The Fire-Rescue Plan 2012–2015
A Community Driven Future
Endorsed by the Mayor and Council of the City of Richmond, March 2012
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Executive Summary

Richmond Fire-Rescue is embarking in a new direction, with the objective of becoming a fire department that delivers services and programs through an approach that balances prevention, education and emergency response. This new direction is based on the belief that prevention, education and emergency response programs must be well established and integrated to have a positive impact on community safety. At the same time, Richmond Fire-Rescue acknowledges the importance of the continued delivery and advancement of its core 9-1-1 emergency Fire and Rescue response services to Richmond.

Richmond Fire-Rescue has taken the initiative to develop a plan using a consultative process that considered input from various stakeholders and is intended to serve as a planning framework for policy, organizational, capital and operational decisions affecting Richmond Fire-Rescue. A path is outlined within the Plan for the short, medium and long term time periods and provides the business plan which embraces the corporate strategic plan that was developed from Council’s Term Goals. In addition, research was undertaken to determine best practices from fire services across North America.

Alignment with Corporate Vision

Richmond Fire-Rescue’s mission is, “To protect and enhance the City’s liveability through service excellence in prevention, education and emergency response.” This contributes to the advancement of the City of Richmond’s corporate vision, “to be the most appealing, livable and well-managed community in Canada”.

Within the City of Richmond’s strategic planning framework, there are eight strategic focus areas which are intended to guide the City’s work programs. To ensure alignment with the City’s vision and the Corporate Strategic Focus Areas, six Richmond Fire-Rescue Targeted Outcomes were identified. The Targeted Outcomes support the Corporate Strategic Focus Areas that the Department has the opportunity to impact through prevention, education, and emergency response. The key findings indicate the focus of the plan should be on competencies for service standards and measures to gauge performance; communications, customer service, and leadership. The competencies were compared to the Corporate Strategic Focus Areas to establish alignment with the Corporate Strategic Plan.

<table>
<thead>
<tr>
<th>Corporate Strategic Focus Area</th>
<th>Richmond Fire-Rescue’s Targeted Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Transformation</td>
<td>Goal oriented, innovative, and striving to continuously improve</td>
</tr>
<tr>
<td>Serving the Customer</td>
<td>Provide high quality services to the community</td>
</tr>
<tr>
<td>Our People</td>
<td>Be prepared for the future</td>
</tr>
<tr>
<td>Financial Strategies</td>
<td>Fiscally responsible and sustainable</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Decisions are made that consider the environment, economy and community</td>
</tr>
<tr>
<td>Safe Community</td>
<td>Prevention focused and responsive</td>
</tr>
</tbody>
</table>
Organizational Transformation

As the provision of fire services becomes increasingly complex, it is important to be able to develop standards against which programs and services can be measured to ensure the level and type of service provided to the community is appropriate for its needs. Richmond Fire-Rescue will:

- Undertake an analysis of service deployment to determine need in terms of risk, population, demographics, and the current and predicted call volume for emergency response.
- Explore moving from level 3 to level 2 in the Fire Insurance Underwriters Ranking. Level 2 in the ranking would provide reduced fire insurance premiums to the business community and residents. The last Fire Underwriters’ Survey was conducted in 1999. The City and Richmond Fire-Rescue have changed significantly since that time; therefore the ranking established in 1999 may no longer be accurate. An investigation of whether there are financial benefits as a result of a change in ranking to the community would be undertaken.
- Leverage technology to maximize prevention and public education messaging opportunities, through both electronic and traditional non-electronic media.
- Develop a planning function within Richmond Fire-Rescue to consolidate the strategic planning initiatives in the various sections of the division, and monitor and evaluate progress of the Fire Plan, and performance measures.
- Develop E-Business solutions in coordination with Information Technology to introduce electronic solutions for permits, plans and bookings. Develop electronic platforms for citizens to interact, obtain permits and submit applications.

Serving the Customer

The City’s demographics illustrate a need to focus on providing customer service, communication, fire prevention and education initiatives that are targeted to various groups whether they be different in ethnicity, age or certain groups at risk.

Richmond Fire-Rescue will:

- Enhance community volunteer partnerships. This includes the desire within Richmond Fire-Rescue of having volunteer groups to help move forward in community education and outreach.
- Create a communication and outreach plan for Richmond Fire-Rescue. This Plan will identify how we can reach the community: what we do; how we do it and when; how much it costs to provide service; and how to better serve the community through service feedback.
• Build on the current public education initiatives to develop a comprehensive Public Education Plan. This includes the creation of program goals including use of resources and timeliness of delivery; and includes the introduction of a system that incorporates a complete examination cycle (monitor, evaluate, recalibrate) of the overall plan for public fire and safety program. In-depth delivery into the community through volunteers and community partnerships; and, a more inclusive delivery of fire and life safety programs by Richmond Fire-Rescue personnel.

• Develop mechanisms and processes to create a system where citizens of Richmond have open access to Richmond Fire-Rescue. This would include requests for service; reporting of hazards and customer complaints; and customer feedback on Richmond Fire-Rescue services utilizing mechanisms such as: web enhancements, and the use of social mediums like Twitter and Facebook.

• Collect feedback through fire staff face-to-face discussions at non-emergency events; community drills and inspections; course evaluations; and/or focus groups.

• Develop a Fire Prevention Service Plan to increase the delivery of fire and life safety information through the development of support materials that recognize the diversity and needs of Richmond through a more inclusive delivery of fire and life safety programs by Richmond Fire-Rescue personnel.

• Update the Fire and Life Safety Bylaw. The current bylaw requires updating to include areas such as high rise access protocols.

• Develop a Staff Resource Plan. Growth in the City, particularly the City Centre will create service delivery areas requiring training and possibly staffing for Technical Rescue, Aircraft Firefighting, Shipboard and High Rise Firefighting.

• At the same time, face to face communication will be expanded with crews at the Fire Halls interacting with their local neighbourhood.

Our People

Richmond Fire-Rescue is preparing for the future by hiring and creating leaders to address the need for an inclusive, diverse and multi-generational workforce. Although great strides have been taken over the past several years, there is always more that can be accomplished.

Richmond Fire-Rescue will:

• Develop a large training site. A partnership proposal has been endorsed by Council. The proposal addresses Fire's need for a large training site to conduct multi company exercises, a variety of other training, and an Emergency Vehicle Driver course.

• Develop a recruitment strategy which enhances diversity. This is to ensure Richmond Fire-Rescue is capable of serving our diverse community.

• Continue to pursue outreach opportunities within the community. This would include firefighter and community partnerships. Potential partnerships, as well joint recruitment programs with other jurisdictions, would be explored.

• Develop and deliver a New Recruit and Probationary Training Program. A holistic program which includes early firefighter rotation exposure to Fire Prevention Officer and other components of the fire service.
• Further enhance the critical incident stress management program. As first responders, Richmond Fire-Rescue personnel are exposed to traumatic events in the course of their work. This program ensures the appropriate training and tools are available to those that may require them.

Financial
Operating a fire service requires significant capital and operating budgets. To ensure fiscal responsibility and sustainability Richmond Fire-Rescue will:

• Diversify the long-term financial strategy. This includes planning for revenue from non-traditional sources: partnerships; seed program funding; grants; fee-for-service; the identification of strategies to pay for new services and addressing the fundamental relationship between Fire and revenue as a performance indicator.

• Introduce an automated system to link and maintain an inventory of all assets, track their management and replacement through reserves. The City recently developed a Capital Asset program to track its combined assets over $50,000. The program identifies the average life span of the asset type with larger cost single items detailing their specific replacement date. Items contained in the Capital Asset program are not always linked to a source of replacement funding.

• Develop a sustainable funding model for vehicles and equipment. The current vehicle and equipment reserve fund is underfunded and will be depleted by 2016. The vehicle and equipment reserve for Richmond Fire-Rescue was reviewed in relation to the overall growth in the City to ensure future needs are met. Careful monitoring of these trends combined with tracking of responses and other critical measures will identify when changes should be considered.

• Conduct a Standards of Response Coverage and future deployment analysis. Richmond Fire-Rescue’s service delivery performance requires analysis as a prelude to future service delivery considerations for apparatus, staffing and fire vehicle dispatch.

• Implement a telephony system. The current method of managing rostering and payroll is inefficient. Funding is in place and a new program is being identified.

Sustainability
In keeping with the Corporate Sustainability agenda, Richmond Fire-Rescue will make decisions that consider the environment, economy and community by:

• Developing relationships with the Port Authorities to ensure collaboration and cooperation for a coordinated approach to service delivery. The Port Authority, and in particular the Fraser Port site, have specific requirements with respect to the provision of fire services. To ensure these are provided in as effective a manner as possible it is important to ensure a cooperative approach to service delivery.

• Developing an environmental sustainability plan for Fire Halls. In keeping with the City’s corporate focus on sustainability, new Fire Hall facilities are currently built to LEED gold standard. These facilities are well positioned to incorporate environmentally sustainable initiatives into day-to-day operations.

• Supporting the Corporate Waste Management Target through participating in ongoing solid waste management and recycling initiatives.

• Promoting the Corporate Energy Reduction goals through in-house training of staff and embracing energy reduction initiatives as well as recognizing staff for high levels of participation.
• Strategically managing the delivery of operational fuel uses through existing Public Works delivery systems to create synergies and reduce vehicle emissions and costs.

Safe Community

As part of Law & Community Safety, Richmond Fire-Rescue is committed to working in partnership with other City departments to identify needs and provide services within Richmond. Richmond Fire-Rescue will:

• Re-evaluate the Home Safe Inspection Program. This program, utilized by Richmond Fire-Rescue several years ago, has the potential to provide prevention programs to the community at the neighbourhood level. More work is required to determine the benefit of the program vs. staffing required.

• Create and implement a pilot emergency trail marker system. The number of trails and parks located within the City requires a system of directional signage. The system should be developed to be used by multiple agencies, such as Parks, Fire, Police, Community Bylaws and Ambulance.

• Develop an outreach strategy for linking fire halls to the communities they serve. In response to the community consultation regarding enhancing customer service this would involve firefighters in their local neighbourhood acting as ambassadors and soliciting input from the community, in addition to providing training and education on prevention.

The Plan provides Council, City Administration and Richmond Fire-Rescue with the framework and analysis necessary for informed, objective decision making. The Plan lays out strategies and initiatives which support the direction of becoming a prevention-focused department by embracing Council Term Goals which are the cornerstone of the established Corporate Strategic Focus areas.

As Richmond Fire-Rescue begins the plan implementation, they will regularly communicate on its progress through the appropriate senior administrative reporting channels. Through this process, any potential future needs will be identified and reported to Council.
Fire Chief’s Message

As Richmond’s Fire Chief I am proud of the men and women who serve our citizens with courage, skill, and integrity. The Fire-Rescue Plan is important as it links together and advances the City’s vision, Council’s community safety goals and Fire-Rescue’s mission. Through the implementation of strategies and actions, Richmond Fire-Rescue will move toward a new service delivery model which balances prevention, education and emergency response. The Plan focuses on advancing competencies to enhance organizational transformation, customer service, communications, our people, financial integrity and Richmond’s place as a safe community which are the foundation of the Corporate Strategic Focus areas and fully supported throughout this plan.

Although the Plan contains targets designed to stretch the organization in pursuit of its mission, Richmond Fire-Rescue acknowledges the importance of the continued delivery and advancement of its core 9-1-1 emergency Fire and Rescue response services.

As Richmond Fire-Rescue moves forward with its service delivery in a complex and demanding environment, the Plan will serve the citizens of Richmond, Council, community safety stakeholders and the staff of Richmond Fire-Rescue into the future.

This Plan represents the work of many Richmond Fire-Rescue members and is a result of looking critically at values, philosophies, beliefs, service delivery, and our culture. The consultation process used allowed the development of a Plan that is well grounded and easily supported by its stakeholders.

I believe this Plan, and our continued partnership approach to community safety will ensure Richmond Fire-Rescue’s position as a leader within the British Columbia Fire Service. Our desire for innovation contained within the Plan and our commitment to excellence demonstrates our aim to be a fire service leader in Canada.

John McGowan
Fire Chief, Richmond
Introduction

Traditionally, fire services developed plans which focused on the identification of fire hazards and establishing the appropriate mitigation response. However, fire services have evolved considerably over the last 20 years. The concept of a fire plan in a modern day department is far more complex and robust.

There is an increased focus on prevention and education activities to improve community safety, and efficiently manage and mitigate the breadth and depth of hazards and emergency response demands. Due to the changing nature of cities there is a wider range of hazards than in the past, including medical incidents, hazardous materials, complex fire incidents, and large scale emergencies.

In response to the increasing complexity of issues facing Fire Services, the planning to address these hazards has broadened. Rather than a particular focus on emergency response, a more holistic approach to planning is required that scrutinizes every aspect of a department.

“Prevention, Preparedness, and Response are the key components of service delivery. They work on the underlying principle that safety is everyone’s responsibility”.\(^1\)

The Plan takes into account how the division interacts with other areas of the City organization, and considers input from external stakeholders and the public. The Fire-Rescue Plan takes into consideration the three primary responsibilities within the Department – Prevention, Education and Emergency Response, with the accompanying internal support services required.

The purpose of the Plan is to provide Council with a framework for policy, organizational, capital and operational planning decisions. The Plan is intended to provide the Department with the overall direction to be followed for the next several years identifying the Department’s priority areas, and within those areas specific initiatives for the short, medium and long term.

Care was taken to ensure, that throughout its development, the Plan was in compliance with Council’s plans and the City’s strategic vision. The Plan is strategically aligned with the City’s Corporate Strategic Focus Areas. This alignment was achieved through the identification of a targeted outcome for each Strategic Focus Area.

Finally, as Richmond Fire-Rescue is a key service provider within the Law and Community Safety Department, the Plan supports and is aligned with the department’s overall planning priorities.

\(^1\) City of Richmond website, [www.richmond.ca/safety/overview.htm](http://www.richmond.ca/safety/overview.htm)
Where We Are Today

This section provides an overview of the environment in which Richmond Fire-Rescue operates today, and identifies future trends with respect to the City's demographics.

This section also provides the findings and recommendations identified through the consultation process. It is an evaluation of trends, opportunities, potential risks and challenges affecting the Department, as well as an assessment of what is working well or needs improvement within the Department.

Current and Future Conditions in Richmond

The City of Richmond is situated on an island bounded by the Fraser River and Salish Sea, with an area of 129 square kilometres, and an estimated population of 199,141\(^2\) residents in 2011. It is a diverse community with residents from 125 ethnic backgrounds. Since 1999, Richmond’s population has increased by 13%. By 2021, Richmond’s population is expected to reach 225,000\(^3\).

One of our significant community partners, the Vancouver International Airport (YVR) situated in the northwest corner of the City, is a major transportation hub. In 2010, YVR had 16.8 million passengers, and more than 293,000 aircraft take-offs and landings. These numbers will increase as the airport continues to expand according to its 20 year master plan “YVR: Your Airport”. YVR is a significant employment centre with 23,600 employees in 2010. YVR houses large amounts of jet fuel on airport land, with a jet fuel line running east to west across the north end of Lulu Island. Canada Post is planning to construct a 700,000 square foot mail processing plant on a portion of 42 acres of land at YVR; the largest Canada Post facility in Canada. Construction of this new project is underway and is expected to be fully operational by 2014.

The Fraser Port includes mixed, port terminal and industrial park uses. Similarly, the Fraser Port sees high volumes of ship traffic and is surrounded by a number of large warehouses. Since the area has deep-sea berthing capacity, approximately 200 acres are reserved for deep-sea and coastal terminal development, with a potential for up to four berthing facilities\(^4\).

Although Richmond has grown and evolved into an urban centre, a significant portion of the City’s land area remains agricultural and within the Provincial Agricultural Land Reserve. As such, Richmond’s ability to expand the physical footprint of the developed portion of the City is confined, for the most part, to the west side of Lulu Island.

The OCP Update to 2041 is currently underway, with completion anticipated in 2012. Council has endorsed that the OCP update will emphasize moving more towards sustainability; managing growth outside the City Centre, building on the existing City building blocks (e.g., City Centre densification, ALR, single family neighbourhoods, parks, transportation, and sustainability initiatives).\(^5\)

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2 BC Stats, Ministry of Labour and Citizens’ Services, September 2011
3 Metro Vancouver Regional Growth Strategy Projections Population, Housing and Employment, 2006–2041, Assumptions and Methods, December 2011, p.17
4 Port Metro Vancouver – Consolidated Land Use Plan 2010, p.39
5 2041 OCP Update – First Round of Public Consultation Findings & Next Steps Report to Committee, City of Richmond, May 27, 2010, p.3

Prevention | Education | Emergency Response
The City Centre Area Plan will have a significant influence on the City’s urban landscape. The demand for affordable housing and the number of people living in the City Centre is expected to grow over the next 10 years. Richmond Fire-Rescue will be impacted most specifically by the direction of significant growth towards the City Centre consisting of compact, higher density urban villages which are expected to result in more mid to high rise dwellings.

As the City continues to grow, its population is also changing. Like the rest of Metro Vancouver the City’s population is aging, with the greatest increase in the 55-64 age range. The City is also multiculturally diverse. Immigrants make up 57.4% of the City’s population, the highest proportion of any municipality in Canada. The proportion of the population whose mother tongue is not English continues to increase – 58.7% in 2006.

In addition to these changes, Richmond is implementing modifications to the transit infrastructure to support sustainable and alternate transportation modes. Richmond’s streets are being built to reflect narrower, European style streets. Trails and paths are being developed to encourage pedestrians and cyclists. As a result of these changes Richmond is experiencing more green vehicles. Its trails, paths and streets are seeing increased pedestrian, cyclist and vehicle volumes.

Richmond has become known as the home of world class major event venues. The number of major events hosted in Richmond will increase resulting in intermittent spikes in the City’s population and an increased demand for services and access to major event venues.

**Richmond Fire-Rescue Responsibilities**

Richmond Fire-Rescue’s responsibilities with respect to current and future buildings and structures in the City are to provide fire prevention and emergency response services. These buildings and structures have an estimated total improvement value, according to the 2009 authenticated roll, of $15 billion. Richmond Fire-Rescue protects the safety of over 199,000 Richmond residents, over 100,000 workers in 12,000 businesses, as well as the large numbers of visitors to the airport, major events or to tourist destinations in the City.

The insurance industry funds the Fire Underwriters Survey program. This program routinely examines the level of public fire protection in communities and gives recommendations for improvement. A ranking system is used with a scale of 1 to 10, one being the highest level of fire protection. This ranking takes into account many factors: water supplies and distribution; fire department operations, communications and fire safety control within the community. These rankings are used by the insurance industry to calculate premiums on commercial and residential properties. The last Fire Underwriters Survey conducted in Richmond was in 1999. At that time, Richmond moved from a Class 4 to Class 3 ranking.

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6 Richmond Official Community Plan, City Centre Plan, Bylaw 7100, Schedule 2.0, September 14, 2009
7 Richmond Official Community Plan, City Centre Plan, Bylaw 7100, Schedule 2.0, September 14, 2009, p.1-1
8 City of Richmond Hot Facts, 2006 Census Profile of Richmond, revised April 14, 2008
Generally, these surveys are conducted approximately every ten years, therefore it is likely that the City can expect to undergo a Fire Underwriters Survey sometime during the course of The Plan.

Richmond Fire-Rescue provides prevention services through an inspection program, a fire investigation program, and building and fire safety plan reviews. Richmond Fire-Rescue works closely with City Building Approvals in the review of building plans to ensure all matters that affect fire and life safety are addressed. Scheduled inspections are performed to ensure residential, business and industrial establishments comply with the BC Building and Fire Codes, and Fire and Life Safety Bylaw No. 8306. Richmond Fire-Rescue is responsible to inspect approximately 10,800 of 84,000 properties within Richmond and conducts regularly scheduled inspections based on building occupancy risk level. In addition, building owners’ fire safety plans are also reviewed. Richmond Fire-Rescue does not review plans for small building renovations or building plans for structures under federal jurisdiction such as YVR or Fraser Port.

The Electrical and Fire Safety Inspection program, which falls under the Property Maintenance Bylaw, and developed under the new BC Safety Standards Act legislation, provides a means for Richmond Fire-Rescue to receive information from BC Hydro on residential properties which consume excessive levels of electricity. From this information, fire safety inspections can be performed to ensure there are no safety risks.

In addition, Richmond Fire-Rescue investigates every fire incident in Richmond as required by the BC Fire Services Act and reports the cause and origin of the fire to the Office of the Fire Commissioner.

Today, community partnerships and the delivery of educational programs that focus on fire prevention and harm prevention are the focus of Richmond Fire-Rescue’s education program. One-off events such as open houses are planned and executed. Specific, ongoing programs include: infant car seat, home safe, school visits and fire drills, falls prevention, meth watch and fire safety for English as a Second Language. Community partnerships are also cultivated with Richmond School District, Richmond Chamber of Commerce, Vancouver Coastal Health Authority and Safe Communities Richmond.

The City’s primary public safety providers are Fire-Rescue, the RCMP, Emergency Preparedness, and Community Bylaws. They work in partnership with each other as part of Law and Community Safety, and together with City departments, local and provincial agencies to identify needs and provide services in Richmond. Richmond Fire-Rescue is also one of the three primary 9-1-1 emergency service providers (Fire, Police, Ambulance) in the City of Richmond who deliver services 24/7/365.

Currently, Richmond Fire-Rescue responds to 9-1-1 emergencies that include fires, motor vehicle incidents, medical situations, and other emergency calls as shown in the following table. Over the last three years, the level of emergency response service provided by Richmond Fire-Rescue has remained stable. The proportion of responses has remained consistent with medical calls making up approximately 51% of total alarms. The remaining calls were to address fires, hazardous materials, motor vehicle incidents, public hazard, public service and technical rescue incidents.
Richmond Fire-Rescue 9-1-1 Calls for Service

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Medical Incidents</td>
<td>4,688</td>
<td>4,187</td>
<td>4,583</td>
<td>4,709</td>
<td>4,668</td>
</tr>
<tr>
<td>Fires</td>
<td>491</td>
<td>458</td>
<td>538</td>
<td>451</td>
<td>399</td>
</tr>
<tr>
<td>Motor Vehicle Incidents</td>
<td>1,506</td>
<td>1,424</td>
<td>1,305</td>
<td>1,202</td>
<td>1,154</td>
</tr>
<tr>
<td>Hazardous Materials Incidents</td>
<td>129</td>
<td>125</td>
<td>116</td>
<td>106</td>
<td>108</td>
</tr>
<tr>
<td>Explosions</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Public Hazard Calls</td>
<td>215</td>
<td>214</td>
<td>216</td>
<td>202</td>
<td>138</td>
</tr>
<tr>
<td>Public Service Calls</td>
<td>760</td>
<td>717</td>
<td>710</td>
<td>691</td>
<td>637</td>
</tr>
<tr>
<td>Technical Rescue Incidents</td>
<td>13</td>
<td>6</td>
<td>8</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>Fire Alarms Ringing</td>
<td>1,680</td>
<td>1,857</td>
<td>1,764</td>
<td>1,684</td>
<td>2,030</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>9,484</strong></td>
<td><strong>8,989</strong></td>
<td><strong>9,240</strong></td>
<td><strong>9,048</strong></td>
<td><strong>9,141</strong></td>
</tr>
</tbody>
</table>

Operating Budget

Richmond Fire-Rescue’s 2011 contractual costs for wages represent 97.12% of its annual operating budget.

Each year, Richmond Fire-Rescue explores opportunities to gain efficiencies in their operating budget for example: gas (natural and vehicle) consumption; electrical consumption; uniform purchases and maintenance of equipment.
Capital Budget

Richmond Fire-Rescue replaces its apparatus and equipment from its Equipment Replacement Reserve Fund. Replacements are based on fire industry national standards and an individual assessment of the condition of the capital asset. Buildings and Information Technology capital costs reside in other City Departments’ capital budgets. The City currently contributes $683,300 annually to the Equipment Replacement Reserve Fund. The Reserve receives interest which is allocated back into the fund.

The following table details recent and anticipated capital expenses, the annual reserve contribution and balance.

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</thead>
<tbody>
<tr>
<td>OPENING BALANCE</td>
<td>1,152,498</td>
<td>1,712,660</td>
<td>1,166,513</td>
<td>400,743</td>
<td>732,718</td>
<td>559,413</td>
<td>363,038</td>
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<tr>
<td>Annual Reserve Contribution</td>
<td>683,300</td>
<td>683,300</td>
<td>683,300</td>
<td>683,300</td>
<td>683,300</td>
<td>683,300</td>
<td>683,300</td>
</tr>
<tr>
<td>Purchases</td>
<td>-181,000</td>
<td>-1,263,700</td>
<td>-1,472,400</td>
<td>-359,340</td>
<td>-871,260</td>
<td>-890,863</td>
<td>-2,325,674</td>
</tr>
<tr>
<td>Interest</td>
<td>57,862</td>
<td>34,253</td>
<td>23,330</td>
<td>8,015</td>
<td>14,654</td>
<td>11,188</td>
<td>0</td>
</tr>
<tr>
<td>BALANCE</td>
<td>1,712,660</td>
<td>1,166,513</td>
<td>400,743</td>
<td>732,718</td>
<td>559,413</td>
<td>363,038</td>
<td>-1,279,336</td>
</tr>
</tbody>
</table>

Fire-Rescue is currently engaged with the Finance Department to create a sustainable solution which allows the continuation with its planned replacement strategy.

Consultation Findings

The consultation process included focus groups with citizens, community partners and Richmond Fire-Rescue staff, City staff; both web and paper based surveys; and interviews with key stakeholders (Appendix II).

Through the focus groups and surveys, groups were asked to rate:
1. The importance of prevention, education and emergency response.
2. Richmond Fire-Rescue’s performance in the areas of prevention, education and emergency response.
3. The importance for Richmond Fire-Rescue to:
   a) Be goal oriented, innovative and strive to continuously improve.
   b) Provide high quality services through partnerships with community stakeholders.
   c) Ensure that Richmond remains a safe and desirable City.
   d) Ensure it has a workforce to serve the City now and into the future.
   e) Ensure it has the capacity to fulfill the needs of our customers and the division’s personnel now and into the future.
4. Richmond Fire-Rescue’s performance against each of the above statements.

The most important objective identified by citizens and community partners, was to “ensure Richmond remains a safe and desirable city through an interdisciplinary approach to safety”.

Prevention | Education | Emergency Response
This objective was followed by “ensuring Richmond Fire-Rescue has the capacity to fulfill the needs of customers and the division’s personnel now and into the future”.

All groups expressed limited knowledge of Richmond Fire-Rescue’s prevention and education programs, and it was clear that emergency response is the top priority for stakeholders.

The focus groups, interviews and surveys conducted with community partner; staff consultation; and the assessment of Richmond’s changing environment highlighted a number of requirements and competencies required to enhance existing Richmond Fire-Rescue practices and the ability to respond to potential future risks. These competencies were compared to the Corporate Strategic Focus Areas. The Corporate Strategic Focus Areas that were consistent with the competencies identified were:

- Organizational Transformation
  - Service Standards & Performance Measurement
  - Communication
- Serving the Customer
- Our People

Using the Corporate Strategic Focus Areas identified above, an in-depth investigation was conducted into the practices of four North American fire services (Appendix III), selected from across the continent. As well, an analysis of the programs and services currently provided by Richmond Fire-Rescue was undertaken to identify areas of competence or suggested improvement.

**Consultation Recommendations**

These recommendations are based on the Corporate Strategic Focus Areas and are related to the environmental scan of the changing conditions in Richmond as a community, the services Richmond Fire-Rescue provides, as well as the consultation process that was conducted including all groups.

**Organizational Transformation**

**Service Standards and Performance Measurement**

Research has shown that progressive fire-rescue departments define performance measures and service standards for their programs. Ongoing reporting and monitoring enables departments to assess their performance and identify areas for improvement. These performance measures are publicly reported on a regular basis. The frequency of reporting varies from monthly to annually and in some cases, departments report the information on their web sites in an open data format. This provides transparency and increased accountability to all stakeholders.

Performance reporting, through a Standards of Response Coverage analysis is used by other fire-rescue jurisdictions to assess future requirements. The need for updated or new equipment is impacted by city growth and the type (and height) of structures being protected. Careful monitoring of these trends combined with tracking of response time, ability to contain fires to room of origin and other critical measures would identify when changes should be considered.

The Standards of Response Coverage analysis looks at a full range of activities within a professional fire service including: training, staffing, equipment, maintenance, emergency response and prevention. The analysis reflects statistical need in terms of risk, population,
demographics, current and predicted call volume for emergency response. The analysis documents and evaluates emergency response deployment including, but not limited to, fire hall locations, shift scheduling, staffing levels, apparatus type and location, specialty teams and mutual aid considerations. A Standard of Response analysis is a critical element as it is the first step in the creation and evaluation of response coverage.

At the present time, performance measurement tracking and reporting is lacking at Richmond Fire-Rescue. This is due in part to a lack of time and resources to analyze the data and more importantly the adoption of standards and performance measures. Richmond Fire-Rescue needs to capture, track, analyze and report on the details required to support effective decision-making. This is being partially addressed in Richmond Fire-Rescue’s 2012 Work Plan but further work in this area is required and supported through the following recommendation.

Organizational Transformation Recommendations:
1. That a Standards of Response analysis be undertaken on emergency fire and rescue services, and
2. That performance measures be identified and presented in a Report to Council for consideration.

Communication
Reviews of other jurisdictions have shown that many types of media are used to support a focus on recruitment, community partnerships and education. The web presence of many of these jurisdictions has increased and improved significantly. Compared to others researched, Richmond Fire-Rescue’s site is not easily found or navigated. Best practices identified from the review of fire-rescue websites visited in Canada, the US and UK included:

• transparency of performance statistics (in some cases in ‘real time’ published on the web site pages)
• social interaction (including Facebook, YouTube, Twitter, video and news streaming)
• education for adults, youth and children (with interactive sites) – listing all programs that are delivered, with schedules
• on-line forms and downloads
• community partnerships (highlighting community events and joint activities with the fire-rescue departments)

Communication and awareness of the services offered by Richmond Fire-Rescue has been identified by Council, citizens and stakeholders as a focus area for Richmond Fire-Rescue. From the external customer’s perspective, Richmond Fire-Rescue needs to develop tools to communicate the types of non-emergency services and programs that are offered and how to access those services; highlighting community events and investigating the use of social media tools.

A Communication Plan which recognizes the diversity of the people who are served by Fire-Rescue needs to identify in detail any gaps in the current forms of communication to internal stakeholders, specific demographic groups, and strategies to address these areas. Care needs to be taken to ensure communication tools and strategies are consistent with the City’s Corporate Communications.
Communication Recommendation:

1. That Richmond Fire-Rescue create a non-emergency communications plan that identifies opportunities in a multi-year work plan to enhance its internal and external communication capabilities.

Serving the Customer

Over the last 3-5 years, other fire-rescue departments have used peer review, internal audits and customer satisfaction surveys to assess needs. In addition, departments have provided customers with processes to provide customer feedback and easily accessible information on their web sites.

Using the feedback from customers, fire-rescue departments tailor their programs to the needs in their community and work with community partners on defined programs that focus on extending the role of firefighter to community helper – all with the goal of preventing emergencies, reducing risk and preventing harm.

Richmond Fire-Rescue does not currently have a mechanism in place to gather community input in a standardized and consistent manner. There is however a regularly monitored email address – fire@richmond.ca, which receives between 80 and 100 emails per month. There is no link to the City’s web-based feedback form, nor is there a system to track issues and facilitate action towards improved customer service.

While educational programs are delivered in the community, there is no evaluation process in place to assess the content and effectiveness of these programs.

While Richmond Fire-Rescue has developed a solid foundation in educating the community on fire and harm prevention, it needs to influence more members of the community. Programs and materials which accommodate the demographics in the City should be developed. Examples of initiatives include working with specific groups such as Richmond public schools, seniors and multicultural groups; introducing multi-lingual messaging through a variety of communication mediums and collecting/analyzing data for trend analysis.

Richmond Fire-Rescue should work with the City’s social planning section and not-for-profit agencies in Richmond to identify relevant social planning issues and groups at risk. This would include Richmond Fire-Rescue’s involvement in planning, program development, emergency response partnerships and preventative inspections.

Richmond Fire-Rescue should enhance its ability to identify and address issues that impact its community in a more proactive manner. Suggestions for improvement include:

- Involving firefighters in the community to not only provide prevention and education training, but also to act as ambassadors of Richmond Fire-Rescue and actively solicit community issues and concerns.

- Establishing a feedback management process that includes:
  - A tracking and reporting system to monitor feedback and improvements.
  - Customer service standards for response to community/citizen feedback, (an example of a standard would be acknowledging emails within 24 hours).
  - On-line and paper based forms to capture community/citizen feedback.
  - A defined process for addressing feedback, together with a process to action improvements.
• Creating a customer satisfaction program to identify gaps in current service delivery. This program could include:
  - A customer experience survey.
  - Community forums, with standard methods to rate performance.

**Serving the Customer Recommendations:**
1. That educational programs and materials which recognize and accommodate the demographics in the City be developed through community partnerships and City Hall partners.
2. That Richmond Fire-Rescue proactively identify and address trends and issues that would have a positive impact on community safety with the goal of preventing emergencies, reducing risk and preventing harm.
3. That a customer service satisfaction processes which allows for feedback, tracking and evaluation be developed.
4. That customer access to information and service be increased.

**Our People**

Like many other organizations, Richmond Fire-Rescue is preparing for the future by hiring and creating leaders to address the needs of a diverse and multigenerational workforce. Richmond Fire-Rescue has made great strides over the past several years in developing outreach and recruitment tools to increase its diversity.

During the Learning Interviews, the four North American Fire Services were asked to identify some of their human resource initiatives. Examples these agencies are actively pursuing and updating include:

• Mechanisms that facilitate the entry of required recruits including partnerships with college and university programs.
• Joint recruiting programs with other emergency response operations in their jurisdictions and neighbouring jurisdictions.
• Joint training programs and shared training facilities with neighbouring jurisdictions.
• Mentoring programs for identified future leaders.
• Enhancing relationships and cooperative programs with internal corporate departments such as Human Resources.

Richmond Fire-Rescue must ensure it has the capacity to provide excellent service to the community. The creation of a comprehensive recruitment and outreach strategy should include looking at demographic and generational barriers and how they might be addressed, with the potential for changes to recruitment and training practices. This strategy may lead to partnerships with other Fire-Rescue departments and universities. Joint programs with Corporate Departments and neighbouring jurisdictions should be undertaken, together with a greater involvement with community colleges and universities to support and possibly reduce the time and resources required for internal training of recruits.
Although recruiting assists in building an inclusive department, the current workforce culture must be receptive and inclusive to differences in employees and the citizens. To build on current successes, more internal training is needed. In advance of these activities, Richmond Fire-Rescue must ensure that the current organizational alignment and assignment of roles and responsibilities is appropriate to address the mission and targeted outcomes.

Richmond Fire-Rescue is developing the leadership skills of its employees. Leadership competencies that align with the City’s competency framework have been developed. The competencies form a large part of the areas of evaluation in the Employee Evaluation Program. Training has been begun to build the knowledge and skills within the Leadership Competency Model. These competencies are focused on the people skills necessary to develop a more balanced firefighter and leader that has all the technical and people skills to serve the community.

**Our People Recommendations:**
1. That a comprehensive and inclusive recruitment and outreach strategy be developed.
2. That Richmond Fire-Rescue review its current organizational alignment and assignment of roles and responsibilities to ensure it is appropriate to address the mission and targeted outcomes.
3. That further diversity education and training be delivered and ongoing.
4. That updated job specifications, descriptions, career path coaching and evaluation be completed.
5. That Richmond Fire-Rescue work with Corporate Human Resources to address programming for leadership training and to investigate the potential for collaborating with neighbouring universities and post secondary institutions.
Our Planning Roadmap

The Fire-Rescue Plan is grounded in research and was developed through a participatory process. The steps Richmond Fire-Rescue took to develop the Plan are outlined below.

Background Research

The assessment undertaken included a review of 28 documents to identify trends, challenges or opportunities impacting Richmond Fire-Rescue (Appendix I). These documents included:

- The City’s planning documents such as, the City Centre Area Plan, the Richmond Major Events Plan, the Richmond Waterfront Strategy, and work undertaken to date on the OCP to 2041.
- Plans from other authorities which reside in the City such as the Fraser Port Authority Land Use Plan and YVR’s “YVR: Your Airport 2027 20-Year Master Plan”.
- Documents specifically related to the delivery of fire services. These included the Dangerous Goods Spill Response Plan, the Greater Vancouver Mutual Aid Agreement, the RCMP Master Plan and the Richmond Emergency Management Plan.

Stakeholder and Staff Consultations

The AtFocus consulting group was retained to conduct the stakeholder and staff consultations. An extensive consultation process with Council, City Administration, the public, stakeholders, and staff within Richmond Fire-Rescue and other City departments was undertaken. The process included the use of public open houses, focus groups, workshops, web and paper based surveys, and individual interviews (Appendix II).

Learning Interviews

The AtFocus consulting group conducted interviews and research to identify leading practices in the fire-rescue industry. Four fire-rescue departments (Edmonton; Saskatoon; Tempe, Arizona; and Toronto) were selected from across North America and interviewed based on their size, similarity to Richmond and/or their role in the fire-rescue industry as leaders (Appendix III). The learning interviews were designed to address areas where the consultants identified a gap based on their review and understanding of Richmond Fire-Rescue and their knowledge in general regarding fire services and strategic planning.

Risk Assessment

Information collected from background research, the corporate planning framework, staff and stakeholder consultations, learning interviews and a high level comparison of Richmond Fire-Rescue’s current programs to industry benchmarks was analyzed. Planning workshops were held with community partners, stakeholders, Law and Community Safety peers, emergency service providers and Richmond Fire-Rescue’s senior leadership to gather input.

In 2006, an extensive environmental scan of Richmond Fire-Rescue was carried out by the Centre for Public Safety Excellence using standards established by the Commission on Fire Accreditation International. The findings from the 2006 environmental scan are consistent with the assessment undertaken in the development of this Plan.
Plan Development

The Richmond Fire-Rescue Plan was developed through a series of discussions and workshops involving the Richmond Fire-Rescue leadership team, staff and IAFF 1286 representatives. This collaborative and inclusive process was designed to share and analyze the learning interviews, the stakeholder and staff consultation, and risk assessment results. The product of these workshops was an identification of Richmond Fire-Rescue’s Targeted Outcomes, prioritized strategies and action items.
Our Destination
Integrated Prevention, Education and Emergency Response Service Delivery

“The world is more complex and demanding than it was 50 years ago and the fire service needs to evolve.

In order to save more lives, reduce injuries and protect the environment more effectively a fundamental change is required.”

— Tony McGuirk, Chief Fire Officer, Merseyside Fire & Rescue Service, England 2010

The goal of Richmond Fire-Rescue is to become a leader amongst Fire Departments across British Columbia. This is to be achieved through the implementation of a prevention-focused service delivery model.

In recent years the importance of fire prevention and education, and how they are integrated with emergency response in a modern Fire Department has taken on greater significance.

“What is needed now is a system to tackle the problem before fire starts. The new emphasis must be on the prevention of fire, rather than the methods of dealing with fire after it has started. The approach should be grounded in community fire safety; the Fire Service has to engage more with the community to prevent fire.”

This concept of a prevention based model is reflected in the 2041 OCP Update currently underway. Under the topic of a Safe City, one of the proposed objectives is to provide a “framework for a safe community that incorporates a prevention focused, citizen engagement and public education model”.

To this end Richmond Fire-Rescue has been working towards implementing a prevention-based model of community safety. This model is based on a belief that prevention, education and emergency response programs must be well established and integrated to have a positive impact on community safety. This not only includes how Richmond Fire-Rescue functions internally, but in how this model can be applied to working on joint initiatives with Community Safety stakeholders and members of Law & Community Safety – the RCMP, Community Bylaws and Emergency Programs.

Long-Term Strategies and Action Plans

“A Master Fire Plan is a strategic blueprint for fire protection that addresses all local needs and circumstances based upon costs the community can afford. It also makes significant findings and recommendations relating to fire risks and hazards, fire protection capabilities, public education, fire risk reductions and management, community preparedness and response, and funding and fiscal measures relating to fire protection.

The benefit behind Master Fire Planning is that it allows municipalities and fire departments to provide a systematic and comprehensive approach to evaluating risk and existing capabilities within a municipality and the fire department. It also helps formulate and communicate strategic direction and highlights opportunities for optimizing service delivery, in each municipality. Because members of the public, fire departments and council

10 City of Richmond Website, Proposed 2041 OCP Update Concept Staff Report, April 4, 2011
participate in the development of a Master Fire Plan it also provides an objective basis to support decision-making with respect to community fire protection and prevention services needs.”

The Plan provides Richmond Fire-Rescue and Council with the data and analysis necessary for informed, objective decision making. The Plan lays out the strategies and timelines, which can be categorized as short (1 year), medium (2-5 years) or long term (up to 10 years). Many of the short and medium term strategies are intended to establish the foundation upon which to build long term strategies. The strategies in the Richmond Fire-Rescue Plan support the goal to become a prevention-focused Department, delivering services and programs that aim to prevent or mitigate harm in the community.

The Route to Follow

Richmond Fire-Rescue’s goal of becoming a leader amongst Fire Departments within BC is built on the implementation of a prevention-focused service delivery model. This goal is ambitious but achievable. The initial work of understanding the current conditions in the City and region, analyzing Richmond Fire-Rescue’s existing service delivery and researching best practices in leading Fire Services across North America is complete. As a result of this foundational work, a series of focused strategies has been identified which are intended to guide Richmond Fire-Rescue’s work in achieving their goal.

Targeted Outcomes and Strategies

Richmond Fire-Rescue’s overarching goal is to transition to a prevention focused service delivery model, which enhances prevention and education services responsive to community needs, community safety and harm reduction, while at the same time continues to improve emergency response. Richmond Fire-Rescue acknowledges the importance of the continued delivery and advancement of its core Emergency Response services. It also recognizes that by engaging the community in prevention and education, the delivery of fire and rescue services into the future could be more sustainable.

In this section, strategies to be undertaken within each of the Targeted Outcomes are set out. These items will require further investigation and research. A more detailed business case will be developed to address the highest priority strategies with an accompanying report to Council. Should any of these items have financial implications they will be incorporated into the budget process and form part of Richmond Fire-Rescue’s budget request for Council’s consideration.

The strategies identified are aligned with the Corporate Strategic Focus Areas and fall under the Targeted Outcomes identified by Richmond Fire-Rescue.
Corporate Strategic Focus Area: Organizational Transformation
Targeted Outcome: Be goal oriented, innovative and strive to continuously improve

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<tr>
<th>Key Initiative</th>
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<tr>
<td>Explore moving from Level 3 to Level 2 in the Fire Insurance Underwriters Ranking</td>
<td>The Fire Underwriters’ Survey was conducted in 1999. The City and Richmond Fire-Rescue have changed significantly since that time. The ranking established in 1999 may not be accurate. This would include a review of Richmond Fire-Rescue and explain the benefits of moving to Level 2 in the ranking to potentially provide reduced fire insurance premiums to the business community and residents. In relation to the Fire Insurance Underwriters Ranking, investigate whether there are tangible financial benefits to the community.</td>
<td>Long Term</td>
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<tr>
<td>Leverage technology</td>
<td>Maximize prevention and public education messaging opportunities, through both electronic and traditional non-electronic media. Increase Fire-Rescue’s reporting and data analysis capabilities.</td>
<td>Short Term</td>
</tr>
<tr>
<td>Develop a planning function within Richmond Fire-Rescue</td>
<td>The purpose of the planning function is to consolidate the strategic planning initiatives in the various sections of the department, and monitor and evaluate progress of the Fire Plan, and performance measures.</td>
<td>Short Term</td>
</tr>
<tr>
<td>Develop E-Business solutions</td>
<td>In coordination with Information Technology introduce electronic solutions for permits, plans and bookings. Develop electronic platforms for citizen to interact, obtain permits and submit applications.</td>
<td>Short Term</td>
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## Corporate Strategic Focus Area: Serving the Customer

**Targeted Outcome:** Provide high quality services to the community

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<tr>
<th>Key Initiative</th>
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<tr>
<td><strong>Enhance Community Volunteer partnerships</strong></td>
<td>This includes the desire within Richmond Fire-Rescue of having volunteer groups adjoined to Richmond Fire-Rescue to help move forward in community education and outreach.</td>
<td>Long Term</td>
</tr>
<tr>
<td><strong>Create a communication and outreach plan for Richmond Fire-Rescue</strong></td>
<td>This Plan will identify how Richmond Fire-Rescue can reach the community: what we do; how we do it and when; how much it costs to provide service; and how to better serve the community through service feedback.</td>
<td>Medium Term</td>
</tr>
<tr>
<td><strong>Build on the current public education initiatives to develop a comprehensive Public Education Plan</strong></td>
<td>This includes the creation of program goals including use of resources and timeliness of delivery and a system that incorporates a complete examination cycle (monitor, evaluate, recalibrate) of the overall plan for public fire and safety program. In-depth delivery into the community through volunteers and community partnerships; and, a more inclusive delivery of fire and life safety programs by Richmond Fire-Rescue personnel.</td>
<td>Medium Term</td>
</tr>
<tr>
<td><strong>Develop mechanisms/processes to create a system where citizens of Richmond have open access to Richmond Fire-Rescue</strong></td>
<td>This would include requests for service; reporting of hazards and customer complaints; and customer feedback on Richmond Fire-Rescue services utilizing mechanisms such as: web enhancements; use of social mediums like Twitter and Facebook. The Collection of feedback through: fire staff face-to-face discussions at non-emergency events; community drills and inspections; course evaluations; and/or focus groups.</td>
<td>Medium Term</td>
</tr>
<tr>
<td><strong>Develop a Fire Prevention Service Plan</strong></td>
<td>To increase the delivery of fire and life safety information through the development of support materials that recognize the diversity and needs of Richmond and a more comprehensive delivery of fire and life safety programs by Richmond Fire-Rescue personnel.</td>
<td>Short Term</td>
</tr>
<tr>
<td><strong>Update the Fire and Life Safety Bylaw</strong></td>
<td>The current bylaw requires updating to include areas such as high rise access protocols.</td>
<td>Short Term</td>
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<tr>
<td><strong>Develop a Resource Plan</strong></td>
<td>Growth in the City, particularly the City Centre will create service delivery areas requiring training for Technical Rescue, Aircraft Firefighting, Shipboard and High Rise Firefighting.</td>
<td>Short Term</td>
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## Corporate Strategic Focus Area: Our People

**Targeted Outcome:** Be prepared for the future

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<tr>
<th>Key Initiative</th>
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<tbody>
<tr>
<td>Implement the training site for Richmond Fire-Rescue</td>
<td>A partnership proposal has been endorsed by Council. The proposal addresses Fire’s need for a large training site to conduct multi company exercises, a variety of other training, and an Emergency Vehicle Driver course.</td>
<td>Short Term</td>
</tr>
<tr>
<td>Develop a recruitment strategy which enhances diversity</td>
<td>This is to ensure Richmond Fire-Rescue is reflective of the diverse community it serves.</td>
<td>Short Term</td>
</tr>
<tr>
<td>Continue to pursue outreach opportunities within the community</td>
<td>This would include firefighter and community partnerships. Potential partnerships would be explored, as well joint recruitment programs with other jurisdictions.</td>
<td>Short Term</td>
</tr>
<tr>
<td>Further develop and deliver a New Recruit and Probationary Training Program</td>
<td>A holistic program which includes early firefighter rotation exposure to Fire Prevention Officer and other components of the fire service.</td>
<td>Short Term</td>
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**Corporate Strategic Focus Area: Financial Strategies**

**Targeted Outcome: Fiscally responsible and sustainable**

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<tr>
<td>Diversify the long-term financial strategy</td>
<td>This includes planning for revenue from non-traditional sources: partnerships; seed program funding; grants; fee-for-service; the identification of strategies to pay for new services and addressing the fundamental relationship between Fire and revenue as a performance indicator.</td>
<td>Long Term</td>
</tr>
<tr>
<td>Introduce an automated system to link and maintain an inventory of all assets, track their management and replacement through reserves</td>
<td>The City recently developed a capital asset program to track its combined assets over $50,000. The program identifies the average life span of the asset type with larger cost single items detailing their specific replacement date. Items contained in the City’s Capital Asset program are not linked to a source of replacement funding.</td>
<td>Medium Term</td>
</tr>
<tr>
<td>Develop a sustainable funding model for vehicles and equipment</td>
<td>The vehicle and equipment reserve for Richmond Fire-Rescue was reviewed in relation to the overall growth in the City to ensure future needs are met (report to Council, 2011). Careful monitoring of these trends combined with tracking of response time and other critical measures will identify when changes should be considered. The current vehicle and equipment reserve fund is underfunded and will be depleted by 2016.</td>
<td>Short Term</td>
</tr>
<tr>
<td>Conduct a Standards of Response Coverage and future deployment analysis</td>
<td>Richmond Fire-Rescue’s service delivery performance requires analysis as a prelude to future service delivery considerations for apparatus, staffing and fire vehicle dispatch.</td>
<td>Short Term</td>
</tr>
<tr>
<td>Implement a telephony staffing management system</td>
<td>The current method of managing rostering and payroll is ineffective. Funding is in place and a new program is being identified.</td>
<td>Short Term</td>
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### Corporate Strategic Focus Area: Sustainability

**Targeted Outcome:** Decisions are made that consider the environment, economy and community

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<tr>
<td>Develop relationships with the Port Authorities to ensure collaboration and cooperation for a coordinated approach to service delivery</td>
<td>The Port Authority, and in particular the Fraser Port site, have specific requirements with respect to the provision of fire services. To ensure these are provided in as effective a manner as possible it is important to ensure a cooperative approach to service delivery.</td>
<td>Short Term</td>
</tr>
<tr>
<td>Develop an environmental sustainability plan for Fire Halls</td>
<td>Although most of the fire halls are built to LEEDS standards, there are additional opportunities to contribute to corporate sustainability initiatives through changed staff behaviours, operational practices in and around fire halls.</td>
<td>Short Term</td>
</tr>
<tr>
<td>Support the Corporate Energy and Emissions Strategic Program (BEAM)</td>
<td>Develop a process for staff education to continue and determine efficient workplace procedures to reduce energy use, emissions and renew resource uses.</td>
<td>Medium Term</td>
</tr>
<tr>
<td>Support the Corporate Waste Management Target</td>
<td>Continue to promote the recycling program within Fire-Rescue, and further enhance the solid waste management and green waste programs.</td>
<td>Short Term</td>
</tr>
<tr>
<td>Reduce vehicle movements</td>
<td>Continue to partner with City I.T. to implement technological solutions to provide virtual learning and meeting tools to reduce vehicle and staff movements.</td>
<td>Short Term</td>
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</table>
## Corporate Strategic Focus Area: Safe Community

**Targeted Outcome:** Prevention focused and responsive

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<th>Key Initiative</th>
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<tr>
<td>Re-evaluate the Home Safe Inspection Program</td>
<td>This program, utilized by Richmond Fire-Rescue several years ago, has the potential to provide prevention programs to the community at the neighbourhood level. More work is required to determine the benefit of the program vs. staffing required.</td>
<td>Short Term</td>
</tr>
<tr>
<td>Create and implement a pilot emergency trail/park marker system</td>
<td>The number of trails and parks located within the City requires a system of directional signage. The system should be developed to be used by multiple agencies, such as Parks, Fire, Police and Ambulance.</td>
<td>Short Term</td>
</tr>
<tr>
<td>Develop an outreach strategy for linking fire halls to the communities they serve</td>
<td>In response to the community consultation regarding enhancing customer service this would involve firefighters in their local neighbourhood acting as ambassadors and soliciting input from the community, in addition to providing training and education on prevention.</td>
<td>Medium Term</td>
</tr>
</tbody>
</table>
Commitment to Progress

The Fire-Rescue Plan is the first step in the development of a balanced prevention, education and emergency response service delivery model. Through the development of this Plan gaps in communication, customer service, leadership development and performance measurement have been identified. Future trends such as continued growth in the City, and the development of mid to high rise buildings in the City Centre and future development at YVR and Fraser Port were researched to determine the impact on Richmond Fire-Rescue service delivery. This information was used to develop the strategies and actions which will be implemented over the next three years.

The Fire-Rescue Plan is intended to have multiple uses. The Plan will be used to reinforce the emphasis on a balanced prevention, education and emergency response service delivery model to the citizens of Richmond. The Plan will allow Richmond Fire-Rescue to educate the community on priorities, specifically prevention and education, and provide an opportunity for dialogue.

The Plan manages the demand for, and growth of Richmond Fire-Rescue’s services into the future. For Council the Plan will provide a means to identify Richmond Fire-Rescue priorities and to monitor progress against those priorities.

The Plan will be used within Richmond Fire-Rescue as a management tool to educate staff on the direction the division will be going over the long term.

Many of the services and programs provided by the City Departments have some connection or overlap with one another. Just as the Plan was developed taking into consideration other department’s plans, the Plan is intended to be used as a tool to provide information to other City departments about Richmond Fire-Rescue’s priorities over the long term.

The Plan should not be considered as a static document. The Plan will require monitoring and evaluation on a regular basis. There are specific elements within the Plan that will require further analysis.

Communicating Performance

Richmond Fire-Rescue is committed to an open and transparent reporting on the progress made in achieving the goals of the Plan.

As a demonstration of that commitment, performance measures and targets are currently in development. The performance measures Richmond Fire-Rescue is considering are accepted current measures in the fire-rescue industry and have been adopted as guidelines by many career fire departments in Canada and the United States.

Richmond Fire-Rescue is committed to developing targets which are ambitious but still achievable. The performance data will be used to monitor progress, identify areas for improvement and plan future work. The purpose of these targets is to stretch the organization and support its transformation to an organization that achieves service excellence in prevention, education and emergency response.

Once reasonable performance measures have been identified and shared with City Administration, a report to Council providing full detail and analysis will be prepared. Subsequent to Council approval Richmond Fire-Rescue will report annually on performance to City Council’s Community Safety Committee.
Finances
This Plan contains a number of recommendations, strategies and actions for Fire-Rescue to manage and implement over the next number of years. The purpose of performance measurement and data analysis is based on creating capacity in service delivery and improving the way Fire-Rescue operates within the City. The purpose is not to require increased costs, however the potential exists and any requests for funding will be included in the annual Capital and Operating budget submissions, reported through the City Corporate Administration and where required will be the subject of separate reports to Council.
Appendices

Appendix I – Documents Reviewed
All documents reviewed for the development of the Fire-Rescue Plan are listed below:
1. Corporate Sustainability (2007)
5. Fire Department Establishment Bylaw No. 4987
6. Fire Protection and Life Safety Bylaw No. 8306
8. Fraser Port Authority Land Use Plan (2008)
10. Industrial Inquiry Commission into the B.C. Ambulance Services (Chris Trumpy 2010)
11. Law & Community Safety Strategic Plan (2008-2011)
12. Merseyside England Fire - 10 Years of Change - Strategic Plan
13. Pre-Hospital Care in BC (Peter Cameron 2007)
14. Richmond City Centre Area Plan (2009)
17. Richmond Evacuation Plan (2008)
23. Richmond Sport Hosting Strategy (2010-2014)
27. Vancouver International Airport (YVR) Master Plan to 2027
Appendix II – Overview of Consultation

The consultations were advertised in local newspapers, through new releases and on the City's web site. During the consultations, people were asked to share their opinion and/or rate:

- Richmond Fire-Rescue’s mission and long-term goals
- Richmond Fire-Rescue’s Prevention, Education and Emergency Response Programs

A number of techniques were used including focus groups, public open houses, interviews and web/paper surveys. In total, Richmond Fire-Rescue received feedback from 366 people and used this information to build the Fire-Rescue Plan.

<table>
<thead>
<tr>
<th>Group Consulted</th>
<th>Consultation Method</th>
<th>Date</th>
<th>No. Consulted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council</td>
<td>Workshop and Interviews</td>
<td>March 15, 2011</td>
<td>7</td>
</tr>
<tr>
<td>Citizens</td>
<td>Public Open Houses (8) including City Hall static display</td>
<td>February 20-28, 2011</td>
<td>89</td>
</tr>
<tr>
<td></td>
<td>between February 10-28, 2011</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Citizens</td>
<td>Web Survey/Paper</td>
<td>February 1, 2011 to March 10, 2011</td>
<td>51</td>
</tr>
<tr>
<td>Targeted Stakeholders/Community Partners</td>
<td>Web Survey</td>
<td>February 1, 2011 to March 10, 2011</td>
<td>44</td>
</tr>
<tr>
<td>Key Stakeholders/Community Partners</td>
<td>Interviews</td>
<td>February 14 to March 10, 2011</td>
<td>10</td>
</tr>
<tr>
<td>Staff</td>
<td>Fire Staff Open House (2)</td>
<td>January 12, 2011</td>
<td>45</td>
</tr>
<tr>
<td>Staff</td>
<td>Focus Group (2)</td>
<td>January 12, 2011</td>
<td>18</td>
</tr>
<tr>
<td>Staff</td>
<td>Web Survey</td>
<td>January 21, 2011 to February 7, 2011</td>
<td>102</td>
</tr>
<tr>
<td>IAFF 1286 Executive</td>
<td>Interviews</td>
<td>October, 2011</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total No. Consulted</strong></td>
<td></td>
<td></td>
<td><strong>366</strong></td>
</tr>
</tbody>
</table>

**City of Richmond Partners:**

- Building Approvals
- Community Bylaws
- Community Safety Policy & Programs
- Corporate Communications
- Corporate Customer Service Team
- Corporate Safe Community Team
- Corporate Strategic Planning
- Emergency Programs
• Facilities
• Finance
• Human Resources
• Information Technology
• Policy and Social Planning
• Real Estate Services
• Recreation (Youth Programs)
• Richmond RCMP
• Sustainability Office

9-1-1 Emergency Safety Partners:
• BC Ambulance Service
• BC Hydro, Safe Use Advisor
• Canadian Coast Guard
• City of Vancouver Fire & Rescue Services
• Delta Fire & Emergency Services
• E-Comm
• Global Medical Health
• New Westminster Fire Department
• Richmond General Hospital: Chief Operating Officer, Richmond & Chief Nursing Officer & Executive Lead, Professional Practice
• Richmond Medical Health Officer, Vancouver Coastal Health
• Vancouver Coastal Health Authority: Community Engagement Office

Community Organizations:
• Cambie Community Associations
• Canadian Mental Health Association – Richmond Pathways Clubhouse
• CHIMO Crisis Services
• City Centre Community Associations
• Developmental Disabilities Association
• Hamilton Community Associations
• Insurance Corporation of British Columbia
• Justice Institute of British Columbia
• Minoru Seniors Society
• MOSAIC Multilingual Orientation Service Assoc.
• Richmond Addiction Services Society
• Richmond Centre for Disability
• Richmond Chinese Community Society
• Richmond Committee on Disability
• Richmond Community Services Advisory Committee to Council
• Richmond Intercultural Advisory Committee to Council
• Richmond Multicultural Concerns Society
• Richmond School District 38
• Richmond Society for Community Living
• Richmond Women’s Resource Centre
• Richmond Youth Services Advisory Council
• Safe Communities, Richmond
• Sea Island Community Associations
• Seniors Advisory Committee to Council
• South Arm Community Associations
• SUCCESS – United Chinese Community Enrichment Services Society
• Touchstone Family Assoc. Services
• Volunteer Richmond
• West Richmond Community Associations
• WorkSafe BC

Local Intergovernmental Authorities:
• Vancouver International Airport Authority (YVR)
• Metro Vancouver Port
• Richmond Chamber of Commerce
• Steveston Harbour Authority
Appendix III – Overview of Leading Practice Fire-Rescue Departments

During late February and early March, 2011, extensive interviews were conducted with four fire-rescue departments:

- Saskatoon Fire and Protective Services
- Edmonton Fire-Rescue Services
- Toronto Fire Services
- Tempe Arizona Fire Department

The table below provides an overview of the population and geographic area of each department, as well as each department’s operating budget, total staff, call volume, number of fire halls and front line apparatus.

<table>
<thead>
<tr>
<th>City</th>
<th>Population</th>
<th>Geographic Area</th>
<th>Operating Budget (Millions)</th>
<th>Staff</th>
<th>Call Volume</th>
<th>Fire Halls</th>
<th>Front Line Apparatus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Richmond</td>
<td>193,255</td>
<td>129 sq km</td>
<td>$27.0</td>
<td>200+</td>
<td>9,240</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>Edmonton</td>
<td>752,412</td>
<td>684 sq km</td>
<td>$138.6</td>
<td>1,049</td>
<td>35,028</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td>Saskatoon</td>
<td>223,200</td>
<td>144 sq km</td>
<td>$32.1</td>
<td>311</td>
<td>13,769</td>
<td>10</td>
<td>16</td>
</tr>
<tr>
<td>Tempe</td>
<td>166,000</td>
<td>102 sq km</td>
<td>--</td>
<td>181</td>
<td>18,873</td>
<td>6*</td>
<td>12</td>
</tr>
<tr>
<td>Toronto</td>
<td>5,600,000</td>
<td>7,124 sq km</td>
<td>$361.3</td>
<td>3,181</td>
<td>142,014</td>
<td>82*</td>
<td>179</td>
</tr>
</tbody>
</table>

*Additional fire halls are planned to be built
Appendix IV – Consultation Summary

During the consultation process, citizens, stakeholders, community partners, and Richmond Fire-Rescue staff were asked to rate the importance of each program area. Emergency response was rated most important by the staff, citizens and stakeholders/community partners. Staff and stakeholders/community partners rated prevention as the second most important program area, whereas citizens rated education second and prevention third. Education was rated third by both staff and stakeholders/community partners.

Importance Ratings (Programs)

<table>
<thead>
<tr>
<th>Program Area</th>
<th>Community Partners</th>
<th>Citizens</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prevention</td>
<td>3</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Education</td>
<td>2</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Emergency Response</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

Both citizens and stakeholders/community partners expressed limited knowledge of Richmond Fire-Rescue’s education and prevention programs and reported that ensuring Richmond remains a safe and desirable City through an interdisciplinary approach to safety was most important outcome for Richmond Fire-Rescue. However, both groups also identified the provision of high quality services through community partnerships as the second most important outcome. The importance of this outcome was reinforced by staff who rated it most important. This suggests that there is support from the staff, citizens and stakeholders/community partners to continue the cultural shift towards an integrated approach to community safety that includes education, prevention and emergency response and leverages community partnerships.
Acknowledgements

Richmond Fire-Rescue thanks Council, the citizens of Richmond, City Administration, Richmond Fire-Rescue staff, IAFF Local 1286 Executive, as well as other City departments, 9-1-1 emergency safety partners, community organizations and businesses who provided valuable input during the planning process.

For further information regarding Richmond Fire-Rescue and the Fire-Rescue Plan, please contact the Fire Chief at 604 278-5131 or email fire@richmond.ca.