



Briefing

DATE OF MEETING: July 16, 2019 **Agenda #:** D-6

To: Committee of the Whole

SUBJECT: Canmore Fire Rescue Master Plan Update

SUBMITTED BY: Walter Gahler; Fire Chief

PURPOSE: To provide a second progress update of the implementation of the Fire Rescue Master Plan (FRMP) recommendations.

EXECUTIVE SUMMARY

Work continues on the research and implementation of the recommendations. 100% of the Fire Rescue Master Plan recommendations are either completed, in-progress or in research. The majority of FRMP recommendations are being implemented to positive effect. Several key observations that are emerging include:

- Training capacity and structure is improving. The department is well supported and equipped.
- New faces and roles are bringing a positive energy to the group.
- Call volumes are still tracking upwards.
- Population and density is rising. This is noted with the steady addition of multi-family buildings.
- Congestion in and around the fire station is continuing and becoming more problematic.
- The Peak Staffing is already showing good results, both in response times and capacity for work/projects.
- A service level standard would help to guide planning around staffing, training, logistics, and policy creation.

BACKGROUND/HISTORY

The Town initiated a two-phase review of the Canmore Fire Rescue Services in 2016. The first phase was the Fire Rescue Staffing Study which was submitted in March 2016. The second phase resulted in the Fire Rescue Master Plan. Council approved the FRMP for planning purposes on March 7, 2017 (Resolution 73-2017). The new Fire Chief joined the Town on September 12, 2017. The first FRMP update was presented to Council by the Fire Chief on April 10, 2018. This July 10, 2019 update builds on that update.

DISCUSSION

The recommendations in the FRMP are broken into four main areas. They are:

Immediate-Term (6-12 months – 2017-2018)

Short-Term (12-36 months - 2018-2020)

Medium-term (3-5 years - 2020-2022)

Long-Term (6-10+years - 2023-2026+)

The following graphic shows the status of the recommendations. A year over year comparison indicates that good progress is being made on all items. It is anticipated that the 2020 FRMP update will functionally wrap up most action items and any further reporting beyond 2020 will be short “check in” updates.

CFRS Master Plan Update			Completed	In Progress
			Research	Not Started

Immediate -Term		
#1	#2	#5
#12	#13	#23
#25	#26	#27
#28	#29	#30
#41	#42	#43

Medium-Term		
#3	#22	#24
#34	#35	#36
#39	#46	

Short-Term		
#4	#6	#7
#8	#9	#10
#11	#14	#15
#16	#17	#18
#19	#20	#21
#31	#32	#33
#40	#44	#45
#47	#48	#49

Long-Term	
#37	#38

The following provides a brief update each of the 49 recommendations.

Immediate Term

Item	Project	Status	Updates
1	#1: That Council approve the strategic priorities identified within the proposed Fire-Rescue Master Plan to guide the development and delivery of fire protection services within the Town of Canmore.	Completed	Council approved the FRMP for planning purposes at the March 7, 2017 Council meeting (Resolution 73-2017)
2	#2: That Canmore Fire-Rescue Services implement a Senior Officer Shift Schedule that provides senior officer coverage seven days per week.	Completed	Senior Officer shift coverage is provided by the two Chief Officers on a weekly rotating basis. Should neither of the Chief Officers be available for coverage, the next Senior Fire Captain provides coverage.

Item	Project	Status	Updates
5	#5: That the Fire Chief meet with the Foothills Regional Emergency Services Commission to request that the current dispatch agreement be updated to include the performance objectives for emergency call taking and dispatching services included within the NFPA 1221 “Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems.”	Completed	The Town of Canmore issued a Request for Proposal for Dispatch services. After a thorough assessment of the proposals, the contract was awarded to Calgary 9-1-1. This has resulted in an increase in data tracking, service levels, technological capability and regional interoperability. It also resulted in cost certainty for five years and an overall savings.
12	#12: That the proposed Fire Inspection Staff Resource Plan be approved and implemented.	In Progress	Canmore Fire Rescue is in the process of upgrading two members to the new Safety Codes Officer standards. This will bridge the gap until 2020, when the Town of Canmore will hire a Fire Prevention Officer. This new position (Council approved) will be responsible for reviewing, advising and implementing the Fire Inspection Staff Resource plan.
13	#13: That the proposed Public Education Staff Resource Plan be approved and implemented.	In Progress	Led by the Deputy Chief and two Full Time CFRS firefighters, Canmore Fire has joined a regional Public Education Coalition. This, combined with advice from the anticipated Fire Prevention Officer will form the backbone of our Public Education Staff Resource Plan.
23	#23: That the ‘Standard Operating Guideline 110 – Risk Management’ and ‘Standard Operating Guideline 218 – Incident Safety Officer’ be revised based on the recommendations of the proposed Fire-Rescue Master Plan.	In Progress	SOG 110 and 218, along with all SOGs are under review. SOG 110 has been reviewed, updated and implemented. Work continues on SOG 218 Incident Safety Officer. Although all Full Time Officers and Firefighters have Fire Officer credentials which help mitigate incident safety risks, Canmore Fire will be training a minimum of four full time staff to NFPA Incident Safety Officer standards.

Item	Project	Status	Updates
25	#25: That proposed Training Staff Resource Plan be implemented.	Completed	All four full time Captains are NFPA 1041 Instructor II. Supporting this, CFRS has formed a Training Working Group tasked with the planning and execution of core competency fire, rescue and medical training. Members of this group includes a Full-time Captain Level II instructor, casual/paid response Fire Officers and casual/paid response staff. Training is delivered to staff by members of the training working group, thus providing consistency and long-range strategic planning. The program is overseen by the Fire Chief and Deputy Fire Chief. This initiative has provided the needed short-term coverage for training. The FRMP contemplates a new Full-Time Training Officer be hired in the next 3-5 years. This will be reviewed in the Medium-Term timelines. It is hoped that some capacity will be brought to training by the proposed Fire Inspector. This will bring added value to the position.
26	#26: That each of the department's portfolio responsibilities be updated to reflect the changes and seek to balance workload across the Senior Officers.	Completed	Portfolios assignments have been expanded and balanced across the four Full Time Captains, supported by select Full Time Firefighters and Part Time Fire Officers and Firefighters.

Item	Project	Status	Updates
27	#27: That consideration be given to utilizing the recruitment and retention strategies for paid response firefighters included within the Alberta Volunteer Firefighter Recruitment and Retention Strategy as part of enhancing recruitment and retention of paid response firefighters in the Town of Canmore.	Completed	Several initiatives were undertaken to review the state of the Paid Response participation and retention. These included a comprehensive Engagement Survey and an All Staff Strategic Planning sessions. The results show that at least 75% of staff intend to stay with CFRS for over 10 years. Another initiative that has been completed was a full review of the ranking and pay of all Paid Response and Casual staff. This resulted in most members being re-ranked and compensated more appropriately for their training and experience. The combination of these initiatives, along with our upgraded and clearly defined training program, has resulted in almost 100% retention in the last two years. The exceptions are the few personnel (Casuals only) who had previously indicated that they will be self-selecting to leave the department due to changing life circumstances. By far the majority of the department has indicated that they intend to stay with Canmore Fire Rescue for the foreseeable future.
28	#28: That the new organizational structure for the paid response firefighters be implemented.	Completed	The staff have been divided into Shifts, with an established Chain of Command. This has resulted in much better communication flow and accountability.

Item	Project	Status	Updates
29	#29: That as an initial transition from reliance on career casual firefighters the total complement be reduced to 12 career casual firefighters.	Completed	After a full review of the CFRS staffing model and communication of expectations to all Casual staff, the complement of Casual staff has settled at 18 personnel. Five new Casual firefighters were added to cover resignations and the 2019-2020 Peak Staffing needs. Staff expectations include minimums on training, emergency response and working shifts. It is important to note that a certain number of Casual firefighters are required to ensure that shifts are covered at all times. That number seems to be between 17-20 Casual firefighters. In order to reduce the number of Casual firefighters any further, we would have to mandate a minimum number of shifts taken every month and related to that, we would have to be able to offer them a minimum number of shifts every month.
30	#30: That the total complement of paid response firefighter be increased by five firefighters to a total complement of 41 paid response firefighters to improve the sustainability of the paid response model and improve reliability of turnout.	Completed	This has been reviewed. At this point, we don't anticipate the need for a recruit class in 2018 or 2019. Turnout numbers and participation rates are in good shape and being tracked closely. If the numbers start to shift downwards, or we receive more resignations, we will review the need for a recruit class in 2020. During the recent Casual hiring process, we came across several potential new PR members that would already be well trained and qualified.
41	#41: That consideration be given to adopting a Council-approved fleet replacement plan or cycle that reflects best practices for front-line and specialty apparatus to support long-term capital asset planning of Canmore Fire-Rescue Services' major apparatus.	Completed	In partnership with the new Supervisor of Streets and Roads Geordie Heal, a full fleet management system is being implemented. All major apparatus are on a life cycle and planning is in place for future replacements.

Item	Project	Status	Updates
42	#42: That consideration be given to creating a major apparatus reserve capacity, including a minimum of one pumper.	Completed	The new (2017) Wildland-Urban Interface Engine has full front-line pumper capability. This unit will act as the Reserve Pumper when needed, in addition to its current role. The replacement has arrived for the old Fire Engine 31 (1992 Superior) in Q2, 2019. The new Engine will go into service sometime early Q3 and CFRS will decommission the old Engine. This will be done under the direction of Fleet Services (Geordie Heal) in alignment with best practices. That will leave the Wildland-Urban Interface unit as a fully capable major pumping apparatus in Reserve. This will be in addition to its primary mission of Wildland-Urban interface and front line response. This eliminates the need to retain an old apparatus which will be unreliable and expensive to maintain.
43	#43: That the Town of Canmore develop and adopt a Council-approved life-cycle plan for all equipment, including firefighters bunker gear and self-contained breathing apparatus based on industry best practices and manufacturers' directions.	Completed	A life cycle plan has been developed and approved by Council through the 2019-2020 budget process. The life cycle plan has been implemented.

Short Term

Item	Project	Status	Updates
4	#4: That the current Establishing and Regulating Bylaw 2013-08 be updated to reflect the direction of Council in respect to the delivery of fire-rescue services.	In Progress	Regarding amendments which consider service level changes and authorizations (as per the FRMP recommendation, p.31), a report and recommendation is being written on this topic by the Fire admin group and will be presented to the Town's administration team in Q3, 2019. Service levels may form part of the discussion around the Fire Hall Location study.
6	#6: That the Fire Chief take the following steps regarding standard operating guidelines:	In Progress	See below:

Item	Project	Status	Updates
	a) Establish and empower a standard operating guideline committee composed of fire service staff to research, develop, and draft new standard operating guidelines and to update existing standard operating guidelines;	In Progress	Under the direction of the Deputy Chief, a SOG group has been formed. The Deputy Fire Chief and Fire Chief sign off on any SOG that has been reviewed, revised and/or added. Work continues on this project.
	b) Conduct a review of all existing standard operating guidelines and where necessary complete revisions or develop additional standard operating guidelines to reflect all levels of service approved by Council;	In Progress	CFRS has a functioning set of SOGs. However, all SOGs will be reviewed, validated and revised if needed. This is starting with SOGs 110 and 218, as per FRMP recommendation #23. Given the large scope of this project, it is anticipated that all SOGs will be reviewed by Q1, 2020. Any service level or environment change will result in an SOG review.
	c) Prioritize the development of SOGs relating to fire prevention (including public education) and department training; and	In Progress	Priority will be given to prevention, public education and training. The addition of the FPO will help guide this.
	d) Ensure that the department continues the on-going process of regularly reviewing and updating department policies, operational procedures and relevant bylaws.	In Progress	SOG review and validation will occur on an on-going basis. A new format SOG will include a time stamp and Fire Administration sign off. We have also started an administration binder which contains hard copies of all operational and administrative procedures for quick reference.
7	#7: That the Fire Chief prepare and submit an annual report summarizing the service delivery performance of all divisions and highlighting the department's achievements for Canmore Fire-Rescue Services on an annual basis.	Completed	A report is presented to Council on an annual basis as per their request and direction. The report includes service metrics, trends, event types and key accomplishments from the year. In addition, Council updates are provided as needed or requested.

Item	Project	Status	Updates
8	#8: That a detailed Fire Prevention Program or Policy be developed.	In Progress	CFRS does have a framework Fire Prevention program in place. Within 2018 and 2019, the Fire Prevention, Education and Prevention program has been revised and added to. A key initiative has been to upgrade two Full Time firefighters to the new Safety Codes standards. In addition, it is anticipated that the Council approved Fire Prevention Officer will take the lead on this initiative and drive the program with the support of the full-time firefighters on a rotating basis.
9	#9: That the proposed public education program cycle objectives be included within the proposed Fire Prevention Policy/Program.	Completed	The recommended public education program cycles are being met. CFRS holds several public education events yearly, in addition to Public Service Announcements and community outreach. We plan to expand these programs using in-house resources, particularly through the Peak Staffing cycles. We have also joined a regional Public Education Coalition, which adds support and resources to this topic. Another initiative is the FireSmart Home Assessment program, which started in 2019. The new Fire Prevention Officer will add capacity in these areas as well.
10	#10: That the proposed fire inspection cycle objectives be included within the proposed Fire Prevention Policy/Program.	In Progress	CFRS handles inspection request as they come to us, but a forward-facing proactive inspection cycle has not been implemented yet. The new Fire Prevention Officer will take over this initiative and execute a complete inspection cycle with the support of the full-time firefighters on a rotating basis.

Item	Project	Status	Updates
11	#11: That the proposed Home Smoke Alarm and Escape Planning Program be included within the proposed Fire Prevention Policy/Program.	Completed	This will be included in any prevention policy. Currently, in partnership with local businesses, CFRS offer smoke alarm education and equipment as needed to the public. We inspect and educate as requested by any citizen. We also educate and message out the importance of CO detectors. Home escape planning is incorporated into our annual Fire Prevention week activities.
14	#14: That the department develop and implement minimum training requirements for all CFRS firefighters to clearly outline the minimum training attendance requirements for all Canmore Fire-Rescue Services firefighters.	In Progress	This is a very important initiative that is well underway. Working with the senior officers and the local IAFF union executive, minimum training attendance and competency standards are being discussed. Core competencies skill checks are underway and minimum attendance and competencies will be required to move forward with advanced training. These attendance and competency checks may be required for staff to be eligible to work scheduled full time shifts (under development)
15	#15: That Canmore Fire-Rescue Services formalize a comprehensive annual training program based on the International Fire Service Training Association firefighter curriculum, and the NFPA Professional Qualifications Standards.	Completed	CFRS now has a minimum of four NFPA compliant 1041 level II fire instructors, with several more staff working on the designation. Using these resources and others, a comprehensive training program is underway and continues to be expanded and monitored. CFRS is an active member of the Calgary Regional Emergency Services Training Group. CFRS hosts IFSTA courses as needed and partners with neighboring municipalities on these programs.
16	#16: That Canmore Fire-Rescue Services include annual live fire training as a required element within the proposed comprehensive annual training program.	Completed	Live fire training sessions were completed in 2018. Several more are planned for 2019. The Town of Canmore has facility usage agreements with the Calgary Fire Department and the Edmonton Fire Rescue Services. Attendees are required to have completed a series of core

Item	Project	Status	Updates
			competencies which are delivered by CFRS staff.
17	#17: That CFRS investigate opportunities and partnerships with neighbouring fire services and within the local private sector to develop a live fire training facility.	Completed	Preliminary investigation has concluded that a regional training facility will be difficult to move forward with. Some challenges include lack or expense of land, scheduling, budget and site management. However, the concept is being kept as an option. It may become a conversation if in the future the new Canmore fire hall is developed with a training facility.
18	#18: That CFRS investigate potential revenue sources related to a live fire training facility.	Completed	Given the constraints listed in #17, this has not been initiated. If a training facility is built with the new fire hall, this will be explored.
19	#19: That Canmore Fire-Rescue Services consider the use of an online firefighter training program as a component of delivering the proposed comprehensive annual training program.	In Progress	The use of online training resources is underway. We have started to investigate other online platforms that may help. In addition, the new records management system currently being implemented (ICO) may have some capacity to support online training and/or tracking.
20	#20: That CFRS implement a strategy to track all operating and capital costs associated with the Special Operations Team to enhance Council's and the community's understanding of the total costs associated with delivering technical rescue services.	Completed	The scope and budget have been reviewed. It is important to note that some technical rescue activities are actually firefighter core competencies and will continue to be supported. Examples are swift/static water non-motorized ice and water rescue, vehicle and building stabilization and Haz Mat awareness level response. To date, no significant operating or capital costs have been attributed to Special Operations

Item	Project	Status	Updates
21	#21: That the Fire Chief investigate options for developing partnerships, shared services and purchasing contracted services for the delivery of technical rescue services, and specifically water rescue.	Completed	This is underway and has been utilized in the past. Particularly relating to water rescue, CFRS has in house staff that is able to provide accredited training programs. Another example is the use of Fire Smart and Fire Training Officer consultants.
31	#31: That the proposed strategy of peak time fire suppression staffing be implemented between June 1st and August 31st providing additional 24 hour fire suppression resources. (Note: eight paid response firefighters would be schedule on-call at all times during the period from September 1st to May 31st and that six paid response firefighters would be scheduled on-call from June 1st to August 31st each year)	Completed	As part of employee engagement discussions and surveys, it was determined that most staff are not interested in stand-by pay or scheduling. This is a by product of the environment we live in. While most folks are very dedicated to CFRS, they would like to maintain the ability to go for a bike ride or hike etc. whenever they can. These findings line up with previous surveys that were done. This idea was brought forward to the membership for consideration again at the Q4 2018 All-Staff meeting. There still is very little interest in "on-call" or "stand-by" scheduling.
32	#32: That a group of paid response casual firefighters be identified to fulfill the staffing resources needs of the proposed peak time fire suppression staffing. (Note: June 1st to August 31st the financial impact of the two positions filled by casual (either career casual or paid response casual firefighters)	Completed	Peak Staffing has been approved for 2019 and 2020. The trial is underway and the increased capacity and reduced response times have already been noticed. A full report on findings from the 2019 Peak Staff trial will be presented to the Town administration team in Q4, 2019
33	#33: That the total complement of career casual firefighters be reduced to eight, and that the total complement of paid response firefighters be increased by five paid response casual firefighters resulting in a total complement of 46 paid response firefighters.	Completed	There is some confusion in the FRMP around the terminology used to describe part time firefighters. In short, we need to maintain a pool of part-time Casual (IAFF) firefighters to backfill the full time positions. The rest of the part-time firefighters form the Paid Response group. We are close to optimal staffing levels in both categories. See #29 for more detail.
40	#40: That consideration be given within the capital planning process to purchasing a crew-transport vehicle for the department.	Completed	A crew transport/Command vehicle has been approved by Council and will be specified, tendered and purchased in Q3-4, 2019 in cooperation with Fleet Services.

Item	Project	Status	Updates
44	#44: That Canmore Fire-Rescue Services explore solutions for increasing storage and bay capacity and training (e.g. increase classroom size) facilities both within the fire station and at alternate sites, as required.	Completed	With the support and guidance of the Facilities branch, we have access to secured storage at the Roam bus barn. Also thanks to Facilities and IT, we have updated the training classroom and are now able to comfortably seat more staff.
45	#45: That Canmore Fire-Rescue allocate bay capacity for a reserve pumper.	Completed	With the determination that the new Wildland-Urban Interface Pumper can act as a Reserve Pumper as needed, this space is no longer needed.
47	#47: That a formal process for exchanging shift-notes for all levels of staff through a digital platform is developed and implemented by CFRS to improve internal communication.	Completed	We have instituted a formal shift note and hand off protocol. Supporting this is an official Bulletin program. The Bulletins provide information and guidance and are considered to be standing orders unless superseded by a SOG. Bulletins are posted in the common areas, stored electronically and emailed out to all staff. They carry a numbering convention for tracking purposes.
48	#48: That Canmore Fire-Rescue Services consider implementing the green flashing light program for paid response firefighters to improve department turnout time. It is further recommended that the Town support the installation of street signage reflecting the use of paid response firefighter flashing green lights within the Town of Canmore light program for paid response firefighters to improve department turnout time. It is further recommended that the Town support the installation of street signage reflecting the use of paid response firefighter flashing green lights within the Town of Canmore	Completed	We do not recommend implementing this program. Research has supported the position that the risks do not off-set any potential time savings. The Alberta Fire Chiefs Association doesn't explicitly support the program. No research could be found to prove time improvements. The biggest piece is that the Alberta Highway Traffic Act does not recognize green lights as providing any privileges on the roadways. We feel that the green lights will just introduce risk and confusion without any appreciable time gains. Finally, as part of the employee engagement survey, most staff are not interested in the green light program. This is in alignment with previous surveys that were conducted.

Item	Project	Status	Updates
49	#49: That CFRS investigate and implement technology-based efficiencies to enhance the alerting process for paid response firefighters and off-duty firefighters on call-back.	Completed	We have seen improvements in the Active 911 system and the pager system. In addition, we have tested a new cellular based paging system. Results are being reviewed. We have added Mobile for Public Safety to the Chief Officer's and Captain's cell phones. The new Engine and the WUI Engine will both carry Mobile Data Terminals (laptops) which are managed by Calgary 9-1-1.

Medium Term

Item	Project	Status	Updates
3	#3: That the Fire Chief and Deputy Chief attain professional certifications presented within the NFPA 1021-Standard for Fire Officer Professional Qualifications or identified equivalent	Completed	The Fire Chief holds these certifications and the Deputy Fire Chief is working towards them. It should be noted that the Deputy Fire Chief holds equivalencies to the 1021 standards.
22	#22: That Canmore Fire-Rescue enhance the training opportunities for Company Officers to achieve the skills and competencies identified within the NFPA 1021 Standard for Company Officers.	Completed	All four Company Officers are NFPA 1021 level II and NFPA 1041 level II certified.
24	#24: That Canmore Fire-Rescue Services incorporate elements of succession planning for all levels and positions within the department and be incorporated into the proposed Comprehensive Annual Training plan.	Completed	As part of the overall training plan, succession opportunities play a large role in the road map. Initiatives such as starting our full time firefighters in the NFPA 1021 Fire Officer program and NFPA 1041 Training Officer are underway. In addition, some Part Time Casuals and Paid Response firefighters are upgrading certificates and training courses in preparations for Casual and Full Time opportunities.
34	#34: That a full-time Fire Prevention position with the skills and competency included within the proposed Fire-Rescue Master Plan be hired by the Town of Canmore.	In Progress	A Fire Prevention Officer position has been approved by Council for 2020. The hiring process will begin in Q4, 2019.

35	#35: That a full-time Training/Education position with the skills and competency included within the proposed Fire-Rescue Master Plan be hired by the Town of Canmore	Research	This will be reviewed in the Medium Term timeline, however some capacity in this area of service <i>may</i> be gained in the short term with the proposed Fire Inspector (Recommendation #12 and #13). There may an opportunity to combine the proposed Fire Prevention position (Recommendation #34) with this Training/Education position. This may be achieved with the support of the four (at minimum) NFPA 1041 training officers (the Full Time Captains) currently in CFRS. This FRMP recommended position will be requested in the 2021-2022 budget cycle.
36	#36: That the total complement of career casual firefighters be reduced to four, and that the total complement of paid response firefighters be increased by five paid response casual firefighters resulting in a total complement of 51 paid response firefighters.	Completed	See item #33
39	#39: That both of the mechanics within the Town of Canmore's Fleet Services Department attain the Emergency Vehicle Technician (EVT) certification	Research	This recommendation is being discussed with Fleet Services (Geordie Heal). As a contingency, we have a local (Airdrie) certified EVT fire apparatus repair and maintenance company to take care of ongoing mandatory apparatus testing and specialty repairs.
46	#46: That CFRS investigate the implementation of station notification (e.g. station alarm / announcement) for emergency response calls.	Completed	Further investigation has determined that the best value for money would be to install a station notification in the new fire hall. Current practice is working adequately.

Long Term

Item Project

Status

Updates

37	#37: That at the end of the medium-term horizon (5 year) planning horizon of the proposed Fire-Rescue Master Plan the Town of Canmore update the analyses and actual performance of Canmore Fire-Rescue Services.	In Progress	This is being planned for. Metrics are being established in the new Records Management System.
38	#38: That subject to the findings of the Fire-Rescue Master Plan Update the Town of Canmore further consider the proposed Option 4 contained within the Phase 1 Fire-Rescue Staffing Study and outlined in this FRMP. (Note: Only if warranted following implementations and review of medium-term recommendations)	Research	Several metrics and considerations are being reviewed regarding Option 4 (staffing of four firefighters 24/7). These include: -Call volumes -Demand for service -Town growth -Service level reviews -Results of the Peak Staffing trial -Fire Hall Location Study -Council direction

FINANCIAL IMPACTS

Any projects that are currently in progress are included within council approved operating or capital budgets. Projects that are still in the research phase may require future budget amendments and have more significant financial impacts, for example, staffing increases as a result of the establishment of service levels. These items will be identified and brought forward as the research in these areas progresses.

STAKEHOLDER ENGAGEMENT

Several types of stakeholder engagement and information sources have been and continue to be used. They include:

- Employee Engagement Survey (94% participation)
- All-Fire Staff Strategic Review yearly assembly
- Regular polling at weekly fire practice
- Numerous meeting and information sessions with Town staff from all service areas
- Professional organizations:
 - International Association of Fire Chiefs
 - Canadian Fire Chiefs Association
 - Alberta Fire Chiefs Association
 - Calgary Regional Emergency Services Training Group (CRESTG)
 - National Fire Protection Association (NFPA)
 - Calgary 9-1-1
- Fire Service peer groups
- Municipal peer groups
- South Calgary Emergency Management

ATTACHMENTS

N/A

AUTHORIZATION

Submitted by:	Walter Gahler Fire Chief	Date: <u>June 24, 2019</u>
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Approved by:	Lisa de Soto Chief Administrative Officer	Date: <u>July 9, 2019</u>