



# City of Richmond

## Report to Committee

**To:** Community Safety Committee

**Date:** May 26, 2014

**From:** John McGowan  
Fire Chief

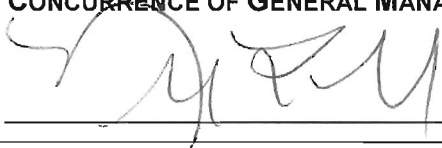

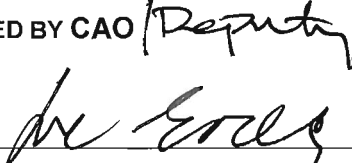
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**Re:** Richmond Fire-Rescue Business Plan Update 2013-2014

### Staff Recommendation

That the report titled Richmond Fire-Rescue Business Plan Update (2013-2014) report, dated May 26, 2014, from the Fire Chief, Richmond Fire-Rescue, be received for information.

John McGowan  
Fire Chief  
(604-303-2734)

<b>REPORT CONCURRENCE</b>	
<b>CONCURRENCE OF GENERAL MANAGER</b> 	
<b>REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE</b>	<b>INITIALS:</b> 
<b>APPROVED BY CAO / Deputy</b> 	

## Staff Report

### Origin

Council adopted the Fire-Rescue Plan (2012-2015) “The Plan” in March 2012. The creation of The Plan and its actions supports Council Term Goal 1:

*To ensure Richmond remains a safe and desirable community to live, work and play in, through the delivery of effective public safety services that are targeted to the City’s specific needs and priorities.*

As part of The Plan’s adoption, Richmond Fire-Rescue (RFR) committed to report annually to Community Safety Committee on the progress of key initiatives within The Plan. RFR has reported last year its 2012 progress and has produced this progress report for 2013.

### Analysis

This report is intended to inform Council on the progress Richmond Fire-Rescue has made on the strategic focus areas and key initiatives within *The Fire-Rescue Plan (2012-2015)* during 2013 and the key activities planned during 2014.

The fire and rescue emergency 9-1-1 call demand over the last ten years has increased by 2% overall. However, the last five years of the ten year data period indicates an increased call volume of only 1%.

### Organizational Transformation

To help RFR be goal oriented, innovative and strive to continuously improve, we leveraged technology and purchased computer software to enhance workplace efficiency, customer service, and reporting capabilities. Implementation in 2014 includes:

1. Wise Track to manage assets unique to Fire, initially including items such as personal protective equipment and self-contained breathing apparatus.
2. QlikView, a business intelligence tool, designed to measure community safety trends and performance. QlikView can use existing data sources to produce an analysis of RFR performance. This tool will help RFR to identify potential areas for change, supporting effective resource management.
3. Fire Department Management module to manage training functions and information like: program checklists; materials; lesson plans; program sign off; certifications; supporting documents; and electronic drill reports. RFR will be able to record and track information as well as analyze our training programs.
4. Mobile office solutions to ensure Fire Prevention Officers provide efficient and timely service to customers. RFR is currently involved in a partnership with Coquitlam Fire to review and design a mobile inspection platform.

5. Continued development in FDM records and reporting capabilities. Further enhancements to our records management systems will provide better WorkSafe injury analysis and recommendations.
6. Creation of an Outreach Plan in 2014 to help RFR develop strong community connections that support the delivery of quality services and effective solutions to address community risk. Included in the plan will be strategies to continue to develop RFR as an inclusive and diverse department.
7. Update to the RFR Business Plan and extending it out from 2015 to 2019. The updated plan will continue to be corporately aligned and identify initiatives that support Council's new term goals and priorities for community safety.
8. In 2013 Council approved a facility and deployment review of fire and police services. This review will study RFR's Prevention, Education, and Emergency Response services providing for: evidence-based service delivery, identifying public safety measures, addressing community risk, and considering future growth in alignment with Richmond's new OCP. The study looks at deployment, resources, and amenities (vehicles and facilities) to enable RFR to deliver services to Richmond taxpayers into the future and in a sustainable manner. The request for proposals is being developed to engage a consultant to deliver a report in late 2014 or early 2015.

### Serving the Customer

To help RFR provide high quality services to the community, RFR:

1. Secured 50% community sponsorship from Canada Western Bank for a mobile education trailer. The tender was awarded and the trailer will be purchased, outfitted and then intended for public launch by Council in 2014. The trailer will be used to deliver fire and life safety education to the community.
2. Received 100 free smoke alarms from the BC Fire Chiefs Association. Fire crews installed the smoke alarms and provided free home safety inspections as part of the service to Richmond seniors at risk. This program is repeating in 2014 in partnership with the Richmond Seniors Association, who will help to identify seniors at risk in the community and coordinate the installation of the smoke alarms.
3. Introduced the Steveston Fire Hall electronic readograph sign. The sign at Steveston Fire Hall was installed, tested, and is now displaying public safety messages. Messages can be programmed remotely from Fire Hall 1.
4. Are creating a place where Richmond citizens can communicate, do business, and access RFR services at [www.richmond.ca/fire](http://www.richmond.ca/fire). A new web page "Connecting with RFR" will be created along with significant changes to the Prevention Services and Community Education areas. Prevention Services changes include e-submission of: fire related permits; fire safety plans; and various service requests. Community Education includes items like booking of: fire hall visits, car seat or home safe inspections, and requesting RFR attendance at community events. The project concludes in 2014.

### Our People

To help RFR be prepared for the future, in 2014, we recruited, hired and trained, fourteen replacement fire fighters who are currently deployed and on their one year probation period. Recent retirements may prompt 2014 fire fighter recruitment.

RFR are also pursuing employee development and health and wellness initiatives including:

- Employee Development - The corporate annual employee performance review and learning plan program was introduced in 2012 to assist individuals with their growth and development. In 2013 RFR linked the employee review and learning plans program with its Leadership Development Initiative (LDI). Leadership is now part of RFR's new fire fighter training program. The leadership qualities, that support a positive cultural transformation, are now posted on RFR's fire fighter career and recruitment webpage. The LDI program supports positive leadership development and presents RFR as an attractive workplace to a perspective and diverse group of new fire fighters.
- Health and Wellness - Completed the job task demand analysis, drill review, medical and training documents for the fourteen fire unionized roles. In addition, an injury analysis report has been completed. The products and information from 2013 are being utilized in 2014 for the benefit of: improved communications with health care providers; focussing therapists or others involved in the care and recovery of employees on the job specific demands for a timely and successful return to work; collection of meaningful injury data for improved decision making and wellness programs to reduce or avoid future similar injuries.

### Financial Strategies

To help RFR be fiscally responsible and sustainable, RFR:

- Awarded tenders for ladder and pump emergency apparatus. Capital reserve funds for Fire-Rescue were used to purchase the two emergency apparatus. The apparatus will be outfitted and intended for public launch by Council in 2014. The 100 ft. ladder ensures RFR has the appropriate equipment to address community risk.
- Implementing Telestaff, an automated telephony staff management computer system. The system will efficiently manage employee rostering, reporting, call-out, and payroll – freeing staff from these administrative duties. The new system will be operational by Q2 2014.

### Sustainability

To help make decisions that consider the environment, economy and community, RFR created an *Environmental Sustainability Plan (2013-2020) for Fire Halls*. The actions within this plan support the City's environmental reduction goals and focus on change in:

People – through behavioural and workplace culture change  
Buildings – through structural and operational enhancements  
Processes – through operational and procedural review and change  
Equipment – through informed purchases of products including equipment & vehicles

Actions in 2013 resulted in a 38t CO2e emission reduction over 2012 and a 62% (297,628L) reduction in landfill destined waste. Actions within the Plan continue in 2014.

**Safe Community**

The replacement of Fire Halls 1 and 3 is progressing with both fire halls being designed and constructed concurrently to meet the 2016 occupancy targets. Negotiations were successfully concluded to incorporate BC Ambulance Service into the combined new fire station No. 3. The work on these projects supports Council's community safety priority for fire hall replacements and strengthens intergovernmental relations.

**Financial Impact**

None

**Conclusion**

RFR is committed to keeping Council informed on the progress it has made with the strategic focus areas outlined in *The Fire-Rescue Business Plan (2012-2015)*. Significant progress has been made since 2012 and RFR anticipates another productive year ahead in 2014.



For John McGowan  
Fire Chief  
(604-303-2734)