CALGARY FIRE DEPARTMENT 2015-2018 BUSINESS PLAN

Vision

To be the international fire service leader.

The vision of leadership includes not only the Department's preparedness and response to emergencies, but also in helping to create a fire safe community.

Mission

To serve the community through excellence in prevention, education, protection and safety.

The Department's mission statement describes what the Department intends to accomplish, the purpose its personnel are committed to and the value provided to Calgarians. It outlines the Department's dual role of reducing the risk of emergencies while also responding appropriately when and where they do occur.

Mandate

The City of Calgary Fire Bylaw 37M84 was established under the authority of the Municipal Government Act, which provides that the Council of a municipality may pass a bylaw for the prevention or extinguishing of fires, the preservation of life and property and the protection of persons from injury or destruction by fire. It also provides that the Council of a municipality may pass bylaws for any other matter or thing for the protection of life or property as may be considered proper.

Values

Pride, professionalism, teamwork and respect.

The values statements clarify the Fire Department's underlying philosophy, guiding principles and beliefs, and are deeply held views that describe what the Fire Department's finds worthwhile and important.

Message from the Chief

On January 1, 2015, I became The City of Calgary Fire Department's new Fire Chief. It is an honour for me to step into this role, which brings with it both challenges and rewards. Leading a business unit within Community Services and Protective Services (CS&PS) and working with a dedicated and talented group of employees across the department and the City of Calgary enables me to position the Fire Department's work within the broader goals and vision of The City. This business plan sets out the Fire Department's goals for 2015 – 2018 and their alignment with the goals of CS&PS and support the long-range vision set out in the Fire Department's 2011-2021 Sustainability Plan. These goals are clear and achievable but as we work toward them, we must be conscious of a number of emerging issues and the steps that must be taken in order to continue to be successful both as a fire service and as a business unit within The City.

New growth, urban intensification, evolving demographics, and changing community needs collectively influence call volume, types of calls, response performance, life safety education and enforcement initiatives. These trends directly impact our ability to meet Council-approved service levels and response time short-term targets and long-term benchmarks. Accordingly, we will strive to meet our response performance targets through technology, process improvements, regularly review and adapt best practices, and appropriately balance the risks presented by new growth, urban intensification, evolving demographics, and changing community needs within allotted resources.

Evolving demographics such as growth in the immigrant, seniors and low-income populations influence our approach to outreach and public education initiatives. In collaboration with other business units, we aim to develop comprehensive community needs assessments, and will participate in the This Is My Neighbourhood Initiative to help tailor programs and services to encourage appropriate safety behaviours.

Disasters of all types are increasing in frequency and severity due to changing climate, increases in population, and increasing societal dependence on delicate technology. As a result, we will maintain and strengthen our Business Continuity Plan efforts to ensure operational effectiveness in the event of a disruption, and will collaborate with Calgary Emergency Management Agency (CEMA) in implementing strategies and frameworks that reduce risk, mitigate hazard and vulnerability, build community resiliency, and advance business continuity and recovery for The City of Calgary. There is a strong reliance on grants for capital funding across The Corporation and as such it is likely that current capital funding will not meet infrastructure needs over the next decade. The planned discontinuation of the Municipal Sustainability Initiative (MSI) by 2018 will have capital planning implications for us including investments in infrastructure, equipment and technology used in the delivery of emergency and non-emergency services by frontline staff. We will explore opportunities to engage the private sector and other levels of government in funding that align with priorities outlined in our 2011-2021 Sustainability Plan.

The work ahead is important and substantial. I look forward to working together with you to achieve our goals and continue to provide the best possible service to Calgarians.

CFD Business Plan Alignment with the Action Plan (Council Priorities for 2015-2018)

Our four-year business plan goals is the culmination of a range of input and direction received from citizens, City Council, our own performance assessments, and the short- and long-term planning of the Fire Department, Community Services & Protective Services and City Council. The following are the 31 goals we will be working on over the next four-years, and demonstrate how our goals support the strategies outlined in the CS&PS 2015-2018 Action Plan.

CFD Sustainability Priority	Supporting Fire Department 2015-2018 Goals	Community Services & Protective Services 2015-2015 Action Plan Strategies
Managing Growth and Change	1. Urban intensification, regeneration, and growth include the provision of appropriate community safety services that meet Council approved service levels and performance benchmarks and support complete community concepts and infrastructure.	N5.1 A city of inspiring neighbourhoods Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs. (Support)
		N6.1 A city of inspiring neighbourhood Manage and promote growth to achieve the best possible social and economic outcomes within financial capacities.
	2. Asset management strategies are in place that optimize whole life costs and allow us to maintain reliable, safe and appropriate equipment, fleet, and facilities to support our service to citizens and demonstrate value.	W6.1 A well run city Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.
	3. We cooperate, collaborate and partner to secure stable long-term funding sufficiency from public and private sources for capital investment, service provision and education.	W2.3 A well run city Be as efficient and effective as possible, reducing costs and focusing on value-for-money.
Ensuring Safe Communities	4. Response performance and standards are maintained.	N1.1 A city of inspiring neighbourhoods Keep communities safe by meeting and maintaining standards for crime prevention, CFD response, and enforcement. (Lead)
	5. We provide services fundamental to the quality of life of citizens that adapt to growing and diverse social and public safety needs.	N1.2 A city of inspiring neighbourhoods. Keep communities safe by meeting and maintaining standards for crime prevention, CFD response, and enforcement.
		P8.1 A prosperous city Respond to the needs of an aging population. (Support)
		N11.1 A city of inspiring neighbourhoods Promotion of public safety through education, prevention and partnerships. (Lead)
		N1.3 A city of inspiring neighbourhoods. Keep communities safe by meeting and maintaining standards for crime prevention, CFD response, and enforcement.

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	6. We support business in our city by ensuring safe facilities and practices that mitigate risk to their employees and our citizens.	N1.3 A city of inspiring neighbourhoods. Keep communities safe by meeting and maintaining standards for crime prevention, CFD response, and enforcement.
		N12.1 A city of inspiring neighbourhoods. Promote and strengthen community standards through facilitated compliance.
		W8.2 A well run city. Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.
	7. Emergency response stations and firefighters are vital elements of our neighbourhoods and contribute to enhancing the health, safety, preparedness and resiliency of our communities.	
Leading in Service to Citizens	8. Support continuous quality improvement, research and development, and maintain International Accreditation.	P5.1 A prosperous city. Seek out partnerships with other governments and community partners to achieve community well-being. (Support)
		W2.1 A well run city. Be as efficient and effective as possible, reducing costs and focusing on value-for-money.
		W2.2 A well run city. Be as efficient and effective as possible, reducing costs and focusing on value-for-money.
	9. As International fire service leaders, we are at or above average performance of comparable municipalities for both efficiency and effectiveness and lead advocacy efforts to influence measures and standards used to reflect public safety outcomes.	
	10. Systems are in place that enhance capabilities, performance, resiliency and redundancy of critical information technology used to support the delivery of services.	
Elevating our Environmental Stewardship	11. Environmental leadership is demonstrated within the organization and in communities through initiatives and education aimed at reducing environmental impacts.	H6.1 A healthy and green city. Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment. (Support)
Valuing and Empowering our Workforce	12. We assume a holistic approach to Human Resource Management, considering labour market, economic times, retirement/recruitment cycles, and accommodate growth within existing administrative space.	
	13. Qualified employees are in place to succeed incumbent leaders in leadership and line management positions.	

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	14. Productivity and effectiveness is optimized through process improvements, innovation, technology, and tools.	
	15. A holistic approach to health, safety and wellness of our workforce is essential to enhancing quality of life and a successful element of a sustainable organization.	W9.1 A well run city. Strive to be an employer of choice with a focus on addressing The City's aging workforce.
	16. Systems are in place that create awareness of organizational goals in becoming as efficient and effective as possible.	
	17. Provide clarity and expectations regarding inclusive and respectful workplace behaviours.	
	18. Ensure appropriate support systems are in place to prevent, mitigate and address all behaviours identified in the continuum of inappropriate behaviours.	
	19. Leverage expert resources and partners to identify best practices in inclusive and respectful workplace practices.	
	20. Engage a diverse range of staff perspectives on initiatives, programs and services that impact their jobs and workplaces.	
	21. Build support mechanisms for supervisors and management across all levels of the organization to identify and manage inclusive and respectful workplace issues.	
	22. Identify and implement additional resources required to support the workplace issues intervention and investigation process.	
	23. Develop evaluative processes to maintain a regular pulse on workplace culture and organizational health.	
	24. Address current organizational cultural issues requiring resolution.	
	25. Expand the range of support and wellness services available to employees impacted by harassment, discrimination or violence.	
	26. Increase awareness and education regarding organizational expectations of inclusiveness and workplace behaviours.	
	27. Adapt current practices across organization to ensure they reflect diversity in staff and support for contemporary service roles.	
	28. Integrate cultural competency, inclusion and respectful workplace competencies into position and performance expectations.	
	29. Increase understanding of the impact of family violence in our employees' communities and homes.	
Building Service Resiliency	30. Ensure the provision of emergency service delivery to encompass individual and community resiliency to respond to disasters and emerging events.	N2.1 A city of inspiring neighbourhoods. Build resiliency to flooding. (Support)
	31. Emergency response stations play a vital role as community hubs during large scale disaster/emergency events.	W5.1 A well run city. Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.