



parkland
county



PARKLAND COUNTY
FIRE SERVICES

FIRE SERVICES MASTER PLAN



October 1, 2024



Team Member	Project Role	Comment
Isaac Comandante	Project Manager, Technical Advisor, Technical Content, Stakeholder Engagement	<ul style="list-style-type: none"> - Over 35 years of direct project-related consulting/PM, fire and public safety, and PM experience consulting on fire & rescue topics
Jeffrey Carlisle ECFO, MA, CD	Technical Content, Peer Review, Stakeholder Engagement	<ul style="list-style-type: none"> - Over 46 years fire and public safety experience - Retired as Fire Chief, City of Kelowna - Previous Chief of Vernon and Wood Buffalo
Dale McLean ECFO	Technical Content, Peer Review, Stakeholder Engagement	<ul style="list-style-type: none"> - Over 39 years fire and public safety experience - Retired as Fire Chief, City of Kamloops - Retried as Deputy Fire of Edmonton
Tim Beckett, BA Public Administration	Technical Content, Peer Review, Stakeholder Engagement, Response Performance Analytics	<ul style="list-style-type: none"> - Over 39 years fire and public safety experience - Former Deputy Ontario Fire Marshal - Retired as Fire Chief, City of Mississauga

Provides a strategic framework and recommendations that will assist the Parkland County and Parkland County Fire Services in determining priorities with respect to,

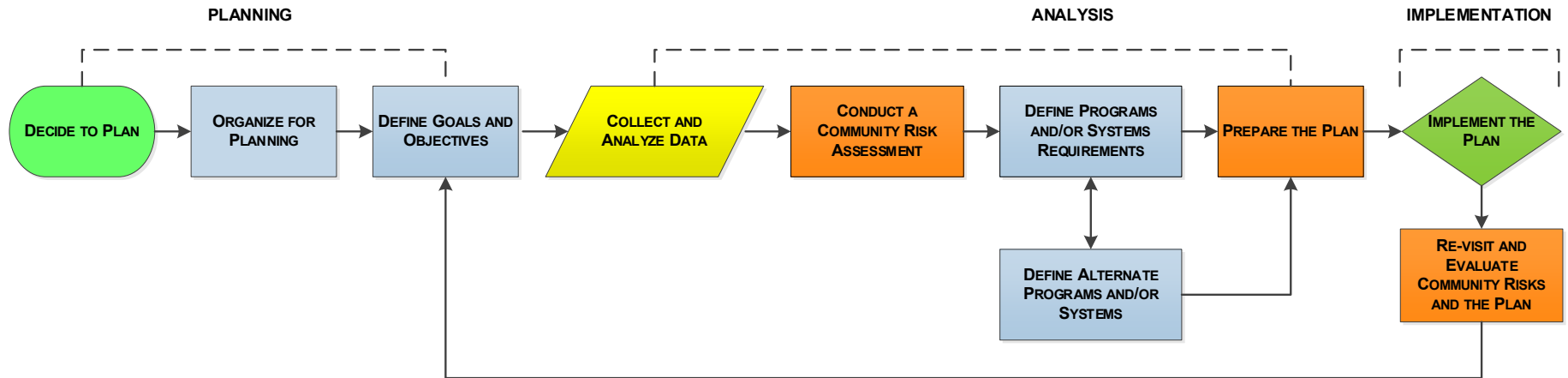
- Community safety
- Enhanced firefighter safety
- Increased efficiency and effectiveness
- Improved cost control and containment
- Identification right-sized service to meet the current and future needs of the community

- The Master Fire Plan will serve to guide and set a foundation for the Parkland County Fire Services for the next 10 years and beyond.
- Ultimately, the outcome of our analysis will determine the optimum service delivery model and position Parkland County Fire Services to be more effective and efficient.

Optimizes the three lines of defense,

- Public Education
- Fire Prevention and Code Enforcement
- Emergency Response

- Examine programs and the possible alignment of services and resources
- Proactively respond to current and future community needs
- Ensure legislative compliance
- Protect community and firefighters by ensuring appropriate and safe staffing levels are available 24/7
- Establish appropriate service levels for the community
- Explore opportunities to optimize the fire service's organizational structure
- Improve efficiency and effectiveness
- Implement cost efficiencies and cost avoidance measures



1. Administrative Division
2. Training Division
3. Fire Prevention, Inspection, Investigations and Public Safety Division
4. Fire Suppression Division
5. Communications and Technology
6. Fire Apparatus and Other Equipment
7. Applicable legislation and bylaws

8. Fire station location relative to providing adequate and reasonable fire protection for the community.
9. Examine and review firefighter recruitment, retention, promotional process, and succession planning.
10. Review fire departments' operating budget, capital budget, and reserves (equipment, station, and vehicles)
11. Community emergency management planning in relation to fire and emergency services.
12. Mutual aid and automatic aid agreement and opportunities with other emergency and non- emergency agencies.

Project Work Plan

Phase	Item	Project Tasks and Milestones
1	Project Initiation and Current State Analysis	
	1	Project initiation and start-up meeting (onsite/virtual)
	2	Verification and update of proposed workplan
	3	Fire service orientation, facility visit, community tour
2	Stakeholder Engagement, Industry Best Practices Gap Assessment and Comparative Analysis	
	4	Stakeholder engagement current state analysis
	5	Background research and data collection and current state analysis
	6	Gap analysis of industry best practices
	7	Community comparative analysis
3	Future Demand Modeling and Community Risk Assessment	
	8	Future demand modeling
	9	Conduct Community Risk Assessment
	10	Performance Analysis
4	Develop Recommendations Report	
	11	Complete and present Recommendations Report
	12	Complete and present draft Fire Service Master Plan
5	Completion of Final Services Master Plan and Presentation	
	14	Collaboration on updates to final plan
	15	Finalize and deliver Fire Services Master Plan
	16	Final plan presentations (To be determined)

- Targeted Interviews
 - Participants are asked questions related to their areas of purview and expertise
- Online Firefighter Survey
 - Provides balanced input by employing an online firefighter and dispatcher survey
- Community Comparative Analysis
 - We will conduct an industry peer comparative analysis

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- Current State Analysis Report
- Best Practices Benchmarking Report
- Future Needs Assessment and Service Levels Report
- Key Themes and Recommendations Report
- Comprehensive Master Plan Report

Thank You