

Okotoks Fire & Rescue Master Plan and Community Risk Assessment – Summary of Recommendations Governance and/or Administration

#	Recommendation Details	Suggested completion	Cost	Resource	Gov	Admin
1	Create a formal planning and development policy that includes Okotoks Fire & Rescue in the sub-division, land use and development planning processes.	12 - 24 months	Neutral	Staff time, OFR Operating budget		√
2	Continue to maintain response protocols and pre-incident training for dangerous goods including coordination with mutual aid partners.	12-72 months	Neutral	OFR Operating Budget		√
3	Initiate a regional administrative process with the Alberta Agriculture & Irrigation and Alberta Forestry & Parks Ministries to review the wildfire risk designation with the view to obtain Provincial grant funding for risk reduction strategies.	12 - 24 months	Cost neutral	OFR staff		√
4	Create a new Administrative Officer position assigned to the Fire Chief.	24 - 60 months	\$120,000/year, plus benefits (Estimate)	OFR Operating budget	√	
5	Move to phase out the community firefighter program and transition to a full-time career model.	12 - 60 months	TBD	OFR Operating budget		√
6	Increase the OFR full-time staffing complement to 40.	1 - 12 months	TBD, based on results of an updated staffing ratio analysis	OFR Operating budget	√	

7	Review and update as necessary all OFR job descriptions.	12 - 18 months	Administrative time only	OFR and Town of Okotoks staff time		√
8	Establish a full-time Training Officer position to oversee and coordinate the training requirements for OFR.	6 - 24 months	\$120,000/year, plus benefits (Estimated)	OFR Operating budget	√	
9	Develop, implement, and document a policy-driven apparatus driver/operator program tailored to address each type of apparatus utilized by OFR.	12 - 24 months	TBD	OFR Operating		√
10	Develop a subcommittee of the Town of Okotoks Corporate Health and Safety Committee for OFR that will allow for effective participation from OFR staff.	6 - 12 months	TBD	OFR Operating budget		√
11	Establish a Standards of Cover document to include cores services, standards, and performance levels.	6-12 months	Neutral	Staff time, OFR Operating budget		√
12	Determine the appropriate level of specialized rescue training that aligns with the community risk assessment.	12 - 24 months	TBD (Dependent upon needs assessment)	OFR Operating budget		√
13	Establish a full-time Community Safety Officer that provides program oversight for the fire prevention inspections, investigations, and public education programs.	1 - 12 months	\$120,000/Yr. (Estimated)	OFR Operating budget	√	
14	Establish a formalized pre-emergency plan inventory program utilizing the principals of NFPA 1620: Standard for Pre-incident Planning.	12 - 24 months	Neutral Operating budget	Staff time, OFR		√
15	Establish a mutually agreed service delivery agreement that includes performance expectations, processes, and quality assurance measures to be provided by FRESC.	1 - 6 months	Neutral	Staff time, OFR Administration		√
16	Establish an on-going communication process between OFR and FRESC to ensure proper internal measures are taken to	1 - 12 months	TBD	Town of Okotoks and		√

	align and take full advantage of enhancements available with the transition to NG911.			OFR Capital Budget		
17	Review and update as necessary all Town of Okotoks intermunicipal agreements affecting Okotoks Fire and Rescue.	1 - 18 months	Neutral	Staff time, Town of Okotoks and OFR operating budget		√
18	Develop a fire suppression water delivery plan for response zones without available fire hydrants that ensures an uninterrupted water supply. This plan would identify, and address the water volumes necessary, including internal and external resources. (i.e., appropriately sized OFR water tender and other apparatus, mutual/automatic aid, and private water shuttle services) to address the risks identified in those response zones.	12 - 24 months	TBD (based on recommended plan) Estimate \$1M Full sized tender	OFR Capital Budget	√	
19	Review all apparatus for functionality and reliability, including maintenance records, to ensure all apparatus are operating at peak performance.	1 - 12 months	TBD (Based on estimate of repairs or replacements required)	OFR Capital Budget		√
20	Evaluate the feasibility of developing a workable hybrid vehicle repair, testing and repair model that is efficient and effective for the unique needs of OFR.	12 - 24 months	TBD (Cost to train and certify to EVT certification) Operating budget	OFR		√
21	Conduct annual condition surveys of each apparatus and light vehicles including watercraft and amend capital asset replacement plan as necessary.	1 - 12 months	TBD	OFR Capital Budget		√
22	Revive the pre-covid process of purchasing an appropriate rehab/decontamination unit by confirming unit specifications and re-submitting an updated capital request.	12 - 24 months	Cost to be determined (Cost dependant on specifications and	OFR Capital Budget	√	

			manufacturer) \$200,000 - \$300,000			
23	OFR continues with a two-station response structure and ensures that staffing levels are appropriate to maintain a minimum of eight firefighters on duty 24/7 to meet the municipality's current needs and circumstances related to risks identified.	1-6 Months	\$450k to \$667k.	Operating budget	√	
24	OFR should increase the on-duty staffing to 12 firefighters and continue to utilize the on-call command officer to meet the effective response force of 13 firefighters on the initial response to moderate-risk events.	12-48 months	<i>The cost to implement this recommendation would include increasing the firefighter complement to 60 firefighters (12 Captains and 48 firefighters). This captures the staffing ratio identified in Section 3.2.5. This would be an increase of 24 firefighters. This could be phased in over a four-year period, adding 6 firefighters per year.</i>	Operating Budget	√	
25	OFR investigate establishing or improving fire protection agreements, including automatic aid and mutual aid agreements with neighboring fire services, and ensuring appropriate call-back provisions to ensure adequate resources are available for low frequency higher risk incidents.	1-6 Months	<i>Based on individual agreements</i>	Staff time and operating budget	√	

26	Identify alarm handling process improvement opportunities and benchmarks. Formalize the pre-alerting of the appropriate fire station once the location and card type are known and document the timestamp that the fire department was notified.	1 - 12 months	Neutral	Staff time		√
27	Explore opportunities to improve, monitor and record assembly times, particularly for fire-related and other high priority incidents.	12 - 24 months	Neutral	Staff time		√
28	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.	12 - 24 months	Neutral	Staff time		√
29	Monitor future development and pressures on response time and examine opportunities for improvement.	24-60 months	TBD (Based upon outcome of relocation feasibility analysis)	OFR Capital budget	√	
30	Complete a critical task analysis as part of the standards of response coverage policy.	6-24 months	Neutral	Staff time		√
31a	Develop key performance metrics for audience-specific performance dashboards such as forefront-line staff, leadership, and governance.	12 - 24 months	Neutral	Staff time		√
31b	Continually monitor the incident data in the records management system with a specific focus on complex, multi-station incidents to ensure accuracy of apparatus times and staffing numbers.	12 - 24 months	Neutral	Staff time		√