

# BURNABY FIRE DEPARTMENT STRATEGIC PLAN

## 2021 - 2026



# BURNABY FIRE DEPARTMENT

## SERVICES



# VALUES

Together these four core values build Burnaby Fire Department's professionalism.



# BURNABY FIRE DEPARTMENT

## 2021-2026 VISION

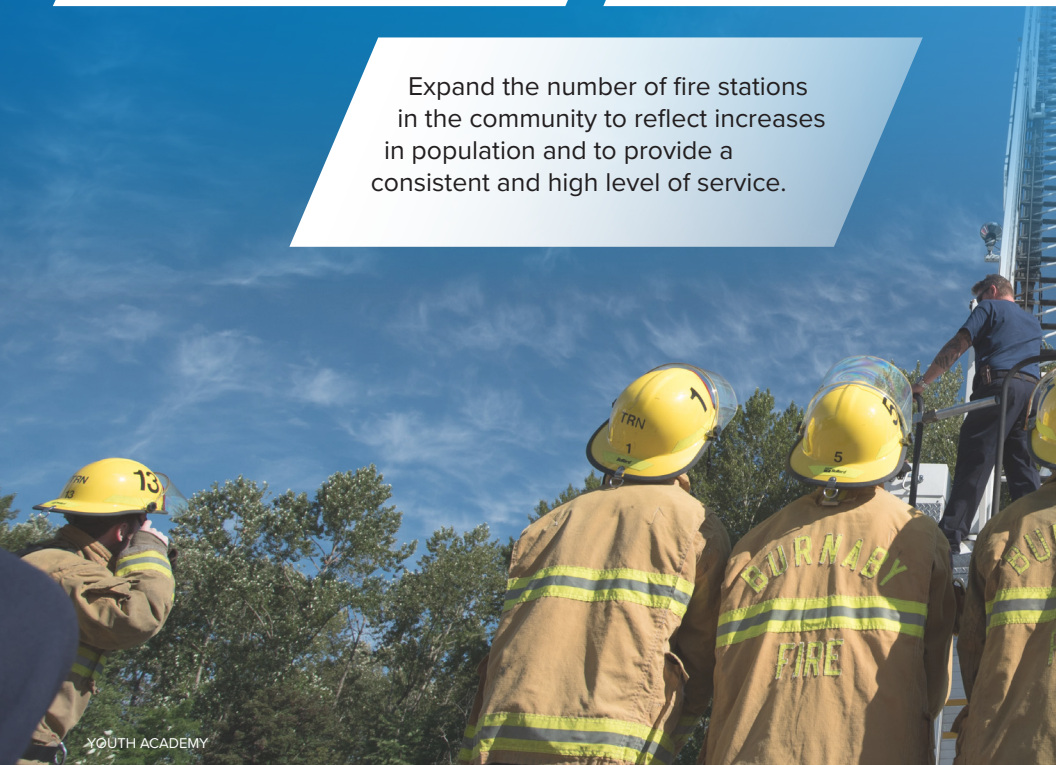
Increase the diversity of Department members in order to reflect the community we serve.

Increase awareness of the environmental impact of how we do business, and support green initiatives such as electric vehicle use.

Expand the impact of our community safety programs to care for community members at risk, and create engagement opportunities.

Enhance a departmental culture of caring and respect that results in improved physical and mental health.

Expand the number of fire stations in the community to reflect increases in population and to provide a consistent and high level of service.

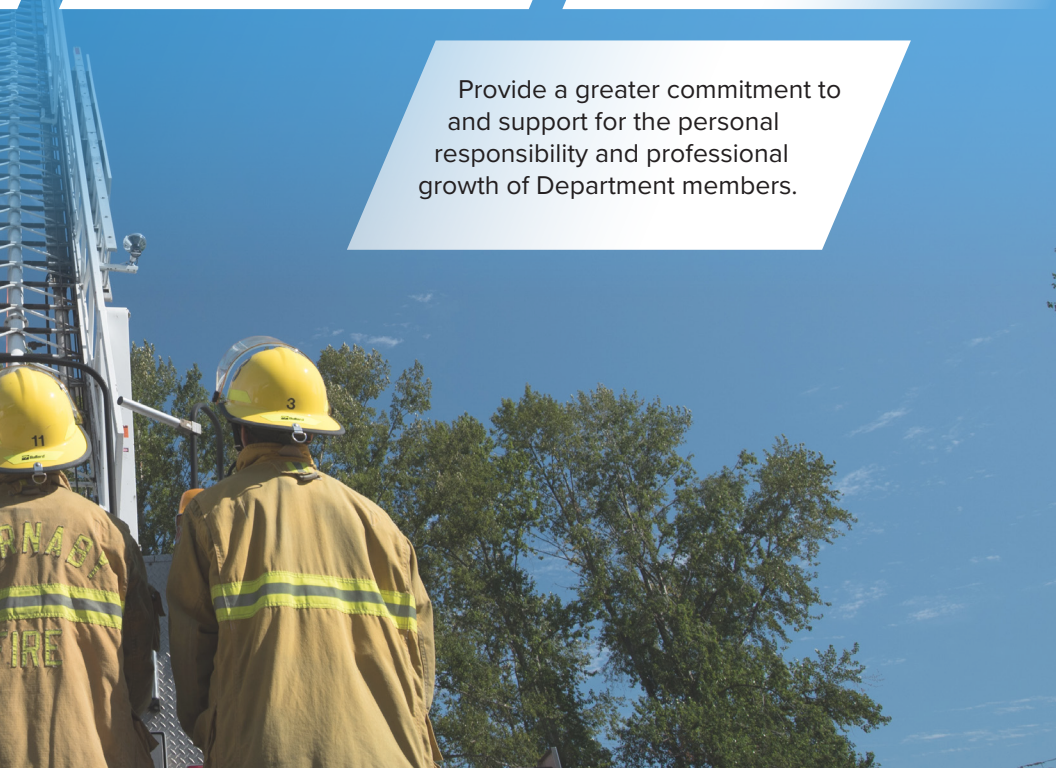


Create a supportive workplace environment that promotes inclusion.

Provide a comprehensive training facility which complements the professionalism and value of a world class organization.

Increase Department transparency with enhanced community communications and engagement.

Provide a greater commitment to and support for the personal responsibility and professional growth of Department members.





# STATUS OF SERVICE DELIVERY ENHANCEMENTS

## GOAL

1

### Organizational Effectiveness

## ACTIVITY

Increase executive staff to lead Department improvement initiatives.

**STATUS**

**In Progress/Continue**

Invest in IT infrastructure and analytics support to develop a proactive, innovative-, and data-driven culture.

**STATUS**

**In Progress/Continue - but postponed (City IT Department)**

Develop and communicate a 24-month Strategic Plan.

**STATUS**

**In Progress/Continue**

2

### Organizational Health and Wellness

Provide new positions to develop, implement, and oversee Department initiatives in occupational health, safety and wellness.

**STATUS**

**In Progress/Continue**

Provide new positions to champion and increase workplace diversity to reflect the community the Department serves.

**STATUS**

**In Progress/Continue**

Replace Fire Station 4.

**STATUS**

**Continue**



ICE RESCUE (Courtesy of Silvester Law)

**3**

## Resource Deployment and Coverage

Improve emergency response times.

### **STATUS**

**In Progress/Continue**

Bring Staff Ladder companies to NFPA 1710 standard – 1 FF per Ladder (20 FTE).

### **STATUS**

**In Progress/Continue**

Build a Fire Station on Burnaby Mountain – 4 FF (20 FTE).

### **STATUS**

**In Progress/Continue**

Build a Fire Station at Big Bend – 4 FF (20 FTE).

### **STATUS**

**Postpone/Abandon**

Complete a Fire Station Location Strategy to address future growth.

### **STATUS**

**In Progress/Continue**

**4**

## Community Risk Reduction

Rebrand the Prevention Division to Community Risk Reduction.

### **STATUS**

**Continue**

Develop a comprehensive Burnaby Mountain strategy to address changing risks.

### **STATUS**

**In Progress/Continue**



# GOALS

# OUTCOME AREAS

## Organizational Effectiveness

- » Leadership
- » People
- » Decision Making and Change Management
- » Work Processes
- » Systems and Technology
- » Culture

## Organizational Health and Wellness

- » Firefighter Safety and Wellness
- » Healthy Environment
- » Diversity and Inclusion

## Resource Deployment and Coverage

- » Response Times
- » Response Effectiveness
- » Emerging Community Risk Levels

## Community Risk Reduction

- » Proactive Risk Identification
- » Public Education
- » Citizen Safety and Quality of Life



# 2-YEAR ENHANCEMENT GOALS

## BASE CHANGES

### Core work to keep services operating and running.

- » Staff Fire Companies to maintain minimum National Fire Protection Association (NFPA) standards.
- » Develop positions to keep pace with Department health and safety needs.
- » Expansion of wildland firefighting level of service.
- » Build Station 8 at SFU (Burnaby Mountain).
- » Increase executive staffing.
- » Stabilize Special Operations Disciplines and Programs.
- » Build a Department Hygiene and Training facility.
- » Establish an Air Quality Index (AQI) program.

## BEYOND 2022

- » Initiate the transition of EMS level of service to EMR.



CRITICAL FIREFIGHTING SKILLS TRAINING (Courtesy of Silvester Law)

# 2-YEAR ENHANCEMENT GOALS

## BASE-PLUS CHANGES

### Opportunities to improve or streamline base work.

- » Expand Department platoon staffing levels to address changing needs due to city growth, including progressing toward the ability to provide response to parallel second Alarm events.
- » Improve response times.
- » Improve IT infrastructure and applications.
- » Rebrand Fire Prevention Division.
- » Improve/build out community outreach via a new Public Education & Information Officer to include a home fire safety program and a rebranded smoke alarm program.
- » Relocate Dispatch Operations from Station 1 .
- » Replace Fire Station 4.
- » Build a Fire Station location strategy to address future growth.
- » Expand the Department's Heavy Rescue capability.
- » Expand the Department's Mobile Water Supply capability.
- » Update the City Bylaw to include re-inspection fees for FPO services.
- » Initiate a Clean Cab concept and enhance decontamination procedures to reduce carcinogen exposure to personnel.

## BEYOND 2022

- » Build a new Fire Station at Big Bend.
- » Enhance member professional development/supports.
- » Streamline processes for internal Department focus groups.

## INNOVATION

### Strategic Opportunities

- » Expand USAR capabilities with in-house USAR program.
- » Develop a strong cultural enhancement plan.
- » Mental health maintenance and spousal support program.

### BEYOND 2022

- » Develop community communication and engagement plan.
- » Investigate opportunities to provide satellite offices in town centres to connect to the community.
- » Expand Department support of RCMP with a Tactical Medic Program.





VEHICLE EXTRICATION (Courtesy of Silvester Law)