

FLAGSTAFF REGIONAL FIRE SERVICES

Business & Implementation Plan



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1.0 Introduction

The Flagstaff Region has long recognized the benefits of collaboration in emergency service provision and have a history of working collaboratively in the area of emergency services. In 2005, an Emergency Services Committee (ESC) was established amongst the municipalities as an advisory committee supporting the delivery of emergency services in the Flagstaff Region. Currently, the ESC is sponsoring the development of a regional fire service business and implementation plan that evaluates all previous planning and research completed as well as additional considerations to support the process of establishing a regional fire service.

The Flagstaff Region consists of nine municipalities: Flagstaff County, including the Hamlets of Strome and Galahad; the Towns of Hardisty, Sedgewick, Killam and Daysland; and the Villages of Forestburg, Alliance, Loughheed and Heisler. The eight towns and villages each operate a volunteer fire service and Flagstaff County operates two other volunteer fire services within the two hamlets. These departments collectively provide wildland fire suppression, exterior and coordinated interior structural fire suppression, medical first response, motor vehicle collision response, hazardous materials first response, ice rescue and water rescue services to the region.

Historically, the region has coordinated the regional provision of fire services through fire service agreements between the County and the urban municipalities within it. These fire service agreements are currently set to expire in December 2019. The municipalities in the region see an opportunity to establish a regional fire service that encompasses all fire services in the Flagstaff area under one governance and administrative structure prior to the expiration of these agreements.

In June 2018, the ESC, through the Town of Killam, issued a Request for Proposal for the development of a business and implementation plan for a regional fire service. Transitional Solutions Inc. (TSI) was selected to complete the identified scope of work and support the ESC in envisioning a future emergency services model for the Flagstaff region. The following business and implementation plan outlines TSI's methodology, key findings, recommendations, and a proposed four-year budget and implementation plan for establishing a regional fire service. The analysis and recommendations presented considers existing department structures, training and service levels, previous work completed by the Committee, concerns raised by municipalities in the past, and current best practices in the delivery of municipal fire services.

2.0 Background

The Flagstaff ESC has been working to achieve a funding formula and service level model for a regional fire service that will serve all municipalities in the Flagstaff region for many years. A lot of valuable work has been completed to date, including the hiring of a Regional Emergency Services Coordinator, the completion of the *2011 Regional Fire and Emergency Management Services* study on options for regional fire and emergency services operations, and the development of a draft *2018 Flagstaff Regional Emergency Services Society Business Plan* that laid out recommendations for implementing a regional fire service through a society-based model. To date, the region has not been able to reach agreement on regional fire and emergency service provision and neither report has been implemented. The two previous reports offered sound recommendations. However, in both cases, there were concerns from

municipal administrations and councils regarding the cost of the regional service in the budgets presented and the potential closure of fire halls.

TSI was hired by the Flagstaff ESC to review the previous work completed and develop a business and implementation plan for a Regional Fire Service that is sustainable and affordable, ensures the viability of fire services in the region, minimizes each municipality's liability and risk, and maintains recruitment and retention of fire service volunteers. The project and resulting report are governed by the principles of effectiveness, efficiency, economy and equitability. In this regard, the business plan detailed below was developed with an overarching goal of presenting a strategy that meets the needs of the municipalities, allows for full implementation of a regional fire service, and achieves the following objectives:

1. Offering a solution for achieving a regional fire service that meets the needs of the region while minimizing liability and risk.
2. Providing a viable financial model for implementing the strategy.
3. Developing an implementation plan that engages all fire services, administrations, elected officials and residents in the process to achieve buy-in and support for the transition to a regional model.

3.0 Methodology

To achieve all project objectives and deliverables, TSI's team of consultants carried out a multi-stage engagement and communications process that included background research, peer review, stakeholder consultation and a service level review and assessment.

Background Research

Background research involved a thorough review of the following information provided:

1. All previous reports developed including the:
 - 2009 Flagstaff County Fire Protection Review
 - 2011 Regional Fire and Emergency Management Services Study
 - 2018 Flagstaff Regional Emergency Services Society Business Plan
2. All data available regarding budgets, equipment and apparatus, training, calls and response, and membership at each of the ten fire departments in the region.
3. Municipal Aid Agreements
4. Standard Operating Guidelines (SOGs) and Standard Operating Procedures (SOPs)
5. Bylaws and Levels of Service
6. Risks and Hazards

Peer Review

In addition to reviewing documentation specific to the Flagstaff region, TSI completed best practices research for regional models currently being used throughout the Province of Alberta. Included in this was an evaluation of service level and call response models of regional fire departments in municipalities of a similar size. Municipalities considered included the County of Forty Mile, Wetaskiwin County, Central Peace Regional Fire Commission, and Leduc Regional Fire Service.

Stakeholder Consultation

In-person, one-on-one interviews were completed with all Chief Administrative Officers (CAOs) and Fire Services in the region, as well as the Alberta Office of the Fire Commissioner (OFC). These discussions provided information on: the history of working toward a regional fire service; concerns with the process and previous recommendations; the strengths and challenges of the ten current volunteer fire services; and opportunities and concerns regarding a regional model. Topics discussed by stakeholder group include:

CAOs

- The process of establishing a regional fire service, to date
- Potential barrier to success
- Budgetary considerations
- Fire hall funding
- Mutual aid
- Delegation of Authority under the MGA
- Safety Codes
- Liability
- Political and administrative considerations

Fire Services

- Fire department organization and structure
- Firefighter training
- Manning, recruitment and retention
- SOPs and SOGs
- Equipment and apparatus
- Call response
- Automatic and mutual aid
- The process of establishing a regional fire service, to date
- Opportunities and challenges with regionalization
- Department viability

Office of the Fire Commissioner

- The process of establishing a regional fire service, to date.
- Strengths and challenges with regional models across the Province.
- Key consideration from the OFC perspective.

Service Level Assessment

Using data collected through background research, peer review and stakeholder interviews, TSI completed a service level review. Specifically, this included identifying strengths, constraints and pressures in the current fire service model to determine potential areas for service level changes, enhancements, or efficiencies. This assessment was used to develop the recommendations for governance, operations, service levels, key performance indicators (KPIs) and communications outlined in this business plan.

4.0 Summary of Findings

Information gathered throughout the research phase provided a thorough understanding of operational and budgetary considerations for a Flagstaff regional fire service. All data received was compiled by the team and used in the development of this business and implementation plan and the associated budget. The following outlines a summary of key findings used in the analysis and development of recommendations.

Process of Regionalization

- The general attitude towards regionalization is that it is necessary for long term viability of fire response in the area, but most stations are afraid of losing either trucks, equipment, or the ability to respond to certain types of calls.
- Many feel regionalizing the fire service would provide more consistency in service provision but the municipalities are not in full agreement about the way to move forward with a regional fire service.
- Lack of trust between some municipalities in the region has been a hindrance to success in the past.
- The sentiment in the region is the municipalities need to make a final decision to either move forward with the regional fire service model, or leave it as is. Many have been participating in the process for many years and would like to see the process conclude.
- Communication with all key stakeholders is seen as being fundamental to effectively implementing a regional model.
- Choosing the right individual to act as the Regional Fire Chief will be important for successfully moving to a regional fire service.
- Some stressed the need to ensure decisions around regionalization are made based on what is best for the communities as a whole and not solely on finances and cutting costs.

Budget

- The budget was the biggest item of concern and hindrance to obtaining approval for the 2011 and 2018 reports. The budget presented most recently in 2018 is seen by many as being unattainable, specifically in relation to the capital costs.
- Fire halls were not included in the previous business plan due to cost. However, many halls need to be replaced and there is a need to plan for fire hall infrastructure going forward.
- There is a desire to obtain grants to support capital costs moving forward.
- Phasing in funding was an idea supported by most municipalities.
- Many stations and communities rely heavily on fundraising for trucks and equipment. There are concerns that regionalization will limit the region's ability to fundraise for equipment. This could potentially be offset, in part, by an increase in the use of grants available from government or private industry.

Legislation & Liability

- Minimizing liability under the new system is a key concern.
- Occupational Health and Safety (OH&S) was a concern for some who felt it was not effectively being addressed and needed to be discussed in the plan.
- Questions raised around liability include: If there is an incident and the regional chief is not available, who is in charge? And who is responsible/liable under the regional model if a fire rekindles/damage is done, etc.? Will it be county or the municipality in which the incident took place?

Call Response & Level of Service

- The number of members responding varies by area and type of call and tend to be lower during working hours. This can be a limiting factor to response capabilities.
- The majority of calls are outside the towns in rural areas. This includes mostly wildland fires and motor vehicle collisions (MVCs).
- Medical response is growing, especially with Albert Health Services (AHS) EMS units being taken out of the region to support other larger communities.
- There is support for the idea of a tiered response approach with clear levels of service.
- Mutual aid is well utilized within the region and any firefighter in a command position is allowed to call for mutual aid.
- Automatic aid is occasionally used for responses requiring rescue units and structure fires. However, there was support for a more widespread use of automatic aid to support a wider diversity of responses in the region.
- Many like the idea of creating a borderless response system where firefighters would be able to respond to any fire hall in the region, not just the one in which they live closest. This would work well for firefighters who may live in one community but work in another.
- There is some specialized response (e.g. ice, water, rope), but certification for these varies.
- False alarms are a drain on resources and can have the effect of creating alarm response fatigue (i.e. why respond to the station when it is only an alarm).

Member Recruitment & Retainment

- Having enough members is and will most likely always be a concern. Not only are there fewer new families moving into the region, many residents work away or on shifts making it difficult to volunteer. In addition, members in many of the services are nearing retirement without a strong base of younger members to replace them.
- Recruitment is largely done by word of mouth and recruitment drives have seen limited success.
- Overall, the sentiment is that an increase in pay would not increase membership in the fire services. Most people volunteer to be part of a group and to help the community.

Training

- The need for additional training was recognized.
- There are some excellent training resources in the region with different specialties (e.g. firefighting skills, 'I Am Responding' technology, record keeping, building training props such as sea-cans). There was also support for participating in training on a more regional basis.
- Some were interested in bringing in skilled trainers from out of region to train all fire departments, assuming it would not require a lot more of the volunteers' time.
- Many were interested in online training.

- Having enough members with Class 3 with Air Brake endorsement is a concern.
- Too much mandatory training would be a strain on volunteers. Training requirements (time, cost, travel, etc.) needs to make sense for the level of service they are providing. For example, NFPA certification is seen by most as being too large of a time commitment.
- There is not a lot in place for officer training, but it is provided in some departments.

Apparatus, Equipment & Infrastructure

- There was a strong interest in the shared purchasing and supply of equipment (i.e. bunker gear, helmets, foam, etc.). Many felt this would be helpful for reducing costs and increasing buying power.
- Standardization of equipment and apparatus would be a positive step but is a concern due to the time and money it would require.
- How trucks and equipment are distributed throughout the region could be a point of contention if rationale is not clearly communicated.
- The idea of closing fire halls does not have a lot of support in the communities. However, some recognize there may be a need to close some stations if they cannot maintain a level of service.

Standards & Documentation

- There is little consistency on how training records are kept amongst departments.
- All departments have SOGs and use them to varying extents. In some location's SOPs and SOGs are outdated and need to be revised. Many feel standard SOP and SOGs for the region would be helpful.
- A shared admin to support record-keeping and documentation would be welcomed.

5.0 Considerations & Options

5.1 Governance

There are several considerations when moving from a municipally-controlled fire service to a regional fire service. One of the most critical decisions is deciding the structure that will be used to govern the service going forward. Governance includes the oversight, policies, rules, norms and actions that administer an organization, their structure and implementation, the way they are sustained and regulated, and how members of the organization are held accountable to them. The structure depends on the internal rules of an organization and its external accountabilities to its business partners.

Councils are the governing bodies of the municipal corporations and the custodian of its powers, both legislative and administrative. The *Municipal Government Act* (MGA) provides that councils can only exercise the powers of the municipal corporation in the proper form, either by bylaw or resolution. Council's job is to set the overall direction of the municipality through their role as a policy maker. The policies that councils set are the guidelines for administration to follow as they operate a municipality on a day-to-day basis.

Municipalities have a wide range of governance options to choose in overseeing organizations that are connected to, but external from their administrations. These governance options, include:

	Intermunicipal Agreement	Regional Service Commission	Municipal Controlled Corporation	Cooperative	Society	Part 9 Company	Public Private Partnership	Growth Management Board
Separate legal entity		X	X	X	X	X	X	X
Can borrow and incur debt servicing costs		X	X	X	X	X		X
Can directly expropriate land		X						
Can make a profit and distribute to members			X	X			X	
Requires provincial government approval for establishment		X	X	X	X	X	X	X
Party responsible for establishment	Municipalities	Municipal Affairs		Service Alberta			Municipalities & Partners	Municipal Affairs
Legislation restricting types of services provided	MGA			Cooperatives Act	Societies Act	Companies Act	MGA	

1. **Intermunicipal Agreements:** Intermunicipal agreements are entered into vis-à-vis the passage of a resolution of two or more participating municipalities. These agreements can lead to the formation of an authority, board, or committee that oversees the provision of services on a regional basis. Important to note is that an authority, board, or committee formed by an intermunicipal agreement is subject to the provisions of the MGA as if the authority was the municipality providing the service.
2. **Regional Service Commissions:** Regional service commissions have their own distinct legal status with natural person powers separate from the member municipalities. Commissions can hire employees, administer their own payrolls, own property, and raise capital. Any financial surplus must be used to reduce costs and may not be distributed back to the member municipalities. Rates charged for services must be established by bylaw and based upon a full-cost recovery rate model. Commissions are eligible for loans from the Alberta Capital Finance Authority.
3. **Municipally Controlled Corporations:** Municipal controlled corporations are for-profit corporations that are controlled by a municipality or group of municipalities to provide a regional municipal service. There are less than twenty municipally controlled corporations in Alberta. EPCOR Utilities Inc. (owned by Edmonton) and Aquatera Utilities Inc. (owned by the City and County of Grande Prairie and Town of Sexsmith) are two examples. They are regulated by the MGA, Business Corporations Act, Control of Corporations Regulation, and the Debt Limit Regulation. They are a separate legal entity that can hire employees, administer payrolls, own property and raise capital. Municipally controlled corporations cannot borrow from the Alberta Capital Finance Authority.

4. *Cooperatives*: Cooperatives are incorporated under the Cooperatives Act and, in general, are intended for individuals to come together for a common purpose. One cooperative that municipalities may be familiar with are Rural Electrification Associations (REA's). Cooperative principles are specified in the Act and determine how the entity carries on business. Cooperative surpluses may be used to develop its business, improve its services, establish reserves or pay interest on member loans or dividends on shares, support community welfare, or can be distributed among its members.
5. *Societies*: Societies are legal entities incorporated under the Societies Act. They are created for any benevolent, philanthropic, charitable, provident, scientific, artistic, literary, social, educational, agricultural, sporting or other useful purpose, but not for the purpose of carrying on a trade or business. Agricultural Societies and Community Associations are typical examples of societies. While societies can incur debt, they cannot borrow from the Alberta Capital Finance Authority.
6. *Part 9 Companies*: Part 9 companies are formed to promote art, science, religion, charity or other similar endeavours, or solely to promote recreation for their members. A Part 9 company must apply its profits in the promotion of its objects and no dividend should be paid to its members. Part 9 companies are regulated by the Companies Act. A Part 9 company may borrow funds for carrying out its objectives but is not eligible for direct loans from the Alberta Capital Finance Authority. The Alberta Industrial Heartland Association (an economic development entity consisting of the City of Edmonton, City of Fort Saskatchewan, Lamont County, Strathcona County, and Sturgeon County) is an example of a Part 9.
7. *Public Private Partnerships*: Public-private partnerships may be a separate legal entity depending on the partnership agreement. Typically, they include an arrangement between two or more public and private sector entities with a long-term life span. The construction and ongoing operations of the Anthony Henday Ring Road around Edmonton is an example. NorthWestConnect (a consortium of companies) and the Province entered into a P3 Agreement for the design, construction, operation, and maintenance of Anthony Henday Drive from Hwy 16 to Manning Drive until 2041. They usually involve significant capital investment and ongoing operational costs.
8. *Growth Management Board*: Growth Management Boards are defined in Part 17.1 of the MGA. There are only 2 Growth Management Boards in Alberta – the Edmonton Metropolitan Region Board and the Calgary Metropolitan Region Board. When in place, Growth Management Boards can be responsible for overseeing emergency services in a region. The Growth Management Board model was not considered for this project due to its complexity and requirement for provincial legislation.

5.2 Fire Services

After meeting with the stakeholders from all communities in Flagstaff County, the TSI team began to look at what modifications could be made to the response model and regional governance structure. We recognized the need to balance the desire for the greatest amount of public safety, with limited budgets, and limited time and training of volunteer firefighters.

There are multiple options available for deciding the structure of the regional fire service. Many of these have been explored in the previous reports produced by the ESC and their consultants. Some of the options explored in the past and by the TSI team include:

1. Building all fire halls up to be able to provide a full service level to their community and surrounding rural area.
2. Closing fire halls that have minimal capacity and response levels and building up the remaining fire services to provide coverage to these areas under a regional model.
3. Supporting fire halls to achieve their current defined service levels.
4. Implementing new regional strategies such as strategic response levels, automatic aid and borderless response.

After considering all options, the model being recommended is one that will maximize efficiencies in working together as a region in areas such as response, training, and financing. We believe a strategic approach can be taken that includes all current fire services but also allows for the establishment of standards to evaluate the capacity and viability of each service going forward.

6.0 Recommendations

TSI recommends moving forward with developing and implementing a regional fire service and believes this to be the best option for providing effective, efficient, economical and equitable fire response throughout the Flagstaff region. Not only will this process provide a coordinated approach for the provision of fire services in the area, it can create the following benefits for the region:

1. *Sustainability:* Under the current system, each municipality is individually responsible for the capital replacement of the fire hall, fire apparatus, equipment and tools. By sharing resources through a regional fire service model, all municipalities will benefit from the increased capacity to sustainably manage, maintain and replace these important assets.
2. *Level of Service:* The regional service model, outlined below, will combine strategic response levels with automatic aid to provide a more coordinated approach to call response. This means that fire services will support each other with firefighters and equipment, responding as a team to provide residents and businesses with a higher level of service.
3. *Strategic Capital:* Fire apparatus will be strategically located in the region to support the new response model. While this means that each hall's apparatus inventory may be different than the next hall, strategically locating fire apparatus will also mean less capital equipment will need to be purchased in the future, saving money in the long run.
4. *Firefighter Training:* Training will play a big role in the new regional fire service. A training program will be formalized to provide more consistent training to all firefighters. Further, training will be regularly documented to maintain accurate training records. The goal is to increase the ability of firefighters to effectively and safely provide fire response and to reduce any liability to the individuals, the municipalities, and the county by not having documented training.

5. *Regional Leadership:* Currently the fire departments act independently of each other. Under a regional system they will act as a team and report to a Regional Fire Chief who is trained to lead, manage and implement fire services across a region.

The following sections outline key recommendations for the governance, structure, organization, operation and resourcing of a Flagstaff Regional Fire Service.

6.1 Governance

The 2018 Flagstaff Regional Emergency Services Society Business Plan outlines a society model for governing a regional fire service in the Flagstaff area. The Flagstaff Regional Emergency Services Society, as proposed in this report, would provide services including: fire suppression; fire prevention and public education; vehicle extrication and rescue; medical first response; dangerous goods first response; fire alarm response; response to utility emergencies; safety codes inspections and investigations; public fire safety education and compliance information; issue controlled burning fireworks permits; and manage STARS air ambulance landing zones. The society model is currently being used for the provision of other services in the Flagstaff region and appears to be a model that the municipalities are comfortable with for managing regional services.

TSI has evaluated the society model and recommend proceeding with the non-profit society model envisioned in the 2018 report as the governance model for the regional fire service. While the 2018 report looked at emergency services in general, we recommend focusing on the establishment of a regional fire service first. Responsibility for emergency management would initially remain with the individual municipalities with the intent to provide these through the Society, or whichever model is selected, when the fire and rescue services are established and operating efficiently. Because of the importance of emergency management and the scope of the proposed changes to the EMA, which will increase the responsibility and administrative workload for all municipalities in the region, consideration should be given to providing all emergency services on a regional basis, once the new legislation is in place.

It is important to note that, while the MGA provides many options for managing fire services on a regional basis, the current *Emergency Management Act* (EMA) requires that if a municipality wishes to delegate its full authority to an external entity, then it must be to a Regional Services Commission or a Regional Emergency Advisory Committee. This excludes a society from receiving a delegation of authority and, though the EMA is currently being revised, there is no indication that this will change.

Governance Recommendations:

1. That the Flagstaff Regional Emergency Services Society be established to implement a regional fire service.
2. That emergency management initially remain the responsibility of the individual municipalities.
3. That the municipal partners and the Flagstaff ESC agree to provide emergency management regionally once the regional fire service is established.
4. That a process be initiated to create and implement a Regional Emergency Management Plan.
5. That the regional emergency management planning process include a process to establish a governance model and the ability to delegate full authority to the regional plan.
6. That a target date be established to transfer the service to the Society based on the planning process.

6.2 Service Levels & Response

Flagstaff's fire departments, administrations and councils have all expressed concern to some extent over the future of the fire service in their respective communities. Fire services are a source of community pride and volunteerism throughout rural Alberta and nobody wants to see a fire hall closed. There is also a recognition of the need to balance this with the current realities of rural and small-town Alberta where there are less people and finances available to support the fire service.

Recognizing these facts, TSI is recommending a strategic and balanced approach to the provision of fire services throughout the region. The recommended approach to service and response levels focuses on strategic response levels, the tactical placement of equipment and apparatus, the use of automatic aid, and borderless response that utilizes all ten current fire stations in the region.

Strategic Response Levels

Strategic Response Levels are designed to meet the capabilities of each hall. The overarching intent is to formalize and clarify fire department response in the region to allow both smaller and larger communities within Flagstaff to contribute to public safety. Under a strategic response system, each department in the region would provide either a full or modified fire service.

The table below outlines TSI's recommendations for locations of full and modified services as well as recommended levels of service and apparatus. The actual level of service and equipment/apparatus may vary from station to station even when they are both providing either a full or modified service. It is important that the Level of Service of each department be clearly defined and that it be developed to meet their individual capacities.

Service & Response Recommendations:

1. That each fire station be designated as either a full response or modified response station and that the capacity and service level of all stations be clearly identified for each service provided.
2. That service level targets and key performance indicators (KPIs) for each fire station be established
3. That the Board establish a process to review the capability and viability of each fire station using the targets identified and the capabilities required for the defined service of each station.
4. That the initial assessment of capabilities and viability take place within two years of the implementation of the regional model and annually, thereafter.
5. That the Flagstaff Regional Emergency Services Society agree to and implement automatic aid for specific call types to provide coverage between full and modified fire services.
6. That the Flagstaff Regional Emergency Services Society implement a borderless response model that permits volunteers from any community to respond to a station in another area of the region.

Full Service	Modified Service
Potential Services <ul style="list-style-type: none"> • Interior and exterior firefighting • Motor Vehicle Collision response with rescue tools • Wildland firefighting • Medical assist 	Potential Services <ul style="list-style-type: none"> • Wildland Firefighting • Motor Vehicle Collision response – traffic control only • Medical assist
Major Apparatus <ul style="list-style-type: none"> • Engine • Rescue (strategic locations only) • Tender (strategic locations only) • Wildland Truck • Specialized equipment (strategic locations only) 	Major Apparatus <ul style="list-style-type: none"> • Wildland Truck • Tender (strategic locations only)
Locations <ul style="list-style-type: none"> • Daysland • Forestburg • Hardisty • Killam • Sedgewick 	Locations <ul style="list-style-type: none"> • Alliance • Galahad • Heisler • Loughheed • Strome

Equipment and Apparatus

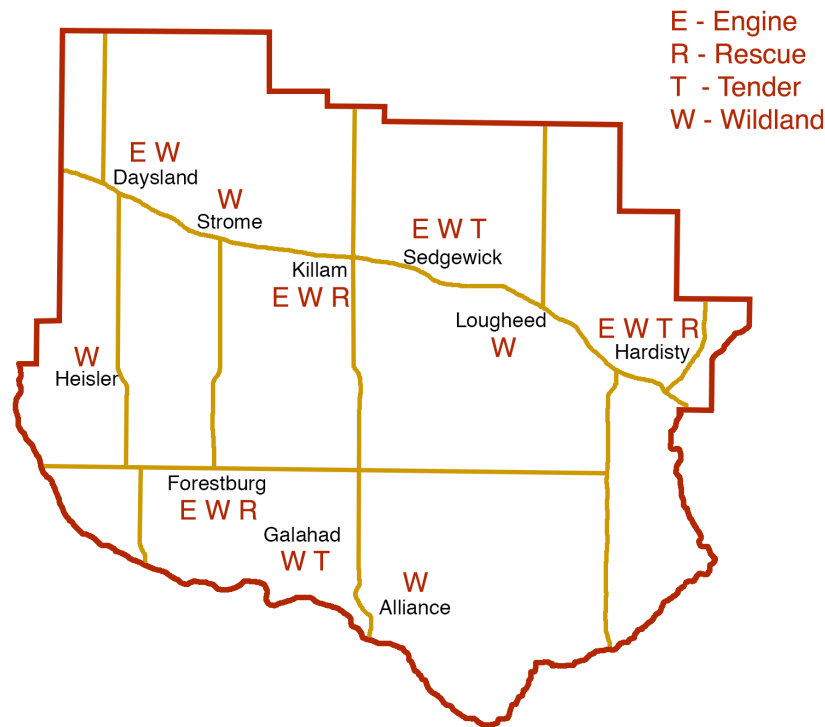
As indicated in the above table, some apparatus will be strategically located throughout the region. The location of trucks and equipment should be selected to optimize response throughout the region. TSI recommends the following types and number of fire trucks be strategically located throughout the region:

- 5 Engines
- 3 Rescues
- 3 Tenders
- 10 Wildland Trucks
- 2 Chief Trucks

The increased number of wildland trucks reflects current call volumes, with wildland fires forming the bulk of call response. These trucks also provide a more economical vehicle to use in responding to medical calls. Departments may have the option to provide specialized services such as ice or water rescue based on service level policies established by the Society's Board. Specialized equipment and response should only be located in strategic areas requiring this type of response and offered by departments that have the training and capability to provide these services.

Recommended locations for major apparatus are outlined in the map below.

Major Apparatus Distribution



All equipment will be owned by the Society on day one and deployed as needed based on the model and at the discretion of the Society's Board. Surplus equipment and apparatus created through this strategic approach represents a strength for the region by having equipment and apparatus available to replace older equipment, where needed, during the establishment of the regional service. Alternatively, surplus apparatus and equipment can be kept on hand to be available on standby when required.

Fire Halls

This plan assumes that all current halls will remain open and that no hall will be built until 2024.

TSI recommends keeping all fire halls for two reasons. First, background research indicated that closing fire halls at the outset would be a non-starter for the regional fire service for some municipalities. The overarching goal of this business plan is to present a model that works for the region and allows for implementation. Therefore, the option to close halls at the inception of the regional service was removed from consideration.

Secondly, TSI believes that all communities should be able to contribute to public safety in some capacity and has recommended strategic response levels to support this. This recommendation assumes that all halls will be active for at least the first two years. The two-year assessment period detailed below allows each hall the time to meet the requirements of the service level defined for that

hall at the inception of the regional service. For this reason, it is important at the outset for the Board to select and for each community to support a service level that is achievable over the long-term.

In addition, the plan does not recommend building any new halls until 2024 due to funding restrictions. Assessment of the current capacity in the region determined that a large capital project such as this was not feasible for the region at this time. Large costs were also a leading factor in the lack of success with the previous business plans that were developed.

This recommendation assumes that municipalities are not required to be on equal footing before entering the regional system as the plan prioritizes creating a system that enhances overall service provision and creates a sustainable model for the future. It is presumed that everyone will come into the plan as they are and take a collective approach moving forward. However, should the proposed Society determine that a hall replacement is required prior to 2024, available options include:

- Acquiring a loan for replacing a fire hall. In this scenario, debt servicing would become part of the budget.
- Borrowing from Flagstaff County and paying it back over time, with interest.
- Leasing an alternate location on a short-term basis until capital reserves are accumulated.
- Short-term repair of the current facility or installation of a temporary, heated structure (e.g. quonset) until capital reserves are accumulated.

Standards and KPIs

It is recommended that standards and Key Performance Indicators (KPIs) be set for each fire station. These KPIs should include standards for training levels (i.e. sufficient training to meet the identified level of service), manning and response numbers, equipment, etc. KPIs can be used to support the evaluation of the capabilities and viability of each fire service going forward.

TSI recommends completing an initial evaluation of KPIs within two years of the implementation of the regional model. If a fire department is unable to meet the agreed upon standards to support their level of service, then the Board of the Flagstaff Regional Emergency Services Society will need to decide how that department can be best supported moving forward. KPIs and service levels should be reviewed annually and adjusted by the Society's Board, as needed, following the initial two-year assessment period.

Automatic Aid & Borderless Response

In addition to strategic response levels and the tactical placement of equipment and apparatus throughout the region, it is recommended that the Flagstaff regional fire service utilize automatic aid and borderless response to support a collaborative and wholistic approach to fire response.

Automatic aid means that two or more departments automatically respond to a call together. This helps ensure coverage between full and modified services, provides firefighters from all stations with the opportunity to respond to an increased number and a greater diversity of calls, and supports having enough manpower and the right equipment at the site of the incident as quickly as possible. This model also allows full service fire halls to respond to any call in the region, as needed, providing additional coverage to the region overall.

Borderless response allows any regional firefighter to respond to a call anywhere in the County if they are in the area at the time of the call (e.g. if they work in the area). This also provides extra security that there will be enough manpower to respond to a call and allows firefighters to become invested in the regional model.

Liability

During implementation the Flagstaff Regional Emergency Services Society, and the Regional Fire Chief and management team will be responsible for establishing a procedure through the regional system that ensures a Fire Commander is appointed for all incidents. Under a regional model, liability for damage caused through fire response would remain with the municipality where the incident occurs. However, the Society has the overarching responsibility to provide insurance to mitigate some of this liability.

6.3 Recruitment, Retention & Training

Recruitment, retention and training were all identified as being challenges with the current municipal fire services. The age demographic in these communities is maturing and the population is declining. Many younger families are busy managing the complexities of raising children in today's world. In addition, many residents work shift work or outside of their community making it challenging to find time to volunteer. This has impacted municipal fire services in many ways including their ability to maintain recruitment, retention, and training levels with volunteer fire services.

Firefighter Training

TSI sees many opportunities to support the training of members on a regional basis. Not only does a regional model allow for access to additional and more diverse training options, pooled resourcing in this area can help create additional training opportunities that may not be accessible to each service on their own. For this reason, TSI recommends creating a shared training program for all regional services.

Member Recommendations:

1. That the Flagstaff Regional Emergency Service Society establish a shared training program to be used by all regional services.
2. That WiFi be installed in fire halls to support online training. This will also benefit call response.
3. That the regional training model combine individual in-house training with regional training opportunities, access to other training officers and resources in the region, access to external training expertise and online training.
4. That a regional annual recognition ceremony be planned to support retention, community awareness regarding the fire service, and recruitment.

The regional training program could include:

- Online training opportunities.
- Cross-training between departments to support a borderless response approach.
- Bringing external trainers in to support high need training areas (e.g. Class 3 driver's license).
- Deploying training officers from each service throughout the region to expand a shared knowledge base.

It is also recommended that in addition to training nights at each individual hall, there are regional training opportunities provided a few times a year. These opportunities would allow firefighters from all

stations to come together to build a unified skill set to support regional response and comradery on a regional basis.

For more information on recommended regional training requirements, please see Appendix A. Appendix A outlines suggested training topics that can act as a starting point for firefighter training under the Flagstaff Regional Fire Service. The training topics suggested are intended to be for ongoing skill maintenance. An appropriate training program for new recruits should also be considered, but could be built off many of the same ideas. Some topics have suggested delivery methods but there will need to be further development of a full training plan. Additional resources, such as a Training Officer or Regional Fire Chief, are needed complete the regional training plan and share it with all stations. We believe that if all stations in Flagstaff work off the same training plan they will be able to share training resources and costs, better support each other in call response, and build comradery to support the regional service, overall. Please note that not all of the listed skills will be applicable to all stations. Some topics are intended only for the full or modified stations, and some are applicable to all.

Firefighter Recruitment and Retention

Recruitment and retention are best supported by increasing the visibility and recognition of firefighters and fire services in the region. For this reason, TSI recommends creating an annual event (e.g. firefighters ball/auction) that not only allows the regional community to come together but also promotes the contribution the fire service makes to the region and provides annual service recognition to members. This event could also have the added benefit of acting as a fundraiser for the regional fire service.

Other recruitment strategies could include:

1. Creating social media accounts for the regional fire service demonstrating what is involved in a regional fire service and creates excitement about joining the service.
2. Holding recruitment drives at events attended by a large portion of the region (e.g. tradeshow, regional events, etc.).
3. Providing a small incentive for members to bring a friend to a recruitment night.
4. Developing a video that interviews a few firefighters about their experiences as a volunteer firefighter and share it on social media. Add some video of responses in as well.
5. Recruiting volunteers from neighbouring colonies and community groups such as churches, Lions Clubs, the Legion, sports teams, etc.
6. Connect with high schools and consider a "Sponsor a Firefighter" program to sponsor a new graduate to get their fire training at a recognized college.
7. Start a junior firefighter program for the region.

6.4 Regional Fire Service Organization

The organization and administration of the regional fire service is as important to its establishment and buy-in as the governance, response and membership considerations. Organizational considerations include the operational command structure, standards, guidelines and procedures implemented, documentation and reporting requirements, branding, and expectations for the attendance and appearance of members while representing the service.

Operational Command Structure

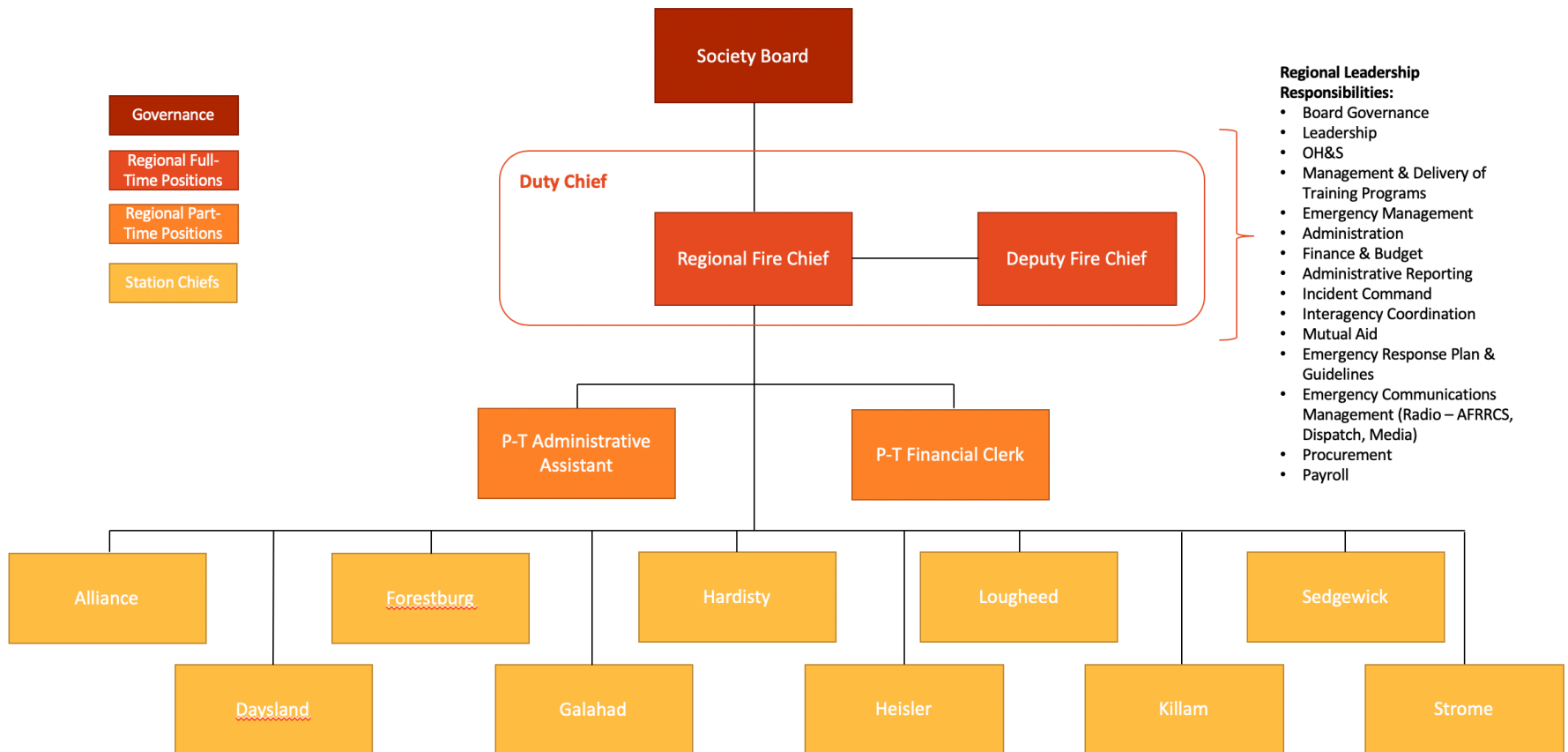
TSI recommends that the Regional Fire Service operate under command structure that includes a Regional Fire Chief, Regional Deputy Chief and Station Chiefs for each hall. The Regional Fire Chief position would be full-time and the Deputy Chief could be full or part time, as deemed necessary by the Board of the Flagstaff Regional Emergency Services Society. The Deputy Chief position could include a Regional Training Officer or other Senior Officer responsibilities if deemed necessary during the establishment of the Society and would ensure ongoing coverage of leadership over the fire service (e.g. vacation, sick leave, etc.), as well as support succession planning. An organization chart has been included on the following page.

Removing the leadership of the fire service from any one particular municipality and reassigning responsibilities to the Society will increase administrative requirements for the service. In addition, the proposed changes in response models, training, documentation, etc. combined with recent changes to OH&S and the Emergency Management Act that further increase requirements for documentation, we believe managing the Regional Fire Service may be more work than one full-time Chief is able to accomplish. For this reason, we have also recommended a full-time Deputy Chief position. Station Chiefs are recommended to allow for the maintenance of a command structure in each hall, and to allow each hall to continue to develop their own identity in serving their community within the regional system.

Finally, the proposed structure is intended to address potential liability issues. In the governance model proposed, the Board assumes the liability for the fire service and additional potential liability has been realized above the coverage offered through the Municipal Government Act. A leadership position mitigates risk and reduces this liability.

Organizational Recommendations:

1. That the Regional Fire Service's organizational structure include a Regional Fire Chief, Regional Deputy Chief and Station Chiefs for each fire hall.
2. That a reporting and record-keeping process be established to consistently monitor the ability of each station to meet their specific targets and support continuous improvement of the service.
3. That regional SOGs and SOPs be developed.
4. That the region looks for additional sources of funding through government grants, industry sponsorship, and fundraising events.
5. That a regional fire crest be created through a committee with representatives from each fire hall to reflect the new service.
6. That each apparatus be equipped with both the regional crest as well as the existing municipal crest, where applicable.
7. That each member be provided with station wear complete with regional patches.
8. That the regional service provides improvements to the communication systems including providing AFRCS radios to overcome performance issues as well as increase the connectivity between responders.



Procedures

New policies, procedures, guidelines and reporting standards will need to be developed for the new fire service. In addition to developing regional Standard Operating Procedures (SOPs) and Standard Operating Guidelines (SOGs), it is recommended that a reporting and record keeping process be established to monitor the ability of each station to meet their specific targets and to encourage improvements that will increase or maintain service capacity.

Branding

It is recommended that a new branding be developed for the regional fire service and that this branding be established with input from all Station Chiefs to support buy-in to the new model. Regional branding should be placed on all fire trucks. On existing equipment that is currently branded with a municipality-specific logo, this branding should be maintained in addition to adding the new regional crest. This will maintain recognition of the history of the fire service in the area and the contribution each municipality and its residents have made to supporting the fire service in the past.

To allow fire service members to consistently represent the regional service in the community, each member should be provided with station wear that is complete with regional patches. Station wear allows each member to represent the fire service professionally and supports retention by allowing members to feel like they truly belong to the regional team. Uniforms will also be provided to the Regional and Station Chiefs.

Other

The Regional Fire service should also look closely at opportunities to support the service's financing through government grants, industry sponsorship, and fundraising events. Additionally, to support improved communication across the regional service, it is recommended that the Alberta First Responder Radio Communications System (AFRRCS) be purchased and provided to all stations and regional command. AFRACS is the leading radio system in the province and has been proven to work where other radio systems have failed. It also provides the ability to communicate to other first responders including EMS and RCMP. A reliable and consistent communications system across the region is vital for ensuring an effective and efficient regional service.

7.0 Business Plan & Budget

The budget model presented provides adequate funding to provide a minimum level of service for all and a higher overall level of service to the region. In addition, the budget contains incentives to support recruitment, retention and training of volunteer firefighters to reduce liability, increase safety and support the sustainability of the regional system.

The proposed regional fire service budget is governed by the following objectives:

1. Recommend a budget that is affordable so that local communities are able to participate
2. Recommend a structure that includes all fire services
3. Ensure the budget covers both operational and capital expenses

In order to achieve these objectives, the budget makes the following major assumptions:

1. All fire services will remain in place
2. Two levels of fire service will be put in place where some of the municipal halls will provide a full response service and other halls will provide a modified response service.
3. Fire apparatus will be strategically located and distributed amongst the halls. Future key performance indicators and analytics will be used to determine the service provided by each hall.
4. The funding requisitions will need to be phased in to avoid 'sticker price shock' to local residents.
5. Operations will begin January 1, 2020, but the municipal partners will contribute a 50% requisition in 2019, effectively funding the first half year of 2020. Future funding requisitions will be received on July 1st of each year.
6. The operating funding requisition will be phased in over two years, 50% in 2019 and 100% in 2020.
7. The capital funding component will not be requisitioned until the third and fourth years
8. The capital funding requisition will also be phased in like the operating funding with 50% being added in year three and 100% in year four.
9. With these assumptions the municipalities will ease into the full funding requirements over 4 years.
10. Capital purchases required within these four years will be 'internally borrowed' from Flagstaff County, who will be repaid over time.
11. A staff cost of living allowance of 1.5% for all staff and volunteers is built into future years.
12. A 1.5% inflation factor is built into future budget years.

7.2 Budget Assumptions

The four-year Regional Fire Service capital and operating budget is based on the following assumptions:

Funding Allocation Methodology Assumption

The funding allocation methodology has been established on the following basis:

1. How many residents are located in your municipality?
2. How many dwellings do you have in your municipality?
3. What assessment values do you have in your municipality?

This data was used to assess:

1. The kind of residential response your municipality will need.
2. The kind of structural response your municipality will need.
3. How much each municipality can afford to pay.

Funding requisitions were built using this logic and were weighted accordingly:

1. Population of your municipality – 20%
2. Number of dwelling in your municipality – 20%
3. Equalized assessment in your municipality – 60%

Using these assumptions and funding methodology the following four-year funding requisition plan was developed (also included as Appendix C):

Proposed Requisition													
Municipality	Allocation %	2019			2020			2021			2022		
		Operating 50%	Capital 0%	Total	Operating 100%	Capital 0%	Total	Operating 100%	Capital 50%	Total	Operating 100%	Capital 100%	Total
Flagstaff	63.58%	\$340,183	\$0	\$340,183	\$680,367	\$0	\$680,367	\$672,718	\$144,646	\$817,363	\$682,954	\$289,292	\$972,246
Killam	7.42%	\$39,699	\$0	\$39,699	\$79,398	\$0	\$79,398	\$78,505	\$16,880	\$95,385	\$79,700	\$33,760	\$113,460
Hardisty	6.08%	\$32,527	\$0	\$32,527	\$65,055	\$0	\$65,055	\$64,323	\$13,831	\$78,154	\$65,302	\$27,661	\$92,963
Sedgewick	6.61%	\$35,351	\$0	\$35,351	\$70,703	\$0	\$70,703	\$69,908	\$15,031	\$84,939	\$70,971	\$30,063	\$101,034
Daysland	6.06%	\$32,440	\$0	\$32,440	\$64,880	\$0	\$64,880	\$64,151	\$13,794	\$77,944	\$65,127	\$27,587	\$92,714
Forestburg	6.24%	\$33,361	\$0	\$33,361	\$66,723	\$0	\$66,723	\$65,972	\$14,185	\$80,158	\$66,976	\$28,370	\$95,347
Lougheed	1.77%	\$9,459	\$0	\$9,459	\$18,918	\$0	\$18,918	\$18,706	\$4,022	\$22,728	\$18,990	\$8,044	\$27,034
Heisler	1.07%	\$5,700	\$0	\$5,700	\$11,399	\$0	\$11,399	\$11,271	\$2,423	\$13,694	\$11,442	\$4,847	\$16,289
Alliance	1.18%	\$6,322	\$0	\$6,322	\$12,643	\$0	\$12,643	\$12,501	\$2,688	\$15,189	\$12,692	\$5,376	\$18,067
Total	100%	\$535,043	\$0	\$535,043	1,070,085	\$0	\$1,070,085	1,058,055	\$227,500	\$1,285,555	1,074,154	\$455,000	\$1,529,154

The total funding requisitions will be phased in over 4 years:

- 2019 - 35.2%
- 2020 - 70.4%
- 2021 – 84.1%
- 2022 – 100%

The allocation calculation and methodology are as follows:

		Allocation Methodology								
Municipality	Allocation %	Population 20% Resident response			Dwelling Units 20% Structure response			Equalized Assessment 60% Ability to fund		Final Allocation %
Flagstaff	63.58%	3,738	44.71%		1,637	41.32%		1,563,907,215	77.29%	63.58%
Killam	7.42%	989	11.83%		430	10.85%		97,235,795	4.81%	7.42%
Hardisty	6.08%	554	6.63%		393	9.92%		93,423,556	4.62%	6.08%
Sedgewick	6.61%	811	9.70%		397	10.02%		89,809,968	4.44%	6.61%
Daysland	6.06%	824	9.86%		362	9.14%		76,370,791	3.77%	6.06%
Forestburg	6.24%	875	10.47%		420	10.60%		68,189,468	3.37%	6.24%
Lougheed	1.77%	256	3.06%		129	3.26%		17,008,393	0.84%	1.77%
Heisler	1.07%	160	1.91%		86	2.17%		8,376,633	0.41%	1.07%
Alliance	1.18%	154	1.84%		108	2.73%		9,036,930	0.45%	1.18%
Total	100%	8,361	100.00%		3,962	100.00%		2,023,358,749	100.00%	100.00%

Governance

The region will be governed by a separate entity, most likely a society. Municipality Controlled Corporations (MCC) and commissions are more challenging to set up and it is assumed that the region would like to get started sooner rather than later.

The society will be led by a Board comprised of elected officials from partner municipalities. The board will have 10 members with each town and village providing one elected official and Flagstaff County will provide two elected officials.

It is possible once the society is up and operating that internal work could be started to move to an MCC or a commission.

The budget assumes that board members will receive an honorarium to attend monthly meetings. The honorarium is \$75 per meeting. A supply budget is provided to support the board meetings of \$1,200 per year as well as professional development funding of \$5,000.

Revenue

The revenue projection is based on historical fees received from MVC responses. The region will invoice the provincial government \$50,000 for responses to the collisions on provincial highways. In addition, there is a \$25,000 allowance for responding to fire calls. The business plan assumes that rate payers will not be invoiced for fire response to their homes or businesses, however fire calls to non-resident extraordinary responses (e.g. major incidents – rail fires, hazardous materials events will be invoiced, at the discretion of the Society's Board. Total annual revenue projection is \$75,000.

Staff

The budget assumes that there will be four administrative staff working in the society. The annual salary and benefit assumptions are detailed in the Staffing and Benefits Calculation, included as Appendix D.

1. A full-time Regional Fire Chief
2. A full-time Deputy Fire Chief
3. A part-time Administrative Assistant
4. A part-time Financial Clerk

The budget assumes the following volunteers:

1. 10 Station Chiefs (i.e. one per operational fire hall)
2. 125 Volunteer Firefighters

Station Chiefs will receive annual honorariums of \$6,000 (\$500 per month) and volunteer firefighters will receive \$20 / hour honorariums while on fire calls, in meetings or training. The budget includes \$134,500 in fire fighter honorariums funding 6,725 hours.

The Regional Fire Chief and Deputy Chief will receive full employee benefits including the LAPP pension fund. The part time employees will not receive any benefits other than holiday pay.

Training and Development

The budget includes memberships for the Regional and Station Chiefs in the Alberta Fire Chiefs Association (AFCA). The annual budget is \$2,160. The budget also contains professional development for:

- Society staff of \$500 each for a total of \$1,000.
- Professional development for the regional chiefs of \$1,500 each for a total of \$3,000.
- Training funding for 10 Station Chiefs and 125 volunteer firefighters for \$54,000. This funding provides \$400 for each person to complete online course, bring in outside instructors or send people to fire school, in addition to the in-service training being provided by the region.

Advertising and Printing

There are budget allowances for:

- Postage - \$100
- Courier - \$200
- Subscriptions - \$200

There is an advertising budget of \$3,300 for items such as fire bans, fire safety, recruitment, and general announcements. There are 44 ads budgeted at \$75 per ad. (Assumes 4 ads in each community per year). There is a printing budget of \$1,200 which represent a 15,000-copy charge of \$0.08 per copy.

Professional and Contracted Services

This area budgets for the professional services the Society will require during the first year.

- Consulting services of \$25,000 is a one-time budget in the first year to allow the Society to hire consulting assistance during the formation.
- Insurance - \$45,000
- Financial audit - \$3,500

- The legal services annual budget is \$5,000. However, the first-year budget is set at \$20,000, assuming more legal services will be required during the Society formation.
- Dispatch services contract for \$35,000 is for 911 dispatch from a major dispatch location, such as Strathcona County.

Rental and Leases

The budget assumes that the Society will rent office space from one of the partners. The Society will require two offices for the Regional Chiefs and 2 work station locations for admin support and finance. The budget assumes the annual office rent will be \$3,000.

The budget also allows for the lease of a photocopier at \$2,400 per year.

Supplies and Materials

The fuel budget is \$28,800 which assumes an average rate of \$1.20 / liter for the cost of fuel. Ten fire halls all using 200 liters per month. (24,000 liters of fuel x \$1.20)

Office supplies are budgeted at \$6,200. Office staff have a budget of \$1,200 per year and each fire hall has a budget of \$500 per year.

Safety boot allowance of \$3,000 is budgeted for the regional and Station Chiefs. (12 x \$250)

Uniform / station wear is budgeted at \$29,500 per year. This budget allows for:

- 2 Regional Chiefs @ \$1,000 each per year (2 x \$1,000 = \$2,000)
- 10 Station Chiefs - \$250 per year (10 x \$250 = \$2,500)
- 125 sets of station wear per year - \$200 per year (\$200 x 125 = \$25,000)

The budget includes the purchase of 125 sets of fire coveralls every three years @ \$200 each for a total budget of \$8,333 per year.

A safety program budget of \$5,000 is budgeted in the first year. This is an allowance to plan a safety program for staff and volunteers. Additionally, OH&S supplies are budgeted at \$10,000 (\$1,000 per fire hall / per year)

There is a \$2,500 allowance for other unforeseen supplies that may be required.

Utilities

The budget assumes that Society will resume control of all the existing fire halls. The budget includes the costs of utilities to run the halls:

- Power - \$75 per hall / per month = \$9,000
- Natural gas - \$150 per hall / per month = \$18,000
- Water / sewer - \$100 per hall / per month = \$12,000

Repairs and Maintenance

It is assumed that the Society will maintain all building, vehicles and equipment. The total repair and maintenance budget is \$100,000 per year.

- Building maintenance is budgeted at \$3,000 per hall / per year = \$30,000
- Equipment maintenance is budgeted at \$2,000 per hall / per year = \$20,000
- Vehicle maintenance is budgeted at \$50,000. This includes scheduled and emergent maintenance of vehicles. The budget per hall is \$5,000 per year:
 - Oil changes \$600 (3 vehicles / twice per year / per hall)
 - Tire allowance of \$2,000 per hall
 - Emergent maintenance of \$2,400 per hall

Equipment Purchases

This is a major budget area for the Society and covers all equipment that the regional service will require:

- Office and IT
 - It is assumed that new computer equipment will be purchased in the first year.
 - 4 office computers @ \$1,500 each (\$6,000)
 - 10 laptops @ \$1,000 each (\$10,000)
 - An allowance for office equipment in the first year of \$2,500
 - Annual budget reduces to \$500 after the first year
- The bunker gear annual replacement budget is \$43,875. This budget assumes there is 125 sets of bunker gear in the region with a useful life of 10 years. The replacement cost of one set of bunker gear is \$3,510, broken down by:
 - Firefighter pant / jacket combo - \$2,410
 - Hood and gloves - \$350
 - Fire boots - \$400
 - Fire helmet - \$350
 - $(125 \times \$3,510 = \$305,370 \text{ divided by } 10 \text{ years} = \$43,875)$
- The SCBA annual replacement budget is \$17,333. This budget assumes 35 SCBA units in the region with a useful life of 15 years. The replacement cost of a SCBA unit with replacement cylinder is \$6,500. $(40 \times \$6,500 = \$260,000 \text{ divided by } 15 \text{ years} = \$17,333)$.
- The following allowances are in the budget for equipment:
 - Firefighting equipment - \$25,000 per year (\$2,500 per hall)
 - Rescue equipment - \$25,000 per year (\$2,500 per hall)
 - Tools and hall equipment - \$15,000 per year (\$1,500 per hall)
 - Radio system (AFRRCS) replacement radios - \$3,500. (Note there is a 2019 capital budget for a new radio system for the region.)
 - Allowance for general unforeseen equipment needs - \$3,500

Telecommunications

The budget includes funding for telephone lines and cell phone costs.

- Telephone - \$14,400. Assumes there are 30 telephone lines in the region @ \$40 per month
- Cell phone annual fees - \$14,400. Assumes 12 cell phones @ \$100 per month.
- Cell phone purchase - \$6,000. In the first year of operation there a budget to purchase 12 cell phones @ \$500 each.

Debt repayment

It is assumed that Flagstaff County will fund all capital equipment replacement needs during the first four years, until all municipal partners reach the full annual requisition amount. It is assumed the County will fund \$600,000 of new and replacement capital in 2020.

The \$600,000 capital funding will be repaid to the County over the next 20 years, assuming an annual interest rate of 3.4% and annual debt servicing of \$41,550 per year (See Appendix F: Flagstaff County 20-Year Debenture Schedule).

Other expenses

- Radio license - \$1,000
- Accounting software maintenance - \$840
- Other expense allowance - \$1,200

Contribution to Capital Reserve

The municipal partners will be requisitioned for capital asset replacement. It will take 4 years to attain the full annual capital requisition funding. These capital funds will be used to purchase replacement capital assets.

The annual capital requisition is based on the amount of one year of amortization. This amount is calculated by using the estimated cost of all capital assets, divided by their useful life. The annual capital amortization is \$455,000 and is calculated as follows:

	# Required	Replacement Cost	Total Capital Costs	Useful Life	Annual Amortization
Fire Engine	5	\$400,000	\$2,000,000	20	\$100,000
Tanker / Tender	3	\$300,000	\$900,000	20	\$45,000
Wildland Brush truck	10	\$100,000	\$1,000,000	20	\$50,000
Rescue unit	3	\$300,000	\$900,000	20	\$45,000
Command unit	2	\$75,000	\$150,000	10	\$15,000
Full Response Fire Hall	5	\$2,000,000	\$10,000,000	50	\$200,000
			\$14,950,000		\$455,000

It is assumed that the capital plan will include funding for the replacement of 5 full response fire halls with a capital budget of \$2M per fire hall. Modified response halls will lease space for their fire equipment once their existing hall is no longer viable.

Capital Budget

The capital budget for the first 4 years of operations is projected to be:

	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<u>Capital Purchases</u>				
Tender / Tanker replacement	300,000	-	-	-
Radio System (AFRRCS)	225,000	-	-	-
Command Unit	75,000			75,000
Engine Replacement			400,000	
Wildland Brush Truck	-	-	100,000	-
Total Capital Purchases	600,000	-	500,000	75,000

It is assumed that future capital budgets could be funded by a combination of:

- Capital reserves
- Applications for capital grant funding from provincial and federal governments
- Debenture or loans

7.2 Budget Summary

The budget summary included on the following page provides a high-level summary of four-year capital and operating costs for implementing and operating a regional fire service. A detailed budget has been attached as Appendix B. Specific budgets for the funding requisition, salary and benefits, and capital equipment have also be included as Appendices C-E.

Regional Fire Service – 4-Year Budget Summary

	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<u>OPERATING REVENUE</u>	75,000	75,000	75,000	75,000
<u>OPERATING EXPENSES</u>				
Wages and Honorariums	461,260	468,179	475,202	482,330
Employee Benefits	47,683	48,399	49,125	49,862
Board Expenses	15,200	15,200	15,200	15,200
Training and Development	60,160	61,062	61,978	62,908
Advertising and Printing	5,000	5,075	5,151	5,228
Professional / Contracted Services	128,500	89,753	91,099	92,465
Rentals and Leases	5,400	5,436	5,473	5,510
Supplies and Materials	93,333	89,508	90,851	92,214
Utilities	39,000	39,585	40,179	40,781
Repair and Maintenance	100,000	101,500	103,023	104,568
Equipment Purchases	151,708	135,706	137,742	139,808
Telecommunications	34,800	29,016	29,451	29,893
Debt	-	41,550	41,550	41,550
Other Expenses	3,040	3,086	3,132	3,179
<u>TOTAL OPERATING EXPENSES</u>	1,145,085	1,133,055	1,149,154	1,165,496
<u>NET OPERATING EXPENSES</u>	1,070,085	1,058,055	1,074,154	1,090,496
Reserve Contributions	-	227,500	455,000	455,000
<u>TOTAL OPERATING & RESERVE</u>	1,070,085	1,285,555	1,529,154	1,545,496

<u>CAPITAL</u>	2020	2021	2022	2023
Capital Purchases	600,000	-	500,000	75,000
Capital Funding	600,000	-	500,000	75,000

8.0 Implementation Plan

8.1 Transition Plan

The process to transition from a municipal to a regional fire service will take time and commitment on the part of all partner municipalities. Many steps in the implementation plan can be done simultaneously but will require a time-managed approach to implementation.

The ESC should plan on a minimum of a 6 to 12-month implementation timeline to setup the Regional Fire Service governance structure and operations. This process will include the following considerations and steps. These steps have also been laid out in an action plan, attached as Appendix G.

Governance, Agreements & Resourcing

1. Apply for an Alberta Community Partnership (ACP) grant immediately following approval to move forward with the Regional Fire Service Business Plan to fund its implementation.
2. Apply for formation of a Society under the Societies Act to provide Fire and Emergency Services to the region.
3. Establish Society Governance Structure, including the Board of Directors.
 - Each municipality to provide one Council member who will serve as their voting member on the Board of Directors for the Society.
 - An Initial Operational Bylaw and policies for the Society.
4. Schedule and hold the first meeting of the Board of Directors.
5. Create a master agreement to provide fire services together through the Flagstaff Regional Emergency Services Society.
 - The Master Agreement should be based on the following:
 - Each member municipality commits their current fire resources (fire stations, vehicles, apparatus, equipment, tools, intellectual property, etc.) to the Society on the basis that these resources become the property of the Society and remain within the Society if a municipality chooses to opt out.
 - Opting out of the Society requires a 2-year notice.
 - Fire services to be provided to service standards established by the Society.
 - A Level of Service that is specific to each station will be adopted by the Board, published and made available to citizens.
 - Existing fire stations to be transferred in to the Society within 6 months of establishment of the Society.

- All existing apparatus, vehicles, communication equipment and firefighting equipment to be transferred to the Society within 6 months of establishment of the Society.
 - All existing contracts for service (dispatch, fire equipment, supplies, etc.) held by any of the municipalities will be either transferred to the Society or renegotiated by the Society.
 - An annual requisition provided by each municipality for the following year.
 - An annual report on services will be completed for the region and each municipality.
6. Each Council adopt the same Bylaw to provide Fire Services through the Society in accordance with the master agreement which is reflected as an appendix to the bylaw.
 7. Each Council to adopt the same Bylaw to provide Fire Services through the Society in accordance with the Master Agreement. The Master Agreement should be included as an appendix to the bylaw.
 8. Hire a Regional Fire Chief and Deputy Fire Chief
 9. Establish the organization structure, positions, salaries/rates, communication processes, target dates for business processes, etc.
 10. Establish a Quality Management Program (QMP) for the fire discipline to cover all municipalities using either internal fire department resources, contract resources, or a combination of both.
 11. Initiate discussions with all partner municipalities on the process to establish a Regional Emergency Plan including:
 - How to establish funding to create a regional plan using grants, municipal contributions, etc.
 - Hiring a contractor to create a regional plan that includes:
 - Identifying the governance model.
 - Creating a funding process.
 - Creating a regional plan.
 - Creating an implementation and communication process.
 - Establishing agreements.
 - Creating a training and exercise process.
 - Enacting the regional plan by:
 - Staffing all positions.
 - Transferring all assets.
 - Entering into agreements and pass bylaws

Business Plan, Budget & Membership

1. The proposed business and implementation plan from Transitional Solutions Inc. will be adopted by the Society.
2. The full year of operations of the Society will begin on January 1, 2020. Each municipality will transfer their annual requisition amount to the Society beginning on July 1 of each year with the first payment due on July 1, 2019, as laid in the four-year budget attached to this plan.
3. All existing Firefighters will be offered the opportunity to become part of the new organization.
 - Firefighters commit to the following when joining:
 - Participating in initial and ongoing training and orientation.

- Participating in skills assessments to identify the level of their participation in specific programs.
 - Participating in specific skills maintenance training.
 - Responding when and where available.
 - Replying to all calls to indicate availability or not.
 - Helping recruit other Firefighters.
- 4. A recruitment process will be initiated based on the new organization and the opportunities it brings.
- 5. Records and reports will be established that provide information to decision makers in a timely and accurate process.
 - Records and Reports will include:
 - Confidential employment records for all staff, volunteers, etc.
 - Apparatus and equipment inventories, repair and maintenance, etc.
 - Building inventories, repair and maintenance, etc.
 - Training, education and experience for each employee or volunteer.
 - Program records reflecting costs, outputs and outcomes including training program, Safety Codes inspections, response, etc.
 - Capability and viability assessments for programs and fire stations.
 - Service reports to the Board.
 - Requests for decision/direction.
 - Media and public releases of information.
- 6. The Board of Directors will complete a review of existing fire stations that appear to be challenged in providing reasonable response to ensure:
 - Each station meets a minimum standard, or
 - A process is established to improve to that minimum standard within the next 12 months, or
 - The station is closed and those Firefighters who are interested and prepared to meet minimum standards are assigned to the next nearest station.
- 7. A long-term plan for fire station infrastructure management be established by the Board of Directors after the first 18 months of operation. This plan should include a funding model to maintain, replace or close existing stations, as needed.
- 8. Prepare to establish a 3-year operating and 5-year capital budget beginning in 2021.
- 9. The Board of the Society should evaluate and decide whether residential and non-residential taxpayers in the region will be invoiced for fire response, and on what basis, as an additional source of revenue.

Operational & Response Readiness

1. Establish a strategic response model, as outlined in the recommendations above that utilizes apparatus and firefighters from across the region, considering proximity to call, availability to respond, LOS offered by the stations, and apparatus types in those halls.
2. Establish automatic aid for specific types of calls and/or locations, as outlined above.
3. Establish borderless response processes to allow Flagstaff Regional Firefighters to respond to any station. These processes should include:

- Creating the process and guidelines for borderless response, including communication protocols.
 - Establishing a protocol for getting firefighters “signed off” to work out of other fire stations.
 - Identifying the Firefighters who will participate.
 - Providing “Go Bags” for those interested in participating.
 - Maintaining records and assess effectiveness.
4. Establish reduced response for automatic alarms without confirmation of an emergency
 5. Establish standard SOPs/SOGs with input from all Firefighters and Officers.
 6. Implement standardized response reporting and records to ensure readiness and effectiveness.
 7. Provide a report to the Board of Directors analyzing the need and options to provide specialized response services (high angle rescue, slope rescue, water/ice rescue, etc.) including:
 - Providing the service.
 - Using mutual aid to provide the service.
 - Establishing a contractor to provide the service.
 - Not providing the service.
 8. Establish procedures to conduct inspections and investigations in accordance with the QMP that assess effectiveness.
 9. Establish a public fire and safety education program.
 10. Establish a procedure to get additional firefighters to scenes if they are not part of initial response and are available at station. (e.g. a process to allow members to respond to the scene instead of their station).

Engagement & Recognition

1. Develop an Engagement and Communications Strategy to support the implementation of the Regional Fire Service (See Section 8.2, below).
2. Provide recognition items to members that reflect the service of fire department members and assist in identifying the member to the public.
3. Hold a Regional Kick-Off Event for the Society (see Communications & Stakeholder Engagement, below).
4. Provide regular program reporting to the Board of Directors which includes public messages for use by the Board members.
5. Provide an annual team-building and a recognition event for the members of the Fire Department.
6. Look for opportunities for Fire Department members to support or be involved in public events.
7. Conduct a survey of businesses and residents to identify fire service issues and areas of concern.
8. Provide a public education process on current fire issues.

8.2 Communications & Stakeholder Engagement

Communications & Stakeholder Engagement Plan

The key to managing any change is to ensure proper engagement and communication with all impacted stakeholders. Transitioning to a regional fire service will create questions for elected officials, administrations, fire chiefs, volunteer firefighters, and residents, alike. Developing a communication and engagement plan to steward the transition process is key to providing all stakeholders with the information and tools they need to understand the change, ascertain how it may impact them (positively or negatively), and have their concerns and questions answered. Because fire services provide for the safety of our families and communities, the need to properly communicate the transition is heightened.

The following outlines high-level considerations for developing a comprehensive communications and engagement plan to support the implementation of the regional fire service model.

1. *Stakeholder Specific:* The plan should contain communications and engagement tactics specific to each stakeholder group (i.e. administration, elected officials, fire officers, fire service members, other first responders, residents, etc.).
2. *Diversity of Tactics:* The engagement and communications plan should include a diversity of tactics for providing information and an opportunity for dialogue to the widest reach of stakeholders. Some recommended tactics include:
 - a. **Presentations:** Individual presentations should be provided to the members of each of the ten fire services prior to going public with the information. Providing firefighters with the opportunity to ask questions and have their concerns addressed first will allow them to be able to effectively answer any questions they may receive from their neighbours when information is released publicly. It is also recommended that each firefighter be provided with a take-away that lists the information and key messages they can use when discussing the transition in the community.
 - b. **News Release:** A news release should be provided to local media as soon as possible following the approval of the regional fire service.
 - c. **Social Media:** Providing information through municipal social media channels can help reach residents throughout the County.
 - d. **Website:** Information on the new regional model and implementation plan should be provided on each municipality's website. It is recommended that the information be built into one webpage that all municipalities can link to, to ensure consistency in information.
 - e. **Event:** See item 4 below.
3. *Regional Branding:* Developing a committee of fire service representatives from each municipality to help design a new regional fire crest can foster a sense of ownership and support for the process as well as instill pride in being able to wear a crest that truly reflects the region as a whole.

4. *Dual Equipment Branding:* Each volunteer fire service feels an immense sense of pride in the money they have raised to buy equipment and apparatus to keep their communities safe. To recognize the history of each fire service and every community's contribution to the safety of the region as a whole, it is recommended that all existing fire trucks be branded with the existing fire crest from the Town or Village as well as the new regional fire crest.
5. *Regional Kick-Off Event:* One strategy for building excitement, comradery and buy-in to the new regional model is to hold an event such as a firefighter's ball or dinner/auction. A regional event provides an opportunity to celebrate the new branding, bring the members of the regional fire service together and recognize their contribution, and allow any questions about the new regional model and transition process to be answered. Specifically, this event should:
 - Recognize the past contributions of Fire Departments and their members.
 - Provide patches, station wear, and uniforms to all Firefighters and Chiefs who will continue as Society members.
 - Showcase the new decals on some of the Apparatus.
 - Publicise the new response process and services.

Key Messages

Key messages are important for providing all community leaders (CAOs, elected officials, Fire Chiefs, etc.) that will be speaking to the change in fire service provision with consistent messaging to provide to any interested parties. Consistent messaging is vital for ensuring firefighters, community members and other stakeholders are not provided with varying perspectives and levels of information regarding the process. Not only will this help achieve buy-in by showing the municipalities are united in making the transition it will help make sure that residents from one community feel like they are being considered equally to the residents of all other areas.

Key messages should be developed in advance of public communication and will form the basis of press releases, public notifications, and in-person presentations. TSI has developed the following high-level key messages to support the implementation process. These messages should be reviewed, updated, and added to as needed to support the overall implementation process.

General

1. The safety of our residents is of utmost importance and for this reason we are committed to providing and maintaining a volunteer fire service for the region that is effective, efficient, economical and equitable. For this reason and to continue to support our fire services now and well into the future, the nine municipalities in the Flagstaff Region will transition to a Regional Fire Service model by January 1, 2020.
2. The Flagstaff Emergency Services Committee has been working hard over recent years to identify the best model for a Regional Fire Service and has developed a concrete plan and budget to allow for a smooth transition and ongoing service provision for all residents.
3. Service levels will remain the same in all areas and, in some cases, fire service provision will improve through the new regional model and the coverage it provides.

Fire Services

1. The regional fire service model is based on strategic response levels. Each of the ten fire departments within the Flagstaff region will provide a level service that meets the capabilities of that department and the area it serves.
2. Automatic aid will be implemented to provide coverage between departments. This means that for many call types two or more departments will automatically respond together, helping ensure there is enough manpower and the right equipment from the beginning.
3. Training and response will also be done regionally going forward. This will increase the diversity and number of training opportunities provided to all firefighters in the Flagstaff region and borderless response will allow any firefighter to respond to any call in the region if they are in the area.

Potential Questions

1. Will the new service cost more?

A: Yes. Municipalities will be asked to contribute additional funding to support the operational and capital costs of the regional fire service. Pooling resources allows for a more sustainable service that has greater funding flexibility to maintain and purchase important assets when needed to provide for the safety of the Flagstaff region as a whole.

2. My community does not have an Engine, Tender and/or Rescue Unit in it. Is my family still safe?

A: Absolutely. The implementation of strategic resourcing levels and automatic aid will provide a higher level of service to the region overall. By having equipment strategically placed and two halls automatically responding, fire departments are able to support each other with volunteers and equipment to effectively and safely provide the level of service required for each call type.

3. How will firefighters be trained under the new service?

A: Firefighters will receive training opportunities at their individual halls and through the region, as a whole. There will also be more training opportunities provided through the regional model which will increase members' abilities and effectiveness to respond to fire calls. Additional training opportunities will also enhance the safety of all firefighters while providing fire response.

8.3 Implementation Timeline

TSI estimates that it will take approximately 6-12 months to fully establish the Flagstaff Regional Emergency Services Society and the Regional Fire Service. Estimated timelines for implementation have been outlined below. A more detailed GANTT Chart has also been included as Appendix H.

Governance

- Form Society & Create Board
- Apply for ACP Funding
- Create Fire Agreement & Bylaw

**MONTHS
1-2**

Human Resources

- Hire Consultant to Lead Formation of Regional Service
- Hire Regional Chief, Deputy Chief, & Support Staff
- Make offers to Station Chiefs & Volunteers

**MONTHS
3-5**

Prepare Admin & Operations

- Set up Office
- Set up Financial Systems
- Adopt Budget & Send Requisitions
- Purchase Uniforms, Supplies, Equipment, etc.
- Contract Dispatch
- Establish Service Levels, Response, & KPIs
- Establish SOPs/SOGs, Tracking & Reporting Procedures, Training Plan & Public Programs
- Engagement & Communications

**MONTHS
5-7**

**MONTH
8**

Begin Operations

References

Pamadon Consulting Inc, MSC Consulting, & Kenneth Kendall Consulting. (2011). *Regional Fire and Emergency Services Report*. Alberta.

Flagstaff Emergency Services Committee Sub-Committee. (2018). *Flagstaff Regional Emergency Services Society Report*. Alberta.

APPENDICES

- Appendix A: Recommended Regional Training Standards
- Appendix B: Detailed Budget
- Appendix C: Proposed Requisition
- Appendix D: Salary & Benefits Calculation
- Appendix E: Capital Equipment Estimates
- Appendix F: Flagstaff County 20-Year Debenture Schedule
- Appendix G: Implementation Action Plan
- Appendix H: Implementation Timeline – Gantt Chart

Appendix A: Recommended Regional Training Standards

**Flagstaff Regional Fire Service
Recommended Training Standards**

Service Component	Applies To	Minimum Requirements	Minimum Frequency	Training Time	Possible Delivery Methods:
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear including prepping for next use and time limits	Annual		
	All Firefighters	Medical PPE requirements/Scene Safety	Annual		
	All Firefighters	Accountability system	Annual		
	All Firefighters	Radio/communications	Annual		
	All Firefighters	Apparatus and equipment staging	2 years		
	All Firefighters	Traffic control	Annual		
	All Firefighters	Scene safety and assessment	Annual		
	All Firefighters	Establishing water supply from hydrant	Annual		
	All Firefighters	Establishing Water supply from tanker	Annual		
	All Firefighters	First Aid/CPR/AED	Annual		Bring in certified trainer.
Driving	Drivers	Pre/Post trip checks	Annual		
	Drivers of Vehicles with Air Brakes	Pre/Post trip/ Air breaks check	Annual		
	Drivers	Driving/Emergent/Non-Emergent (Find a program - IAPD program?)	Annual		
	Drivers	Safe Backing	Annual		
	Drivers	Apparatus and equipment staging	2 years		
	Drivers	Traffic control	Annual		
	Drivers	Scene safety and assessment	Annual		
Pump Operations	Pump Operators	Establishing water supply from hydrant	Annual		
	Pump Operators	Establishing Water supply from tanker	Annual		
	Pump Operators	Advancing/Operating hose lines	Annual		
	Pump Operators	Pumping	Annual		
	Pump Operators	Tanker use	Annual		
	Pump Operators	Foam Systems	Annual		
Firefighting Operations	Interior Firefighters	SCBA/breathing apparatus	Annual		
	Interior Firefighters	Donning/doffing, pre-checks, replacement of cylinders, etc.	Annual		
	All Firefighters	Establishing water supply from hydrant	Annual		
	All Firefighters	Establishing Water supply from tanker	Annual		
	Interior Firefighters	Advancing/Operating hose lines	Annual		
	Interior Firefighters	Structural search	Annual		
	Interior Firefighters	Tactical Ventilation	Annual		
	All Firefighters	Ground ladders basic use	Annual		
	All Firefighters	Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards, place ladder at proper angles	2 years		

Service Component	Applies To	Minimum Requirements	Minimum Frequency	Training Time	Possible Delivery Methods:
	Interior Firefighters	Firefighter self rescue including mayday training	Annual		Should be option online and examples on Youtube.com. For example. https://www.youtube.com/watch?v=Q3FSsOSw1tY
	All Firefighters	Accountability system	Annual		
	All Firefighters	Forcible entry	Annual		
	All Firefighters	Saws- use, maintenance, safety	Annual		
	All Firefighters	Ropes/knots	Annual		
	All Firefighters	Cleaning/Rolling/reloading hose	2 years		
Wildland Firefighting	All Firefighters	Wildland Firefighting - tactics/safety	Annual		In house/online.
	All Firefighters	Radio/communications	Annual		
	All Firefighters	Saws- use, maintenance, safety	Annual		
Vehicle Firefighting and Vehicle Extrication	All Firefighters	Vehicle fires – tactics/safety	Annual		Online/in house
	All Firefighters	Apparatus and equipment staging	Annual		
	All Firefighters	Traffic control	Annual		
	All Firefighters	Scene safety and assessment	Annual		
	Rescue Firefighters	Stabilization	Annual		
	Rescue Firefighters	Rescue tools	Annual		
	Rescue Firefighters	Extrication	Annual		Any option to being in cars from wrecker?
	Rescue Firefighters	Techniques for moving or removing vehicle roofs, doors, windshields, windows, steering wheels or columns, and the dashboard	Annual		Online/Hands on.
	Rescue Firefighters	Assist rescue/extrication operation teams	Annual		
	Rescue Firefighters	The ability to identify and retrieve various types of rescue tools	Annual		
	All Firefighters	Establish public barriers	2 years		
	All Firefighters	Scene lighting	2 years		
	Rescue Firefighters	STARS landing zones	Annual		Presentation from STARS?
Medical Response	All Firefighters	Patient assessment/ therapy	Annual		Bring in EMS resource from region.
	Rescue Firefighters	Vital Signs	Annual		Bring in EMS resource from region.
	Rescue Firefighters	CPR/AED	Annual		Fire Aid/CPR course - bring in resource
	Rescue Firefighters	Splinting/bandaging/ Hemorrhage control	Annual		Fire Aid/CPR course - bring in resource
	Rescue Firefighters	Spinal Motion Restriction / Patient packaging	Annual		Bring in EMS resource from region.
Hazardous Materials Response	All Firefighters	Hazardous Materials Awareness	2 years		On line

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
			2019	2020	2021	2022	2023
		Alliance Fire Station					
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear including prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	All Firefighters	First Aid/CPR/AED					
Driving	Drivers	Pre/Post trip checks					
	Drivers	Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
Pump Operations	Pump Operators	Advancing/Operating hose lines					
	Pump Operators	Pumping					
Firefighting Operations	Interior Firefighters	Advancing/Operating hose lines					
	All Firefighters	Ground ladders basic use					
		Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards,					
	All Firefighters	place ladder at proper angles					
	All Firefighters	Accountability system					
	All Firefighters	Forcible entry					
	All Firefighters	Saws- use, maintenance, safety					
	All Firefighters	Ropes/knots					
	All Firefighters	Cleaning/Rolling/reloading hose					
Wildland Firefighting	All Firefighters	Wildland Firefighting - tactics/safety					
	All Firefighters	Saws- use, maintenance, safety					
Vehicle Firefighting and Vehicle Extrication		Vehicle fires – tactics/safety					
	All Firefighters	Establish public barriers					
	All Firefighters	Scene lighting					

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
Medical Response	All Firefighters	Patient assessment/ therapy	
Hazardous Materials Response	All Firefighters	Hazardous Materials Awareness	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
Daysland Fire Station			2019	2020	2021	2022	2023
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear including prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	All Firefighters	First Aid/CPR/AED					
Driving	Drivers	Pre/Post trip checks					
	Drivers of Vehicles with Air Brakes	Pre/Post trip/ Air breaks check					
	Drivers	Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
	Drivers	Traffic control					
	Drivers	Scene safety and assessment					
Pump Operation	Pump Operators	Establishing water supply from hydrant					
	Pump Operators	Establishing Water supply from tanker					
	Pump Operators	Advancing/Operating hose lines					
	Pump Operators	Pumping					
	Pump Operators	Tanker use					
	Pump Operators	Foam Systems					
Firefighting Operations	Interior Firefighters	SCBA/breathing apparatus					
	Interior Firefighters	Donning/doffing, pre-checks, replacement of cylinders, etc.					
	Interior Firefighters	Advancing/Operating hose lines					
	Interior Firefighters	Structural search					

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	Interior Firefighters	Tactical Ventilation	
	All Firefighters	Ground ladders basic use	
		Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards, place ladder at proper angles	
	All Firefighters		
	Interior Firefighters	Firefighter self rescue including mayday training	
	All Firefighters	Accountability system	
	All Firefighters	Forcible entry	
	All Firefighters	Saws- use, maintenance, safety	
	All Firefighters	Ropes/knots	
	All Firefighters	Cleaning/Rolling/reloading hose	
Wildland Firefighting	All Firefighters	Wildland Firefighting - tactics/safety	
	All Firefighters	Radio/communications	
	All Firefighters	Saws- use, maintenance, safety	
Vehicle Firefighting and Vehicle Extrication	All Firefighters	Vehicle fires – tactics/safety	
Medical Response	All Firefighters	Patient assessment/ therapy	
Hazardous Materials Response	All Firefighters	Hazardous Materials Awareness	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
			2019	2020	2021	2022	2023
Forestburg Fire Station							
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear including prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	All Firefighters	First Aid/CPR/AED					
Driving	Drivers	Pre/Post trip checks					
	Drivers of Vehicles with Air Brakes	Pre/Post trip/ Air breaks check					
	Drivers	Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
	Drivers	Traffic control					
	Drivers	Scene safety and assessment					
Pump Operations	Pump Operators	Establishing water supply from hydrant					
	Pump Operators	Establishing Water supply from tanker					
	Pump Operators	Advancing/Operating hose lines					
	Pump Operators	Pumping					
	Pump Operators	Tanker use					
	Pump Operators	Foam Systems					
Firefighting Operations	Interior Firefighters	SCBA/breathing apparatus					
	Interior Firefighters	Donning/doffing, pre-checks, replacement of cylinders, etc.					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	Interior Firefighters	Advancing/Operating hose lines					
	Interior Firefighters	Structural search					
	Interior Firefighters	Tactical Ventilation					
	All Firefighters	Ground ladders basic use					

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	All Firefighters	Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards, place ladder at proper angles	
	Interior Firefighters	Firefighter self rescue including mayday training	
	All Firefighters	Accountability system	
	All Firefighters	Forcible entry	
	All Firefighters	Saws- use, maintenance, safety	
	All Firefighters	Ropes/knots	
	All Firefighters	Cleaning/Rolling/reloading hose	
Wildland Firefighting	All Firefighters	Wildland Firefighting - tactics/safety	
	All Firefighters	Radio/communications	
	All Firefighters	Saws- use, maintenance, safety	
Vehicle Firefighting and Vehicle Extrication	All Firefighters	Vehicle fires – tactics/safety	
	All Firefighters	Apparatus and equipment staging	
	All Firefighters	Traffic control	
	All Firefighters	Scene safety and assessment	
	Rescue Firefighters	Stabilization	
	Rescue Firefighters	Rescue tools	
	Rescue Firefighters	Extrication	
	Rescue Firefighters	Techniques for moving or removing vehicle roofs, doors, windshields, windows, steering wheels or columns, and the dashboard	
	Rescue Firefighters	Assist rescue/extrication operation teams	
	Rescue Firefighters	The ability to identify and retrieve various types of rescue tools	
	All Firefighters	Establish public barriers	
	All Firefighters	Scene lighting	
	Rescue Firefighters	STARS landing zones	
Medical Response	All Firefighters	Patient assessment/ therapy	
	Rescue Firefighters	Vital Signs	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	Rescue Firefighters	CPR/AED	
	Rescue Firefighters	Splinting/bandaging/ Hemorrhage control	
	Rescue Firefighters	Spinal Motion Restriction / Patient packaging	
Hazardous Materials Response	All Firefighters	Hazardous Materials Awareness	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
Galahad Fire Station			2019	2020	2021	2022	2023
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear including prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	All Firefighters	First Aid/CPR/AED					
Driving	Drivers	Pre/Post trip checks					
	Drivers	Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
Pump Operations	Pump Operators	Advancing/Operating hose lines					
	Pump Operators	Pumping					
	Pump Operators	Tanker use					
	Pump Operators	Establishing water supply from hydrant					
	Pump Operators	Establishing Water supply from tanker					
Firefighting Operations	Interior Firefighters	Advancing/Operating hose lines					
	All Firefighters	Ground ladders basic use					
	All Firefighters	Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards, place ladder at proper angles					
	All Firefighters	Accountability system					
	All Firefighters	Forcible entry					
	All Firefighters	Saws- use, maintenance, safety					
	All Firefighters	Ropes/knots					
	All Firefighters	Cleaning/Rolling/reloading hose					
Wildland Firefighting	All Firefighters	Wildland Firefighting - tactics/safety					
	All Firefighters	Saws- use, maintenance, safety					

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	Pump Operator	Apparatus and equipment staging	
Vehicle Firefighting and Vehicle Extrication	All Firefighters	Vehicle fires – tactics/safety	
	All Firefighters	Establish public barriers	
	All Firefighters	Scene lighting	
	Pump Operator	Apparatus and equipment staging	
Medical Response	All Firefighters	Patient assessment/ therapy	
Hazardous Materials Response	All Firefighters	Hazardous Materials Awareness	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
Hardisty Fire Station			2019	2020	2021	2022	2023
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear including prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	All Firefighters	First Aid/CPR/AED					
Driving	Drivers	Pre/Post trip checks					
	Drivers of Vehicles with Air Brakes	Pre/Post trip/ Air breaks check					
	Drivers	Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
	Drivers	Traffic control					
	Drivers	Scene safety and assessment					
	Pump Operations	Pump Operators	Establishing water supply from hydrant				
Pump Operators		Establishing Water supply from tanker					
Pump Operators		Advancing/Operating hose lines					
Pump Operators		Pumping					
Pump Operators		Tanker use					
Pump Operators		Foam Systems					
Firefighting Operations	Interior Firefighters	SCBA/breathing apparatus					
	Interior Firefighters	Donning/doffing, pre-checks, replacement of cylinders, etc.					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	Interior Firefighters	Advancing/Operating hose lines					

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	Interior Firefighters	Structural search	
	Interior Firefighters	Tactical Ventilation	
	All Firefighters	Ground ladders basic use	
		Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards, place ladder at proper angles	
	All Firefighters		
	Interior Firefighters	Firefighter self rescue including mayday training	
	All Firefighters	Accountability system	
	All Firefighters	Forcible entry	
	All Firefighters	Saws- use, maintenance, safety	
	All Firefighters	Ropes/knots	
	All Firefighters	Cleaning/Rolling/reloading hose	
Wildland Firefighting	All Firefighters	Wildland Firefighting - tactics/safety	
	All Firefighters	Radio/communications	
	All Firefighters	Saws- use, maintenance, safety	
Vehicle Firefighting and Vehicle Extrication		Vehicle fires – tactics/safety	
	All Firefighters		
	All Firefighters	Apparatus and equipment staging	
	All Firefighters	Traffic control	
	All Firefighters	Scene safety and assessment	
	Rescue Firefighters	Stabilization	
	Rescue Firefighters	Rescue tools	
	Rescue Firefighters	Extrication	
		Techniques for moving or removing vehicle roofs, doors, windshields, windows, steering wheels or columns, and the dashboard	
	Rescue Firefighters		
	Rescue Firefighters	Assist rescue/extrication operation teams	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	Rescue Firefighters	The ability to identify and retrieve various types of rescue tools	
	All Firefighters	Establish public barriers	
	All Firefighters	Scene lighting	
	Rescue Firefighters	STARS landing zones	
Medical Response	All Firefighters	Patient assessment/ therapy	
	Rescue Firefighters	Vital Signs	
	Rescue Firefighters	CPR/AED	
	Rescue Firefighters	Splinting/bandaging/ Hemorrhage control	
	Rescue Firefighters	Spinal Motion Restriction / Patient packaging	
Hazardous Materials Response	All Firefighters	Hazardous Materials Awareness	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
Heisler Fire Station			2019	2020	2021	2022	2023
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear including prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
All Firefighters	First Aid/CPR/AED						
Driving	Drivers	Pre/Post trip checks					
		Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
Pump Operations	Pump Operators	Advancing/Operating hose lines					
	Pump Operators	Pumping					
Firefighting Operations	Interior Firefighters	Advancing/Operating hose lines					
	All Firefighters	Ground ladders basic use					
		Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards, place ladder at proper angles					
	All Firefighters	Accountability system					
	All Firefighters	Forcible entry					
	All Firefighters	Saws- use, maintenance, safety					
	All Firefighters	Ropes/knots					
	All Firefighters	Cleaning/Rolling/reloading hose					
Wildland Firefighting	All Firefighters	Wildland Firefighting - tactics/safety					
	All Firefighters	Saws- use, maintenance, safety					
Vehicle Firefighting and Vehicle Extrication		Vehicle fires – tactics/safety					
	All Firefighters	Establish public barriers					
	All Firefighters	Scene lighting					
Medical Response	All Firefighters	Patient assessment/ therapy					

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
Hazardous Materials Response	All Firefighters	Hazardous Materials Awareness	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
Killam Fire Station			2019	2020	2021	2022	2023
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear					
	All Firefighters	including prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
All Firefighters	First Aid/CPR/AED						
Driving	Drivers	Pre/Post trip checks					
	Drivers of Vehicles with Air Brakes	Pre/Post trip/ Air breaks check					
		Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
	Drivers	Traffic control					
	Drivers	Scene safety and assessment					
Pump Operations	Pump Operators	Establishing water supply from hydrant					
	Pump Operators	Establishing Water supply from tanker					
	Pump Operators	Advancing/Operating hose lines					
	Pump Operators	Pumping					
	Pump Operators	Tanker use					
	Pump Operators	Foam Systems					
Firefighting Operations	Interior Firefighters	SCBA/breathing apparatus					
	Interior Firefighters	Donning/doffing, pre-checks, replacement of cylinders, etc.					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	Interior Firefighters	Advancing/Operating hose lines					

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	Interior Firefighters	Structural search	
	Interior Firefighters	Tactical Ventilation	
	All Firefighters	Ground ladders basic use	
		Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards, place ladder at proper angles	
	All Firefighters		
	Interior Firefighters	Firefighter self rescue including mayday training	
	All Firefighters	Accountability system	
	All Firefighters	Forcible entry	
	All Firefighters	Saws- use, maintenance, safety	
	All Firefighters	Ropes/knots	
	All Firefighters	Cleaning/Rolling/reloading hose	
Wildland Firefighting	All Firefighters	Wildland Firefighting - tactics/safety	
	All Firefighters	Radio/communications	
	All Firefighters	Saws- use, maintenance, safety	
Vehicle Firefighting and Vehicle Extrication		Vehicle fires – tactics/safety	
	All Firefighters		
	All Firefighters	Apparatus and equipment staging	
	All Firefighters	Traffic control	
	All Firefighters	Scene safety and assessment	
	Rescue Firefighters	Stabilization	
	Rescue Firefighters	Rescue tools	
	Rescue Firefighters	Extrication	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	Rescue Firefighters	Techniques for moving or removing vehicle roofs, doors, windshields, windows, steering wheels or columns, and the dashboard	
	Rescue Firefighters	Assist rescue/extrication operation teams	
	Rescue Firefighters	The ability to identify and retrieve various types of rescue tools	
	All Firefighters	Establish public barriers	
	All Firefighters	Scene lighting	
	Rescue Firefighters	STARS landing zones	
Medical Response	All Firefighters	Patient assessment/ therapy	
	Rescue Firefighters	Vital Signs	
	Rescue Firefighters	CPR/AED	
	Rescue Firefighters	Splinting/bandaging/ Hemorrhage control	
	Rescue Firefighters	Spinal Motion Restriction / Patient packaging	
Hazardous Materials Response	All Firefighters	Hazardous Materials Awareness	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
		Lougheed Fire Station	2019	2020	2021	2022	2023
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear including prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	All Firefighters	First Aid/CPR/AED					
Driving	Drivers	Pre/Post trip checks					
	Drivers	Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
Pump Operations	Pump Operators	Advancing/Operating hose lines					
	Pump Operators	Pumping					
Firefighting Operations	Interior Firefighters	Advancing/Operating hose lines					
	All Firefighters	Ground ladders basic use					
		Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards,					
	All Firefighters	place ladder at proper angles					
	All Firefighters	Accountability system					
	All Firefighters	Forcible entry					
	All Firefighters	Saws- use, maintenance, safety					
	All Firefighters	Ropes/knots					
	All Firefighters	Cleaning/Rolling/reloading hose					
Wildland Firefighting	All Firefighters	Wildland Firefighting - tactics/safety					
	All Firefighters	Saws- use, maintenance, safety					
Vehicle Firefighting and Vehicle Extrication		Vehicle fires – tactics/safety					
	All Firefighters						
	All Firefighters	Establish public barriers					

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	All Firefighters	Scene lighting	
Medical Response	All Firefighters	Patient assessment/ therapy	
Hazardous Materials Response	All Firefighters	Hazardous Materials Awareness	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
			2019	2020	2021	2022	2023
Sedgewick Fire Station							
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear					
	All Firefighters	including prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
All Firefighters	First Aid/CPR/AED						
Driving	Drivers	Pre/Post trip checks					
	Drivers of Vehicles with Air Brakes	Pre/Post trip/ Air breaks check					
	Drivers	Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
	Drivers	Traffic control					
	Drivers	Scene safety and assessment					
Pump Operations	Pump Operators	Establishing water supply from hydrant					
	Pump Operators	Establishing Water supply from tanker					
	Pump Operators	Advancing/Operating hose lines					
	Pump Operators	Pumping					
	Pump Operators	Tanker use					
	Pump Operators	Foam Systems					
Firefighting Operations	Interior Firefighters	SCBA/breathing apparatus					
	Interior Firefighters	Donning/doffing, pre-checks, replacement of cylinders, etc.					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	Interior Firefighters	Advancing/Operating hose lines					

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
	Interior Firefighters	Structural search	
	Interior Firefighters	Tactical Ventilation	
	All Firefighters	Ground ladders basic use	
		Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards, place ladder at proper angles	
	All Firefighters		
	Interior Firefighters	Firefighter self rescue including mayday training	
	All Firefighters	Accountability system	
	All Firefighters	Forcible entry	
	All Firefighters	Saws- use, maintenance, safety	
	All Firefighters	Ropes/knots	
	All Firefighters	Cleaning/Rolling/reloading hose	
Wildland Firefighting	All Firefighters	Wildland Firefighting - tactics/safety	
	All Firefighters	Radio/communications	
	All Firefighters	Saws- use, maintenance, safety	
Vehicle Firefighting and Vehicle Extrication		Vehicle fires – tactics/safety	
	All Firefighters		
	All Firefighters	Establish public barriers	
	All Firefighters	Scene lighting	
	Rescue Firefighters	STARS landing zones	
Medical Response	All Firefighters	Patient assessment/therapy	
Hazardous Materials Response	All Firefighters	Hazardous Materials Awareness	

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls				
Strome Fire Station			2019	2020	2021	2022	2023
General	All Firefighters	PPE requirements/Donning/Doffing PPE including bunker gear including prepping for next use and time limits					
	All Firefighters	Medical PPE requirements/Scene Safety					
	All Firefighters	Accountability system					
	All Firefighters	Radio/communications					
	All Firefighters	Apparatus and equipment staging					
	All Firefighters	Traffic control					
	All Firefighters	Scene safety and assessment					
	All Firefighters	Establishing water supply from hydrant					
	All Firefighters	Establishing Water supply from tanker					
	All Firefighters	First Aid/CPR/AED					
Driving	Drivers	Pre/Post trip checks					
		Driving/Emergent/Non-Emergent (Find a program - IAPD program?)					
	Drivers	Safe Backing					
	Drivers	Apparatus and equipment staging					
Pump Operations	Pump Operators	Advancing/Operating hose lines					
	Pump Operators	Pumping					
Firefighting Operations	Interior Firefighters	Advancing/Operating hose lines					
	All Firefighters	Ground ladders basic use					
		Carry ladders, Raise ladders, Extend ladders, Lock flies, Determine that a wall and roof will support the ladder, Judge extension ladder height requirements, Place the ladder to avoid obvious hazards, place ladder at proper angles					
	All Firefighters	Accountability system					
	All Firefighters	Forcible entry					
	All Firefighters	Saws- use, maintenance, safety					
	All Firefighters	Ropes/knots					
	All Firefighters	Cleaning/Rolling/reloading hose					
Wildland Firefighting	All Firefighters	Wildland Firefighting - tactics/safety					
	All Firefighters	Saws- use, maintenance, safety					
Vehicle Firefighting and Vehicle Extrication							
	All Firefighters	Vehicle fires – tactics/safety					
	All Firefighters	Establish public barriers					
	All Firefighters	Scene lighting					
Medical Response	All Firefighters	Patient assessment/ therapy					

Services to Be Delivered	Positions	Training Required	Firefighter Response to Calls
Hazardous Materials Response	All Firefighters	Hazardous Materials Awareness	

Appendix B: Detailed Budget

Flagstaff County Regional Fire Services

Recommended Budget

	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<u>OPERATING REVENUE</u>				
Firefighting Fees				
Provincial Highway Rescue	50,000	50,000	50,000	50,000
Firefighting Fees (non ratepayer)	25,000	25,000	25,000	25,000
Total Fire Fighting Fees	75,000	75,000	75,000	75,000
<u>OPERATING EXPENSES</u>				
Wages and Honorariums				
Society staff	266,760	270,761	274,823	278,945
District Chief honorarium	60,000	60,900	61,814	62,741
Firefighter honorarium	134,500	136,518	138,565	140,644
Total Wages and Honorariums	461,260	468,179	475,202	482,330
Employee Benefits				
Canada pension plan	7,762	7,878	7,997	8,117
Employment insurance	3,267	3,316	3,366	3,416
Workers compensation board	3,468	3,520	3,573	3,626
Local authority pensions	17,181	17,439	17,700	17,966
Other Benefits	16,006	16,246	16,489	16,737
Total Employee Benefits	47,683	48,399	49,125	49,862
Board Expenses				
Board Fees	9,000	9,000	9,000	9,000
Supplies and Materials	1,200	5,000	5,000	5,000
Professional Development	5,000	1,200	1,200	1,200
Total Board Expenses	15,200	15,200	15,200	15,200
Training and Development				
Membership and association fees	2,160	2,192	2,225	2,259
Professional staff development	58,000	58,870	59,753	60,649
Total Training and Development	60,160	61,062	61,978	62,908
Advertising and Printing				
Postage	100	102	103	105
Courier	200	203	206	209
Advertising	3,300	3,350	3,400	3,451
Publications / Subscriptions	200	203	206	209
Copying / Printing	1,200	1,218	1,236	1,255
Total Advertising and Printing	5,000	5,075	5,151	5,228

Flagstaff County Regional Fire Services

Recommended Budget

	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Professional / Contracted Services				
Professional & Consulting Services	25,000	-	-	-
Insurance	45,000	45,675	46,360	47,056
Audit	3,500	3,553	3,606	3,660
Legal Services	20,000	5,000	5,075	5,151
Dispatch Services	35,000	35,525	36,058	36,599
Total Professional / Contracted Services	128,500	89,753	91,099	92,465
Rentals and Leases				
Office Rent	3,000	3,000	3,000	3,000
Equipment lease	2,400	2,436	2,473	2,510
Total Rentals and Leases	5,400	5,436	5,473	5,510
Supplies and Materials				
Fuel	28,800	29,232	29,670	30,116
Office Supplies	6,200	6,293	6,387	6,483
Safety Boot allowance	3,000	3,045	3,091	3,137
Uniforms / Station wear	29,500	29,943	30,392	30,848
Fire Coveralls	8,333	8,458	8,585	8,714
Safety Program and equipment	15,000	10,000	10,150	10,302
Other Misc. Supplies & Materials	2,500	2,538	2,576	2,614
Total Supplies and Materials	93,333	89,508	90,851	92,214
Utilities				
Power	9,000	9,135	9,272	9,411
Gas	18,000	18,270	18,544	18,822
Water / Sewer	12,000	12,180	12,363	12,548
Total Utilities	39,000	39,585	40,179	40,781
Repair and Maintenance				
Building Repair & Maintenance	30,000	30,450	30,907	31,370
Equipment Repair & Maintenance	20,000	20,300	20,605	20,914
Vehicle Repair & Maintenance	50,000	50,750	51,511	52,284
Total Repair and Maintenance	100,000	101,500	103,023	104,568
Equipment Purchases				
Office and IT equipment	18,500	500	508	515
Bunker Gear replacements	43,875	44,533	45,201	45,879
SCBA replacement	17,333	17,593	17,857	18,125
Fire fighting equipment allowance	25,000	25,375	25,756	26,142
Rescue equipment allowance	25,000	25,375	25,756	26,142
Tools and Equipment allowance	15,000	15,225	15,453	15,685
Radios (hand held replacements)	3,500	3,553	3,606	3,660
General Equipment allowance	3,500	3,553	3,606	3,660
Total Equipment Purchases	151,708	135,706	137,742	139,808

Flagstaff County Regional Fire Services

Recommended Budget

	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Telecommunications				
Telephone	14,400	14,616	14,835	15,058
Cellular	20,400	14,400	14,616	14,835
Total Telecommunications	34,800	29,016	29,451	29,893
Debt				
Internal Borrow repayment	-	41,550	41,550	41,550
Other Expenses				
Radio License	1,000	1,015	1,030	1,046
Accounting Software License	840	853	865	878
Other Expenses	1,200	1,218	1,236	1,255
Total Other Expenses	3,040	3,086	3,132	3,179
TOTAL OPERATING EXPENSES	1,145,085	1,133,055	1,149,154	1,165,496
NET OPERATING EXPENSES	1,070,085	1,058,055	1,074,154	1,090,496
<u>Reserves</u>				
Contribution to capital equipment reserve	-	227,500	455,000	455,000
Total Reserve Contribution	-	227,500	455,000	455,000
Total Operating and Reserve Contributions	1,070,085	1,285,555	1,529,154	1,545,496
<u>Capital Purchases</u>				
Tender / Tanker replacement	300,000	-	-	-
Radio System (AFRRCS)	225,000	-	-	-
Command Unit	75,000			75,000
Engine Replacement			400,000	
Wildland Brush Truck	-	-	100,000	-
Total Capital Purchases	600,000	-	500,000	75,000
<u>Capital Funding</u>				
Internal Borrow (Flagstaff County)	600,000	-	-	-
Transfer from Capital Reserve	-	-	500,000	75,000
Total Capital Funding	600,000	-	500,000	75,000

Appendix C: Proposed Requisition

Proposed Requisition

Municipality	Allocation %	2019				2020				2021				2022		
		Operating 50%	Capital 0%	Total		Operating 100%	Capital 0%	Total		Operating 100%	Capital 50%	Total		Operating 100%	Capital 100%	Total
Flagstaff	63.58%	\$340,183	\$0	\$340,183		\$680,367	\$0	\$680,367		\$672,718	\$144,646	\$817,363		\$682,954	\$289,292	\$972,246
Killam	7.42%	\$39,699	\$0	\$39,699		\$79,398	\$0	\$79,398		\$78,505	\$16,880	\$95,385		\$79,700	\$33,760	\$113,460
Hardisty	6.08%	\$32,527	\$0	\$32,527		\$65,055	\$0	\$65,055		\$64,323	\$13,831	\$78,154		\$65,302	\$27,661	\$92,963
Sedgewick	6.61%	\$35,351	\$0	\$35,351		\$70,703	\$0	\$70,703		\$69,908	\$15,031	\$84,939		\$70,971	\$30,063	\$101,034
Daysland	6.06%	\$32,440	\$0	\$32,440		\$64,880	\$0	\$64,880		\$64,151	\$13,794	\$77,944		\$65,127	\$27,587	\$92,714
Forestburg	6.24%	\$33,361	\$0	\$33,361		\$66,723	\$0	\$66,723		\$65,972	\$14,185	\$80,158		\$66,976	\$28,370	\$95,347
Lougheed	1.77%	\$9,459	\$0	\$9,459		\$18,918	\$0	\$18,918		\$18,706	\$4,022	\$22,728		\$18,990	\$8,044	\$27,034
Heisler	1.07%	\$5,700	\$0	\$5,700		\$11,399	\$0	\$11,399		\$11,271	\$2,423	\$13,694		\$11,442	\$4,847	\$16,289
Alliance	1.18%	\$6,322	\$0	\$6,322		\$12,643	\$0	\$12,643		\$12,501	\$2,688	\$15,189		\$12,692	\$5,376	\$18,067
Total	100%	\$535,043	\$0	\$535,043		1,070,085	\$0	\$1,070,085		1,058,055	\$227,500	\$1,285,555		1,074,154	\$455,000	\$1,529,154

Appendix D: Salary & Benefits Calculation

Flagstaff County Regional Fire Services

Cost calculations for employee salary and benefits

		Salary			Employee Benefits						
	FTE	Hourly Wage	Hours Per Week	Annual Salary	CPP (4.95%)	EI (1.6%)	WCB 1.3%	LAPP 8%	Other Employee Benefits 6%	Total Benefits	Total Employee Cost
Regional Fire Chief	1.0	\$68	35.0	\$123,760	\$2,594	\$1,202	\$1,609	\$9,901	\$7,425.60	\$22,731	\$146,491
Regional Deputy Fire Chief	1.0	\$50	35.0	\$91,000	\$2,594	\$1,202	\$1,183	\$7,280	\$5,460.00	\$17,719	\$108,719
Financial Clerk	1.0	\$25	20.0	\$26,000	\$1,287	\$432	\$338	\$0	\$1,560.00	\$3,617	\$29,617
Administrative Assistant	1.0	\$25	20.0	\$26,000	\$1,287	\$432	\$338	\$0	\$1,560.00	\$3,617	\$29,617
Total Operations	4.0			\$266,760	\$7,762	\$3,267	\$3,468	\$17,181	\$16,006	\$47,683	\$314,443

	#	Rate	Response / Hours	Total	
Station Chiefs	10.0	\$6,000		\$60,000	
Fire fighters - Call response	8.0	\$20	450	\$72,000	3,600 Total paid hours to FF for responding to calls
Fire fighters - Training / meeting	125.0	\$20	25	\$62,500	3,125 Total paid hours to FF for training
Total Operations				\$194,500	6,725 Total FF paid hours

Appendix E: Capital Equipment Estimates

Capital Equipment Estimates

Apparatus Inventory

Fire Engine - All full response halls	5	All Full Response Halls
Tender	3	Sedgewick, Hardisty, Galahad
Rescue Unit	3	Killam, Forestburg, Hardisty
Wildland Brush truck	10	All Halls

	# Required	Replacement Cost	Total Capital Costs	Useful Life	Annual Amortization
Fire Engine	5	\$400,000	\$2,000,000	20	\$100,000
Tanker / Tender	3	\$300,000	\$900,000	20	\$45,000
Wildland Brush truck	10	\$100,000	\$1,000,000	20	\$50,000
Rescue unit	3	\$300,000	\$900,000	20	\$45,000
Command unit	2	\$75,000	\$150,000	10	\$15,000
Full Response Fire Hall	5	\$2,000,000	\$10,000,000	50	\$200,000
			\$14,950,000		\$455,000

Current Asset List

Engines

	Replacement Year
Alliance	2022
Daysland	2027
Sedgewick	2028
Hardisty	2030
Forestburgh	2031
Killam	2032

Tender / Tanker

Galahad	2019
Hardisty	2034
Killam	2038

Wildland Unit

Killam	2022
Loughheed	2025
Daysland	2031
Heisler	2031
Alliance	2034
Forestburg	2034
Strome	2034

Command unit

2023

Appendix F: Flagstaff County 20-Year Debenture Schedule

Flagstaff County Debenture Schedule

\$600,000 Loan @ 3.4% - 20 Year Denbenture

(Semi-annual payments)

Payment #	Principal	Interest	Total Payment	Balance Forward
1	\$10,595.99	\$10,200.00	\$20,795.99	\$589,404.01
2	\$10,776.12	\$10,019.87	\$20,795.99	\$578,627.89
3	\$10,959.32	\$9,836.67	\$20,795.99	\$567,668.57
4	\$11,145.62	\$9,650.37	\$20,795.99	\$556,522.95
5	\$11,335.10	\$9,460.89	\$20,795.99	\$545,187.85
6	\$11,527.80	\$9,268.19	\$20,795.99	\$533,660.05
7	\$11,723.77	\$9,072.22	\$20,795.99	\$521,936.28
8	\$11,923.07	\$8,872.92	\$20,795.99	\$510,013.21
9	\$12,125.77	\$8,670.22	\$20,795.99	\$497,887.44
10	\$12,331.90	\$8,464.09	\$20,795.99	\$485,555.54
11	\$12,541.55	\$8,254.44	\$20,795.99	\$473,013.99
12	\$12,754.75	\$8,041.24	\$20,795.99	\$460,259.24
13	\$12,971.58	\$7,824.41	\$20,795.99	\$447,287.66
14	\$13,192.10	\$7,603.89	\$20,795.99	\$434,095.56
15	\$13,416.37	\$7,379.62	\$20,795.99	\$420,679.19
16	\$13,644.44	\$7,151.55	\$20,795.99	\$407,034.75
17	\$13,876.40	\$6,919.59	\$20,795.99	\$393,158.35
18	\$14,112.30	\$6,683.69	\$20,795.99	\$379,046.05
19	\$14,352.21	\$6,443.78	\$20,795.99	\$364,693.84
20	\$14,596.19	\$6,199.80	\$20,795.99	\$350,097.65
21	\$14,844.33	\$5,951.66	\$20,795.99	\$335,253.32
22	\$15,096.68	\$5,699.31	\$20,795.99	\$320,156.64
23	\$15,353.33	\$5,442.66	\$20,795.99	\$304,803.31
24	\$15,614.33	\$5,181.66	\$20,795.99	\$289,188.98
25	\$15,879.78	\$4,916.21	\$20,795.99	\$273,309.20
26	\$16,149.73	\$4,646.26	\$20,795.99	\$257,159.47
27	\$16,424.28	\$4,371.71	\$20,795.99	\$240,735.19
28	\$16,703.49	\$4,092.50	\$20,795.99	\$224,031.70
29	\$16,987.45	\$3,808.54	\$20,795.99	\$207,044.25
30	\$17,276.24	\$3,519.75	\$20,795.99	\$189,768.01
31	\$17,569.93	\$3,226.06	\$20,795.99	\$172,198.08
32	\$17,868.62	\$2,927.37	\$20,795.99	\$154,329.46
33	\$18,172.39	\$2,623.60	\$20,795.99	\$136,157.07
34	\$18,481.32	\$2,314.67	\$20,795.99	\$117,675.75
35	\$18,795.50	\$2,000.49	\$20,795.99	\$98,880.25
36	\$19,115.03	\$1,680.96	\$20,795.99	\$79,765.22
37	\$19,439.98	\$1,356.01	\$20,795.99	\$60,325.24
38	\$19,770.46	\$1,025.53	\$20,795.99	\$40,554.78
39	\$20,106.56	\$689.43	\$20,795.99	\$20,448.22
40	\$20,448.22	\$347.77	\$20,795.99	(\$0.00)
Totals	\$600,000.00	\$231,839.60	\$831,839.60	

Appendix G: Implementation Action Plan

Flagstaff Regional Fire Service Implementation Action Plan

Section 1: Governance, Agreements & Resourcing

Action	Person(s) Responsible	Timeline	Guidance
Apply for an Alberta Community Partnership (ACP) grant immediately following approval to move forward with the Regional Fire Service Business Plan to fund its implementation.			
Apply for formation of a Society under the Societies Act to provide Fire and Emergency Services to the region			Legal review and assistance
Establish Society governance structure, including: <ul style="list-style-type: none"> A Board of Directors An initial operational bylaw and policies for the Society 			
Each municipality to provide one Council member who will serve as their voting member on the Board of Directors for the Society.			
Schedule and hold the first meeting of the Board of Directors.			
Create a master agreement, as described in the November 2018 Regional Fire Service Business and Implementation Plan to provide fire services together through the Flagstaff Regional Emergency Services Society			
Each Council to adopt the same Bylaw to provide Fire Services through the Society in accordance with the master agreement, included as an appendix to the bylaw.			
Hire a Regional Fire Chief and Deputy Fire Chief			
Establish the organization structure, positions, salaries/rates, communication processes, target dates for business processes, etc.			
Establish a Quality Management Program (QMP) for the Fire Discipline to cover all municipalities using either internal Fire Department resources,			

contract resources, or a combination of both.			
Initiate discussions with all partner municipalities on the process to establish a Regional Emergency Plan, as described in the November 2018 Regional Fire Service Business and Implementation Plan.			

Section 2: Business Plan, Budget & Membership

Action	Person(s) Responsible	Timeline	Guidance
The Society will adopt the November 2018 Regional Fire Service Business and Implementation Plan from Transitional Solutions Inc.			
The first full year of operations of the Society will begin on January 1, 2020. Each municipality will transfer their annual requisition amount to the Society beginning on July 1 of each year with the first due on July 1, 2019.			
Firefighters will transition to the new organization as outlined in the November 2018 Regional Fire Service Business and Implementation Plan.			
A recruitment process will be initiated based on the new organization and the opportunities it brings.			
Record and reporting processes will be established that provide information to decision makers in a timely and accurate manner, as outlined in the November 2018 Regional Fire Service Business and Implementation Plan.			
<p>The Board of Directors will complete a review of existing fire stations that appear to be challenged in providing reasonable response to ensure:</p> <ul style="list-style-type: none"> Each station meets a minimum standard <u>or</u> A process is established to improve to that minimum standard within the next 12 months <u>or</u> The station is closed and those Firefighters who are interested and 			

prepared to meet minimum standards are assigned to the next nearest station.			
A long-term plan for fire station infrastructure management be established by the Board of Directors after the first 18 months of operation. This plan should include a funding model to maintain, replace or close existing stations, as needed.			
Prepare to establish a 3-year operating and 5-year capital budget beginning in 2021.			
The Board of the Society should evaluate and decide whether residential and non-residential taxpayers in the region will be invoiced for fire response, and on what basis, as an additional source of revenue.			

Section 3: Operational & Response Readiness

Action	Person(s) Responsible	Timeline	Guidance
Establish a strategic response model utilizing full and modified response levels, as outlined in the November 2018 Regional Fire Service Business and Implementation Plan.			
Establish automatic aid for specific types of calls and/or locations			
<p>Establish borderless response processes to allow Flagstaff Regional Firefighters to respond to any station. These processes should include:</p> <ul style="list-style-type: none"> • Creating the process and guidelines for borderless response, including communication protocols. • Establishing a protocol for getting firefighters “signed off” to work out of other fire stations. • Identifying the Firefighters who will participate. • Providing “Go Bags” for those interested in participating. • Maintaining records and assess effectiveness. 			

Establish reduced response for automatic alarms without confirmation of an emergency.			
Establish standard SOPs/SOGs with input from all Firefighters and Officers.			
Implement standardized response reporting and records to ensure readiness and effectiveness.			
Provide a report to the Board of Directors analyzing the need and options to provide specialized response services (high angle rescue, slope rescue, water/ice rescue, etc.) including: <ul style="list-style-type: none"> • Providing the service • Using mutual aid to provide the service • Establishing a contractor to provide the service • Not providing the service 			
Establish procedures to conduct inspections and investigations in accordance with the QMP that assess effectiveness.			
Establish a public fire and safety education program.			
Establish a procedure to get additional firefighters to scenes if they are not part of initial response and are available at station. (e.g. a process to allow members to respond to the scene instead of their station).			

Section 4: Engagement & Recognition

Action	Person(s) Responsible	Timeline	Guidance
Develop an Engagement and Communications Strategy to support the implementation of the Regional Fire Service.			
Provide recognition items to members that reflect the service of fire department members and assist in identifying the member to the public.			
Hold a Regional Kick-Off Event for the Society to: <ul style="list-style-type: none"> • Recognize the past contributions of Fire Departments and their members. • Provide patches uniforms to all Firefighters who will continue as society members. • Showcase the new decals on some of the apparatus. 			

<ul style="list-style-type: none"> Publicize the new response process and services. 			
Provide regular program reporting to the Board of Directors which includes public messages for use by the Board members.			
Provide an annual team-building and a recognition event for the members of the Fire Department.			
Look for opportunities for Fire Department members to support or be involved in public events.			
Conduct a survey of businesses and residents to identify fire service issues and areas of concern.			
Provide a public education process on current fire issues.			

Appendix H: Implementation Timeline – GANTT Chart

Implementation Timeline

[illegible]