

CITY OF  
SWIFT CURRENT



# FIRE MASTER PLAN



Updated for 2020 Based on 2019 Data

# TABLE OF CONTENTS



## TABLE OF CONTENTS

TABLE OF CONTENTS .....	2
EXECUTIVE SUMMARY .....	4
CONTEXT .....	6
MISSION, VISION AND VALUES .....	10
GOALS AND PRINCIPLES.....	12
GOAL 1 .....	15
GOAL 2.....	25
GOAL 3.....	35
GOAL 4.....	47
GRAPHS.....	57
GLOSSARY OF TERMS.....	63

# EXECUTIVE SUMMARY



# EXECUTIVE SUMMARY

In 2009 the City of Swift Current Fire Master Plan was first written as a review of the operation of the Swift Current Fire Department and was presented to City Council. In 2011, the Plan was reviewed and re-written as the City of Swift Current 2011 Service Level Review and Fire Master Plan. Neither document was ever adopted by City Council as they were too detailed to be deemed as master plans. However, over the ensuing years, the Swift Current Fire Department has acted on many of the recommendations to improve the levels of service and to align with industry best practices.

The City of Swift Current adopted a Strategic Plan for the period of 2011 to 2013 and a second strategic plan for the period 2014 to 2016. Based on these documents, Swift Current Fire Department has developed the Fire Department Master Plan to inform future decisions and lead the way forward in progressive planning measures.

The Fire Department Master Plan clearly states our Mission, Vision and Values as well as the set goals for the Department over the coming years. There are seventeen specific principles which are supported by detailed, measurable targets, standards and guidelines.

Swift Current Fire Department is a provincial leader in fire prevention methods and prides itself on the low levels of fire incidence. This Master Plan builds on the past and reflects on current and future expectation of the community.

*The Swift Current Fire Department wishes to recognize the Edmonton Fire Rescue Services from whom the format and much content was borrowed for the development of this Master Plan.*

# CONTEXT



# CONTEXT

The Swift Current Fire Department delivers an essential public service, helping make Swift Current “A Safe and Caring Community” in which to live, work and play. The services provided by the Swift Current Fire Department are essential to fire prevention and public safety, responding to fire, rescue and emergency situations, and in responding to life threatening emergency medical situations. The role and expectation placed on the Swift Current Fire Department have evolved over time to include responding to environmental disasters, preparing for potential acts of terrorism and fostering partnerships with our neighbors, industry, businesses, and institutions.

In 2014, City Council adopted *The Next 100 Years*, a three year strategic plan that highlights sustained community growth over the short to mid-range term with a goal of reaching a population of 25,000 by the year 2025. One of the keystone statements in this strategic plan was sustaining “A Safe and Caring Community”. This Master Plan speaks directly to that statement and addresses the service levels required of the Swift Current Fire Department to accomplish this strategic initiative.

The Master Plan is strongly aligned to *The Next 100 Years* four major principles, managing City services, being the best we can be, planning, developing and growing our City, and “A Safe and Caring Community”. This master plan guides the current and future direction of the Swift Current Fire Department.





# CONTEXT

The chain of survival is the foundation upon which all our programs and services are built.

EVENT	ACTION
Public Awareness and Employee Training	<ul style="list-style-type: none"> <li>• Public Education</li> <li>• Public Awareness</li> <li>• Staff Training</li> <li>• Staff Recertification</li> </ul>
Bystander Intervention	<ul style="list-style-type: none"> <li>• First Aid, CPR, PAD</li> <li>• Alarm Activation</li> <li>• Evacuation</li> </ul>
Emergency Issue Identification	<ul style="list-style-type: none"> <li>• 9-1-1 Call Originated</li> <li>• 9-1-1 Public Safety Answering Point</li> <li>• Call Evaluation</li> <li>• Fire Dispatch Centre Dispatches Fire Service</li> <li>• Fire Attack, Rescue, Scene Management, Medical Response</li> <li>• Event Managed</li> </ul>
Post Incident Analysis	<ul style="list-style-type: none"> <li>• Critique Review</li> <li>• Post Incident Debrief</li> </ul>
Enhanced Public Awareness and Employee Training	<ul style="list-style-type: none"> <li>• Enhancements based on Lessons Learned</li> </ul>
<b>CHAIN REPEATS</b>	

# CONTEXT

## FEDERAL AND PROVINCIAL LEGISLATION

Municipalities are functions of provincial governments under the Constitution Act, 1982. There is no federal legislation that directly affects the operation of a fire department. Provincial legislation that affects the Swift Current Fire Department operations includes The Cities Act, The Fire Safety Act and Regulations, The Emergency Planning Act, The Saskatchewan Employment Act and Regulations and the Occupational Health and Safety Regulations, The Health Information Protection Act, and The Paramedics Act. This document is consistent with all these legislative acts and regulations.

## CITY COUNCIL

The Cities Act allows for a city to set up a fire department and set a level of service for that fire department. City Council has enacted the Swift Current Fire and Emergency Services Bylaw 16-2016 which establishes the Swift Current Fire Department and sets the levels of service. In addition, they have enacted the Emergency Planning Bylaw 29-2004 which provides the City with additional powers in the event of a major emergency or disaster. This document is consistent with those bylaws.

## PARTNERS

It is not practical to build a fire department to meet the worst case scenario. Emergency services are built upon the premise of meeting the daily needs of the populace and having mutual aid partners who can assist with major incidents that exceed the resources of the municipality. Swift Current has mutual aid agreements with surrounding municipalities and the larger cities to aid in those extreme events. We also have partnerships with Hutch Ambulance and Great Plains College to share resources to provide services to the community. We have agreements with non-government organizations (NGOs) to provide services and assist in the operation of our Emergency Operations Center (EOC).

## SWIFT CURRENT FIRE DEPARTMENT

Swift Current Fire Department is responsible for adhering to the strategic initiatives within a City strategic plan, as well as to this Master Plan. This Master Plan helps inform the strategic plan, emergency plan, business plan, business continuity plan, Official Community Plan, and area neighborhood plans.

# MISSION, VISION AND VALUES

**Swift Current Fire Department**

**VISION**  
Safeguarding our community through prevention and protection

**MISSION**  
We are a composite fire department that delivers quality fire, rescue and pre-hospital medical services to our community and neighbours using progressive methods while pursuing a high standard of integrity and professionalism.

**VALUES**

- Integrity
- Accountability
- Well being of residents
- Continuous learning & development
- Cost effectiveness in all we do
- Creativity
- Excellence in customer service
- Empowerment



## GOALS

Describe broad accomplishments



## PRINCIPLES

Establish more specific directions under each respective goal.



## TARGETS, STANDARDS & GUIDELINES

Identify very detailed and measureable results that will be achieved

# MISSION, VISION AND VALUES

The citizens of the City of Swift Current recognize the Swift Current Fire Department as a leader in the Canadian fire service that consistently delivers high quality protective services. Building on our strengths, being proactive, and accountable we continue to earn the respect of the community we serve.

The Swift Current Fire Department and the Swift Current Fire Fighters Association Local 1318 continuously work cooperatively to provide the highest possible service to our citizens and hold each other accountable for our mission, vision and values.

We earn our citizen’s trust by providing timely and effective service to all areas of our community. We continuously evolve our capabilities and improve our level of service to meet the needs of a growing community using creative and cost effective solutions.

Our fire prevention and public education initiatives are very important to reduce fire and safety risks in the community. We continue to grow our educational efforts as we strive to ensure Swift Current is a “Safe and Caring Community” in which to live, play and work. We will adopt best practices used elsewhere that fit our community and we will strive to provide above standard service to our citizens.

<b>OUR MISSION</b>	We are a composite fire department that delivers quality fire, rescue and pre-hospital medical services to our community and neighbors using progressive methods while pursuing a high standard of integrity and professionalism.
--------------------	---

<b>OUR VISION</b>	Safeguarding our community through prevention and protection.
-------------------	---

<b>OUR VALUES</b>	
<i>Integrity</i>	We hold our employees to the highest standard of integrity and will lead by example.
<i>Accountability</i>	We will hold ourselves accountable to the citizens for all everything we do.
<i>Well-being of residents</i>	We will set the highest standard of prevention to ensure our residents live in “A Safe and Caring Community” .
<i>Continuous learning and development</i>	We will support to highest levels of training and education for our employees through ongoing training, development and certification.
<i>Cost effectiveness</i>	We will search out the most cost effective methods of providing the highest quality of service to our community.
<i>Creativity</i>	We will use creative methods to provide service to our community.
<i>Excellence in customer service</i>	We will provide the highest level of service to all citizens and visitors with whom we interact.
<i>Empowerment</i>	We will empower our employees to make decisions within their scope of work.

# GOALS AND PRINCIPLES



# GOALS AND PRINCIPLES

The Master Plan is composed of seventeen principles that support the four goals of the Swift Current Fire Department. These goals are built on the ideology of the “*The Next 100 Years*”, City of Swift Current Strategic Plan, and in particular, the objective of having a “safe and caring community”.

## GOAL 1 WE WILL PROVIDE SERVICE EXCELLENCE TO MAKE SWIFT CURRENT “A SAFE AND CARING COMMUNITY” WHERE PEOPLE CHOOSE TO LIVE, WORK AND PLAY

### Principles

- 1.1 Swift Current Fire Department shall have fire response service level targets that achieve the efficient and effective deployment of resources.
- 1.2 Swift Current Fire Department shall have personnel service level targets that maximize staffing levels to allow for efficient and effective use of time during daily routine duties as well as providing an effective response to emergency incidents.
- 1.3 Swift Current Fire Department shall annually review the general condition of fire department facilities and evaluate future replacement plans to be proactive in responding to the city’s growth plans.
- 1.4 Swift Current Fire Department will continue its fire apparatus and service vehicle preventive maintenance and life cycle programs for the effective and efficient management of resources.

## GOAL 2 WE WILL VALUE EMPLOYEE GROWTH, INVOLVEMENT, AND DEVELOPMENT

### Principles

- 2.1 Swift Current Fire Department shall maintain inclusive recruitment practices that reach out to the entire community, and utilize hiring standards that are able to attract and enable the selection of the best and most qualified candidates.
- 2.2 Swift Current Fire Department shall continue to ensure that all personnel possess the required core competencies, which are maintained and upgraded through ongoing training, education and certification.
- 2.3 Swift Current Fire Department shall provide safety, health and wellness programs that contribute to the long term well-being of its personnel.
- 2.4 Swift Current Fire Department shall develop collaborative strategies with the employees to enhance communication and feedback opportunities throughout the entire organization for self-improvement of personnel and operational priorities.

# GOALS AND PRINCIPLES

## GOAL 3 WE WILL CONTINUE TO STRENGTHEN, DEVELOP AND ENHANCE STAKEHOLDER PARTNERSHIPS

### Principles

- 3.1 Swift Current Fire Department shall maintain an in-depth fire inspection and investigation program in the community.
- 3.2 Swift Current Fire Department shall use a community hazard, risk and value assessment program as a management tool to build **"A Safe and Caring Community"**.
- 3.3 Swift Current Fire Department shall improve upon existing educational and community based prevention programs that target "at-risk" populations and help foster community involvement and ownership of public safety initiatives.
- 3.4 Swift Current Fire Department shall enhance its relationships with the community at large, and as an integral regional service partner, will work closely with other front line agencies, neighboring municipalities, and national and international peers.
- 3.5 Swift Current Fire Department is committed to partnering with the Swift Current Fire Fighters Association using an internal collaborative approach to problem solving and decision making.

## GOAL 4 WE WILL ENSURE SERVICES ARE COMPREHENSIVE, EFFECTIVELY INTEGRATED AND SUSTAINABLE

### Principles

- 4.1 Swift Current Fire Department shall regularly monitor, report upon and evaluate its progress towards its Master Plan goals in support of the City of Swift Current's strategic plan, *"The Next 100 Years"*, and the stated objective of a "safe and caring community".
- 4.2 Swift Current Fire Department shall be open to considering future opportunities that enhance municipal revenue streams, improve operational efficiencies, and maintain appropriate levels of essential services.
- 4.3 Swift Current Fire Department shall follow an integrated approach to ensuring **"A Safe and Caring Community"** through fire prevention, public education, emergency response and rescue services, medical aid, environmental protection, and emergency preparedness planning.
- 4.4 Swift Current Fire Department shall research innovative programs and partnership opportunities that continuously improve overall service delivery, build capacity, and enhance community ownership of the department.

## GOAL 1

WE WILL PROVIDE SERVICE  
EXCELLENCE TO MAKE SWIFT CURRENT  
“A SAFE AND CARING COMMUNITY”  
WHERE PEOPLE CHOOSE TO LIVE,  
WORK AND PLAY





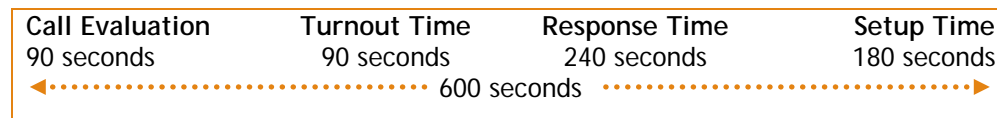
## PRINCIPLE 1.1

SWIFT CURRENT FIRE DEPARTMENT SHALL HAVE FIRE RESPONSE SERVICE LEVEL TARGETS THAT ACHIEVE THE EFFICIENT AND EFFECTIVE DEPLOYMENT OF RESOURCES

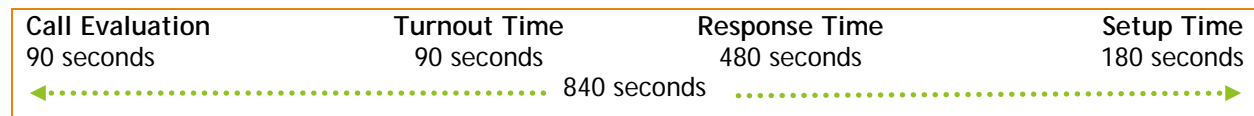
### SERVICE LEVEL TARGETS

The Swift Current Fire Department shall work towards maintaining the following service level targets:

1. Holding the dispatch provider to a maximum 90 second call evaluation and dispatch time for fire rescue events, for 90% of all requests for emergency service.
2. A turnout time of 90 seconds or less, for 90% of all requests for emergency service.
3. A four minute (240 second) or less response time for the arrival of the first engine company at fire rescue incidents, for 90% of all requests for emergency service in non-sprinklered areas of the City.
4. A four minute (240 second) or less response (travel) time for the arrival of the first pumper company with Basic Life Support (BLS) capability at life threatening emergency medical incidents, for 90% of all requests for emergency service.



5. An eight minute (480 second) or less response (travel) time for the arrival of the first engine company at fire rescue incidents, for 90% of all requests for emergency service in residential sprinkler areas of the City.
6. An eight minute (480 second) or less response (travel) time for the arrival of a full alarm assignment of a minimum of 8 fire fighters at a suppression incident, for 90% of all requests for emergency service.



7. A three minute (180 second) or less setup time for intervention in a fire rescue event after arrival on scene.

# 1.1

## RATIONALE

There are currently no provincial or federal standards that mandate the level of fire services that a municipality must provide. Swift Current Fire Department uses international industry standards, best practices and benchmarking to identify service level targets. The Swift Current Fire Department targets are based on industry standards obtained from the National Fire Protection Association 1720 and the Commission on Fire Accreditation International manual *Standards of Cover*. These key industry standards are based on extensive scientific research and balance the needs of the public, the safety of response personnel, and the protection of lives, property and the environment.

The National Fire Protection Association has numerous standards, codes and guidelines that can be used by fire service providers. The Swift Current Fire Department has set its response time targets based on providing an effective and efficient deployment model within the allocated municipal budget and the ongoing assessment of risk for each type of incident or need.

The City of Swift Current has adopted a residential sprinkler requirement for all areas outside of an effective 10 minute intervention time as part of the Building Bylaw. This innovative approach has allowed the Swift Current Fire Department to provide the same level of service throughout the City without constructing additional fire halls or increased manning based on the City's current size and growth rate.

These response time targets guide our resource decisions including standby and callout of auxiliary fire fighters and callback of off-duty career members. It also guides our decisions for the location of a future replacement fire hall and the potential for additional fire halls.

---

## REFERENCES

NFPA 1720: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments.

CFAI Standards of Response Cover, 5<sup>th</sup> Edition, Commission on Fire Accreditation International, Center for Public Safety Excellence.

## PRINCIPLE 1.2

---

SWIFT CURRENT FIRE DEPARTMENT SHALL HAVE PERSONNEL SERVICE LEVEL TARGETS THAT MAXIMIZE STAFFING LEVELS TO ALLOW FOR EFFICIENT AND EFFECTIVE USE OF TIME DURING DAILY ROUTINE DUTIES AS WELL AS PROVIDING AN EFFECTIVE RESPONSE TO EMERGENCY INCIDENTS

### SERVICE LEVEL TARGETS

The service level targets for fire fighter resources that the Swift Current Fire Department shall work towards include:

1. The Swift Current Fire Department shall man the fire hall with 4 - 4-person platoons 24 hours per day, 7 days per week, 365 days per year with minimum manning being 3 person platoons to accommodate vacations, illness, etc.
2. The Swift Current Fire Department management staff shall include a fire chief and two deputy fire chiefs; one of which will be on-call at all times.
3. The Swift Current Fire Department shall strive to maintain a complement of 16 auxiliary fire fighters who shall be on call to respond to incidents when paged.
4. The Swift Current Fire Department support staff shall consist of one administrative assistant.
5. Initial response to fire rescue incidents shall include the on-duty staff. Based on the nature of the incident, sufficient auxiliary fire fighters will be paged to support the incident and the on-call chief officer will be paged if needed. Additional resources may be requested as dictated by the incident.
6. The Swift Current Fire Department shall work in teams of two and no team shall enter a dangerous location until a two-member backup team is assembled on the incident scene.
7. Response to emergency medical service (EMS) incidents shall comprise a two member team of on duty fire fighters.

# 1.2

## RATIONALE

There are currently no provincial or federal regulations that mandate the fire fighter resource requirements that a municipality must provide, therefore industry standards and best practices are used to identify service level targets. However, the Saskatchewan Occupational Health and Safety Regulations set very clear minimum manning requirements for operating in dangerous environments. The service level targets are based on National Fire Protection Association Standard 1720 and are supported by the Fire Underwriters Survey.

The provision of safe and effective firefighting conditions for fire fighters in the City of Swift Current is achieved through these service level targets. The staff level requirements identified in the service level targets enables fire fighters to safely and effectively initiate offensive fire attack knowing that backup is on the way. The service level targets are integral to Swift Current Fire Department's deployment model ensuring the right number of fire fighters and apparatus are dispatched to any incident.

The service level targets are objectives that allow the Swift Current Fire Department to minimize on-duty staffing, meet our fire prevention goals and response objectives, and are subject to annual review based on budgetary considerations, municipal growth, and ongoing hazard and risk assessment.

All previously set service level targets are currently being met.

---

## REFERENCES

Saskatchewan Occupational Health and Safety Regulations - A Code of Practice for Fire Fighters

## PRINCIPLE 1.3

---

SWIFT CURRENT FIRE DEPARTMENT SHALL ANNUALLY REVIEW THE GENERAL CONDITION OF THE FIRE DEPARTMENT FACILITIES AND EVALUATE FUTURE REPLACEMENT PLANS TO BE PROACTIVE IN RESPONDING TO THE CITY'S GROWTH PLANS

### GUIDELINES

The Swift Current Fire Department has two strategically located facilities to allow it to conduct its operations in order to support its mission. These facilities are located based on the current demand and risk analysis completed for the community by outside consultants. These variables include:

1. The current fire hall facility being maintained for 24/7 operations at a high standard so that it can remain in service for at least 5 more years, while respecting its historical value to the community.
2. An independent needs assessment created for a new fire hall to be located near the Library/Art Gallery building.
3. The off-site Fire Department Training Ground on the east side of the City, meets the needs of the fire department and is being operated in an environmentally conscientious manner.
4. Monitoring municipal growth patterns for their impact on response times from both the current and future fire hall locations.
5. Overall fire safety risk assessment that considers the City's unique residential, commercial, and industrial developments and natural areas, and highlights high risk and high hazard areas.
6. Analysis of alternative deployment strategies.
7. Fully understanding and working with the existing geography of Swift Current including physical impediments to travel routes, roadways, bridges, creek, traffic patterns and congestion, and existence of permanent traffic obstructions such as the CPR railroad tracks.

# 1.3

## RATIONALE

Swift Current is a mid-size Saskatchewan community that has been served for over one hundred years from one fire hall located in the center of the City. As the City grew and expanded, new areas were developed in the outer perimeter of the community outside the traditional reach of one fire hall increasing response times. Over time this on-going expansion into new growth areas will create more challenges until it triggers the need for a second fire hall. In order to delay the need for a second fire hall, City Council adopted a residential sprinkler requirement for designated areas where intervention time exceeds 10 minutes.

The current fire hall was built in 1913 and has been remodeled multiple times to accommodate growth and changes to apparatus. Although it has served the community well over the past century, it has exceeded its life and needs to be replaced to be cost efficient and to remain relevant with industry standards. The planned site location of a new fire hall is near where the current Library/Art Gallery are currently located. A revised needs assessment and functional program must be completed to evaluate the demands of a fire hall on this site.

The Fire Department Training Ground is a 3.95 acre site east of highway #4. It has been developed over the past number of years and training props are continually being added to increase its capabilities. This facility is used by Great Plains College and oil field companies for field training related to fire extinguishers and entry into confined spaces. Swift Current Light and Power uses the site for power line training. Arrangements have been made with the RM of Swift Current Fire Department to allow them to use the facility for training. This site is used for regional and provincial fire schools when scheduled in this area. The training ground is strategically placed to allow easy access to and from the fire hall and to allow quick response by fire fighters should an incident occur during training.

The City is divided into thirds by two major barriers; the CPR railroad tracks and the Trans-Canada highway. There is only one bridge and one level crossing over the CPR tracks inside the City limits, and two level crossings at the boundary to the City limits. The Trans-Canada highway has three crossings in City limits at one at the boundary to the City limits. These crossings tend to bottleneck vehicle traffic at noon, 1 pm, and 5 pm delaying emergency response to the north and south. The railroad is by far the greatest barrier as the single bridge is the only reliable crossing. It is occasionally closed for maintenance and/or has accidents on the bridge or bridge approaches which can impede responses to incidents.

Swift Current Fire Department is now being included in development plan review to increase awareness and education of the development community to fire and emergency service needs. We will continue to bring public safety issues to these discussions to ensure our service level targets can continue to be met. There are existing developments within the City that do not have fire hydrants and require a tanker response. Our participation in planning meetings will help to ensure adequate firefighting water is available in all areas of new development and will help prioritize the extension of the water system to areas currently without water.

## PRINCIPLE 1.4

---

SWIFT CURRENT FIRE DEPARTMENT WILL CONTINUE ITS FIRE APPARATUS AND SERVICE VEHICLE PREVENTIVE MAINTENANCE AND LIFE CYCLE PROGRAMS TO GUIDE THE EFFECTIVE AND EFFICIENT MANAGEMENT OF RESOURCES

### GUIDELINES

1. The fire apparatus preventative maintenance programs include:
  - a. A program specific to each type of vehicle with a maintenance schedule based on kilometers traveled and hours of operation for each vehicle.
  - b. Annual testing of engines and ladders as outlined by NFPA standards, the Underwriters Laboratory of Canada, and Saskatchewan Commercial Vehicle Inspections.
2. The fire apparatus life cycle program requires the completion of a replacement assessment on each vehicle as it nears the end of its designated life cycle. The replacement assessment includes:
  - a. Consideration of the age, condition and usage.
  - b. Operational functionality with regards to its ability to meet the current needs, reliability and technological requirements.
  - c. Economic feasibility through an equivalent cost analysis based on principle components, the decline in residual value and the rise in operating costs.
3. Years of service guidelines for various types of fire apparatus will be based on the following guidelines that are based on the Fire Underwriters Survey recommendations, NFPA standards, and the City of Swift Current fleet maintenance requirements.

APPARATUS	LIFE EXPECTANCY
Engines	25 Years
Ladders	30 Years
Tankers	25 Years
Utility Vehicles	15 Years
Trailers	40 Years
Command Vehicles	10 Years
Rescue Boats	10 Years

4. An annual evaluation of the preventative maintenance program and working relationship with fleet services will be conducted including use of out sourced maintenance contractors for specialty items.



# 1.4

## RATIONALE

To provide an effective and efficient fire service that meets the set service level targets, fire apparatus must meet industry standards for maintenance, life cycle and safety. Fire apparatus that does not meet these standards becomes a liability to the City and the staff operating them. The Fire Underwriters Survey recommends a community have a life cycle program for all fire apparatus as well as conducting annual testing on key components such as the pumps and aerial ladders.

The Swift Current Fire Department uses a three prong approach to maintenance. First, all pumping apparatus is tested internally to NFPA standards on an annual basis. Second, the City fleet services conduct routine maintenance and inspections of the motor vehicle portions of the apparatus. Third, outside contractors are hired to conduct specialty testing and repairs such as the aerial ladder and the SGI commercial vehicle inspections. Fire trucks are exempt from the commercial vehicle requirements; however, we conduct them every two years to limit the City's liability.

These inspections and tests are conducted to NFPA 1901 standards as well as vehicle manufacturer guidelines, Underwriters Laboratory of Canada, and Fire Underwriters Survey requirements.

Our life expectancies for the larger apparatus exceed industry standards due to the limited usage in a smaller community. We have also found that rebuilding during the 15 to 18 year time span can cost effectively extend the life of apparatus to meet our goals. The decision to replace an apparatus is supported by the Annual Equivalent Cost model endorsed by the American Public Works Association.

---

## REFERENCES

NFPA 1915: Standard for Fire Apparatus Preventive Maintenance Program  
NFPA 1914: Standard for Testing Fire Department Aerial Devices

## GOAL 2

WE WILL VALUE EMPLOYEE GROWTH,  
INVOLVEMENT, AND DEVELOPMENT



## PRINCIPLE 2.1

---

SWIFT CURRENT FIRE DEPARTMENT SHALL MAINTAIN INCLUSIVE RECRUITMENT PRACTICES THAT REACH OUT TO THE ENTIRE COMMUNITY, AND UTILIZE HIRING STANDARDS THAT ARE ABLE TO ATTRACT AND ENABLE THE SELECTION OF THE BEST AND MOST QUALIFIED CANDIDATES

### GUIDELINES

Ensure the best qualified candidates are selected through fire fighter hiring standards and recruitment practices that include:

1. A recruitment process that is designed to reach out to the community and is not gender biased or discriminatory.
2. Applicants for auxiliary and career positions must meet the same fire fighter hiring standards.
3. Applicants must successfully complete several stages of testing including, but not limited to, physical fitness evaluation, health and medical evaluation, vulnerable sector criminal record check, reference check, and an interview.
4. Swift Current Fire Department will incorporate deliberate and ongoing strategies of inclusion of diversities when developing, modifying, or implementing policies, directives, processes, practices, programs and services.
5. The composition of the staff within Swift Current Fire Department will be reflective of the citizens and community it serves.

# 2.1

## RATIONALE

Swift Current is a growing community that is representative of the diversity of Canadian culture in the prairies. Diversity is a defining feature of Swift Current. A fundamental relationship exists between the diversity of our city and its capacity for cultural, economic, social and political excellence. Deriving the greatest benefit from our diversity requires a deliberate, on-going strategy of inclusion. Through inclusion, Swift Current makes full, effective use of the broad range of talents, abilities and perspectives found among our citizens.

The community is actively recruiting new immigrants to Canada as well as expatriates from other provinces to work in industrial and commercial businesses in the region. The City of Swift Current prides itself on being an “employer of choice” with a deliberate and ongoing strategy of inclusion.

Swift Current Fire Department is committed to attracting and retaining a diverse range of outstanding employees in both the career and auxiliary ranks through inclusive hiring practices. A rigorous screening process is required to ensure the best qualified candidates are selected. There are rigorous physical and mental demands on fire fighters; research has repeatedly shown a need for maintaining high levels of fitness for fire fighters to perform safely and effectively. Extensive job related physical testing is required to ensure candidates can meet the demands of the job. The eligibility criteria and several stages of testing help ensure the best qualified candidates are accepted.

Swift Current Fire Department has two separate recruiting processes: an auxiliary fire fighter process and a career fire fighter process. The auxiliary fire fighter process supports and mirrors the career process in order to ensure that auxiliary fire fighters are eligible for career positions. Auxiliary fire fighters are local residents who have other full time jobs, but work as paid-on-call fire fighters for the community when needed. Career positions are recruited openly from across the country while still making auxiliary fire fighters eligible for positions. Positions for both career and auxiliary fire fighters are awarded to the best candidates meeting the minimum requirements.

## PRINCIPLE 2.2

---

SWIFT CURRENT FIRE DEPARTMENT SHALL CONTINUE TO ENSURE THAT ALL PERSONNEL POSSESS THE REQUIRED CORE COMPETENCIES, WHICH ARE MAINTAINED AND UPGRADED THROUGH ONGOING TRAINING, EDUCATION AND CERTIFICATION

### GUIDELINES

An effective succession program must start on the day a new employee is hired. All employees must know the path that will lead to the next level and ultimately take them to achieve their personal goals. Swift Current Fire Department is responsible for informing all members of required training and competencies and for ensuring this training is available throughout their career.

1. Core competencies are based on the level of service determined by City Council and are required of all fire fighters. The training is required to have International Fire Service Accreditation Congress (IFSAC) or National Professional Qualification Board (NPQB) certification where available.
  - a. Professional fire fighter - NFPA 1001
  - b. Primary Care Paramedic - Saskatchewan College of Paramedics certified
  - c. Fire Apparatus Drive Operator - NFPA 1002
  - d. Aerial Apparatus Operator - NFPA 1002
  - e. First Responder to Hazardous Materials Incidents - Operations Level - NFPA 472
  - f. Technical Rescue Competencies - NFPA 1006
  - g. Fire Inspector Level II - NFPA 1031
  - h. Fire investigator - NFPA 1033
  - i. Fire Officer Competencies - NFPA 1021
  - j. Driving Certification - NAPD
2. Comprehensive training models for fire fighters and officers are designed to achieve and maintain core competencies.
3. Organizational strength is built through career development and leadership training for fire fighters and officers.
4. Swift Current Fire Department will provide entry level training to auxiliary fire fighters. Career fire fighters must achieve their training and certification prior to being hired.
5. Swift Current Fire Department will provide opportunities for skills maintenance training, specialty training, and e-learning educational programs for all fire fighters.
6. Swift Current Fire Department will support ongoing professional development for all fire officers and employees.
7. Swift Current Fire Department will commit to providing the necessary apparatus and equipment to support training programs.

# 2.2

## RATIONALE

The success of the Swift Current Fire Department depends on a highly motivated workforce that has integrity and professional expertise. Each employee is charged with representing the Swift Current Fire Department and its mission and values on a daily basis. Swift Current Fire Department has identified core competencies which are integral to providing quality services to the community.

Recruit training, ongoing core competency training for fire fighters and officer command training must meet and maintain industry standards to ensure service delivery. These goals are achieved through constant training and re-certification. Quality training is reflected in the service delivered to citizens and provides for a safe work environment for fire fighters.

Swift Current Fire Department is faced with an increasing need to develop and maintain new skill sets through constantly evolving training programs. For example, changes in building codes and building materials have significantly changed fire-fighting techniques. Training demands are further compounded by members nearing retirement over the next few years. The retirement of senior officers requires an effective succession program that includes leadership development and management skills.

Some training must always be delivered using practical instructor-led methods to ensure hands-on competency has been attained. Swift Current Fire Department will continue to use e-learning methods to deliver theoretical aspects of fire rescue training to avoid costs and increase training efficiency.

---

## REFERENCES

NFPA 472: Standard for Professional Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents  
NFPA 1001: Standard for Fire Fighter Professional Qualifications  
NFPA 1002: Standard for Fire Apparatus Driver/Operator Professional Qualifications  
NFPA 1006: Standard for Technical Rescue Professional Qualifications  
NFPA 1021: Standard for Fire Officer Professional Qualifications  
NFPA 1031: Standard for Professional Qualifications for Fire Inspector and Plans Examiner  
NFPA 1033: Standard for Professional Qualifications for Fire investigator  
NFPA 1041: Standard for Fire Service Instructor Professional Qualifications  
National Academy for Professional Driving

## PRINCIPLE 2.3

---

SWIFT CURRENT FIRE DEPARTMENT SHALL PROVIDE SAFETY, HEALTH AND WELLNESS PROGRAMS THAT CONTRIBUTE TO THE LONG-TERM WELL-BEING OF ITS PERSONNEL

### GUIDELINES

1. Swift Current Fire Department will provide a comprehensive Occupational Health and Safety program that:
  - a. Includes operational guidelines.
  - b. Includes approved personal protective ensemble - National Fire Protections Association 1971.
  - c. Complies with the Employment Act and the Occupational Health and Safety Regulations.
2. Swift Current Fire Department will provide a Health and Wellness Program that includes comprehensive medicals, a fitness component, a rehabilitation component and behavioral health component.
3. Swift Current Fire Department shall conduct annual comprehensive facilities assessments and implement needed facility improvements to support the safety, health and wellness programs for all employees.

### RATIONALE

The demands placed on fire fighters today go well beyond their traditional roles. The complexity of the city, the hazards of modern construction and manufactured materials used, commercial and industrial activities, environmental risks and the diversity of risk potential are putting increased health and safety pressures on all Swift Current Fire Department employees. Enhancing workforce safety, health and wellness helps reduce the incidence of injury, illness and time lost from work. The City of Swift Current will support Swift Current Fire Department employee's health, well-being and safety through a comprehensive occupational health and safety program and the Employee and Family Assistance Program.



# 2.3

The provision of safe and effective firefighting conditions is achieved through appropriate training, sufficient resources, apparatus and equipment. The comprehensive occupational health and safety program includes operational guidelines, approved personal protective ensembles as defined in NFPA 1971. It is in compliance with the Saskatchewan Employment Act and the Occupational Health and Safety Regulations, including the Code of Practice for Fire Fighters. The Act, Regulations and Code, set standards to protect and promote the health and safety of all workers including fire fighters.

Statistics from the International Association of Fire Fighters and the International Association of Fire Chiefs indicate that firefighting remains one of the most dangerous occupations. Research has repeatedly shown a need for maintaining high levels of fitness in order for firefighters to perform safely and effectively. Shift work, strong emotional involvement, and exposure to human suffering, places the firefighting profession among the most stressful occupations in the world.

High levels of stress, intense physical demands, and long-term exposure to chemical and infectious disease are known contributors to cancer, heart and lung disease – the three leading causes of death and disability in fire fighters. The Government of Saskatchewan passed presumptive cancer and heart injury legislation classifying ten forms of cancer as well as heart injury as occupational. The legislation automatically grants fire fighters Workers Compensation Board coverage for all seventeen forms of cancer as well as heart injury.

Swift Current Fire Department health and wellness program is based on the model developed jointly by the International Association of Fire Fighters and the International Association of Fire Chiefs.

---

## REFERENCES

Saskatchewan Employment Act  
Saskatchewan Occupational Health and Safety Regulations  
Saskatchewan Code of Practice for Fire Fighters  
Saskatchewan Workers Compensation Act  
NFPA 1971: Standard on Protective Ensembles for Structural Fire Fighting

## PRINCIPLE 2.4

---

SWIFT CURRENT FIRE DEPARTMENT SHALL DEVELOP COLLABORATIVE STRATEGIES WITH THE EMPLOYEES TO ENHANCE COMMUNICATION AND FEEDBACK OPPORTUNITIES THROUGHOUT THE ENTIRE ORGANIZATION FOR SELF-IMPROVEMENT OF PERSONNEL AND OPERATIONAL PRIORITIES

### GUIDELINES

1. Swift Current Fire Department shall develop and maintain an effective internal communication strategy for all fire personnel.
2. Swift Current Fire Department shall develop and maintain an effective communications strategy for our business partners and support agencies.
3. Swift Current Fire Department shall develop and maintain an information tracking system which provides convenient access to information.

# 2.4

## RATIONALE

Swift Current Fire Department is committed to open to communication with staff members and citizens. We will seek all reasonable opportunities to share information with and to gather feedback from our citizens and employees. We seek diverse opinions, experiences and information to support decision making through engagement and involvement opportunities such as:

1. Annual staff meetings open to all members.
2. Weekly administrative meetings.
3. Monthly platoon meetings.
4. Union/management meetings.
5. Open house meetings with citizen groups.
6. Participation in municipal planning meetings.

## GOAL 3

WE WILL CONTINUE TO STRENGTHEN,  
DEVELOP AND ENHANCE STAKEHOLDER  
PARTNERSHIPS



## PRINCIPLE 3.1

---

SWIFT CURRENT FIRE DEPARTMENT SHALL HAVE AN IN-DEPTH FIRE INSPECTION AND INVESTIGATION PROGRAM IN THE COMMUNITY

### SERVICE DELIVERY STANDARDS

Swift Current Fire Department shall develop a comprehensive fire inspection program for properties based on the occupancy type and the risk to life, property and the environment. This program establishes delivery standards, responsibilities, and the minimum performance criteria to be provided by the municipality under The Fire Safety Act. The service delivery standards provide support to two core services:

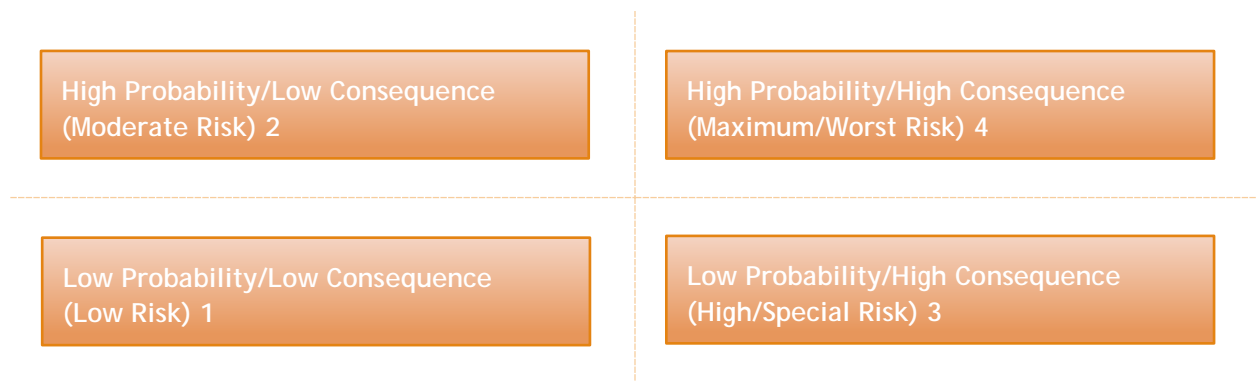
1. Fire Safety Act enforcement requirements, which includes:
  - a. Construction methods and fire code advice for new construction and building upgrades in cooperation with Swift Current Planning and Growth Development Services.
  - b. Advice to building owners and operators on fire safety plans.
  - c. Monitoring for compliance with The Fire Safety Act, bylaws, codes and standards.
  - d. Construction plan reviews for National Fire Code issues.
  - e. Overseeing fire protection equipment test and maintenance requirements in structures.
2. Fire Safety Act investigation requirement to conduct fire investigations to determine the cause, origin and circumstances of all fires where there is property loss, injury or death.

# 3.1

## RATIONALE

A comprehensive fire inspection program is a critical foundation for municipalities to prevent incidences and limit impacts of fire. Residents of Swift Current need to be confident that the homes, buildings and facilities in which they live, work and play are constructed and maintained to a safe standard. Swift Current Fire Department schedules regular building inspections of all buildings in the city with the exception of single and two-family occupancies. Swift Current Fire Department is committed to using a risk based model for determining the frequency of fire inspections.

Risk assessment is an integral part of Swift Current Fire Department's ability to review its current operations and plan for future development. Risks will be inserted into the Firehouse information management system to allow each facility to be rated as low, medium, high, and maximum based on existing building structure and occupancy.



Regular fire inspections and effective compliance monitoring are essential to improving fire safety. All Swift Current fire fighters are certified as level I or II fire inspectors. Each platoon is assigned fire inspections scheduled by Firehouse database. The Deputy Chief of Prevention is responsible for conducting new construction plans reviews, overseeing the new construction site, special risk facilities and overseeing the fire inspection program.

Investigation of all fires is a critical component of a fire prevention program to determine the cause, origin and circumstances of a fire. This allows preventative strategies to be developed to increase the safety of buildings which may include recommending changes to building and fire codes. The Province of Saskatchewan Fire Safety Act requires all municipalities to conduct a fire investigation with 3 days of the occurrence of a fire and to report the findings to the Office of the Fire Commissioner.

## PRINCIPLE 3.2

---

SWIFT CURRENT FIRE DEPARTMENT SHALL USE A COMMUNITY HAZARD, RISK AND VALUE ASSESSMENT PROGRAM AS A MANAGEMENT TOOL TO BUILD “A SAFE AND CARING COMMUNITY”

### GUIDELINES

Swift Current Fire Department will use a community risk assessment approach to develop programs to manage risk in the community. This approach is determined through an ongoing high-level strategic assessment that includes, but is not limited to:

1. Projected population and geographic are growth (i.e., intensification in mature neighborhoods, construction of high-rises, new growth in the outer perimeter of the city, etc.)
2. Demographic change patterns (i.e., aging population, increase immigrant population, etc.)
3. Nature and characteristics of properties and the related building codes.
4. New technologies and methods of building construction.
5. High risk areas in terms of life, property and the environment which need to receive additional attention.
6. Risk impacts from adjacent communities.
7. Residential sprinkler areas.



# 3.2

## RATIONALE

The Master Plan places the responsibility on Swift Current Fire Department to plan for, and respond to, a range of emergencies on the basis of ongoing community risk assessment and management approach.

The assessment of risk is critical to the determination of the number and placement of resources, and to the mitigation measures that may be available to an agency. Swift Current Fire Department will use the Standards of Cover manual from the Centre for Public Safety Excellence as a guide to developing management zones/grids for analysis of response patterns in order to objectively determine its capability to provide service at the level determined by City Council.

The risk profile informs Swift Current Fire Department by:

1. Identifying and assessing risk.
2. Developing risk mitigation strategies.
3. Selecting the best strategy.
4. Implementing the chosen strategy.
5. Monitoring the strategy for its effectiveness.

This approach to risk assessment and management seeks to have the right resources in the right places at the right times to be most effective in protecting the community.

Swift Current Fire Department shall implement a pre-incident planning program for fire fighters to pre-plan high and maximum risk facilities in the community. This program will identify specific hazards that fire fighters can be aware of before responding to an emergency event with the objective of enhancing fire fighter and public safety.

## PRINCIPLE 3.3

---

SWIFT CURRENT FIRE DEPARTMENT SHALL IMPROVE UPON EXISTING EDUCATIONAL AND COMMUNITY BASED PREVENTION PROGRAMS THAT TARGET “AT-RISK” POPULATIONS AND HELP FOSTER COMMUNITY INVOLVEMENT AND OWNERSHIP OF PUBLIC SAFETY INITIATIVES

### GUIDELINES

1. Swift Current Fire Department shall maintain and improve high profile public education and awareness programs that target the community at large as well as at risk populations.
2. Public education programs will be targeted as identified through the community risk assessment.
3. Swift Current Fire Department will participate with our public safety partners including Hutch Ambulance Service, Royal Canadian Mounted Police, Saskatchewan Health Authority, Chinook School Division, Holy Trinity Roman Catholic Separate School Division, and Great Plains College in supporting community wide public safety initiatives.

# 3.3

## RATIONALE

The most effective ways to protect life, property and the environment is to prevent incidents and emergencies from occurring in the first place. Preventing fires saves lives, reduces injuries, and reduces economic and environmental impacts. Public education is the most cost effective method Swift Current Fire Department has to prevent the occurrence of fires or other emergencies and limit their impact. Through the effective use of public education, a more informed citizenry is built that promotes **"A Safe and Caring Community"**.

Research has proven that communities that emphasize education and awareness have fewer injuries and property damage due to fire. Community fire safety involves a range of different initiatives aimed at promoting a fire-safe environment, particularly in the home. Swift Current Fire Department targets at risk populations to further reduce the overall number of deaths, injuries and property loss resulting from fire.

Swift Current Fire Department is a leader in Saskatchewan in public safety initiatives and as a result, the City of Swift Current has one of the lowest incidences of fire in the province. Swift Current Fire Department actively participates with our public safety partners as they provide and develop public safety programs according to current public need.

## PRINCIPLE 3.4

---

SWIFT CURRENT FIRE DEPARTMENT SHALL ENHANCE RELATIONSHIPS WITH THE COMMUNITY AT LARGE, AND AS AN INTEGRAL REGIONAL SERVICE PARTNER, WILL WORK CLOSELY WITH OTHER FRONT-LINE AGENCIES, NEIGHBOURING MUNICIPALITIES, AND NATIONAL AND INTERNATIONAL PEERS

### GUIDELINES

1. Swift Current Fire Department shall maintain and develop effective working relationships with key partners.
2. Swift Current Fire Department shall establish an effective community relations strategy to ensure ongoing community understanding and support of the services offered, which includes:
  - a. Establishing and maintaining a list of target audiences in the community.
  - b. Using various methods of interacting with the community to both share and gather information.
  - c. Maintaining an evaluation instrument to measure and understand customer satisfaction.
  - d. Maintaining and growing an ongoing strategy to create opportunities to be visible with a purpose of providing service to the community.

# 3.4

## RATIONALE

Swift Current Fire Department needs to foster strong and effective working relationships with the community, industry, regional partners and other orders of government, as well as with other municipal departments to ensure continued operational effectiveness and service delivery.

Swift Current Fire Department service delivery is built around the “chain of survival” and relies on strong partnerships with Swift Current Ambulance and the Royal Canadian Mounted Police. Each response agency within the emergency response network shares in and contributes a unique set of skills and expertise that effectively provide services to save lives and protect property and the environment.

Swift Current Fire Department uses various means to provide information to our citizens and partners including traditional media, social media, web sites, door-to-door campaigns, and public meetings.

Swift Current Fire Department maintains mutual aid agreements and service agreements with surrounding municipalities and other orders of government to ensure adequate and effective service delivery.

Swift Current Fire Department maintains memberships and participate in provincial, national and international associations whose goals are the furtherance of public safety in a broad range of disciplines including fire, dangerous goods, transportation, rescue, public security, etc.

## PRINCIPLE 3.5

---

SWIFT CURRENT FIRE DEPARTMENT IS COMMITTED TO PARTNERING WITH THE SWIFT CURRENT FIRE FIGHTERS ASSOCIATION USING AN INTERNAL COLLABORATIVE APPROACH TO PROBLEM SOLVING AND DECISION MAKING

### GUIDELINES

1. Swift Current Fire Department will continue to work toward maintaining and enhancing an effective, cooperative, and collaborative working relationship with the Swift Current Fire Fighters Association Local 1318.
2. Swift Current Fire Department shall continue to schedule labor/management meetings to discuss and deal with issues in the Swift Current Fire Department.
3. Swift Current Fire Department and the Swift Current Fire Fighters Association Local 1318 are collectively committed to and accountable for:
  - a. Recognizing and respecting each other's roles, interests and accountabilities.
  - b. Communicating with each other in ways that promote common understanding, effective problem solving and enhanced relationships.
  - c. Using a collaborative approach to problem solving, decision making and negotiation.
  - d. Attacking issues, not people.
  - e. Honoring the agreements we reach.
  - f. Giving each other the benefit of the doubt.

# 3.5

## RATIONALE

It is critical to the Swift Current Fire Department to have successful relationships between city management and the unions representing city employees to help build and maintain public trust through integrity, dedication to service, professionalism and accountability.

Effective communication enables us to work together toward our common goals to deliver quality services at the best value possible, satisfy customers, and value employees. A commitment to collaborative relations complements the right and responsibility of managers to work for the best interests of the organization and the right and responsibility of unions to represent the best interests of their members.

## GOAL 4

WE WILL ENSURE SERVICES ARE  
COMPREHENSIVE, EFFECTIVELY  
INTEGRATED AND SUSTAINABLE





## PRINCIPLE 4.1

---

SWIFT CURRENT FIRE DEPARTMENT SHALL REGULARLY MONITOR, REPORT UPON AND EVALUATE ITS PROGRESS TOWARDS ITS MASTER PLAN GOALS IN SUPPORT OF THE CITY OF SWIFT CURRENT'S STRATEGIC PLAN *THE NEXT 100 YEARS* AND THE STATED OBJECTIVE OF "A SAFE AND CARING COMMUNITY".

### GUIDELINES

1. Performance measures and reporting framework that links key performance indicators with the goals, outcomes, policies, service level targets and standards identified in the Master Plan and city strategic plans.
2. Regular reporting and assessment of performance.
3. Evaluation of changes and innovations through a continuous improvement cycle.
4. Established accountability and transparency to the community.

# 4.1

## RATIONALE

The Master Plan is aligned to the overarching vision and goals outlined in *The Next Hundred Years* and the four accompanying strategic initiatives, *Managing City Services*, *Planning Developing and Growing our City*, *"A Safe and Caring Community"*, and *Being the Best We Can Be*.

Effective implementation of the Master Plan is assessed through an established and structured performance measurement framework. This framework links key performance indicators to the goals, outcomes, policies, service level targets, service delivery standards, and guidelines identified in the Swift Current Fire Department Master Plan.

The Master Plan identifies a range of quantifiable targets, standards and guidelines for Swift Current Fire Department to strive toward. Some are based on recognized standards such as the National Fire Protection Association (NFPA) 1720 standard, while others are based on Swift Current Fire Department knowledge and experience with the community.

Regular monitoring and evaluation of performance over time is essential to allowing Swift Current Fire Department to identify where progress is being made and where adjustments to systems and processes may be required, or where resources may need to be reallocated, increased, or decreased. The impacts of changes and innovations are evaluated through the continuous improvement cycle to determine if desired outcomes are being achieved.

The use of consistent and reliable information increases confidence of all stakeholders in Swift Current Fire Department and allows decisions to be made based on facts rather than on assumptions. Regular reporting of performance to the community, to the City's Senior Management Team, to City Council and to Swift Current Fire Department personnel is an integral part of ensuring the Swift Current Fire Department is transparent and accountable for its decisions and actions.

---

## REFERENCES

*The Next 100 Years*, City of Swift Current Strategic Plan 2014.2015.2016  
NFPA 1720: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments

## PRINCIPLE 4.2

---

SWIFT CURRENT FIRE DEPARTMENT SHALL BE OPEN TO CONSIDERING FUTURE OPPORTUNITIES THAT ENHANCE MUNICIPAL REVENUE STREAMS, IMPROVE EFFICIENCIES, AND MAINTAIN APPROPRIATE LEVELS OF ESSENTIAL SERVICES

### GUIDELINES

The Swift Current Fire Department will assess opportunities that help to enhance overall revenue streams and/or improve efficiencies in consideration of the following evaluation criteria.

Opportunities should be considered that:

1. Quantifiably demonstrate a net reduction on the reliance on property taxes and/or support long term sustainability of assets.
2. Can be equitably implemented where performance measures can be effectively developed and monitored.
3. Take into account the feedback of potentially affected stakeholders.
4. Are accompanied by clear, transparent and justifiable guidelines.
5. Have no negative impact on essential service delivery or conflict with Master Plan directions.

# 4.2

## RATIONALE

The focus of the City of Swift Current is on the City's efforts to deliver the greatest value of services that are most important to the citizens of Swift Current while managing the opportunities and challenges of our ever-changing city. This focus provides a framework to help establish priorities and make informed decisions for the future.

Ensuring Swift Current's financial sustainability through a proactive financial strategy is one of the goals of City Council. By ensuring Swift Current's financial sustainability, Swift Current Fire Department balances the demands placed on the City and the limited means to address these demands. Swift Current Fire Department will work towards enhancing revenue streams and improving operational efficiencies while fulfilling its mission.

Provincial law greatly restricts the fire services that municipalities may charge a fee for as property owners have already paid for these services through their property taxes. Allowances may be made to allow for charging a fee for non-fire related services and/or services provided to non-residents. Swift Current Fire Department uses all available avenues to increase revenue where allowed and to constantly look for new sources of revenue to ease the strain on the tax payers.

## PRINCIPLE 4.3

---

SWIFT CURRENT FIRE DEPARTMENT SHALL FOLLOW AN INTEGRATED APPROACH TO ENSURING “A SAFE AND CARING COMMUNITY” THROUGH FIRE PREVENTION, PUBLIC EDUCATION, EMERGENCY RESPONSE AND RESCUE SERVICES, MEDICAL AID, ENVIRONMENTAL PROTECTION, AND EMERGENCY PREPAREDNESS PLANNING

### GUIDELINES

The Swift Current Fire Department will use a collaborative and integrated process for ensuring “A Safe and Caring Community” including the following characteristics:

1. Integrated services are delivered in the most effective, efficient and economical manner by leveraging the abilities of the most appropriate delivery agent.
2. Integrated services share accountability by clearly identifying roles and responsibilities, and equitably allocating resources, risks, and rewards.
3. Integrated services shall support cross unit information gathering and sharing.
4. Integrated services are delivered with environmental responsibility in mind.

# 4.3

## RATIONALE

Swift Current Fire Department, as a critical link in the chain of survival, provides and/or supports a broad range of services which need to be effectively integrated to ensure overall community safety. These services include:

Responding to structure fires (i.e., single family homes, multi-family residential, institutional, high rise, commercial, and industrial buildings), vehicle fires, vehicle accidents, hazardous materials, and wildland fires.

Providing mutual aid response to surrounding municipalities and towns under terms of signed agreements.

Responding to life threatening medical aid events as Primary Care Paramedics to support Hutch Ambulance Service.

Responding to emergency and non-emergency service calls or citizen assist calls including such areas as search and rescue, animal rescue, water leaks, electrical hazards, explosions, confined space, entrapment, rail incidents, water rescue, salvage support, or lockout of home and vehicles.

Supporting scene safety for emergency responders by providing traffic control or providing additional temporary lighting requirements.

Conducting fire inspections of structures to check for compliance with the National Fire Code, including follow-up inspections to verify compliance, monitoring fire drills, issuing permits for open air burning, and advising residents on fire safety issues.

Supporting environmental responsibility by operating in the most environmentally conscientious manner, while ensuring personnel and public safety, and serving as environmental stewards in daily operations.

Performing reviews of building and renovation project plans as they relate to emergency resources, water supply, sprinkler and fire alarm systems, flammable liquid storage facilities, hazardous materials facilities, and other fire related matters, such as inspecting construction sites and aboveground and underground tanks to ensure they are observing the National Fire Code.

Increasing awareness through the provision of fire prevention and fire safety information to targeted at risk populations to help reduce the number of fires, fire related injuries and fire-related deaths as well as lag time in reporting a fire (time from the start of a fire to the time 9-1-1 is called).

## PRINCIPLE 4.4

---

SWIFT CURRENT FIRE DEPARTMENT SHALL RESEARCH INNOVATIVE PROGRAMS AND PARTNERSHIP OPPORTUNITIES THAT HELP CONTINUOUSLY IMPROVE OVERALL SERVICE DELIVERY, BUILD CAPACITY, AND ENHANCE COMMUNITY OWNERSHIP OF THE DEPARTMENT

### GUIDELINES

Swift Current Fire Department will foster a culture of innovation and explore new partnership opportunities through top level commitment to:

1. Exploring and supporting the development of new ideas and partnerships that can help improve service delivery.
2. Encouraging and rewarding the participation and engagement of staff.
3. Accepting uncertainty by properly defining and minimizing associated risks.
4. Effectively managing and implementing new solutions that will improve the organization regardless of the perceived scale (i.e., small incremental wins can be just as important as major transformational improvement initiatives).



# 4.4

## RATIONALE

Swift Current Fire Department takes great pride in its long history of protecting life, property and the environment and in particular, its great success in prevention efforts over the past 15 years.

In 2009, the City of Swift Current contracted with Morrison Hershfield to conduct a review of Swift Current Fire Department and develop a Fire Master Plan. In 2011, the City of Swift Current contracted with Behr Energy Services Ltd to review and update the Fire Master Plan.

In 2010, Swift Current Fire Department became a registered agency with the Centre for Public Safety Excellence based on a major recommendation in the 2009 Fire Master Plan. This is the first step in the accreditation process through the Commission on Fire Accreditation International. This is a very onerous process of self-evaluation against recognized standards and best practices. During the ensuing 5 years, Swift Current Fire Department trained two managers in the accreditation process and started an internal review making changes to improve operational efficiencies.

In 2015, Swift Current Fire Department renewed its status as a registered agency with the Center for Public Safety Excellence. This will allow us to continue down the road to improvements meeting recognized standards and best practices.

This process will challenge internal and external stakeholders to look critically at paradigms, values, philosophies, beliefs, and desires. It will challenge individuals to work in the best interests of the “team”. It will provide staff an opportunity to participate in the development of their organization’s long-term direction and focus.

Swift Current Fire department continually strives to improve service delivery through the effective and efficient use of resources and technology and by reviewing and adjusting systems and processes.

---

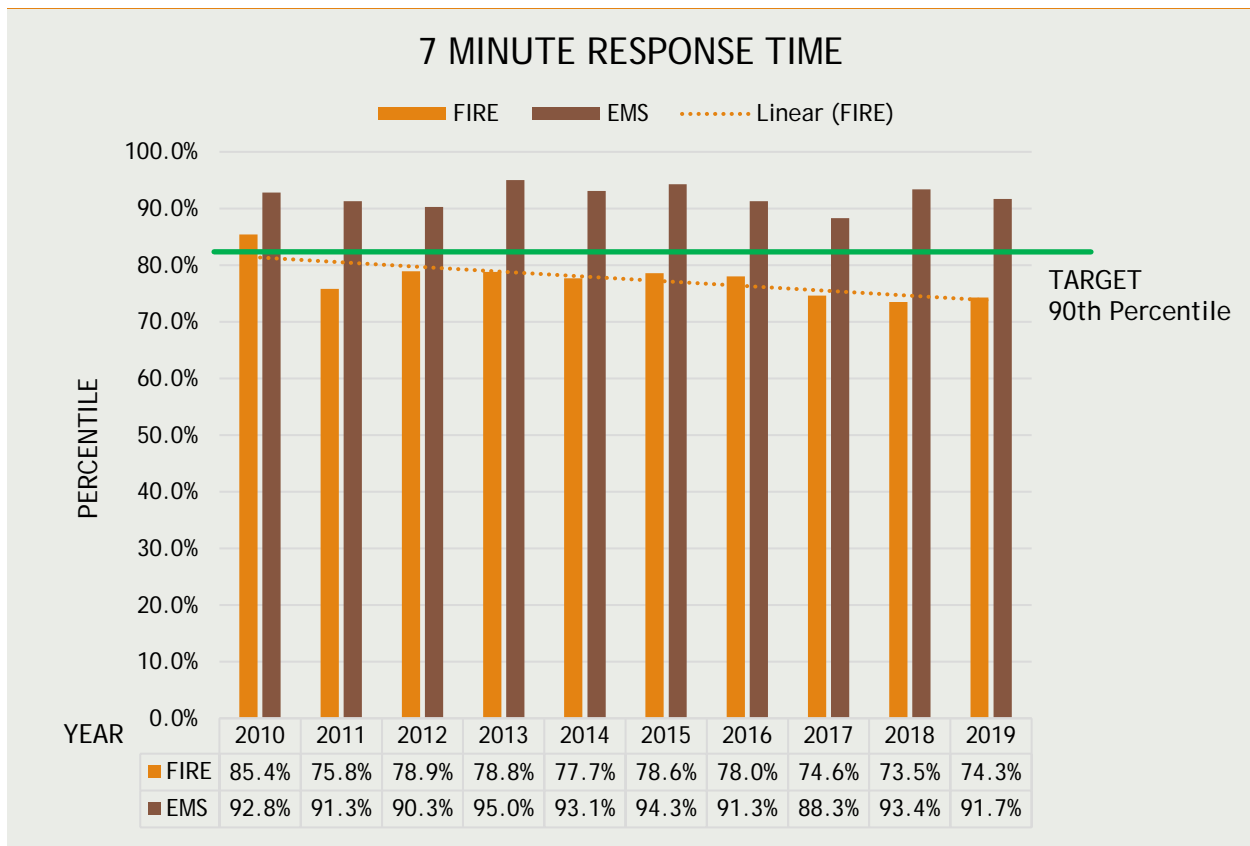
## REFERENCES

City of Swift Current Fire Master Plan, 2009  
City of Swift Current 2011 Service Level Review and Fire Master Plan  
Fire and Emergency Service Self-Assessment Manual, Commission on Fire Accreditation International  
Standards of Cover, Commission on Fire Accreditation International

# GRAPHS

## GRAPHS

This section summarizes the past 10 years in a graphical manner

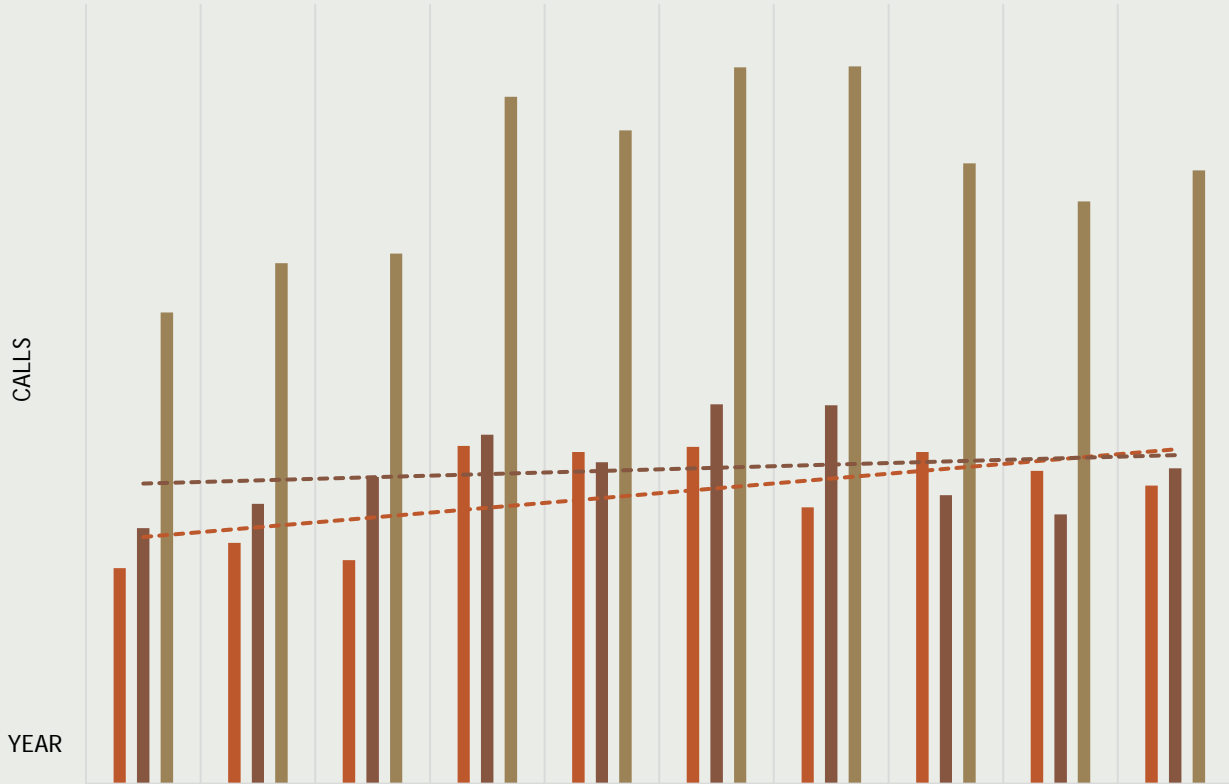


Our response time goal is to arrive on scene with 7 minutes of the call and begin intervention within 3 minutes of arrival for 90% of all incidents. The above graph shows that most years we meet or exceed this for EMS related incidents but regularly fall short for fire related incidents. *One of the main reasons for fire calls to not meet the standard response time goal is that on a fire call there is an extra two minutes to account for: 90 seconds to put on all required fire gear and 30 seconds to board vehicle and seatbelt-up. Additionally, fire engines which are required use vehicles for all fire related calls, due to their size alone, are slower response vehicles. Depending on the travel distance between the call address and the Fire Hall would rationally make certain parts of the City very difficult to get to within 7 minutes of being dispatched for a fire call.*

In a growing and physically expanding community, response time goals met and not met would be a key indicator and factor used to determine when additional resources would be needed to expand the current response capabilities of the Swift Current Fire Department.

# ANNUAL CALL VOLUME

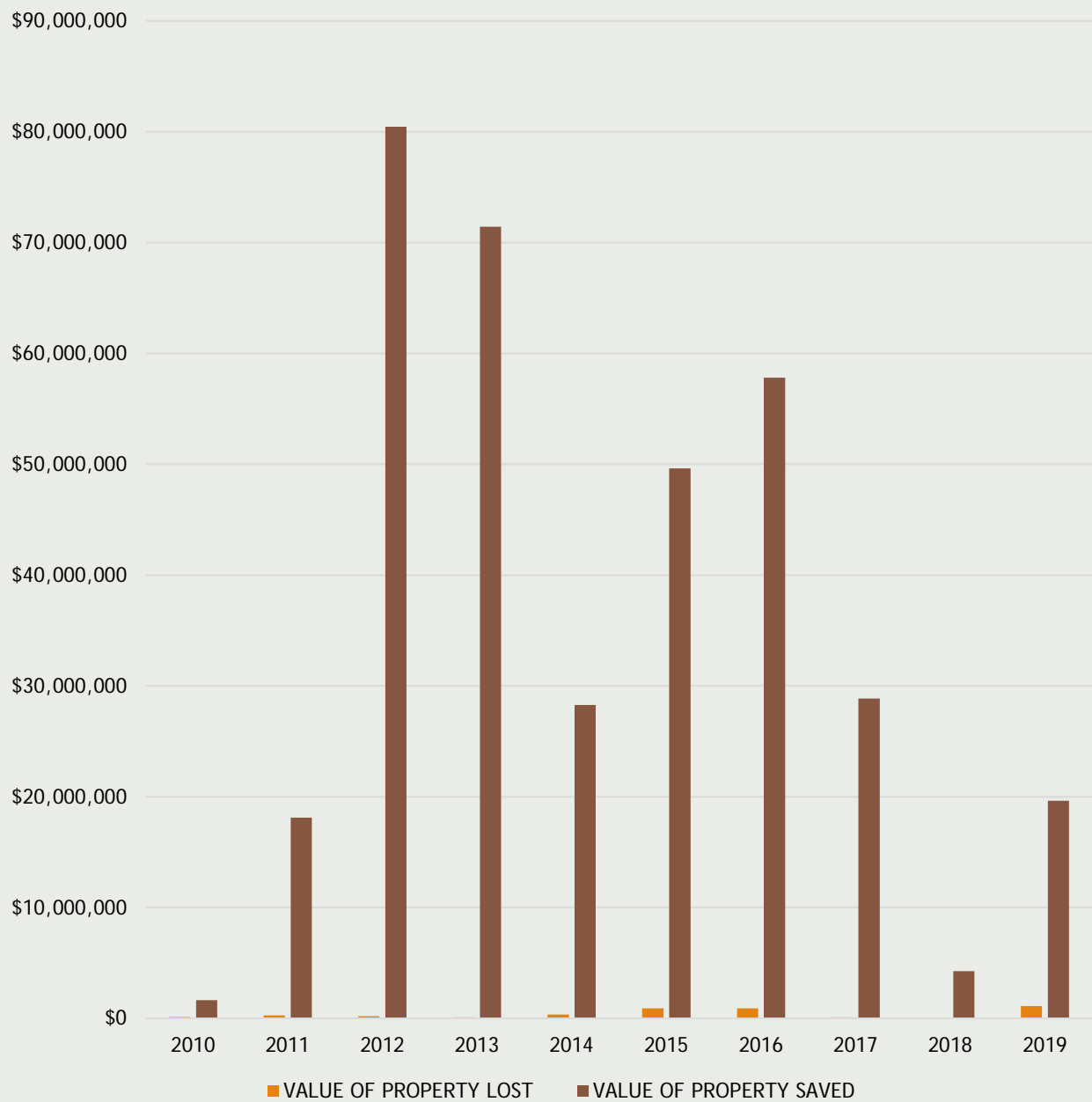
■ FIRE   
 ■ EMS   
 ■ TOTAL   
 - - - Linear (FIRE)   
 - - - Linear (EMS)



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<span style="color: #C8513E;">■</span> FIRE	249	278	258	390	383	389	319	383	361	344
<span style="color: #6B3A2C;">■</span> EMS	295	323	354	403	371	438	437	333	311	364
<span style="color: #8B7A4D;">■</span> TOTAL	544	601	612	793	754	827	828	716	672	708

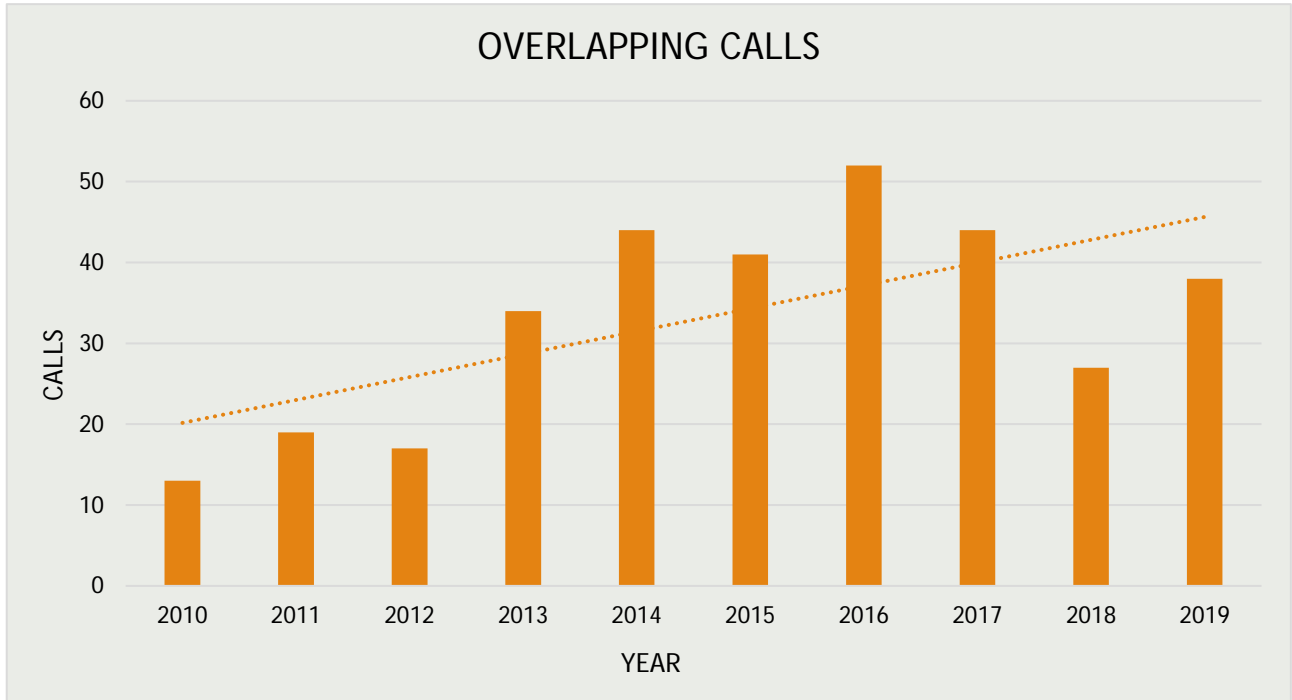
Annual call volume remained relatively steady in the 500 to 600 range over an extended period of time but has started to increase in recent years with the upturn in the economy and the growth in the City. It is important to note that as call volumes trend upwards, the fire response times are trending downwards. This is an expected and anticipated result due to increased growth in the peripheral areas of the City. As such, any additional outward growth will require serious consideration and long-range planning to address the need for expansion of current fire response resources and infrastructure.

## VALUE OF PROPERTY LOST COMPARED TO VALUE OF PROPERTY SAVED

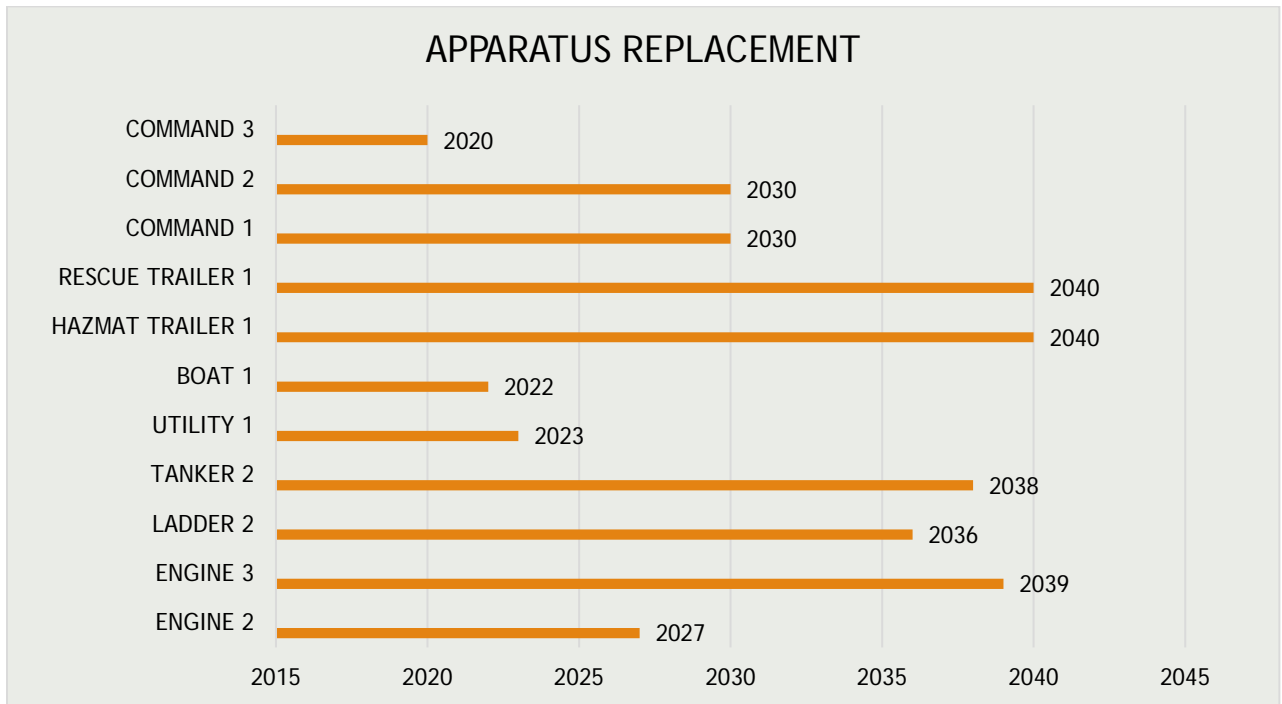


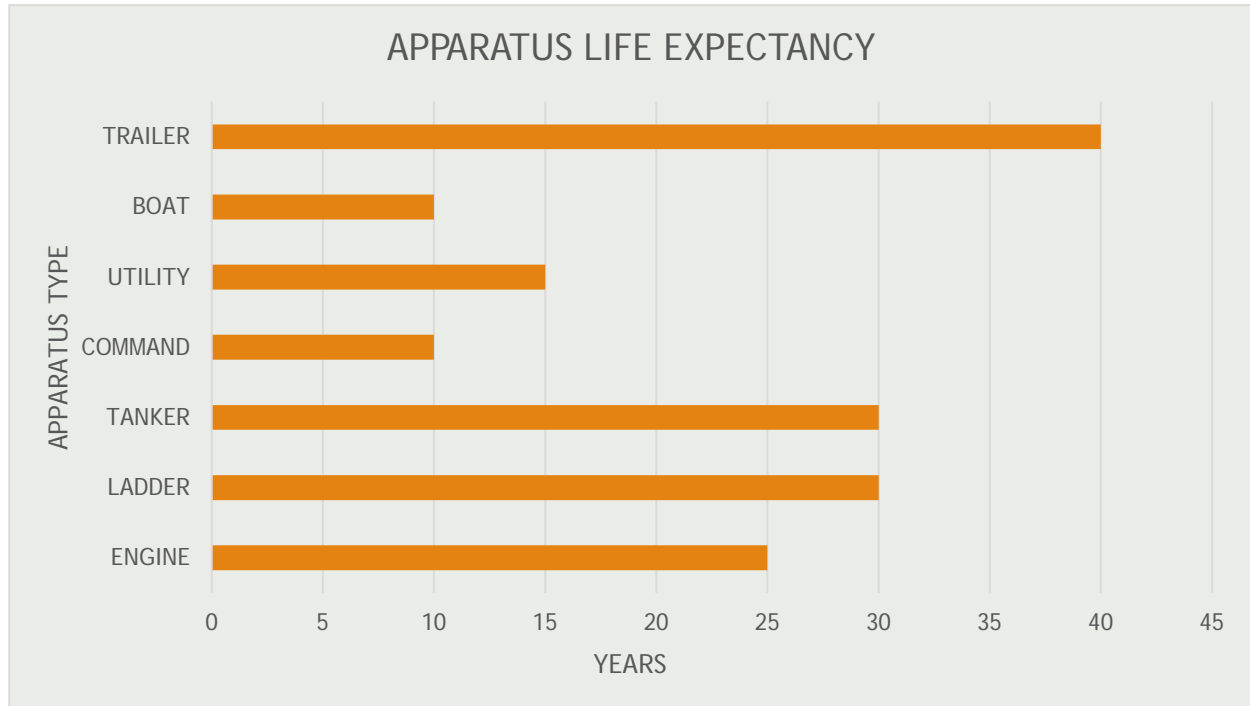
	2010	2011	2012	2013	2014
VALUE OF PROPERTY LOST	\$123,000	\$266,600	\$192,841	\$101,287	\$349,345
VALUE OF PROPERTY SAVED	\$1,636,000	\$18,121,600	\$80,448,792	\$71,439,337	\$28,268,133
	2015	2016	2017	2018	2019
VALUE OF PROPERTY LOST	\$904,345	\$916,354	\$103,025	\$32,030	\$1,118,900
VALUE OF PROPERTY SAVED	\$49,620,280	\$57,807,573	\$28,847,975	\$4,248,665	\$19,641,600

Annual fire losses can be affected by one or two major fires.



The number of times we are dispatched to multiple calls at the same time continues to increase which is common with municipal growth patterns.





Fire apparatus have various life expectancies based on type, usage, hours of operation, mileage, and insurance requirements. Our projected life expectancies and proposed replacement dates are shown above

Projected Populations are based on the 2011 Canada Census population of 15,503 and using an annualized rate of growth. Based on these projections and the fire protection needs of a growing community, the following chart provides some direction toward increasing the size of the fire department with regards to facilities, apparatus, and personnel.

#### PROJECTED FIRE DEPARTMENT GROWTH

Year	Population	Area (Sq. Km)	Fire Halls	Engine	Ladder	Rescue	Tanker	Utility	Trailer	Chief Officers	Captains	Career FF's	Paid On Call FF's
2011	15,503	30	1	2	1	1	1	1	2	3	4	12	16
2016	18,235	30	1	2	1		1	1	2	3	4	12	16
2021	21,450	30	1	3	1		1	1	2	3	4	16	20
2026	25,230	30	1	3	1		1	1	2	3	4	24	20
2031	29,677	35	2	4	1		1	1	2	3	8	24	20
2036	34,908	35	2	4	1		1	1	2	3	8	36	20
2041	41,061	40	2	4	2	1	1	1	2	3	8	36	20

# GLOSSARY OF TERMS



## GLOSSARY OF TERMS

### ACCREDITATION

A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.

### AT RISK POPULATIONS

Populations whose members may have additional needs, which includes but is not limited to Aboriginals, seniors, persons with disabilities, low income groups, school and preschool aged children.

### COMMISSION ON FIRE ACCREDITATION INTERNATIONAL

The Commission on Fire Accreditation International (CFAI) is a not-for-profit organization committed to assisting and improving fire and emergency service agencies around the world in achieving organizational and professional excellence; to provide continuous quality improvement and enhancement of service delivery to the community. CFAI is governed by an 11- member commission representing a cross-section of the fire service industry, including fire departments, city and county management, code councils, the U.S. Department of Defense, and the International Association of Firefighters.

Their goal is to transform fire departments from tactical agencies to strategic agencies. In order to become accredited, Swift Current Fire Department will be required to develop three documents:

1. A community driven strategic plan based on feedback from internal and external stakeholders and set out future goals for Swift Current Fire Department,
2. A standards of cover document based on a review of Swift Current Fire Department operational processes, benchmarks and performance measures, and
3. A self-assessment of the branch to look at how Swift Current Fire Department manages its business, its relationships and its personnel and how well these systems work.

Once complete, a group of peers from other departments across North America conducts an external peer assessment as the final step towards accreditation.

### COMMUNICATION TIME

The time between the centralized call for Swift Current Fire Department support is received until the station is notified.

### CONSEQUENCE

Consequence is an evaluative criteria used in the risk assessment model. There are two components: life safety (the amount of personnel and equipment required to rescue or protect the lives of occupants from life threatening situations which include both fire and EMS) and economic impact (the losses of properties, income or irreplaceable assets).

## **GLOSSARY OF TERMS**

### **FIRE APPARATUS**

A collective term used to describe all types of motorized firefighting equipment from pumper and ladder trucks to administrative vehicles.

### **FULL FIRST ALARM ASSIGNMENT**

This is the personnel, resources and apparatus that are dispatched upon notification of a structural fire. While the responding apparatus may vary depending on the nature of the fire, a minimum of 16 firefighters are required for a full first alarm assignment.

### **GOALS**

Goals are the overriding direction of Swift Current Fire Department and are based on the direction set by City Council in *"The Next 100 Years, the Strategic Plan for 2014.2015.2016"*.

### **GUIDELINES**

Guidelines further define the principle statements and/or establish parameters within which the principle is to be implemented. They are statements that define in more precise terms what is required relative to the policy direction. Guidelines may include statements that are mandatory in nature; that is, they may include the terms "shall" and "will".

### **INSURANCE ADVISORY ORGANIZATION**

The Insurance Advisory Organization (ISO) is an organization that conducts reviews and assessments of fire services and provides insurance ratings for commercial and residential fire insurance. A fire Underwriters Survey is used by ISO to provide data on Public Fire Protection Classifications.

### **MASTER PLAN**

A combination of the organization's strategic plan and its operational plans. A master plan takes various plans and integrates them, into one document. Master plans help define the anticipated future of the community's demographics and how the community is expected to develop or change in the timeframe covered by the master plan.

### **MISSION**

An enduring statement of purpose, the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.

### **NATIONAL FIRE PROTECTION ASSOCIATION**

An international not-for-profit membership organization with over 75,000 members in 100 countries. The National Fire Protection Association (NFPA) is the only industry recognized standard for the provision of fire services. It is the world's leading advocate of fire prevention and public safety and has over 300 safety codes and standards.

## **GLOSSARY OF TERMS**

### **POLICY**

Policies are formal statements that set direction and standards of performance that guide and determine current and future state. Policies expound on the principles and provide an in depth means of attaining the goals. Policies are imposed on the City by itself or are imposed on the City by other levels of government.

### **PRINCIPLES**

The principles provide Swift Current Fire Department with the consistent direction that administration will undertake to ensure that Goals are being implemented.

### **PROBABILITY**

Probability is an evaluative criteria used in risk assessment models, which identifies the likelihood that a particular event will occur within a given period of time. An event that occurs daily is highly probable. An event that occurs only once in a century is very unlikely and has a low probability. Probability then is an estimate of how often an event will occur.

### **REFERENCES**

These include Legal references that refer to any statutes, regulations, bylaws, or other legal authorities relevant to the policy. Other references may refer to City Council policies, administrative policies, or industry standards. All references appear at the end of the related principle.

### **RESPONSE TIME**

The time that begins when a request for assistance is received at the Public Safety Answering Point (PSAP) and ends when the first Swift Current Fire Department apparatus arrives on the scene.

### **SERVICE DELIVERY STANDARDS**

The specific service delivery standards set by Swift Current Fire Department in accordance with the Saskatchewan Fire Safety Act.

### **SERVICE LEVEL TARGETS**

Service Level Targets are long term targets for service delivery the Swift Current Fire Department strives to achieve. Progress towards, and ultimate achievement of these targets is subject to annual funding through the corporate budget process. These targets do not mandate a "standard" of service.

### **SERVICE QUALITY**

A performance indication that identifies the degree to which customers are satisfied with a program, or how accurately or timely a service is provided.

### **STAKEHOLDER**

Any person, group, or organization that can place a claim on, or influence, the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.

## GLOSSARY OF TERMS

### STRATEGIC PLAN

A long-range planning document that defines the mission of the agency, and broadly identifies how it will be accomplished and the framework for more detailed annual business and operational plans.

### THE NEXT 100 YEARS

The City of Swift Current's top strategic plan, *The Next 100 Years* helps set the direction and align all City division priorities as we work to make Swift Current the City we want it to be by 2025. *The Next 100 Years* outline four 10-year Strategic Goals that were subsequently developed into long-range strategic plans:

- Managing City Services
- Planning, Developing and Growing Our City
- Reaching Out
- Building on What Works

### TRAVEL TIME

The time between the Swift Current Fire Department's apparatus leaving the station until the first apparatus arrives on scene.

### TURNOUT TIME

The time between when Swift Current Fire Department receives notification from the PSAP of an emergency call to the time when apparatus begin to respond.

### VISION

An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.



