenses.	<ul style="list-style-type: none"> Fire Administration CAO Finance Council 	<ul style="list-style-type: none"> Ensure both Operating and Capital budgets are considering both short- and long-term expenses and projects 	<ul style="list-style-type: none"> Policy & Planning for Responsible, Sustainable Growth. 	<ul style="list-style-type: none"> This is the update to the first Claresholm Fire Department Business Plan. Knowledge gained since its inception have been used to guide this version.

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▶ STAFFING IMPACT & RESPONSE STATISTICS:



	+/- FTE Estimates	Service Delivery Area
Full Time	0	Currently 1 FTE (Chief) position. Sufficient for current call volume and requirements.
Volunteer	0	Currently 23 volunteer Firefighters & Officers, with two vacancies as of September 1, 2023. Sufficient for current call volume and requirements, but a full roster would assist in load-sharing of events.
Other	0	If call volumes & requirements continue to increase - a change in staffing model will need to be investigated.



For the 2022-2023 Fire Year Claresholm Fire responded to 243 separate events.

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▶ PERFORMANCE INDICATORS:

Operational	Target	2023 Update
Effective personnel management	- Ongoing review of volunteer model.	<ul style="list-style-type: none"> Loss of 3 long serving members has impacted the department Active recruiting has brought new and younger members to the hall whom plan on being in the area and department for the foreseeable future
Accurate performance data reflecting international standards and industry best practices: <ul style="list-style-type: none"> Total number of calls for service Track turnout time Track travel time 	- Compare with 2021 baseline.	<ul style="list-style-type: none"> Averages for all three areas of best practice have trended up over the past 2.5 years. We are actively working on improving our chute and response times where we can. Call volume continues to increase year over year
Safe and highly trained first responders: <ul style="list-style-type: none"> Total training hours 	- Establish a baseline for 2023 onward.	<ul style="list-style-type: none"> Training offered is reflective of Intermunicipal Collaboration Framework – Fire Services Agreement.

Quality of Life	Target	2023 Update
Better educated public regarding fire safety: <ul style="list-style-type: none"> Number of messages delivered digitally Number of visits or hits on these platforms 	<ul style="list-style-type: none"> Maintain current or increase as need / request arises 	<ul style="list-style-type: none"> No Change to report.

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▶ 2022-2023 ACCOMPLISHMENTS/SUCCESSSES:



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- Ongoing recruitment of volunteer firefighters
- Implemented enhanced training and onboarding programs with new staff.
- Hockey Fundraiser benefiting injured CFD member
- Ongoing professional firefighter training
- Operation *Flying Bull* tested both the Town and neighbouring municipalities disaster preparedness.
- RFP & Selection of Town of Claresholm Replacement Apparatus
- RFP & Selection of contractor for facility upgrade
- End of routine COVID precautions in respect to both medical and fire events
- Annual Fundraising Golf Tournament raised over \$12,000 towards the purchase of electronic extrication equipment
- Fire Prevention Week activities saw students return to the fire hall
- Continuation of training to meet level of service identified in the Fire Services agreement.



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▶ 3 YEAR OPERATING AND CAPITAL BUDGET:

- Spreadsheets are attached at the end of the document
- Capital Project Information sheets have been updated to reflect current status

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	2023 BUDGET	2024 BUDGET	2025 BUDGET	2026 BUDGET
Fire Department Revenue				
MD contribution	(9,000)	(9,000)	(9,000)	(9,000)
Fire response fees	(10,000)	(10,000)	(10,000)	(10,000)
Total Fire Department Revenue	(19,000)	(19,000)	(19,000)	(19,000)
Fire Department Expenses				
Chief & Volunteer Wages and benefits	140,095	143,802	147,609	151,518
Equipment, fuel, etc.	31,370	27,777	28,233	28,698
Training	5,500	6,000	6,000	6,000
Materials, supplies and operating costs	39,602	39,072	39,829	40,605
Internal Transfer	5,100	5,202	5,306	5,412
Reserve transfer	20,000	20,000	20,000	20,000
Amortization	20,897	20,897	20,897	20,897
Total Fire Department Expenses	262,564	262,751	267,874	273,130
Excess (deficiency) of revenue over expenses	243,564	243,751	248,874	254,130

2023-24 Capital Project Information

Project No. CFD 2023-001	Project Name Town Engine Replacement		2023 Budget Reserve: \$200,000
Department Fire Services		Division Suppression / Operations	Project Manager Craig White
Service Category Fire Services		Funding Sources Capital Reserves & MSI Funding	
Target Start Date January 2024		Amount \$750,000	
Target Completion Date July 2024			
Future Period Capital Requirements Operating Impact		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input type="checkbox"/>	
		\$ 700,000	
Description			
Scope:	<p>This project involves replacing the current Town owned engine as it is approaching the end of its NFPA & Town Policy mandated life cycle. This truck utilizes a cab that does not incorporate current safety features such as airbags, electronic stabilization or occupant crash protection enhancements.</p> <p>Consideration must be given to: sources of funding, grant opportunities, as well as long term use of apparatus. Consideration on type for type replacement vs. increasing level of service (i.e. aerial - engine type apparatus) which would serve both the current and future needs of the community.</p>		
Deliverables:	<p>Primary deliverables of this project are to provide a safe and reliable emergency vehicle to respond to emergencies and support fireground operations.</p> <p>Project tender awarded fall 2022, construction of vehicle to start early Q1 2024 with an anticipated delivery date of July 2024</p>		
Benefits:	<p>Benefits include reduced down time for repairs and reduced maintenance/repair costs due to apparatus being covered by manufacturer's warranty. Meets Nation Fire Protection Association (NFPA) 1901 Standard for automobile firefighting apparatus , Canada/ULC S515 Standard for automobile firefighting apparatus</p>		
Risks If Not Implemented:	<p>As is the case with any vehicles, breakdowns and maintenance costs escalate as they age. Repairs render the apparatus Out Of Service and parts become harder to source resulting in long periods of down time. We have limited redundancy in our fleet and cannot risk having a vehicle unavailable for fire protection in the Town. This apparatus provides first run response within the Town. Not having reliable apparatus can result in added response times or the need to rely on neighboring municipalities to respond. In addition, the Fire Underwriters Insurance Grading for the town can be impacted by the use of older apparatus and result in a downgrade of the Public Fire Protection Classification (PFPC).</p>		
Additional Information:	<p>1.)TCA Capitalization and Amortization Policy. Policy #3.2.01 page 7/7 Vehicles → Fire Trucks 2.) NFPA 1901 Annex D</p>		

2024 Capital Project Information Sheet

Project No. CFD 2024-001	Project Name Fire Hall Repair & Addition		2024 Budget \$1.2M
Department Fire Services		Division Facilities	Project Manager Craig White
Service Category Fire Services		Funding Sources	
Target Start Date January 2024		Capital Budget	Amount \$512,000
Target Completion Date Fall 2024		Grant Funding	\$512,000
Future Period Capital Requirements \$0		Firefighter Foundation	\$10,000 + in-kind donation
Operating Impact \$0		Project Phase	Study/Design Phase <input type="checkbox"/>
			Construction Phase <input type="checkbox"/>
Description			
Scope:	<p>Claresholm Fire Hall #1 has reached and surpassed its capacity for storing fire apparatus, and housing the Fire Chief's office. Based on the WSP building analysis, there are approximately \$150,000 in outstanding repairs to be made to the facility - including roof, site grading, and water infiltration. Additionally, a mould assessment was completed with no significant mould found. Based upon these findings it is recommended that an addition is constructed that will house operations, administration offices, training and meeting room, as well as 1 or 2 apparatus bays to accommodate, at minimum 14' height apparatus. Building & fleet security would also be upgraded as a part of this project.</p>		
Deliverables:	<p>Apparatus deployment is streamlined, where by apparatus does not have to moved significantly to deploy other apparatus. Training, and Administration have a clean, safe and up-to-date space to work from</p>		
Benefits:	<p>Benefits include spatial separation between apparatus being deployed and the staff (or public) that are in the office, meeting spaces or training/workout facilities. This will increase our compliance with NFPA 1500 Ch.10 (facility safety), NFPA 1700 Ch.11 (operational hygiene at fire halls), and NFPA 1581 Standard on Fire Department Infection Control Program.</p>		
Risks If Not Implemented:	<p>The following risks are identified if this addition and required repairs not undertaken:</p> <ul style="list-style-type: none"> * Unable to house additional fleet as supplied by MDWC when required per schedule * Limitations on size and type of future apparatus for Town apparatus replacement * Continued exposure to exhaust and other contaminants by Chief (daily), and members when in the hall. * Continued degradation of facility by water infiltration, and tree root infiltration. * Administration offices currently not serviced by HVAC - heat/cold hazard <p>Project is currently partially funded (as of September 1, 2023), awaiting results of CFEP application, and potential additional sources of funding.</p>		
Additional Information:	<ol style="list-style-type: none"> 1. WSP - Building Condition Assessment 2. ASE Services - Mould Assessment 		