



Richmond Fire-Rescue

Prevention Strategy 2020 - 2023





“

*Richmond Fire-Rescue strives to become the
best fire department in Canada.*

”



TABLE OF CONTENTS

	Who We Are	4 - 5
	Fire Chief's Message	6
	The Need for a Strategy	7 - 9
	Fire Prevention at a Glance	10
	Strategic Alignment	11
	Prevention Strategy 2020 - 2023	12
	Implementing the Strategy	13



We turn to Prevention staff for their expertise in fire and life safety matters. We can rely on them to ensure safety is maintained at the core of the project.





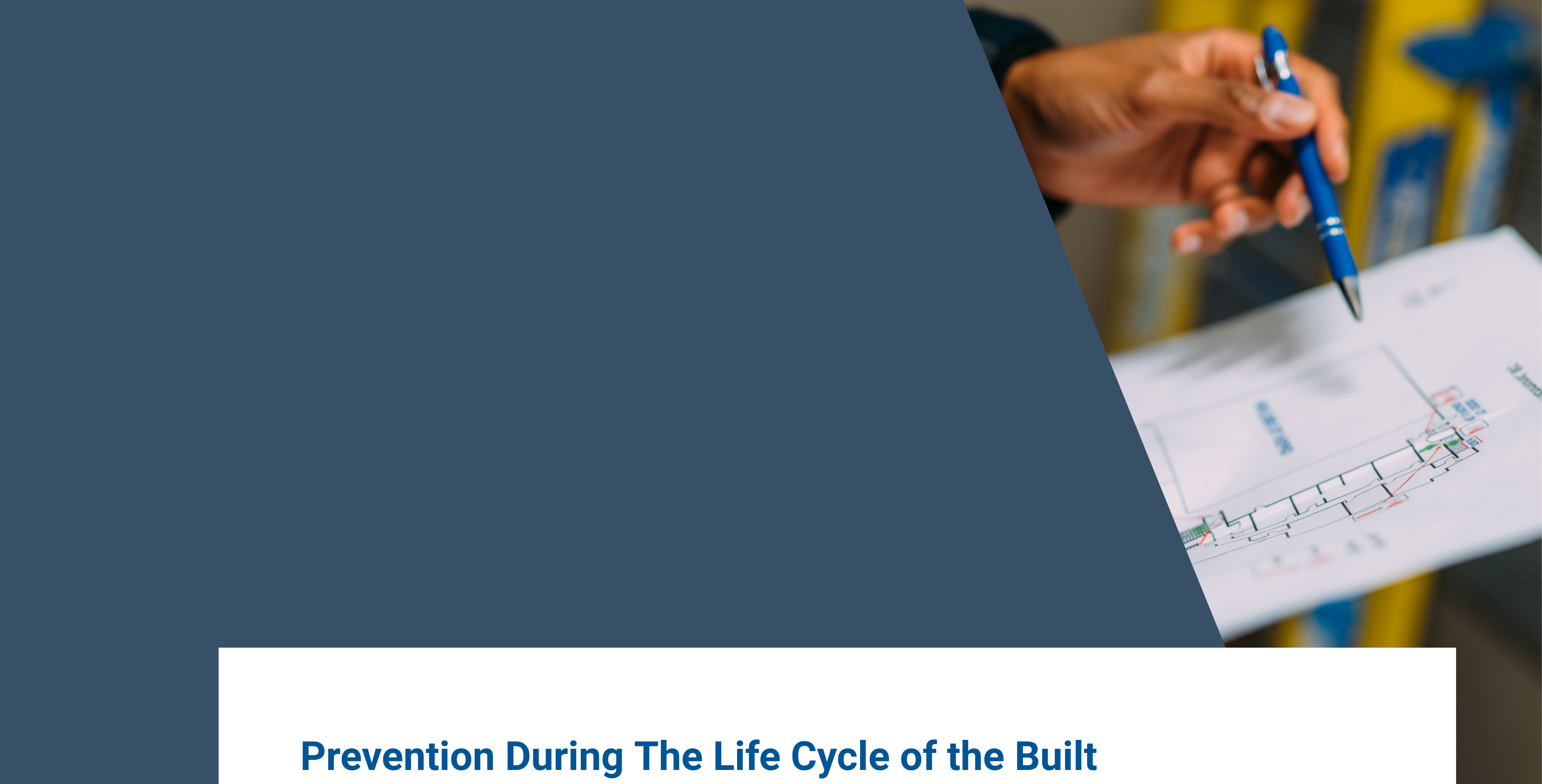
WHO WE ARE

Richmond Fire-Rescue (RFR) enhances and protects the safety and well-being of the Richmond community through its three core services areas: Emergency Response, Community Relations and Public Education, and Prevention. The three service areas across RFR work as "an effective team to proactively protect and enhance the City's livability by serving and educating our community, preventing harm and responding to emergencies."

About The Prevention Service Area

Prevention services minimize the fire risk in public spaces and the built environment in Richmond. Prevention staff seek to enhance the safety of the community through educating the community and enforcing City of Richmond bylaws, fire and building codes and any other regulations that seek to limit the fire risk that may emerge from social and commercial activities or from the operations of a building.

Prevention services include investigations of fire incidents, plan review for new and major developments, permitting for fire related activities, and routine fire and life safety inspections of public assembly buildings, construction sites, major events venues, food trucks, daycares, vacant premises and other high risk occupancies.



Prevention During The Life Cycle of the Built Environment

RFR prides itself in continuously enhancing the safety and livability of the Richmond community through its consistent and effective service delivery. While the natural environment provides the public space to enrichen community experiences, the built environment serves as a central setting for personal, social and commercial activities.

RFR seeks to minimize the fire risk within the built environment through the consistent delivery of prevention services during the life cycle of the built environment, starting from the conception phase of a new development to the demolition of a structure.





FIRE CHIEF'S MESSAGE

The realization of the Prevention Strategy demonstrates RFR's leadership in and commitment to service excellence and community safety.

Prevention is Everyone's Business

I am very proud to forward the Richmond Fire-Rescue Prevention Strategy 2020-2023. This strategy is a product of the hard work of many staff members and has resulted in a shared vision of RFR's prevention future.

The prevention future is strengthened by Richmond Fire-Rescue's commitment to a One Team-One Vision approach which is clearly the only approach that will focus and bring our teams together in their efforts to mitigate harm from fire and additional hazards as they arise.

In short, "***Prevention is everyone's business!***" and with everyone's commitment to the success of this Strategy, we will be successful in making the city of Richmond as safe as possible.

Tim Wilkinson
Fire Chief
Richmond Fire-Rescue



THE NEED FOR A STRATEGY

Striving For Service Excellence

Richmond has undergone significant urban transformation in the past twenty years that has coincided with an increase in social and commercial activity that have added to the vibrancy and prosperity of the city. However this increased growth has also presented challenges to local governments to facilitate development that meets the needs of a growing community but also maintains the livability and safety of the community. **The growing complexity of the built environment, continuous technological innovations, changes in social demographics and rising environmental challenges have challenged and transformed the conceptualization of traditional fire department service delivery.**

To address the heightened fire risk that emerges from urban growth RFR has adopted a plan to increase its staffing levels for emergency response services. RFR has also adopted the Community Outreach and Public Education Plan 2018 - 2023 to restructure its public education programming and communication to enhance outreach to Richmond's diverse community. The RFR Prevention Strategy 2020 - 2023 sets the direction for RFR to leverage growth opportunities to enhance its delivery of prevention services.

To maintain pace with the growth of the community, the provision of prevention services has significantly expanded while the resource allocation for the Prevention service area has remained static. In order to respond to the fire prevention needs of a growing city, the Prevention service area has been operating on a reactive service model to address compliance gaps in the community. This has led to unsustainable service growth that continuously redirects resources from the consistent delivery of routine fire and life safety inspections.

Diagnosis Scorecard

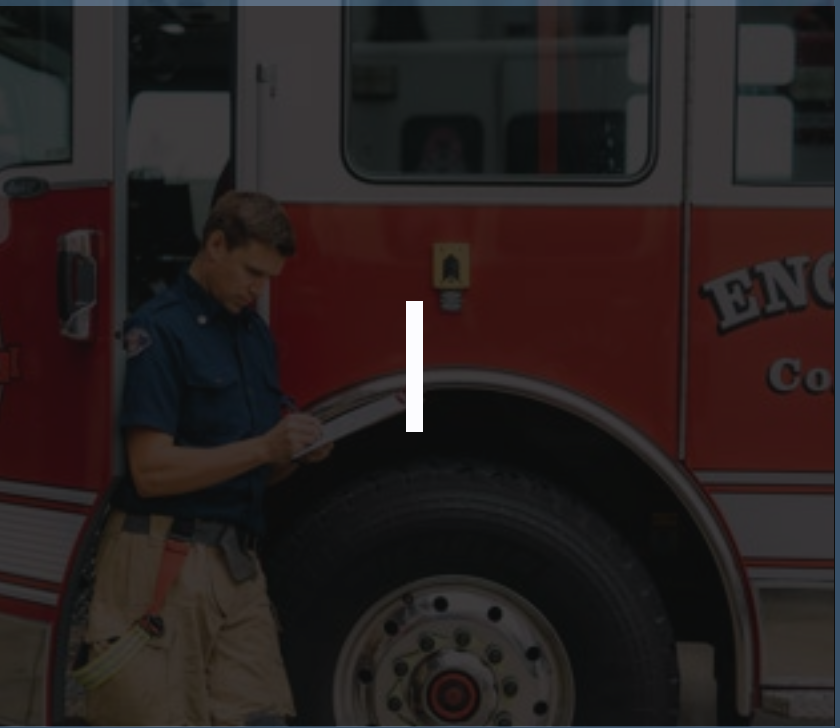
In 2020 RFR conducted a diagnostic report to assess the delivery of prevention services and to identify growth areas for continuous improvement. The *Prevention Service Delivery 2020 Diagnostic Report* resulted from comprehensive stakeholder consultation and an environmental scan that highlights opportunities to enhance operational efficiency and improve stakeholder outcomes. The Diagnostic Report consolidated findings into a Diagnosis Scorecard that outlines key growth areas within four organizational perspectives: stakeholder, internal processes, learning and growth and financial. The Prevention Strategy 2020 - 2023 has established strategic priorities and goals to address the concerns of the Diagnosis Scorecard.



Stakeholder

How does our service delivery appear to our stakeholders?

- Collaborative and Responsive Customer Service
- Leadership in Prevention Programs
- Inconsistent Interpretation and Miscommunication
- Service Delays



Internal

What process inefficiencies limit our productivity?

- Process Redundancies
- Limited Integration with City Processes
- Inconsistent Data Management
- Misaligned Organizational Structure
- Limited Regulatory Framework
- Inconsistent Compliance Pathways



Learning and Growth

Which gaps in knowledge and technology are limiting our growth?

- Limited Training
- Limited Informational Resources
- Restrictive Enterprise Management System



Financial

How are we impacting our resources?

- Variable Insurance Grade
- Budgetary Constraints

Stakeholder Insights



Internal stakeholders represented 25 City of Richmond service areas



"The strategy can empower staff to take independent decisions and utilize effective compliance pathways."



Two staff surveys with 31 RFR respondents



"This is an opportunity to define our roles and collaborate to bring effective compliance solutions"



External representatives represented the Province and private industry groups

"The complexity of files requires for there to be an effective structure to efficiently address elevated risks and reach compliance in a timely manner."

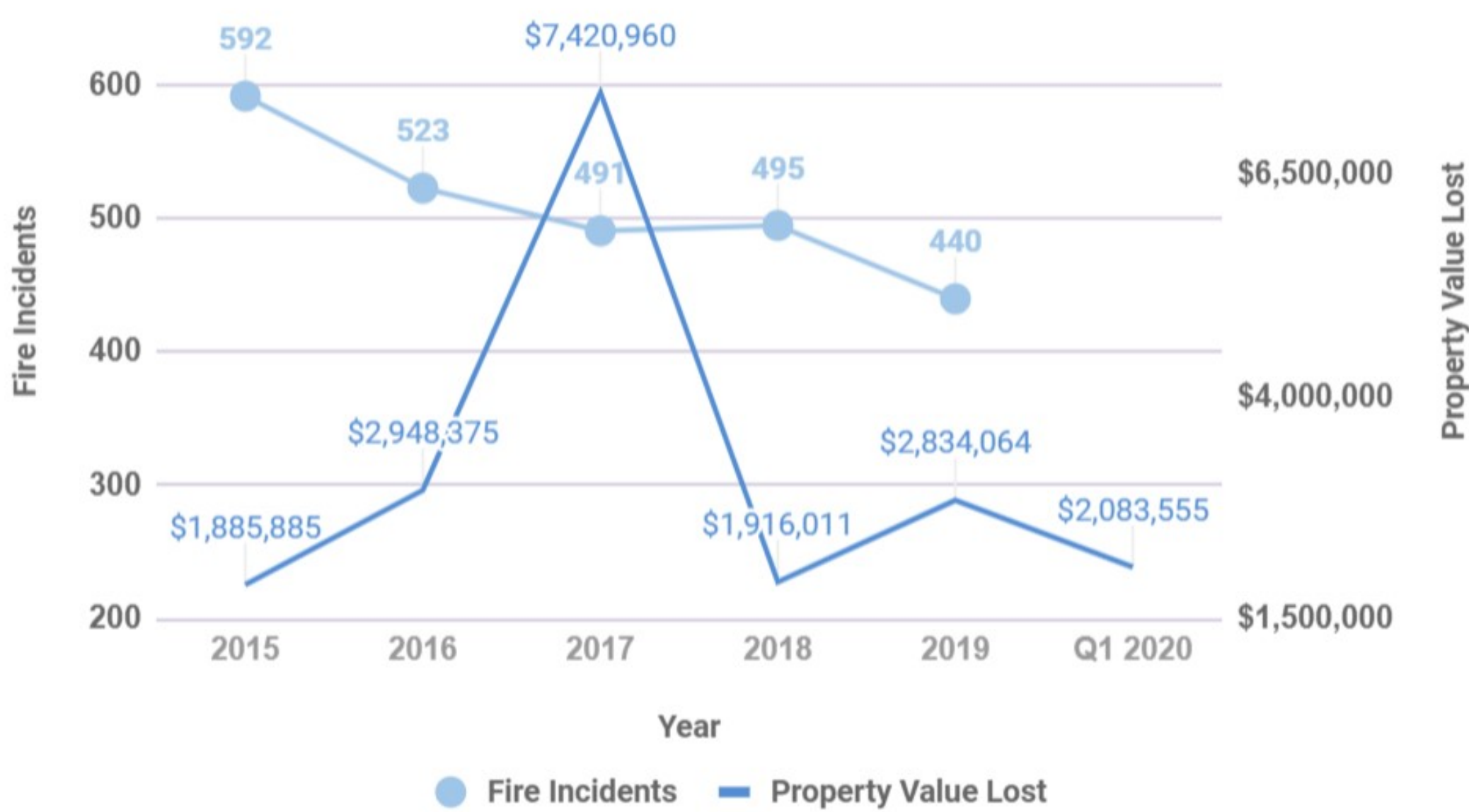


PREVENTION AT A GLANCE



Fire Activity in Richmond 2015 - 2019

Minimizing the fire risk in the built environment is key to maintaining a safe community. Between 2015 and 2019 the number of fire incidents showed a steady decline. However the total property value lost from these fires is more varied. The fire risk remains consistent as the building stock in Richmond ages and new urban development and commercial growth continuously takes place highlighting the need for consistent prevention services.



Building Permit Activity in Richmond 2015 - 2019

MERCANTILE
BUILDING PERMITS

587

INDUSTRIAL
BUILDING PERMITS

915

MIXED SERVICES
BUILDING PERMITS

968

TOTAL
INSPECTABLE
PROPERTIES

12,000



ASSEMBLY
BUILDING PERMITS

903

MULTI-FAMILY
BUILDING PERMITS

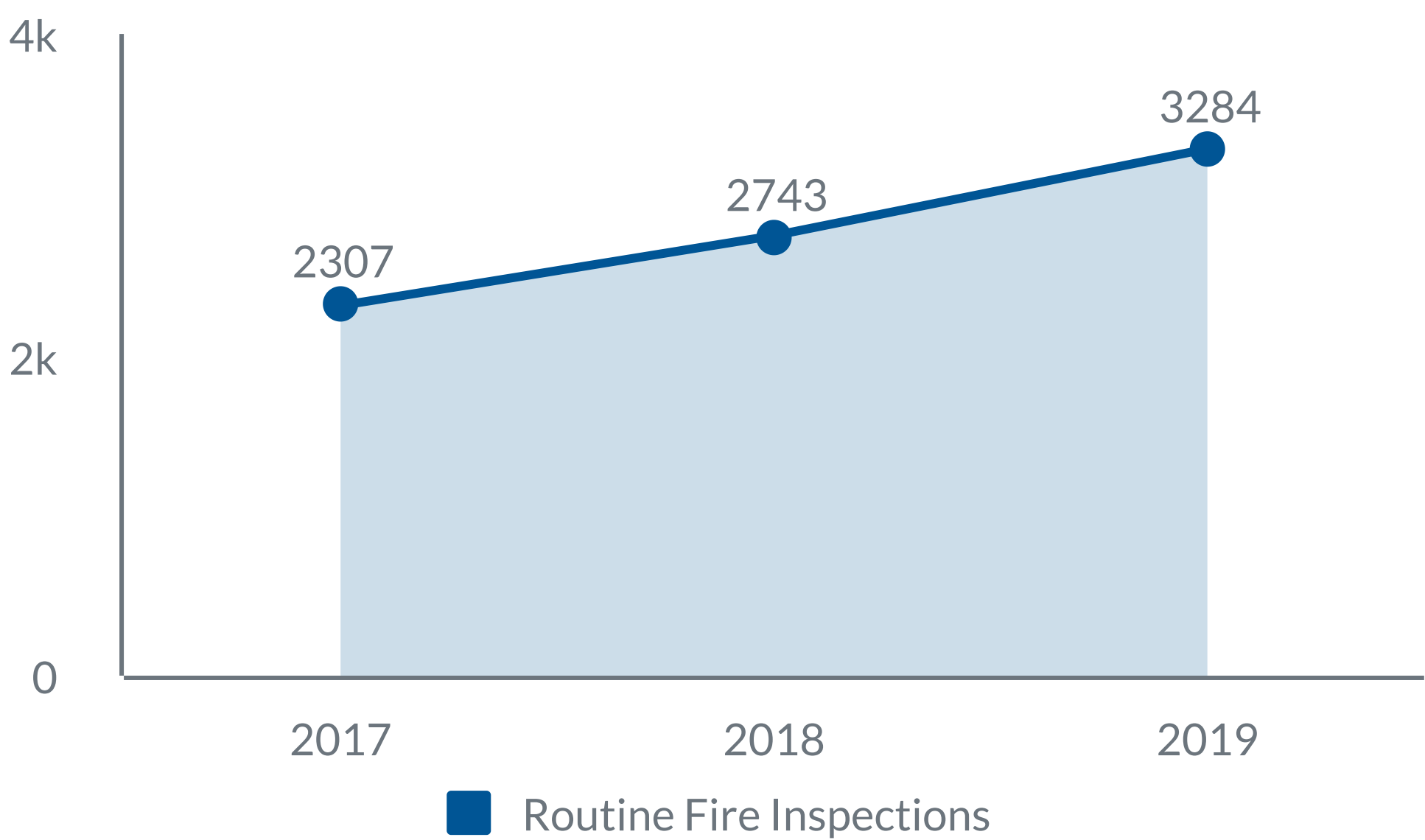
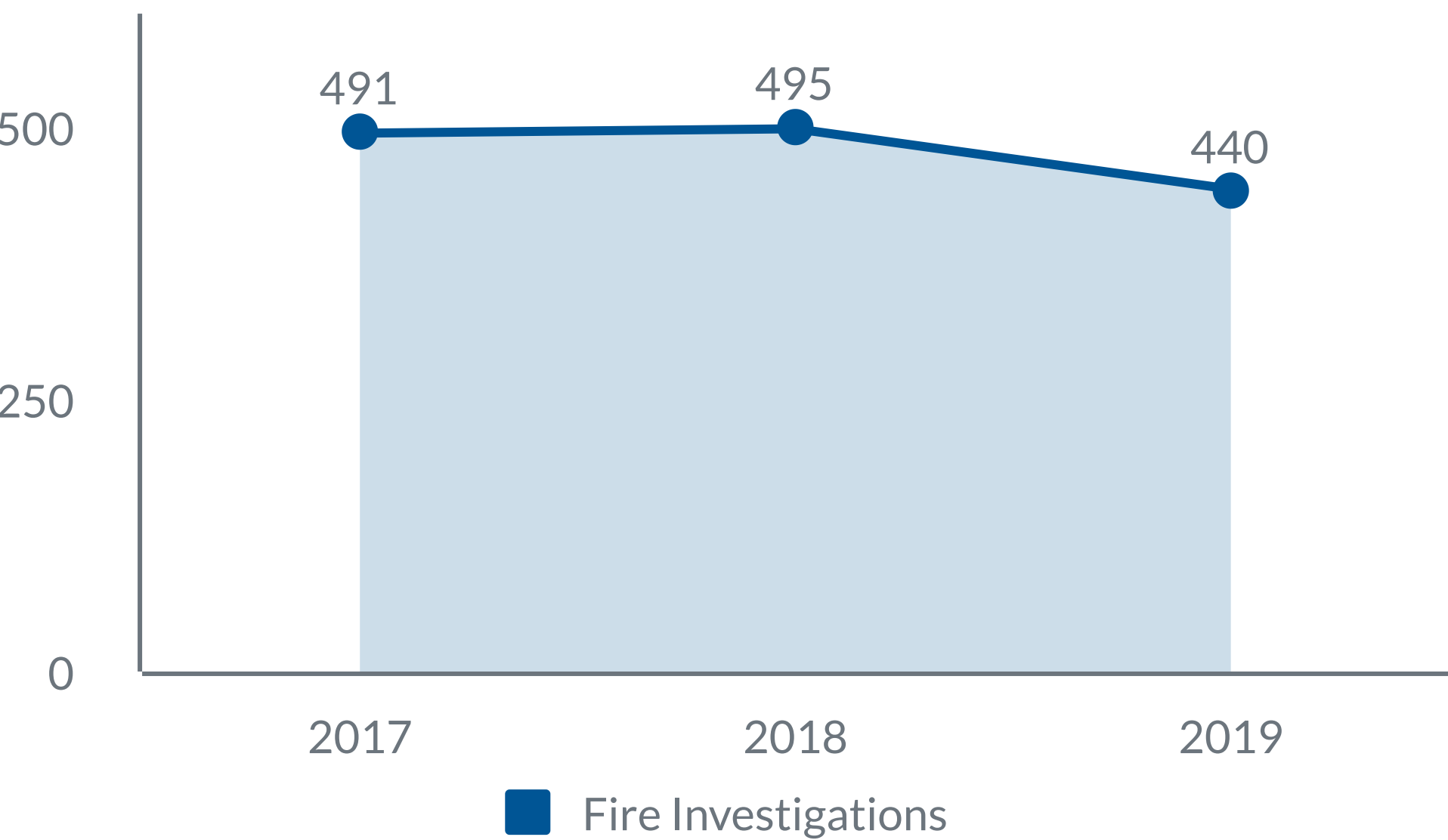
415

SINGLE FAMILY
BUILDING PERMITS

1906

AVERAGE YEARLY NEW
BUSINESS LICENSES

1753



While the depth of prevention services has increased over the years due to heightened economic and social activity, RFR has continued to ensure fire investigations are consistently conducted for each fire incident. Fire investigations determine the cause and origin of each fire and are key to understanding the fire risk in the city. However the growing service load and the consistent level of fire investigations redirect staff resources from routine fire and life safety inspections and hence leave a significant number of Richmond's 12,000 inspectable properties uninspected each year.



STRATEGIC ALIGNMENT



The Prevention Strategy 2020-2023 supports Richmond City Council Strategic Plan 2018 - 2022 Strategy # 1 A Safe and Resilient City: enhance and protect the safety and well-being of Richmond. This is achieved through the adoption of Council Strategy 1.1 Enhance safety services and strategies to meet community needs.

RFR demonstrates its leadership by upholding a culture of continuous improvement and strives to achieve excellence in its service delivery. The Prevention Strategy 2020 - 2023 provides the strategic direction for RFR to realize its vision "to be the best fire department in Canada."



VISION

RFR puts the community's needs first to provide responsive and reliable services. As RFR works to meet the needs of the community it also furthers the City's vision "to be the most appealing, livable and well-managed community in Canada."



MISSION

RFR recognizes the complexity of the urban environment and holds a holistic approach to community safety. RFR staff "act as an effective team to proactively protect and enhance the City's livability by serving and educating our community, preventing harm and responding to emergencies."



VALUES

The City of Richmond's core organizational values of PEOPLE, EXCELLENCE, TEAM, LEADERSHIP, INNOVATION enable RFR to achieve successful outcomes for staff and the community.

Richmond Fire-Rescue Prevention Strategy 2020 - 2023

THE STRATEGY OBJECTIVE

The Strategy provides direction with measurable objectives in a way that enhances the delivery of prevention services through *leading operational excellence, advancing organizational knowledge and nurturing technological growth* so that prevention services align to community needs, reduce fire risk and improve stakeholder outcomes.

STRATEGIC PRIORITIES

Operational Excellence - Organizational Knowledge - Technological Growth

Stakeholder Goals What do our stakeholders want?				STAKEHOLDER SUCCESS MEASURES	STAKEHOLDER STRATEGIC INITIATIVES
Deliver Effective and Timely Service	Prevent Harm in the Community	Provide Consistent and Reliable Technical Service		<ul style="list-style-type: none">• Service Satisfaction Score• Fire Insurance Grade - Prevention Score• Compliance Value at First Inspection• Fire Incidents at Inspected Sites	<ul style="list-style-type: none">• Develop service satisfaction index.• Establish collaborative consultation with stakeholders.• Increase frequency of routine fire and life safety inspections.• Develop compliance value score.
Internal Goals What internal process efficiencies are key to our success?				INTERNAL SUCCESS MEASURES	INTERNAL STRATEGIC INITIATIVES
Enhance Operational Productivity	Enhance Enforcement Capacity	Improve Data Reliability	Harmonize Parallel Cross-Organizational Processes	<ul style="list-style-type: none">• Inspection Frequency• Quality Assurance Score for Inspections and Plan Review• Average Time for Reaching Compliance on Multi-Jurisdictional Files• Average Number of Design Revisions• Regular Reports on Prevention Metrics• Informational Bulletins• Compliance Guidelines for Developers• Bylaw Amendments	<ul style="list-style-type: none">• Implement business improvement program to streamline processes, redesign organizational structure and define service offerings.• Establish data collection method.• Integrate a risk prediction model for inspection assignment.• Develop informational bulletins and design guidelines for effective customer service.• Update Fire Protection and Life Safety Bylaw 8306 to bring consistency within regulatory framework and expand compliance pathways to enhance enforcement capacity.
Learning and Growth Goals What knowledge, skills and technology are needed to drive growth?				LEARNING AND GROWTH SUCCESS MEASURES	LEARNING AND GROWTH STRATEGIC INITIATIVES
Enhance Organizational Prevention Based Expertise	Optimize Technology	Enhance Organizational Culture		<ul style="list-style-type: none">• Number of Interpretation Issues on Plan Review and Inspection Files• Prevention Based Training Hours for all RFR Staff• Number of Cross-Organizational Workshops• Inspection Frequency and Quality of Company Inspections• Employee Satisfaction Score• Average Time for FDM Data Entry	<ul style="list-style-type: none">• Design prevention based training plan for suppression staff.• Enhance training plan for prevention staff for leadership development.• Leverage non-traditional cross-organizational training opportunities.• Initiate a project to identify technological solutions for mobile inspection applications and enhancing FDM functionalities along with integration with the AMANDA system.• Implement a departmental cultural initiative to increase exposure and acceptance of prevention as core service area.
Financial Goals How do we enable our growth?				FINANCIAL SUCCESS MEASURES	FINANCIAL STRATEGIC INITIATIVES
Budget and Manage Resources Appropriately and Effectively				<ul style="list-style-type: none">• Balanced Budget• Financial resources for Prevention	<ul style="list-style-type: none">• Identify opportunities within each budget cycle to assign for Prevention based strategic initiatives.

IMPLEMENTING THE STRATEGY

A man in a dark blue Richmond Fire Rescue uniform jacket is shown in profile, speaking to a group of people. He is holding a blue pen in his right hand. The background is blurred, showing trees and other people.

The Prevention Strategy 2020 - 2023 has resulted from an inclusive and transparent strategic planning process. The successful implementation of the Strategy will require continued support from senior leadership and a dedicated project team to champion the strategic goals of the Strategy. Prevention services will continue to play a critical role in minimizing the community and the organization's exposure to fire and life safety risks. In order to achieve its vision "to be the best fire department in Canada," RFR must commit to enhancing the overall performance of the Prevention service area. The Prevention Strategy sets the direction and priorities to address key operational and organizational deficiencies. The core objective of the proposed Strategy is to transition from a reactive service model to a sustainable proactive service model that remains responsive to customer needs but also outlines clear expectations of the level of service to be provided.



CONTACT

Email: fire@richmond.ca

+1 604-278-5131

<https://firerescue.richmond.ca/>

H T T P S : / / F I R E R E S C U E . R I C H M O N D . C A