



**PARKLAND COUNTY**  
**FIRE SERVICES**

# **FIRE SERVICES MASTER PLAN**



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Optimizing the methodology of the three lines of defense will allow Parkland County to provide a comprehensive fire protection program.

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

## Community Risk Assessment

An evaluation of potential risks and vulnerabilities within the community was a vital part of this project. We identified, assessed, and prioritized various risks, such as natural disasters, industrial accidents, public health emergencies, and other hazards that impact the safety and well-being of the community residents.

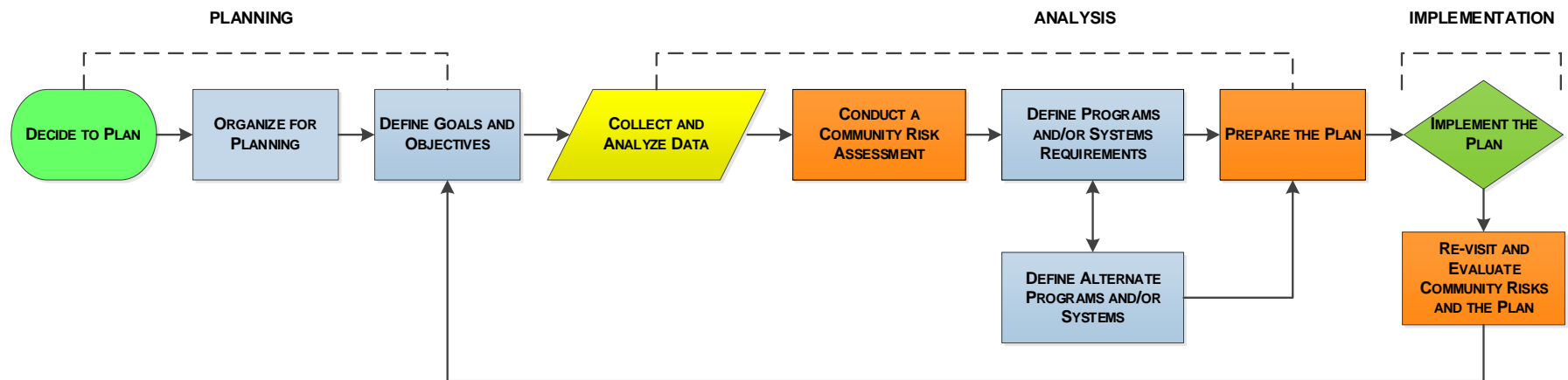
## Community Risk Assessment

Community Risk Assessments allow fire departments to make informed decisions on the types and levels of fire protection services provided based on identified risks. Specifically, the following nine (9) profiles we reviewed, included:

1. Geographic Profile
2. Building Stock Profile
3. Critical infrastructure Profile
4. Demographic Profile
5. Hazard Profile
6. Public Safety Response Profile
7. Community Services Profile
8. Economic Profile
9. Past Loss and Event History Profile

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

A Fire Services Master Plan can be referred to as a ‘road map’ to the future and used as a guiding document for current and future fire service leaders and municipal decision makers.



**Community and Fire Stations Tour** - Focused on the overall footprint, topography, transportation infrastructure of the community and the various response zones.

**Targeted Interviews** - Participants were asked questions related to their areas of purview and expertise and how it relates to fire services

**Online Firefighter Survey** - Provides balanced input

**Municipal Comparative Analysis** - An industry peer comparative analysis benchmark the performance of departments to similar municipalities



- **19 Observations and 21 Recommendations**
- A timeframe has been assigned to each recommendation
- Completion is based on:
  - Criticality of the recommendation – current performance levels
  - Staff capacity
  - Annual corporate priorities
  - Council approved budget allocations

A timeframe within 1 – 60 months (1 – 5 years) has been assigned to each recommendation.

There are also recommendations that are identified as ‘ongoing’ activities that go beyond the 60 months.

Critical	Short Term	Long-Term
1 -12 months	12 - 48 months	48 - 60 months

# Strategical Recommendations

## **Recommendation #1a** Update the Fire Services Bylaw

- **Why:** *Ensures legal compliance and clearly defines service levels.*
- **Aligns with Council Strategic Goals:** *D1 – Robust framework of bylaws and policies.*

## **Recommendation #1b** Establish a Standard of Cover Policy

- **Why:** *Sets measurable performance expectations for fire services.*
- **Aligns with Council Strategic Goals:** *D1 – Supports clarity and consistency.*

## **Recommendation #18** Transition Acheson Station to 24/7 Full-Time Staffing

- **Why:** *Responds to increasing call volumes and risk in a key growth area.*
- **Aligns with Strategic Goal:** A1 – Infrastructure meets community needs.

## **Recommendation #12/ #13** Feasibility Assessment of Acheson/PLV/Tomahawk Fire Stations

- **Why:** Ensures the stations can support future service levels.
- **Aligns with Strategic Goal:** A1 – Infrastructure planning.

## **Recommendation #6** Implement a Risk-Based Fire Inspection Program

- ***Why:*** *Targets high-risk properties and improves fire prevention.*
- ***Aligns with Strategic Goal:*** *C1 – Responsible management of natural assets and safety.*

## **Recommendation #19** Complete a Critical Task Analysis

- ***Why:*** *Identifies staffing and resource needs for effective emergency response.*
- ***Aligns with Strategic Goal:*** *D2 – Organizational excellence.*

## **Recommendation #5** Explore Feasibility of a Multi-Jurisdictional Training Facility

- ***Why:*** Enhances training capacity and regional collaboration.
- ***Aligns with Strategic Goal:*** A1 – Infrastructure and service readiness.

## **Recommendation #4** Increase Retention of Paid-On-Call Firefighters

- ***Why:*** Addresses staffing challenges and service continuity.
- ***Aligns with Strategic Goal:*** D2 – Service delivery excellence.

- Nine strategic recommendations for higher-level decision-making
- Remaining focus on operational or administrative matters for the chief to manage
- An ongoing journey of continuous improvement
- The ability to adapt in response to changing circumstances
- Questions



# Operational & Administrative Recommendations

**Recommendation #2** Conduct a review of all leadership positions within PCFS with the goal of establishing the most effective reporting structure from the Fire Chief through to all staff.

**Suggested completion: 6-12 months**

**Recommendation #3a** Establish regular and timely meetings between all parties. These meetings are intended to discuss any issues, challenges or opportunities prior to implementation that continues to ensure the smooth delivery of emergency services consistent with each contract.

**Recommendation #3b** As contracts become up for review, both parties explore the advantage, disadvantages, challenges, and opportunities of both the current cost sharing model and that of a fee for service model.

**Suggested completion: 6-12 months**

**Recommendation #7** Parkland County Fire Services work together with Parkland County Planning and Development Services to determine an accurate building inventory including building occupancy types.

**Suggested completion:** 6-12 months

**Recommendation #8** Parkland County ensure that all requirements of the National Fire Code (NFC (AE) 2019) is understood and completed in the development and occupancy permitting process.

**Suggested completion:** 6-12 months

**Recommendation #9** Parkland County Fire Services track all public education, fire safety and community engagement activities.

**Suggested completion:** Ongoing

**Recommendation #10** Expand the type of fire investigations that Parkland County Fire Services will investigate to include all other fires that have a significant dollar loss, injury, or death, or suspected arson and include those that have the potential to have a significant impact on persons or the community. This may require additional training and responsibility delegation to PCFS staff.

**Suggested completion: 1-24 months**

**Recommendation #11** Working together with the development permitting process, PCFS staff should complete a pre-incident plan on high risk industrial and commercial properties when new construction or change of occupancy occurs.

**Suggested completion:** 24-36 months



**Recommendation #14** Include the Capital funding necessary for the replacement of Engine 2, Rescue 2, Tower 5, Red 6, and Engine 7 into the Capital apparatus replacement schedule.

**Suggested completion:** 12-24 months

**Recommendation #15** Identify alarm handling process improvement opportunities and benchmarks.

**Suggested completion:** 12-24 months

**Recommendation #16** Explore opportunities to improve, monitor and record assembly times, particularly for fire-related and other high priority incidents.

**Suggested completion:** 12 - 24 months

**Recommendation #17** Review and monitor travel time as a key contributor to overall effective response time and investigate options to reduce travel time particularly as the community grows.

**Suggested completion: 12 - 24 months**

# THANK YOU

**For more information contact:**

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