

# The Fire-Rescue Plan 2016-2018

*To protect and enhance the City's livability through service excellence in prevention, education and emergency response.*



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## Executive Summary

The Fire-Rescue Plan 2016-2018 (The Plan) builds on the foundation established in the Richmond Fire-Rescue 2012-2015 Plan. The objective of which is to become a fire department that delivers services and programs through an evidence-based approach that balances prevention, education and emergency response.

Strategic goals identified in the 2012-2015 Plan were validated and the initiatives identified in the plan were reviewed for relevance. New initiatives have been identified and incorporated into the 2016-2018 Plan. Alignment with the new Council term goals was ensured throughout the planning process.

Richmond Fire Rescue (RFR) continues to face significant external challenges including ongoing urban and commercial development and an aging population. These all have the potential to affect emergency call volumes, types and response times. Yet despite an increase in population in the City of Richmond of more than 12% from 2011 to 2015, the 911 call volumes have been relatively stable. This is due, in part, to proactive management of emergency incident volumes by the RFR management team

Since the last planning cycle, the Province of British Columbia will be introducing the Fire Safety Act, and the Office of the Fire Commissioner has established minimum training standards. While these developments will have a positive impact on public safety, they also have the potential to require new knowledge and competencies, and could reduce departmental flexibility when planning and scheduling training.

The targeted outcomes of this plan are as follows:

1. Implementation of a prevention-focused service delivery model.
2. Support for growth and change in the city.
3. Maintenance of a high level of emergency response readiness.

The strategic outcomes and supporting initiatives are well aligned with City of Richmond Council term goals. In particular, there are significant contributions to a safe community, a vibrant, active and connected City, a well planned community, partnerships and collaboration, well informed citizenry and strong financial stewardship.

## Fire Chief's Message

The men and women of Richmond Fire Rescue provide exceptional service everyday to the citizens of Richmond. I am proud of our staff and the professionalism they demonstrate in all they provide to the City.

The update to the Fire-Rescue Plan continues our progress toward an improved service delivery model, which balances prevention, education and emergency response. Richmond Fire-Rescue acknowledges the importance of the delivery and advancement of its core 9-1-1 emergency Fire and Rescue response services.

The Plan focuses on progressing initiatives to enrich Strategic Planning and Process Improvements, Community Engagement and Community partnerships as well as Service Delivery Modifications. These initiatives are aligned with, and support, Council term goals in making Richmond a safe community.

Richmond Fire Rescue continues to develop targets designed to stretch the organization in pursuit of its mission: "To protect and enhance the City's liveability through service excellence in prevention, education and emergency response."

Our collaboration and partnerships within the community has positioned Richmond Fire Rescue as an innovative service and supports our pursuit to be a leader within the British Columbia and Canadian Fire Services.

As the City develops, grows, and becomes more complex, Richmond Fire-Rescue must be able to deliver services in an ever-changing environment. The Plan will serve as a roadmap for the citizens of Richmond, Council, community safety stakeholders and the staff of Richmond Fire-Rescue for policy and decision-making.



John McGowan  
Fire Chief, Richmond





## Introduction

In March of 2012, the Council of the City of Richmond endorsed the Fire-Rescue Plan 2012-2015 (The Plan). This plan marked the beginning of a new direction for Richmond Fire Rescue (RFR), with the objective of becoming a fire department that delivers services and programs through an approach that balances prevention, education and emergency response.

The end of that planning cycle presented RFR with the opportunity to revisit the plan and reshape it for the next period, 2016-2018.

The purpose of this Plan is to:

1. Provide Council with a framework for policy, capital and operational planning decisions,
2. Identify the Department's priority areas and provide it with the overall direction to be followed for the next several years,
3. Identify specific initiatives for the short, medium and long term to move the Department toward its strategic goals.

At the start of the 2014-2018 term of office, Council established nine goal areas and within each, communicated their desired focus and priorities through to 2018. Care was taken to ensure that this Plan aligned with Council's established goals.

Finally, as RFR is a key service provider within the Law and Community Safety Division, this Plan supports, and is aligned with, the Division's overall planning priorities.



# Current and Future Conditions

## External Context

### Urban Growth

The City of Richmond 2041 Official Community Plan (OCP) projects Richmond's population to grow to 280,000, representing an increase of 80,000 people from 2012 levels. More than 40,000 new housing units will be required to accommodate the growth, much of it in the form of townhouses and apartments in densified centres.

Within the OCP, Area Plans cover portions of the 15 planning areas within Richmond. The City Centre Area Plan was adopted on September 14, 2009, and implementation is well underway. This plan calls for a maximum population of 90,000 in the City Centre area by 2031. Development will include residential and mixed-use buildings in the urban centre and urban core as high as 35 metres and 45 metres respectively.

#### **Potential Impact**

**The increases in population density, building height and the ongoing level of construction activity all have the potential to affect emergency call volumes, type and response times.**

### Aging Population

The City's population median age has increased from 38.5 in 2001 to 42.1 in 2011. The over 75 years age group will represent 15% of the population in 2041 compared to 6% in 2011.

Most of the Richmond residents aged 65 or older are living in private households and a large proportion of them are living alone. Some will want to "age in place"—that is, remain living safely in their own community despite declining abilities and enjoy the familiar social, cultural and spiritual connections that enrich their lives.

#### **Potential Impact**

**People choosing to age at home require a unique range of programs and services from the community. As the senior population in Richmond is expected to rise, this may put different demands on the 911 emergency response system.**

## Fire Safety Act

The Fire Safety Act was tabled February 15, 2016 to modernize the regulatory framework for fire safety in British Columbia. As of August 2016, it has received first reading in the Legislature and is expected to replace the Fire Services Act, legislation that has not had substantial updates since 1979.

The new act will:

- Improve fire code compliance monitoring by making it risk based. This change will assist local governments in defining the spectrum of risks in their community and then applying prevention and inspection services to that risk,
- Enable local authorities to appoint fire safety personnel to carry out fire inspections, investigations and evacuations. The prior legislation required anyone who administered the act to be appointed by Office of the Fire Commissioner (OFC) as Local Assistants to the Fire Chief (LAFC) ,
- Establish an administrative enforcement model to address non-compliance issues in a more timely and effective manner. This will allow Local governments to develop an out-of-court enforcement system aimed at improving compliance.

Local governments will be empowered to exercise local government authority to mitigate imminent fire risk, rather than referring those concerns to the provincial government for action.

### Potential Impact

**The expected outcome is safer communities for citizens and for the firefighters serving within those communities. A review of the Legislation, when enacted, will define the required knowledge and competencies that are required in order to interpret and effectively discharge the new authority granted under the Act. A shift of authority to Local governments will require Fire Departments to assess and establish levels of enforcement.**

## Standards and Regulations

The Office of the Fire Commissioner has established the minimum standards of training required for fire services personnel in British Columbia. The Competency and Training Playbook was first published in 2014 and was amended in 2015. This document and program establishes the minimum competencies necessary to perform the role of a firefighter, instructor/evaluator and team leader, as well as for the delivery of in-house training in such competencies.

### Potential Impact

**The requirements are very specific, and while they will ultimately reduce risk by achieving a minimum standard of competency, they also reduce the flexibility that the Department would otherwise have when planning and scheduling training for its members.**

## Training

The increasingly complex working environment has an impact on the training requirements of the Department, and will continue to do so over the planning horizon. New programs such as Naloxone and administration of Epi-Pens are a few examples of an ever-increasing workload expected of the Fire service by the community.

### Potential Impact

**The training itself is becoming more complex and more costly, directly affecting operating costs and requires a greater investment of staff time which in turn reduces the amount of time available for schedulable work.**

## Industrial Development

Port Metro Vancouver is currently reviewing a project permit application submitted by the Vancouver Airport Fuel Facilities Corporation (VAFFC). They have applied to build elements of their proposed Vancouver Airport Fuel Delivery project on Port Metro Vancouver land at the end of Williams Road in Richmond.

These elements consist of:

- Construction and operation of a new aviation fuel receiving facility (tank farm),
- Construction of associated office, utilities and landscaping works,
- Sections of new transfer and delivery pipelines that will be located on Port Metro Vancouver land in Richmond.

If the project is approved, the construction of the fuel receiving facility is expected to be completed within three years of approval date. Approval is anticipated in 2017.

In the longer term, Port Metro Vancouver is reviewing an application to develop an aggregate processing and distribution facility in south Richmond on industrial lands owned by Port Metro Vancouver. It would include a wash plant, aggregate material stockpiles, a reclaimer, a rail unloading facility, and two marine berths for loading and unloading aggregate barges. As several years of site preparation (pre-loading) would be required to achieve the necessary ground settlement across the property, construction is expected to begin in 2020, if approved.

### Potential Impact

**Each of these new developments has the potential to present new risks and require new emergency response capabilities.**



## Fire Underwriters Survey

To help establish appropriate fire insurance rates for residential and commercial properties, insurance companies use information provided by the Fire Underwriters Survey. This information is gathered through detailed field surveys of the fire risks and fire defenses maintained in the community. The survey takes into account many factors, including water supplies and distribution, fire department operations, communications and fire safety control within the community.

The Public Fire Protection Classification uses a grading system with a scale of 1 to 10, where one represents the highest level of fire protection. The City of Richmond has a Level 3 rating based on the survey conducted in 1999, placing it in the top tier for protection level.

An updated survey is expected to be performed in 2016 and a report delivered to the City following its completion.

### **Potential Impact**

**While RFR is confident that the current classification will be maintained or improved, based on the successful implementation of programs established over the 17 years since the last survey, and issues identified may need to be addressed by RFR and other city departments.**

## Internal Context

### **Capital Funding**

RFR replaces its apparatus and equipment from its Equipment Replacement Reserve Fund. Replacements are based on fire industry national standards and an individual assessment of the condition of the capital asset. The previous plan identified immediate concerns regarding the depletion of the Reserve Fund. While this issue has been resolved, subsequent fluctuations in currency exchange rates have dramatically increased the costs of the proposed capital program.

### **Potential Impact**

**RFR continues to engage with the Finance Department to create a sustainable solution, which allows the continuation of its planned replacement strategy for vehicles and equipment.**

## Analysis of 911 Calls

Incidents	2011	2012	2013	2014	2015
Alarm Active	1,419	1,378	1,479	1,578	1,451
Explosion	3	4	4	4	2
Fire	594	659	685	613	769
Haz-Mat	52	57	57	47	57
Medical	5,055	5,403	5,545	5,382	5,754
MVI	1,245	1,330	1,279	1,289	1,433
Public Hazard	224	238	215	260	222
Public Service	493	439	385	420	571
Specialized Transport	52	59	53	46	57
Tech Rescue	4	16	8	6	10
Totals	9,141	9,583	9,710	9,645	10,326
Year to Year % Change		4.8%	1.3%	-0.7%	7.1%

A data review indicates that the event volume for RFR has risen by an aggregate of approximately 13% over the four years. Proactive management of emergency incident volume has contributed to the relative stability of call volumes year over year, for example:

- In 2015, the British Columbia Ambulance Service (BCAS) revised their resources allocation plan. This revision resulted in an increase in medical calls by nearly 7% for RFR. A study conducted by a consulting firm (ORH) is anticipating a 6% increase in medical events in the region through 2020. This has the potential to impact the level of service that RFR delivers to the community.
- An analysis of medical responses to the YVR terminal determined that RFR was not being utilized when dispatched to lower acuity medical events at the airport terminal. This led to the decision to discontinue RFR's response to these call types at the Domestic and International terminals and has resulted in an estimated annual reduction in medical incident responses of 334. RFR incident response to other areas of Sea Island remains unchanged, as our services are still required.

### Alarm

Alarm Activated events have shown very little increase since 2012. RFR has a robust False Alarm program, which has shown positive impacts by managing the rate of increase for these event types.

## **Fire**

The 29.5% rise in Fire events is double the rate of rise in population and reflects the increase in activity in the City. Many of the fires have been outdoor types and minor in nature, however the warming climate and extended hot and dry climate will further impact the risk these types of fires have on the city. The densification of the City center and surrounding areas may also impact these event types

## **Medical**

The 13.8% increase in medical events is at the same rate as the population rise. Richmond Fire-Rescue works closely with the British Columbia Ambulance Service (BCAS) to deliver pre-hospital care to the community. There is an anticipated five to six percent annual increase to Medical events.

## **Motor Vehicle Incidents**

Motor Vehicle Incidents have increased slightly above the population growth of Richmond. RFR works with the RCMP and the transportation group to identify and address problem areas. This is primarily through public education programs with RCMP, ICBC and the City Transportation Department.

## **Public Hazard**

Public hazard event types have remained relatively stable over the four-year time frame, these events include electrical problems, wires down, minor gas leaks and unknown odors types.

## **Public Service**

Public service event types include, Non-medical Assists to the public, Water Problems and Non-emergency Rescues (Elevator and Vehicle). These event types have grown at the same rate of the population and are expected to continue to increase in alignment with population growth.

## **Specialized Responses**

Explosion, Haz-Mat, Specialized Transport and Tech rescue event types represent small proportions of events dispatched and have been relatively stable over the four years. However, with increased development on the Port Metro land and the VAFFC project, the potential for an increase in the magnitude of these event types is significant.



Calls related to accidental injury, addiction and mental health often arise as a result of predictable circumstances, and often on a repetitive basis on behalf of a small number of individuals. An evidence-based response to these calls, developed jointly with our Vancouver Coastal Health (VCH) partners, may identify opportunities to get the subjects of these types of calls into the right programs, and eliminate a series of emergency incidents in the future.

Management believes that, beyond the opportunities noted, there is little additional potential actions to systematically reduce future incident volumes unless the community is prepared to accept different standards for emergency medical response.



## RFR Responsibilities

RFR's mission is to: "Protect and enhance the City's livability through service excellence in prevention, education and emergency response."

### Prevention

The City's Official Community Plan (OCP) states that RFR is to:

- develop community safety plans for each part of the community, and work in partnership with other service providers (e.g., police, ambulance, emergency programs, health and other City departments),
- work with the development community to ensure that safety standards are met,
- work with the community to ensure that buildings and homes are equipped to prevent fires and accidents, and that the equipment is properly maintained.

Effective prevention can, and does, reduce the volume of incidents requiring emergency response. While it may not directly reduce the cost of response preparedness, it does contribute to a:

- sustainable service delivery model by reducing the demand on responders and their support equipment; and a,
- safe community by reducing the number of fires, accidents and emergency situations.

RFR's overarching goal is to transition to a prevention focused service delivery model, which enhances prevention and education services, responds to community needs, contributes to community safety and harm reduction and, at the same time, continues to improve emergency response.

To accomplish this and still be affordable to the community, the Department must operate without functional or geographic separations. The same team will deliver on all three components of the mandate. It must address the community with a single face and voice, and have a consistent culture and service delivery across all fire halls.



## Education

The OCP requires RFR to:

- use community forums, media and social media to explain the role and interdependency of fire prevention and the community;
- increase community education and awareness relating to safety and accident prevention (e.g., hazardous materials, fires, use of 9-1-1).

Public education plays an important role in support of both prevention and emergency response. An effective community education program will:

- build knowledge to support fire and injury prevention programs;
- Build the capacity within the community to recognize and respond effectively to emergency situations; and
- Improve outcomes of emergency response through better preparedness.



## Emergency Response

The OCP requires RFR to:

- Maintain facilities in the appropriate locations to ensure effective service delivery,
- Review the fire considerations for all public and private developments,
- Periodically monitor the effectiveness of the locations of facilities and the delivery of services.

RFR is the lead agency responsible for fire suppression, for emergency response related to hazardous materials and for confined space, crane, and tower rescues. RFR must be ready to respond to these emergency calls. Accordingly, a large portion of the RFR investment in equipment, education and training will continue to be devoted to developing and maintaining these capabilities and capacity.



Emergency response is a key component of RFR's mandate, and it is of strategic importance that a high level of emergency response readiness is maintained. This will require ongoing investment in capital equipment, facilities, competency development and competency maintenance. This investment will enable RFR to provide the level of response expected by stakeholders and the community.

In addition, RFR responds to Emergency calls in a coordinated manner with partner agencies. These calls may be related to medical emergencies, motor vehicle incidents, water rescue and public service. Often first on the scene, RFR makes a significant contribution to both public safety and loss prevention.

Sustainable funding models for both capital and operating costs, as well as a sustainable staffing model, is necessary in order for RFR to realize its service excellence goal. RFR must be structured, organized and deployed to achieve high utilization and effective delivery without driving overtime or other factors that could lead to premature burnout of the staff members and excess cost to the City.

A key factor in achieving this goal is maintaining a workforce that is agile, flexible and adaptable. They will need the education and skills to thrive in an evidence based work environment, and must be equally capable with prevention, education and emergency response activities.

A high degree of cultural competence will be required of the workforce in order to be effective in Richmond's rich and diverse demographic landscape, and a high level of social competence will be required to support effective prevention and education activities.

It is critical that RFR anticipates and plans for service demands that arise from population growth and demographic changes, as well as development and changes in density and land use. A proactive approach will enable RFR to focus capabilities on the specific needs of the community.

Where there are choices to be made, this approach will recognize service options and make informed selections; engage the stakeholders in the decision making process and balance service against the cost of delivery.

## Conclusion

This plan re-affirms RFR's commitment to being a fire department that delivers services and programs through an approach that balances prevention, education and emergency response, and to being a leader amongst Fire Departments across British Columbia and Canada.

Many of the resources required to execute this plan are also engaged in the day-to-day delivery of services. One of the key challenges in the implementation of this plan will be establishing a balance between routine service delivery and key change initiatives. Resource allocation will be addressed during each annual planning and budgeting cycle, and on an ongoing basis as and when required.

Progress against the plan is measured using key performance indicators (KPI), typically reported on an annual basis. Current KPI's will be reviewed to ensure they align with the direction of the Plan and Council's term goals.

This plan should not be regarded as a static document; it will require monitoring and evaluation on a regular basis. In addition, it may be revisited at any point during this planning cycle to accommodate unforeseen events that may affect RFR's ability to execute key initiatives.



## Planning Roadmap and Alignment with City of Richmond Council Term Goals

The following initiatives and supporting tactics provide RFR with the roadmap to bringing this Plan to life in the short and medium term. There is a high degree of alignment between this Fire-Rescue Plan 2016-2018 and Council term goals.

RFR, by its nature, makes a strong positive contribution to **A Safe Community**. Updates to the Fire and Life Safety Bylaw will ensure that it continues to reflect the current needs of the community. The development of the comprehensive public education plan and the fire prevention services plan will continue to improve Richmond as a safe community.

The development of linkages between fire halls and the community will help to build stronger neighbourhoods and contribute to a **Vibrant, Active and Connected City**.

The creation of a dedicated planning role within RFR will help to align the development of RFR with development and growth under the OCP, contributing to a **Well-Planned Community**.

The development of operational partnerships and collaborative service delivery protocols within the Plan are examples of strategic partnerships that advance City priorities and move the City towards its goals for **Partnerships and Collaboration**.

Ongoing optimization of the service delivery model and the implementation of a modern organization structure within the Department have the potential to deliver service improvements while containing operating costs. This development approach is well aligned with Council's goal of maintaining **Strong Financial Stewardship**.

The public engagement achieved through enhanced community volunteer partnerships and outreach initiatives will have a wide-ranging impact, contributing to **Well-Informed Citizenry** and **Strong Financial Stewardship** through increased transparency and **A Safe Community** through more effective education and prevention.



# 1. Prevention: Strategic Planning and Process Improvements

Key Initiatives	Tactics	Council Term Goals	Priority
<b>Fire Prevention Service Plan</b>	<p>Increase the delivery of fire and life safety information through the development of support materials that recognize the diversity and needs of Richmond and through a more comprehensive delivery of fire and life safety programs by RFR personnel.</p> <p>For example, the Home Safe Inspection Program, utilized by RFR several years ago, has the potential to provide prevention programs to the community at the neighbourhood level. More work is required to determine the benefit of the program vs. staffing requirements.</p>	<p><b>Goal 1. A Safe Community.</b>  <i>1.2 Program and service enhancements that improve community safety services in the City.</i></p>	Short Term
<b>Consolidated Strategic Planning within RFR</b>	<p>Consolidate the strategic planning initiatives in the various sections of the Department, and monitor and evaluate progress of the Fire-Rescue Plan 2016-2018 and the related performance measures. This will form the foundation of an evidence-based management capability and will provide support to most of the other initiatives.</p> <p>An early task will be to establish working links with the planning department to identify anticipated changes in population, density and land use, in order to forecast demand and service level changes.</p>	<p><b>Goal 1. A Safe Community.</b>  <i>1.2 Program and service enhancements that improve community safety services in the City.</i></p>	Short Term
<b>Assessment of dedicated Planning Role within RFR</b>	<p>Planning and analysis are critical to understanding the needs of the service to the community. The potential to consolidate planning and analysis to a single designated position should be investigated.</p>	<p><b>Goal 1. A Safe Community.</b>  <i>1.2 Program and service enhancements that improve community safety services in the City.</i></p> <p><b>Goal 3. A Well-Planned Community.</b>  <i>3.1 Growth and development that reflects OCP and related policies and bylaws.</i></p>	Short Term
<b>Community Profile and Risk assessment</b>	<p>Review and assess the significant risks facing the community, and link these to demographic factors (location, ethnicity, age, etc.) where possible. This will help to inform the outreach efforts by establishing priorities based on risk, and tailoring approaches based on demographic factors.</p>	<p><b>Goal 1. A Safe Community.</b>  <i>1.2 Program and service enhancements that improve community safety services in the City.</i></p>	Short Term
<b>Harmonized Organizational Structure</b>	<p>Consolidate key administrative and support functions in order to ensure consistent and efficient delivery.</p> <p>Harmonize key customer-facing processes across the organization, to achieve a common response to service needs and effectively present a single face to the public.</p>	<p><b>Goal 1. A Safe Community.</b>  <i>1.1 Policy and service models that reflect Richmond-specific needs.</i></p> <p><b>Goal 7. Strong Financial Stewardship.</b>  <i>7.1 Relevant and effective budget processes and policies.</i></p>	Medium Term

Key Initiatives	Tactics	Council Term Goals	Priority
<b>Fire and Life Safety Bylaw Update</b>	The current bylaw requires updating to include areas such as high-rise access protocols.	<b>Goal 1. A Safe Community.</b> <i>1.1 Policy and service models that reflect Richmond-specific needs.</i>	Short Term
<b>E-Business Options</b>	<p>Introduce electronic solutions for permits, plans and bookings. Develop electronic platforms for citizen to interact with RFR, obtain permits and submit applications. This will be done in coordination with Information Technology.</p> <p>Lead the specification and development of an electronic solution that will support the Department's training records.</p>	<b>Goal 1. A Safe Community.</b> <i>1.2 Program and service enhancements that improve community safety services in the City.</i>	Short Term

## 2. Education: Community Engagement and Community Partnerships

Key Initiatives	Tactics	Council Term Goals	Priority
<b>Firehall Linkage</b>	<p>Develop an outreach strategy for linking fire halls to the communities they serve. In response to the community consultation regarding enhancing customer service, this would involve firefighters in their local neighbourhood acting as ambassadors and soliciting input from the community, in addition to providing training and education on prevention.</p> <p>Developing these relationships will bring greater and more effective dialog with residents regarding service choices and their implications.</p>	<p><b>Goal 1. A Safe Community.</b> 1.4 Improved perception of Richmond as a safe community.</p> <p><b>Goal 2. A Vibrant, Active and Connected City.</b> 2.1 Strong neighbourhoods.</p>	Medium Term
<b>Comprehensive Public Education Plan</b>	<p>Create program goals including use of resources and timeliness of delivery and a system that incorporates a complete examination cycle (monitor, evaluate, re-calibrate) of the overall plan for public fire and safety program.</p> <p>Deliver the program into the community through volunteers and community partnerships and through a more inclusive delivery of fire and life safety programs by RFR personnel.</p>	<p><b>Goal 1. A Safe Community.</b> 1.2 Program and service enhancements that improve community safety services in the City.</p>	Medium Term
<b>Enhanced Community Volunteer Partnerships</b>	<p>Develop a group of volunteers that are dedicated solely to RFR initiatives that support the City's vision.</p>	<p><b>Goal 1. A Safe Community.</b> 1.4 Effective interagency relationships and partnerships.</p> <p><b>Goal 7. Strong Financial Stewardship.</b> 7.1 Relevant and effective budget processes and policies.</p> <p><b>Goal 9. A Well-Informed Citizenry.</b> 7.1 Relevant and effective budget processes and policies.</p>	Long Term
<b>Community Outreach Opportunities</b>	<p>Potential partnerships would be explored, as well as joint recruitment programs with other jurisdictions.</p>	<p><b>Goal 1. A Safe Community.</b> 1.4 Effective interagency relationships and partnerships.</p> <p><b>Goal 7. Strong Financial Stewardship.</b> 7.1 Relevant and effective budget processes and policies.</p>	Short Term

### 3. Emergency Response: Service Delivery Modifications

Key Initiatives	Tactics	Council Term Goals	Priority
<b>Service Delivery Model Optimization</b>	<p>Continue the development of the Deccan Move-Up Module to ensure that the deployment of resources is managed in order to provide the correct resources where, and when, needed.</p> <p>Explore innovative service delivery models, such as call appropriate response size in order to continue to improve resource utilization.</p>	<p><b>Goal 1. A Safe Community.</b> <i>1.2 Program and service enhancements that improve community safety services in the City.</i></p> <p><b>Goal 7. Strong Financial Stewardship.</b> <i>7.1 Relevant and effective budget processes and policies.</i></p>	Medium Term
<b>Collaborative Service Delivery Protocols with External Agencies</b>	<p>Work with Port Metro Vancouver to develop response plans and protocols for the Vancouver Airport Fuel Delivery facility. A coordinated response plan will help to ensure that the requirements for specialized skills and equipment are identified and appropriately addressed.</p> <p>Work with Port Metro Vancouver to assess requirements for the provision of fire services related to other proposed port facilities in Richmond. A longer term planning perspective will help to ensure that Fire Rescue capabilities are in place as, and when, required.</p> <p>Work with YVR to assess requirements for the provision of fire services that are presented by the ongoing development of Sea Island. A longer term planning perspective will help to ensure that Fire-Rescue capabilities are in place as, and when, required.</p> <p>Work with Vancouver Coastal Health to develop response plans and protocols for calls related to accidental injury, addiction, mental health and an aging population. Enhanced integrated response to these critical health issues affecting the community will help to ensure the most effective use of resources.</p>	<p><b>Goal 5. Partnerships and Collaboration.</b> <i>5.2 Strengthen strategic partnerships that help advance City priorities.</i></p> <p><b>Goal 7. Strong Financial Stewardship.</b> <i>7.1 Relevant and effective budget processes and policies.</i></p>	Short Term
<b>Sustainability Plan for Fire Equipment Reserve</b>	<p>Work with the Finance department to develop solutions for shortfalls in funding for major equipment and vehicles.</p> <p>Currently the American dollar exchange rate is creating a deficiency in long term funding of projects.</p>	<p><b>Goal 7. Strong Financial Stewardship.</b> <i>7.1 Relevant and effective budget processes and policies.</i></p>	Short Term