St. Albert Fire Services

2019 – 2023 Strategic Plan

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TABLE OF CONTENTS

Introduction **1**

Organizational Background **2**

Community-Driven Strategic Planning **3**

Where Does the Community Fit into the Strategic Planning Process? 4

The Community–Driven Strategic Planning Process Outline 4

Acknowledgements 5

External Stakeholder Group Findings **6**

Stakeholder Priorities 6

Internal Stakeholder Group Findings **7**

The Vision, Mission and Values 8

Programs and Services 10

S.W.O.T. Analysis 11

Top 3 Strengths: 11

Top 3 Weaknesses: 11

Top 3 Opportunities: 11

Top 3 Threats: 12

Continuous Improvement and Discussion Points 12

Goals and Objectives **13**

The Vision Statement **21**

The Community Vision And Pillars Sustainability **22**

The Success of the Strategic Plan **24**

Glossary of Terms and Acronyms **25**

Appendix 1 ..... **28**

Customer Expectations 28

Areas of Customer Concern 29

Positive Stakeholder Feedback 32

Other Thoughts and Comments 36

Appendix 2 37

Strengths 37

Weaknesses 38

Opportunities 39

Threats 39

Appendix 3 41

Previously Completed Objectives 41

INTRODUCTION

The St Albert Fire Service (SAFS) provides fire suppression, technical rescue, emergency medical services, hazardous materials mitigation, fire inspection, fire investigation, public education and fire dispatch to the City of St Albert. The SAFS is consistently working to maintain the highest level of professionalism and efficiency on behalf of the community it serves, and it is currently accredited through the Commission on Fire Accreditation International (CFAI) as well as Accreditation Canada Qmentum Program.

In an effort to work toward continuous improvement, the SAFS contracted with the Center for Public Safety Excellence (CPSE) to facilitate a community stakeholder session to assist in the development and implementation of the Community-Driven Strategic Plan. The current strategic plan is written in accordance with the guidelines set forth in the *CFAI Fire and Emergency Service Self Assessment Manual* 8th Edition, and is intended to guide the organization using established parameters.

The Community–Driven Strategic Planning Process was used in the development of this document. The involvement of staff and external stakeholders helped create a document that reflects the views and expectations of the community and that will guide future decisions and planning.

The St. Albert Fire Service's Strategic Plan restates a comprehensive vision and mission statement that has served the department since 2008. The vision and mission statements will provide a clear path into the future. Additionally, this Strategic Plan restates the core values that embody how the agency's members, individually and collectively, fulfill the department's mission. This document identifies SAFS goals, objectives, and strategies that will allow the department to realize its vision along the path of continuous improvement.

This revised version of the 2019 – 2023 Strategic Plan includes the nine strategic recommendations from the peer review team that was on site in July 2016 during the Commission on Fire Accreditation International's accreditation process. The recommendations have been added to the Goals and Objectives section of the plan.

ORGANIZATIONAL BACKGROUND

The City St Albert has often been called “Alberta’s Finest City” and celebrates a rich history that dates back over 150 years. Founded in 1861 by Father Albert Lacombe, St Albert is the oldest, non-fortified community in Alberta and was the largest agricultural settlement west of Winnipeg, Manitoba. St Albert became a village in 1904 followed by town status in 1962, and officially became a city in 1977.

Home to over 66,000 connected residents, this safe, prosperous and beautiful city was ranked as the #1 City to Live in Canada (MoneySense 2014) and the #1 Best Place to Raise Kids (MoneySense 2015). St Albert was also named the safest urban centre in Alberta (Statistics Canada, 2014).

The SAFS has a long and rich history with the first fire brigade having been formed in January 1910. In 1975 the City Council passed a bylaw to create a full-time fire department. In 1977 an ambulance service was introduced, and the department functioned with two divisions until 2000. In 2000 the department became an integrated service providing both fire and emergency medical functions. The integrated model existed until April 2009, at which time the Province of Alberta mandated its governance over the provincial-wide ambulance service. A modified integrated model would best describe the service today.



The SAFS is a career department with 112 staff, including 12 non-operational administrative staff, serving in three fire halls with a service area of 49.7 square kilometres. The agency provides fire dispatch, fire prevention, fire suppression and rescue services, along with advanced life support, emergency medical services, ambulance, technical rescue, and hazardous materials emergency response. Additionally, the department provides injury prevention education programs, fire prevention public education, fire origin and cause investigation, and emergency management services to the community.

COMMUNITY-DRIVEN STRATEGIC PLANNING

The SAFS has been responsive to the needs of the community and developed the Long-Range Plan in 2011. The document outlines a ten-year planning cycle that is designed to address effective and efficient use of resources to fulfill the department's service delivery mandate. The department also conducted an Evaluation and Master Plan in 2009, which was completed by Emergency Services Consulting International (ESCI). Collectively, these efforts show the department's ongoing commitment to a continuous improvement philosophy. This has resulted in cost efficiency and numerous service-delivery improvements. The Strategic Plan along with successful completion of the fire accreditation process further demonstrate the department's commitment to providing a safe community for our residents.

To ensure that community needs were incorporated, the Community–Driven Strategic Planning Process was used to develop the Strategic Plan. The Strategic Plan is a process that can be used by an organization to define its direction, and to make decisions on the allocation of human and financial resources in pursuit of its desired strategic goals. Strategic planning became common in the 1960s and remains a very important aspect of strategic management.

Effective strategic planning benefits from a consistent and cohesive process employed across all levels of the organization. Planning is a continuous process—one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important. The planning process should be flexible and dynamic. To be successful, new information from stakeholders, like-providers, and economic conditions is to be factored into the planning process. The Strategic Plan also needs to be an operationally useful document.

Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining customer focus is essential. Being aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality services to the public, and to their other stakeholders through effective and efficient programs.

As the organization's strategic goals are established, the Fire Leadership Team must identify performance measures. Members of the Fire Leadership Team are fully accountable for ensuring that their departments are delivering on the commitments made in their strategic plans.

Most importantly, strategic planning can be an opportunity to bring together the corporate leadership team, department management, staff, and stakeholders, through a common understanding of where the organization is going, how everyone involved can work toward that common purpose, and how progress will be measured.

Where Does the Community Fit into the Strategic Planning Process?

For many successful organizations, the voice of the community drives their operations and charts the course for their future. Companies, as well as provincial and municipal governments, have focused on their communities as one of the key motivators in planning for their future.

The Community–Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the services provided to the community and determine the community's service priorities.
2. Determine the community's expectations of, and concerns about, the agency.
3. Determine the aspects of the agency and its services that the community views positively.
4. Revisit the Mission Statement, paying careful attention to the services currently provided and the services that can logically be provided in the future.
5. Revisit the Values of the agency's membership.
6. Identify the strengths and any weaknesses of the agency, along with areas of opportunity and potential threats to the agency.
7. Establish goals for the future, along with associated objectives and critical tasks.
8. Develop a vision for the future.
9. Develop organizational and community commitment to the plan.

Acknowledgements

The SAFS would like to acknowledge our external and internal stakeholders for their participation and input into the Community–Driven Strategic Planning Process.

A community stakeholder session took place in May 2015, during which time a representative from the CPSE and the SAFS held an open meeting where members of the public (external stakeholders) were invited and asked to share their comments.

Discussion at the session revolved around external stakeholder concerns, expectations, strengths, and other comments about the agency. The agency would like to extend a special thank you to the following community members who contributed to the creation of this Strategic Plan.

Table 1 The St. Albert Fire Services External Stakeholders

Ivan Pash	Jack Baird	James Habstrit	John Younie
Ken Block	Ken Moore	Kim Doyle	Laura Penttinen
Leanne Woon	Leslie Douglas	Maureen Heuchert	Michael Brenneis
Patrick Henneberry	Paul Fujishige	Rob Chiasson	Shane Inkster
Stephen Blackie	Tara Burnett	Tash Taylor	Viola Pruss
Aaron Giesbrecht	Brent Mundle	Dale Fetterly	Dana Schnepf
Dean Schick	Desiree Palechek	Ed Kohel	Gary Durie
George Klassen	Glenis Kirk	Heather Richards	Wes Broadhead



External stakeholders providing feedback

EXTERNAL STAKEHOLDER GROUP FINDINGS

A key element of the SAFS organizational philosophy is having a high level of commitment to all stakeholders, as well as recognizing the importance of stakeholder satisfaction. Therefore, the agency asked representatives from the community to participate in a session, which would focus on their needs and expectations of the agency. Discussions centered not only on the present services provided, but also on priorities for the future.

Stakeholder Priorities

In order to dedicate time, energy, and resources on services most desired by its customers, the SAFS needed to understand what customers consider to be their priorities. The external stakeholders were asked to prioritize the services offered by the agency through a process of direct comparison.

Table 2 External Stakeholder Service Priorities of the St Albert Fire Service

PROGRAMS	RANKING	SCORE
Fire Suppression	1	179
Emergency Medical Services	2	156
Rescue – Basic and Technical	3	125
Hazardous Materials Mitigation	4	107
Fire Prevention	5	91
Emergency Preparedness	6	71
Public Fire and EMS Safety Education	7	65
Fire Investigation	8	46

See Appendix 1 for a complete list of the community stakeholder group findings including expectations, areas of concern, positive feedback, and other thoughts and comments.

INTERNAL STAKEHOLDER GROUP FINDINGS

The internal stakeholder work sessions are conducted annually over the course of half a day and involve about twenty staff. The internal work sessions served to discuss the department's approach to Community-Driven Strategic Planning, with a focus on the SAFS mission, values, core programs, and supporting services. The planning session also reviewed the agency's perceived strengths, weaknesses, opportunities, and threats. This process has been in place since 2008 and includes an annual environmental scanning exercise.

- The work sessions generate a high level of discussion by the participants. This participation and invaluable insights are essential to developing an accurate snapshot of the current environment that is impacting the department's operations.

Table 3 St Albert Fire Service Internal Stakeholders

Bernd Gretzinger	Darrel Bliss	Percy Janke	Tim Stewart
Dan Prefontaine	Bernie Ouimet	Les Mroz	Mike Bos
Corey Schram	John Dardis	Bill Nelson	Greg Pollon
Greg Wedgewood	Jason Miller	Rene Dubord	Steve Ganton
Colleen Lamble	Praveen Soni	Dave Whalen	Tony Spaans
Chad McCullough	Matt Gordon	Paul Barbieri	



November 27, 2018 internal strategic planning session.

The Vision, Mission and Values

A working group of the SAFS internal stakeholders met to review its Mission, Vision and Values. It was decided to revise the Mission and Vision statement to make them more inclusive of different services that the department provides. It is important to note that the department's vision, mission and values statements closely align with the city's vision, mission and values statements, and that the department needs to focus on both in a cascading order. City Council sets municipal policy and has a four-year vision for its term.

Vision

To serve our community as industry leaders in Emergency Services, Public Safety, and Education.

Mission

Providing service to the community by protecting life, property, and environment through Fire and EMS Response, Emergency Management, Public Education and Prevention.

Values

Pride, honour, tradition, integrity, honesty, dedication, and community service.

The vision, mission and values are the foundation of any successful organization. Every effort is made to keep these current and meaningful, so that the department's members are well guided in the accomplishment of day-to-day tasks, and the goals and objectives of the organization.



November 27, 2018 internal strategic planning session.

Programs and Services

The SAFS internal stakeholders identified the below core programs provided to the community.

Table 4 The St Albert Fire Services Core Programs

• Fire Suppression	• Emergency Medical Services
• Rescue – Basic and Technical	• Fire Prevention
• Hazardous Materials Mitigation	• Fire Investigation
• Emergency Preparedness	• Public Fire and EMS Safety Education

Table 5 The St Albert Fire Services Support Services

INTERNAL	
• Training Branch	• Facilities & Fleet
• Community & Social Development	• Corporate Communications & Design
• Information Technology Services	• 9-1-1 PSAP
• Fire Communication Center	• Engineering Department
• Environment	• Finance & Assessment Department
• Information Technology Services	• Policing Services
• Human Resources	• Royal Canadian Mounted Police
• Public Works	• Risk and Insurance
• Fire Administration	• Assessment & Taxation Services
• Planning & Engineering	• IAFF Local 2130
• Legal & Legislative Services	• Executive Team
• Leadership Team	
EXTERNAL	
• Mutual Aid Partners	• Capital Projects
• Alberta Health Services EMS	• Office of the Fire Commissioner
• Safety Codes Council	• Alberta Emergency Management Agency

Table 6 The St. Albert Services Regional Partners

• City of Edmonton	• Strathcona County
• City of Spruce Grove	• Town of Morinville
• Lac St Anne	• City of Leduc
• Sturgeon County	

S.W.O.T. Analysis

The strengths, weaknesses, opportunities, and threats (SWOT) analysis is designed to have an agency identify its positive and potential areas for improvement. The agency participated in this analysis and recognized its strengths and weaknesses, as well as possible opportunities and potential threats.

From the 2018 SWOT analysis, the top three Strengths, Weaknesses, Opportunities and Threats were categorized by the internal stakeholders:

Top 3 Strengths:

1) Modern tools and equipment
2) Strong core of personnel / quality employees
3) High level of service

Top 3 Weaknesses:

1) Crew Morale / Lack of Staffing in the following areas:
   - Fire Chief
   - Training
   - EMSC
   - Prevention
   - Operations
   - Administration
2) Training Facility
3) Support from other city organizations due to other department limitations
   - IT
   - PW
   - GIS
   - HR

Top 3 Opportunities:

1) Growth – City and Fire Department
2) Dispatch Amalgamation
3) Firehall 1 and 4 Design

Top 3 Threats:

1) External Controls
   - Economy
   - Politics
2) Staffing
   - Retirements
   - Response
3) Mental Health

See Appendix 2 for a detailed list of strengths, weaknesses, opportunities and threats identified by the internal stakeholders.

Continuous Improvement and Discussion Points

After reviewing the department's core services, the organizational strengths and weaknesses, and the opportunities and threats posed by industry and the community environment in which the agency operates, the internal work group identified some general topic areas of opportunity. These topics provide the foundation for the stated goals that will enable the SAFS to achieve its mandate, and fulfill its long term mission of effective and efficient service to the community.

Table 7 The St Albert Fire Service Areas of Opportunities

It is critical that Fire Services position itself as one of "industry's best" through service delivery of its core services.
It is critical that Fire Services remain an employer of choice within the capital region to attract and retain its most valuable asset: its human resource.
It is critical that Fire Services continues to improve relationships with regional partners and community partners for long-term economic benefits, and to identify community service needs.

GOALS AND OBJECTIVES

The Community-Driven Strategic Planning Process has helped to re-focus and review the department's mission and values. The internal strengths and weaknesses, as well as the external opportunities and threats, have again been reviewed and validated using this prescribed process.

In order to achieve the department's mandate and mission, realistic goals and objectives must be established. Goals and objectives are imperative to enhance strengths, to address identified weaknesses, to provide team members with clear direction, and to address concerns of city residents. All city departments are required to conduct annual strategic planning sessions as part of the annual budget process and city policy. Business plans, or more recently referred to as "action plans," are developed each year. This Strategic Plan will now be added to the department's annual reporting cycle.

As goals and objectives are management tools, they require annual updating to identify accomplishments, and to identify changes within the organization and the community. Timelines have been established for the noted objectives and the department will continue to monitor progress. The creation of action items (goals, objectives, or initiatives) are, and will continue to be, an important aspect of the departments action and strategic plans. In cases where financial resources are required to complete action goals, the required documents will be included into the city's annual budget planning cycle.

Goal 1	**Position SAFS as "industry's best" through its service delivery of emergency response, planning, prevention, fire dispatch, emergency management, public awareness and education.**
Objective 1A	**Develop formal Quality Assurance Program for Fire Communication Center (FCC) that includes performance standards and annual dispatch relocation drill.**
Timeframe	Q3, 2021
Critical Tasks	Continue to monitor FCC performance per industry standards. Coordinate with Information & Technology Services to implement ProQA and AQUA programs in FCC.
Funding Estimate	Funding has been approved for ProQA and AQUA implementation in 2017.
Objective 1B	**Ensure the baseline and benchmark total response times for fire and non-fire responses conform to industry standards. (2B.5 and 2C.5)**
Timeframe	Ongoing
Critical Tasks	Complete the installation of mobile data terminals (MDT) in units. Continue to utilize pre-alert on fire calls. Produce monthly TRT data with platoon breakdown and share with platoons at Chief Officer's meetings along with copy for each fire hall. Produce monthly call processing times with individual breakdown of dispatchers and monthly data reports. Developed Business Case (2018) for Automatic Station Alerting (ASA), CAD to CAD, IP Phone/Radio Interface. Coordinate with ITS to implement these critical tasks.
Funding Estimates	MDT funded in 2016 operational March 27, 2017, ASA $291,000 approved 2018. New Dispatch Radio Console approved for 2017. CAD to CAD business case submitted in 2018. CAD to CAD funded.
Objective 1C	**Reduce the benchmark first-due total response time for fire incidents closer to industry standards. (5E.1, 5F.1, 5G.1)**
Timeframe	Q4 2019
Critical Tasks	Implement actions noted in Objective 1G and 2G and update Standards of Cover document.
Funding Estimates	No new funding is required to make these improvements. See Objective 1G for related technology changes and funding.

Objective 1D	**Revise the Fire Services Long Range Plan (2011) to incorporate risk management zones, adopted travel time benchmarks and future growth inclusion as identified in city's municipal plan (6B.3)**
Timeframe	Q4-2020 (Depending upon annexation with Edmonton and Sturgeon County)
Critical Tasks	Update LRP and incorporate the noted items.
Funding Estimates	No new funding is required to make these improvements.
Objective 1E	**Enhance the city's facility lock box program electronic keying system that will help ensure keys are available for fire department emergency access and to enhance the facility security.**
Timeframe	Unfunded Project
Critical Tasks	Create SLT Brief by Oct 24, 2016. Not approved, 2016, 2017, 2018, 2019, 2020
Funding Estimates	$44,000
Objective 1F	**Maintain accreditation with CFAI and Accreditation Canada.**
Timeframe	ongoing
Critical Tasks	Maintain patient safety a strategic priority Meet reporting and certification standards Transition to 9th edition of CFAI Self Assessment Manual
Funding Estimates	No new funding is required to make these improvements.
Objective 1G	**Meet 100% ALS criteria for all Medical First Response incidents (5G.1)**
Timeframe	Ongoing
Critical Tasks	Continue to monitor ALS criteria on a quarterly basis.
Funding Estimates	No new funding is required to make these improvements.
Objective 1H	**Improve the department's governance model by refreshing:** • **Emergency Management Bylaw**
Timeframe	Q1 2020
Critical Tasks	Research best practices of similar bylaws. Review provincial legislations and regulations. Draft revisions to the bylaw and acquire the required approvals. Inform the community.

	Implement bylaw revisions.
Funding Estimate	No new funding is required to make these improvements.
Objective 1I	**Improve the department's governance model by refreshing:** • **Fire Services Bylaw**
Timeframe	Q1 2020
Critical Tasks	Research best practices of similar bylaws. Draft revisions to the bylaw and acquire the required approvals. Inform the community. Implement bylaw revisions.
Funding Estimate	No new funding is required to make these improvements.
Objective 1J	• Officer fire inspection program
Timeframe	Q1 2020
Critical Tasks	Officer Training
Funding Estimate	No new funding is required to make these improvements.

Goal 2	**Position SAFS as the employer of choice within the capital region through enhanced safe work environments, training programs, state-of-the-art response apparatus, and facilities.**
Objective 2A	**Provide security upgrades for Fire Hall 2 with the installation of perimeter security cameras, blue help phone, and card access system.**
Timeframe	Unfunded (target 2023)
Critical Tasks	Conduct a security audit and compare issues against the city's security policy. Prepare necessary business case for inclusion in the budget cycle. Award contract. Project unfunded 2017, 2018 and 2019.
Funding Estimate	Project was submitted for approval in 2016 budget proposals and slated for 2017 ($20,000) Revised $45,000. Not approved in 2017, 2018 and 2019,2020.
Objective 2B	**Re-construction of Fire Hall 1 is part of the ten-year capital plan.**
Timeframe	Q4-2021
Critical Tasks	Feasibility Study (2017) Planning and design (2018-2019) Tender project in 2019. Construction 2020. Occupancy in 2021
Funding Estimate	Project has been part of the city's ten-year capital plan since 2018. Planning and design funding approved ($1.051M). Construction approved for 2020.
Objective 2C	**Construct New Fire Hall 4 within ten-year capital budget program.**
Timeframe	Q4-2024
Critical Tasks	Feasibility Study (2019) Land acquisition (2020) Planning and design (2022) Tender project in 2022. Construction 2023. Occupancy in 2024
Funding Estimate	Project has been part of the city's ten-year capital plan ($16.5M).

Objective 2D	**Fund thirty new staff and the purchase of new fire apparatus for new Fire Hall 4.**
Timeframe	Recruiting starts 2020 -2022; Tanker and Engine Tender: 2021; Aerial: 2023
Critical Tasks	Research best practices for fire apparatus and develop specification. Tender request for new apparatus one-year out from service date requirement. Commence recruiting process in 2020 for additional staff and repeat in 2021 and 2022.
Funding Estimate	Apparatus ($4.5M); Staff 2020 ($1.034M), 2021 ($2.27M), 2022 ($3.4M)
Objective 2E	**Enhance emergency responders' safety with the installation of pre-emption traffic controllers within the city.**
Timeframe	COMPLETED
Critical Tasks	Research best practices. Identify key intersections to be included in the project. Install Phase 1 intersection controllers and vehicle kits. Complete Phase 2 and 3.
Funding Estimate	Phase 1 funding approved within the 2015 capital budget ($105,000). Phase 2 (2017 -$105,000) and 3 (2018 - $95,000) funds are included in the ten-year capital budget ($130,000).
Objective 2F	**Add high rise training competency to department training requirements so that staff are trained to meet the new building developments within the city.**
Time Frame	Q4-2020
Critical Tasks	Implement new high-rise training requirements for all operational staff.
Funding Estimate	Existing training budget will be aligned with this additional requirement.
Objective 2G	**Continue to implement department sanctioned and funded medical and physical fitness evaluations. (7G.1)**
Time Frame	COMPLETED
Critical Tasks	Partnership (EFR) Medical Evaluation requires annual renewal of contract. Fitness Evaluation agreement for EFR to pilot staff under the new SOP

	Renew EFR Fitness agreement or provide support for SAFS staff
Funding Estimate	$20,000
Objective 2H	**Working with the city's Human Resources Department, ensure emergency response personnel receive the training and skills to deal with mental health.**
Timeframe	COMPLETED
Critical Tasks	Assess best practises. Train the trainer Program Implement Road to Mental Readiness (R2MR) for staff.
Funding Estimate	Program to be funded within current wellness and fitness budget.
Objective 2I	**Multi-functional response vehicle**
Timeframe	Q2 2020
Critical Tasks	Business Case 2018 RFP 2020 In Service Q2 2020.
Funding Estimate	$188,000
Objective 2J	**Power stretcher and load system**
Timeframe	Q2 2020
Critical Tasks	Business Case 2018 In Service Q2 2020.
Funding Estimate	$100K

Goal 3	**Continue to improve relationships with regional and community partners to further enhance St Albert's safe community philosophy.**
Objective 3A	**Expand existing regional relationships to include firefighter recruitment to provide a more cost-effective approach and efficient use of administrative resources while drawing the best qualified applicants into the region.**
Timeframe	COMPLETED
Critical Tasks	Establish group charter and have partners sign off. Establish hiring timelines for next fiscal period. Begin recruitment process.
Funding Estimate	No new funding is required to implement this program.
Objective 3B	**Participate in Edmonton Metropolitan Regional Board**
Timeframe	Ongoing
Critical Tasks	Discuss issues pertaining to planning and development in the Edmonton Metropolitan Region
Funding Estimate	No new funding is required to make these improvements.
Objective 3C	**Participate in Capital Region Emergency Preparedness Partnership**
Timeframe	Ongoing
Critical Tasks	Work on Emergency Management initiatives with 24 member partners.
Funding Estimate	No new funding is required to make these improvements.
Objective 3D	**Participate in regional Fire Chiefs and regional Deputy Fire Chiefs, Assistant Chiefs meetings**
Timeframe	Ongoing
Critical Tasks	Quarterly Meetings Discuss issues pertaining to fire services. Help implement change.
Funding Estimate	No new funding is required to make these improvements.

THE VISION STATEMENT

It is important for all organizations to understand their mandate and how their services will be effectively delivered. It is critical that organizations, including municipal fire services, understand their current environment and identify potential future impacts through planning and engagement with its stakeholders. SAFS has developed its vision statement, *"To be recognized by our community as industry leaders providing excellence in emergency services and education,"* and this addresses the need for ongoing commitment to our community to provide exceptional service now and into the future. This vision statement, although developed in 2008, remains meaningful today. Similarly, the department's mission and values have been the framework and foundation of the department's progress in achieving its goals and objectives. SAFS continues to serve the community effectively as demonstrated by the community stakeholder feedback.

Table 19: The St Albert Fire Service Vision

The SAFS vision is that the department will continue to serve the community as industry leaders in Emergency Services, Public Safety and Education. The department's service standards will be seen as examples of "industry best practises" for each of its mandated services. The Fire and EMS accreditation programs will further demonstrate the department's commitment to a continuous improvement philosophy.

The SAFS will continue to be an employer of choice within its working region and hopes to have the very best staff drawn to its community, based upon the department's enhanced safe work environment, the superior training programs, and the state-of-the-art equipment and facilities. Through the effective management of its physical resources, SAFS will ensure and maintain the quality dependable apparatus, equipment, and facilities necessary for the agency to effectively carry out its mission, while always exploring new technology to improve the quality of support and operational services. The organizational culture is one that is committed to core values. By demonstrating pride, honour and tradition, integrity and honesty, dedication and community service, as the agency conducts its daily activities, SAFS can demonstrate its commitment to its vision and mission today and into the future.

In honouring its community's trust, SAFS will demonstrate its commitment to providing effective and efficient service. SAFS will continue to improve its relationships with the community and regional partners. This will be achieved through information dissemination initiatives so that SAFS priorities, philosophy, and operations are clearly understood by all internal and external stakeholders. The agency's internal culture will reflect a respectful team atmosphere nurtured by open internal communication processes providing ongoing information sharing. Through improvement and expansion

of its public safety education programs, SAFS will encourage an environment that fosters safer community behaviours to help mitigate fire and injury incidents in the community.

SAFS human resources planning efforts will ensure that its community is served by a healthy, physically capable, and competent workforce. Through the implementation of standardized training activities, SAFS members will be accountable for their proficiency of job skills and will demonstrate their commitment to excellence through the professional and courteous delivery of services to all those living, working, or visiting the community.

All department members will hold each another accountable for accomplishing the department's mission, and for applying SAFS organizational values. Through a consistent commitment to departmental values, the organizational culture will flourish, job satisfaction will be evident, and SAFS will meet the ongoing expectations of the community.

THE COMMUNITY VISION AND PILLARS SUSTAINABILITY

City Council approved policy C-CG-11 was approved on March 21, 2016 Community Vision and Pillars of Sustainability that will guide the long-term sustainability of the community. This sustainability document was developed by the residents, endorsed by the St Albert Community Sustainability Committee to provide clear direction to Council and Administration. The vision outlines an inspirational future state and quality of life the community aspires to. The five pillars are the key areas that need to be supported in order to provide strength and balance to the community. Council's responsibilities shall be to ensure that all decisions are reflected of the Community Vision and Pillars Sustainability. The City Manager shall be responsible to ensure that the City's Strategic Framework aligns with the Community Vision and Pillars Sustainability. All City departments will use this document as a guide when developing Long Range Plans, Strategic Plans and Action Plans. The five pillars area:

- ***Social***
  We are a friendly and inclusive community of passionate equals, where everyone feels a sense of belonging. We believe that community starts with the person next door.

- ***Economic***
  We prosper and excel through a strong and diverse economy that is supported

by forward-thinking commerce, outstanding local businesses and a dynamic downtown core.

- **Built Environment**
  We build our community towards the future to sustain balanced development,

  with a reverent eye to the past, honouring our unique settlement history and distinct identity

- **Natural Environment**
  We protect, embrace and treasure our deeply-rooted connections with

  the natural environment through championing environmental action.

- **Culture**
  We are proud of our storied history that has fed and nurtured our festive and culturally-rich community.

The people of St. Albert embrace a balanced sustainable living philosophy which is at the core of our city's soul. We remain committed to our sustainability community vision and celebrate our stories and successes as we continue to write the next chapter 0f St. Albert's history.

Performance Measurement "Managing for Results"

Performance measurement can be described as the use of statistical evidence to determine progress toward a specified defined organizational goal or objective. This is normally achieved through a process of collecting and analyzing, and usually requires reporting information to a governing body. Performance is best measured against recognized industry standards, and normally commences with achievement at the baseline level, often advancing to industry benchmarks or a higher level of achievement over time. These performance measures are often described within continuous improvement models.

In order to ensure that the SAFS Strategic Plan is achieving results, a performance measurement component will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

The criterion that are utilized in this performance measurement approach include:

- Inputs – value of resource used to produce an output.
- Outputs – quantity or number of units produced which are activity-oriented and measurable.
- Efficiency – inputs used per output (or outputs per input).
- Service Quality – the degree to which stakeholders are satisfied with a service, or how accurately or timely a service is provided.
- Outcome – qualitative consequences associated with a program/service i.e. the ultimate benefit to the stakeholder. Outcome focuses on the ultimate "why" of providing a service.

To effectively manage for results, performance measures need to be established for each goal and objective within the Strategic Plan. Performance measures should also be established for each of the SAFS program areas. SAFS has been providing measures for its goals and for the performance measurement of its services since 2009 through its Key Performance Indicators (KPI's). Currently, the department reports quarterly on twenty-two KPI measures based on the principles of the balanced score card.

THE SUCCESS OF THE STRATEGIC PLAN

The SAFS has approached the development of the Strategic Plan by asking for, and receiving input from, the community and members of the department during the development stage of the planning process. The agency utilized professional guidance to complete the Community-Driven Strategic Planning Process. The success of the SAFS Strategic Plan will not depend upon implementation of the three goals and their related objectives, but upon support received from the authority having jurisdiction, membership of SAFS, and the community at large.

Provided the Community-Driven Strategic Planning Process is kept dynamic and supported by effective leadership and active participation, there will be considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all invested parties will work to achieve the mission, goals, and vision; and how the organization will measure, and be accountable for, its progress and successes.

The final step in the Community-Driven Strategic Planning Process is to develop organizational and community commitment to the plan. Everyone who has a stake in the present and future of the SAFS also has a role and responsibility in this plan.

GLOSSARY OF TERMS AND ACRONYMS

For the purposes of the Community-Driven Strategic Planning Process, the following terms and acronyms have the meanings set forth below:

Term	Definition
Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
Accredited	The act of accrediting or the state of being accredited, especially the granting of approval to an institution or agency by an official review board or organization that has established nationally accepted standards.
ALS	Advanced Life Support
BLS	Basic Life Support
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
Input	A performance indication where the value of resources are used to produce an output.
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
Service Quality	A performance indication that identifies the degree to which customers are satisfied with a program, or how accurately or timely a service is provided.

Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
	The organization's goals, objectives, and strategies by which it plans to achieve its vision, mission and values.
Strategic Direction	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim; the final result of action. Something to accomplish in assisting the agency to move forward.
Strategic Goal	An integrated systems approach for leading and managing in a changing world by building consensus of the leadership group, both in shared vision of the desired future and a clarified mission for the organization, and by gaining support and participation of the people in the organization to identify specific changes that must be made, implementing them, and assessing organizational performance.
Strategic Management	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Objective	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Plan	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
Strategic Planning	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
Strategy	As used in the objectives and strategies outlined in this plan, support may include, but is not limited to, information, facilitation, coordination, technical assistance, or financial assistance.
Support	A view of a desirable and potentially achievable future state—where or what an organization would like to be in the future.

Revisions:

Date	Reason	Revisions By
24/03/2016	First Issued	RHR
02/09/2016	Added Fire Accreditation recommendations	RHR
04/11/2016	Added Accreditation Canada's Qmentum recommendations	RHR
06/04/2017	Approved Budget updates and 2017 Strategic Planning updates	RHR
11/28/2018	Strategic planning updates for 2018	BG
12/18/2018	Plan elements reorganization and updates for 2019	PS

APPENDIX 1

Customer Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill customer needs. In certain areas, education on the level of service that is already available may be all that is needed. Following are the expectations of the community's external stakeholders:



Table 8 Verbatim Customer Expectations of the St Albert Fire Service

1. Quick response. Quick response to fires and emergency situations.
2. Maintain a department that is appropriately trained for situations. Training within the department.
3. Professionalism – interaction with the public; interactions with each other; interactions with allied health professionals.
4. Current and relevant equipment/fire trucks/ladder trucks, etc. Equipment in good state, tested.
5. Checks on buildings, visits to schools for safety education of students, residents, etc. To support education for fire/EMS of St Albert residents. Educate citizens about fire safety, especially children and other vulnerable people.
6. Communicate issues like rail safety to the public (customers). Provide information. Collaboration/communication.
7. Plan for how to mitigate catastrophic events. Completed emergency preparedness plans to respond to multiple emergency scenarios.
8. Find a solution to ensure ambulance resources are always available. Our ambulance stays in our community.
9. Preventative/inspections. Fire services must provide a sound voice to counter unwise building codes and unsafe development (i.e. use of wood in multi-level construction).
10. Have sufficient resources to respond to all incidents in a professional manner. As St Albert grows, the City of St Albert supports the department in having the resources necessary to ensure needs are being met (manpower/equipment).
11. Give back to the community. Be active in the community. Community oriented.
12. Maintain visibility in the community and actively promote fire safety. Fire services must interact with the community to promote safety awareness.
13. Ensure that all of our residents are out of our 186-suite complex if there is a fire.
14. Approachable for public/business questions.

15. To provide high-quality fire and EMS services.
16. Fire services will be available anytime residents call to extinguish fire. Response time may be less important than availability (within reason, whether six minutes versus seven minutes is not as important).
17. Trust, integrity.
18. Take care of people before property.
19. Fiscal responsibility.
20. Sharing of resources.

Areas of Customer Concern

The Community–Driven Strategic Planning Process would fall short and be incomplete without an expression from the stakeholder regarding concerns about the department. Some areas of concern may in fact be a weakness within the delivery system; however, some weaknesses may also be misperceptions from a lack of information or incorrect information.

Table 9 Verbatim Areas of Customer Concern of the St Albert Fire Service

• Emergency preparedness – how do we compare to other municipalities?
• Awareness around specific sites/communities.
• Regular/non-emergency visits – recruits.
• Awareness around seniors' needs/diseases specifically.
• Efficient funding for needed resources (people and equipment).
• Not fully utilized i.e. down time, able to sleep while on shift. Participate in the community like on Halloween night may be a good idea.
• Experience with industrial fire issues.
• Experience with hazardous materials/train derailments, etc.
• Experience with high-rise/tall buildings.
• EMS response times.
• How has integration of EMT (city program) into AHS ambulance service gone? Are ambulance response times still adequate?
• Is the fire department planning for city growth by anticipating future fire hall locations?
• Tax dollars are being most effectively spent to provide the best level of fire-related response.
• Capacity to handle and mitigate a large event.
• Staffing and equipment (apparatus) to provide timely, effective response.
• Community risk assessment (is it up-to-date?).

• Regional partnerships. Leveraging opportunities with Edmonton.
• Training of staff.
• Servicing of apparatus.
• Are we doing (supporting our staff and service)?
• I am not sure how much time is devoted to fire prevention. I know there is a lot of down time. I hope there is as much time as possible devoted to education of citizens.
• Concerned that we do not have enough ambulances or availability. Creates possible need/expectation that fire needs to step in and provide medical services.
• Confusion over who manages or is in “charge of” EMS and fire in St Albert. Ambulance handled provincially and fire locally.
• Corridor travel times.
• Reduced capacity due to community growth and increased demands.
• Changing development standards, denser development requiring new equipment and necessary training for staff.
• I would like to see far more awareness of, and integration with, the school jurisdiction emergency preparedness plans. The school jurisdictions have comprehensive plans that I believe emergency services are not aware of.
• Please do not show up and have the schools do a fire drill on a cold, snowy, Halloween day. I realize fires and safety do not take holidays, but the students’ costumes and footwear are not typical on that day. It was a one-off event, but it frustrated school principals.
• Previously, the fire department was a great resource when school security lockdowns were implemented (approximately ten years ago under Dave Martin). It would be great to renew and solidify that connection. I will be in contact.
• Equipment failure.
• Outdated equipment.
• Will the cost of equipment to provide fire service to high-rise buildings in St Albert impact the department’s operations negatively?
• Although it is positive that the fire department has additional medic training, I question if this is the best use of finances since EMS (funded by another source) is available.
• Provide more education (training) to staff.
• Biggest concern (I already brought to a provincial level): long- term care facilities have magnetic lock doors. These release when the fire alarm goes off. If a resident pushes on the door for fifteen seconds, the door will also release. One resident fell down the stairs because of this. This is law. It is being reviewed provincially. It is being enforced at one long-term care centre in St Albert, but not the other – inconsistent and safety concerns.

• Building codes that do not allow for discretion. Currently, people with disabilities who are independent have the possibility of being evicted due to code requirements. In some cases, this could be a violation of human rights. Standards of housing should be the same for all citizens.
• On the other hand, those with special needs may require more assistance. Would be helpful for the fire department to work with disability organizations.
• Growth and potential for decreased response times.
• EMS not based in St Albert.
• Firefighting vehicles represent a significant monetary investment. Vehicles should be used for the duration of their life cycle and not mothballed prematurely. Replacement costs should not occur prematurely.
• I do not see any concerns although as with any organization, they have their struggles. Know a few firemen of my fire department and they are happy at their jobs with no complaints.
• Budget constraints – need more staff (firefighters).
• Budget constraints – need equipment, better equipment.
• Need to expand as the city/region expands.
• Emergency response times; perhaps we don't have enough fire stations.
• Please fight to keep our ambulances within our department, or maybe continue to fight.
• A third ambulance within our community would be a tremendous asset.
• Code reds within Edmonton keep our ambulances from serving this community where the priority should be.
• Availability of St Albert ambulances for St Albert residents.
• When AHS started to partially fund the ambulance, we lost ambulances while property taxes did not go down.
• Only the more information we can get, the better on fire prevention, fire preparedness, etc., but I do feel they do a great job.
• Sustainability.
• Able to adapt to new technology and strategies.
• Ensuring continuing training/education.
• Being properly funded.
• Politically recognized and resourced (politicians understand and agree with priorities).
• Number of fire halls in St Albert – as per capita.
• Trying to maintain certain services may be unrealistic due to cost. It would be more efficient to contract investigations out to an outside provider for the yearly costs.
• The EMS is contracted to AHS. At times, the community's and provincial objectives do not align.

• Core business and cost efficiency need to be determined in the community. Can we do everything? Is it cost efficient?
• A regional model between communities would be most efficient. Investigation by one department. Prevention by another, etc.
• Inability for fire and emergency to travel properly on Ray Gibbon Drive during rush hours.
• No local HazMat response.



External stakeholders providing feedback.

Positive Stakeholder Feedback

The Center for Public Safety Excellence promotes the belief that, for a strategic plan to be valid, the stakeholder's view on the strengths and image of the emergency services organization must be established. Needless efforts are often put forth in over-developed areas that are already successful; however, proper utilization and promotion of stakeholder-identified strengths may help the organization overcome or offset identified weaknesses.

The external stakeholders provided the following comments when asked to identify the positive aspects of the department.

Table 10 Positive Customer Verbatim Comments about the St Albert Fire Service

• Strong community engagement.

• Strong public relations influence.
• Initial training is outstanding.
• Rapid response time.
• Willingness to improve on a continuous basis.
• Fast responses.
• Work with community to ensure our building is safe.
• Having had a couple of fire alarms, arrived quickly and officers were excellent to deal with over false alarm.
• Department is proactive in terms of education and support of their employees – specifically increasing the number of paramedics.
• Department members are always available for questions or assistance. Proud to be a St Albert resident with this protection.
• Both the fire department and EMS arrive in very short response times. We have residents with ongoing need for EMS services and all are happy with the care and treatment given.
• I have dealt with Mike Bos, their community liaison, and he has walked through our buildings to give us more recommendations, which has been great.
• Excellent staff.
• Every interaction I have had has been positive.
• Response times have been timely.
• Friendly, approachable people.
• Helpful.
• Very professional…at all times.
• Customer focused (CPSE) certification process.
• Highly trained.
• Community focused.
• Innovative in economic times.
• Dress smart.
• In good physical strength.
• In good mental strength.
• Trainings in varied equipment.
• Comradeship among each other.
• The services' community outreach initiatives are very well received.
• Service personnel appear to have bought into a safety culture – they are very safety oriented.
• Service personnel are very "people conscious."
• The department has a very "professional" approach to its duties.

• I think they are amazing. I have had many conversations regarding this with St Albert residents, and people who have had interactions with the services indicate how much it has impacted their lives, impacted their families, and how thankful they are. For these firefighters, it was just another day. These are everyday heroes!!! Highly skilled people providing life-changing services.
• Response to emergencies.
• Visible at different public events.
• Open to discussing implementation of codes.
• Paramedic trained.
• Friendly.
• Collaborative.
• It is positive that the fire services do have additional EMS training.
• I have seen Fire Services out at a number of community events.
• I have not heard of any serious problems with the department, so I assume everything is okay.
• They are accessible. Sometimes they show up at neighbourhood block parties.
• Professional in dealing with the public.
• Educational programmes at schools.
• Excellent response to schools.
• They were very helpful when lockdown processes were first developed in the school system.
• Investigations (proactive ones) have been helpful.
• School sites are crowded and full and the fire department has been helpful in working on good solutions for improved safety.
• Community driven. Time and actions taken to give back to the community whether it be fundraising or safety education is fantastic.
• Several years ago, my husband needed an ambulance but none were available in St Albert. As such, fire ended up coming to the house, provided my husband with basic treatment and brought him to hospital. I am forever grateful. Plus, I was shopping at Wal-Mart the following days and one of the responders came up to me and asked how I was and how my husband was doing. Amazing.
• All fire fighters are paramedics.
• Fire-based EMS delivery.
• Quality of personnel.
• Willingness to undertake CFAI process.
• I appreciate the department's efforts to support local community events.
• Fire department tends to be visible to the community.
• Response times locally seem to be good.
• Community respects the work they do.

• Professional service with quality, experienced leadership.
• Friendly.
• Decent response times for fires.
• Cross-trained – ALS.
• Community oriented – provide information to groups and individuals.
• Fast response time – any time 911 has been called.
• Friendly and understanding when dealing with seniors in medical distress.
• Work well with others – EMS, RCMP, etc.
• Have always been very quick to respond.
• Have always been patient when responding to false alarms.
• Great with staff and residents.
• Partnership with the community.
• Education annually to residents.
• Quick response to inquiries.
• Right people in the right positions (people skills for instance).
• Community involvement.
• Employees are good communicators/people skills.
• Professional standards and performance (commitment to excellence).
• Integrated services.
• Commitment to ALS on response vehicles.

Other Thoughts and Comments

The external stakeholders were asked to share any other comments they had about SAFS or its services. The following written comments were received.

Table 11 External Stakeholders' Verbatim Comments about the St Albert Fire Service

• Could the department sponsor youth programs (i.e. marching band, junior firefighters, sporting tournaments)?
• Very pleased with any interaction.
• Thank you for the opportunity to participate.
• Proud to be a St Albert resident being protected by our emergency services.
• Thank you for the opportunity to provide input to this process!
• Thank you for your service to the community.
• City of St Albert Fire is respected in the community. Their staff are professional and the sense of pride is throughout the organization. Senior management at SA Fire should be at public events.
• St Albert is a city that residents are very proud to live in. St Albert Fire is a service that makes St Albert stand out because they are such an active, positive part of our community. Best of luck through this process!!!
• I think older, public or private buildings that currently do not qualify for current fire standards need to be upgraded; especially those housing infirmed and seniors.
• Maybe have a summer camp for high school kids to learn some hands-on firefighting skills.
• Thank you for lunch and a chance to provide input!
• Keep up the good work!
• From a regional perspective keeping in mind that there is only one taxpayer, what is the plan into the future? Sustainability of emergency services? Thoughts of working closer with Capital Region (Edmonton)?
• Does fire services attempt to recruit female members in order to move toward gender equity?
• Thank you for the opportunity.
• Limited experience with St Albert Fire Department has always been very positive!
• When calling in for non-emergency 911, fire department shows up with ambulance.
• St Albert Fire Services is well respected in the region and our city is well served by the members.

APPENDIX 2

Strengths

It is important for any organization to identify its strengths in order to ensure that it is capable of providing the services mandated by City Council, as well as to continue to deliver services to the community and ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths can lead to the channelling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time.

SAFS has identified its strengths, weaknesses, opportunities, and threats (SWOT), and will strive to build on these strengths, address weaknesses, maximize its response to opportunities, and overcome any threats that may be encountered. The below was distilled from the department's SWOT exercises.

Table 12 The St Albert Fire Service Strengths

• Innovative training and service delivery	• Tradition
• Nimble	• Motivated
• Responsive to changes	• Emergency Management
• Progressive	• Public Relations
• Low micromanagement	• Modern tools and equipment
• High level of service	• Effective and diverse
• Regional and Provincial Cooperation	• Resourceful
• High approval ratings	• Well trained
• Industry leaders	• Adaptability
• Competent	• Strong core of personnel
• Regional training and equipment	• Council support
• Positive public perception	• Quality Insurance
• Problem solvers	• Health and Safety
• Suggestion process	• Staff retention
• Accreditation	• Quality employees

Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization's overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to either begin, or to continue to, move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document; rather, they are day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the internal stakeholders as weaknesses.

Table 13 The St Albert Fire Service Weaknesses

• EMSC – EMS branch development	• Leadership (No Chief, No EMSC) Lack of Administration personnel
• Training – Lack of staff and facilities	• AHS – Lack of advocacy/control
• AHS – operation lag / chute time	• Wildland – Training/vehicle
• Inter-department coordination (GIS, IT, HR)	• Morale
• Staffing (allocation, minimums, various leave)	• Hiring process
• Communication (closed loop/relay)	• Municipal growth
• Budget limitations	• Resistance to change
• Provincial Government (grant funding)	• Radio communications
• Wildland/urban interface	• EMS Coordinator
• Vehicle repairs	• Resource draw down (non-emergency calls/AHS delay)
• Number of staff members on various leaves	• Budget limitations
• Lack of corporate direction for E.M.	• IT Support
• Lack of tools to measure competence	• Amount of spare apparatus
• Critical tasking model	• Slow vehicle repairs/low priority maintenance

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The internal stakeholders identified the following potential opportunities.

Table 14 The St Albert Fire Service Opportunities

• Dispatch amalgamation (RCMP) and regionalization	• Analysis (Stats)
• Annexation i.e. Growth increasing staffing	• Regional cross training
• Increase in service levels	• City council relations
• P.W. Specialized Techs	• Improving hiring process
• Educating public on needs to provide effective services	• New facilities (Stn # 4, Stn # 1 Rebuild)
• Department direction – permanent management (Chief)	• Improved labor relations
• Community risk and operational performance analysis	• Mechanical services – growth for E.S.
• Regional cross training	•

Threats

To draw strength and gain full benefit from any opportunity, threats to the organization, including new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some current and potential threats identified by the internal stakeholders are listed below.

Table 15 The St Albert Fire Service Threats

▪ External controls (economy/politics)	▪ Possible budget cuts
▪ Staffing management (retire/knowledge management, qualified/available applicants, various staff on leave)	▪ Social media (internal/external)
▪ Provincial election	▪ Regionalization
▪ Mental health	▪ Morale
▪ Succession planning	▪ Evidence base studies
▪ ACP-HPA-Scope	▪ Approved high rises being built
▪ Corporate restructuring – span of control	

APPENDIX 3

Previously Completed Objectives

Goal 1	Position SAFS as "industry's best" through its service delivery of emergency response, planning, prevention, fire dispatch, emergency management, public awareness and education.
Objective 1A	**Advance the department's strategic planning efforts with the inclusion of two accreditation processes.**
Timeframe	COMPLETED
Critical Tasks	Completed the fire accreditation process August 17, 2016. Complete the Accreditation Canada process by 2019 following the project charter that has been established.
Funding Estimate	Projects are funded through the department's operating budget.
Objective 1B	**Establish a formalized public education program for fire prevention and emergency management with an option of looking at community volunteers as partial service providers.**
Timeframe	COMPLETED
Critical Tasks	Work with Corporate Communications to investigate the level of interest in having volunteers provide this service. Design multi-phase, multi-year public education programs and identify target audiences. Develop focused and directed outcome-based performance measures for the public education program (5C.4)
Funding Estimate	No new funding is required to implement these improvements.
Objective 1C	**Improve the department's governance model by refreshing:** • **Emergency Management Bylaw** • **Fire Services Bylaw** • **Emergency Response Bylaw**
Timeframe	COMPLETED
Critical Tasks	Research best practices of similar bylaws. Hold public engagement sessions as required. Draft revisions to the bylaws and acquire the required approvals. Inform the community. Implement bylaw revisions.
Funding Estimate	No new funding is required to make these improvements.

Objective 1D	**Evaluate current fire risks impacting the community and ensure proper mitigation strategies are available to the community, either as direct delivery or by some other means (i.e. mutual aid).**
Timeframe	COMPLETED
Critical Tasks	Review the department's service mandate, and compare to known and potential risks. Create a service risk matrix and service directory to ensure all potential fire risks are being addressed. Re-align the single urban risk profile in the Standards of Cover to reflect the suburban and rural population densities. (2A.3)
Funding Estimate	No new funding is required to make these improvements.
Objective 1F	**Develop formal written criteria for the Fire Prevention Branch for conducting building reviews.**
Timeframe	COMPLETED
Critical Tasks	Research best practices and work with Building Department on the criteria. Standard as part of the Unified Quality Management Plan
Funding Estimate	No new funding is required to make these improvements.
Objective 1I	**Meet 100% ALS criteria for all Medical First Response incidents (5G.1)**
Timeframe	COMPLETED for 2016 and 2017
Critical Tasks	Continue to monitor ALS criteria on a quarterly basis.
Funding Estimates	No new funding is required to make these improvements.
Objective 1L	**Develop a support and education program for staff regarding the ethics framework. (1.5)**
Timeframe	COMPLETED
Critical Tasks	Source ethics expert to assist with the learning module Explore input from Medical Director (AHS) Develop Learning module Rollout program
Funding Estimates	No new funding is required to make these improvements.
Objective 1M	**Create and Implement a Clients Rights and Responsibility Policy (1.6)**
Timeframe	COMPLETED
Critical Tasks	Research proposed policy content

	Obtain input from stakeholders (sample patient, AHS, Legal) Write policy Implement policy
Funding Estimates	No new funding is required to make these improvements.
Objective 1O	**Further enhance partnerships within the community effectively and efficiently to deliver EMS department services (1.9)**
Timeframe	COMPLETED
Critical Tasks	Connect with regional partners, staff, AHS and clients to inventory best practices. Analyze and identify key initiatives to be incorporated into the department Strategic Plan Review annually for future opportunities.
Funding Estimates	No new funding is required to make these improvements.

Goal 2	**Position SAFS as the employer of choice within the capital region through enhanced safe work environments, training programs, state-of-the-art response apparatus, and facilities.**
Objective 2A	**Enhance Fire Hall 2 facilities with the addition of dedicated fitness training area, a small meeting room, and female washroom/change room.**
Timeframe	COMPLETED
Critical Tasks	Obtain staff input on building needs. Complete the preliminary design. Complete construction drawings for tender by February, 2016. Award contract. Re-locate fitness area and dorm area.
Funding Estimate	Renovation project was funded in the 2015/2016 capital budget ($535,300 – 2015).
Objective 2C	**Retrofit Fire Hall 2 dorms with new lockers, sound barriers, and beds.**
Timeframe	COMPLETED
Critical Tasks	Undertake preliminary design for the dorm area with staff input. Estimate project costs.

	Award contract.
Funding Estimate	Project was submitted as part of the 2016 budget process and funded from the Fire Hall 2 Lifecycle Program ($65,000).
Objective 2H	**Enhance staff safety with the implementation of the Fire Fighter Code of Practice Audit Tool.**
Timeframe	COMPLETED
Critical Tasks	Develop new safety audit tool within the department utilizing the staff that have been certified to implement the new audit tool.
Funding Estimate	No funding is required for this project.
Objective 2K	**Working with the city's Human Resources Department, ensure emergency response personnel receive the training and skills to deal with mental health.**
Timeframe	COMPLETED
Critical Tasks	Assess best practises. Create Critical Incident Stress Management (CISM) framework. Implement a mental health strategy for staff.
Funding Estimate	Program to be funded within current wellness and fitness budget.
Objective 2L	**Review the emergency vehicle preventive maintenance program to determine ongoing effectiveness and look for efficiencies that will help reduce out-of-service down time.**
Time Frame	COMPLETED
Critical Tasks	Working with Public Works to document the current process. Calculate downtime hours and compare with industry standard. Document findings and recommendations implement and monitor.
Funding Estimate	No additional cost anticipated.

Goal 3	**Continue to improve relationships with regional and community partners to further enhance St Albert's safe community philosophy.**
Objective 3A	**Expand training opportunities with regional partners to create additional cost-effective training programs.**
Timeframe	COMPLETED
Critical Tasks	Assess opportunities with various regional partners.

	Identify key programs to be included within the three-year training program. Implement new programs across the department.
Objective 3C	**Review new opportunities annually to reduce water consumption during fire pump training and apparatus testing.**
Timeframe	COMPLETED
Critical Tasks	Look for regional water reduction opportunities using the water conservation unit. Draft revisions to Standard Operating Procedures as required. Assess program benefits on an annual basis.
Funding Estimate	No new funding is required to make these improvements.