



Cypress County Fire Master Plan Final Report November 2016







LETTER OF TRANSMITTAL

November 22, 2016

Mrs. Anna Mast Administrative Fire Chief, Cypress County Re: Cypress County Fire Master Plan Final Report

Dear Chief Mast,

We are pleased to present to you, your committee and Council with the Cypress County Fire Master Plan Final Report.

Over the past months we have reviewed, assessed and developed a series of recommendations for Cypress County in an effort to increase the efficiency and effectiveness of the Fire Department and to bring it to a level that minimizes risk while maximizing fire services to the community.

We feel we have captured the intent and the objectives of your original request for proposal. Thank you for everyone's valued input and participation in the development of the Cypress County Fire Master Plan.

Respectfully,

Erica Thomas

President, Transitional Solutions Inc.



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This study is dedicated to the Firefighters that spend countless hours to provide emergency response to Cypress County and its citizens located within their response area. It is only through their continued support that the Fire Department is able to serve and protect their community. The support of Council and the citizens must also be recognized in providing a safe community. This project involved a number of stakeholders from Cypress County Fire Department, Cypress County staff, Elected Officials, mutual aid partners, support agencies and the citizens of Cypress County. TSI would like to thank them for their time and valuable information that they contributed to the development of the Cypress County Fire Master Plan.

The TSI Team comprised of:

Bruce Dziwenka Project Manager
Brent Greer Senior Consultant
Rick Samotej Senior Consultant
Cory Thomas Vice President TSI

Administrative support and Research





Cypress County has made significant changes over the years to adapt to current demands and to improve operations of its fire service. The recommendations presented in this report are designed to be implemented as short, intermediate and long-term initiatives. Additional opportunities that arose from this study have been identified and can be further evaluated for future implementation.

The current Fire Department resources are being stretched, particularly in providing trained personnel to respond to all of the levels of service being offered.

Record keeping and statistical reporting policies have not been implemented which impedes the ability of the Fire Department and Administration to predict and analyze trends.

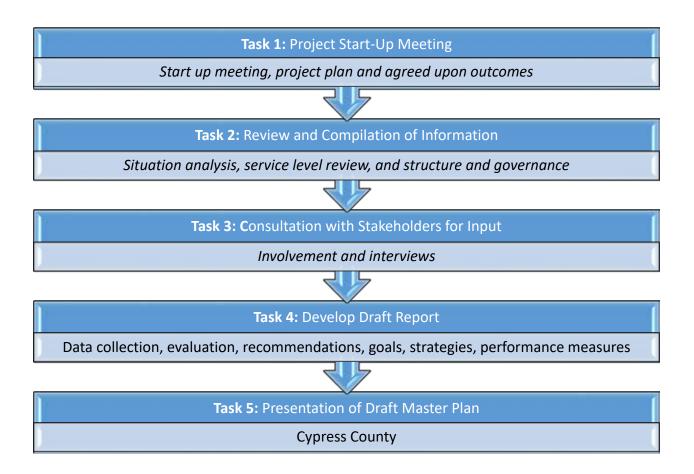
Information flow between the Cypress County Fire Department and Cypress County Administration requires improvement for the betterment of everyone's success.

Regular communication between Cypress County Fire Department and surrounding partners is required to enhance opportunities for collaboration and stewardship of existing agreements.

After a review of the risks and resources within Cypress County, a gap analysis was completed on the services expected from Cypress County Fire Department. Given this review, a number of recommendations are presented. All of the recommendations are included in Section 9 of this report.



Below is a review of the steps taken by TSI to develop the Cypress County Fire Master Plan.





Onsite interviews were conducted on April 4, 5, 6, and 7 with one telephone interview completed on April 21st. In total there were 52 onsite interviews and 1 telephone interview completed. Focus groups were chosen and one or more members from those groups were interviewed. The focus groups included; Cypress County Council, Cypress County Staff, Cypress County Fire Department (Walsh, Irvine, Hilda, Schuler, Onefour, Elkwater, Box Springs, Seven Persons), Town of Redcliff Council, Town of Redcliff Staff, Town of Redcliff Fire Department, CFB Suffield, Bow Island, Jenner, Forty Mile, City of Medicine Hat Fire Department and a Grazing Association.

An online survey, developed by TSI, went live on April 4th and ran for 4 consecutive weeks ending May 2nd. Cypress County created a link on their home page to direct citizens to the survey and ran advertisements of the survey in their section of the local paper for 3 consecutive weeks. There were 71 respondents to the survey from varying communities within the County.

Answer Options	Response Percent	Response Count
Hilda	4.2%	3
Walsh	1.4%	1
Schuler	8.5%	6
Onefour	0.0%	0
Seven Persons	31.0%	22
Redcliff	11.3%	8
Dunmore	16.9%	12
Irvine	11.3%	8
Elkwater	4.2%	3
Desert Blume	7.0%	5
Suffield	1.4%	1
Veinerville	1.4%	1
Jenner	1.4%	1
	answered question	7
	skipped question	

Gap analysis presentations were completed and attended by Cypress County Fire Management Team, Cypress County Council and the Town of Redcliff Council. The Draft Report was presented to Cypress County Council and the Fire Services Board. Following the Draft Report review, a workshop was conducted with Cypress County Council, Fire Services Board and the district Fire Chiefs.



Section 1 RISK PROFILE



1.1 Assessing the Risks

Risk Matrix

The hazard and subsequent risk assessment information and matrix are founded on potential scenarios based on probability. Despite some areas identified seemingly not requiring fire department mitigation efforts, this should be considered a contrary thought process. The fire department personnel are highly relied on during occurrences considered beyond a normal fire department response scope. Effective planning will result in progressive mitigation practices established by current fire department standard operating guidelines, progressive training, and progressive pre-incident planning.

Geographic difficulties will enhance a situation depending on location, accessibility, resources required (standard and specialized equipment), availability of emergency personnel, fire, police, EMS and specialized personnel.

Definitions

Hazard: is any situation or circumstance that has the potential to cause harm or damage to persons or things. (Hazard becoming a risk)

Risk Assessment: Determining potential events that could adversely result from an identifiable hazard that may influence damage, injury or life loss and formulating controls to reduce the possibility of the hazard becoming a risk.



Inherent risk - is the risk to an entity or individual in the absence of any actions that might be taken to alter either the risk's likelihood or impact.

Residual risk - is the risk that remains after response to the risk, or it reflects the risk remaining after intended actions to mitigate an inherent risk that has developed from an identified hazard.





Numerical Relative Frequency Probability Value Assumed		Frequency	Probability
	Risk	Severity	
0-2	LOW	Low (0-2)	The probability of risk exists however the frequency would be considered to be minimal with expectations of occurrence to be rare. The severity would be considered to be acceptable against normal standards without negative consequences.
		Low (0-2)	
3-4	MODERATE	Moderate (3-4)	Risk probability exists with possible occurrences or situations which happen with frequency levels considered to be intermittently.
			The severity would be considered to be acceptable provided mitigation required to effectively deal with the occurrence or situation was not delayed for period of time, (hours).
		Moderate (3-4)	Unattended the consequences could be dire. Undesirable results could be legal challenges, possible injury, loss of life due to uncontrollable circumstances, and/or possible increased property loss.
5	HIGH	High (5)	Risk probability considered to be significant and there exists the possibility of occurrences happening on a regular basis.
			The severity level demands immediate mitigation to minimize the risk from becoming unmanageable with dire consequences.
		High (5)	Undesirable results could be legal challenges, injury, or loss of life potential due to uncontrollable circumstances, and/or possible increased or total property loss.

Probability: The relative probability of the event occurring (based either on historical data or an estimate) in sufficient proximity to adversely affect your municipality. Probability can be measured with the following probability, frequency and severity rating scale.



Risk assessment worksheet for cypress county

	Threat	Probability	Frequency	Severity	TOTAL
		0-5	0-5	0-5	0-15
1.	FLOODING				
	(A) Internal (urban area)	0	0	0	0
	(B) External	2	3	3	8
2.	FIRE				
	(A) Structural (urban/rural)	4	2	4	10
	(B) Wildland	5	3	2	10
	(C) Vehicle	3	2	4	9
	(D) Industrial	2	1	5	8
3.	EARTHQUAKE	0	0	0	0
4.	WIND STORM	4	3	3	10
5.	TORNADO	2	1	3	6
6.	SNOW STORM	5	3	4	12
7.	ICE STORM	4	1	3	8
8.	DROUGHT	3	3	3	9
9.	EPIDEMIC (all natures of illness)	2	1	3	6
10.	EXPLOSION	2	1	3	6
	(A) Industrial Facility	2	1	5	8
	(B) Oil and Gas Well Incident	2	1	3	6
	(C) Pipeline Break/Release	2	1	2	5
11.	GAS LEAK (Natural Gas)	2	1	2	5
12.	UTILITIES/ SYSTEM FAILURE				
	(A) Sewage	2	1	2	5



	Threat	Probability	Frequency	Severity	TOTAL
	(B) Water	2	1	3	6
	(C) Electrical	3	1	2	6
	(D) Communications	3	1	3	7
	(E) Telecommunications	3	1	3	7
15.	TERRORISM (Hostile Acts) Domestic / International	1	1	2	4
16.	HAZARDOUS MATERIALS DANGEROUS GOODS				
	(A) BIOLOGICAL	2	0	5	7
	(B) DANGEROUS GOODS SPILL	3	2	3	8
	(C) DANGEROUS GOODS INCIDENT (Other)	3	1	3	5
16.	SABOTAGE	2	0	2	4
17.	BOMB THREAT	2	1	2	5
19.	NUCLEAR/ RADIATION	1	0	1	2
24.	CIVIL DISORDER	0	0	0	0
	(A) Labor Disputes	1	0	0	1
26.	TRANSPORTATION	2			
	(A) Motor Vehicle Collision	5	4	2	11
	(B) Train Collision/ Derailment	3	3	3	9
	(C) Plane Crash	3	1	3	7



Delineations of Overall Assessment: Total Rating Numerical Values

High - Greatest risk of probability, severity and impact
 Medium - Moderate risk of probability, severity and impact
 Low - Least risk of probability, severity and impact

The higher the numerical value associated with each area, the greater the probability of occurrence. Although as previously stated, the fire department would not be expected to provide services during such event as, sewer, water, and communications system failures. However, it should be expected that as these non-traditional response criteria's escalates the fire department will invariably be summoned to provide critical support to minimize negative impact on the municipality.

Areas such as epidemics should not be under emphasized as these outbreaks can affect fire department personnel potentially reducing response capabilities due to the number of firefighters that may become affected. For example, if 25 % of department personnel are affected by a flu outbreak, manpower capabilities are reduced proportionately.

The identified threat areas can and will have profound demands on the fire department and currently pose the stated hazard risk assessment potential noted in the assessment matrix. Effective, planning, policy development, training and constant re-evaluation of processes, mitigation capabilities can minimize the negative effects of each area while maintaining a consistent operational capability. (Adapt, assess, overcome, and move forward, progressively).

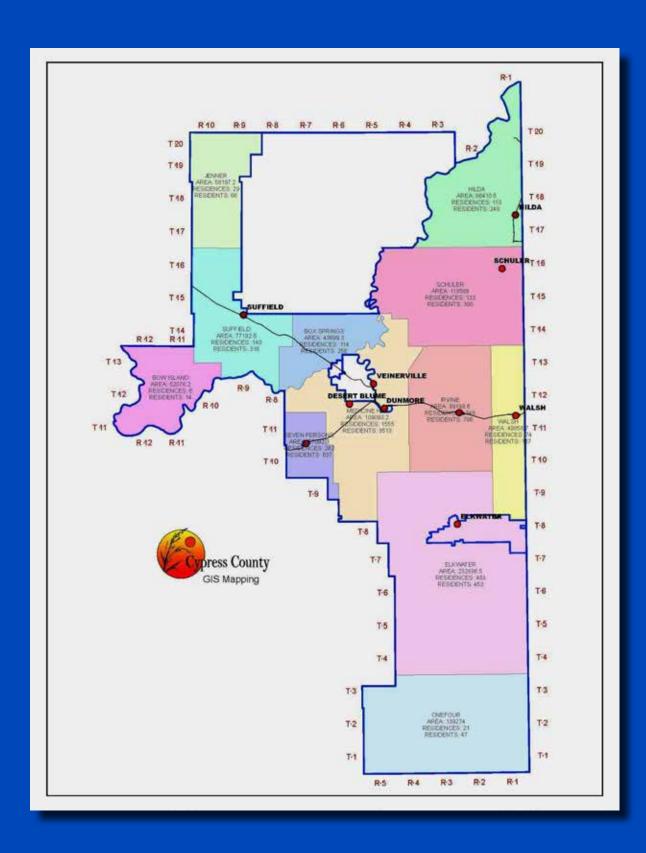
1.2 Area Demographics / Population



Cypress County can be found in the very southeast corner of Alberta. The majority of the County's 1.3 million hectares are utilized for agricultural purposes, including high intensity irrigated cropping. Oil and gas activities plus Canadian Forces Base Suffield are other major components of the area's economy.

The 7,214 residents live on farms, in acreage subdivisions and in 10 small urban communities. Cypress County council strives to provide programs and services that promote a rural lifestyle, while retaining an agricultural character¹.







INCORPORATED:	January 1, 1985		
POPULATION (2011 CENSUS):	7,214		
Hamlet Population Breakdown	Desert Blume	306	
	Dunmore	1025	
	Elkwater Townsite	60	
	Hilda	37	
	Irvine	291	
	Ralston	409	
	Schuler	63	
	Seven Persons	270	
	Suffield	264	
	Veinerville	80	
	Walsh	58	
SIZE:	13,237 km ² ; 1,327,508 hectares		
NUMBER of DWELLINGS:	3,521		
NUMBER of FARMS:	949		
KILOMETRES of ROADS:	Gravel = 2071, Pavement = 118, Oil = 283		
INCOME SOURCES:	Property taxes, grants, fees and charges		
SERVICES PROVIDED:	Agricultural programs, road maintenance, bylaw		
	enforcement, land planning, development advice		
	& approvals, fire protection, recreation, street lighting,		
	waste collection, recycling, water & sewer, emergency		
	services, family & commu	nity support.	
2015 MILL RATE (RESIDENTIAL):	5.4062 (2016 - 5.352)		
2015 MILL RATE (NON-RESIDENTIAL):	8.3636 (2016-8.5867)		
2015 MILL RATE (FARMLAND)	6.4062 (2016 - 6.3523)		
2016 OPERATING BUDGET:	\$35,522,919		
2016 CAPITAL BUDGET:	\$9,949,522		
FULL-TIME EMPLOYEES:	59		
MAJOR ECONOMIC ACTIVITIES:	* Agriculture		
	* Oil & Gas Production		
	* Tourism		
	* CFB Suffield Military Bas	se	



In 2011, Cypress County had a population of 7,214, representing a percentage change of 7.5% from 2006. The Canadian average growth was 5.9% for this same period. There are 2,518 private dwellings, an increase of 6.7% from 2006.

1.3 Residential Risks

Residential fires provide the highest rate of fire-related deaths and injuries. Most residential structures are of combustible construction with no fire control features. This combination of citizens at their most vulnerable in the least protected of buildings provides Fire Departments with their greatest challenge.

1.4 Industrial/Commercial Risks

The commercial risks within Cypress County can normally be handled within the capabilities of the Fire Department. Most small urban areas within the County have a small commercial core that could be a challenge to the local response given the lack of separation between some buildings and the types of construction.

The commercial buildings provide a unique challenge in the event of an emergency due to the wood construction with limited installed fire protection features.

Agriculture provides the primary business activity for the region. Large agricultural businesses do present a risk. Without fixed protection and only limited water supplies, large buildings with significant combustible materials provide a significant challenge to responders in the event of an emergency. Add to this the desire to rescue livestock and protect surrounding structures and the challenge continues to escalate.

The area has also seen a decrease in drilling and exploration activities in the oil and gas industry, but some challenges are still present.

1.5 Transportation Risks

Transportation brings economic prosperity to the region but provides a major risk for Fire Departments. Responding to motor vehicle collisions is a major part of most Fire Department emergency response calls. In addition, transport trucks and trains can carry a variety of products that can present a risk to citizens and the environment.

The County maintains 2472 km of roads in the County, plus there are 850 km of provincial highway within the County. This is a total of 3322 km of road.

The Canadian Pacific Railway Main Line traverses Cypress County. The line enters the eastern part of the County near Walsh and travels west through Dunmore and on to Medicine Hat. From Medicine Hat the line travels in a north westerly direction passing near Suffield and on to Calgary. A secondary

line joins the main at Dunmore and travels in a south westerly direction passing near Seven Persons and on to Lethbridge. Major switching yards are located in Dunmore. Several spur lines and side yards exist along the lines route to facilitate the handling of grain and other commodities.



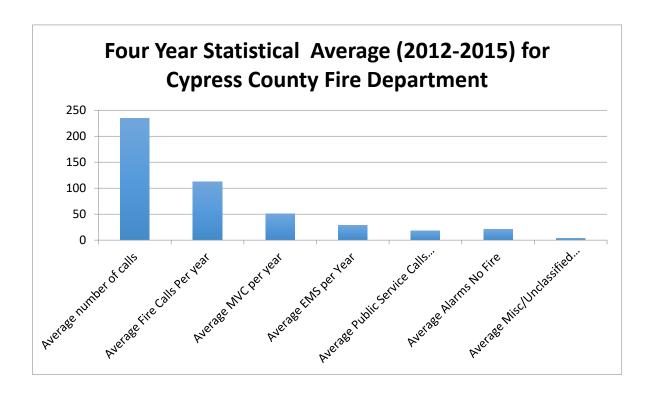
As a result of these major transportation corridors, there are a large number of dangerous goods and commodities passing thru several communities located in Cypress County daily. This line and the rail yard provide risks from the products being transported, accidents at level crossings, derailments, grass fires along the rights of way and impediments to response routes in many areas of the Region.

1.6 Assembly Occupancies

Assembly occupancies include schools, churches, and sports and recreational facilities. Most of the small urban areas in the County have at least a representative of such buildings. Risks presented include the rescue or search for missing occupants and often are one of the larger buildings in the area. In many cases, the buildings are of combustible construction with no fixed fire protection presenting the risk of a large fast developing fire should it get started. These types of buildings are usually identified as reception centres for area evacuations.

1.7 Response Statistics

According to documents received and reviewed by TSI, there was a total of 226 incidents in 2015. The four-year average of calls from 2012 to 2015 was 235 calls. The following chart outlines the four-year statistical average (2012-2015) of call types responded to by the Cypress County Fire Department.



The response statistics by fire service area were not available at the time of review. The breakdown of individual hall statistics would be beneficial in further analyzing the operational requirements of the Cypress County Fire Department. Recommendations will be made elsewhere in the report as to the importance of consistent and accurate data gathering and records management systems.





Operational Practices & Procedures 2.1

Cypress County Fire Department currently has four Standard Operating Guidelines - three were developed in 2007/2008 and the Firefighter Accountability System was implemented in 2016. The SOG's have not been reviewed or updated to reflect the current operations of the Fire Department. The current guidelines would not satisfy OHS requirements. SOP's or Guidelines should describe the emergency activities the department is authorized to respond to. The Cypress County Fire Department requires a complete set of comprehensive SOG's.

A process to update and develop SOG's has been initiated over the Summer. A review of the process was done and determined that the process for development, review, and approval is adequate to meet the requirements. Policy number FP04 outlines the requirements for the development, approval and review of any SOG's:

Standard Operating Guideline (SOG) - A document which establishes a standard course of action to keep firefighters safe during the completion of their duties during an emergency response.

Development Process and Tracking of SOGs The Deputy Fire Chief will develop the SOG for a specified task or procedure, in cooperation

- with the Health & Safety Supervisor.
- 2. Upon completion of each SOG, the Emergency Services Supervisor will sign-off on the SOG.
- 3. The SOG will then be submitted to the Chief Administrative Officer (CAO) for review and final
- 4. The SOG will be provided to the Fire Services Board and Council for information.
- 5. The SOG will be issued to the District Fire Chiefs for review with all their fire department members.
- 6. After the firefighters have reviewed and received training on the SOG, they will sign-off that they have reviewed and understand the guideline.
- 7. Each firefighter's permanent personnel file will be updated to confirm their training on each SOG.

2.2 **Records Management System**

A functioning records management system would include, recruitment application form, interview notes, offer letter, orientation check off list, training records, supervisor notes, performance records & evaluations, any recognitions or discipline, personal history or limitations.

The Cypress County Fire Department utilizes several different methods of capturing data and records. All documents containing personal and proprietary information were not retained in a manner that protects unauthorized viewing of that information.

Fire Department management is becoming increasingly more complicated. With the current focus on liability and increasing job demands, both in the variety and the sophistication of Fire Departments' tasks, there is an increased need for expert records management. An effective records management system streamlines your administrative duties, while providing your management team the tools and information to make better, more timely decisions 23

throughout the department, from prevention and preparedness to operations and finance.

The Fire Department is currently using Fire Station Software for its records management system but

it is not being utilized to its fullest capability and there are differing opinions on its purpose.

2.3 Training

Training is the foundation upon which highly efficient and effective fire departments are built. Firefighters spend far more time training than responding. While it poses significant challenges to paid on call departments due to the cost and time commitments, it



is essential to become proficient in the trade.

Training is the link between a firefighter and the equipment needed to do their job. Good training programs develop firefighters who achieve results on the fire ground by making the right decisions and completing skills and maneuvers proficiently and consistently. Learning by experience alone, is a slow process that can never lead to a broad subject of knowledge. One individual's experience may give an individual inadequate ability to perform, and it certainly will never give enough insight into the wide range of possibilities that are likely to be encountered during an emergency incident.

Cypress County Fire Department has a scheduled training night (skills maintenance) for their in-house training. Training frequencies vary between stations and the training programs are not consistent from station to station. There are several different variables that affect the departments' ability to develop and deliver effective training. They include:

- 1041 Fire Service Instructors or senior staff to prepare and deliver training
- Attendance to training session no certainty of how many firefighters are going to attend
- Lack of training resources IT, classroom, training area and props
- No formal curriculum identifying the mandatory refresher skills or progression training required

Organizing mandatory certification training programs for paid on call firefighters is always a challenge given the demands for scheduling, costs and travel combined with determining the level of training required by the individual. Being part of a regional training plan makes the development of courses



easier by addressing the needs of a larger group. This allows courses to be run more frequently while still ensuring a full class.

Training for the Cypress County Fire Department should be prioritized on the following criteria:

- The identified Level of Service By-Law (public safety)
- Hazards and Risk Assessment Matrix
- Actual responses (historical) and identified risks that the department is capable of handling, not only from a training point of view, but having adequate personnel attending to operate safely
- To fulfill position functions i.e. officer level training courses and emergency management
- Succession planning to ensure you have qualified staff in the future to fill key positions

From the Code of Practice for Firefighters (issued May 2007):

Training of firefighters is addressed in Part 1 of the OHS Code under the definition of "competent" and in section 15 of the OHS Regulation under "Safety training". Three characteristics are used to describe a worker as competent: (see OHS Code Explanation Guide for more detail)

- Adequately qualified,
- Suitably trained, and
- With sufficient experience to safely perform work without supervision or with only a minimal degree of supervision.

Training needs to be more formalized with specific goals based on job descriptions and identified tasks for individuals. The limitations on available time to train, the amount of training required and the training budget makes it critical that all training be of the highest value to the team and expected services. The development of a detailed training plan for the department will assist in ensuring that an adequate number of trained personnel are available for the defined levels of service.

Cypress County Fire Department uses the Incident Management System (IMS). IMS provides standardized organizational structures, functions, processes and terminology for use at all levels of an emergency response. There is an initiative to standardize incident management systems across Canada into a system called ICS Canada.

2.4 Maintenance

Cypress County Fire Department has adequate equipment and maintenance programs. Apparatus maintenance is performed by the Cypress County maintenance department. All apparatus have well-documented history of service and repairs. CVIP's are performed annually on all apparatus.

The County's breathing air compressor is tested and maintained in accordance with industry best practices. SCBA cylinders and air paks are on a maintenance and inspection schedule. Fire Department ladders are all visually inspected annually.

Our findings indicate that the apparatus and equipment associated with the fire department are regularly maintained and kept in good repair and working condition.



The County has a preventative maintenance program that provides historical data to identify trends and predictive failures.

2.5 Equipment

The Cypress County Fire Department is well equipped to deliver their identified level of service. They have an adequate complement of apparatus including engines, squads and command vehicles. Several of the fire stations have modern extrication tools and equipment.

Personal protective equipment (bunker gear, etc.) throughout the County is aging and varied by manufacturer and specifications.

Access to water tenders and water supplies are becoming more difficult to access in a timely manner. Area activity in the oil and gas sectors as well as climate change have impacted the availability of standing water sources and water transport vehicles.

All-terrain vehicles and bladder packs are additional tools that, if available, would assist firefighters in the response efforts of wildland fires.



2.6 Procurement

Procurement apart from apparatus is the responsibility of the Fire Chief. Apparatus procurement is done in collaboration with the County Shop & Fleet Maintenance Supervisor. Except for apparatus, there is no life-cycle management policy in place for the strategic and timely replacement of personal protective equipment and essential support equipment (hydraulic rescue tools, power tools). Adopting a life-cycle management plan enables the Fire Chief and Council to effectively plan budgets for major expenditures well in advance.

Another option to consider when procuring equipment is leasing. Leasing offers some significant tax advantages and allows the municipality to project the costs over a longer period of time while getting the equipment that they need sooner. This is especially important when considering purchases of bunker gear and more expensive equipment like hydraulic rescue tools. It keeps the costs in the operational budget and outside of the extensive Capital Equipment List that most municipalities have to deal with on an annual basis.



Consideration should also be given to taking advantage of the buying power of CFB Suffield, Town of Redcliff and the City of Medicine Hat Fire Departments. Pooling with other

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neighboring municipalities to purchase equipment collectively offers better purchasing power and price points. Standardizing equipment with mutual aid partners enables sharing of equipment at multi agency responses when resources are limited.

2.7 Dispatch Protocols

Dispatch statistics were reviewed and based upon the information presented, the dispatch system is receiving and processing information within acceptable parameters. In 2015, the Medicine Hat Dispatch Centre received an average of 34 calls a month and a total of 413 calls for the year with respects to rural fire services calls which includes, Cypress County, County of 40 Mile and the Town of Redcliff. The average time to notification for each department was 108, 130 and 115 seconds respectively.

Operationally, there did not appear to be a document outlining the dispatch protocols currently in use by the department.

Dispatching Cypress County Fire Department to medical related calls are more complicated and are preventing the County to respond in a timely manner. The calls are being processed by two dispatch agencies. All medical calls placed to the 911 dispatch are received by 911 Medicine Hat Dispatch Centre and then forwarded to Alberta Health Services (AHS) dispatch out of Calgary. AHS returns the call to Medicine Hat Dispatch Centre for dispatching of medical first response (MFR) out of Cypress County. County Fire Department interviews indicated that medical first response out of the County is frequently arriving after AHS medical response or simultaneously. The primary objective of providing medical first response by a Fire Department is that they would arrive before the AHS response, care for the patient until AHS arrives, and assist AHS upon arrival if required. The delays in dispatch have the AHS response unit arriving before or close to the same time as the County Fire Department. This is a costly service for the County to provide and equates to a large percentage of the paid-on call firefighters time.

NFPA 1221

NFPA 1221 is a recognized standard for the Installation, Maintenance and Use of Emergency Services Communication Systems. While this document contains a wealth of information pertaining to the above, we are going to focus on a couple of key points for the purposes of establishing an effective dispatch protocol. Article 7.4.1 states that ninety-five (95) percent of calls received on emergency lines shall be answered within 15 seconds and ninety-nine (99) percent of calls shall be answered within 40 seconds. Article 7.4.2 states that with the exception of calls identified in 7.4.2.2., eighty percent (80) of the emergency call processing time shall be completed within sixty 60) seconds and ninety-five (95) percent of alarm processing shall be completed within one hundred and six (106 seconds). Article 7.4.2.2 states that emergency alarm processing for the following call types shall be completed within ninety (90) seconds ninety (90) percent of the time and within one hundred and twenty (120) seconds ninety-nine (99) percent of the time.

- 1. Calls requiring emergency medical dispatch questioning and pre-arrival medical instructions
- 2. Calls requiring language translation
- 3. Calls requiring the use of a TTY/TTD device or audio/video relay services
- 4. Calls of criminal activity that require information vital to emergency responder safety prior to dispatching units



- 5. Hazardous Materials Incidents
- 6. Technical Rescue.

Cypress County Fire Department defines their dispatch protocols thru policy. This would be an acceptable standard to identify as their protocol in the future.

2.8 Fire Prevention / Public Education



The majority of Cypress County's public education program occurs during Fire Prevention Week. Fire prevention /education should be promoted throughout the year to be effective. Fire prevention and public fire education should be an on-going activity in every municipality. There are many opportunities to reach out to the citizens through the County website, social media and community events.

Programs and activities that have been used in other municipalities with great success are; adopt a school, camp for kids, Firefighter Cadet program, fire extinguishing training and home fire surveys.



3.1 Fire Services

It is the responsibility of Council to provide the direction for the development of a fire department and ensure that the budgets match the level of service. The primary document for this guidance is the Fire Services Bylaw that outlines the basic expectations and the Level of Service Policy. The requirements and services identified in these two documents must be supported by an adequate budget to meet the expectations of the standards and Occupational Health and Safety requirements. Higher levels of service require different equipment, training, best practices, etc. The higher the level of service is, the greater the budget required to meet the standards and best practices.

Service levels determine the staffing level, the equipment required and the training level. No report can determine the citizen's level of risk acceptance but the realities of budget must be weighed against the risk.

Redefining the levels of service and Standard Operating Guidelines are required to bring Cypress County and the Fire Department into compliance with Part 2 of the Alberta Occupational Health and Safety Code. Part 2 of the code addresses hazard assessments, the elimination and controls thereof: Cypress County (the employer) shall specify the types of emergency services that the department shall provide and to what level they will be delivered to the community. This identified level is usually defined and written in the form of a policy or by-law and approved through a resolution of council. The combination of the identified level of service policy or bylaw and the Standard Operating Polices form the basis of a written plan that addresses the Alberta Occupational Health and Safety Code Part 2 requirements.

Currently the Cypress County Level of Service Policy allows for each fire district to determine what services are delivered.

Cypress County – Levels of Service					
Service	Currently Defined Level of Service	Proposed Level of Service			
FIREFIGHTING SERVICES					
Firefighting Structural	Defensive (If sufficient numbers of qualified fire fighters [minimum 4] arrive on the scene, the Incident Commander may at his/her discretion after conducting a risk assessment and determining the level of risk to fire fighters is acceptable conduct interior rescue and/or interior suppression operations	Defensive operations only; unless an onsite risk/benefit analysis determines that offensive operations can be safely performed. This includes number of trained and qualified personnel available, adequate water supply, and personal protective equipment.			
Firefighting Wildland/Urban Interface	Offensive/Defensive	Provide basic wildland fire suppression services to the NFPA 1051 Standard.			

Service	Currently Defined Level of Service	Proposed Level of Service
Fire Officer/Incident Command		All emergency incident operations shall be managed and controlled by the principles and guidelines of ICS Canada.
EMERGENCY MEDICAL	The District Chief of a Fire	MFR response to calls that are life-threatening in
SERVICES	Department may elect to	nature – Charlie, Delta and Echo Calls.
	conduct MFR responses within	
Medical First Response	his/her response area	
	depending upon the	
	qualifications levels of District	
	fire-fighters.	
RESCUE SERVICES		Provide fire suppression and emergency
Motor Vehicle Collisions,	Offensive	extrication services for all incidents that do not
Extrication		involve dangerous goods or hazardous materials
		that the department is not equipped to deal with.
Water/Ice Rescue(Elkwater)	Offensive	None – call mutual aid partner qualified in such
Trace, reconcentrate.	one is it	services
		56.77565
Technical Rescue	Assist Qualified Personnel	Assist qualified personnel under direct supervision
 Confined Space 		and within training competencies required to
Rope Rescue		perform the tasks necessary
 Trench Rescue 		
		Provide livestock rescue within training and
		equipment capabilities
• Livestock Rescue	Offensive	
		Assist qualified personnel under direct supervision
		and within training competencies required to
Search & Rescue		perform the tasks necessary.
	Assist Qualified Personnel	
		Awareness Level – call Mutual Aid partners for
Hazardous Material Response		Operations and Technician Level response.
	Defensive	
Other Services		
D. I. I. G. 1. (-1 1.		
Public Services (Fire Permits,		
Alarms, Unknown odors)		
Mutual and automatic aid		
responses (as per existing		
agreements and protocols)		



3.2 Partnerships

The Cypress County Fire Department is well equipped and can handle most emergencies within the County. Some emergency events can be overwhelming and the responders may not have the resources or capabilities to effectively deal with every situation. Mutual Aid Agreements have been put into place with the following areas:

- County of 40 Mile
- RM of Deer Forks
- RM of Enterprise
- RM of Maple Creek
- RM of Reno
- Special Area No. 2
- Town of Bow Island
- Town of Redcliff

Most of these agreements have been in place for a significant period of time and subject to operational requirements and cost recovery. The Mutual Aid Agreements appear to be working well and meeting the needs of the county.

Service Agreements:

There are areas within the county that cannot be effectively serviced by the existing fire halls or additional expertise is required. In most cases, it is more economical to enter into a service agreement than build the infrastructure and run a stand-alone system. The following Service Agreements are in place;

- City of Medicine Hat
- E-911 Dispatch Agreement
- County of 40 Mile No 8
- Kinniburgh Spray Service
- Alberta Agriculture and Forestry
- Government of Alberta/Elkwater
- Canadian Forces Base Suffield

Similar to the Mutual Aid Agreements, some of these agreements have been in place for a considerable period of time. They are based on operational requirements and a fee is attached to the service provided. The agreements are working well and meeting the needs of Cypress County.

All agreements have expiry dates and need to be renewed prior to the expiry. Plans also must be in place for uninterrupted service in the event an agreement is not renewed by either party.

The memorandum of agreement with City of Medicine Hat is a retainer for services with a fee and equipment cost to the County. The cost per call is higher than what the County is currently providing to the rest of the County. Majority of the revenues associated with the City of Medicine Hat responding within the County, are directed back to the City. The current agreement expires December 31, 2016.



The mutual aid fire agreement with the Town of Redcliff is a mutual aid agreement with no fees tied to an expected level of service. There is a provision in the agreement that allows a municipality to recover costs incurred while responding to a mutual aid request. The common synergy between the two departments are the Firefighters who serve on both departments.

The Town of Redcliff is a Safety Codes accredited municipality, which is a service the County could not provide to the Town.

The County should continue with their mutual aid agreement with the Town of Redcliff. Training of the Firefighters should be coordinated together to optimize the Firefighters time for training that benefits both Fire Departments.

Shared services can be organized informally or formally and they can operate through different governance vehicles, including building on existing forums and requirements. Step-by-step best practices help municipalities take stock of their needs, identify opportunities, plan, implement and evaluate new shared service arrangements. The sharing of fire protection services enables more than one municipality or local service district to combine efforts to enhance current service levels or to maintain effective fire protection services. Cypress County and the Town of Redcliff are already sharing resources with respects to their human resources. Most of the firefighters belong to both the Cypress County Fire Department in the Box Springs Fire District and the Town of Redcliff Fire Department.

There are other opportunities and benefits to be explored and recognized from shared fire services with the Town of Redcliff, and not all of them pertain to operational response. Purchasing consortiums, training opportunities and shared facilities are to name but a few.

Understanding the basic principles, the variety of vehicles and agreements that can govern shared services is essential to getting the right model in place. Three principles of service sharing must be satisfied for arrangements to be effective and long-lived:

- 1. Common interest: In cooperating with political bodies and diverse sectors, it is critical to ensure that the objectives of all parties are aligned, achievable and fulfilled.
- 2. Mutual benefit: All participants need to gain from the arrangement and they need to gain in proportion to their contribution. The perception that arrangements are fair is important.
- 3. Cost effectiveness: Managing the shared service relationship cannot take more time than the benefits of service sharing are worth. Arrangements should deliver value for money.

As an addendum to the Cypress County Fire Master plan project, the TSI team was asked to complete an overview of the Town of Redcliff Fire Department. TSI met with the Fire Chief, Firefighters, Town of Redcliff Administration and Elected Officials.

In addition to the standard cover of review, TSI specifically looked at the Town of Redcliff as a potential partner for regional collaboration with respects to fire service delivery.

Current Situation

Cypress County and the Town of Redcliff currently have a signed Mutual Aid Agreement (2011) in place that outlines service delivery conditions, jurisdictional command and cost recovery for services provided.

Regionalization Opportunities

Rridging the Gan

AAMDC, AUMA and our Provincial Government are strong proponents of regional cooperation and continue to support voluntary agreements among cooperating municipalities as the best solution to addressing common needs on a regional basis.

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Collectively, they believe that, when individual municipalities act in good faith, these approaches can continue to address any, and all regional concerns. The success of these regional alliances have not been without challenges but the collective collaboration and cooperation have produced some very positive outcomes in other areas.

Why have municipalities taken this approach to service delivery? What are the advantages to a Regional Fire Service?

- Less Duplication
- Cost saving
- Ability to proceed with Strategic Planning
- Can do succession planning for officers
- Less competition for limited pool of volunteers
- Knowledge sharing
- Wider demographic of members
- Improved Coordination
- Improved safety
- Better equipment
- May improve morale
- May attract younger people
- Standardization of Standard Operating Guidelines
- Standardization of Service Levels
- Increased Level of Service through wider skills pool
- Better availability and coverage for response
- Increased and balanced call volume
- Varied call volume
- Huge opportunity for regionalization to be successful and productive. From standardizing levels of service, to having the ability to grow as the region grows, as well as more opportunity for grants from all levels of governments
- Regionalization may lead to a new Fire Station
- Demonstration of positive attitudes
- Show the community that we can put aside historical differences
- Ability to work together as a team
- Larger pool of prospective firefighters for recruitment and retention
- Effective use of resources
- Surplus Fire Station and equipment could be repurposed or sold.
- Fulfils the need for centralized local based training

In summary, regionalization provides a medium to provide fire protection services to one or more communities (municipalities). A regionalization study will identify key aspects of delivering a regional fire service including the needs of the community and stakeholders, governance and funding models for service delivery. In the end, it will be established by the stakeholders making good and informed decisions at the appropriate levels resulting in a service delivery model that is unique to the region.



Town of Redcliff Gap Analysis

Administrative Item Current Situation Action Required

Bylaws		
Bylaw 1757/2013 Fire Services Bylaw	Into effect 17 December 2013 Comprehensive document covering range of services provided, Fire Chief appointed and authorities granted, responsibilities of the Chief, Fire Permits, Fire Pits, Schedule of Fees, Penalties.	
Bylaw 1815/2015 Rates/ Fees Bylaw	Outlines fee schedules for Fire Department including Fireworks Ignition Permit.	Recommend increasing fees for 3 rd party requests for fire inspections and investigations to \$100.00 per request/per document.
Bylaw 1803/2015 Emergency Management Bylaw	Identified Fire Chief as part of the Emergency Management Agency for the Town.	No action required – no training records to cross reference for capabilities in the absence of the Chief.
Bylaw 1660/2010 – False Alarm Bylaw for Police and Fire	Identifies fees and criteria for applying charges regarding false alarms.	
Fireworks Permit	Contained in Bylaw 1757/2013 Fire Services Bylaw	Redcliff is an accredited municipality. Authority to enforce this lies with the Town. Policy development for inspection of businesses selling Fireworks, quantities allowed, permit process in accordance with Alberta Fire Code Regulations and Explosive Act of Canada.
Levels of Service	No Defined Level of Service.	Level of Service Policy required to comply with Alberta OH&S.
OHS Code of Practice	No reference documents were found.	Familiarize council with OHS requirements and establish an OH&S program for the fire department. 4 key components - Level of Service Policy - Training - SOP's - Documentation/Reporting



Operational Policies and	Work in progress	SOP's are part of the fire departments
Procedures	Work in progress	commitment to the OHS requirements of
		· I
Standard Operating Procedures and		Alberta. They are required to govern the
Guidelines		response and day-to-day activities of the
		fire department. They are required to be in
		compliance with OHS legislation.
Fire QMP	No documentation available for	
	services provided.	
Reporting relationships between	Interviews would indicate that the	
communities and fire services	Town of Redcliff is willing to explore	
	opportunities with the Cypress	
	County.	
	County.	
Fire Service Agreements/ Mutual	Day time response issues.	Call data was not forwarded to TSI.
Aid	No on-call program for weekends.	
Operations	Average 70 calls per year?	
Operations		
	Wildland fires, vehicle fires, structure	
	fires and motor vehicle collisions.	
Facilities	Older building in need of	
racilities	modernization.	
	modernization.	
Staffing	Currently served by one part-time	One FTE position required to satisfy
Starring		
	Fire Chief and 21 POC firefighters.	administrative duties, QMP obligations and
	Average age is 35 years old.	to develop and implement a training
	No issues with recruiting and	program for the department.
	retention.	
Training	No documentation available for	
	review.	
	Interviews would indicate that the	
	Cypress County is ahead of the Town	
	of Redcliff on training.	
Record Management System	No formal system in place.	
8		
Dispatch	Dispatched by Medicine Hat	
	Dispatch.	
Communications	Redcliff and Cypress County use	
	different management systems for	
	fires.	



3.3 Operating and Capital Budgets

Cypress County Fire Departments operating budget is adequate to finance the expected level of service. There are opportunities identified within this Master Plan to allocate some of the operating budget funds to different cost centers without affecting the level of service or public and firefighter safety. Examples from other sections of this report are training, public education and fire prevention programs.

Cypress County has a 20-year capital replacement plan for the Fire Department apparatus. The plan is meeting the Fire Departments needs and funds are available when apparatus is acquired.

Leasing is a common financing strategy for many businesses with billions of dollars of equipment leased annually. It can be used for everything from apparatus to tools and equipment. Minimum purchase amounts usually apply to the terms of a lease. Leasing allows an organization to acquire equipment and technology needed today, while spreading payments out affordably over time. This allows an agency to reserve capital to finance daily operations or other expenses. This strategy can be used to quickly gain compliance with respects to issues related to Occupational Health & Safety and assists greatly with financial forecasting.

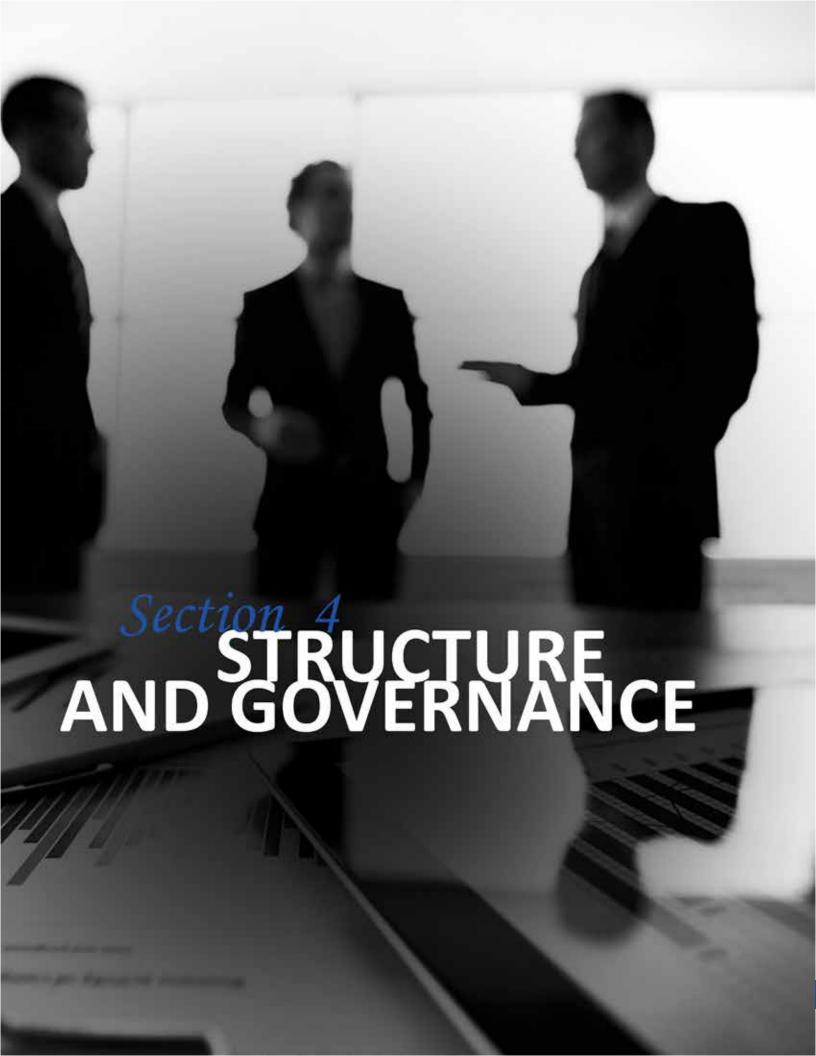
Tax-exempt, lease-purchase financing is a variation on the traditional lease. It offers several benefits:

- requires no down payment,
- tax-exempt interest rate,
- allows an agency to pay for assets over time,
- builds equity in the leased equipment with the first payment,
- at the end of the lease term, the department owns the equipment,
- flexible payment terms, and
- eliminates the paperwork and voter-approval required under debt financing.

Leasing opportunities should be applied to Fire Department purchases in the same manner other County departments use leasing.







4.1 Mission, Visions, Values

The Cypress County Fire Rescue Service currently does not have a mission, vision or values statement. A mission statement is a statement which is used as a way of communicating the purpose of the organization. A vision statement identifies what a Department would like to achieve or accomplish in the future. A values statement identifies four to six core values from which the organization would like to operate. The value statement often takes into consideration the value of clients, employees and the community.

4.2 Governance Structure

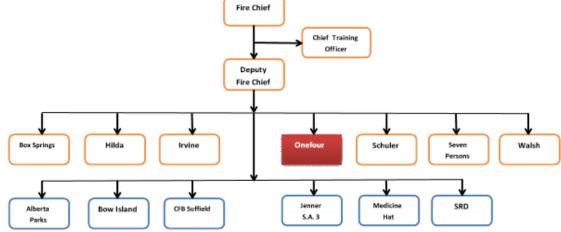
It is important to understand the governance structure in which a fire department operates. This includes the documents that authorize its functioning and the ability for it to receive adequate and sustainable funding. The lines of authority differentiate the basic organizational structure under which each department functions.

A well-designed organizational structure should reflect the efficient assignment of responsibility and authority, allowing the organization to accomplish effectiveness by maximizing distribution of workload.

The organizational structure of the department should demonstrate a clear unity of command, in which each individual member reports to only one supervisor (within the context of any given position) and is aware to whom he or she is responsible for supervision and accountability. This method of organization encourages structured and consistent lines of communication and prevents positions, tasks, and assignments from being overlooked. The overall goals and objectives of the organization can be more effectively passed down through the rank and file members in a consistent fashion.

Cypress County Fire Rescue Service is a department within the organizational structure of Cypress County. The Fire Chief reports to the CAO. The departments mandate, functions and authority to operate are outlined within Cypress County bylaws.

4.3 Reporting Structure





4.4 Bylaws

The Municipal Government Act of Alberta provides that a Municipal or County Council may pass bylaws for the purpose respecting safety, health and welfare of people and the protection of people and property. In addition, the Forest and Prairie Protection Act provides certain discretionary and mandatory powers to enable a municipality to carry out and enforce the provisions of the Forest and Protection Act within its boundaries. This is the foundation of why the Fire Services Bylaws are put into place. It gives Cypress County the authority to establish fire services within it governing boundaries.

A clear Fire Protection Bylaw defines the purpose, type of service provided, the organizational structure, equipment standards, training needed for its personnel, as well as accountability framework. The Fire Protection Bylaw will also identify the duties and responsibilities of the Fire Chief, as well as the delegation of authority. It will also define the expectations of the firefighters with standard operating guidelines, training and health and safety programs. As previously mentioned the bylaw is for the protection of life and property of its citizens. It should also define what tolerance level the County has pertaining to burnable debris, fire pits, fire and fireworks permits and the control of fire and burning hazards.

Fire prevention is extremely important for safe homes and communities. With certain bylaws to be effective, an enforcement component as well as penalties must be clearly outlined. This should include penalties for violation, as well as first and subsequent offences. It should also include the enforcement authorities i.e. Bylaw Officers, Peace Officers, Fire Chiefs, etc.

Cypress County presently has the following Bylaws in place;

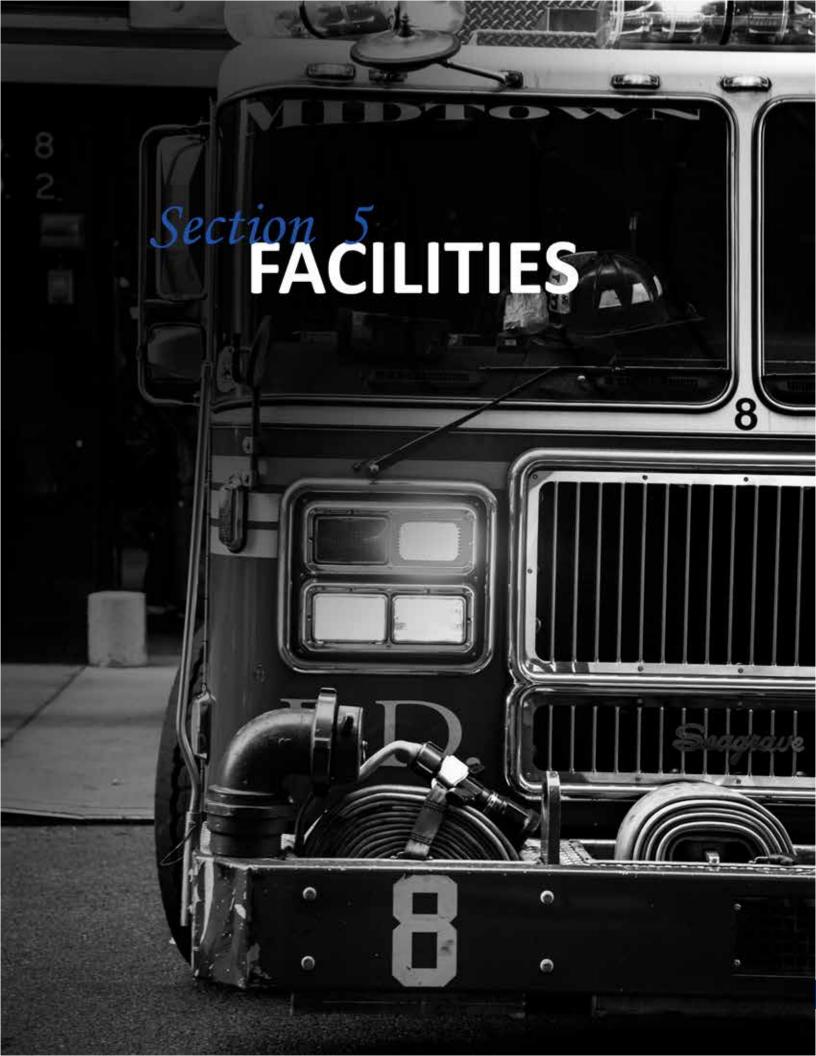
- Bylaw 2002/17 (amended 2014/49) Fire Services
- Bylaw 2008/14 Fire Permits
- Bylaw 2014/30 Fire Services Boards
- Bylaw 2015/30 Green Lamps

4.5 Legislation and Industry Standards

Throughout this Fire Master Plan, references are given to legislative requirements and/or best practices. The following documents were reviewed to identify gaps within the current operations and management of the fire services provided by Cypress County:

- Alberta Fire Code
- Alberta Safety Codes Act
- Alberta Occupational Health & Safety Act
- Alberta Code of Practice for Firefighters
- Forest & Prairie Protection Act
- National Fire Protection Agency NFPA 1720
- NFPA 1051 Wildland Fire Training for Structural Firefighters
- Emergency Health Services Act





5.1 Fire Service Facilities

Adequate facilities for housing personnel and apparatus are essential to helping the department meet the organization's mission. Limited space can significantly impact the available options for resource assignment, hinder the ability to maintain a well-trained workforce, and may affect member and employee morale. The primary functions that take place within the station should provide adequate and efficient space for all functions. Some primary functions include:

- Housing and cleaning of apparatus and equipment
- Administrative office duties where necessary
- the training of personnel.

While this list may seem elementary, the lack of dedicated space compromises the ability of the facility to support these functions, and can detract from its primary purpose.

Transitional Solutions Inc. had the opportunity to travel to every fire station operated by Cypress County, the City of Medicine Hat, Town of Redcliff, Jenner, Forty Mile and CFB Suffield.

There are 7 Cypress County fire halls located in the following small urban areas:

- Box Springs
- Elkwater
- Hilda
- Irvine
- Schuler
- Seven Persons
- Walsh

The Box Springs hall is located within the Town of Redcliff and is not a permanent site. It is currently being leased by Cypress County.

There is an ongoing initiative exploring options for the addition of a fire hall in the Onefour fire service area.

All of the halls owned by Cypress County are in the thirty-year age range. Most of the current infrastructure is sufficient for the storage of apparatus, but is limited in the available space for storage of equipment, administration and training. IT resources and computer equipment to facilitate training and administration functions are not available in all stations.

The fire department facilities located in Jenner and the County of 40 Mile are adequate and are in line with facilities expected for fire departments their size, including having access to meeting and training rooms.

Many of the Fire Halls need some modernization; including paint, washroom and shower facilities and IT integration. Some of the Fire Halls visited need general housekeeping to bring it to the standards of most fire departments.



The current fire stations are not well suited to meeting any future expansion of services without increasing their size.

Fire station location studies should be completed before any decisions are made to adding fire halls in the County. Location studies will determine the best location for a fire hall based on historical response data, response times to the highest risks within the fire service area, access and egress of road systems, traffic patterns, traffic counts, and proximity to paid-on call responders.

5.2 Apparatus and Equipment Inventory

Location	Apparatus	Year/Make	Function	Water Capacity
Irvine	Engine 2	2008/Sterling	Pump-4000lpm	4546 litres
	Squad 2	2008 Dodge	Squad/Rap Attack Pump (2008)	568 litres
Walsh	Engine 3	2005/Sterling	Pump - 4000lpm	4546 litres
	Squad 3	2009 Dodge	Squad/Rap Attack Pump (2016)	568 litres
Box Springs	Engine 4	2015 Intern'l	Pump- 4000 lpm	4361 litres
	Squad 4	2007 Ford	Squad/Rap Attack (2011)	568 litres
Dunmore	Engine 11	2005 Sterling	Reserve Pump. – 3632lpm	4500 litres
	Squad 11	2007 Dodge	Squad/rap Attack (2014)	
	Command	2013 Chev	Command	N/A
	Command	2016 Ford F250	Command	
Elkwater	Engine 5	2006 Sterling	Pump-4000lpm	4546 litres
	Rescue 5	2002 Ford 450	Rescue	N/A
	Squad 5	2002 Ford 350	Squad – High Pressure Unit- 45 Ipm	1360 litres
Seven Persons	Engine 7	2016 Intern'l	Pump -4000 lpm	4546 litres
	Squad 7	2010 Dodge	Squad – Rap Attack (2014)	568 litres
	Rescue 7	2008 Dodge	Rescue	N/A
Hilda	Engine 8	2009 Sterling	Pump – 4000lpm	4546 litres
	Squad 8	2007 Dodge	Squad Rap Attack Pump (2010)	568 litres



Schuler	Engine 9	2008 Sterling	Pump – 4000l	4546 litres
	Squad 9	2008 Dodge	Squad /Rap Attack Pump (2008)	568 litres
Onefour	Engine 13	1981 Chev	Pump	Unknown
	Squad 13	2011 Dodge	Squad Rap Attack Pump (2016)	Unknown
CFB Suffield	Red 3	2010 Intern'l	Pump- 4000lpm	4546 litres
Jenner	Engine 10	2011 Intern'l	Pump-4000lpm	4546 litres
Medicine Hat	Engine 12	2012 Intern'l	Pump – 4000lpm	4546 litres
	Engine 14	2006 Sterling	Pump – 4000lpm	4546 litres

Miscellaneous Equipment

Dunmore:

- 2012 Livestock rescue trailer
- SCBA Compressor (purchased in 2012)
- Gear Washer & Dryer (purchased in 2012)
- 10 SCBA bottles (Spares)
- Thermal imaging cameras (purchased in 2007 and 2016)
- 2014 Husky Backpack Blower
- 2011 Spare Holmatro extrication Pump/Hose

Irvine:

- 2- Husky Backpack Blowers (2014)

Walsh:

- 2- Husky Backpack Blowers (2014)

Box Springs:

- 2- Husky Backpack Blowers (2014)

Elk Water:

- 2008 rescue trailer

Seven Persons:

- 1 Husky Backpack Blower (2013)

Hilda:

- 1-Husky Backpack Blower (2014)

Schuler:

- 2-Stihl BR 600 Blowers (2009/2012)

Jenner:

- Stihl 14" Saw (2014)
- Stihl Chainsaw (2014)

One Four:

- 2- Husky Backpack Blowers (2015)

Various Locations:

- Breathing apparatus (40) purchased in 2006
- Extraction rescue tools (7) purchased in 2007
- CAM purchase in 2010





Section 6 HUMAN RESOURCES

6.1 Staffing

In simplest terms, staffing is defined "as to supply with a staff or with workers." In broader terms, it involves the decisions and activities connected with selecting and training individuals for specific job functions and charging them with job responsibilities. These individuals provide the staff for an organization; in this case, Cypress County Fire Department.

Before delving into a discussion of staffing and personnel management, a clarification is offered. The terms "human resource management" and "human resources" (HR) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations. However, the terms are frequently used interchangeably when describing the recruitment and retention of a workforce.

Human Resource Management (HRM) assumes that workers and members of organizations are individuals with varying goals, desires, needs, and wants. As such, the workforce should never be thought of as an inanimate business resource. Because people represent the very foundation of any successful organization, HRM should take a positive view of workers, assuming that all wish to contribute productively; and that the main obstacles to any endeavor result from a lack of knowledge, insufficient training, or process failure.

Careful consideration must be given to managing the workforce balance to achieve maximum productivity for the organization and maximum satisfaction for the individual. A safe working environment, fair treatment, and recognition for a job well done are key components to job satisfaction. It is important that the organization's members know to whom they should go to when they have a problem, question, or issue related to their relationship to the County.

Administrative Staff

Administrative and support staffs primary function is to ensure that the operational entity has the ability, knowledge and means to accomplish their duties during an emergency or incident. If a department lacks the ability to plan, document, train, maintain and analyze for success, the fire department may fail at an operational level. It is critical that Administrative and Support staff receive sufficient resources and capital to succeed.

Cypress County Fire Department currently has a full-time Fire Chief and a 0.5 FTE Deputy Fire Chief. They oversee a total of 12 response districts and are directly responsible for 8 fire service districts.

Operational Staffing

It takes an adequate and well-trained staff of emergency responders to put the appropriate emergency apparatus and equipment to its best use in mitigating incidents. Insufficient staffing at an operational scene decreases the effectiveness of the response and increases the risk of injury to all individuals involved.



Cypress County Fire Department currently has approximately 125 paid on call members. Most of the County fire stations are not staffed adequately to deliver the level of service. Some of the staffing concerns identified are daytime response numbers, trained

personnel, personnel approaching retirement, and summer months' weekend coverage. The Seven Persons fire station has adequate staffing and trained personnel for a majority of the time.

A large percentage of members who serve at the Box Springs station are also members of the Town of Redcliff Fire Department, which is very positive to share human resources, but could also affect response capabilities for both municipal agencies if an emergency occurred simultaneously.

Human Resources Strategy

Human resources are the fire services' most valuable assets. Time is also valuable. Unfortunately, both have finite limits. There are so many demands on time within a paid-on call fire department, that the leadership may not have enough time to focus on maintaining an effective recruitment and retention program. Failing to do so can have an impact on the human resource element and leave the department without enough members.

Recruitment & Retention Program

A coordinated, organized program demonstrates good leadership within your department, and your commitment to recognize volunteers. It will help you to identify shortfalls and availability of volunteers in the community and the number, type and quality of volunteers needed now and in the future. It will also allow you to plan for recruitment and selection, retention and succession, and training and development of volunteers.

Establishing and using a recruitment and retention program will increase the likelihood of finding and keeping the right people for the right tasks. Components of a volunteer recruitment and retention program include resources and tools that support the following:

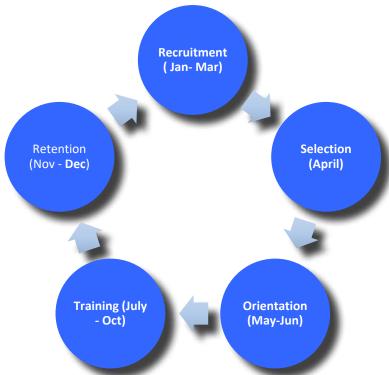
- 1) Recruitment Activities
- 2) Selection Efforts
- 3) Effective Orientation
- 4) Training
- 5) Retention
- 6) Evaluation & Revision

Recruiting, training and retaining volunteers should become a major focus of the Fire Chief and Officer core. Creating a committee, training them and assigning specific tasks can alleviate some of the pressure on the leadership to complete these tasks, as well as creating opportunities for others to contribute to the growth of the department.

A recruitment and retention plan typically follows an annual cycle. It is an ongoing process that assists you in planning and focusing your efforts. It considers different periods throughout the year involving a variety of specific events and activities.



Ongoing Evaluation & Revisions



Evaluation

Evaluation of your recruitment and retention program is necessary to identify strengths and areas to improve. It provides useful feedback regarding your efforts and identifies what you've done well, and where you would like to improve. Don't save your evaluation for the end of the year. It should be an ongoing process, which is built into all the components of your program.

When developing your evaluation, consider not only your department's needs, but also those of the volunteers and the community. Questions to consider:

- the image of the department and if the department is meeting expectations,
- if the individuals volunteering are the right fit,
- if membership reflects the community,
- if the department's leadership supports and encourages individuals to remain.

Methods for evaluation could include: SWOT analysis (strengths, weaknesses, opportunities and threats), community stakeholder consultation, volunteers' satisfaction surveys and exit interviews.

6.2 Recruitment and Retention

Recruitment

In order to be successful in recruiting the right people for the right job at the right time, there are two questions to ask before you begin to recruit. Why are we recruiting? Who are we recruiting? Asking yourself these questions will prepare you to focus your recruitment efforts and spend your time wisely. Conduct an assessment to determine the needs of your fire department. This will help you answer the question "Why?"

- Take a look at your department and its existing membership. What are its capabilities?
- Does your department's capabilities meet the needs identified?
- If not, then this is the need.
- Focus your recruitment efforts to address that need.

During recruitment and retention efforts, you will need to demonstrate that the volunteer opportunity is:

- Flexible and offers a choice of short and long term opportunities.
- Meaningful, in that the volunteer is making a significant difference.
- Accessible and responsive to their needs.
- Educational; offering opportunities to gain valuable life skills and job related skills.
- Rewarding; identifying the types of incentives, rewards, references and potential connections to new employers.
- Enjoyable; offering a variety of training and experiences in which to learn new things and to meet new people.

When conducting your assessment, look beyond the traditional "fire suppression" perspective. The following roles (and many others) not only contribute to a fire department's broader mission through better administration and logistical support, they can also enhance response capabilities, inspection programs and public education activities. This approach puts to use the resources that are available in your community.

Selection

Screening helps you decide whether an individual possesses the minimum requirements for the position. Your Fire Department will have to decide which screening tools are appropriate and necessary to ensure individuals are the right fit for the role, and to allow individuals an opportunity to determine if the department is the right fit for them:

- Application form,
- Interviews,
- Minimum requirements,
- Physical and agility testing,
- Written and oral testing,
- Criminal background checks,
- Medical certificates,
- Driver's abstracts,
- Reference checks, and
- Consideration for family, employer and significant others.

Interviews

Interviews are an important step in the selection process. They are a two-way exchange of information, which gives the department enough information to judge whether the applicant is best suited to the role. At the same time, interviews allow the applicant to make a judgment about the fire department.

The interview provides you with an opportunity to get to know the individual better

and too find out information about his/her background, talents, skills, interests and availability. It also allows you to clearly identify expectations and convey the norms of the fire department, up front, to determine if the individual is a good fit.

An effective interview is:

- **Structured:** Ensure that relevant information is obtained.
- **Consistent:** Use the same process and questions for all applicants.
- **Clear:** Explain the interview, screening and selection process. Describe the position and make your selection based on the requirements of the position. Know in advance what responses are considered favorable or unfavorable.
- **Fair and transparent:** Where possible, have at least two people conduct the interview (but not too many to prevent intimidation).
- **Timely:** There is nothing gained by extending an interview; fatigue and frustration may set in.

Those individuals selected to volunteer with your fire department require timely notification and information regarding orientation, training and other expectations of the fire department. You can do so through a telephone conversation, followed by a written offer letter.

Orientation

Your fire department will benefit from having a system to familiarize new volunteers. One of the most successful and safe approaches for developing volunteers and establishing a commitment is to initially offer them specific tasks that allow them to become involved in a limited way. Later, offer opportunities to grow into roles with more responsibilities. Besides the tasks involved in orientation, consider how to socially integrate the individual into the department. Conducting an orientation session is an important means of welcoming new volunteers. It is also an opportunity to give clear direction regarding departmental operations and clarify any misunderstandings right up front. It can be helpful in introducing existing policies, programs and operating procedures.

Joining a new organization and starting a new role can be overwhelming. Most people remember only a portion of the information received.

At a minimum, orientations cover:

- Human resources paperwork (e.g. Code of Practice Safety/OHS Alberta).
- Mission and Values and Code of Conduct of the department.
- Training and practice scheduling.
- Applicable policies and operating procedures.
- Provide an organization chart a picture that shows the reporting relationship among all the department positions - and show the volunteer where she/he fits in and who is their supervisor.
- Provide the volunteer with a written description of his/her duties and the time commitment required.



Training

Initial training is not limited to the front-line fire suppression. It should be broader and include preliminary training for all types of volunteer positions. It is important

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in preparing new volunteers to deliver quality services to the community safely, skillfully and professionally. This training prepares individuals to perform duties as outlined in their respective role descriptions. Training should include human skills and role specific technical skills. A recruit training program should include as a minimum:

- General knowledge and skills applicable to tasks they will be assigned
- Fire Department communications
- Fire Department safety
- Incident Command (ICS)
- PPE use and care of including respiratory protection

Retention

Recruiting and training new volunteers is just the beginning. The long-term challenge will be to create an environment in which individuals want to stay because they continue to be motivated, interested, challenged and supported as valued members of the team.

By being a proactive, involved and present leader you can motivate your firefighters. Recognize their efforts and show them that you are grateful at every opportunity. Give them responsibility and provide them with the tools to do the tasks safely. This way they can be qualified to do everything, to the best of their ability.

Develop a Mission and Values Statement

When developing your fire department's mission, goals and objectives, involve your membership. Communicate these often in writing and in speech. By being involved and informed, they are more able to assist you in achieving goals and fulfilling the mission.

Demonstrate your belief and commitment to the values through your words and actions. Identify your expectations, set high standards and communicate them clearly so that the volunteers can do the same.

Manage Diversity and a Respectful Environment

As noted previously, in order to enhance your department by utilizing the skills and talents of a diverse population, you may have brought in individuals from different backgrounds, genders, age and abilities. Regardless of whether the diversity is a result of gender, age, ethnicity or disability, it would benefit your department and the volunteer to consider accommodations that are necessary and suitable. These may include making physical facilities accessible, modifying work areas, restructuring tasks and providing assistance as required.

Critical Incident Support

Make sure that critical incident support is available to members and their families if they need it and ensure that senior Fire Department members are trained to recognize when members may need critical incident support services. The mental health of your members is critical to retaining them within your organization.

Conflict Resolution

Given the diversity and complexity of the fire service, there is ample opportunity for conflict to arise. Where there is difference, therein may lay conflict. This conflict may come in many forms, from a simple difference of opinion to a disagreement or a more complicated interpersonal conflict. In some cases, this interpersonal conflict could escalate to harassment. In any case, having clear guidelines and expectations will assist both the leaders and the members involved to resolve the conflict in a fair, respectful and timely manner.

Growth Opportunities and Performance Management

Provide volunteers with the opportunity to learn, grow and lead through relevant training, progressive responsibilities and challenges. Motivate them, coach them and continue to challenge them. A fair, firm and flexible approach to informal and formal performance evaluation provides volunteers with meaningful information about the work they do. View it as an opportunity for the volunteers to know where they stand relative to the goals and objectives of their roles, and of the department. In doing so, you can challenge your volunteers to continually improve performance and personal effectiveness.

Empowerment and Meaningful Involvement Share and distribute the workload. If you have conducted a needs assessment for your department

Share and distribute the workload. If you have conducted a needs assessment for your department during pre-recruitment planning, you have already begun to identify tasks and roles that need to be filled in order to further enhance the efforts of the department. Look within your department to determine if any willing individuals have the skills and knowledge required to complete the tasks. If not, look externally and recruit for that purpose.

Once you have identified the tasks and the individuals assigned, and then delegate the work, ensuring that you are communicating relevant expectations, timelines, authority and accountability.

In this way, you can distribute the work so that each member is contributing in a meaningful way to the goals of the department, and that each member is accountable for his or her part in achieving those results.

Effective Communication Solves Problems

Open communication practices and ample opportunity to provide ideas and air concerns will promote a sense of belonging, involvement and ownership. Be prepared to act on any problems that arise. Otherwise, you run the risk of losing credibility. Although there may be reasons why you may be unable to implement the ideas, you can assure the individual that you give it serious consideration.

6.3 Personnel Compensation

Rewards, Incentives and Recognition

Bridging the Gap

Rewards and recognition help both the volunteers and the leaders get what they need. Recognition, rewards and incentives range from a simple thank you to certificates of appreciation, compensation for work and official recognition such as exemplary service medals and long service investitures.

The following principles will assist you in determining the nature of the recognition that best fits the needs of your department. Establish criteria for the performance or contribution that constitutes recognizable behavior.

Identify what behaviors or actions are being rewarded and recognized. Ensure that all volunteers are eligible and that anyone that performs at the level or standards stated in the criteria receives the reward.

Examples of behaviors that you may wish to recognize are:

- Duration of service;
- Attendance for training, prevention, public education activities, incident response;
- Achieving milestones;
- Exemplary service;
- Team work and;
- A job well done or above and beyond the call of duty.

Recognize Tenure and Service by nominating them for:

- AB Fire Service Merit Awards;
- Outstanding Achievement Awards for Volunteerism in AB;
- Fire department awards (use a nomination form and apply criteria consistently);
- Federal Fire Service Exemplary Service Medals and Bars; and
- Municipal awards.

The present compensation program for the firefighters is based on the number of dispatched calls attended by each station. A station is compensated \$300 per dispatch call and \$100 per dispatched medical call. It is left up to the membership of each station to decide on how the station funds are shared. There are currently no guidelines on the distribution of these funds. All forms of recognition including this program are well received by most the membership. Depending on the way the funds are disbursed, there could be situations where it becomes less than fair for members who have attended more training and responses than other. Recognition for individual effort eliminates the probability of unfair distribution.

Recognition of Family and the Employer

For a firefighter of a paid-on call department to be effective, they must have a high level of support from their families. Effective fire department leaders make sure that the members families are integrated as much as possible into the fire department. Tell the families of your membership how much you appreciate them and tell them often. Family BBQ's, spousal appreciation night are but a few ways in which to do this.

Many firefighters work elsewhere within the community in their primary occupation. Their ability to respond to calls is sometimes dependent upon getting permission or approval to leave their primary place of employment. Have an employer appreciation night and invite them down to the fire hall. Help them to understand that their commitment is vital to the success of your department. Again, effective

Bridging the Gap

leaders make sure that the employers of their firefighters are thanked often for their ongoing support of the department. Some examples of how to recognize the employers could be plaques or certificates that are placed prominently in their business indicating their support of the fire department. Hosting a barbeque or some other event in their honor is a nice way to say thank you as well.

 $\frac{Summary}{\text{Recruitment and Retention of firefighters will continue to be the biggest challenge that most rural}$ small to midsized communities will face. It is imperative that you consider forming a Recruitment and Retention Committee and formally adopt some of the recommendations outlined in this document. It is by no means comprehensive and there is flexibility to add a few of your own to give you a formal policy with respect to HR issues within your department.





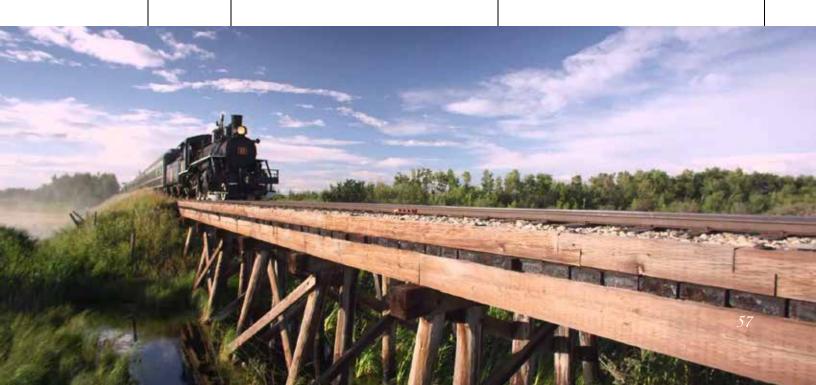
7.1 Opportunities for Improvement (GAPS)

Cypress County Fire Services SWOT Analysis

	Positive Factors	Negative Factors
Internal Factors	STRENGTHS	WEAKNESSES
	 Bylaws in place Level of Service defined County in position to financially support current and future needs of department Fire Service Agreements and Mutual Aid Agreements in place Communications equipment including dispatch Apparatus and equipment is consistent throughout the County other than Onefour which is a work in progress Large number of current members are committed to the department and open to change Cypress County Council very supportive of fire department Testing, maintenance and care dapparatus and equipment 	 Level of Service not consistent across the various stations Service Delivery Model Fire Department inconsistencies management structure response turnout training remuneration records management AHS Response SOG's/Admin Policies lacking Reporting relationships between communities and FD Communications with regional stakeholders Fire Service Agreements review Staffing accountability Communications in Onefour fire zone Facilities - insufficient space and IT infrastructure Water supply in some areas PPE - updates, maintenance and care



	Positive Factors	Negative Factors
External Factors	 Positive Factors OPPORTUNITIES Regionalize service delivery Regionalize training, both internally and with regional agencies -MH, CFB Suffield, etc. Develop and implement a recruitment and retention strategy Regional purchasing - piggyback on regional partners buying power to get best pricing on equipment and PPE. Implement a new compensation package for the fire department. Will support recruitment and retention. Supply Fire Services to the GOA at Cypress Hills Provincial Park during summer months with a small full-time crew for structure and asset protection when risk is at highest. Fire Hall located in the Hamlet of Dunmore 	Negative Factors THREATS Recruitment/Sustainability



Administrative Item	Current Situation	Action Required
Regionalization	Only regionalized in funding, not operationally or administratively	Implement regionalization for entire Cypress County to have the same fire department standards, etc.
Bylaws Bylaw 2002/17 (amended 2014/49)	Bylaw 2002/17 (amended 2014/49) General policy statement refers to fires and suppression efforts to protect exposures.	General policy statement in the bylaw should encompass all potential emergency events. A Level of Service policy needs to be drafted and adopted as part of this Bylaw as an Addendum. It should specifically list all of the services that the Cypress County Fire Department provides. Based on interviews, response turnout in addition to training levels may contravene service delivery for interior attack. (SOP's to address) The County should consider establishing a consistent level of service across the region and ensure that all stations meet the basic level of service as stations are often called to support other area stations.(-Onefour)
	Part 1, Clause 4 Farmers and ranchers with their equipment make up part of the grass fire suppression force	Consideration to be given to Part 1. Service Standards do not clearly identify the current situation and leave the County in a position of liability. Option 1: Remove farmer and rancher clause and keep them away from the fire scene. Option 2: Include grazing association(s) in wildland fire suppression as long as mandatory fire training courses and accountability systems are included: ICS100 & S100G. Work with all available resources and let them be part of the system, but look after their safety.



Administrative Item	Current Situation	Action Required
	Volunteer Fire Departments may assist in vehicle	Rescue efforts need to rely on the Fire Department. AHS does patient care after extrication or interim care while being extricated.
	Fire Departments in hamlets can structure as they wish.	Fire stations, if funded 100% and directed by Cypress County should all be structured in the same manner for operational and management consistently. The Fire Department is Cypress County, the locations are stations.
	Training Standards indicate that when starting as a Firefighter, all members must attend the AFTS Entry	Appropriate courses and training must be delivered prior to firefighters becoming operational. All training must be funded through the County and supplemented by the FCO grants if available.
	Operational requirements.	Training curriculum should be consistent with acceptable best practices and meet the requirements of OH&S. Training matrix to identify training competencies and progression system to meet full firefighter status (NFPA 1001).



Administrative Item	Current Situation	Action Required
	Within two years of starting with a volunteer department, and providing the County is able to set up instruction sessions, all members must attend the Alberta Fire Training School 32 hour Entry Level Course instruction, but need not take the written exam.	Training should be mandatory and allowed to respond when introductory courses are completed. Written exam to be completed to prove understanding of material covered (due diligence).
	Part 4 – Equipment Standards Maintain NFPA standard. Basic equipment based on operational requirements.	Given the fact that the County now dispatches multiple stations at times to facilitate an adequate response, consideration should be given to standardizing the equipment across the board. Onefour does not have the equipment to deliver the expected services.
	"As Budget Allows"	A defined level of service comes with the expectation that the manpower, equipment and training will be delivered. If the budget cannot support it, then the level of service must be scaled back. In this case, there is not much room to go backwards.
		This practice while common is of concern to both parties from a liability point of view. A clear and concise policy outlining how this is to be managed needs to be expanded on to identify ownership in the event of dissolution, who is going to maintain it, etc. (Elkwater)



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Administrative Item	Current Situation	Action Required
Fire Permits Bylaw 2008/14	By-Law is fine. Currently permits are issued by fire guardians and available online. No process defined for site inspections, and no known inspections are being done currently.	Permits should not be issued to sites that have residences situated in close proximity without a site inspection.
	Record retention and access to records not clearly defined.	Permit system should be accessible electronically for dispatch agency, Fire Guardians, and District Fire Chiefs for cross-reference of reported fires.
	Training for Fire Guardians	Fire Guardians need to have specialized training. Annual training/refresher course should be provided. AESRD would have qualified staff to provide this training.
	Rate schedule for fees identified in the bylaw are from 2008.	Cross reference to rates in Master Rates Schedule.
Bylaw 2014/30 Fire Services Board	Established in 2014 to provide an effective and efficient Fire Services Board to recommend a plan to establish the governance of all fire service activities and to advise on the planning and development of the fire and emergency services.	Option #1 Dissolve the Fire Services Board upon acceptance of Fire Master Plan as per clause 1.4 of Bylaw. Option #2 If this board is to remain in effect, it should have authority over fire services from arms-length of council. Advisory role only. Restructure to represent community needs.



gency. Bylaw created to meet Section 28(2) to Traffic Safety Act. Fire Services Level of Service – 2014/485 more comprehensive than the bylaw.	Action Required Liability issues to firefighters need to be clearly communicated and the County should mandate a policy that requires firefighters to produce a letter from their insurance company acknowledging that they are aware. This legislation is currently under review in Ontario. Currently not meeting their Level of Service Policy from an OHS or training perspective. EMS Protocols are out of date. Review and establish a defined level of service for each
gency. Bylaw created to meet Section 28(2) to Traffic Safety Act. Fire Services Level of Service – 2014/485 more comprehensive than the bylaw.	communicated and the County should mandate a policy that requires firefighters to produce a letter from their insurance company acknowledging that they are aware. This legislation is currently under review in Ontario. Currently not meeting their Level of Service Policy from an OHS or training perspective. EMS Protocols are out of date. Review and establish a defined level of service for each
more comprehensive than the bylaw.	an OHS or training perspective. EMS Protocols are out of date. Review and establish a defined level of service for each
	type of response they intend to provide. Some stations cannot meet current level of service.
IING (11) - Ideally County fire services would I of its fire fighters to hold, at a minimum Illowing four Fire Etc. qualification levels (or table equivalents): a) FFTS-S300 "General ledge", b) FFTS-S400 "Water Supply", c) 5601 "Pump Operator – Basic", d) FFTS-S1100 cle Extrication". IING (12, 13) re Chief may waive this requirement provided	Elkwater not identified as a service area. County fire fighter shall hold at a minimum the following Lakeland College ETC. qualification levels (or acceptable equivalents) within first 3 years of recruitment: a) FFTS-S300 "General Knowledge", b) FFTS-S400 "Water Supply", c) FFTS-S601 "Pump Operator — Basic", d) FFTS-S1100 "Vehicle Extrication", grassland wildfire operations S-100g, and ICS100. Identify other training courses that would be deemed acceptable.
III l d lld ta le S6 cle	NG (11) - Ideally County fire services would of its fire fighters to hold, at a minimum owing four Fire Etc. qualification levels (or ble equivalents): a) FFTS-S300 "General dge", b) FFTS-S400 "Water Supply", c) 01 "Pump Operator – Basic", d) FFTS-S1100 e Extrication". NG (12, 13) e Chief may waive this requirement provided onber has achieved an acceptable level of



Administrative Item	Current Situation	Action Required
	TRAINING (15) In addition, each District Fire Department must annually conduct a minimum of 60 hours in-house skills retention training.	Remove, not being achieved or achievable.
	STANDARD OPERATING POLICIES (SOP) (18) These policies will be housed at each fire station and at the main office in Dunmore.	SOP/SOG's need to be developed and issued to each fire station and main office in Dunmore.
	Appendix A Medical First Responder (MFR) EMS left to discretion of District Chief	The District Chief of a Fire Department may elect to conduct MFR responses within his/her response area depending upon the qualification levels of District firefighters. Define the service level, which stations can provide, and clarify expectations for dispatching.
		The Fire Department should create short and long term service level goals that are in line with their certification/training schedule in order to ensure safe response to these types of incidents.
	Response Defensive & Rescue Assist Qualified Personnel Hazardous Materials Response Defensive	Offensive or Defensive should be Awareness, Operations, Technician.



Administrative Item	Current Situation	Action Required
Fireworks Permit	Policy applies to commercial applications for setting off of fireworks.	Cypress County is not accredited. No authority to enforce this if it is not in the form of a By-Law. With FCO responsible for Fire Code compliance issues, how often are they inspecting these types of businesses? Need to develop a policy for business owners within the County to report quantities to the Fire Department Citizens need to have a permit prior to purchasing fireworks from vendors. County may consider banning fireworks being sold in County – and their policy should require that people wanting to set off fireworks consulwith their neighbors where applicable. Noise, livestock issues etc. Need more complaints data to determine it this is an issue or not?
OH&S Code of Practice	Reviewed documents provided to us indicate that Cypress County is aware of their obligations under OHS as it applies to the Fire Department Current SOP's are limited. Citizens routinely offer their help/services at grass fires – Grey area according to opinion offered by Brownlee LLP, but they do recommend keeping civilians away from the emergency scene.	SOP's or Guidelines should describe the emergency activities the department is authorized to respond to. The Cypress County Fire Department requires a complete set of comprehensive SOP's.



Administrative Item	Current Situation	Action Required
	A limited amount of training records are being recorded and retained but not in a manner that allows easy access for review.	Establish a Fire Department Record Management System i.e. FirePro, FDM and use it to document all activities of the Fire Department electronically for enhanced documentation and reporting capabilities.
	OH& S Supervisor to get a good understanding of the issues pertaining to the Cypress County Fire Department.	OH&S Supervisor should be encouraged to respond to emergencies and training to better understand the OH&S issues pertaining to the Fire Department.
	County Joint Health & Safety program. It will be critical	The Fire Department should have representation at the JHSC. Members should represent the different levels of ranks within the Fire Department and represented regionally.
Operational Policies and Procedures Standard Operating Procedures and Guidelines are required to govern the response and day-to-day activities of the Fire Department. They are required to be in compliance with OHS legislation.	4 Standard Operating Guidelines – three were developed in 2007/2008 with and the Firefighter Accountability System was implemented in 2016. There is no indication on the current SOP's that they	A comprehensive set of SOP's/SOG's needs to be developed to clearly communicate how the Fire Department operates during both emergent and non-emergent operations. It should cover everything including Operations, Training and Administrative items.
	operates. The current guidelines would not satisfy OHS requirements.	SOP's should have a management process for the development, review and approval of the SOP's. A document control procedure should identify the layout, numbering system with revision dates, frequency of review and table of contents for the SOP's.



Administrative Item	Current Situation	Action Required
FP 01 Volunteer Fire Departments		This policy can be incorporated into SOP's.
FP 02 Basic Fire Equipment		Needs to be updated and can be incorporated into SOP's
FP10 Emergency Response with POV	Emergency Response in POV – 2011/205	Needs to be updated and can be incorporated into SOP's — Green Light Policy not reflected in this document
Mission, Vision and Value systems		This must come from within the Fire Department or County.
	Each community compiles their own records. Most are handwritten and stored locally. A Fire Department records management system is not currently being used. All regional partners and fire services operating under Fire Service Agreements are required to notify the County Fire Department of a response in their respective areas. Dispatch also notifies the County Fire Services of a response into Cypress County.	
	Issues with dispatch protocols. Concerned with lack of experienced command support at present. Generally happy with current agreement. Have expressed opportunities for future training with fire services in the area.	Legal requirements identified by DND legal will have to be clarified and mutually agreed to. Agreement needs to be updated with respects to apparatus, NFPA standards associated to apparatus and rate schedules. The County should commit to exploring any and all opportunities to develop a training program that will build capacity within all of the regional fire services.



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Administrative Item	Current Situation	Action Required
City of Medicine Hat	Current Agreement expires Dec 31, 2016	Negotiate to extend the current fire services agreement
	Agreement seems to be working well for both	for a period of 3 months to allow for re-negotiating
	agencies. Not much change anticipated for new	a contract that meets the needs of Cypress County.
	agreement other than minor adjustments to the fee	County in a vulnerable position pertaining to the ability
	schedule.	of the City to request additional fees at anytime. All
		County expectations should be terms of the contract.
		Review other options to provide the fire service area
		or parts of with County station(s) to reduce fee to
		Medicine Hat.
	MH uses Arc Map for mapping – Gemini in County	Regional Mapping and communication systems would
	Cypress County on VHF Communications – MH using	benefit both fire services. There are distinct advantages
		of the Gemini system for the other County departments
		but the Fire Department could use Arc Map.
	15% of the County's Population under the current fire	
	services agreement.	



Administrative Item	Current Situation	Action Required
E-911 Dispatch Agreement	Current Agreement expires Dec 31, 2017 Generally working well for fire. AHS is dispatched out of Calgary – info relayed to Medicine Hat Dispatch to dispatch MFR's. This has lead to effectively rendering MFR's useless due to delayed dispatch/response/arrival times.	County Agencies need to meet with Medicine Hat Dispatch and AHS representatives to get this issue resolved. EMS Co-response is not being utilized effectively at present. Consideration should be given to how the departments will be dispatched in the future. If the City of Medicine Hat goes to AFRACS, dispatch will be moving in that direction as well. AHS will likely be going to AFRACS as well. Future funding requirements will be considerable and the County should be allocating funds for future communication requirements.
County of Forty Mile No. 8	Originally signed in 1997. Automatically renewals every year. Seems to be serving everybody well – no issues or complaints.	Review of documents, specifically fee schedules. Periodical meetings/reviews should be held.
Kinniburgh Spray Service	Aerial Support/Attack for Wildfires in Cypress County - Signed in 2008 – cannot determine expiry date of contract	Agreement needs to be confirmed and updated — contact information for County is out of date. County needs to ensure that they have trained people to refill aircraft when their services are utilized. Ensure that Fire Ground Command can communicate with Air Attack Officer/Bird Dog
Alberta Agriculture and Forestry	Last reviewed and updated January 2014 and expired on February 28, 2016. This is a Standard Agreement.	This agreement should be renewed and reviewed annually at least 3 months prior to expiry.



Administrative Item	Current Situation	Action Required
		County should be taking advantage of the services and training that are being offered through this agreement. Specifically: 1) Certification training opportunities 2) Informal Training Opportunities 3) Joint-Mock Disaster Exercises 4) On-The-Job training opportunities County needs to ensure that they have communication capabilities with Alberta Agriculture and Forestry.
GOA/Elkwater	and the park site. Insufficient insurance in place - \$ 1Million	County needs to address GOA absence in partnership. Examine options for leasing the fire hall at its present location or building another one outside the park boundaries. Re-examine insurance coverage. Decide as to whether or not to provide fire coverage inside the park. Manning issues for both stations is a concern. County should be sole manager of this Fire Department.
Mutual Aid Agreements County of 40 Mile	Agreement is in effect, working well Parties have not met in some time. Rate fees need to be examined. Joint training – not occurring.	Have a meeting with the Mutual Aid Partner Discuss how things are going and what can be done to improve relationship, if anything. Fee rates need to be adjusted to 2016 levels. Implement a periodical joint training requirement.



Administrative Item	Current Situation	Action Required
RM of Deer Forks Fire Agreement	Agreement is current, states that they will provide assistance when requested subject to operational requirements. Mutual Aid response will be on a cost recovery basis.	Establish communication with RM Request an updated fee schedule and update contact information as required.
RM of Enterprises No. 142 Fire Agreement	Came into effect in 1990 and is current. States that they will provide assistance when requested subject to operational requirements. Mutual Aid response will be on a cost recovery basis	Establish communication with RM. Update contact information as required. Request an updated fee schedule
RM of Maple Creek NO. 111	Came into effect in 1989 and is current. States that they will provide assistance when requested subject to operational requirements. Mutual Aid response will be on a cost recovery basis	Establish communication with RM Update contact information as required. Request an updated fee schedule
RM of Reno N0.51	Come into effect 1989 and is current. States that they will provide assistance when requested subject to operational requirements. Mutual Aid response will be on a cost recovery basis.	Establish communication with RM Update contact information as required. Request an updated fee schedule.



Administrative Item	Current Situation	Action Required
Special Areas No 2 Fire Agreement	Come into effect in 1997. Agreement is in effect. Equipment and insurance documents are out of date. They will provide assistance when requested subject to operational requirements. Mutual Aid response will be on a cost recovery basis.	Agreement needs to be updated in terms of equipment and rate schedules.
Town of Bow Island	Came into effect June 2009. Agreement currently in effect. Bow Island is sufficiently equipped to provide services to Cypress County. Question pertaining to insurance coverage's outside of indemnification clause. They will provide assistance when requested subject to operational requirements. Mutual Aid response will be on a cost recovery basis.	Agreement needs to be updated in terms of rate schedules.
Town of Redcliff	Came into effect April 2011. Currently in effect – ongoing agreement. They will provide assistance when requested subject to operational requirements. Requirement to have adequate insurance} Mutual Aid response will be on a cost recovery basis - most current rates	Each municipality needs to provide insurance documents to each other. Agreement needs to be updated in terms of rate schedules.



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Administrative Item	Current Situation	Action Required
Staffing Requirements		
Cypress County Fire Dept - FTE	Currently have 1 .5 FTE's. Chief – 1 FTE, Deputy Chief5 FTE Current staffing is unable to meet workload demand and future requirements to get into compliance with OH&S and industry practices.	Cypress County is currently understaffed with respects to FTE's for the Fire Department. Recruitment of a full time 1 FTE Deputy Fire Chief position. Addition of a .5 Administrative Support one-year term position. This is will assist the Fire Chief and Deputy Chief with the administrative paperwork required to implement recommendations.
Cypress County Fire – POC's	more than 20 members per station. Many stations do not get enough people out to calls and training. Many stations are struggling with recruitment.	County to take a lead role into the recruitment of firefighters. This could be done through media, public education, etc. Consideration should be given to retaining the consulting services of a volunteer coordinator or have that assigned to the HR group within Cypress County. Need to take suggestions from recruitment and retention section of Master Fire Plan. Sustained participation of volunteers can only be assured where they feel they are contributing to an overall clear strategy, have a channel for contributing their views, fully understand what is expected of them, and recognized for their efforts-individual compensation replacing station compensation.



Administrative Item	Current Situation	Action Required
Administrative item	Carrent Steadton	/ tellon required
Deployment Models	area.	Implement technology such as "I am Responding" - make it useful for all Fire stations — timely feedback of availability to respond. Implement multi-station dispatch protocols to help
	is also available to most departments if operational requirements allow. This can and often results in excessive delays in service delivery.	facilitate adequate numbers and response. Re-alignment of Fire Stations and locations may be necessary in the future due to staffing requirements and operational commitments.
	of training due to low number of attendees on the	The Fire Master Plan will address available options to improve the effectiveness and efficiencies of training and attendance for all of the firehalls. (i.e. Schuler/Hilda, Irvine/Walsh)
Communications	Current system is adequate, with exception of Onefour area.	Seems to be working well – there will always be small voids in coverage.
	throughout the County and mobile repeaters in all the trucks where coverage is weaker. Onefour has no cell phone coverage in area.	Province is talking about going to AFRACS system for emergency response agencies – gateway to talk to agencies province wide. (Conflicting options that require further investigation) Medicine Hat has indicated that they are going to this
	Medicine Hat and CFB Suffield. County owned	system in the next 2 years.
	equipment in the Medicine Hat Fire Halls are equipped with radios that have the County radio frequency programmed into them.	purposes.
	I AM RESPONDING not being utilized in all halls due to the lack of IT infrastructure.	Install computers, internet and equipment in all halls.



		Author Day South		
Administrative Item	Current Situation	Action Required		
Record Management Systems	Cypress County is not documented and unknown. All aspects of pertinent data management for a Fire	Implement a Fire Department Records Management program that collects the data from all stations and stored centrally on a server within the County. Access controls to data can be controlled by administrators of the system.		
	Each station manages their own records and data. Most stations have hand-written entries into a log or notebook.			
	Vehicle maintenance is well documented but not accessible via electronic access.			
Job Performance Requirements		Define job descriptions for all positions within department. - Core responsibilities - Secondary Responsibilities - Reporting requirements - Training requirements o Basic requirements o Future requirements		
	No indication of performance reviews being done on FTE's or POC's (volunteers)	- Physical requirements (if any) Performance reviews should be conducted annually.		



Administrative Item	Current Situation	Action Required
7 tanning a tive reem	Surrent Situation	Action required
Compensation	Flat rate per call – into an association or station and distributed based on attendance to calls and training (Points System) or\some stations spend it on miscellaneous items and functions. Currently no consideration given for compensation with respects to attending outside training course – usually comes as an expense to Fire Department member.	Implement an hourly rate for attending calls and training replacing the station compensation. This will be paid directly to the member. Travel to outside training courses will be compensated at hourly rate of pay. Travel outside of 100 km should also include expenses incurred by the member.
Governance	All communities have a shared risk. Effective management of shared risk requires decision making and management in an integrated and strategic fashion through all stages of the risk management cycle. There is no governance mechanism in place to support this approach.	



	BOW ISLAND	BOX SPRINGS	ELKWATER	HILDA	IRVINE	JENNER	ONEFOUR	SCHULER	SEVEN	WALSH	REDCLIFF
Bridging the Gas									PERSONS		
Building size	Adequate –	Adequate for	Adequate for	Adequate for	Adequate for	Adequate –	No building at	Adequate for	Adequate for	Adequate for	Adequate –
/Condition	has formal	veh storgage,	veh storage –	veh storage –	veh storage –	has formal	time of	veh storage –	veh storage –	veh storage –	has formal
	training/ Meeting room	Currently leased –	lacks formal Office or	lacks formal Office or	lacks formal Office or	training/ Meeting room	interviews, have not	lacks formal Office or	lacks formal Office or	lacks formal Office or	training/ Meeting room
	Wieeting room	possible JV	training / mtg	training / mtg	training / mtg	Wieeting room	secured land	training / mtg	training / mtg	training /	– possible JV
		with Redcliff	room	room	room		Jeeurea iaria	room	room	mtg	with Box
										room	Springs
Apparatus	1 – 6000 LPM	Unit 911	Unit 916	Unit 932	Unit 901	Unit 942	Unit 957	Unit 937	Unit 921	Unit 906	
	engine ,										
	1 rescue truck,	Unit 912	Unit 917	Unit 933			Not well	Unit 938	Unit 922		
	1 water tender				Unit 902		suited for			Unit 908	
	available for	Unit 913	Unit 918	Unit 934	11.31.004		grass fire	Unit 939	Unit 923		
	County Response		Unit 919		Unit 904		respnse		Unit 924	Unit 909	
	Response		Offic 919						01110 324	OIIIC 909	
		Adequate	Adequate	Adequate	Adequate				Adequate	Adequate	Adequate
Equipment	Suitably	Storage issues	Storage issues	Storage issues	Storage issues	Equipment	Storage issues	Storage issues	Storage issues	Storage	Aging
	equipped to	for equip,	for equip,	for equip,	for equip,	meets Special	for equip,	for equip,	for equip,	issues for	equipment is
	meet defined	Equipment	Equipment	Equipment	Equipment	Areas	Equipment	Equipment	Equipment	equip,	becoming an
	response to	should be	should be	should be	should be	standards	should be	should be	should be	Equipment	issue
	the areas	standardized	standardized in allocation	standardized in allocation	standardized		standardized	standardized	standardized	should be standard in	Ctoring
	covered	in allocation and placement	and placement	and placement	in allocation and placement		in allocation and placement	in allocation and placement	in allocation and placement	allocation	Storing equipment
		on trucks, no	on trucks, no	on trucks, no	on trucks, no		on trucks, no	on trucks, no	on trucks, no	and	that has been
		modifications	modifications	modifications	modifications		modifications	modifications	modifications	placement	replaced/asset
		to equipment	to equipment	to equipment	to equipment		to equipment	to equipment	to equipment	on trucks, no	dispersal?
		should be	should be	should be	should be		should be	should be	should be	modifications	·
		authorized	authorized	authorized	authorized		authorized	authorized	authorized	to	
		unless	unless	unless	unless		unless	unless	unless	equipment	
		performed by	performed by	performed by	performed by		performed by	performed by	performed by	should be	
		authorized	authorized	authorized	authorized		authorized	authorized	authorized	authorized	
		County Staff	County Staff	County Staff	County Staff		County Staff	County Staff	County Staff	unless	
										performed	
										by	
										authorized County Staff	76
										County Stail	

Bridging the Gap.	BOW ISLAND	BOX SPRINGS	ELKWATER	HILDA	IRVINE	JENNER	ONEFOUR	SCHULER	SEVEN PERSONS	WALSH	REDCLIFF
PPE						PPE clean, stored appropriately					
OH&S Compliance			Non Compliant	Non Compliant	Non Compliant	N/A	Non Compliant	Non Compliant		Non Compliant 50% of responders cannot wear SCBA (beards)	
Recordkeeping		No specific records management policy for County Fire Depts, no specified reporting document or software program in place, records are being kept locally	No specific records management policy for County Fire Depts, no specified reporting document or software program in place, records are being kept locally	No specific records management policy for County Fire Depts, no specified reporting document or software program in place, records are being kept locally	No specific records management policy for County Fire Depts, no specified reporting document or software program in place, records are being kept locally	Record management is done electronically. Did not review specifics	No specific records management policy for County Fire Depts, no specified reporting document or software program in place, records are being kept locally	No specific records management policy for County Fire Depts, no specified reporting document or software program in place, records are being kept locally	No specific records management policy for County Fire Depts, no specified reporting document or software program in place, records are being kept locally	No specific records management policy for County Fire Depts, no specified reporting document or software program in place, records are being kept locally	
Water Supply	N/A						N/A	Hydrants – no rated flow – used to fill trucks only		Hydrants – no rated flow – used to fill trucks only	Hydrants and water distribution system
Fire Prevention										None	FC would like to see more Focus – shared view by Dir. Of Prot. Svcs 77

TSI Analysis No Gas	BOW ISLAND	BOX SPRINGS	ELKWATER	HILDA	IRVINE	JENNER	ONEFOUR	SCHULER	SEVEN PERSONS	WALSH	REDCLIFF
Public Education										None	FC would like to see more Focus – shared view by Dir. Of Prot. Svcs
Level of Service		As per Policy FP 12	As per Policy FP 12 Non Compliant	As per Policy FP 12 Non Compliant	As per Policy FP 12 Non Compliant	Providing service as identified in agreement with the County	As per Policy FP 12 Grass Fire Only Non Compliant	As per Policy FP 12 Non Compliant	As per Policy FP 12	As per Policy FP 12 Non Compliant	Accredited Municipality
Training Levels						Training program in place to identify a recruits progression	Most members have completed the S100-G Grass land Wildfire Operations Course			Entry level training falling off. Meet 2x month	
Staffing Levels	23 members	14 members – 7 of which also serve on Redcliff FD daytime response issues	16 members – GOA employees cannot respond to calls during work hours Only 8-10 members active	13 members	13 members – virtually no daytime response Concerns with age of some members	21 Members	17 members	11 members	21 Members	15 Members – 50% cannot wear SCBA with beards	21 Members – day time response issues
Response Capabilities	Dependent on manpower availability — will default to County of Forty Mile Average 10 calls a yr to Cypress County	Dependent on manpower availability – Majority of POC's also on Town of Redcliff FD Only 4 SCBA per STN	Dependent on manpower availability – Only 4 SCBA per STN	Dependent on manpower availability – Only 4 SCBA per STN	Dependent on manpower availability – Only 4 SCBA per STN	Dependent on manpower availability –	Dependent on manpower availability – Grass fires only	Dependent on manpower availability – Only 4 SCBA per STN	Dependent on manpower availability – Only 4 SCBA per STN	Dependent on manpower availability – Only 4 SCBA per STN	Dependent on manpower availability – Majority of POC's also on Box Springs FD



Benchmarking

Even though not all communities are alike, there was enough similarities to retain six communities for comparison. The communities that were used to compare to Cypress County are Brazeau County, Clearwater, Lacombe County, MD of Bonnyville, Ponoka County and Westlock County.

Comparisons were done to the population, Fire Department size, average calls per year, and number of stations. The population of the group ranged from 7000 to 22000. Fire Department size varied from 50 to 140 Paid on Call and 1 to 6 full time staff. The calls statistics ranged from 175 to 460.

Town / County	Population (2011)	<u>Fulltime</u> <u>Staff</u>	<u>Fire</u> <u>Dept.</u> <u>Staffing</u>	Fire Chief	Area Serviced (km²)	Average Calls Per Year
Brazeau County	15000	6	60	Tom Thomson	3000.00	322
Clearwater	20000	4.5	116	Paul Prevost	8691.78	460
Lacombe County	10500	2	140	Todd Gustafson	2767.00	350
MD Bonnyville	22000	5	180	Brian McEvoy	6057.00	326
Ponoka County	8800	2.3	50	Dennis Jones	2800.00	360
Westlock	7644	1	90	John Biro	3171.00	175



Equipment	Brazeau	Clearwater	Lacombe	MD Bonnyville	Ponoka	Westlock
Command Unit	3	2	2	4	2	2
Fire Engine	4	6	9	10	4	3
Water Tender	3	4	7	7	3	6
Heavy Rescue	2	6	7	4	2	0
Bush truck	3	5	7	4	0	5
Remote access off road unit	2	1	2	1	2	3
Tanker	0	0	0	0	0	0
Aerial	1	1	1	1	0	0
Hazmat Trailer	0	0	0	0	1	0
Boat	2	0	1	0	0	0
Livestock Res Trailer	0	0	0	0	0	1
Total Units	20	25	36	31	14	20

Town / County	Number of Stations	Average Daytime Response	Ops Budget	Training Budget
Brazeau County	3	10	1.54M.	65,000
Clearwater	5	5	2.7M. in Cap. 40,000.00	40000
Lacombe County	7	15	1.3 M	50,000
MD Bonnyville	6	12	1.5686 M	42,000
Ponoka County	2	8	Ş	20,000
Westlock	6	Varies	370,000	25,000





9.1 Strategic Goals and Objectives 1-3 years

Section 2 - Programs

2.1 Operational Practices and Procedures

- **A.** Transitional Solutions Inc. recommends that Cypress County along with their Health and Safety Officer develop Standard Operational Guidelines that are in compliance with the Alberta Occupational Health Safety Act. These guidelines must be acceptable practices within the firefighting industry.
- **B.** It is recommended that Cypress County include a revision control process be included in FP04 and in the header or footer of each SOG. It should identify the revision number and date of issue, so that anyone reviewing the SOG will not be reviewing any that are more than 3 years old. All SOG's would need to be reviewed and re-issued at a minimum of once every three years.

2.2 Records Management System

- **A.** Transitional Solutions Inc. recommends that the Cypress County Fire Department implement the use of a Fire Department Management software program in all stations within the County. Training for all primary users of the system will be instrumental in ensuring that the required data is captured.
- **B.** Transitional Solutions Inc. further recommends that an Administrative Policy is created identifying the process of data collection, data entry, user permissions and record retention for the fire department management software program.

2.3 Training

- **A.** Transitional Solutions Inc. recommends that the training program for the Fire Department be aligned with the Fire Services Level of Services Policy, identified risks of the service area and historical call data. Each station within the County will define what services that they will deliver in their fire area and complete the training that applies to that service level.
- **B.** Transitional Solutions Inc. recommends that the recruit training program be reviewed, revised, standardized and implemented County wide. All new members must successfully complete the training prior to responding. Recruit training should address the following as a minimum:
 - I. General knowledge and skills applicable to tasks they will be assigned
 - II. Fire Department communications
 - III. Fire Department safety
 - IV. Incident Command (ICS)
 - V. PPE use and care of including respiratory protection



- **C.** After completing the firefighter introductory program, the firefighter shall complete the following Lakeland College Emergency Training Centre qualification levels (or acceptable equivalents) within 3 years: FFTS-S300 "General Knowledge", FFTS-S400 "Water Supply", FFTS-S601 "Pump Operator Basic", FFTS-S1100 "Vehicle Extrication", S-100g Grassland Wildfire Operations, and ICS100.
- **D.** Develop, standardize and implement a skills maintenance training schedule for all stations. Skills maintenance training is done to maintain proficiency in skills already learned through formal training. The training programs offered should include the following topics:
 - Fire Department Safety
 - Standard First Aid and CPR
 - Building Construction
 - Basic Fireground Operations
 - Fireground Water Supplies
 - On Scene Support Operations
 - Wildland Fires, Vehicle Fires, Defensive Structural Firefighting
 - Hazmat Awareness
 - Vehicle Extrication
 - FMR training/recertification for those currently certified
- **E.** Develop and implement a formal training schedule for knowledge and skills based training for all stations to ensure that the departments mandate can be met consistently throughout the County. Formal training is required to achieve certifications such as NFPA Professional Firefighter Qualifications 1001 or components thereof. i.e. vehicle extrication.
- **F.** Utilize the records management system to produce and retain standardized individual training records for each firefighter. Copies of certificates shall be retained on file.
- **G.** Transitional Solutions Inc. recommends that Cypress County explore the options available for online training for their emergency responders. Online training allows the paid-on call emergency responder to access training courses and programs at their convenience. Online training is flexible, cost- effective and provides consistency in the delivery of the training.
- **H.** Transitional Solutions Inc. recommends that two additional personnel be trained to NFPA 1041 Fire Service Instructor.
- **I.** Transitional Solutions Inc. recommends that Cypress County explore opportunities for inter-agency training with CFB Suffield, Town of Redcliff and the City of Medicine Hat.
- **J.** Transitional Solutions Inc. recommends that the Fire Officer level courses be mandatory for all personnel currently holding Officer positions within the department. Four of the five recommended courses are offered online or via correspondence.



2.4 Maintenance

- **A.** Transitional Solutions Inc. recommends that Cypress County perform annual service testing of their Fire Department pumping apparatus. The testing and certification of pumps is critical to ensure that the pump is operating at capacity. (NFPA 1911)
- **B.** Transitional Solutions Inc. recommends that annual load testing of ladders is included in their maintenance program. The criteria for the test can be found in Chapter 7 of NFPA 1932: Standard on Use, Maintenance, and Service Testing of In-Service Fire Department Ground Ladders.
- **C.** Transitional Solutions Inc. recommends that the Fire Department implement a respiratory protection program that governs the Selection, Use, Care and Maintenance of all respiratory protection equipment. As part of this program, an SCBA regulator air flow test shall be conducted. The results of these tests are to be retained on file for the life of the air pak. (Section 245 OH&S)

2.5 Equipment

- **A.** Equipment is being donated by service clubs or funds are being raised to acquire equipment. A policy needs to be implemented that outlines the transfer of the equipment to the County and that the required maintenance and training is performed.
- **B.** PPE All County stations should have access to personal protective equipment as outlined in NFPA 1977 for wildland fires (hard hat, coveralls, safety glasses, leather gloves and 8- inch work boots).

2.6 Procurement

A. Transitional Solutions Inc. recommends that Cypress County Fire Department explore leasing options for apparatus and/or equipment.

2.7 Dispatch Protocols

A. Implement dispatching of multiple stations on the initial call. "Irvine and Walsh" and "Schuler and Hilda" would become dispatch zones and activated simultaneously for calls in their fire service area.

2.8 Fire Prevention / Public Education

- **A.** Transitional Solutions Inc recommends that the Fire Department create a monthly plan for fire prevention and public education activities. The plan should be identifying specific activities, responsibility for completion and follow up action items.
- **B.** Transitional Solutions Inc recommends that an amount of \$2000 be allocated to support fire prevention and public education materials and activities in budget year 2017 and each subsequent year thereafter.



Section 3 - Service Level

3.1 Fire Services

A. FP12 Fire Services Level of Service policy should encompass all potential emergency events. The Level of Service bylaw references the policy's defined levels of service.

3.2 Partnerships

- **A.** Transitional Solutions Inc. recommends that Cypress County Fire Department establish lines of communication with regional partners to explore opportunities for regionalization, collaboration and the regional delivery of other fire services.
- **B.** All Service Agreements shall be reviewed and updated on an annual basis with the review focused on fee schedules, NFPA standards associated to apparatus, insurance documentation, etc. In addition, all agreements should be renegotiated prior to their expiry date to ensure there is no disruption of services.
- **C.** Transitional Solutions Inc. recommends that Cypress County give consideration to the restructuring of the current fire service districts. The restructuring would give additional responsibilities to those stations who have said they could handle more and potentially could reduce the operating costs associated with the Medicine Hat Fire Service Agreement. In order to support this, statistical mapping (GIS) of all calls in the Medicine Hat fire district would be required so a detailed analysis could be completed and assist in the restructuring process. Statistical reporting should be a requirement from the City of Medicine Hat to the County in the Fire Services Agreement.

Section 4 - Structure and Governance

4.1 Mission, Vision, Values

A. Transitional Solutions Inc. recommends that the Cypress County Fire Department take the necessary steps to create Mission, Vision and Value statements. TSI would recommend using the services of HR staff or an HR consultant to assist with the process. The process of doing this will help define the current mission, the future and a set of core values that the department will rely on moving forward.

4.2 Governance Structure

A. All fire stations funded by the County should be structured the same. (operations and administration)

4.3 Bylaws

A. Bylaw 2002/17 (amended 2014/49) Part 1, Clause 4 to be updated to include grazing association(s) in wildland fire suppression as long as mandatory fire training courses and accountability systems are included: ICS100 & S100G.



B. Site inspections should be done prior to the issuing of fire permits in close proximity to structures.

- **C.** Fire Guardians to attend an annual training/refresher course.
- **D.** Bylaw 2014/30 Fire Services Board to be amended after the Fire Master Plan Final Report.
- **E.** Review Bylaw 2015/30 Green Lamps. Most the motoring public is not familiar with the spirit of this legislation. There should be a root-cause analysis completed to identify the problem and then determine what is the best solution to eliminate the risk.

Section 5 - Facilities

5.1 Fire Service Facilities

A. Transitional Solutions Inc. recommends that Cypress County provide all fire stations with internet access and IT equipment for training and "I am Responding".

Section 6 - Human Resources

6.1 Staffing

- **A.** Recruitment of a full-time Cypress County Deputy Fire Chief (1FTE from the current .5 FTE).
- **B.** Addition of a .5 Administrative Support term position. This is to assist the Fire Chief and Deputy Chief with the administrative paperwork. The term should be for one year with a review at the end of the year to determine if the position is an ongoing requirement. This position would be responsible for the development and data entry for the Fire Departments record management and retention programs.

6.2 Recruitment and Retention

- **A.** Develop strategies to recruit new volunteers. This should be proactive and completed annually.
- **B.** Develop job descriptions for the full time and paid on call staff.
- **C.** Complete annual performance reviews with full time staff.



6.3 Personnel Compensation

A. Transitional Solutions Inc. recommends that Cypress County implement a system of compensation for the paid-on call members. Compensation should be provided for all authorized activities of the firefighters including calls, training and costs associated with travel to attend training outside the local area. Transitional Solutions Inc recommends the following rates:

- Dispatch requests \$45 per responding member up to 3 hours followed by ١. \$15/hour for each hour thereafter.
- II. Local training Nights - \$20 per member per scheduled training day attended.
- III. Travel for Administration supported training outside of local training area-\$7.50 / hr travel time and expenses as outlined in the Cypress County compensation policies.

9.2 Strategic Goals and Objectives 3-5 years

Section 2 - Programs

2.2 Records Management System

A. Cypress County Human Resource Department with the assistance of the Fire Chief develop a records management system.

2.3 Training

A. Transitional Solutions Inc. recommends that Cypress County allocate a parcel of land to facilitate a regional training centre. The regional training center could be utilized for both Cypress County's training requirements, but also other partner municipalities and agencies. Regional partners and other emergency response agencies should be consulted for potential collaboration in this project.

2.5 Equipment

A. Cypress County purchase an engine similar to those in other stations that has off-road capabilities for the Onefour station. Onefour is designated as a "grass fire only" station and the apparatus currently in service in Onefour is not designed for that purpose.

Section 3 - Service Level

3.2 Partnerships

A. TSI recommends that Cypress County and the Town of Redcliff continue to explore the option and feasibility of regionalizing the delivery of fire services. TSI further recommends that both municipal agencies explore the possibility of securing a collaboration/ regionalization grant to cover the costs associated with doing a formal Regionalization Study. At present, neither fire department is operating from a real position of strength. Given the large volume of recommendations outlined elsewhere in this document, we further recommend that Cypress County and the Town of Redcliff be in a position 88



to regionalize in 3-5 years. If funding is secured in 2017/18, a regionalization study could start in Q4 of 2017 with recommendations presented in 2018, prior to the 2019 budget process. Full implementation of the study's findings would occur in 2020.

3.4 Operating and Capital Budgets

A. Medicine Hat Fire Services covers approximately 15% of the County's population. A regional mapping and communication system should be explored that would benefit both fire services.

9.3 Strategic Goals and Objectives 5-10 years

Section 3 - Service Level

3.4 Operating and Capital Budgets

A. Transitional Solutions Inc. recommends that all major pieces of equipment and personal protective equipment (bunker gear and SCBA) be put on a life cycle management program. As most NFPA specifications change every 5 years, TSI would recommend a life cycle of 10 - 15 years for both bunker gear and SCBA.

Section 5 - Facilities

5.2 Equipment Inventory

A. Water tenders are essential part of equipment needed and should be considered in the long-term Capital purchase. These could be strategically located with the county.







A - Alberta Occupational Health and Safety Code of Practice for Firefighters

Workplace Health and Safety Bulletin WORK SAFE ALBERTA



A Code of Practice for Firefighters

Application of Alberta's Occupational Health and Safety Code 2006 to Emergency Operations of the Fire Service in Alberta

Prepared jointly by:
Alberta Municipal Affairs and Housing
Alberta Fire Commissioner's Office
and
Employment, Immigration and Industry
Workplace Health and Safety



FEX003 — Fire and Explosives May 2007

1





Purpose

This Code of Practice provides explanations of Alberta's Occupational Health and Safety (OHS) Act, (O-2 RSA 2000), Occupational Health and Safety (OHS) Regulation, (AR 62/2003) and the Occupational Health and Safety (OHS) Code 2006 as they apply to the emergency operations of fire departments in Alberta. This Code of Practice is intended to deal primarily with the special work sites commonly known by the emergency services industry as an "emergency incident" and to situations where workers involved in delivering emergency services are responding at these sites.

This Code of Practice describes the minimum standards to which a fire service must comply with the above mentioned health and safety legislation and looks specifically at those sections of the legislation where clarification and explanation in their application to the fire service and emergency operations has been requested. Where there is no explanation provided, the reader is referred back to the applicable section(s) of the *OHS Act*, Regulation or Code.

The main goals of the legislation are to prevent injury and fatality incidents and to reduce the severity of those incidents that do occur among Alberta's workers, including firefighters.

Any reference to "worker" in the legislation or in this Code of Practice is meant to be interpreted in its broadest sense and includes all persons working for an employer and includes firefighters, officers, chief officers, supervisors, managers, directors, etc., regardless of their employment status. Firefighters employed as volunteers, part time, full time or any combination of these are considered to be workers by the OHS Act.

Originally published in 2003, the OHS Code has been revised and references in this Code of Practice to the OHS Code are to the second edition of the OHS Code, released in 2006. Readers interested in tracking the changes made between the two editions are referred to the following Safety Bulletin published by Workplace Health and Safety:









Copies of the OHS Act, Regulation and Code are available at the website listed below:

http://employment.alberta.ca/whs-ohs

This Code of Practice refers to "Part 1", "Part 2", and "Part 3" and so on. These references relate directly to the "Parts" or chapters of the OHS Code. Readers are directed to the identically named parts of the OHS Code where the complete legislated requirements can be found.

Explanatory Notes

Part 1: Definitions and General Application

For the purposes of understanding this Code of Practice, the following definitions are provided. Please note that these definitions are not included in the OHS legislation, but are helpful in applying the legislation.

"emergency incident" means the circumstances giving rise to a specific operation;

"emergency operation" means activities relating to rescue, fire suppression, emergency medical care and special operations, and includes the response to the scene of an incident and all functions performed at the scene;

"firefighter" means a worker whose duties include:

- emergency operations, fire inspection and fire investigation, and
- (ii) training for the activities mentioned in subclause (i), and includes a worker whose duties include directing any or all of the activities mentioned in subclauses (i) and (ii);

Note: For the purposes of this document the terms "worker" and "firefighter" are used interchangeably.

Firefighters may be employed as volunteer, part time, full time or any combination of these.

"standard operating procedure" or "standard operating guideline" means an operational directive prepared by an employer that establishes a standard course of action for the emergency incidents to which a firefighter is required to respond;

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"structural firefighting" means the activities of rescue, fire suppression and property conservation involving buildings, enclosed structures, vehicles, vessels, aircraft or other large objects that are involved in a fire or emergency incident.

Training of firefighters

Training of firefighters is addressed in Part 1 of the OHS Code under the definition of "competent" and in section 15 of the OHS Regulation under "Safety training".

Three characteristics are used to describe a worker as competent: (see OHS Code Explanation Guide for more detail)

- (1) adequately qualified,
- (2) suitably trained, and
- (3) with sufficient experience to safely perform work without supervision or with only a minimal degree of supervision.

The required training provided to a firefighter must:

- (a) be provided before the firefighter is allowed to engage in emergency operations, except for on-the-job training assignments conducted under close supervision;
- (b) be provided by competent persons. (A competent person includes a person who has expertise or abilities in subject areas whether or not the person is a member of a fire department);
- (c) address occupational health and safety hazards associated with each of the operational assignments;
- (d) match the duties, functions and role that the firefighter is expected to perform;
- (e) address procedures required to perform operational assignments including sudden changes in conditions;
- (f) address the incident management system and personnel accountability systems used by the fire department;
- (g) address the safe operation of equipment that is required to perform the operational assignments; and







(h) be reviewed periodically in consultation with workers to ensure its adequacy.

Although not specifically required in the OHS Code, records of the training provided to firefighters should be retained and could include, amongst other things:

- names of persons receiving training,
- nature of the training,
- · dates when training was provided, and
- name of training officer or training agency.

Please note there are mandatory retention periods for driver training records that can be found in the *Traffic Safety Act* (T-6 RSA 2000) and its Regulation. Please see the Alberta Infrastructure and Transportation website for further information at:

http://www.infratrans.gov.ab.ca

Section 15 of the OHS Regulation requires that a worker be trained in the safe operation of the equipment the worker is required to operate. The training must include the following elements:

- · the selection of appropriate equipment;
- the limitations of the equipment;
- an operator's pre-use inspection;
- the use of the equipment;
- the operator skills required by the manufacturer's specifications for the equipment;
- the basic mechanical and maintenance requirements of the equipment;
- loading and unloading the equipment if doing so is a job requirement; and
- the hazards specific to the operation of the equipment at the work site.

In addition, if a worker may be exposed to a harmful substance at a work site, the employer must ensure that the worker is trained in the procedures established by the employer that minimize the worker's exposure to the harmful substance. The worker is required to participate in this training and apply it. The employer must inform the worker of the health hazards associated with exposure to the harmful substance.







Part 2: Hazard Assessment, Elimination and Control

Section 7 of the OHS Code requires an employer to assess a work site for hazards, determine how hazards will be eliminated or controlled, record all of this, communicate the results to workers, and re-evaluate the entire process at regular intervals.

The requirement for a written hazard assessment prior to the start of work is neither possible nor practical during emergency operations at an emergency incident work site. This is reflected in subsection 10(2) of the OHS Code. The requirements to prepare a written report of the hazard assessment and to include on it the date on which it was prepared or revised does not apply to an emergency response during the period that emergency action is required. It is possible however to achieve an acceptable result respecting firefighter safety in advance of an emergency operation.

The following points outline the planning process that must be followed, at a minimum, to ensure safe operations at an emergency incident and compliance with the OHS legislation. These points recognize that a fire department may provide and perform any number or type of emergency services with varying degrees of complexity, based on the resources of the municipality/owner and the technical expertise available to that fire department. Taken together, they constitute a plan that encompasses the requirements of Part 2 of the OHS Code.

- (1) Each employer must determine exactly what emergency service(s) the fire department will be authorized to provide and identify the level or standard to which each service will be performed. This includes response to structural fires, wildland fires, and various rescue situations including technical rescue, dangerous goods and chemical, biological, radiological and nuclear (CBRN) incidents among others.
- (2) Once these decisions have been made, this service level determination is usually committed to writing in the form of a bylaw, policy or guideline. The employer must then clearly communicate to firefighters what is expected from them as workers when responses are made. The means of communicating and maintaining this information is through the collection of guidelines, (commonly referred to as standard operating







procedures, or guidelines [SOPs or SOGs]) and policies which describe the authorized activities of the fire service and how the activities are to be performed as required by (1) above. These documents form the basis of the written plan.

- (3) The guidelines and policies required in (2) must include:
 - (a) identification of the standard firefighting functions or evolutions expected of firefighters based on the emergency services to be offered, including functions or evolutions that must be performed simultaneously;
 - (b) the minimum number of firefighters required to safely perform each identified firefighting function or evolution;
 - (c) the specific worker safety rules, procedures and first aid and medical attention services for firefighters to be followed at each type of emergency incident;
 - (d) the number and types of firefighting vehicles, equipment and firefighters required for the initial response to each type of emergency incident to which firefighters might reasonably be expected to respond. This includes policies or procedures to be followed when minimum staffing or equipment levels cannot be met;
 - (e) a guideline or policy on the minimum training a firefighter must be given before being considered competent to perform certain emergency operation functions identified above;
 - (f) a detailed description of the incident management system to be followed at an emergency incident; and
 - (g) a detailed description of the personnel accountability system to be used at each emergency incident.

All firefighters employed at the fire department must receive instruction on how to identify the various hazards a firefighter might encounter and describe, to the extent possible, the actions to be taken that will limit or eliminate exposure to those hazards.

A fire department is not necessarily required to rewrite the guidelines, pre-fire plans, policies or standard operating procedures that it currently has in place. Existing documentation should be reviewed and organized to ensure that it addresses all the topics identified above. All of this must be effectively communicated to firefighters.

Section 9 of the OHS Code requires an employer to either eliminate or control hazards to the lowest level possible. In the fire service, engineering and personal protective equipment (PPE) are effective and







mandatory means for improving firefighter safety but they are not sufficient in and of themselves without the addition of administrative controls. The administrative controls required include an effective incident management system as mentioned in (3)(f) above and an effective personnel accountability system as contemplated in (3)(g). The incident management system must ensure that:

- roles and responsibilities are clearly defined for each firefighter attending the scene of an emergency incident;
- effective communication ensures that firefighters understand their responsibilities during an assigned task;
- effective coordination prevents conflicting activities and ensures that a proper sequence is followed while conducting an assigned task. This becomes increasingly important as more agencies are involved in mitigation activities;
- adequate risk assessment and risk management is performed prior to intervention; and
- proper assignment of sufficient numbers of adequately trained firefighters to conduct an assigned task.

A personnel accountability system must enable the

- · identification of firefighters arriving at the scene of an incident,
- identification of firefighters entering and leaving hazardous areas, and
- tracking of firefighters and other support personnel by both location and function.

Both the Incident Management System and Personnel Accountability System may be satisfied by a number of systems that are available and recognized by the fire service. The type and complexity of these systems depends on local conditions and anticipated operations.

Part 3: Specifications and Certifications

Part 3 of the OHS Code applies to all firefighting equipment and requires equipment to be

- inspected according to manufacturer's specifications to ensure firefighter safety while the equipment is being used,
- (ii) clearly marked with the limitations of the equipment based on current standards,
- (iii) used within known limitations and in a manner that does not endanger the health or safety of a firefighter, and
- (iv) maintained according to manufacturer's specifications.

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Section 15 of the OHS Regulation requires each worker to be trained in the selection, pre-use inspection, use and limitations of the equipment.

The requirements of Part 3 are not intended to hinder the development of some fire hall inventions where the invention is safe for use. However, the implications of doing so must be understood and caution exercised. A product modified without the consent of the manufacturer, or without having been certified by a professional engineer, may exceed the safe performance limits of the product, void the product warranty, and result in the employer being held liable for any consequences resulting from use of the modified product.

The fabrication of invented devices must be done by persons competent to perform that work. Welding must be done by a competent welder; electrical work by a competent electrician or electronics specialist; final mechanical design by someone competent in assessing loads, forces, etc.; non-destructive testing (NDT) by someone competent in NDT testing and evaluation, etc. Even a seemingly simple invented device, when coupled to a system that controls or influences the release of energy e.g. water under pressure or hydraulic or pneumatic systems, or "improves" the way that a breathing-air system operates for example, can result in harm to workers and others.

Consider the implications of device failure or misuse before putting the device into service. If there is any question as to the safety of the device, have it assessed and certified by a professional engineer.

Where existing equipment that is currently certified by a certification and testing body, manufacturer or engineer is modified, the certification will require review and renewal. The employer must either get the manufacturer to approve the new use or have a professional engineer certify the device as safe for use.

All fire department pumping apparatus, water tanks, ladder trucks, aerial devices, mini-pumpers, special services firefighting vehicles and combinations of these should be designed and constructed in accordance with a commonly accepted Alberta or industry standard. For example, compliance with CAN/ULC-S515-04, *Automobile Fire Fighting Apparatus* and with the manufacturer's recommended specifications is considered to be an acceptable design standard. CAN/ULC-S515-04 is not a legislated standard but it is the commonly relied upon and accepted standard for specifying automotive

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firefighting apparatus in Alberta. Ongoing maintenance and operation of vehicles is subject to the provisions of the *Traffic Safety Act* (T-6 RSA 2000) and its Regulations.

Part 4: Hazardous Substances

Part 4 of the OHS Code applies to firefighting as it is written and includes exposures that might occur during any emergency operation and not just those exposures possible during designated hazardous materials or dangerous goods responses. Schedule 1, Table 2 of the OHS Code lists all the chemical substances for which the legislation sets occupational exposure limits. The employer must ensure that a firefighter's exposure to any substance listed in the table is kept as low as reasonably practicable and does not exceed the substance's occupational exposure limit. A worker may not be exposed to a substance listed in Table 2 at a concentration exceeding its ceiling limit at any time. Worker exposure is not likely an issue in an encapsulated suit.

Employers whose firefighters may be exposed to harmful substances must complete a hazard assessment as explained in Part 2: Hazard Assessment, Elimination and Control in this Code of Practice. Key requirements include identification of potential exposures, development of protective procedures, and training of firefighters in those procedures. It is not necessary to develop a written SOG/SOP regarding every possible chemical a firefighter might be exposed to in service. What is expected is that procedures will be developed and personal protective equipment will be supplied and mandated that will protect the health and safety of firefighters when they respond at the stated service level. The policy or procedure must also cover:

- · the training and awareness levels to be received by each firefighter;
- the means by which firefighters can obtain the information on an exposure to any known substance and the decontamination requirements;
- · limitations of his or her PPE;
- what the department does in the event of a response to an incident where there may be an exposure to that substance; and
- the location of Material Safety Data Sheets (MSDSs) and similar resources.



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Decontamination capabilities or facilities must be provided or arranged, based on the potential exposures that firefighters might reasonably expect based on a department's stated service level. This includes the ability to decontaminate their person, clothing, equipment and apparatus. No firefighter should be permitted to leave any work site or the firehall where there is a possibility that he or she may be carrying harmful substances on their person or clothing.

The OHS Code requires employers to document worker exposures to specific harmful substances in limited circumstances (asbestos, silica and coal dust) and the steps taken to mitigate the exposure and any ongoing monitoring. In all other cases, reporting, record keeping and ongoing monitoring must, at a minimum, be in compliance with Workers' Compensation Board policies. See sections 32 and 33 of the Workers' Compensation Act (W-15 RSA 2000).

Part 5: Confined Spaces

A confined space definition is provided in Part 1 of the OHS Code and is expanded upon in the OHS Code Explanation Guide. A confined space includes tanks and other structures not intended for human occupancy. It does not generally apply to houses and other normally inhabited structures.

If a fire department is providing emergency rescue services involving a confined space entry, it must comply with the requirements of this Part. Testing the atmosphere of a burning structure for toxic, flammable or explosive substances may be impractical. Continuous air monitoring is required if the atmosphere within the confined space can change unpredictably while the worker is inside the confined space. Testing and continuous air monitoring are made unnecessary if complete respiratory protective equipment and other personal protective equipment appropriate to the conditions within the confined space are used.

If a confined space entry is being made in other than a burning structure, and the site hazard assessment identifies a potential hazard, then pre-entry atmospheric testing must be done using a calibrated test instrument.





A written code of practice (SOP/SOG) must be developed and training in its requirements and procedures must be provided to any firefighter assigned to these duties.

The records requirements of section 58 of the OHS Code concerning entries is satisfied by retaining the incident command sheets and run reports for the stated timeframe.

Accountability systems as described in 3(g) of Part 2 of this Code of Practice are required for emergency confined space entry rescue. These accountability systems must provide a comparable or superior level of worker safety to the permitting systems described in subsection 47(1) of the OHS Code.

An effective rescue plan that gets firefighters out of the confined space without causing further injury to the injured worker and without placing firefighters in undue peril must be developed with training provided to all affected firefighters.

Part 6: Cranes, Hoisting and Lifting Devices

If a fire department is using cranes, hoists, winches or similar pieces of equipment with rated load capacities of 2,000 kilograms or more, this Part applies as written. Most fire departments do not operate this type of equipment.

This Part requires an employer to ensure that the proper lifting device is selected and used for the task, that it be labelled with its rated load capacity, that only trained workers operate the lifting device and that a log be maintained that records inspection, use and maintenance activities for the lifting device.

Part 7: Emergency Preparedness and Response

This Part applies as written. A fire department may have already addressed this Part through the planning required under Part 2 Hazard Assessment, Elimination and Control.

Part 7 of the OHS Code should be viewed as an opportunity for fire departments to plan for how firefighters and other workers at an incident will be looked after if a firefighter or other worker is injured, not how the emergency operation will be mitigated or how victims of

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the emergency incident will be cared for. Every fire department should develop an SOP/SOG covering the points listed in section 116 of the OHS Code.

Part 8: Entrances, Walkways, Stairways and Ladders

With the exception of having to ensure the presence of primary and secondary escape routes, and specific requirements applicable to portable ladders, this Part does not apply to fire department emergency operations. Note: See Fall Protection below.

The requirement that the employer ensure that there is a secondary escape route that is readily useable at all times if a worker could be isolated from a primary escape route [subsection 119(4)] is impracticable in almost all emergency situations. The accepted practice in firefighting is to preserve the point of entry as required by subsection 119(1). The employer needs to perform an effective hazard assessment, determining if entry is reasonable and necessary. Further, the employer needs to ensure that all necessary and reasonable steps are being taken to ensure the safety of firefighters entering the structure.

Manufactured portable ladders must meet the requirements of the listed CSA or ANSI standards. If a firefighter is working from a portable ladder and is not using any means of fall protection, the firefighter must maintain three-point contact whenever he or she extends an arm beyond a side rail. While "three-point" ideally means two feet and one hand, it is recognized that this is not always possible. A leg lock on the ladder is considered an acceptable means of maintaining three-point contact and therefore stability on the ladder.

This Part applies to firehalls.

Part 9: Fall Protection

The "rescue personnel exemption" presented in Part 9 of the OHS Code does not exempt firefighters from using fall protection equipment and practices. It does exempt firefighters from using the equipment and practices specified in Part 9, allowing the use of alternative equipment and practices. Whereas Part 9 specifies the use of "industrial"-type fall protection equipment and practices, the exemption allows firefighters to use alternate equipment and practices.







The practices used must provide an effective measure of worker safety and address the unique hazards that a rescue or firefighting work site presents. The practices must also be documented in the department's SOPs/SOGs. A fall protection plan, as required by section 143 of the OHS Code, must be prepared.

Part 10: Fire and Explosion Hazards

This Part applies to the fire service in all activities, including training. Part 10 was never intended to apply to burning buildings or exploding structures. The requirement that a professional engineer classify hazardous locations [section 162 (1)] and that various protective procedures and precautions be followed in hazardous locations [section 165] are not intended to apply to emergency situations.

Although subsection 162(1) prohibits a worker from entering an area having an atmosphere that exceeds 20 percent of the lower explosive level of a flammable or explosive substance, subsection 162(2) allows a competent, properly equipped firefighter to enter the area if he or she is responding in an emergency.

Nevertheless, routine entry of a firefighter into an area in which there is a flammable or explosive atmosphere should be discouraged because of the potential for a fire or explosion with life-threatening consequences. An on-site hazard assessment should critically review the need to enter the area against the alternatives of not entering the area, or dispersing/diluting the atmosphere below the lower explosive limit of the flammable or explosive substance present and then entering the area after atmospheric testing with a calibrated test instrument confirms it is safe to do so.

Standard Operating Procedures/Guidelines need to be developed as part of the planning process of how a fire department is going to provide for the safety of firefighters working in emergency operations involving the fire and explosion hazards identified in this Part.

Part 11: First Aid

The rules identified in this Part apply to fire department personnel during normal day-to-day activities and while dealing with the emergency incident. All requirements of this Part apply including all record keeping identified in sections 183 and 184.







Key requirements include:

- Fire departments are required to provide first aid supplies, equipment and staff and must supply them in accordance with Schedule 2, Table 7 of the OHS Code, based on the number of personnel attending.
- Emergency transportation of injured firefighters must be considered and arranged as a part of the department's written SOPs/SOGs. This does not imply that an ambulance is required on site.
- Firefighters must report injuries to the employer at the earliest practicable opportunity.
- Employers must retain records of acute illnesses or injuries, including exposures to harmful substances on any worker as required by section 183 of the OHS Code.

The required first aid providers at an emergency operation may be assigned to perform other duties as long as they remain available and in a fit condition to immediately provide those first aid duties as required by the OHS Code.

Part 12: General Safety Precautions

Only sections 186, 191, 194 and 195 apply to the fire department during emergency operations.

Subsection 186(1) requires lighting at a work site to be sufficient to allow work to be done safely. This means that additional light sources may need to be placed in the work area to allow firefighters to perform their duties.

Section 191 describes the requirements applicable to firefighters acting as designated signallers and to equipment operators being guided by those signallers.

Section 194 requires that firefighters providing traffic control wear highly visible and retroreflective clothing and use a handheld signal light. It also provides guidance for employers on the steps that must be taken to protect firefighters performing their duties on roadways where traffic may be dangerous. Again, documented SOPs/SOGs are required for this type of work assignment.

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Section 195 places duties on the employer to ensure that ice is thick enough to support the load placed on it in the event that workers must work on an ice surface. The section only applies if the water beneath the ice is more than 1 metre deep.

Part 13: Joint Work Site Health and Safety Committee

This Part does not directly apply to the fire service.

Part 14: Lifting and Handling Loads

This Part applies to the fire service as written.

The hazard assessment required in section 210 of the OHS Code for manually handling a load that could injure a worker should be considered in the development of SOPs/SOGs and is part of the hazard assessment process considered in Part 2.

Part 15: Managing the Control of Hazardous Energy (Locking Out)

This Part does not apply to emergency operations. Section 212(1) outlines the areas where locking out is required and includes the servicing, repairing, testing or adjusting of machinery, equipment or powered mobile equipment. As fire departments do not do any of these activities during emergency operations, this section does not apply. Nevertheless, an emergency response service should always ensure that electrical energy has been isolated prior to applying a wetting agent to a fire.

A fire department should develop SOPs/SOGs outlining safe work procedures when dealing with rescue, extrication or other emergency activities around equipment presenting potential hazards to workers.

Although unlikely to ever be used by a fire service during normal operations, this Part includes a locking-out option — complex group control — that deals with extra-ordinary situations that simultaneously involve many workers and many lock out points. This approach recognizes the use of administrative procedures that allow an employer to move away from the "one worker, one lock, one key" principle of locking out.







Part 16: Noise Exposure

This Part applies as written to firefighters.

Employers must take all reasonable measures to reduce noise levels to which firefighters are exposed. Noise reduction strategies may include engineering controls, considering noise levels in equipment and apparatus at the time of purchase and retrofitting current equipment/apparatus with noise suppression technology. An example of where engineering has helped reduce noise exposure is the relocation of sirens from the roof of apparatus to the front bumper, thereby reducing noise levels in the passenger compartment.

Where noise reduction is not reasonably possible, the employer must provide hearing protection and training on its use. Tables located in Schedule 3 of the OHS Code provide information on levels of permissible exposure and appropriate hearing protection that must be used.

A workplace noise exposure assessment must be undertaken to determine what noise level firefighters might be exposed to during routine emergency operations. If the results of the assessment indicate that noise levels exceed the exposure limits of Schedule 3, Table 1, a noise management program as required by section 221 must be developed and implemented.

If it is identified that firefighters are being exposed to excessive noise, audiometric monitoring must be provided at the employer's expense. Section 223 provides detailed instructions on what that testing entails.

Part 17: Overhead Power Lines

The safe limits of approach to energized overhead power lines identified in section 225 are applicable to the fire service. All power lines are to be considered energized – "live" – until confirmed by the local utility as safe to approach.

SOPs/SOGs and training including preplanning with utility providers is essential to safe emergency operations around energized overhead utility lines.







Part 18: Personal Protective Equipment

Based on the hazard assessment performed under Part 2, the employer must ensure that such personal protective equipment (PPE) as is required to protect the firefighter from the hazards of the job is used. The hazard assessment may indicate the need for

- barrier devices to protect against exposure to blood and bodily fluids.
- eye/face protection during vehicle extraction,
- balaclava under headwear as protection against heat exposure and fire.
- · skin protection against contact with chemicals, and
- protection against contact with an operating chainsaw, etc.

The only firefighting standards identified in this Part are

- section 233 requiring firefighter footwear to comply with the listed NFPA or CSA Standards, and
- section 237 allowing an employer to consider head protection complying with NFPA 1971 or 1977 where the hazards a firefighter might be exposed to require special protection, such as in structural or wildland firefighting.

In all other cases the employer must be able to demonstrate that acceptable protection levels for the hazards faced by firefighters based on a hazard assessment of the department's operations have been provided. The use of clothing and equipment that complies with the standards issued by CSA, ANSI, NFPA, CGSB and other recognized agencies should be identified in departmental purchasing policies and procedures.

Care must be taken not to assume that equipment certified or intended to protect against one hazard can effectively protect against another. For instance, bunker gear provides effective protection against the hazards of structural firefighting conditions but actually adds to the hazard level a firefighter faces when dealing with a water rescue. PPE must be provided based on the hazard assessment done in compliance with the requirements of Part 2.

Section 245 of the OHS Code identifies the need to develop and implement a code of practice governing the selection, maintenance and use of respiratory protective equipment. Section 247 provides direction on what must be considered when providing respiratory protection. Self-contained breathing apparatus (SCBA) may not be the only

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respiratory protective gear required by a fire department. The manufacturer's maintenance schedule should be referenced as part of the required code of practice.

Employers must ensure that air used in SCBA and airline equipment meets the requirements of CSA Standard Z180.1-00, Compressed Breathing Air and Systems. Regular testing by competent persons is essential.

Sections 244 and 250 require that employers ensure firefighters who must use respiratory protective equipment that depends on an effective face seal are provided with equipment that fits them properly. Fit testing must be provided to all firefighters and equipment must be made available in the correct sizing. It also requires that any person requiring this type of respiratory protective equipment be clean-shaven where the face piece seals to the skin of the face.

Firefighters are required to use the provided PPE as described in subsection 228(2). This includes any person exposed to the hazards of the workplace, including incident commanders and other officers.

Part 19: Powered Mobile Equipment

This Part applies to the safe operation, fueling and maintenance of all fire department vehicles, including apparatus, cars, trucks and off-road vehicles such as snowmobiles and all-terrain vehicles.

Firefighters assigned to operate powered mobile equipment must be competent and authorized by the employer to do so.

Inspections and maintenance, including pre- and post-trip inspections, in accordance with the manufacturer's specifications, are required on all powered mobile equipment. Records must be maintained.

Equipment that must be carried in the passenger compartment must be stored or affixed in such a manner that it cannot become a projectile in case of an accident or emergency stop.

There are special requirements for all terrain vehicles (ATVs), including a prohibition on the use of three-wheeled ATVs.

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Subsection 290(1) specifies licensing and mechanical inspection requirements that apply to a worker who uses a personal vehicle for work purposes. In terms of licensing, the employer must ensure that the worker has a valid driver's license appropriate for the type of vehicle being operated.

The mechanical inspection requirement – that the worker ensure that his or her personal vehicle is maintained in sound mechanical condition – applies to a personal vehicle used for work purposes. The intent of the requirement is to make sure that the personal vehicle is mechanically sound and safe for work use. This requirement applies to the worker. Evidence of compliance from the perspective of the employer may include the worker having records of maintenance performed on the vehicle.

Examples of work use include:

- (a) transporting equipment on behalf of the fire department or municipality;
- (b) the Fire Chief using a personal vehicle as a "response unit"; and
- (c) transporting bottles of compressed breathing air, fire hose, etc. from the fire station to the fire scene.

An example of non-work use is being paged and then driving the personal vehicle from home to the fire station or fire scene.

Part 20: Radiation Exposure

Part 20 applies to all work sites, including emergency operations.

Part 21: Rigging

Part 21 applies to all work sites, including firefighting and rescue applications.

Ropes, cables and all equipment associated with lifting personnel or materials must be inspected, maintained and used in compliance with this Part.

The use of "home made" or makeshift rigging components that are load bearing is prohibited.

Maximum load ratings of all rigging must be available to workers at the site.

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Any SOPs/SOGs adopted by fire departments must follow the manufacturer's specifications for the equipment and follow industry best practices.

Part 22: Safeguards

Where a manufacturer has provided a guard or offers one as an option for the safe operation of a piece of equipment, it must remain in place and be used as intended. See Part 3 of this Code of Practice for implications when changing or altering designs.

Part 23: Scaffolds and Temporary Work Platforms

Those sections of this Part dealing with fire apparatus employing elevated ladders, booms or platforms apply to all fire department activities.

Fire apparatus with elevated ladders, booms and platforms should be designed in accordance with CAN/ULC-S515-04 as the minimum acceptable design standard (see Part 3 of this Code of Practice).

Section 138 of the OHS Code allows firefighters to use alternate means of fall protection during emergency operations and during the training for those operations.

Part 24: Toilets and Washing Facilities

Employers must provide drinking fluids at all work sites in quantities sufficient for the number of workers and the conditions in which they are working. These fluids must include potable water and be made available in a sanitary manner.

Section 356 of the OHS Code requires that an employer make arrangements for access to toilet facilities for workers at temporary work sites, including emergency operations. Pre-planning must consider firefighter rest and recovery (rehabilitation) and personal needs.

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Part 25: Tools, Equipment and Machinery

This Part applies to all work sites, including those involving emergency operations.

Part 26: Ventilation Systems

This Part is meant to apply primarily to the firehall and other buildings in a normal mode, not to buildings affected by fire and other emergencies. However, the requirements of this Part do apply in situations such as when a technical rescue team uses portable ventilation systems during a confined space rescue. In such cases the team may be dealing with airborne contaminants, hazardous fumes, gases, or particulates, a flammable atmosphere, or an atmosphere lacking in oxygen. Sections 386 through 388 specify requirements that must be met when ventilation systems are used in such situations.

Part 27: Violence

This section applies to all fire department activities.

When the hazard assessment required in Part 2 is developed, violence in the workplace must be considered. A policy and procedure specific to workplace violence must be developed.

Training must be provided to firefighters on how to recognize workplace violence, what policies and procedures the department has developed and what their role in the process might be.

Part 28: Working Alone

This Part applies to all work sites, including emergency operations. Provision must be made to keep track of all firefighters, including those who might have to be away from the main body of firefighters. It must provide them with the means of contacting assistance should it be required or for the department to check on their status at reasonable intervals.

SOPs/SOGs must be developed to cover each task that might require someone to work alone. Examples of lone worker situations may include incident commanders, inspectors, investigators, and tanker operators.

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Part 29: Workplace Hazardous Materials Information System (WHMIS)

All hazardous products used by a fire department must be used, stored and handled in accordance with this Part.

Fire department personnel are required to receive training in WHMIS in accordance with section 397 of the OHS Code.

The WHMIS requirements apply to the products that the fire department uses in its operations, not to hazardous products that it may encounter at an emergency operation.

Part 30: Demolition

If a fire department must fully demolish a structure in the course of its suppression activities, section 419 as it pertains to the disconnection of utilities applies. Critical utility disconnections include natural gas, propane and electricity.

Part 31: Diving Operations

Part 31 applies to all diving operations provided by fire departments.

Fire department diving operations cannot be classified as sport or recreational diving.

Part 32: Excavating and Tunnelling

Although this Part does not normally apply to fire department emergency operations, all due care must be taken, including the development of SOPs/SOGs, training of firefighters and provision of adequate shoring and other necessary materials before committing to respond to emergencies involving excavations and tunnelling.

Any SOPs/SOGs developed must comply with fire industry best practices.



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Part 33: Explosives

Many fire departments provide fireworks and pyrotechnic services in their communities. All sections of this Part dealing with fireworks must be complied with, including storage, transportation, handling, qualifications and safe work procedures/practices.

Part 34: Forestry

This Part does not apply to the fire service.

Part 35: Health Care and Industries with Biological Hazards

This Part applies to the fire service in all situations, including emergency operations. It requires an employer to establish policies and procedures regarding biohazardous materials, to provide workers with adequate training and to supply appropriate protection, including sharps containers to minimize the likelihood of firefighter exposures.

Policies and procedures must be developed and implemented to deal with post-exposure management for firefighters who have been exposed to biohazardous materials.

Part 36: Mining

This Part does not apply to the fire service.

Part 37: Oil and Gas Wells

This Part does not apply to the fire service.

Part 38: Residential Roofing

This Part does not apply to the fire service.

Part 39: Tree Care Operations

This Part does not apply to the fire service.

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Part 40: Utility Workers - Electrical

This Part does not apply to the fire service.

Part 41: Work Requiring Rope Access

This Part does not apply to the fire service.

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Con	ntact us:	
Prov	rince-Wide Contact Centre	Web Site
•	Edmonton & surrounding area: (780) 415-8690 Throughout Alberta: 1-866-415-8690 Deaf or hearing impaired In Edmonton: (780) 427-9999 or 1-800-232-7215 throughout Alberta ting copies of OHS Act	www.worksafely.org
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B - Cypress County Fire Master Plan Start up Meeting February 1, 2016

Transitional Solutions Inc. & Cypress County Fire Master Plan Meeting Minutes February 1, 2016

I. Agenda

Welcome and Introductions	10 Min - All
Review Project History	15 Min - Dennis
Review Current State (Service Level, Tools, etc)	20 Min - Dennis

- # of Volunteers
- # of Stations
- Mobile Equipment
- Communications (Equipment, Dispatching)
- Chute Times
- Funding Sources

Overview of Project Deliverables and Schedule 30 Min - Bruce

- Review and Compilation of Information
- Consultation
- Development of Master Plan and Presentation

Set Project Meetings and Other Key Dates 10 Min - All Internal Communications 20 Min - Cory

- Information Request from County Council
- TSI's Client Communications Portal

Define Internal and External Stakeholders 10 Min - All Review External Stakeholder Engagement Plan 10 Min - Bruce

- Workshops
- Interviews Identify Key Stakeholders
- Survey Identify Audience
- Social Media Use of current social media sites?

Site Visit Schedule and Key Contacts	10 Min - Bruce
Identify Project Risks	10 Min - All
List of Required Documents	15 Min - Bruce
Additional work for Redcliff and costs	5 Min - Paul
Structure of the Final Report	5 Min - Paul
Business Park (confidential)	5 Min - Paul
Cypress Hills Provincial Park	5 Min - Paul
Review of Action Items	5 Min - Bruce

II. Call to order

[Facilitator Name] called to order the start-up meeting for the Cypress County Fire Master Plan at 1:00 pm on February 1, 2016 at Cypress County, County Hall in Dunmore, AB.

III. Introductions

Bridging the Gap

Introductions. The following persons were present: Bruce Dziwenka (TSI – Project Manager), Brent Greer (TSI), Rick Samotej (TSI), Cory Thomas (TSI – VP), Paul Loosely (Cypress County), Dan Henderson (Cypress County – CAO), Dennis Mann (Cypress County – Fire Chief), John McBain (Cypress County), Justin Derzaph (Cypress County).

IV. New business

- a) Review and conversation of proposal from TSI
- b) Discussion of TSI project plan and milestones
- c) Discussion and Wrap-up

V. Meeting Notes

- Situation analysis to be used if there are specific issues that are identified that need to be further defined more strategic as a whole
- Cypress County would like to see the layout template of the Fire Master Plan and what the final report will look like as early in the process as possible
- Redcliff wants to piggy back on the fire master plan. Contract between Redcliff and Cypress Hills expired and never renewed.
- TSI is to look at the fire halls for size etc. not engineering of the buildings
- TSI to review all provided bylaws to identify any areas that overlap each other
- Presentation of draft and final reports to steering committee and Council, two workshops
- Identify comparable communities, benchmarking in western Canada, look to use 4 or 5 communities for comparison
- Concerns with Task 6 not being able to be completed in 2 days scheduling)
- Council meets 1st and 3rd Tuesday of each month (Workshop info, consider 4 hours)
- Discussion on Fire Services Board CAO/Dir of Municipal Services recommendation to council to disband (Recommendation was subsequently defeated the next day)
- Discussion on creating a proactive presence for engagement of citizens and key stakeholders
 - Social media
 - Print Media
- Discussion on focus groups Stakeholder Consultation Plan will identify best methods
- Discussion on Fire Agreement with Government of Alberta at Cypress Provincial Park
 - Expired due to GOA opting out of agreement
 - Running day to day at present
 - GOA wants Cypress County to take over all fire services with exception of Wildland firefighting
- Two tone paging/ Text to members/ I am responding being utilized
- Dispatch is out of Medicine Hat
- CAMS Central Asset Management System in all apparatus
- EOC located in County Office workshop
- FC/DFC frequently called on to augment operations
- Average 230 calls a year over the county
- Larger industrial sites within County are self sufficient for fire response
- County in non-accredited for Safety Codes Fire Discipline FCO

VI. Adjournment

[Facilitator Name] adjourned the meeting at 4:30pm.

Minutes submitted by: Cory Thomas Minutes approved by: Bruce Dziwenka



B.1 TSI Start up Meeting Presentation February 1, 2016



Start-up Meeting

Objectives

A start-up meeting with the Cypress County Steering Committee and any applicable stakeholders with the TSI Emergency Management Services team to set the path of the study and strategize together relative to the overall project goal, input requirements and expected deliverables.

Outcomes

A project plan will be completed from this meeting along with a communications and stakeholder engagement strategy to ensure the Steering Committee and designates and the TSI team are constantly working in tandem with the same information.



Start-up Meeting

Agenda

Welcome and Introductions 10 Min - All

Review Project History 15 Min - Dennis

Review Current State 20 Min - Dennis

- # of Volunteers
- # of Stations
- Mobile Equipment
- Communications (Equipment, Dispatching)
- Chute Times
- Funding Sources

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Start-up Meeting

<u>Agenda</u>

Overview of Project Deliverables/Schedule 30 Min – Bruce

- •Review and Compilation of Information
- Consultation
- Development of Master Plan and Presentation

Set Project Meetings and Other Key Dates 10 Min - All

Internal Communications 20 Min - Cory

- •Information Request from County Council
- •TSI's Client Communications Portal

Define Internal and External Stakeholders 10 Min - All



Start-up Meeting

Agenda

External Stakeholder Engagement Plan 10 Min - Bruce

- Workshops
- Interviews Identify Key Stakeholders
- Survey Identify Audience
- •Social Media Use of current social media sites?

Site Visit Schedule and Key Contacts 10 Min - Bruce **Identify Project Risks** 10 Min - All List of Required Documents 15 Min - Bruce Additional work for Redcliff and costs 5 Min - Paul Structure of the Final Report 5 Min - Paul 5 Min - Paul Business Park (confidential) 5 Min - Paul Cypress Hills Provincial Park Review of Action Items 5 Min - Bruce

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TRANSITIONAL SOLUTIONS

TSI Emergency Management Team

- TSI Vice President Cory Thomas
- Project Manager Bruce Dziwenka
- Technical Advisor Brent Greer
- Technical Advisor Rick Samotej



Project Deliverables

The purpose of this project is to conduct a full review of the current Fire Services including:

situational analysis, service level review,

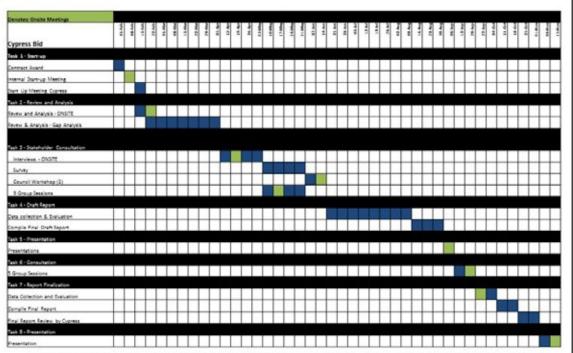
and structure and governance within Cypress County.

The objective of this review will be to generate a Fire Services Master Plan for the delivery of Fire Services for Cypress County with the neighboring urban municipalities.

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TRANSITIONAL SOLUTIONS

Schedule







Task 2: Review and Compilation of Information

- Identify the operational structures and determine where improvements in coordination, standardization and synergies that might exist to improve overall safety and Fire response effectiveness
- Conduct a Strength, Weakness, Opportunity and Threat analysis
 - A SWOT analysis can be used to:
 - · Explore new solutions to problems
 - · Identify barriers that will limit goals/objectives
 - Decide on direction that will be most effective
 - · Reveal possibilities and limitations for change
 - · To revise plans
 - As a brainstorming and recording device as a means of communication

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· To enhance "credibility of interpretation"



TRANSITIONAL SOLUTIONS

Task 2: Review and Compilation of Information

- Conduct a gap analysis on the understanding and implementation of Cypress County policies and procedures within Fire Services and Fire Service Staff
 - Gap analysis is a formal study of what is currently being done and where we want to go in the future:
 - Desired Level
 - Current Capability
 - Actions Required
- Identify risk and resources within Cypress County boundaries

Hazard Risk Vulnerability Assessment

- · Identify Regions vulnerabilities
- Determine severity of hazard and frequency of an event
- Identify response capabilities and support strategy
- Conduct a gap and risk analysis within Cypress County boundaries to provide a sampling of both current and future risks
- Conduct a needs assessment and demographic analysis of current and future emergency response requirements for the community

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Task 2: Review and Compilation of Information

- Formulate recommendations with respect to current and future risk and service
- Identify comparable communities and provide a comprehensive comparison of operating models, fire service operations, equipment, staffing, response statistics and budgets for fire departments in those communities

Service level review

 This process will develop recommendations for emergency response services based on the risk and financial reality of the region. This will establish rough costs for future needs including capital investments and maintenance costs, build short term and long term options while exploring other innovative options.

Structure and Governance

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RANSITIONAL SOLUTIONS



Master Plan

- Develop a Fire Services Master Plan that will include but is not limited to:
 - Data collection and evaluation
 - Recommendations
 - Short and long term goals
 - Strategies / Objectives
 - Performance Measures
- The Master Plan will be compiled to identify:
 - Executive summary
 - Risk analysis
 - Present conditions
 - Gap analysis
 - Future demands
 - Future service delivery-long term strategies
 - Other recommendations
 - Supporting documentation

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TRANSITIONAL SOLUTIONS

Communications Portal



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TRANSITIONAL SOLUTIONS





Bridging the Gap

External Stakeholder Consultation

- Conduct onsite interviews with elected officials, municipal partners, community members, fire department members and other stakeholders to gauge operational effectiveness and community risks
- Design and complete a highly accessible survey to obtain a representative sample (statistically valid) of County residents to determine community awareness of the Fire Services delivery structure and priorities for improvement
- Coordinate and provide two (2) workshops for Cypress County Council at benchmarks in the Plan process
- Coordinate and conduct three (3) interviews with Cypress County Fire Services staff members as well as participating municipal partners.

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TRANSITIONAL SOLUTIONS

Questions?





C - Project Management Plan March 30, 2016

Cypress County Fire Master Plan





Project Plan

I. Start-up Meeting

Transitional Solutions Inc. & Cypress County
Fire Master Plan
Meeting Minutes
February 1, 2016

VII. Agenda

Welcome and Introductions 10 Min - All Review Project History 15 Min - Dennis Review Current State (Service Level, Tools, etc) 20 Min - Dennis

- # of Volunteers
- # of Stations
- Mobile Equipment
- Communications (Equipment, Dispatching)
- Chute Times
- Funding Sources

Overview of Project Deliverables and Schedule 30 Min - Bruce

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Review of Action Items	5 Min - Bruce

VIII. Call to order

Paul Loosely called to order the start-up meeting for the Cypress County Fire Master Plan at 1:00 p.m. on February 1, 2016 at Cypress County, County Hall in Dunmore, AB.



IX. Introductions

The following persons were in attendance: Bruce Dziwenka (TSI – Project Manager), Brent Greer (TSI), Rick Samotej (TSI), Cory Thomas (TSI – VP), Paul Loosely (Cypress County), Dan Henderson (Cypress County – CAO), Dennis Mann (Cypress County – Fire Chief), John McBain (Cypress County), Justin Derzaph (Cypress County).

X. New business

- d) Review and conversation of proposal from TSI.
- e) Discussion of TSI project plan and milestones.
- f) Discussion and Wrap-up.

XI. Meeting Notes

- Situation analysis to be used if there are specific issues that are identified that need to be further defined more strategic as a whole.
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 - Social media
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- EOC located in County Office workshop.
- FC/DFC frequently called on to augment operations.
- Average 230 calls a year over the county.
- Larger industrial sites within County are self sufficient for fire response.
- County in non-accredited for Safety Codes Fire Discipline FCO



XII. Adjournment

Paul Loosely adjourned the meeting at 4:30pm.

Minutes submitted by: Cory Thomas Minutes approved by: Bruce Dziwenka

II. Interviews

TSI will conduct interviews with all pertinent stakeholders in an effort to gain insight into the current situation, historical information and to identify service levels and gaps. These interviews are estimated to take approximately one hour and will be conducted throughout the study with the majority taking place in the preliminary stage of information gathering and analysis. Further interviews may be required following the analysis stage. TSI will take and retain the notes from all interviews. As some of the interviewees may prefer to remain anonymous, only pertinent information from the interviews will be shared in an appendix of the final report.

TSI will complete onsite interviews with key stakeholders the week of April 4th to 7th. Any additional interviews required after April 7th will be completed as a telephone interview. Onsite interviews are requested with elected officials, municipal partners, community members, fire department members and other stakeholders. A draft list of requested interviews will be forwarded to Cypress County on or before March 1st. Cypress County will be responsible for completing the name of the interviewee, location of the interview, and providing adequate office space to conduct the interview in. The completed list will be forwarded to TSI on or before March 28th.

II (a) Interview Questions

Location of Interview:	Date:
Attendance:	
How long have you lived in Cypress County?	
Where: Hilda, Walsh, Schuler, Onefour, Seven P Elkwater, Desert Blume, Suffield, Veinerville, Me	
How long have you served in the Fire Service?	Where?
What Fire Department services are required ba your community?	sed on your knowledge of risk within
What are the high risk responses/areas in your	Region?



Are there any of the services you mentioned that you feel need to be higher or lower on the Fire Departments priority list?				
Do you believe the Fire Department has the support in facilities and equipment to provide the expected services?				
What changes would you make to the equipment or facilities so they can deliver the level of service that you expect?				
Do you feel that your Fire Department has adequate staffing to deliver the level of service you expect?				
If no, what are your suggestions that the Fire Department needs to do to increase its staffing levels?				
If yes, what challenges do you see in keeping the current staffing levels?				
Does your Fire Department conduct adequate training?				
How does each of these factors affect your department from conducting adequate training?				
Too much/Not enough emphasis on special operations (Hazmat, Rescue) EMS Training				
Difficulty in coordinating training (Time)				
Lack of a fully established program				
Lack of qualified trainers				
Other:				
Does the Fire Department have a good reputation with citizens?				
Which of the following is of the most importance to you regarding your Fire				
Department; Controlling Costs, Improving Service or Maintaining Fire Department Independence?				
Why?				



Describe the culture of the Fire Department?
What are the opportunities for the fire department in the future?
Additional Comments:
Additional comments by section:
Response Area
Administration
Maintenance/Storage
SOG/Record Keeping
Type of Department (Staffing, Org Chart, Qualifications)
Response Times (Dispatch, Chute, Travel)
Services Provided



Dispatch/Communications (Methods, Range, Quality)
Training (Program, Facilities, Instruction)
Vehicles (Number, Type, Age, Size)
Recruiting/Recognition (Minimum levels, Attrition, Programs, Retention)
High Risk Responses
Fire Prevention
Fire Protection Bylaws

II (b) Interview Schedule (Updated March 24, 2016)

Date: Monday, April 4th, 2016						
TIME	ACTIVITY	LOCATION	TSI Team 1	TSI Team 2		
	Travel from Edmonton					
13:00	Interview	Dunmore	Darcy Geigle	Alf Belyea		
14:00	Interview	Dunmore	Art Squire	Richard Oster		
15:00	Interview	Dunmore	Garry Lentz	Ernest Mudie		
16:00	Interview	Dunmore	LeRay Pahl	Dustin Vossler		
17:00	Interview	Dunmore	Dan Hamilton	CAO - Doug Henderson		
18:00	TSI Team Meeting					



Date: Tuesday, April 5 th , 2016					
TIME	ACTIVITY LOCATION TSI Team 1 TSI Team 2				
8:00					
9:00					
10:00					
12:00			Lunch		
13:00	Tour Redcliff Firehall, Redcliff, AB.				
14:00	Interview	Redcliff	Wade Gleisner/Deputy FC Redcliff	Redcliff Firefighter	
15:00	Interview	Medicine Hat & Redcliff	Redcliff Councillor Crozier @ Medicine Hat (1530hrs)	Kim Dalton/Director of Community & Protective Services @ Town of Redcliff Office	
16:00	TSI Team Meeting				
18:30	Interview	Irvine & Schuler Fire Hall	Walsh	Hilda	
20:30	Interview	Irvine & Schuler Fire Hall	Irvine	Schuler	

Date: Wednesday, April 6th, 2016					
TIME	ACTIVITY	LOCATION	TSI Team 1	TSI Team 2	
8:00	Travel				
9:00	Interview / Tour	CFB Suffield Fire Hall	CFB Suffield/FC Eric Schweitzer		
11:30	Lunch / Travel				
13:00	Interview	Bow Island Fire Hall & Jenner Fire Hall	Bow Island/FC Kelly Byam & 2 Members	Jenner/Special Areas FC Jeff Lewendowski, DFC Keith Ritz & FC Glen Durand	
18:00	TSI Team Meeting				



Date: Thursday, April 7 th , 2016					
TIME	ACTIVITY	LOCATION	TSI Team 1	TSI Team 2	
10:00	Interview	Dunmore	Director of Public Works/Curtis Richter	Shop Foreman/Greg Sjolie	
11:00	Interview	Dunmore	Anna Mast		
12:00			Lunch		
13:00	Interview/Tour	Dunmore & Medicine Hat Fire Station 1	Sage Creek Grazing Assoc/Craig Vossler		
15:00	Interview	Dunmore	Acting Deputy Fire Chief John McBain	Tour MH Fire Station #1/Deputy Fire Chief Lance Purcell	
16:00	Interview	Dunmore	Secondary Deputy Fire Chief Justin Derzaph		
17:00	Supper Break				
18:30	Interview	Elkwater Parks Office & Dunmore	Onefour	Seven Persons	
20:30	Interview	Elkwater Parks Office & Dunmore	Elkwater	Box Springs	

III. Online Survey

Design and complete a highly accessible survey to obtain a representative sample (statistically valid) of County residents to determine community awareness of the Fire Services delivery structure and priorities for improvement.

The online survey will be developed by TSI and approved by the Cypress County Project Manager. The online survey will go live on April 4th and will run for 4 consecutive weeks ending May 2nd. Cypress County will create a link on their home page to direct citizens to the survey which will be provided to Cypress County by March 24. It is also recommended that the County place the link and information over the 4-week period on their Facebook pages and utilizing their Twitter Account. TSI can assist with this should the County wish to provide TSI with their Facebook and Twitter logins. Both qualitative and quantitative information gathered from the surveys will be shared with the Steering Committee and will be provided as an appendix to our report.

The County will run ads (produced by TSI) in their section of the local paper for 3 consecutive weeks.

TSI will provide this Ad by March 24. Information on the Ad will include the County website where the survey and information regarding the project can be found and other community Fire Awareness information such as changing of smoke detectors, home fire drills/plans, etc. TSI again recommends that these ads are also placed on the County's Facebook page and Twitter accounts.



III (a) Survey Questions

TRANSITIONAL SOLUTIONS BRIDGING THE GAP MARKET STREET, INC.					
Сурге	ess County Fire Servic	es Community Engagement S	urvey		
1. Cypress County Fire Service	es				
1/3			33%		
This is a survey to engage and d	scuss the needs of the (Cypress County Fire Services and	Service Levels.		
1. What community do you re	side in or reside close	to?			
Hilda		O Dunmore			
Walsh		O Irvine			
O Schuler		○ Elkwater			
One Four		O Desert Bloome			
Seven Persons		Suffield			
Redcliff		O Veinerville			
2. For each of the fire departr (check all that apply): Structural Fire Fighting Fire Prevention Education Motor Vehicle Collisions / Rescue Ice/Water Rescue Confined Space Rescue		icate if you believe this service High Angle Rescue Wildland Fire Fighting Hazardous Material Response Fire Inspections Flammable Liquid Fire Fighting			
3. Of the services mentioned above, what do you believe are the three most used fire services in your community? Check only one for each column - most important, 2nd most important and 3rd most important. Most Important 2nd Most Important 3rd Most Important					
Structural Fire Fighting	0	0	0		
Fire Prevention Education	0	0	0		
Motor Vehicle Collisions / Rescue	0	0	0		
Ice/Water Rescue	0	0	0		
Wildland Fire Fighting	0	0	0		
Hazardous Material Response	0	0	0		
Fire Inspections	0	0	0		





4. Do you have any concerns about the fire services provided to you? (Check all that apply) No Concern Need additional medical qualification Equipment needs to be more up to date It requires too much time to arrive on scene Need more Staff/Volunteers They are too far away/require something closer More public safety awareness eduction Not sure if they have enough water That we could lose our department Other (please specify) 5. From the time you made an emergency call, how long would you expect to wait for emergency fire personnel to reach your location? 0 to 20 minutes 0 to 40 minutes 0 Over an hour	Cypress County Fire Services Community Engagement Survey					
4. Do you have any concerns about the fire services provided to you? (Check all that apply) No Concern Need additional medical qualification Equipment needs to be more up to date It requires too much time to arrive on scene Need more Staff/Volunteers They are too far away/require something closer On arrival they have insufficient resources Fire fighters should be compensated More public safety awareness eduction Not sure if they have enough water That we could lose our department Other (please specify) 5. From the time you made an emergency call, how long would you expect to wait for emergency fire personnel to reach your location? 0 to 20 minutes 0 to 40 minutes	2.					
No Concern Need additional medical qualification We expect too much from the volunteers Equipment needs to be more up to date It requires too much time to arrive on scene Need more Staff/Volunteers They are too far away/require something closer Fire fighters should be compensated More public safety awareness eduction Not equipped to handle all situations Not sure if they have enough water More training and courses are required That we could lose our department Other (please specify) 5. From the time you made an emergency call, how long would you expect to wait for emergency fire personnel to reach your location? 0 to 20 minutes 20 to 40 minutes 40 to 60 minutes	2/3	67%				
We expect too much from the volunteers Equipment needs to be more up to date It requires too much time to arrive on scene Need more Staff/Volunteers More safety inspections are required On arrival they have insufficient resources Fire fighters should be compensated More public safety awareness eduction Not squipped to handle all situations Not sure if they have enough water That we could lose our department Other (please specify) 5. From the time you made an emergency call, how long would you expect to wait for emergency fire personnel to reach your location? 0 to 20 minutes 20 to 40 minutes 40 to 80 minutes	4. Do you have any concerns about the fire service	ces provided to you? (Check all that apply)				
It requires too much time to arrive on scene Need more Staff/Volunteers They are too far away/require something closer More safety inspections are required On arrival they have insufficient resources Fire fighters should be compensated More public safety awareness eduction Not equipped to handle all situations Not sure if they have enough water More training and courses are required That we could lose our department Other (please specify) 5. From the time you made an emergency call, how long would you expect to wait for emergency fire personnel to reach your location? 0 to 20 minutes 20 to 40 minutes 40 to 60 minutes	No Concern	Need additional medical qualification				
They are too far away/require something closer On arrival they have insufficient resources Fire fighters should be compensated More public safety awareness eduction Not sure if they have enough water That we could lose our department Other (please specify) 5. From the time you made an emergency call, how long would you expect to wait for emergency fire personnel to reach your location? O to 20 minutes 20 to 40 minutes 40 to 80 minutes	We expect too much from the volunteers	Equipment needs to be more up to date				
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Not sure if they have enough water	On arrival they have insufficient resources	Fire fighters should be compensated				
That we could lose our department Other (please specify) 5. From the time you made an emergency call, how long would you expect to wait for emergency fire personnel to reach your location? O to 20 minutes 20 to 40 minutes 40 to 80 minutes	More public safety awareness eduction	Not equipped to handle all situations				
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5. From the time you made an emergency call, how long would you expect to wait for emergency fire personnel to reach your location? 0 to 20 minutes 20 to 40 minutes 40 to 80 minutes	That we could lose our department					
personnel to reach your location? 0 to 20 minutes 20 to 40 minutes 40 to 60 minutes	Other (please specify)					
personnel to reach your location? 0 to 20 minutes 20 to 40 minutes 40 to 60 minutes						
personnel to reach your location? 0 to 20 minutes 20 to 40 minutes 40 to 60 minutes						
0 to 20 minutes 20 to 40 minutes 40 to 60 minutes						
20 to 40 minutes 40 to 60 minutes						
40 to 80 minutes						
	0					
O Over an nour						
·	Over an hour					





BRIDGING THE GAP SHEEDING SHEEDINGS				
Cypress County Fire Services Community Engagement Survey				
3.				
3/3				
6. Thinking about the type of fire services mentioned, in your opinion is the current level of fire service in your area adequate?				
○ YES ○ NO				
7. Thinking about the fire services in your area would you say that the Fire Services:				
Require additional financial support				
Are adequately financed				
Require less financial support				
Other (please specify)				
8. If the Fire Department needed additional funding to increase the level of community services, would you support raising taxes? NO NO				
9. Have you ever requested assistance from the Cypress County Fire Department? If so, were you satisfied with the service?				
Not applicable - have never used the service				
Yes, satisfied with the services provided				
Yes, services provided were unsatisfactory				
If unsatisfactory please comment:				
.il				
10. Have you or your family ever attended a community event on fire safety hosted by the Fire Department?				
○ YES ○ NO				
If "YES", what was the topic?				



III (b) Newspaper Advertisement

Cypress County Fire Master Plan





Transitional Solutions Inc. (TSI) has been contracted by Cypress County to develop a County wide Fire Master Plan. This Master Plan will encompass all 8 Fire Hall's in the County with a full current service level review, analysis of the current and future needs of Fire Services in the County and multiple levels of public engagement. TSI has already been in the community visiting all of the Fire Halls and meeting with all of the Chiefs. The next step will include a public survey, interviews with key public leaders and a gap analysis based on current service levels versus future needs.

Both Cypress County and TSI are excited to move this project forward and develop a Fire Master Plan that will take the County and the communities within the County well into the next 10 years.





IV. Stakeholder Engagement

IV (a) Workshops

Stakeholder	Tactic
Residents	Survey
	Interviews
	Focus Group
Council	Workshops (2)
	Interviews
Grazing Association	Focus Group
Staff – Deputy Chiefs	Interviews
	Focus Group
Cypress County FCSS	Focus Group
CFB Suffield	Interviews
	Tours
Medicine Hat	Interviews
	Tours
County Hamlets	Interviews
- Irvine	Focus Group
- Walsh	
- Hilda	
- Schuler	
- Seven Persons	
- Box Springs	
- Elk Water	
Town of Redcliff	Interviews
- Fire Chief	Tour
- Councillors	Focus Group
- Fire Fighter	
Town of Bow Island	Interview
- Fire Department Staff	Focus Group
Town of Jenner	Interview
- Fire Department Staff	
Steering Committee	Presentations

Ongoing Consultation



Council

TSI will hold 2 Council workshops throughout the duration of the study. These workshops will aim to both inform and engage Council. Workshops will be scheduled for the evening to accommodate Councilors schedules and will last a maximum of 3 hours. These may include some break out groups for brainstorming and information gathering. TSI will provide Council with an agenda and some preliminary reading and thought provoking material to ensure the time in the workshop is spent discussing the issues/information rather than in presenting information.

Focus Groups

Following the development of our recommendations, TSI will hold five focus group sessions with key stakeholders in the region. The intent of these focus groups is to present TSI's recommendations and the information gathered through all previous stakeholder engagement and analysis. Discussions within the focus groups will centre around the recommendations, options and feasibility of those options. Information gathered from these focus groups will be noted and provided as an appendix to the report.

V. Fire Master Plan Outline

- Develop a Fire Services Master Plan that will include but is not limited to:
 - Data collection and evaluation.
 - Recommendations.
 - Short and long term goals.
 - Strategies / Objectives.
 - Performance Measures.
- The Master Plan will be compiled to identify:
 - Executive summary.
 - Risk analysis.
 - Present conditions.
 - Gap analysis.
 - Future demands.
 - Future service delivery-long term strategies.
 - Other recommendations.
 - Supporting documentation.



D - TSI Presentation Fire Services Advisory Committee, Cypress County Council and Town of Redcliff Council June 6 and 7, 2016



Council Update

Objectives

A workshop with the Cypress County Council and any applicable stakeholders with the TSI Emergency Management Services Team to:

- •Review the results of the consultation process (with stakeholders, municipal partners and the public),
- •Review the current structure of Fire Service
- Review the appropriateness of current funding levels,
- Review and discuss the feasibility of other service models,
- Identify key goals and outcomes for Fire Services for the next 5-10 years,
- •Develop recommendations for improvements in the current and future service

Outcomes

Gather input into the data collected and document discussions on the direction of the Fire Department. This will form the basis of the Draft Fire Master Plan for Cypress County.



Agenda

Welcome and Introductions

Project Update:

Phase 1 Review and Compilation of Information

Project Start Up Meeting Project Management Plan Project Management Portal

Document Review

Phase 2 Consultation

Interviews Online Survey Workshops

Fire Master Plan Development - Gap Analysis:

Risk Assessment, Level of Service, Bylaws and Policies, Personnel, Equipment, Facilities, Training, Budget, Short/Medium/Long Range Recommendations

What are the top 3 services and priority areas in which Cypress County Fire Department should provide?

Should Cypress County offer these services internally or contract out to Departments that provide this service?

What other areas in the County can be provided with a different service level than what is currently being delivered?

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TRANSITIONAL SOLUTIONS

Project Deliverables

The purpose of this project is to conduct a full review of the current Fire Services including:

situational analysis,

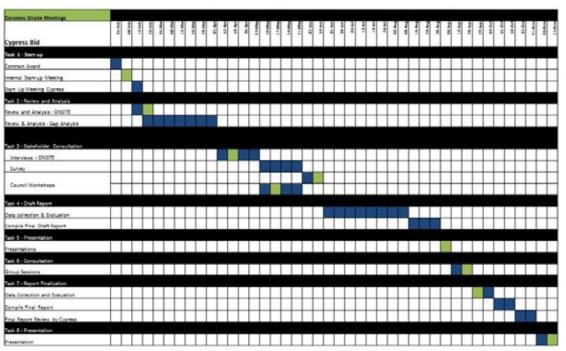
service level review,

and structure and governance within Cypress County.

The objective of this review will be to generate a Fire Services Master Plan for the delivery of Fire Services for Cypress County with the neighboring urban municipalities.



Schedule



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Phase 1: Review and Compilation of Information

- Project Start Up Meeting
- Project Management Plan
- Project Management Portal
- Document Review

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Project Start-up Meeting

- Held on February 1, 2016 (13:00 16:30) at the Cypress County Office in Dunmore
- Attended by Cypress County staff, Cypress County Fire Department, and TSI Emergency Management Team
- Gathered information required to create the Project Management Plan
 - Consultation process
 - Information requests
 - Communications portal
 - Road map for next steps

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Project Management Plan

- Approved by all on March 30, 2016
- Includes:
 - Interview questionnaire
 - Interview schedule
 - Online survey questionnaire
 - Newspaper advertisement
 - Stakeholder engagement process
 - Fire Master Plan layout

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Project Management Portal

- Created and live on February 1, 2016
- Used as a platform for the Cypress County Project
 Manager to view and share information and to get up to
 date information on the TSI Teams project progress
- · Managed by the TSI Project Manager



https://sites.google.com/a/tsi-inc.ca/cypress-county-firemaster-plan-project/

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Documentation

- · List of documents required for review submitted by TSI
- Documents that were available were forwarded to TSI for review
- A few documents are still being compiled and will be forward to TSI in a few weeks (Training)
- All documents are presumed the most current available and free from errors

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Phase 2: Consultation

- Interviews
- Online Survey
- Workshops





Interviews

- In person interviews conducted April 4, 5, 6, and 7
- Phone interview completed April 21
- Two phone interviews remaining
- Total of 52 in person and 1 telephone interview completed

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Interviews

The following groups had one or more members interviewed:

Cypress County Council

Cypress County Staff

Cypress County Fire Department

Walsh

Irvine

Hilda

Schuler

One Four

Elkwater Box Springs

Seven Persons

Town of Redcliff Council

Town of Redcliff Staff

Town of Redcliff Fire Department

CFB Suffield

GOA

Bow Island

Jenner

City of Medicine Hat Fire Department

Grazing Association

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Interviews – County Comments

- Key services would include wildland fire/grass fire fighting, MVC response, structure fires- exposure
 protection in most cases, DG Awareness-rail and truck
- Would like to see Fire Prevention and Public Education programs implemented
- Fire department has good support in terms of facilities and equipment (concern) about water flow/hydrant capabilities
- Concerns with respects to recruitment and aging members in some districts-Sustainability?
- Most felt that the Fire Department is trained for the current level of service, but some could not identify
 what they did for training or service delivery
- Lack of consistent training across the County
- · Not aware of OHS application to Fire Departments
- Fire department has an excellent reputation with citizens
- Day time response issues
- A better compensation program may help attract and retain FF's
- Lack of storage space in the Firehall
- · Expectations of volunteers higher than needed
- Training occurs during peoples busy season, need to be more flexible in course offerings
- Training once a month, not formalized, no assistance from County
- Cultures are different between all stations-9 different ways of operating

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Interviews - County Comments

- · Not enough depth in Leadership to backfill when they are not available
- · Could use tankers at some of the halls
- Fire station boundaries to be re examined to even the calls out and base it on members and training
- County training budget relied on grants rather than a line item cost of doing business
- Budget/purchases greatly impacted by the Canadian/US dollar rates
- · Concerns with the Records Management system in place
- · The Fire Department is a high risk liability to the County
- Concerned with Access/Egress of Cypress Hills Provincial Park only one way in and out of Park fire will be fast moving due to accumulation of underbrush
- Typically get lots of outside people helping with the suppression, of grass fires appreciate the help but concerned about management and safety of non-members
- Clarify job descriptions
- · Good PPE, support from council
- Employers not always supportive of their staff responding to calls during work hours
- Lack of a formalized training program
- Same people are chosen to go to certified training rather than a need basis
- · Box Springs Captain position has been vacant for a long time

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Interviews – Mutual Aid Partner / Contract Services Comments

- Concerns with no command support at present experience of acting people significantly lower than required
- Would prefer County to assume Command when they arrive
- · Generally happy with current arrangement County upholding their end of agreement
- Opportunities exist for regional training with County
- Future opportunities for cost sharing and joint training
- · Interagency communications equipment is good
- Last meeting with County was many years ago auto renewal of annual agreement
- · Adequately equipped to meet obligations to County
- Firefighters receive \$25 per hour on responses, \$25 per training night and expenses covered to attend additional training out of area

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Online Survey

- The online survey was developed by TSI and approved by the Cypress County Fire Master Plan Project Manager
- The online survey went live on April 4th and ran for 4 consecutive weeks ending May 2nd
- Cypress County created a link on their home page to direct citizens to the survey
- . The County ran advertisements produced by TSI, in their section of the local paper for 3 consecutive weeks

Question 1

Answer Options	Response Percent	Response Count
Hilda	4.2%	3
Walsh	1.4%	1
Schuler	8.5%	6
Onefour	0.0%	0
Seven Persons	31.0%	22
Redcliff	11.3%	8
Dunmore	16.9%	12
Irvine	11.3%	8
Elkwater	4.2%	3
Desert Blume	7.0%	5
Suffield	1.4%	1
Veinerville	1.4%	1
Jenner	1.4%	1
	answered question	7
	skipped question	

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Online Survey

Question 2

Answer Options	Response Percent	Response Count
Structural Fire Fighting	91.5%	65
Fire Prevention Education	36.6%	26
Motor Vehicle Collisions / Rescue	85.9%	61
Ice/Water Rescue	23.9%	17
Confined Space Rescue	26.8%	19
High Angle Rescue	11.3%	8
Wildland Fire Fighting	83.1%	59
Hazardous Material Response	35.2%	25
Fire Inspections	19.7%	14
Flammable Liquid Fire Fighting	39.4%	28
	answered question skipped question	71

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TRANSITIONAL SOLUTIONS

Online Survey

Question 3

Of the services mentioned above, what do you believe are the three most used fire services in your community? Check only one for each column - most important, 2nd most important and 3rd most important.

Answer Options	Most Important	2nd Most Important	3rd Most Important	Rating Average	Respon	
Structural Fire Fighting	33	12	17	1.74	62	
Fire Prevention Education	9	4	8	1.95	21	
Motor Vehicle Collisions / Rescue	25	26	13	1.81	64	
Ice/Water Rescue 5 Wildland Fire Fighting 31	5	2	6	2.08	13	
	13	17	1.77	61		
Hazardous Material Response	5	7	10	2.23	22	
Fire Inspections	4	4	7	2.20	15	
				ered question ped question		71

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Online Survey

Question 4

Answer Options	Response Percent	Response
No Concern	25.0%	17
We expect too much from the volunteers	25.0%	17
It requires too much time to arrive on scene	23.5%	16
They are too far away/require something closer	10.3%	7
On arrival they have insufficient resources	11.8%	7 8
More public safety awareness eduction	22.1%	15
Not sure if they have enough water	29.4%	20
That we could lose our department	23.5%	16
Need additional medical qualification	10.3%	7
Equipment needs to be more up to date	10.3%	7 7
Need more Staff/Volunteers	27.9%	19
More safety inspections are required	2.9%	19
Fire fighters should be compensated	33.8%	23
Not equipped to handle all situations	19.1%	13
More training and courses are required	20.6%	14
Other (please specify)	10.3%	7
3 3 3	answered question skipped question	,

Question 5

Answer Options	Response Percent	Response Count
0 to 20 minutes	69.1%	47
20 to 40 minutes	23.5%	16
40 to 60 minutes	4.4%	3
Over an hour	2.9%	2
	answered question	6
	skipped question	

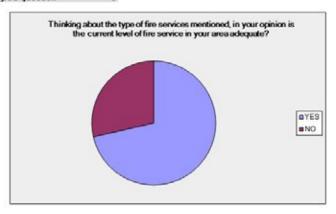
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Online Survey

Question 6

current level of fire service in	e services mentioned, in your opi n your area adequate?	
Answer Options	Response Percent	Response Count
YES	71.4%	45
NO	28.6%	18
	answered question	6
	skipped question	



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Online Survey

Question 7

Answer Options	Response Percent	Response
Require additional financial support	57.1%	36
Are adequately financed	38.1%	24
Require less financial support	4.8%	3
Other (please specify)		6
	answered question	6
	skipped question	

Question 8

	ou support raising taxes?	
Answer Options	Response Percent	Response
YES	46.0%	29
NO	54.0%	34
	answered question	63
	skipped question	8

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TRANSITIONAL SOLUTIONS

Online Survey

Question 9

		-
Answer Options	Response Percent	Response
Not applicable - have never used the service	57.1%	36
Yes, satisfied with the services provided	36.5%	23
Yes, services provided were unsatisfactory	6.3%	4
If unsatisfactory please comment:		4
	answered question	63
	skipped question	

Question 10

Answer Options	Response Percent	Response
YES	14.3%	9
NO	85.7%	54
If "YES", what was the topic?		8
	answered question	60
	skipped question	

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Workshops

- Cypress County Fire Management Team
- Cypress County Council
- · Town of Redcliff Council

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TRANSITIONAL SOLUTIONS

Gap Analysis

- · Risk Analysis
- · Level of Service
- · Bylaws and Policies
- Personnel
- Equipment
- · Facilities
- Training
- Budget
- Short/Medium/Long Range Recommendations

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Gap Analysis Discussion

- What are the top 3 services and priority areas in which Cypress County Fire Department should provide?
- Should Cypress County offer these services internally or contract out to Departments that provide this service?
- What other areas in the County can be provided with a different service level than what is currently being delivered?

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Questions?



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TRANSITIONAL SOLUTION



E - TSI Presentation Fire Services Advisory Committee and Cypress County Council September 20, 2016





Draft Report

September 6, 2016









- Introduction
- Report Format
- Review Process
 - Timeline
 - · Project Portal
- Recommendations
 - 1 3 years
 - 3 5 years
 - 5 10 years
 - · Town of Redcliff
 - · City of Medicine Hat









Thank you:

- Cypress County Fire Department Management and Firefighters
- Cypress County Council
- Cypress County Staff
- Mutual Aid Partners
- Grazing Associations
- Cypress County Residents









LETTER OF TRANSMITTAL

ACKNOWLEDGEMENTS

EXECUTIVE SUMMARY

METHODOLOGY

SECTION 1 - RISK PROFILE

SECTION 2 - PROGRAMS

SECTION 3 - SERVICE LEVEL

SECTION 4 - STRUCTURE AND GOVERNANCE

SECTION 5 - FACILITIES

SECTION 6 - HUMAN RESOURCES

SECTION 7 - CURRENT ANALYSIS

SECTION 8 - BENCHMARKING

SECTION 9 - RECOMMENDATIONS

APPENDICES







Timeline

- September 19 Fire Department Management Draft Fire Master Plan presentation
- September 20 Cypress County Council Draft Fire Master Plan presentation
- September 22
 October 12 Draft Fire Master Plan comments
- October 13

 October 21 Draft 2 Fire Master Plan development
- October 21 November 2 Draft 2 Fire Master Plan comments
- November 3

 November 10 Final Fire Master Plan development
- November 14 Fire Department Management Final Fire Master Plan presentation
- November 15 Cypress County Council Final Fire Master Plan presentation



Review Process

Project Portal

- · Capture comments
- · All users full access to the portal



https://sites.google.com/a/tsi-inc.ca/cypress-county-fire-master-plan-draftreview/



Strategic Goals and Objectives 1-3 years

Section 2 - Programs

2.1 Operational Practices and Procedures

- Transitional Solutions Inc. recommends that Cypress County along with their Health and Safety Officer develop Standard Operational Guidelines that are in compliance with the Alberta Occupational Health Safety Act. These guidelines must be acceptable practices within the firefighting industry.
- It is recommended that Cypress County include a revision control process be included in FP04 and in the header or footer of each SOG. It should identify the revision number and date of issue, so that anyone reviewing the SOG will not be reviewing any that are more than 3 years old. All SOG's would need to be reviewed and re-issued at a minimum of once every three years.

Recommendations

Strategic Goals and Objectives 1-3 years

Section 2 - Programs

2.2 Records Management System

- Transitional Solutions Inc. recommends that the Cypress County Fire
 Department implement the use of a Fire Department Management
 software program in all stations within the County. Training for all primary
 users of the system will be instrumental in ensuring that the required data
 is captured.
- Transitional Solutions Inc. further recommends that an Administrative Policy is created identifying the process of data collection, data entry, user permissions and record retention for the fire department management software program.



Strategic Goals and Objectives 1-3 years Section 2 - Programs

2.3 Training

- Transitional Solutions Inc. recommends that the training program for the Fire Department be aligned with the Fire Services Level of Services Policy, identified risks of the service area and historical call data.
- Transitional Solutions Inc. recommends that the 32 hour recruit training program be reviewed, revised, standardized and implemented County wide. All new members must successfully complete the training prior to responding. Recruit training should address the following as a minimum:

General knowledge and skills applicable to tasks they will be assigned

Fire Department communications

Fire Department safety

Incident Command (ICS)

PPE – use and care of - including respiratory protection



Recommendations

Strategic Goals and Objectives 1-3 years

Section 2 - Programs

2.3 Training

- After completing the firefighter introductory program, the firefighter shall complete the following Lakeland College Emergency Training Centre qualification levels (or acceptable equivalents) within 3 years: a) FFTS-S300 "General Knowledge", b) FFTS-S400 "Water Supply", c) FFTS-S601 "Pump Operator – Basic", d) FFTS-S1100 "Vehicle Extrication", grassland wildfire operations S-100g, and ICS100.
- Develop, standardize and implement a skills maintenance training schedule for all stations. Skills maintenance training is done to maintain proficiency in skills already learned through formal training.
- Develop and implement a formal training schedule for knowledge and skills based training for all stations to ensure that the departments mandate can be met consistently throughout the County. Formal training is required to achieve certifications such as NFPA Professional Firefighter Qualifications 1001 or components thereof. i.e. vehicle extrication.



Strategic Goals and Objectives 1-3 years

Section 2 - Programs

2.3 Training

- Utilize the records management system to produce and retain standardized individual training records for each firefighter.
- Transitional Solutions Inc. recommends that Cypress County explore the options available for online training for their emergency responders. Online training allows the paid on call emergency responder to access training courses and programs at their convenience. Online training is flexible, cost-effective and provides consistency in the delivery of the training.
- Transitional Solutions Inc. recommends that two additional personnel be trained to NFPA 1041 Fire Service Instructor.
- Transitional Solutions Inc. recommends that Cypress County explore opportunities for inter-agency training with CFB Suffield, Town of Redcliff and the City of Medicine Hat.





Strategic Goals and Objectives 1-3 years

Section 2 - Programs

2.3 Training

- Transitional Solutions Inc. recommends that the Fire Officer level courses be mandatory for all personnel currently holding Officer positions within the department. Four of the five recommended courses are offered online or via correspondence.
- Transitional Solutions Inc. recommends that Cypress County develop a training curriculum that is in line with their levels of service. Training should include the following topics:

ire Department Safety	Standard First Aid and CPR
Building Construction	Basic Fireground Operations
Fireground Water Supplies	On Scene Support Operations
Wildland Fires, Vehicle Fires, Defensive Structural Firefighting	FMR Training/Recertification for those currently certified
Vehicle Extrication	Hazmat Awareness





Strategic Goals and Objectives 1-3 years Section 2 - Programs

2.4 Maintenance

- Transitional Solutions Inc. recommends that Cypress County perform annual service testing of their Fire Department pumping apparatus. The testing and certification of pumps is critical to ensure that the pump is operating at capacity. (NFPA 1911)
- Transitional Solutions Inc. recommends that annual load testing of ladders is included in their maintenance program. The criteria for the test can be found in Chapter 7 of NFPA 1932: Standard on Use, Maintenance, and Service Testing of In-Service Fire Department Ground Ladders.
- Transitional Solutions Inc. recommends that the Fire Department implement a respiratory protection program that governs the Selection, Use, Care and Maintenance of all respiratory protection equipment. As part of this program, an SCBA regulator air flow test shall be conducted. The results of these tests are to be retained on file for the life of the air pak. (Section 245 OH&S)

Recommendations

Strategic Goals and Objectives 1-3 years

Section 2 - Programs

2.5 Equipment

- Equipment is being donated by service clubs or funds are being raised to acquire equipment. A policy needs to be implemented that outlines the transfer of the equipment to the County and that the required maintenance and training is performed.
- PPE All County stations should have access to personal protective equipment as outlined in NFPA 1977 for wildland fires (hard hat, coveralls, safety glasses, leather gloves and 8 inch work boots).



Strategic Goals and Objectives 1-3 years

Section 2 - Programs

2.6 Procurement

 Transitional Solutions Inc recommends that Cypress County Fire Department explore leasing options for apparatus and/or equipment.

2.7 Dispatch Protocols

 Implement dispatching of multiple stations on the initial call. "Irvine and Walsh" and "Schuler and Hilda" would become dispatch zones and activated simultaneously for calls in their fire service area.





Strategic Goals and Objectives 1-3 years

Section 2 - Programs

2.8 Fire Prevention / Public Education

- Transitional Solutions Inc recommends that the Fire Department create a monthly plan for fire prevention and public education activities. The plan should be identify specific activities, responsibility for completion and follow up action items.
- Transitional Solutions Inc recommends that an amount of \$2000 be allocated to support fire prevention and public education materials and activities in budget year 2017 and each subsequent year thereafter.



Strategic Goals and Objectives 1-3 years

Section 3 - Service Level

3.1 Fire Services

- FP12 Fire Services Level of Service policy should encompass all potential emergency events. The Level of Service bylaw references the policy's defined levels of service.
- See Level of Service Chart*****
 3.2 Additional Partnerships
- Transitional Solutions Inc. recommends that Cypress County Fire Department establish lines of communication with regional partners to explore opportunities for regionalization, collaboration and the regional delivery of other fire services.

Recommendations

Strategic Goals and Objectives 1-3 years

Section 3 - Service Level

3.2 Additional Partnerships (cont'd)

- All Service Agreements shall be reviewed and updated on an annual basis with the review focused on fee schedules, NFPA standards associated to apparatus, insurance documentation, etc. In addition, all agreements should be renegotiated prior to their expiry date to ensure there is no disruption of services.
- Transitional Solutions Inc recommends that Cypress County give consideration to
 the restructuring of the current fire service districts. The restructuring would give
 additional responsibilities to those departments who have said they could handle
 more and potentially could reduce the operating costs associated with the
 Medicine Hat Fire Service Agreement. In order to support this, statistical mapping
 (GIS) of all calls in the Medicine Hat fire district would be required so a detailed
 analysis could be completed and assist in the restructuring process. Statistical
 reporting should be a requirement from the City of Medicine Hat to the County in
 the Fire Services Agreement.



Strategic Goals and Objectives 1-3 years

Section 4 - Structure and Governance

4.1 Mission, Vision, Values

Transitional Solutions Inc. recommends that the Cypress County Fire
Department take the necessary steps to create Mission, Vision and Value
statements. TSI would recommend using the services of HR staff or an HR
consultant to assist with the process. The process of doing this will help
define the current mission, the future and a set of core values that the
department will rely on moving forward.

4.2 Governance Structure

 All fire departments funded by the County should be structured the same. (operations and administration)



Strategic Goals and Objectives 1-3 years

Section 4 - Structure and Governance

4.3 Bylaws

- Bylaw 2002/17 (amended 2014/49) Part 1, Clause 4 to be updated to include grazing association(s) in wildland fire suppression as long as mandatory fire training courses and accountability systems are included: ICS100 & S100G.
- Site inspections should be done prior to the issuing of fire permits in close proximity to structures.



Strategic Goals and Objectives 1-3 years

Section 4 - Structure and Governance

4.3 Bylaws

- Fire Guardians to attend an annual training/refresher course.
- Bylaw 2014/30 Fire Services Board to be amended after the Fire Master Plan Final Report.
- Review Bylaw 2015/30 Green Lamps. The majority of the motoring public is not familiar with the spirit of this legislation. There should be a root cause analysis completed to identify the problem and then determine what is the best solution to eliminate the risk.

Recommendations

Strategic Goals and Objectives 1-3 years

Section 5 - Facilities

5.1 Fire Service Facilities

 Transitional Solutions Inc. recommends that Cypress County provide all fire stations with internet access and IT equipment for training and "I am Responding".





Strategic Goals and Objectives 1-3 years

Section 6 - Human Resources

6.1 Staffing

- Recruitment of a full-time Cypress County Deputy Fire Chief (1FTE from the current .5 FTE).
- Addition of a .5 Administrative Support term position. This is will assist
 the Fire Chief and Deputy Chief with the administrative paperwork. The
 term should be for one year with a review at the end of the year to
 determine if the position is an ongoing requirement. This position would
 be responsible for the development and data entry for the Fire
 Departments record management and retention programs.



Strategic Goals and Objectives 1-3 years

Section 6 - Human Resources

6.2 Recruitment and Retention

- Develop strategies to recruit new volunteers. This should be proactive and completed annually.
- Develop job descriptions for the full time and paid on call staff.
- Complete annual performance reviews with full time staff.





Strategic Goals and Objectives 1-3 years

Section 6 - Human Resources

6.3 Personnel Compensation

 Transitional Solutions Inc. recommends that Cypress County implement a system of compensation for the paid on call members. Compensation should be provided for all authorized activities of the firefighters including calls, training and costs associated with travel to attend training outside the local area. Transitional Solutions Inc recommends the following rates:

Dispatch requests - \$45 per responding member up to 3 hours followed by \$15/hour for each hour thereafter.

Local training Nights - \$20 per member per scheduled training day attended.

Travel for Administration supported training outside of local training area - \$7.50/Hr travel time and expenses as outlined in the Cypress County compensation policies.

Recommendations

Strategic Goals and Objectives 3-5 years

Section 2 - Programs

2.2 Records Management System

 Cypress County Human Resource Department with the assistance of the Fire Chief develop a records management system.

2.3 Training

Transitional Solutions Inc. recommends that Cypress County allocate a
parcel of land to facilitate a regional training centre. The regional
training center could be utilized for both Cypress County's training
requirements, but also other partner municipalities and agencies.
Regional partners and other emergency response agencies should be
consulted for potential collaboration in this project.



Bridging the Ga

Strategic Goals and Objectives 3-5 years

Section 2 - Programs

2.5 Equipment

 Cypress County purchase an engine similar to those in other stations that has off-road capabilities for the One Four station. One Four is designated as a "grass fire only" station and the apparatus currently in service in One Four is not designed for that purpose.





Strategic Goals and Objectives 3-5 years

Section 3 - Service Level

3.4 Operating and Capital Budgets

 Medicine Hat Fire Services covers approximately 15% of the County's population. A regional mapping and communication system should be explored that would benefit both fire services.





Strategic Goals and Objectives 5-10 years

Section 3 - Service Level

3.4 Operating and Capital Budgets

 Transitional Solutions Inc. recommends that all major pieces of equipment and personal protective equipment (bunker gear and SCBA) be put on a life cycle management program. As most NFPA specifications change every 5 years, TSI would recommend a life cycle of 10 years for both bunker gear and SCBA.

Section 5 - Facilities

5.2 Equipment Inventory

 Water tenders are essential part of equipment needed and should be considered in the long term Capital purchase. These could be strategically located with the county.



Town of Redcliff

- The agreement with the Town of Redcliff is a mutual aid agreement and there are no fees tied to an expected level of service.
- The only common synergy between the two departments are the Firefighters who serve on both departments.
- The Town of Redcliff is a Safety Codes accredited municipality which is a service the County could not provide to the Town.
- The County should continue with their mutual aid agreement with the Town of Redcliff. Training of the Firefighters should be coordinated together to optimize the Firefighters time for training that benefits both Fire Departments.





- The agreement with Medicine Hat is a contract for services with a fee and equipment cost to the County.
- The cost per call is higher than what the County is currently providing to the rest of the County.
- Coverage of the Medicine Ht fire service area in Cypress County could be provided by establishing a fire station in Dunmore and realigning the fire service areas for Box Springs and Seven Persons.











F - TSI Workshop Fire Services Advisory Committee, Cypress County Council and Fire Department Management Team October 19, 2016





Draft Report Workshop

October 19, 2016









Welcome/Agenda

Alberta OH&S Part 2

Workshop Guidelines and Process

Draft Report Updates and Comments

Draft Report Recommendations and Comments

Next Steps









- Thank you for your valued input into the Cypress
 County Fire Master Plan Draft Report
 - Cypress County Fire Department
 - Cypress County Council
 - Cypress County Staff



OHS – A Code of Practice for Firefighters

Cypress County Council Workshop





- All comments from the review portal are copied exactly as written
- TSI catalogued the comments into report content or recommendations
- Discussion on the comments from the review portal that pertain to the Draft Report content
- Discussion on the comments from the review portal that pertain to the Draft Report recommendations
- Action item list documented (TSI-Rick)









G - Cypress County Fire Master Plan Recommendations Implementation Schedule

																					92
Cypress County Recommendations	017	02 2017	2017	Q4 2017	Q1 2018	2018	2018	Q4 2018	Q1 2019	2019	2019	Q4 2019	0,7 2020	02 2020	Q3 2020	Q4 2020	Q1 2021	02 2021	Q3 2021	Q4 2021	2022 - 2026
Implementation	01 2017	2	8	42	412	2	82	8	012	8	82	8	412	2	82	42	412	2	8	8	202
Section 2 - Programs (1-3 years)																					
2.1 Operational Practices and Procedures (A)																					
2.1 Operational Practices and Procedures (B)																					
2.2 Records Management System (A)																					
2.2 Records Management System (B)																					
2.3 Training (A)																					
2.3 Training (B)																					
2.3 Training (C)																					
2.3 Training (D)																					
2.3 Training (E)																					
2.3 Training (F)																					
2.3 Training (G)																					
2.3 Training (H)																					
2.3 Training (I)																					
2.3 Training (J)																					
2.4 Maintenance (A)																					
2.4 Maintenance (B)																					
2.4 Maintenance (C)																					
2.5 Equipment (A)																					
2.5 Equipment (B)																					
2.6 Procurement (A)																					
2.7 Dispatch Protocols (A)																					
2.8 Fire Prevention / Public Education (A)																					
2.8 Fire Prevention / Public Education (B)																					
Section 3 - Service Level (1-3 years)																					
3.1 Fire Services (A)																					
3.2 Partnerships (A)																					
3.2 Partnerships (B)																					
3.2 Partnerships (C)																					



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Cypress County Recommendations	01 2017	017	2017	107	2018	2018	2018	2018	2018	2016	016	2016	3020	3020	2020	2020	202	202	202	02	2-2
Implementation	ਰੋ	Q2 2017	8	Q4 2017	Q1 2018	Q2 2018	8	Q4 2018	Q1 2019	02 2019	Q3 2019	Q4 2019	01 2020	02 2020	Q3 2020	Q4 2020	Q1 2021	02 2021	Q3 2021	Q4 2021	202
Section 4 - Structure and Governance (1-3																					
4.1 Mission, Vision, Values (A)																					
4.2 Governance Structure (A)																					
4.3 Bylaws (A)																					
4.3 Bylaws (B)																					
4.3 Bylaws (C)																					
4.3 Bylaws (D)																					
4.3 Bylaws (E)																					
Section 5 - Facilities (1-3 years)																					
5.1 Fire Service Facilities (A)																					
Section 6 - Human Resources (1-3 years)																					
6.1 Staffing (A)																					
6.1 Staffing (B)																					
6.2 Recruitment and Retention (A)																					
6.2 Recruitment and Retention (B)																					
6.2 Recruitment and Retention (C)																					
6.3 Personnel Compensation (A)																					
Section 2 - Programs (3-5 years)																					
2.2 Records Management System (A)																					
2.3 Training (A)																					
2.5 Equipment (A)																					
Section 3 - Service Level (3-5 years)																					
3.2 Partnerships (A)																					
3.4 Operating and Capital Budgets (A)																					
Section 3 - Service Level (5-10 years)																					
3.4 Operating and Capital Budgets (A)																					
Section 5 - Facilities (5-10 years)																					
5.2 Equipment Inventory (A)																					



