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# Strathcona County Council Meeting June 20, 2023 Presentation: "Our Path Forward"

**Strathcona County Emergency Services  
2023-2035 Master Plan  
2023 Standards of Cover**

# The Master Planning Initiative

## DEMAND

### **The Community Risk Assessment Represents the Demand**

Based on recent growth and the unique community risks, the County will benefit from addressing some immediate needs while ensuring planning for significant future growth challenges and opportunities

## COMMITMENT

### **The Standards of Cover Represents Commitment**

SCES will benefit from clear industry-oriented service levels, tailored to local reality, through fiscal responsibility; however, based on defensible service targets

## PATH

### **The Master Plan Represents the Path**

Positioning SCES for sustainable service delivery and the County for growth

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# Demand



# Current and Future Demand

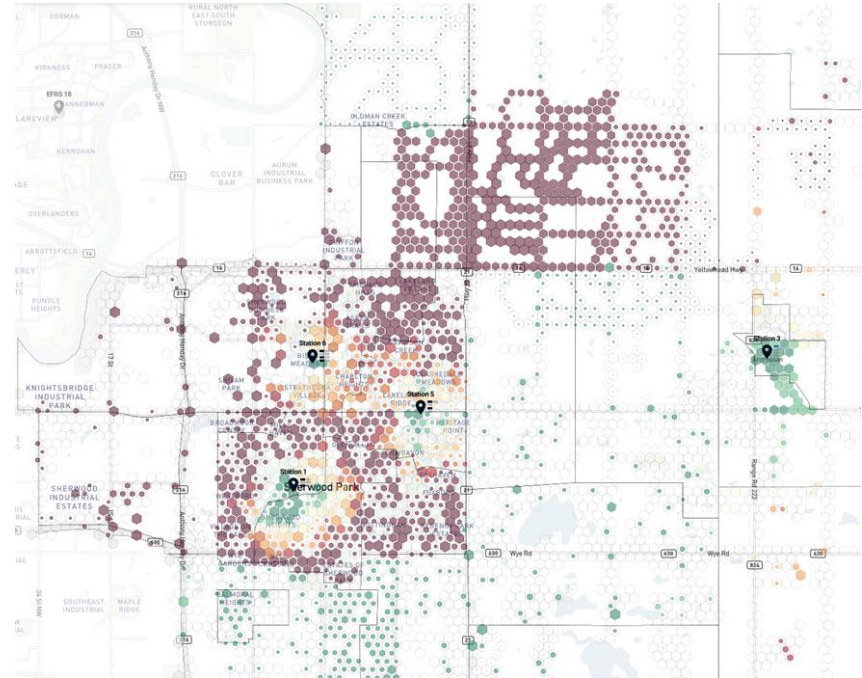
*Between 2020-2022, EMS events increased 38%*

*Between 2020-2022 Fire events increased 32%*

*“Our ability to respond in a timely manner is critical to public safety and firefighter safety”*

*“Our growth will almost double our Sherwood Park footprint”*

*By 2044, total call volume in the County will increase ~100% over 2018*



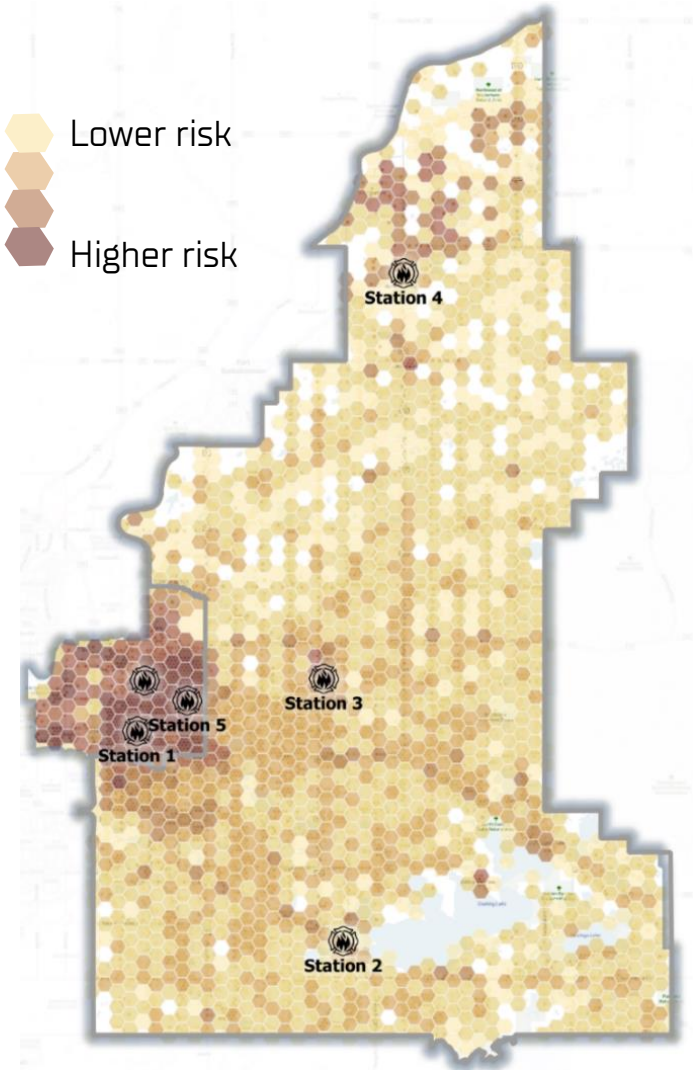
# Community Risk

Strathcona County has one of the most unique risk profiles in Canada

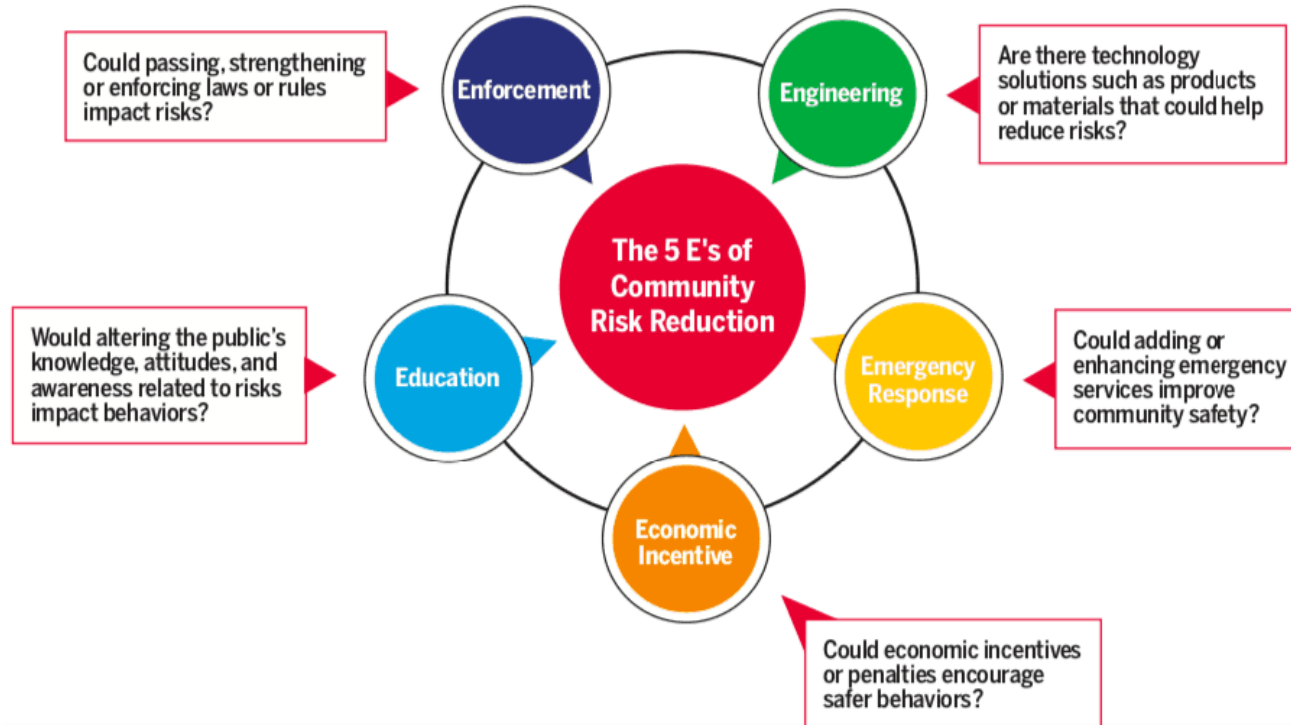
When we consolidate community risk into a spatial or locational view including historical call volumes and types, building and occupancy types, hazards, and economic risks we understand the breadth and complexity of the community risk

This assessment allows us to take a more focused community risk reduction approach

Lower risk  
Higher risk



# Balanced Solutions = 5E's of Community Risk Reduction



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# Commitment



# Emergency Response Performance

That contributes to the 5Es of Community Risk Reduction



## Call Handling Time

How we **receive and handle** the public's 9-1-1 call



## Turnout Time

How we **don our equipment**, assemble in the **right apparatus**, and **egress** the station or location



## First Due Unit

How quickly we can get the **first unit** on scene to begin mitigation



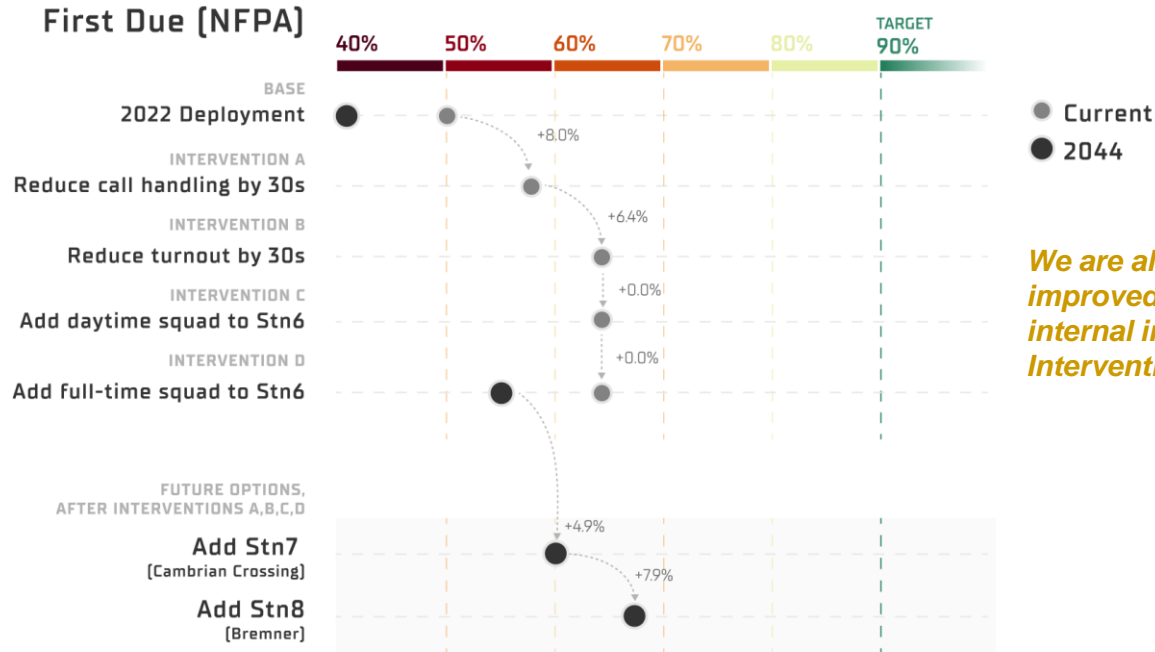
## Effective Response Force

How quickly we can get the **right capacity** on scene to begin full intervention



# Scenario Modeling: Distribution of Resources

First Due Unit Response Performance for Urban Fire Events within the target response times.

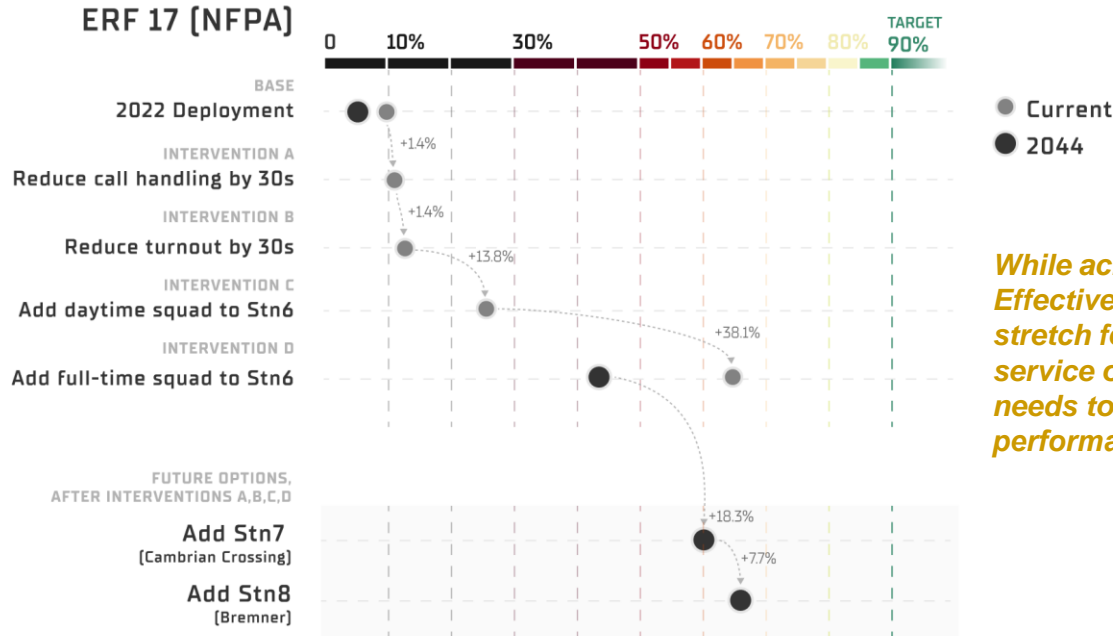


*Note:*  
Intervention C - Daytime Squad is only intended as a proxy for additional staffed units (e.g. tanker, tower), when available, at one or more stations

*We are already realizing improved performance through internal initiatives aimed at Intervention A and B*

# Scenario Modeling – Concentration of Resources

Effective Response Performance for Urban Fire Events Low-Hazard Residential Structure Fires with 17FF within the target response times.



*While achieving a 90% target for Effective Response Force is a stretch for most emergency service organizations, SCES needs to assertively improve our performance ... over time*

# Community Safety Performance

That contributes to the 5Es of Community Risk Reduction



## Inspections (Low, Medium, High Risk)

How we help **mitigate major occupancy risk**



## Plan Reviews and Pre-Incident Plans

How we **mitigate community and response risk**



## Industry Engagement

How we **engage and exercise** with key partners



## Public Education

How we contribute to **community awareness and public safety**

# Other Performance

That contributes to the 5Es of Community Risk Reduction



## Mutual Aid and Service Agreements

How we **work with our partners and serve our clients**



## Accreditation and Audits

How we **demonstrate excellence using leading practices**



## Training

How we **ensure a ready and able workforce**



## New Recruits

How we **build our team**

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# Path



# 2023-2035 SCES Master Plan Goals

Implemented through Departmental Business Planning

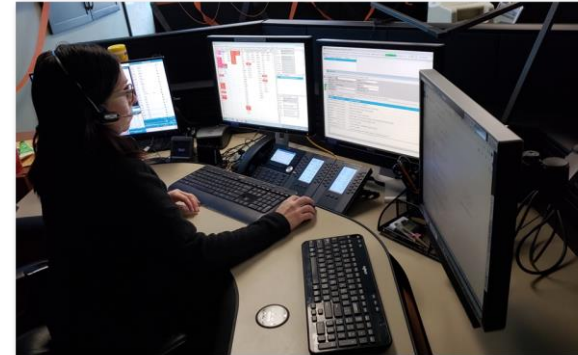


Strategic and Master Plan Initiatives

Performance Measurement and Reporting

## Key Recommendations: “Close the Gap” [Near-Term: 1-2 years]

- Enhance data analytics and performance dashboards to drive visibility of service levels and commitments
- Complete a comprehensive Fire Underwriters Survey to drive community and departmental benefits
- Temporarily change the staffing ratio to 1.5
- *Add 1 squad 24/7/365 (i.e., 4FF x 4 platoons x 1.5 = 24FF positions) to close the gap NOW with first due and effective response force performance*
  - this is prior to 24FF for Stations #7 in 2027/28
- Add 1-2 permanent part-time PSAP/ECC staff



## Key Recommendations: “Position for the Future” (Medium-Term: 3-5 years)

- Conduct a comprehensive deployment modeling study (e.g., fire zones, response protocols) to optimize resource deployment
- Implement 17FF Effective Response Force for appropriate fire events
- Optimize the environment and access for departmental training; meaning a new training centre





## Other Recommendations: “Build out the Department”

- Build out the departmental resources to support leadership and frontline capacity (management, analytics, safety, training, etc.)
- Complete all planning and secure funding for stations, apparatus, and firefighters for future stations #7 and #8



## Next Steps

- Once approved, the Master Plan recommendations will be implemented through the Departmental Business Planning process including Corporate budget requirements
  - Business cases will be prepared to support the implementation and impacts of recommendations for both capital and operating budgets

# Summary

## DEMAND

### **Community Risk Assessment**

Our future will depend on the 5E's of community risk reduction and a community risk reduction plan

## COMMITMENT

### **Standards of Cover**

Our services will strive for responsible service levels and SCES performance targets leveraging industry-leading NFPA benchmarks

## PATH

### **Master Plan**

Our public safety outcomes will be achieved through our strategic goals aligned to vision, mission, and values